

Carver County, Minnesota

Annual Budget

And Long-Term Financial Plan
for 2025 and Beyond

*Adopted by the Carver County Board of Commissioners
Dec. 12th, 2023*



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2024

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CARVER COUNTY PROFILE

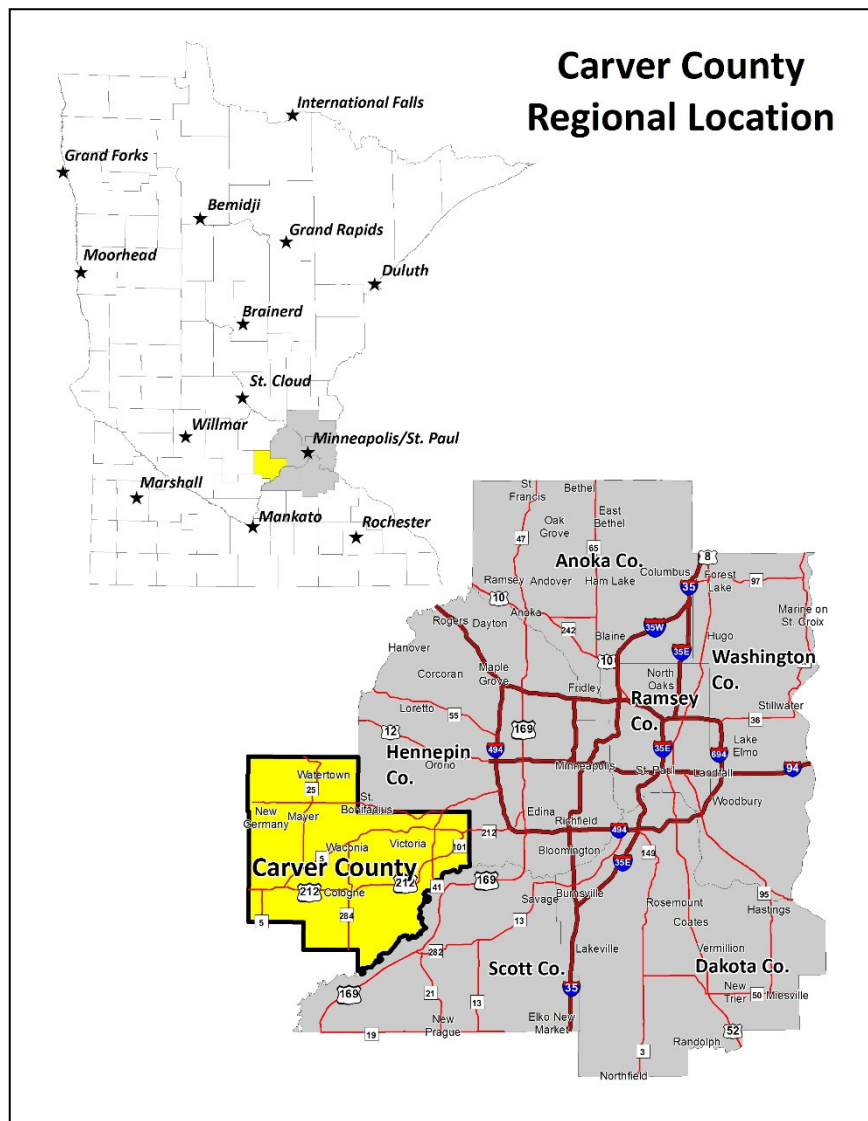
Carver County Profile

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.



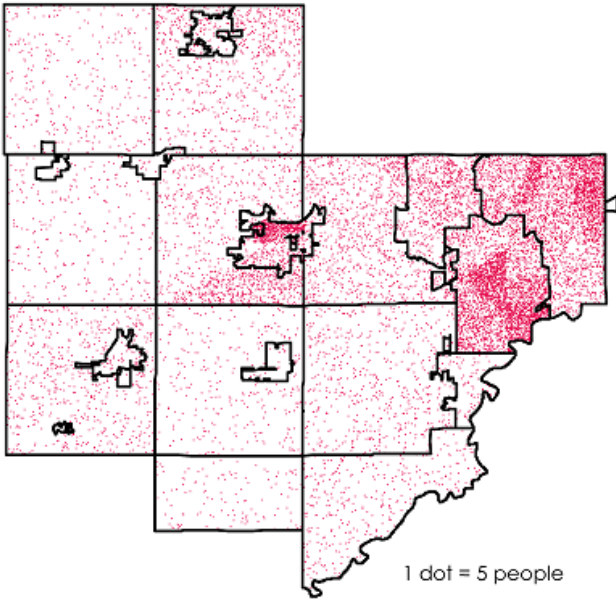
The 2022 population estimate for Carver County is 110,136, according to U.S. Census estimates. The largest city in the county, Chaska (the County Seat), had a 2022 estimated population of 28,170. Chanhassen followed closely behind with an estimated population of 25,885.

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 2022-2040 is expected to see an increase of 46.58%.

Snapshot of Carver County

Population		2000	2010	2020	2022
Total Pop.	County Population	70,205	91,042	106,922	110,136
	County Rank (of 87)	11	11	11	11
Age	% over 65	7.5	8.5	12.8	14.7
	% under 18	31.5	29.9	27.2	24.3
	Median	33.9	36.3	38.6	38.9
Race/ Ethnicity	% White	95.9	90.7	86.5	86.0
	% Asian	1.6	2.5	3.4	3.1
	% Black/ African American	0.6	1.2	2.1	1.3
	% Hispanic or Latinx	1.9	1.7	5.0	4.6
	% Other	2.6	3.9	3.0	5.0
	School Enroll.	K - 12	16,043	20,328	21,242
	College/ Grad. School	2,867	5,765	4,662	4,623

Carver County Population Density Estimate



Housing		2020	2021	2022
	Housing Units	40,380	41,272	42,160
	Households	38,863	39,636	40,373
	Persons per Household	2.73	2.69	2.7

Housing		2021	2022	2023
	Sheriff Foreclosure Sales	18	22	24

Source: Metropolitan council and Carver County Sheriff's Office

Jobs		2020	2021	2022
Employment by Industry (Top 6 Industries)	Education Services, health care and social assistance	12,331	12,405	13,171
	Manufacturing	8,887	9,108	10,214
	Professional, scientific, and management, and administrative and waste management services	7,055	7,784	7,295
	Retail Trade	6,234	6,341	5,843
	Finance, insurance, real estate, and rental and leasing	6,035	6,019	5,177
	Arts, entertainment, and recreation, and accommodation and food services	4,177	4,084	4,894
	Total (All Industries)	57,269	57,941	62,493

Source: U.S. Census Bureau

		2022
Major Employers (estimated)	ISD No. 112 (Eastern Carver County)	2,056
	Ridgeview Medical Center	1,500
	Emerson Process Management	1,201
	Strom Aviation Inc	1,001
	IWCO Direct	1,000
	ISD No. 110 (Waconia Public Schools)	900
	Carver County	785
	BeckmanCoulter, Inc.	780
	Bernard Group	600
General Mills	600	

Source: Data Axle Reference Solutions, the County, written and telephone survey (April 2022), and the Minnesota Department of Employment and Economic Development.

Budget Summary		2023 Adopted Budget	2024 Adopted Budget
Operating		Operating	
Costs	\$ 113,710,121	Costs	\$ 123,428,527
Capital Projects	20,598,343	Capital Projects	118,951,618
Total	\$ 134,308,464	Total	\$ 242,380,145
2023 Expenditures		2024 Expenditures	
Public Assistance	\$ 5,592,486	Public Assistance	\$ 5,959,845
Personal Services	88,582,534	Personal Services	96,503,126
Services & Charges	13,014,763	Services & Charges	14,379,070
Materials & Supplies	4,433,871	Materials & Supplies	4,667,852
Capital Outlay	20,598,343	Capital Outlay	118,951,618
Debt Services	3,708,997	Debt Services	3,561,320
Other Expenses	(3,819,312)	Other Expenses	(4,088,653)
Transfers	2,521,841	Transfers	2,445,967
Total	\$ 134,633,523	Total	\$ 242,380,145
Reserves Used	325,059	Reserves Used	-

Source: Carver County Financial Services

Income and Labor Force		2020	2021	2022
Income	Median Household	\$ 104,011	\$ 107,890	\$ 116,158
	Median Earnings	\$ 52,072	\$ 54,183	\$ 59,443
	% Poverty	3.4	3.8	4.8
Educational Attainment (Population age 25+)	% No H.S. Diploma	3.6	3.8	1.3
	% H.S. Graduate or Equivalent	17.4	17.9	19.4
	% Associate Degree or Some College	29.9	28.6	29.4
	% Bachelors Degree	33.7	33.7	32.2
	% Graduate or Professional Degree	15.4	15.9	16.9
	Population 25 years and over	67,783	69,207	73,810
Labor Force (Age 16+)	Total Labor Force	79,321	81,009	86,852
	In Labor Force	58,746	59,771	63,927
	Unemployment Rate	1.8%	2.2%	2.2%

Source: U.S. Census Bureau

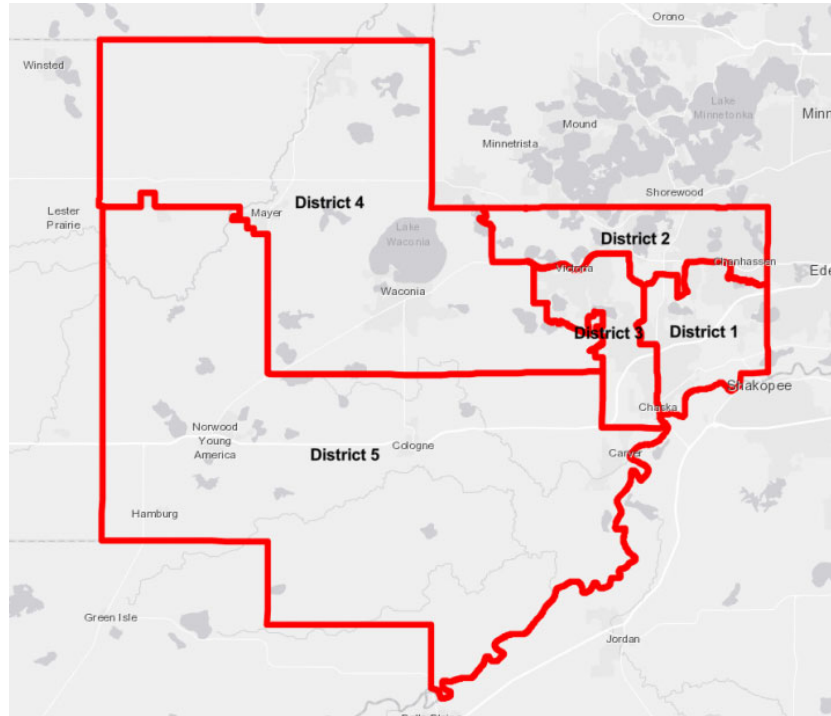
Governing Body

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:** Matt Udermann
- District 4:** Tim Lynch
- District 5:** John Fahey

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

The Strategic plan is reviewed annually during May and approved June/July.

I. Vision

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

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 six goals are designed to serve as the foundation for all future strategies, work, and priorities of the County.

- I. Customer Service:** Continue the County's delivery of high-value, timely service, and support.
- II. Communities:** Create and maintain safe, healthy, and livable communities.
- III. Culture:** Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.

- IV. **Connections:** Develop strong public partnerships and connect people to services and information.
- V. **Finances:** Improve the County's financial health and economic profile.
- VI. **Growth:** Manage the challenges and opportunities resulting from growth and development.

IV. Implementation Plan

I. Customer Service: Continue the County's delivery of high-value, timely service, and support.

- A. Data Requests: Develop a consistent means and personnel to respond to data requests.
 - i. Examine/evaluate data redaction tools.
 - ii. Update/define retention practices for miscellaneous data not included in the data inventory and/or records retention schedule.
 - iii. Evaluate feasibility of creating a collaborative data practices specialist position to support the Sheriff's Office, Health & Human Services, and Public Services.
- B. Health and Human Services' (HHS) Service Delivery Model: Continue the transformation to administer efficient and excellent services that are responsive to the unique and diverse needs of the community, enable a positive and productive customer engagement, foster a sense of belonging, strive for health equity, are fiscally responsible, are accountable, and support staff retention and growth.
 - i. Collaborate with Hennepin County to provide mentoring and cognitive skills training for diverse youth (incorporate use of the Health and Education Alternatives for Teens [HEAT] program).
 - ii. Continue working with cities to expand Communities of Belonging initiative.
 - iii. Per State funding [grant] requirements, develop a Health Equity and Community Engagement Committee (HECEC).
 - iv. Develop strategies to address lack of resources, cost shifts, workforce shortages and turnover, and funding shortfalls.
 - v. Continue to build and practice transparency in the integrated budgeting process throughout the entire year.
 - vi. Evaluate and address internal logistical operations to improve efficiency and accountability to the public and regulators based on metrics to inform decision making processes (e.g., Credible BI, Data Warehouse, Teams, Traverse). Improve data collection, analysis, and data security.
- C. Absentee Voters: Reduce in-person wait times at the Chaska Government Center by having additional Carver County cities provide in-person absentee voting at their City Halls for the 2024 Election. Promote an In-Person Absentee City Precinct pilot project to reimburse out-of-pocket costs for Chanhassen, Chaska and Victoria if they join Waconia in being an In-Person Absentee City Precinct for the 2024 Election.
 - i. Contact Chanhassen, Chaska & Victoria City Election clerks and Administrators to encourage them to participate in a pilot project to be an In-Person Absentee City Precinct for the 2024 Election.
- D. Fleet Management: Update the plan to optimize fleet usage, replacement schedules and future needs.
 - i. Re-assess pool vehicle usage and determine recommendations (eliminate, rent, implement kiosk system etc.).

- ii. Determine policy needs as necessary for pool vehicle use versus mileage reimbursement.
 - iii. Analyze Public Works equipment usage and future needs and update long term equipment replacement program.
 - iv. Utilize AssetWorks software to aid with equipment replacement schedules and budgeting (capital planning)
- E. Library Customer Service: Enhance service and make libraries more accessible.
- i. Explore additional ways to enhance library customer service and make libraries more accessible.

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

- A. Public Safety Professionals: Improve recruitment and retention of public safety professionals.
- i) Work with legislators to create new on-ramps to peace officer licensure. (Presented to legislators Jan 2022)
 - ii) Negotiate successor CBAs to ensure competitive, performance-based compensation packages that accelerate an employee's wages proportionate to value added.
 - iii) Adjust/change workplace practices to recognize changes in the workforce attitudes toward work/life balance.
 - iv) Explore cadet-type programs for detention deputy and/or 911 Dispatcher.
 - v) Create internal career paths and structures.
- B. Non-criminal Calls for Service: Provide responsive services and appropriate resources (e.g., mental health, medical, substance use, crisis, or civil matter).
- i) Increase crisis co-responder personnel.
 - ii) Assess development of co-located mental health crisis Administration have developed a different organizational structure to better Anderka workers in dispatch.
 - iii) Evaluate call for service data to determine impact/cost of response to non-criminal calls for service.
 - iv) Assess viability of civilian (non Law Enforcement/Community Service Officer) personnel to respond to non-criminal calls for service.
- C. Food Insecurity: Strengthen the hunger relief network in Carver County with the goal of eliminating food insecurity and promoting healthy nutrition in our communities.
- i) Collaborate with the Carver County Hunger Relief Collaborative, who are leading this effort, to build and enhance community supports and interventions around healthy nutrition and food availability to improve food security of Carver County residents (e.g. The Humanity Alliance, potential Food Shelf in Cologne).
 - ii) Ensure availability of food resources to those in need across the age span. This includes but is not limited to Summer Meals for Kids, Older Adult Delivery programs, food distribution events, and targeted outreach programs.
 - iii) Maintain the Find Food Carver County website to facilitate public awareness of food resource, volunteer opportunities, and improve coordination of both public and private food relief efforts.
- D. Provide quality services to the County's veterans and their families.

- i) Implement periodic program evaluation techniques to ensure that staff is effective in meeting the needs of the community.
 - ii) Operate an efficient transportation program which assists veterans in attending Veterans' Assistance (VA) Medical Center appointments.
 - iii) Find ways to identify and serve previously unknown veterans in the County.
- E. Safe Children: Partner with parents and children to build upon a period of safety to stabilize and strengthen a family's situation and ultimately support and sustain the health, wellness, and safety of the child. Implement a preventive Home-Based service approach to support families before the crisis.
 - i) Adopt service delivery model based on legislative action (HF 2320/ SF 2401) which will create a new agency at the State (separate from Minnesota Department of Human Services) combining core child, youth, and family support programs. This will be a two-year process and will impact how children and family services are funded and delivered at a local level. Prepare the new department during 2023-24 to go into effect 07/01/2025.
 - ii) Utilize Out of Home Placement as an option of last resort after home-based efforts have failed.
 - iii) Collaborate with Public Health, Social Services, Behavioral Health, Housing, Income Support, and Community Child and Family programs to provide appropriate wrap around services.
 - iv) Take appropriate steps to support the MN legislative priority regarding reduction of child protection worker.
- F. Community Connectedness: Promote partnerships with community organizations, schools and governmental agencies.
 - i) Continue to evolve and expand legislative priorities and advocacy efforts to accomplish County goals.
 - ii) Continue working with CDA, Cities and Townships on ensuring affordable housing stock exists to support a robust, diversified workforce.
 - iii) Explore ways to align County and CDA strategic plans, priorities and efforts to build communication and cohesiveness on topics such as housing, and economic development.
- G. Behavioral Health: Expand, enhance, and integrate both county and community resources to address the growing and changing behavioral health (mental health/substance use) needs of those who live and work in Carver County.
 - i) Continue to utilize telehealth or virtual presence to augment and enhance safe and effective mental health care to clients.
 - ii) Identify and reduce barriers to quality substance abuse and mental health treatment by contracting with local provider(s) for rapid assessment and treatment to augment current crisis and other county mental health services.
 - iii) Establish dependable and sustainable psychiatric services. Explore opportunities for partnerships and/or contracted services to provide needed psychiatry and prescribing services in both Jail and HHS Behavioral Health Dept.
 - iv) Increase use of targeted interventions with an emphasis on skill building to reduce the risk of justice-involved youth and adults. This includes but is not limited to incorporating cognitive skill instruction to higher risk justice-involved youth using Decision Points Curriculum.

- v) Contract with local service provider for a Certified Peer Recovery Specialist (CPRS) to optimize successful outcomes for Drug Court participants.
 - vi) Evaluate jail mental health model and establish a long-term service plan.
 - vii) Combine Public Health and Behavioral Health strategies to address building mental wellness on an individual and community level.
 - viii) Take appropriate steps to support the Minnesota legislative priority regarding reduction of behavioral health worker.
- H. Sustainable Housing: Address issues impacting available, affordable, and sustainable housing for those experiencing or leaving homelessness.
- i) Through the Housing, Income Support, and Child and Family Departments of HHS, implement the Local Homeless Prevention Aid appropriation. Created by the 2021 legislature (MN Statute 477A.30) with initial payment effective 07/01/2023, the funds are targeted at families and children who lack housing or are living in overcrowded housing. Funds are to be utilized for rental assistance and case management support to improve housing stability.
 - ii) Continue to collaborate with community partners to facilitate timely and efficient operation of homeless prevention and mitigation programs.
 - iii) Maximize grant and third party billing options to offset use of County resources to expand housing programs across the continuum of services. This includes but is not limited to homeless prevention programs, Coordinated Entry, Emergency Shelter, Housing Stabilization, and Subsidized Housing Options.
 - iv) Continue to maintain the Housing Unit Hotline to help the public connect with appropriate housing resources in the community.
 - v) Continue to make available (to those eligible) emergency weather vouchers, track utilization, and seek possible funding
- I. National Opioid Settlement: Identify, collaborate, and respond to local issues and decide how to leverage and disburse funds.
- i) Establish a Multi-Sector Advisory Council, as required, to assess need, gaps in services, and provide recommendations on how to leverage and disburse the National Opioid Settlement and other funding allocations to assist with the prevention, treatment, mitigation, and recovery of opioid and other substance use disorders.
 - ii) Hire a 0.3 FTE Public Health Program Specialist to provide support and technical assistance to the Advisory Council.
 - iii) Coordinate efforts and lead the implementation of evidence-informed approaches to prevent and address opioid and other substance use addiction and disorders. This may include but not be limited to, broadening access to naloxone or increase use of medication-assisted treatment to treat opioid use disorder, increase treatment in the local jail, provide Substance Use Disorder treatment and supports during pregnancy and the postpartum period, expand services for neonatal opioid withdrawal syndrome, expand harm reduction programs, support co-responder work related to opioid use in the community, and/or implement drug disposal systems.
- J. Cannabis: Address impact related to legalization.
- i) Update zoning code to reflect Minnesota's new cannabis Ongoing law including location and number of locations in the County.

- ii) Develop ordinance and procedures for registering and conducting compliance checks on cannabis retail locations.
- iii) Assess and take measures to address criminal justice and public and human services impacts.

K. Centralized Traffic Management Center (TMC)

- i) Implement a central traffic signal control system to improve traffic signal operations utilizing federal grant. Evaluate needs for software, hardware and expansion of traffic signal/sign shop office.

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

A. Innovation: Create a culture of innovation.

- i) Further raise employee engagement in innovative methods, spark more innovations and cultural change, and improve measurement of results.
- ii) Support a culture where the above can be facilitated in 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.
- iii) Focus innovation processes to continue promoting front-line workers' ability to bring forward ideas that improve current work processes.

B. Employee Accountability: Improve community trust through employee accountability.

- i) Increase use of measurable data as part of employee evaluations.
- ii) Provide additional training for supervisors and managers to further develop employee performance management skills.
- iii) Consider accountability language during CBA negotiations.
- iv) Leverage technologies to accurately capture performance data (e.g., body-worn cameras, in-car camera systems, Global Position Satellite).

C. Components of Culture: Develop clearer expectations and success measures and create a "Best Place to Work".

- i) Integrate six proposed pillars in the culture of our organization: Values Base, Purposeful Work, Engagement & Clarity, Equipped/Resourced, Rewards, Gratefulness & Appreciation.
- ii) Report efforts that roll up to each pillar.

D. Inspect What We Expect: Develop clearer expectations and success measures.

- i) Develop manager training video on performance evaluation best practices.
- ii) Consider best practices to confirm that established standards are being met (e.g. telework productivity, out-of-office signatures, responses to requests, etc.).
- iii) Explore effort and benefits of an enterprise dashboard.
- iv) Develop and implement response standards and format (e.g. voicemail, email, virtual background, etc.).

E. Leadership: 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.

- i) Continue effective discussions and communication with all levels of County leadership.

- ii) Review opportunities for constructive conversations, training, and clear communications to support alignment of mid-level management approach and engagement with organizational goals, vision, and values.
 - iii) Invest in leadership development for supervisors and managers across all work areas.
 - iv) Build mid-management recognition of the importance of their significant role and ability to define and influence organizational culture, employee engagement, accountability, and experience of workplace culture pillars for their teams and those with whom they interact. (Supervisors and managers significantly influence employee experience of values based and purposeful work, engagement, clarity of work direction/expectations, being equipped/resourced to complete work safely and effectively, and creating a culture of gratefulness and appreciation.)
- F. Attraction and Retention: Position the County to attract, develop, and retain a well-qualified, diverse workforce that reflects our community and is prepared to deliver excellent service, responsive to community requirements.
- i) Encourage staff engagement, achievement, and effective teamwork, including engagement of more remote workers and dispersed teams.
 - ii) Continue to build a professional, respectful, and welcoming, 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.
 - iii) Continue to support, develop, update, and invest in the elements necessary to attract and retain a well-qualified workforce in a highly competitive labor market, including but not limited to: focus on and investment in competitive compensation and benefits; staff training and development; workplace culture and environment; continued prioritization of workplace safety and health; effective supervisory and leadership strategies and approaches; effective performance management; and innovation and technology investment.
 - iv) Develop an intentional future talent pipeline strategy by forming partnerships with high schools including educational events and strategies such as such as tours, presentations, and/or communication media.
- G. Legislative Impacts: Address multiple significant changes impacting County workforce planning and management arising from recent legislative updates.
- i) Conduct detailed review and analysis regarding the outcome and County impacts of recent significant legislation, including in the areas of Minnesota Paid Family and Medical Leave, Earned Sick and Safe Leave, and various Public Employment Labor Relations Act changes.
 - ii) Review and update County policies, procedures, processes, and technology systems to support required management and tracking as needed, responsive to new requirements.
 - iii) Analyze countywide staffing, workforce, and budget impacts.
 - iv) Continue to monitor the development of guidance for practical application of new program requirements. Determine how the new requirements mesh with or modify current County processes.
 - v) Review Employee Relations staffing and/or contracted options for administration of expanded requirements.

- H. Resource Savings: Continue to seek out and implement resource saving measures and develop a coordinated message promoting these efforts.
 - i) Identify and assemble existing efforts and potential new ways to reduce the County's use of resources including seeking cost savings in energy use, and waste generation and collection.
 - ii) Promote County efforts that reduce costs and resource use.
 - iii) Explore options for vehicle charging stations.
- I. Health Disparities: Address the health disparity of Carver County residents who live on little.
 - i) Expand utilization of Community Health Workers to build and enhance relationships with those individuals and communities living on little to access and utilize appropriate community resources to promote optimal health, wellbeing, and positive community engagement.
 - ii) Support development of Communities of Belonging across all municipalities and townships in the County to leverage local community resources and activate resident participation to improve the health, wellbeing, and economic prosperity of all who live and work within that community.
 - iii) Expand collaboration with healthcare partners to improve access and utilization of healthcare for under and uninsured residents. This includes but is not limited to partnering with River Valley Health Services, Open Door, Community Connect, and other subsidized and/or free health clinic services.
- J. Commercial Drivers Licenses (CDL): Create certified entry level training program for CDL drivers.
 - i) Work with Employee Relations to complete the classroom training program through NEOGOV. Train/Assign existing staff to perform the behind the wheel training portion of the program. Use program to train existing staff that need a CDL.
- K. Public Works Operations Department: Enhance organizational culture.
 - i) Create operational vision and goals. Analyze staff model and make improvements to meet operational goals. Evaluate job descriptions and modify them or create new ones as needed. Create supervisor and operator training program. Explore career ladder/levels for Operators. Create requirements to advance levels based on training, certification and performance.

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

- A. Fiber infrastructure: Make high-speed connectivity available to Carver County and other public and community support entities.
 - i) Expand the County's broadband fiber optic cable network through CarverLink to meet the growing needs of participating agencies.
 - ii) Implement Connect Up Carver initiative to reach unserved and underserved properties in the County.
 - iii) Continue to look for opportunities to connect the last remaining unserved/underserved areas of the county.
- B. Technology Enhancements: Develop infrastructure and applications to provide better service and communication to the Carver County community and to raise productivity.

- i) Implement IT Strategic Plan, including increased external “Cloud” hosting, improvements in Information Technology (IT) structure, management, customer service and communications, core technologies, data integration, and the development of high-level business intelligence.
 - ii) Support hybrid work environment with technology (video conferencing and computer hardware).
 - iii) Upgrade Wi-Fi in County facilities to support business needs.
 - C. Cybersecurity: Continuously advance protections.
 - i) Train and provide resources to employees on cybersecurity threats.
 - ii) Advance hardware security protections.
 - iii) Develop security procedures to mitigate daily risk of cyberattacks.
 - iv) Transition County website and email to carvercountymn.gov domain.
 - D. Communication: Enhance public and employee understanding of County services and resources.
 - i) Make additional improvements to the County’s website to improve the user’s experience on our site. Explore opportunities for customers to conduct additional business through our website.
 - ii) Review communications structure, staffing and resources.
 - iii) Refine and implement staff level communications strategic plan.
 - iv) Continue to enhance our social media presence.
 - E. Court Hearing Officer: Implement the position to handle misdemeanor and traffic offenses.
 - i) Work with the Judges and Court Administration to implement the hearing officer position and communicate with our justice partners on the new change. Monitor and communicate the County Attorney Office's policies on plea negotiations and case resolutions to the court and hearing officer.

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

- A. Transportation Asset Management Plan/CIP
 - i) Update condition assessment of assets (pavement, signs, storm pipes, etc.).
 - ii) Refine performance targets (percentage in good, fair, poor, etc.).
 - iii) Determine lifecycle treatments (resurface, replace etc.) and decision trees (when to do what treatment).
 - iv) Determine lifecycle costs to meet performance targets. Develop models and run scenarios.
 - v) Determine budget impacts with updated inflation and incorporate in CIP.
 - vi) Create report (TAMP V2).
 - vii) Replace E-Timesheet for Operations staff with Cartegraph work orders. (Eliminate dual entry)
- B. Parks and Trails Asset Management Plan/CIP
 - i) Determine high level preservation needs and costs for existing parks assets.
 - ii) Identify and prioritize known parks and trails enhancement/development projects.
 - iii) Develop strategic plan for existing and future regional parks and trails needs.
 - iv) Perform parks building assessment.
 - v) Determine budget scenarios and incorporate in county long term financial plan.
- C. Annual Budget

- i) Develop appropriate annual budget to address increasing service needs from the fastest growing county in the state with taxpayers limited financial resources.
 - ii) Develop the County Administrator's Recommended 2024 Budget with an inflationary County tax impact on the average value home.
- D. 20-year Capital Budget
 - i) Incorporate high-level summary of anticipated 20-year capital projects from the Master Space Plan Study and the Parks and Trails Strategic Investment Plan into five-year Long-Term Financial Plan.
- E. Labor Market: Develop strategies to operate in a strained labor environment.
 - i) Maximize organizational capacity.
 - ii) Maximize telework efficiencies.
- F. Federal and State Transportation Grants and Appropriations
 - i) RAISE grant request for Highway 5 Federal earmark request for Highway 5 Corridors of Commerce request for Highway 5 and 212 Safe Streets for All request for Highway 40, Highway 5, 82/Bavaria State bonding request for Highway 5 State bonding request for Highway 18-82 State bonding request for Highway 212 PROTECT grant/program request for Highway 5 LPP grant request for Highway 5/11

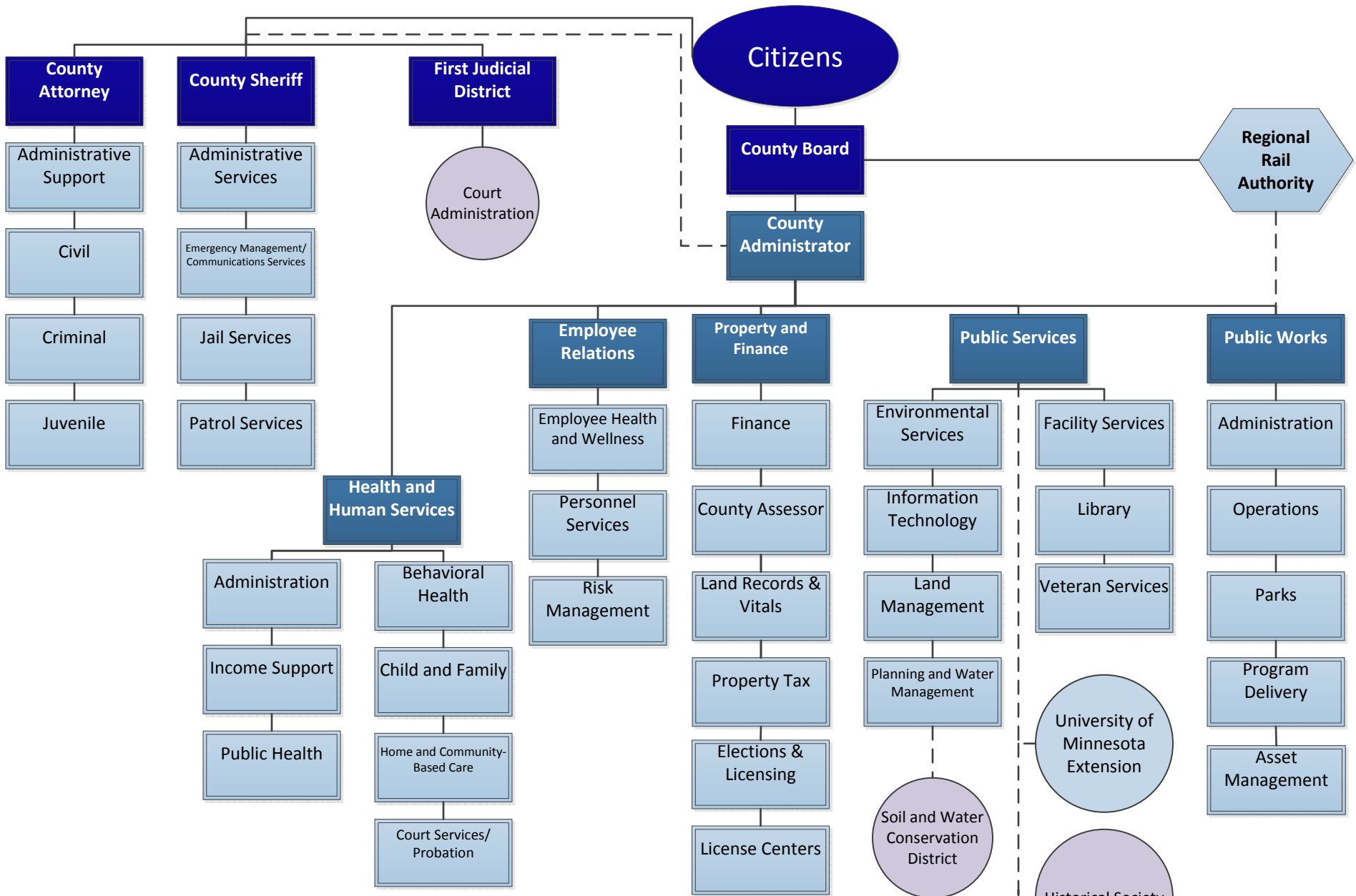
VI. Growth Goal: Manage the challenges and opportunities resulting from growth and development.

- A. Transit Plan: Prepare a plan and strategies to complement the 2040 Comprehensive Plan and better serve those who work and live in Carver County.
 - i) Add this “kitchen cabinet” Task Force appointment to our July 11 agenda.
- B. Library Facilities: Plan for new and renovated library facilities to meet growing and changing community needs.
 - i) Evaluate community needs for library service in each community in Carver County.
 - ii) Partner with cities to determine capacity to support varying types of library service.
 - iii) Build new, enlarged library building in Chaska.
 - iv) Explore and implement different service delivery models for expanded access.
- C. Master Space Plan: Reassess the County Master Space Plan to accommodate growing and changing citizen service needs, county staffing, and facility needs.
 - i) Mainland:
 - (1) Complete Construction and Operations Plan for Waterfront Service Center Building.
 - (2) Seek additional state bonding for Phase III, \$2.25 M requested.
 - (3) Budget county match.
 - (4) Design Phase III improvements (playground, trails, docks, other amenities).
 - (5) Construct Phase III. 6. Determine scope of additional future development.
 - ii) Coney Island:
 - (1) Construct Hoffman Foundation Monument.
 - (2) Construct group firepit area.
 - (3) Complete other Phase II site planning for docking, camp sites, playground.
 - (4) Complete implementation plan for Phase II and incorporate into Long Term Financial Plan

- D. Arboretum Area Transportation Plan
 - i) Refine implementation plan to consolidate projects to reduce traffic and community disruption.
 - ii) Complete preliminary engineering of combined projects on Highway 5 from 78th St through Highway 41 and Rolling Acres Road from 5 to Interlaken.
 - iii) Engage public and policy makers.
 - iv) Seek federal and state funding with the goal to construct this section of Highway 5 (including Lake Minnewashta causeway bridge) in 2025.
 - v) Determine County funding including potential bonding needs. Update CIP/LTFP.
 - vi) Complete final design plans and secure state bonding for CR 18 (82nd Street) with the goal to construct in 2024-2025. for 18-82
 - vii) Continue development of remaining projects on Highway 5 and the rest of Rolling Acres Rd.
- E. Highway 212 Expansion
 - i) Complete environmental study, engineering, public engagement, and property acquisition for Phase 2 (Benton Township) from Cologne to NYA. 2022-2024.
 - ii) Seek federal grants (BUILD, INFRA) to reduce county cost share.
 - iii) Finalize cost estimate. Determine if additional funds needed beyond current budget.
 - iv) Begin construction in 2024
- F. Carver County Water Management Organization (CCWMO): Continue to assess operational efficiencies in operations and explore collaboration opportunities with the Land Management and Environmental Services Departments.
 - i) Explore communication and education/ innovation needs across the Land, Water, Environment departments.
 - ii) Continue to enhance technology solutions for program operations.
 - iii) Seek collaboration opportunities with Public Works and cities regarding stormwater inspections.
 - iv) Update business rules to include Land Management zoning compliance and the Carver Soil and Water Conservation.
- G. Economic Recovery: Support post-pandemic economic recovery by addressing needs of employers and offering education and job search assistance to job seekers.
 - i) Assist employers with developing new hiring and retention 2023-2024 practices.
 - ii) Hold industry-driven job fairs.
 - iii) Partner with education institutions to offer training and retraining to job seekers (e.g. trades, healthcare).
 - iv) Facilitate resident connections to transportation and childcare to mitigate barriers to employment. Focus on working with community providers to expand these services to nights and weekends.
 - v) Consider hiring another Childcare Specialist in HHS to expand the ability to process and offer childcare assistance to eligible residents to help them return to meaningful work faster.
 - vi) Per the federal Consolidated Appropriations Act, 2023, signed into law on 12/29/2022, begin processing healthcare renewals starting 04/01/2023 as part

of the pandemic unwinding process. Renew those eligible for healthcare/food benefits, but close those no longer eligible. Offer resident support with job searching, securing of employment, and obtaining employment healthcare coverage.

- H. Household Hazardous Waste (HHW): Plan for future demand of HHW and problem material disposal to meet the increased service needs of our citizens.
 - i) Work with consultant to review existing Environmental Center service models and annual collection events.
 - ii) Determine how long the Environmental Center can continue to operate at the current site, if operational changes are needed to extend the life of the facility, and if/when a new facility is necessary.
 - iii) Bring proposed options for Board discussion.
- I. Environmental Services Department: Analyze future funding needs of Environmental Services Department. Determine future service demands and financial challenges.
 - i) Review existing Environmental Service models and programs. Determine anticipated future budget demands.
 - ii) Prepare Solid Waste Fee plan to meet those needs, and proceed along necessary timeline to provide for those needs.



Legend:

- Elected Officials:** Dark blue rectangle
- Divisions:** Medium blue rectangle
- Departments:** Light blue rectangle
- Direct Report:** Solid line
- Indirect Report:** Dashed line
- Separate Agency/Non-County Employees:** Light purple circle
- Separate Agency with County Employee Positions:** Light blue circle
- Separate Tax Levy Authority/County Commissioners:** Light 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, childcare 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 childcare 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 2026
District 3	Matt Udermann	Expires 2024
District 4	Tim Lynch	Expires 2026
District 5	John Fahey	Expires 2026

County Attorney

Mark Metz Expires 2026

County Sheriff

Jason Kamerud Expires 2026

Appointed County Officials

Office

Name

Term

County Administrator

David Hemze Indefinite

Division Directors

Employee Relations	Kerie Anderka	Indefinite
Health & Human Services	Heather Goodwin	Indefinite
Property and Finance	David Frischmon	Indefinite
Public Services	Nick Koltavy	Indefinite
Public Works	Lyndon Robjert	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 each 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 Finance, 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 2023 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 fourteen 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 Finance Division, which

was primarily responsible for 2023 Budget Book. It was the 14th time the County applied for, and received, the award. The 2024 Budget Book will be submitted for review by the GFOA.

Government Finance Officers Association (GFOA) advances excellence in government finance by providing best practices, professional development, resources and practical research for more than 22,500 members and the communities they serve.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Carver County
Minnesota**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morill

Executive Director



CARVER
COUNTY

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 12th, 2023

Dear Commissioners and Citizens of Carver County:

I am pleased to present the Recommended 2024 Budget.

The budget recommendations included in this document responds to fiscal challenges related to the tails of historic inflationary increases and a highly competitive labor market 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.

Economic benchmarks, including property market values and new construction, show improved growth from the previous year. For example, the County's \$465,000 average value home increased in value by 2% compared to last year, \$455,000. The 2024 budget recommendation captures the new tax base created from the new construction along with a 4.5% County tax impact on the average-valued residential property.

The 2024 Preliminary Budget totals \$242,380,145 which is a \$107,746,622 (80.03%) increase from 2023 Budget of \$134,633,523. The net increase is primarily the result of larger planned Road and Bridge construction projects for 2024 compared to 2023. The recommended 2024 levy increases by \$4,500,000 (6.8%) to \$70,143,855 compared to the 2023 property tax levy of \$65,643,855.

The County Board held a public hearing on the 2024 Budget on Tuesday, November 28, 2023. The Board is being asked to approve the final 2024 levy and budget on Tuesday, December 12th, 2023. The 2024 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 2025 Long-Term Financial Plan on Tuesday, December 12th, 2023. 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 2025 Long-Term Financial Plan will be used as a planning tool to prioritize significant capital projects and operating challenges beyond the 2024 Budget.

The 2024 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 Finance staff were instrumental in preparing this budget recommendation, and their assistance is greatly appreciated.

The Budget Overview that follows forms the basis of the recommended 2024 Annual Budget and is being submitted for review by the Board of Commissioners and citizens of Carver County. It includes the 2024-2023 budget comparison summary and budget strategies used to develop the preliminary budget. The updated summaries on revenues, expenditures, staffing changes, capital projects, and 5-year replacement plan 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 2024 Annual Budget process.

Sincerely,



David Hemze
County Administrator

Budget Overview

Budget Summary

The 2024 Recommended Budget totals \$242,380,145 which is an increase of \$107,746,622 from the 2023 Budget.

2022-2023 Budget Comparison		
Revenue	2023 Budget	2024 Budget
Taxes & Penalties	\$76,770,368	\$89,176,998
Licenses & Permits	1,731,654	1,740,754
Intergovernmental	34,500,549	128,001,149
Charges for Services	15,787,010	16,828,520
Fines & Forfeitures	239,686	232,940
Investment Earnings	1,568,792	2,468,792
Other Revenues	3,710,405	3,930,992
Total Revenues	\$134,308,464	\$242,380,145
Expenditures		
Public Assistance	\$5,592,486	\$5,959,845
Personnel Services	88,582,534	96,503,126
Services & Charges	13,014,763	14,379,070
Material & Supplies	4,433,871	4,667,852
Capital Outlay	20,598,343	118,951,618
Debt Services	3,708,997	3,561,320
Other Expenses	(3,819,312)	(4,088,653)
Transfers	2,521,841	2,445,967
Total Expenditures	\$134,633,523	\$242,380,145
Reserves Used	\$325,059	-

This chart compares the revenue and expenditure amounts for 2024 and 2023.

The most significant changes in the 2024 Budget are in Taxes & Penalties, Intergovernmental, Investment Earnings, Services and Charges and Capital Outlay.

The increase in intergovernmental revenues, and capital outlay is primarily due to state and federal funds that were included in the 2024 Budget to finance Road and Bridge capital projects planned to start in 2024. The 2024 Road and Bridge Capital Improvement Budget increased by \$96 million compared to 2023.

Reserves Used in the 2023 Budget were planned cost increases for MNPEA union contracts that were funded by one-time COVID19 Budget Stabilization funds in 2023 which in future years will be reimbursed by City contract revenues for policing services due to the contractual one-year lag created by actual policing contract costs being collected from contract cities in the following year.

Strategies to Close the 2024 Budget Gap

2024 Budget Gap: Executive Summary (rounded)	
Tax Levy Increase	(\$4,500,000)
Salary and Benefit Projection	5,900,000
Attachment A: County-wide Levy Adjustments	(2,600,000)
Attachment A: Division Levy Adjustments	100,000
Attachment B: Staffing Changes	800,000
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:	\$0
Attachment E: One time projects	\$10,600,000

Following the Board’s direction to minimize the county’s tax impact on the average-value home, the Recommended 2024 Budget was developed using the strategies that are summarized in the above chart and then described in the following paragraphs.

- **Capturing tax base from new construction offsets the County’s tax impact on the average value home.**

The County Administrator’s Recommended 2024 Tax Levy increase is **\$4,500,000** which is a 6.8% increase over the 2023 Levy. However, by capturing the tax base from new construction the county’s tax impact on the average value home is 4.5%.

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

The 2024 salary and benefits are projected to increase by **\$5,900,000** compared to 2023. The salary projection is based on 2024 being the 2nd year of a 2-year contract for all unions.

- **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 2024 Budget identifies **\$2,600,000** in County-wide levy savings primarily from an increase in State County Program Aid and an increase in investment earnings.

The 2024 Budget also identifies a net levy reduction of **\$100,000** in Division requests for trends and cost increases, as well as offsetting revenue for salary and benefit costs. *See Attachment A for a summary of the recommended \$2,600,00 in County-wide levy savings and \$100,000 in net Division levy savings.*

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

The recommended staffing changes are funded by non-levy sources of \$674,000 and a **\$800,000** levy increase. *See Attachment B for recommended 2024 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 2024 Budget. *See Attachment C for the list of recommended 2024 Capital Projects.*

This recommended budget also includes one-time projects funded by **\$10.6 million** from Year-End Savings, Budget Stabilization Account and Debt Service reserves and \$810,000 in State County Program Aid (CPA). *See Attachment E for the list of recommended 2024 Capital Projects funded by one-time redirected reserves and redirected CPA funds.*

- **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 2024 Budget recommends \$2,270,984 to replace facilities, vehicles and equipment, which is a \$250,300 increase from the 2023 Budget. The 2024 levy needed to fund these purchases is \$1,620,000, which is a **\$100,000** increase from 2023. *See Attachment D for the recommended 2024 facilities, vehicles and equipment replacement schedule.*

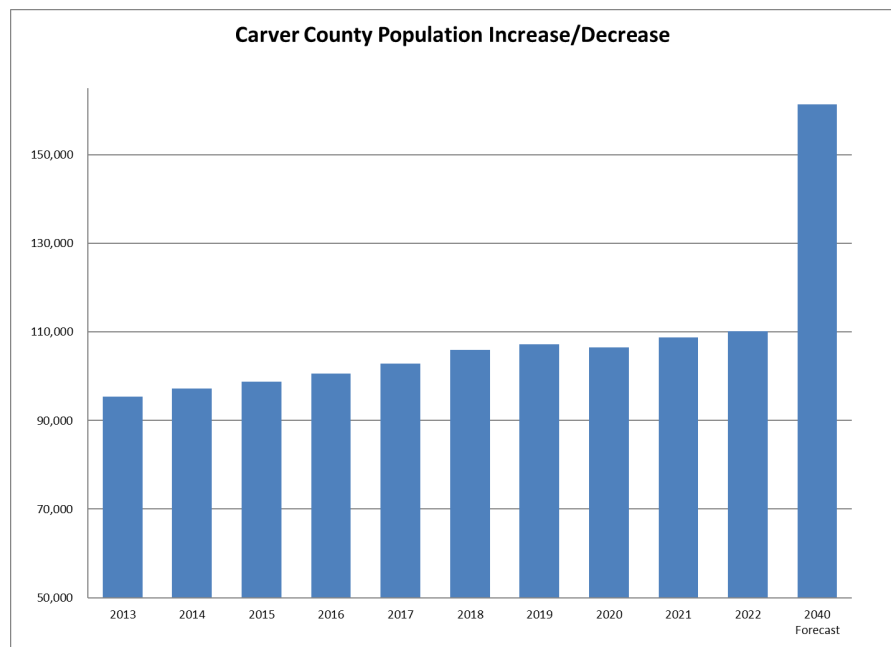
Trend Data

The following are key historical trends that were used to form the foundation of the 2024 Budget.

Population: Carver County is one of the fastest growing counties in Minnesota during the last decade, and it is expected to keep growing. Our population increase from 2021 to 2022, 1.22%. Over the last decade Carver County had a population growth of 15.37%. Carver County's population is expected to continue to grow in the future. Forecasts project the County will experience one of the highest population growth rates in the Twin Cities Metro Region into 2040 when its population is expected to be 161,440. This forecast can be found online at <https://metro council.org/> where the report can be downloaded. That is a 46.58% increase from 2022.

The following shows the 2020 Census population as well as the 2013-2019 and 2021-2022 Metropolitan Council population estimates.

<u>Year</u>	<u>Population</u>
2013	95,463
2014	97,162
2015	98,798
2016	100,621
2017	102,858
2018	105,970
2019	107,179
2020	106,565
2021	108,805
2022	110,136
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.

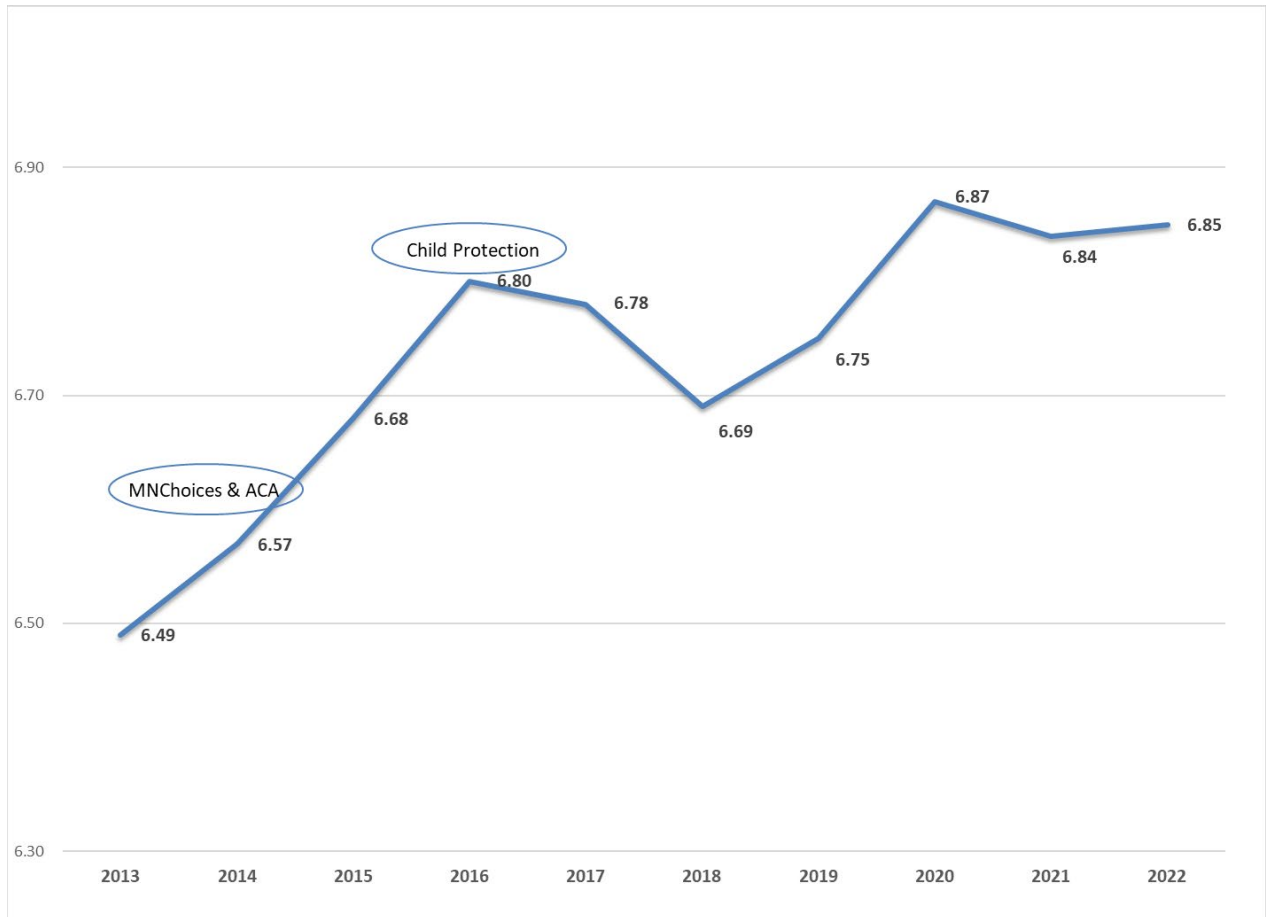
In addition to overall population growth, Carver County's aging population is expected to impact the type and number of services that will need to be provided in the future. The population of County residents age 65 and older is expected to constitute about 20% of the total County population in 2040, up from 13.3% in 2021.

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 (2013-2022) have increased by 21.8%.

County Employees per 1,000 Citizens 2013-2022

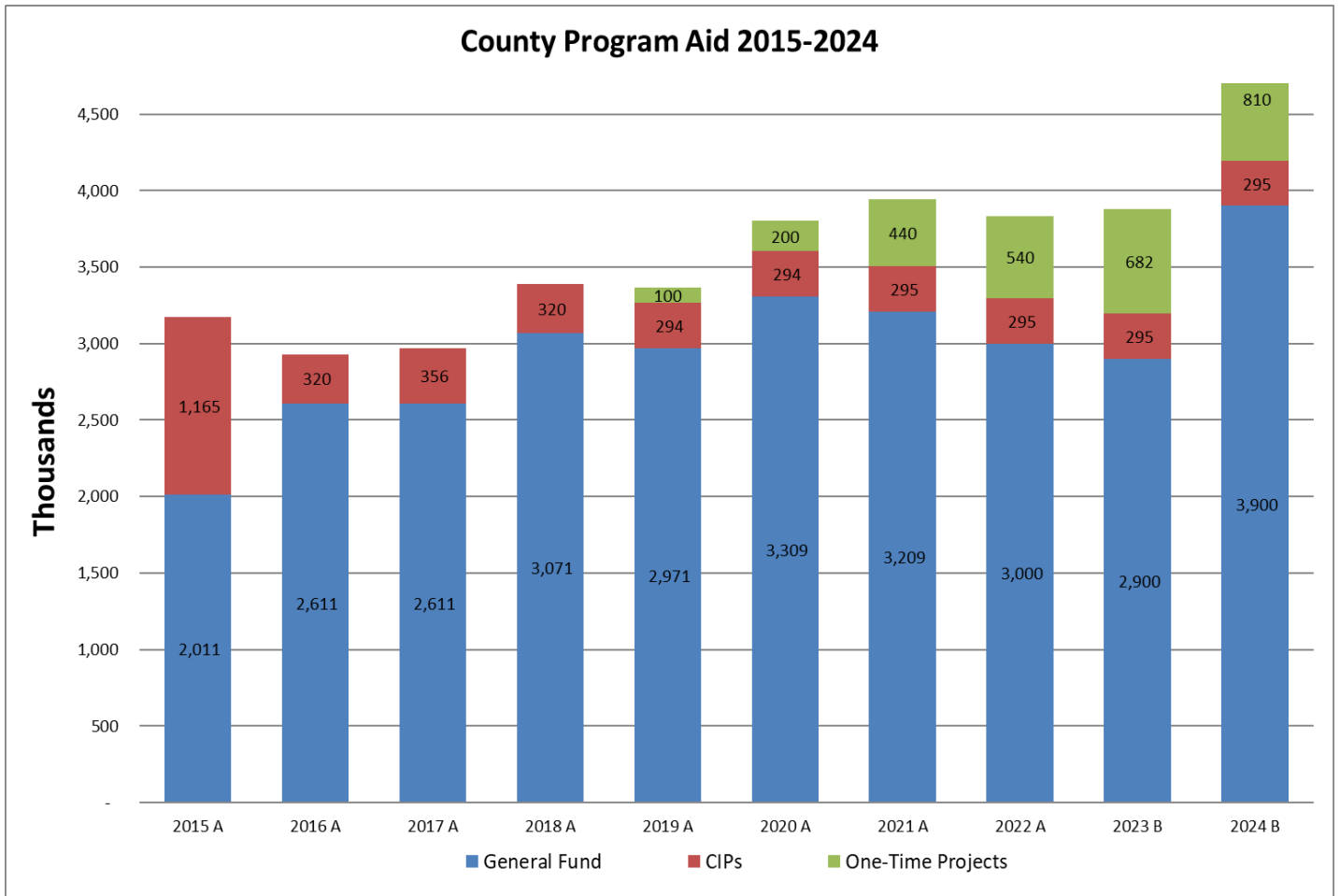


The above graph shows the fluctuation in the number of employees per 1,000 citizens.

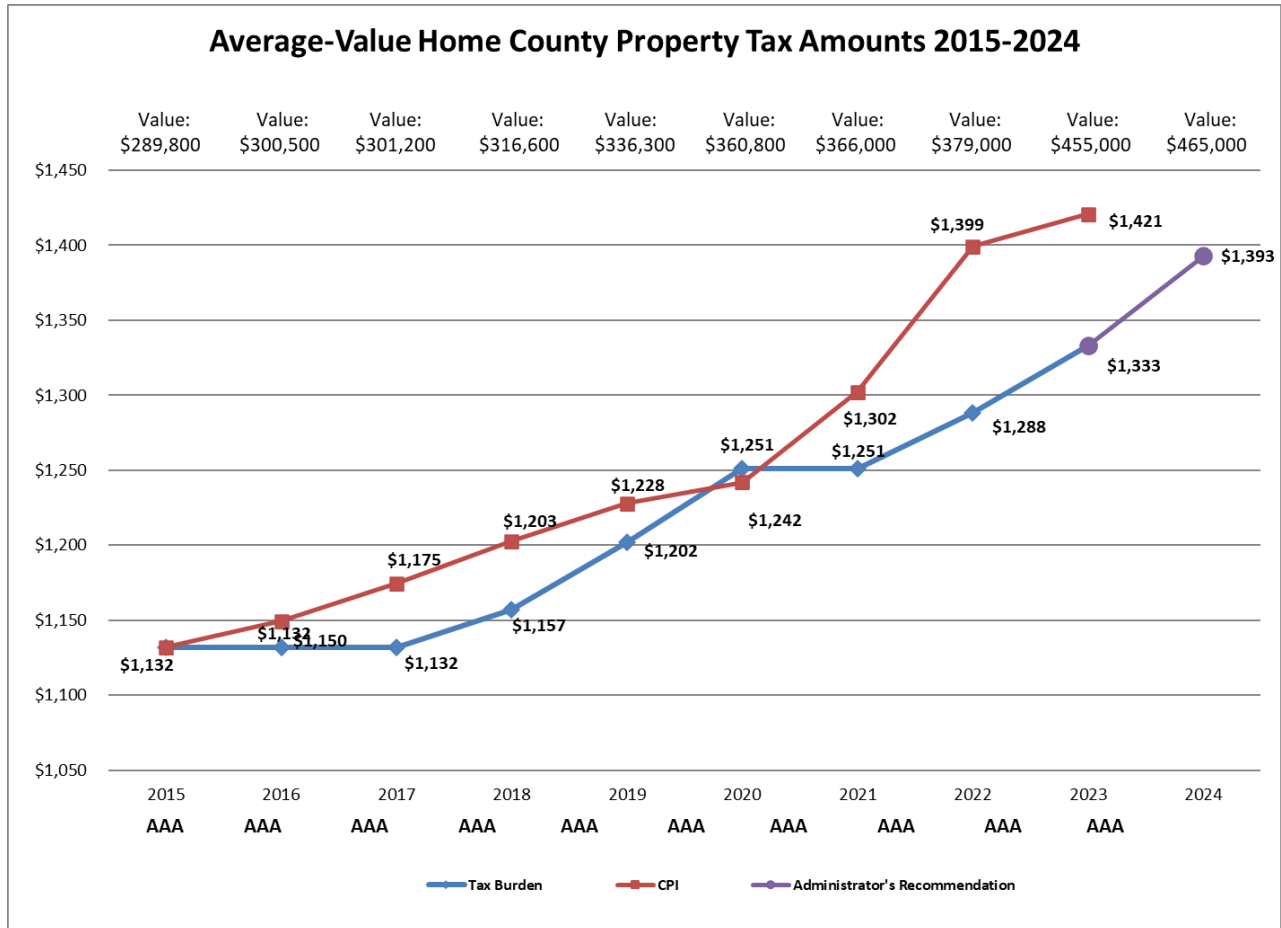
From 2009 thru 2013, there was a steady decrease in the number of employees per 1,000 citizens as a result of a limited growth in the tax base, as well as continual improvement in efficiencies gained through investments in technology and division reorganizations. The trend reversed in 2014 due to state and federal mandates for the MnChoices program, Affordable Care Act, and Child Protection. 2022 is only 0.36 FTE per 1,000 citizens higher than a decade ago.

As of November 2023, there are 764.76 FTEs accounted for at the County. For the 2024 budget there have been an additional 10.60 FTEs (excluding short-term on-call (STOC) FTEs) approved for a total of 775.36 FTEs (see Attachment B). The 10.60 FTEs added for the 2024 budget cycle are levy and non-levy funded.

County Program Aid Allocation: The following chart illustrates the actual amount of County Program Aid (CPA) the County has received from 2015-2022 and the budgeted amount for 2023 and 2024. The 2024 Budget has the County receiving \$5,005,130 of CPA funds; this is a \$1.1M increase from 2023. This chart also illustrates the amount of CPA that has been directed to the Capital Improvement Project (CIP) Funds and the General Fund starting in 2013. In 2024, \$3,900,146 of CPA funds is budgeted in the General Fund, \$1M increase from 2023.



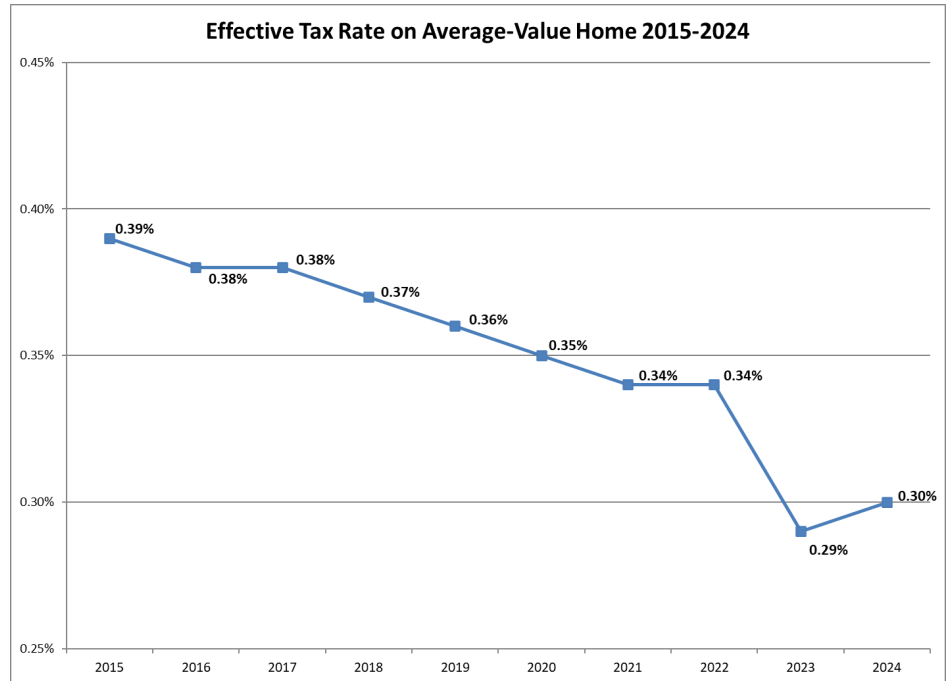
Property Taxation: The Board’s direction for setting the 2024 levy captures the new tax base created from the new construction along with a 4.5% County tax impact on the average-valued residential property. The value of the average home in Carver County increased from \$455,000 in 2023 to \$465,000 (2%) in 2024. The County’s portion of the total property tax bill on an average-value home for 2024 will increase by \$60.



The above chart shows the changes in the average home values and taxes from 2015 to 2024. 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.

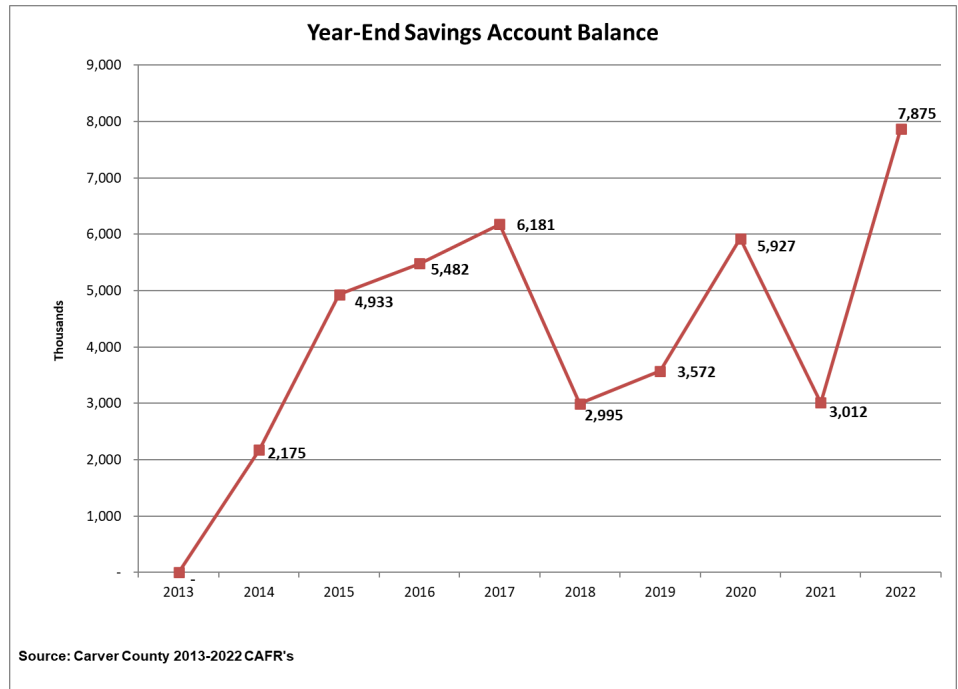
Effective Tax Rate:

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 downward movement on this trend reflects the rising home values and the relatively modest rate of tax increases by the County resulted in a decreasing effective tax rate starting in 2015 and through 2023, with a slight increase in 2024 from 2023, 0.01%.



Year-End Savings

Account: At year-end, the residual net resources from the operating budgets, excluding the annual Investment Mark to Market adjustment, makes up the Year-End Savings (“Y.E.S”) Account. The Y.E.S. account is transferred to the following Capital Improvement Project (CIP) Funds based on percentage: Road & Bridge CIP (50%), Buildings CIP (25%), and Parks & Trails CIP



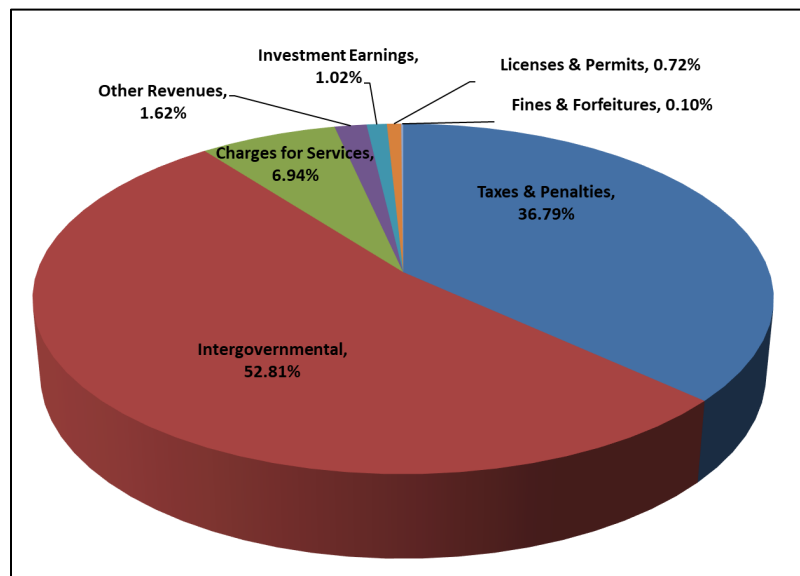
(25%). The Y.E.S Account is assigned fund balance in the respective CIP funds and is used to accumulate funds for future one-time capital purchases and/or significant budget variances. The chart shows the trend in this account’s balance. Significant decreases in 2013, the YES Account was brought down 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. During 2021, the Board approved \$136k for necessary Information Technology needs of which, \$106k was utilized. Finally, since 2018, \$700k of the YES account was earmarked to offset the next negative mark-to-market investment adjustment, which did occur in 2021 when the market’s historically low interest rates raised at the end of the year similar to 2013, which contributed to the YES account decrease in 2021. The significant increase in 2022 attributed to the 2022 change in Fund Balance policy, 5% decrease in working capital/cashflow, from 35% to 30% and excluding the annual mark to market adjustment, which was previously included in the calculation.

Revenues

The 2024 Budget totals \$242,380,145 in revenues, which is an increase of \$108 million compared to the 2023 budget. The following lists the sources of revenues for 2024, and the chart shows the percentage of the total associated with each revenue amount.

2024 Budget Revenue	
Taxes & Penalties	\$89,176,998
Intergovernmental	128,001,149
Charges for Services	16,828,520
Other Revenues	3,930,992
Investment Earnings	2,468,792
Licenses & Permits	1,740,754
Fines & Forfeitures	232,940
Total Revenues	\$242,380,145



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 2024 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 \$70,143,855 for 2024 is an increase of 6.8%, or \$4.5 million from the 2023 levy. Revenues from the property tax levy will constitute approximately 36.79% of all County revenues for 2024.

2024 Proposed Property Tax Levy

General Fund	\$39,912,769
Road and Bridge Fund	6,804,761
Health & Human Services Fund	17,588,728
Road & Bridge Capital Improvement Fund	2,590,000
<u>Debt Services Fund</u>	<u>3,247,597</u>
Total Levy County	\$70,143,855
<u>Carver Watershed Management Organization</u>	<u>\$ 953,429</u>
Total Combined Levy	\$71,097,284

By capturing the new tax base created by new construction and a 4.5% county tax impact, the \$4.5 million increase in the 2024 tax levy will have a \$60 tax increase to the average value home.

Intergovernmental and Other Revenues: Intergovernmental funding, which increased by \$93.5 million from the 2023 Budget to the 2024 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 \$34,500,549 in 2023 to \$128,001,149 in 2024 primarily due to the state and federal funds that were included in the 2024 Budget to finance Road and Bridge capital projects.

The Other Revenues category totals \$3,930,992. It includes gifts and donations, miscellaneous revenue from contracts, and transfers between funds.

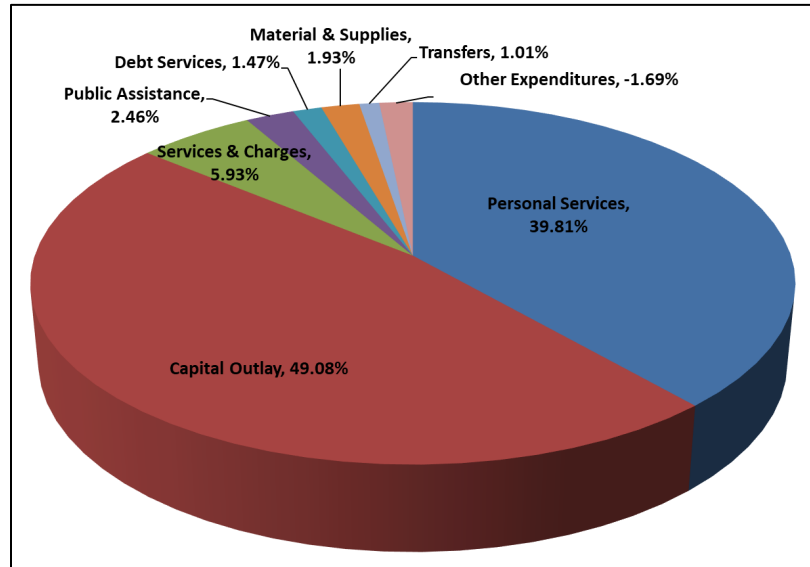
Charges for Services: The third-highest revenue source comes from Charges for Services, which totals \$16,828,520 in the 2024 Budget, an increase of \$1,041,510 from 2023. This revenue category refers to the County’s acquisition of revenue from the professional services the County provides for a fee and other services and charges covered in its Fee-for-Service Schedule.

Investment Earnings: The revenue from investment earnings is budgeted at \$2,468,792 in 2024, a \$900,000 increase from 2023 based on recent trends and the short-term investment outlook.

Expenditures

The 2024 Budget totals \$242,380,145 in expenditures, which is an increase of \$107.7 million compared to the 2023 budget. The following lists the expenditures for 2024 and the chart shows the percentage of the total expenditure associated with each category.

2024 Budget Expenditures	
Personal Services	\$96,503,126
Capital Outlay	118,951,618
Services & Charges	14,379,070
Public Assistance	5,959,845
Debt Services	3,561,320
Material & Supplies	4,667,852
Transfers	2,445,967
Other Expenditures	(4,088,653)
Total Expenditures	\$242,380,145



Personnel Costs and Services and Charges: Costs associated with County employee wages and benefits comprise the largest levy 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 2024 is \$96,503,126, which is an increase of \$7.9 million from the 2023 budgeted amount of \$88,582,534. The 2024 Budget includes salary and benefit increases to remain competitive with the market. This also includes the recommended FTE changes reflected on Attachment B.

Conference and Training: The 2024 Budget includes \$687,064 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 2024 highest expenditure category is \$118,951,618 for capital improvements. Several capital projects are included in the 2024 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 2024 Budget includes \$5,959,845 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 2024 is \$367,359 higher than the 2023 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 2024 Budget, \$3,561,320 is being budgeted for Debt Services, which is a decrease from 2023.

