



# 2019 Budget Operating and Capital



Washington County Government Center  
Office of Administration  
14949 62<sup>nd</sup> Street North  
Stillwater, MN 55082

Telephone: 651.430.6001  
Fax: 651.430.6017  
TTY: 651.430.6246  
[www.co.washington.mn.us](http://www.co.washington.mn.us)



## BOARD OF COMMISSIONERS

Fran Miron	District 1
Stan Karwoski	District 2
Gary Kriesel	District 3
Wayne Johnson	District 4
Lisa Weik	District 5

### OUR VISION

- A great place to live, work and play...today and tomorrow.

### OUR MISSION

- Providing quality services through responsible leadership, innovation, and the cooperation of dedicated people.

### OUR GOALS

- To promote the health, safety, and quality of life of citizens.
- To provide accessible, high-quality services in a timely and respectful manner.
- To address today's needs while proactively planning for the future.
- To maintain public trust through responsible use of public resources, accountability, and openness of government.

### OUR VALUES

- **Ethical:** to ensure public trust through fairness, consistency, and transparency.
- **Stewardship:** to demonstrate tangible, cost-effective results and protect public resources.
- **Quality:** to ensure that services delivered to the public are up to the organization's highest standards.
- **Responsive:** to deliver services that are accessible, timely, respectful and efficient.
- **Respectful:** to believe in and support the dignity and value of all members of this community.
- **Leadership:** to actively advocate for and guide the County toward a higher quality of life.

# WASHINGTON COUNTY

## 2019 BUDGET

### Introduction and Overview

#### Section A

*This page is intentionally left blank.*

# WASHINGTON COUNTY - 2019 BUDGET

## Table of Contents

<b>SECTION A – INTRODUCTION AND OVERVIEW</b>	<b>PAGE</b>
Table of Contents.....	5
Government Finance Officers Association Award.....	10
Washington County	
Setting.....	11
History.....	11
Recreation.....	13
Demographics.....	14
Transportation.....	14
Economic.....	14
Meet the County Commissioners.....	16
Transmittal Letter.....	19
Budget Process.....	19
Financial Stability.....	20
Vision, Mission, Strategic Goals, and Values.....	20
Executive Summary - Budget Message.....	24
Strategic Planning.....	24
Strategic Alignment with County Goals.....	25
Short-Term Factors.....	26
Budget Guidelines.....	27
Priorities and Issues.....	27
Budget Overview.....	29
Service Level Changes.....	30
Revenues.....	31
Expenditures.....	32
Capital Expenditures.....	35
How We Compare.....	36
Conclusion and Acknowledgements.....	36
Washington County Total 2019 Budget.....	38
Washington County Budget Resolutions.....	39

**SECTION B – FINANCIAL STRUCTURE, POLICY, AND PROCESS**

Countywide Organizational Chart..... 45  
Fund Descriptions and Fund Structure..... 46  
Department to Fund Relationship..... 48  
Basis of Budgeting..... 49  
Financial and Budget Policies..... 50  
Budget Process..... 94  
Budget Schedule..... 97

**SECTION C – FINANCIAL SUMMARIES**

Consolidated Financial Schedules..... 103  
Three-Year Consolidated and Fund Financial Schedules..... 105  
Fund Balance Trends..... 109  
Financial Summaries..... 110  
Revenue Sources and Trends..... 111  
Revenue Sources by Type..... 116  
Long-Range Financial Plans..... 117

**SECTION D – CAPITAL AND DEBT**

Capital Expenditures..... 125  
Impacts on Operating Budgets..... 126  
Capital Improvement Plan..... 129  
Capital Projects by Year..... 130  
Capital Project Summaries..... 132  
Debt Financing..... 169  
Available Debt Authority..... 170  
Debt Schedule..... 171  
Outstanding Debt..... 172

**SECTION E – DEPARTMENTAL INFORMATION**

Staffing..... 175  
 Employees by Function..... 176  
 Position Summary Schedule..... 177  
 Staffing Level Changes..... 178  
 Department Descriptions..... 180  
 Department to Fund Relationships..... 185

**Health and Community Services / Assigned Services and Functions**

Community Services..... 189  
     Administration..... 193  
     Economic Support..... 197  
     Social Services Adult & Disability Services..... 204  
     Social Services Children’s Services..... 213  
     Veterans Services..... 220  
     Workforce Center..... 224  
 Public Health and Environment..... 230

**Internal Services / Assigned Services and Functions**

Accounting and Finance..... 247  
 Administration..... 256  
 Human Resources..... 265  
 Information Technology..... 275

**Library / Assigned Services and Functions**

Library..... 289  
     Law Library..... 297

**SECTION E – DEPARTMENTAL INFORMATION (continued)**

**Other / Assigned Services and Functions**

Capital Projects .....	307
Commissioners.....	309
County Operations.....	311
Court Administration.....	313
Debt Service.....	317
General Operations.....	322

**Property and Taxation / Assigned Services and Functions**

Property Records and Taxpayer Services.....	327
---------------------------------------------	-----

**Public Safety / Assigned Services and Functions**

Attorney.....	337
Community Corrections.....	351
Sheriff.....	360
Administration.....	364
Investigations.....	368
Jail.....	372
Patrol.....	376
Special Services.....	382
Public Safety Radio.....	386

**Public Works / Assigned Services and Functions**

Public Works.....	393
Accounting.....	401
Administration.....	403
Building Services.....	405

Parks.....	407
Planning.....	409
Surveyor.....	411
Transportation.....	413

**SECTION E – DEPARTMENTAL INFORMATION (continued)**

**Regional Rail Authority / Assigned Services and Functions**

Regional Rail Authority.....	417
------------------------------	-----

**Performance Measurement**

Performance Measures.....	425
Matrix of County Goals by Department.....	426
Performance Measurement Review.....	427

**SECTION F – SUPPLEMENTAL INFORMATION**

At-A-Glance.....	433
Washington County Demographics.....	435
Glossary.....	439



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

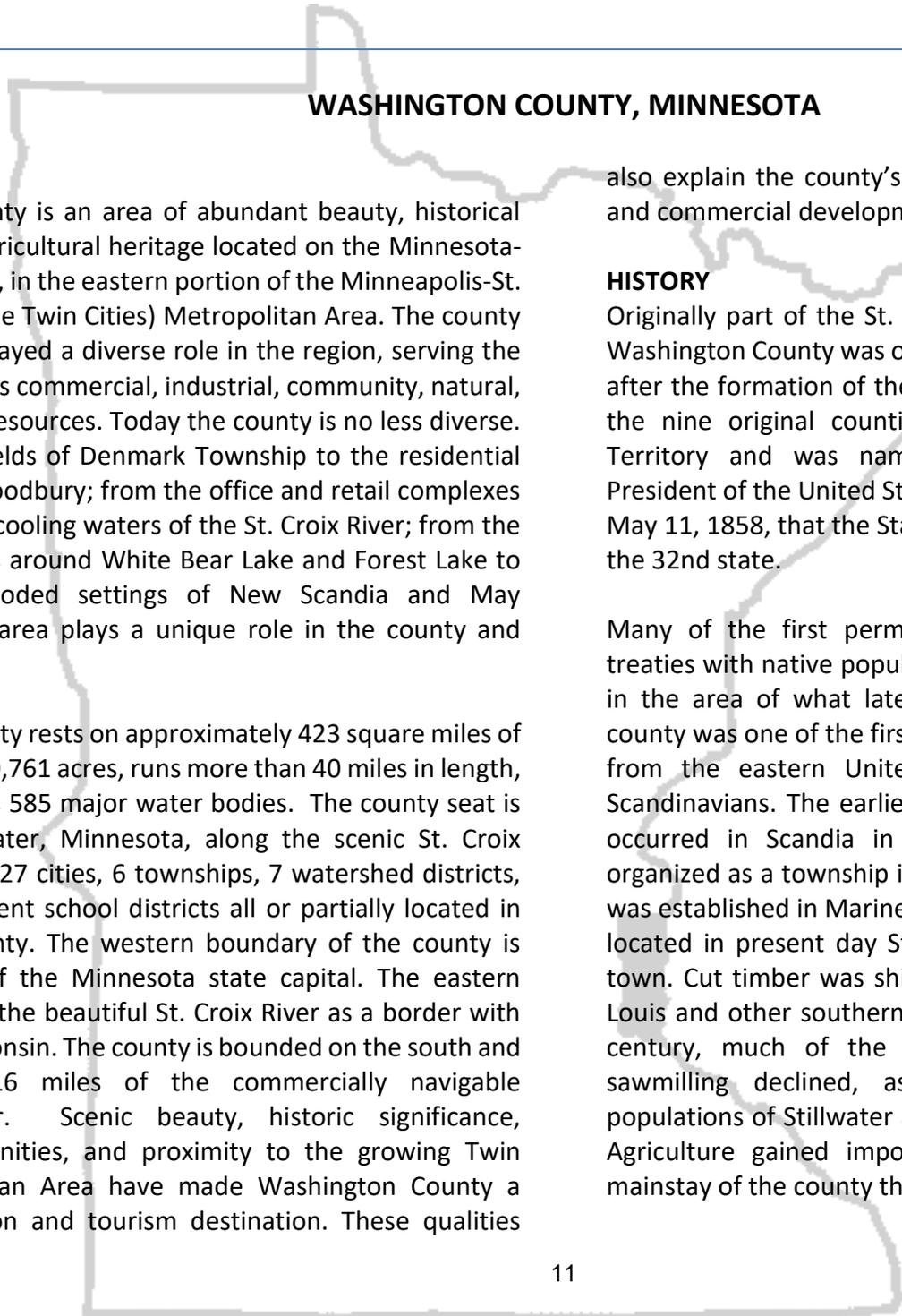
**Washington County  
Minnesota**

For the Fiscal Year Beginning

**January 1, 2018**

*Christopher P. Morrill*

Executive Director



## WASHINGTON COUNTY, MINNESOTA

### SETTING

Washington County is an area of abundant beauty, historical character, and agricultural heritage located on the Minnesota-Wisconsin border, in the eastern portion of the Minneapolis-St. Paul (known as the Twin Cities) Metropolitan Area. The county has historically played a diverse role in the region, serving the Twin Cities with its commercial, industrial, community, natural, and agricultural resources. Today the county is no less diverse. From the corn fields of Denmark Township to the residential community of Woodbury; from the office and retail complexes along I-94 to the cooling waters of the St. Croix River; from the lake communities around White Bear Lake and Forest Lake to the pastoral wooded settings of New Scandia and May townships, each area plays a unique role in the county and region.

Washington County rests on approximately 423 square miles of land, equal to 270,761 acres, runs more than 40 miles in length, and encompasses 585 major water bodies. The county seat is located in Stillwater, Minnesota, along the scenic St. Croix River. There are 27 cities, 6 townships, 7 watershed districts, and 10 independent school districts all or partially located in Washington County. The western boundary of the county is within 5 miles of the Minnesota state capital. The eastern boundary shares the beautiful St. Croix River as a border with the State of Wisconsin. The county is bounded on the south and southwest by 16 miles of the commercially navigable Mississippi River. Scenic beauty, historic significance, recreational amenities, and proximity to the growing Twin Cities Metropolitan Area have made Washington County a popular recreation and tourism destination. These qualities

also explain the county's continued popularity for residential and commercial development.

### HISTORY

Originally part of the St. Croix County of Wisconsin Territory, Washington County was officially founded on October 27, 1849 after the formation of the Minnesota Territory. It was one of the nine original counties created in the new Minnesota Territory and was named for George Washington, first President of the United States. It was in Washington County on May 11, 1858, that the State of Minnesota had its beginning as the 32nd state.

Many of the first permanent settlements, after the 1837 treaties with native populations, were located along the rivers in the area of what later became Washington County. The county was one of the first areas of the state settled by people from the eastern United States and Europe, particularly Scandinavians. The earliest Swedish settlement in Minnesota occurred in Scandia in 1850, an area that was formally organized as a township in 1893. The first commercial sawmill was established in Marine in 1839. By the 1850s, a sawmill site located in present day Stillwater became a booming lumber town. Cut timber was shipped via the Mississippi River to St. Louis and other southern markets. After the turn of the 19th century, much of the northern forests were felled and sawmilling declined, as did the area's economy. The populations of Stillwater and Washington County plummeted. Agriculture gained importance and became the economic mainstay of the county through the 1950s.

The railroad played an important role in the early development of Washington County. In the 1960s, construction of interstates 694 and 94 and improvements to the state highways, such as Highway 61, facilitated suburban growth in the outer rings of the Twin Cities Metropolitan Area. Suburban growth continues today.

Some of the state's oldest cities and towns are located in Washington County. Washington County's long history has evolved through many eras including Native American habitation, early exploration and fur trade, territorial government and settlement, lumbering, navigation, agriculture, tourism, and suburban housing. Many properties, buildings, and landscapes from these eras remain today and Washington County has been the subject of a number of presettlement and archaeological studies and reports.

Washington County is home to some of the state's most successful historic preservation programs and restoration projects. The county relies on the efforts of individuals, communities, and the State Historic Preservation Office to assess cultural resources. Federal, state, tribal, and local partnerships work to protect historic properties. Forty-four properties and four districts within Washington County are listed on the National Register of Historic Places. In addition, 137 known archeological sites are protected by the Office of State Archaeologist and one cemetery is protected through the Minnesota Private Cemetery Act.