Attachment A1
2024 Budget: Net County-wide Adjustments and Net Division Adjustments/Trends

as of 8/2/23

	Item	Division Request	County Administrator's Preliminary Recommendation
County-wide:			
	Attachment C - 2023 Capital Projects - Road Preservation	(100,000)	(100,000)
	Attachment D - 2023 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>
	IT Cost Increases (fees, additional staff, etc.)	(30,000)	(30,000)
	Vacancy Savings	600,000	600,000
	Investment Income	900,000	900,000
	County Program Aid Legislative Increase	1,100,000	1,100,000
	<i>Subtotal</i>	<i>2,570,000</i>	<i>2,570,000</i>
Net County Wide Levy Adjustments		2,270,000	2,270,000

Divisions Negative Expenditure Levy Adjustments/Trends:

County Administration	Increase lobbyist services to cover 2024 contract	(5,000)	(5,000)
County Commissioners	Anticipated 2024 membership dues increase	(8,000)	(8,000)
Sheriff- Jail	Medical- contracted medical services	(261,105)	(261,105)
Sheriff-Jail	Aramark Inmate Meal contract increase	(28,000)	(28,000)
Sheriff-Jail	Medical services outside of contract	(20,000)	(20,000)
Sheriff- Patrol	Additional operating budget for patrol fleet- inflation/cost of squads & outfitting	(100,000)	(100,000)
Sheriff- Patrol	Increase to annual fleet budget	(86,000)	(86,000)
Sheriff-Emergency Management	Medical Examiners Contract Increase	(6,000)	(6,000)
Sheriff	Police Aid paid to police contract communities	(330,000)	(330,000)
Court Administration	First Judicial District Court- Hourly rate increase from \$100 to \$125 for Court Appointed Attorneys	(20,000)	(20,000)
Property & Finance- Finance	Increased costs for audit services and software application increases (IFS, Debt Book, etc.)	(20,000)	(20,000)
Property & Finance- Property Tax	Increase costs for services, software, mailings, and online payments fees (Aumentum, Print Vendor Costs, Online Transaction Fees, etc.)	(24,000)	(24,000)
Property & Finance- Elections & Licensing	Increased election costs and postage	(19,000)	(19,000)
Public Services- IT	Software and County-wide application costs no longer covered by Recorder Tech funds	(50,000)	(50,000)
Public Services- IT	One Meeting - New RBA solution	(9,500)	(9,500)
Public Services- IT	Cellular Data Plan increase to increase to support remote workers	(40,000)	(40,000)
Public Services- IT	Increase cost with Mail Metering vendor and USPS postage increase	(15,000)	(15,000)
Public Services- IT	Subscription Cloud storage increase - offsite data backups and Public Works storage	(40,000)	(40,000)
Public Services- IT	IT training - increase cost in IT trainings, additional training dollars for new IT staff	(10,000)	(10,000)
Public Services	Extension- 2.5% inc, Historical-4.9% and SWCD-4.9% Increase	(34,461)	(34,461)
Public Services-Facilities	Increases in Utility Costs	(95,000)	(95,000)
Public Services-Facilities	Budget for a full year of utility cost for Waterfront Service Center vs. 6mo	(23,000)	(23,000)
Public Services - Library	Mobile Hotspots - grant funds ending	(22,000)	(22,000)
Public Services - Library	Digital Collection – increased vendor costs	(26,000)	(26,000)
Public Services - Library	Print Collection – increased costs due to inflation, processing fees, and decreased vendor discounts	(30,000)	(30,000)
Public Services - Library	Transition to Blu-Ray DVD format (<i>being replaced with an STOC request on AttB</i>)	(11,000)	(11,000)
Public Services - Library	Library Technology Subscriptions	(35,000)	(35,000)
Employee Relations	Advertising and Legal Notice Publication- focused on increasing job opening advertising and diversity recruitment investment.	(10,500)	(10,500)
Employee Relations	Professional Services - cost increases for employment background check mandates, labor attorney services, technology systems incremental fee increases	(17,000)	(17,000)
Employee Relations	HR Technology system- cost increases	(9,500)	(9,500)
HHS - Behavioral Health	Mental Health Services to Jail Inmates	(300,000)	(300,000)
HHS	180 Degrees/Hope House (this is to keep the contract plus \$20k, otherwise it is eliminated)	(60,000)	(60,000)
HHS	Beacon Housing Program	83,000	83,000
HHS - Behavioral Health	Mental Health Services for Sex Offender Commitments at State Facilities	(125,000)	(125,000)
HHS - Behavioral Health	State-Operated Inpatient cost reduction	62,000	62,000
HHS- Child & Family	Child Out-of-Home Placements (mix of foster care, group residential, treatment foster care)	380,000	380,000
HHS- Court Services	Juvenile Placement - cost increases	(215,000)	(215,000)
Public Works - Parks	Site and Ground Improvements	(10,000)	(10,000)
Public Works - Program Delivery	Micro Station	(50,000)	(50,000)
Public Works - Operations	Professional Services (<i>Cracksealing</i>)	(167,000)	(167,000)
Public Works - Operations	Rural Intersection Lighting	(6,900)	(6,900)
Public Works - Operations	Conference & Training	(14,250)	(14,250)
Public Works - Operations	Seal Coating Oil and Aggregate	(90,000)	(90,000)
	<i>Subtotal - Expenditure Levy Adj.</i>	<i>(1,918,216)</i>	<i>(1,918,216)</i>

Divisions Net Revenue Levy Adjustment/Trends:

Sheriff	Contract revenue- offset sal/ben increases	769,000	769,000
Sheriff	Police Aid	608,000	608,000
Sheriff-Jail	Inmate Boarding reduction	(40,000)	(40,000)
HHS/ Court Services	State Aid- Increases State reimbursement of CS sal/ben costs from 20% to 54% (\$707k minus Att B Staffing request)	578,911	578,911
HHS/ Court Services	State elimination of DOC Workload Reduction Grant	(98,000)	(98,000)
HHS/ Court Services	Elimination of County Probation fees	(166,000)	(166,000)
HHS - Behavioral Health	Increase in School-Link Mental Health Grants, Private Pay Insurance Billing	100,000	100,000
Property & Finance - Land Records	Decrease in Recorder fees from lower volume of land related transactions	(75,000)	(75,000)
CarverLink, AIS, Law Library, Vet Court, Conceal & Carry, CCRRA, WMO, etc.	Offsetting funds for salary and benefit increases	158,238	158,238
	<i>Subtotal - Revenue levy adj.</i>	<i>1,835,149</i>	<i>1,835,149</i>

Net Division Levy Adjustment/Trends

(83,067)	(83,067)
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Attachment B: Recommended Staffing Changes

as of 11/15/23

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 2024:										
Employee Relations	1	1.00	Levy	1.00	Senior Employee Relations Business Partner	136,508.00	-	-	136,508	136,508
Employee Relations	1	(1.00)	Levy	(1.00)	Employee Relations Business Partner	(133,775.00)	-	-	(133,775)	(133,775)
Employee Relations	2	0.63	Levy	0.63	STOC Pool	30,150.00	-	-	30,150	30,150
Employee Relations	2	0.72	Levy	0.72	STOC Pool	51,597.00	-	-	51,597	51,597
Attorney's Office	1	0.40	Partial Levy	0.40	Assistant County Attorney (PT to FT)	55,662.00	-	30,480	25,182	25,182
Attorney's Office	2	1.00	Levy	1.00	Legal Admin Assistant	93,077.00	-	-	93,077	93,077
Attorney's Office	2	(1.00)	Levy	(1.00)	Administrative Assistant	(69,221.00)	-	-		(69,221)
PFS - Finance	1	1.00	Levy	1.00	Accountant	132,565.00	-	-	132,565	132,565
PFS - Finance	1	(0.10)	Levy	(0.10)	STOC	(6,000.00)	-	-	(6,000)	(6,000)
PFS - Finance	1	(0.60)	Levy	(0.60)	Accounting Technician	(46,400.00)	-	-	(46,400)	(46,400)
PFS - Property Assessments	2	0.50	Partial Levy	0.50	Appraiser Intern	32,176.00	-	32,176	-	-
PFS- Land Records & Vitals	3	(2.00)	Levy	(2.00)	Land Records Specialist Sr	(158,324.00)	-	-		(158,324)
PFS- Land Records & Vitals	3	1.00	Levy	1.00	LR & V Analyst	82,871.00	-	-		82,871
HHS - Administrative Support	1	1.00	Levy	1.00	Accounting Supervisor	138,008.00	-	-	138,008	138,008
HHS - Child and Family	2	1.00	Partial Levy	1.00	Social Worker	127,099.00	-	28,813	98,286	98,286
HHS - Income Support	3	1.00	Partial Levy	1.00	Child Care Specialist	99,693.00	-	29,908	69,785	69,785
HHS - Income Support	4	2.00	Partial Levy	2.00	Child Support Officer II	223,950.00	147,807	-	76,143	76,143
HHS - Income Support	4	(2.00)	Partial Levy	(2.00)	Child Support Officer	(202,146.00)	(133,416)	-	(68,730)	(68,730)
HHS - Behavioral Health	5	1.00	Levy	-	HHS Administrative Assistant	88,663.00	-	-	88,663	
HHS - Income Support	6	1.00	Partial Levy	-	Lead Financial Assistance Specialist	105,136.00	31,541	-	73,595	
HHS - Court Services	7	1.00	Non Levy	1.00	Court Services Agent	128,089.00	-	128,089	-	-
HHS - Home & Community Based Care	8	2.00	Non Levy	2.00	Social Worker	254,198.00	254,198	-	-	-
Public Services - Land Management	1	1.00	Partial Levy	1.00	Land Management Planner	133,639.00	-	33,410	100,229	100,229
Public Services - Information Technology	2	1.00	Levy	1.00	IT Support Technician	99,693.00	-	-	99,693	99,693
Public Services - Public Services Administration	3	0.60	Levy	0.60	Communications Specialist	51,597.00	-	-	51,597	51,597
Public Services - Library Services	4	0.25	Levy	0.25	Library STOC	11,000.00	-	11,000	-	-
Public Services - Information Technology	5	1.00	Levy	-	IT Applications Analyst	127,099.00	-	-	127,099	
Public Services - Library Services	6	0.35	Levy	-	Library Assistant	50,298.00	-	-	50,298	
Public Services - Library Services	7	1.00	Levy	-	Assistant Library Branch Manager	111,975.00	-	-	111,975	
Public Services - Public Services Administration	8	0.60	Levy	-	Data and Records Coordinator	47,510.00	-	-	47,510	
Public Services - Library Services	9	0.20	Levy	-	Community Engagement Coordinator	16,497.00	-	-	16,497	
Public Services - AIS STOC	10	(0.25)	Non Levy	(0.25)	AIS STOC	(11,991.00)	(11,991)	-	-	-
Public Works - Parks	1	1.00	Levy	1.00	Parks Maintenance Technician	99,693.00	-	10,000	89,693	89,693
Public Works - Parks	2	1.13	Partial Levy	1.13	STOC - PT Seasonal	46,276.00	-	46,276	-	-
Public Works - Administration	3	(1.00)	Levy	(1.00)	Administrative Assistant	(92,354.00)	-	-	(92,354)	(92,354)
Public Works - Administration	3	1.00	Levy	1.00	Administrative Technician	94,226.00	-	-	94,226	94,226
Public Works - Operations	4	(1.00)	Levy	(1.00)	Inventory Control Technician	(93,031.00)	-	-	(93,031)	(93,031)
Public Works - Operations	4	1.00	Levy	1.00	Fleet Technician	98,224.00	-	-	98,224	98,224
Public Works - Program Delivery	5	1.00	Partial Levy	1.00	Communications Specialist	110,475.00	-	60,881	49,594	49,594
Public Works - Program Delivery	5	(0.40)	Levy	(0.40)	Project Manager	(49,594.00)	-	-	(49,594)	(49,594)
Public Works - Parks	6	0.10	Non Levy	0.10	Recreation Program Educator	6,014.00	-	6,014	-	-
Subtotal:		18.13		12.98		\$ 2,020,822	\$ 288,138	\$ 417,047	\$ 1,367,234	\$ 800,000
Changes made after 9/5 Prelim Levy and Budget										

Attachment C: Capital Projects by Fund for 2024

as of 8/14/23

DEPT.	CIP #	DESCRIPTION	2023	2024	2024	
			Board Approved	Requested	Board Approved	Inc./Dec
Parks & Trails Capital Improvements						
	522-512	TH5 Arboretum Trail (CPA)- payback to Fund 32	73,699	73,699	-	-
		Lake Minnewashta Regional Park Creative Playground (P&T Funds and Met Council CIP Funds)		1,224,000		1,224,000
		Baylor Regional Park Boardwalk Replacement (Governors Modernization Funds)		317,000		317,000
		Lake Waconia Regional Park Waterfront Service Center (Parks and Trails Fund)	308,819			(308,819)
		34-000-XXX-XXXX-66xx	382,518	1,614,699	-	1,232,181
Fund 34 Tot	34-XXX-XXX-XXXX-66XX		382,518	1,614,699	-	1,232,181
		Levy Dollars - Fund #34	-	-	-	-
Building and Other Capital Improvements						
		Contribution to Agricultural Society 2023/2024 Building Projects (CPA)	60,000	60,000	-	-
		Building Security Improvement Plan- (CPA)	13,699	13,699	-	-
		One-Time projects- detailed on Att E (CPA)	682,358	810,187	-	127,829
		30-XXX-XXX-XXXX-6630	756,057	883,886	-	127,829
Fund #30 Tr	30-XXX-XXX-XXXX-66XX		756,057	883,886	-	127,829
		Levy Dollars - Fund #30	-	-	-	-
Regional Rail Authority Right-of Way Capital Improvements						
		Contribution to County for FTE (levy)	155,348	165,415		10,067
		Ditch Drainage, Culvert Cleaning, Tree Removal, Trail Crack Sealing & Sealcoating	-	48,833		48,833
		Dakota Rail Regional Trail Crane Creek Bridge Repair	45,652	-		(45,652)
		15-XXX-XXX-XXXX-66XX	201,000	214,248	-	13,248
Fund #15 Tr	15-XXX-XXX-XXXX-66XX		201,000	214,248	-	13,248
		Levy Dollars - Fund #15	199,000	212,248	-	13,248
Road & Bridge Capital Improvements						
Transfers		State Aid Regular transfer for FTEs	489,666	398,409		(91,257)
307-198		Transportation Sales & Use Tax to Fund 3 for FTEs and 212 professional services	419,634	510,891		91,257
307-197		Wheelage tax funds transfer to Fund 35	315,000	315,000		-
307		Levy transfer to Fund 3 for Seal Coating and Crack Filling				-
		03-304 & 35-814	1,224,300	1,224,300	-	-
Professional Services						
307	8365	82nd St (CSAH 18) - Construction Bavaria (incl. int.) to Hwy 41 (MUN/STATE)	288,904			(288,904)
307	8365	82nd St (CSAH 18) - Construction Bavaria (incl. int.) to Hwy 41 (Sales Tax)	435,574			(435,574)
307	8799	42nd St. Bridge #L9196 over stream - Hollywood Township (MUN/STATE)	10,000			(10,000)
307	8818	County Road 117 (Galpin Blvd.) from Highway 5 to North County Line (City Lead) (Sales Tax)	500,400			(500,400)
307	8820	Highway 41 and 10 Expansion from Bavaria to Park Drive (MUN/STATE)		368,263		368,263
307	8820	Highway 41 and 10 Expansion from Bavaria to Park Drive (Sales Tax)		852,914		852,914
307	8826	TH 212 Expansion from Norwood Young America to Cologne (MUN/STATE)		92,354		92,354
307	8826	TH 212 Expansion from Norwood Young America to Cologne (CSAH Reg)		387,096		387,096
307	8827	TH 5 - Expansion from Kochia Lane to Minnewashta Pkwy & RAR from 78th to Fribourg.(MUN/STATE)	32,782	176,480		143,698
307	8827	TH 5 - Expansion from Kochia Lane to Minnewashta Pkwy & RAR from 78th to Fribourg.(Fed)	578,393	3,565,612		2,987,219
307	8827	TH 5 - Expansion from Kochia Lane to Minnewashta Pkwy & RAR from 78th to Fribourg.(CSAH Reg)	98,345	366,240		267,895
307	8827	TH 5 - Expansion from Kochia Lane to Minnewashta Pkwy & RAR from 78th to Fribourg.(Sales Tax)	303,484	1,710,548		1,407,064
307	8839	Rose Ave. Bridge over stream - Watertown Township (MUN/STATE)	2,500			(2,500)
307	8842	TH5/CSAH11(W) Intersection Improvements (AATP H5W-3) (MUN/STATE)	2,459	16,974		14,515
307	8842	TH5/CSAH11(W) Intersection Improvements (AATP H5W-3) (Sales Tax)	34,995	928,996		894,001
307	8844	CSAH 40 Rehab and SW from CSAH 52 to South County Line (Wheelage Tax)	150,000			(150,000)
307	8866	Highway 20/25 Intersection (MUN/STATE)	37,267			(37,267)
307	8870	CSAH 14/CSAH 17 Traffic Signal (CSAH Reg)	68,842			(68,842)
307	8900	CSAH 92 at Airport Rd Intersection (City Lead) [92-M2] (Sales Tax)	126,374			(126,374)
307	8905	TH 5 Expansion from Minnewashta to TH 41 (AATP H5E-2) (Fed)	942,477			(942,477)
307	8906	CSAH 11 & CSAH 14/MLR Roundabout (10-S1a) (MUN/STATE)	20,471			(20,471)
307	8906	CSAH 11 & CSAH 14/MLR Roundabout (10-S1a) (Sales Tax)	61,414			(61,414)
307	8929	TH 5/TH 41 Intersection [AATP H5E-3] (Fed)	303,232			(303,232)
307	8936	TH5/CSAH11(E) Intersection Improvements (AATP H5W-4) (MUN/STATE)	1,639	5,402		3,763
307	8936	TH5/CSAH11(E) Intersection Improvements (AATP H5W-4) (Sales Tax)		1,351		1,351
307	8760	CSAH 10 Expansion from RR to Creek Ln. N. (MUN/STATE)		2,026		2,026
307	8760	CSAH 10 Expansion from RR to Creek Ln. N. (Sales Tax)		300,173		300,173
307	8824	CSAH 61 Reconstruction from Yellow Brick Road to Bluff Creek Dr.(MUN/STATE)		576,208		576,208
307	8857	Arboretum Area Transportation Plan (Sales Tax)		250,000		250,000
307	8869	CSAH 18/ Sunset Traffic Signal (MUN/STATE)		44,255		44,255
307	8869	CSAH 18/ Sunset Traffic Signal (CSAH Reg)		44,255		44,255
307	8873	CSAH 61 Reconstruction from CSAH 11 to CSAH 44 (MUN/STATE)		248,754		248,754
307	8874	CSAH 14 Reconstruction from TH 41 to Bavaria incl. Village Rd Traffic Signal (MUN/STATE)		112,000		112,000
307	8874	CSAH 14 Reconstruction from TH 41 to Bavaria incl. Village Rd Traffic Signal (CSAH Reg)		632,000		632,000
307	8879	CSAH 40 Rehab and SW from CSAH 52 to CSAH 50 (CSAH Reg)		220,000		220,000
307	8930	CSAH 11 Improvements from 10 to RR, Including Intersection (MUN/STATE)		22,977		22,977
307	8930	CSAH 11 Improvements from 10 to RR, Including Intersection (Sales Tax)		128,966		128,966
307	8942	Maplewood Road Bridge over Bevens Creek (MUN/STATE)		10,000		10,000
		32-307-000-0000-6680	3,999,552	11,063,846	-	7,064,294
Construction						
307	8015	Safety Set Aside (County Levy)	175,000	175,000		-
307	8016	Traffic Marking / Signs / Signals (County Levy)	315,000	315,000		-
307	8016	Traffic Marking / Signs / Signals (County Program Aid)	147,399	147,399		-
307	8799	42nd St. Bridge #L9196 over stream - Hollywood Township (MUN/STATE)	10,000			(10,000)
307	8799	42nd St. Bridge #L9196 over stream - Hollywood Township (Bridge Bonds)	340,000			(340,000)
307	8818	County Road 117 (Galpin Blvd.) from Highway 5 to North County Line (City Lead) (Sales Tax)	6,056,650			(6,056,650)
307	8839	Rose Ave. Bridge over stream - Watertown Township (MUN/STATE)	10,000			(10,000)
307	8839	Rose Ave. Bridge over stream - Watertown Township (Bridge Bonds)	340,000			(340,000)
307	8895	County Wide Wet Reflective Pavement Markings (Fed)	785,570			(785,570)
307	8909	CSAH 50 shoulder widening and rehab from W CL to Highway 5 (CSAH Reg)	263,312			(263,312)
307	8820	Highway 41 and 10 Expansion from Bavaria to Park Drive incl Ped Underpasses (MUN/STATE)		4,226,181		4,226,181
307	8820	Highway 41 and 10 Expansion from Bavaria to Park Drive incl Ped Underpasses (Fed)		7,933,360		7,933,360
307	8820	Highway 41 and 10 Expansion from Bavaria to Park Drive incl Ped Underpasses (Sales Tax)		2,619,966		2,619,966
307	8826	TH 212 Expansion from Norwood Young America to Cologne (MUN/STATE)		34,000,000		34,000,000
307	8826	TH 212 Expansion from Norwood Young America to Cologne (Fed)		27,500,000		27,500,000
307	8826	TH 212 Expansion from Norwood Young America to Cologne (Sales Tax)		4,258,129		4,258,129
307	8844	CSAH 40 Rehab and SW from CSAH 52 to South County Line (Fed)		2,000,000		2,000,000
307	8844	CSAH 40 Rehab and SW from CSAH 52 to South County Line (CSAH Reg)		1,724,294		1,724,294
307	8844	CSAH 40 Rehab and SW from CSAH 52 to South County Line (Transportation Advancement)		689,000		689,000
307	8844	CSAH 40 Rehab and SW from CSAH 52 to South County Line (Wheelage Tax)		261,706		261,706
307	8864	CSAH 10 at Waconia Pkwy N. Intersection (City Lead) (Fed)		1,760,000		1,760,000
307	8864	CSAH 10 at Waconia Pkwy N. Intersection (City Lead) (CSAH Reg)		873,058		873,058
307	8871	Signal ReplacementCSAH 17 & W 78th St (MUN/STATE)		223,463		223,463
307	8871	Signal ReplacementCSAH 17 & W 78th St (CSAH Reg)		223,463		223,463
307	8918	CSAH 27 Major Rehab from CSAH 10 to North County Border (CSAH Reg)		54,422		54,422
307	8918	CSAH 27 Major Rehab from CSAH 10 to North County Border (CSAH Mun)		848,982		848,982
307	8931	CSAH 11 shoulder widening and rehab from TH 5 to TH7 (CSAH Reg)		2,839,631		2,839,631
307	8931	CSAH 11 shoulder widening and rehab from TH 5 to TH7 (Wheelage Tax)		665,510		665,510
307	8942	Maplewood Road Bridge over Bevens Creek (MUN/STATE)		10,000		10,000
307	8942	Maplewood Road Bridge over Bevens Creek (Bridge Bonds)		440,000		440,000
		32-307-000-0000-6681	8,442,931	93,788,563	-	85,345,632
Right of Way						
307	8826	TH 212 Expansion from Norwood Young America to Cologne (MUN/STATE)	2,123,000			(2,123,000)
307	8826	TH 212 Expansion from Norwood Young America to Cologne (CSAH Reg)	117,000			(117,000)
307	8826	TH 212 Expansion from Norwood Young America to Cologne (Sales Tax)	685,000			(685,000)
307	8864	CSAH 10 at Waconia Pkwy N. Intersection (City Lead) (MUN/STATE)	100,000			(100,000)
307	8864	CSAH 10 at Waconia Pkwy N. Intersection (City Lead) (CSAH Reg)	100,000			(100,000)
307	8907	CSAH 43 from Marsh Lake Road to Tellers Road (MUN/STATE)	100,000			(100,000)
307	8907	CSAH 43 from Marsh Lake Road to Tellers Road (CSAH Reg)	100,000			(100,000)
307	8931	CSAH 11 shoulder widening and rehab from TH 5 to TH7 (Wheelage Tax)	235,000			(235,000)
307	8827	TH 5 - Expansion from Kochia Lane to TH 41 & RAR from 78th to Fribourg.(MUN/STATE)		303,887		303,887
307	8827	TH 5 - Expansion from Kochia Lane to TH 41 & RAR from 78th to Fribourg.(Fed)		427,693		427,693
307	8827	TH 5 - Expansion from Kochia Lane to TH 41 & RAR from 78th to Fribourg. (CSAH Reg)		303,887		303,887
307	8827	TH 5 - Expansion from Kochia Lane to TH 41 & RAR from 78th to Fribourg. (Sales Tax)		2,926,323		2,926,323
307	8842	TH5/CSAH11(W) Intersection Improvements. (Sales Tax)		1,498,182		1,498,182
307	8904	CSAH 30 shoulder widening and SFDR from TH 25 to CSAH 10 (CSAH Reg)		320,000		320,000
		32-307-000-0000-6685	3,560,000	5,779,973	-	2,219,973
Resurfacing/ Maintenance						
307	8000	Resurfacing/ Maintenance (County Levy)	2,000,000	2,100,000		100,000
307	8000	Resurfacing/ Maintenance (CSAH Reg)		1,535,122		1,535,122
		32-307-000-0000-6684	2,000,000	3,635,122	-	1,635,122
Fund #32 Total	32-307-XXX-XXXX-66XX		19,226,783	115,491,804	-	96,265,021
		Road & Bridge Levy Dollars - Fund #32	2,490,000	2,590,000	-	100,000

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

as of 8/2/23

DEPT.	DESCRIPTION	2023	2024	2024	2024	Inc./Dec
		Board Approved	Initially Rolled Forward from 2024 LTFP	County Administrator's Preliminary Recommendation	Board Approved	
Public Services - Facilities						
Building Improvements - 6640						
	Facilities - Manager Initiatives	335,000	355,000	355,000	-	20,000
Dept. Total	01-110-XXX-2001-66XX	335,000	355,000	355,000	-	20,000
Public Services - Information Technology						
Capital Initiatives						
	IT Capital Initiatives	40,000	60,000	60,000	-	20,000
	Software: 01-049-046-0000-6660	40,000	60,000	60,000	-	20,000
Infrastructure Te						
	Scanner/Printer Replacement	20,000	20,000	20,000	-	-
	Equipment: 01-049-046-0000-6660	20,000	20,000	20,000	-	-
CarverLink						
	CarverLink buildout*	105,000	105,000	105,000	-	-
	CarverLink equipment replacement*	30,000	125,000	125,000	-	95,000
	Equipment: 02-048-000-130x-666x	135,000	230,000	230,000	-	95,000
Dept. Total		195,000	310,000	310,000	-	115,000
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*	174,700	175,000	175,000	-	300
	16-XXX-XXX-XXXX-6630	174,700	175,000	175,000	-	300
Dept. Total	16-XXX-XXX-XXXX-66XX	174,700	175,000	175,000	-	300
Sheriff's Office						
Admin						
	Sheriff Priorities	50,000	50,000	50,000	-	-
	Equipment: 01-201-201-0000-66xx	50,000	50,000	50,000	-	-
Patrol						
	Camera Replacement: BWC and Squads	-	20,000	20,000	-	20,000
	Vehicles	330,000	345,000	345,000	-	15,000
	Vehicles: 01-201-236-0000-6670	330,000	365,000	365,000	-	35,000
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	475,000	510,000	510,000	-	35,000
Public Works						
Highway Operati						
	County-wide Fleet	580,000	605,000	605,000	-	25,000
	Public Works Equipment (CSAH)*	150,000	150,000	150,000	-	-
	Equipment: 03-304-000-0000-66xx	730,000	755,000	755,000	-	25,000
		-	-	-	-	-
Park Administra						
	Park Maintenance Projects	50,000	50,000	50,000	-	-
	Park Maintenance Projects (O&M Funds)*	40,984	95,984	95,984	-	55,000
	Site Improvements: 01-520-000-0000-66xx	90,984	145,984	145,984	-	55,000
Division Total		820,984	900,984	900,984	-	80,000
County Totals		2,020,684	2,270,984	2,270,984	-	250,300
		*Non-Levy Dollars Available to Pay	(500,684)	(650,984)	(650,984)	(150,300)
		Net Levy Dollars Needed	1,520,000	1,620,000	1,620,000	100,000

Attachment E:

2024 Budget - One-Time Projects: Building maintenance, capital projects, equipment, software, etc.

as of 11.20.23

	Division Priority	Item	2024 LTFP/Division Director Request	2024 County Administrator Recommendation	2024 Board Approved
2024 Long Term Financial Plan Projects:					
Facilities Capital Projects	1	Elevator upgrades	75,000	75,000	
Facilities Capital Projects	2	Replace RTUs at PW Cologne	65,000	65,000	
Facilities Capital Projects	3	Landscaping for the County buildings	75,000	75,000	
Facilities Capital Projects	4	Concrete Replacement Gov Center	35,000	-	
Facilities Capital Projects	5	Remodel Sheriff lobby restrooms	75,000	75,000	
Facilities Capital Projects	6	County Buildings carpet and furnishing replacement	125,000	125,000	
Facilities Capital Projects	7	Stone Facia repair	25,000	-	
Facilities Capital Projects	8	Admin West Front window/entry door replacement	60,000	-	
Facilities Capital Projects	9	Replace secondary water heater 606 Building	65,000	65,000	
Information Technology	1	Switch and Wireless Network Upgrade	75,000	75,000	
Information Technology	2	Data storage upgrade	250,000	250,000	
Information Technology	3	End User Computing Hardware	100,000	100,000	
Information Technology	4	Fiber Installed in PW Road Projects	75,000	75,000	
Information Technology	5	Scanner replacement - Wide Format Scanners	20,000	20,000	
Information Technology	6	Conference AV Equipment	50,000	50,000	
Sheriff Capital Projects	1	Fleet Patrol Vehicles (3)	129,000	129,000	
Sheriff Capital Projects	2	ARMER Radio System upgrade	25,000	25,000	
Sheriff Capital Projects	3	Sheriff's Priorities - Additional one-time projects	10,000	10,000	
Sheriff Capital Projects	4	Forensic Exam Computer/Center	7,000	7,000	
Sheriff Capital Projects	5	Hollywood Radio Tower	400,000	400,000	
Division Director Project Requests and Equipment:					
HHS - Workforce Services	1	Career Pathways (\$100k funded by LATCF)	200,000	200,000	
Health & Human Services	2	Family Resource Center	300,000	-	
Sheriff- Patrol	1	Contract Fleet (3 squads)- one-time need, until contract revenue covers	129,000	129,000	
Public Works - Operations	1	Signal Cabinet	54,000	54,000	
Public Works - Parks	2	Merriam Junction Trail \$1.4M total County cost (YES placeholder, goal is other funding sources)	1,100,000	1,100,000	
Public Works - Parks	3	Circle the Brick Trail (YES placeholder, goal is other funding sources)	200,000	200,000	
Public Works - Parks	4	Dakota Rail Trailhead (YES placeholder, goal is other funding sources)	200,000	200,000	
Public Works - Parks	5	XX Ski Groomer	58,000	58,000	
PW - Program Delivery	6	Bentley Microstation / ORD and Autoturn CADD software	220,000	220,000	
Public Works - Operations	7	Hydraulic Ironworker Machine	16,000	16,000	
Public Works - Parks	8	MN River Bluffs RT Kiosk Trailhead Improvements	40,000	-	
PW- Parks	9	Miller Lake Land Acquisition	600,000	-	
Public Works - Parks	10	Portable Rock Climbing wall	20,000	-	
Public Works - Operations	11	Rolling Table (Sign Shop)	30,000	-	
PW - Program Delivery	12	Drone	220,000	-	
County Attorney Office	1	PbK (Karpel) additional implementation costs	30,000	30,000	
Connect-Up Carver		Fiber connection- Final Stretch (\$2.5M Funded by BSA)	2,500,000	2,500,000	
Countywide- Facilities- Capital Projects		Future Building Construction/Remodel (design stage) (principal retirement of 2016A)	994,785	994,785	
2023 Legislative Priority - 50/50 Match for State Bonding:					
		LWRP Phase III 50/50 State Bonding Match (\$200K to be Funded by BSA)	3,264,000	3,264,000	
One Time Projects Total =			11,916,785	10,586,785	-
Initial Project Funding +over/(under)			(1,330,000)	-	10,586,785
One-Time Funding Sources:					
\$100,000 redirected from 2019 - 2023 CPA			682,358	682,358	682,358
\$127,829 redirected from 2024 CPA			127,829	127,829	127,829
\$100,000 redirected from LATC Funding			100,000	100,000	100,000
\$2,776,598 remaining BSA Funds			2,776,598	2,776,598	2,776,598
\$3,700,000 YES Account Allocation (\$3.8M remaining)			3,700,000	3,700,000	3,700,000
\$1.2M (principal retirement of 2016A Bonds)			1,200,000	1,200,000	1,200,000
\$2,000,000 transferred from debt service reserves			2,000,000	2,000,000	2,000,000
Total One-Time Funding Sources:			\$ 10,586,785	\$ 10,586,785	\$ 10,586,785

Changes made after 9/5 Prelim Levy and Budget

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2024**

as of 12.12.23

DIVISION - DEPT.	DESCRIPTION	2023 Adopted	2024 Requested	2024 Recommended	Inc./Dec
Commissioners					
District 1*	AMC and miscellaneous instate	4,000	4,000	4,000	-
District 2*	AMC/Midwest Regional Rail and miscellaneous instate	4,000	4,000	4,000	-
District 3*	Engaged Employees, Planning Conference, May 8 - 10, (in State) Minneapolis Parks, Minnesota Recreation and Park Association, September 24 - 27, 2024, (in State) Mankato	4,000	4,000	4,000	-
District 4*	AMC and miscellaneous instate	4,000	4,000	4,000	-
District 5*	AMC and miscellaneous instate	4,000	4,000	4,000	-
<i>*Out of state travel approval is required via separate Board action and must meet the Elected Officials Out of State Travel Policy</i>					
Total- Commissioners	01-001-XXX-0000-6332	20,000	20,000	20,000	-
County Administration					
	AMC Annual Conference	700	700	700	-
	MCMA/MACA Annual Conference	725	725	725	-
	MACA Fall	475	475	475	-
	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	1,500	725	725	(775)
	ICMA National Conference - Out of State- Pennsylvania	1,800	1,800	1,800	-
	MACA Fall - Minnesota	650	475	475	(175)
	Government Social Media Conference - Out of State- California	-	1,850	1,850	1,850
	Webinars and In State Training	1,500	500	500	(1,000)
	MAGC Conference - Minnesota (2 employees)	100	200	200	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- Texas	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 -Out of State- TBD or InfoTech Conference - Las Vegas, NV (out of state - 1) In state training	3,500 500	3,500 500	3,500 500	- -
	01-049-000-0000-6332	4,000	4,000	4,000	-
Infrastructure	Cisco World - Las Vegas, NV (out of state - 2) In state training	10,000 11,400	10,000 16,400	10,000 16,400	- 5,000
	01-049-046-0000-6332	21,400	26,400	26,400	5,000
Client Services	ARMA InfoCon - Houston, TX or InfoNext - Palm Springs, CA (out of state - 1) In state training	3,500 2,100	3,500 2,100	3,500 2,100	- -
	01-049-xxx-0000-6332	5,600	5,600	5,600	-
GIS & Software	ESRI Conference - San Diego, CA (out of state - 2) Microsoft Ignite - Out of State-TBD or M365 Conference - Orlando, CA (out of state - 3) Web and SharePoint (out of state - 1) In state training	4,000 8,000 3,500 4,000	4,000 11,500 - 4,000	4,000 11,500 - 4,000	- 3,500 (3,500) -
	01-049-062-0000-6332	19,500	19,500	19,500	-
Project Management Office	Hyland Community Live - National Harbor, MD (out of state - 1) Business Analysis Conference (out of state - 1) PMI Global Summit - Los Angeles, CA (out of state - 1) In state training	3,500 3,500 3,500 4,000	3,500 - 3,500 7,500	3,500 - 3,500 7,500	- (3,500) - 3,500
	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 KnowBe4 Conference - Orlando, FL (out of state - 1)	500 3,000	500 3,000	500 3,000	- -
	01-049-066-0000-6332	3,500	3,500	3,500	-

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2024**

as of 12.12.23		2023	2024	2024	
DIVISION - DEPT.	DESCRIPTION	Adopted	Requested	Recommended	Inc./Dec
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	79,300	79,300	5,000
Public Services - Library					
	American Library Association (2023) - Chicago, IL - 3 attendees	6,000	-	-	(6,000)
	American Library Association (2024) - San Diego, CA - 2 attendees		4,000	4,000	4,000
	Public Library Association (2024) - Columbus, OH - 2 attendees		2,000	2,000	2,000
	01-014-500-0000-6332	6,000	6,000	6,000	-
MELSA-funded Conferences *					
	Power Up Conference (2023) - Madison, WI (5 attendees)	4,000	-	-	(4,000)
	Power Up Conference (2024) - Madison, WI (5 attendees)	-	4,000	4,000	4,000
	COSUGI (Customers of Sirsi Users Group (2023) - Provo, Utah (2 attendees)	5,000	5,000	5,000	-
	In-State Conferences (MLA) and Webinars	5,000	5,000	5,000	-
	01-014-500-8011-6332 Reimbursed by MELSA *	14,000	14,000	14,000	-
	<i>*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	American Association of Law Libraries Conference (2024) - Chicago, IL	2,000	2,000	2,000	-
	In State Training	500	500	500	-
	02-508-000-0000-6332	2,500	2,500	2,500	-
Total- Library and Law Library	01-014-500-XXXX-6332 & 02-508.6332	22,500	22,500	22,500	-
Public Services - Veteran Services					
	MN DVA Spring Training/Conference - 4 staff	1,280	1,280	1,280	-
	Nat'l County Veteran Service Officer Conf - 3 staff, Denver CO	3,280	3,665	3,665	385
	MN County Veterans Service Officer Conference 3 staff	3,140	2,355	2,355	(785)
	MN County Veterans Service Support Staff Conference		400	400	400
Total- Veteran Services	01-120-000-0000-6332	7,700	7,700	7,700	-
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 SW Conferences	1,500	1,500	1,500	-
	US Composting Council Conference (2024 Daytona Beach, FL)	1,300	1,300	1,300	-
Industrial Hazardous Waste					
	NAHMA National Conference (2024 Austin, TX)	2,000	2,000	2,000	-
	Misc. special issue conferences	300	300	300	-
	OSHA/Safety Training	300	300	300	-
Total - Environmental Services	01-123-130-XXXX-6332	10,400	10,400	10,400	-
Public Services - Planning & Water Management					
	ESRI Annual User Conference 2024 San Diego, CA	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 in state conferences, other planning related in state conferences.	1,650	1,650	1,650	-
	In state GIS, CRM or other software conference & training	850	850	850	-
	In state Wetland Certification and related training	2,300	2,300	2,300	-
	National (Out of State) potential conferences: Nat. APA Conf. 2024 Minneapolis, or Nat. NALMS Conference 2024 South Lake Tahoe, CA., or Nat. StormCon Conf. 2024 Reno, NV or Center for Watershed Protection Nat. Conf. 2024 KC, MO	1,550	1,550	1,550	-
	01-123-XXX-XXXX-6332 & 16.6332	8,100	8,100	8,100	-

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2024**

as of 12.12.23

		2023	2024	2024	
DIVISION - DEPT.	DESCRIPTION	Adopted	Requested	Recommended	Inc./Dec
AIS	Nat AIS conference 2024 Missoula, MT; or International AIS conference 2024 Halifax, Nova Scotia, Canada; or in state AIS conferences and training: State of Water, AIS Summit, MAISRC center, Upper Midwest Invasive Species Conference 2024 MN in state, Invaders Summit	1,625	1,625	1,625	-
	01-123-120-5021-6332	1,625	1,625	1,625	-
Total- Public Services		133,875	138,875	138,875	5,000
Attorney	IMLA (Orlando, FL) & NDAA- (Boise, Idaho)	6,000	6,000	6,000	-
	Various training courses- continuing education credits for Attorneys	5,500	5,500	5,500	-
Total- Attorney	01-090-000-0000-6332	11,500	11,500	11,500	-
Employee Relations					
	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 (Georgia), SHRM (Illinois) PSHRA (Washington, DC) or NEOGOV (Nevada) Out-of-State Conference	4,000	4,700	4,700	700
	PSHRA Local, Regional or National Conference	700	-	-	(700)
	AAOHN Occupational Health Nurses National Conference (2024 Virtual)	2,000	2,000	2,000	-
	PRIMA National Conference - Out-of-State- (Tennessee)	2,000	2,000	2,000	-
	Midwest Health Promotion Conference		1,000	1,000	1,000
	01-050-000-0000-6332	14,200	15,200	15,200	1,000
	Wellness Conference	1,000	-	-	(1,000)
	01-050-050-0000-6332	1,000	-	-	(1,000)
Total- Employee Relations	01-050-XXX-0000-6332	15,200	15,200	15,200	-
Property & Finance					
Finance					
	National GFOA Conference- Orlando, FL (OUT OF STATE) (2)	4,200	4,200	4,200	-
	National APA Congress- Nashville, TN (OUT OF STATE)	3,000	3,000	3,000	-
	Minnesota GFOA Conference (3)	1,500	1,500	1,500	-
	MCCC Annual Conference	1,000	1,000	1,000	-
	Additional Staff Training (IFS, Year-end, OSA)	2,000	2,000	2,000	-
	01-045.6332	11,700	11,700	11,700	-
Property Tax					
	MN Assoc. of County Officers	750	750	750	-
	MN Assoc. of County Auditors	500	500	500	-
	Tax Training /Dept. Revenue	500	500	500	-
	MCCC Conference	500	500	500	-
	Staff Training	700	1,300	1,300	600
	01-040-040-0000-6332	2,950	3,550	3,550	600
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	-
	MACATFO Summer Conference	-	600	600	600
	Sec. of State Training	600	600	600	-
	Staff Training	1,200	600	600	(600)
	01-040-065-0000-6332	2,400	2,400	2,400	-
County Assessor					
	MAAO Fall Conference	1,250	2,500	2,500	1,250
	MAAO Seminars	1,500	2,500	2,500	1,000
	CLE Seminars	750	1,250	1,250	500
	MCCC Annual Conference	1,500	1,500	1,500	-
	MAAP Training	200	1,500	1,500	1,300
	State Licensure Education (multiple levels)	4,000	8,750	8,750	4,750
	01-047.6332	9,200	18,000	18,000	8,800

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2024**

as of 12.12.23

DIVISION - DEPT.	DESCRIPTION	2023 Adopted	2024 Requested	2024 Recommended	Inc./Dec
Land Records and Vitals					
	MN Association of County Officers	2,000	2,000	2,000	-
	PRIA Winter Symposium and Annual Conference- (OUT OF STATE- Charleston, SC and Cleveland, OH)	4,000	4,000	4,000	-
	MACO Annual Conference and MACATFO/MCRA Summer Conference	2,000	2,000	2,000	-
	Examiner of Titles Training	500	500	500	-
	MCRA Conference (Vitals)	300	300	300	-
	Staff Training (in state)	700	700	700	-
	01-100.6332	9,500	9,500	9,500	-
Total- Property & Finance		37,750	47,150	47,150	9,400
Public Works - Road & Bridge					
Administration					
	MCEA Institute	850	900	900	50
	MCEA Summer Conference	-	700	700	700
	Minnesota Highway Accountants Conference (2)	1,150	1,150	1,150	-
	Minnesota Transportation Conference	300	400	400	100
	NACE Annual Conference (OUT OF STATE- Palm Springs , CA)	2,850	3,000	3,000	150
	MTA Fly In (OUT OF STATE- Washington DC)	1,300	1,500	1,500	200
	MTA Annual Meeting	100	100	100	-
	AMC	-	700	700	700
	Program Management User Conference_Procore - Out of State- Denver, CO	-	1,100	1,100	1,100
	APWA Annual Conference OUT OF STATE	2,500	-	-	(2,500)
	DC Congressional Visit - Highway 5 OUT OF STATE- (Placeholder if needed)	1,000	1,200	1,200	200
	MAPA (MN Asphalt Pavement Assoc.)	100	100	100	-
	Miscellaneous staff training	500	500	500	-
	03-301-000-0000-6332	10,650	11,350	11,350	700
Asset & Performance Mgmt.					
	MN GISLIS Conference	2,400	3,680	3,680	1,280
	ESRI User Conference (OUT OF STATE, San Diego, CA)	2,000	2,300	2,300	300
	Transportation Research Board National Conference OUT OF STATE- Location TBD	2,500	2,875	2,875	375
	GIS Transportation Asset Management Conference	2,500	-	-	(2,500)
	iAM North American Conference OUT OF STATE- Denver, CO	2,500	2,875	2,875	375
	Cartegraph Conference- Training, Development, Certifications (Colorado) OUT OF STATE- Colorado (3)	5,000	5,750	5,750	750
	Leadership Training	500	500	500	-
	Drone Training & Testing (certifications, renewal testing, etc)	1,000	2,000	2,000	1,000
	03-302-000-0000-6332	18,400	19,980	19,980	1,580
Program Delivery					
	MCEA Annual Conference	3,400	3,640	3,640	240
	MCEA Summer Conference	700	1,600	1,600	900
	MSPS Conference	950	1,425	1,425	475
	MSPS Winter Conference	300	300	300	-
	MACS Seminars	300	300	300	-
	GIS Seminars	400	400	400	-
	MN-Dot Survey Technical Conference	1,400	1,600	1,600	200
	Frontier Precision	1,000	1,000	1,000	-
	CTC AutoCad	2,000	4,000	4,000	2,000
	MN Transportation Conference	900	1,500	1,500	600
	Toward Zero Deaths Conference	400	1,000	1,000	600
	MN-Dot and U of M certificates	13,215	7,500	7,500	(5,715)
	MN-Dot and U of M re-certificates	3,020	4,135	4,135	1,115
	MN-Dot R-O-W Conference	1,000	1,000	1,000	-
	Project Management Training	1,000	1,000	1,000	-
	Project Management Institute Days Conference	2,500	2,500	2,500	-
	NACE Annual Conference (OUT OF STATE- Palm Springs , CA)	2,850	2,850	2,850	-
	ATTSA How To Conference (OUT OF STATE- Fargo, ND)	300	500	500	200
	IMSA Certifications	-	2,000	2,000	2,000
	IMSA TS Tech 2-year Re-certification	1,500	1,000	1,000	(500)
	MN APA Conference & Workshop	865	1,200	1,200	335
	Miscellaneous	-	50	50	50
	03-303-000-0000-6332	38,000	40,500	40,500	2,500

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2024**

as of 12.12.23

DIVISION - DEPT.	DESCRIPTION	2023	2024	2024	Inc./Dec
		Adopted	Requested	Recommended	
Highway Operations					
	Equipment Training, Pesticide	1,810	600	600	(1,210)
	Safety Conference	250	-	-	(250)
	Wellness Conference / Training	300	-	-	(300)
	Equipment Training	150	-	-	(150)
	Maintenance Expo - St Cloud	500	750	750	250
	APWA Snow Conference (OUT OF STATE- Kansas City, MO)		5,700	5,700	5,700
	APWA National Conference (OUT OF STATE- Atlanta, GA)	3,000	2,850	2,850	(150)
	U of W Snow and Ice Management (OUT OF STATE- Madison, WI)	2,000	-	-	(2,000)
	Government Fleet Expo (OUT OF STATE- Louisville, KY)	-	2,850	2,850	2,850
	Asset Works Academy (2 staff) (OUT OF STATE- Kansas City, MO)	4,500	5,700	5,700	1,200
	MnDOT Certifications/Training	-	5,905	5,905	5,905
	MCEA Institute	-	900	900	900
	UofM Leadership - LTAP	-	315	315	315
	Miscellaneous Safety, Design Classes	1,490	18,160	18,160	16,670
	03-304-000-0000-6332	14,000	43,730	43,730	29,730
Equipment Operations					
	Hydraulic, Electrical, & Welding Training	2,700	2,700	2,700	-
	Mack Class OUT OF STATE	2,300	-	-	(2,300)
	Staff safety, Microsoft, misc. training	-	2,300	2,300	2,300
	03-306-000-0000-6332	5,000	5,000	5,000	-
Parks					
	MRPA Annual Conference	1,500	1,500	1,500	-
	MN Shade Tree Short	600	600	600	-
	MRPA Seminars	100	100	100	-
	Park Supervisor Seminars	100	100	100	-
	National Park Institute (OUT OF STATE- Tiburon, CA)	2,500	2,500	2,500	-
	Outdoor Recreation Curriculum Standards	500	500	500	-
	Out of State Recreation Services Certification	-	750	750	750
	Northern Green Expo	-	300	300	300
	Miscellaneous (herbicide/pesticide etc.)	300	300	300	-
	01-520-000-0000-6332	5,600	6,650	6,650	1,050
Total- Public Works	01 & 03-XXX-XXX-XXXX-6332	91,650	127,210	127,210	35,560
Sheriff's Office					
Administrative Services Unit		20,000	20,000	20,000	-
	Clerical Support (15)				
	MSA Summer Conference				
	MSA Winter Conference				
	Administrative Services Manager (MNPLEAA 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				
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				
Operation Services Unit					
	Investigation Division				
	Crime Technician				
	School Resource Officer/Gangs/Bike Patrol				
	SERT				
Support Services Unit		69,380	69,380	69,380	-
	ATV				
	Civil Process				
	Conceal and Carry				
	Warrants				
	Dive Team				
	Community Service Officers (CSO)				
	Court/Bailiffs				
	Reserves				
	Volunteer Services- Chaplain				
	Rec Services - Water Patrol				
	Snowmobile				
	Training -In House Entire Office - Sex Harr, Cult Div., 1st Aid				
	Instructor Courses-recertification, etc.				
	Supervisory - Sgt & Cpl				
	Licensed Personnel Training				
	ILEETA Conference Outstate- St. Louise, MO (1)				
	EVOG, 1st Aid, SPSC				
	01-201-XXX-XXXX-6332	98,380	98,380	98,380	-

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2024**

as of 12.12.23		2023	2024	2024	
DIVISION - DEPT.	DESCRIPTION	Adopted	Requested	Recommended	Inc./Dec
Emergency Management Unit					
	AMEM Emergency Management Conference (IN STATE)	1,900	1,900	1,900	-
	Governor's Emergency Mgmt. Conf. (IN STATE)	1,000	1,000	1,000	-
	IAEM Conference (OUT OF STATE- Colorado Springs, CO)- 3	-	4,842	4,842	4,842
	Emergency Management Training	2,242	-	-	(2,242)
	Hazardous Materials Training	2,600	-	-	(2,600)
	01-201-280-0000-6332	7,742	7,742	7,742	-
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	-
Posse					
	Posse Training	3,750	3,750	3,750	-
	02-203-000-0000-6332	3,750	3,750	3,750	-
Communications					
	Communications	637	1,137	1,137	500
	01-201-240-0000-6332	637	1,137	1,137	500
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	120,889	121,389	121,389	500
Health & Human Services-					
	National Youth Conference - Out of State- Phoenix, AZ	1,900	2,000	2,000	100
	National Workforce Development Staff Conference - Out of State- San Antonio, TX	1,800	2,000	2,000	200
	Workforce Conference, NAWB - Out of State - Washington, D.C.	3,000	3,500	3,500	500
	National Eligibility Workers Assoc Conf - Out of State- Salt Lake City, UT	2,800	3,000	3,000	200
	National Child Support Assoc Conf- Out of State- Detroit, MI	4,000	4,000	4,000	-
	National Child Support Assoc Conf - Out of State - County Attorney- Washington, DC	2,000	2,000	2,000	-
	National Human Services Conference - Out of State APHSA- Baltimore, MD	2,000	4,000	4,000	2,000
	NASTA/SNAP National Conference - Out of State- Location TBD	1,100	1,500	1,500	400
	National Human Services Conference - Out of State - Goodwin	2,000	-	-	(2,000)
	International Signs of Safety Gathering - Out of State- TBD	-	3,000	3,000	3,000
	Equity Summit - Out of State- TBD	2,000	2,200	2,200	200
	International Conference on Child & Family Maltreatment - Out of State- San Diego, CA	-	2,500	2,500	2,500
	Child Welfare League of America - Out of State- Washington DC	-	2,500	2,500	2,500
	National Criminal Justice Training Center Training - Out of State- TBD	2,000	5,000	5,000	3,000
	American Professional Society on the Abuse of Children - Out of State	2,000	-	-	(2,000)
	National Association of Suicidology - Out of State - NSPL Grant Funded- Las Vegas, NV	4,000	5,000	5,000	1,000
	Annual Suicide Prevention Summit - Out of State- Location TBD	1,500	2,000	2,000	500
	National Council of Behavioral Health (NATCON) - Out of State- St. Louis, MO	2,000	4,000	4,000	2,000
	Family Resource Center (FRC) Site visit- Out of State- Location TBD	-	2,000	2,000	2,000
	National Family Resource Center (FRC) conference - Out of State- Location TBD	-	3,000	3,000	3,000
	National Association of Welfare Research & Statistics- Out of State- Location TBD- Staff on Board- no cost to County	-	3,000	3,000	3,000
	Conferences within State	83,182	117,490	117,490	34,308
	11-XXX-XXX-XXXX-6332	117,282	173,690	173,690	56,408
Public Health					
Public Health Department - Leadership					
	Disease Prevention & Control (DP&C) Conference - CDC- Out of State Philadelphia, PA	3,000	5,000	5,000	2,000
Planning & Promotion Unit					
	NACCHO Emergency Preparedness Conference -PHEB- Out of State - Cleveland, OH	5,000	5,000	5,000	-
	National Disaster Behavioral Health Conference - CDC- Out of State- Nashville, TN	3,000	-	-	(3,000)
	NACCHO Annual Conference - CDC- Out of State- Detroit, MI	3,000	5,000	5,000	2,000
	APHA Annual Conference -CDC- 2024 Minneapolis, MN	-	5,000	5,000	5,000
	Conferences within State	813	1,450	1,450	637
	11-460-XXX-XXXX-6332	14,813	21,450	21,450	6,637
Court Services - Probation					
	Drug Court National Conference- \$6000- grant funded (Out-of-State- Anaheim, CA)	-	-	-	-
	APPA National Probation Training Institute (Out-of-State- Seattle, WA) (2)	2,100	2,100	2,100	-
	MN Association of County Probation Officers (MACPO) - Spring Conference	2,400	2,400	2,400	-
	Minnesota Corrections Association (MCA) - Fall Institute	2,000	2,000	2,000	-
	01-252-XXX-XXXX-6332	6,500	6,500	6,500	-
Total- Health & Human Services	11-XXX-XXX-XXXX-6332	138,595	201,640	201,640	63,045
County Totals		573,559	687,064	687,064	113,505



BUDGET RESOLUTIONS

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

Date: December 12th, 2023

Resolution: 93-23

Motion by Commissioner: Degler

Seconded by Commissioner: Lynch

**CERTIFYING
2024 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 2024.

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, 2024, to wit:

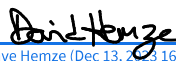
GENERAL FUND	\$39,912,769
Road and Bridge Fund	6,804,761
Health & Human Services Fund	17,588,728
Road & Bridge Capital Improvement Fund	2,590,000
Debt Services Fund	3,247,597
Total Levy County	\$70,143,855
Carver Watershed Management Organization	953,429
Total Combined Levy	\$71,097,284

YES	ABSENT	NO
Degler		
Fahey		
Lynch		
		Udermann
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 12th day of December, 2023, now on file in the Administration Office, and have found the same to be a true and correct copy thereof.

Dated this 12th day of December, 2023.


Dave Hemze (Dec 13, 2023 16:59 CST)

County Administrator

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

Date: December 12th, 2023

Resolution: 94-23

Motion by Commissioner: Degler

Seconded by Commissioner: Lynch

**COUNTY BOARD ADOPTION OF THE
2024 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 2024 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:

2024 CARVER COUNTY BUDGETS

	<u>REVENUE</u>	<u>EXPENDITURE</u>
General Revenue Fund	\$68,814,885	\$68,814,885
Road and Bridge Fund	12,198,038	12,198,038
Health and Human Services Fund	38,926,011	38,926,011
Opioid Remediation Fund	32,594	32,594
Buildings CIP Fund	883,886	883,886
Road & Bridge CIP Fund	115,491,804	115,491,804
Parks & Trail CIP Fund	1,614,699	1,614,699
Debt Service Fund	3,414,920	3,414,920
County Ditch Fund	58,131	58,131
Self-Insurance Revolving Fund	<u>945,177</u>	<u>945,177</u>
Total County	\$242,380,145	\$242,380,145
Carver County Water Management Organization	1,013,429	1,013,429
Total Combined	\$243,393,574	\$243,393,574

NOW, THEREFORE, BE IT RESOLVED by the Carver County Board of Commissioners that the 2024 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 & Finance 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 2024 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 2024 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 2024 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 Finance 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 2024 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 2024 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 FURTHER RESOLVED, the Finance Department is directed to allocate \$3 million in Federal ARPA funds to pay for the cost of eligible government services in 2023.

BE IT FURTHER RESOLVED, the Carver County Board of Commissioners commits to the creation of the CDA Housing Projects Account, defined under the committed fund balance classification in the amount of \$3 million, and whereas such funds cannot be used for any purpose other than CDA Housing Projects: Carver Place, Carver Oak Senior, and Trails Edge Senior, unless the Board adopts another resolution to remove or change the constraint.

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

YES	ABSENT	NO
<u>Degler</u>		
<u>Fahey</u>		
<u>Lynch</u>		
<u>Workman</u>		<u>Udermann</u>

STATE OF MINNESOTA
COUNTY OF CARVER

I, David Hemze, duly appointed and qualified County Administrator of the County of Carver, State of Minnesota, do hereby certify that I have compared the foregoing copy of this resolution with the original minutes of the proceedings of the Board of County Commissioners, Carver County, Minnesota, at its session held on the 12th day of December, 2023, now on file in the Administration office, and have found the same to be a true and correct copy thereof.

Dated this 12th day of December, 2023.


Dave Hemze (Dec 13, 2023 16:59 CST)

County Administrator



BOARD OF COUNTY COMMISSIONERS CARVER COUNTY, MINNESOTA

Date: September 5, 2023

Resolution No.: 64-23

Motion by Commissioner: Workman Seconded by Commissioner: Degler

RESOLUTION APPROVING THE 2024 PROPOSED BUDGET AND PAYABLE 2024 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 2024 budget and levied the special benefits tax, payable 2024, 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:

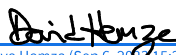
1. The County has previously approved the levy by the Authority for taxable year 2011 and any subsequent years of taxes upon the taxable property in the County in amounts pledged by the Authority to pay debt service with respect to its outstanding housing development bonds. In addition, the County hereby approves the levy by the Authority for taxable year 2024 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 \$3,374,610 for taxes payable 2024 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		
Fahey		
Lynch		
	Udermann	
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 5th day of September, 2023, now on file in the Administration office, and have found the same to be a true and correct copy thereof.

Dated this 5th day of September, 2023.


David Hemze (Sep 6, 2023 15:28 CDT)
 County Administrator

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

Date: December 12th, 2023 Resolution: CCRRA #01-23
 Motion by Commissioner: Udermann Seconded by Commissioner: Degler

CERTIFYING 2024 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 2024.

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, 2024, to wit::

CARVER COUNTY REGIONAL RAIL AUTHORITY \$212,248

ADOPTION OF 2024 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 2024 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>\$214,248</u>	<u>\$214,248</u>

NOW, THEREFORE, BE IT RESOLVED by the Carver County Regional Rail Authority Board that the 2024 budget is hereby adopted and placed on file in the Carver County Property Tax Office.

BE IT FURTHER RESOLVED, funds are hereby appropriated for the execution of the aforementioned 2024 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 Finance Director after review for adequate transfer of existing budget or addition of new revenue sources.

BE IT FURTHER RESOLVED, capital expenditures that have been itemized in the 2024 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	_____	_____	_____
Fahey	_____	_____	_____
Lynch	_____	_____	_____
Udermann	_____	_____	_____
	_____	_____	Workman

**STATE OF MINNESOTA
COUNTY OF CARVER**

I, Dave Hemze, duly appointed and qualified County Administrator of the County of Carver, State of Minnesota, do hereby certify that I have compared the foregoing copy of this resolution with the original minutes of the proceedings of the Carver County Regional Rail Authority Board, Carver County, Minnesota, at its session held on the 12th day of December, 2023, now on file in the Administration office, and have found the same to be a true and correct copy thereof.

Dated this 12th day of December, 2023.


 Dave Hemze (Dec 13, 2023 16:59 CST)
 Dave Hemze, County Administrator



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 available per request through Carver County Finance Department.

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 up to 30% of the following year’s expenditures as a fund balance for working capital/cash flow purposes in the General Fund, Road & Bridge Fund, and Health & Human Services Fund. Additionally, at year-end, the residual net resources from the operating budgets, excluding the annual Investment Mark to Market adjustment, creates the Year-End Savings (“Y.E.S”) Account. These funds 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 an annual comprehensive financial report. This report will be available to elected officials, County management, bond-rating agencies, creditors and citizens. The County will submit its annual comprehensive 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 Finance Department 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 two fiduciary fund types, Other Postemployment Benefits (OPEB) Trust Fund used to report contributions to an irrevocable trust fund and other OPEB activity and Custodial Funds. The Custodial funds are used to account for resources held for the benefit of parties outside the Government.

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 funds do 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 2022, 2023 and 2024 is as follows:

All Funds Combined

Category		2022 Actual	2023 Budget	2024 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	78,386,653	76,770,368	89,176,998	12,406,630	16.16%
5100	Licenses & Permits	1,485,720	1,731,654	1,740,754	9,100	0.53%
5200-5400	Intergovernmental	51,172,195	34,500,549	128,001,149	93,500,600	271.01%
5500	Charges for Services	14,845,709	15,787,010	16,828,520	1,041,510	6.60%
5600	Fines & Forfeitures	254,862	239,686	232,940	(6,746)	-2.81%
5700	Investment Earnings	(5,002,492)	1,568,792	2,468,792	900,000	57.37%
5750	Gifts & Contributions	53,109	15,900	5,900	(10,000)	-62.89%
5800-5900	Other Revenues	23,998,706	3,694,505	3,925,092	230,587	6.24%
TOTAL REVENUES		165,194,462	134,308,464	242,380,145	108,071,681	80.47%
EXPENDITURES:						
6000	Public Assistance	6,900,579	5,592,486	5,959,845	367,359	6.57%
6100	Personnel Services	77,534,052	88,582,534	96,503,126	7,920,592	8.94%
6200-6300	Services & Charges	17,623,683	13,014,763	14,379,070	1,364,307	10.48%
6400-6500	Material & Supplies	4,436,399	4,433,871	4,667,852	233,981	5.28%
6600	Capital Outlay	30,854,187	20,598,343	118,951,618	98,353,275	477.48%
6700	Debt Services	3,534,649	3,708,997	3,561,320	(147,677)	-3.98%
6800	Other Expenses	1,735,808	(3,819,312)	(4,088,653)	(269,341)	7.05%
6900	Transfers	18,803,685	2,521,841	2,445,967	(75,874)	-3.01%
TOTAL EXPENDITURES		161,423,042	134,633,523	242,380,145	107,746,622	80.03%
RESERVES USED		-	325,059	-	(325,059)	-100%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		3,771,420	-	-	-	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, reported as a major fund. 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 2022, 2023, and 2024.

General Fund

Category		2022 Actual	2023 Budget	2024 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	36,796,750	39,891,124	41,550,257	1,659,133	4.16%
5100	Licenses & Permits	1,485,720	1,731,654	1,740,754	9,100	0.53%
5200-5400	Intergovernmental	8,525,281	6,568,368	8,891,730	2,323,362	35.37%
5500	Charges for Services	10,350,418	11,175,325	12,332,445	1,157,120	10.35%
5600	Fines & Forfeitures	254,862	239,686	232,940	(6,746)	-2.81%
5700	Investment Earnings	(5,003,149)	1,567,661	2,467,661	900,000	57.41%
5750	Gifts & Contributions	36,551	14,900	5,900	(9,000)	-60.40%
5800-5900	Other Revenues	5,926,879	1,247,528	1,625,792	378,264	30.32%
TOTAL REVENUES		58,373,312	62,436,246	68,847,479	6,411,233	10.27%
EXPENDITURES:						
6000	Public Assistance	534,324	308,499	510,187	201,688	65.38%
6100	Personal Services	45,308,212	52,013,169	56,746,359	4,733,190	9.10%
6200-6300	Services & Charges	10,501,049	9,491,705	10,141,668	649,963	6.85%
6400-6500	Material & Supplies	2,656,515	2,417,722	2,522,404	104,682	4.33%
6600	Capital Outlay	1,141,514	1,115,984	1,527,927	411,943	36.91%
6700	Debt Services	200,839	146,400	146,400	-	0.00%
6800	Other Expenses	818,296	(3,924,312)	(4,193,653)	(269,341)	6.86%
6900	Transfers	8,122,272	1,192,138	1,446,187	254,049	21.31%
TOTAL EXPENDITURES		69,283,021	62,761,305	68,847,479	6,086,174	9.70%
RESERVES USED		10,909,709	325,059	-	(325,059)	-100%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		-	-	-	-	0%

General Fund by County Department and Program

The following chart gives the 2024 General Fund Budget by County department and County-supported program and agency.

General Fund Budget by County Department and Program

Department/Program	2024 Revenue	2024 Expense	Net
Board of Commissioners	\$ -	\$ 819,041	\$ (819,041)
Court Administration	3,900	417,000	(413,100)
Library	343,643	5,106,048	(4,762,405)
County Administrator	-	447,876	(447,876)
Auditor	1,987,652	3,283,613	(1,295,961)
Finance	3,290,898	1,616,340	1,674,558
Assessor	788,676	1,731,214	(942,538)
Public Services - Administration	4,000	820,030	(816,030)
Information Technology	1,017,708	8,356,585	(7,338,877)
Employee Relations	-	2,740,267	(2,740,267)
Attorney	509,130	5,124,445	(4,615,315)
Recorder	1,130,877	1,210,632	(79,755)
Facilities Management	90,000	3,684,019	(3,594,019)
Veterans Services	12,500	504,771	(492,271)
Land, Water, & Environmental	3,709,880	4,631,377	(921,497)
Sheriff	8,304,793	27,150,456	(18,845,663)
Court Services	1,249,535	3,003,250	(1,753,715)
Parks	696,805	1,988,065	(1,291,260)
Extension	1,000	338,015	(337,015)
Non-Departmental	45,673,888	(4,862,903)	50,536,791
Opioid Remediation	32,594	32,594	-
Carver County Historical Society	-	256,640	(256,640)
Carver County Agricultural Society	-	47,917	(47,917)
Soil & Water Conservation District	-	365,687	(365,687)
Memorial Day Services	-	4,500	(4,500)
Southern Valley Alliance for Battered Women	-	15,000	(15,000)
Sexual Violence Center	-	15,000	(15,000)
Total	\$ 68,847,479	\$68,847,479	\$ -

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 (major fund), Health & Human Services (major fund), Regional Rail Authority (non-major fund, blended component unit), Water Management Organization (non-major fund, blended component unit), and the County Ditch (non-major) 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		2022 Actual	2023 Budget	2024 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	5,683,664	6,060,961	6,914,761	853,800	14.09%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	4,128,807	3,840,258	4,081,477	241,219	6.28%
5500	Charges for Services	3,300	28,625	15,000	(13,625)	-47.60%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	2,267,348	1,186,800	1,186,800	-	0.00%
TOTAL REVENUES		12,083,119	11,116,644	12,198,038	1,081,394	9.73%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	5,989,388	7,481,331	8,085,765	604,434	8.08%
6200-6300	Services & Charges	814,808	953,260	1,236,888	283,628	29.75%
6400-6500	Material & Supplies	1,584,393	1,906,650	2,039,905	133,255	6.99%
6600	Capital Outlay	505,696	730,000	805,000	75,000	10.27%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	302,213	-	-	-	0.00%
6900	Transfers	1,678,517	45,403	30,480	(14,923)	-32.87%
TOTAL EXPENDITURES		10,875,015	11,116,644	12,198,038	1,081,394	9.73%
RESERVES USED		-	-	-	-	0%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		1,208,104	-	-	-	0%

The Road and Bridge Fund is reported as a major fund and 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		2022 Actual	2023 Budget	2024 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	14,623,001	15,700,161	17,588,728	1,888,567	12.03%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	16,335,138	15,540,090	16,856,208	1,316,118	8.47%
5500	Charges for Services	4,491,991	4,583,060	4,481,075	(101,985)	-2.23%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	14,353	1,000	-	(1,000)	-100.00%
5800-5900	Other Revenues	1,450,230	-	-	-	0.00%
TOTAL REVENUES		36,914,713	35,824,311	38,926,011	3,101,700	8.66%
EXPENDITURES:						
6000	Public Assistance	6,366,255	5,283,987	5,449,658	165,671	3.14%
6100	Personal Services	26,236,452	29,088,034	31,671,002	2,582,968	8.88%
6200-6300	Services & Charges	1,739,057	1,342,791	1,699,808	357,017	26.59%
6400-6500	Material & Supplies	194,806	109,499	105,543	(3,956)	-3.61%
6600	Capital Outlay	198,984	-	-	-	0.00%
6700	Debt Services	12,497	-	-	-	0.00%
6800	Other Expenses	30,656	-	-	-	0.00%
6900	Transfers	3,500,496	-	-	-	0.00%
TOTAL EXPENDITURES		38,279,203	35,824,311	38,926,011	3,101,700	8.66%
RESERVES USED		1,364,490	-	-	-	0%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		-	-	-	-	0%

The Health and Human Services Fund is reported as a major fund and 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		2022 Actual	2023 Budget	2024 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	842,564	894,064	953,429	59,365	6.64%
5100	Licenses & Permits	93,887	34,500	34,500	-	0.00%
5200-5400	Intergovernmental	30,253	-	-	-	0.00%
5500	Charges for Services	16,375	25,000	25,500	500	2.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	41,003	-	-	-	0.00%
TOTAL REVENUES		1,024,082	953,564	1,013,429	59,865	6.28%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	357,477	392,969	452,446	59,477	15.14%
6200-6300	Services & Charges	411,830	181,271	162,500	(18,771)	-10.36%
6400-6500	Material & Supplies	7,276	6,300	6,300	-	0.00%
6600	Capital Outlay	16,656	139,700	140,000	300	0.21%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	169,562	172,642	181,101	8,459	4.90%
6900	Transfers	42,261	60,682	71,082	10,400	17.14%
TOTAL EXPENDITURES		1,005,062	953,564	1,013,429	59,865	6.28%
RESERVES USED		-	-	-	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		19,020	-	-	-	0%

The Water Management Organization (WMO) Fund is reported as a non-major fund, blended component unit and 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		2022 Actual	2023 Budget	2024 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	32,595	57,000	57,000	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	-	-	-	-	0.00%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	657	1,131	1,131	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	-	-	-	-	0.00%
TOTAL REVENUES		33,252	58,131	58,131	-	0.00%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	269,173	58,131	58,131	-	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		269,173	58,131	58,131	-	0.00%
RESERVES USED		235,921	-	-	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		-	-	-	-	0%

The County Ditch Fund is reported as a non-major fund and 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		2022 Actual	2023 Budget	2024 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	-	-	-	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	635,255	756,057	883,886	127,829	16.91%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	2,540,410	-	-	-	0.00%
TOTAL REVENUES		3,175,665	756,057	883,886	127,829	16.91%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	164,004	13,699	13,699	-	0.00%
6400-6500	Material & Supplies	685	-	-	-	0.00%
6600	Capital Outlay	320,402	682,358	810,187	127,829	18.73%
6700	Debt Services	81,543	-	-	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	363,750	60,000	60,000	-	0.00%
TOTAL EXPENDITURES		930,384	756,057	883,886	127,829	16.91%
RESERVES USED		-	-	-	-	0%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		2,245,281	-	-	-	0%

The Buildings Capital Improvement Fund is reported as a major fund and accounts for the financial resources used for the acquisition or construction of major capital facilities or improvements.

Road and Bridge Capital Improvement Fund

Category		2022 Actual	2023 Budget	2024 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	16,705,976	11,813,525	19,818,655	8,005,130	67.76%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	20,392,545	7,413,258	95,673,149	88,259,891	1190.57%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	3,038,864	-	-	-	0.00%
TOTAL REVENUES		40,137,385	19,226,783	115,491,804	96,265,021	500.68%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	3,084,609	315,000	315,000	-	0.00%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	27,281,743	17,687,483	114,267,504	96,580,021	546.04%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	548,388	-	-	-	0.00%
6900	Transfers	4,781,891	1,224,300	909,300	(315,000)	-25.73%
TOTAL EXPENDITURES		35,696,631	19,226,783	115,491,804	96,265,021	500.68%
RESERVES USED		-	-	-	-	0%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		4,440,754	-	-	-	0%

The Road and Bridge Capital Improvement Fund is reported as a major fund and accounts for the financial resources used for the acquisition or construction of road and bridge improvements.

Parks and Trails Capital Improvement Fund

Category		2022 Actual	2023 Budget	2024 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	13,254	-	-	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	1,136,629	382,518	1,614,699	1,232,181	322.12%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	2,205	-	-	-	0.00%
5800-5900	Other Revenues	6,903,743	-	-	-	0.00%
TOTAL REVENUES		8,055,831	382,518	1,614,699	1,232,181	322.12%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	-	-	73,699	73,699	0.00%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	1,405,848	382,518	1,541,000	1,158,482	302.86%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	178,750	-	-	-	0.00%
TOTAL EXPENDITURES		1,584,598	382,518	1,614,699	1,232,181	322.12%
RESERVES USED		-	-	-	-	0%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		6,471,233	-	-	-	0%

The Parks and Trails Capital Improvement Fund is reported as a major fund and 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 Fund is reported as a major fund and is 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		2022 Actual	2023 Budget	2024 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	4,531,413	3,247,597	3,247,597	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	18,540	-	-	-	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	382,160	315,000	167,323	(147,677)	-46.88%
TOTAL REVENUES		4,932,113	3,562,597	3,414,920	(147,677)	-4.15%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	-	-	-	-	0.00%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	-	-	-	-	0.00%
6700	Debt Services	3,239,770	3,562,597	3,414,920	(147,677)	-4.15%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	178,009	-	-	-	0.00%
TOTAL EXPENDITURES		3,417,779	3,562,597	3,414,920	(147,677)	-4.15%
RESERVES USED		-	-	-	-	0%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		1,514,334	-	-	-	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		2022 Actual	2023 Budget	2024 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	1,489,072	945,177	945,177	-	0.00%
TOTAL REVENUES		1,489,072	945,177	945,177	-	0.00%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	1,050,983	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	36,255	105,000	105,000	-	0.00%
6900	Transfers	-	-	-	-	0.00%
TOTAL EXPENDITURES		1,087,238	945,177	945,177	-	0.00%
RESERVES USED		-	-	-	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		401,834	-	-	-	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 2022 actual to 12/31/2024 projected.

Budgeted Fund Balance Comparison 2022-2024

Fund	Actual 12/31/2022	Budgeted Fund Balance 2023 Changes	Budgeted 12/31/2023	Budgeted Fund Balance 2024 Changes	Projected 12/31/2024
Operating Budget					
General Fund	\$ 29,683,605	\$ (325,059)	\$ 29,358,546	\$ -	\$ 29,358,546
Road & Bridge	7,186,398	-	7,186,398	-	7,186,398
Health & Human Services	12,088,418	-	12,088,418	-	12,088,418
Other Funds					
Ditch Fund	(146,322)	-	(146,322)	-	(146,322)
Water Management Organization	581,094	-	581,094	-	581,094
Buildings CIP	4,929,639	-	4,929,639	-	4,929,639
Parks & Trails CIP	7,005,237	-	7,005,237	-	7,005,237
Road & Bridge CIP	29,228,349	-	29,228,349	-	29,228,349
Debt Service	13,229,873	-	13,229,873	-	13,229,873
Regional Rail Authority	165,690	-	165,690	-	165,690
Total	\$103,951,981	\$ (325,059)	\$ 103,626,922	\$ -	\$ 103,626,922

2023 Fund Balance Changes

- Reserves Used are planned cost increases for MNPEA union contracts that are being funded by one-time COVID19 Budget Stabilization funds in 2023 which in future years will be reimbursed by City contract revenues for policing services due to the contractual one-year lag created by actual policing contract costs being collected from contract cities in the following year.

2024 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, Land Records, County Assessor, 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 Health and Human Services Fund, except Public Health.
- **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 Annual Comprehensive Financial Report (ACFR) utilizes the State’s function classification system. Completed in June of each year, the ACFR 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 2024 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.

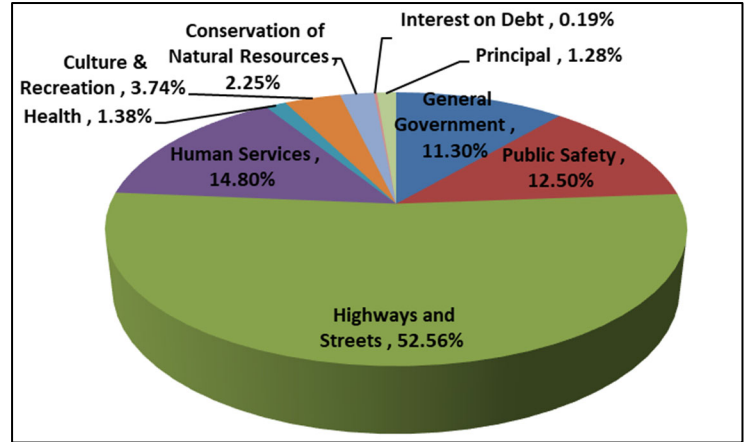
2024 Budget by Function/Program

	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	\$ 27,251,479	\$ 5,287,406	\$ 811,938	\$ -	\$ (21,152,135)
Public Safety	30,153,706	6,649,141	2,674,550	-	(20,830,015)
Highways and Streets	126,750,062	15,000	52,385,312	47,221,915	(27,127,835)
Human Services	35,652,118	4,665,594	15,508,058	-	(15,478,466)
Health	3,336,487	13,600	1,150,031	-	(2,172,856)
Culture & Recreation	9,014,285	389,990	778,860	1,224,000	(6,621,435)
Conservation of Natural Resources	5,420,911	2,267,002	927,035	-	(2,226,874)
Interest on Debt	466,875	-	-	-	(466,875)
Principal	3,094,445	-	-	-	(3,094,445)
Total primary government	\$241,140,368	\$ 19,287,733	\$ 74,235,784	\$ 48,445,915	(99,170,936)
General revenues:					
Property Taxes					72,841,620
Wheelage Tax					1,242,216
Transit Tax					15,986,439
Gravel Tax					60,000
Grants and contributions not restricted to specific programs					5,052,660
Payment in lieu of taxes					110,000
Investment income					2,468,792
Miscellaneous					1,409,209
Total general revenues					99,170,936
Budgeted Change in Net Position					\$ -

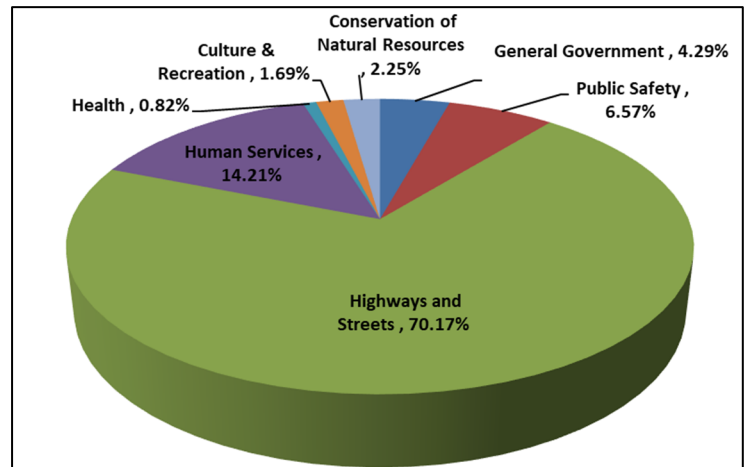
This statement is being used to show budgeted revenues and expenses by function and program. The Budgeted Expenses exceed the Budgeted Program Revenue by \$99,170,936; the Budgeted General Revenues total \$99,170,936, which is used to offset the Budgeted Expenses.

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.

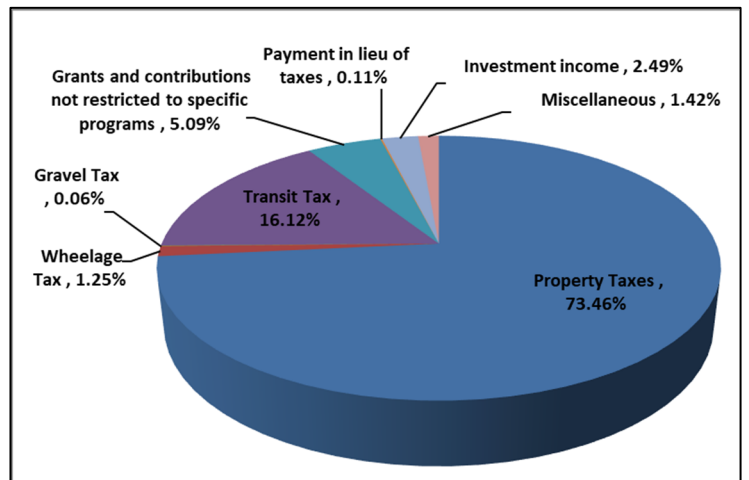
2024 Expense by Function: Total Primary Government Budgeted Expenses for 2024 total \$241,140,368. As this chart indicates, the highest amount budgeted is for Highway and Streets, which comprise 52.56% of the total, followed by Human Services, which comprise 14.80% of the total. The amount budgeted for Public Safety is 12.50%, followed by General Government at 11.30%.



2024 Program Revenues by Function: Total Primary Government Program Revenues for 2024 total \$141,969,432. As this chart indicates, the largest source of program revenue by function is for Highways and Streets, which comprises 70.17% of the total, followed by Human Services at 14.21%, and Public Safety at 6.57%.



2024 General Revenues: Total general revenues for 2024 total \$99,170,936. As this indicates, Property Taxes comprise 73.46% of total General Revenue, which includes the Carver County Regional Rail Authority and Carver County Water Management Organization. The Property Taxes category increased by 6.28% compared to the 2023 Budget.

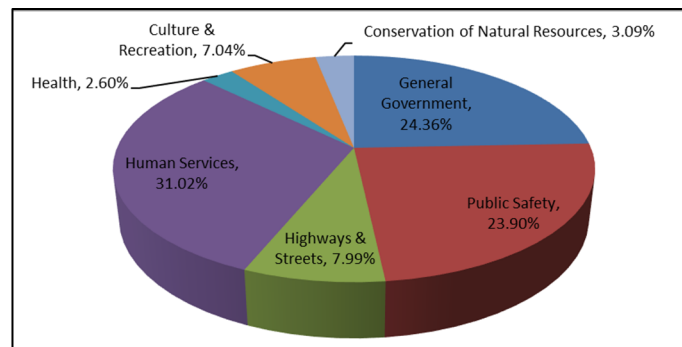


Personnel Summary by Function

The Personnel Summary, below, lists the County divisions and departments under each function classification and compares the number of FTE positions (excluding STOC) assigned to the function/program from year-end 2021 to the 2024 Budget Year. Under this classification system, some employees in the same division/department may be accounted for under different functions.

Personnel Summary Function/Program	2021 Year-end	2022 Budgeted	2022 Year-end	2023 Budgeted	2023 As of Nov	2024 Budgeted
Administration	2.00	2.00	2.00	2.00	2.00	2.00
Public Services Administration	5.00	4.00	5.00	5.00	5.00	5.60
Property Assessment	14.50	15.00	15.00	15.00	15.00	15.50
Attorney	32.65	32.65	32.65	33.10	33.10	33.50
Property Tax, Elections, & LC	30.50	30.50	31.60	32.60	32.60	32.60
Commissioners	5.00	5.00	5.00	5.00	5.00	5.00
Facilities Management	16.00	16.00	16.00	16.00	16.00	16.00
Finance	8.50	8.50	9.00	9.00	9.10	9.50
HR/Employee Relations	11.20	12.20	12.20	12.20	12.20	12.20
Information Services	33.00	35.25	35.00	36.00	36.00	37.00
Land Records and Vitals	9.60	9.60	10.00	10.00	10.00	9.00
Veterans Services	5.20	5.14	4.80	4.80	4.80	4.80
Land Management	5.00	5.00	5.00	5.00	5.00	6.00
General Government Total	178.15	180.84	183.25	185.70	185.80	188.70
Court Services/ Probation	17.50	16.80	17.60	17.60	17.60	17.60
Sheriff	163.90	163.90	163.45	163.45	167.45	167.45
Public Safety Total	181.40	180.70	181.05	181.05	185.05	185.05
Public Works	57.90	59.40	60.40	61.40	61.28	61.88
Social Services	233.88	234.88	233.93	232.93	234.23	240.23
Public Health Services	18.40	18.40	19.40	19.40	20.10	20.10
Library	42.80	43.23	42.80	42.80	42.80	42.80
Parks	8.80	8.79	10.00	10.00	10.60	11.70
Culture & Recreation Total	51.60	52.02	52.80	52.80	53.40	54.50
Planning & Water and Environmental Services	22.50	23.40	23.00	23.00	23.00	23.00
University MN Extension	0.90	0.90	0.90	0.90	0.90	0.90
Conservation of Natural Resources Total	23.40	24.30	23.90	23.90	23.90	23.90
County Total	744.73	750.54	754.73	757.18	763.76	774.36

The chart to the right illustrates the budgeted FTE employee positions assigned to each function in the 2024 Budget.



Vacancy Turnover Allocation

Year-End 2023 Vacant Positions Excluding Positions Eliminated for 2024 Budget

Division/Department	Vacant FTEs	Classification Title	Salary & Benefits Total
Attorney	1.00	Administrative Assistant	69,221
Employee Relations			
	1.00	Sr Employee Relations Business Partner	139,594
	1.00	Employee Relations Coordinator	128,349
Employee Relations Total	2.00		267,943
Public Services			
Library	0.80	Community Engagement Coordinator	98,024
	2.78	Library Assistant	151,598
Facilities	1.00	Maintenance Supervisor	97,448
	1.00	Custodian	81,806
	2.00	Facility Technician	200,881
Administration	1.00	Communications Manager	133,505
Public Services Total	8.58		763,262
Property & Finance			
License Centers	1.00	Senior Licensing Specialist	84,707
	2.50	Licensing Specialist	181,375
Land Records & Vitals	1.00	Land Records & Vitals Lead	96,612
Property & Financial Services Total	4.50		362,694
Public Works			
Program Delivery	1.00	Transportation Planning Manager	168,481
	1.00	Design Engineer	132,599
	1.40	Project Manager	194,313
Operations	1.00	Operations Supervisor – Transportation	136,723
	1.00	Equipment Technician	102,013
	1.00	Senior Transportation Technician	107,747
	1.00	Highway Maintenance Operator	65,683
Parks	1.00	Park Maintenance Technician	113,101
	0.50	Recreation Program Educator	30,064
Public Works Total	8.90		1,050,724
Sheriff's Office			
Administration	1.00	Records Technician	88,812
Communications	5.00	911 Dispatcher	451,992
	1.00	PSAP Supervisor	120,597
Jail	3.00	Detention Deputy	337,961
Patrol	12.50	Deputy Sheriff	1,754,987
	1.00	City Safety Officer	91,890
	0.40	Community Service Officer	22,199
Sheriff's Office Total	23.90		2,868,438
Health & Human Services			
Administrative Support	1.00	Administrative Representative	83,403
Behavioral Health	1.00	Psychologist	134,249
	5.10	Crisis Therapist	716,541
	0.50	Social Worker	49,765
Child & Family	1.00	Social Worker	111,207
HCBC	1.00	Social Worker	130,471
	1.00	HHS Administrative Assistant	92,354

Income Support	1.00	Income Support Manager	166,093
Health & Human Services Total	11.60		1,484,083
County Total	60.48		6,866,365

The previous chart lists vacant FTE employee positions as of year-end 2023 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 2023 was 60.48 FTEs, which is more than the 2022 year-end total of 58.43 vacant FTEs reported in the 2023 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 \$600,000 to \$5,030,557. This entire amount has been allocated to expense categories that have salary and benefits charged to them. The following chart lists the vacancy savings allocation for the 2024 Budget compared to 2023.

2024 Vacancy/Turnover Savings Allocation

Expense Category	2023 Vacancy Allocation	2024 Budget	% of Total	2024 Vacancy Allocation
General Government	(1,135,570)	31,650,650	25%	(1,284,569)
Public Safety	(1,036,167)	29,457,706	24%	(1,195,566)
Streets & Highways (exclude construction)	(405,625)	11,362,558	9%	(461,159)
Human Services	(1,284,591)	35,652,118	29%	(1,446,971)
Health	(113,594)	3,336,487	3%	(135,414)
Culture & Recreation	(258,531)	7,208,133	6%	(292,548)
Conservation of Natural Resources	(196,479)	5,280,911	4%	(214,330)
Total	(\$4,430,557)	123,948,563	100%	(\$5,030,557)

Annual Budget

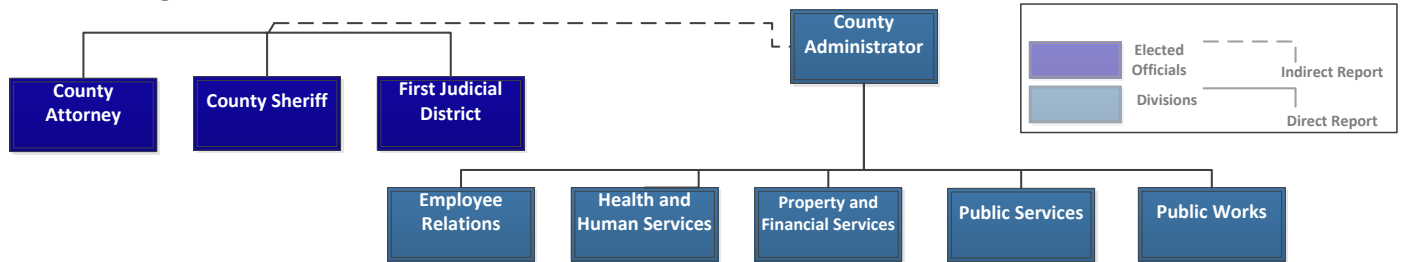


Annual Budget



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	2022 Actual	2023 Approved	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(333)	-	-	-	-	20,564
Expenditure total	362,975	427,312	447,876	447,876	4.81%	
Levy dollars needed	362,642	427,312	447,876	447,876	4.81%	

Levy Adjustments/Trends– Budget Overview, Attachment A – \$5,000

A two-year State lobbyist contract was approved for years 2023-2024 in the amount of \$76,000 (\$38,000 per year). A one-time rollover was approved to cover a \$5,000 budget shortfall in 2023 and this same increase of \$5,000 is included the year 2024 request.

Conference & Training—Attachment F— Requested conference and training for 2024 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:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 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

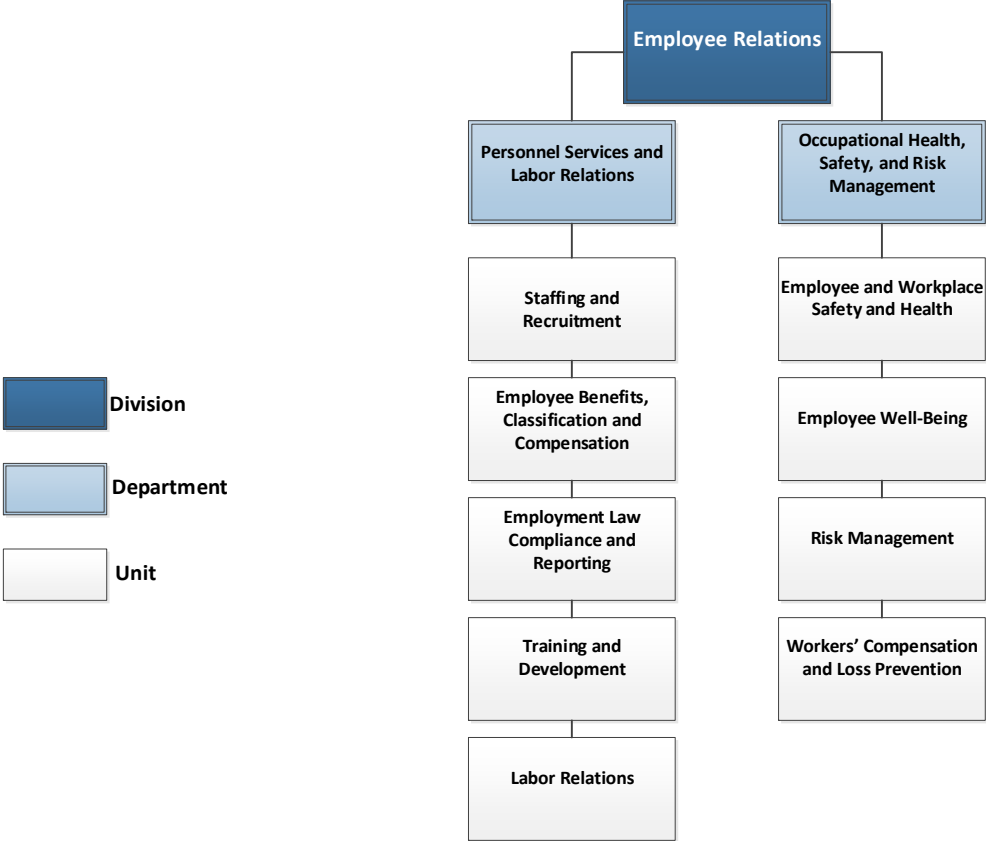
Goals, Objectives and Performance Measures for 2024

1. **Customer Service:** Continue the County's delivery of high value, timely service and support.
 - Develop and incorporate new and modified strategic approaches to customer service.
2. **Communities:** Create and maintain safe, healthy, and livable communities.
 - Continue addressing issues related to housing and the general overall mental health of Carver County residents.
 - Address impacts related to cannabis legislation.
3. **Culture:** Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.
 - Renew contractual agreements with all labor unions.
 - Continue recommending and implementing strategies to attract, develop, and retain a well-qualified workforce including focusing on rapidly evolving concerns related to the labor market and implementing strategies to drive down employee health insurance costs.
 - Continue developing a consistent leadership approach at all levels of the organization to support a positive organizational culture.
4. **Finances:** Improve the County's financial health and economic profile.
 - Address State budget concerns and develop and implement a 2025 budget with a goal of maintaining service levels while minimizing the tax impact on the average value home and maintaining our AAA credit rating.
5. **Connections:** Develop strong public partnerships and connect people to services and information.
 - Finalize implementation of fiber infrastructure and make high speed connectivity available for all residents.
 - Guide the comprehensive space study implementation.
 - Guide the 2024 elections process to ensure accountability and integrity in our elections.
6. **Growth:** Manage the challenges and opportunities resulting from growth and development.
 - Continue efforts to leverage County dollars to obtain additional State and Federal transportation funding including overseeing efforts of our state lobbyist.
 - Guide process of determining preservation needs and costs for existing and future parks and trails assets.



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 Values 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, Finances, and Customer Service, and indirectly support the initiatives of Communities, Connections, and Growth.

Budget Highlights

The following table summarizes the budget for the division.

Employee Relations Division Budget						
Budget Summary	2022 Actual	2023 Approved	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(33,839)	-	-	-	-	319,252
Expenditure total	1,902,476	2,421,015	2,740,267	2,740,267	13.19%	

Levy dollars needed	1,868,637	2,421,015	2,740,267	2,740,267	13.19%
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Levy Adjustments/Trends– Budget Overview, Attachment A – \$37,000

An increase of **\$10,500** was authorized for the Advertising and Legal Notice Publications account to focus on increasing job opening advertising and diversity recruitment investment. Highly competitive job market conditions necessitate increased recruitment investment to source qualified candidates.

An increase of **\$17,000** is reflected in the Professional and Technical Fees for Services budget to cover incremental increases in costs for employment background check services and labor attorney services, to comply with new mandates for expanded background check requirements for certain HHS employees, and for classification and compensation consultant services based on resuming the periodic job description review process to ensure routine maintenance and compliance of the County’s job classification system.

An increase of **\$9,500** is reflected in the Service Agreements budget for incremental increases in costs across HR technology systems, including all NEOGOV and High Line systems. The amount requested was based on negotiated “not to exceed” renewal percentage caps for these systems.

Conference & Training—Budget Overview, Attachment F— The 2024 budget reflects no changes from the prior year for the Division’s Conferences and Training Budget of **\$15,200**. With the availability of increased options to participate in certain training sessions virtually, the Employee Relations team has been able to take advantage of comparable, and in some cases additional, training and educational opportunities while maintaining a flat budget.

The following chart summarizes the staffing requests for 2024.

Employee Relations Division Staff					
	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Positions:					
Administrative Assistant	1.00	-	-	-	-
Deputy Director of ER/Labor Relations Manager	1.00	1.00	-	-	1.00
Employee Relations Business Partner	4.00	4.00	(1.00)	(1.00)	3.00
Employee Relations Coordinator	1.00	2.00	-	-	2.00
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	1.00	2.00
Occupational Health Nurse	1.00	1.00	-	-	1.00
Occupational Health & Safety Manager	1.00	1.00	-	-	1.00
Risk Management Specialist	1.00	1.00	-	-	1.00
Seasonal Temporary On-Call (STOC) Clerical	2.00	2.48	1.35	1.35	3.83
Division Total	14.20	14.68	1.35	1.35	16.03

Staffing Requests – Budget Overview, Attachment B – \$84,480 levy increase.

Staffing updates include elimination of 1.00 FTE Employee Relations Business Partner and creation of 1.00 FTE Senior Employee Relations Business Partner. This change to Division staffing complement provides an additional experienced Senior ER Business Partner to deliver knowledge and assistance with increasingly complex employment related matters such as complaints, investigations, leave management, data practices, and legal compliance matters. This change will provide an additional resource to strengthen Employee Relations support and service to the Division's customers countywide. Elimination of an ER Business Partner role in 2024 offsets the cost for the new position, resulting in a net levy increase of \$2,733.

To position the County to address unplanned seasonal, temporary, or on-call (STOC) staffing needs on a countywide basis in 2024, an additional 1.35 FTE is budgeted for the STOC Pool managed by Employee Relations for countywide needs, reflecting an \$81,747 levy funded increase for the Staffing Budget.

Description of Services

The Employee Relations Division's services provided to its customers, primarily internal, include the following:

- **Personnel Administration:** Maintaining personnel files and data, overseeing leave management programs and requirements, FMLA, ADA, employment and labor law compliance, and overseeing the County's performance management programs.
- **Staffing:** Conducting employee recruitment and retention processes that support the County's commitment to equal employment opportunity; posting, advertising, and promoting information on open positions and County career paths; supporting and administering applicant screening, assessment, 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 compensation adjustments to the County Board.
- **Benefits:** Managing benefits programs and providing information and education related to 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, providing information on and interpretation of CBA terms and conditions to support effective administration and operations. 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/topics include support staff conference and training, safety training, harassment and discrimination prevention, respectful workplace practices, customer service, best practices for effective telework and managing remote/hybrid teams, 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, with a focus on total worker health and well-being. Convening safety committee meetings, 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 support employees and their families in the pursuit of their health and wellness goals, including physical, emotional and mental health, and overall well-being. Investing in and supporting whole person well-being and total worker health across the County workforce.

2023/2024 Goals, Objectives and Performance Measures

Attraction and Retention of a Well-Qualified Workforce

- Continued focus and investment is essential to position the County to attract, develop, and retain a well-qualified and diverse workforce that reflects the community and is prepared to deliver excellent service, responsive to community requirements. Labor market challenges associated with attraction and retention of a well-qualified workforce continue to be important considerations.
- Employee Relations will continue to support, develop, guide, and enhance investment in key elements to attract and retain a well-qualified workforce. Essential areas include but are not limited to competitive compensation and benefits, staff training and development, workplace culture and environment, continued prioritization of workplace safety, health, and employee well-being, development and support of effective supervisory and leadership strategies and approaches, and effective performance management and employee recognition programs.
- Ongoing areas of focus include building and supporting a professional, respectful, and welcoming performance-based, collaborative and service oriented workplace culture. Additionally, Employee Relations will collaborate with leadership across County service areas to connect future talent with County career information and opportunities through a variety of outreach, educational, and communications methods.
- Employee Relations supports County divisions in providing a culture of learning, wellness, and innovation, with opportunities for continued personal and professional growth, positioning employees to deliver a high level of service to the community.

Continued Investment in Employee Health, Safety, and Well-Being:

- Employee Relations identifies as a high priority its continued work to advance the County’s health and safety programs, policies, and culture, and expand the impact of a total worker health philosophy, supporting whole person well-being for all County employees and serving all County service delivery areas.
- Informed by the NIOSH Total Worker Health approach, continued work will expand approaches considering whole person well-being, with continued development of an integrated workplace health, safety, and wellness vision and program. The Total Worker Health model is a philosophy that integrates occupational safety and health along with worksite health promotion interventions, emphasizing the interrelatedness of these disciplines and the importance of policies, programs and practices that support and incorporate a comprehensive approach to employee well-being.
- As part of implementing an integrated approach, the countywide Safety Committee became the Health & Safety Committee, and a Health & Safety Committee was also established at Public Works. Mental and emotional well-being resources have been an area of particular focus, with initiatives implemented to ensure these resources are readily accessible for County supervisors and managers, employees and their families.
- Carver County was recognized with an “Outstanding Achievement” Governor’s Safety Award through the Minnesota Safety Council, for exceptional safety performance and continued progress in development of a comprehensive safety program.
- Carver County received renewed recognition as a Breastfeeding Friendly Workplace from the Minnesota Department of Health for its policies, programs, resources, and support for infants, women, families, and breastfeeding / lactating employees.

Supporting Effective Remote and Hybrid Work:

- Carver County recognizes the benefit of providing flexible remote work options while using technology to enhance customer service, increase employee productivity and morale, reduce the cost and environmental impact of commuting, and reduce the need to expand County office and parking space. The flexibility offered through telework arrangements supports the County’s objectives to effectively deliver public services through a qualified and engaged workforce focused on service excellence. Employee Relations will continue to support effective telework program management through policy and program elements designed to provide a framework of clear guidelines and best practice approaches.
- Supervisor training delivered in 2023 included focus on performance management best practices for a hybrid/remote workplace, and additional training/development opportunities including this subject are planned for 2024.
- Insight and feedback from management will continue to be gathered to evaluate successes, progress, and supports needed to maintain and build on the success of telework as an effective organizational strategy.
- Employee Relations will continue to deliver resources and support for County work groups participating in remote and hybrid work arrangements. Initiatives will support supervisors to build and hone effective approaches to manage and engage their teams in alignment with the County’s future-focused workforce strategies.

Policy, Procedure, and Technology Systems Updates Associated with New Minnesota Laws:

- Employee Relations recently worked to address multiple significant changes impacting County workforce planning and management arising from new Minnesota laws. Implementation and compliance work will continue in 2024 and beyond.
- Employee Relations will continue to conduct study, review, and analysis regarding County impacts of new state laws including in the areas of Earned Sick and Safe Time (ESST) Leave, Minnesota Paid Family and Medical Leave, and various Public Employment Labor Relations Act changes. Employee Relations will continue to monitor guidance for practical application of new program requirements and determine how the requirements will mesh with or modify current County processes, policies, and labor agreement provisions.
- County policies, procedures, processes, and technology systems have been, and will be further updated and configured to support required management and tracking as needed, responsive to new requirements.
- Employee Relations will continue to work in collaboration with Finance, County Administration, and Division leadership throughout the process of implementing changes associated with new state law requirements.

Labor Contract Negotiations:

- All ten of the County's collective bargaining agreements are settled with two-year agreements extending from January 1, 2023 through December 31, 2024. The agreements reflect investment in competitive compensation and benefits packages, responsive to the current highly competitive labor market.
- Employee Relations continues to monitor relevant labor and market factors.
- Negotiations for successor collective bargaining agreements will be conducted in 2024, for agreements covering 2025 and beyond.

Employee Health Insurance and Other Benefits:

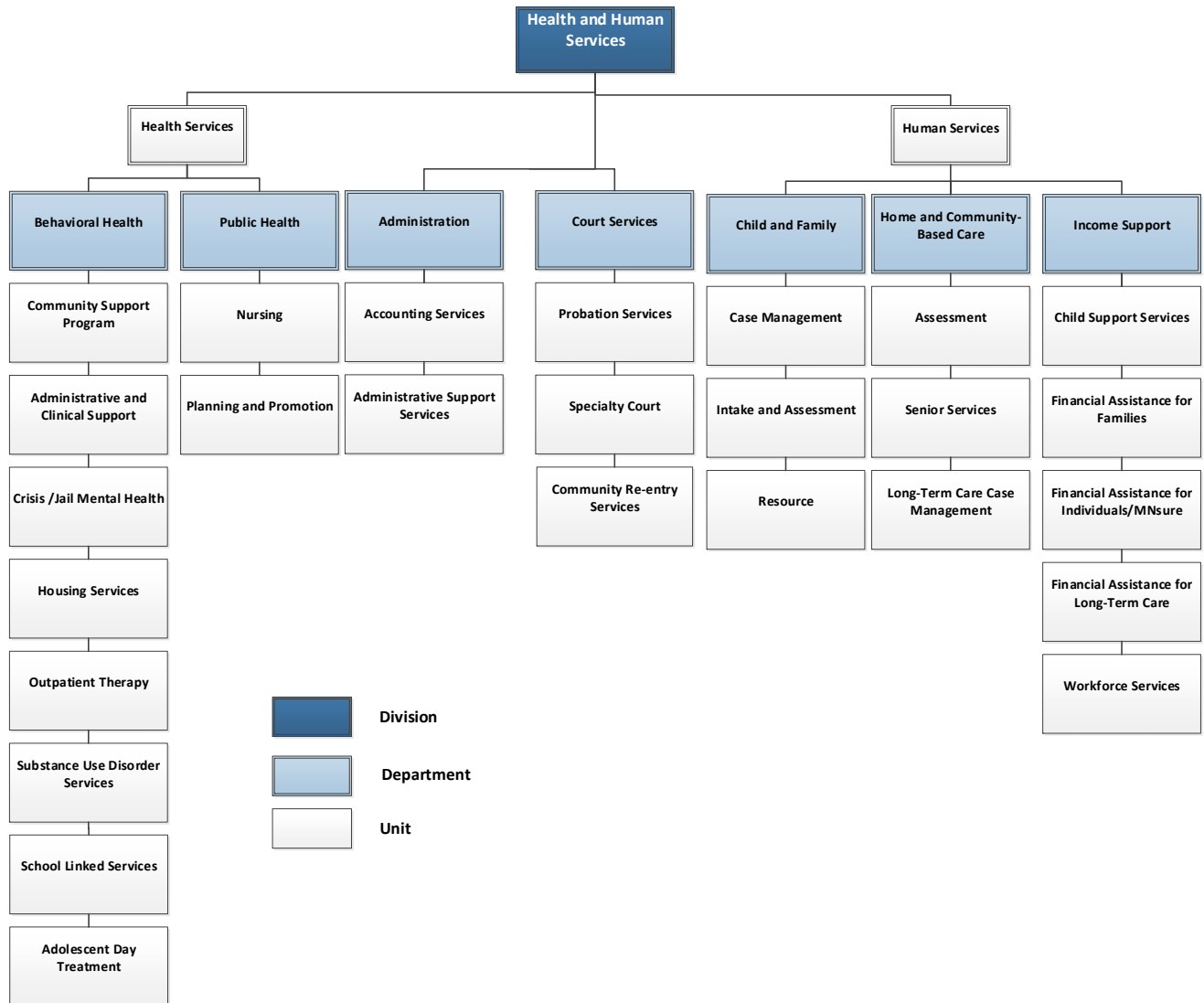
- The County conducted a request for proposal (RFP) process in 2021, for 2022 health insurance benefits. Based on group experience ratings and following negotiation with the insurance carrier, the County secured a 12% overall premium rate increase for 2022, with 12% rate caps for 2023 and 2024. The County's aggregate actual health insurance renewal amount for 2023 coverage was 10.80% and was 8.89% for 2024. The County will conduct a health insurance RFP process in 2024, for provision of 2025 health insurance benefits.
- The County completed an RFP process for dental insurance benefits in 2021, for 2022 benefits, resulting in a 23.50% increase in dental rates overall based on group experience, with 5.00% rate caps for 2023 and 2024. The County will also conduct an RFP process in 2024, for provision of 2025 dental insurance coverage.
- During the most recent round of labor contract negotiations, the County prioritized investment in its employee benefits package, particularly related to health insurance, recognizing this as an important factor for attraction and retention of a well-qualified workforce. Employee Relations continues to monitor relevant market data related to employee benefits to support County decision making and ability to maintain an overall competitive benefits package.
- The County conducted RFP processes for long term disability (LTD) and short term disability (STD) coverages in 2023, for 2024 coverage. The RFP resulted in STD coverage with no cost increase, and a two-year rate guarantee covering 2024 and 2025. The RFP process for LTD resulted in a carrier change along with a 20% decrease in premium, reflecting approximately

\$32,000 annual savings for 2024 coverage. Additionally, rate guarantees are in place for 2024 and 2025 LTD coverage.



Health and Human Services

Health & Human Services



The Health and Human Services (HHS) Division provides a wide variety of social, protective, financial, restorative, health, and behavioral health services and supports to children and families, older or vulnerable adults, individuals who have a disability and/or mental illness, those experiencing substance abuse or homelessness, those who have been convicted of a crime, those who live on little, or medically compromised residents. The staff of roughly 300 provides services such as assessments, case management, assists with applications for regulated services, makes referrals for community resources, and provides direct services as mandated by the state or federal government. Two businesses operated by HHS are CareerForce, a Minnesota version of the American Job Center, and First Street Center, a community mental health clinic.

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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(22,357,632)	(20,124,150)	(21,337,283)	(21,337,283)	6.03%	1,888,567
Expenditure total	38,279,203	35,824,311	38,926,011	38,926,011	8.66%	
Levy dollars needed	15,921,571	15,700,161	17,588,728	17,588,728	12.03%	

Levy Adjustment Targets – Budget Overview, Attachment A –

- Revenue: \$414,911
 - +\$578,911 State Reimbursement- Court Services/Probation. See below for more complete description. The MN legislature increased the reimbursement made to probation agencies across the State. This new reimbursement formula aligns more closely with the 50% reimbursement suggested in MN Statute 244.18.
 - -\$98,000 State elimination of DOC Workload Reduction Grant. As a result of the statewide increase to probation agencies in MN, this longtime grant was eliminated.
 - -\$166,000 Elimination of county probation fees. Mandated by amended language in MN Statute 244.19, probation agencies are to phase out their collection of supervision fees by August 1, 2026. Court Services recommended, given the above increase in funding, that these fees be eliminated in 2024. This recommendation was approved by the County Board.

- Expenses: \$175,000
 - +\$300,000 Mental Health Services to Jail Inmates - Jail mental health services are required as part of MN Statute 641.15. With increased mental health episodes/symptoms demonstrated by jail inmates, Carver County’s need for more robust services has been evident. The cost to contract for these services and to cover the increased demand for crisis services far exceeds the amount previously budgeted. This fund will be used to contract for ongoing mental health services with an external provider and to offset the costs incurred for the Crisis program to provide crisis assessments and consultations in the jail.
 - +\$60,000 180 Degrees/Hope House – while Hope House, a six-bed youth shelter, is a resource for the community, Health & Human Services (HHS) rarely refers a youth to that service. It is not a mandated service and does

not appear to divert or reduce any out-of-home placement costs from our HHS budget. This non-profit does support regional youth in crisis and their families. Since 2016, Hope House has had an annual county contract with a Not to Exceed of \$40k, but they continue to request a rate increase and would like to expand their bed capacity for the community. Dollars were again approved by the County Board for this contract, including an increase should it be needed.

- -\$83,000 Beacon Housing Program - Beacon Housing changed their business model and terminated their direct service (Families Moving Forward) contract with Carver County midway through 2023. \$41,500 of this funding was redirected to support the Housing Unit Shelter program, which sheltered 13 families (21 adults and 22 children during the last half of 2023). Alternative strategies will be explored to provide these services in 2024.
- +\$125,000- County Cost Share for Sex Offender and Mental Health Committed Persons at State Facilities. The per diem rate for Anoka Metro Regional Treatment Center (AMRTC) increased to \$2,106 and the per diem rate for a Community Behavioral Health Hospital (CBHH) increased to \$1,818, effective August 1, 2023. The County is responsible for 20 percent of the cost of care for individuals committed to state hospitals/facilities including AMRTC, the Forensic Mental Health Program at Security Hospital, and the Minnesota Sex Offender program. The County has historically been responsible for 100 percent of the cost of care for days after the facility determines a person does not meet clinical criteria for continued hospitalization. That cost was legislatively put on hold for two years for clients waiting to be moved to another State facility, but the 20% county cost for those committed long-term to a State of MN institution/hospital/facilities and 100% of the cost for those deemed to not meet medical criteria but are waiting for a community-based bed was NOT given a hiatus. In FY 2022, the cost of these services totaled \$581,046. This request is to address the anticipated shortfall of the current budgeted amount as HHS is seeing a record number of persons who have committed a crime and have been deemed mentally ill and dangerous and/or who are deemed not competent to stand trial committed long-term to a State of MN facility. We don't anticipate this trend will slow down.
- -\$62,000- State-operated inpatient cost reduction - Legislation was passed in 2023 that went into effect July 1, 2023, that temporarily eliminates the County's responsibility for 100% cost of care for a person who is committed as mentally ill and dangerous to the public, deemed to no longer need hospital level of care at Anoka Metro Regional Treatment Center, but are awaiting transfer to another state-operated facility. This will be in effect between July 1, 2023, through June 30, 2025.

- -\$380,000- Reduction in child out-of-home placements through child protection. This budget prediction for 2023 was realistic even though it is hard to predict what placement need will arise. With the decrease in foster care homes combined with the increased complexity and risk of many placements that aren't safe placements in a foster care home, the child fostercare budget was underspent by \$300,000. Our correctional placements through the CHIPS process and residential budget were on target, however, the concern exists that there are not enough placement resources in MN that can meet the needs of some of our most challenging mental health needs; just one placement out-of-state that is necessary to stabilize a child, could have a serious impact on the budget.

- +\$215,000- Juvenile placement increases – Placements for children who are justice-involved increased in 2023 and is expected to stay high in 2024. Many secure facilities through the Department of Corrections for children who pose a safety risk to the public have moved toward a contracted bed model which makes available beds for non-contracted counties hard to obtain and they are costly. Many of these facilities have needed to increase their daily per diem to add extra safety precautions in their building(s) and to hire, train, and retain qualified staff. Increased need combined with a workforce shortage resulting in increased rates has added to the need for additional dollars in this area of the budget.

One-Time Projects– Budget Overview, Attachment E

- \$200k- Career Pathways, Workforce Services
 Carver County continues to be the fastest growing county in the state. In the next 10 years, Carver County's population is expected to become more culturally diverse. By 2043, the County is expecting to see the most growth in population ages 5 to 34. Most Carver County industries with anticipated job growth and talent needs are manufacturing, health care and social assistance, educational services, retail, construction, and hotel accommodation and food services. Currently and for the next 20 years, Carver County anticipates major shortages in talent. County received \$200K from the County Board for CY2024 to support implementation of the career pathways program. Carver County Workforce Development Services will partner with community and technical colleges, local cities, Three Rivers Park District, employers, and the Intermediate School District to develop various career pathways programs and address talent shortages in the health care, manufacturing, construction, and government sectors. HHS hopes to leverage an initial County investment in CY2024 to seek ongoing support through career pathways grants for CY2025 and beyond.

- \$300k- Family/Community Resource Center (F/CRC): - Not approved during the 2024

Budget Process-

\$300,000 was requested as part of the CY2024 budget to leverage the existing funds from the Sauer Foundation and show our good faith in establishing a potential F/CRC in our community. This request was not approved, but a Sauer Family Foundation Grant was secured for \$75,000 to assess the community’s needs for a F/CRC. Health and Human Services contracted with The Improve Group to complete a F/CRC community assessment and evaluation. The full report is anticipated to be done in May 2024. Following the report, Carver County Health and Human Services plans to submit a grant application asking for the support to implement recommendations from the report. The goal is to use existing community and/or county locations and expand them to include services requested by the community.

Family/Community Resource Centers are the future model for HHS service delivery in Minnesota. F/CRCs are shown to produce a high social return on investment, reduce child maltreatment, and promote economic self-sufficiency, among other positive outcomes. Family/Community Resource Centers fully support service delivery changes that will be required by the new State Department (Department of Children, Youth and Families) that oversee children’s services. The new state agency will move closer to ensuring every child has a safe place to call home, no child goes hungry, and youth have the resources and supports to succeed inside and outside of the classroom. The agency will have a whole family focus, bringing together core programs from earlier childhood and education through youth. The programs will start moving to the new State agency July 2024, with full integration and move of the programs to be completed by the end of July 2025. The goal of establishing a F/CRC is to put many services in the hands of the community, in partnership, to ultimately decrease costly reactive services in the future, like child protection interventions and public assistance supports.

The following chart summarizes the staffing requests for 2024.

Health & Human Services Staff	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Unit/Department:					
Administrative Services	15.00	15.00	2.00	1.00	16.00
Behavioral Health	73.63	74.93	1.00	-	74.93
Child & Family	42.80	42.80	1.00	1.00	43.80
Court Services/Probation	17.60	17.60	1.00	1.00	18.60
Home & Community-Based Care	51.10	50.90	2.00	2.00	52.90
Income Support	51.00	51.00	4.00/(2.00)	1.00	52.00
Public Health	19.40	20.10	-	-	20.10
Division Totals	270.53	272.33	9.00	6.00	278.33

Staffing Requests – Budget Overview, Attachment B –

Administrative Services-

Accounting Supervisor- 1.00 FTE- \$138,008 levy need- approved

This new position will help to create an elevated fiscal environment of budget analysis, budget planning, strategic planning, forecasting, internal audit, policy & procedure, and back-up, while allowing for work/life balance & future succession planning.

STOC Pool- 1.00 FTE-\$100k levy need- not approved

Historically, the STOC pool managed by Employee Relations has been used only to support child protection positions in HHS, but due to the high rate of turnover in mission-critical positions as well as workforce shortages that the division is experiencing, there is an immediate need to quickly access a pool of temporary staff when needed to continue to provide high quality care to our consumers, deliver timely, quality services, support resident and family safety, and continue to meet State required outcomes. Access to the STOCs also ensures HHS's ability to continue to bring in budgeted revenue because in most cases services must be provided to bill and receive payment. This request was not approved. HHS will evaluate and potentially make this request again for the CY2025 budget.

Child and Family-

Social Worker- 1.00 FTE- \$123,286 levy need- approved

Due to the complexity and intensity of new child protection assessments, new child welfare expectations from the State, and unprecedented growth of statutorily required children's mental health cases the Child and Family Department needed an additional social worker in CY 2024 to provide mandated services, stay within State-issued caseload ratio sizes, mitigate risk, find resources, and manage the growing demand. The position is currently posted.

Income Support-

Childcare Specialist- 1.00 FTE- \$69,785 levy need- approved

The Childcare Assistance program is the only program that provides financial assistance to help families with low incomes pay for childcare so that parent(s) may pursue employment and education leading to employment and ensure that children are well cared for and prepared to enter school. \$69,785 in levy funding was secured to add an additional FTE to administer the program and provide services to over 200 families. Currently, the FTE is posted and in the recruitment process. The FTE will improve efficiency of program administration and delivery, establish back up, ensure that required outcomes achieved, and needs of the community are met.

Child Support Officer/Child Support Officer Senior - 2.00 FTE/ (2.00) FTE- \$7,413 levy need- approved

The Child Support Officer Senior will perform all the duties of the Child Support Officer I. In addition to those duties the Child Support Officer(s) Senior will train new staff on the State child support computer system and perform case management duties. Child Support Officer(s) Senior will understand complex legal and procedural issues and assist less experienced staff with case consultations, reconcile complex financial records and fix accounting errors from less experienced staff, assist the unit supervisor in developing and/or drafting training materials, mentor new staff

when they begin to transition from direct training to more independent work, carry a higher caseload and/or cover open caseloads when needed, participate in county and State workgroups to help develop and improve processes, screen and open fostercare case applications/begin redirections if applicable then assign to ongoing workers explaining case plan, determine jurisdiction, and helping less experienced staff with these determinations on their cases, stay current on statute/case law/policy & procedure changes and explain to less experienced staff, service conflict cases and/or higher needs cases when needed. Funding was approved to support up to two (2) new positions. Positions are currently in the process of being posted internally, and, once team members are promoted into the positions, the vacant positions will be eliminated from the FTE count.

Lead Financial Assistance Specialist- 1.00 FTE- \$73,595 levy need- not approved

While the Lead Financial Assistance Specialist position was not approved, the need for the positions remains. Currently, with changes in the economy, more and more people need support. Financial/Assistance Specialist Worker's caseloads are increasing. MN DHS made many changes to the program's administration and requires counties to conduct phone interviews, increasing the amount of time workers spend with customers. It is important to maintain reasonable staff to resident caseload ratios to meet demands of residents and outcomes required by MN DHS. A lead specialist will have specialized duties such as case reviews, training, case management/coverage, connection maintenance, and attendance at MN DHS meetings. In addition, the HHS financial assistance teams have experienced unprecedented staff turnover and increased work demands and expectations. It takes approximately 12-24 months to be proficient at the job. The workload cannot be left unattended as work is deadline driven. MN DHS measures outcomes based on specific time frames and deadlines. The position is 30% to 40% reimbursable through the random moments time study.

Behavioral Health-

HHS Administrative Assistant- 1.00 FTE- \$88,663 levy need- not approved

Increasing demand for mental health services has significantly increased the workload for administrative assistance at First Street Center. The addition of new programs has also added to the workload. This includes, but is not limited to appointment scheduling, receiving and triaging client calls, medical records & insurance processing, transcription, copying, processing mail, and other Admin Support duties. Temporary COVID-19 pandemic funding through Public Health has helped fund two STOC positions, but this funding will end 3/31/2026. Furthermore, the addition of the STOC has not fully met the need. The Administrative Supervisor has needed to take time away from her supervisor duties to assist with administrative support duties. The addition of 1.0 FTE Administrative Assistant will increase capacity of the Behavioral Health Department to meet this increased need for administrative support. Without this help, the efficiency and timeliness of customer services will be jeopardized, risk of errors in processing critical client information will increase, and work performance and efficiency will be compromised. Furthermore, job satisfaction, team dynamics, and office morale will be affected creating additional challenges with staff retention and productivity. COVID-19 grant funding will help offset the cost of this added position during CY2024 and CY2025 but will require levy funding once grant funds are depleted.

Home and Community Based Care-

Social Worker – 2.00 FTE – 1 Long Term Care Unit Waiver Case Manager and 1 MnCHOICES Assessor – No Levy Required - approved.

In CY2023, the annual waiver caseload growth rate was 65 to 70 additional clients. In CY2024, that rate of growth is expected to reach 100 cases due to legislative changes removing parental fees for children accessing Home and Community Based waiver services. The waiver case manager position is required to maintain manageable caseloads and provide services in accordance with statutory requirements. The position is 100% funded by state and federal waiver reimbursement.

Another Assessor is necessary to meet the demand for MnCHOICES assessments which continues to increase by a rate of 100 additional assessments a year. With the transition to the MnChoices Revisions platform no information will transfer over from the old platform which means all assessments will be a new assessment which take 3 to 4 more hours than a reassessment. These assessments are mandated by law to determine program eligibility. The Assessor position is 100% funded by LTSS time study revenue.

Court Services-

Court Services (Probation) Agent

(See below under Court Services)

HHS Conference and Training – Budget Overview, Attachment F –Continuing education and training is crucial, for CY2024, \$201,640 is budgeted for the full division (HHS and Court Services).

HHS Accomplishments and Goal Setting

With the ending of the federal Public Health emergency on May 11, 2023, HHS spent much of 2023 conducting activities slated to offramp from all the regulatory flexibilities granted during the COVID-19 pandemic. This impacted all HHS departments, but most notably the resumption of healthcare renewals has proven to not only be an enormous effort but has brought forth challenges related to antiquated State software that was not prepared for this work. HHS has implemented many, many workarounds to get the mandated work done and mitigate delays in coverage for Carver County residents. For Health and Human Services (HHS) much of our business has returned to in-person work and traffic at our front desk is back to pre-pandemic levels. As we start CY2024, we will implement many new legislative mandates and start new legislated initiatives. This is a mixed bag. Much of the bills passed, and there were many, add new responsibilities for HHS but often not the funding to go along with it, or at least not long-term funding. Much of what was allocated, for example, related to housing is one-time money. Locally in Carver County, we are seeing community need outpace funding. One example is in mental health services. With roughly 8% inflation and an extremely competitive employment market, the 3% increase in mental health rates won't come close to covering the cost of providing services, which are in high demand.

On July 1, 2023, we implemented the “Local Homeless Prevention Aid” program. Passed by the legislature in 2021, these funds from the State allowed us to keep families from losing housing and help those experiencing homelessness find housing. After several years of the County Board

supporting our request for funding for extreme weather vouchers, the State has finally supported our application and will provide \$79,500 for CY2024 and CY 2025 to emergency shelter persons when the weather is over 100 degrees, or below zero, in the middle of a storm, etc. This is a huge accomplishment for us locally.

The County Board has been pivotal with supporting HHS's investment in technology throughout the pandemic to continue remote work (where it makes sense), provide telehealth and tele-case management, and create a client portal for easy exchange of case planning paperwork. As we solidify our hybrid service delivery model and analyze space needs at the Government Center, HHS is currently working with IT to test hardware that will meet the requirements and have the capacity to give workers the tools they need to perform their work remotely, in the office, or in the field. The new technology was rolled out to Behavioral Health at the end of 2023. There is a plan in place to continue expanding this improved technology to the rest of the departments in the first half of CY2024. This ability to equip workers with the technology that not only they need but a system that will truly make their job easier is a game changer. We appreciate the County Board's support as we continue to collaborate with IT on how to leverage technology.

In the second half of CY2023, we continued our efforts to move our work beyond walls and into the community – to work with people where they are at – providing the right services, at the right time, and in the right place. We received a \$75,000 grant from the Sauer Foundation to explore the development of a Family/Community Resource Center in Carver County, like the one in Scott County. This endeavor will not be successful without County Board support and a future commitment of funds and space.

Public Health

A major effort of the Public Health Department this year was both continuing to provide pandemic mitigation and recovery services as well as relaunch programs that were deferred due to the pandemic. Public Health expanded contracts with vendors to assist with continuation of COVID-19 vaccination clinics and community outreach to vulnerable populations. This enabled Public Health staff to ramp up other critical services such as family home visiting, child and teen check-ups, increase non-COVID vaccinations for school aged children, and enhance support to our Senior Commissions and Communities of Belonging Coalitions across the County. In Q2 2023, Public Health initiated the comprehensive Community Health Assessment (CHA) process as mandated by MS 145A, which is required at least every five years. This assessment provides the foundation to develop the Community Health Improvement Plan that will guide public health services for the next five years. The CHA will be completed by April 2024.

Funding through the State Health Improvement Partnership (SHIP) was maximized through collaboration and partnerships with community organizations and businesses to improve access to healthy food and reduce food insecurity, support healthy lifestyle activities, and expand educational and mental wellness programs to address the social-emotional trauma exacerbated by the pandemic. Public Health has experienced an increase in Public Health Nuisance referrals and recently needed to respond to the County's first Clandestine Lab for Methamphetamine in nearly a decade. Public Health will serve as the Chief Strategist in coordinating the distribution and utilization of the Opioid Settlement Funds. A part-time Public Health Program Specialist was hired

to lead this process and ensure funding is used to support evidenced based programs responsive to the needs of our residents. Representatives from both the public and private sector, internal partners such as the County Attorney's Office and Sheriff's Department, along with residents with lived experiences will serve on an advisory capacity to help guide this process.

Income Support

Our Income Support Department continues to be on the frontline in CY2023 assisting with financial, childcare, housing, workforce and health care needs of County residents. CareerForce is seeing an increase in customers seeking job search and job placement assistance. In CY2023, CareerForce saw a need for qualified persons in areas of health care/construction and manufacturing coupled with some major layoffs from other areas of industry. While some companies are downsizing or closing, others are expanding and hiring. In CY 2023, CareerForce partnered with local schools, colleges, and employers to create specific, small career pathway programs in health care, construction and manufacturing sectors. Employers and businesses continue to outreach to CareerForce seeking valuable talent to fill available jobs. Workforce Services intends to expand the Career Pathways program in CY2024 with the additional dollars approved by the County Board. Efforts will focus on supporting communities with economic recovery, working with employers to secure talent to fill available jobs, and helping residents maintain access to stable housing and essential services so they can work.

The Income Support staff will continue to be a leader with assisting County residents in receiving needed supports through community partnership and the distribution of funds for housing, childcare, transportation, education, employment, and other financial needs in CY 2024. The focus in CY2024 will be completing healthcare renewals and offering community information and resources to meet healthcare needs, providing education to the community about services offered by the Income Support department and focusing on partnering with the community to deliver services in multiple community locations. The HHS Income Support Department is an active partner working together with the Child and Family Department to complete a community assessment/evaluation to determine services and needs for a possible, future Family/Community Resource Center. The department will be re-looking at their internal service delivery model to better address needs of the families and residents and comply with the family-centric model required by the new State Department of Children, Youth, and Families. Moving into CY2025, the efforts of the Career Force staff will be critical in the economic recovery of the County and stability of County residents. The department will focus on creating long term sustainable partnerships with the employers and delivering services utilizing career pathways framework. The Income support department will continue to focus on offering support and access to childcare services by providing more personal outreach to the families and residents in need. To create efficiencies and to recruit more childcare providers, the childcare licensing team will consider moving from Income Support Department to the Child and Family Department.

Child and Family

One unanticipated effect of the pandemic for the Child and Family Department was a significant increase in the complexity and intensity of Children's Mental Health, truancy, and child protection services. This pattern has continued. Carver County continues to be a leader in the world with Signs of Safety work with families which results in almost 80% of all children in placement being

successfully reunified with their family or kin. The utilization of Signs of Safety, a solution focused model, requires training and support for staff, but the team is invested due to the evidence that children are safer for the long term. There is also a substantial fiscal savings to the County since our workers are the change agents versus purchasing expensive services by outside providers or children being placed unnecessarily.

The Department is utilizing Board-approved Budget Stabilization Account funds to contract for intensive in-home services with the goal of keeping children in their home and avoiding costly out-of-home placements.

With the pandemic and the implementation of the federal Families First Prevention Services Act (FFPSA), came a loss of local family foster homes as well as facilities that could take children with the most challenging needs. With the State not able to meet the psychiatric residential therapeutic needs of our children, Carver County did have to place a child out-of-state in CY2023 to ensure the child's safety and safety of the community. Additional challenges have been finding service providers who can do the work and maintaining a trained workforce. Carver County is not alone in these difficulties; this is a nationwide problem. As our work intensifies and draws public attention, many child welfare workers are leaving the field entirely. The Child and Family department does continue to benefit from a robust internship program that aides in hiring and assists when temporary staffing is needed. Related to turnover, staff in this department continue to carry caseload sizes above the State's expectations.

In the second half of CY2023, the State of Minnesota began the monumental task of separating Child, Youth, and Family Services, into its own agency distinct from MN DHS. The impact on our local service delivery model is unknown, but a definite impact is expected as well as new direction from the State. The Child and Family department will essentially have two State departments directing the work since children's mental health services are being separated from child protection. According to research, there is a high correlation of child protection and mental health needs for adults as well as the children; thus, this change will result in new challenges.

In addition, the State's Child Protection Taskforce is considering multiple changes to the current child welfare system to include making Minnesota a state-run system instead of a County-run system, requiring all child protection assessments to be investigations as well as implementing centralized screening at the State level. The Taskforce's recommendations will cause additional pressure on an already taxed system. These factors demonstrate the need for our work to undergo a paradigm change to maintain the safety, permanency and well-being of our children while trying to maintain a qualified workforce.

Home and Community-Based Care

The focus in CY2024 for the Home and Community Based Care (HCBC) Department will be managing program growth due to legislative changes and Minnesota Department of Human Services (MN DHS) program requirements involving Adult Protective Services (APS), MnCHOICES, and Long-Term Care Waiver programs. The APS Unit is preparing for significant changes as MN DHS introduces new Structured Decision-Making (SDM) criteria for the adult

protection intake process which will increase the rate assigned for investigation from 15% to 28% annually. The number of intakes assigned for investigation will increase somewhere between 28% to 50% by the end of CY2024; the department anticipates that number will be closer to 30%. In addition, the new SDM criteria will require staff responsible for screenings or investigations to complete a significant amount of MN DHS training and certification to do the work.

Guardianship - The frequency of emergency guardianship petitions is steadily increasing. As the County population grows, the number of seniors and vulnerable adults in the community without family or support increases. Professional guardianship and or conservatorship services are required to manage the liquidation of estates to ensure residents can acquire necessary eligibility and supports through state and federal programs. HHS expects to spend an additional \$20,000 (from \$65k to \$85k) in CY2024 compared to CY2023 on this service.

MnCHOICES – MN DHS officially launched “MnCHOICES Revisions” on July 10, 2023; however, the system continues to have issues that MN DHS is working to resolve. Since MnCHOICES Revisions is a new tool, every assessment is considered an initial assessment taking 3 to 4 additional hours to complete. Carver County will be conducting 1,200 annual reassessments by the end of CY2024. Those assessments will take a combined total of an additional 3,600 to 4,800 hours of time. This is the equivalent of 1.7 FTE to 2.3 FTE of staff time over the course of the year to assess current clients. The rate of initial assessments for clients accessing services for the first time remains steady at 300 new clients annually.

Long Term Care - The Long-Term Care Waiver program growth rate remains consistent with 70 new cases in CY2023. That rate is expected to increase to 100 new cases in CY2024 based on continued growth rates and legislative changes related to parental fees, wage increases, and increases to maximum weekly work hours.

CY2023 legislation eliminated parental fees for parents of children on TEFRA and for parents of children who are accessing Home and Community-Based Services. In FY2023 Carver County had 227 children that MN DHS was billing a parental fee. Historically there have been many children’s cases that have not opened due to the parental fee set by the State. With the fee eliminated, we project that many families will apply for services for their children.

Currently 24% of all Carver County clients on Long Term Care Waiver programs access Consumer-Directed, Community Support (CDCS) services. Of that 24%, 38% are on the Developmental Disabilities Waiver and 14% are on the CADI waiver. It is anticipated that the overall number will rise to 33% of all Waiver clients will be accessing CDCS by the end of CY2024. Increased demands for consumer directed programs creates additional layers of monitoring and verification by the county.

Behavioral Health

The enduring impact of the COVID-19 pandemic has been the emergence of new socio-emotional challenges. It has also exacerbated many of the pre-existing mental health challenges experienced by our residents. In CY2023, the Behavioral Health Division continued to adapt its service delivery to be responsive to these complex and changing needs. We enhanced our capacity for telehealth services to decrease barriers for those who struggle with in-person services, but at the same time,

recognized the limitations of this modality and worked to ensure the availability of in person face-to-face services. The Behavioral Health teams have responded in flexible and creative ways to meet the needs of those we serve in a manner that continues to reduce barriers and ensure access.

Jail Health needs presented a significant challenge and opportunity for the Behavioral Health Services Department in CY2023, and that intense work will continue into CY2024. Two major factors are contributing to this challenge. First, the jail has experienced an increasing ratio of inmates with critical mental health issues, many of whom are housed in jail due to the lack of capacity in our state hospital system and the limited resources of other community-based services. This has added to the demands on our Adult Mental Health and Crisis teams. The challenge was compounded by the bankruptcy and termination of services in early 2023 from the previous contracted agency that left the jail without a medical and mental health provider. A contract with WGH Group was secured to provide part of the needed medical and mental health services. The higher level of inmate acuity is resulting in increased costs for service provided by the WGH Group. Additionally, there has been a remarkable increase in requests for crisis assessment for inmates in the jail over previous years. In the first six months of CY2023 the Crisis Team has already completed 84 more Crisis Assessments and multiple consultations over what was provided during the same timeframe in 2022. While efforts are made to bill Crisis Assessments to insurance, inmates typically lose access to their health insurance while in jail negatively impacting earned revenue in the Crisis Program. The CY2024 budget request included increased costs of roughly \$300,000 to provide jail health services by HHS and WGH. The County Board approved that request.

Of note for budget consideration, while there was some small relief regarding mental health rates as part of the 2023 Legislative session, fee for service rates continue to lag significantly behind the costs of providing the services and will continue to exacerbate challenges in providing the continuum of mental health care.

The Behavioral Health Division will continue to offer flexible service options as allowed by State and Federal regulators. We have capitalized on and continue to expand the use of technology to ensure that staff can participate in team consultation, supervision, collaborative projects and training from distant work sites. In certain settings such as School Linked Mental Health, Crisis Assessments, and ANICCA Day Treatment, telehealth poses significant challenges precipitating the need for greater reliance on in-person face to face services. The most significant challenge in the Behavioral Health Division in CY2023 and anticipated for 2024 is attracting and retaining a workforce capable to meet the growing demands for mental health services in Carver County. This challenge is experienced most acutely in the areas where services must be provided by highly trained and skilled professionals. Identified positions that pose the most significant challenge are psychiatrist, prescribing nurse practitioner, licensed psychologist, crisis therapists, nurses, and day treatment therapists. In addition, we continue to face ever increasing competition for mental health interns that enhance our treatment milieu in Anicca Day Treatment. Additionally, admission, regulatory and reimbursement standards continue to place increasing pressures on our administrative and direct services teams. The requested addition of an administrative support position is to increase efficiencies and ensure that direct care providers can focus their work on addressing the clinical needs of our clients.

The Behavioral Health Division saw changes and enhancement in its Housing, Substance Use Assessment, and Adult Mental Health and Targeted Case Management services in CY2023 as well, which will continue into 2024. We expanded our Homeless Outreach team with an additional Community Living Infrastructure (CLI) Grant and increased the number of people we can shelter with the help of Budget Stabilization Account funds allocated by the County Board. The County's cost of care provided at Anoka Metro Regional Treatment Center (AMRTC) and Community Behavioral Health Hospitals (CBHH) has increased considerably due to an increase in Rule 20 civil commitment requests and a lack of capacity at the Security Hospital in St. Peter for hospitalized adults with a civil commitment order such as Mentally Ill and Dangerous. The per diem rate for AMRTC increased to \$2,106 and the per diem rate for a CBHH increased to \$1,818, effective August 1, 2023. The County continues to be responsible for 20 percent of the cost of care for individuals committed to state hospitals including AMRTC, Forensic Mental Health Program at Security Hospital, and the Minnesota Sex Offender program. The County is responsible for 100 percent of the cost of care for days after the facility determines a person does not meet clinical criteria for continued hospitalization when not transferring to another State facility.

Court (Probation) Services

In 2023, Court Services made significant progress in finding new ways to manage caseloads effectively as our caseload numbers increased as the Court became caught up on case resolutions out of the pandemic. Continuing to work in a hybrid staffing model, we identified procedures that could be accomplished as effectively using remote technology, such as intake by appointment (virtual). Through careful assessment of all our policies and procedures in both the juvenile and adult arenas, we have improved our service delivery to maximize resources for moderate and high-risk clients. Use of a specialized assessment instrument for our DWI population has led to an increase in supervision for these clients which has required moving agent resources to that caseload. For juveniles, we have experienced unforeseen momentum from our agents to create programs and interventions that will hopefully keep juveniles in the community in lieu of out-of-home placement. In 2024, our office motto is "Be Intentional," with ongoing encouragement to our caseworkers to make every interaction with a client about changing behavior, as opposed to simply abiding by court conditions. Because we are trying to avoid sending adults to jail and children to out-of-home placement, interventions and behavior change of our clients becomes even more important.

The 2023 legislative session proved successful for probation agencies across the State of Minnesota. To repair a long history of underfunding community supervision, the legislature adopted and passed a new funding formula for probation with ongoing oversight from an advisory committee. An increase of over \$43 million was allocated for probation agencies in all three delivery systems in Minnesota. For Carver, this resulted in an expected increase of over \$600,000 for Court Services. With this new funding and formula comes a completely different method of reporting and reimbursement. In addition, it comes with the expectation of the elimination of probation fees within 4 years (see below in Court Services section). In any event, this new funding is truly welcomed and can be used to provide funding for meaningful interventions for our clients and provide caseload relief by recruiting an additional probation agent in 2024.

In 2024, Court Services will continue to explore ways to increase our effectiveness with clients by prioritizing higher risk caseloads, using more effective interventions, and continuous training for our staff in critical areas.

Administrative Support Department

The Administrative Support 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 2023 had 15.00 FTEs, 2.00 FTEs were proposed, and 1.00 FTE approved during the 2024 budget process:

Administrative Support Department Staff Position:	2023 Adopted	2023 FTEs Actual (as of 04/04/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Accounting Manager	1.00	1.00	-	-	1.00
Accounting Supervisor	1.00	1.00	1.00	1.00	2.00
Accounting Technician	5.00	5.00	-	-	5.00
HHS Office Manager (Admin Officer)	1.00	1.00	-	-	1.00
Administrative Representative	3.00	3.00	-	-	3.00
Health & Human Services Director	1.00	1.00	-	-	1.00
HHS Deputy Director-Health Services	1.00	1.00	-	-	1.00
HHS Deputy Director- Human	1.00	1.00	-	-	1.00
Information Technology Coordinator	1.00	1.00	-	-	1.00
STOC Pool	-	-	1.00	-	-
Department Totals	15.00	15.00	2.00	1.00	16.00

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 to continually provide quality customer service to all customers both internally and externally. The Administration section of the HHS Budget is 11-405-600/700. Please note that Deputy Director salaries are reflected in their respective areas of management.

Goals and Objectives for 2024:

Goals for 2024 in the Administrative Support Department are to meet the increased demand for administrative support and accounting services by working to fill all open positions timely.

Accounting: New technology will be introduced in the areas of health plan billing, weekly deposit, claims processing and credit card purchasing. With the addition of a new supervisor the accounting unit will be in a better position to evaluate and update current policy and procedures as it relates to collections and accounting processes across all programs of HHS. This will also allow supervisors the ability to more closely coach, monitor and evaluate workloads, and provide training where needed. The accounting manager will no longer have a direct report which will enable more time for strategic planning, budget analysis, and work with HHS management.

Due to increased interwoven and sheer volume of individual funding sources coming to HHS, there is an increase of audits by the State. Employing high quality account technicians will be imperative to meet this demand in CY2024. Potential legislative changes to the redirection of child support, SSI, RSDI, etc., as it relates to parental fees for children in out-of-home placement, will also impact the workload in this Department.

Administrative Support: The HHS front desk is currently supported by 3.0 FTE of frontline staff who assist customers requesting in-person services, answer the main HHS switchboard, triage calls, scan documents, and enter data into multiple custom HHS databases. Given the return of high traffic at the Government Center as well as via phone and email, that team has demonstrated the need for an additional 1.0 FTE. HHS will look to reorganize internally within the Division in CY2024 to meet this need.

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 Case Management, Crisis/988 Program, Outpatient Mental Health Clinic Services, Jail Mental Health, Housing Services, Clinic Accounting Services, School-Linked Services, Day Treatment Services, and Substance Use Disorder Assessment Services.

In 2023, 74.83 FTEs made up the Behavioral Health Department, 1.00 FTE requested for 2024, no FTEs approved for 2024. The changes in department staff are outlined in the following table:

Behavioral Health Department Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Accounting Supervisor	1.00	1.00	-	-	1.00
Accounting Technician	3.00	3.00	-	-	3.00
Adult Mental Health Case Manager	1.00	-	-	-	-
Adult Mental Health RN	0.80	0.60	-	-	0.60
Behavioral Health Manager	1.00	1.00	-	-	1.00
Case Aide	1.00	1.00	-	-	1.00
Case Management Associate	1.00	1.50	-	-	1.50
Case Management Supervisor- School Linked	1.00	1.00	-	-	1.00
Case Management Supervisor – Day Treatment	1.00	1.00	-	-	1.00
Clinical Director	1.00	1.00	-	-	1.00
Clinical Social Worker	2.00	2.00	-	-	2.00
Community Support Supervisor	1.00	1.00	-	-	1.00

Crisis Program Supervisor	2.00	2.00	-	-	2.00
Crisis Therapist	10.20	11.00	-	-	11.00
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	1.00	-	3.00
Housing Unit Supervisor	1.00	1.00	-	-	1.00
Law Enforcement Crisis Responder	1.00	1.00	-	-	1.00
Psychologist	2.00	2.00	-	-	2.00
Psychotherapist	5.00	5.00	-	-	5.00
Social Worker	14.98	16.18	-	-	16.18
Therapist School-Linked Services	16.25	16.25	-	-	16.25
Department Totals	73.63	74.93	1.00	-	74.93

Outpatient Mental Health Program

The Outpatient Mental Health Unit provides psychotherapy and psychiatry services to residents of Carver County. In 2023, The Outpatient Unit continued its efforts to meet the increasing mental health needs of Carver County residents. Since its return to a hybrid model of telehealth and in person services, the Outpatient Clinic has worked to maintain consistency in services while also addressing a high demand. Working with the First Street Center administrative team, the Outpatient clinic managed to maintain a low no show rate for services averaging 8.8%. The ability to provide telehealth services has had a positive impact on service completion rates.

Outpatient will continue to work with community resources and Carver County programs to ensure that our clients have the services needed for their emotional wellness. The ongoing concern about the potential full implementation of the Federal Ryan Haight Act and telehealth psychiatry may require a greater emphasis on securing a psychiatric prescriber who can provide in-person services. Additionally, there continues to be gap in prescribing services for children.

One of the key challenges that continues to impact Outpatient and all behavioral health services is the workforce deficit of mental health professionals and psychiatry. Efforts to fill a vacant position for a Licensed Psychologist who can provide psychological testing have yet to yield results.

Budget Highlights for 2024

Because of the ongoing nature of the pandemic, the resultant adjustments this requires in service delivery and the stagnancy in mental health reimbursement rates, the revenue targets remain the same as for CY2023. A small rate increase for mental health services was passed during the 2023 legislative session. While helpful, it will not come close to covering the increased cost of providing the services.

Goals and Objectives for 2024

The primary goal for 2024 continues to be ensuring access to psychotherapy and psychiatric services that meets the growing need in Carver County. This includes ensuring the full array of services are offered with the flexibility of both telehealth and in-person services. Continued efforts

to address low reimbursement rates for mental health services through our participation in MACMHP and our work with third party payers will be addressed. There is currently a proposal under consideration following the “2024 MA Rate Study Report” to the MN Legislature. With the implementation of data reporting tools, all Behavioral Health staff will have access to information related to their client work and productivity. These tools will support decision making and program planning.

Measures/Accomplishments

The unit’s Clinical Director continues to set a tone of focus on productivity, revenue production and quality of service. This is operationalized by implementing telehealth, addressing staffing vacancies, filling as many open slots as possible in the outpatient providers’ schedules, and promoting the continuing education of all staff.

Crisis/988 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.

In 2023, the Mental Health Crisis Program was heavily impacted by an increased demand for jail assessments and a chronic shortage of mental health professionals. At the end of 2023, the Mental Health Crisis Program was staffed at 55% for Licensed Mental Health Professionals. This has put incredible strain on the team as they provided the same number of assessments as in previous years. Several efforts have been made toward hiring and retention. Most significant in 2023 was the approval by the Carver County Board of Commissioners to increase positions that had been at 0.9FTE to 1.0 FTE. One other significant change to the program was a decision to contract with “FirstCall for Help of Itasca County” for coverage of telephone calls between 1:00 a.m. and 7:00 a.m. The Crisis program continues to have a Mobile Therapist on Ready Reserve during these hours. In 2023, the Mental Health Crisis Team provided 1,352 Crisis Assessments.

In collaboration with the Sheriff’s Office the Crisis program continues to co-locate crisis practitioners that provide telephonic crisis response and triage in the 911 dispatch center. In addition, the Sheriff’s Office and Mental Health Crisis Program collaborated on the relaunching of the LE Co-Responder service.

As with all Behavioral Health areas, staffing, especially of mental health professionals, remains the most significant challenge in providing Crisis services. It is further complicated by the challenge of trying to ensure 24/7 coverage.

Budget Highlights

The program is funded with grants, service contracts, and billing for provided services. The Carver County Crisis Program continues to be a leader in the State at billing and collecting third party revenue. 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 December 2024. There is an annual service contract with McLeod County and Ridgeview Medical Center. Additional one-time grants in CY2023 allowed for spending on technology, furniture upgrades, training, new outreach materials, and increasing the FTE from 0.9 to 1.0 for some but not all staff. The Sheriff’s Office

funds the LE Co-Responder FTE as invoiced by HHS.

Goals and Objectives for 2024

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. To meet this goal, the primary objective will be on recruitment and retention of qualified staff. Additionally, program leadership will work to identify resources for improved efficiencies, technology innovations that can decrease staff time and redundancies and continued training that supports positive clinical outcomes.

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 to the extent that staffing levels allow. The Mental Health Crisis Team will continue to provide mental health assessments to inmates residing in the Carver County jail and will continue to work closely with the Sheriff's Office to provide co-responder services in the community. Utilization, billing, and reimbursement will be maintained from 2023 levels.

Substance Use Disorder Services

The Carver County Substance Use Disorder (FKA Chemical Health Assessment) Unit is comprised of 1.0 FTE, providing substance use disorder assessments to residents of Carver County. This employee completes the Behavioral Health Fund (BHF) eligibility determinations, participates in Drug Treatment Court and Veterans Court, and provides case management and monitoring for individuals with Substance Abuse civil commitment orders. This employee will also serve on the Opioid Settlement Advisory Committee.

Budget Highlights

Carver County is enrolled with MN DHS as a provider for both Comprehensive Assessments and Treatment Coordination services and has contracts with the health plans available to Carver County residents. The self-pay rate for Comprehensive Assessments increased slightly for 2024 to \$170 per assessment, to better align with the rate set by MN DHS.

Measures/Accomplishments

The Carver County Substance Use Disorder program completed 177 Comprehensive Assessments in CY2023, of which 111 were billed to PMAP's (health plans), 13 were billed to straight Medicaid, 41 were funded via the Behavioral Health Fund, and 12 were self-pay. It is expected that this level of service provision and reimbursement will maintain or increase in CY2024.

Jail Mental Health

Jail mental health services are required as part of MN Statute 641.15. With the increased mental health needs demonstrated by jail inmates, Carver County's response for more robust services has been evident. Health and Human Services will expand its contract with WGH Group in 2024 to meet the increased mental health service need of inmates in the jail. Furthermore, it is expected

that demands on both the Adult Mental Health team and the Crisis Team will continue to increase as well.

Budget Highlights

The County Board of Commissioners approved as part of the 2024 budget, \$300,000 to help offset the expenses associated with providing mental health services in the Carver County jail, of which \$189,800 has been designated for the CY2024 contract with WGH Group. The remainder of those allocated funds will be used to explore alternative services and support the cost for providing assessment services in the jail by current mental health professional staff from Health and Human Services.

Goals and Objectives for 2024

A goal for 2024 is to assess the expanding need for complex mental health services by Carver County Jail Inmates and explore optimal delivery of services to meet the growing need. This will include but not be limited to increase efficiencies in service delivery, exploring alternative models for delivering services, and evaluate need to increase staff.

Measures/Accomplishments

The measure of most significance is to reduce the rate of recidivism of inmates. Another measure will be to maintain the current high level and improve coordination and integration of services between the Carver County Sheriff's Office (jail staff) and Health and Human Services staff, contracted vendor(s), and other community partners.

Housing Services

The Housing Unit consists of the Housing Unit Supervisor and four Housing Specialists. The goal of this unit is to provide support services to people at high risk of or experiencing homelessness and housing instability, while helping them to assess available housing resources and connecting them to employment services. 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 plays a vital role in maintaining and facilitating communication among a continuum of agencies and organizations that focus on housing issues.

Budget Highlights

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 2021-2023 and again for 2023-2025. An additional Family Homeless Prevention and Assistance Program (FHPAP) grant was received for 2022-2024, which included direct assistance funding. Housing Stabilization Services (HSS) has taken the place of a previous MN DHS grant and allows for Medicaid billing for Housing Services. The State Infrastructure Grant coupled with HSS revenue pays for 4 FTEs.

Goals and Objectives for 2024

The goal for the Housing Unit for 2024 is to maintain increased availability to people needing housing resource and referral information. Federal Medicaid Assistance Percentage (FMAP)

Direct Assistance funds helped in 2023 approximately 80 Carver County households prevent or end homelessness. This funding will end on March 31, 2024. Housing and Income Support Departments will be working together to create a new direct assistance program with the Statewide Affordable Housing Aid so that funding can remain available to the community. There was also a \$1M increase in Family Homeless Prevention and Assistance Programming (FHPAP) that assisted hundreds of families in 2023. Funding increases continue in 2024 as a second, new Request for Proposal (RFP) has been released by MN Housing Finance Agency; Carver and Scott Counties will collaborate on the application. The Shelter Program also received new State funding in 2023 allowing for a more robust extreme weather hotel shelter program. A new veteran shelter program called VTEMP allows the Housing Unit and the Veteran Services Office to work together when a homeless vet seeks assistance. Finally, Housing Unit staff helped lead and plan the first Carver Community Connect event held on January 24, 2024. This event provided a one-stop location for direct social services to Carver County residents, expediting the process for receiving services during this one-day event.

Measures/Accomplishments

In 2023, the Housing Unit served 30 households with the HSS program, ending homelessness or providing sustainable services to all 30 households. The Homeless Outreach program received 250 referrals over the last 6 years, contacting 181 households, enrolling 152, and housing 112. The County Board approved shelter program that began in March of 2022 served a total of 89 households consisting of 158 people (including 52 children). 58 households exited to a housing solution, 12 are still in the program as of January 2024.

Adult Mental Health

The Adult Mental Health program provides adult mental health targeted case management and community support and outreach services for adults experiencing Serious and Persistent Mental Illness (SPMI). The adult mental health unit also completes pre-petition screenings for civil commitment requests and provides Social Security Advocacy Services to partner with individuals who are homeless or at risk of homeless in the application process for Social Security Disability.

Budget Highlights

Revenue for Adult Mental Health-Targeted Case Management (AMH-TCM) services is expected to maintain or increase in CY2024, as the program has received increased referrals throughout 2023. One consideration for 2024-2025 is how the State's TCM rate reform mandate will impact Carver County rates/revenue. This is expected to be addressed in the 2024 legislative session.

Goals and Objectives for 2024

Primary goals for 2024 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 mandated service, and maintaining the quality and range of services available to support those with serious and persistent mental illness. Due to the high volume of referrals, a focus on utilization review and ensuring that staffing levels are adequate to provide AMH-TCM services effectively will be critical. Additional leadership support for the growing staff and program areas will be explored. Goals also includes the ongoing development of newer programs including Social Security Advocacy Services for those who are homeless or at risk of homelessness, continuing to utilize AMHI grant funds for supported employment, and

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 by CY2025. 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, the program has demonstrated a creative, flexible approach to meeting the needs of people with serious and persistent mental illness. In the last quarter of 2023, over 300 individuals were open to AMH-TCM services, which is a marked increase within a rather short period of time. 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.

School Linked Mental Health/PREP

The School Linked Mental Health/PREP programs provide co-located mental health services in all school districts in Carver County. The services are designed to both allow for early intervention in supporting children and youth with emerging mental health concerns, as well as provide access to mental health services for those who face barriers to accessing mental health services. The PREP program provides summer skill building services within a day camp experience.

Goals and Objectives for 2024

The primary goal of the School Linked program for 2024 is to ensure availability for mental health services to students in our co-located schools. There will be continued focus on marketing within the schools to ensure that students in need of services are referred readily, achieving recertification as a CTSS provider, providing additional Evidence-Based Practices Training, and the transition of leadership following the retirement of the program supervisor.

Budget Highlights

The School Linked program is funded through a combination of third-party payers, the school linked mental health grant, Local Collaborative Time Study (LCTS) funding and Carver County. In 2023, a new School Linked Mental Health grant was awarded to our contracted partner. This funding helps to ensure the staff time needed to provide ancillary services to all program recipients and helps cover the cost of mental health services to those who are un/under-insured.

Measures/Accomplishments

The School Linked program has continued to provide both formal and informal supports to students in Carver County school districts. In addition, they have worked alongside school staff to support the students with mental health needs in being able to stay in school and improve their functioning in the school setting. In 2023, the School Linked team increased the number of students served by 12% and provided 2,229 more billable and non-billable units of service than in 2022.

Anicca Day Treatment

The Anicca Day Treatment program provides intensive therapeutic services to youth in grades 7-12 whose mental health needs make it challenging to succeed in a typical outpatient setting and place the youth at risk of hospitalization and residential treatment. In addition to the intensive

mental health services, youth can have their educational needs addressed through our partnerships with Districts 112 and 288. Youth are typically in the program for 6-9 months. In 2023, 57 youth were served in the Anicca Day Treatment Program.

Goals and Objectives for 2024

The primary goal for Anicca in 2024 is to determine a sustainable staffing level and internship program that will allow for full admission into services. Currently, the program design relies heavily on having interns in the program to support the clinical services. For the last several years, the Anicca program has struggled to bring on interns as most interns expect to have paid internships. In 2023, this limited the admissions to the program due to staffing ratio requirements for day treatment services. Throughout 2023, there was a waiting list for Anicca's services. There continues to be a need for services and the referrals for the services are strong.

Budget Highlights

The program is structured to be generally self-sustaining when fully staffed and close to service capacity. The program relies on mental health professionals, interns, and our education partners to operate at its most effective levels. Ongoing staffing levels as noted above impact the program budget.

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 public 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 19.90 FTE positions. The staffing for the department is as follows:

Public Health Department Staff					
Position	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Accounting Technician	1.00	1.00	-	-	1.00
Administrative Assistant	1.00	1.00	-	-	1.00
Community Health Supervisor	1.00	1.00	-	-	1.00
Community Health Worker	1.00	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)	6.60	6.80	-	-	6.80
Senior PH Services Professional	5.80	6.30	-	-	6.30
SHIP Grant Coordinator	1.00	1.00	-	-	1.00
Department Totals	19.40	20.10	-	-	20.10

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 (CHA) and Community Health Improvement Plan (CHIP). 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 the Local Public Health grant, general county levy, and the State Health Improvement Partnership (SHIP) grant. The base rate for the Local Public Health grant was increased in 2022. Additional local public health funding will be available starting in 2024. Public Health emergency preparedness initiatives are funded by the Public Health Emergency Preparedness grant (PHEP) and the Cities Readiness Initiative (CRI) grant. These federal pass-through funds are used for planning and response to biological emergencies. The fiscal year for the PHEP and CRI grants are from July 1 to June 30 of the following grant year. Additional funding allocated by the Minnesota Legislature in 2023 will nearly double the available

funding to support emergency preparedness. This includes the Response Sustainability Grant to expand emergency preparedness capacity, and additional onetime funding from the MRC STTRONG grant to support the Minnesota Reserve Corps volunteer program. The SHIP grant is a five-year grant, but funding is allocated on a yearly basis. The current fiscal year for the SHIP grant is from November 2023 to October 2024. Minnesota Department of Health’s COVID-19 Intervention and Response Grant will assist the department in addressing the mitigation and recovery phase of the pandemic, and the expiration date with no increase in funds has been extended to 3/31/2026. Two-year funding from the MDH Public Health Infrastructure grant supported our community outreach efforts in 2022 and 2023 in promoting grass root organizations to address health equity for “marginalized” residents in Carver County. Funding from this grant will expire June 30, 2024. It is unclear if this grant will be renewed.

Goals and Objectives for 2024

Community Health and Promotion Unit Goal #1

Refocus on 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 Fall 2023. As part of the CHA, a Community Health Improvement Plan will be developed in 2024-2025 collaboration with a broad segment of community partners and 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 previous CHA/CHIP process, which outlined performance measures, implementation strategies and evaluation processes to monitor progress of the CHIP. The Health and Human Services Leadership Team, in collaboration with the PHAC, will meet continue to 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 2023 through October 2024.

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; and
- 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 2024 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 resumed in 2022 and were expanded in 2023. 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.

Community Health and Promotion Unit Goal #4:

Promote and implement strategies to address health issues associated with substance use including but not limited to opioid use.

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: Establish the Opioid Settlement Advisory Committee as a function of Public Health’s role as the “Chief Strategist” for the coordination and distribution of the national opioid settlement funds. Specific objectives to be determined based on the recommendations of this committee.

Measures/Accomplishments:

To be determined by the Opioid Settlement Advisory Committee but will build upon the goals and strategies outlined under Priority 4 of the Community Health Improvement Plan and in accordance with the specification of the settlement.

Family Health Unit

The Family Health Unit’s work is sustained by a combination of levy funds, state and federal grant funds, and limited third-party reimbursement for family home visiting

Budget Highlights

Ongoing grant funds received in 2023 were from the Local Public Health grant, the Department of Human Services (DHS) Child and Teen Check-ups (C&TC) Administrative Services grant,

Women, Infants and Children (WIC) 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 2023 program areas were consistent with 2022 with a slight increase in Local Public Health grant funding. Funding to support Carver County's transition from the Healthy Families America evidence-based home visiting program to the Maternal Early Childhood Sustained Home Visiting (MECSH) program was provided through the Family Home Visiting Strong Foundation. Increase in long term base public health funding was approved by the Minnesota Legislature in 2023. This included increase in the Local Public Health grant to support core public health responsibilities.

Goals and Objectives for 2024

Family Health Unit Goal #1

Continue immunization awareness campaigns to increase accessibility of vaccines for uninsured and underinsured persons, in compliance with State mandates 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:

Some Family Health staff continue to spend a large portion of their time on COVID vaccine administration. As the unit which contains all our Public Health nurses, they all take part in a rotation of filling a variety of roles at weekly vaccine clinics that can only be done by those with a registered nursing license.

Family Health Unit Goal #2

Carver County terminated its relationship with the Metro Alliance for Healthy Families (MAHF) at the end of 2022. In January 2023, Carver County Public Health began a new evidence-based home visiting model, Maternal Early Childhood Sustained Home-Visiting (MECSH). In 2023, we trained all our current home visiting nurses in the model.

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: Continue implementation of MECSH evidenced-based home visiting program that expands traditional postpartum care by providing home visiting services during and after pregnancy that are designed to enhance maternal and child outcomes.

Measures/Accomplishments:

All Public Health nurses providing home visits assure quality nursing standards of practice, utilizing the MECSH home visiting model, with the following outcomes: 80% of families will receive 25-22 home visits over the course of the program depending on enrollment prenatally or postpartum. 90% of families will be connected with early intervention and support services to address health, development, or other needs, as determined by the nurse. 100% of families enrolled will be provided with parent education, screening services and

referral as determined by the nurse.

Human Services

The Deputy Director of Human 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, Fostercare Licensing, and Adoption.

In 2024, 42.80 FTEs made up the Child and Family Department, 1.00 FTE requested for 2024 and approved. The changes in department staff are outlined in the following table:

Child and Family Department Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Administrative Assistant	1.00	1.00	-	-	1.00
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	31.80	31.80	1.00	1.00	32.80
Department Totals	42.80	42.80	1.00	1.00	43.80

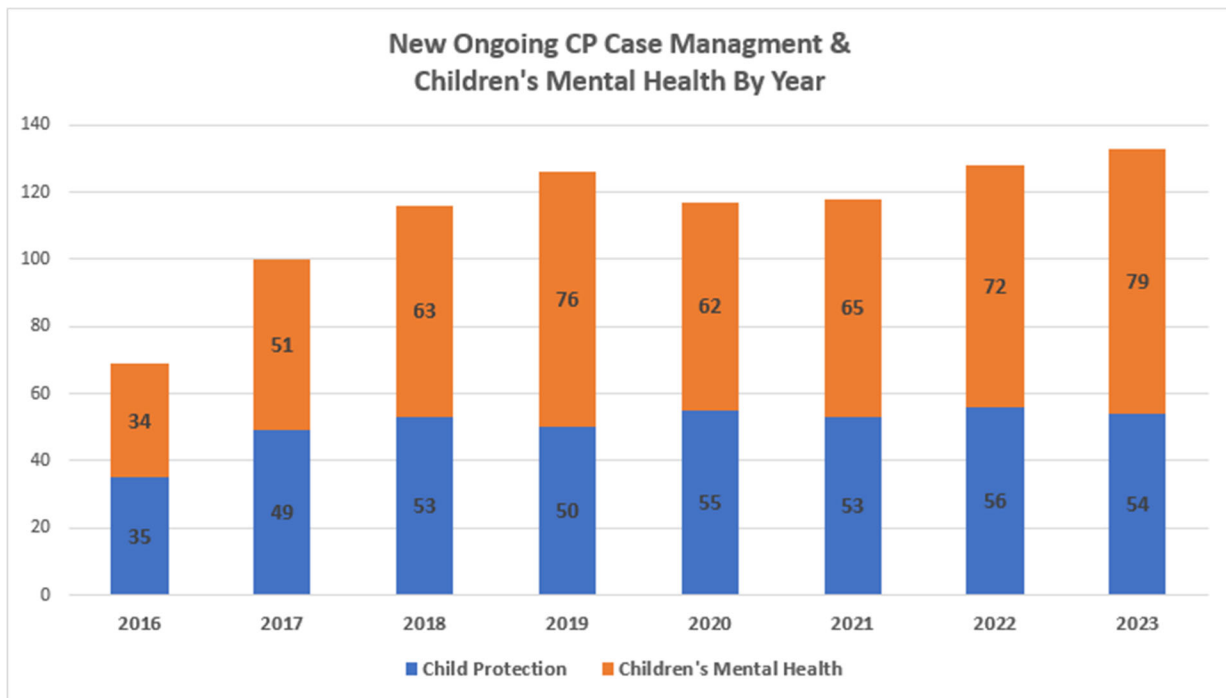
Budget Highlights

The Child and Family Department is currently challenged with multiple issues due to the complexity and magnitude of new child protection assessments, especially sexual abuse, children’s mental health needs as well as truancy needs which are rising quickly. Those challenges coupled with scarce resources and an ever-changing workforce, requires a paradigm change in how we do business to include what role a social worker can execute. Newly created roles for our social workers are required to maintain our workforce and keep our children safe.

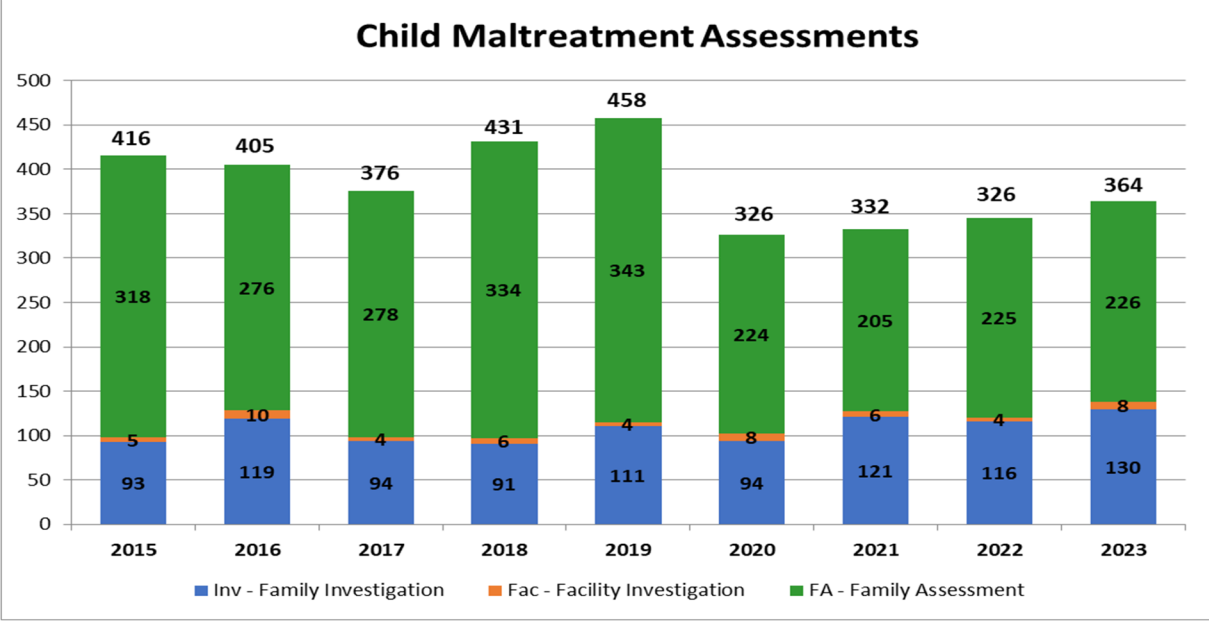
The level of severity of our work has drastically increased over the years, partially fueled by the adversarial nature of the role in removing children from parents, but additional scrutiny of child protection services overall stemming from tragic outcomes leading to lawsuits and public news stories focused on child deaths. As a result, the department has been inundated with public and private data requests that take a great deal of time to complete. In addition, according to the law, we only have ten (10) working days to provide the private data that is being requested. These requests occur weekly, and our social workers and supervisors are trying their best to manage these requests while trying to respond to imminent-harm child abuse reports. With the increased adversarial nature of the work, it is imperative that we are providing quality redactions to reduce

the risk of law suits. Our civil attorneys can provide guidance, but they do not have the staffing to review or complete all the data redactions the department is doing.

Moreover, another concern facing the department is the complexity of our work which has never been this extreme with child protection but also children’s mental health case management. Historically child protection needs far surpassed our children’s mental health work. The graph below shows the number of newly opened case management workgroups to include child protection and children’s mental health (the graph does not show the total number of intakes and assessments). The graph below includes the families that workers case manage for longer periods of time and these families most likely are also involved in the court process. As the graph below demonstrates, over time children’s mental health case management has surpassed child protection case management. It is critical to note that our children’s mental health referrals come to us when community services are unable to meet a child’s need. Children’s mental health referrals tend to be the children that families are wanting us to place in a residential facility, since all other options have not stabilized their child’s needs. This trend has the potential to increase our placement costs.



The number of families we are serving has been on the rise over prepandemic rates. Sexual abuse and predatory offender reports have continued to be the primary allegation of our Family Investigations. Fentanyl continues to be the primary drug of use that results in a child protection assessment.



The complexity of our work has never been riskier as we face many families who are abusing fentanyl. We are trying to mitigate the risk of an accidental fentanyl overdose to the children when they visit with their parents during a supervised visit but also mitigate the risk to staff that are in the homes and may be unknowingly exposed to fentanyl. Moreover, it is our hope that with the addition of the Board-approved social worker in 2024, we will have better capacity to reduce caseload size and support the team who are in a fast paced, high stress work environment and help to comply with rules and regulations of the program. We need to work intentionally to prevent turnover within the department as well as contribute to the longevity of well-trained staff. This intensive work requiring immediate response has contributed to our workforce turnover. To successfully support families, we need well-trained, experienced staff. Funding available to support staff is 96.27% levy funded and 3.73% federally funded. The position can potentially raise revenue through Targeted Case Management that may cover approximately one fourth of the cost for a child protection assessment worker based on the caseload mix, meaning number of children assigned who are eligible for Medicaid.

Goals and Objectives for 2024

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. We will continue to strengthen our Signs of Safety work to keep placements low, children safer, and service costs down while also supporting the retention of our workforce. We will continue to develop safety networks that can keep children safe and when needed, place children with their family or kin. Furthermore, we will continue to address disparity issues, especially as it comes to placement, child support redirect and client fees. If the County chooses to stop the practice of revenue recapture for a child's placement and service costs when it comes to child support, client fees and Social Security, that

revenue source will need to be addressed.

Home & Community-Based Care (HCBC) Department

The Home and Community Based Care (HCBC) Department acts as a service arm of the State providing mandated client access to state and federal programs supporting 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.

In 2023, 51.10 FTEs made up the Home & Community-Based Care Department, 2.00 FTEs requested and approved for 2024. The changes in department staff are outlined in the following table:

Home & Community Based Care Department Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Administrative Assistant	1.00	1.00	-	-	1.00
Case Aide	2.00	3.00	-	-	3.00
HCBC Manager	1.00	1.00	-	-	1.00
HCBC Supervisor	4.00	4.00	-	-	4.00
Program Technician	3.00	2.00	-	-	2.00
Public Health Nurse	1.00	1.00	-	-	1.00
Senior Social Worker	1.00	1.00	-	-	1.00
Social Worker	36.90	37.90	2.00	2.00	39.90
Therapeutic Recreation Specialist	1.00	-	-	-	-
Department Totals	51.10	50.90	2.00	2.00	52.90

2024 HCBC Department Priorities and Objectives

The HCBC Department is responsible for determining eligibility, authorizing access, and monitoring to ensure services are being provided according to State and Federal statutes, rules, and regulations. In 2024, the focus for the Home and Community Based Care Department (HCBC) will be managing program growth due to legislative changes and Minnesota Department of Human Service (MN DHS) changing program requirements in the Adult Protective Services (APS), MnCHOICES, and Long-Term Care program.

The APS Unit is preparing for significant changes as MN DHS introduces new Structured Decision-Making (SDM) criteria for the adult protection intake process which will increase the rate assigned for investigation from 15% to 28% annually. The number of intakes assigned for investigation will increase somewhere between 28% to 50% by the end of 2024; the Department anticipates that number will be closer to 30%. In addition, the new SDM criteria will require all staff responsible for screening or investigation to complete a significant amount of MN DHS training and certification to do the work.

By the end of 2024 the HCBC Department will be supporting about 1,200 clients annually through Medical Assistance (MA) funded programs. All clients will need to receive an assessment with the new MnCHOICES revisions tool which was launched in July of 2023. The new MnCHOICES tool is a completely different platform than the one it is replacing. No information from the old platform will transfer to the new tool which adds 3 to 4 hours of time to complete each assessment. In addition, implementation of the MnCHOICES revisions platform has experienced multiple delays due to ongoing technical issues that MN DHS is working to resolve.

Significant Long Term Care program changes will begin to occur in 2024. The trend will be towards fewer services and increased bureaucracy. Due to staffing shortages demand for consumer directed programs like Consumer Directed Community Supports (CDCS) and the new Community First Services and Support (CFSS) program will increase. CFSS will be replacing the Personal Care Attendant (PCA) and Consumer Support Grant (CSG) programs. Currently, Carver County has 155 clients receiving PCA or CSG services. These programs historically were accessed without receiving case management services from the county; however, in 2024 MN DHS will start requiring administrative case management and annual support to access these programs. The department is estimating 200 clients will be accessing CFSS by 2025. These changes represent a significant reworking of how assessments are completed and how programs are accessed. The modifications will require a significant amount of staff time to train and learn new programs. Staff training has become a priority to keep pace with program changes.

The HCBC Department is preparing for the Lead Agency Review in February 2025 by the Minnesota Department of Human Services. This extensive audit of the Developmental Disabilities (DD) and Community Access for Disability Inclusion (CADI) Waiver programs will include new program and documentation standards. The Department will be working to ensure new documentation standards are implemented and met.

Waiver Program Growth

Medical Assistance (MA) Waiver programs in Carver County are the primary funding source for resident programs and services. Programs accessed include the Developmental Disabilities (DD) Waiver, the Community Access for Disability Inclusion (CADI) Waiver, the Brain Injury (BI) Waiver, Community Alternative Care (CAC) Waiver, the Elderly Waiver (EW) and Alternative Care (AC) program. A total of 1,119 clients accessed MA Waivers in 2023. The number of clients accessing continues to increase each year averaging 52 cases a year. Due to the recent legislation eliminating parental fees for parents of children accessing MA through TEFRA, more children will be going on Waiver programs. The Department is projecting 1,200 Waiver recipients by the end of 2024.

2024 HCBC Unit Priorities and Objectives

MnCHOICES Assessment Unit

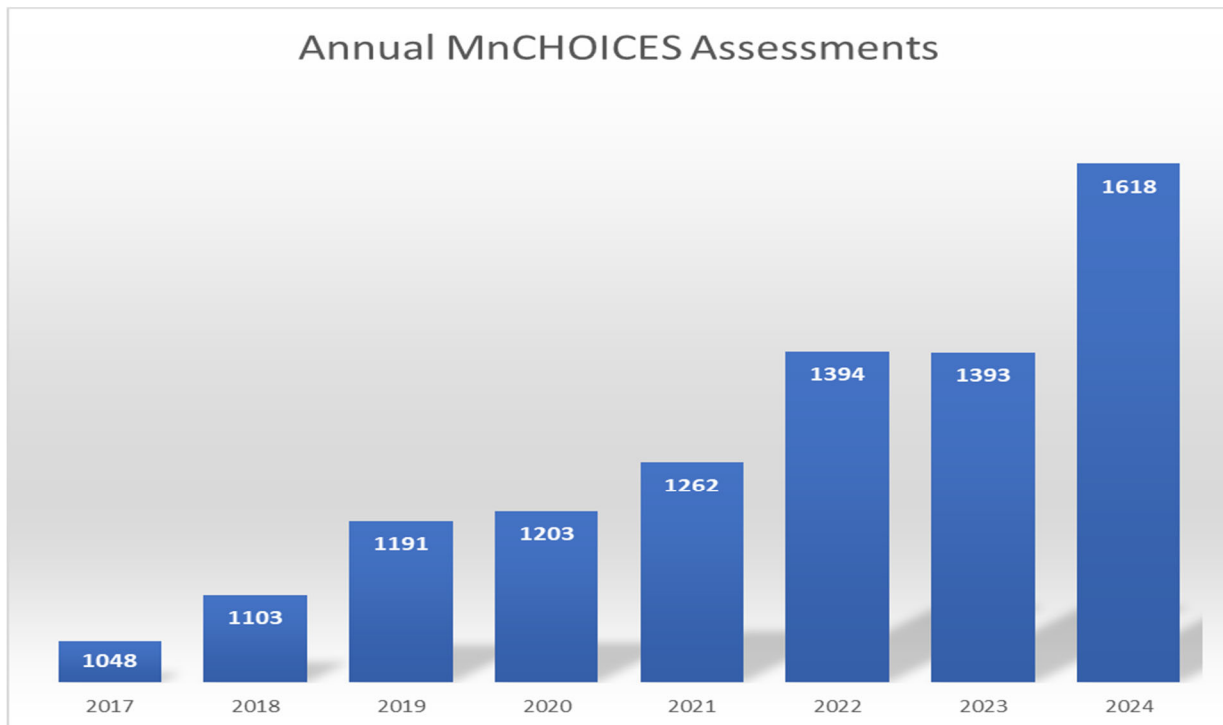
In 2023 the MnCHOICES assessment unit completed 1,393 assessments. The rate of initial assessments, for clients accessing services for the first time, remained steady at 300 new clients.