Washington County owns and operates the Washington County Historic Courthouse, which was placed on the National Register of Historic Places in 1971 as the oldest standing courthouse in Minnesota. The Historic Courthouse has statewide significance:

it is the geographic birthplace of Minnesota; it was the first courthouse in the Minnesota Territory; and it was the first courthouse in the State of Minnesota. In 1867, ground was broken for a courthouse on the bluff overlooking downtown Stillwater and the St. Croix River. Completed in 1870, the courthouse served as the administrative and judicial center of the county for over a century. The building contained a small two-story jail and a sheriff's residence. In 1900, an additional two-story jail was added to the rear of the building. The original jail became the sheriff's office and jail cells for female prisoners. By 1962, the county had outgrown the building. The sheriff's residence was converted into the sheriff's office and the sheriff and his family moved offsite. The large courtroom was divided into a smaller courtroom and additional offices. In 1975, the county moved to a new government center one mile south of the original courthouse and made plans for an adaptive re-use of the old building. The building reopened in 1982 as a community facility providing office space for non-profit groups, offering interpretative historical exhibits and tours, and serving as a venue for private and public gatherings. In 1997, the county designated the facility as a Washington County park.

Today, the Historic Courthouse is used to preserve, re-adapt, restore, and interpret this historic landmark for current and future generations. This is accomplished through programming, which fosters knowledge and appreciation of the county's heritage, and providing an outstanding rental venue for private and public gatherings. Much of the needed courthouse restoration has been completed over the past thirty years with the support of Washington County, the Minnesota Historical Society, local foundation grants, fundraising activities and donations from individuals, organizations, and businesses. Volunteers were an integral part of the restoration of this site;

they continue to be an important part of today's operation. The mission of the Washington County Historic Courthouse is to maintain a sense of history and to interpret the historical context of Washington County government. The Historic Courthouse will continue to be available to the public and will employ strategies to be more self-supporting. The building represents a classic example of adaptive re-use of an historic site, and has become an important historic and cultural resource for the St. Croix Valley. Because of its location, visibility, architectural interest and sense of history, the Historic Courthouse will continue to offer a unique venue for community and private events.

Washington County has historically played a diverse role in the region, serving the Twin Cities with its commercial, industrial, natural, and agricultural resources. The residents of Washington County take great pride in the rich, historical significance of the area.

### **RECREATION**

Washington County is blessed with an abundance of landscapes and natural resources that makes it a recreation destination for many. The St. Croix River and Mississippi River form the eastern and southern borders of the County, and the County is home to two state parks and seven county parks within its borders. The County has a diverse variety of land forms, high-quality lakes and streams, woodlands and wetlands, and prairies and valleys. The County parks provide visitors and residents opportunities to hike, camp, picnic, fish, bike, ride horses, swim, cross country ski, and many other activities. The County continues to invest in its parks by purchasing land within the park boundaries and purchasing land for trails, including various loop trails. Total acreage within the County park system is just more than 3,900

acres, and is intended to protect some of the best examples of this natural heritage and help citizens and visitors enjoy them for generations to come.

Washington County's physical environment is very diverse; its surface and underground features vary throughout the county. The county is fortunate to have high-quality lakes, woodlands, agricultural areas, watersheds, wetlands, and two nationally significant river valleys. These natural resources and features are remarkably intact compared with those in other metropolitan counties; this is rapidly changing due to development. Parks and preserved open space provide an opportunity to preserve portions of the county's many natural systems, including groundwater, wildlife habitats, and vegetative and landscape types. Surface waters cover about 7.5 percent or 31.5 square miles of the county's 423 square miles. The majority of the county's surface waters consist of lakes and wetlands, most of which are located in the northern half of the county. Many of the larger lakes, once resort and vacation spots during the first part of the 20th century, are now ringed with permanent residential development.

Before settlement, as much as 80 percent of the county was forested. The rest of the county was covered by lakes, wetlands, and some prairie. After the timber was harvested and the land was cleared, agriculture prevailed. Nearly all the land suitable for agriculture was being farmed by the early 1900s. Today, according to the Metropolitan Council Generalized Land Use Historical Data Set, about 56 percent of the land area is classified agricultural and undeveloped. While much of Washington County has retained its rural atmosphere, today it is considered a "suburban" county; growth may be inevitable,

but choices can still be made that can shape and direct that growth.

### DEMOGRAPHICS

Demographic changes are having major impacts on counties across Minnesota.

Washington County experienced modest population growth in the early part of the 20<sup>th</sup> century. In 1900, the county's population was reported at 27,800 and increased only slightly to 34,500 in 1950. However, Washington County experienced dramatic and rapid population growth during the last half of the 20<sup>th</sup> century. In 1990, the population had skyrocketed to 145,900 and continued increasing throughout the 1990s at a rate of nearly 38 percent. The most recent Metropolitan Council population estimate (2017) for Washington County was 256,905, up 7.9 percent since 2010, and places the county as the fifth largest county in Minnesota.

In addition to its population growth, it is estimated that there were approximately 94,955 households in Washington County in 2017, with an average household size of 2.74. A household consists of all people who occupy a housing unit as their usual place of residence. Family households are the most common household type in Washington County.

Median age in the county is also on the rise. Compared to the 2000 Census, the 2017 median age in Washington County has risen by 4 years, from 35.1 years to 39.1 years. The Minnesota State Demographer's Office projects that the county's fastest growing age group over the next ten years will be residents age 55 and older, creating dramatic effects on county-provided

services, such as transportation, crime prevention, emergency response, and general support.

### TRANSPORTATION

The Minneapolis-St. Paul Metropolitan Area is one of the nation's largest transportation centers. It is located at the head of navigation of the Mississippi River; barge traffic through the nine-foot channel exceeds eight million tons annually.

Interstate 94 and Interstate 494/694 traverse the County, as do Minnesota State Highways 8, 36, 61/10, 95, 96, 97, 120, and 244.

Rail transportation is provided by the Burlington Northern, Union Pacific, Wisconsin Central, and Soo Line Railroads. The County and surrounding area is served by all major trucking lines operating in the state.

The Minneapolis-St. Paul International Airport provides commercial and charter service. In addition, the St. Paul Downtown Airport accommodates private air travel.

### ECONOMIC

Washington County is a premier location for new, existing, or expanding companies. With its high-quality lakes, woodlands, wetlands, historical sites, and two nationally significant river valleys, Washington County attracts a variety of employers and a skilled workforce. In addition to Washington County government, some of the larger employers here include Andersen Windows, Xcel Energy, and the 3M Company. The County is a place where a prosperous economy grows with vital industries. The continual expansion of the Twin Cities Metropolitan Area, with its resultant population growth, has

caused a spread of highly developed suburban areas in Washington County in the cities of Woodbury, Cottage Grove, Hugo, and Oakdale. The communities of Stillwater, Bayport, St. Paul Park, Newport, and Forest Lake have developed economic bases that support a local labor force as well. The seven-county Minneapolis/St. Paul region consistently ranks among the best places to do business in the United States.

The economy is slowly showing signs of improvement. According to the most recent figures (2017) from the American Community Survey, the annual average labor force for Washington County is 140,673 and the number of county residents employed is 136,301. Unemployment rates in Washington County are lower than statewide at 3.1 percent and 3.4 percent respectively. According to the U.S. Bureau of Economic Analysis, the per capita personal income of Washington County is \$63,681, and The American Community Survey lists the median household income at an estimated

\$91,866. Further statistics from the survey indicates 96.8 percent of the county's population as having health insurance coverage.

The economic strength of Washington County's tax base derives from its diverse, yet balanced, mix of residential, commercial, and industrial properties. Over the last five assessment years (payable 2015 through payable 2019) the total estimated taxable market value in the county has increased by 22.4 percent. Both the 2019 tax capacity rate of 29.54 percent and the 2019 operating budget per capita of \$716 represent some of the lowest of all seven counties in the local metropolitan area.

Section E of this document contains additional information on Washington County.

***Washington County: A great place to live, work, and play...today and tomorrow!***

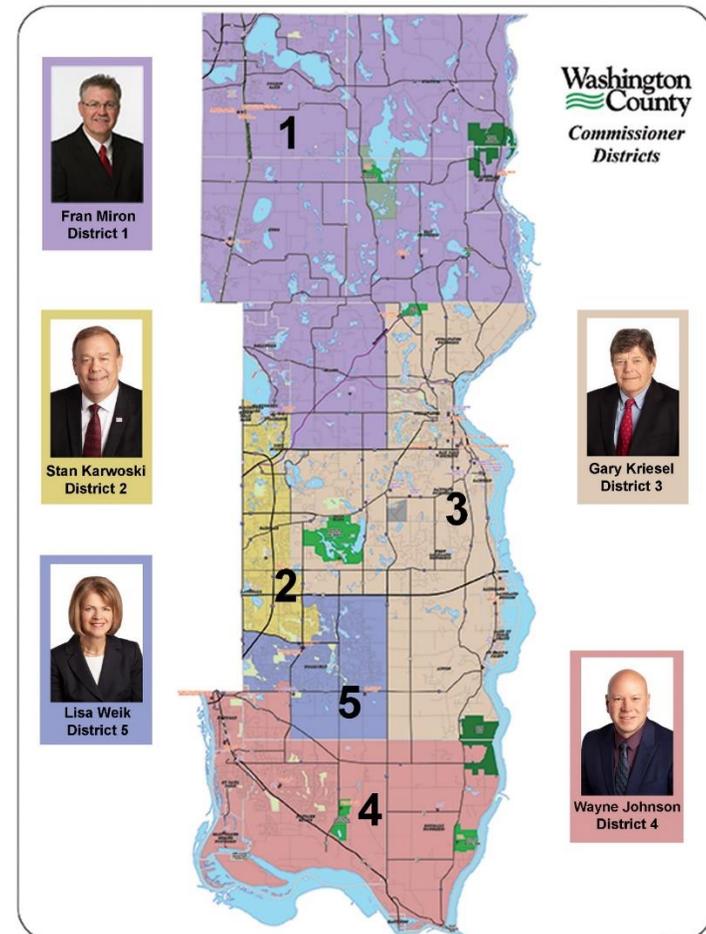
## MEET THE COUNTY COMMISSIONERS

Boards of Commissioners are the governing bodies of Minnesota's counties. County commissioners are responsible for the operation of the county and the delivery of county services. They are elected to oversee county activities and work to ensure that citizen concerns are met, federal and state requirements are fulfilled, and county operations run smoothly.

The five-member Washington County Board of Commissioners is elected from five districts on a non-partisan basis for staggered four-year terms. The commissioners are committed to sound management and emphasize providing sufficient funding for high-quality services and programs throughout the county, and look forward to the opportunities and accomplishments in meeting the needs of Washington County residents.

The commissioners' meetings are held on the first four Tuesdays of each month in the fifth-floor Board Room of the Washington County Government Center in Stillwater, Minnesota.

The public is encouraged to attend all meetings, which are cablecast live and rebroadcast on cable Channel 16 in the Stillwater area, and on other access channels throughout the county. Additionally, all meetings are web-streamed live and can be viewed on the county's website.



**Fran Miron, District 1**

Commissioner Fran Miron was elected to the County Board from District 1 in 2012, and was reelected in 2016.

Commissioner Miron has 25 years of experience in elected office, 16 years as the Mayor of Hugo, and four years as a city councilmember. He is a graduate of Forest Lake Area High School, and holds a Bachelor of Science degree from the University of Minnesota. He and his wife own and operate the Miron Family Dairy & Crop Farm.

In addition to serving as mayor, Commissioner Miron's farming background creates a special interest in the importance of expanding and retaining small businesses, conserving open spaces, and planning for growth. He has served in numerous civic service organizations, including the University of Minnesota Extension Service and is a director on the Forest Lake Community Scholarship Foundation board. He also served on a multi-jurisdictional transportation coalition which guided the construction of the Interstate 35E interchange, and chaired the Hugo Economic Development Authority. He has also been involved in a number of agricultural organizations, and his family has won farm and conservation awards.

Commissioner Miron's current term expires December 2020.

**Stan Karwoski, District 2**

Stan Karwoski was elected in a November 2016 special election to serve the residents of District 2, and reelected in 2018.

Commissioner Stan Karwoski, a native of St. Paul, has lived in Oakdale since 1987. He is married, and has four adult children, and two grandchildren. He is a retired 38-year employee of Graco, Inc., where he was a principal designer. He holds five design patents.

Commissioner Karwoski was serving his fourth term on the Oakdale City Council when elected mayor in 2014. He is past president and current member of the 622 Education Foundation, and past chairman and member of the Washington County Park and Open Space Commission. He has also served on the Yellow Ribbon Network, Oakdale's planning-park commission, and served as a student reading and robotics mentor.

Commissioner Karwoski's current term expires December 2022.

**Gary Kriesel, District 3**

Commissioner Gary Kriesel was elected in November 2004 to represent the residents of District 3. He was reelected in 2008, 2012, and 2016. He retired from Xcel Energy (formerly Northern States Power) after 33 years and served two years on the Stillwater City Council. He is a U.S. Navy veteran and has been an active member in many civic organizations and on advisory boards of Washington County.