In July of 2023, the new MnCHOICES revision platform was launched. Since its launch, the platform has experienced multiple delays due to ongoing technical issues that MN DHS is working to resolve. Primary issues are related to taking the assessment offline without losing data and

maintaining online connections while in the field, especially in rural areas. These are statewide issues that are not unique to Carver County.

Program delays, technical issues, and additional time to complete the assessments have resulted in waiting lists for clients attempting to schedule an initial assessment. Carver County is in the same position as most counties having to prioritize which assessments get completed. Priority must go to assessing clients who are currently receiving services to ensure their services do not lapse. Starting in 2024, Carver County had 47 Clients on the wait list for initial assessments 60 days out.

Since the MnCHOICES revisions is a new platform, every assessment is considered an initial assessment and takes longer to complete. The department tracks the time taken to complete each assessment. The current time to complete a revision's assessment is 13.4 hours compared to 9 hours using the previous platform. Carver County plans to conduct 1,200 annual reassessments by the end of 2024 and is expecting over 400 new assessments. Reassessments will take a combined total of an additional 5,280 hours of staff time to complete. This is the equivalent of 2.5 full time staff to transition clients to the new platform.



In 2024, the MnCHOICES assessment unit will focus resources to stop the growth of the wait list. The unit has updated intake procedures and workflows to accommodate the volume of assessment requests. The new assessment will now include the 150 to 175 Senior Services Unit clients receiving managed care coordination services through the county. Full implementation of the new MnCHOICES tool is not expected to occur until early to mid-2025.

Finally, the MnCHOICES Unit has an assessor who is a Registered Nurse. In addition to completing assessments, they provide 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. There were 15 cases open to the CAC Waiver at the beginning of 2024.

Long Term Care Unit

The focus for the Long-Term Care (LTC) unit is coordinating services for persons with disabilities that allow individuals to live as independently as possible. The statewide staffing shortage has significantly impacted client access to services across the continuum. Most clients open to the LTC Unit receive services through MA Waiver programs. A statewide staffing shortage dating back to 2019 has impacted most organizations that provide direct care services including assisted living facilities, nursing facilities, Community Residential Settings, and in home staffing agencies. These agencies are unable to recruit and fill frontline staffing positions. The lack of staffing has led to the closure of group homes and crisis beds across the state and clients are being deferred to emergency rooms, hospitals, psychiatric units, and jails.

Clients requiring in home support services wait six (6) months or more for agencies to find staff. Many clients living in the community are relying on family caregivers who have minimal training, support, or breaks from the rigors of caregiving. Compounded by a lack of day support services, residents have limited to no opportunities for structured day activities after graduation from school. Many vocational providers permanently closed during the pandemic, and those that remained opened, reduced the number clients they serve and are not willing to work with clients that have behavioral issues, cannot be left alone for periods of time, or require significant individual supports. With limited staff, program capacity is given for those individuals working on an employment goal, providing less access for those needing support with behavior or personal goals which are also needed for employment. The unpredictability of this has resulted in parents keeping their loved one at home or opting to quit a job and remain at home to care for their loved one. MN DHS anticipates staffing shortages will need to be part of planning for communities for at least the next 20 years. Also, staffing shortages are increasingly more complex for non-English speaking clients. The Department is experiencing a growing diversity in our client population. Every year we are serving more non-English speaking immigrant and refugee populations than the previous year. There are challenges as interpreter agencies are struggling to keep up with the requests for interpreter services requiring that they are transitioning to virtual services. The two most spoken non-English languages are Spanish and Somali. There is a need for culturally diverse providers to serve these communities.

Staffing and programming gaps have increased reliance on Consumer Directed Community Support (CDCS) program. In Carver County, most families with children access CDCS services. In 2023, 24% of all clients on Long Term Care waiver programs accessed CDCS. With staffing shortages expected to continue for years, along with recent legislative changes eliminating parent fees, it is anticipated the percentage of CDCS clients will grow from 24% to 33% of all waiver recipients will be on CDCS by the end of 2025. Increased demands for consumer directed programs, creates additional layers of monitoring and verification.

In 2024, priorities will focus on the development of community resources for clients. Many

initiatives were started in 2023, including the addition of three new community residential settings. The unit is working on expanding vocational providers and a new transportation option will start in the spring of 2024 that will help clients seeking employment. Finally, the LTC unit will work to strengthen relationships with culturally diverse providers and recruit them as service providers in the community.

Senior Services Unit

The Senior Services Unit provides care coordination services through Managed Care Organizations utilizing the Elderly Waiver and the Alternative Care program. The purpose of these programs is to keep individuals living in the community, either safely in their own home or in a congregate setting, avoid nursing home or hospital placements. Carver County provides contracted care coordination for those clients enrolled in Blue Cross Blue Shield (BCBS) or Medica health plans.

The Senior Service Unit worked with 479 seniors in 2023, which was consistent with the number served in 2022. Eighty percent of seniors applying for the Elderly Waiver were looking for customized living as a service and placement option. Many seniors struggle with the complexity of applying for services and maintaining eligibility. This creates delays in being able to provide services necessary to maintain seniors safely in the community.

Carver County is contracted with BCBS and Medica to provide care coordination to seniors who are enrolled in a health plan. In Minnesota, it is required that adults ages 65 or over and on Medicaid enroll in health plan. In Carver County, seniors have four health plan options to choose from. The health plan selected is generally dependent upon who the primary physician is or which facility someone may be residing in. Most facilities have in-house physician services and encourage their residents to sign up with their inhouse provider. As more assisted living facilities transition to in-house physician services, and more community health care providers start providing care coordination services, the number of clients served by Carver County care coordinators is expected to decline.

Cases have grown in complexity over the course of time. Most clients struggle with changing physical, cognitive, and mental health issues and are unable to meet their own health, safety, and financial management issues for themselves. There is an increase in the number of solo seniors requiring assistance. These are seniors losing capacity to care for themselves and they have no family, friends, or support network to help them. They frequently lack testing needed to verify eligibility and are unable to complete paper to apply.

The staffing crisis is placing seniors at a higher risk for hospitalization or placement in an assisted living. In home services such as Personal Care Assistance (PCA) and homemaking are not available. Seniors are unable to care for themselves without these supports which means they are entering facilities sooner than expected. Facilities are also struggling with staffing which has resulted in assisted living and memory care facilities in the county closing.

Autism Spectrum Disorder Unit

The Autism team managed 79 cases in 2023, with an average caseload size of 35. Cases are

primarily opened as Children’s Mental Health cases and utilize Medical Assistance (MA) funded supports through Personal Care Assistance (PCA), Consumer Support Grant, Children’s Therapeutic Services and Supports (CTSS), and specialized Autism Day Treatment Programs. Clients may also utilize counseling/therapy service, skill-building, or other specialized medical-based services. Autism case managers assist families to access these programs, provide referrals, education, resources, and maintain monthly visits as required by the state to monitor progress, goals, and appropriateness of services.

Provider resources available to help people have significantly declined, and many providers have waiting lists that span six months to a year or longer. Early intervention is key in successfully aiding people with autism, so the lack of provider availability is critical for the person, and their family. This is creating a higher need to the autism team to provide extensive education to families about publicly funded systems and how to access them; how to navigate the educational system; and how to manage their current and future challenges. Active engagement in recruiting and retaining quality, knowledgeable providers is essential. With decreased supports, several problems arise: increased family mental health crisis; increased law enforcement involvement due to uncontrolled behavioral episodes; increased mental health hospitalizations; and increased probation involvement due to court-involved issues; and increased Child Protection involvement due to increased or occurring safety issues. With these heightened risk environments and situations, it also heightens the risk for out of home placements.

Adult Protection

The Adult Protection Services (APS) Unit is preparing for significant changes as MN DHS introduces new Structured Decision-Making (SDM) criteria for the adult protection intake process. SDM criteria are being expanded to prevent abuse by being proactive rather than reactive. MN DHS wants to see Minnesota’s rate of screened in cases for investigation to closer reflect the national average of 50%. The new SDM criteria will require all staff responsible for screenings or investigations to complete a significant amount of MN DHS training and certification to do the work.

In 2023, Carver County received 451 intakes, 62 (14%) were open to investigation. MN DHS’s timeline is to have full implementation of the new SDM intake criteria by March of 2024. The number of intakes assigned for investigation will need to increase to 50% by the end of 2024. Currently an average of 14% of APS intake reports are assigned for investigation by Carver County. Under current screening guidelines, investigators can override assignment of reports under certain circumstances; this usually occurs in situations where a case manager is already assigned to the case, and they can address the identified concern, or the situation has resolved itself and proactive measures have been put in place. There are no overrides under the new guidelines, those cases will be assigned for an investigation.

Financial exploitation allegations are the most frequent report, and they take a significant amount of investigatory time. Caregiver and Self-Neglect are the next two highest allegation occurrences. A growing trend in Carver County is “solo-seniors” – people who have no family, or no viable family to help them as they struggle with changing physical and mental health issues, cognition (memory), and financial management issues. More of these people are needing professional

Guardianship services to get their essential needs met. We expect that budget line to increase in 2024 and likely in 2025 as we face this challenge.

The APS Unit provides required on-call coverage to ensure Emergency Protective Services (EPS) reports are screened and responded to during evenings, weekends, and holidays. EPS reports sent to the county must be screened and if necessary open for investigation within 24 hours. The unit received 97 EPS reports in 2023.

Income Support Department

The Income Support Department has adapted to many legislative changes and continues to deliver customer-centered/family-centered services to support residents of Carver County to maintain economic stability, wellbeing, and economic independence. The Income Support Department partnered in 2023 with multiple county and community organizations to provide an integrated service delivery system to address basic needs of residents and families. The Income Support Department is an active participant and partner in completing a community assessment, started in 2023 (and will finish in 2024), for a possible future Family/Community Resource Center. Public Assistance, Healthcare, Childcare, Child Support, and Workforce Development Services were delivered in 2023 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 one of the key strategies to ensure that needs of employers and job seekers are met, and innovative Career Pathway approaches, focusing on healthcare, construction and manufacturing, have been developed to address needs of employers and job seekers. With an enhanced need to fill jobs and create a stable economy, Workforce Development Services staff offered, in 2023, individualized career coaching and educational services to address needs of the community and support the economic wellness of Carver County. Like any other business, community-based organizations and state/federal and local governments, the Department is experiencing high employee turnover. The Department has been working in partnership with Community and Employee Relations to establish strategies for talent attraction and employee retention.

In 2023, the Department saw an unprecedented need in housing and transportation services. The Department partnered internally with other county departments and externally with the community to braid available funding and offer integrated case management to support needs of the residents. The Department, on behalf of the Health and Human Services, participated in the local transportation workgroup to co-create strategies to address transportation needs of seniors, people with disabilities, and low-income families/residents. The workgroup includes members of the community, representatives from Public Works, Public Services, Public Health, Smart Link, and Southwest Transit. The workgroup, co-chaired by Health and Human Services and Public Services, worked together for the entirety of 2023, had multiple meetings with Metro Transit, and developed multiple strategies and suggestions for funding to address needs of the community. The plan was presented as an informational item to the County Board in January 2024. Following County Board recommendations, the workgroup will continue to work together during 2024 to implement recommendations and suggestions.

The Income Support Department invested grant funds in 2023 to train all staff members in Motivational Interviews techniques. Motivational Interviewing (MI) is an evidence-based practice that involves enhancing individual’s motivation to change by following specific guiding principles of asking questions and soliciting information. The goal is to decrease no shows and increase program participation.

The Income Support Department works closely with the staff at the Health and Human Services front desk in Building 602. The front desk team has seen a return of traffic to pre-pandemic levels. Multiple residents, who present with significant needs and barriers, come to the Health and Human Services location at the Government Center to receive in person services. Residents and families require additional hands-on support from staff. Progressively in 2023, the front desk team’s number of external phone calls to the agency has steadily increased. Multiple new federal laws require the front desk team to provide specific information to residents about Income Support programs. Providing this mandated information translates into additional time that the front desk team spends on the phone. The front desk team is also spending additional time offering administrative/office support to the Health and Human Services staff, primarily because of the post-pandemic hybrid staffing model. In 2024, Health and Human Services will explore software and look to implement improved technology at the front desk, focus on simplifying training, and create simple policies and procedures. The front desk supports all areas of HHS to ensure that staff is available to provide in-person services to residents when needed.

In 2023, 51.00 FTEs made up the Income Support Department, 2.00 FTEs requested for 2024, 1.00 FTE approved for 2024. The changes in department staff are outlined in the following table:

Income Support Department Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Administrative Assistant	1.00	1.00	-	-	1.00
Case Aide	2.00	2.00	-	-	2.00
Childcare Specialist	1.00	1.00	1.00	1.00	2.00
Child Support Officer	8.00	8.00	(2.00)	(2.00)	6.00
Child Support Officer II	-	-	2.00	2.00	2.00
Child Support Supervisor	1.00	1.00	-	-	1.00
Employment Counselor	5.00	5.00	-	-	5.00
Financial Assistant Specialist	1.00	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	23.00	18.00	1.00	-	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	51.00	51.00	2.00	1.00	52.00

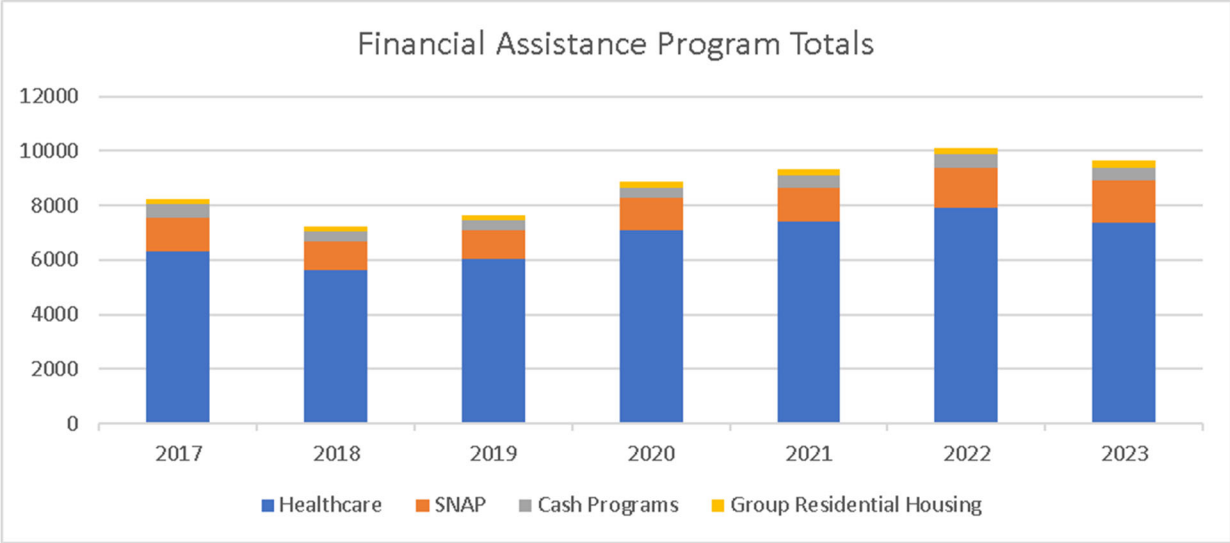
Financial Assistance

Budget Highlights

Goals and Objectives for 2024

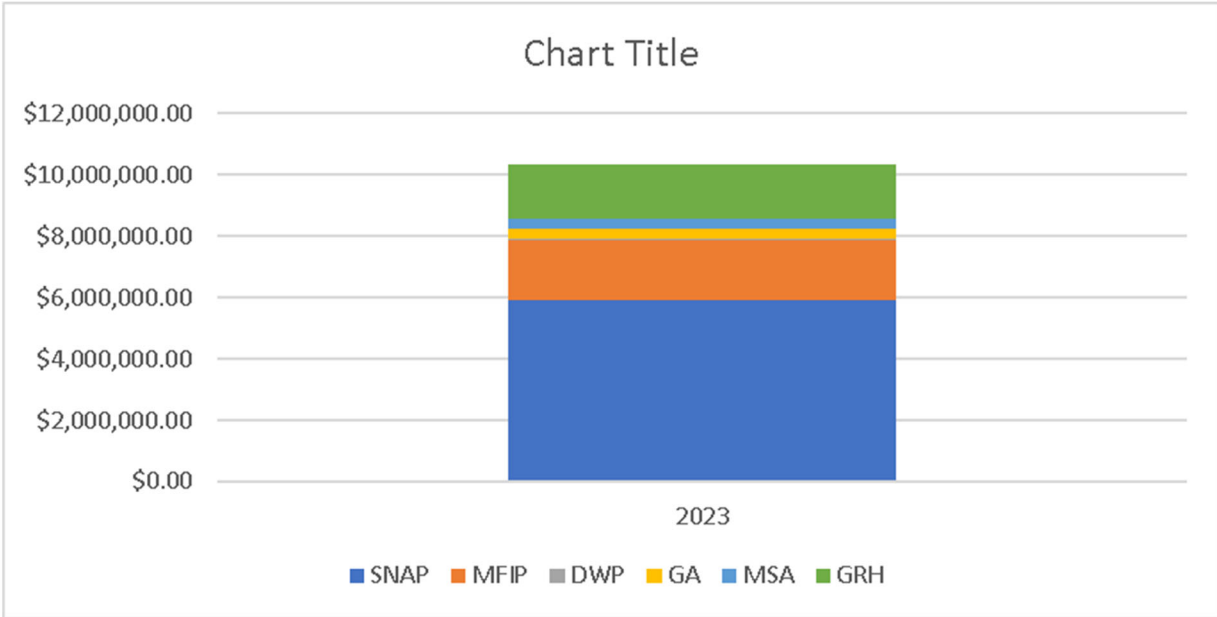
The majority of 2023 was spent addressing needs of residents as we continue to experience an increase in the volume of healthcare, food, childcare assistance, workforce services, transportation, and public assistance service requests. Residents are seeking face-to-face assistance and are coming to the Government Center and community sites for appointments. In 2023 and beyond, the Financial Assistance Services (FAS) Unit is working to address an increased workload since the United States Congress decoupled Healthcare eligibility and renewals from the Federal Public Peace Time Emergency. Healthcare and Long-Term Care units continue to review every single case and redetermine eligibility for healthcare programming for every resident who is currently open to the public healthcare system. The FAS unit anticipates that by mid-2024 (as we finish the unwinding-renewal work) approximately 30% of residents will no longer be eligible for public healthcare programs; the Department is working with the community to establish partnerships to address ongoing healthcare needs of residents. At the end of CY2023, the two FAS teams were together managing 9,400 cases/households. The Elderly and Disabled unit is managing 2,125 cases.

In 2023, the Income Support Department, in partnership with the community and internal departments administered multiple housing stability, career pathways, food resources, and community support services programs. In anticipation of additional housing support services requests and increased caseload work, the Income Support Department secured one-time “unwinding” funding in early 2023 from MN DHS in the amount of \$338k to invest in technology, training, overtime, and additional staff specifically in the FAS Units. Over the past year and currently, to support needs of residents, the teams are authorized to work overtime. In 2023, the Carver County Board of Commissioners approved three (3) STOC Financial Assistance Specialists and two (2) STOC Financial Assistance Case Aides, funded with this State money, to support the healthcare renewal work. The teams are focused on assisting persons with gathering necessary paperwork to complete the renewal process, doing outreach where needed, returning a lot of calls from confused residents, and making referrals to other community-based organization to address basic needs of the families. A continued investment in technology will help facilitate hybrid/face-to-face connections between Financial Assistance team members and the community. The Department is offering services from multiple libraries, schools, and Frist Street Center. Existing policies and procedures were reviewed and modified to create flexibility for program implementation and easy access for customers. In 2024, the Department is focused on training team members and providing support for employee retention. The Income Support and HCBC Departments created a shared case aide position that focuses on addressing needs of the most vulnerable senior residents of the county.



	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Healthcare	6321	5619	6025	7110	7428	7904	7364
SNAP	1251	1079	1077	1182	1223	1455	1549
Cash Programs	461	368	360	359	468	517	487
Group Residential Housing	189	172	200	221	222	244	250

Total assistance issued



Total Assistance issued

	2023
SNAP	\$5,911,450.00
MFIP	\$1,957,651.00
DWP	\$69,807.00
GA	\$281,081.70
MSA	\$368,196.62
GRH	\$1,768,558.93
Total	\$10,356,745.25

Measures/Accomplishments:

In 2023, Financial Assistance Services (FAS) team members focused on addressing needs of customers and community. Team members anticipate changes to caseloads and are inspired by the opportunities to leave a long-lasting impact on the community, 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 to meet deadlines and outcomes set by MN DHS. Staff earned an award in 2023 from MN DHS for meeting all the required deadlines and outcomes.

Child Support**Budget Highlights****Goals and Objectives for 2024**

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. In 2023, the child support unit collected 74% of possible support which is a huge effort considering staff turnover and training needs. 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 “Pathways for Success” program continues to address educational, and employment needs of child support customers. Focusing on needs of the community, a partnership with private attorneys continues to offer free legal consultation to the community. 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 and hiring and training needs. At the end of CY2023, there are roughly 18,500 child support cases in Carver County. We are predicting an increase in cases and services in 2024 as we are working through the impacts of Federal and State changes in legislation on individual households. Utilizing innovative teamwork, the Child Support unit is working towards caseload reorganization focusing

on creating subject matter experts to better address needs of the community and other departments. As part of the 2024 budget approved by the County Board of Commissioners, the Child Support Unit will create up to two (2) Child Support Senior positions. The positions will focus on providing training and support, addressing complex legal needs and offering additional outreach to the community. The 2024 goals are to continue to set realistic child support payments, focus on establishing partnerships with families, promote stability, increased income, and wellness.

Child Support 2023 Federal Performance Outcomes 7 County Metro Area Relative Rankings

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

	Paternity Establish	#	Support Establish	#	Current Collections	#	Arrears Collections	#	Cost Effect	#	Avg Rank	Overall Rank based on Avg
Anoka	101.06%	2	86.46%	4	71.90%	4	71.37%	3	3.22	4	3.4	4
Carver	104.91%	1	90.82%	2	73.43%	3	72.62%	2	3.90	2	2.0	1
Dakota	92.82%	6	84.36%	5	70.22%	5	69.06%	4	2.84	6	5.2	5
Hennepin	93.84%	5	78.48%	7	69.31%	7	67.40%	6	2.91	5	6.0	6
Ramsey	87.95%	7	79.58%	6	68.37%	6	64.09%	7	1.90	7	6.6	7
Scott	100.94%	3	86.86%	3	78.64%	1	76.87%	1	3.60	3	2.2	2
Washington	100.53%	4	90.86%	1	73.99%	2	68.11%	5	4.38	1	2.6	3
Minnesota	96.58%		85.72%		73.39%		69.58%		2.68			

Measures/Accomplishments:

In 2024, the Child Support Unit looks forward to being fully staffed, onboarding the two new promotional positions, stabilize staffing, with trained and experienced workers. The primary goal of the Child Support Unit is to continue to improve its performance in 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 focused on helping people get stable income by connecting customers to a specifically identified employment counselor and offering individualized career coaching and educational counseling, creating a child support collection day to support each other and maximize time to collect child support, offering more legal clinics to residents, and make referrals to community-based organizations to meet needs of residents.

Workforce Development/CareerForce Services

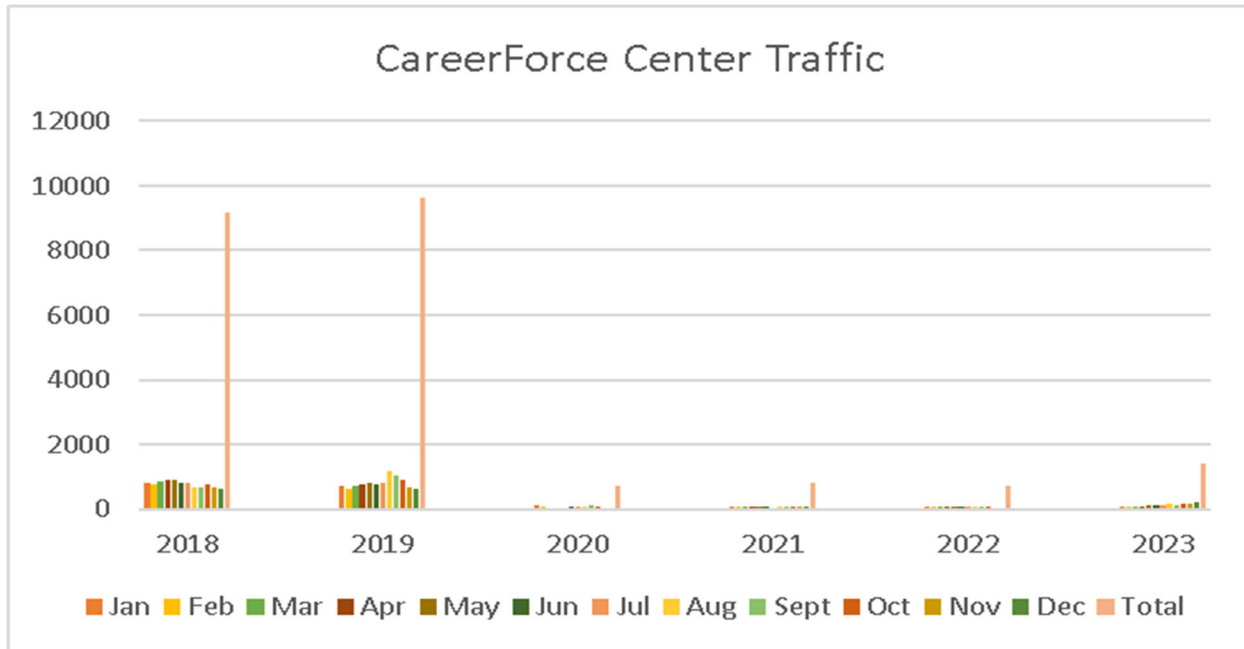
Budget Highlights

Goals and Objectives for 2024

The Workforce Development/CareerForce Services focus is to help two different types of customers: employers and job seekers. In 2023, the team continued to offer full family services following the Career Pathways model. The team continues integration with the Housing unit and offered job search services to residents in need of housing. The unit has been focused on providing services from multiple community sites through partnerships with libraries and community-based organizations. In 2023, the Workforce Development unit established multiple policies and practices to support federal and state audit requirements and provide additional fiscal oversight. Additionally, in 2023, the CareerForce team saw increased visits from customers who have

multiple barriers to employment. The traffic at the CareerForce Center from residents who were laid off from jobs and need re-training also increased. While there are multiple job openings in the community, job seekers are faced with addressing health needs of their family, shortages in childcare, transportation barriers, offering educational support to children, and multiple changes in the economy driven by economic conditions of the local labor market. 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. Residents and families need wraparound holistic services to address their needs and help them ready for the education and employment. In 2023, Workforce Development Staff focused on our youth program, providing additional support to Carver County youth helping explore multiple career opportunities. Workforce Services expanded with a broader regional outlook to find solutions to address employee shortages in key industries by creating deeper working relationships with Dakota/Scott Workforce Development Board, Hennepin County, and Scott County Workforce Development departments. CareerForce Chaska will continue to create individualized industry specific job fairs to address needs of employers. CareerForce staff remain committed to serving customers and the public during these tumultuous and stressful times. The counselors have taken on multiple roles focused on motivating customers and their families to keep moving forward. In 2024, the CareerForce team is planning to deliver services from multiple community sites, including Carver County libraries, to address employment needs of customers. CareerForce has partnered with local cities to address public transit needs. In 2023, the Workforce Development unit partnered with local colleges, schools, Three Rivers Park Districts, and employers to create a construction, healthcare, and manufacturing pathways programs.

Even though the number of job seekers is slightly increasing, the number of employers participating in our virtual and in person “Employer of the Day” program, and CareerForce job fairs has continued to also increase. The 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 is an important function of Workforce Development Services. We are seeing higher numbers of layoffs in the community and anticipating more people in need of our help. CareerForce traffic doubled in 2023 compared 2022, demonstrating the resurging need of residents who seek employment services. While some sectors are reducing workforce, others continue to seek employees.



Note: The information in the chart above does not reflect virtual appointments, orientations, or workshops conducted remotely.

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). The team will continue to focus on offering employment and training services to customers, informing the community of available services, and working together to meet state and federal required outcomes.

Child Care Assistance/Day Care Licensing

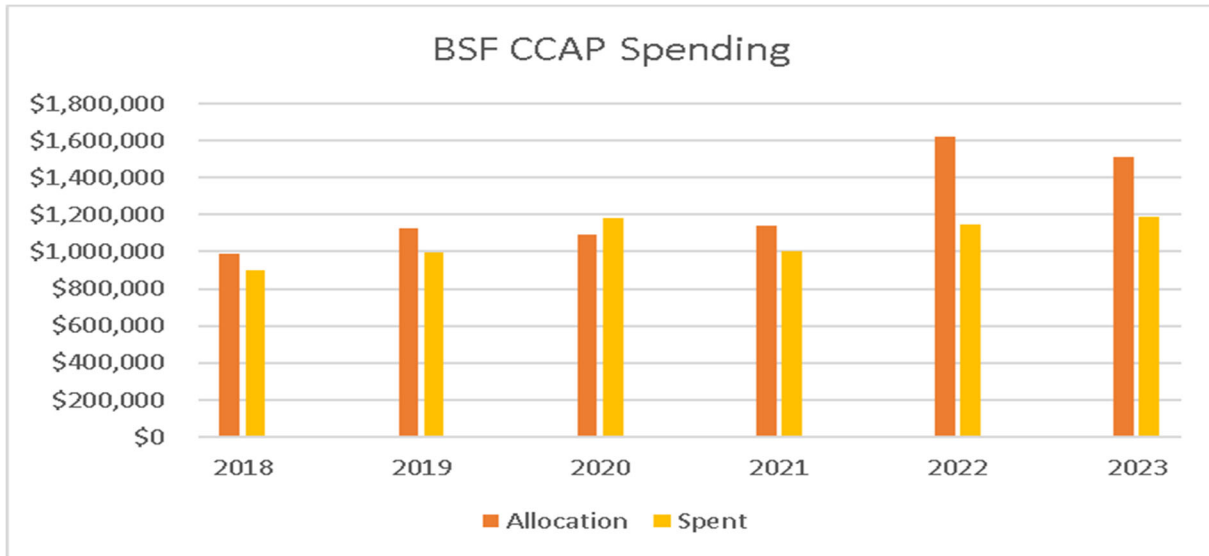
Budget Highlights

Goals and Objectives for 2024

The Child Care and Development Block Grant Act was signed into law in late 2014. This reauthorized the Child Care Defense Program for the first time since 1996. In 2022, due to temporary reprioritization changes for the childcare wait list, made it possible to prioritize families who do not already have childcare over those who have childcare paid for through MFIP, making it possible for families to access affordable childcare immediately. In 2023, these changes continue to help support families earning entry level wages not only work, but also focus on educational or career pathways, leading them on a path out of poverty.

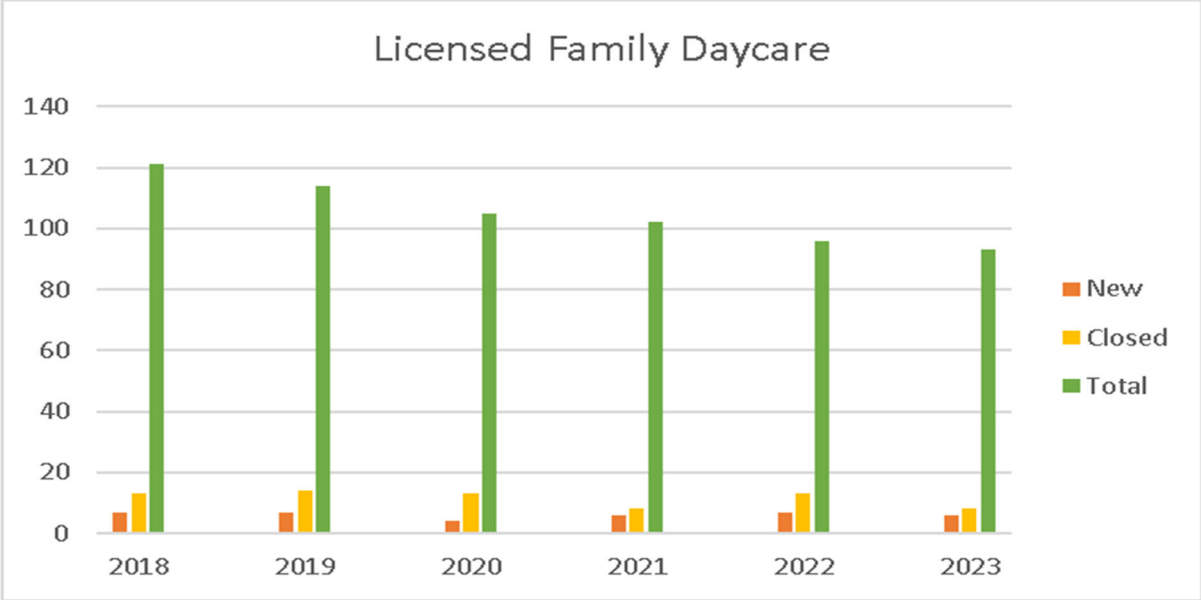
Childcare assistance focuses on three important factors that impact wellbeing of families and communities: offering support to working parent(s), providing stability for children, and investing in early education for children, assisting with school readiness. Carver County continues, in partnership with MN DHS and other Counties, to work collectively to support making childcare reprioritization changes permanent. 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 2023, staff saw an increase in childcare assistance applications. Residents are eager to secure childcare prior

to starting their job search. The Childcare Assistance team has noticed that residents require multiple follow-ups and extensive support to complete the complex childcare application and intake process. As part of the 2024 budgeting process, the County Board of Commissioners, approve an additional 1.0 Childcare Specialist who, through their work, will allow for more families to receive assistance and increase spending in childcare program. For 2024, the Childcare Assistance team will focus on addressing individual needs of families, childcare providers, and community partners who rely on childcare assistance as a resource to address the workforce shortage post-pandemic. The Childcare Assistance team increased spending by \$40,000 in CY 2023 and served over 200 families. We anticipate, in 2024, continuing to see increased requests for childcare assistance as families try to navigate how to support school aged children in current environment.



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

In 2023, MN DHS continues to implement changes to the rules and regulations impacting Family Childcare Licensing. The team continues to offer individual support to the 95 family childcare providers in Carver County. The team is working in partnership with the Child and Family Department and Public Health Department to support needs of the community. The ongoing efforts of recruiting new providers are getting harder due to strict licensing requirements implemented by MN DHS. 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 those increased rules, regulations, and health requirements making it harder to recruit new and retain existing providers.



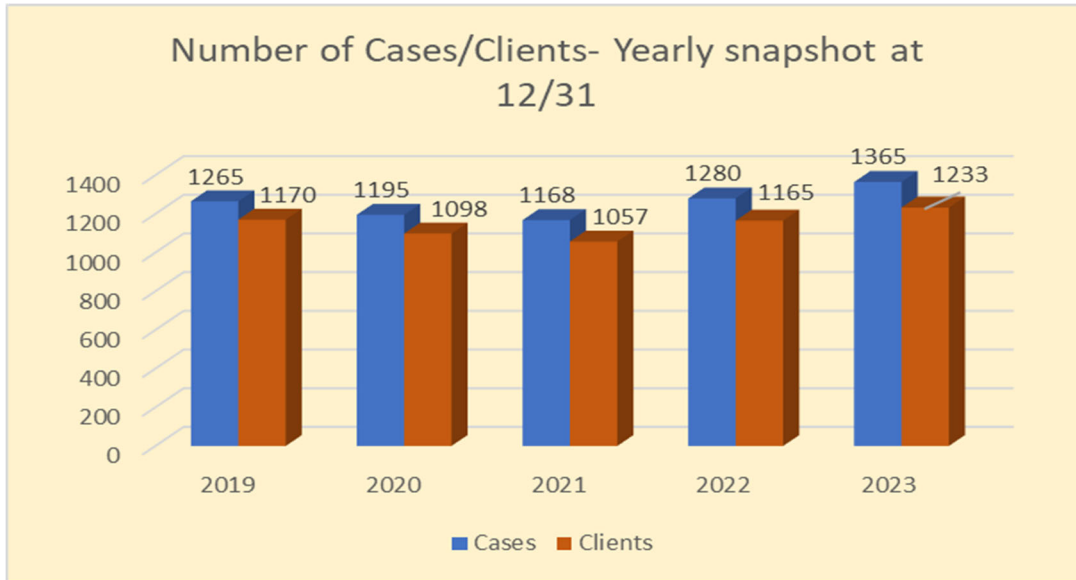
Measures/Accomplishments

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 continue to communicate with the 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 eliminate or reduce the number of families on the waiting list.

Overall, in 2023, 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, focus on creating healthy environments that facilitate innovation and creativity of staff, implementing a 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. Court Services supervises adult misdemeanor as well as all levels of juvenile delinquency. Below is a snapshot of cases and clients per year. Court Services numbers decreased during the pandemic for many reasons but have now risen to above pre-pandemic levels.



Budget Highlights:

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 50% for appointed probation officers (or Court Services Agents) and managers, State grants, fees paid by individuals under supervision, and parental reimbursement for juvenile placements and interventions.

As a result of a collaboration between the Council of State Governments (CSG) and the three probation delivery systems in Minnesota, the legislature approved, by statute, a significant increase in funding for field supervision. For Carver County Court Services, this resulted in an increase in state reimbursement of over \$600,000 per year. These increased payments began in state FY 2024 (July 1, 2023). This increased funding has made it possible to recruit for a new probation agent, as well as absorb a decrease in revenue due to a cessation of supervision fees (see paragraph below). Reimbursement from the State is now at the level cited in MN Statute 244.18 (50%) and will allow Court Services to manage caseloads more effectively by allowing more staff resources to be used with higher risk individuals under supervision. It should be noted that this funding increase also came with an elimination of the Caseload/Workload grant that has been awarded to probation agencies for the past 20 yrs. This offsets the increased funding cited above by \$98,000 per year.

Under a directive by the legislature included in MN Statute 244.18, which was revised as a result of additional funding appropriated for field supervision, all probation agencies are to phase out the invoicing and collection of probation supervision fees. Effective January 1, 2024, Court Services will no longer collect this fee for new probation cases. Old cases and old debt will be slowly phased out over the next few years. Court Services will continue to charge individuals under supervision “service type” fees, such as for juvenile diversion and electronic home monitoring, as examples.

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

Court Services/Probation Budget						
Budget Summary	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(974,500)	(808,550)	(1,249,535)	(1,249,535)	54.54%	6,703
Expenditure total	2,632,244	2,555,562	3,003,250	3,003,250	17.52%	
Levy dollars needed	1,657,744	1,747,012	1,753,715	1,753,715	0.38%	

Court Services/Probation is currently authorized to operate with 17.60 Full-Time Equivalent (FTE) positions, request for 1.00 FTE in 2024 was approved. 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:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Corrections Administrative	2.00	2.00	-	-	2.00
Court Coordinator- Veterans	0.80	0.80	-	-	0.80
Court Services Agent	3.00	3.00	1.00	1.00	4.00
Court Services Agent, Senior	8.00	8.00	-	-	8.00
Court Services Director	1.00	1.00	-	-	1.00
Court Services Supervisor	1.00	1.00	-	-	1.00
Jail Re-entry Program Coordinator	0.80	0.80	-	-	0.80
Office Manager Court Services	1.00	1.00	-	-	1.00
Department Total	17.60	17.60	1.00	1.00	18.60

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

Highlights from 2023

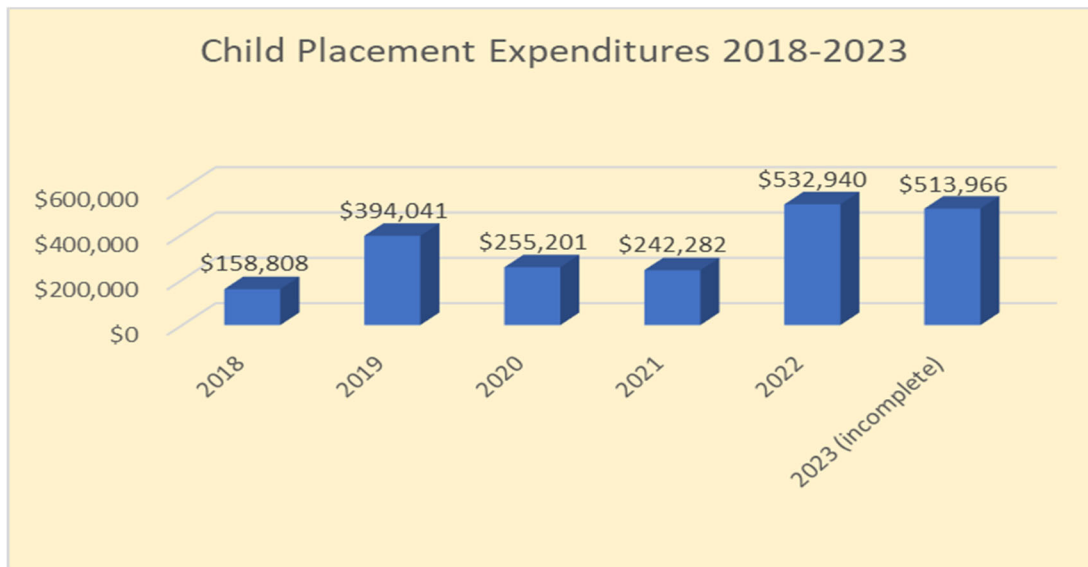
In 2023, Court/Probation Services accomplished many important goals. We continue to train staff internally by providing periodic “learning blocks” during which in-house trainers engage other staff in training exercises. We continue to collaborate with our justice partners and the rest of HHS by exploring the possibilities of expanding diversion opportunities for juveniles and improving our processes to ensure juveniles have adequate access to vocational, employment, and other services. We continue to remind staff of the importance of using motivational approaches with our clients, making sure all clients’ needs are identified and referred to individualized services. We continue to assign gender-specific caseloads in our juvenile and adult divisions. Quality control methods are used with probation agents using Motivational Interviewing Treatment Integrity (MITI) tapes as well as Supervisor observations and periodic case audits.

Budget challenges for 2023 included:

Stabilizing the funding and form of our two treatment courts. It appears that funding is secure for Veterans' Treatment Court for the next state fiscal year. However, we are in the process of forming a 1st Judicial District Veterans Treatment Court, which has proved challenging in agreeing upon logistics, policy, and procedure between the counties served. Committees have been formed and will meet in Q1 2024 to come up with a model for this collaborative treatment court. Regionalizing a treatment court is looked upon favorably by state funding entities, so this merger, when complete, should assist in stabilizing state funding for Veterans Court. This is assuming the legislature continues to fund treatment courts at the same level.

We continue to operate under a \$750,000 federal grant for our Drug Court. The grant began October 1, 2022, and will continue until September 2026. In CY2022 and the early part of 2023, we were struggling to add participants to the court for a variety of reasons. However, the second half of 2023 resulted in several added participants. This higher census will assist in seeking State funding when the federal grant is exhausted.

Other challenges include, as always, managing our juvenile out-of-home placement budget. CY2023 proved to be a tough year for our juveniles, as we made some unavoidable long-term placements of a few high-risk kids. See chart below for child placement expenditures for the past 5 years:



As indicated in the above chart, 2023 is on trend to show difficult to manage child placement expenditures. Children with delinquency charges as well as severe mental health issues continue to be more prevalent in our juvenile justice system. The State of Minnesota has also experienced a shortage of both secure and non-secure beds for these children at high risk of out-of-home

placement.

Specific Department accomplishments from CY2023:

- Jan 2023 - Drug Court Enhancement Grant begins - expansion to include probation violations and creation of Certified Peer Recovery Specialist component and 10 Steps Recidivism Reduction Training - all agents, Eric, and Kristi
- February 2023 - Hosted Borderline Personality Disorder training – Very Well Received by numerous justice partners
- March 2023 – new Electronic Home Monitoring with Midwest Monitoring begins subsequent to Request for Proposal in 2022; adult caseload restructure completed to allow for more focus on enhanced risk clients, P&P updated in accordance; entered into contract Prairie Lakes Youth Programs for .5 detention bed (shared with Morrison Co) to combat detention bed shortage for our clients; Agent Jarelle Miller trained as Decision Points facilitator (cognitive skills training curriculum for high-risk juveniles and adults); and Eric created and sent out 1st Court Services newsletter (released bi-monthly)
- April 2023 – Certified Peer Support Recovery Specialist position for Drug Court started; Carey Guide Tools on Demand training for agents for client interventions; and OJJDP Reducing Risk for Girls in the Juvenile Justice System grant submission for Diyaniyan Program
- May 2023 - Agent field safety refresher and scenario-based training completed (in-house safety trainers Mitchel Dickison and Ryan Jaehnert)
- June 2023 – Lindsay completed Stephanie Covington Train the Trainer – VOICES- a cognitive skills curriculum for high-risk girls; 10 Steps to Risk Reduction refresher training – agents, Eric, and Kristi (conducted by Jackie Nichols, in-house trainer); STRIVE program brainstorming session with Rosa Garcia and husband Anthony; NS adult early discharge policy created, and dialogue begins with justice partners
- September 2023 – awarded OJJDP grant for Diyaniyan program

Goals for 2024

In 2024, Court/Probation Services wishes to:

1. Enhance treatment and client interventions by using individualized case plans for higher risk clients adhering to the Ten Steps to Risk Reduction Model. In addition, we hope to enhance client interventions by consistent cognitive skills instruction on a group and individual basis
2. Continue improving our client engagement skills by using Motivational Interviewing training refreshers, as well as requiring probation agents to set specific goals in this area
3. Enhance risk assessment accuracy by using individualized assessment tools such as the Impaired Driving Assessment
4. Fully implement our web-based Court Services Tracking System (CSTS)
5. Enhance staff engagement and motivation by continuing to use a hybrid staffing model, while balancing remote work with in-person staff meetings and activities
6. Stabilize the funding and staffing of our Veterans’ and Drug Treatment Courts by using

creative measures to increase participation as well as collaboration with other counties to improve positioning for future funding

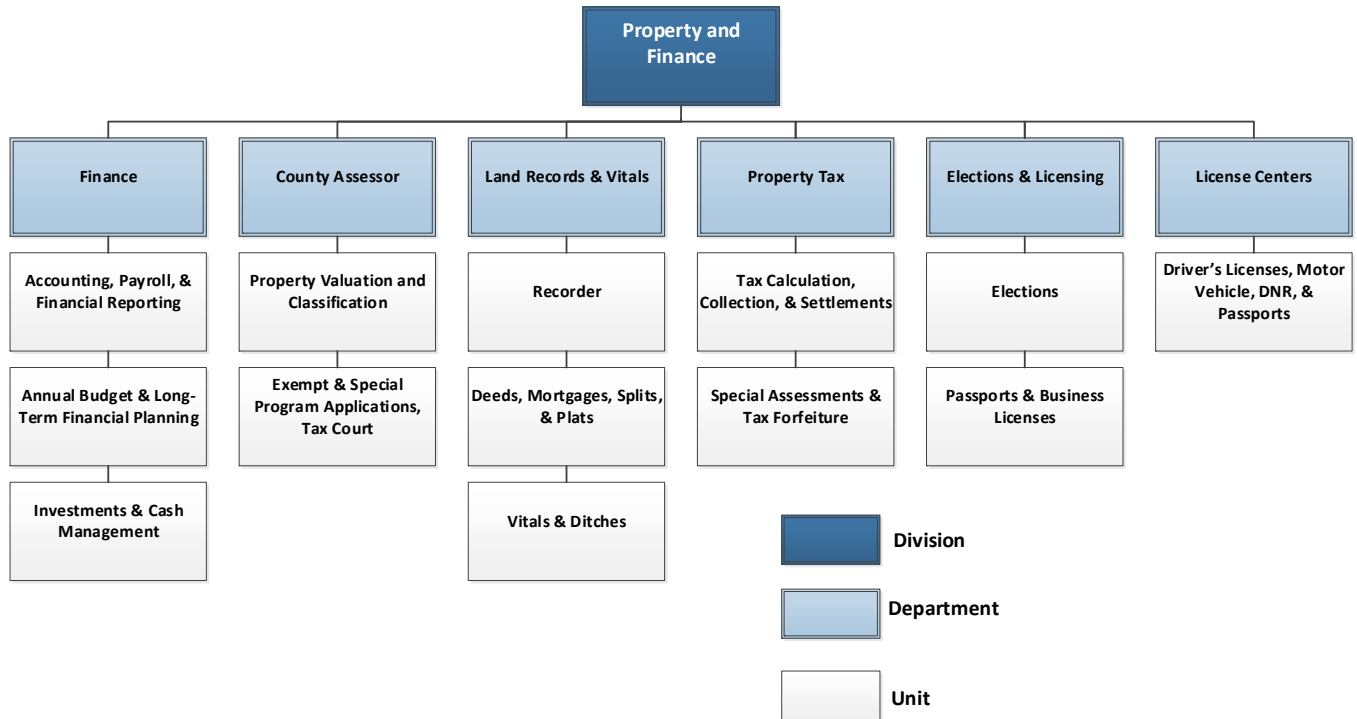
7. Continue to explore diversion options for our juvenile clients to keep them out of the justice system whenever possible
8. Ensure safety of staff with consistent safety training and refreshers for field and office safety



Property and Finance

Property and Finance

The Property & Finance Division is made up of six Departments: Finance, County Assessor, Land Records & 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	2022 Actual	2023 Approved	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	1,205,977	(6,292,951)	(7,198,103)	(7,198,103)	14.38%	(537,659)
Expenditure total	6,583,110	7,474,306	7,841,799	7,841,799	4.92%	
Levy dollars needed	7,789,087	1,181,355	643,696	643,696	-45.51%	

The division currently has a total of 68.99 full-time equivalent (FTE) positions. Net (0.20) FTE decrease approved for 2024.

Property and Finance Division Staff Departments:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Finance	9.20	9.30	0.30	0.30	9.60
County Assessor	15.00	15.00	0.50	0.50	15.50
Land Records and Vitals	10.71	10.71	(1.00)	(1.00)	9.71
Property Taxation	7.35	7.35	-	-	7.35

Elections and Licensing	5.03	5.03	-	-	5.03
License Centers	21.60	21.60	-	-	21.60
Division Totals	68.89	68.99	(0.20)	(0.20)	68.79

Division budget requests:

Levy adjustments, Budget Overview- Attachment A –

- (\$20k)- Finance: Increased costs for audit services and software applications.
- (\$24k)- Property Tax: Increased costs for services, software, mailings, and online payment fees.
- (\$19k)- Election & Licensing: Increased election costs and postage.
- (\$75k)- Land Record & Vitals: Decreased in Recorder fees from lower volume of land related transactions.
- \$900k- County-wide Adjustment: Investment income- based on cash balance trends and interest rate forecasts.

Staffing Requests – Budget Overview, Attachment B –

\$4,712 new levy request for net (0.20) FTE

- **Finance:** net 0.30 FTE= +1.0 Accountant, (1.0) Accounting Technician, (0.10) STOC = \$80,165, net new levy needed- funded by increased tax levy in response to progressing complexities in accounting requirements and software, plus the added workload levels that Finance has been experiencing- the increase in FTE count, as well as the increase in level of position has become a strong necessity. Staying compliant with new audit requirements, GASB pronouncements, internal controls, workload, etc. have all lead up to this request.
- **County Assessor:** 0.50 Appraiser Intern, \$32,176 funded by corresponding increase in assessing contracts. The County Assessor is requesting a 6-month intern in 2024 to support the Department’s increasing workload due to the County's growth creating more parcels and the Mn Department of Revenue increasing requirements for assessment data collection and analysis.
- **Land Records:** net (1.00) FTE= +1.00 Land Records & Vitals Analyst, (2.00) Land Records Specialist Sr = (\$75,453) net cost savings in response to the \$75,000 decrease in Recorder fees from an expected lower volume of land related transactions.

Conference and Training – Budget Overview, Attachment F – \$47,150, \$9,400 increase from 2023 Budget.

2023 Accomplishments

Overall, the Division focused on continuing the transition of staff to a hybrid working environment to provide maximum flexibility and efficiency for staff to work at home or at the office while continuing to provide high quality customer service and meeting all statutory requirements and deadlines.

Staff from Land Records, Assessing and Property Tax Departments held an Innovation Event to discuss the planned 18-month property tax software conversion planned for 2024/2025 and

potential opportunities to mitigate the bi-annual multiple day lock-out of land transactions and assessing data entry into the property tax software. The \$700,000 software conversion is expected to be a game-changing project for all three departments.

Department individual accomplishments are listed in their respective budget narratives.

Division Goals, Objectives, Tasks and Performance Measures for 2024

Goal #1: Support Staff Work/Life Balance

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: Maximize staff retention

Tasks: Management communicate clearly, often, and intentionally that we believe we have a safe and supportive environment for work/life balance, diverse views/opinions, encouraging continuous improvement and for taking risks/makings mistakes.

Measures of Performance Summary: Annual staffing turnover statistics.

Goal #2: Communicate with Staff

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: Staff are engaged and contribute to their department's success.

Tasks: Annually three Division Goals and three Department Goals are shared with Division staff. All Division staff meetings held twice a year in June and December. Managers and Supervisors have strategic planning meetings twice a year in May and November. Departments meet monthly to provide updates on deadlines, projects, staffing changes, etc. Department Managers and Division Director have monthly meetings. Staff have two informal performance meetings with Supervisor in May & September and one formal meeting in late Jan./early Feb.

Measures of Performance Summary: Annual staff performance evaluation statistics. Number of Department goals achieved each year.

Goal #3: Increase Staff Efficiency/Improve Customer Service

Supports County Goals I: Continue the County's delivery of high-value, timely service, and support.

Objective: Streamline County processes to continuously increase staff efficiency and improve customer service to the Division's internal and external customers.

Tasks: Research, plan and implement various projects that increase staff efficiency and improve customer service. “Fix what bugs you”, Identify and implement “Continuous Improvement”

Measures of Performance Summary: Customer wait times for passports, vitals, driver’s licenses, motor vehicle and to vote are less than 20 minutes. User friendly electronic applications for licenses (i.e., driving, marriage, liquor, tobacco, etc.) and passports available online. Scanned historical land records back to the 1850s stored in the “cloud” and 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 and cash drawer software for receipts. All county Divisions using General Ledger reports software (“Open Gov”) and have online approval for county purchase card (Center) expenditures. All Divisions using automated budget development software (“Open Gov”). Employee Relations and Payroll software project (“HRIS”) transitioned to software as a service (“SAAS”) in cloud. All county departments, including License Centers, accepting credit cards for payment.

Cities/Townships get new PIDs 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. Lock-out periods from the property tax calculation process for Land Records, Assessing and Property Tax staff have a limited impact on work backlogs.

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 department 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	2022 Actual	2023 Approved	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	4,315,064	(2,390,898)	(3,290,898)	(3,290,898)	37.64%	(753,176)
Expenditure total	1,324,672	1,469,516	1,616,340	1,616,340	9.99%	
Tax dollars needed	821,585	(971,313)	(1,674,558)	(1,674,558)	81.74%	

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 2022, the Department’s investment income was negatively impacted by the Federal Reserve’s unprecedented increase in interest rates which created a negative \$6.7M mark to market adjustment. 2023 and 2024 investment income will benefit from the higher interest rates and the projected accretion of investment income over the next three years as the historic 2022 negative mark to market adjustment is recaptured.

2024 Interest Rate Budget: The proposed investment income budget for 2024 is \$2.3 million, increase of \$900k from 2023. Based on interest rates, cashflows, and continued focus on reduction of mark to market impact on investments, the increase is anticipated to be sustainable. Interest income from checking is broken out and shown separately. For 2024, interest income on checking is budgeted at \$150k, same as 2023.

The department currently has 9.30 FTE positions, below reflects net (0.30) FTE requested and approved during the 2024 budget process.

Finance Department Staff					
	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Positions:					
Accounting Technician	0.50	0.60	(0.60)	(0.60)	-
Accountant	1.00	1.00	1.00	1.00	2.00
Accounting Supervisor	1.00	1.00	-	-	1.00
Assistant Finance Director	1.00	1.00	-	-	1.00
Cash Management Coordinator	1.00	1.00	-	-	1.00
Investment Manager	0.50	0.50	-	-	0.50
On-Call Account Tech	0.20	0.20	(0.10)	(0.10)	0.10
Payroll Technician	1.00	1.00	-	-	1.00
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	9.20	9.30	0.30	0.30	9.60

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), Annual Comprehensive Financial Report (ACFR), 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.

2023 Accomplishments

Unqualified Opinion/Certificate of Achievement for Excellence in Financial Reporting: The independent auditors gave the County an unqualified opinion on its year-end financial statement for another year, which is the best opinion possible. In addition, the Department prepared and submitted the County’s year-end Annual Comprehensive 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 26 consecutive years, and it is our intention to seek this award each year in the future.

The Department has also received a GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) for nine consecutive years. The PAFR’s financial data is based on the ACFR but does not include the level of detail and disclosure required in the ACFR. This award acknowledges the creativity, presentation, understandability, and reader appeal of the document. We are currently waiting on the review of our 2022 PAFR.

Distinguished Budget Award: The County has received the GFOA’s Distinguished Budget Award for fourteen consecutive years, and it is our intention to seek this award each year in the future. The Department continued to make progress on its multi-year goal to replace the County’s manual, spreadsheet-based budget process with a next generation budget building software program.

Long-Term Financial Plan: The department completed the Long-Term Financial Plan for 2025 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. During 2023, the Investment Policy was updated. 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.

COVID-19 Federal Allocation: The Department helped manage, track, and ensure spending compliance for the County's \$33.4 million COVID-19 Federal allocation.

Department Goals, Objectives, Tasks and Performance Measures for 2024

Finance Goal #1

Improved Transparency of Financial Data

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: Utilize software applications to make financial data easier to analyze and review.

Tasks: Continue to get dashboards set up in OpenGov for departments and continue to utilize during quarterly meetings.

Measures of Performance: Departments actively using dashboards to quickly review trends and key financial indicators. Dashboards utilized during Quarterly reviews with Finance to facilitate discussion about budget to actual variances.

Finance Goal #2

Efficiencies in Finance processes and procedures that impact County-wide departments.

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

Objective: Utilize software applications to streamline processes that are paper heavy or have multiple data entry points

Tasks:

- Continue rollout of Center (purchasing card application) throughout the County.
- Continue rollout of Cash Drawer to departments that handle county funds.
- Complete rollout of GovAP to departments still processing paper claims

Measures of Performance: Number of Departments at year-end using GovAP, Center Card for purchasing, and Cash Drawing for daily cash reconciliations.

Finance Goal #3

Improve Financial Collaboration with Departments/Divisions

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: Leverage county-wide applications to solve gaps in information sharing.

Tasks:

- Utilize SharePoint to have a central location for tracking county-wide accounts receivable activity.
- Create reports/dashboards in GovAP for projected cashflows.
- Increased utilization of Teams

Measures of Performance: Central location for county-wide receivables is available on demand, increased visibility for cashflow impacts, and efficiencies gained from central communication point through leveraging Teams.

County Assessor

Description

The Property Assessment Department housed in the County Assessor's Office, has the responsibility for 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 then 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	2022 Actual	2023 Approved	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(727,582)	(715,524)	(788,676)	(788,676)	10.22%	42,274
Expenditure total	1,337,052	1,615,788	1,731,214	1,731,214	7.14%	
Tax dollars needed	609,470	900,264	942,538	942,538	4.70%	

The department currently has a total of 15.00 FTE positions. During the 2024 Budget process, 0.50 FTE was requested and approved.

County Assessor Department Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Appraiser	6.00	1.00	-	-	1.00
Appraiser II	-	4.00	-	-	4.00
Appraiser Intern	-	-	0.50	0.50	0.50
Appraiser – Senior	1.00	1.00	-	-	1.00
Appraiser- Trainee	2.00	3.00	-	-	3.00
Assessor Administrative Assistant	3.00	3.00	-	-	3.00
Assistant County Assessor	1.00	1.00	-	-	1.00
Commercial Appraiser Tax Court	1.00	1.00	-	-	1.00
County Assessor	1.00	1.00	-	-	1.00
Department Totals	15.00	15.00	-	-	15.50

2023 Accomplishments

Tax Court Petitions: The department continued to receive positive outcomes on MN Tax Court petitions. More diligent efforts and experienced staff resulted in several case dismissals by petitioners this past year. We continue to see reductions in overall petition filings, as well as more favorable outcomes with regards to settlements.

Mass Land Valuation Methodology: The department continued the transition to a new method by which mass land values can be changed. This conversion involved many hours of value-related changes by appraisers. This new table-driven methodology will enable more efficient mass changes to our land values Countywide.

Assessing Staff Turnover: The department continued to meet their statutory deadlines for inspecting and valuing the County’s tax base while managing the turnover of several Assessors due to retirement and the hiring and training in of new assessors.

Department Goals, Objectives, Tasks, and Performance Measures for 2024

County Assessor Goal #1

Staff Training and Continued Development

Supports County Goals 1 & 3: Continue the county’s delivery of high-value, timely service, and support. Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in county government.

Objective: To maintain the high-quality assessment work while dealing with several staff in new positions.

Tasks: Training and development of the new Assessment Systems Analyst/Sr Appraiser, along with two new Appraisers. The County Assessor and Assistant County Assessor were internally promoted in 2022 and will continue developing in their new positions. The Assessment Systems Analyst, two Res Appraisers hired in 2023, the Commercial Appraiser/Tax Court Coordinator, Assessor Administrative Assistant and Res Appraiser hired in 2022, the Appraiser II hired in 2020, and the Township Appraiser who was hired in 2018 will also continue with their development. Continue working with appraisal staff that need to complete their CMA/AMA licensure 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 reassessment (quintiling) efficiency.

Measures of Performance: Number of Appraisers who are on track to meet statutory licensing requirements. Meeting statutory requirements for this year’s reassessment (quintile inspections). Continued assessment revaluation metrics that meet or exceed State requirements.

County Assessor Goal #2

Fair and Equitable Assessment

Supports County Goals 1, 3 & 6: Continue the County’s delivery of high-value, timely service, and support. Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government. Manage the challenges and opportunities resulting from growth and development

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

Tasks: Continue to successfully implement jurisdictional changes as needed, for the Appraisers. Accredited (AMA) appraisers will take a lead role in the “On-Water” Cities (Chanhassen, Victoria, and Waconia). The department’s most experienced AMA in Chanhassen, second most experienced in Victoria, and third most experienced in Waconia (based on complexity of properties and percent of tax base).

Measures of Performance: Better refinement of city and neighborhood equity.

County Assessor Goal #3

Improvements to Customer Service

Supports County Goals 1 & 6: Continue the County’s delivery of high-value, timely service, and support. Manage the challenges and opportunities resulting from growth and development.

Objective: Decrease Carver County’s average processing times with homestead applications and eCRV’s returned to the State.

Tasks: Find ways to make the online homestead application more accessible to the public. This can be accomplished in-part by installing a public kiosk near our front counter. Increase efficiency and frequency with our eCRV processing. This can be achieved with appropriate awareness and time-management by the appraisal staff.

Measures of Performance: Number of online homestead applications. Average length of time between receipt of homestead application and processing in Aumentum. Average length of time between County eCRV acceptance and return to the State.

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	2022 Actual	2023 Approved	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(1,015,864)	(1,205,877)	(1,130,877)	(1,130,877)	-6.22%	
Expenditure total	1,175,834	1,293,402	1,210,632	1,210,632	-6.40%	
Tax dollars needed	159,970	87,525	79,755	79,755	-8.88%	(7,770)

The department currently has 10.71 FTE positions in 2023. 2024 includes a net reduction of 1.00 FTE that was requested and approved during the 2024 budget process.

Land Records and Vitals Department Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Asst. County Recorder/ LR & Vitals Lead	1.00	-	-	-	-
Land Records & Vitals Asst Mgr	1.00	1.00	-	-	1.00
Land Records & Vitals Manager	1.00	1.00	-	-	1.00
Land Records & Vitals Specialist	3.00	3.00	-	-	3.00
Senior Land Records & Vitals Specialist	4.00	4.00	(2.00)	(2.00)	2.00
Land Records & Vitals Analyst	0.00	1.00	1.00	1.00	2.00
STOC Land Records	0.71	0.71	-	-	0.71
Department Totals	10.71	10.71	(1.00)	(1.00)	9.71

2023 Accomplishments

Land Records met statutory deadlines for recording land transactions despite the unexpected absence of the Department Manager and another high-volume year for new plats. Home sales and the related land transactions were negatively impacted by higher mortgage rates.

Department Goals, Objectives, Tasks, and Performance Measures for 2024

Land Records and Vitals Goal #1

Ditch Redetermination of Benefits and Annual Ditch Assessments

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: Complete ditch redetermination of benefits for 6 county ditches and 3 joint ditches.

Tasks: Conduct public hearings, notify landowners of ditch assessments, track ditch assessment pre-payments and record historical Redetermination of Benefits documents.

Measures of Performance: Ditch Authorities issue Final Orders and approve Tabular Lien Statements.

Land Records and Vitals Goal #2

Complete additional 10-year period for historical images indexing 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. Back scanning is complete- except for review and corrections.

Tasks: Index historical land records so they can be seamlessly searched.

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

Land Records and Vitals Goal #3

Continue Building a Land Records Repository to Electronically Manage pending land development information.

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 development processes and status of pending activities.

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	2022 Actual	2023 Approved	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(174,962)	(131,454)	(138,454)	(138,454)	5.33%	59,619
Expenditure total	843,205	906,651	973,270	973,270	7.35%	
Tax dollars needed	668,243	775,197	834,816	834,816	7.69%	

The department currently has 7.35 FTE positions, no requested FTE changes for 2024 Budget.

Property Taxation Department Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Property Tax Manager	1.00	1.00	-	-	1.00
Property Tax Assistant Manager	1.00	1.00	-	-	1.00
Property Tax Specialist	1.00	1.00	-	-	1.00
Property Tax Systems Coordinator	1.00	1.00	-	-	1.00
Property Tax Technician	1.00	1.00	-	-	1.00
STOC- Property Tax	0.35	0.35	-	-	0.35
Taxation Analyst	2.00	2.00	-	-	2.00
Department Totals	7.35	7.35	-	-	7.35

- The Property Tax Department has two limited term employees (1.5 FTEs) in place during the implementation of the new property tax software.

2023 Accomplishments

The Department met all statutory deadlines for creating and mailing property tax statements, and settling and disbursing property tax payments to cities, schools and townships while preparing for a \$700,000 property tax software conversion project which is expected to start in 1Q 2024.

Department Goals, Objective, Tasks and Performance Measures for 2024

Property Tax Goal #1

Process Improvement & Staff Cross Training

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 processes to reduce duplicating steps and further knowledge of all staff on property tax related tasks and responsibilities.

Tasks: Work as a team to transfer knowledge of existing department staff and streamline workflow to create staff efficiencies by organizing files, scanning documents, and converting paper processes to paperless.

Measures of Performance: Accurately and efficiently accomplishing tasks before deadlines. Department can continue to manage a fast-growing county with existing staff.

Property Tax Goal #2

Conversion to New Property Tax 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: Start the conversion to new property tax software.

Tasks: Identify a checklist that needs to be completed prior to beginning the conversion to new property tax software. Build and test components of the new property tax software.

Measures of Performance: Property tax software conversion project meets deadlines and stays on schedule.

Property Tax Goal #3

Manage new Statutory Process for Tax Forfeiture

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: Implement the new statutory process for Tax Forfeiture in Minnesota which is expected to be approved by the Mn Legislature in response to the recent US Supreme Court ruling that the current statutory process is unconstitutional.

Tasks: Meet with other Mn county property tax staff to understand and implement the new statutory tax forfeiture process.

Measures of Performance: Tax forfeit sales and the related settlement are implemented in accordance with the new statutory process.

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. After every state general election, the department performs a post-election review/audit as required by M.S. 206.89 to confirm the accuracy of the results tabulated/reported by the election equipment.

The Department processes passport applications and issues all beer, liquor, set-up, auctioneer, charitable gambling, precious metals and tobacco licenses in the townships and various cities within Carver County.

Budget Highlights

The following table summarizes the department’s budget.

Elections and Licensing Budget						
Budget Summary	2022 Actual	2023 Approved	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(299,774)	(284,160)	(284,160)	(284,160)	0.00%	95,960
Expenditure total	664,930	589,459	685,419	685,419	16.28%	
Tax dollars needed	365,156	305,299	401,259	401,259	31.43%	

The department currently has 5.03 FTE positions and did not request any additional positions during the 2024 Budget process.

Election and Licensing Department Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/4/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Elections & Licensing Manager	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

2023 Accomplishments

Elections & Licensing Department held an innovation event with facilities and IT staff to proactively plan and schedule their assistance during the 2024 election cycle while processing a record for number of passport applications in 2023.

Department Goals, Objectives, Tasks, and Performance Measures for 2024

Elections and Licensing Goal #1

Fair, safe and secure 2024 election cycle

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: Conduct a fair, safe and secure Presidential Primary in March, Non-Presidential Primary in August and a General Election in November.

Tasks: Perform all ballot and equipment testing, process and accept absentee ballots and coordinate the counting and reporting of ballots in compliance with election statutes.

Measures of Performance: County wide absentee ballots are processed before precincts report vote totals on election night, Statutory post-election review is 100% accurate.

Elections and Licensing Goal #2

Promote Integrity & Security of County Elections

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: Update the Department's website to promote and educate voters about the integrity and security issues and concerns voters have with Carver County elections.

Tasks: Add links to the League of Women Voters and Federal Elections websites, add vendor fact sheets for tabulators, poll pads, etc., develop and publish templates for frequent election related data requests to streamline the County's response

Measures of Performance: Number of election related data requests, average length of response time for election related data requests.

Elections and Licensing Goal #3

Develop policies and procedures to manage the new State law that requires counties to process business licenses to sell cannabis

Supports County Goals I: I: Continue the County's delivery of high-value, timely service, and support.

Objective: Enhance appointment software so more customers schedule an appointment slot for each applicant/application that they want processed.

Tasks: Research and develop a license to sell Cannabis application and draft a Cannabis Zoning Ordinance for County Board consideration.

Measures of Performance: Streamlined application process which gathers the applicable information so a license to sell Cannabis can be issued in compliance with the new laws.

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. Minnesota driver license renewals, name and address changes, 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	2022 Actual	2023 Approved	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(890,905)	(1,565,038)	(1,565,038)	(1,565,038)	0.00%	25,434
Expenditure total	1,237,417	1,599,490	1,624,924	1,624,924	1.59%	
Tax dollars needed	346,512	34,452	59,886	59,886	73.82%	

The department currently has 21.60 FTE positions and did not request any additional positions during the 2024 Budget process.

License Center Department Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/4/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
License Center Manager	1.00	1.00	-	-	1.00
License Center Supervisor	1.00	1.00	-	-	1.00
License Center System Coordinator	1.00	1.00	-	-	1.00
Senior Licensing Specialist	4.00	4.00	-	-	4.00
Licensing Specialist (full/part time)	12.60	12.60	-	-	12.60
Licensing Assistant	2.00	2.00	-	-	2.00
Department Totals	21.60	21.60	-	-	21.60

2023 Accomplishments

Both License Center locations increased the number of transactions processed in 2023 compared to 2022 and successfully implemented the new statutory Driver's License for All process. All staff successfully completed training to issue Driver Record and Crash Report requests beginning January 1, 2024.

Department Goals, Objectives, Tasks, and Performance Measures for 2024

License Centers Goal #1

License Center Specialists Process at Least 24 Applications a Day

Supports County Goals I: Continue the county's delivery of high-value, timely customer service.

Objective: Meet annual revenue projections

Tasks: Supervisor's track and develop individual strategies to help all Specialists process 24 transactions daily i.e., high transaction volume, staff regularly sharing best practices/shortcuts/tips/etc.

Measures of Performance: # of License Center Specialists who have a daily average of processing at least 24 passports, driver's license or title transfer transactions.

License Centers Goal #2

Improve Communication with/Education of License Center Customers

Supports County Goals I: Continue the County's delivery of high-value, timely customer service.

Objective: Reduce # of No Fee visits and No Fee phone calls

Tasks: Research if current appointment software can force customers to answer questions (# of appointments needed, will you bring a checkbook to pay Federal Passport fee, etc.) rather than list requirements. Add List of Frequently Asked Questions to the County website and then continually update based on the most common customer questions received at each License Center.

Measures of Performance: Monthly number of No Fee visits for each location, Monthly number of phone calls/emails received for each location, Monthly # of hits on License Center FAQ's.

License Centers Goal #3

Minimize Customer Wait Times/Maximize Number of Customers Served

Supports County Goals I: Continue the County's delivery of high-value, timely customer service.

Objective: Provide customers with easy way to know current number of customers in walk-in queue at each location.

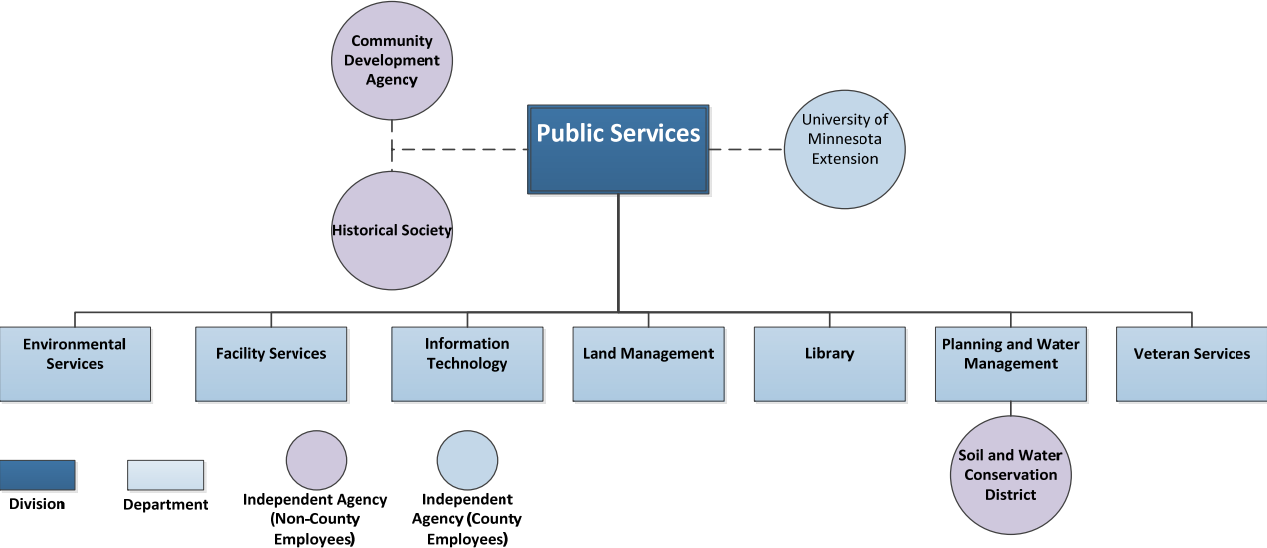
Tasks: Publicize on County Website/Outdoor Signage the current number and historical trend of customers in Walk-In Queues at each location to encourage customers to walk-in when the number of customers in the walk-in queue number is unusually low (i.e. really cold day in Winter, unusual number of cancelled appointments, etc.) or wait for another date/time when the number of customers in the walk-in queue is unusually high (i.e. rainy day in Summer, short-staffed, etc.).

Measures of Performance: Number of website hits on Customer Walk-In Queue page. Ideally historical trend would show customer wait time decreasing while number of customers served increasing.



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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(7,435,754)	(4,812,788)	(5,178,731)	(5,178,731)	7.60%	1,474,591
Expenditure total	21,667,546	22,222,638	24,063,172	24,063,172	8.28%	
Levy dollars needed	14,231,792	17,409,850	18,884,441	18,884,441	8.47%	

The division included the following in its 2024 budget request:

- Levy Adjustment Targets – Budget Overview, Attachment A – \$440,961 was requested and approved for IT, Facilities, Library, Extension, SWCD, and Historical Society.
- Staffing Requests – Budget Overview, Attachment B – Recommended Staffing Changes

to add 5.75 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 IT, Land Management, Administration, Planning and Water Management, and the Library. The County Administrator and Board approved 2.60 FTEs as part of the 2024 budget, which is reflected in the table below.

- FVE Replacement – Budget Overview, Attachment D - \$860,000 across multiple departments. We describe these requests further in the departmental discussions.
- One-Time Projects – Budget Overview, Attachment E – \$4.66M was requested. The County Administrator and Board approved \$4.54M of those projects. We describe these projects further in the departmental discussions.
- Conference and Training – Budget Overview, Attachment F – increased by \$5,000 in 2024 to \$138,875.

The division had a net total of 140.49 Full-Time Equivalent (FTE) positions in 2023. 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 5.75 FTEs for 2024. The County Administrator and Board approved an additional 2.60 FTEs for 2024. The FTEs for each department and the FTE requests and approvals for 2024 are as follows:

Public Services Division Staff	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Unit/Department:					
Administration	5.00	5.00	1.20	0.60	5.60
Facility Services	16.00	16.16	-	-	16.16
Environmental Services	15.75	15.75	-	-	15.75
Information Technology	36.83	36.83	2.00	1.00	37.83
Land Management	5.00	5.00	1.00	1.00	6.00
Library	44.04	44.04	1.80	0.25	44.29
Planning and Water Management	11.33	11.33	(0.25)	(0.25)	11.08
Veteran Services	5.28	5.28	-	-	5.28
University of MN Extension	1.10	1.10	-	-	1.10
Division Total	140.33	140.49	5.75	2.60	143.09

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 space planning, 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.

Public Services Administration Budget						
Budget Summary	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(3,588)	(4,000)	(4,000)	(4,000)	0.00%	140,618
Expenditure total	635,665	679,412	820,030	820,030	20.70%	
Tax dollars needed	632,077	675,412	816,030	816,030	20.82%	

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

Public Services Administration Staff					
	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Positions:					
Public Services Division Accountant	1.00	1.00	-	-	1.00
Assistant County Administrator	1.00	1.00	-	-	1.00
Communications Manager	2.00	2.00	-	-	2.00
Communications Specialist	-	-	0.60	0.60	0.60
Data and Records Coordinator	-	-	0.60	-	0.00
Deputy Division Director	1.00	1.00	-	-	1.00
Department Totals	5.00	5.00	1.20	0.60	5.60

Staffing Requests – Budget Overview, Attachment B –
 Communications Specialist- 0.60 FTE- \$51,597 levy need.

There is a desire to expand and build upon communications in the county. We are short on staff who can create this professional content - especially around design and graphics. This position would allow us to better communicate with the public, customers and residents. In speaking to divisions and studying our communications resources, an area that kept coming up was someone who can manage our homepage and website content, develop social media posts, is skilled at video and is able to create graphics. Some departments have been contracting out for such services.

Data and Records Coordinator- 0.60 FTE- \$47,510 levy need.

The volume and complexity of data requests are increasing dramatically. The County needs trained staff to ensure these are coordinated properly and that we have appropriate procedures in place to respond as required by the data practices laws. The position would

support all the responsible authorities in the County by drafting responses, tracking requests, assisting with data gathering and redactions and working closely with the Attorney's Office when a legal opinion is needed.

Summary of Accomplishments and Plans

Since COVID, the County is working in a hybrid work environment. As a result, in 2023, the master space plan was updated to determine current and future facility space needs.

With vacancies in communications, the County developed a new structure for communications with the goals of enhancing overall County communications, foster consistency in communications and leverage higher level of expertise in communications strategy.

Divisional Goals, Objectives, and Performance Measures for 2024

Administration Goal #1

Implement the updated 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, complete the predesign phase for the Government Center in Chaska.

Measures of Performance: County Board approval. 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 structure and plan.

Tasks: Implement and update a new structure and plan to improve communications with staff and the public.

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 (ES) Department is responsible for programs related to solid waste, recycling, business 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, including the Minnesota Pollution Control Agency (MPCA) and the Minnesota Department of Natural Resources (DNR). Carver County staff investigates complaints related to environmental programs, state and federal rules, or local ordinances that address issues such as illegal solid waste disposal, water quality problems, improper manure management, and failing sewage treatment systems.

Budget Highlights

Environmental Services Budget						
Budget Summary	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(3,258,033)	(2,838,510)	(3,001,685)	(3,001,685)	5.75%	
Expenditure total	2,879,634	2,838,510	3,001,685	3,001,685	5.75%	
Tax dollars needed	(378,399)	-	-	-	-	

Environmental Services Department	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Position:					
Administrative Assistant	1.00	1.00	-	-	1.00
Assistant Environmentalist- STOC	0.75	0.75	-	-	0.75
Environmental Services Dept Manager	1.00	1.00	-	-	1.00
Environmental Center - Supervisor	1.00	1.00	-	-	1.00
Government Center - Environmental Supervisor	1.00	1.00	-	-	1.00
Environmental Attendant	3.00	3.00	-	-	3.00

Environmentalist	2.00	2.00	-	-	2.00
Senior Environmentalist	6.00	6.00	-	-	6.00
Department Totals	15.75	15.75	-	-	15.75

Summary of Accomplishments and Plans

Environmental Services (ES) is studying the future of Household Hazardous Waste (HHW) and Problem Materials management in Carver County. ES is currently working with a vendor to determine the best ways for future waste collection and management for Carver County businesses and residents. The current Carver County Environmental Center (EC), which opened in 2002, was not designed to function as a shipping and receiving facility for hundreds of vehicles per day and millions of pounds of hazardous and problem materials per year. Advanced trend studies (looking at anticipated waste volumes, participation rates, population growth patterns, etc.) will help us determine how to best prepare for the future. Results of the analysis will be completed in February and discussions with the County Board will follow.

In 2024 ES staff will be working with the Carver County Board to update our Solid Waste Management Plan (SWMP). The MN Pollution Control Agency (MPCA) influences future county solid waste programs, through their Metro Solid Waste Policy Plan. ES will also review the Solid Waste Fee to determine levels of local funding needed to meet the new requirements coming from the State of Minnesota through this SWMP process.

Environmental Services Subsurface Sewage Treatment System (SSTS, or septic program) staff have several tools to help Carver County residents upgrade their old and non-complying septic systems. ES received \$185,983 from the MPCA in 2023, which will provide grants for low-income families with failing septic systems. SSTS staff also worked with the Carver County Board to improve an existing program called the SSTS Safety Net, which can provide long-term, low-interest loans for low-income landowners who need to replace their old septic systems.

In addition to these special projects, ES staff will also keep busy throughout the year serving Carver County residents within all ES program areas, including HHW, solid waste, septic systems, industrial hazardous waste, feedlots, recycling, waste-reduction efforts, and environmental education.

The Environmental Services Department will continue to work with communities, schools, and businesses in Carver County, seeking more efficient and effective ways to serve residents through partnerships and collaboration.

Goals, Objectives, and Performance Measures

Environmental Services Department Goal #1

Continually adjust operations at the Environmental Center, to maximize the life of that facility in the face of growth of population and participation rates. Take steps to assure on-going safety and convenience for customers and staff. Work with vendor chosen through the RFP process to maximize lifespan of EC, to plan for future HHW and Problem Materials collection and management in Carver County.