Commissioner Kriesel is an advocate for allowing counties to set their own tax levies and to manage issues related to a rapidly growing population. Commissioner Kriesel and his

wife, Ann, live in Stillwater, Minnesota.

Commissioner Kriesel's current term expires December 2020.

**Wayne Johnson, District 4**

Commissioner Wayne Johnson was elected to the Washington County Board on November 6, 2018. He has called Cottage Grove, Minnesota home since 1998. Johnson is married to Mary Beth and has a son Nate and a daughter Lexi.

Commissioner Johnson was serving on the Cottage Grove City Council to which he was elected in 2016 when he was elected to be commissioner for District 4. As a council member, Commissioner Johnson served as the liaison to the Public Service Commission and Beyond the Yellow Ribbon network of Cottage Grove. He also represented the city on the Cottage Grove Chamber of Commerce Executive Board.

Commissioner Johnson grew up on a farm in southeastern Minnesota near the Iowa boarder. A graduate of Mable-Canton High School, he received an associates' degree in accounting at Iowa Lakes Community College. After entering the workforce, he completed his bachelor of science in accounting at Metropolitan State University in St. Paul.

Commissioner Johnson's current term expires December 2022.

**Lisa Weik, District 5**

Commissioner Lisa Weik was elected to serve the residents of District 5 in a special election in November 2008. She was reelected in 2010, 2012, and 2016. She has served her community as a parent volunteer for the Woodbury Athletic Association and Woodbury schools.

Commissioner Weik has a business background in medical device compliance and as a healthcare professional in clinical laboratory medicine. Commissioner Weik is active in the Woodbury Lion's Club, a member of the Woodbury Chamber of Commerce, and has a special interest in issues concerning science and medicine, public health and safety, and seniors and transportation. Commissioner Weik and her husband, Phillip, are residents of Woodbury, Minnesota.

Commissioner Weik's current term expires December 2020.



## Board of Commissioners

Fran Miron, District 1

Stan Karwoski, District 2

Gary Kriesel, Vice Chair, District 3

Wayne Johnson, Chair District 4

Lisa Weik, District 5

January 1, 2019

### To the Residents of Washington County:

We are pleased to present to you the Operating and Capital Budget for Fiscal Year 2019. The budget was adopted by the Washington County Board of Commissioners on Tuesday, December 11, 2018 in accordance with all statutory requirements, and will be used as the financial and management control device of the county from January 1<sup>st</sup> through December 31<sup>st</sup>, 2019.

#### Budget Process

The budget process began in April 2018 when the Board of Commissioners approved guidelines, goals, and objectives for department directors to utilize while preparing their budget requests.

Departments began preparing initial budget requests beginning in mid-April and submitted them to the Office of Administration in mid-June. During July, departments met with the County Administrator, Deputy County Administrator, and the County Budget Analyst, resulting in a recommended countywide budget that was presented to the County Board in early August. Throughout August, departments presented their individual departmental budgets during weekly board meetings. All meetings were posted in accordance with the Open Meetings Act for public participation. These meetings resulted in a proposed

budget that was approved by the County Board on September 18, 2018.

In early December, the County Board hosted a public budget meeting to further hear and consider public comment on the proposed budget. The final 2019 property tax levy and county budget was adopted on December 11, 2018.

This document includes summarized departmental budgets, select performance measures, a sampling of departments' objectives and goals, various results and accomplishments, key challenges impacting departments in the coming year, and the county's 2019 capital improvement plan.

The 2019 budgeted total expenditures of \$288.1 million include capital projects of \$82.0 million. The adopted 2019 operating budget of \$187.9 million reflects a 6.6 percent increase over the 2018 operating budget. The net levy of approximately \$108.1 million, excluding the county's Regional Rail Authority levy of \$660,000, is the amount of property taxes to be collected from property owners. In addition, \$1.06 million in levy will provide continued support of the county's voter-approved Land and Water Legacy Program.



### **Financial Stability**

Washington County remains extremely strong financially as reflected in Moody's Investor Services, Inc. and Standard and Poor's bond ratings of Washington County. Both agencies have rated the county Aaa and AAA, respectively, which are the highest possible ratings. This rating is given to borrowers with the strongest ability to repay debt, and is important to county management, as well as taxpayers, as it provides for lower interest rates on borrowed money for the county.

Coupled with sound management practices and policies, the rating agencies look at a variety of factors when rating the county including population growth, economic climate, financial stability, tax base expansion and diversification, and fund balance levels. A healthy fund balance is strongly recommended by the bond rating agencies. These reserve funds are necessary to fund expenditures during the first part of the fiscal year due to property tax revenues not being received until July. The county may utilize reserve funds for capital and/or one-time expenditures when compiling a budget. Reserve funds are also used to meet unusual or unforeseen conditions that were not known, nor included in the adopted budget, for emergency projects and in cases of public necessity.

The 2019 budget balances fiscal responsibility with the County Board's commitment to provide high-quality public services to serve the county's growing population, while minimizing the financial impact on its residents.

As evidence of its commitment to sound management and reporting, Washington County continues to enhance its performance measurement system and institutionalize its use within the organization.

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

Considerable time was spent reviewing budget requests for compliance with the overall goals established by the county. The 2019 budget continues to follow the budget principles adopted each year. The principles provide the guidance for all budget decisions and ensures the budget is focused on core county functions, effectively addresses today's needs, positions the county to address future financial needs, and supports the county's vision, mission and goals.

The *vision* of Washington County is to be "a great place to live, work, and play...today and tomorrow." This vision is realized through the day-to-day focus on the county mission.

The *mission* of Washington County is to provide quality services through responsible leadership, innovation, and the cooperation of dedicated people.

Washington County has also defined four *strategic goals* that support its vision and mission, and promote its values. These goals are further supported by each department, and have been given consideration during the budget process in addressing long-term concerns and issues:



**1. To promote the health, safety, and quality of life of citizens.**

The health, safety, and quality of life of residents are important to Washington County. There are many services which provide residents and visitors with a safe environment in which to live, work, and visit. Such services include medical emergency and residents' requests for assistance, a dive team for water search and rescue, a canine unit to help search for missing persons and locate suspects at crime scenes, a water patrol division to patrol the more than 50 lakes and 52 miles of rivers in Washington County, and a crime prevention program that offers educational programs to the public in areas of residential and commercial security. Helping county residents get and stay healthy is another high-priority goal which includes improving the quality of life and the environment in Washington County through education, applied research, and the resources of the University of Minnesota. In seeking to fulfill this goal, the county strives to be a leader and innovator working in partnership with communities to achieve optimal health status for Washington County residents.

**2. To provide accessible, high-quality services in a timely and respectful manner.**

Washington County strives to provide high-quality services to its residents. The county has seen increased service needs in many areas and the commissioners and county staff members have stepped up to meet this challenge.

The county is dealing with residents who may be experiencing great personal stress and are seeking help with the problems they are facing. This is an opportunity to demonstrate to taxpayers that the county's services are of great value, whether they are looking for a job, applying for veterans benefits, seeking financial assistance, purchasing a license, reviewing a property assessment, visiting a county park, using a library, visiting a flu shot clinic, seeking help in dealing with family problems, or simply looking for the right place to pay property taxes.

**3. To address today's needs while proactively planning for the future.**

One of Washington County's primary goals is to meet residents' current needs while continuing to plan for future needs. Planning for the future ensures that the county will continue to make wise long-term decisions related to its facilities and other infrastructure.

Examples of this include the County Courthouse, which provides space for the judicial branch of government, the Government Center campus, two major service centers, an environmental center, a resource recovery facility, and numerous libraries and parks. These are facilities of which residents can be proud, not only because of how they look and operate, but also because of how they were financed through prudent long-term capital planning. The county continues its efforts at maintaining and developing its infrastructure, particularly county roads and transitways.



Priorities are continuously reassessed to ensure that the county is committing its resources to the services, programs, and projects that are the most important and most effective in meeting its responsibilities. County government is an essential part of society, and Washington County is doing what it needs to do to adapt to the challenges it faces now and into the future.

**4. To maintain public trust through responsible use of public resources, accountability, and openness of government.**

The ability of Washington County to meet the needs of its residents is directly related to its ability to achieve and sustain fiscal stability.

Effective and efficient use of resources is necessary to achieve the goals and objectives of the county. Washington County participates in a variety of mandatory and voluntary programs to help maintain the quality of its financial management practices by ensuring openness and accountability for public resources. Through the Government Finance Officers Association, Washington County has been awarded the Certificate for Excellence in Financial Reporting each year since 1985, and the Distinguished Budget Presentation Award each year since 1998.

In the financial marketplace, the highest level of scrutiny is reserved for those organizations that seek to borrow money. Washington County's process for borrowing money in the financial markets takes the form of a bond sale.

Each bond sale is subjected to a rating of the county's economic stability, management practices, and financial prospects by independent rating agencies. The county is one of fewer than 50 counties nationally to receive the AAA/Aaa rating from Standard & Poor's rating agency and Moody's bond rating service, respectively. Both ratings are the highest possible rankings available, and were most recently reaffirmed in the fall of 2017.

While the county's vision and mission define its work, and the goals guide its actions, it's the **values** that shape each action. There are six specific values that have been incorporated into the county's focus:

1. **Ethics:** To ensure public trust through fairness, consistency, and transparency.
2. **Stewardship:** To demonstrate tangible, cost-effective results and protect public resources.
3. **Quality:** To ensure that services delivered to the public are up to the organization's highest standards.
4. **Responsiveness:** To deliver services that are accessible, timely, respectful, and efficient.
5. **Respectfulness:** To believe in and support the dignity and value of all members of the community.
6. **Leadership:** To actively advocate for and guide the county toward a higher quality of life.

When combined, the county's vision, mission, goals, and values come together to create a foundation for its daily work along with the countywide strategic plan.



### **Summary**

County departments are once again to be commended for working within their established budgets, while also working tirelessly to find solutions to improve efficiencies within their current operating budgets. It is due to their efforts and cost-saving measures that the county is able to maintain its current level of services within a structurally balanced budget.

Washington County continues to maintain a very conservative philosophy as reflected in this document and in its various financial policies. The county continues to monitor its various financial policies on an annual basis, and each and every budget is prepared accordingly.

The Executive Summary/Budget Message that follows will provide a more thorough and detailed summary including the various revenue streams that support the budgeted expenditures. Also included is an in-depth review of the entire budgeting process, including financial policies and procedures that are in place to guide the county during the process, as well as throughout the year.

We would like to thank you, the residents, for continuing to work with us to identify and ensure that funding is appropriately allocated according to the county's highest priorities, while keeping in mind the goal of a prudent, responsible, and long-range financial plan.

Sincerely,

### ***Washington County Board of Commissioners:***

Fran Miron; District 1  
Stan Karwoski; District 2  
Gary Kriesel; District 3  
Wayne Johnson; District 4  
Lisa Weik; District 5

### ***Washington County Administration:***

Molly O'Rourke, County Administrator  
Kevin Corbid, Deputy County Administrator  
Melinda Kirk, County Budget/Financial Analyst  
Janna Oman, County Budget/Financial Analyst

## EXECUTIVE SUMMARY

### BUDGET MESSAGE

The budget process is far more than an opportunity to assign dollar values for services provided. The budget is a planning tool for financial and operational resources, and reflects the county's determination to allocate resources responsibly. Washington County's budget was prepared with the goal of delivering the core county services to the residents, visitors, and businesses of the county, while keeping taxation and other charges for services at a responsible level.

Counties have always played an important role in Minnesota local government. Although the form has not changed significantly since their inception, the services and programs have greatly expanded. County government has a dual role of providing state services at the local level, as well as being a unit of local self-government. Within this construct, counties offer programming and services in general government services; justice and public safety; public works; health and human services; and conservation, economic development, recreation, and culture. Counties service a diverse constituency, providing services that are integral to and enhance the quality of life of all residents.

#### STRATEGIC PLANNING

As part of its long-term strategic planning efforts, the County Board meets periodically with department directors to receive updates on strategic issues, to identify new or emerging issues, and to develop work plans to further the county's mission and

goals. Six key strategy areas have been identified as being the priority for the next several years. During 2018, the County Board, along with staff, will continue to work together to implement action plans for each area. Some of the initiatives included in the plan will enhance long-term strategic areas, while other initiatives are more short-term or operational in nature.

The county's strategic planning process is a work in progress; its evolution during the next few years will continue to guide management in evaluating and defining the county's vision, mission, goals, values, and strategies. The six priority strategy areas are:

1. **Public Service**
2. **Workforce and Employees**
3. **Communication**
4. **Technology**
5. **Financial**
6. **Infrastructure**



The strategic planning process is important in identifying priorities, setting overall goals, defining key actions, and communicating to the public. Once created, the strategic plan then becomes the foundation for many other activities such as budgeting and financial planning.

### STRATEGIC ALIGNMENT WITH COUNTY GOALS

Each of the six strategy areas are also meant to support one or more of the county goals. The following illustrates the relationship between the two:



1. **Public Services** – Identify and provide access to services that meet the needs and expectations of a changing community. *Supports county goals:*
  - *To promote the health, safety, and quality of life of citizens.*
  - *To provide accessible, high-quality services in a timely and respectful manner.*
2. **Workforce and Employees** – Recruit, hire, develop, and retain an engaged and high-performing workforce reflective of the community. *Supports county goal:*
  - *To provide accessible, high-quality services in a timely and respectful manner.*
3. **Communication** – Enhance the capacity to communicate with the public and employees. *Supports county goals:*
  - *To provide accessible, high-quality services in a timely and respectful manner.*
  - *To maintain public trust through responsible use of public resources, accountability, and openness of government.*
4. **Technology** – Adopt and use technology to improve service delivery, streamline processes, and improve access to information. *Supports county goal:*
  - *To provide accessible, high-quality services in a timely and respectful manner.*

5. **Financial** – Create a comprehensive and long-term approach for operational costs and capital improvements that meet the public’s expectations and preserve the county’s strong financial position.

**Supports county goal:**

- *To maintain public trust through responsible use of public resources, accountability, and openness of government.*

6. **Infrastructure** – Plan, prioritize, and commit to high priority capital improvements needed to protect assets and improve efficiency. **Supports county goals:**

- *To address today’s needs while proactively planning for the future.*
- *To maintain public trust through responsible use of public resources, accountability, and openness of government.*

In addition to ongoing planning efforts, a comprehensive plan that looks out to 2040 was created and submitted to the Metropolitan Council, the region’s planning organization, at the end of 2018.

## SHORT-TERM ORGANIZATION-WIDE FACTORS INFLUENCING DECISIONS

The economic strength of Washington County’s tax base comes from its diverse, yet balanced, mix of residential, commercial, and industrial properties. Without the dominance of one or a few industries, Washington County has the particular advantage of remaining relatively stable during economic

downturns that may affect particular economic sectors or industries.

A challenging financial environment has become the norm for nearly all organizations. The county continues to adjust to changing economic conditions, resulting in the ability to maintain services without the use of fund balance to supplement ongoing revenue streams. The biggest challenges are revenue limitations imposed by the state in the form of unfunded mandates, declines in traditional funding streams from both the state and federal governments, and a continued high demand for services. Caseloads for food support and health care programs remain high, as do service demands in the areas of financial assistance, employment services, and veterans’ services.

The county property taxpayers, and their ability to pay, are a crucial component of budget construction. The taxpayer’s ability to pay for the services provided by the county is a key factor influencing the budget decisions. Maintaining a stable tax impact that is not subject to erratic swings, keeping any increases to a minimum and decreasing costs when possible, while ensuring that services are provided as efficiently as possible, are key considerations in the recommended budget.

Fortunately, the County Board utilizes a core set of budget principles that are revised as needed to reflect current conditions. The budget focuses on core, critical functions of county government. Outcomes are measured and reported. Principles are focused on process improvement, financial integrity, stable impacts on taxpayers, and excellent customer service throughout the organization. These core principles are

used to guide the county through the economic uncertainties that will remain as both the local and national economies change.

As a result, the county's 2019 budget emphasizes initiatives that focus on core and mandated services, reducing costs, and increasing efficiency.

### **BUDGET GUIDELINES and SHORT-TERM FACTORS**

In any given year, short-term factors (both external and internal) impact the ability to fund the county's annual budget. External factors include the level of economic activity, the level of interest rates in the marketplace, the increasing costs of goods and services (inflation), and State and Federal budget decisions that often result in revenue changes at the local level. Internal factors, which are easier to control, mainly include user fee changes that help cover the rising costs of services and the ability to collect on client accounts. To minimize the impact of these factors, the following budget guidelines were also considered when developing the county's budget:

- Operating and capital budget decisions should support and reflect the county's vision, mission, and goals.
- Focus resources on core county functions that improve outcomes and technology improvements that increase efficiencies.
- Make strategic investments in the human resources area to attract and retain a qualified workforce.
- Adopt a sustainable budget that does not use one-time or unreliable funding to pay for ongoing costs.

- Maximize and efficiently use state and federal revenue to fund mandated services; advocate for additional state and federal funding if current revenues do not fully fund the mandated services.
- Maximize the use of non-property tax revenues, including seeking federal and state grants, where appropriate.
- Address the county's current needs and position the county to meet the future needs of a growing, aging, and diversifying population.
- Consider changes in the county's tax base, potential change in tax rate, tax impact on property owners, population, inflation, service delivery changes, and economic trends affecting county property taxpayers when adopting the property tax levy.
- Plan and fund investments in the capital assets of the county that maximize the use and life of the assets and spreads the costs to those that benefit.
- Adhere to fund balance, debt service, and other financial policies to ensure the ongoing financial health of the county and protection of the county's AAA and Aaa bond ratings.

### **PRIORITIES and ISSUES**

Development of the 2019 budget was influenced by a series of national and local factors which have changed the county's priorities, prior projections, and planning for future years.

These factors include:

- continued economic recovery both nationally and within the state,
- continued low, but increasing, interest rates on investments,
- impacts of an improving housing market on county services and revenues,
- continued state mandates, and
- unpredictable state and federal funding.

Changes in federal and state health care continue to impact the county's budget, and there is a high level of uncertainty regarding potential reforms especially at the federal level. Health care cases processed by Washington County grew steadily throughout the recession, and have not returned to pre-recession levels. The implementation of the federal Affordable Care Act also increased health care caseloads, as well as the caseloads for Medical Assistance and Supplemental Nutrition Assistance programs. In addition, the Minnesota Legislature approved recommendations of Governor Dayton's Task Force on the Protection of Children, in 2015, which has increased workloads in the child protection areas over the last few years. The county has added staff to accommodate these changes, and to provide accessible, high-quality services to all who are eligible for them.

#### **County Priorities for 2019**

The county has shown the ability to manage during times of economic and population growth. During 2019, the Board's focus continues to be on providing quality public services in a cost-effective manner. The key priorities are to ensure the

fiscal health of the organization and the ability to provide core county services. To do so, the 2019 budget focuses on:

- addressing the continued demand for safety-net services, including child protection, health care, and food support assistance;
- providing the necessary debt service funding to allow the county to meet its infrastructure and capital improvement needs;
- ongoing funding of employee compensation packages, as well as post-retirement employment benefits;
- funding key technology projects to improve service delivery and securing data; and
- monitoring fund balance to cover unanticipated cost increases and/or revenue losses.

#### **County Legislative Priorities for 2019**

Counties remain highly dependent on property taxes to finance state-mandated programs. This reliance is especially significant in the health and human services, and the public safety and criminal justice areas. The Washington County Board of Commissioners urges the state to examine how local government services should be funded, including diversifying the funding sources available to local government. Growth in state aid to local governments should be linked to growth in state mandates.

Washington County Commissioners, its Administrator, Deputy Administrator, and several department directors meet annually with state legislators who represent county residents to review the county's legislative priorities for the coming legislative session. As the county is an administrative arm of the State for

many of its programs, actions by the Legislature have a profound effect on how the county carries out its state mandates. Each year, the county creates a legislative agenda, which it shares with local legislators before they convene in session. The following are among Washington County's top legislative priorities for the 2019 legislative session:

- **Highway 36/County State Aid Highway (CSAH) 15 Interchange:**

Washington County is leading the Highway 36 and CSAH 15 (Manning Avenue) Interchange Project. Washington County supports the appropriation of \$15 million in state funds, to match existing federal and local funds, for this project. Without action, the critical efficiency, mobility, and safety issues associated with this high traffic area will continue to grow.

- **Local Property Taxpayer Protection:**

Washington County seeks to protect its local taxpayers from any further shifts of state costs to the county property tax (which is a regressive and unpopular form of taxation) and the potential erosion in the ability to deliver high-quality, essential services in an efficient manner. The county encourages the legislature and the Governor to provide flexibility and full funding for any mandates imposed on local governments. Until action is taken by the legislature, counties will continue to be responsible for new, unfunded mandates that will likely result in increasing pressure on local property taxpayers.

- **License Center Service Fees:**

Legislation is needed to increase the fees retained by deputy registrars for completing license transactions. This business model, when adequately funded, allows the county to provide a wide variety of deputy registrar services and ensures services are available throughout Minnesota. If no action is taken, the County Board will need to provide ongoing levy support for license services, or scale back or eliminate services.

- **Assistive Voting Technology:**

Washington County supports legislation that allows for alternative printed ballot styles to be used in the voting process, specifically assistive voting technology, which creates a marked paper ballot indicating the voter's selection for each office by use of a touch screen or other electronic device. This technology would allow all voters, regardless of their abilities, to vote privately and autonomously. Absent legislative action, the county and several other counties in the state would not have the option to replace assistive voting equipment with updated technology compatible with their election infrastructure.

## BUDGET OVERVIEW

Development of a budget for an organization with as many distinct facets as Washington County is a highly interactive process between multiple stakeholders. The budget is far more than just numbers on a page. It is the primary method by which the County Board sets policy, implements long-term plans, and directs the operations of its government.

Washington County Commissioners and officials have prepared a balanced budget to guide the county through 2019. The budget balances the need to continue providing quality core services to residents and remaining fiscally responsible to taxpayers.

The 2019 recommended budget was prepared and submitted by departments who examined and revised their revenue projections, reviewed and modified the baseline, and proposed additions and reductions in the form of budget proposals. The county continues to utilize a baseline budgeting process where base budgets for the upcoming year are equivalent to the prior year adopted baseline, plus any prior year approved budget amendments that have an ongoing financial impact. Changes to the budget that change the current level of services provided, either as an addition or reduction, are addressed through budget proposals to the County Administrator. Budget proposals can include changes to revenues, expenditures, programs, equipment, and staffing. The Office of Administration analyzed and reviewed the proposals and developed the 2019 recommended budget for the Board of Commissioners' adoption.

The county budget is also impacted by a growing county population, a growing number of elderly residents in the county, and customer and resident populations that are becoming more diverse. The 2019 Washington County budget maintains the quality and quantity of services provided in 2018, and is committed to providing core services while delivering tangible results to residents.

Much of the annual Washington County budget document is directed at department specific detail, which can be found in Section E. The budget overview section presented here is a condensed, non-technical description of Washington County Government and its budget. A more detailed discussion of the budget is presented throughout this document.

The county's fiscal year runs January 1 through December 31. This year's budget, totaling approximately \$288.1 million, will provide the resources for services to Washington County's residents in the areas of public safety, health, human services, culture and recreation, and streets and highway transportation, to name a few.

During the budget process, department leaders were able to build on the county's fiscal accomplishments of the past – low tax rate, high bond ratings, and winner of government finance and budget awards. At the same time, they took into account the fiscal realities and uncertainties that remain. The county's 2019 budget includes a 5.47 percent increase in the net county property tax levy. County department directors and the County Board continue to exercise strong control over county expenditures.

The following sections give brief overviews of the county's staffing, revenues, expenditures, and capital outlay for 2018. Additional details can be found later in this document.

### **SERVICE LEVEL CHANGES (STAFFING)**

Washington County is a service organization that provides residents with a wide variety of services that include, among others, renewing driver's licenses, helping find books and

research materials, maintaining beautiful county parks, keeping families healthy and safe, assisting with job searches, and providing safe roadways that are well-maintained and patrolled. These high-quality services are all delivered by employees. Personnel services make up two-thirds, or slightly more than 66%, of the county's annual operating budget. The county is proud to maintain its level of services within a structurally balanced budget.

The 2019 budget includes a net of 13.4 new positions to respond to high demand workloads in the human services areas, to provide additional public safety, legal, and probation resources, to provide for increased planning and performance measurement in public health services, and to provide additional resources in the delivery of the county's facility projects. The county continues to implement new strategies and efficient and effective service delivery improvements, which help in keeping staffing needs at reasonable levels. Additional details on staffing can be found in Section E.

### **REVENUES - \$288,106,100**

Revenues for use by Washington County are received from many sources, and, as such, are affected by an array of outside forces. Revenue streams outside the property tax levy and fund balances are pursued to the greatest extent possible. The acceptance of outside funding that obligates the county to additional expense, either cash or efforts, is scrutinized. Several factors are considered when making the revenue estimates included in the budget. The methods used are a combination of trend analysis, statistical techniques, forecasting from internal and outside sources, computer

models where appropriate, legislative actions, economic trends, management discussions, and common sense.

Revenue estimation is a key component in constructing the annual budget, as well as considering the future budget beyond the one-year timeframe. The overall approach is to make realistic yet conservative projections based on the best information available at the time. The approach to consider when estimating total fund revenues is a "basket" of individual revenues, each with its own history of predictability, stability, or volatility. The actual collection of individual revenue sources is expected to vary from the estimates. Additional information on the county's revenue sources and trends can be found in Section C. The following is a brief description of the 2019 major revenue sources for Washington County:

- **County Program Aid (CPA) - \$10,027,100**  
Consists of revenue aid given to county governments from the State of Minnesota and is intended to reduce property taxes for individual taxpayers. The amount budgeted in this category is certified annually to the county from the State of Minnesota.
- **Fees for Services - \$16,209,800**  
Consists of revenues generated from charges for various services the county may provide. Examples in this category include recording fees, fees for contracted services, technology replacement fees, parental fees for foster care placements, and a variety of other miscellaneous fees.