Tasks: Seek opportunities to reduce expenses and increase efficiencies, while maintaining safe operations. Track participation rates and material collection trends to better forecast future budget/staffing and facility needs. Continue seeking more efficient ways to provide high quality customer service experiences to Carver County residents.

Supports County Goal II & VI: Create and maintain safe, healthy, and livable communities. Manage the challenges and opportunities resulting from growth and development.

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

Measures of Performance Summary: Participation and materials collected are tracked with iPads and a point-of-sale software program, which collect detailed data on transactions (including date, time, and types of materials collected). Various vendor statements also provide detailed information on the amounts of materials transported, and the costs for proper management. Much of this information is tracked in detail via a separate database managed by Division staff. Keep traffic from stacking onto Highway 41.

Environmental Services Department Goal #2

Connect people with services and information. Enhance department communication efforts within various program areas, including: HHW, SSTS, Solid Waste, Feedlots, Agriculture Inspections, and business/industrial Hazardous Waste.

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

Objective: Improve communication with residents and businesses in Carver County. Use technology to share information, both outside and inside the organization.

Tasks: Increase the number of articles posted on social media. Expand audience receiving relevant Facebook posts focused on program areas. Update ES brochures and distribute those publications throughout our county. Seek new avenues and apps to disperse information. Use newspapers, newsletters, etc. Hold workshops, maintain a presence at community festivals, etc.

Measures of Performance Summary: Track the number of postings on social media, and the level of activity generated by those posts. Track usage levels of apps being promoted – are those efforts creating increased utilization? Monitor participation levels at Fix-it Clinics. Track availability of workshops (SSTS, Feedlots, etc), and participation levels at those events.

Environmental Services Department Goal #3

Update the Carver County Solid Waste Management Plan, as the Minnesota Pollution Control Agency works to complete the required update of the Metropolitan Solid Waste Management Policy Plan.

Supports County Goals II: Create and maintain safe, healthy, and livable communities.

Objective: Continue to improve our existing solid waste programs, while also seeking new ways to generate progress toward meeting ambitious State goals for recycling and waste reduction.

Tasks: The Carver County Solid Waste Management Plan was last updated in 2018 and will need to be updated in 2024 to align with the new 2022-2042 Metropolitan Solid Waste Management Policy Plan (Policy Plan). Key themes in the new Policy Plan include supporting the waste hierarchy and sustainable materials management, improving data reliability and regional consistency, identifying environmental justice areas, and planning for new technology and system resiliency. Throughout 2024, Environmental Services staff will solicit input from residents on waste management and reduction, assemble a Stakeholder Group to discuss strategies, and prepare a final draft for public comment, MPCA approval, and County Board adoption.

Measures of Performance Summary: Solid Waste programs are subsidized by State grants that require yearly reporting on activities and successes, quantified through performance measures such as tons of solid waste recycled, composted, and disposed.

Environmental Services Department Goal #4

Utilize technology to improve program and staff efficiency.

Supports County Goal I: Continue the County’s delivery of high-value, timely service and support.

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

Tasks: The Customer Relationship Management (CRM) system was initially rolled out in 2012. The Carver County SSTS program was first to use CRM within the Environmental Services Department, with support hardware such as GPS and iPads to manage data and conduct field inspections. Efforts to institutionalize and further refine electronic data collection has now expanded into the SSTS, Hazardous Waste Generator, and Feedlot programs.

Environmental Services will fully implement an electronic inspection and data management process for the SSTS program and continue to improve and expand the use of CRM by the Business and Industrial Hazardous Waste, Feedlot, and Solid Waste regulatory programs. Use technology such as GPS and portable computers to segue data generation with permitting and inspections into a “paperless” system that improves the efficiencies of existing staff and reduces staff time required for data entry and management.

Measures of Performance Summary: Using CRM will provide a faster and smoother process for licensing local businesses as a hazardous waste generator each year, while also reducing the

introduction of errors during secondary data entry. Carver County can track time needed to complete the entire year-end report and annual licensing process within the Hazardous Waste Generator program, and thereby verify that the anticipated streamlining of those efforts is realized. The county can also track the number of generators that are able to complete their portion of the reporting process through on-line self-entry without assistance, which would reduce the need for county staff to receive paper copies in the mail and perform manual entry of that data. The county can also track the number of feedlot complaints that are entered into CRM over the coming year, seeking to expand its use within that program area.

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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(282,060)	(264,850)	(276,000)	(276,000)	4.21%	550,449
Expenditure total	6,471,694	7,053,278	7,614,877	7,614,877	7.96%	
Tax dollars needed	6,189,634	6,788,428	7,338,877	7,338,877	8.11%	

Levy Adjustments – Budget Overview, Attachment A –

- IT cost increases identified in the Long-Term Financial Plan \$30,000 (County-wide adjustment): Money used to pay for software licensing/subscription increases, security initiatives and computer hardware.

- \$9,500- RBA solution - The County is moving away from a SharePoint RBA solution to a hosted solution. The new levy request is to pay for the maintenance of the new RBA solution.
- \$40,000 - Cellular data plan increases - During COVID additional phone plans were needed to support remote work. These plans continue to be needed by Divisions to support remote work.
- \$15,000 - Mail metering and postage increases - The IT department has parted ways with their previous mail metering vendor (no longer offers the service), and the expenses have risen with the new vendor. Unfortunately, there are scarce alternatives for outsourcing mail metering services. If the County decides to handle the process in-house, they would need to request additional staff and equipment, which would entail extra costs. Despite these challenges, using an external vendor still provides cost savings. Over the past five years, postage rates have increased consistently, making it difficult for the IT department to accommodate these rises within their budget.
- \$40,000 - Subscription cloud storage increases - IT is moving more data storage to the Cloud. There is a subscription cost for this storage. Today this includes IT gap backups for ransomware protection and Public Works storage of videos, photos, and large files for cold storage.
- \$10,000 - IT training - IT has increased staffing over the past 5-years, and this will help meet the future training needs. IT courses can be very expensive for specialized training needs for professional development.
- \$50,000 - deduction in IT transfer of Recorder Tech funds for software- Finance and IT have been exploring ways to decrease IT's reliance on the Recorder Tech fund for its operational budget. As the Land Records main application transitions to the Cloud, the County is keen on ensuring compliance with the appropriate usage of the Recorder Tech funds. The operational budget of IT heavily relies on these funds.

Facilities, Vehicle, and Equipment – Budget Overview, Attachment D

- IT Capital Initiatives \$60,000: In 2024, our focus will be on enhancing our virtual server environment by investing in additional computing resources. This investment aims to bolster reliability and redundancy within the system. To further ensure unwavering dependability, we will dedicate resources to improve our power infrastructure, enabling reliable backup power for networking throughout the county. IT plans to modernize our telephone system to ensure seamless supportability and functionality across the platform. Our current phone system has been in operation for approximately 15 years, and this upgrade is essential to keep up with evolving technology. The Infrastructure Team will be investing in network monitor/management tools to attain better control and establish a more stable and secure network environment. This initiative is set to bring enhanced security and efficiency to our overall network operations.
- Scanner replacements (countywide equipment) \$20,000. New or replacement printers that are not on the Managed Printer Services contract. Scanners identified that need replacement.

One-Time Projects – Budget Overview, Attachment E

- IT - Switch and Wireless Network Upgrade - \$75,000 - Many of the network switches within the County's network have reached end of life. This funding will be used to upgrade

these switches with the latest technology. It is important to keep network switches up to date to handle increase bandwidth and security.

- IT - Data Storage Upgrade - \$250,000 - IT will upgrade our Storage Area Network (SAN) which is the core storage for our infrastructure such as SQL databases, virtual servers, and virtual desktop infrastructure. The existing storage will be in production for five years in 2024 and will reach end of support in 2024.
- IT - End User Computing Hardware - \$100,000 - Replace laptops with cloudbooks. At the onset of the pandemic, the County procured cloudbooks for its employees to facilitate remote work. The cloudbooks were swiftly and effortlessly set up. However, with the evolution of work patterns since their deployment, IT has discovered that laptops are more manageable and offer extra advantages to the staff in a hybrid remote work setting.
- IT - Scanner Replacement – Wide Format Scanners - \$20,000 - In the IT Print Center and Land Records area, there are two wide format scanner/printers that have reached the end of their operational life. These devices are used for scanning large format paper printouts, such as maps, and for printing sizable format jobs, including maps and posters.
- IT - Conference AV Equipment – \$50,000 - The County has undertaken the upgrading of numerous conference rooms within its facilities to create a contemporary and conducive workplace environment. This includes the installation of AV equipment, specifically designed to facilitate seamless video conferencing. The allocation of funds for this initiative will enable the IT department to consistently update the equipment, keeping pace with the rapid changes in modern workplace technology.

The department also requested 2.00 FTE positions for 2024 as indicated in the following table, 1.00 FTE were approved in the Final Budget.

Information Technology Staff Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
CarverLink Manager (25% funded by CarverLink)	1.00	1.00	-	-	1.00
Chief Information Officer	1.00	1.00	-	-	1.00
Client Services Representative	3.00	3.00	-	-	3.00
IT Application Analyst	1.00	1.00	1.00	-	1.00
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 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 Security Analyst	1.00	1.00	-	-	1.00
IT Security Manager	1.00	1.00	-	-	1.00
IT Senior Application Analyst	1.00	1.00	-	-	1.00

IT Senior GIS Analyst	2.00	2.00	-	-	2.00
IT Senior Systems Engineer	4.00	4.00	-	-	4.00
IT Service Dispatcher	1.00	1.00	-	-	1.00
IT Solution Architect	2.00	2.00	-	-	2.00
IT Support Technician	3.00	3.00	1.00	1.00	4.00
IT Support Technician Supervisor	1.00	1.00	-	-	1.00
IT Systems Engineer (1 FTE 25% funded by CarverLink)	3.00	3.00	-	-	3.00
Lead Project Manager	2.00	2.00	-	-	2.00
On-Call Support Staff	0.58	0.58	-	-	0.58
Department Totals	36.83	36.83	2.00	1.00	37.83

Staffing Requests – Budget Overview, Attachment B –

IT Support Technician- 1.00 FTE - \$99,693 levy need. Approved in 2024 Budget - IT support tickets and service requests continue to increase with the increase in the number of employees, endpoints (computer hardware, mobile devices) and technology systems at the County. More burden has been put on the IT Support Team with the hybrid work environment (teleworking) with more equipment to support and issues employees have while working remotely. The County can also use more support with our AV systems as they continue to expand in more conference rooms, becoming more complex and have increased usage in County facilities. Today we don't have a dedicated staff member that does AV support. This position would be responsible for the AV support and contribute to the increase in support tickets and service requests.

According to a Robert Half Technology study, an organization should have a specific number of helpdesk support positions per employee. The study suggests a range between 136:1 to 82:1 employee to helpdesk staff. Currently, the County has five helpdesk support staff, including a supervisor, resulting in a ratio of 160:1. Hiring an additional helpdesk support staff person will reduce this ratio to 133:1, which is within the high end of the study's range.

IT Applications Analyst- 1.00 FTE - \$127,099 levy need (not approved during 2024 Budget) - The County is actively introducing new Cloud applications throughout the organization to enhance collaboration among employees, facilitate video conferencing, streamline data collection and analysis, and enable efficient file sharing. These initiatives aim to improve job efficiency across the board. However, this expansion of new applications is placing a greater workload on the IT Application Analyst position. The added responsibilities include managing and administering these applications from an operational standpoint, as well as dedicating more time to training and providing support for their successful implementation and adoption across the organization. The goal is to ensure that the County's investments in technology are fully utilized.

The County's website serves as the primary means of communication with the public. Recently, there has been a noticeable increase in requests from staff to assist departments in updating content and redesigning the website to ensure the public can readily access the information they require. The combination of these new duties and existing responsibilities poses a challenge in simultaneously advancing with the new applications and effectively supporting the current ones.

Summary of Accomplishments and Plans

The Information Technology (IT) department is continually updating and upgrading our on-premises data network to handle the increasing data transmission within the county and to the Internet more efficiently. We are replacing outdated legacy switching technology and upgrading to faster fiber optic devices for the network backbone as required. Additionally, we are exploring the use of Infrastructure as a Service to shift on-premises hardware to the cloud, including offsite backups for better ransomware security protection and Public Works data. While this move will reduce our reliance on internal hardware, it will lead to higher operating expenses. Furthermore, we are expanding our Disaster Recovery program to ensure protection against failures and cyberattacks.

For 2024, IT requested funding to upgrade our core storage infrastructure, specifically for SQL databases, virtual servers, and virtual desktop infrastructure that are set to expire in 2024. We are also evaluating the next generation phone system, which our current system is 15 years old, to determine its suitability for the future.

On the user front, IT is enhancing end-user computing services by transitioning employees from cloudbooks to laptops. This change is facilitated by Microsoft's Intune device management software, which enhances security and consistent deployment of laptops and desktops. Laptops have proven to be more efficient for employees, especially in a hybrid working environment. We are requesting additional one-time capital funds to replace the remaining cloudbooks. Furthermore, we are continually improving virtual desktop environments through new application delivery methods. Additionally, our asset management program and hardware replacement schedule are being regularly updated. We are replacing all end-of-life Wyse terminals throughout the County with docking stations for remote workers or new Wyse terminals.

Cybersecurity remains a top priority for IT, and we recently conducted a Microsoft 365 security assessment. The findings identified areas that require mitigation to strengthen our Cloud security. The IT Security Team plans to conduct another security assessment in 2024, like the one carried out over four years ago, which provided IT with a security score and helped prioritize security risks.

The Enterprise Software Services team completed the Microsoft Enterprise Agreement renewal, which went into effect January 1, 2024. This included reviewing licensing needs accordingly. Additionally, we are in the final stages of our SharePoint Online migration, moving away from the on-premises RBA solution to a new OneMeeting solution hosted in the Cloud. To sustain this new application, IT is seeking additional levy funding for ongoing maintenance.

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.

Increase in IT tickets to support remote workforce.

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 2024

IT management will continue to work on the implementation of their 2024 IT Strategic Plan, which provides a clear road map for IT services.

Major 2024 Initiatives:

- Offboarding/transfer of employees – review and improve processes.
- Disaster Recovery planning.
- Microsoft Online tools, including SharePoint Online, Microsoft Teams and OneDrive to foster collaboration internally and externally.
- Cisco Unified Communication upgrade.
- IT Security Assessment.
- Windows 11 upgrade in VDI.
- Infrastructure as a Service – explore and roadmap Cloud opportunities for the migration of County datacenter hardware to cloud services.
- Enhance the IT security through mobile device endpoint management, Security Information and Event Management log monitoring, and backup strategies.
- Upgrade RBA and Contract application solutions.
- WiFi Improvement – upgrade WiFi controller and improve WiFi availability within County facilities.
- .GOV – move email to the .GOV domain provided by the Federal Government required for security.

The department will work on the following priorities in 2024 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 Management system to improve IT service levels to county employees. Utilize the system to manage IT assets.

Measures of Performance Summary: Using our ticketing system, IT will create and follow metrics and trends to monitor and measure support services. 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 applications and data analytics across the County.

Tasks: Work with employees in expanding the implementation of applications and data analytics across Divisions. Take advantage of new application technologies.

Measures of Performance Summary: Employees are actively using technology through applications and data analytic platforms. New applications have been embraced by departments to increase productivity and collaboration.

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 Network (operated under the direction of IT)

The CarverLink Broadband Fiber Network is a publicly owned broadband fiber optics 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 of network electronics and equipment and one-time construction costs with Carver County providing the remaining 20 percent. 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 internet backbone connections, network electronics and equipment 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 2022, has transport capacity of over 600 miles throughout Carver County and the surrounding area. The County built the network primarily to connect county facilities to unify and enhance county operations. In addition, CarverLink has constructed fiber infrastructure 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.

The CarverLink network was also constructed to provide the opportunity for the initial private service provider in our network, Jaguar Communications, to offer services to businesses and residents of Carver County. Jaguar connected businesses and residents to its private fiber network since CarverLink completed initial construction in 2013. In July 2020 Jaguar Communications was acquired by MetroNet out of Evansville, Indiana, a 100% fiber optics service provider that provides service to over 5 million homes and businesses in over 14 states. Since MetroNet’s acquisition of Jaguar they have continued to expand fiber connectivity throughout Carver County. In addition, CarverLink oversees the availability of fiber within the network that is available to qualified service providers or other fiber entities for new opportunities known as “Open Access/Open Interconnect Fiber.”, with Arvig Communications beginning to use this fiber within our network for customer connections in 2016.

Budget Highlights

The following table summarizes the program’s budget.

CarverLink Budget						
Budget Summary	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(1,916,212)	(585,738)	(741,708)	(741,708)	26.63%	
Expenditure total	763,521	585,738	741,708	741,708	26.63%	
Net amount	(1,152,691)	-	-	-	0.00%	-

Revenue: CarverLink receives revenue generated from cost recovery 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 2024 (see Information Technology FTE chart). No new positions were requested for 2024.

Facilities, Vehicle, and Equipment – Budget Overview, Attachment D -- Budget amounts have been included for CarverLink build-out expense of \$105,000 and equipment replacement of \$125,000, to be funded using revenue provided by CarverLink cost recovery 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.

Connect Up Carver Amendment

\$2.5M for Connect Up Carver – amendment to complete the remaining rural residents with high speed fiber.

Summary of Accomplishments and Plans

CarverLink is working with Metronet, the contracted service provider and CarverLink’s primary service provider in the CarverLink network, on managing the roughly 360+ mile Connect Up Carver Initiative fiber build, which has a completion deadline of December 31, 2024. The Connect Up Carver initiative will make available high speed fiber internet to several thousand businesses and residents, primarily in our rural areas, that are defined as un/underserved. In parallel, CarverLink is managing several other programs and initiatives to make 100% high speed internet available to every address in the County, which include the following:

- City Fiber Agreements - CarverLink facilitated agreements between Metronet and the cities of Carver, Waconia, and Watertown (which have been executed) and CarverLink’s efforts to facilitate agreements between the last two remaining cities of Victoria and Chanhassen, which MetroNet recently pulled away from. The City Fiber Agreements are non-binding agreements that include Metronet agreeing to build out fiber to all addresses within each respective city’s, city limits.
- 200 Ft. Driveway Elimination Pilot Program - CarverLink negotiated a non-binding agreement with Metronet to pilot their first ever rural program that eliminates Metronet's maximum 200 ft driveway limit to the house or business that would have previously identified that address as unserviceable. The pilot program eliminates the 200 ft limit and makes the location eligible to connect to service without the need for additional one-time costs from the owner, regardless of the distance of the driveway.
- Connect Up Carver Fiber Line Feeder Routes and Across the Road Addresses - Based on the separate but associated Connect Up Carver Project, the County identified addresses on the opposing side of the road and along fiber feeder line connection routes that fall outside of the Connect Up Carver "Defined Geographic Construction Area". CarverLink negotiated a non-binding agreement that any address that was along a feeder route or across the road from a Connect

Up Carver build area, would also be made ready and available to connect to Metronet service as part of the Connect Up Carver Initiative fiber construction.

- Connect Up Carver 5 LCP Areas - Based on the separate but associated CarverLink rural build Connect Up Carver Initiative, there were 5 areas located within the city limits of Chanhassen, Victoria, Watertown and Cologne, that as part of Metronet's city build model were not economically viable to construct fiber to. CarverLink negotiated an agreement with Metronet to construct fiber within these 5 areas if Metronet ended up being awarded the Connect Up Carver project, which they were as the sole bidder.
- Connect Up Carver Expansion (2.0) is CarverLink's \$2.5 million expansion of our existing Connect Up Carver Project, which is working to secure an agreement with Metronet to construct out fiber to our remaining 440+ un/underserved rural locations scattered throughout 10 townships in Carver County as well as constructing fiber in select areas of the cities of Chanhassen and Victoria, that will make currently cost prohibitive fiber builds in those two communities more viable.
- City and Entity Dark Fiber Rings – CarverLink is working with the City of Chanhassen, City of Waconia, and SW Transit to implement dark fiber rings, which are connect the dot fiber rings CarverLink has configured using CarverLink's fiber resources, that allow each entity to directly connect all their facilities to their own IT data as well as internet networks.

Goals, Objectives, and Performance Measures for 2024

CarverLink plans to focus on strategic expansion of the network in connecting additional public entity locations, including better utilization of the existing fiber infrastructure and network security. CarverLink will leverage the 25% share of a Carver County IT Sr. Systems Engineer position to implement various Carver County projects and initiatives that have CarverLink and County IT interests. CarverLink will continue to work on future expansion and growth opportunities including collaborative opportunities to connect public entity facilities in Watertown, Waconia, Chanhassen, Carver and Cologne, like the efforts completed in Hamburg, Mayer, New Germany, and Norwood-Young America in 2017-2019. With our Connect Up Carver initiative, CarverLink will be continuing our efforts to put together a project that would provide access to fiber broadband connectivity to all locations throughout the County identified as under or unserved that desire it.

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, the CCWMO Water Rules and Wetland Conservation Act for the Planning & Water Management Department as well as the County Public Works Department for access requirements. 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 which can generate 50+ public meetings per year.

Budget Highlights

The following table summarizes the department’s budget:

Land Management Budget						
Budget Summary	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(651,987)	(383,461)	(392,761)	(392,761)	2.43%	134,249
Expenditure total	748,590	732,614	876,163	876,163	19.59%	
Tax dollars needed	96,603	349,153	483,402	483,402	38.45%	

As the following chart indicates, there were 5.00 FTE employee positions in the department in 2023. One new FTE positions was requested and approved for 2024:

Land Management Department Staff					
Position	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Land Use Manager	1.00	1.00	-	-	1.00
Land Management Permit Assistant	1.00	1.00	-	-	1.00
Land Management Planner	1.00	1.00	1.00	1.00	2.00
Land Management Technician	1.00	1.00	-	-	1.00
Senior Planner	1.00	1.00	-	-	1.00
Department Totals	5.00	5.00	1.00	1.00	6.00

Staffing Requests – Budget Overview, Attachment B –

Land Management Planner- 1.00 FTE-\$100,229 levy need.

Due to the increase in department responsibilities with land use requests including, Conditional Use Permits (CUP), Interim Use Permits (IUP), Variances, Minor Subdivisions, Administrative Permits, Building Eligibility Searches/Transfers, and Building Permit Approvals just to name a few, as well as Code Enforcement, Permit Compliance Reviews, and general Urban/Rural Growth topics, this position would allow the department to better serve the citizens within the unincorporated areas of Carver County. The Department has consisted of five staff for the past 25+ years. As the county’s growth continues its upward trend and remains as one of the fastest growing counties in the state, the day-to-day responsibilities placed on current staff has been challenging and hinders us from continuing to provide excellent customer service, manage regular tasks in a timely manner, and provide uniform enforcement throughout the county. This position

would be a shared position request with the CCWMO (\$33,410) to help with enforcement/site review.

Summary of Accomplishments and Plans

In 2023, the Land Management Department researched, drafted language, and implemented an Enforcement Guidelines, Procedures, and Best Practices document to help the land use authority and County Attorney’s Office better administrator and regulate the standards of the County Code and Ordinances. As the county’s growth continues its upward trend and remains as one of the fastest growing counties in the state, providing uniform enforcement throughout the county is extremely important.

The Department operations are funded by permit revenue, fee for services, and cost recovery, in addition to the general levy. The following table shows the upward trend in building permit revenue (over the past 3 years) which happens to be the departments largest revenue source.

In 2020, 639 building permits (\$336K in Permit Fees) were issued.

In 2021, 873 building permits (\$510K in Permit Fees) were issued.

In 2022, 789 building permits (\$610K in Permit Fees) were issued.

As of mid-2023, permit volume is slightly higher than previous years; however, the related revenue is projecting to be slightly lower than the adopted budget. We continue to be optimistic that the second half of the year allows for a strong finish to the construction season. We continue to see an influx of house remodeling projects and “large” new house construction projects. However, with the economy still in a relatively unstable rise, construction activity may likely taper off in 2024, so future revenue projections should be somewhat tempered. Therefore, only a modest increase, in the revenue, has been implemented for 2024. Building Official (building inspections) services are contracted with a private company, which has proven to be a cost-effective way to meet that mandated service. Building Code expenditures are proportional to permit revenue, and the Building Official’s fees are covered entirely by the ongoing and increasing receipts.

In 2024, the Land Management Department will continue to implement the land use elements of the 2040 Comprehensive Plan in accordance with State Statute. The department will administer the State Building Code in an efficient and cost-effective manner while providing education and support to landowners and citizens to attain compliance with the land use provisions of the County Code. The department will continue to prioritize enforcement, permit reviews, and related actions based on the potential impacts a particular land use may have on public health, safety, welfare, natural resources, and irreversibility.

Goals, Objectives and Performance Measures for 2024

Land Management Department Goal #1

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

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

Objective: Administer the land use provisions of the County Code and provide mandated services and interdepartmental support. 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 administrators and regulates the Zoning Code, Sign Ordinance, Subdivision Ordinance, Shoreland & Floodplain Regulations, Agricultural Preserves Program, and supports CCWMO Water Rules, Wetland Conservation Standards, Subsurface Sewage Treatment System Ordinance (SSTS), Feedlot regulations, and different Road Authorities, among others.

Measures of Performance Summary: Administer and enforce approximately 717 active CUP's & IUP's, approximately 73 (10%) receive an annual "compliance review", which involves a mass mailing, site inspection(s), and coordination with other County Departments and the affected townships. Manage approximately 204 (total) administrative permit reviews, zoning permits, minor subdivision approvals, building eligibilities reviews, building eligibility transfers, and Planning Commission & Board of Adjustment hearings with active town board and citizen participation. Manage approximately 1,198 parcels, totaling approximately 102,000 acres enrolled in the Agricultural Preserves Program, including numerous renewals and annual landowner notices. Manage approximately 1127 parcels, encompassing approximately 12,726.23 acres in the Floodplain Overlay District. The Department administers the land use (zoning) portions of the floodplain regulations in accordance with the National Floodplain Insurance Program (NFIP). Manage approximately 2477 parcels, encompassing approximately 39,078.56 acres in the Shoreland Overlay District. The Department administers the land use and subdivision regulations based on the DNR's model shoreland ordinance. 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 2023 and will be effective for 3 years (2023-2025) 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: The database includes approximately 700 active 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 78 active and 524 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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(635,364)	(290,236)	(315,434)	(315,434)	8.68%	-24,739
Expenditure total	1,022,253	753,070	753,529	753,529	0.06%	
Tax dollars needed	386,889	462,834	438,095	438,095	-5.35%	

As the following chart indicates, there were 11.33 FTE employee positions in the department in 2023, a 0.25 FTE reduction in AIS Inspectors was requested and approved in 2024:

Planning & Water Management Department Staff						
Position	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved	
AIS Inspector – Seasonal (STOC)	2.88	2.88	(0.25)	(0.25)	2.63	
AIS Program Coordinator	1.00	1.00	-	-	1.00	
Lead Water Resources Technician	1.00	1.00	-	-	1.00	
Planner	1.00	1.00	-	-	1.00	
Senior Outreach and Engagement Specialist	-	1.00	-	-	1.00	
Water Management Intern (STOC)	0.45	0.45	-	-	0.45	
Water Resources Education Coordinator	1.00	(1.00)	-	-	-	

Water Resources Program Analyst	2.00	2.00	-	-	2.00
Water Resources Program Supervisor	1.00	1.00			1.00
Water Resources Technician	1.00	1.00	-	-	1.00
Department Totals	11.33	11.33	(0.25)	(0.25)	11.08

Staffing Requests – Budget Overview, Attachment B –

AIS STOC- (0.25) FTE reduction- \$0 levy.

The AIS program has seen reduced inspection hours since 2019. This has largely been due to the inability to attract and retain seasonal employees based on the tight labor market. The AIS program shifted priorities to ensure inspections at priority water bodies and partner lakes and has since aligned the strategic plan (adopted by the Board in 2022) with this priority shift through moving some program resources to monitoring and management of existing AIS. This reduction in STOC will not reduce inspection hours further than what the program has been able to offer the last several years.

Summary of accomplishments and plans

The newly restructured PWM department continues to implement the 2040 comprehensive plan this year with a transit plan and options presented to the Board, completion of a county-wide natural resource inventory update, centralized mapping of conservation areas and assistance to Land Management with ordinance updates. Planning assistance for other departments is ongoing including Env. Services for future HHW and the CDA with data and mapping analysis. In addition to those activities, 2024 activities will include continuation of transit stakeholder coordination to create a draft transit plan and participation in the Metropolitan Council Regional Policy plans which inform the next round of Comprehensive Plan requirements.

Administration and implementation of the AIS program is in its eighth year under the Department. The inspection program has continued to be implemented successfully despite staffing shortages, and the monitoring portion of the program is being implemented County-wide. With total inspection hours down the last 3 years, the total hours for seasonal inspection staff will be reduced in 2024 to reflect this trend. Cost savings will help offset increasing staff salary costs of the program which are not covered by the relatively flat state aid funding. Board and stakeholder group input will be sought through the winter for program implementation and any changes to the AIS strategic plan.

Goals, Objectives and Performance Measures for 2024

Planning & Water Management Department Goal #1

Implement portions of the adopted 2040 County Comprehensive Plan including transit planning and Natural Resource planning.

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: Coordinate with stakeholders including SW Transit, Smartlink, Met Council, and

County HHS and PW. Prepare a transit plan and potential long-term study to complement the 2040 County Comprehensive Plan, and prepare service and funding recommendations for the County Board. Determine the structure of transit coordination between the stakeholders including the need for a more centralized approach (point person or dept.), and coordinate with SW transit strategic plan efforts.

Measures of Performance Summary: Recommendations presented to the County Board. Development of a County Transit Plan. Continuation or changes to the Transit Committee/Coordination Team.

Planning & Water Management Department Goal #2

Shift AIS resources to follow AIS strategic plan and funding.

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

Objective: Per the AIS strategic plan, implement changes to the inspection and education areas to shift some AIS resources. These changes are based on labor trends, effectiveness, funding availability, and stakeholder input.

Tasks: Create a revised roving inspection approach for some lakes. Increase vegetation management funding and project implementation. Incorporate more education into watercraft inspections.

Measures of Performance Summary: Board approval of 2024 AIS plan. Implement roving inspection plan. Analyze impacted inspection hours and resources diverted to prevention. Vegetation management projects. Increased education initiatives.

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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(183,759)	(59,500)	(60,000)	(60,000)	0.84%	59,365
Expenditure total	1,005,062	953,564	1,013,429	1,013,429	6.28%	
WMO Tax dollars needed	821,303	894,064	953,429	953,429	6.64%	

An increase of \$59,365 to the WMO levy is proposed which accounts for a 6.6% levy increase. A summary of the Levy changes is as follows:

- An increase of \$8,459 in the WMO portion of the SWCD allocation.
- An increase in the WMO portion of staff salaries of \$38,861 which includes funding for the proposed Land Management FTE.
- An increase in monitoring and project budget of \$1,345.
- An increase of \$10,400 to the CCWMO portion dedicated to AIS program staff costs.

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 \$175,000, funded with non-general levy (increase of \$300 from 2023)

- Project Requests (from several cities and WMO programmed) - \$140,000
- State Grant Match (leverage up to \$800k) - \$35,000

WMO Accomplishments and Highlights

Implementation of the CCWMO Water Management Plan has been robust with several capital projects completed or ongoing this year. These include the Bevens Creek Dam removal, a Crow River streambank restoration, the Chaska Creek Stream re-meander and several ravine stabilization projects. Projects have been possible due to success with receiving state Clean Water and DNR funding (up to \$800k for the two-year period). The CCWMO has also witnessed record permit numbers since 2021 with the rapid growth of the County continuing. This has reduced the departments time for enforcement and permit follow up which will be greatly enhanced by the sharing of the proposed Land Management Planner.

CCWMO initiatives for 2024 include: working with developers and cities on improvements to the permit application and review process, continued implementation of grant funded projects, securing new state funds, updating the project list in the Water Management Plan and increasing assessment of the condition of WMO waters through the collection and analysis of more data. Staff is proposing to conduct enhanced one-time water monitoring beginning in 2024 using funds received by the County in 2023 from a Monsanto settlement (\$27,414).

Goals, Objectives and Performance Measures for 2024

Planning & Water Management Department Goal #3

Update the CCWMO Water Management Plan project list and priority water body list.

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

Objective: The Carver County Water Management Organization’s water management plan contains policies and implementation steps to create and maintain a project list. The project list (table 5-5 of the plan) is used to plan and budget for capital projects and grant requests. To qualify for state grant requests and to support project requests to the Board, the CCWMO reviews and updates the project list on a bi-annual basis.

Tasks: Staff is proposing to amend the plan in 2024 to keep the list current. Staff is also proposing to re-visit and re-check the priority water bodies listed in the plan (section 5.3).

Measures of Performance Summary: Prepare draft changes to the plan document. Meet with and seek recommendation from the CCWMO advisory committee. Present and seek approval from the County Board. Submit updates to the Board of Water & Soil Resources for approval.

Planning & Water Management Department Goal #4

Implement state Clean Water Funds.

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

Objective: Use secured outside grant funding to implement CCWMO water management plan and leverage WMO levy and other local funds.

Tasks: Implement 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; Continue implementation of funded projects. Seek additional state funding opportunities.

Measures of Performance Summary: Approved grant agreements with County Board and state BWSR, commencement of project contracts, completion of projects.

Planning & Water Management Department Goal #5

Coordinate permit tracking and enforcement along with Land Management and the SWCD

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: Coordinate with LM on enforcement policy, new position duties and WMO permit enforcement. Outline methods and tasks to enhance ongoing communication and permit/ site tracking with the SWCD. Identify improved efficiencies in the WMO invoicing process. Implement methods as needed.

Measures of Performance Summary: Updated CCWMO business rules. Methods in place for SWCD tracking, procedures outlined for permit/site tracking.

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 an increase in 2024 of \$17,082. This is in addition to the CCWMO allocation.

Soil and Water Conservation District						
Budget Summary	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Expenditure total	340,975	348,605	365,687	365,687	0.00%	17,082
Tax dollars needed	340,975	348,605	365,687	365,687	4.90%	

Levy Adjustments – Budget Overview, Attachment A –
4.9% allocation increase \$17,082

Summary of Accomplishments and Plans

The SWCD works with citizens and local government units implementing natural resource management at the local level. Our department works very closely with the WMO and Land Management staff. In 2024, the SWCD will focus on:

- Assistance with county ordinance/state laws for erosion control and wetland compliance
- Implementation of CREP, RIM, and CRP with local landowners by coordinating with state and federal partners
- Buffer law compliance
- Promote best management practices on agricultural lands and native vegetation/pollinator habitat on developed landscapes
- Public drainage ditch maintenance following the Redetermination of Benefits process

SWCDs do not have taxing authority and are funded through a combination of state and local sources. This year’s legislative session changed the way the state provides base funding to SWCDs. “SWCD Aid” from the department of revenue (general fund) will replace “District Capacity” funds from BWSR (clean water fund). While the funding amounts are very similar,

SWCD Aid is a more predictable and stable funding source and requires less grant reporting compared to the current structure.

With help from the SWCD, Carver County landowners have enrolled nearly 2,800 acres of land into permanent conservation easement programs utilizing over \$10 million of state and federal funds. These easements help to improve water quality and help achieve Carver County comp plan and water plan goals.

Goals, Objectives and Performance Measures for 2024

SWCD Goal #1:

Cooperate with the WMO to implement water quality improvement projects utilizing state grant funding through the state Watershed Based Implementation Funding program.

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

Objective: The WMO and SWCD will be receiving state grant funds to implement projects identified in the County Water Plan. Cooperation will be needed to effectively implement these grant funds.

Tasks: The partnership between the WMO and the SWCD allows each agency to capitalize on the strengths that each agency brings to the partnership. Funding is provided through the Board of Water & Soil Resources (BWSR) from the Clean Water Fund. The SWCD provides technical assistance to the WMO for project design components and construction oversight.

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.

SWCD Goal #2:

Continue working with Carver County departments to provide assistance with natural resource management.

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

Objective: Provide technical assistance for wetland protection and restoration, construction site erosion and sediment control, ecological restorations and enhancements, public ditch inspections, and other natural resource management issues.

Tasks: The SWCD has the technical expertise to assist County departments with these natural resource management issues.

Measures of Performance Summary: By utilizing the SWCD to assist with natural resource management, County departments save money by not having to hire private

consultants to perform the tasks. A good example of this is that the SWCD completes construction site erosion and sediment control inspections on WMO water permit sites to ensure proper best management practices are being followed, as required by the water rules. If a private consultant was providing this service, the cost to the County/WMO would be significantly higher.

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. In addition to the CREP program, the State of Minnesota is introducing a new Re-Invest in Minnesota (RIM) Wetlands Program.

Tasks: SWCD staff will continue to work with landowners and state and federal agencies to make these programs available in Carver County. The SWCD will promote application periods, assist landowners with applications, and follow through with installation of projects that are selected for funding. The programs provide a funding source to implement wetland restorations that are a priority in the County Water Plan.

Measures of Performance Summary: 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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(240,703)	(87,000)	(90,000)	(90,000)	3.45%	281,036
Expenditure total	3,145,588	3,399,983	3,684,019	3,684,019	8.35%	
Tax dollars needed	2,904,885	3,312,983	3,594,019	3,594,019	8.48%	

Levy Adjustments – Budget Overview, Attachment A – \$118,000

\$95,000 – Utility cost increases- In the past year, we have witnessed a rise in utility expenses, which has put a strain on our budget and in result will need to add additional funds to cover our 2024 expenses.

\$23,000 – Waterfront Service Center Utility costs- Increase budget to cover a full year of costs. The 2023 budget request covered only a partial year.

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 security assessment. Examples of past projects include additional card readers or cameras, motion sensors on lights, and mirrors in hallways.

Facility Services - Budget Overview, Attachment D: Facilities Manager Initiatives: \$355,000. These funds are requested to make repairs and changes to existing buildings and workspace as needed throughout the year. The cost of many construction materials has increased and as our facilities and infrastructure continue to age, we continue to have on going needs to keep our facility in running order.

One-Time Projects – Budget Overview, Attachment E – \$600,000 requested, \$480,000 approved.

Facilities – Elevator Upgrades - **\$75,000**, approved. The 602 building is needing to have the elevator upgraded. The current state of this asset has an obsolete controller and further maintenance, and repairs are becoming increasingly costly and more difficult due to lack of parts.

Facilities – Replace RTU/s at PW Cologne (3) - **\$65,000**, approved. The three large RTU’s at PW are reaching end of life and need to be addressed. Along with several mechanical issues, one of the RTU’s has a failed compressor. The current plan is to replace one RTU per year as the control boards currently do not mesh with our Energy Management System (EMS). Upgrading these units will give us better control and visibility into the HVAC at this location.

Facilities – Landscaping for County Buildings - **\$75,000**, approved. Landscaping throughout the county continues to be a need and the goal for 2024. The goal will be to upgrade and/or enhance landscaping features throughout the county and find a reputable vendor that can provide ongoing maintenance throughout the county.

Facilities – Concrete Replacement Gov Center - \$35,000, not approved. Assessment of the sidewalk will continue to happen in 2024 and will be prioritized based on need and the information that is presented from the space study.

Facilities – Remodel Sheriff lobby restrooms - **\$75,000**, approved. Restrooms continue to be on our list of projects and facilities hopes to have the capacity and monies to get this completed in the next year.

Facilities – County Buildings Carpet and Furnishing replacement - **\$125,000**, approved. Workspace upgrades will be prioritized based on facilities capacity and space study findings.

Facilities – Stone Fascia Repair - \$25,000, not approved. Exterior fascia repair will be prioritized based on facilities capacity and space study findings

Facilities – Admin West Front window/entry door replacement - \$60,000, not approved. Admin West front window and door repair will be prioritized based on facilities capacity and space study findings.

Facilities – Replace secondary water heater 606 Building - **\$65,000**, approved. The replacement would give back up water heat for the jail. At this point in time if the main water heater would go down there would not be an alternative hot water source for the jail.

The department had 16.16 FTEs in 2023, no additional FTEs requested in 2024.

Facility Services Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Assistant Facilities Project Manager	2.00	1.00	-	-	1.00
Custodial Supervisor	1.00	1.00	-	-	1.00
Custodian	6.00	6.00	-	-	6.00
Custodian (STOC)	-	0.16	-	-	0.16
Facility Services Manager	1.00	1.00	-	-	1.00
Facility Technician	3.00	3.00	-	-	3.00
Journeyman Electrician	1.00	1.00	-	-	1.00
Lead Facilities HVAC Technician	-	1.00			1.00
Lead Facility Technician	1.00	1.00	-	-	1.00
Master Electrician	1.00	1.00	-	-	1.00
Department Total	16.00	16.16	-	-	16.16

Summary of Accomplishments and Plans

In 2024 the Facility Services Department will continue efforts focusing on HVAC upgrades to improve air quality, efficiency, and reliability. With COVID-19 we have changed to better air filters, increased the percentage of outside air into the building, and increased air movement. Some of our main rooftop units are reaching their end-of-life cycle and need to be replaced on a prioritized schedule.

The department will continue to research new security measures. We are planning on adding more security camera locations and upgrading cameras that have older technology. We are adding more

card access to keep offices and corridors secure. Outdoor lighting is being converted to efficient LED technology which will increase the level of light without increasing utility costs.

Another focus in 2024 is to complete some deferred maintenance projects including roof replacements, elevator upgrades, and concrete repairs.

The department has restructured positions to make sure we optimize the skills that we have on the team. This included hiring an HVAC Technician and a Journeyman Electrician. With newer technology and the addition of new buildings they will prove to be valuable assets. The custodial staff continue to disinfect and clean their areas so employees and the public can have a safe, clean building to walk into. A focus in 2024 is to better track assets and develop a more structured maintenance program to increase efficiencies.

Goals, Objectives, and Performance Measures for 2024

Facility Services Goal #1

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: We will be working with Energy Management Solutions (EMS) to help identify energy efficiency and energy savings projects. During this process we will be identifying benchmarks for energy use that will allow us to compare year over year energy usage

Facility Services Goal #2

Improve Asset tracking and management (*life cycle of assets*)

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

Objective: To establish life cycle tracking system for Facility Services Assets, aimed at optimizing asset liability management. This initiative will seek to enhance operational efficiency and reduce maintenance costs and ensure regulatory compliance through tracking, analysis and reporting mechanisms for the entire life of the asset.

Tasks: To optimize asset and liability management. the organization will conduct a comprehensive asset inventory and classification, categorizing assets based on type, age, usage, and criticality. The development of a life cycle analysis framework, including key performance indicators, will guide the organization through planning, acquisition, operation, maintenance, and disposal phases.

Measures of Performance: By regularly monitoring and assessing these KPIs, the organization can gauge the effectiveness of its efforts in optimizing asset and liability management for HVAC and other large building mechanicals. Adjustments and improvements can be made based on the results to continuously enhance performance.

Facility Services Goal #3

Improve service level gaps by cross training and retaining quality staff.

Supports County Goal I: Continue the County's delivery of high-value, timely service and support.

Objective: Identify and understand gaps in services and the capabilities of the facilities staff to maintain county assets.

Tasks: review current service offering provided by the Facilities staff for maintaining county assets. Evaluate the skills training and expertise of the staff and identify where additional training, skill development or contracted services are needed to meet the demands of the County facilities.

Measures of Performance: Being able to effectively and efficiently identify what additional staff, PSA’s and maintenance tasks gaps we have throughout the county through customer satisfaction and timeliness of services requests closed.

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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(413,686)	(344,793)	(343,643)	(343,643)	-0.33%	365,839
Expenditure total	4,402,957	4,741,359	5,106,048	5,106,048	7.69%	

Tax dollars needed	3,989,271	4,396,566	4,762,405	4,762,405	8.32%
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- **Levy Adjustments – Budget Overview, Attachment A – \$124,000**

\$22,000- Library mobile hotspots- One of the most in demand items in the library collection has been mobile hotspots which allow patrons to access the internet from just about anywhere. These hotspots are critical to reaching the County goal to make high speed internet available to all citizens. First funded by a LSTA grant, a small grant from MELSA and a grant from the Library Foundation, these hot spots have become extremely popular. In the past year, the increase in circulation of hotspots is up 43%. For 2023, the hotspots will be funded by a Dahlke innovation grant, but this will only pay for one additional year of support. These hotspots need to be moved into the regular library budget. As they are circulating items, the money for such items would come from the collection budget which cannot, under current funding, support this popular and necessary items which provide internet access to those without it. Without additional funding, the library will no longer be able to offer hotspots to patrons beginning in 2024.

\$26,000- digital collection increases- The numbers of new users accessing digital collections by joining Overdrive is averaging 350 new users per month and our circulation is up 52% from a year ago. The demand for digital collections has led to publishers, and our digital collection vendor Overdrive, to increase prices. Like the print collection, the library cannot keep up with stated hold ratios and provide a broad collection of materials. Since the inception of the switch to Overdrive, Carver County has benefited greatly from materials put into the collection directly from MELSA dollars, both general funds and grant funds. As the grant has ended and MELSA funds serve more users, there is need for Carver County Library to increase the amount spent on digital collection. Our digital library card project rolling out to more schools providing access for students to digital content also requires more funding. In 2022, we were able to cut the physical materials budget to increase the total amount spend on digital to 25%, but the huge demand on this service – and to get us aligned with our MELSA peers – requires that we increase spending to at least 30% which can only come about with new funds.

\$30,000- Library print collection increases- The landscape for library collection use is changing with more patrons using digital collections, however, circulation of our print collection is returning to pre-COVID levels. Our ability to circulate more materials is hampered by the library’s inability to meet stated hold ratios and maintain a broad collection of materials for patrons who prefer something other than bestsellers. The number of materials purchased for the print collection continues to decrease as inflation in book prices, decrease in vendor discounts, and increases in processing fees diminish

the library’s buying power. It is difficult to maintain our print collection, and the circulation it produces, without funding to make up for lost buying power.

\$11,000- transition to blu-ray DVD format - Replaced with a request for increased STOC budget under Attachment B.

\$35,000- Library technology subscriptions- The Library’s contract for RFID solutions is up for renewal in 2024. This includes software for all staff stations, all self-checks, circulation stations, all RFID pads, FEIG antennas, self-check PCs, security gate, conversion laptop, tags, licenses, support and maintenance. This is an essential part of both staff and patron workflows and interactions. The original project to add RFIDs tags to all materials, staff software, and equipment was a capital investment. Options for renewal on a subscription basis are now available, which would provide cost-effective solution. Additionally, this would allow the Library to adapt as equipment needs change, particularly with the potential of a new Chaska Library.

Furniture/Equipment replacement- Budget Overview, Attachment D: The Library requested \$20,000 for furniture replacement and refurbishment. As our buildings age, it is essential to keep pace with the wear and tear on furnishings, as well as the lifespan of equipment. Taking a proactive approach to replacing furniture and equipment enables us to uphold facilities that offer welcoming, accessible, functional, and safe spaces. The allocation for furniture and equipment is determined on a case-by-case basis, with a yearly rotation system implemented among branches.

Conference and Training- Budget Overview, Attachment F: In 2024 \$22,500 was budgeted for conferences and training.

The Library requested 1.80 FTEs in 2024, 0.25 FTE was approved in the final budget as indicated below.

Library Staff	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Position:					
Administrative Assistant	0.80	0.80	-	-	0.80
Associate Librarian	3.90	3.90	-	-	3.90
Community Engagement Coordinator	0.80	0.80	0.20	-	0.80
Law Library Paralegal	0.80	0.80	-	-	0.80
Librarian	11.50	11.50	-	-	11.50
Library Assistant	12.61	12.61	0.35	-	12.61
Assistant Library Branch Manager	-	-	1.00	-	-
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	2.39	2.39	-	-	2.39
Library Systems Administrator	1.00	1.00	-	-	1.00
Library Technology Associate	2.00	2.00	-	-	2.00
On-Call Librarian	0.78	0.78	0.25	0.25	1.03
On-Call Library Assistant	0.46	0.46	-	-	0.46
Department Totals	44.04	44.04	1.80	0.25	44.29

Staffing Requests – Budget Overview, Attachment B –

Library STOC- 0.25 FTE- \$11,000 levy need (approved)– The additional STOC hours will support the anticipated need to ensure libraries can remain open normal operating hours with sufficient levels of staffing. STOC hours are needed to staff both Information and Service Desks effectively and efficiently in all six library branches. STOC hours aid in times of staffing challenges due to existing PTO requests, illness, resignations, leaves of absence, retirements, and promotions. Additionally, staffing costs and the cost of STOC employees have increased.

Library Assistant- 0.33 FTE- \$50,298 levy need (not approved). The additional hours will be added proportionally to all three western branches to fill-in gaps in the existing schedule and provide depth for coverage throughout all western branches. This position will share responsibilities as point person for the Express Libraries, the daily statistical records and daily cash reports as well as provide desk coverage. In addition to providing depth on the schedule the goal is to avoid the chronic high cost of recruitment and training new staff, provide stability and longevity. Additionally, this will round out having one full-time library assistant in each of the library clusters. Chanhassen/Victoria and Chaska/Administration each implemented full-time library assistants, which has indeed provided staffing stability and a stepping stone opportunity for part-time staff.

Assistant Library Branch Manager- 1.00 FTE- \$111,975 levy need (not approved). This would add back the one full-time Assistant Branch Manager position that had been previously part of the Western Branch structure and had been cut during the recession (approx. 2008). This position will be the primary on-site point person at the Watertown and Norwood Young America branches for facility and public service-related issues. It would offer management support for the 3-branch cluster. It would also provide an opportunity for librarians seeking management and supervisory experience in preparation for a branch manager position.

Increased hours in the western branches with these two positions would bring the ratio of staff-to-building-hours closer to the ratio that Chaska/Administration and Chanhassen/Victoria are staffed.

Community Engagement Coordinator- 0.20 FTE- \$16,497 levy need (not approved). With the additional 8 hours this position would be able to adequately support system work and duties related to program contracts, Legacy funding, communications/marketing, system-wide

outreach events, and volunteer coordination. Additionally, this position could more fully provide support to Library Administration and work shifts at the Information Desk across the system as needed. With the projected growth of the County, growth in staffing levels is crucial as well. Creating a 1.0 FTE this position would also aid in recruitment and retention.

Summary of Accomplishments and Plans

In 2023, the Library launched a new 5-year strategic plan which aims to align with the overarching plan of Carver County. As part of this work, “Library Promises” were developed by library staff and management to further support efforts and dedication to providing superior customer service. An all-staff training was held to support this initiative after which all branches developed a plan to implement five-star customer service improvements.

Circulation reached above the 1,000,000 mark in 2022 with a noticeable increase in digital checkout. The number of digital checkouts continues to grow with eBooks and eAudiobooks through the Libby app. Rising publisher and vendor costs, along with shipping delays remain a challenge for print materials. The Collection Team is utilizing reports and analytics from the Library’s Integrated Library System (ILS) to aid in how to best utilize resources and meet the growing needs of Carver County communities.

In 2022, a youth collection diversity audit was completed, and that work has continued with auditing the adult collection. Although the projects will be completed by the end of 2023, ongoing efforts will be made to continue to build on this foundational work. As part of this, an all-staff goal related to diversity, equity, and inclusion was incorporated along with staff training related to collection diversity.

Technology remains a core aspect of the customer service the library provides in aiming to provide access to patrons. In early 2023, the Library implemented automatic renewals of materials, as well as SMS text messaging for hold notifications. The 2022 Metropolitan Library Service Agency (MELSA) digital survey was analyzed which fully supports the continued circulation of Wi-Fi hotspots as well as access to fax machines, scanning, and printing. Planning is in the works for the installation of new network switches in each of the branches later in 2023. The virtual library card project continues to roll out to additional classrooms in the Waconia school district and conversations about expanding to other districts have begun.

Connecting patrons with early literacy resources and programs remains a core service and foundational philosophy for the Library. The Youth Services Team has developed a plan to re-energize the 1000 Books Before Kindergarten which will launch in Fall 2023. Additionally, emphasis on STEM programming and collection continues to grow.

Adult Services continues to implement a portion of programs virtually and via hybrid models by offering both in-person and streaming online. A new initiative in health literacy programming and collection has also brought new community partners into the library and helped to strengthen existing partnerships. Furthermore, a new international programming team was launched to increase intentionality in connecting different generations together in library program experiences.

As we move into 2024, the Library will look to its new strategic plan to continue to guide the services and programs offered to maintain a high level of customer service within our communities.

Highlights of major initiatives/goals planned for 2024:

Library Department Goal #1 – Customer Service:

Supports County Goal I: Continue the County's delivery of high-value, timely service and support
Maintain and improve welcoming and accessible environment for all

Task: Implement new RFID Solution

Provide resources reflecting our communities and diverse points of view

Task: Revamp holiday collection using Diversity, Equity, and Inclusion lens

Task: Implement Libros Y Mas grant to improve juvenile Spanish Language collection

Develop and present events and programs in person, virtually, and/or hybrid based on community needs

Task: Create a plan for virtual youth service programming and resources

Library Department Goal #2 - Communities:

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

Provide an enriching, inclusive, and safe library experience

Task: Implement intergenerational storytimes and in-person library programs and experiences

Library Department Goal #3 - Culture:

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

Build a well-trained, well informed, highly motivated, diversity sensitive, and skilled staff

Task: All staff goal related to implementation of RFID Solution and associated software

Task: Improve collection maintenance activities by training all staff on unified process for weeding by condition and training selectors on use of discard card and last copy removed tools

Task: Training for Youth Services staff to evaluate and recommend resources for beginning readers.

Library Department Goal #4 - Connections:

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

Promote the joy of reading and lifelong learning

Task: For each county department, city department, or community group partnership that was made in 2023, continue the relationship by offering at least one program with them in 2024.

Task: Promote collection through use of Syndetic Unbound list making process

Explore additional ways to eliminate barriers to library services

Task: Connect with patrons about suggested purchase requests

Library Department Goal #5 - Finances:

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

Be good stewards of resources received

Task: Utilize Library Foundation funds and community resources for programming that position Carver County Library as a community hub.

Library Department Goal #6 - Growth:

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

Embrace technology that grows and changes

Task: Continue to grow and develop the Virtual Library Card project in partnership with Carver County school districts

Veteran Services

Carver County Veteran Services (VS) 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) grants, and burial & memorial benefits – local, state, and federal.

Veteran Services 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 operates 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 daily.

Budget Highlights

The following table summarizes the department’s budget:

Veterans Services Office Budget						
Budget Summary	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(26,523)	(12,500)	(12,500)	(12,500)	0.00%	(15,263)
Expenditure total	461,560	520,034	504,771	504,771	-2.94%	
Tax dollars needed	435,037	507,534	492,271	492,271	-3.01%	

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 2024.

Veteran Services has 5.28 FTEs in 2023 and no requested changes for 2024.

Veteran Services Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Asst. Veteran Services Officer	2.00	2.00	-	-	2.00
Veteran Services Driver	0.80	0.80	-	-	0.80
Veteran Services Officer	1.00	1.00	-	-	1.00
Veteran Services Rep.	1.00	1.00	-	-	1.00
STOC – Clerical	0.28	0.28	-	-	0.28
STOC - Veteran Services Driver	0.20	0.20	-	-	0.20
Department Totals	5.28	5.28	-	-	5.28

2023 Highlights

The most significant highlight of 2023 was the hiring of our new Veteran Service Officer. The office was able to quickly get him acclimated and build a team rapport that has brought new energy and vigor to the office. Having a full office has allowed the Assistant Service Officers to return to focus on their clients while also receiving the support of the new Service Officer who came in with years of experience.

Since bringing in the new Service Officer the office has started an active campaign to seek out our veteran population that does not know of our location and/or services. We have done this by using the annual CVSO grant to begin advertisements at local restaurants, by using VA systems to give us the information on veteran residents that are attempting to seek benefits on their own, and developing letters to send new residents of carver that homestead their property and state they are veterans as well as using state systems that generate a list of county residents that applied for the Post 9/11 Veteran Service Grant from the State.

The passing of the “Sergeant First Class Heath Robinson Honoring our Promise to Address Comprehensive Toxics Act of 2022” or PACT Act has opened the door for new and expanded benefits and healthcare for veterans and their dependents. We have spent a significant amount of time and resources assisting veterans and their families and will continue to get the proper information to the veterans of Carver County to ensure benefits are received. Significant changes are coming for the Camp Lejeune Water Contamination Act affected veterans in 2024. Our outreach efforts will be to ensure everyone affected by the recent law changes understands their timelines and benefits properly.

The Minnesota Department of Veteran Affairs is administering a service bonus for Minnesota veterans that served Post 9/11 and Gold Star Families until June of 2024. This grant can range

from \$600 for a veteran that served during this timeframe to \$1200 if they served in a combat theatre during this time or \$2000 for the family who lost a serving member in combat. There is an additional grant through the Minnesotans Military Appreciation Fund that grants \$500 to any Minnesota veteran that served in a combat theatre after 9/11 as well.

These bonuses present many opportunities for our staff to connect with a new, younger generation of veterans. When we encounter a client for the first time, VS staffers not only assisting in gaining the bonus payments, but also conducting an intake focused on education of other qualifying benefits. We hope to have a robust outreach calendar in 2024 to spread the word to Carver County communities about these two key areas of veteran benefits and services.

Client Workload

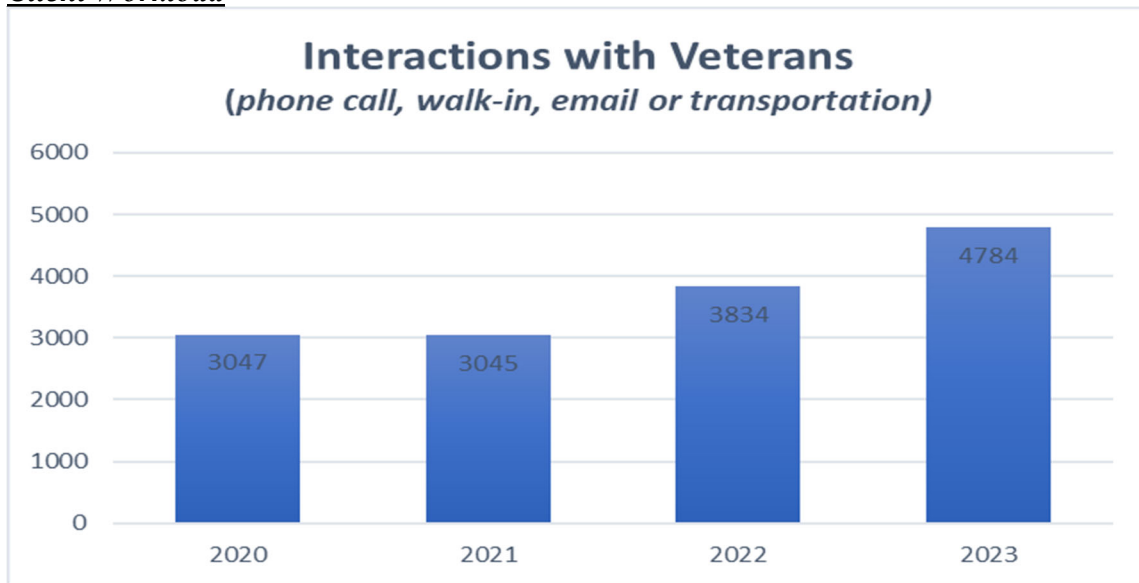


Table 1 –Interactions with our office each year, since 2020. Can be by phone, walking into office, an email interaction or a request for transportation.

In 2023, the VS staff continued their hybrid schedule of staff both working in the office and working from home. This move has allowed for employees to work in a quiet environment and is designed to let them catch up on any work (phone calls, emails, projects, etc) that need to be completed. The Veteran Service Officer since his hire has maintained an in-office schedule to ensure walk-ins and emergencies still receive immediate attention. The hybrid schedule seems to be working well for the Assistant Veteran Service Officers as they are also able to use those remote days to schedule the clients that don't require a face-to-face meeting or are able to conduct the meeting virtually. Currently, VS offers in person appointments, as well as phone and virtual (Microsoft Teams) appointments, as needed.

With the Post 9/11 Service Bonus, advertising campaign, use of State and Federal systems and mailers for new residents of Carver County who identify themselves as veterans we are increasing the number of interactions with the veteran population of Carver as well as increasing the caseload for each of the Service Officers in the office. The challenge will be to continue the high level of customer service that the veterans of Carver County have come to expect while meeting the increased demands on the VS office. Another year of increased activity or any other significant

law changes affecting veterans may place a strain on the office staff and an evaluation of caseload management may require the need for an additional position in the future.

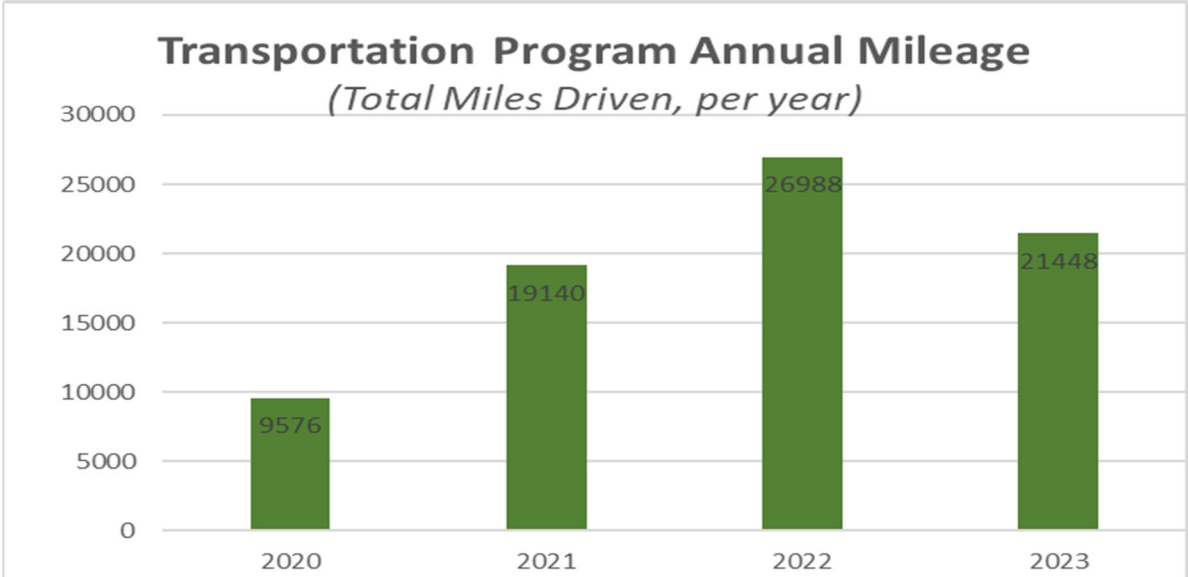
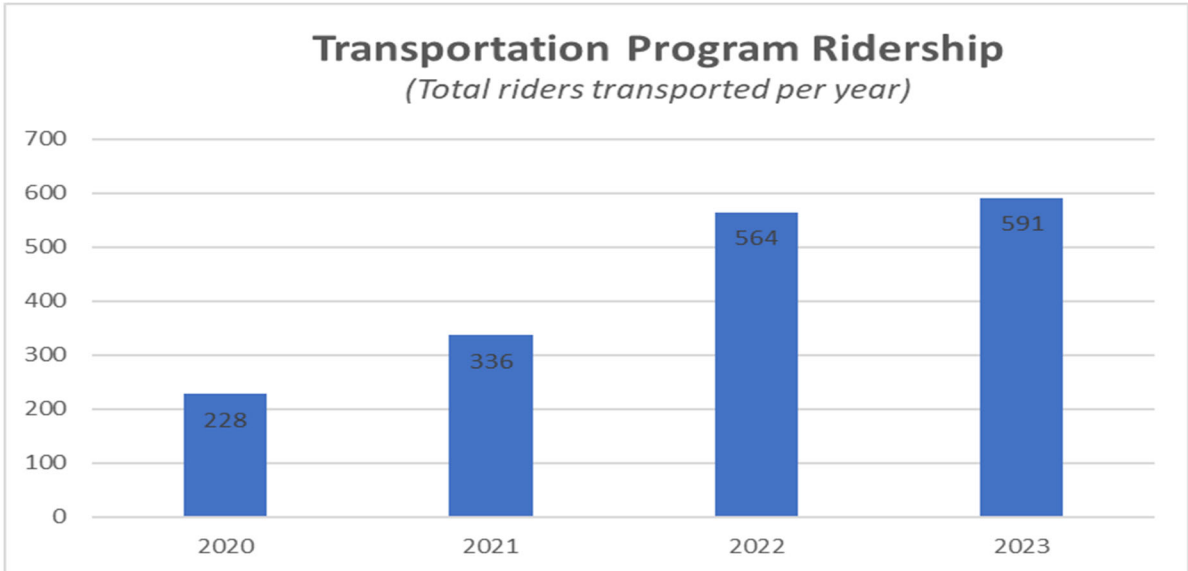
Outreach Efforts

In 2023, with a new Service Officer we took the opportunity to continue a robust outreach calendar that included fairs, conferences, homeless stand-downs as well as military appreciation events and veteran focused events. We started looking at how we do outreach and what that means for the office. We started working with local businesses that are partnering with the VA to develop a resource list of approved vendors here in the county for our veterans to use so they don't have to travel to Minneapolis or Shakopee to get the services they need. This helps local businesses by bringing in Federal dollars and incentivizes companies to assist more veterans to get those Federal dollars.

Our office participated in the first-ever Human Library event at a High School in the United States. This partnered the Chaska High School Junior and Senior students and veterans in our office. The veterans volunteered to be books that the students could check out and ask questions about their experiences, life and how they got to where they are. The veterans in turn got to tell their story and impact the students by giving life lessons learned sometimes through war and sometimes through hardships. The event was a success that is likely to be continued at the Chaska High School as well as expand to other schools that saw how successful it was for all participants.

Transportation

The Veteran Transportation Program is an important resource for Carver County veterans receiving healthcare through the VS System. Veteran Transportation Drivers deliver veteran passengers to and from their VA medical appointments, safely. As a result of this quality service, the VS team was able to assist 591 riders obtain free and low-cost healthcare at both the Minneapolis VA Medical Center and the Shakopee Community Based Outpatient Clinic. This is an uptick from the 564 riders we had in 2022. Our Transportation Drivers put a combined 21,448 miles on the Van and the Bus taking veterans to their medical appointments which is significant decrease in the previous years mileage. This may be a result of many of the Bingo Nights at the Hastings Veteran's Home being cancelled that the Transportation team assists with.



Tables 2 & 3 – Transportation mileage and riders transported each year, since 2020. The two generally mirror each other. Notable figures include a significant amount of miles driven for generally the same number of riders from years 2022 to 2023

Highlights of major initiatives/goals planned for 2024

In 2024, we will be expanding our usage and understanding of the metrics gained through VRM, our database to collect veteran information and interactions, to better understand our veteran population and how we can best find and serve them. This next year we will be focusing on ensuring our processes are efficient, continuing training and education to ensure our outreach efforts and information is factual and best serves the veterans in Carver.

Veteran services have seen an increase in veterans needing emergency assistance as well as gaps in Federal and State programs to assist dependents of veterans. The office will work with local organizations, County government and state agencies to solve immediate needs while advocating for legislative changes to fill in the gaps our veterans and families are finding themselves.

Carver County Veteran Services continues to reassess its use of business practices concerning data collection, engagement, technology, and other operations. The department's leadership will work with corresponding areas within the county to develop best practices for these methods and to ensure the best possible outcomes with veterans.

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 2024 budget cycle.

Tasks: Scheduling veterans and work functions (training, administrative, professional development, etc.) appropriately, reducing redundancies currently with multiple systems, 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.

Performance Measures: Track how many veterans are added to County veteran databases this year as well to measure effectiveness of outreach efforts, advertising program and mailers for new residents identified as veterans and veterans found through Federal and State databases that have sought assistance or benefits.

Veteran Services Goal #2

Continue training 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: Utilize monthly meetings to conduct in-service trainings for staff and inviting corresponding County partners in for educational question and answer segments.

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.

Performance Measures: Work output increased due to innovation/communication measures utilized.

Veteran Services Goal #3

Increase outreach and services to veterans in a practical way.

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. Continue to submit press releases for various events as well as broadcasting our successes to strengthen public’s trust in our work, knowledge and competency. With the many happenings and changes taking place in Veterans advocacy, we should not have any issue finding messages to communicate to the public and, more importantly, to our veterans.

University of Minnesota County Extension Service

The University of Minnesota Extension and Carver County have an educational partnership. Support for these educational programs comes from a combination of local public funds, program fees, grants, state and federal funds. The University 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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(7,598)	(1,700)	(1,000)	(1,000)	-41.18%	13,332

Expenditure total	302,353	325,383	338,015	338,015	3.88%	
Tax dollars needed	294,755	323,683	337,015	337,015	4.12%	

Carver County Extension had 1.10 FTEs in 2023. No new position requests were made for 2024 as the following table indicates.

University of Minnesota Extension Carver County Staff Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Extension Administrative Tech.	0.90	0.90	-	-	0.90
Clerical Support (STOC)	0.20	0.20	-	-	0.20
<i>Department Totals</i>	1.10	1.10	-	-	1.10

Levy Adjustments – Budget Overview, Attachment A –

MOA Staffing increase of 2.5%. The Association of Minnesota Counties negotiates the costs of the University of Minnesota positions which provide services to local counties. Based on the positions that Carver County contracts for through the MOA, the increase for 2024 is \$13,332.

Summary of Accomplishments and Plans

University of Minnesota Extension collaborates with communities across the state, providing U of M research, expertise and educational experiences through a network of local county offices. In Carver County, the memorandum of agreement supports programs for youth kindergarten through one year past high school through 4-H, agriculture and natural resources education, financial literacy and counseling, and Master Gardener volunteer program coordination.

Carver County 4-H will continue to develop partnerships in 2024 that engage young people in 4-H programming that are not currently participating in positive youth development programs. Partnerships with the county Libraries, Parks and Rec, Planning and Water Management, and Waconia, Eastern Carver County and Central Public Schools Community Education are underway and will be expanding in the coming year. 4-H is piloting ways to engage teens in leadership opportunities that will help with retention of youth and encourage young people to engage in county and statewide programs. 4-H will continue creating educational opportunities, including STEM day camp offerings and career exploration, that engage the growing enrollment in 4-H in Carver County. Staff capacity to support this growing program to reach its full potential continues to be a limiting factor and hopefully funding for an additional educator can be secured in the coming years. With 504 approved members and 183 volunteers, Carver is one of the largest single-educator county programs in the 15 county Central Region.

In Agriculture and Natural Resource programs the emphasis in 2024 will be to develop programs that address beginning farmer and rural living regarding water quality and best management practices with an emphasis on rural community resiliency. There will also be an increased effort to build upon farm transition offerings including teamwork with financial capability. Lastly, opportunities to address urban issues, backyard poultry, food access, and ag tourism will be prioritized. An important event will be hosted titled Ag Horizons, which will bring critical agriculture stakeholders together to evaluate current agriculture data and trends and make

recommendations for future actions.

Financial Capability continues to pursue new partners for financial education and financial counseling while maintaining established partnerships with emphasis on Carver County supported entities. Financial Capability continues to collaborate with the Agriculture Educator to offer farm transition programs. In 2024, I am planning to focus on later life issues education and hope to partner with a variety of senior groups and programs in the county. Evaluation will track outcomes of classes and counseling held.

For the Extension Master Gardener Volunteer program, goals for 2024 are continuing to expand our work with residents and locations that may have food insecurity issues, such as our recent work with Riverview Terrace Mobile Home Community Garden. Master Gardeners will continue the revamp on the Carver County Teaching Gardens at the Waconia Fairgrounds, and include work on a garden for the visually impaired, educational signage, and final improvements will be completed in 2024. The intent is to increase programming at the Teaching Gardens specifically for youth in the area. We plan to expand our Giving Gardens Food Donation program, which was first implemented in 2023. After Covid our work in senior living facilities has waned. A goal is to reinvigorate this programming and increase our presence for this age and residence demographic. The volunteers will continue to host well attended online webinars in February and March in conjunction with the library system. These webinars average between 50-75 attendees.

Historical Society

The Carver County Historical Society is an independent agency charged with preserving Carver County’s History.

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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Expenditure total	492,756	244,652	256,640	256,640	4.90%	11,988
Tax dollars needed	492,756	244,652	256,640	256,640	4.90%	

The above budget includes the increased allocations for additional staff related costs that are outlined in Attachment A- **\$11,988**.

The above table only represents the County’s allocation to the Historical Society. In addition to the County’s allocation, the Historical Society receives revenues from program fees, fundraising, memberships, donations, grant funding, foundations, and sponsorships.

The table also shows an increase in County allocation for 2022 actual. In this year, the County provided additional funds towards a challenge grant for the Peterson farm.

The Historical Society’s largest expenses are related to payroll/staffing. They also have expenses

related to operations such as program supplies, utilities, mileage for school programming, program expenses, traveling exhibits that are free to the public, technology, website, and marketing.

Historical Society Organization

The Historical Society is governed by an 11-member Board of Directors. The 2024 Board members are President Mark Willems- Cologne, Lin Deardorff- Waconia, Vice-President Marta Beckett-Waconia, Secretary, David Lavin-Carver, Treasurer, Patti Dietzel-Cologne, Bryce Johnson, Mound, Thomas W. Larkin, Watertown, Christophe Morschen, Mayer and Corrine (Corky) Ibeling, Watertown. Two County Commissioners serve as County Board liaisons - Tom Workman and John P. Fahey.

The Historical Society has five employees (not County employees): an Executive Director, Curator, Educator/Exhibits, Part-Time Office Manager, and Part-Time Researcher.

The Historical Society has five affiliate organizations: Chaska Historical Society, Chanhassen Historical Society, Willkommen Heritage Center of Norwood Young America, Watertown Historical Society, and Waconia Heritage Association.

Progress on Major Initiatives 2023

The Carver County Historical Society saw a lot of positive movement in 2023. The Peterson farmhouse saw restoration work continue. The modern porches were torn off, new footings installed and both porches rebuilt. In addition, electrical, plumbing, a new roof installed, and security systems were updated and/or installed. As weather permits, the exterior paint will complete the process in the spring of 2024. Tours of the house will be available in 2024.

The middle barn upper level is complete. The lower level of the building has now begun the process of design for classrooms, exhibits, and a formal entrance onto the property. The granary restoration work was tabled until 2024.

Visitation continues to rebound with an additional 1500 contacts per year. COVID recovery has been slow but consistent. Before COVID, the Historical Society regularly saw 11,000+ visitors per year. In 2021, our numbers increased to 6055. In 2022, they were at 7056 and in 2023 we were counted 8516 which is 516 more than projected. This is in part to our traveling exhibit, Material Pulses: Seven Viewpoints.

Our annual vintage baseball game and Fall on the Farm have continued to be a success. Fall on the Farm continues to be sponsored by Thrivent. In 2023, we added a pumpkin giveaway the weekend before Halloween.

One highlight is the German museum Haus der Geschichte Baden-Württemberg borrowed our Grimm artifacts for their exhibit, "A New Life in the U.S.". Curator Jeremy Murray was able to travel with the artifact and observe their curators at work. His trip was paid for in its entirety by Haus der Geschichte Baden-Württemberg. Several items including the wooden box Grimm used to transport his alfalfa seed to the U.S. The artifacts will be returned in the summer of 2024.

Two small Legacy grants were won. One for an HVAC assessment of the house the CCHS uses for artifact storage and one to develop a Veterans computer program to house Veteran photos and data.

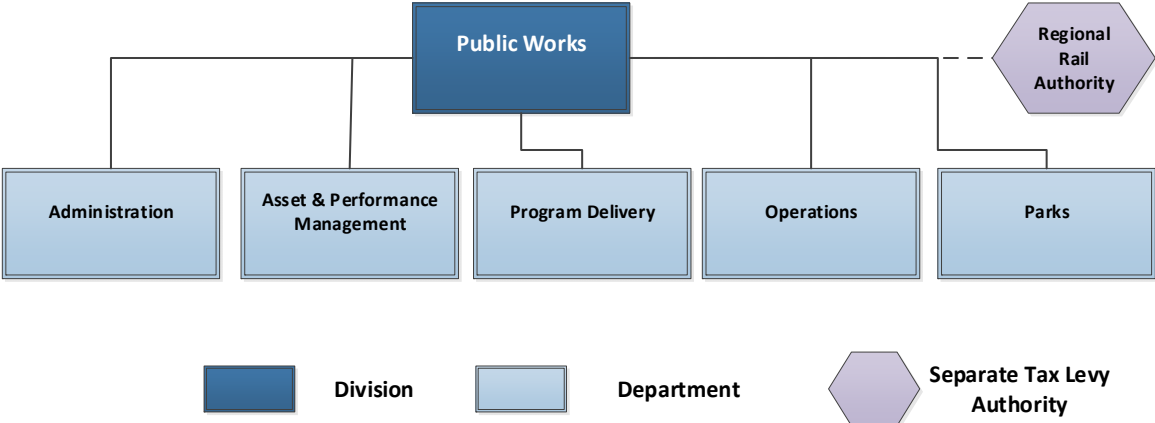
Major initiatives/goals planned for 2024.

The Historical Society's focus in 2024 at the Peterson farm, will is to complete the restoration work on the Peterson farmhouse, restore the granary, and complete the middle barn lower-level construction drawings. A large Legacy grant will be written to replace the HVAC system in the collection storage building. The Veterans database will be completed and presented to the public. History tours of Coney Island will begin with the help of an on-call tour guide. We will also be working on updating our long-range plan for the organization.



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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(7,001,035)	(5,754,851)	(6,090,082)	(6,090,082)	5.83%	1,003,931
Expenditure total	12,287,849	12,846,941	14,186,103	14,186,103	10.42%	
Levy dollars needed	5,286,814	7,092,090	8,096,021	8,096,021	14.16%	

Levy Adjustments – Budget Overview, Attachment A –

- \$10,000- Parks Operations-
 - \$10,000- Site and Ground Improvements
- \$328,150 – Public Works-
 - \$50,000- Micro Station
 - \$167,000- Cracksealing- professional services
 - \$6,900- Rural Intersection Lighting
 - \$14,250- Conference & Training
 - \$90,000- Seal coating oil and aggregate

Conference and Training Requests- Budget Overview, Attachment F - The Public Works budget for conferences and training is \$127,210, increased by \$35,560 for 2024. \$14,250 of the increase was funded through Attachment A.

The division currently has a total of 79.38 full-time equivalent (FTE) positions and requested an additional 3.83 FTEs requested in 2024, of those requested FTEs 2.83 were approved and included in the 2024 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:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Administration	5.00	5.00	-1/+1	-1/+1	5.00
Program Delivery	24.15	24.03	0.60	0.60	24.63
Asset and Performance Management	4.17	4.17	1.00	-	4.17
Operations	31.93	31.93	-	-	31.93
Parks	14.25	14.05	2.23	2.23	16.28
Division Totals	79.50	79.18	3.83	2.83	82.01

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 2023. An elimination and creation, netting 0.00 FTE was requested and approved during the 2024 Budget process.

Administration Department Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Administrative Assistant	1.00	1.00	(1.00)	(1.00)	-
Administrative Technician	1.00	1.00	1.00	1.00	2.00
Administrative Services Manager	1.00	1.00	-	-	1.00
Senior Accounting Technician	1.00	1.00	-	-	1.00
Public Works Division Director	1.00	1.00	-	-	1.00
Department Totals	5.00	5.00	-	-	5.00

Staffing Changes - Budget Overview, Attachment B-

Administrative Technician-1.00/ Eliminate Administrative Assistant-1.00 FTE

Increased administrative and accounting duties will now be shared between two Administrative Technician positions.

Summary of Accomplishments and Plans

2023 Accomplishments

- Completed implementation of Public Works Reorganization.
- Applied for funding for US 212 and Highway 5 and Highway 18 to augment county sales tax budget. Received \$19 M from MnDOT for Highway 212, \$20M from the state legislature for Highway 5 and \$10M from the state legislature for Highway 18.
- Applied for \$7M in earmark funding for Highway 5. Awaiting final federal budget bill.
- Applied for DOT discretionary Safe Streets for All \$15 M grant and RURAL \$25M grant for Highway 5.
- Continued to enhance internal and external communication using Teams and
- Continued implementation of Procore program management system. Began testing OpenGOV for CIP use.
- Assisted Public Service with space planning needs at PW facilities as part of County space plan.

Goals, Objectives, and Performance Measures for 2024

Administration Goal #1

Update CIP and Transportation Tax Plans

See CIP Narrative

Supports County Goals: Growth- Manage the challenges and opportunities resulting from growth and development.

Objective:

Update CIP and TPP using revised revenue projections and grant information.

Prioritize projects to utilize new Transportation Advancement Account revenue. 41.5% can be spent on Active Transportation projects (non-motorized transportation e.g. ped-bike facilities) or Corridor Safety Studies, 41.5% can be spent of roadway preservation, replacement, excluding expansion, 17% can be spent on Transit, Complete Streets, or Greenhouse Gas emissions mitigation.

Tasks:

- Estimated new revenue (historical and grants assumptions)
- Update project costs.
- Incorporate Pavement Management Models to determine resurfacing needs.
- Revise R&B CIP and Parks and Trails to meet new revenue scenarios.

- Engage Transit Providers to develop recommendations for TAA transit funding.

Measures of Performance: Revised plans with updated forecast and cash flow

Administration Goal #2

Continue to seek grants to fully fund Highway 5 from 80th St. to Century Boulevard

Supports County Goals: Finances-Improve the County's financial health and economic profile. Growth- Manage the challenges and opportunities resulting from growth and development.

Objective: Secure outside funding to minimize financial impact to the county

Tasks:

- Prepare and submit Regional, State and Federal DOT grant applications.
- Engage legislative delegations.

Measures of Performance:

- Grant award.

Administration Goal #3

Complete implementation of Procore and OpenGov.

Supports County Goals III: Growth- Manage the challenges and opportunities resulting from growth and development.

Objective: Implement Procore and OpenGov software solutions for program management and, cost management and CIP.

Tasks:

- Prepare a plan to integrate with other county systems.
- Implement software.
- Develop user training plan.

Measures of Performance:

- Implemented software.

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 requested an additional 0.60 FTEs be added in 2024 which was approved as part of the 2024 Budget process. This position will work for Public Works but is in the Public Services Division.

Program Delivery Department Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Assistant County Surveyor	1.00	1.00	-	-	1.00
Assistant Public Works Director	1.00	1.00	-	-	1.00
Civil Engineer	1.00	1.00	-	-	1.00
Communications Specialist	-	-	1.00	1.00	1.00
Construction Manager	1.00	1.00	-	-	1.00
County Surveyor	1.00	1.00	-	-	1.00
Design Engineer	1.00	2.00	-	-	2.00
Eng./ Land Surveying Assistant (STOC)	0.75	0.75	-	-	0.75
Engineering Specialist	2.00	1.00	-	-	1.00
Survey Technician	1.00	1.00	-	-	1.00
Engineering Technician	3.00	3.00	-	-	3.00
Senior Engineering Technician	1.00	1.00			1.00
GIS Specialist	1.00	1.00	-	-	1.00
Engineering Manager	1.00	1.00	-	-	1.00
Project Manager	1.40	1.40	(0.40)	(0.40)	1.00
Senior Right-of-Way Agent	1.00	1.00	-	-	1.00
Right-of-Way Agent- Assistant	1.00	1.00	-	-	1.00
Senior Civil Engineer	1.00	1.00	-	-	1.00
Transportation Planning Manager	1.00	1.00	-	-	1.00
Traffic Engineer	1.00	0.88	-	-	0.88

Transportation Planner	1.00	1.00	-	-	1.00
Transportation Engineering Specialist	1.00	1.00	-	-	1.00
Department Totals	24.15	24.03	0.60	0.60	24.63

Staffing Changes - Budget Overview, Attachment B-

Communications Specialist - 1.00 FTE - \$45,881 levy, \$49,594 indirect funding (elimination of **Project Manager- (0.40) FTE**). This position is in Public Services but is funded by Public Works. The position will help enhance communication related to continued growth in projects for roadways and increased demand for recreation programs and the amount of communication needed to successfully connect residents with information.