- **Fines & Forfeitures - \$334,400**  
Consists of revenues received from fines and penalties imposed for statutory offenses, violations of rules and regulations, and court fines.
- **Intergovernmental Revenues - \$84,186,900**  
Consists of funds received from state, federal, or local contributions to the county for specific projects or programs. State and federal grants fund a large portion of services and programs in areas such as economic assistance, mental health, children’s services, environmental programs, public safety, and highway construction and maintenance.
- **Investment Earnings - \$2,691,900**  
Consists of interest earnings on the county’s investments. Per county policy, investment earnings are budgeted conservatively at the five-year low so the county does not become overly reliant on this volatile revenue source.
- **Licenses & Permits - \$5,046,400**  
Consists of revenues from all businesses, non-businesses, and occupations which must be licensed before doing business within the county’s jurisdiction. Examples in this category also include motor vehicle licenses, marriage licenses, solid waste licensing fees, and a variety of health and business licensing.
- **Other Revenues - \$39,040,500**  
Consists of all revenue not accounted for in other categories. This includes collections from accounts due

the county, sale of assets, donations and contributions, interdepartmental rent charges which support the utilities, maintenance, and operations of all county facilities, the planned use or contribution to fund balance, and interfund transfers. For 2019, this category also includes bond proceeds.

- **Other Taxes - \$20,760,500**  
Consists of the county’s environmental charge, delinquent taxes, mobile home taxes, mortgage registry taxes, gravel taxes, state deed tax, sales tax, and wheelage taxes, as well as all costs, penalties, and interest charges assessed by law in the collection of property taxes.
- **Property Taxes - \$109,808,600**  
Consists of the amount in dollars that Washington County needs to collect from current property taxes to support the adopted budget, including the levy for the Regional Rail Authority and the Land and Water Legacy program. Property tax amounts are set by the County Board on an annual basis and cannot be adjusted upward during the year.

**EXPENDITURES - \$288,106,100**

Expenditures tend to be far more predictable than revenues. Expenditures are also more controllable than revenues because many expenses follow the existence of grants and aids. Washington County organizes its expenditures into functional areas based on the intended use of funds.

The following is a description of the 2019 major functional areas of annual expenditures with a listing of the departments, agencies, and/or types of expenditures associated with each particular category. Department-specific data are presented in the more detailed section of the budget document throughout Section E.

- **Conservation of Natural Resources - \$2,687,700**

These expenditures reflect costs associated with the University of Minnesota's Extension programs, as well as costs related to the county's Land and Water Legacy Program (LWLP). Additional funding for the LWLP is made available through prior-year bond proceeds held in fund balance for use as projects are approved.

- **Culture & Recreation - \$13,586,500**

This category includes the county's Law Library and Library system, consisting of seven branch libraries, two associate libraries, and three library express sites, a law library, as well as the county's Historic Courthouse operations, seven county parks, and two regional park trail systems.

- **Debt Service - \$14,964,600**

Reflects budgeted principal payments on bonded debt, along with associated interest and/or fiscal charges.

- **Economic Development & Housing - \$2,903,400**

Includes expenditures for development and redevelopment activities, and assistance to those wanting to provide housing and economic opportunities. This area also administers programs

targeted to dislocated workers, low-income adults, disadvantaged youth, welfare-to-work participants, and low-income seniors.

- **General Government - \$33,950,800**

General government budgeted expenditures reflect the administration costs of county government and include the departments of Administration, Accounting and Finance, Human Resources, Information Technology, Property Records and Taxpayer Services, the Board of Commissioners, and the General Operations of the county.

- **Health - \$10,209,500**

The county's Public Health & Environment budgeted expenditures are shown in this category, which include the maintenance of vital statistics, various health services and clinics, business and non-business licensing and inspections, and communicable disease control.

- **Human Services - \$45,747,100**

Human Services budgeted expenditures are for activities designed to provide public assistance and institutional care for individuals economically and intellectually unable to provide for themselves, including income maintenance programs and social service programs. In addition, this area is responsible for licensing family child care homes as well as foster homes for children and adults.

- **Other Current Expenditures - \$7,758,400**  
 These are budgeted expenditures not classified elsewhere, primarily the county’s building services area which includes utility costs, maintenance and upkeep of county buildings, and personnel costs to support those activities.
- **Other Financing Uses - \$2,806,400**  
 The amount shown here reflects the county’s interfund transfers out.
- **Public Safety - \$55,677,500**  
 These budgeted expenditures reflect the costs related to the protection of persons and property. This category combines several distinct county departments, including the Attorney’s Office, Community Corrections, Emergency Operations, Public Safety Radio, and the Sheriff’s Office.
- **Sanitation - \$8,597,500**  
 This category includes the licensing of hazardous waste generators and facilities to protect the environment and people from exposure to hazardous materials, and includes Washington County’s contribution to the Ramsey/Washington County Resource Recovery Facility, which supports project management, waste management, general outreach, policy evaluation, and hauler rebates related to solid and hazardous waste.
- **Streets & Highways - \$12,704,900**  
 These budgeted expenditures reflect the costs associated with the maintenance and repair of county-

owned highways, streets, bridges, and street equipment. Common expenditures include patching, seal coating, street lighting, street cleaning, and snow removal. However, expenditures for major road construction are not included in these expenditures, but are accounted for as capital outlay in the Streets & Highway Construction category.

- **Streets & Highway Construction - \$76,013,000**  
 This category includes budgeted expenditures for major road and bridge construction projects, including major rehabilitation and improvement projects for existing roads and bridges, as well as expenditures related to transitways under the Washington County Regional Rail Authority.
- **All Other Capital Outlay - \$498,800**  
 This category includes other major capital improvement to county facilities, such as roof replacements, cooling and heating upgrades, and miscellaneous capital projects not addressed elsewhere.

County operating expenditures (\$187.9 million) are further characterized by type of expenditure:

- **Client/Citizen Related Support - \$18,564,500**  
 Expenditures in this area are primarily related to the Health and Human Service areas for client support needs in the areas of nutrition, housing, foster/child care, residential treatment, mental health services, and case management.

- **Personnel Services - \$125,113,200**  
Personnel costs are comprised of wages and benefits paid to county staff, as well as an allocation into the county's Other Post Employment Benefit (OPEB) fund.
- **Services & Charges - \$35,780,100**  
This category encompasses a wide variety of expenditures including most of the county's operational costs such as communication connections, utilities, facility repair and maintenance, consulting, professional development and training, repairs and maintenance, and interdepartmental charges.
- **Materials & Supplies - \$8,446,700**  
Expenditures in this area include office supplies, minor equipment, road and bridge materials, fuel, and vehicle repair costs.

**CAPITAL EXPENDITURES - \$82,025,600**

Capital planning is one of the fundamental building blocks in developing an effective budgeting process. Capital plans serve as an important planning tool for Washington County to plan for, and anticipate, growth or economic changes. It also provides a mechanism to match cash flows to meet the desired level of capital improvements, as well as providing information to schedule capital projects that conform to cash flow constraints, maximize investment yields through thoughtful bond planning, or to establish the required levels and the most economical source of project funding.

Expenditures in the 2019 capital budget include major improvements and construction projects related to parks and

land, public facilities, and road and bridge projects, all of which are presented in the county's five-year capital improvement plan. Additional detailed information on the county's 2019 capital expenditures, including impacts on the operating budget, can be found in Section D of this document.

The following is a description of each category with a brief description of the types of projects included in the county's 2019 Capital Improvement Plan (CIP):

- **Parks & Land - \$8,161,000**  
Projects include the acquisition and development of land and park facilities for recreation and open space purposes.
- **Public Facilities - \$12,416,200**  
Projects include the construction, expansion, or major improvement of county buildings used for public works, county offices, and miscellaneous operations, excluding parks facilities. Approximately \$1.3 million of these expenditures are reflected in non-capital accounts, such as design and consulting services.
- **Road & Bridge - \$71,909,800**  
Projects involve the construction of transportation infrastructure, pavement improvement, railroad crossing improvements, right-of-way acquisition (including fiber optic installations) needed for transportation projects, safety improvement, and traffic management signals. The 2019 CIP for the Road & Bridge category also includes \$17 million bond proceeds to fund various projects. Additionally, approximately

\$10.9 million local cost share expenditures reflected in the CIP will be amended to the county budget once all final project details are known.

Other capital expenditures, not included in the Capital Improvement Plan, totaling approximately \$1.8 million, are included throughout county departments for items considered operating capital, such as fleet, equipment, and technology. Many of these projects can be found in the county’s Capital Equipment and Technology Plan, available on the county’s website.

**HOW WE COMPARE - 2019**

Washington County is part of the “Seven-County Metropolitan Area.” Using the most recent population data, as provided by the Metropolitan Council, and applying a small growth rate, the county has one of the best rankings in the metropolitan area, as well as statewide, in each of the following categories.

- County Net Levy per Capita                   \$ 412
- Operating Budget per Capita               \$ 716
- Employee per 1,000 Population           4.9
- Estimated Tax Rate                           29.54%
- County Tax on Median Valued Home (\$273,200)       \$ 769

**CONCLUSION and ACKNOWLEDGEMENTS**

The 2019 budget reflects the hard work, cooperation, and dedication of county elected officials, department directors, and staff. The Board of County Commissioners provided leadership and guidance on the policy framework for the 2019

budget; elected officials and department directors worked diligently to propose budgets that maximized efficiencies and are fiscally responsible while still providing quality services to the residents of Washington County; and county staff work tirelessly to provide core services, which the 2019 budget funds.

The key message embodied within the 2019 budget is providing high-quality core services and programs, building on prior years’ focus of structural alignment, capacity, and future financial flexibility, and designing service models that address current issues and trends.

County government serves two purposes. It provides certain services at the local level for the state, and is also a unit of local self-government. Counties engage in activities specifically authorized by statute, and have latitude in the way in which services are actually provided.

In summary, the 2019 budget provides funding for high-quality core services and programs which are made possible through the leadership of the Washington County Board of Commissioners and county staff working together.

The budget document presented is:

- **A Policy Document** – reflective of constituencies’ desired service that encompasses the mission of Washington County.
- **An Operations Guide** – providing directions on policy implementation in a detailed form.

- **A Planning Document** – embodying the mission, vision, and goals of Washington County government, while incorporating its strategic plan.
- **A Communication Device** – providing transparency, accountability, and information to county residents.

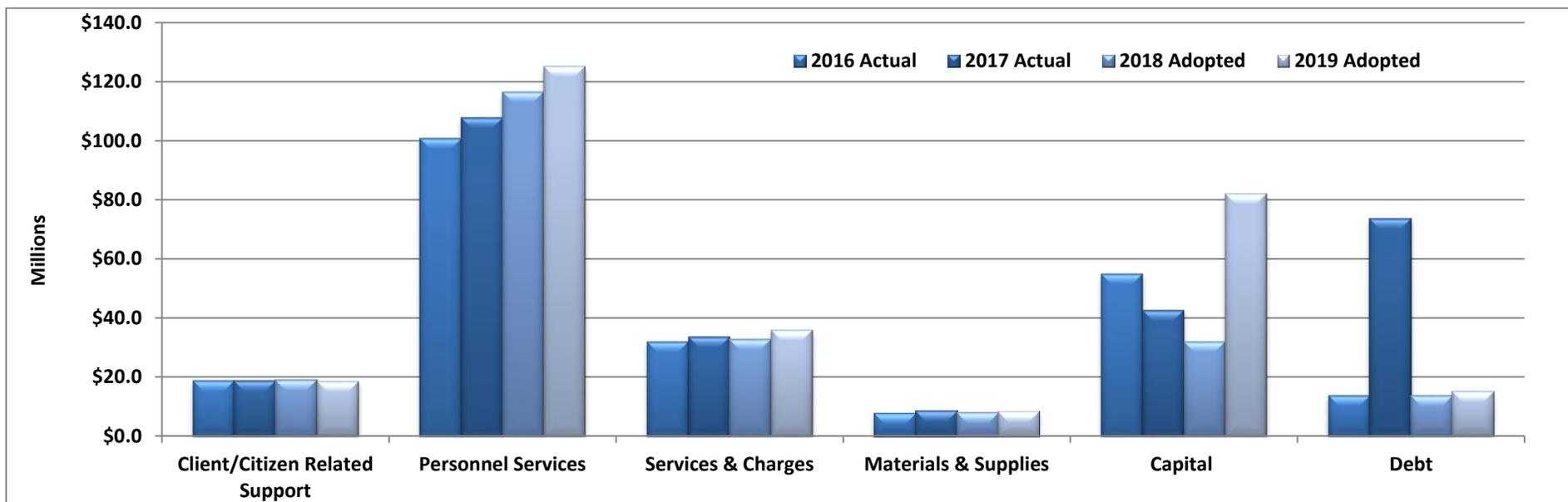
Washington County’s mission is, “Providing quality services through responsible leadership, innovation, and the cooperation of dedicated people.” The county is fortunate to be in a strong financial position, which allows for continued development of streamlined processes that continue the Washington County mission and makes the county a great place to live, work, and play...today and tomorrow!



If residents have questions about the 2019 budget, or about Washington County government in general, they are encouraged to contact their County Commissioner, the Washington County Office of Administration, or visit the county website at:

[www.co.washington.mn.us](http://www.co.washington.mn.us).