Increased complexity in new Parks and Road & Bridge projects requiring more advanced and frequent communications for public engagement. Responds to changes in the park and recreation program registration and the need to communicate program offerings. The communication tasks currently being performed by the PW Admin Technician will be moved to this position as the Admin Tech position is needed in other areas. Indirect funding would come from the elimination of the 0.40 Project Manager position.

Summary of Accomplishments and Plans (see CIP narrative for project information)

2023 Accomplishments

- Creation of transportation related policies to provide consistency to decision making within the Division, including the following: Turn Lane, Intersection Lighting and Pavement Marking Policies.
- Collaboration with CCWMO on stormwater rules updates to standardize and streamline permit requirements for road and bridge and maintenance projects.
- Completion of the Cologne Area Transportation Plan to study and prioritize future investments and determine highest value grant applications with MnDOT, Benton Township, Dahlgren Township, and the City of Cologne.
- Evaluated options and methods to deliver a construction project with electronic design files instead of the traditional signed plan sheets. – Selected Highway 40 project as a pilot to develop digital delivery
- Continued to refine development review practices and methods to better define roles and responsibilities and to streamline new development requirements for staff as well as for applicants.
- Review and collaborate on proposed Met Council 2050 Transportation Policy Plan
- Collaborate with Met Council to update Roadway Functional Class
- Implement Procure Construction Management software for pilot projects.

Goals, Objectives, and Performance Measures for 2024

Program Delivery Goal #1

Continue the creation of transportation related policies to provide consistency to decision making within the Division.

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

Objective: Creating transportation related policies to provide consistency to decision making within the Division, including the following: Pavement Marking Policy, Intersection Lighting Policy, and Turn Lane Policy

Tasks:

- Draft policies
- Work session with County Board
- Final draft and adoption and outreach

Measures of Performance: Adopted Policies

Program Delivery Goal #2

Continue the Electronic Design and Deliverable Pilot Project (Highway 40)

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

Objective: Begin fully electronic design on CSAH 40 shoulder widening project in order to deliver a construction project with electronic design files instead of the traditional signed plan sheets.

Tasks:

- Develop CIM/BIM Plan.
- Seek state licensing and rules modification to allow digital plan delivery.
- Complete preliminary design plans.

Measures of Performance: Complete BIM/CIM plan and get approval from licensing board to proceed.

Program Delivery Goal #3

Continue funding pursuits for priority projects in the CIP.

Supports County Goal: Finances-Improve the County's financial health and economic profile. Growth- Manage the challenges and opportunities resulting from growth and development.

Objective: Leverage outside funding for projects to minimize impact on county funding sources.

Tasks:

- Prepare and submit Regional Solicitation grant applications.
- Prepare and submit TED/TEDI grant applications.
- Prepare and submit HSIP grant applications.
- Prepare and submit DOT Discretionary grant applications.

- Prepare and submit Congressionally Directed Spending applications.
- Prepare and submit other grants as applicable.
- Negotiate costs share agreement with MnDOT and Cities

Measures of Performance: Grant awards and Joint Powers Agreements

Program Delivery Goal #4

Refine Right of Way Permit Practices and Methods

Supports County Goals: 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: To better define roles and responsibilities of the right of way permit process and to streamline permit reviews and inspections for staff as well as for applicants.

Tasks:

- Define roles.
- Research software.
- Budget software
- Review and refine fee structure as necessary.

Measures of Performance: Refined process is implemented.

Program Delivery Goal #5

Attract and retain quality staff.

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

Objective: Fill open positions

Tasks:

- Work with ER to define the problem.
- Evaluate the market.
- Revise positions as necessary.
- Review marketing strategies.
- Prepare reorganization plan as necessary.

Program Delivery Goal #6

Implement Procore Construction Management Software

Supports County Goals: Growth and Culture: Manage the challenges and opportunities resulting from growth and development. Provide an organizational culture which fosters

individual accountability to achieve goals and sustain public trust and confidence in County government.

Objective: Manage Road and Bridge Construction Projects in Procore

Tasks:

- Analyze existing construction project management methods and develop an equivalent process in Procore.
- Manage a real construction project in Procore to test the system.
- Assist with optimization of Procore tools.

Measures of Performance: Successful management of a project from start to finish.

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 4.17 FTEs in APM for 2023. No additional FTEs requested during 2024 budget process.

Asset and Performance Management Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Asset Manager	1.00	1.00	-	-	1.00
GIS Assistant (STOC)	0.17	0.17	-	-	0.17
GIS Analyst	1.00	1.00	-	-	1.00
GIS Specialist	1.00	1.00	-	-	1.00
GIS Technician	1.00	1.00	-	-	1.00
Department Totals	4.17	4.17	-	-	4.17

Summary of Accomplishments and Plans

2023 Accomplishments

- Continued the advancement of the asset management program including processes, data, and analysis.
- Welcomed the Parks Department to our enterprise asset management implementation and provided guidance and support to help them begin their journey.
- Ensured that the asset management program stayed rock solid through an unprecedented loss of staff on all levels. It is important to recognize that Asset and Performance Management staff bridged many gaps and made exceptional efforts to ensure that data integrity did not suffer though this period.
- Completed the data driven budget model for Pavement in Brightly Predictor

- Advanced the second version of the Transportation Asset Management Plan (TAMP) and the development of a digital companion.
- Rebuilt/enhanced investments in Esri ArcGIS GIS maps and apps.
- Recruited and trained additional drone pilots to expand the program and distribute the workload.
- Lead the continued implementation of Procore

Goals, Objectives, and Performance Measures for 2024

APM Goal #1

Complete the TAMP v II

Supports County Goal: Communities- Create and maintain safe, healthy, and livable communities. Connections - Develop strong public partnerships and connect people to services and information.

Objective: Update Transportation Asset Management Plan

Tasks:

- Refine lifecycle cost and treatments.
- Add additional asset classes to plan.
- Publish document.

Measures of Performance: Completed plan.

APM Goal #2

Coordinate with other departments to improve the inspection program and inspection frequency across asset classes.

Supports County Goals: 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.

Objective: Develop Asset Inspection Procedures

Tasks:

- Complete reorg to move Asset Inspector from Operations to APM
- Develop asset inspection procedures for the Asset Inspector position.

Measures of Performance: Improved inspection timing and accuracy

APM Goal #3

Lead the implementation of Procore Construction Management Software

Supports County Goals: Growth and Culture: Manage the challenges and opportunities resulting from growth and development. Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.

Objective: Guide complete implementation of Procore

Tasks:

- Develop tasks and responsibilities to implement each Tool in the system.
- Hold regular meetings to track progress.
- Determine professional service needs and annual software budget.
- Determine requirements to integrate with existing county systems.
- Research and recommend other solutions (apps, software) to optimize the efficiency of Procore.

Measures of Performance: Software fully implemented.

APM Goal #4

Further develop data driven budget models in Assetic software for additional asset classes, transfer budget models to subject matter experts where appropriate.

Supports County Goals: Communities- Create and maintain safe, healthy, and livable communities. Connections - Develop strong public partnerships and connect people to services and information.

Objective: Complete Pavement and Pavement Marking Model

Tasks:

- Refine decision trees and run models with current unit costs.

Measures of Performance: Completed models and new budget impact results.

APM Goal #5

Expose additional asset datasets through existing and new maps and apps. Maximize the division's investments in other data through deeper and more automated analysis such as Automatic Vehicle Locating (AVL) data.

Supports County Goal: Communities- Create and maintain safe, healthy, and livable communities. Connections - Develop strong public partnerships and connect people to services and information.

Objective: Continue to add more assets into the PWGIS App

Tasks:

- Continue to link Cartegraph information with GIS Ops App.

Measures of Performance: Refined app with more information

APM Goal #6

Enhance staff efficiency in existing asset management processes.

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

Objective: Continue development of Parks AM plan

Tasks:

- Build Parks Asset Classes in Cartegraph
- Continue implementation of Work Order System for Operations and Parks

Measures of Performance: Completed dataset for Parks Assets. Elimination of ETime sheet detail for Operations

APM Goal #7

Develop Stormwater Asset Class.

Supports County Goals: Communities and connections- Create and maintain safe, healthy, and livable communities. Develop strong public partnerships and connect people to services and information.

Objective: Complete stormwater asset class model that includes hydraulic and hydrologic design data. Data will be used to define maintenance responsibilities with Cities.

Tasks:

- Finalize data fields and procedure to collect data from design projects.
- Research data needs of existing systems and develop data set.
- Deploy the digital system of tracking storm sewer contributing flow.
- Determine maintenance practice and responsibility by agency.

Measures of Performance: Completed stormwater asset class,

Operations Department

The Operations Department is responsible for the maintenance of the county highway system including 271 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, sealcoating, signing, traffic signal operations, 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 2022/23 reorganization included moving road preservation and bridge safety inspection responsibility to Operations. This will take a few years to implement due to staffing shortages.

The county currently operates 3 highway maintenance shops located in Hollywood Township, Benton Township (Public Works Headquarters), and Chaska (combined facility with MnDOT).

In 2023, the department had a total of 31.93 full-time equivalent (FTE) positions. An elimination and creation, netting 0.00 FTE was requested and approved during the 2024 Budget process.

Operations Department Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Asst. PWD/Operations Engineer	1.00	1.00	-	-	1.00
Equipment Technician	2.00	1.00	-	-	1.00
Highway Maintenance Operator	12.00	12.00	-	-	12.00
STOC	2.93	2.93	-	-	2.93
Inventory Control Technician	1.00	1.00	(1.00)	(1.00)	-
Fleet Technician	-	-	1.00	1.00	1.00
Senior Equipment Technician	2.00	3.00	-	-	3.00
Lead Highway Maintenance Operator	3.00	3.00	-	-	3.00
Transportation Operations Specialist	2.00	2.00			2.00
Senior Transportation Operations Technician	1.00	1.00			1.00
Transportation Operations Technician	1.00	1.00			1.00
Transportation Asset Inspector	1.00	1.00			1.00
Operations Supervisor	3.00	3.00	-	-	3.00
Department Totals	31.93	31.93	-	-	31.93

Staffing Changes - Budget Overview, Attachment B-

Fleet Technician-1.00/ Eliminate Inventory Control Technician-1.00 FTE-\$5,193 levy. The Fleet Technician will consolidate Public Works' fleet management software "AssetWorks," tasks to one position within Public Works Operations. Currently, the Public Works Administration department assists Operations with AssetWorks functions such as vehicle on/off boarding, reporting, maintaining, etc. the system. The Fleet Technician position would assume the AssetWorks duties currently carried out by Administration as well as carryout all roles of the Inventory Control Technician.

Summary of Accomplishments and Plans in 2023

- Continue implementation of Asset Management systems.
- County Fleet Management- Assisted Public Services Division to analyze the existing fleet practices and motor pool needs.

- Implemented a major reorganization that includes new supervisors and reassignment of Traffic Services and Sign Shop group from Program Delivery to Operations. Began to move the highway and bridge preservation program from Program Delivery to Operations.
- Resumed preparation of City Maintenance Agreements.
- Developed entry level driver training program to train hire and train new staff that need to obtain a commercial driver's license for their job description.
- Began plans for future traffic management center.

Goals, Objectives, and Performance Measures for 2024

Operations Goal #1

Revise organization model to fill positions.

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

Objective: Fill all remaining position openings, look ahead at a new Operations model to optimize employee retention.

Tasks:

- Reorganize Transportation Operations Group.
- Recruit.
- Prepare draft level system for Highway Operator positions.

Measures of Performance: Fully staffed. Refined job descriptions, levels for Operations.

Operations Goal #2

Continue with implementation of Asset Management systems and utilize them to develop CIP replacement schedules for major assets.

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

Objective: Assist APM department to implement Asset Management System

Tasks:

- Implement additional safety and traffic control checklists in work order system
- Replace E-timecard with Cartegraph work order data.

Measures of Performance: Elimination of duplicate timecard entry. Development of asset inspection program.

Operations Goal #3

Enhanced Snow and Ice Control Operations

Supports County Goal: 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:

- Implement new routes.
- Review anti-icing and prewetting systems
- Measure performance of route completion to organization goals

Measures of Performance: Improved level of service (time to complete routes). No citizen complaints.

Operations Goal #4

Continue to assist Public Services Division to analyze and enhance County Fleet motor pool with key valet system if needed.

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

Objective: Assist Admin Services in analysis of pool vehicle use and recommend new practice

Tasks:

- Mileage use reports
- Recommendation for future fleet
- Refine pool vehicle management system

Measures of Performance: County board approval of refined practice for managing pool fleet.

Operations Goal #5

Continue to Develop Maintenance Agreements with Cities.

Supports County Goal: 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.
- 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 #6

Develop a commercial driver's license retention policy for staff that received their license from County training.

Supports County Goal: 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.

Objective: Create Policy

Tasks:

- Work with ER to develop policy

Measures of Performance: Adopted policy

Operations Goal #7

Develop a county wide roadside vegetation management plan.

Supports County Goals: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Create a plan that protects pollinators and Monarch Butterflies

Tasks:

- Work with Program Delivery to hire consultant to submit a Monarch butterfly - candidate conservation agreement with assurances (CCAA) application.
- Work with APM to identify pollinator corridors and determine a vegetation management plan.

Measures of Performance: Completed Monarch CCAA Application. Established vegetation management plan.

Operations Goal #8

Develop project for future traffic management center and corridor ITS enhancements using federal grant.

Supports County Goals: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Construct ITS enhancement to signal system and implement county traffic management center.

Tasks: Hire consultant

- Hire consultant.
- Design signal upgrades.
- Research and procure TMC software.
- Design TMC infrastructure.
- PSE for bids in 2026

Measures of Performance: Completed Project

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	2021 Actual	2022 Budget	2023 Requested	2023 Approved	% Change 2022-2023	Change In Levy
Revenue total	(6,515,356)	(5,165,683)	(5,393,277)	(5,393,277)	4.41%	853,800
Expenditure total	10,875,015	11,116,644	12,198,038	12,198,038	9.73%	
Tax dollars needed	4,359,659	5,950,961	6,804,761	6,804,761	14.35%	

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: \$755,000, this includes \$605,000 in levy and \$150,000 in CSAH Funding.

As of the start of 2024 Public Works manages 166 units of county equipment and maintains an additional 88 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 (Did not happen due to budget cuts) and 2024 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 this fund if

they are a higher priority than the replacement schedule, otherwise new additions to the fleet are requested in Attachment E (One Time Funding).

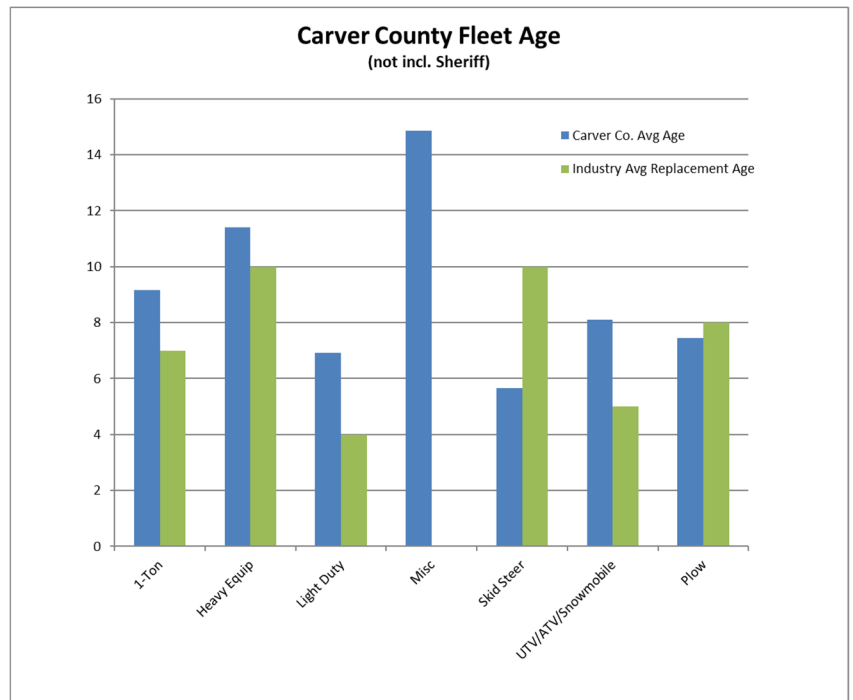
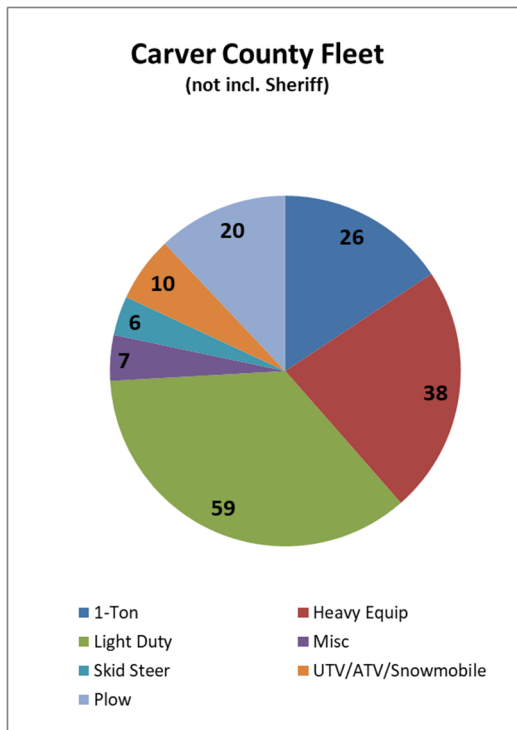
The following equipment is included in the 2024 budget based on the equipment replacement schedule and high priority additions:

1. One Tandem Plow Truck for Highway Dept., to replace unit 0401. (Truck \$147,000 & upfitting 198,000) \$345,000.
2. One Front end loader for Highway Dept., to replace unit 0103. \$240,000.
3. One dump bed one ton truck for Parks Dept. to replace unit 54. (Truck \$65,000 & upfitting \$50,000) \$115,000.
4. One high roof one ton van for Parks Dept., to replace unit 1509. \$55,000.
5. One John Deere Gator with tracks for Parks Dept., to replace unit 30. 58,000.

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

10-Yr Equipment Budget							
	Additional Budget - NEW			Replacement BUDGET			Budget
Year	YES/Attch E	State	INSURANCE	LEVY	CSAH / CPA	Auction/Other	Total
2014		854,500		105,000	486,461	119,461	1,565,422
2015				253,500	187,500		441,000
2016				265,000	150,000	139,539	554,539
2017				315,000	150,000	26,000	491,000
2018	240,000			315,000	150,000	50,000	755,000
2019	117,682			425,000	150,000	70,000	762,682
2020	204,000			480,000	150,000	55,000	889,000
2021				530,000	150,000	33,000	713,000
2022	668,000			580,000	150,000	58,359	1,456,359
2023				580,000	150,000		730,000
2024	58,000			605,000	150,000		813,000

	Public Works Only
	County Wide except Sheriff



One-Time Projects—Budget Overview, Attachment E: The following one-time funding for equipment and projects were requested for Public Works. The items in bold were approved:

1. **\$54,000- Signal Cabinet**
2. **\$1,100,000- Merriam Junction Trail**
3. **\$200,000- Circle the Brick Trail**
4. **\$200,000- Dakota Rail Trailhead**
5. **\$58,000- Ski Groomer**
6. **\$220,000- Bentley MicroStation / ORD and Autoturn CADD software**
7. **\$16,000- Hydraulic Ironworker Machine**
8. \$40,000- MN River Bluffs RT Kiosk Trailhead Improvements
9. \$600,000- Miller Lake Land Acquisition
10. \$20,000- Portable Rock Climbing wall
11. \$30,000- Rolling Table (Sign Shop)
12. \$220,000- Drone
13. **\$3,264,000- Lake Waconia Phase 3 Development. 50/50 State Bonding Match**

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 18 miles of railroad corridor under the jurisdiction of the Carver County Regional Railroad Authority. There are 14.25 Full-Time Equivalent (FTE) positions which include seasonal workers for 2024.

Approximately 1,200,000 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 18 miles of developed regional trails.

The Department also provides many recreational programs and events including various outdoor based camps, special events, canoeing, paddle boarding, slack lining, archery, fishing, geocaching, 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 several types of grants through state and Metropolitan Council funding programs. These grants include Operation and Maintenance, Capital Improvement, Park and Trail Acquisition, and Parks and Trails Funds. The following table summarizes the department’s budget.

Parks Department Budget						
Budget Summary	2021 Actual	2022 Budget	2023 Requested	2023 Approved	% Change 2022-2023	Change In Levy
Revenue total	(485,679)	(589,168)	(696,805)	(696,805)	18.27%	150,130
Expenditure total	1,412,834	1,730,297	1,988,065	1,988,065	14.90%	
Tax dollars needed	927,155	1,141,129	1,291,260	1,291,260	13.16%	

Attachment D-Facilities, Vehicles and Equipment:

Site Improvements-\$145,984

\$50,000 levy and **\$95,984** from O&M Funds- 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: See above for full Public Works listing

The Parks Department had 14.05 FTEs in 2023 and requested an additional 2.23 FTE in 2024 that were requested and approved during the 2024 Budget process.

Parks Department Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Administrative Assistant	1.00	1.00	-	-	1.00

Campground Attendant – Seasonal	-	0.25	-	-	0.25
Park Maintenance Lead	1.00	1.00	-	-	1.00
Park Maintenance Technician	3.00	3.60	1.00	1.00	4.60
Parks & Recreation Director	1.00	1.00	-	-	1.00
Parks & Recreation Supervisor	1.00	1.00	-	-	1.00
Parks Reservation Specialist	0.50	0.50	-	-	0.50
Parks & Natural Resources Supervisor	1.00	1.00	-	-	1.00
Part-Time Seasonal	4.25	3.20	1.13	1.13	4.33
Recreation & Volunteer Specialist	1.00	1.00	-	-	1.00
Recreation Program Educator	-	0.50	0.10	0.10	0.60
Recreation Specialist	0.50	-	-	-	-
Department Total	14.25	14.05	2.23	2.23	16.28

Staffing Changes- Budget Overview, Attachment B-

Parks Maintenance Technician – 1.0 Full-Time FTE - \$99,693 levy need. The request is for one additional Park Maintenance Technician. The addition of a new Waterfront Service Center, Paradise Commons, for Waconia Regional Park will place further demands on our maintenance team for custodial and grounds care. The position will be integrated with other responsibilities of the park system including maintenance and upkeep on over 900 acres of parks and trails grounds and 18 miles of trail, campgrounds, picnic shelters, playgrounds.

Park Seasonal- STOC- 1.13

STOC Breakdown

- .23 STOC FTE- \$7,000 from Park Fees and O & M Regional Funding for seasonal park maintenance technician is requested to assist with maintaining buildings and grounds of the new park building for Waconia Regional Park. The building will attract many visitors to the site, grounds and generate high demand for custodial and grounds care.
- 0.51 STOC FTE- 21,000 from Park Fees and O & M Regional Funding, is requested for recreation programming at the new park building, offering similar services at Waconia Regional Park as compared to Lake Minnewashta Regional Park and Baylor Regional Park. These services include youth programming such as day camps and non-school day activities along with adult recreation programs related to canoe, kayak and paddle boarding.
- 0.25 STOC FTE \$9,000 from Park Fees and O & M Regional Funding is requested for Park Service Attendants to facilitate customers using the event room and to provide rent equipment out to customers such as canoes, kayaks, and standup paddleboards.
- 0.14 STOC FTE \$6,000 from Park Fees and O & M Regional Funding is requested to collect user count data on our trail areas. User Counts are required as a part of reporting needed to obtain operations and maintenance funding from that state and Metropolitan Council.

Recreation Program Educator- 0.10 Part-Time FTE- \$6,014 from Park Fees and O & M Regional Funding is requested for the e additional 0.10FTE and is in response to strong demand for recreation program and educational instruction.

Summary of Accomplishments and Plans

- Lake Waconia Regional Park- Construction of the Waterfront Service Center, Paradise Commons, began in fall of 2022. The building was substantially completed February 2024.
- Dakota Rail Regional Trail- Work is underway to secure access across private property to inform plans for the repair or replacement of Bridge RO631 at Crane Creek. Construction planned for 2024.
- Coney Island Development- Operational services include, mowing, litter removal, vegetation management, portable biff service, and other routine maintenance and recreation program services. Phase 1 Development continues with additional docking structures that were installed spring of 2023. Site plan for east end of island has been completed. Plans for the Hoffman Foundation monument are complete. Construction of the monument is planned to be completed spring of 2024.
- Lake Minnewashta Regional Park – Roadways and parking lots have been crack sealed and seal coated.
- Work has begun on Carver County Park and Trail Visioning and Strategic Investment Plan which dovetails with the Parks and Trails Asset Management Plan completed late 2022. Completion of the plan is projected for spring of 2024.
- Miller Lake Regional Park Acquisition Master Plan- Meetings were held with Dahlgren Township, the City of Cologne and conversations had with stakeholders early in 2022. Additional work is pending landowner willingness to begin a master planning process.
- Work on ADA assessment report on park and trail facilities began in 2022 and should conclude spring of 2024.
- Reorganized department FTE's, converting some STOC FTEs to Part-time FTE's for a .6FTE Park Maintenance Tech was completed.
- Baylor Regional Park- Visitor center building had its deck replaced with a new concrete patio.
- Baylor Regional Park- Boardwalk replacement, preliminary planning and cost estimating is completed. Plans have been developed. The project is expected to be completed by summer 2024.
- Lake Minnewashta Regional Park – Planning for the playground replacement is nearing completion.
- Waconia Regional Park – Phase III (Picnic Shelter, Playground, Parking, Trails) and preliminary planning and cost estimating has been completed. Application was submitted to the State for capital investment consideration.
- Lake Minnewashta Regional Park - Consultant has been onboarded for development of a natural resource management plan for the park. Final report expected spring of 2024.
- Lake Minnetonka Regional Trail- A purchase agreement was executed with Hennepin County Regional Railroad Authority. Closing on the property is expected summer of 2024.
- Minnesota River Bluffs Regional Trail- it is anticipated that approximately 2 miles of former Union Pacific Railroad property in City of Chaska for the Circle the Brick Trail Segment, would be under construction during 2024.

- Lake Waconia Regional Park- Parking lot lighting has been installed.

Goals, Objectives, and Performance Measures for 2024

Parks Dept. Goal #1:

Lake Waconia Regional Park Development

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Begin operations of event room, rental services, public restrooms for the new park building.

Tasks:

- Create staffing, building reservation and operation plans.
- Create maintenance plans for buildings and grounds care.
- Hire staff

Measure of Performance:

- Staff is hired and trained into roles for operations and maintenance
- Events and activities are successfully held

Parks Goal # 2

Lake Minnetonka Regional Trail Acquisition

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Acquire property from Hennepin County Regional Railroad Authority and begin management of the corridor upon closing.

Tasks

- Secure additional stewardship funding from the Metropolitan Council
- Prepare closing documents and proceed to close on property.
- Work with Three Rivers Park District on an operations and maintenance transition plan
- Begin routine stewardship and operations of the corridor and trail

Measure of Performance:

3 miles of railroad corridor acquired form Hennepin County Regional Railroad Authority and operations transitioned over to Carver County

Parks Goal # 3

Minnesota River Bluffs Regional Trail Project

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Enter into Joint powers agreements

Tasks

- o Scott County Merriam Junction Trail Segment
 - Carver County Board Authorization – Complete
- o City of Carver Levee Reconstruction
 - Carver County Board Authorization
- o City of Chaska Circle Brick Segment
 - Carver County Board Authorization

Measure of Performance

Executed JPA's

- Scott County for the Merriam Junction Trail
- City of Carver for Levee
- City of Chaska for Circle the Brick Trail

Parks Goal # 4

Continue planned construction projects.

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Provide timely planning, replacement, and repair of infrastructure

Tasks

- o Plan, bid and construct Baylor Regional Park Boardwalk Replacement
- o Plan, bid and construct Lake Minnewashta Playground Replacement
- o Plan Dakota Rail Regional Trail – Riverbank Stabilization at the Crow River Bridge, obtain cost estimate, determine if funding is available
- o Plan, bid and construct repairs to Bridge R0631 at Crane Creek
- o Dakota Rail Regional Trail-conduct pavement analysis in areas of settlement and longitudinal cracking, plan and make repairs to trail pavement

Measure of Performance

Projects are completed by end of 2024.

Goal #7

Dakota Rail Regional Trail County Road 10 Trailhead

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

Objective: Create an approximately 12 car parking lot and trailhead kiosk area at the southeast quadrant of the intersection of County Road 10 and Dakota Rail Regional Trail.

Activities:

- Contract with for design, engineering and project management services

- Complete construction Documents
- Plan for a fall bidding, and construction

Parks Goal #8

Planning Objectives on future Park projects

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Timely budgeting and delivery of projects

Tasks

- o Complete Parks and Trails Visioning and Strategic Investment Plan
- o Dakota Rail Regional Trail - Create plans and repair or replace Bridge RO631 at Crane Creek.
- o Lake Waconia Regional Park – Advance Phase III schematic design plans
- o Baylor Regional Park – Update Long Range Plan
- o Dakota Rail Regional Trail- Create construction documents 10 Trailhead
- o Miller Lake Regional Park – Develop Long Range Plan pending landowner willingness to begin this process.
- o D

Measure of Performance

- Trails visioning plan completed
- Bridge R0631 plans completed
- Concept design completed for Lake Waconia Regional Park Phase III
- Planning process, timeline, consultant selection, completed for Baylor Regional Park Long Range Plan
- Construction plans created for County Road 10, Dakota Rail Regional Trail Trailhead
- Pending landowner willingness, develop Long Range Plan for Miller Lake Regional Park



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 and to plan the county's growth to preserve its rural uniqueness and urban compatibility.

Budget Highlights

The budget summary for the Board of Commissioners is as follows:

Board of Commissioners' Budget						
Budget Summary	2022 Actual	2023 Approved	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	-	-	-	-	-	60,728
Expenditure total	613,718	758,313	819,041	819,041	8.01%	
Levy dollars needed	613,718	758,313	819,041	819,041	8.01%	

Levy Adjustments/Trends– Budget Overview, Attachment A – \$8,000

Membership dues increased approximately 8% from 2022 to 2023 and similar increase is anticipated in 2024.

Conference & Training—Budget Overview, Attachment F -\$20,000 The overall conference and training budget is \$4,000 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 2024 as the following table indicates:

Board of Commissioners' Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 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 six major goals of the Strategic Plan are summarized as follows:

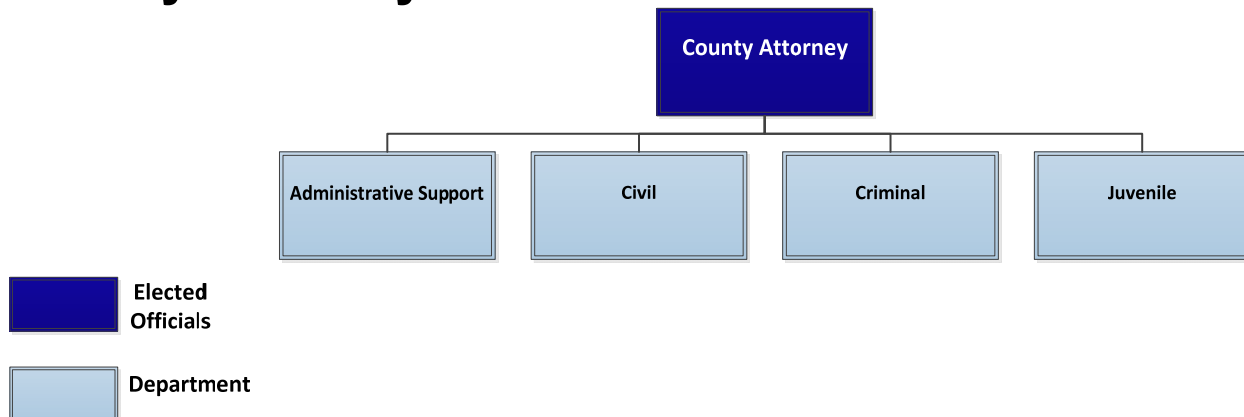
- **Customer Service:** Continue the County's delivery of high value, timely service and support.
- **Communities:** Create and maintain safe, healthy, and livable communities.
- **Culture:** Provide an organizational culture which fosters individual accountability to achieve goals and sustain public 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 2024.



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	2022 Actual	2023 Approved	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(446,329)	(478,650)	(509,130)	(509,130)	6.37%	774,750
Expenditure total	4,049,297	4,319,215	5,124,445	5,124,445	18.64%	
Levy dollars needed	3,602,968	3,840,565	4,615,315	4,615,315	20.17%	

One-Time Projects – Budget Overview, Attachment E – \$30,000 additional implementation costs- replacement MCAPS software with PbK (Karpel), which will be the CAO's main on-line case database or practice management system.

Conference & Training–Budget Overview, Attachment F- \$11,500, same as 2023.

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

County Attorney’s Staff					
Position:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Administrative Assistant- Attorney	1.00	1.00	(1.00)	(1.00)	-
Assistant County Attorney	5.45	5.00	0.40	0.40	5.40
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
Law Clerk (STOC)- Fund 2	0.18	0.18	-	-	0.18
Law Office Manager	1.00	1.00	-	-	1.00
Legal Administrative Assistant	2.00	2.00	1.00	1.00	3.00
On-Call Clerical	0.15	0.15	-	-	0.15
Paralegal	2.50	2.50	-	-	2.50
Senior Assistant County Attorney	8.15	8.60	-	-	8.60
Senior Legal Administrative Assistant	5.00	5.00	-	-	5.00
Victim Witness Coordinator	1.00	1.00	-	-	1.00
Victim Witness Supervisor	1.00	1.00	-	-	1.00
Department Total	33.43	33.43	0.40	0.40	33.83

Staffing Requests–Budget Overview, Attachment B-

0.40 FTE Assistant County Attorney- \$25,182 levy request

The County Attorney’s Office recommends increasing the former part-time attorney position into a full-time position. This will allow our office to recruit a more qualified candidate who has the necessary experience to handle more complex legal issues. The full-time position will focus on providing more in-house legal counsel to public works and in handling land use cases. This will reduce the necessity to hire outside counsel on these complex cases, saving additional money for the county. The position will be partially funded by Public Works since they will rely upon the County Attorney’s Office for increased legal counsel.

1.00 FTE/(1.00) FTE Legal Administrative Assistant, eliminate Administrative Assistant-\$23,856 levy request

The County Attorney’s Office recommends eliminating an administrative assistant position and creating a legal admin assistant position. This will allow us to recruit a more qualified candidate who has greater capabilities to assist the legal department.

2023 Accomplishments

The Carver County Attorney's Office continues to collaborate with our partners in government, law enforcement and the community. The attorneys and staff of the Carver County Attorney's Office are an extremely talented group of public servants who not only share the goals of the office, but work hard daily to accomplish them. They are the main reason for the County Attorney's Office's success. We are only as good as those we have around us and we have a great team in Carver County.

New case management system: Prosecutor by Karpel (PbK)

After 30+ years of using MCAPS for our case management system, the county attorney's office moved to a new program in late 2023 called PbK. The new system is more integrative, efficient, and effective. We expect to save significant money over the years with efficiencies of this new program. Over 40 of the 87 counties have now switched to PbK.

Veterans court: 1st Judicial District Vets Court

Carver County's Veterans Court has been thriving for 10 years and has now teamed up with the other counties in the 1st Judicial District. This new 1st Judicial District Vets court will allow every veteran to be served in Vets Court if he/she qualifies. The creation of this "one court" model will allow the counties to share resources, maintain consistency and serve everyone. Importantly, Carver County will maintain State funding with this merger.

Awarded Crime Victims Service Grant of \$140,000

This year our office received a \$140,000 grant from the Minnesota Department of Public Safety, through its Office of Justice Programs. This grant pays for one of our victim witness coordinators and other resources.

Outreach, training and Statewide service

Our office continued to provide community outreach and training this year. Most of our attorneys serve on state-wide committees and some have organized large continuing legal education conferences this year. Our attorneys also provide training to law enforcement and health and human services and speak to students about various issues annually.

Prosecution contracts:

10 cities have agreed to contract with the County for our office to prosecute their cases in 2024. We expect that this strong partnership will continue where the county attorney's office prosecutes non-felony cases for the ten cities.

Opioid Settlements: Carver County has received payments from the lawsuit against the pharmaceutical companies

Carver County has received over \$500,000 as part of the opioid settlements. Carver County will receive approximately \$86,000 every year for the next twenty years through the main settlement. This money will go directly to Carver County and our partners to assist in addressing the drug epidemic. The county expects that other settlements will be provided to Carver County from ongoing lawsuits and provide additional funds. The County has established a committee of leaders who will determine how to distribute the funding.

Juvenile pilot program: Carver County's Domestic Assault Diversion Program

The juvenile diversion program begins in 2024 and will coordinate case management services and improve family engagement for youth entering the system on allegations of domestic assault or related offenses while protecting public safety and preventing further domestic assault behavior. The program uses targeted interventions designed to promote safe and stable environments for youth and their families, reduce unnecessary out-of-home placements, and keep youth from penetrating deeper into the juvenile delinquency system while ensuring public safety and access to therapeutic or other supportive services.

2024 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

Handle all misdemeanor and petty misdemeanor criminal cases electronically/paperless.

Support Strategic Plan Goal II: Communities: Create and maintain safe, healthy, and livable communities.

Objective: Prosecute misdemeanors and petty misdemeanors through electronic means.

Tasks: Our new case management system will have the entire case file on the computer and attorneys will be able to access these cases electronically, eliminating paper files.

We will work with administrative support and our partners in implementing the paperless handling of misdemeanors and petty misdemeanors

Measures of Performance: Measuring the cost savings from implement paperless/electronic case management of these cases.

Divisional Goal III

Integrate fully the new case management system PbK, which is the County Attorney's Office's main on-line case database/practice management system.

Support Strategic Plan Goal I: Connections: Develop strong public partnerships and connect people to services and information.

Objective: To improve the office's case management database with the new system. This will provide a more robust, portable, and efficient case management system. Over time, the new system will provide significant cost savings.

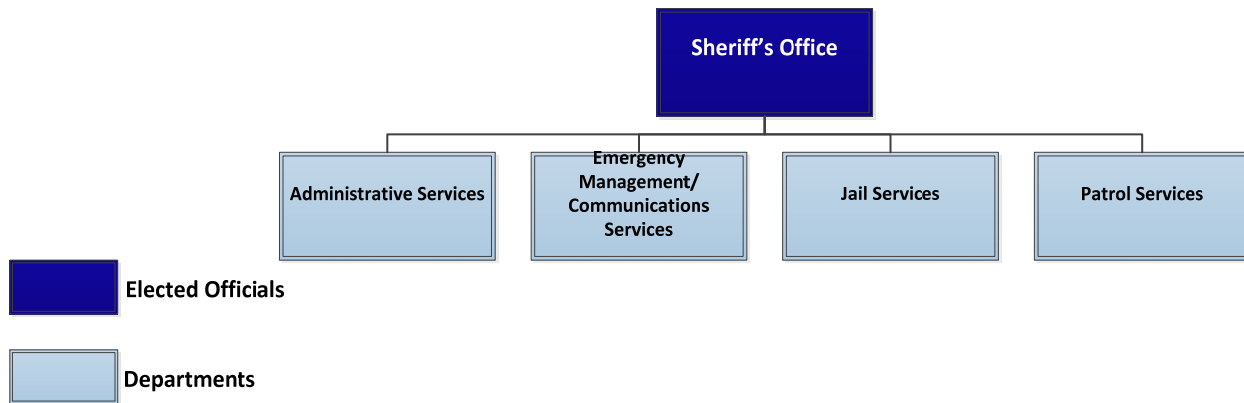
Tasks: Work with our partners to fully implement the new program so that it integrates with other systems, including the court's case management system.

Measures of Performance: Evaluate and assess the new efficiencies.



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, computer forensic processing and 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 Carver County Sheriff's Office and Carver County Health and Human Services (HHS) maintain a collaborative partnership in the co-responder model for responding to mental health calls in Carver County. This partnership also extends to having crisis call takers co-located in the 9-1-1 Public Safety Answering Point.

The Sheriff's Office also maintains partnerships with ten of the eleven municipalities in Carver County and multiple school districts in Carver County to provide contract policing services within these 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	2022 Actual	2023 Approved	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(6,761,896)	(6,601,307)	(8,304,793)	(8,304,793)	25.81%	956,602
Expenditure total	22,343,065	24,490,368	27,150,456	27,150,456	10.86%	
Levy dollars needed	15,581,169	17,889,061	18,845,663	18,845,663	5.35%	

Levy Adjustments/Trends– Budget Overview, Attachment A – \$505,895 net reduction in levy.

U.S. Immigration and Customs Enforcement (ICE) detentions continue to remain low nationwide and in the State of Minnesota. Inmate boarding revenue from the federal government was a significant revenue source for the county for many years. However, due to administrative decisions at the federal level, revenues continue to decline. An additional **\$40,000** decrease to inmate revenue was recommended.

For the past 8 years, Carver County Sheriff's Office has contracted its jail medical services through MEND which declared bankruptcy in 2022. The MEND contract ended in January 2023 because of the bankruptcy and their inability to provide the contracted services. Funds from the existing contract were used to offset the cost of hiring two temporary jail nurses and to contract medical director services (\$223,158). Additional rollover funds from 2022 (\$146,868) were used to cover the total cost of the Carver County Jail medical services in 2023.

Because the cost of jail medical services increased significantly over the past several years, additional funding was needed for the county to meet its statutory obligation to provide medical services to inmates at the Carver County Jail. The Sheriff's Office recommended permanently transitioning the MEND contract funds (\$223,158) towards a medical service program to offset the cost. The Sheriff's Office estimated an additional **\$261,105** was needed for appropriate medical services to be provided in the Carver County Jail and Juvenile Detention Center (JDC) in 2024. The Sheriff's Office reviewed multiple options for providing appropriate medical services, the total estimated cost for medical services in 2024 was \$484,263.

The frequency of the inmate population needing specialized medical care and emergency hospitalizations had increased over the last year. The average cost per month was \$5,000. The Sheriff anticipates this trend will continue to increase in the coming year. An additional **\$20,000** was needed to ensure adequate funding is in place for medical services obtained outside the jail facility.

The County contracts its jail inmate food services through Aramark. The meal rate increases on May 14 of each year per the contract. The jail's daily average population for 2022 was 40, and in 2023 was 45. The price per meal increased from \$4.24 to \$4.49 in 2023 and will increase to \$ 4.76 in 2024. The daily average population is expected to increase to approximately 50 in 2024. The Sheriff is requested an additional **\$28,000** to meet the additional demand on inmate meal services. Carver County contracts medical examiner services through the Midwest Medical Examiner's Office in Ramsey, Minnesota. The cost of the services is calculated through a per capita rate of the population growth (2023 rate \$2.46). The three-year increase average is approximately **\$6,000** per year. We requested this increase for the 2023/2024 budget cycle.

To maintain the current fleet, an additional \$100,000 was needed. This allows the Sheriff's Office to rotate out six to eight (6-8) patrol vehicles per year. The Sheriff's Office recommended an

increase of two additional patrol vehicles per year to ensure it maintains a fully operational fleet to meet service demands. The cost to increase two additional fleet patrol vehicles in 2024 was estimated at \$86,000. This will allow the Sheriff's Office to rotate eight to ten (8-10) patrol vehicles per year. The additional funds requested in 2024 was **\$186,000**.

The Sheriff's Office maintains policing contract services with the cities of Carver, Chanhassen, Cologne, Hamburg, Mayer, New Germany, Norwood Young America, Victoria, Waconia, and Watertown. The Sheriff's Office continues to provide police contracts for a School Resource Officer with the Southwest Metro Intermediate District. The total estimated contract revenue for 2023 was \$5,682,824, which is consistent with our long-standing cost recapture practices.

Levy Offset- **\$1,047,000**- Contract revenue, \$769,000 and Police Aid, \$278,000 (net amount, portion goes to contract communities)

Facilities, Vehicles, and Equipment—Budget Overview, Attachment D—\$510,000, increase of \$35,000 from 2023, is necessary for the Sheriff's Office to maintain a safe fully operational patrol fleet. The patrol fleet runs 24 hours a day, 7 days a week, 365 days a year. The patrol fleet runs 24 hours a day, 7 days a week, 365 days a year. The patrol fleet is a critical component in providing public safety services to the residents and visitors of Carver County while responding to emergency and non-emergency calls. Some additional funding was necessary to ensure a fully operational patrol fleet. The cost of a standard patrol vehicle has increases by approximately \$10,000 per unit. The Sheriff's Priorities fund allows the Sheriff's Office to properly maintain, and update needed equipment and the basic infrastructure within Sheriff's Office, which includes the dispatch center, jail, and court security. The Sheriff's Office continuously needs to update and replace MDCs, police mobile and portable radios because they become obsolete due to rapidly changing technologies, or the hardware and software has come to end-of-life limits. This funding source also ensures in-car and body worn camera program is maintained and functions as designed to help meet citizenry demand of accountability and transparency.

One-time Purchases—Budget Overview, Attachment E- \$571,000

- An additional one-time cost of **\$129,000** is needed to purchase three (3) additional fleet patrol vehicles to meet the increased need for policing contract services. The Sheriff's Office purchases the squad cars and then invoices the associated cost back to the contracted communities at the federal mileage rate per year. The County recovers its cost of the vehicle and the maintenance over several years.
- The ARMER Public Safety Radio System is a shared county-wide and county-funded public safety system utilized by both law enforcement and fire agencies. This integrated resource requires periodic hardware and software upgrades. The upgrades are scheduled by the vendor ahead of time. However, the cost of these upgrades can be unpredictable and costly. This annual contribution of **\$25,000** allows the County to bolster the funds available to offset cost when it occurs.
- Sheriff's Priorities: **\$10,000**: The Sheriff's Office maintains a 20-year strategic priority plan for the maintenance, replacement of hardware, software, and equipment needs of the Sheriff's Office. Examples of projects completed: Epoxy floor coating in the jail, upgrade offices throughout the Sheriff's Office and district offices. This funding helps support the

long-term needs of the Sheriff’s Office while reducing significant fluctuations in the annual budget.

- Forensic Exam Center- **\$7,000**- The Sheriff’s Office Computer Forensic Team utilizes specialized computers to conduct criminal case examinations of electronic devices. This area of law enforcement continues to grow at a rapid pace. These crimes include, but are not limited to, sexual exploitation of children, possession, distribution, and manufacturing of child pornography, etc. Due to rapidly changing technology and increasingly tech-savvy criminals, forensic computers need to be updated to ensure the unit can continue to perform these critical tasks. The Sheriff’s Office was able to reduce processing time by half with its upgraded systems in 2022/2023.
- Hollywood Radio Tower Replacement: **\$400,000**- Carver County currently pays rent to Hollywood Township for the use of their tower. The County covers all maintenance, licensing fees, and has all the liability associated with the tower. The tower is approaching it’s end of life. A shorter new tower could be built on County owned property at the Hollywood Public Works Facility. The estimated cost to build a new tower is approximately \$1,200,000. The Sheriff recommends offsetting the cost by making annual contribution in the amount of \$400,000 towards the future project over the next several years.

Conference & Training—Budget Overview, Attachment F—\$121,389, \$500 increase from 2023 Budget. The Sheriff’s Office continues to maintain the highest training standards to ensure it meets the service demands of the citizenry and meets the high training requirements established by the MN Peace Officer Standards and Training (POST) board and the Minnesota State legislator.

Sheriff’s Office Staff Department:	2023 Adopted	2023 FTEs Actual (as of 11/14/23)	2024 FTE Division Requested Changes	2024 Administrator Recommended Changes	2024 FTEs Approved
Administration	15.00	15.00	-	-	15.00
Emergency Management/ Communications	23.00	23.00	-	-	23.00
Jail	40.00	42.00	-	-	42.00
Patrol	85.45	87.45	-	-	87.45
Division Totals	163.45	167.45	-	-	167.45

Staffing Requests—Budget Overview, Attachment B- none

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 through Public and Behavioral Health. The Sheriff will continue to build upon this program's successes.

Communities

The Sheriff's Office continues to develop and expand its community partnerships through its community outreach programs such as medicine take-back/disposal initiatives, Night to Unite, community policing partnerships and liaisons.

The Sheriff's Office continues to work directly with Health and Human Services, in the area Public and Behavioral Health to develop responsive, proactive strategies aimed at suicide prevention, mental health management, chemical dependency management, and emergency preparedness. This includes continuing 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 continues 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 continues to utilize Carver County Radio Users Advisory Committee to help provide recommendations on radio operations countywide.

Technologies

The 9-1-1 Emergency Dispatch Center continues to prepare for its transition to full encryption and for the generation seven CAD system upgrade. The Sheriff's Office continues to upgrade its mobile data computer systems for the patrol fleet.

2023 Accomplishments

Active Shooter Training: The Sheriff's Office collaborated with the Fire Departments throughout Carver County and provided active shooter training. This included Tactical Triage Rescue Teams (TRT) and Contact Team training, while also continuing skills development in incident and unified command.

Dispatch Services: The Sheriff's Office continued implementing the new Computer Aided Dispatch (CAD) software to help provide priority dispatching protocols for law enforcement and fire agencies as recommended by Fitch and Associates. We will also look to provide CAD and Auto Vehicle Locator (AVL) to fire departments choosing to utilize the technology. The mainline upgrade for this project was completed in 2023. Carver County, as base-level public safety service, provides 911 dispatching to all law enforcement and fire service within the county. It is critical to ensure the right resources are routed to an incident – both in terms of ensuring effective call response while also minimizing wasteful allocation of costly resources. In furtherance of that mission, we purchased and installed PowerPhone, a decision support system that guides 911 telecommunicators to allocating the correct resources based on information provided by the caller.

Retention and Recruitment: The Sheriff will continue to work with legislators to create new on-ramps to peace officer licensure. Additionally, the Sheriff's Office will a cadet-type program for detention deputy and 911 dispatcher.

Crisis Co-Responder: The partnership with Carver County Public Health and Behavioral Health remains strong and the new employee fulfilling the role is continuing to build the strengths of the position.

Leadership Development: The Sheriff's Office continued its leadership development at all levels in support of the Sheriff's Office and the County's goals, mission, and vision. This included continued education for first-line supervisors, mid-level leadership, and senior executive leadership. The Leadership Team completed reading several leadership books and developed processes to encourage additional staff engagement. First-line supervisors and managers continued completing the Minnesota Sheriff's Association ICLD certification. Three of our leadership team attended advanced leadership and management education for senior command-level. These 10–12-week programs are designed to prepare personnel for top-tier positions within public safety organizations. A lieutenant attended the FBI National Academy and a lieutenant and assistant jail administrator attended Northwestern University School of Police Staff and Command.

Community Engagement and Safety: The Sheriff's Office continued its community outreach programs and engagement meetings. Through the Sheriff's Crucial Conversations Group, communities throughout the county will have a forum in which they can engage their law enforcement professionals in a positive and educational environment. The Sheriff will continue to engage the Citizen Advisory Panel to provide community-based insights about policies and operations.

The legalization of marijuana and anticipated increase in marijuana impaired driving prompted an evaluation of our ability to detect and arrest drug impaired drivers. The Sheriff's Office leveraged the Employee Growth and Development Program to seek volunteers who have demonstrated an aptitude to locate impaired drivers and sent them to specialized training, creating a team for Drug Recognition Experts (DRE). A DRE is a specially trained to recognize impairment of drivers under the influence of drugs. The DREs use a standardized and systematic method of examining a suspect for reliable indicators of drug impairment.

2024 Goals and Objectives

In 2024, 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.

Crisis Co-Responder: The Sheriff's Office will continue its collaboration with Carver County Public Health and Behavioral Health in furthering the development of the Crisis Co-Responder program.

Leadership Development: The Sheriff's Office will continue to develop consistent leadership at all levels in support of the Sheriff's Office and County's goals, mission, and vision. This will include continued education for first-line supervisors, mid-level leadership, and senior executive leadership.

Supervisory Skill Development: The Sheriff's Office will collaborate with our city fire departments to provide additional incident command and unified command training. This training is critical for supervisory staff to ensure a coordinated response with our other public safety partners during large-scale events.

Succession Planning: Pro-active and future focused planning that will allow management to assess, evaluate and develop a talent pool of individuals who are willing and able to fill positions when needed.

Recruitment/Retention: We will continue to look to hire through traditional channels, while also explore alternatives such as partnering with non-traditional schools (e.g., home school, alternative schools) to create internships to prepare students for support positions (e.g., 911 Dispatcher, Records Specialist).

Community Engagement/Outreach: The Sheriff's Office will continue its community outreach programs and engagement meetings. Through the Sheriff's Crucial Conversations Group, communities throughout the county will have a forum in which they can engage their law enforcement professionals in a positive and educational environment. The Sheriff will continue to

engage the Citizen Advisory Panel to provide community-based insights about policies and operations.

Technology Integration: The Sheriff's Office will research the viability of integrating the squad car video camera system and body worn camera system into one platform (Axon). This potential migration of hardware and software technology could allow for a more streamlined program.

We will explore electronic medical records for jail inmates. This could include partnership with HHS to have a single system meeting both needs.

Community Safety: Continue to keep and create a place for the citizens of Carver County to live and work free from crime and the fear of crime.

Drug Recognition Examination (DRE) Program: The Sheriff's Office will continue to build a more robust DRE program to ensure patrol staff have appropriate training and resources to address the expected increase in impaired driving violations due to the recent law changes for recreational marijuana usage in the State of Minnesota.



First Judicial District

First Judicial District

The First Judicial District has 36 judges and more than 250 staff that handle nearly 120,000 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 Caroline Lennon, the Assistant Chief Judge, the Honorable Vicki Vial Taylor, and Judicial District Administrator Brian Jones.

The four resident judges who serve Carver County are:

Judge Janet L. Barke Cain – Appointed January 2008, by Governor Tim Pawlenty. Elected in 2010, 2016 and 2022. Current term expires January 2029.

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 and 2022. Current term expires January 2029.

Judge Martin S. Fallon – Appointed June 2020, by Governor Tim Walz. Elected in 2022. Current term expires January 2029.

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 Judicial District (Ramsey County) and the Fourth Judicial 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 operates 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 and juvenile law enforcement

service fees. The following table summarizes the County’s portion of the budget for Court Administration.

Court Administration Budget						
Budget Summary	2022 Actual	2023 Approved	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(16,962)	(3,900)	(3,900)	(3,900)	-	20,000
Expenditure total	308,517	397,000	417,000	417,000	5.04%	
Levy dollars needed	291,555	393,100	413,100	413,100	5.09%	

Levy Adjustments/Trends– Budget Overview, Attachment A – \$20,000

\$20,000 increase to reflect increase in hourly rate change for Court Appointed Attorneys from \$100 to \$125

Budget Highlights– CHIPS Court Appointed Attorney case filings appear to be similar from years prior and are within that same trend in 2023. There was an increase in CHIPS filings from 2019 to 2021, however has remained steady without increase in 2022 to 2023, there is not a known statute or other foreseeable case increase expected related to case filings. The 2022 Probate (Civil Commitment and Guardianship) filings have increased significantly since 2019. As of 2022 Guardianship/Conservatorship cases have had a 25% increase in case filings since 2019. That trend is forecasted to continue into 2023. Additionally in Civil Commitments, we’ve had a 75% increase from 2019 to 2020, and a 30% increase in filings since 2020. With case filings increasing either due to unforeseen circumstances within the community or the pandemic, the attorney fees have increased which we are actively aware of and trying to address as best we can. Overall, we cannot project what our future case filings will be for court administration’s budget but there is not an upcoming rule or statute change that we are aware of which may greatly impact case filings, we expect the trends from prior years to continue. Regarding court appointed attorney’s hourly rate, Chief Judge Lennon signed an order effective January 1, 2024, increasing the hourly rate from \$100 to \$125 which is reflected within Attachment A.

Highlights and Accomplishments 2023/2024

In 2022 and 2023 the Judicial Branch funded many audio repairs and technology updates in the five courtrooms and in other areas of the Justice Center, specifically enhancements to remote technology and other courtroom enhancements. In March 2022 the First District hired a courtroom technology specialist which has been able to troubleshoot many audio and technology issues, some which he was able to resolve on his own and some the courts paid the expenses of replacement devices or vendor invoices. Throughout the pandemic and currently, the courts were able to ensure services and access to justice were not impacted by providing judges and court administration the resources necessary to continue their work. The courts continue to focus on MN Judicial Branch initiatives and collaboratively working with justice partners and the public to ensure fair and timely resolution of cases. As mentioned above, the increase in court appointed attorney hourly rate is needed in FY2024. The funding for the tech refresh in three courtrooms was funded during 2023 through the year-end savings (YES) account.



SEPARATE TAX LEVY AUTHORITIES

Carver County Community Development Agency

CDA Board of Commissioners

Sarah Carlson - Chair
Molly Koivumaki - Vice Chair
Darrel Sudheimer- Secretary/Treasurer
Adam Teske – 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.

2024 BUDGET NARRATIVE

For the 2024 budget, the Carver County Community Development Agency (CDA) is eligible for a levy of \$3,775,425, which is \$643,536 increase from the 2023 levy. The CDA is requesting a levy of \$3,374,610 which is an increase of \$242,721. The impact on a \$465,000 average valued home is \$3.78 for a total of \$67.35.

Carver County Community Development Agency Budget					
Budget Summary	2022 Budget	2023 Approved	2024 Approved	% Change 2022-2023	Change In Levy
Revenue total	(11,002,881)	(11,807,006)	(12,774,479)	8.19%	242,721
Expenditure total	13,998,229	14,938,895	16,149,089	8.10%	
Tax dollars needed	2,995,348	3,131,889	3,374,610	7.75%	

Tenant Based Rental Assistance Programs and Housing

Bridges/Bridges RTC Program

MN Housing funded program to provide a housing subsidy for persons with 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.

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
- Trails Edge South – Waconia – Opened in November 2022
- Waybury – Chaska
- Windstone – Chaska

Project-Based Vouchers:

Of the CDA rentals, 144 units have Project Based Vouchers.

Of that total:

- 9 are designated for the homeless.
- 3 are designated for homeless veterans.

- 20 are designated for mainstream (between the ages of 18 and 61 and disabled)
- 3 are for partnership with Beyond New Beginnings
- 10 are designated for homeless families within the school districts.
- 81 former public housing converted under RAD.
- 18 regular PBV

Resident Services:

- Staff time to connect residents with needed services in the community. This includes presentations from outside organizations such as CAP Agency, River Valley Health Services, Humanity Alliance, WeCAB and others. It also includes meeting with residents to determine needs and help complete applications and make referrals. Services include energy assistance, SNAP, mobile food shelf and others.

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; resources; and livability. The Economic Development Strategy will be reviewed in the fall of 2023 and updated for 2024.

Community Development Programs:

- **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:

- Twenty-three grants totaling \$164,590 have been awarded to help cities prepare for future development.
- Grants have been awarded to the cities of Carver, Chanhassen, Chaska, Watertown, Norwood Young America, New Germany, Victoria, Laketown Township and Waconia.
- Project examples include site specific redevelopment plans, wastewater facility plans, a downtown redevelopment plan, and a parking study and industrial park study.

Community Development Grants:

- Twenty-three grants totaling \$1,870,833 have been awarded to assist cities with jobs, housing, or redevelopment projects.
- Grants have been awarded to the cities of Chanhassen, Chaska, Carver, Cologne, Mayer, Victoria, Waconia, Waconia Township and Watertown.
- Project examples include business expansion and site improvements to facilitate housing or redevelopment and business development.

Economic Development Programs:

- **CEO NEXT:**

In 2020, the CDA engaged in a new partnership with Hennepin, Ramsey, Scott, and Dakota counties to offer the CEO Next Program to second stage, high growth potential businesses. This nine-month program assists CEOs with their business by providing them with tools and techniques specifically designed for growing regional companies. For the 2022-2023 program, the CDA sponsored one business. Another business is anticipated to be served in the 2024-2025 program.

- **NextStage:**

The CDA continues to support NextStage in providing business with no cost business consultation. Planning resources include writing a business plan, refining concepts, testing concepts feasibility, and compiling financial projects. Starting business resources include helping select appropriate business entity, licensing, compliance, accounting system support, and direct financing. Once the business is up and running support includes building revenue, managing costs, securing capital, and providing access to state and local financing.

- Facilitate, support, and market Chambers, State and regional partnerships and local businesses
 - Earlier this year, the CDA made a decision and is in the process of creating an economic development website named “Choose Carver County”
 - On August 10th, 2023, the CDA held a strategic planning meeting and it was determined that tourism will no longer be one of our strategic objectives. We will support the Chambers, Cities, and others to handle future tourism initiatives.
 - We will continue and create an economic development marketing plan where we will promote cities, businesses, and events in the County that create economic activity.

Homeownership Programs:

- **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 40 land trust homes located throughout Carver County within Chaska, Cologne, Mayer, Victoria, Waconia, and Watertown. Since its inception, the land trust has served over 70 families.

- **Minnesota 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.

- **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.

- **Single Family Mortgage Program**

Annually, the CDA assists in making sure Carver County residents can access the Minnesota City Participation Program (MCP) offered through Minnesota Housing. The MCP program is designed to assist first-time homebuyers obtain affordable financing to purchase a home. The MCP program continues to be well utilized as shown below.

	2023	2024 YTD
Carver County Allocation Amount	\$1,775,333	\$1,943,009
Committed Loans	42	23
Committed Amount	\$11,140,030	\$6,464,890
Down payment and closing cost assistance	\$566,900	\$150,800

American Rescue Plan Act (ARPA) Funds

In 2021 Carver County allocated \$5,900,000 to the CDA for various housing projects Carver County.

- The CDA has submitted a funding application to Minnesota Housing Finance for the Carver Oaks Senior (43 units) and Trails Edge Senior (76 units) will commit the remaining \$2 million of ARPA funding for a cost of just over \$40 million. If selected, the announcement should come out in December to allow for a 2025 construction season.
- The allocation of \$1 million for Carver Place was funded with 10 different sources and will be under construction in Spring of 2024.
- The allocation of \$1.8 million for the rehab of Watertown/Mayer is under way and is due to be completed mid-2024.
- The allocation of \$200,000 for the rehab of Bluff Creek Apartments is complete.
- An allocation of \$300,000 of ARPA funds for affordable housing through an agreement with the Carver County Community Development Agency for the Humanity Alliance Unite Lodge project. This project has been completed.
- An allocation of \$600,000 of ARPA funds for affordable housing through an agreement with the Carver County Community Development Agency for the West Creek Apartment project. This project is under construction.

ARPA Funds update

Project	Funding Amount	Status
Humanity Alliance	\$300,000	Paid and complete
Bluff Creek Rehab	\$200,000	Paid and complete
West Creek Apartments	\$600,000	Held groundbreaking-funds requested
Carver Place	\$1,000,000	Project fully funded and moving forward
Rural Development Rehab	\$1,800,000	Project started, items back ordered, mid-2024 completion

Carver Oaks Senior	\$1,000,000	Submitted application in July for funding
Trail's Edge Senior	\$1,000,000	Submitted application in July for funding

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 through new housing and jobs projects which promote revitalization, resilience, and sustainability of our cities in Carver County.
- Provide marketing, technical, or other assistance to cities and businesses to assist with housing, job, and redevelopment projects throughout 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 by attending meetings and engaging with the partnership.
- 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.

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 continues to look at options for the 25 acres the CDA currently owns in the City of Watertown.

The CDA has entered into a contract to develop a new Economic Development website “Choose Carver County” to provide up to date available land and industrial properties available. The CDA will continue to support businesses in Carver County, looking for expansion opportunities and financing options with the cities. The CDA will continue to promote the cities in Carver County and the activities that make it a “Great Place to Live and Work”.

In coordination with Habitat for Humanity, the CDA will add eight new units into the Carver County Land Trust program. Additionally, through a partnership with the City of Chaska, architectural work has been completed on the historic Ernst house and the site work on the three additional units has also been approved. It is hopeful that construction will start late 2023 on the rehab of the historic Ernst House and the additional three units.

New Initiative:

- **Local Housing Trust Fund**

The CDA would like to dedicate \$100,000 to a local housing trust fund. The County Board will need to pass a resolution creating the program and the CDA would make it part of funds they administer. This would allow the CDA to apply for matching funds from Minnesota Housing Finance Agency (MHFA).

Sample Funding Sources:

- CDA levy
- TIF pooling
- Parking funds

- Contributions
- Housing-related fees

Common uses:

- Homebuyer Assistance
- Preservation
- Gap financing for new/redevelopment
- Creating deeper affordability
- Housing stability and emergency housing assistance

The benefit of a local housing trust fund is that it allows Leverage of private dollars, encourage local contributions, provide flexibility to meet local needs and will establish dedicated sources of revenue.

024 Levy Funding Change

Use	Original Request	Final Request
Administrative	\$158,536	\$142,721
Local Housing Trust Fund	\$200,000	\$100,000
Business Loan Fund	\$125,000	0
Capital Reserve/Office Building	\$160,000	0
Total	\$643,536	\$242,721

2024 Requested Budget

Revenue

Revenues		2023 Approved Budget	2024 Requested Budget	Change
Administrative		\$27,137	\$25,972	-\$1,165
Pass-through grants		\$344,202	\$349,739	\$5,537
Operating		\$2,371,667	\$2,948,962	\$577,295
Housing		\$9,064,000	\$9,449,806	\$385,806
Tax Levy		\$3,131,889	\$3,374,610	\$242,721
TOTAL		\$14,938,895	\$16,149,089	\$1,210,194

2024 Requested Budget

Expense

Expenditures		2023 Approved Budget	2024 Requested Budget	Change
Administrative & Operating		\$4,074,693	\$4,793,544	\$718,851
Pass-through Grants		\$344,202	\$349,739	\$5,537
Housing		\$9,064,000	\$9,449,806	\$385,806
Bonds		\$276,000	\$276,000	\$0
Community & Economic Dev		\$1,180,000	\$1,280,000	\$100,000
TOTAL		\$14,938,895	\$16,149,089	\$1,210,194

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 2024 levy is \$212,248, an increase of \$13,248 from 2023.** 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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(3,013)	(2,000)	(2,000)	(2,000)	0.00%	13,248
Expenditure total	217,495	201,000	214,248	214,248	6.59%	
CCRRA Levy dollars needed	214,482	199,000	212,248	212,248	6.66%	

County FTE funding **\$165,415:**

- 1.00 FTE- Parks Maintenance Technician for railroad corridor stewardship and trail maintenance. (100% CCRRA levy) -\$106,777. Transfer funds to Park Operating Budget.
- Provide general Administration of CCRRA activity- \$33,928. Transfer funds to Parks operating budget (General Fund).
- 0.40 FTE is allocated for a Community Service Officer to provide additional ordinance enforcement on the Dakota Rail and the Minnesota River Bluffs regional trails - \$20,317.
- 0.12 PT FTE Seasonal- for seasonal maintenance needs and outreach activities on the regional trails operated on the railroad corridors- \$4,493.

Capital Improvements—Budget Overview, Attachment C:

CCRRA will continue with several stewardship projects on both the Dakota Railroad and former Union Pacific Railroad Corridors. **\$48,833** is built into the 2024 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 Lake Minnetonka LRT Trail.

Summary of 2023 Accomplishments and 2024 Plans

2023 Initiatives

- Vegetation management, removal of diseased trees, trimmed and cut back new tree growth and other plants along corridors
- Consultant hired to design repair for Bridge RO631 at Crane Creek on Dakota Rail Regional Trail.
 - Easement exhibit prepared for access across private property.
 - Project scoping underway
- Entered into purchase agreement with HCCRA for acquisition of 3 miles of Minnetonka LRT corridor in Carver County.
 - Feasibility Study, Current Conditions and Improvement Recommendation Report completed
 - Phase I environmental review completed

2024 Goals and Objectives

Goal #1: Railroad Corridor Stewardship

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

Objective: Maintain infrastructure of railroad corridors. Continue with railroad corridor stewardship activities of diseased tree removal, tree trimming, culvert cleaning, trail pavement management, erosion control and drainage improvements.

Activities:

- Continue vegetation management Tree Trimming and Tree Removal on MN River Bluffs and Dakota Rail Regional Trail

Goal #2: Dakota Rail Regional Trail create plans to repair or replace Bridge RO631 at Crane Creek

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

Objective: Repair bridge structure to ensure public safety

Activities:

- Bid project and complete bridge repair during the 2024 construction season

Goal #3: Lake Minnetonka Regional Trail

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

Objective: Complete the acquisition of 3 miles of the Lake Minnetonka Regional Trail and begin operations and stewardship of the trail and property corridor.

Activities:

- Secure regional funding for stewardship repairs to infrastructure of culverts and other structures
- Complete acquisition of 3 miles of corridor from City of Victoria to north county line

Goal #4: Riverbank stabilization at the Crow River Bridge near the City of Mayer

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

Objective: Stabilize riverbank to protect bridge embankment from erosion

Activities:

- Develop project scope and prepare plans
- Determine if existing funds are sufficient for the improvement
- Budget any needed funding for 2025
- Monitoring condition during annual bridge inspection



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 2024 Budget request is \$107,917 which consists of:

- \$51,000 for an operations allocation, and
- \$56,917 for a capital projects contribution

Funding comes from the General Fund, \$47,917 and \$60,000 from the Building CIP Fund.

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 2024 Budget provides \$1,131 in projected interest income and \$57,000 in special assessments in funding for the Ditch Authority.

Medical Examiner's Office

The Medical Examiner's Office provides a variety of services related to death investigations in Carver County. All accidental, suicidal, and undetermined deaths are certified by this office.

Minnesota Statute 390.005 requires counties to provide Medical Examiner or coroner services. The Carver County Board approved an agreement for Medical Examiner Services on 10/29/15 with Anoka County for 2016 and has renewed this contract through 2026.

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 2024 is for \$269,793

The following table summarizes the budget for Medical Examiner services.

Minnesota Regional Medical Examiner's Office**					
Budget Summary	2022 Actual	2023 Budget	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	-	-	-	0.00%	6,000
Expenditure total	262,175	263,793	269,793	2.27%	
Tax dollars needed	262,175	263,793	269,793	2.27%	

** 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. This request is included in the 2024 Budget.

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 2024 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 2024 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 salary contingency accounts and some of the county supported agency allocations.

The 2024 salary contingency includes the estimated savings from position vacancies during 2024. The budgeted salary contingency increased by \$600,000 in 2024 to \$5,030,557, based on prior year trends in vacancy savings.

For 2024, the County budgeted for \$5,005,130 in County Program Aid (CPA), a \$1,127,829 increase from 2023. \$3,900,146 of the CPA funds will be allocated to the General Fund, a \$1M increase from 2023. \$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 since the State Turnback reimbursement ended 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 2022 actual to the 2023 and 2024 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 2023 and 2024.

Non-Departmental Revenue and Expenses						
Budget Summary	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(7,729,573)	(4,593,796)	(5,793,713)	(5,793,713)	26.12%	(1,913,088)
Expenditure total	6,907,239	(4,034,721)	(4,747,892)	(4,747,892)	17.68%	
Tax dollars needed	(822,334)	(8,628,517)	(10,541,605)	(10,541,605)	22.17%	

Levy Adjustments – Budget Overview, Attachment A–

- \$600,000- Vacancy Savings
- \$1,000,000- County Program Aid Legislative Increase (net- \$100,000 redirected to One-Time Projects)

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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(1,489,072)	(945,177)	(945,177)	(945,177)	0.00%	
Expenditure total	1,087,238	945,177	945,177	945,177	0.00%	
Tax dollars needed	(401,834)	-	-	-	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 through Cowbell. Insurance for the Steiner-Kelting Mental Wellness Center is placed with Evanston Insurance Company and StarStone National Insurance Company. Great American Insurance Group writes the Liability coverage for the Public Works/Parks Kann Barge and Trailer, and Accident Fund writes the Workers Compensation coverage for WI and IA teleworkers.

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 2024, the Workers Compensation program received an experience modification factor of 0.871 which reflects claim results from policy years 2020, 2021 and 2022.

MCIT determined the 2024 insurance contribution rates in the fall of the 2023. Carver County’s Work Comp and Property Casualty premiums went up from 2023. 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.

2022-2023 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. With continued analysis of the cost and exposure, the County continues to reduce insurance coverage on small items to keep contribution costs down.
3. Performed Ergonomic Assessments to provide a safe and comfortable environment and minimize loss of work time and injury.
4. Participated in contract review in an effort to reduce risk and liability to the County.

2024 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 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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(3,150,766)	(756,057)	(883,886)	(883,886)	16.91%	
Expenditure total	930,383	756,057	883,886	883,886	16.91%	
Tax dollars needed	(2,220,383)	-	-	-	0.00%	

Building Project Highlights

Elevator Upgrades: Elevator upgrades at the museum building were completed in the latter part of 2022 and the elevator is now up to code. In 2024 Facilities hopes to modernize and bring the elevator in the HHS Building into code, \$80,000.

HVAC Upgrades: The Facilities department will continue to replace & repair aging HVAC equipment throughout the county. Much of our equipment has reached and exceeded its life expectancy. At the present time we are assessing and prioritizing critical equipment. This list contains Roof Top Units (RTU's), Air Handling Units (AHU's), water heaters and cooling units. The goal will be to keep facilities running in a safe and efficient manner while being fiscally responsible. A few projects that will be prioritized this year are as follows:

- RTU (small) @ Cologne PW- 30K
- RTU (large) @ Cologne PW- 115K
- VAV Coils @ Cologne PW- 40K
- Chiller Air Separator @ Gov't Center - 27K

Public Works Cologne: In 2023 a large section of the roof top was replaced at Public Works. The repair has an estimated life span of 25 years. Facilities will be working towards getting the additional portion of the roof that spans over the offices and conference rooms replaced in the early part of 2024, \$500,000. The restrooms in the Public Works Cologne building need refreshing as well. This remodeling project will replace fixtures and countertops in these restrooms, \$250,000 approx.

Master Space Plan: Over four years have passed since the County completed a space study. In that time, the County has seen significant changes which required a revisit of the initial plan and the reconsideration of the master plan recommendations. The most significant of these changes was the world-wide pandemic which shifted the County from a traditional in-office workplace model into an evolution of telework in many of our divisions and departments. With that change, the County had a desire to create a more universal vision for our hybrid workspaces.

Therefore, the County teamed up with architects from Leo A Daly to revisit and update the plan to reflect these new work conditions. On September 5, 2023, findings and recommendations were presented to the County Board. Below is a summary of the recommendations - by location:

- Government Center - demo 600 and 601 buildings; construct new 2-3 story building; full remodel of 602 building; 604/606 minor refresh and build out in Sheriff's Office.
- HHS - Behavioral Health - seek building or land for replacement facility in Waconia; explore a family resource center.
- Former Encore Building - use as swing space in short term; refresh for Extension or another purpose long-term.
- Public Works - light interior remodel of office space; expand break room and sign shop; potential relocation of non-public works operations (e.g. Extension, bus, etc.).

In 2024, the County will build on the recommendations provided, focus on the Government Center as phase one, and start work on the pre-design phase for the Government Center. As noted below on Attachment E, the County has started putting funds aside for the construction/remodel design stage, \$994,785.

New Chaska Library: Planning continues for construction of a new Library in the city of Chaska, scheduled for 2028. The county has set aside \$532,358 in 2023 for partial funding of the shelves and books. Additional funding will be needed in future budget years to furnish the building and purchase library materials.

2024 Building Improvement Projects

Attachment C- Capital Projects by Fund

For 2024, \$883,886 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 2019-2024 Budget, \$100,000 of CPA each year has been redirected to the Building CIP fund to offset Attachment E needs as the State Turnback money is no longer a funding stream starting 2024.

DEPT.	CIP #	DESCRIPTION	Board Approved	Requested	Board Approved	Inc./Dec
Building and Other Capital Improvements						
		Contribution to Agricultural Society 2023/2024 Building Projects (CPA)	60,000	60,000	-	-
		Building Security Improvement Plan- (CPA)	13,699	13,699	-	-
		One-Time projects- detailed on Att E (CPA)	682,358	810,187	-	127,829
		30-XXX-XXX-XXXX-6630	756,057	883,886	-	127,829
Fund #30 T		30-XXX-XXX-XXXX-66XX	756,057	883,886	-	127,829
		Levy Dollars - Fund #30	-	-	-	-

Attachment E- Software and Other One-Time Projects

Note: only \$810k is included in the adopted budget (CPA shift for one-time project funding) the remaining projects listed below are funded by debt service reserves no longer needed, \$665K

- Elevator upgrades- \$75,000
- RTU's at Public Works Cologne- \$65,000
- Landscaping for the County buildings- \$75,000
- Remodel Sheriff lobby restrooms- \$75,000
- County Buildings carpet and furnishing replacement- \$125,000
- Replace secondary water heater 606 Building- \$65,000
- Future Building Construction/Remodel (design stage)- \$994,785

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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(8,055,831)	(382,518)	(1,614,699)	(1,614,699)	322.12%	
Expenditure total	1,584,598	382,518	1,614,699	1,614,699	322.12%	
Levy dollars needed	(6,471,233)	-	-	-	0.00%	

Capital Improvement Projects—Budget Overview, Attachment C

- Repayment to the Road and Bridge Fund for funding to assist with the TH 5 Regional Trail \$73,699 CPA Allocation
- Lake Minnewashta Regional Park Creative Playground \$1,224,000 (\$362,000 Parks and Trails Funds (2024) & \$862,000 Metropolitan Council CIP Funds
- Baylor Regional Park Boardwalk Replacement \$317,000 Governors Modernization Funds

One-Time Projects – Budget Overview, Attachment E

- Dakota Rail Regional Trail County Road 10 Trailhead \$200,000
- Merriam Junction Trail \$1,100,000, other agency led project
- Circle the Brick Trail \$200,000, other agency led project

Summary of 2023 Accomplishments and 2024 Plans

Lake Waconia Regional Park

During 2022, the County Board authorized funding and construction of Paradise Commons, a new building in the park. Key elements of the building include restrooms, 4 season event/activity space, picnic pavilion, and rental concession.

Work to construct this new park building began in October of 2022 and is substantially complete. The building began operation in February of 2024. Paradise Commons provides much needed restroom services, indoor space for group gatherings, exterior sheltered space for picnicking, and rental service of watercraft. Paradise Commons 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 in 2019. Additionally, Paradise Commons will make use of new infrastructure of sanitary sewer and water lines that have been installed as a part of the park redevelopment project.

Continued development of Coney Island also progressed with existing funds from the Phase I Development program. Additional docking space for watercraft has been installed to access the island. A contract for construction of a monument to commemorate the preservation of the island for public purpose by the Hoffman Foundation has been authorized and is in the final stages of completion. Work to create a group campfire area was planned and has been completed.

Demolition of the Waconia Event Center was planned, and removal occurred February of 2024. This building was in very poor condition having suffered extensive damage due to a broken water line. Additionally, the decor and building, operating systems are quite outdated and would have required extensive replacement of electrical, plumbing, HVAC systems and remodeling to bring the building into a competitive marketplace. Operating the building was no longer viable.

Waconia Regional Park parking lot lighting was installed.

Lake Minnewashta Regional Park had its roadways and parking lots crack sealed and seal coated.

Baylor Regional Park, the Visitor Center had a deteriorated wooden deck structure replaced with a concrete patio.

Planning Activities Completed or Underway Include:

- Carver County Park and Trail Visioning and Strategic Investment Plan
- Baylor Regional Park Boardwalk Replacement
- Lake Minnewashta Regional Park Playground Replacement
- Phase III Development for Waconia Regional Park (Picnic Shelter, Playground, Parking, Trails)
- Lake Minnewashta Regional Park Natural Resource Management Plan

- Dakota Rail Regional Trail Crane Creek Bridge Repair

2024 Initiatives

Baylor Regional Park

Replacement of the boardwalk is planned to be completed by end of June. The boardwalk was taken out of service in 2022 due to its poor condition which caused safety concerns.

Lake Minnewashta Regional Park

Also planned is the replacement of the Lake Minnewashta Regional Park Creative Playground. The current structure is approximately 26 years old and at the end of its useful life. Construction completion anticipated by year end.

Dakota Rail Regional Trail Trailhead

It is planned that an approximate 12 stall parking lot facility with small plaza area containing a kiosk, waste receptacle, and bench facility would be constructed in the southeast quadrant of the intersection of County Road 10 and the Dakota Rail Regional Trail. Plans would be to complete construction documents and consider a fall bidding and construction period.

Park and Trail Stewardship Projects

Planned projects include repairs to pavement along the Dakota Rail Regional Trail in areas experiencing pavement failure due to cracking and settlement. The parking trailhead facilities in Mayer and New Germany are to be crack sealed and seal coated.

Current and Future Planning Activities

- Completion of Carver County Park and Trail Visioning and Strategic Investment Plan
- 2024 Pavement Management Program
- Dakota Rail Regional Trail Crow River Bridge, Riverbank Stabilization
- Lake Minnetonka Regional Trail Operation Plan
- Baylor Regional Park Long Range Plan
- Dakota Rail Regional Trail County Road 10 Trailhead Constuction Plan
- Park and Trail Stewardship Projects
- Miller Lake Regional Park Long Range Plan

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 2037.

Financing and developing projects often take several years due to the increasingly complex financial and regulatory environment. The CIP includes the current budget year (2024) and the following 5-years (2025-2029). The CIP helps ensure an efficient flow of projects from their inception to construction. The 2025-2029 CIP is shown in detail in the County Long-Term Financial Plan.

The legislature passed a significant transportation revenue bill in 2023 which will provide more revenue in the County State Aid Highway fund and established a new Transportation Advancement Account that includes revenue from a new delivery fee, sales tax on auto repair parts and an increase in the Metropolitan Area Sales Tax. This account will provide funding for Active Transportation projects (pedestrian, bicycle facilities etc.), road preservation and transit.

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 2025-2029 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.

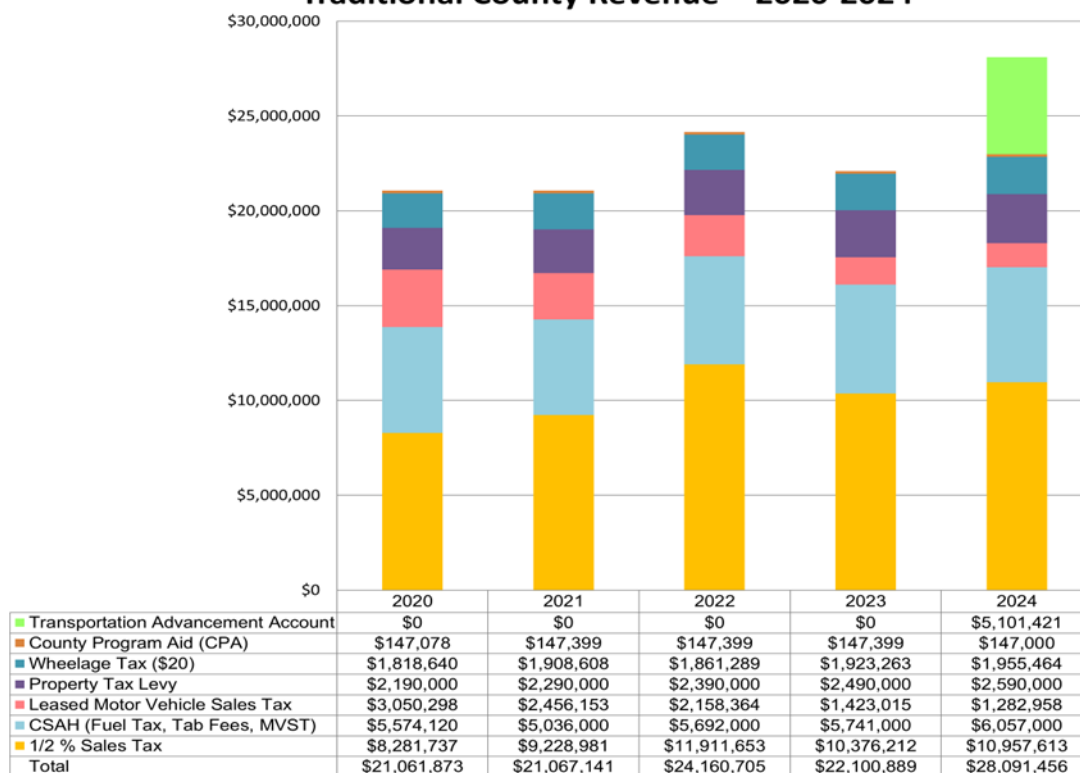
Budget Highlights

Road & Bridge CIP Budget						
Budget Summary	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(37,763,180)	(16,736,783)	(112,901,804)	(112,901,804)	574.57%	100,000
Expenditure total	35,696,631	19,226,783	115,491,804	115,491,804	500.68%	
Levy dollars needed	(2,066,549)	2,490,000	2,590,000	2,590,000	4.02%	

New Road and Bridge CIP projects for 2024 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 2020-2024 is shown in the following chart. Traditional revenues are expected to increase slightly from 2022. COVID-19 impacted sales tax revenue in 2020 and leased motor vehicle sales tax and wheelage tax revenue in 2021 and 2022. Sales tax revenue rebounded significantly in 2021 and 2022, however revenues went down by approximately \$1.5 million in 2023. Leased Motor Vehicle sales tax continues to decline. The chart now depicts the new Transportation Advancement fund enacted by the legislature in 2023.