### WASHINGTON COUNTY TOTAL 2019 BUDGET SUMMARY



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Inc. (Dec.) 2019-2018	Change %
County Net Levy	\$91,975,400	\$95,428,900	\$102,480,300	\$108,090,200	\$5,609,900	5.47%
Referendum Levy	\$1,058,400	\$1,058,400	\$1,058,400	\$1,058,400	\$0	0.00%
<b>Subtotal: Certified Levy</b>	<b>\$93,033,800</b>	<b>\$96,487,300</b>	<b>\$103,538,700</b>	<b>\$109,148,600</b>	<b>\$5,609,900</b>	<b>5.42%</b>
Regional Rail Levy	\$750,600	\$776,800	\$776,800	\$660,000	(\$116,800)	-15.04%
County Program Aid	\$9,038,500	\$9,113,400	\$10,104,300	\$10,027,100	(\$77,200)	-0.76%
<b>Subtotal: Gross Levy</b>	<b>\$102,822,900</b>	<b>\$106,377,500</b>	<b>\$114,419,800</b>	<b>\$119,835,700</b>	<b>\$5,415,900</b>	<b>4.73%</b>
Non-Levy Revenue	\$116,586,800	\$139,685,300	\$109,846,700	\$139,692,000	\$29,845,300	27.17%
Other Financing Sources	\$25,778,800	\$50,476,600	\$2,368,400	\$36,306,400	\$33,938,000	1432.95%
Planned Use/(Contribution) of/(to) Fund Balance	(\$11,613,500)	\$22,002,000	(\$2,372,200)	(\$7,728,000)	(\$5,355,800)	225.77%
<b>Total Revenues</b>	<b>\$233,575,000</b>	<b>\$318,541,400</b>	<b>\$224,262,700</b>	<b>\$288,106,100</b>	<b>\$63,843,400</b>	<b>28.47%</b>
Client/Citizen Related Support	\$18,771,900	\$18,843,500	\$19,010,000	\$18,564,500	(\$445,500)	-2.34%
Personnel Services	\$100,939,900	\$107,735,300	\$116,601,800	\$125,113,200	\$8,511,400	7.30%
Services & Charges	\$31,991,900	\$33,574,200	\$32,753,200	\$35,780,100	\$3,026,900	9.24%
Materials & Supplies	\$7,752,000	\$8,581,500	\$7,925,500	\$8,446,700	\$521,200	6.58%
<b>Subtotal: County Operations</b>	<b>\$159,455,700</b>	<b>\$168,734,500</b>	<b>\$176,290,500</b>	<b>\$187,904,500</b>	<b>\$11,614,000</b>	<b>6.59%</b>
Capital	\$54,787,800	\$42,693,800	\$31,862,700	\$82,025,600	\$50,162,900	157.43%
Debt	\$13,765,300	\$73,691,500	\$13,549,600	\$14,964,600	\$1,415,000	10.44%
Other Financing Uses	\$5,566,200	\$33,421,600	\$2,559,900	\$3,211,400	\$651,500	25.45%
<b>Total Expenditures</b>	<b>\$233,575,000</b>	<b>\$318,541,400</b>	<b>\$224,262,700</b>	<b>\$288,106,100</b>	<b>\$63,843,400</b>	<b>28.47%</b>
<b>Adjusted FTEs</b>	<b>1,189.81</b>	<b>1,222.81</b>	<b>1,276.81</b>	<b>1,290.21</b>	<b>13.40</b>	<b>1.05%</b>

Numbers rounded to nearest hundred

**BOARD OF COUNTY COMMISSIONERS  
WASHINGTON COUNTY, MINNESOTA  
RESOLUTION NO. 2018-142**

DATE: December 11, 2018  
Motion by Commissioner: Weik

Department: Administration  
Seconded by Commissioner: Miron

**RESOLUTION ADOPTING THE  
WASHINGTON COUNTY  
BUDGET FOR PAYABLE 2019**

<u>OPERATING FUNDS</u>	<u>EXPENDITURES</u>	<u>REVENUE OTHER THAN LEVY</u>	<u>FUND BALANCE Contrib/(Use)</u>	<u>GROSS LEVY</u>	<u>STATE AID (CPA)</u>	<u>CERTIFIED LEVY</u>
General	\$109,488,000	\$51,604,700	\$7,134,800	\$65,018,100	\$9,327,100	\$55,691,000
Community Services	\$49,035,900	\$28,425,800	(\$43,800)	\$20,566,300	\$0	\$20,566,300
Library	\$8,217,400	\$411,200	\$0	\$7,806,200	\$0	\$7,806,200
Parks	\$3,388,000	\$2,046,300	(\$26,800)	\$1,314,900	\$0	\$1,314,900
Public Works	\$22,580,900	\$14,858,100	\$0	\$7,722,800	\$0	\$7,722,800
<b>Subtotal:</b>	<b>\$192,710,200</b>	<b>\$97,346,100</b>	<b>\$7,064,200</b>	<b>\$102,428,300</b>	<b>\$9,327,100</b>	<b>\$93,101,200</b>
<b><u>CAPITAL PROJECT FUNDS</u></b>						
Capital Parks Projects	\$4,161,000	\$3,911,000	\$0	\$250,000	\$250,000	\$0
Capital Projects - Other	\$121,000	\$81,800	\$0	\$39,200	\$0	\$39,200
Capital Repairs	\$417,000	\$787,200	\$370,200	\$0	\$0	\$0
Capital Road & Bridge	\$75,014,800	\$73,814,800	\$750,000	\$450,000	\$450,700	\$0
<b>Subtotal:</b>	<b>\$79,713,800</b>	<b>\$78,594,800</b>	<b>(\$379,800)</b>	<b>\$739,200</b>	<b>\$700,000</b>	<b>\$39,200</b>
<b><u>DEBT SERVICE FUNDS</u></b>						
Debt Service - General	\$13,926,700	\$0	\$1,023,100	\$14,949,800	\$0	\$14,949,800
Debt Service - Referendum	\$1,037,900	\$0	\$20,500	\$1,058,400	\$0	\$1,058,400
<b>Subtotal:</b>	<b>\$14,964,600</b>	<b>\$0</b>	<b>\$1,043,600</b>	<b>\$16,008,200</b>	<b>\$0</b>	<b>\$16,008,200</b>
<b>Total Adopted 2019 Budget:</b>	<b>\$287,388,600</b>	<b>\$175,940,900</b>	<b>\$7,728,000</b>	<b>\$119,175,700</b>	<b>\$10,027,100</b>	<b>\$109,148,600</b>

**Total Washington County Adopted 2019 Levy:** \$119,175,700      \$10,027,100      \$109,148,600

ATTEST:   
\_\_\_\_\_  
County Administrator

  
\_\_\_\_\_  
County Board Chair

	Yes	No
Miron	<u>X</u>	_____
Kriesel	<u>X</u>	_____
Weik	<u>X</u>	_____
Johnson	<u>X</u>	_____
Karwoski	<u>X</u>	_____

BOARD OF COUNTY COMMISSIONERS  
WASHINGTON COUNTY, MINNESOTA

RESOLUTION NO. 2018-140

DATE December 11, 2018  
MOTION  
BY COMMISSIONER Karwoski

DEPARTMENT Administration  
SECONDED BY  
COMMISSIONER Johnson

---

---

**RESOLUTION CERTIFYING ADOPTED PROPERTY TAX LEVY  
FOR WASHINGTON COUNTY PAYABLE 2019**

The Washington County Board of Commissioners does hereby certify to the Washington County Auditor-Treasurer the following adopted tax levy for payable 2019:

**Washington County**

**\$ 109,148,600**

ATTEST:   
COUNTY ADMINISTRATOR  
  
COUNTY BOARD CHAIR

	YES	NO
MIRON	<u>X</u>	___
KRIESEL	<u>X</u>	___
WEIK	<u>X</u>	___
JOHNSON	<u>X</u>	___
KARWOSKI	<u>X</u>	___

**BOARD OF COUNTY COMMISSIONERS  
WASHINGTON COUNTY, MINNESOTA  
RESOLUTION NO. 2018-143**

DATE: December 11, 2018  
Motion by Commissioner: Karwoski

Department: Administration  
Seconded by Commissioner: Weik

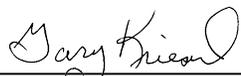
**RESOLUTION ADOPTING THE  
WASHINGTON COUNTY REGIONAL RAIL AUTHORITY  
BUDGET FOR PAYABLE 2019**

<u>SPECIAL REVENUE FUND</u>	<u>EXPENDITURE</u>	<u>OPERATING TRANSFERS AND REVENUE OTHER THAN LEVY</u>	<u>FUND BALANCE Contrib/(Use)</u>	<u>GROSS LEVY</u>	<u>STATE AID (CPA)</u>	<u>CERTIFIED LEVY</u>
Regional Rail Authority	\$717,500	\$57,500	\$0	\$660,000	\$0	\$660,000
<b>Total Adopted 2019 Budget:</b>	<b>\$717,500</b>	<b>\$57,500</b>	<b>\$0</b>	<b>\$660,000</b>	<b>\$0</b>	<b>\$660,000</b>

<b>Total Washington County Regional Rail Adopted 2019 Levy :</b>	<b>\$660,000</b>	<b>\$0</b>	<b>\$660,000</b>
------------------------------------------------------------------	------------------	------------	------------------

ATTEST:

  
\_\_\_\_\_  
County Administrator

  
\_\_\_\_\_  
County Board Chair

	Yes	No
Miron	<u>X</u>	_____
Kriesel	<u>X</u>	_____
Weik	<u>X</u>	_____
Johnson	<u>X</u>	_____
Karwoski	<u>X</u>	_____

BOARD OF COUNTY COMMISSIONERS  
WASHINGTON COUNTY, MINNESOTA

RESOLUTION NO. 2018-141

DATE December 11, 2018  
MOTION  
BY COMMISSIONER Karwoski

DEPARTMENT Administration  
SECONDED BY  
COMMISSIONER Weik

**RESOLUTION CERTIFYING ADOPTED PROPERTY TAX LEVY FOR  
THE WASHINGTON COUNTY REGIONAL RAIL AUTHORITY  
PAYABLE 2019**

The Washington County Board of Commissioners does hereby certify to the Washington County Auditor-Treasurer the following adopted tax levy for payable 2019:

**Regional Rail Authority**

**\$ 660,000**

ATTEST:

  
COUNTY ADMINISTRATOR  
  
COUNTY BOARD CHAIR

	YES	NO
MIRON	<u>X</u>	___
KRIESEL	<u>X</u>	___
WEIK	<u>X</u>	___
JOHNSON	<u>X</u>	___
KARWOSKI	<u>X</u>	___

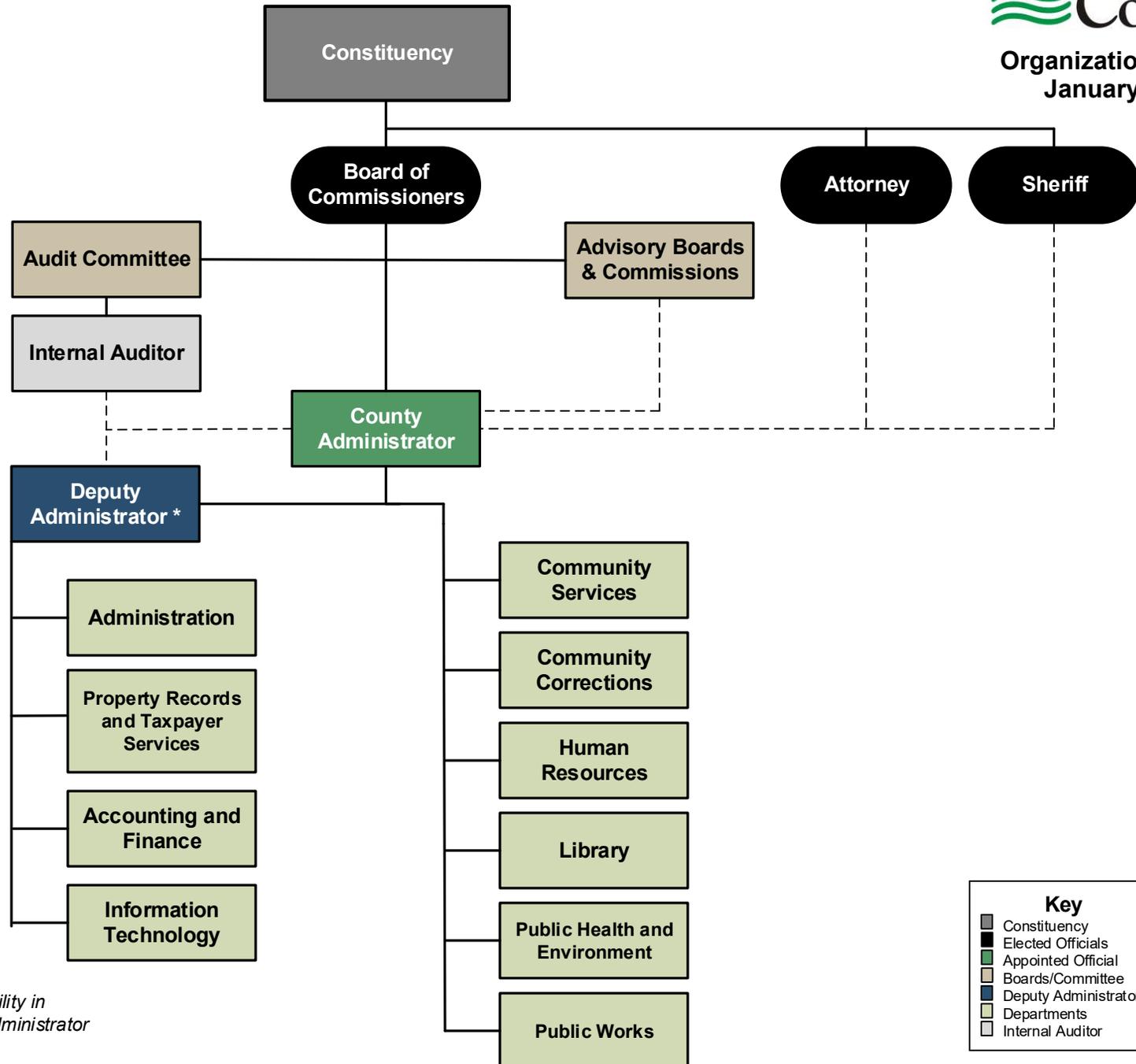
# WASHINGTON COUNTY

## 2019 BUDGET

### Financial Structure, Policy, and Process

#### Section B

*This page is intentionally left blank.*



**Key**

- Constituency
- Elected Officials
- Appointed Official
- Boards/Committee
- Deputy Administrator
- Departments
- Internal Auditor

\* Assumes Responsibility in  
Absence of County Administrator

## FUND DESCRIPTIONS AND FUND STRUCTURE

Under state law, the County Board must adopt a budget no later than five working days after December 20<sup>th</sup> each year. The County Board adopts and appropriates budgets for the following governmental funds: General, Special Revenue, Debt Service, and Capital Project funds, all consistent with generally accepted accounting principles. Unexpended appropriations lapse at the close of the fiscal year. Budgets may be amended during the year with proper approval, and are appropriated on a modified accrual basis of accounting.