Traditional County Revenue - 2020-2024



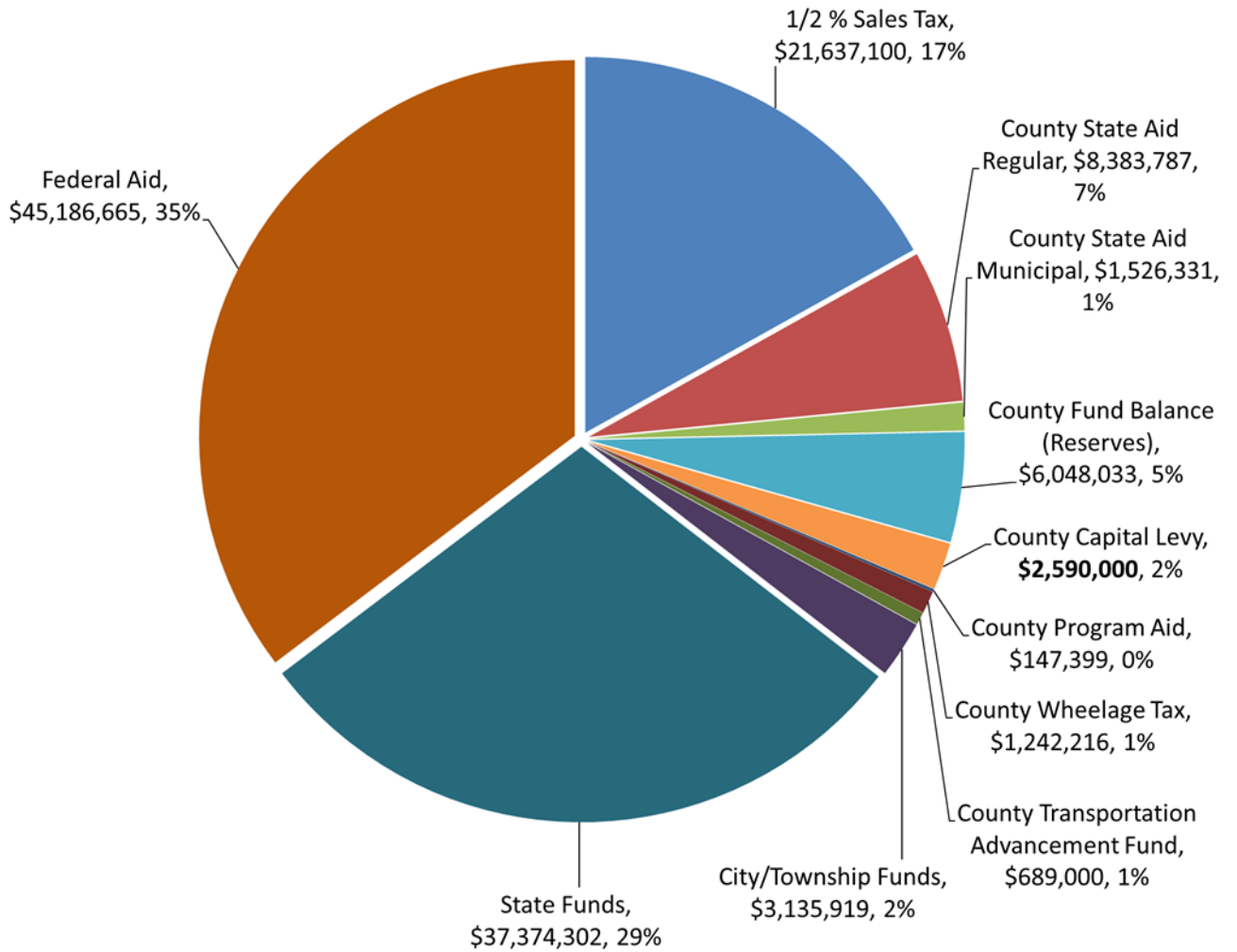
The following summarizes the expected revenue and proposed utilization for the 2024 Road and Bridge CIP:

- The County Long Term Financial Plan recommends increasing the amount of levy funding for road and bridge projects by \$100,000 per year for 10-years beginning in 2016. The levy is primarily used for resurfacing/rehabilitation, maintenance and safety projects. The 2024 levy request for the road and bridge CIP is **\$2,590,000**.
- Wheelage tax (\$20) is expected to generate \$1.95 million in 2024. The \$315,000 transfer each year to the debt service fund ended 2024. The remainder along with previously accumulated funds is programmed for projects. A total of \$1.24 million in Wheelage Tax proceeds will be used in 2024.
- Sales Tax (1/2 percent) and \$20 Vehicle Excise Fee is expected to generate approximately \$10.9 million in 2024. Approximately \$470,891 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 and 5 federal lobbying services. The remainder will be utilized for projects in 2018-2037 Transportation Tax Implementation Plan. Approximately \$21.6 million of Sales Tax will be used on projects in 2024.
- County Program Aid is used primarily used for road preservation needs. In 2024 the CPA allocated to road and bridge CIP is \$147,399.
- CSAH construction revenue is projected to be \$7.7 million in 2024. This includes Leased Motor Vehicle Sales Tax revenue. CSAH revenue can collect over time until the county has enough to deliver a project. Approximately \$490,000 will be used for salaries. \$9.9 million of CSAH will be used on projects in 2024.
- The County will utilize more than \$45 million in federal grants in 2024 for Highway 212, Highway 5, CSAH 40, Highway 41&Engler, and CSAH 11 and Marsh Lake Road.
- The County will receive \$37 million in State funds in 2024 for Highway 212 and Highway 41
- 2024 includes \$440,000 in State Township Bridge Bonding requests.
- The County anticipates receiving \$3.1 million in cost share from cities & townships in 2024

The following chart shows the current (as of budget preparation) approximate amended CIP expenditures for **2024 at \$127.96 million**. This represents new 2024 budgeted projects as well as projects that have carried over from previous years. This amount differs from Attachment C, in that Attachment C only represents new projects that will be starting in 2024. It does not represent all the funding available in 2024. Additional fund balance including accumulated sales tax, wheelage tax and levy exists and has been programmed for future years. Additional CSAH funds

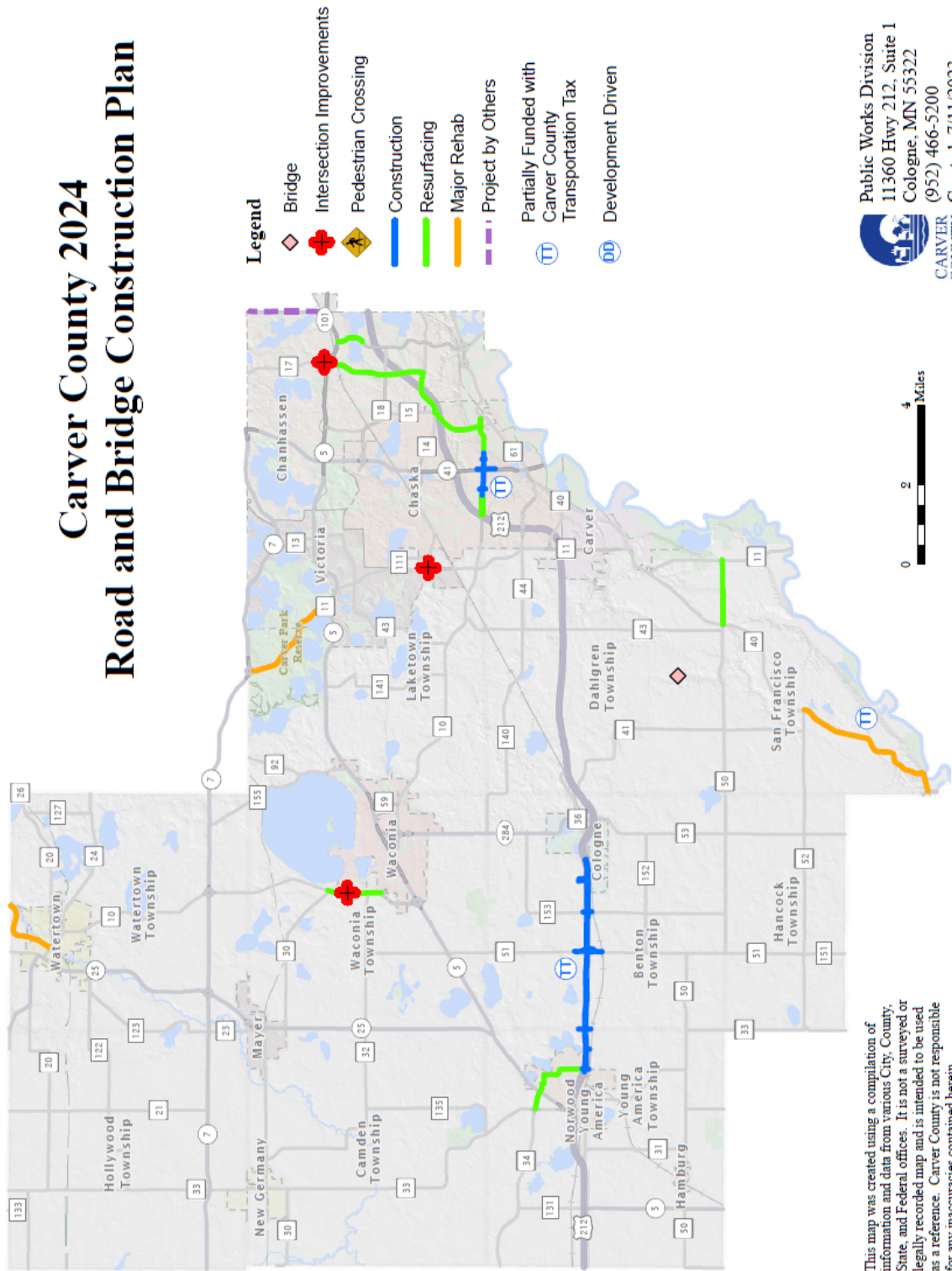
are available as well for future year projects. State funds include all state grant and cost share including local bridge bonding.

2024 Road and Bridge CIP \$127,960,752



2024 Construction Map (New and previously budgeted projects)

**Carver County 2024
Road and Bridge Construction Plan**

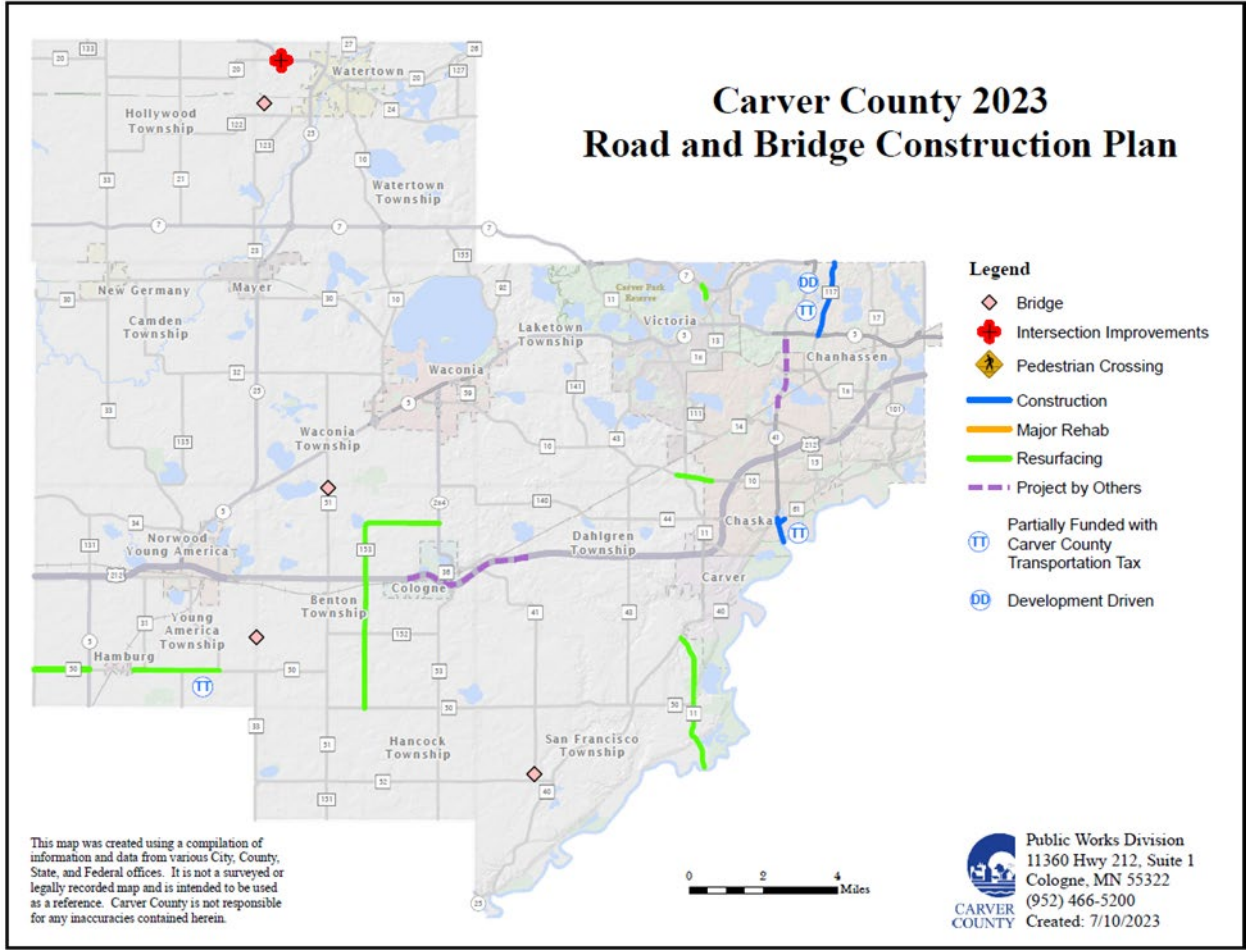


2024 Road and Bridge CIP Summary (includes projects budgeted in previous years)

PR #	Project Description	Total	Federal Funds	State Funds	Turnback Funds	County Funds	City/Township Funds
178827	TH 5 - Expansion from Kochia Lane to TH 41 & RAR from 78th to F	\$9,780,671	\$3,993,305	\$0	\$0	\$5,306,999	\$480,367
148760	CSAH 10 Expansion from RR to Creek Ln. N.(10-M3)	\$302,199	\$0	\$0	\$0	\$300,173	\$2,026
178824	CSAH 61 Reconstruction from Yellow Brick Road to Bluff Creek Dr	\$0	\$0	\$0	\$0	\$0	\$0
178820	Highway 41 and 10 Expansion from Bavaria to Park Drive incl Ped U	\$16,000,683	\$7,933,360	\$2,841,948	\$0	\$3,472,879	\$1,752,496
108365	82nd St (CSAH 18) - Construction Bavaria (incl. int.) to Hwy41 (AA	\$0	\$0	\$0	\$0	\$0	\$0
178826	TH 212 Expansion from Norwood Young America to Cologne	\$66,237,579	\$27,500,000	\$34,092,354	\$0	\$4,645,225	\$0
128637	CSAH 18 Reconstruction from TH 41 to Galpin	\$0	\$0	\$0	\$0	-\$145,000	\$145,000
198873	CSAH 61 Reconstruction from CSAH 11 to CSAH 44 (61-L4)	\$0	\$0	\$0	\$0	\$0	\$0
218905	TH 5 Expansion from Minnewashta to TH 41 (AATP H5E-2)	\$0	\$0	\$0	\$0	\$0	\$0
218929	TH 5/TH 41 Intersection [AATP H5E-3]	\$3,177,311	\$0	\$0	\$0	\$3,149,399	\$27,913
228964	TH 5 Expansion from 80th St to west of Park/Kochia [Part of old HS	\$2,126,793	\$0	\$0	\$0	\$2,011,878	\$114,914
198869	CSAH 18/ Sunset Traffic Signal	\$88,510	\$0	\$0	\$0	\$44,255	\$44,255
218930	CSAH 11 Improvements from 10 to RR, Including Intersection (10	\$151,944	\$0	\$0	\$0	\$128,966	\$22,977
188842	TH5/CSAH 11(W) Intersection Improvements (AATP H5W-3)	\$2,444,152	\$0	\$0	\$0	\$2,427,178	\$16,974
198871	Signal Replacement CSAH 17 & W 78th St	\$446,926	\$0	\$0	\$0	\$223,463	\$223,463
198864	CSAH 10 at Waconia Pkwy N. Intersection (City Lead)	\$2,633,058	\$1,760,000	\$0	\$0	\$873,058	\$0
218936	TH5/CSAH 11(E) Intersection Improvements (AATP H5W-4)	\$6,753	\$0	\$0	\$0	\$1,351	\$5,402
218906	CSAH 11 & CSAH 14/MLR Roundabout (10-S1a)	\$3,092,524	\$2,000,000	\$0	\$0	\$819,393	\$273,131
188844	CSAH 40 Rehab and SW from CSAH 52 to South County Line	\$10,000,000	\$2,000,000	\$0	\$0	\$8,000,000	\$0
218931	CSAH 11 shoulder widening and rehab from TH 5 to TH7	\$3,505,141	\$0	\$0	\$0	\$3,505,141	\$0
218918	CSAH 27 Major Rehab from CSAH 10 to North County Border	\$903,404	\$0	\$0	\$0	\$903,404	\$0
218913	CSAH 101 from 86th St to TH 5	\$359,504	\$0	\$0	\$0	\$352,504	\$7,000
218916	CSAH 17 from CSAH 14 to Highway 5	\$1,298,171	\$0	\$0	\$0	\$1,298,171	\$0
218926	CSAH 10 from old 10 to CSAH 30	\$460,514	\$0	\$0	\$0	\$460,514	\$0
208879	CSAH 40 Rehab and SW from CSAH 52 to CSAH 50	\$220,000	\$0	\$0	\$0	\$220,000	\$0
218928	CSAH 34 from CSAH 33 to Highway 212	\$677,349	\$0	\$0	\$0	\$677,349	\$0
249000	Seal Coat, Crack Seal, Sheet Patching, Bridge Decks, Culverts, Mis	\$300,000	\$0	\$0	\$0	\$300,000	\$0
178821	Highway 10 Improvements from Park Ridge Dr. to County 61 (10-L	\$0	\$0	\$0	\$0	\$0	\$0
228962	CSAH 10 from 212 to Victoria Drive	\$391,740	\$0	\$0	\$0	\$391,740	\$0
228949	CSAH 10 from Park Drive to CSAH 61	\$485,931	\$0	\$0	\$0	\$485,931	\$0
228966	CSAH 50 from CSAH 40 to CSAH 11	\$321,419	\$0	\$0	\$0	\$321,419	\$0
218942	Maplewood Road Bridge over Bevens Creek	\$460,000	\$0	\$440,000	\$0	\$0	\$20,000
8015	Safety Set Aside	\$175,000	\$0	\$0	\$0	\$175,000	\$0
248016	Signing/Striping/Signals	\$666,500	\$0	\$0	\$0	\$666,500	\$0
0	Transfer	\$1,326,985	\$0	\$0	\$0	\$1,326,985	\$0
188857	Arboretum Area Transportation Plan	\$250,000	\$0	\$0	\$0	\$250,000	\$0
198867	TH 5 Regional Trail	-\$330,009	\$0	\$0	\$0	-\$330,009	\$0
		\$127,960,752	\$45,186,665	\$37,374,302	\$0	\$42,263,865	\$3,135,919

Summary of Accomplishments and Plans

Progress on 2023 Major Road and Bridge CIP Initiatives



1. Shoulder widening, rehabilitate pavement and resurface Highway 50 from City of Hamburg to Highway 31
2. Resurface Highway 50 from Zane Avenue to Highway 5 and from Highway 31 to Highway 33.
3. Resurface Highway 153 from Highway 50 to Highway 284
4. Resurface Highway 13 from Frebourg Ct to Highway 7
5. Resurface Highway 11 form S. County Line to Highway 40
6. Resurface Highway 10 from Highway 11 to Chaska.
7. Turnback and reconstruction of Galpin Boulevard from Highway 5 to the Hennepin County border. (City Lead)
8. Reconstruct the intersection of Highway 25 and Highway 20
9. Reconstruct Highway 41 in downtown Chaska (City Lead)
10. Replace bridge on (County) Highway 41 over Silver Creek
11. Replace bridge on Highway 51 over Carver Creek
12. Reconstruct new box culvert bridges on Salem Avenue in Young America/Benton Township and Rose Avenue in Watertown Township and 42nd St in Hollywood Township
13. Install County Wide Wet-reflective pavement markings and rural intersection lighting

14. Detailed design of Highway 212 expressway from Cologne to Norwood
15. Detailed design of Highway 10 from Bavaria Road to Park Ridge Drive
16. Detailed design of Highway 10 and Waconia Parkway Roundabout (City Lead)
17. Complete preliminary design of Highway 5, Highway 13 and Highway 18 as part of the Arboretum Area Transportation Plan
18. Detailed design of Highway 11 from Highway 5 to Highway 7
19. Detailed design of Highway 11 and Marsh Lake Rd Roundabout in Victoria

Major Road and Bridge CIP Initiatives Planned for 2024:

- a. Reconstruct Highway 212 for Norwood Young America to Cologne,
- b. Reconstruct Highway 10 (Engler Blvd) from Bavaria Road to Park Ridge Dr,
- c. Reconstruct intersection (Roundabout) at Highway 10 and Waconia Pkwy N. (City Lead),
- d. Reconstruct intersection (Roundabout) at Highway 11 and Marsh Lake Road.
- e. Replace traffic Signal at 78th and Powers Blvd,
- f. Major rehabilitation and shoulder widening of Highway 40 from South County line to Highway 52,
- g. Major rehabilitation and shoulder widening of Highway 11 from Highway 5 to Highway 7,
- h. Major rehabilitation of Highway 27 from Highway 24 to North County line.
- i. Resurfacing of Powers Blvd form Highway 61 to Highway 5
- j. Resurfacing of Engler Blvd form Park Drive to Highway 61 and From Highway 212 to Bavaria Road
- k. Resurfacing of Highway 34 from Highway 212 to Highway 33 **(Likely to be Postponed to 2025)**
- l. Resurfacing of Highway 10 form Waconia Pkwy S. to Highway 30
- m. Resurfacing of Highway 50 form Highway 40 to Highway 11
- n. Replacement of Bridge on Maplewood Road over Bevens Crk.
- o. Detailed design plans for Highway 5 from 80th to Century Blvd
- p. Detailed design plans for Rolling Acres Rd from Highway 5 to Frebourg Ct.
- q. Detailed design plans for 82nd Street from Bavaria Road to Highway 41
- r. Detailed design plans for Highway 5 at Highway 11 (W)
- s. Concept design plan for Highway 14 (Pioneer Trail) from Highway 41 to Bavaria Road.

See Division- Public Works 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	2022 Actual	2023 Budget	2024 Requested	2024 Approved	% Change 2023-2024	Change In Levy
Revenue total	(419,278)	(315,000)	(167,323)	(167,323)	-46.88%	
Expenditure total	3,417,779	3,562,597	3,414,920	3,414,920	-4.15%	
Tax dollars needed	2,998,501	3,247,597	3,247,597	3,247,597	0.00%	-

One-Time Projects– Budget Overview, Attachment E –
 \$2M-Redirection of Debt Service Reserves (expired debt) for one-time projects

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 2022 (rounded)	\$ 20,407,703,700
Debt limit (Three percent of payable 2020 assessed value)	0.03
Maximum debt applicable to debt limit	612,231,111
Current outstanding debt (12/31/22)	(14,579,000)
Assets currently available to pay bonds (estimated)	10,910,566
Available margin per Legal Debt Limits:	\$608,562,677

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 responsibilities 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, 2023**

Bond Type	Interest Rates	Payment Due Date	Original Amt. Issued	Amount Outstanding 12/31/23	2024	2025	2026	2027	2028	2029 to 2033	2034 to 2038	2039 to 2043	2044 to 2046
2014A GO Capital Improvement													
Principal.....		2/1	9,555,000	4,110,000	635,000	655,000	675,000	695,000	715,000	735,000	-	-	-
Interest.....	2.0-3.0%	2-1/8-1		380,400	113,775	94,425	74,475	53,925	32,775	11,025	-	-	-
Total				4,490,400	748,775	749,425	749,475	748,925	747,775	746,025	-	-	-
2014 MPFA Loan (12/2015 Projection)													
Principal.....		8/20	18,000,000	7,534,000	1,044,000	1,055,000	1,065,000	1,076,000	1,087,000	2,207,000	-	-	-
Interest.....	1.0%	2-20/8-20		304,390	75,340	64,900	54,350	43,700	32,940	33,160	-	-	-
Total				7,838,390	1,119,340	1,119,900	1,119,350	1,119,700	1,119,940	2,240,160	-	-	-
2016A GO Refunding													
Principal.....		2/1	7,190,000	405,000	405,000	-	-	-	-	-	-	-	-
Interest.....	2.0-5.0%	2-1/8-1		8,100	8,100	-	-	-	-	-	-	-	-
Total				413,100	413,100	-	-	-	-	-	-	-	-
2022A GO Capital Improvement													
Principal.....		6/20	2,530,000	2,530,000	75,000	75,000	80,000	80,000	80,000	450,000	550,000	675,000	465,000
Interest.....	2.55-4.0%	6-20/12-20		1,305,925	93,609	91,696	89,720	87,500	85,100	382,500	285,000	162,500	28,300
Total				3,835,925	168,609	166,696	169,720	167,500	165,100	832,500	835,000	837,500	493,300
Total													
Principal.....			37,275,000	14,579,000	2,159,000	1,785,000	1,820,000	1,851,000	1,882,000	3,392,000	550,000	675,000	465,000
Interest.....				1,998,815	290,824	251,021	218,545	185,125	150,815	426,685	285,000	162,500	28,300
Total				16,577,815	2,449,824	2,036,021	2,038,545	2,036,125	2,032,815	3,818,685	835,000	837,500	493,300



LONG TERM FINANCIAL PLAN- 2025 & BEYOND

EXECUTIVE SUMMARY

This 2025 Long Term Financial Plan, (the “Plan”) along with the 2024 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 be systematically 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 levies and budgets:

- A. Capital Improvement Plans (CIPs) for One-time 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 One-Time Capital Projects:

CIP Revenue Summary:

County ½ cent Transportation Sales Tax: In 2017, the County Board approved a ½ cent transportation sales tax that generates \$9 - \$10 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 \$1.9 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 Phase I Infrastructure project. The 2020 Legislature approved \$2.5M for a \$5M Phase II Waterfront Service Center with a 50/50 local match in County funds. A County priority for the 2024 Legislature is a \$6.528M Phase III Additional Amenities project with a 50/50 local match in County funds.

Road & Bridge Tax Levy: In 2016, the County Board directed that the tax levy for road and bridge annual maintenance be increased \$100K for the next 10 years to eventually provide an additional \$1M to finance the County’s Road Preservation Plan by 2025. Accordingly, the 2024 Budget includes a \$2.59M tax levy for road and bridge maintenance which is an increase of \$100K compared to 2023.

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. The 2023 Legislature created a new Transportation Advancement Account for Active Transportation, Road

Preservation and Transit. County Public Works staff are in the process of updating and prioritizing future road and bridge projects in anticipation of the increase revenue approved by the 2023 Legislature.

State County Program Aid (“CPA”): The Recommended 2024 Budget has \$1.1 million in 2024 CPA that is not allocated to the operating budget. \$810,000 is being directed to fund one-time capital projects listed on 2024 Budget Attachment E and the remaining \$295,000 will be directed to the CIPs according to the percentages below:

50%	Road & Bridge CIP	\$147K
25%	Park & Trail CIP	74K
<u>25%</u>	<u>Building CIP</u>	<u>74K</u>
100%	Total State CPA to CIPs	\$295K

State Sales Tax Parks and Trails “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 \$550,000. These funds have been used as the local match to State & Federal grants for trail expansion projects and for the Lake Waconia Regional Park Phase I and II projects.

Metropolitan Council Reimbursement for Park Land Acquisition: The County expects 100% reimbursement from the Metropolitan Council for parkland acquisitions that are included in the County’s Regional Park Master Plan. The reimbursement formula is currently on hold because the Met Council has determined that the current reimbursement process is not in compliance with IRS regulations. Met Council staff are researching alternative processes to reimburse counties for parkland acquisitions.

CIP Project Summary:

Buildings and Misc. CIP: This CIP includes one-time projects related to facilities maintenance, IT equipment, furnishing a new Chaska library in 2029 and expanding square footage from a Master Space Plan Study.

Roads & Bridges CIP: The County 2040 Roadway System Plan identifies \$900 million of road and bridge projects to meet the needs of the projected growth in population and employment by 2040. This includes \$560 million for County road and bridges and \$340 million for critical State highway projects.

Road and bridge needs include preservation (overlays), bridge replacement, safety enhancements (turn lanes, traffic signals, roundabouts, etc.), system expansion (added lanes), system connectivity (new roads and bridges), and reconstruction (rebuilding existing roads without adding lanes). A 6-year Road and Bridge Plan is in the process of being updated for 0.75% sales tax for metro transportation as well as updated projections from the ½ cent transportation 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. A comprehensive list of parks and trails maintenance projects is being developed which may require additional funding resources above the annual \$550K "Legacy Funds" and \$74K CPA allocation discussed above and the \$50K property tax levy in the 5 Year Replacement Schedule discussed below. Options to address a potential funding gap will be developed by the Park Board and County staff.

B. Five Year Replacement Schedule for Facilities, Vehicles and Equipment

This Plan includes a five-year replacement schedule for Facilities, Vehicles and Equipment based on division requests for 2025 thru 2029. 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 \$1.6 million levy over the next five years. The County Board has been supportive of this \$100K a year levy increase which creates an orderly and scheduled replacement of County facilities, vehicles and equipment.

C. Bond Sales and Debt Service

A county-wide Master Space Plan is currently analyzing future space needs for county staff and services. A \$65M bond sale in 2028 is expected to finance the recommendations from the Plan.

Pay-as-you-go financing is the Board's preference for financing Park & Trail projects.

The 2025-2029 Road and Bridge CIP has been updated to reflect the additional funding from the ½ cent transportation sales tax and wheelage taxes that were approved in 2017. Depending on the success of various State and Federal grant applications, a bond sale may be necessary to provide matching grant dollars for high priority projects. 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. As the County's tax base continues to expand, the County's workforce increases to serve the growing tax base. The 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 2024 Annual Budget and the 2025 Long Term Financial Plan are expected to be approved at the December 12, 2023 County Board meeting.

I. 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 go thru the annual budget process, whereas projects listed beyond the next year are 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 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 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, HVAC, roofs and parking lots. Technology projects for data centers, fiber ring, network closets and similar technology hubs.

Redirecting the \$1.2M debt service from the paid off 2016A Bonds thru 2027, the above projects in the Buildings & Misc. CIP are funded except for \$239,000 in 2025 and furnishing a new Chaska library in 2028. Further analysis is expected to identify additional revenue sources and/or capital projects will be delayed so the \$239,000 funding gap is addressed in 2025 2026 annual budget and furnishing the new Chaska library is fully funded for the 2028 annual budget.

The preliminary results from a Master Space Plan identified a \$65M Government Center Building project in 2028. A 2028 bond sale is the expected funding source for this project.

Please see the Buildings & Misc. CIP the next page for further details.

BUILDINGS & MISC CAPITAL PROJECTS
CAPITAL IMPROVEMENT PLAN - Fund #30: Budget Attachment E
2025

DESCRIPTION	ESTIMATED YEAR NEEDED	ESTIMATED PROJECT COST	ESTIMATED PROJECT COST PLUS INFLATION
BUILDINGS & MISC CAPITAL PROJECTS			
Facilities, Information Technology, Sheriff's Office, etc.*	2025	2,249,000	2,249,000
Facilities, Information Technology, Sheriff's Office, etc.*	2026	1,639,000	1,705,000
Facilities, Information Technology, Sheriff's Office, etc.*	2027	1,572,000	\$1,700,000
Facilities, Information Technology, Sheriff's Office, etc.*	2028	751,000	\$845,000
Facilities, Information Technology, Sheriff's Office, etc.*	2029	1,795,000	2,100,000
LIBRARY BOOK/SHELVES/ETC.:			
Chaska(1)	2028	3,560,000	4,000,000

Projects Total \$ 11,566,000 \$ 12,599,000

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>
BEG. FUND BALANCE:	\$ -	\$ (239,000)	\$ 166,000	\$ 676,000	\$ 941,000
\$1.2M Debt service from paid off 2016A Bonds thru 2027 (\$4M funding source in 2028 TBD)	1,200,000	1,200,000	1,200,000	4,000,000	-
Redirected CPA: Long Term Plan to Increase \$100K 2019 - 2029 to offset end of State Turnback Funds in 2022	810,000	910,000	1,010,000	1,110,000	1,210,000
*See List of Individual Capital Projects Report for details	(2,249,000)	(1,705,000)	(1,700,000)	(4,845,000)	(2,100,000)
PROJECTED YEAR END FUND BALANCE: (Fund #30)	\$ (239,000)	\$ 166,000	\$ 676,000	\$ 941,000	\$ 51,000

(1) Cities provide the library buildings, County CIP pays for the initial set of books, shelves, etc. and County Operating Budget pays for operational costs including staff. Funding source for \$4M project in 2028 is To Be Determined.

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).

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 (2023) which is included in the 2024 Annual Budget and the following 5 years (2025-2029) which are included in the 2025 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 2025-2029 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 both 2024 and 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
2025**

	<u>2025</u>		<u>2026</u>		<u>2027</u>		<u>2028</u>		<u>2029</u>	
PROJECTED BEG. FUND BALANCE:	\$	-	\$	-	\$	-	\$	-	\$	-
Road & Bridge 60 Year Preservation Levy - Board direction to increase \$100K per year thru 2025		2,690,000		2,690,000		2,690,000		2,690,000		2,690,000
State CPA - 50% allocated to Road & Bridge CIP		147,399		147,399		147,399		147,399		147,399
Accumulated Transportation and Wheelage Taxes		28,079,216		7,364,993		8,345,135		6,954,406		13,811,662
Transfer to Debt Service Fund for Wheelage Tax supported bonds		-		-		-		-		-
<u>2025 - 2029 ROAD & BRIDGE CONSTRUCTION PLANS -see Map & Charts for details:</u>		<u>(30,916,615)</u>		<u>(10,202,392)</u>		<u>(11,182,534)</u>		<u>(9,791,805)</u>		<u>(16,649,061)</u>
PROJECTED YEAR END FUND BALANCE: (R&BCIP - Fund #32)	\$	-	\$	-	\$	-	\$	-	\$	-

**CARVER COUNTY PUBLIC WORKS
ROAD AND BRIDGE CONSTRUCTION PLAN
Traditional and Development Driven Projects**

Revised: Dec-23

2025		Construction CIP				FUNDING SOURCE													Totals		
JOB / SERVICE #	PR#	PROJECT / ROAD DESCRIPTION	CIP CODE	Budget Year	A/C	A/C 299 SAR	A/C 399 SAM	A/C 599 Federal	A/C 699 MUNI / ST.	A/C 699 BRIDGE	BOND	BOND INT	FUND BALANCE	TAX 1	TAX 2	TAF-Pres	ST	WT	CPA	Totals	
0		Transfer	T	2025	PS	489,666							114,887				510,891				1,115,444
9000	259000	Seal Coat, Crack Seal, Sheet Patching, Bridge Decks, Culverts, Misc.	OL	2025	PS																0
				2025	CON								300,000								300,000
				2025	ROW																0
8882	208882	CSAH 11 from CSAH 40 to 4th Street	OL	2025	PS																0
				2025	CON								626,331	0							626,331
				2025	ROW																0
8915	218915	CSAH 13 from CSAH 18 to Highway 5	OL	2025	PS																0
				2025	CON								191,524	66,422							257,946
				2025	ROW																0
8917	218917	CSAH 20 from CSAH 10 to E CL	OL	2025	PS																0
				2025	CON								1,101,039	0							1,101,039
				2025	ROW																0
8919	218919	CSAH 14 from CR 111 to Bavaria	OL	2025	PS																0
				2025	CON								705,438	17,957							723,395
				2025	ROW																0
8921	218921	CSAH 31 from CSAH 50 to S CL	OL	2025	PS																0
				2025	CON										185,607						185,607
				2025	ROW																0
8927	218927	CSAH 51 from Highway 212 to Highway 5	OL	2025	PS																0
				2025	CON										628,065						628,065
				2025	ROW																0
8949	228949	CSAH 10 from Park Drive to CSAH 61	OL	2025	PS																0
				2025	CON										90,969						90,969
				2025	ROW										403,071						403,071
8962	228962	CSAH 10 from 212 to Victoria Drive	OL	2025	PS																0
				2025	CON										136,910						136,910
				2025	ROW										671,000						671,000
8879	208879	CSAH 40 Rehab and SW from CSAH 52 to CSAH 50	OL	2024	PS																0
				2026	CON																0
				2025	ROW																0
8904	218904	CSAH 30 shoulder widening and SFDR from TH 25 to CSAH 10	OL	2023	PS																0
				2026	CON																0
				2025	ROW																0
8932	218932	CSAH 53 SW and Rehab from N. of CR 152 to SCL	OL	2025	PS																0
				2027	CON																0
				2026	ROW																0
8365	108365	82nd St (CSAH 18) - Construction Bavaria (incl. int.) to Hwy 41 (AATP W82-1a, W82-3a)	RE	2025	PS				0												0
				2025	CON				0												0
				2023	ROW				0												0
8637	128637	CSAH 18 Reconstruction from TH 41 to Galpin	RE	2017	PS								2,302								2,302
				2019	CON				96,888				-99,595								-2,707
				2017	ROW								404								404
8781	158781	CSAH 11/CSAH 40 Roundabout (City Lead?)	DD	2025	PS																0
				2025	CON	1,250,000			1,250,000												2,500,000
				2025	ROW																0
8824	178824	CSAH 61 Reconstruction from Yellow Brick Road to Bluff Creek Dr.(61-MS.L1,L2,L5)	RE	2026	PS			0	0												0
				2029	CON			0	0												0
				2027	ROW			0	0												0
8827	178827	TH 5 - Expansion from Kochia Lane to TH 41 & RAR from 78th to Fribourg (AATP H5E-1, H5E-2, H5W-5, RAR-1, RAR-3)	RE	2026	PS	263,967		0	4,650,196												5,101,965
				2025	CON	2,932,963		43,434,388	4,012,471												56,688,502
				2024	ROW			0	0												0
8832	178832	Rolling Acres Rd (CSAH 13) from Interlaken to TH 7 and Intersection Improvements (AATP RAR-2, RAR-4)	RE	2025	PS	28,518		0	54,950												274,748
				2028	CON			0	0												0
				2026	ROW			0	0												0
8842	188842	TH5/CSAH11(W) Intersection Improvements (AATP H5W-3)	Int	2025	PS			0	19,669												1,096,143
				2025	CON			6,100,000	1,289,298												12,234,008
				2024	ROW			0	0												0
8857	188857	Arboretum Area Transportation Plan	Study	2025	PS																250,000
				2025	CON																0
				2025	ROW																0
8867	198867	TH 5 Regional Trail	Trail	2025	PS																0
				2025	CON																0
																					-330,009

**CARVER COUNTY PUBLIC WORKS
ROAD AND BRIDGE CONSTRUCTION PLAN
Traditional and Development Driven Projects**

Revised: Dec-23

2026		Construction CIP				FUNDING SOURCE												Totals		
JOB / SERVICE # 03-307-000-xxxx	PR#	PROJECT / ROAD DESCRIPTION	CIP CODE	Budget Year	A/C	A/C 299 SAR	A/C 399 SAM	A/C 599 FEDERAL	A/C 699 MUNL / ST.	A/C 699 BRIDGE	BOND	BOND INT	FUND BALANCE	TAX 1	TAX 2	TAF-Pre	ST	WT	CPA	Totals
0		Transfer	T	2026	PS	504,356											526,218			1,030,574
9000	269000	Seal Coat, Crack Seal, Sheet Patching, Bridge Decks, Culverts, Misc.	OL	2026	PS															0
				2026	CON								0	630,000						630,000
				2026	ROW															0
8922	218922	CR 155 from Highway 7 to CSAH 92	OL	2026	PS															0
				2026	CON									628,561						628,561
				2026	ROW															0
8923	218923	CR 151 from CSAH 51 to CSAH 53	OL	2026	PS															0
				2026	CON										579,319					579,319
				2026	ROW															0
8924	218924	CSAH 50 from CSAH 33 (W) to CSAH 53	OL	2026	PS															0
				2026	CON								320,143	67,922				758,987		1,147,052
				2026	ROW															0
8925	218925	CSAH 10 from Highway 5 to TC&W RR	OL	2026	PS															0
				2026	CON	1,819,704														0
				2026	ROW													843,145		2,957,047
8928	218928	CSAH 34 from CSAH 33 to Highway 212	OL	2024	PS															0
				2026	CON								1,068,599	0.00						1,068,599
				2026	ROW															0
8889	218889	CSAH 40 Rehab and SW from CSAH11 to CSAH 50	OL	2026	PS														100,000	100,000
				2028	CON															0
				2027	ROW															0
8904	218904	CSAH 30 shoulder widening and SFDR from TH 25 to CSAH 10	OL	2023	PS															0
				2026	CON	2,555,414														0
				2025	ROW															0
8932	218932	CSAH 53 SW and Rehab from N. of CR 152 to SCL	OL	2025	PS															0
				2027	CON															0
				2026	ROW	350,000														350,000
8760	148760	CSAH 10 Expansion from RR to Creek Ln. N.(10-M3)	RE	2026	PS			0	0											0
				2026	CON			0	0											0
				2024	ROW			0	0											0
8787	158787	CSAH 44 Reconstruction from CSAH 11 to TH212	DD	2026	PS	225,000			100,000											325,000
				2028	CON															0
				2026	ROW				175,000											350,000
8824	178824	CSAH 61 Reconstruction from Yellow Brick Road to Bluff Creek Dr.(61-M3,L1,L2,L5)	RE	2026	PS			0	611,299											611,299
				2029	CON			0	0											0
				2027	ROW			0	0											0
8827	178827	TH 5 - Expansion from Kochia Lane to TH 41 & RAR from 78th to Fribourg.(AATP H5E-1, H5E-2, H5W-5, RAR-1, RAR-3)	RE	2026	PS	0		0	0											0
				2026	CON	0		0	0											0
				2024	ROW			0	0											0
8829	178829	TH 5 Reconstruction from TH 284 to Birch Street (City Lead)	RE	2026	PS															0
				2026	CON															0
				2026	ROW													2,000,000		2,000,000
8832	178832	Rolling Acres Rd (CSAH 13) from Interlaken to TH 7 and Intersection Improvements (AATP RAR-2, RAR-4)	RE	2026	PS	78,330		0	150,928											754,641
				2028	CON			0	0											0
				2026	ROW	573,145		0	573,145											1,982,127
8842	188842	TH5/CSAH11(W) Intersection Improvements (AATP H5W-3)	Int	2026	PS															0
				2026	CON															0
				2024	ROW	0			0											0
8857	188857	Arboretum Area Transportation Plan	Study	2026	PS															0
				2026	CON															0
				2026	ROW															0
8859	188859	CR 140 Bridge Under TC&W RR	BR	2026	PS															0
				2026	CON					1,700,000			2,300,000							4,000,000
				2026	ROW															0
8867	198867	TH 5 Regional Trail	Trail	2026	PS															0
				2026	CON															0
				2026	ROW															0
8869	198869	CSAH 18/ Sunset Traffic Signal	DD	2024	PS				0											0
				2026	CON	245,864			245,864											491,728
				2025	ROW															0
8873	198873	CSAH 61 Reconstruction from CSAH 11 to CSAH 44 (61-L4)	RE	2026	PS			0	263,903											263,903
				2029	CON			0	0											0
				2027	ROW			0	0											0
8874	198874	CSAH 14 Reconstruction from TH 41 to Bavaria incl. Village Rd Traffic Signal	RE	2025	PS															0
				2028	CON															0
				2026	ROW	370,000			370,000											740,000
8900	218900	CSAH 92 at Airport Rd Intersection (City Lead) [92-M2]	DD	2026	PS			0	0											46,031
				2029	CON			0	0											0
				2027	ROW			0	0											0
8901	218901	Little Avenue Connection and Development Access Roads (City Lead) [92-M1]	DD	2026	PS			0	0											13,433
				2029	CON			0	0											0
				2027	ROW			0	0											0

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8929	218929	TH 5/TH 41 Intersection [AATP H5E-3]	RE	2025	PS	0	0							0			0				
				2025	CON	0	0							0			0				
				2024	ROW	0	0							0			0				
8936	218936	TH5/CSAH11(E) Intersection Improvements (AATP HSW-4)	Int	2026	PS	0	6,448							1,612			8,060				
				2026	CON	0	80,599							8,955			89,554				
				2024	ROW	0	0			0				0			0				
8964	228964	TH 5 Expansion from 80th St to west of Park/Kochia [Part of old HSW-1]	RE	2025	PS	0	0							0			0				
				2025	CON	0	0							0			0				
				2024	ROW	0	0							0			0				
8974	238974	Traffic Signal Technologies and ITS Corridor Enhancements Project	TS	2026	PS												0				
				2026	CON		2,000,000			500,000							2,500,000				
				2026	ROW												0				
8015	8015	Safety Set Aside Signing/Striping	SS	2026	CON					175,000							175,000				
8016	228016	/Signats	SSS	2026	CON					132,601	315,000				147,399		595,000				
2005B		2005 Bond Sale (9.9M) 212	B	2005	DS						done						0				
2008B		2008 Bond Sale (11.4M) CSAHs	B	2008	DS						done						0				
2012B		2012 Bond Sale (1.46M) Engler	B	2012	DS						150,000						150,000				
2014B1		2014 TRLF (15.7M) 101/61 Y	B	2014	DS						1,119,350						1,119,350				
2014B2		2014 Bond Sale (10M) 10, 61/101 Y, 61 E	B	2014	DS						749,475						749,475				
		Professional Services-R&B				807,686	0	0	1,132,579	0	0	0	0	0	1,362,677	100,000	0	3,402,941			
		Construction- R&B				4,620,982	0	2,000,000	326,463	1,700,000	0	0	4,321,343	2,690,001	0	0	1,678,947	3,212,533	147,399	20,697,667	
		RIGHT-OF-WAY				1,293,145	0	0	1,118,145	0	0	0	0	0	0	0	0	1,010,837	0	0	3,422,127
		DEBT SERVICE				0	0	0	0	0	0	0	0	2,018,825	0	0	0	0	0	0	2,018,825
2026 TOTALS						6,721,812	0	2,000,000	2,577,186	1,700,000	0	0	4,321,343	2,690,001	2,018,825	0	4,052,460	3,312,533	147,399	26,492,161	
																	29,541,560				

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JOB / SERVICE # 03-307-000-xxxx	PR#	PROJECT / ROAD DESCRIPTION	CIP CODE / Budget Year	A/C 299 SAR	A/C 399 SAM	A/C 599 FEDERAL	A/C 699 MUNL / ST.	A/C 699 BRIDGE	COUNTY							CPA				
				BOND		BOND INT		FUND BALANCE		TAX 1	TAX 2	TAF-Pre	ST	WT	CPA					
0		Transfer	T 2027 PS	519,487												542,004		1,061,491		
9000	279000	Seal Coat, Crack Seal, Sheet Patching, Bridge Decks, Culverts, Misc.	OL 2027 PS															0		
			OL 2027 CON								300,000							300,000		
			OL 2027 ROW															0		
8933	218933	CSAH 43 from Highway 212 to CSAH 10	OL 2027 PS															0		
			OL 2027 CON	376,223							809,550							1,185,773		
			OL 2027 ROW															0		
8934	218934	CSAH 41 from CSAH 52 to Highway 212	OL 2027 PS															0		
			OL 2027 CON	1,396,275							0							1,396,275		
			OL 2027 ROW															0		
8935	218935	CSAH 50 from SCL to Molebd County Border	OL 2027 PS															0		
			OL 2027 CON								236,691							236,691		
			OL 2027 ROW															0		
8879	208879	CSAH 40 Rehab and SW from CSAH 52 to CSAH 50	OL 2024 PS															0		
			OL 2027 CON	1,634,922		2,000,000												4,488,681		
			OL 2025 ROW								853,759							0		
8932	218932	CSAH 53 SW and Rehab from N. of CR 152 to SCL	OL 2025 PS															0		
			OL 2027 CON	3,956,068												2,019,992		5,976,060		
			OL 2026 ROW															0		
8889	218889	CSAH 40 Rehab and SW from CSAH11 to CSAH 50	OL 2026 PS	150,000														0		
			OL 2028 CON															0		
			OL 2027 ROW															150,000		
8867	198867	TH 5 Regional Trail	Trail 2026 PS															0		
			Trail 2026 CON															0		
			Trail 2026 ROW															-233,699		
8760	148760	CSAH 10 Expansion from RR to Creek Ln. N.(10-M3)	RE 2027 PS				0	5,903										0		
			RE 2029 CON				0	0										874,686		
			RE 2027 ROW				0	0										0		
8824	178824	CSAH 61 Reconstruction from Yellow Brick Road to Bluff Creek Dr.(61-M3,L1,L2,L5)	RE 2026 PS				0	1,651,848										0		
			RE 2029 CON				0	0										0		
			RE 2027 ROW				0	1,037,503										1,037,503		
8857	188857	Arboretum Area Transportation Plan	Study 2027 PS															0		
			Study 2027 CON															250,000		
			Study 2027 ROW															0		
8870	198870	CSAH 14/CSAH 17 Traffic Signal	Int 2025 PS															0		
			Int 2027 CON	382,454														382,454		
			Int 2026 ROW															0		
8873	198873	CSAH 61 Reconstruction from CSAH 11 to CSAH 44 (61-L4)	RE 2026 PS				0	724,855										0		
			RE 2029 CON				0	0										0		
			RE 2027 ROW				0	150,519										150,519		
8900	218900	CSAH 92 at Airport Rd Intersection (City Lead) [92-M2]	DD 2027 PS				0	0										0		
			DD 2029 CON	0			0	0										142,235		
			DD 2027 ROW				0	0										0		
8901	218901	Little Avenue Connection and Development Access Roads (City Lead) [92-M1]	DD 2027 PS				0	0										0		
			DD 2029 CON				0	0										41,508		
			DD 2027 ROW				0	0										0		
8905	218905	TH 5 Expansion from Minnewashita to TH 41 (AATP HSE-2)	RE 2027 PS				0	0										0		
			RE 2029 CON				0	0										0		
			RE 2027 ROW				0	0										0		
8907	218907	CSAH 43 from Marsh Lake Road to Tellers Road	RE 2027 PS					75,000										0		
			RE 2030 CON								75,000							150,000		
			RE 2028 ROW															0		
8930	218930	CSAH 11 Improvements from 10 to RR, Including Intersection (10-M1, 10-M2)	DD 2027 PS	0			0	58,585										0		
			DD 2027 CON				3,040,000	843,693										536,674		
			DD 2025 ROW				0	0										3,119,208		
8964	228964	TH 5 Expansion from 80th St to west of Park/Kochia [Part of old HSW-1]	RE 2024 PS				0	0										0		
			RE 2025 CON				0	0										0		
			RE 2024 ROW				0	0										0		
8015	8015	Safety Set Aside Signing/Striping	SS 2027 CON															175,000		
8016	8016	/Signals	SSS 2027 CON															175,000		
2012B		2012 Bond Sale (1.46M) Engler	B 2012 DS								364,601	315,000						147,399		
2014B1		2014 TRLF (15.7M) 101/61 Y	B 2014 DS										150,000					150,000		
2014B2		2014 Bond Sale (10M) 10, 61/101 Y, 61 E	B 2014 DS										1,119,700					1,119,700		
													748,925					748,925		
		Professional Services-R&B		519,487	0	0	2,516,191	0	0	0	75,000	0	0	0	0	2,387,108	0	5,497,785		
		Construction-R&B		7,745,942	0	5,040,000	843,693	0	0	0	364,601	2,690,000	0	0	2,885,509	2,019,992	147,399	21,737,137		
		RIGHT-OF-WAY		150,000	0	0	1,188,022	0	0	0	0	0	0	0	1,052,526	0	0	2,390,548		
		DEBT SERVICE		0	0	0	0	0	0	0	0	0	2,018,625	0	0	0	0	2,018,625		
2027 TOTALS				8,415,429	0	5,040,000	4,547,907	0	0	0	439,601	2,690,000	2,018,625	0	6,325,143	2,019,992	147,399	28,563,979		
											31,644,095									

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2028		Construction CIP				FUNDING SOURCE													Totals	
JOB / SERVICE #	PR#	PROJECT / ROAD DESCRIPTION	CIP CODE	Budget Year	A/C	A/C 299 SAR	A/C 399 SAM	A/C 599 FEDERAL	A/C 699 MUNL / ST.	A/C 699 BRIDGE	BOND	BOND INT	FUND BALANCE	TAX 1	TAX 2	TAF-Pre	ST	WT	CPA	Totals
0		Transfer	T	2028	PS	535,071											558,264			1,093,336
9000	289000	Seal Coat, Crack Seal, Sheet Patching, Bridge Decks, Culverts, Misc.	OL	2028	CON									300,000						300,000
8912	218912	CSAH 18 from CSAH 17 to CSAH 101	OL	2028	PS									300,656						0
				2028	CON															300,656
				2028	ROW															0
8920	218920	CSAH 18 from CSAH 15 S to CSAH 15 N	OL	2028	PS															0
				2028	CON									407,138						407,138
				2028	ROW															0
8957	228957	CSAH 26 from ECL to CSAH 20	OL	2028	PS															0
				2028	CON									54,631						54,631
				2028	ROW															0
8958	228958	CSAH 14 from CSAH 101 to EL	OL	2028	PS															0
				2028	CON									307,983						307,983
				2028	ROW															0
8959	228959	CSAH 10 form Highway 7 to CSAH 20	OL	2028	PS															0
				2028	CON	63,627								829,591						893,218
				2028	ROW															0
8960	228960	CSAH 51 from CSAH 50 to Highway 212	OL	2028	PS															0
				2028	CON	719,082								0						719,082
				2028	ROW															0
8961	228961	CSAH 10 from CSAH 30 to Highway 7	OL	2028	PS															0
				2028	CON	1,160,569								0						1,160,569
				2028	ROW															0
8995	228995	CSAH 101 from 86th St to CSAH 18	OL	2028	PS															0
				2028	CON	310,677								0						310,677
				2028	ROW															0
8787	158787	CSAH 44 Reconstruction from CSAH 11 to TH212	DD	2026	PS															0
				2028	CON	0		2,000,000	1,140,000								2,660,000			5,800,000
				2024	ROW				0											0
8824	178824	CSAH 61 Reconstruction from Yellow Brick Road to Bluff Creek Dr. (61-M3.L1,L2,L5)	RE	2026	PS			0	0								0			0
				2029	CON			0	0								0			0
				2027	ROW			0	0								0			0
8832	178832	Rolling Acres Rd (CSAH 13) from Interlaken to TH 7 and Intersection Improvements (AATP RAR-2, RAR-4)	RE	2028	PS	93,488		0	807,186								0			900,674
				2028	CON	38,751		3,500,000	2,748,891								3,719,841			10,007,484
				2026	ROW			0	0								0			0
8857	188857	Arboretum Area Transportation Plan	Study	2028	PS												250,000			250,000
				2028	CON															0
				2028	ROW															0
8867	198867	TH 5 Regional Trail	Trail	2026	PS															0
				2026	CON															0
				2026	ROW															0
8873	198873	CSAH 61 Reconstruction from CSAH 11 to CSAH 44 (61-L4)	RE	2026	PS			0	0								0			0
				2029	CON			0	0								0			0
				2027	ROW			0	0								0			0
8874	198874	CSAH 14 Reconstruction from TH 41 to Bavaria incl. Village Rd Traffic Signal	RE	2025	PS	435,200			76,800											512,000
				2028	CON	5,440,000			960,000											6,400,000
				2026	ROW															0
8907	218907	CSAH 43 from Marsh Lake Road to Tellers Road	RE	2027	PS															0
				2030	CON				100,000											100,000
				2028	ROW	100,000														200,000
8940	218940	CSAH 52 Bridge over Silver Creek	BR	2028	PS	45,000				150,000										45,000
				2028	CON	300,000														450,000
				2028	ROW															0
8941	218941	CSAH 53 Bridge over Stream	BR	2028	PS	30,000														30,000
				2028	CON	300,000														300,000
				2028	ROW															0
8015	8015	Safety Set Aside	SS	2028	CON									175,000						175,000
8016	8016	Signing/Striping (Signals)	SSS	2028	CON								222,601	315,000					147,399	685,000
2012B		2012 Bond Sale (1.46M) Engler	B	2012	DS										Done					0
2014B1		2014 TRLF (15.7M) 101/61 Y	B	2014	DS										1,119,940					1,119,940
2014B2		2014 Bond Sale (10M) 10, 61/101 Y, 61 E	B	2014	DS										747,775					747,775
		Professional Services-R&B				1,138,759	0	0	883,986	0	0	0	0	0	0	0	808,264	0	0	2,831,009
		Construction-R&B				8,332,706	0	5,500,000	4,848,891	150,000	0	0	222,601	2,689,999	0	0	6,146,142	0	147,399	28,037,739
		RIGHT-OF-WAY				100,000	0	0	100,000	0	0	0	0	0	0	0	0	0	0	200,000
		DEBT SERVICE				0	0	0	0	0	0	0	0	0	1,867,715	0	0	0	0	1,867,715
2028 TOTALS						9,571,465	0	5,500,000	5,832,877	150,000	0	0	222,601	2,689,999	1,867,715	0	6,954,406	0	147,399	29,975,413
											32,936,463									

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JOB / SERVICE # 03-307-000-xxxx	PR#	PROJECT / ROAD DESCRIPTION	CIP CODE	Budget Year	A/C	A/C 299 SAR	A/C 399 SAM	A/C 599 FEDERAL	A/C 699 MUNL / ST.	A/C 699 BRIDGE	BOND	BOND INT	FUND BALANCE	TAX 1	TAX 2	TAF-Pre	ST	WT	CPA	Totals
0		Transfer	T	2029	PS	551,123											575,012			1,126,136
9000	299000	Seal Coat, Crack Seal, Sheet Patching, Bridge Decks, Culverts, Misc.	OL	2029	CON									400,000						400,000
8995	238971	CSAH 61 from CSAH 11 to Mount Hope Road	OL	2029	PS															0
				2029	CON									437,675						437,675
				2029	ROW															0
8889	218889	CSAH 40 Rehab and SW from CSAH11 to CSAH 50	OL	2026	PS															0
				2029	CON	1,331,295								1,362,324						2,693,619
				2027	ROW															0
8760	148760	CSAH 10 Expansion from RR to Creek Ln. N.(10-M3)	RE	2029	PS			0	7,046								1,043,949			1,050,995
				2029	CON			0	170,795								11,493,877			11,664,672
				2027	ROW			0	0								0			0
8824	178824	CSAH 61 Reconstruction from Yellow Brick Road to Bluff Creek Dr.(61-M3,L1,L2,L5)	RE	2026	PS			0	1,741,938								0			1,741,938
				2029	CON			0	21,065,617								0			21,065,617
				2027	ROW			0	0								0			0
8799	158799	42nd St. Bridge #L9196 over stream - Hollywood Township	BR	2029	PS				10,000											10,000
				2029	CON				10,000	340,000										350,000
				2029	ROW				0											0
8867	198867	TH 5 Regional Trail	Trail	2026	PS															0
				2026	CON												-233,699			-233,699
				2026	ROW												0			0
8873	198873	CSAH 61 Reconstruction from CSAH 11 to CSAH 44 (61-L4)	RE	2026	PS			0	865,123								0			865,123
				2029	CON			0	9,612,480								0			9,612,480
				2027	ROW			0	0								0			0
8900	218900	CSAH 92 at Airport Rd Intersection (City Lead) [92-M2]	DD	2029	PS			0	0								134,131			134,131
				2029	CON	1,674,024		0	0								0			1,674,024
				2027	ROW	0		0	0								-			-
8901	218901	Little Avenue Connection and Development Access Roads (City Lead) [92-M1]	DD	2029	PS			0	0								39,143			39,143
				2029	CON			0	0								489,290			489,290
				2027	ROW			0	0								0			0
8902	218902	CSAH 92 from Klein Drive to Airport Road & Klein Dr. Connection [92-M3, 92-M4]	DD	2029	PS			0	160,683								269,958			430,642
				2032	CON			0	0								0			0
				2030	ROW			0	0								0			0
8905	218905	TH 5 Expansion from Minnewashta to TH 41 (AATP H5E-2)	RE	2029	PS			0	0								0			0
				2029	CON			0	0								0			0
				2027	ROW			0	0								0			0
8964	228964	TH 5 Expansion from 80th St to west of Park/Kochia [Part of old HSW-1]	RE	2024	PS			0	0								0			0
				2025	CON			0	0								0			0
				2024	ROW			0	0								0			0
8929	218929	TH 5/TH 41 Intersection [AATP H5E-3]	RE	2037	PS			0	0								0			0
				2037	CON			0	0								0			0
				2035	ROW			0	0								0			0
8015	8015	Safety Set Aside	SS	2029	CON									175,000						175,000
8016	8016	Signing/Striping /Signals	SSS	2029	CON									87,601	315,000				147,399	550,000
2014B1		2014 TRLF (15.7M) 101/61 Y	B	2014	DS										1,119,940					1,119,940
2014B2		2014 Bond Sale (10M) 10, 61/101 Y, 61 E	B	2014	DS										746,025					746,025
		Professional Services-R&B				551,123	0	0	2,784,790	0	0	0	0	0	0	0	2,062,194	0	0	5,398,107
		Construction-R&B				3,005,319	0	0	30,858,892	340,000	0	0	87,601	2,689,999	0	0	11,749,468	0	147,399	48,878,678
		RIGHT-OF-WAY				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		DEBT SERVICE				0	0	0	0	0	0	0	0	0	1,865,965	0	0	0	0	1,865,965
2029 TOTALS						3,556,442	0	0	33,643,682	340,000	0	0	87,601	2,689,999	1,865,965	0	13,811,662	0	147,399	53,150,649
						56,142,750														

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 advanced 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.

Since 2010, Carver County has constructed 14 miles of paved trail within park areas and regional trails. Funding is planned to maintain trails surfaces at regular intervals to maximize the pavement life.

PARK DEVELOPMENT CAPITAL PROJECTS

The County’s Park Board and staff are prioritizing the following development projects and exploring various options to bring additional resources to the County’s Park & Trail Capital Improvement Plan.

Lake Waconia Regional Park

County Staff partnered with the Minnesota DNR to develop a boat access consistent with the Lake Waconia Regional Park Master Plan. The DNR acquired the land and paid for building the boat access. Carver County provides maintenance operations seamless with 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 \$5.0M Phase II Waterfront Service Center project with a 50/50 State and County match was approved by the 2020 Legislative.

A County priority for the 2023 Legislature is a \$3.264M grant for a \$6.528M Phase III Additional Amenities project with a 50/50 local match in County funds.

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
2025**

DESCRIPTION	ESTIMATED YEAR NEEDED	ESTIMATED PROJECT COST	ESTIMATED PROJECT COST PLUS INFLATION	COUNTY CIP	State Bonding/ Grants/Other
TRAIL DEVELOPMENT:					
PARK REDEVELOPMENT:					
Lake Minnewashta Regional Park - Visitor Contact Station	2026	95,000	100,000	100,000	-
Baylor Park Visitor Center	2026	480,000	500,000	500,000	-
Lake Minnewashta Regional Park - Camp Area	2027	280,000	300,000	300,000	-
Baylor Park Splash Pad	2029	1,285,000	1,500,000	1,500,000	-

Totals Project Costs	\$ 2,140,000	\$ 2,400,000	\$ 2,400,000	\$ -
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<u>Projected Cash Flows</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>
BEG. FUND BALANCE :	\$ -	\$ 523,699	\$ 447,398	\$ 671,097	\$ 1,194,796
State Legacy Sales Tax Available for Parks and Trails Capital Projects (\$550K total)	450,000	450,000	450,000	450,000	450,000
State Aid - 25% to Park & Trail CIP	73,699	73,699	73,699	73,699	73,699
Parks & Trails Capital Projects - See above for summary and <u>Capital Project Reports</u> for details	-	(600,000)	(300,000)	-	(1,500,000)
PROJECTED YEAR END FUND BALANCE: (Fund #34)	<u>\$ 523,699</u>	<u>\$ 447,398</u>	<u>\$ 671,097</u>	<u>\$ 1,194,796</u>	<u>\$ 218,495</u>

II. VEHICLES, FACILITIES AND EQUIPMENT REPLACEMENT

The Administrator Recommended 2024 Budget includes \$1.6 million in levy funding to replace facilities, vehicles and equipment which is a \$100,000 increase from the 2023 Budget. The Plan includes a five-year replacement schedule for Facilities, Vehicles and Equipment based on division requests for 2025 thru 2029. 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 2024 Budget's \$1.6 million levy over the next five years. The County Board has been supportive of this \$100K a year increase in levy dollars which creates an orderly and scheduled replacement of County facilities, vehicles and equipment.

See 5 Year Capital Projects Summary by Fund- Attachment pages B-5 and B-6 for the 5-year Vehicles, Facilities and Equipment Replacement Schedule.

The Plan also includes the scheduled replacement of the County's publicly owned broadband fiber ring equipment, referred to as Carverlink, which was initially built in 2013 using a \$10M Federal grant. Carverlink's annual revenues from approximately 20 cities, schools, hospitals who have contracts to use the County's fiber infrastructure provides the funding for the fiber equipment replacement.

The County Board approved expanding the fiber ring to include the last mile connecting individual residences to the County's fiber ring using a \$9M allocation of Federal ARPA funds in 2022 (\$6.5M) and 2023 (\$2.5M). Carver County's 2024 goal is to become the first MN county with over 100,000 population to provide high-speed internet access to all county residences.

Carverlink's long term fiber agreement with a private sector partner addresses the ownership and long-term responsibilities of the fiber ring and the last mile expansion. Carverlink also has two 20-year operating agreements with its private sector partner for the initial fiber ring build-out and the last mile expansion that requires the private sector partner to pay 100% of costs from all Gopher State one Calls. In 2033, the initial fiber ring build-out 20-year operating agreement will end, and Carverlink expects to start paying \$100,000 annually for the costs of Gopher State one calls. Similarly, in 2044, the 20-year last mile expansion operating agreement will end, and the Carverlink expects to start paying an another \$100,000 annually for the costs of Gopher State one calls. Future annual fiber contract revenues from cities, schools, hospitals, etc. who are using the County's fiber in 2044 are expected to cover Carverlink's anticipated \$200,000 cost for Gopher State one calls.

Additional information about Carverlink can be found at www.carverlink.com.

III. Bond Sales and Debt Service

A \$65M bond sale in 2028 to fund the Government Center Project in the Master Space Plan is estimated to have annual debt service of \$4.2M. The 2025 Budget includes \$1.2M in debt service property tax levy that has been redirected after paying off debt to fund one-time capital projects on Attachment E thru 2027. Plus, an additional \$2M in property tax levy will be available in 2030 once previously issued debt is paid off. County staff recommends increasing the property tax levy by \$250,000 each year for the next four budget cycles to accumulate the \$4.2M property tax levy needed to pay the debt service for a \$65M bond sale.

Pay-as-you-go financing is the Board’s preference for financing capital project. However, the timing and scope from furnishing a new Chaska library in 2028 and significant Road & Bridge projects could result in another bond sale to fund these projects.

Please see the Debt Service schedule below for more details.

CARVER COUNTY CHASKA, MINNESOTA COMBINED SCHEDULE OF BONDS PAYABLE December 31, 2023													
Bond Type	Interest Rates	Payment Due Date	Original Amt. Issued	Amount Outstanding 12/31/23	2024	2025	2026	2027	2028	2029 to 2033	2034 to 2038	2039 to 2043	2044 to 2046
2014A GO Capital Improvement													
Principal.....		2/1	9,555,000	4,110,000	635,000	655,000	675,000	695,000	715,000	735,000	-	-	-
Interest.....	2.0-3.0%	2-1/8-1		380,400	113,775	94,425	74,475	53,925	32,775	11,025	-	-	-
Total				4,490,400	748,775	749,425	749,475	748,925	747,775	746,025	-	-	-
2014 MPFA Loan (12/2015 Projection)													
Principal.....		8/20	18,000,000	7,534,000	1,044,000	1,055,000	1,065,000	1,076,000	1,087,000	2,207,000	-	-	-
Interest.....	1.0%	2-20/8-20		304,390	75,340	64,900	54,350	43,700	32,940	33,160	-	-	-
Total				7,838,390	1,119,340	1,119,900	1,119,350	1,119,700	1,119,940	2,240,160	-	-	-
2016A GO Refunding													
Principal.....		2/1	7,190,000	405,000	405,000	-	-	-	-	-	-	-	-
Interest.....	2.0-5.0%	2-1/8-1		8,100	8,100	-	-	-	-	-	-	-	-
Total				413,100	413,100	-	-	-	-	-	-	-	-
2022A GO Capital Improvement													
Principal.....		6/20	2,530,000	2,530,000	75,000	75,000	80,000	80,000	80,000	450,000	550,000	675,000	465,000
Interest.....	2.55-4.0%	6-20/12-20		1,305,925	93,609	91,696	89,720	87,500	85,100	382,500	285,000	162,500	28,300
Total				3,835,925	168,609	166,696	169,720	167,500	165,100	832,500	835,000	837,500	493,300
Total													
Principal.....			37,275,000	14,579,000	2,159,000	1,785,000	1,820,000	1,851,000	1,882,000	3,392,000	550,000	675,000	465,000
Interest.....				1,998,815	290,824	251,021	218,545	185,125	150,815	426,685	285,000	162,500	28,300
Total				16,577,815	2,449,824	2,036,021	2,038,545	2,036,125	2,032,815	3,818,685	835,000	837,500	493,300

IV. 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

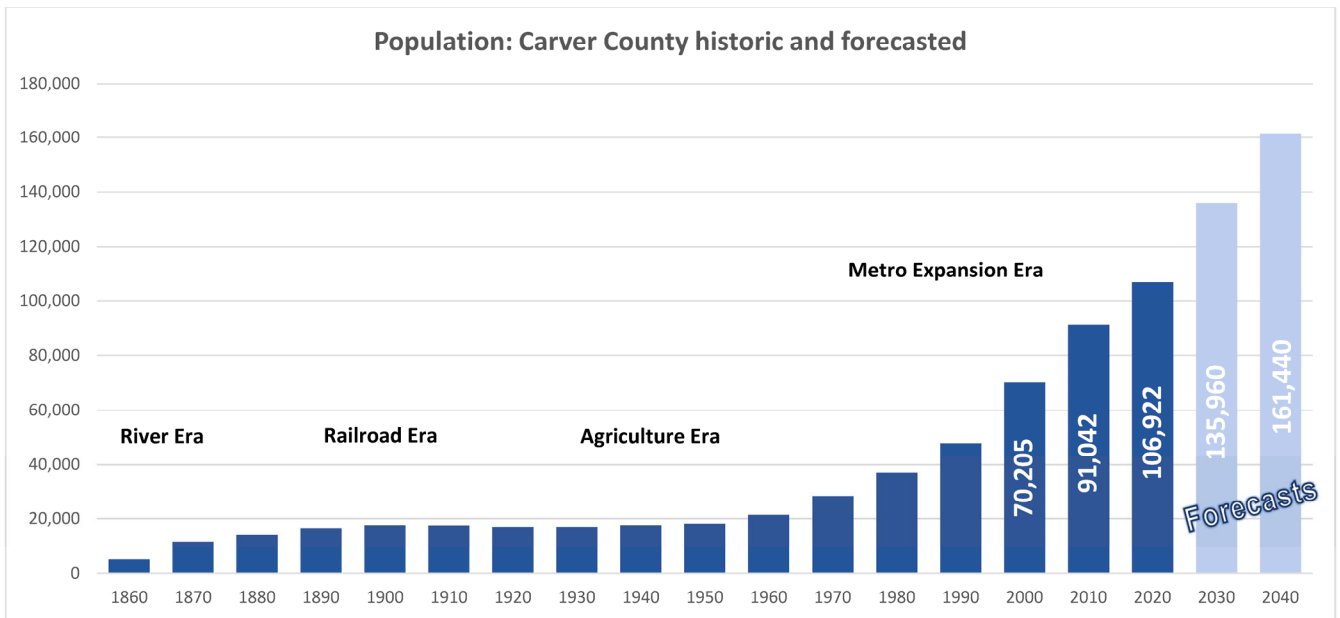
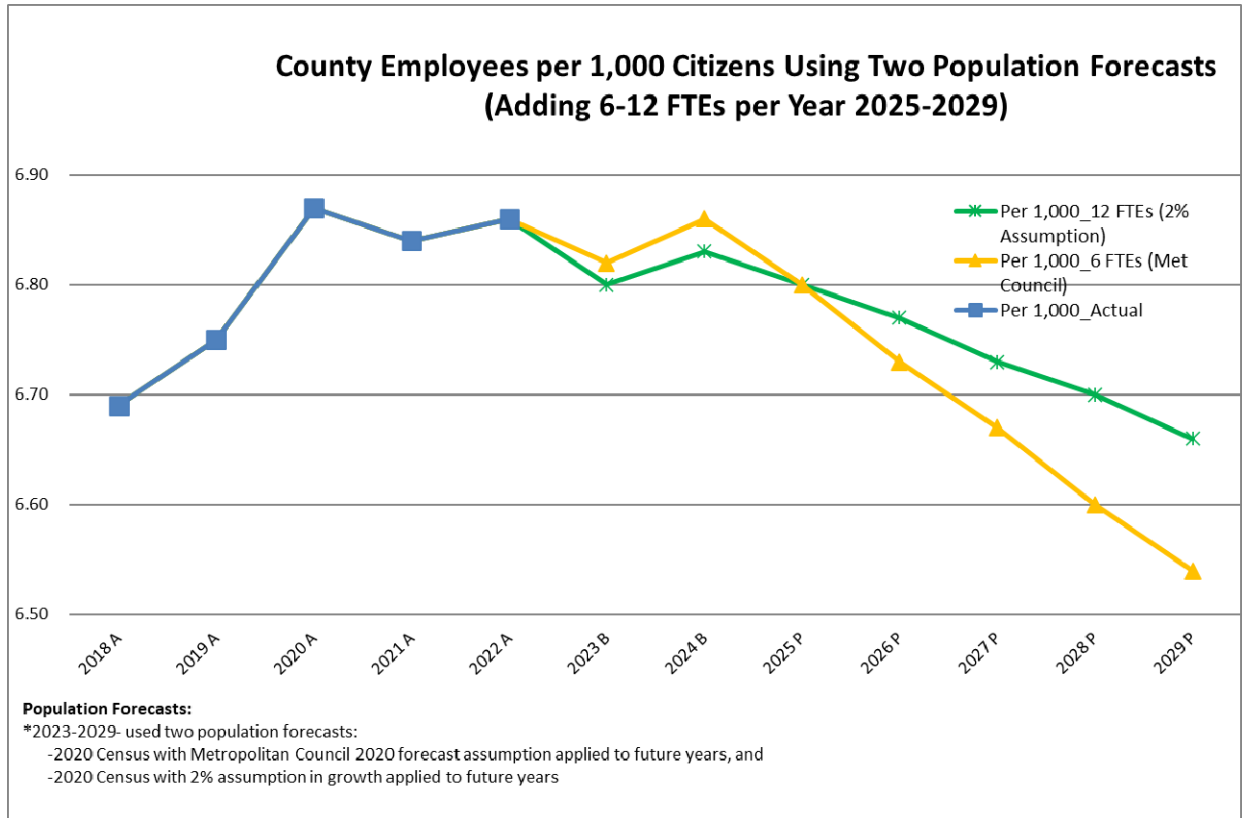


Chart #1 shows the dramatic forecasted increase to 161,020 residents by the year 2040. The County’s primary strategy to finance increasing service demands from population growth is to hire additional Full-Time Equivalent (FTE) employees at a slower rate than the County’s overall growth by:

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 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 to transition employee groups from a legacy step pay model to a pay-for-performance model was completed for the non-bargaining employees and eleven bargaining units in 2021.

The FTE Per Thousand Residents graph below county FTEs to County residents from 2018 thru 2029. The graph starting in 2025 projects a downward trend of FTEs per thousand residents if the County adds 6 FTEs each year based on the Met Council’s population growth assumption or adds 12 FTEs each year based 2% population growth continuing thru 2029. 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 back 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 lifestyles choices: what we eat, smoking, alcohol and drug use, lack of exercise, etc. In 2008, the County Board approved the creation of the Health Break Team to create a healthier culture at the County. Employee awareness, participation and support for the various Wellness programs and activities have been growing and are expected to continue in the future.

3. Health Incentive Plan

Beginning in 2012, the County Board approved the Health Break's Team recommendation for \$100 incentive for employees who participate in the Health Incentive Plan by completing basic Wellness tasks: Biometrics, Health Assessment, Preventive screenings, and a dentist visit.

The County is required by statute to issue a health insurance request for proposal ("RFP") every 5 years. In 2021, the county issued a health insurance RFP which resulted in a 12% premium increase for 2022 with a 12% rate cap increases for 2023 and 2024. The 2022 increase was significantly different than the great news from health insurance RFP process for 2012 and 2017 where 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 in 2011 and 2016. County staff will be issuing a health insurance RFP in 2024 which will be implemented in 2025.