Washington County's audited financial statements also include fiduciary (agency type) funds, however it does not adopt or appropriate budgets to those funds. At this time, the county does not have any proprietary funds.

The County Administrator is authorized to transfer budgeted amounts within a fund and to amend budgets that do not decrease the fund balance. County department directors are authorized to amend line item budgets within their own departments, as long as they have a net effect of zero on their overall department budget. All transfers between funds and additional appropriations require County Board approval, unless there is specific legislation that allows for the use of funds without local board approval. The following funds have been appropriated a 2018 budget.

**GENERAL FUND** - The General Fund is the general operating fund of the county and is used to account for the revenues and expenditures relating to normal governmental activities which are not accounted for in other funds. This fund is managed by

the Office of Administration.

**DEBT SERVICE FUNDS** - The Debt Service Funds account for the accumulation of resources for and the payment of interest and principle on general long-term obligations. This fund is managed by the Accounting and Finance Department.

**SPECIAL REVENUE FUND** - Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. These funds receive financial support from a number of sources including fees, property taxes, federal, state, and local grants.

The 2019 budget includes the following Special Revenue Funds:

**Gold Line:** The Gold Line Fund accounts for Washington County's share of expenditures and associated revenues used to fund a new bus rapid transit line project. This fund is managed by the Public Works Department.

**Regional Rail:** The Regional Rail Authority Fund accounts for the revenues and expenditures resulting in the planning, designing, and ultimate construction and operation of a mass transit system in Washington County. This fund is managed by the Public Works Department.

**CAPITAL FUNDS** - The following funds are included in the Capital Funds:

**Capital Projects:** The Capital Projects Fund account for the financial resources used in the construction of various capital improvement projects, including the establishment, location, construction, and reconstruction of county parks, state aid highways and county bridges as defined by the county’s capital improvement program and funded by special authority of Minnesota Statutes, Ch. 475, as well as various bond projects that have been funded by the sale of bonds. These funds are managed by the Office of Administration and the Public Works Department.

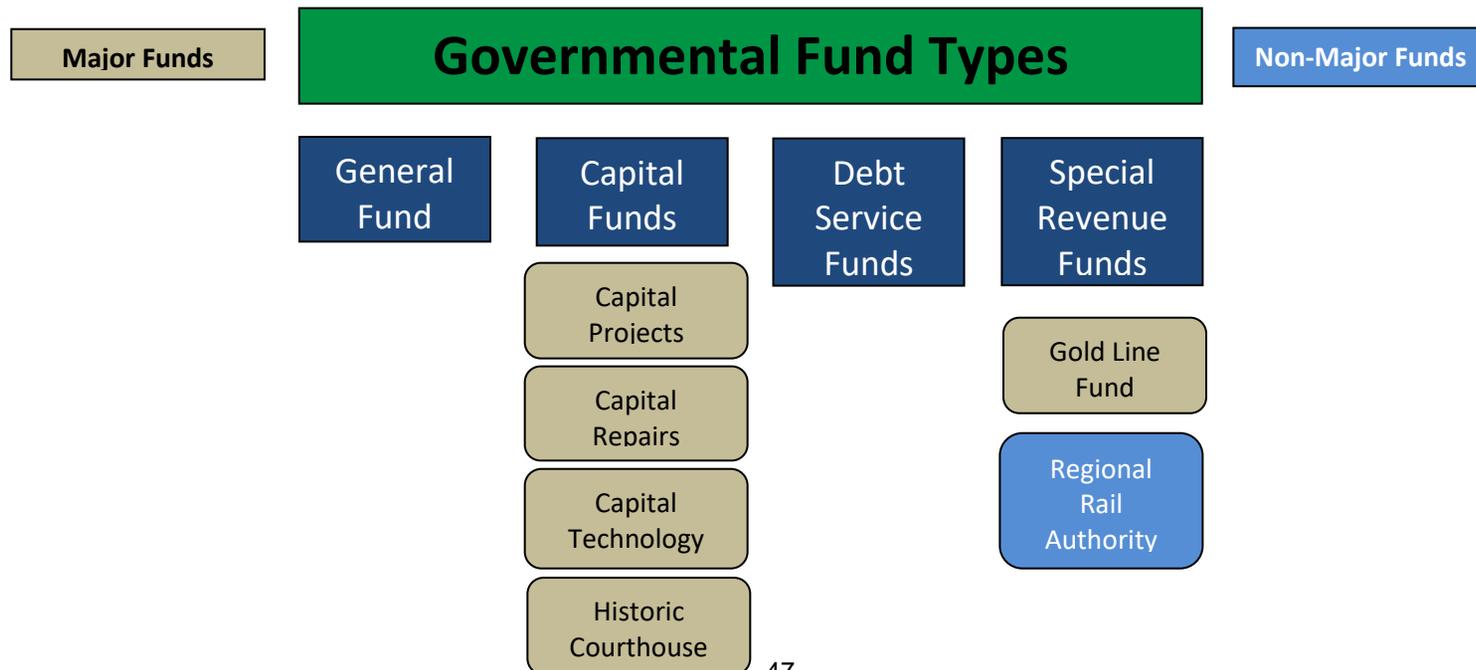
**Capital Repairs:** The Capital Repair Fund is used to account for repairs and maintenance to county facilities and is funded through a portion of the rent charged to departments within

the county. This fund is managed by the Public Works Department.

**Capital Technology:** The Capital Technology Fund is used to account for major technology projects throughout the county, as well as the associated licensing, maintenance, and support of technology systems. This fund is managed by the Office of Administration and the Information Technology Department.

**Historic Courthouse:** This Historic Courthouse Restoration Fund is used to account for the financial resources used in restoring the Historic Courthouse. This fund is managed by the Public Works Department.

The following graphic represents Washington County’s budgetary fund structure:

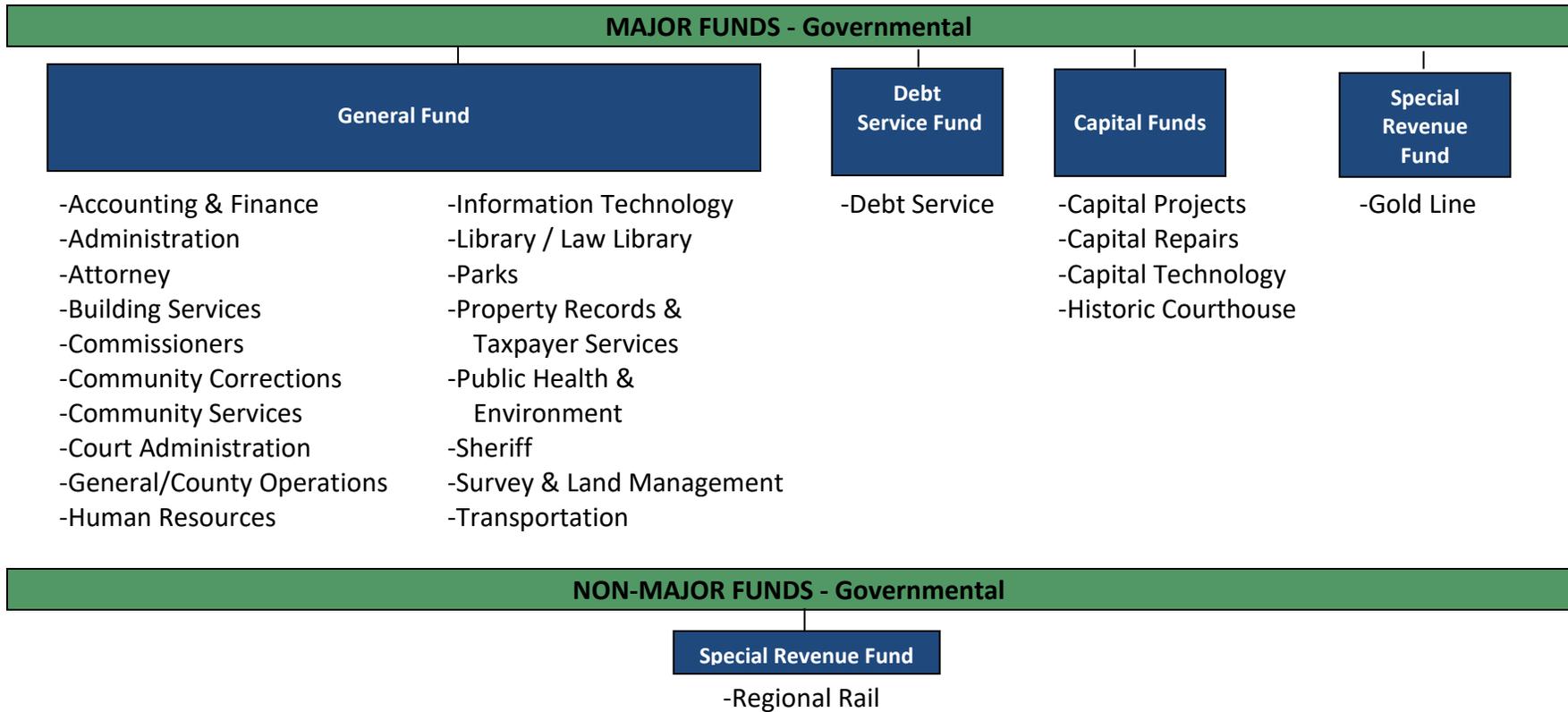


**DEPARTMENT TO FUND RELATIONSHIP**

Major funds are funds whose revenues, expenditures, assets, or liabilities (excluding extraordinary items) are at least ten percent of corresponding totals for all governmental *or* enterprise funds and at least five percent of the aggregate amount for all governmental *and* enterprise funds for the same item.

Washington County has no enterprise funds at this time.

The graphic below shows the relationship between the county’s functional units (departments) and its major and non-major funds.



## BASIS OF BUDGETING

Basis of budgeting refers to the method used to determine when revenues and expenditures are recognized for budgetary purposes. For example, if the budget anticipates revenues on a cash basis, the accounting system will record only cash revenues as receipts and records expenditures when incurred. Conversely, if the budget uses an accrual basis, the accounting system will recognize revenue when they are measurable and available and expenditures when incurred.

Washington County uses a modified accrual basis of budgeting for all funds included in this document. This is the same as the basis of accounting used in the county's audited financial statements. Accrued revenues include property taxes and other revenues that are likely to be received within 60 days, including intergovernmental revenues and accounts receivable. Grant funds earned, but not received, are recorded as

receivables and revenues, and grant funds received that have not met recognition criteria are reported as deferred or unearned revenues, or as restricted fund balance, if eligible. Expenditures are recorded when the liability is incurred, except that un-matured principal and interest on general long-term debt are recorded when due.

Agency funds are not included in this document and are treated according to the nature of the fund. The agency funds are custodial in nature (assets equal liabilities) and do not measure results of operations, nor do they carry budget appropriations. Assets and liabilities are accounted for on the modified accrual basis.

The county does not have enterprise or proprietary funds.

**FINANCIAL AND BUDGET POLICIES**

The following pages include select Washington County financial and budget policies as adopted by the Washington County Board of Commissioners. As part of the county’s short and long-term strategies, these policies are continually reviewed and updated as necessary. They represent a foundation to address changing circumstances and conditions, and assist in the decision-making process. Washington County’s short- and long-term financial policies are derived from various sources including State of Minnesota statutes and Generally Accepted Accounting Principles (GAAP).

The financial policies also represent guidelines for evaluating both current activities, and proposals for future programs.