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2024	2025	2026	2027	2028	2029	2025 To 2029	Other Sources 2025 To 2029	County Cost 2025 To 2029	
Budget Att. E-5 Yrs One-Time Projects: Building maintenance, capital projects, equipment, software												
6630-Buildings & Misc. Capital Projects												
<i>Building Projects</i>												
City of Chaska New Library: Collection and FF&E		B	0	0	0	0	4,000,000	0	4,000,000	0	4,000,000	D-72
<i>Building Projects Total</i>			<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>4,000,000</i>	<i>0</i>	<i>4,000,000</i>	<i>0</i>	<i>4,000,000</i>	
<i>Public Services: Facilities Management</i>												
1st Street Center boiler replacement		A	0	80,000	0	0	0	0	80,000	0	80,000	D-19
600 South Building Main Air Handler replacement		B	0	0	0	0	0	0	0	0	0	D-18
Admin West front window/entry door replacement		A	0	0	0	0	0	0	0	0	0	D-26
Concrete Replacement Gov Center		B	0	35,000	40,000	0	0	0	75,000	0	75,000	D-30
County Buildings carpet and furnishing replacement		C	125,000	125,000	0	0	0	0	125,000	0	125,000	D-34
Elevator upgrades		B	75,000	0	0	0	0	0	0	0	0	D-22
HVAC Cooling tower replacement		A	0	424,000	0	0	0	0	424,000	0	424,000	D-25
HVAC Pneumatic controls replacement 606 building		A	0	75,000	0	0	0	0	75,000	0	75,000	D-28
Landscaping for the County buildings		C	75,000	0	75,000	0	0	0	75,000	0	75,000	D-32
Remodel 602 Common area restrooms		B	0	225,000	0	0	0	0	225,000	0	225,000	D-24
Remodel 604 building common restrooms		C	0	0	0	300,000	0	0	300,000	0	300,000	D-31
Remodel Sheriff lobby restrooms		C	75,000	0	0	0	0	0	0	0	0	D-27
Replace existing roof at Encore Building		A	0	125,000	0	0	0	0	125,000	0	125,000	D-14
Replace GC parking lots by area		B	0	0	400,000	400,000	0	0	800,000	0	800,000	D-16
Replace Roof on 602 Building		B	0	0	0	425,000	0	0	425,000	0	425,000	D-23
Replace roof on 606 building		B	0	0	525,000	0	0	0	525,000	0	525,000	D-15
Replace RTU's at PW Cologne		C	65,000	70,000	125,000	0	0	0	195,000	0	195,000	D-20
Replace secondary water heater 606 building		C	65,000	0	0	0	0	0	0	0	0	D-29
Stone Facia Repair		C	0	25,000	25,000	0	0	0	50,000	0	50,000	D-33
Waconia buildings parking lot repairs		C	0	275,000	0	0	0	0	275,000	0	275,000	D-21

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2024	2025	2026	2027	2028	2029	2025 To 2029	Other Sources 2025 To 2029	County Cost 2025 To 2029	
<i>Public Services: Facilities Management Total</i>			480,000	1,459,000	1,190,000	1,125,000	0	0	3,774,000	0	3,774,000	
<i>Public Services: IS: Specific Projects</i>												
Blade Servers		C	0	0	200,000	0	0	0	200,000	0	200,000	D-10
Conference AV Equipment		C	50,000	50,000	50,000	50,000	50,000	50,000	250,000	0	250,000	D-12
Data Storage Upgrade		C	250,000	0	0	100,000	0	250,000	350,000	0	350,000	D-3
End User Computing Hardware		C	100,000	0	0	200,000	200,000	0	400,000	0	400,000	D-11
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-1
IT Firewall Replacement		C	0	0	0	0	200,000	0	200,000	0	200,000	D-13
Laminator Replacement		C	0	0	30,000	0	0	0	30,000	0	30,000	D-4
Print Center Upgrades		C	0	0	0	0	0	50,000	50,000	0	50,000	D-7
Scanner Replacement - Wide Format Scanners		C	20,000	0	0	0	0	0	0	0	0	D-8
Scanner Replacement – Heavy Duty Scanners		C	0	0	10,000	0	0	0	10,000	0	10,000	D-6
Switch and Wireless Network Upgrade		C	75,000	75,000	50,000	50,000	50,000	50,000	275,000	0	275,000	D-9
<i>Public Services: IS: Specific Projects Total</i>			570,000	200,000	415,000	475,000	575,000	475,000	2,140,000	0	2,140,000	
<i>Public Services: Library - Administration</i>												
Replace Library Network Switches		B	0	0	0	0	150,000	0	150,000	0	150,000	D-62
<i>Public Services: Library - Administration Total</i>			0	0	0	0	150,000	0	150,000	0	150,000	
<i>Sheriff</i>												
911 Dispatch Computer Replacement		A	0	0	0	0	0	0	0	0	0	D-56
911 Dispatch Large Wall Monitor Replacement		A	0	0	0	0	0	0	0	0	0	D-58
911 Dispatch Logger/Recorder Replacement		A	0	0	0	0	0	0	0	0	0	D-59
911 Dispatch Monitor Replacement		A	0	0	0	0	0	0	0	0	0	D-57
Anchor Inspection - Hollywood Tower		C	0	20,000	0	0	0	0	20,000	0	20,000	D-52
ARMER Radio System Upgrade		A	25,000	25,000	25,000	25,000	25,000	0	100,000	0	100,000	D-55
BWC - Jail		C	0	100,000	0	0	0	0	100,000	0	100,000	D-43
Floor Drains - Booking		C	0	0	0	0	45,000	0	45,000	0	45,000	D-38
Forensic Exam Computer/Center		C	7,000	0	0	0	0	0	0	0	0	D-49
Hollywood Radio Tower		C	400,000	0	0	0	0	0	0	0	0	D-53

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES	
Project Title	Department	Priority	Current Amount 2024	2025	2026	2027	2028	2029	2025 To 2029	Other Sources 2025 To 2029	County Page # Cost 2025 To 2029
Hollywood Tower Replacement		C	0	0	0	0	0	1,100,000	1,100,000	0	1,100,000 D-60
Inmate Cardiac Monitoring		C	0	25,000	0	0	0	0	25,000	0	25,000 D-37
Jail Dryers		C	0	0	0	0	0	0	0	0	0 D-45
Jail Roof		C	0	0	0	0	0	500,000	500,000	0	500,000 D-41
Medical Record System		C	0	120,000	0	0	0	0	120,000	0	120,000 D-42
Receiving Dock - Repair/Replacement		C	0	0	0	25,000	0	0	25,000	0	25,000 D-40
Replacement of Large Kitchen Appliances		C	0	0	0	0	0	0	0	0	0 D-44
Sheriff Priorities - Additional one-time projects		C	10,000	50,000	50,000	50,000	50,000	25,000	225,000	0	225,000 D-36
Squad Cameras Replacement		C	0	250,000	0	0	0	0	250,000	0	250,000 D-48
Tuck Pointing - Outside Building		C	0	0	25,000	0	0	0	25,000	0	25,000 D-39
<i>Sheriff Total</i>			<i>442,000</i>	<i>590,000</i>	<i>100,000</i>	<i>100,000</i>	<i>120,000</i>	<i>1,625,000</i>	<i>2,535,000</i>	<i>0</i>	<i>2,535,000</i>
6630 Totals			1,492,000	2,249,000	1,705,000	1,700,000	4,845,000	2,100,000	12,599,000	0	12,599,000
Budget Att. E-5 Yrs One-Time Projects: Building maintenance, capital projects, equipment, software Totals			1,492,000	2,249,000	1,705,000	1,700,000	4,845,000	2,100,000	12,599,000	0	12,599,000

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT			EXPENDITURES							REVENUES		
Project Title	Department	Priority	Current Amount 2024	2025	2026	2027	2028	2029	2025 To 2029	Other Sources 2025 To 2029	County Cost 2025 To 2029	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	1,500,000	1,500,000	0	1,500,000	D-67
BAYLOR PARK VISITOR CENTER		A	0	0	500,000	0	0	0	500,000	0	500,000	D-66
Baylor Regional Park Boardwalk Replacement		C	317,000	0	0	0	0	0	0	0	0	D-68
LMP VISITOR CONTACT STATION		B	0	0	100,000	0	0	0	100,000	0	100,000	D-70
LMP GROUP CAMP AREA		B	0	0	0	300,000	0	0	300,000	0	300,000	D-71
LMP PLAYGROUND EQUIPMENT		A	1,224,000	0	0	0	0	0	0	0	0	D-69
LWRP Redevelopment - Phase III		A	3,264,000	0	0	0	0	0	0	0	0	D-64
<i>Public Works - Parks Total</i>			4,805,000	0	600,000	300,000	0	1,500,000	2,400,000	0	2,400,000	
6615 Totals			4,805,000	0	600,000	300,000	0	1,500,000	2,400,000	0	2,400,000	
Parks and Trails - CIP - Fund # 34 Totals			4,805,000	0	600,000	300,000	0	1,500,000	2,400,000	0	2,400,000	

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2024	2025	2026	2027	2028	2029	2025 To 2029	Other Sources 2025 To 2029	County Cost 2025 To 2029	
Budget Attachment D - 5 Year Replacement Schedule: Facilities, Vehicles and Equipment												
6640-Building Improvements												
<i>Public Services: Facilities Management</i>												
Building Improvements		A	355,000	370,000	390,000	400,000	420,000	440,000	2,020,000	0	2,020,000	D-17
<i>Public Services: Facilities Management Total</i>			355,000	370,000	390,000	400,000	420,000	440,000	2,020,000	0	2,020,000	
<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-65
<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			405,000	420,000	440,000	450,000	470,000	490,000	2,270,000	0	2,270,000	
6660-Equipment And Furniture Purchase												
<i>Public Services: IS: Specific Projects</i>												
Capital Technology - CIO Priorities		B	60,000	90,000	125,000	150,000	175,000	200,000	740,000	0	740,000	D-2
Printer Replacement		C	20,000	20,000	20,000	20,000	20,000	20,000	100,000	0	100,000	D-5
<i>Public Services: IS: Specific Projects Total</i>			80,000	110,000	145,000	170,000	195,000	220,000	840,000	0	840,000	
<i>Public Services: Library - Administration</i>												
Furniture and Equipment Replacement for Libraries		A	20,000	20,000	20,000	20,000	20,000	20,000	100,000	0	100,000	D-63
<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>												
Camera Replacement - BWC and Squads		C	20,000	30,000	30,000	30,000	30,000	30,000	150,000	0	150,000	D-47
MDC Replacement		A	25,000	25,000	25,000	25,000	25,000	25,000	125,000	0	125,000	D-51
Mobile Radios Replacement		A	35,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	D-50
Portable Radios Replacement		A	35,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	D-54
Sheriff Priorities		A	50,000	50,000	50,000	55,000	60,000	75,000	290,000	0	290,000	D-35

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #	
Project Title	Department	Priority	Current Amount 2024	2025	2026	2027	2028	2029	2025 To 2029	Other Sources 2025 To 2029	County Cost 2025 To 2029		
			<i>Sheriff Total</i>	165,000	175,000	175,000	180,000	185,000	200,000	915,000	0	915,000	
			6660 Totals	265,000	305,000	340,000	370,000	400,000	440,000	1,855,000	0	1,855,000	
6670-Vehicle Purchase													
<i>Sheriff</i>													
Fleet		A	345,000	360,000	380,000	400,000	420,000	440,000	2,000,000	0	2,000,000	D-46	
			<i>Sheriff Total</i>	345,000	360,000	380,000	400,000	420,000	440,000	2,000,000	0	2,000,000	
			6670 Totals	345,000	360,000	380,000	400,000	420,000	440,000	2,000,000	0	2,000,000	
6690-Equipment - Highway													
<i>Public Works: Road & Bridge</i>													
Vehicles and Equipment Replacement - County Wide		A	605,000	635,000	660,000	700,000	730,000	750,000	3,475,000	0	3,475,000	D-61	
			<i>Public Works: Road & Bridge Total</i>	605,000	635,000	660,000	700,000	730,000	750,000	3,475,000	0	3,475,000	
			6690 Totals	605,000	635,000	660,000	700,000	730,000	750,000	3,475,000	0	3,475,000	
Budget Attachment D - 5 Year Replacement Schedule: Facilities, Vehicles and Equipment Totals			1,620,000	1,720,000	1,820,000	1,920,000	2,020,000	2,120,000	9,600,000	0	9,600,000		

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT			EXPENDITURES							REVENUES		
Project Title	Department	Priority	Current Amount 2024	2025	2026	2027	2028	2029	2025 To 2029	Other Sources 2025 To 2029	County Cost 2025 To 2029	Page #
Grand Totals			7,917,000	3,969,000	4,125,000	3,920,000	6,865,000	5,720,000	24,599,000	0	24,599,000	

CAPITAL PROJECTS BY DEPARTMENT

Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	EXPENDITURES							REVENUES		Page #
			Current Amount 2024	2025	2026	2027	2028	2029	2025 To 2029	Other Sources 2025 To 2029	County Cost 2025 To 2029	
Building Projects												
970 001	City of Chaska New Library: Collection and F	B	0	0	0	0	4,000,000	0	4,000,000	0	4,000,000	D-72
Totals			0	0	0	0	4,000,000	0	4,000,000	0	4,000,000	
Public Services: Facilities Management												
110 003	Replace existing roof at Encore Building	A	0	125,000	0	0	0	0	125,000	0	125,000	D-14
110 005	Replace roof on 606 building	B	0	0	525,000	0	0	0	525,000	0	525,000	D-15
110 006	Replace GC parking lots by area	B	0	0	400,000	400,000	0	0	800,000	0	800,000	D-16
110 007	Building Improvements	A	355,000	370,000	390,000	400,000	420,000	440,000	2,020,000	0	2,020,000	D-17
110 008	600 South Building Main Air Handler replace	B	0	0	0	0	0	0	0	0	0	D-18
110 009	1st Street Center boiler replacement	A	0	80,000	0	0	0	0	80,000	0	80,000	D-19
110 010	Replace RTU's at PW Cologne	C	65,000	70,000	125,000	0	0	0	195,000	0	195,000	D-20
110 012	Waconia buildings parking lot repairs	C	0	275,000	0	0	0	0	275,000	0	275,000	D-21
110 013	Elevator upgrades	B	75,000	0	0	0	0	0	0	0	0	D-22
110 014	Replace Roof on 602 Building	B	0	0	0	425,000	0	0	425,000	0	425,000	D-23
110 015	Remodel 602 Common area restrooms	B	0	225,000	0	0	0	0	225,000	0	225,000	D-24
110 016	HVAC Cooling tower replacement	A	0	424,000	0	0	0	0	424,000	0	424,000	D-25
110 017	Admin West front window/entry door replace	A	0	0	0	0	0	0	0	0	0	D-26
110 018	Remodel Sheriff lobby restrooms	C	75,000	0	0	0	0	0	0	0	0	D-27
110 019	HVAC Pneumatic controls replacement 606 b	A	0	75,000	0	0	0	0	75,000	0	75,000	D-28
110 020	Replace secondary water heater 606 building	C	65,000	0	0	0	0	0	0	0	0	D-29
110 021	Concrete Replacement Gov Center	B	0	35,000	40,000	0	0	0	75,000	0	75,000	D-30
110 022	Remodel 604 building common restrooms	C	0	0	0	300,000	0	0	300,000	0	300,000	D-31
110 024	Landscaping for the County buildings	C	75,000	0	75,000	0	0	0	75,000	0	75,000	D-32
110 025	Stone Facia Repair	C	0	25,000	25,000	0	0	0	50,000	0	50,000	D-33
110 027	County Buildings carpet and furnishing replac	C	125,000	125,000	0	0	0	0	125,000	0	125,000	D-34
Totals			835,000	1,829,000	1,580,000	1,525,000	420,000	440,000	5,794,000	0	5,794,000	

Public Services: IS: Specific Projects

CAPITAL PROJECTS BY DEPARTMENT

Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	EXPENDITURES							REVENUES		Page #
			Current Amount 2024	2025	2026	2027	2028	2029	2025 To 2029	Other Sources 2025 To 2029	County Cost 2025 To 2029	
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-1
049 002	Capital Technology - CIO Priorities	B	60,000	90,000	125,000	150,000	175,000	200,000	740,000	0	740,000	D-2
049 003	Data Storage Upgrade	C	250,000	0	0	100,000	0	250,000	350,000	0	350,000	D-3
049 004	Laminator Replacement	C	0	0	30,000	0	0	0	30,000	0	30,000	D-4
049 005	Printer Replacement	C	20,000	20,000	20,000	20,000	20,000	20,000	100,000	0	100,000	D-5
049 006	Scanner Replacement – Heavy Duty Scanners	C	0	0	10,000	0	0	0	10,000	0	10,000	D-6
049 007	Print Center Upgrades	C	0	0	0	0	0	50,000	50,000	0	50,000	D-7
049 008	Scanner Replacement - Wide Format Scanner	C	20,000	0	0	0	0	0	0	0	0	D-8
049 009	Switch and Wireless Network Upgrade	C	75,000	75,000	50,000	50,000	50,000	50,000	275,000	0	275,000	D-9
049 010	Blade Servers	C	0	0	200,000	0	0	0	200,000	0	200,000	D-10
049 014	End User Computing Hardware	C	100,000	0	0	200,000	200,000	0	400,000	0	400,000	D-11
049 015	Conference AV Equipment	C	50,000	50,000	50,000	50,000	50,000	50,000	250,000	0	250,000	D-12
049 017	IT Firewall Replacement	C	0	0	0	0	200,000	0	200,000	0	200,000	D-13
Totals			650,000	310,000	560,000	645,000	770,000	695,000	2,980,000	0	2,980,000	
Public Services: Library - Administration												
500 001	Replace Library Network Switches	B	0	0	0	0	150,000	0	150,000	0	150,000	D-62
500 003	Furniture and Equipment Replacement for Lib	A	20,000	20,000	20,000	20,000	20,000	20,000	100,000	0	100,000	D-63
Totals			20,000	20,000	20,000	20,000	170,000	20,000	250,000	0	250,000	
Public Works - Parks												
520 001	LWRP Redevelopment - Phase III	A	3,264,000	0	0	0	0	0	0	0	0	D-64
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-65
527 001	BAYLOR PARK VISITOR CENTER	A	0	0	500,000	0	0	0	500,000	0	500,000	D-66
527 002	BAYLOR PARK SPLASH PAD	C	0	0	0	0	0	1,500,000	1,500,000	0	1,500,000	D-67
527 003	Baylor Regional Park Boardwalk Replacemen	C	317,000	0	0	0	0	0	0	0	0	D-68
528 001	LMP PLAYGROUND EQUIPMENT	A	1,224,000	0	0	0	0	0	0	0	0	D-69
528 002	LMP VISITOR CONTACT STATION	B	0	0	100,000	0	0	0	100,000	0	100,000	D-70
528 003	LMP GROUP CAMP AREA	B	0	0	0	300,000	0	0	300,000	0	300,000	D-71

CAPITAL PROJECTS BY DEPARTMENT

Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	EXPENDITURES							REVENUES		Page #	
			Current Amount 2024	2025	2026	2027	2028	2029	2025 To 2029	Other Sources 2025 To 2029	County Cost 2025 To 2029		
Totals			4,855,000	50,000	650,000	350,000	50,000	1,550,000	2,650,000	0	2,650,000		
Public Works: Road & Bridge													
305	019	Vehicles and Equipment Replacement - Count	A	605,000	635,000	660,000	700,000	730,000	750,000	3,475,000	0	3,475,000	D-61
Totals			605,000	635,000	660,000	700,000	730,000	750,000	3,475,000	0	3,475,000		
Sheriff													
201	001	Sheriff Priorities	A	50,000	50,000	50,000	55,000	60,000	75,000	290,000	0	290,000	D-35
201	003	Sheriff Priorities - Additional one-time project	C	10,000	50,000	50,000	50,000	50,000	25,000	225,000	0	225,000	D-36
235	001	Inmate Cardiac Monitoring	C	0	25,000	0	0	0	0	25,000	0	25,000	D-37
235	002	Floor Drains - Booking	C	0	0	0	0	45,000	0	45,000	0	45,000	D-38
235	003	Tuck Pointing - Outside Building	C	0	0	25,000	0	0	0	25,000	0	25,000	D-39
235	004	Receiving Dock - Repair/Replacement	C	0	0	0	25,000	0	0	25,000	0	25,000	D-40
235	005	Jail Roof	C	0	0	0	0	0	500,000	500,000	0	500,000	D-41
235	007	Medical Record System	C	0	120,000	0	0	0	0	120,000	0	120,000	D-42
235	008	BWC - Jail	C	0	100,000	0	0	0	0	100,000	0	100,000	D-43
235	009	Replacement of Large Kitchen Appliances	C	0	0	0	0	0	0	0	0	0	D-44
235	010	Jail Dryers	C	0	0	0	0	0	0	0	0	0	D-45
236	001	Fleet	A	345,000	360,000	380,000	400,000	420,000	440,000	2,000,000	0	2,000,000	D-46
236	002	Camera Replacement - BWC and Squads	C	20,000	30,000	30,000	30,000	30,000	30,000	150,000	0	150,000	D-47
236	003	Squad Cameras Replacement	C	0	250,000	0	0	0	0	250,000	0	250,000	D-48
239	001	Forensic Exam Computer/Center	C	7,000	0	0	0	0	0	0	0	0	D-49
240	001	Mobile Radios Replacement	A	35,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	D-50
240	002	MDC Replacement	A	25,000	25,000	25,000	25,000	25,000	25,000	125,000	0	125,000	D-51
240	003	Anchor Inspection - Hollywood Tower	C	0	20,000	0	0	0	0	20,000	0	20,000	D-52
240	004	Hollywood Radio Tower	C	400,000	0	0	0	0	0	0	0	0	D-53
240	005	Portable Radios Replacement	A	35,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	D-54
240	006	ARMER Radio System Upgrade	A	25,000	25,000	25,000	25,000	25,000	0	100,000	0	100,000	D-55
240	007	911 Dispatch Computer Replacement	A	0	0	0	0	0	0	0	0	0	D-56

CAPITAL PROJECTS BY DEPARTMENT

Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	EXPENDITURES							REVENUES		Page #	
			Current Amount 2024	2025	2026	2027	2028	2029	2025 To 2029	Other Sources 2025 To 2029	County Cost 2025 To 2029		
240 008	911 Dispatch Monitor Replacement	A	0	0	0	0	0	0	0	0	0	0	D-57
240 009	911 Dispatch Large Wall Monitor Replaceme	A	0	0	0	0	0	0	0	0	0	0	D-58
240 010	911 Dispatch Logger/Recorder Replacement	A	0	0	0	0	0	0	0	0	0	0	D-59
240 011	Hollywood Tower Replacement	C	0	0	0	0	0	1,100,000	1,100,000	0	1,100,000	0	D-60
Totals			952,000	1,125,000	655,000	680,000	725,000	2,265,000	5,450,000	0	5,450,000		
Grand Totals			7,917,000	3,969,000	4,125,000	3,920,000	6,865,000	5,720,000	24,599,000	0	24,599,000		



APPENDICES

Appendix A: Budget Summary Comparison

Account Description	2022 ACTUAL	2023 Adopted Budget	2024 Adopted Budget	% OF CHANGE	CHANGE IN LEVY	
COMMISSIONERS						
REVENUES	-	-	-	0.00%		
EXPENDITURES	613,718	758,313	819,041	8.01%		
TAX LEVY DOLLARS NEEDED	<u>613,718</u>	<u>758,313</u>	<u>819,041</u>	8.01%	60,728	
COUNTY ADMINISTRATION						
REVENUES	(333)	-	-	0.00%		
EXPENDITURES	362,974	427,312	447,876	4.81%		
TAX LEVY DOLLARS NEEDED	<u>362,641</u>	<u>427,312</u>	<u>447,876</u>	4.81%	20,564	
EMPLOYEE RELATIONS						
REVENUES	(33,839)	-	-	0.00%		
EXPENDITURES	1,902,476	2,421,015	2,740,267	13.19%		
TAX LEVY DOLLARS NEEDED	<u>1,868,637</u>	<u>2,421,015</u>	<u>2,740,267</u>	13.19%	319,252	(1)
COURT SERVICES/ PROBATION						
REVENUES	(974,500)	(808,550)	(1,249,535)	54.54%		
EXPENDITURES	2,632,244	2,555,562	3,003,250	17.52%		
TAX LEVY DOLLARS NEEDED	<u>1,657,744</u>	<u>1,747,012</u>	<u>1,753,715</u>	0.38%	6,703	
NON DEPARTMENTAL						
REVENUES	(7,729,573)	(4,593,796)	(5,793,713)	26.12%		
EXPENDITURES	6,907,239	(4,034,721)	(4,747,892)	17.68%		
TAX LEVY DOLLARS NEEDED	<u>(822,334)</u>	<u>(8,628,517)</u>	<u>(10,541,605)</u>	22.17%	(1,913,088)	(1)
COURT ADMINISTRATION						
REVENUES	(16,962)	(3,900)	(3,900)	0.00%		
EXPENDITURES	308,517	397,000	417,000	5.04%		
TAX LEVY DOLLARS NEEDED	<u>291,555</u>	<u>393,100</u>	<u>413,100</u>	5.09%	20,000	
PROPERTY & FINANCE DIVISION						
REVENUES	1,205,977	(6,292,951)	(7,198,103)	14.38%		
EXPENDITURES	6,583,110	7,474,306	7,841,799	4.92%		
TAX LEVY DOLLARS NEEDED	<u>7,789,087</u>	<u>1,181,355</u>	<u>643,696</u>	-45.51%	(537,659)	(1)
ATTORNEY						
REVENUES	(446,329)	(478,650)	(509,130)	6.37%		
EXPENDITURES	4,049,297	4,319,215	5,124,445	18.64%		
TAX LEVY DOLLARS NEEDED	<u>3,602,968</u>	<u>3,840,565</u>	<u>4,615,315</u>	20.17%	774,750	(2)

PUBLIC SERVICES DIVISION						
REVENUES	(7,435,754)	(4,812,788)	(5,178,731)	7.60%		
EXPENDITURES	21,667,546	22,222,638	24,063,172	8.28%		
TAX LEVY DOLLARS NEEDED	14,231,792	17,409,850	18,884,441	8.47%	1,474,591	(1)(2)
SHERIFF						
REVENUES	(6,761,896)	(6,601,307)	(8,304,793)	25.81%		
EXPENDITURES	22,343,065	24,490,368	27,150,456	10.86%		
TAX LEVY DOLLARS NEEDED	15,581,169	17,889,061	18,845,663	5.35%	956,602	(1)(2)
PARKS						
REVENUES	(485,679)	(589,168)	(696,805)	18.27%		
EXPENDITURES	1,412,834	1,730,297	1,988,065	14.90%		
TAX LEVY DOLLARS NEEDED	927,155	1,141,129	1,291,260	13.16%	150,131	(1)
GENERAL FUND TOTAL						
REVENUES	(22,678,888)	(24,181,110)	(28,934,710)	19.66%		
EXPENDITURES	68,783,020	62,761,305	68,847,479	9.70%		
TAX LEVY DOLLARS NEEDED	46,104,132	38,580,195	39,912,769	3.45%	1,332,574	
ROAD & BRIDGE FUND						
REVENUES	(6,515,356)	(5,165,683)	(5,393,277)	4.41%		
EXPENDITURES	10,875,015	11,116,644	12,198,038	9.73%		
TAX LEVY DOLLARS NEEDED	4,359,659	5,950,961	6,804,761	14.35%	853,800	(1)(2)
HEALTH & HUMAN SERVICES FUND						
REVENUES	(22,357,632)	(20,124,150)	(21,337,283)	6.03%		
EXPENDITURES	38,279,203	35,824,311	38,926,011	8.66%		
TAX LEVY DOLLARS NEEDED	15,921,571	15,700,161	17,588,728	12.03%	1,888,567	(1)(2)
CAPITAL PROJECTS FUND						
REVENUES	(3,150,766)	(756,057)	(883,886)	16.91%		
EXPENDITURES	930,383	756,057	883,886	16.91%		
TAX LEVY DOLLARS NEEDED	(2,220,383)	-	-	0.00%	-	
ROAD & BRIDGE CIP						
REVENUES	(37,763,180)	(16,736,783)	(112,901,804)	574.57%		
EXPENDITURES	35,696,631	19,226,783	115,491,804	500.68%		
TAX LEVY DOLLARS NEEDED	(2,066,549)	2,490,000	2,590,000	4.02%	100,000	(3)
PARKS & TRAILS CIP						
REVENUES	(8,055,831)	(382,518)	(1,614,699)	322.12%		
EXPENDITURES	1,584,598	382,518	1,614,699	322.12%		
TAX LEVY DOLLARS NEEDED	(6,471,233)	-	-	0.00%	-	

DEBT SERVICE FUND					
REVENUES	(419,278)	(315,000)	(167,323)	-46.88%	
EXPENDITURES	3,417,779	3,562,597	3,414,920	-4.15%	
TAX LEVY DOLLARS NEEDED	2,998,501	3,247,597	3,247,597	0.00%	-
DITCH FUND					
REVENUES	(33,252)	(58,131)	(58,131)	0.00%	
EXPENDITURES	269,173	58,131	58,131	0.00%	
TAX LEVY DOLLARS NEEDED	235,921	-	-	0.00%	-
SELF INSURANCE FUND					
REVENUES	(1,489,072)	(945,177)	(945,177)	0.00%	
EXPENDITURES	1,087,238	945,177	945,177	0.00%	
TAX LEVY DOLLARS NEEDED	(401,834)	-	-	0.00%	-
COUNTY WIDE TOTAL					
REVENUES	(102,463,255)	(68,664,609)	(172,236,290)	150.84%	
EXPENDITURES	160,923,040	134,633,523	242,380,145	80.03%	
NET (OVER) / UNDER BUDGET	4,114,070	(325,059)			
TAX LEVY DOLLARS NEEDED	62,573,855	65,643,855	70,143,855	6.86%	4,500,000

Significant levy changes:

- (1) Net levy operating adjustments needed, see Attachment A, B, and D of the Administrator's Budget Message for further detail.
- (2) The levy increase is largely related to salary and benefit changes between the 2023 budget and 2024 budget.
- (3) Board directed yearly levy increase for road preservation.

Appendix B: Total Full-Time Equivalent Employee Positions Board of Commissioners

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Commissioners	5.00	-	5.00
<i>Board of Commissioners Totals</i>	5.00	-	5.00

County Administrator

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 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	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Public Services Division Accountant	1.00		1.00
Assistant County Administrator	1.00	-	1.00
Communications Manager	2.00	-	2.00
Communications Specialist	-	0.60	0.60
Deputy Division Director	1.00	-	1.00
<i>Department Totals</i>	5.00	0.60	5.60

Environmental Services

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Administrative Assistant	1.00	-	1.00
Assistant Environmentalist- STOC	0.75	-	0.75
Environmental Attendant	3.00	-	3.00
Environmental Center- Supervisor	1.00	-	1.00
Environmental Services Manager	1.00	-	1.00
Environmental Services Supervisor-Government Center	1.00	-	1.00
Environmentalist	2.00	-	2.00
Senior Environmentalist	6.00	-	6.00
<i>Department Totals</i>	15.75	-	15.75

Information Technology

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 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	1.00	-	1.00
IT Business Analyst	3.00	-	3.00
IT Database Administrator	1.00	-	1.00
IT GIS Analyst – City	1.00	-	1.00
IT Intern	0.25	-	0.25
IT Lead Project Manager	2.00	-	2.00
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 Analyst	1.00	-	1.00
IT Security Manager	1.00	-	1.00
IT Senior Application Analyst	1.00	-	1.00
IT Senior GIS Analyst	2.00	-	2.00
IT Senior Systems Engineer	4.00	-	4.00
IT Service Dispatcher	1.00	-	1.00
IT Solution Architect	2.00	-	2.00
IT Support Technician	3.00	1.00	4.00
IT Support Technician Supervisor	1.00	-	1.00
IT Systems Engineer (1 FTE 25% by CarverLink)	3.00	-	3.00
On-Call Support Staff	0.58	-	0.58
Department Totals	36.83	1.00	37.83

Land Management

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Land Use Manager	1.00	-	1.00
Land Management Permit Assistant	1.00	-	1.00
Land Management Planner	1.00	1.00	2.00
Land Management Technician	1.00	-	1.00
Senior Planner	1.00	-	1.00
Department Totals	5.00	1.00	6.00

Planning & Water Management

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
AIS Inspector - Seasonal	2.88	(0.25)	2.63
AIS Program Coordinator	1.00	-	1.00
Lead Water Resources Technician	1.00	-	1.00
Planner	1.00	-	1.00
Senior Outreach and Engagement Specialist	1.00	-	1.00
Water Management Intern	0.45	-	0.45
Water Resources Program Analyst	2.00	-	2.00
Water Resource Program Supervisor	1.00	-	1.00
Water Resources Technician	1.00	-	1.00
Department Totals	11.13	(0.25)	11.08

Facility Services

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Assistant Facilities Project Manager	1.00	-	1.00
Custodial Supervisor	1.00	-	1.00
Custodian	6.00	-	6.00
Custodian (STOC)	0.16	-	0.16
Facility Services Manager	1.00	-	1.00
Facility Technician	3.00	-	3.00
Journeyman Electrician	1.00	-	1.00
Lead Facilities HVAC Technician	1.00	-	1.00
Lead Facility Technician	1.00	-	1.00
Master Electrician	1.00	-	1.00
Department Totals	16.16	-	16.16

Library

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Administrative Assistant	0.80	-	0.80
Associate Librarian	3.90	-	3.90
Community Engagement Coordinator	0.80	-	0.80
Law Library Paralegal	0.80	-	0.80
Librarian	11.50	-	11.50
Library Assistant	12.61	-	12.61
Library Branch Manager	3.00	-	3.00
Library Director	1.00	-	1.00
Library Operations Supervisor	3.00	-	3.00

Library Shelves	2.39	-	2.39
Library Systems Administrator	1.00	-	1.00
Library Technology Associate	2.00	-	2.00
On-Call Librarian	0.78	0.25	1.03
On-Call Library Assistant	0.46	-	0.46
Department Totals	44.04	0.25	44.29

Veterans Services

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Asst. Veteran Services Officer	2.00	-	2.00
Veteran Services Driver	0.80	-	0.80
Veteran Services Officer	1.00	-	1.00
Veteran Services Rep.	1.00	-	1.00
STOC – Clerical	0.28	-	0.28
STOC - Veteran Services Driver	0.20	-	0.20
Department Totals	5.28	-	5.28

University of Minnesota Extension

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Extension Administrative Tech.	0.90	-	0.90
Clerical Support (STOC)	0.20	-	0.20
Department Totals	1.10	-	1.10
Public Services Division Totals	140.49	2.60	143.09

County Attorney

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Administrative Assistant- Attorney	1.00	(1.00)	-
Assistant County Attorney	5.00	0.40	5.40
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 (STOC)- Fund 2	0.18	-	0.18
Law Office Manager	1.00	-	1.00
Legal Administrative Assistant	2.00	1.00	3.00
On-Call Clerical	0.15	-	0.15
Paralegal	2.50	-	2.50

Senior Assistant County Attorney	8.60	-	8.60
Senior Legal Administrative Assistant	5.00	-	5.00
Victim Witness Coordinator	1.00	-	1.00
Victim Witness Supervisor	1.00	-	1.00
Attorney's Office Totals	33.43	0.40	33.83

Employee Relations Division

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Deputy Director of ER/ Labor Relations Manager	1.00	-	1.00
Employee Relations Business Partner	4.00	(1.00)	3.00
Employee Relations Coordinator	2.00	-	2.00
Employee Relations Director	1.00	-	1.00
Employee Relations Senior Advisor	0.20	-	0.20
Employee Relations Senior Business Partner	1.00	1.00	2.00
Occupational Health Nurse	1.00	-	1.00
Occupational Health & Safety Manager	1.00	-	1.00
Risk Management Specialist	1.00	-	1.00
Seasonal Temporary On-Call (STOC) Clerical	2.48	1.35	3.83
Employee Relations Division Totals	14.68	1.35	16.03

Property and Financial Services Division

Finance

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Accountant	1.00	1.00	2.00
Accounting Supervisor	1.00	-	1.00
Accounting Technician	0.60	(0.60)	-
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	(0.10)	0.10
Payroll Technician	1.00	-	1.00
Property & Finance Director	1.00	-	1.00
Senior Accounting Technician	1.00	-	1.00
Senior Payroll Administrator	1.00	-	1.00
Department Totals	9.30	0.30	9.60

County Assessor

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Appraiser	1.00	-	1.00
Appraiser II	4.00	-	4.00
Appraiser Intern	-	0.50	0.50
Appraiser - Senior	1.00	-	1.00
Appraiser - Trainee	3.00	-	3.00
Assessor Administrative Assistant	3.00	-	3.00
Assistant County Assessor	1.00	-	1.00
Commercial Appraiser Tax Court	1.00	-	1.00
County Assessor	1.00	-	1.00
Department Totals	15.00	0.50	15.50

Land Records and Vitals

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Land Records & Vitals Analyst	1.00	1.00	2.00
Land Records & Vitals Assistant Manager	1.00	-	1.00
Land Records & Vitals Manager	1.00	-	1.00
Land Records & Vitals Specialist	3.00	-	3.00
Land Records & Vitals Sr. Specialist	4.00	(2.00)	2.00
STOC Land Records	0.71	-	0.71
Department Totals	10.71	(1.00)	9.71

Property Tax

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Property Tax Assistant Manager	1.00	-	1.00
Property Tax Manager	1.00	-	1.00
Property Tax Specialist	1.00	-	1.00
Property Tax Systems Coordinator	1.00	-	1.00
Property Tax Technician	1.00	-	1.00
STOC- Property Tax	0.35	-	0.35
Taxation Analyst	2.00	-	2.00
Department Totals	7.35	-	7.35

Election and Licensing

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Elections & Licensing Manager	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	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
License Center Manager	1.00	-	1.00
License Center Supervisor	1.00	-	1.00
License Center System Coordinator	1.00	-	1.00
Licensing Assistant	2.00	-	2.00
Licensing Specialist (full/part time)	12.60	-	12.60
Licensing Specialist – Senior	4.00	-	4.00
Department Totals	21.60	-	21.60
Property and Financial Services Division Totals	68.99	(0.20)	68.79

Public Works Division

Administration

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Administrative Assistant	1.00	(1.00)	-
Administrative Technician	1.00	1.00	2.00
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	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Assistant County Surveyor	1.00	-	1.00
Assistant Public Works Director	1.00	-	1.00
Civil Engineer	1.00	-	1.00
Communications Specialist	-	1.00	1.00
Construction Manager	1.00	-	1.00

County Surveyor	1.00	-	1.00
Design Engineer	2.00	-	2.00
Eng/ Land Surveying Assistant (STOC)	0.75	-	0.75
Engineering Specialist	1.00	-	1.00
Survey Technician	1.00	-	1.00
Engineering Technician	3.00	-	3.00
GIS Specialist	1.00	-	1.00
Engineering Manager	1.00	-	1.00
Project Manager	1.40	(0.40)	1.00
Right-of-Way Agent- Assistant	1.00	-	1.00
Senior Civil Engineer	1.00	-	1.00
Senior Engineering Technician	1.00	-	1.00
Senior Right-of-Way Agent	1.00	-	1.00
Transportation Planning Manager	1.00	-	1.00
Traffic Engineer	0.88	-	0.88
Transportation Planner	1.00	-	1.00
Transportation Specialist- Engineering	1.00	-	1.00
Department Totals	24.03	0.60	24.63

Asset and Performance Management

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Asset Manager	1.00	-	1.00
GIS Assistant (STOC)	0.17	-	0.17
GIS Analyst	1.00	-	1.00
GIS Specialist	1.00	-	1.00
GIS Technician	1.00	-	1.00
Department Totals	4.17	-	4.17

Operations

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Asst County Engineer/Operations Engineer	1.00	-	1.00
Equipment Technician	1.00	-	1.00
Highway Maintenance Operator	12.00	-	12.00
Highway Maintenance Worker (STOC)	2.93	-	2.93
Inventory Control Technician	1.00	(1.00)	-
Fleet Technician	-	1.00	1.00
Senior Equipment Technician	3.00	-	3.00
Lead Highway Maintenance Operator	3.00	-	3.00
Operations Supervisor	3.00	-	3.00

Transportation Operations Specialist	2.00	-	2.00
Senior Transportation Operations Technician	1.00	-	1.00
Transportation Operations Technician	1.00	-	1.00
Transportation Asset Inspector	1.00	-	1.00
<i>Department Totals</i>	31.93	-	31.93

Parks

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Administrative Assistant	1.00	-	1.00
Campground Attendant	0.25	-	0.25
Park Maintenance Lead	1.00	-	1.00
Park Maintenance Technician	3.60	1.00	4.60
Parks & Recreation Director	1.00	-	1.00
Parks and Recreation Supervisor	1.00	-	1.00
Parks Reservation Specialist	0.50	-	0.50
Parks Operations & Natural Resource Manager	1.00	-	1.00
Part-Time Seasonal	3.20	1.13	4.33
Recreation & Volunteer Specialist	1.00	-	1.00
Recreation Program Educator	0.50	0.10	0.60
<i>Department Total</i>	14.05	2.23	16.28
Public Works Division Totals	79.18	2.83	82.01

Sheriff's Office

Administration

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 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	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
911 Dispatcher	13.00	-	13.00
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	4.00	-	4.00
Terminal Agency Coordinator	1.00	-	1.00
Warrants Specialist	1.00	-	1.00
<i>Department Total</i>	23.00	-	23.00

Jail

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 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
Jail Health Nurse	2.00	-	2.00
<i>Department Total</i>	42.00	-	42.00

Patrol

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Civil Process Assistant	1.00	-	1.00
Commander of Operations	1.00	-	1.00
Community Safety Officer	1.00	-	1.00
Community Service Officer	2.45	-	2.45
Crime Information Analyst	1.00	-	1.00
Deputy Sheriff	62.00	-	62.00
Evidence Technician	1.00	-	1.00
Investigation Assistant	1.00	-	1.00
Licensed Sergeant	13.00	-	13.00
Lieutenant	4.00	-	4.00
<i>Department Total</i>	87.45	-	87.45
Sheriff's Office Totals	167.45	-	167.45

Health and Human Services Division

Administration

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Accounting Manager	1.00	-	1.00
Accounting Supervisor	1.00	1.00	2.00
Accounting Technician	5.00	-	5.00
Administrative Officer	1.00	-	1.00
Administrative Representative	3.00	-	3.00
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>	15.00	1.00	16.00

Behavioral Health

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Accounting Supervisor	1.00	-	1.00
Accounting Technician	3.00	-	3.00
Adult Mental Health RN	0.60	-	0.60
Behavioral Health Manager	1.00	-	1.00
Case Aide	1.00	-	1.00
Case Management Associate	1.50	-	1.50
Case Management Supervisor- School Link	1.00	-	1.00
Case Management Supervisor – Day Treatment	1.00	-	1.00
Clinical Director	1.00	-	1.00
Clinical Social Worker	2.00	-	2.00
Community Support Supervisor	1.00	-	1.00
Crisis Program Supervisor	2.00	-	2.00
Crisis Therapist	11.00	-	11.00
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
Law Enforcement Crisis Responder	1.00	-	1.00
Psychologist	2.00	-	2.00
Psychotherapist	5.00	-	5.00
Social Worker	16.18	-	16.18
Therapist School Linked Services	16.25	-	16.25

<i>Department Totals</i>	74.93	-	74.93
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Child and Family

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Administrative Assistant	1.00	-	1.00
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	31.80	1.00	32.80
<i>Department Totals</i>	42.80	1.00	43.80

Court Services/Probation

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Corrections Administrative	2.00	-	2.00
Court Coordinator – Veterans	0.80	-	0.80
Court Services Agent	3.00	1.00	4.00
Court Services Agent, Senior	8.00	-	8.00
Court Services Director	1.00	-	1.00
Court Services Supervisor	1.00	-	1.00
Jail Re-entry Program Coordinator	0.80	-	0.80
Office Manager Court Services	1.00	-	1.00
<i>Department Totals</i>	17.60	1.00	18.60

Home & Community-Based Care

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Administrative Assistant	1.00	-	1.00
Case Aide	3.00	-	3.00
HCBC Manager	1.00	-	1.00
HCBC Supervisor	4.00	-	4.00
Program Technician	2.00	-	2.00
Public Health Nurse	1.00	-	1.00
Senior Social Worker	1.00	-	1.00
Social Worker	37.90	2.00	39.90
<i>Department Totals</i>	50.90	2.00	52.90

Income Support

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Administrative Assistant	1.00	-	1.00
Case Aide	2.00	-	2.00
Child Care Specialist	1.00	1.00	2.00
Child Support Officer	8.00	(2.00)	6.00
Child Support Officer II	-	2.00	2.00
Child Support Supervisor	1.00	-	1.00
Employment Counselor	5.00	-	5.00
Financial Assistant Specialist	1.00	-	1.00
Financial Assistant Supervisor	3.00	-	3.00
Income Support Manager	1.00	-	1.00
Lead Financial Assistance Specialist	23.00	-	23.00
Resource Specialist	1.00	-	1.00
Social Worker	1.00	-	1.00
Support Enforcement Technician	2.00	-	2.00
Workforce Services Supervisor	1.00	-	1.00
<i>Department Totals</i>	51.00	1.00	52.00

Public Health

Position	2023 FTEs Actual (as of 11/14/23)	2024 Administrator Recommended Changes	2024 FTEs Approved
Accounting Technician	1.00	-	1.00
Administrative Assistant	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	6.30	-	6.30
SHIP Grant Coordinator	1.00	-	1.00
<i>Department Totals</i>	20.10	-	20.10
Health and Human Services Division Totals	272.33	6.00	278.33

County Total FTEs	783.55	12.98	796.53
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**CARVER COUNTY
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS**

<u>Function/program</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<u>General Government</u>										
Administrative Services										
Square Feet of Building Space (1)	610,665	610,665	610,665	610,665	618,665	618,665	618,665	618,665	618,665	618,665
Employee Relations										
New Hires Processed	168	192	163	205	214	157	189	165	155	177
Terminations Processed	123	165	140	174	187	161	190	146	160	141
Collective Bargaining Agreements	11	11	11	11	11	11	11	10	10	10
Financial Services										
Cash Receipts Processed	6,862	5,854	5,811	6,278	5,950	5,862	5,778	4,889	5,127	13,056
Claims Paid	13,507	13,603	14,001	13,147	12,502	11,722	12,151	11,230	10,508	10,667
Contracts Maintained	424	482	616	601	548	516	585	499	520	598
Journal Entries	776	646	728	721	699	620	601	629	469	499
Budget Amendments Entered	127	127	141	179	162	164	161	131	129	157
Capital Assets Inventoried	81	62	80	60	56	110	72	83	49	63
Property Records and Taxpayer Services										
Deeds Recorded	3,962	3,447	3,857	3,864	5,051	4,030	3,522	4,250	5,530	3,986
Birth and Death Certificate Copies Issued	5,792	5,783	5,835	6,207	6,308	6,531	7,133	5,939	7,019	8,083
Marriage Licenses Processed	507	485	478	507	508	470	441	375	494	524
Passports Processed	4,310	4,869	6,520	6,972	6,858	6,229	5,948	2,375	5,390	8,362
Motor Vehicle Registrations	56,697	59,332	61,577	66,066	63,529	66,548	60,580	48,276	47,100	45,267
% of Voter Turnout (General Election)	0%	65%	0%	91%	0%	81%	0%	95%	0%	74%
Real Estate Documents Processed (2)	24,822	17,828	16,419	11,452	9,948	8,814	7,848	6,158	5,720	4,578
Electronic Documents Received (2)	-	-	4,735	10,163	10,825	10,209	12,812	24,135	25,329	15,099
Real Property Parcels	42,617	43,173	42,759	41,517	41,800	42,136	42,869	45,115	45,989	47,050
Personal Property Parcels	-	-	-	188	185	185	185	187	175	183
Number of New Homes Constructed	610	573	508	641	627	622	572	716	849	800
Properties Appraised	8,670	9,144	8,871	8,428	8,363	11,596	8,856	14,979	12,993	12,742

**CARVER COUNTY
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</u>									
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<u>Public Safety</u>										
Sheriff's Office										
Calls for Service Received:	50,640	53,068	53,081	55,221	53,687	51,970	56,362	48,473	48,041	51,330
Chaska Calls	11,375	11,298	10,864	11,289	11,568	11,724	11,463	9,775	9,053	13,144
County Calls	39,265	41,770	42,217	43,932	42,119	40,246	38,974	38,698	38,988	38,186
Part I Crimes	818	865	928	246	-	-	-	-	-	-
Part II Crimes	1,587	1,645	1,789	655	-	-	-	-	-	-
Group A Crimes	-	-	-	1,047	1,650	1,492	1,475	1,773	1,728	1,351
Group B Crimes	-	-	-	306	554	512	539	458	425	415
Misc. Non-Criminal Incidents	36,860	39,260	39,500	41,674	15,459	15,846	15,604	15,826	15,542	13,050
Fire Calls	640	730	769	720	760	745	1,182	802	840	828
Medical Calls	2,445	2,549	2,531	2,786	2,942	3,194	4,514	3,092	3,618	3,153
Drug Cases	222	267	260	241	672	275	239	240	202	238
Crashes	1,410	1,424	1,463	1,429	1,454	1,344	1,438	880	771	2,087
Fatal Crashes	6	9	4	1	3	5	4	5	2	4
Personal Injury Crashes	194	160	190	180	164	166	141	139	88	137
Property Damage Crashes	1,210	1,255	1,269	1,248	1,287	1,173	1,295	736	681	973
Alarm calls	1,400	1,312	1,297	1,232	1,290	1,225	1,282	1,103	1,170	1,227
Citations Issued	4,313	4,530	5,180	8,298	5,492	3,067	2,842	3,620	2,650	3,455
Total Arrests	542	590	590	964	1,203	1,258	1,184	1,048	896	1,109
Drug Arrests	76	100	89	224	288	259	274	168	209	132
Civil Papers Served	1,201	1,183	1,259	1,334	1,530	1,250	1,174	1,370	1,415	1,655
Warrants	753	948	893	892	1,088	907	947	779	878	880
Number of Prisoners Transported	425	574	472	568	526	650	607	436	463	445
Prisoners Transported (Miles)	41,738	57,906	40,133	53,693	53,165	60,253	54,020	31,841	38,343	34,264
Inmates Booked:	1,927	1,856	1,831	2,023	2,223	1,968	1,944	1,344	1,209	1,317
Total Carver County Inmates Booked	1,352	1,511	1,507	1,529	1,614	1,560	1,638	1,143	1,113	1,232
Males Booked	1,050	1,166	1,168	1,216	1,193	1,174	1,220	868	847	934
Females Booked	302	345	339	313	421	386	418	274	266	298
Boarded Inmates from Other Jurisdictions	575	345	324	494	609	408	306	201	96	85
Average Daily Inmate Population	62	76	63	83	89	78	70	34	31	33
Prisoners Days Stayed	22,398	27,775	23,005	30,529	32,493	28,551	25,482	12,599	11,365	12,060
Jail Medical Unit- Inmate Interaction	2,279	1,948	1,795	1,970	4,283	4,649	4,123	2,626	1,877	2,717
Total Juveniles Booked:	265	284	272	245	242	199	247	158	168	134
Carver County Juveniles Booked	87	113	128	109	89	71	76	50	74	75
Male Juveniles Booked	72	75	78	74	62	55	58	36	49	49
Female Juveniles Booked	15	38	50	35	27	16	18	14	25	26
Boarded Juveniles from Other Jurisdictions	178	171	144	136	153	128	171	108	94	59
Average Daily Juvenile Population	3	3	3	3	3	2	3	2	2	2
Juvenile Resident Days Stayed	980	1,142	1,226	1,123	1,125	902	1,169	730	805	752

**CARVER COUNTY
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</u>									
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<u>Court Services</u>										
Number of Probation Supervision Clients/Offenders	1,274	1,136	1,102	1,071	1,122	1,283	1,269	962	1,059	1,178
Number of Probation Supervision Cases	1,470	1,167	1,208	1,206	1,434	1,386	1,350	1,056	1,172	1,302
Number of Offender Risk Assessments Completed	650	855	677	680	766	825	1,104	912	838	989
Number of Offender Drug/Alcohol Tests Completed	3,457	4,479	3,638	3,861	3,384	3,124	3,472	1,712	1,817	1,745
Number of Offender Probation Violations Filed	288	273	251	238	263	229	295	169	233	241
<u>Highways & Streets</u>										
<u>Road & Bridge</u>										
Resurfacing (miles)	11.2	9.9	9.4	8.5	8.7	19.0	17.8	12.1	14.2	7.0
Vehicle/Equipment Units Serviced	355	360.0	361.0	256.0	319.0	308.0	312.0	323.0	319.0	315.0
<u>Human Services</u>										
<u>Health and Human Services</u>										
Financial Assistance End of Year Caseload	3,453	6,165	6,674	7,792	7,744	7,238	6,407	7,984	9,341	8,955
Child Support Annual Disbursements	\$ 8,440,219	\$ 8,627,101	\$ 8,644,514	\$ 8,481,691	\$ 8,330,537	\$ 8,300,791	\$8,504,491	\$8,044,691	\$7,237,750	\$7,024,412
Open Child and Family Workgroups	300	335	730	730	770	1,032	991	837	812	825
Developmentally Disabled Clients	346	334	341	352	377	355	408	420	401	448
Crisis Program Clients Served	9,459	9,098	8,738	5,762	6,991	6,195	6,162	7,209	7,692	8,431
Detox Visits	193	163	166	167	146	115	74	92	77	61
Child Support End of Year Caseload	1,902	1,816	1,779	1,838	1,821	1,792	1,740	1,767	1,736	1,700
Children in Out-Of Home Placement	53	59	91	161	83	115	173	166	155	124
Child Care Assistance End of Year Caseload	132	128	131	141	143	138	169	113	146	187
Licensed Family Day Care Homes	167	155	144	139	128	118	114	104	102	101
Encore Adult Day Services Participants	46	48	54	58	54	53	62	43	25	40
DD Screening	222	212	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MnChoices Assessments	N/A	N/A	451	585	1,133	1,103	1,191	1,191	1,262	1,394
Workforce Resource Center Average Daily Client Usage	77	69	58	52	51	38	47	5	4	16
Workforce Services Enrolled Clients	644	640	584	600	617	556	368	283	482	532
SmartLink Transit Passenger Trips	193,832	190,023	154,143	161,088	159,292	165,309	117,119	11,170	32,880	40,938
<u>Health</u>										
<u>Public Health</u>										
Information & Resources Calls	646	594	420	363	501	527	419	247	236	807
Children 0-3 Enrolled in Follow Along Program	1,309	1,241	1,170	846	946	566	531	523	616	662
MRC Volunteers Registered	120	120	120	112	113	97	114	20	34	164

**CARVER COUNTY
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</u>									
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<u>Culture & Recreation</u>										
Library										
Library Visits	557,219	551,358	535,064	525,656	505,807	482,482	533,596	121,465	182,719	277,409
Library Circulation	1,039,915	1,059,994	1,064,549	1,018,472	993,786	997,988	1,084,590	679,654	925,539	1,062,652
Number of Materials	242,603	255,474	279,462	273,183	267,642	367,427	235,381	234,281	229,646	232,568
Queries for Information	67,353	56,186	57,954	59,954	48,672	74,709	89,648	25,475	40,534	40,869
Public Service Hours	13,217	13,303	14,994	15,348	15,185	17,542	17,542	7,165	13,981	13,248
Attendance of Library Hosted Programs	27,441	29,042	34,650	35,028	32,145	35,084	39,949	29,179	32,872	48,730
Park										
Park & Trail User Visits (annual use)	615,000	675,120	686,240	583,000	710,000	750,000	791,300	Not Available	Not Available	Not Available
Historical Society										
Attendance of Programs hosted in Schools	2,546	4,373	4,038	3,675	4,018	5,597	4,409	1,534	2,015	2,227
Attendance of Programs hosted in Museum	2,798	1,592	1,193	1,035	787	456	1,758	140	496	231
Attendance of Programs hosted in Library	478	648	1,067	1,035	643	1,842	2,410	397	822	1,035
Attendance of Programs - other	2,341	4,869	2,995	3,367	3,746	2,816	2,759	651	2,722	3,253
<u>Conservation of Natural Resources</u>										
Land & Water Services										
Environmental Center Visits	26,812	27,423	33,641	35,000	40,146	34,659	28,424	24,482	29,659	33,155
Appliances Recycled (in units)	3,036	2,952	3,111	3,811	3,975	3,855	4,036	4,431	4,112	4,456
Tons of Tires Recycled	33	37	30	44	39	39	37	38	31	27
Tons of Electronics Recycled	316	292	292	350	308	254	219	211	198	166
Tons of Household Hazardous Waste Recycled	210	215	228	380	332	262	251	276	311	296
Building Permits Issued	478	557	635	615	652	565	668	639	873	789
New & Replacement On-site Sewer Systems	95	95	107	70	100	156	78	99	91	84
Hazardous Waste Generators Licensed/Re-licensed	297	300	304	340	307	298	298	294	296	293
Planning Commission/Board of Adjustment Actions	45	42	60	58	55	26	45	54	54	42
Minor Subdivisions	35	31	43	22	69	57	59	39	47	36
Zoning Permits Issued	172	167	120	159	263	292	216	183	111	148
Wetland Conservation Act Contacts	271	266	137	223	244	231	239	261	262	255
Number of Water Projects Approved	62	65	109	49	56	69	58	59	81	115
Number of Feedlot Inspections	58	71	49	17	19	20	22	18	47	48

Note: (1) Square feet of Building Space does not include leased space. (2) Electronic documents started being received in 2015, and began being broken out from total real estate documents processed in 2016. (3) due to COVID-19 a lot of the 2020 numbers related to services are significantly different than prior year averages.

Data Sources:

Various County Departments

**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	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
30 049 000 0000 6630	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Total	\$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			\$740,000	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029	
Equipment And Furniture Purchase								
01 049 000 0000 6660	\$60,000	\$90,000	\$125,000	\$150,000	\$175,000	\$200,000	\$740,000	
Total	\$60,000	\$90,000	\$125,000	\$150,000	\$175,000	\$200,000	\$740,000	

**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	2027	
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		\$350,000	Funding Account Number:		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 049 046 0000 6630	\$250,000			\$100,000		\$250,000
Total	\$250,000	\$0	\$0	\$100,000	\$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	2026	
Priority	C	Project # Last Year:		Year Ended	2026	
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	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 049 060 0000 6630	\$0		\$30,000			\$30,000
Total	\$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	2025	2026	2027	2028	2029	2025 2029	
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 2026. With the increase in paperless processes, we are proposing to only upgrade one of the scanners.					
Funding Source and Amt:	County Tax Dollars		\$10,000	Funding Account Number:		
	Current Year	2025	2026	2027	2028	2029
Buildings & Misc. Capital Projects						2025 2029
01 049 060 0000 6630	\$0	\$0	\$10,000			\$10,000
Total	\$0	\$0	\$10,000	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	007	
Project Title	Print Center Upgrades			Year Started	2029		
Priority	C	Project # Last Year:		Year Ended	2029		
Description/ Location	Upgrade equipment found within the County's Print Center.						
Purpose/ Justification	Replacing one of the end of life printers within the County's Print Center,.						
Funding Source and Amt:	County Tax Dollars		\$50,000	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029
Buildings & Misc. Capital Projects							
01 049 060 0000 6630						\$50,000	\$50,000
Total	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	008
Project Title	Scanner Replacement - Wide Format Scanners			Year Started	2024	
Priority	C	Project # Last Year:		Year Ended	2024	
Description/ Location	Replacement of Wide Format Scanners					
Purpose/ Justification	The 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 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 as well as the end user experience makes an overall upgrade to all devices the better option.					
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:	
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 049 060 0000 6630	\$20,000					
Total	\$20,000	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	009
Project Title	Switch and Wireless Network Upgrade			Year Started	2022	
Priority	C	Project # Last Year:		Year Ended	2025	
Description/ Location	Upgrade the County's IT Switches and Wireless Network					
Purpose/ Justification	IT wireless network upgrade will be in 2021 and switch upgrades will be 2023-2025. Both are end of life and a core component to the County's IT network. IT doesn't have the funds in their operation budget to pay for this large capital project.					
Funding Source and Amt:	County Tax Dollars		\$275,000	Funding Account Number:		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 049 046 0000 6630	\$75,000	\$75,000	\$50,000	\$50,000	\$50,000	\$275,000
Total	\$75,000	\$75,000	\$50,000	\$50,000	\$50,000	\$275,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: IS: Specific Pr	Proj#	049	-	010
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		\$200,000	Funding Account Number:		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 049 046 0000 6630			\$200,000			\$200,000
Total	\$0	\$0	\$200,000	\$0	\$0	\$200,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	014
Project Title	End User Computing Hardware			Year Started	2024	
Priority	C	Project # Last Year:		Year Ended	2028	
Description/ Location	Replacement of mobile equipment for remote workforce purchased through Cares Act.					
Purpose/ Justification	Computer hardware purchase for end of life cycle for Dell ThinOS Mobile computers. IT doesn't have enough in operation budget to replace all hardware.					
Funding Source and Amt:	County Tax Dollars		\$400,000	Funding Account Number:		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 049 063 0000 6630	\$100,000		\$0	\$200,000	\$200,000	\$400,000
Total	\$100,000	\$0	\$0	\$200,000	\$200,000	\$400,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	015
Project Title	Conference AV Equipment			Year Started	2024	
Priority	C	Project # Last Year:		Year Ended	2028	
Description/ Location	Upgrade AV equipment in County Board Room and conference rooms throughout County facilities.					
Purpose/ Justification	County Board room and many of the conference rooms in County facilities have AV equipment in them. This equipment has a end of life date and this funding will allow IT to upgrade the equipment					
Funding Source and Amt:	County Tax Dollars		\$250,000	Funding Account Number:		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 049 046 0000 6630	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Total	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	017
Project Title	IT Firewall Replacement			Year Started	2028	
Priority	C	Project # Last Year:		Year Ended	2028	
Description/ Location	IT Firewall end of life replacement project.					
Purpose/ Justification	It is anticipated the IT Firewall that was put in place in 2022 will be end of life and need replacement.					
Funding Source and Amt:	County Tax Dollars		\$200,000	Funding Account Number:		
	Current Year	2025	2026	2027	2028	2029 2025 2029
Buildings & Misc. Capital Projects						
01 049 066 0000 6630					\$200,000	\$200,000
Total	\$0	\$0	\$0	\$0	\$200,000	\$0 \$200,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	003
Project Title	Replace existing roof at Encore Building			Year Started	2022	
Priority	A	Project # Last Year:		Year Ended	2023	
Description/ Location	Replace existing roof at Encore Building					
Purpose/ Justification	Existing roof at Encore is original and past its life cycle. Not approved in 2024, Finance pushed back to 2025.					
Funding Source and Amt:	County Tax Dollars	\$125,000	Funding Account Number:	01 110 000 0000 6310		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 110 000 0000 6630	\$0	\$125,000	\$0			\$125,000
Total	\$0	\$125,000	\$0	\$0	\$0	\$125,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	006
Project Title	Replace GC parking lots by area			Year Started	2026	
Priority	B	Project # Last Year:		Year Ended	2026	
Description/ Location	Removal and replacement of the existing parking lot by areas at the Government center					
Purpose/ Justification	Existing parking lots beyond repairs.					
Funding Source and Amt:	County Tax Dollars	\$800,000	Funding Account Number:	01 110 000 0000 6310		
	Current Year	2025	2026	2027	2028	2029
Buildings & Misc. Capital Projects						2025 2029
01 110 000 0000 6630			\$400,000	\$400,000		\$800,000
Total	\$0	\$0	\$400,000	\$400,000	\$0	\$800,000

**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		\$2,020,000	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029
Building Improvements							
01 110 000 0000 6640	\$355,000	\$370,000	\$390,000	\$400,000	\$420,000	\$440,000	\$2,020,000
Total	\$355,000	\$370,000	\$390,000	\$400,000	\$420,000	\$440,000	\$2,020,000

**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. Not approved in 2024, Reduced to \$0 as this will be part of the Master Space Plan.					
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:	
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
30 110 000 0000 6630	\$0	\$0	\$0			\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	009
Project Title	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 enegy 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	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
30 110 000 0000 6630	\$0	\$80,000				\$80,000
Total	\$0	\$80,000	\$0	\$0	\$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		\$195,000	Funding Account Number:		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 110 000 0000 6630	\$65,000	\$70,000	\$125,000			\$195,000
Total	\$65,000	\$70,000	\$125,000	\$0	\$0	\$195,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	012
Project Title	Waconia buildings parking lot repairs			Year Started	2025	
Priority	C	Project # Last Year:		Year Ended	2026	
Description/ Location	Replacement of existing South parking lots.					
Purpose/ Justification	existing lots beyond repairs.					
Funding Source and Amt:	County Tax Dollars	\$275,000	Funding Account Number:	01 110 000 0000 6310		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 110 000 0000 6630		\$275,000	\$0			\$275,000
Total	\$0	\$275,000	\$0	\$0	\$0	\$275,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	014
Project Title	Replace Roof on 602 Building			Year Started		
Priority	B	Project # Last Year:		Year Ended		
Description/ Location	Replace existing original roof on 602 building					
Purpose/ Justification	The existing roof is original and has exceed its life cycle.					
Funding Source and Amt:	County Tax Dollars	\$425,000	Funding Account Number:	01 110 000 0000 6310		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 110 000 0000 6630				\$425,000		\$425,000
Total	\$0	\$0	\$0	\$425,000	\$0	\$425,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	015
Project Title	Remodel 602 Common area restrooms			Year Started		
Priority	B	Project # Last Year:		Year Ended		
Description/ Location	Remodel the original restrooms in the common areas of the 602 building..					
Purpose/ Justification	Existing restrooms are original and very dated looking. Not approved in 2024. Finance pushed back to 2025.					
Funding Source and Amt:	County Tax Dollars	\$225,000	Funding Account Number:	01 110 000 0000 6310		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 110 000 0000 6630	\$0	\$225,000	\$0			\$225,000
Total	\$0	\$225,000	\$0	\$0	\$0	\$225,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	016
Project Title	HVAC Cooling tower replacement			Year Started		
Priority	A	Project # Last Year:		Year Ended		
Description/ Location	Replace the original existing cooling tower located on the 606 building					
Purpose/ Justification	The original cooling tower has exceeded its life cycle and is showing signs or wear.					
Funding Source and Amt:	County Tax Dollars	\$424,000	Funding Account Number:	01 110 000 0000 6310		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 110 000 0000 6630		\$424,000				\$424,000
Total	\$0	\$424,000	\$0	\$0	\$0	\$424,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	017
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 apporved in 2024, so Finance pushed back to 2025.Put project at \$0 as this project will get rolled into Master Space Plan.					
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:	01 110 000 0000 6310
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 110 000 0000 6630	\$0	\$0	\$0			\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	018
Project Title	Remodel Sheriff lobby restrooms			Year Started		
Priority	C	Project # Last Year:		Year Ended		
Description/ Location	Remodel the common Sheriff lobby restrooms.					
Purpose/ Justification	These common public facing restrooms have become outdated and the metal partions have started to rust.					
Funding Source and Amt:	County Tax Dollars		\$75,000	Funding Account Number:	01 110 000 0000 6630	
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 110 000 0000 6630	\$75,000					
Total	\$75,000	\$0	\$0	\$0	\$0	\$0

**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	2022	
Priority	A	Project # Last Year:		Year Ended	2026	
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	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
30 110 000 0000 6630		\$75,000				\$75,000
Total	\$0	\$75,000	\$0	\$0	\$0	\$75,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	020
Project Title	Replace secondary water heater 606 building			Year Started		
Priority	C	Project # Last Year:		Year Ended		
Description/ Location	Replace secondary water heater (AERCO unit) in the 606 building.					
Purpose/ Justification	Replacing the secondary water heating unit in 606 building (which also serves the 604 building) we can rotate between the 2 units extending the life cycle of both units.					
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:	01 110 000 0000 6630
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 110 000 0000 6630	\$65,000					
Total	\$65,000	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	021
Project Title	Concrete Replacement Gov Center			Year Started	2024	
Priority	B	Project # Last Year:		Year Ended	2028	
Description/ Location	Concrete Replacement Gov Center					
Purpose/ Justification	Cracks and multiple trip hazzards throughout site. Not approved in 2024, so Finance pushed back to 2025.					
Funding Source and Amt:	County Tax Dollars		\$75,000	Funding Account Number:		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 110 0 0 6630	\$0	\$35,000	\$40,000	\$0	\$0	\$75,000
Total	\$0	\$35,000	\$40,000	\$0	\$0	\$75,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	022
Project Title	Remodel 604 building common restrooms			Year Started		
Priority	C	Project # Last Year:		Year Ended		
Description/ Location	Remodel the existing 604 building common restrooms					
Purpose/ Justification	These common restrooms show significant signs of wear and have become outdated.					
Funding Source and Amt:	County Tax Dollars		\$300,000	Funding Account Number:	01 110 000 0000 6630	
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 110 000 0000 6630				\$300,000		\$300,000
Total	\$0	\$0	\$0	\$300,000	\$0	\$300,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	024
Project Title	Landscaping for the County buildings			Year Started	2020	
Priority	C	Project # Last Year:		Year Ended	2024	
Description/ Location	Replace landscaping at County buildings					
Purpose/ Justification	Remove and replace the over grown landscaping.					
Funding Source and Amt:	County Tax Dollars		\$75,000	Funding Account Number:		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
30 110 000 0000 6630	\$75,000		\$75,000			\$75,000
Total	\$75,000	\$0	\$75,000	\$0	\$0	\$75,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	025
Project Title	Stone Facia Repair			Year Started	2024	
Priority	C	Project # Last Year:		Year Ended	2028	
Description/ Location	Repair stone facial around Gov Center Building(s)					
Purpose/ Justification	Make needed repairs on stone around base of building(s)					
Funding Source and Amt:	County Tax Dollars		\$50,000	Funding Account Number:		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
01 110 0 0 6630	\$0	\$25,000	\$25,000	\$0		\$50,000
Total	\$0	\$25,000	\$25,000	\$0	\$0	\$50,000

**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 over a five year cycle from 2021 - 2025.					
Funding Source and Amt:	County Tax Dollars		\$125,000	Funding Account Number:		
	Current Year	2025	2026	2027	2028	2029 2029
Buildings & Misc. Capital Projects						
30 110 000 0000 6630	\$125,000	\$125,000	\$0			\$125,000
Total	\$125,000	\$125,000	\$0	\$0	\$0	\$125,000

**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			\$290,000	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029	
Equipment And Furniture Purchase								
01 201 0000 000 6660	\$50,000	\$50,000	\$50,000	\$55,000	\$60,000	\$75,000	\$290,000	
Total	\$50,000	\$50,000	\$50,000	\$55,000	\$60,000	\$75,000	\$290,000	

**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 2023 - 2029								
Funding Source and Amt:	County Tax Dollars				\$225,000	Funding Account Number:			
		Current Year	2025	2026	2027	2028	2029	2025 2029	
Buildings & Misc. Capital Projects									
01 201 201 0000 6630	\$10,000		\$50,000	\$50,000	\$50,000	\$50,000	\$25,000	\$225,000	
Total	\$10,000		\$50,000	\$50,000	\$50,000	\$50,000	\$25,000	\$225,000	

**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	2025	2026	2027	2028	2029	2025 2029		
Buildings & Misc. Capital Projects										
01 201 235 0 6630	\$0		\$25,000					\$25,000		
Total	\$0		\$25,000	\$0	\$0	\$0	\$0	\$25,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	235	-	002
Project Title	Floor Drains - Booking					Year Started	2028		
Priority	C	Project # Last Year:				Year Ended	2028		
Description/ Location	Add floor drains to booking cells								
Purpose/ Justification									
Funding Source and Amt:	County Tax Dollars				\$45,000	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029		
Buildings & Misc. Capital Projects									
01 201 235 0000 6630					\$45,000		\$45,000		
Total	\$0	\$0	\$0	\$0	\$45,000	\$0	\$45,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	235	-	003
Project Title	Tuck Pointing - Outside Building					Year Started	2026		
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	Tuck Pointing - Outside Building								
Purpose/ Justification	Repair/replace the tuck pointing outside of the jail.								
Funding Source and Amt:	County Tax Dollars				\$25,000	Funding Account Number:			
		Current Year	2025	2026	2027	2028	2029	2025 2029	
Buildings & Misc. Capital Projects									
01 201 235 0000 6630				\$25,000				\$25,000	
Total		\$0	\$0	\$25,000	\$0	\$0	\$0	\$25,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	235	-	004
Project Title	Receiving Dock - Repair/Replacement					Year Started	2027		
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	Repair or replacement of Sheriff's receiving dock								
Purpose/ Justification	Multiple shipments come to the receiving dock.								
Funding Source and Amt:	County Tax Dollars				\$25,000	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029		
Buildings & Misc. Capital Projects									
01 201 235 0000 6630				\$25,000			\$25,000		
Total	\$0	\$0	\$0	\$25,000	\$0	\$0	\$25,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	235	-	005	
Project Title	Jail Roof				Year Started	2029				
Priority	C	Project # Last Year:			Year Ended	2029				
Description/ Location	New roof for the jail building									
Purpose/ Justification										
Funding Source and Amt:	County Tax Dollars				\$500,000	Funding Account Number:				
		Current Year	2025	2026	2027	2028	2029	2025 2029		
Buildings & Misc. Capital Projects										
01 201 235 0000 6630							\$500,000	\$500,000		
Total		\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	235	-	007
Project Title	Medical Record System					Year Started	2025		
Priority	C	Project # Last Year:				Year Ended	2025		
Description/ Location	Medical Records System for the jail								
Purpose/ Justification	The Carver County Sheriff's Office implemented a Jail Nurse program. An Electronic Medical Record (EMR) software program is needed to help ensure efficient and timely patient care is provided. The software allows for more accurate recorded keeping and improves communication between providers and accelerates the care being provided. The Sheriff's Office will try to get a grant to cover the cost of the system but if we fail to receive the grant money, we will need to purchase a system.								
Funding Source and Amt:	County Tax Dollars				\$120,000	Funding Account Number:			
		Current Year	2025	2026	2027	2028	2029	2025 2029	
Buildings & Misc. Capital Projects									
01 201 235 0000 6630			\$120,000					\$120,000	
Total		\$0	\$120,000	\$0	\$0	\$0	\$0	\$120,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	235	-	008
Project Title	BWC - Jail				Year Started	2025			
Priority	C	Project # Last Year:			Year Ended	2025			
Description/ Location	BWC - Jail								
Purpose/ Justification	BWC provide security and accountability for the detention staff and inmates.								
Funding Source and Amt:	County Tax Dollars				\$100,000	Funding Account Number:			
		Current Year	2025	2026	2027	2028	2029	2025 2029	
Buildings & Misc. Capital Projects									
01 201 235 0000 6630			\$100,000					\$100,000	
Total		\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000	

**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	2025	2026	2027	2028	2029	2025 2029		
Buildings & Misc. Capital Projects									
01 201 235 0000 6630	\$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	2025	2026	2027	2028	2029	2025 2029		
Buildings & Misc. Capital Projects									
01 201 235 0000 6630	\$0								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	236	-	001
Project Title	Fleet				Year Started	2024			
Priority	A	Project # Last Year:	01		Year Ended	2029			
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				\$2,000,000	Funding Account Number:	01 201 236 0000 6670		
	Current Year	2025	2026	2027	2028	2029	2025 2029		
Vehicle Purchase									
01 201 236 0000 6670	\$345,000	\$360,000	\$380,000	\$400,000	\$420,000	\$440,000	\$2,000,000		
Total	\$345,000	\$360,000	\$380,000	\$400,000	\$420,000	\$440,000	\$2,000,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	236	-	002
Project Title	Camera Replacement - BWC and Squads					Year Started	2023		
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	Replacement of body worn and squad cameras								
Purpose/ Justification	The deputies need reliable body worn and squad cameras. This funding will provide for new cameras to cycle through outdated cameras. Expectation is to replace 20-30 body worn cameras and 2 squad cameras per year.								
Funding Source and Amt:	County Tax Dollars				\$150,000	Funding Account Number:			
		Current Year	2025	2026	2027	2028	2029	2025 2029	
Equipment And Furniture Purchase									
01 201 236 0000 6660	\$20,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000	
Total	\$20,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	236	-	003
Project Title	Squad Cameras Replacement					Year Started	2025		
Priority	C	Project # Last Year:				Year Ended	2025		
Description/ Location	Replace current squad cameras with a new system								
Purpose/ Justification	Move from the current Panasonic system to the Axon model. These cameras will be on the same platform as the body cameras. This will allow us to store all electronic data to the Axon cloud that we are able to share with the County Attorney's office.								
Funding Source and Amt:	County Tax Dollars				\$250,000	Funding Account Number:			
		Current Year	2025	2026	2027	2028	2029	2025 2029	
Buildings & Misc. Capital Projects									
01 201 236 0000 6630			\$250,000					\$250,000	
Total		\$0	\$250,000	\$0	\$0	\$0	\$0	\$250,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	239	-	001
Project Title	Forensic Exam Computer/Center					Year Started	2021		
Priority	C	Project # Last Year:				Year Ended	2025		
Description/ Location	Forensic Exam Computer/Center								
Purpose/ Justification	Computers become obsolete after 5 years and should be updated periodically. Finance recommends adding these computers to IT's replacement schedule.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029		
Buildings & Misc. Capital Projects									
01 201 239 0000 6630	\$7,000								
Total	\$7,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	240	-	001
Project Title	Mobile Radios Replacement					Year Started	2024		
Priority	A	Project # Last Year:				Year Ended	2029		
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	2025	2026	2027	2028	2029	2025 2029	
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	2024			
Priority	A	Project # Last Year:			Year Ended	2029			
Description/ Location	Replace mobile computers in 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	2025	2026	2027	2028	2029	2025 2029	
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	Anchor Inspection - Hollywood Tower				Year Started	2025		
Priority	C	Project # Last Year:			Year Ended	2025		
Description/ Location	Underground anchor inspection for Hollywood Tower							
Purpose/ Justification	Anchor inspection of the Hollywood Tower is necessary to ensure the safety of the tower.							
Funding Source and Amt:	County Tax Dollars			\$20,000	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029	
Buildings & Misc. Capital Projects								
01 201 240 0000 6630		\$20,000	\$0				\$20,000	
Total		\$0	\$20,000	\$0	\$0	\$0	\$20,000	

**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. After inspection the tower does not need to be replaced in 2024. \$400k approved in 2024 will be designated for a future replacement in 2029.								
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				\$0	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029		
Buildings & Misc. Capital Projects									
01 201 240 0000 6630	\$400,000								
Total	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	240	-	005
Project Title	Portable Radios Replacement				Year Started	2025			
Priority	A	Project # Last Year:			Year Ended	2029			
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	2025	2026	2027	2028	2029	2025 2029	
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				\$100,000	Funding Account Number:			
		Current Year	2025	2026	2027	2028	2029	2025 2029	
Buildings & Misc. Capital Projects									
01 201 240 0000 6630	\$25,000		\$25,000	\$25,000	\$25,000	\$25,000			\$100,000
Total	\$25,000		\$25,000	\$25,000	\$25,000	\$25,000	\$0		\$100,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	240	-	007
Project Title	911 Dispatch Computer Replacement				Year Started	2023		
Priority	A	Project # Last Year:			Year Ended			
Description/ Location	Replace dispatch computers for \$16,000 in 2023 in the Communications Center							
Purpose/ Justification	911 Dispatch Center computers are mission critical devices that require greater processing and display resources than the standard user's computer. They must support multiple displays and run multiple resource intensive applications quickly and efficiently. The current 911 dispatch computers are reaching end of life and need to be replaced to ensure continuity of operations. Finance expects 911 fees collected by the Sheriff's Office to fund this project							
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029	
Buildings & Misc. Capital Projects								
01 201 240 0000 6630								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	240	-	008
Project Title	911 Dispatch Monitor Replacement					Year Started	2024		
Priority	A	Project # Last Year:				Year Ended			
Description/ Location	Replace dispatch monitors for \$24,000 in 2024 in the 911 Communications Center								
Purpose/ Justification	The Sheriff's 911 Communications Center utilizes multiple monitors at each dispatch console. The monitors are in use 24/7/365 and are mission critical to dispatch center operations and must be replaced regularly to prevent monitor failure at the dispatch consoles. The current monitors will be end of life in 2024. Finance expects this project to be funded by 911 fees collected by the Sheriff's Office.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029		
Buildings & Misc. Capital Projects									
01 201 240 0000 6630	\$0								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	240	-	009
Project Title	911 Dispatch Large Wall Monitor Replacement				Year Started	2025		
Priority	A	Project # Last Year:			Year Ended			
Description/ Location	Replace large wall monitors for \$12,000 in 2025 in the 911 Communications Center							
Purpose/ Justification	The Sheriff's 911 Communications Center utilizes large wall display monitors to display MnDOT traffic cameras, weather radar, mapping, and device tracking applications. The current LG large wall display monitors were purchased in 2019, are out of warranty, and are projected to be end of life in 2025. Finance expects this project to be funded by 911 fees collected by the Sheriff's Office.							
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029	
Buildings & Misc. Capital Projects								
01 201 240 0000 6630		\$0					\$0	
Total		\$0	\$0	\$0	\$0	\$0	\$0	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	240	-	010
Project Title	911 Dispatch Logger/Recorder Replacement				Year Started	2027		
Priority	A	Project # Last Year:			Year Ended			
Description/ Location	Replace the logger/recorder in the 911 Communications Center							
Purpose/ Justification	The Sheriff's 911 Communications Center is statutorily required to record and maintain 911 calls received by the center. The Communications Center currently utilizes an Equature Logger/Recorder to record all inbound and outbound phone calls and radio traffic, in addition to the 911 calls. The current system was purchased in 2016 and underwent a hardware refresh in 2021. It is projected that the current logger recorder will be end of life in 2027 and will require replacement. Finance expects this \$110,000 project to be funded by 911 Fees.							
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029	
Buildings & Misc. Capital Projects								
01 201 240 0000 6630				\$0			\$0	
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	240	-	011
Project Title	Hollywood Tower Replacement				Year Started	2029		
Priority	C	Project # Last Year:			Year Ended	2029		
Description/ Location	Replacement of Hollywood Tower							
Purpose/ Justification	The tower is aging and will need to be replaced. Total cost \$1.5M with \$400k approved in 2024 Budget leaving a remaining balance of \$1.1M							
Funding Source and Amt:	County Tax Dollars			\$1,100,000	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029	
Buildings & Misc. Capital Projects								
01 201 240 0000 6630						\$1,100,000	\$1,100,000	
Total	\$0	\$0	\$0	\$0	\$0	\$1,100,000	\$1,100,000	

**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			\$3,475,000	Funding Account Number:			
		Current Year	2025	2026	2027	2028	2029	2025 2029
Equipment - Highway								
03 304 000 0000 6690	\$605,000		\$635,000	\$660,000	\$700,000	\$730,000	\$750,000	\$3,475,000
Total	\$605,000		\$635,000	\$660,000	\$700,000	\$730,000	\$750,000	\$3,475,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: Library - Admi			Proj#	500	-	001
Project Title	Replace Library Network Switches				Year Started	2028		
Priority	B	Project # Last Year:			Year Ended	2028		
Description/ Location	Replace Library Network Switches							
Purpose/ Justification	Library network switches are scheduled for replacement in 2023 with expected life of 5 to 7 years, and will need to be replaced again in 2028. The department may be able to apply for outside funding to reimburse part of the cost but will likely need to fund the remainder with county funds.							
Funding Source and Amt:	County Tax Dollars			\$150,000	Funding Account Number:	01 14 500 0 6630		
	Current Year	2025	2026	2027	2028	2029	2025 2029	
Buildings & Misc. Capital Projects								
01 14 500 0 6630	\$0	\$0	\$0	\$0	\$150,000		\$150,000	
Total	\$0	\$0	\$0	\$0	\$150,000	\$0	\$150,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: Library - Admi			Proj#	500	-	003
Project Title	Furniture and Equipment Replacement for Libraries				Year Started	2014		
Priority	A	Project # Last Year:			Year Ended	2028		
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	2025	2026	2027	2028	2029	2025 2029	
Equipment And Furniture Purchase								
01 014 500 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	Revenue	Department Public Works - Parks			Proj#	520	-	001
Project Title	LWRP Redevelopment - Phase III				Year Started			
Priority	A	Project # Last Year:			Year Ended			
Description/ Location	Complete Development of Lake Waconia Regional Park - 50/50 match: \$3.264M County funding from YES and \$3.264M State Bonds							
Purpose/ Justification	\$6.528M Phase III - Project amenities like trails, playground equipment, docks, etc. 50/50 match \$7M Phase II 50/50 match - Building construction completed in 2023 \$3M Phase I 50/50 match - 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			\$0	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029	
Parks and Trails Development								
01 520 0 0 6615	\$3,264,000	\$0	\$0	\$0				\$0
Total	\$3,264,000	\$0	\$0	\$0	\$0	\$0		\$0

**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	2025	2026	2027	2028	2029	2025 2029	
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	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	2025	2026	2027	2028	2029	2025 2029
Parks and Trails Development							
34 527 000 0000 6615	\$0	\$0	\$500,000				\$500,000
Total	\$0	\$0	\$500,000	\$0	\$0	\$0	\$500,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works - Parks				Proj#	527	-	002
Project Title	BAYLOR PARK SPLASH PAD					Year Started	2020		
Priority	C	Project # Last Year:				Year Ended	2020		
Description/ Location	Baylor Park splash pad / pool								
Purpose/ Justification	Finance pushed back \$1.5M project back to 2029 due to lack of funding.								
Funding Source and Amt:	County Tax Dollars				\$1,500,000	Funding Account Number:			
		Current Year	2025	2026	2027	2028	2029	2025 2029	
Parks and Trails Development									
34 527 000 0000 6615							\$1,500,000	\$1,500,000	
Total		\$0	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works - Parks				Proj#	527	-	003
Project Title	Baylor Regional Park Boardwalk Replacement					Year Started			
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	Replace Boardwalk at Baylor Regional Park								
Purpose/ Justification	Boardwalk is at the end of its useful life and needs to be replaced								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029		
Parks and Trails Development									
34 527 000 0000 6615	\$317,000								
Total	\$317,000	\$0	\$0	\$0	\$0	\$0	align="right">\$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.. \$90,000 safety Improvement project to replace pea rock with wood fiber was approved in 2023 and full replacement was approved in 2024 with State grant funds.					
Funding Source and Amt:	County Tax Dollars		\$0	Funding Account Number:		
	Current Year	2025	2026	2027	2028	2029
						2025 2029
Parks and Trails Development						
01 520 000 0000 6615	\$1,224,000	\$0	\$0			\$0
Total	\$1,224,000	\$0	\$0	\$0	\$0	\$0

**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 2026 when funding is available					
Funding Source and Amt:	County Tax Dollars	\$100,000	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029
		2025 2029				
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	<p>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)</p>							
Funding Source and Amt:	County Tax Dollars			\$300,000	Funding Account Number:			
	Current Year	2025	2026	2027	2028	2029	2025 2029	
Parks and Trails Development								
34 528 000 0000 6615	\$0	\$0	\$0	\$300,000			\$300,000	
Total	\$0	\$0	\$0	\$300,000	\$0	\$0	\$300,000	

**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	2029	
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 with project to be completed in 2027-2028. Board approved setting aside \$532,358 in the 2023 Budget as an initial allocation for the project..					
Funding Source and Amt:	County Tax Dollars		\$4,000,000	Funding Account Number:		
	Current Year	2025	2026	2027	2028	2029 2025 2029
Buildings & Misc. Capital Projects						
30 970 000 0000 6630	\$0	\$0		\$0	\$4,000,000	\$0 \$4,000,000
Total	\$0	\$0	\$0	\$0	\$4,000,000	\$0 \$4,000,000

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.

Fiduciary Fund: A category of funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The County has two types of Fiduciary funds- Other Postemployment Benefits (OPEB) Trust Fund

used to report contributions to an irrevocable trust fund and other OPEB activity and Custodial Funds. The Custodial funds are used to account for resources held for the benefit of parties outside the Government.

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.

Propriety Funds: Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position, and cashflows. There are two types- enterprise and internal service. The county only has one type, internal service funds.

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.

Recidivism: Refers to a person's relapse into criminal behavior, often after the person receives sanctions or undergoes intervention for a previous crime.

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

ACFR - Annual Comprehensive Financial Report

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

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

CRF – Coronavirus Relief Funds

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

MNPEA - Minnesota Public Employees Association

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

SLFRF – State and Local Fiscal Recover Funds

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