As part of those guidelines, Washington County’s budget policy defines a structurally balanced budget as a budget in which projected recurring revenues are sufficient to cover projected recurring expenditures. In Washington County, the planned use of fund balance for one-time specific projects may be used to close any gap between revenues and expenditures. Adopting structurally balanced budgets in this manner supports financial sustainability for the future.

<u>Policy</u>	<u>Title</u>	<u>Revised</u>
2201	Budget Policy	January 2016
2108	Capital Assets Policy	January 2016
2203	Capital Improvement Plan Policy	December 2009
2401	Debt Policy	January 2016
2104	Fiscal Policy	December 2009
2801	Fund Balances Policy	January 2016
2305	Interest Income Policy	March 2010
2301	Investment Policy and Guidelines	August 2016
2202	Mission Directed Budget (MDB) Savings Policy	January 2016

## **BUDGET POLICY**

### **Policy**

The county's Budget Policy sets forth the general guidelines for developing the county's annual budget and provides an overview of the budget process and responsibilities. This policy, together with the county's Fiscal Policy #2104, ensures a sound financial system that complies with legal requirements. These guidelines are reviewed in conjunction with the county's current financial health, economic forecast, relevant legislative changes, and anticipated changes in expenditures and revenues prior to the beginning of the annual budget process.

### **Guidelines**

- A. Specific principles to be used to develop the annual budget are created or reaffirmed by the county board at the start of each budget cycle.
- B. In addition to the principles created in paragraph A, the budget preparation should adhere to the following guidelines:
  - 1. To prevent overstatement of anticipated property tax revenues, 100% of the levy amount certified to the state each year will be budgeted, and revenue from delinquent taxes will not be budgeted within individual funds.
  - 2. To set fees for contracted services provided by the county at rates that cover all direct and indirect costs, except for any portion of the service which is provided countywide and considered part of the county's core functions.
  - 3. To maintain adequate financial reserves to support emergencies, short-term capital improvements, and operating cash flow needs
  - 4. To avoid short-term borrowing, except in an extreme financial emergency that is beyond the county's control or reasonable ability to forecast.

5. To develop capital improvement plans that incorporate funding strategies and planning that provide long-lasting benefits while maintaining financial soundness.
  6. To incorporate a performance measurement system that supports continuous operational improvements and provides a means of evaluating effectiveness and efficiency of programs and services, as well as customer satisfaction.
  7. To prepare a budget that meets the Government Finance Officers Association criteria for a policy document, an operations guide, a financial plan, and a communications device.
  8. To prepare a structurally balanced budget in which projected recurring revenues are sufficient to cover projected recurring expenditures. The planned use of fund balance for one-time specific projects may be used to close any gap between revenues and expenditures.
- C. The county's budget is appropriated annually by county board resolution at the fund level. All budgets are adopted in conformance with generally accepted accounting principles. Each appropriation lapses at the close of the fiscal year to the extent it has not been expended, with the exception of county board approved multi-year capital projects that have not been finalized. Unspent budget for approved multi-year capital projects will be moved forward to the next year without further county board action. Expenditures may not exceed budgeted appropriations at the department level.
- D. The basis of budgeting follows the county's basis of accounting in which budgets are adopted, reported, and budgeted on the modified accrual basis of accounting.
- E. To reduce reliance on interest income that routinely fluctuates, undesignated general fund revenue from interest earnings will be budgeted for ongoing operational expenditures in an amount not to exceed the lowest year of actual revenue received in interest income over the previous five-year period. The remainder of the anticipated revenue from interest income may be budgeted for the following (not listed in order of priority):
1. Building fund balance of the General Fund to an appropriate level.
  2. Financing high-priority projects requiring one-time funding.
  3. Building reserves in the Capital Repair Fund.

- 4. Building reserves in the Capital Technology Fund.
- 5. Funding Other Post Employment Benefits (OPEB).
- F. Departments may request carryover of certain line item budget balances from one fiscal year to the next for items or projects that were approved, but not completed in the current fiscal year, and/or for projects with ongoing contractual obligations. Requests must meet criteria established for allowable carryover, and are subject to review and approval by the Office of Administration.
- G. Line item reallocations between operating and capital accounts (other than road and building projects) are limited to \$10,000 per item or project. Line item reallocations between operating and road and building projects require county board approval.
- H. Line item reallocations between Personnel Services' accounts and other operating accounts in any amounts should be discussed with the county administrator prior to submitting the budget amendment.
- I. All funds and their associated transactions are monitored in the financial system regardless of the fund type involved, with the exception of funds maintained via county-approved checking accounts, such as the Veteran's Emergency Fund.

**Responsibility**

- A. The county board is responsible for the following:
  - 1. Adopting budgets for all government fund types per the timelines mandated by state statute.
  - 2. Approving amendments to the budget during the year to reflect countywide changes in financial condition and in revenue sources such as county program aid and new grant revenue streams.
  - 3. Approving all additional appropriations which result in the use of fund balance, unless there is specific legislation that allows for the use of funds without local Board approval. The use of fund balance in funds with specific legislation requires county administrator review and approval. After review, the county administrator may recommend further board action.
- B. The county administrator, or designee, is responsible for the following:

1. Developing the countywide budget and budget process.
2. Developing the county's capital improvement plans.
3. Recommending a proposed budget to the county board within the county board's guidelines.
4. Monitoring countywide revenue and expenditure levels and reviewing various financial indicators.
5. Providing reports to the county board on year-to-date financial status, as needed.
6. Authorizing line item changes, reallocations, and operating transfers within the budget providing they do not reduce the total county fund balance (unless approved by the board or by specific legislation); i.e., monies must come from increased current revenues, decreased current expenditures, or contingency, except for authorized use of the Mission Directed Budget (MDB) Savings program.
7. Recommending budget adjustments that may be necessary to reflect changes in financial conditions.
8. Approving requests for year-end carryover of previously authorized, but yet unspent budget items that meet established criteria without further county board action.

C. Departments are responsible for the following:

1. Preparing annual departmental budgets within the general budget framework and the county administrator's guidelines.
2. Managing budget allocations to provide programs and services within the authority of their positions.
3. Managing departmental revenues and expenditures as adopted or amended by the county board and/or the Office of Administration.
4. Preparing Requests for Board Action, including budget amendment information when changes in expenditure or revenue levels, including the use of fund balance, require county board approval.

5. Initiating budget amendment requests for line item reallocations between categories of expenditures and revenues to meet operational needs or clarify reporting, providing there is no net change in fund balance.
6. Managing their department with the number of full-time equivalent positions and the number of supervisory positions approved by the county board.
7. Developing five-year capital need projections for inclusion in the county's capital improvement plans.
8. Developing performance measures for their program/service areas to evaluate effectiveness of programs/services and support continuous improvement efforts.
9. Monitoring trends and legislative changes for each respective department's financial condition which may impact their program/service area, and communicating this information to the county administrator.
10. Submitting requests for year-end carryover of unspent budget items to the Office of Administration following established criteria for allowable carryovers.

**Source**

County Board actions on August 29, 2000, December 16, 2003, July 26, 2005  
Replaces county Policy #14017  
County Board action March 23, 2010  
County Board action June 25, 2013  
County Board action January 19, 2016

## CAPITAL ASSETS

### Policy

All capital assets acquired by the county through purchase, construction, lease-purchase, installment agreements, eminent domain, foreclosure, or gifts are accounted for, assigned, used, and disposed of appropriately to serve the public interest.

#### Definitions

##### A. Capital Asset

A capital asset is recognized when an acquisition meets one or more of the following conditions:

1. It is tangible or intangible with a useful life of more than one year.
2. Its total purchase price is greater than or equal to \$5,000 or if the asset is used in a cost allocation.
3. It is an addition or attachment to a capital asset which improves the usefulness of an existing asset or extends its useful life.
4. Any expenditure relating to capital improvement projects (CIP) are capitalized, regardless of the amount. These expenditures typically are paid from the 400 series funds, but may be paid from other funds as well.

##### B. Controllable Asset

A controllable asset has the same defining attributes as a capital asset, except its value is less than \$5,000.

1. Controllable assets fall within the following categories:

- a. Items that require special attention to ensure legal compliance.
- b. Items that require special attention to protect public safety and avoid potential liability.
- c. Items that require special attention to compensate for a heightened risk of theft (“walk-away” items).

**C. Non-Capitalized Items**

This comprises all other expenditures of the county that do not fall under the definitions of a capital or controllable asset.

**D. Insurance**

The capital asset system classifies capitalized and controllable assets under the guidelines and requirements of the county’s insurance provider.

**Guidelines**

The county’s guidelines for managing capital assets are:

- A. To ensure compliance with state laws and county policies.
- B. To adhere to Generally Accepted Accounting Principles (GAAP) for proper recording, valuation, depreciation, useful lives and retirements.
- C. To maintain adequate records and asset valuation for insurance purposes.
- D. To ensure that the assigned custody of assets is properly recorded and updated.
- E. To establish the value of Capital or Controllable Assets.
  - 1. The original cost of a capital asset includes the following:

- a. Direct purchase price or construction cost as documented in invoices or other accounting records.
- b. Ancillary Costs incurred to place the asset in its intended location and/or condition for use, such as:
  - 1) Freight and transportation costs
  - 2) Sales tax
  - 3) Site preparation expenditures
  - 4) Professional fees
  - 5) Legal claims in relation to asset's acquisition
  - 6) Engineering expenses
  - 7) Contractor costs
- c. Estimated Cost  
If the original cost is not available, estimated fair market value at the time of acquisition is an acceptable practice.

Sources to determine fair market value include:

- 1) Recent sales of a similar asset
- 2) Price index table
- 3) Market appraisal
- 4) Outside vendor

F. To ensure that assets are properly disposed of or sold after they are no longer useful for county purposes.

1. Disposals of Capital, Controllable, and Non-Capitalized Items

A capital or controllable asset and a non-capitalized expenditure can only be disposed of with the consent of the appropriate authority within that department.

a. Surplus Property

Surplus property describes an asset or non-capitalized equipment which is no longer usable to a particular department.

b. Sale of Capital or Controllable Assets and Non-Capitalized Items

All items to be sold are subject to the requirements described in Minnesota State Statute. Items sold through an auction follow the guidelines stated in the county's Policy #1903, County Auctions.

c. Trade-ins

A current asset is exchanged for a new asset to help reduce the cost of the asset being purchased.

d. Obsolescence

Obsolescence is recognizing an asset is no longer practical or useful for the purposes for which it was originally acquired.

e. Lost, Stolen or Damaged Beyond Repair

G. To evaluate whether an improvement to an asset should be capitalized.

1. Capitalization of improvements occurs when the improvement causes the asset to become more efficient or increases the assets useful life. Other expenditures that are not capitalized are considered maintenance or repair only, adding no additional value to the asset.

**Responsibility**

It is the responsibility of the county's departments to ensure all aspects of this policy are implemented in the following areas:

A. Building Services

1. Managing disposals of capital or controllable assets and non-capitalized items.

B. Accounting and Finance Department

1. Developing procedures to maintain asset records.

2. Recording capital asset additions and disposals.
3. Valuing of assets.
4. Calculating depreciation.
5. Ensuring compliance with GAAP requirements.
6. Establishing useful lives.

C. Information Technology

1. Managing capital and controllable computer related technology assets that were purchase by Information Technology.
2. Recycling of select capital and controllable computer related technology assets purchased from the Capital Technology Fund (416).

D. County Departments

1. Reporting additions to the Accounting and Finance Department.
2. Managing and recording controllable assets, which includes:
  - a. Entering, disposing and transferring controllable assets in the financial accounting system.
  - b. Certifying to the Accounting and Finance Department that all controllable asset records are up-to-date in financial accounting system.
3. Authorizing and reporting disposals to Building Services and Accounting and Finance.
4. Transferring and maintaining all assets.

5. Performing an annual physical inventory of all assets before year-end.
6. Informing Human Resources of insurance changes on items in their area with regards to vehicles, road equipment, buildings, etc

**E. Human Resources/Risk Management**

1. Notifying insurance company of changes to the policy when notification is received from the departments.
2. Providing adequate insurance coverage.
3. Supplying insurance schedules to county departments on an annual basis, for the purpose of verifying existing coverage.

**F. The internal auditor shall periodically test inventories of assets.**

**[Procedures](#)**

**Source**

County Board motion on April 22, 1986  
County Board motion on October 15, 2002  
County Board motion on November 22, 2005  
County Board motion on March 23, 2010  
County Board motion on January 26, 2016

## **CAPITAL IMPROVEMENT PLAN**

### **Policy**

To develop a Capital Improvement Plan that incorporates funding strategies and planning that provides long-lasting county infrastructure while maintaining financial soundness.

### **Guidelines**

- A. The county will develop a rolling multi-year plan for capital improvements and update it annually.
- B. The county will identify the estimated cost and potential funding sources for each capital project proposal before it is submitted to the County Board for approval and in that process determine the most effective financing method for the proposed project.
- C. Capital funding needs are met using a variety of methods including general revenues derived from the property tax levy, bond proceeds, the Capital Repair Fund, federal and state grants, state aid, and fund balance. Debt will be issued under the guidelines in the County Debt Policy #2401.
- D. The county will fund capital improvements in accordance with the adopted capital improvement plan. Capital projects, not funded in an adopted capital budget, require county board approval.
- E. The county will coordinate development of the capital improvement budget with the development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.

- F. The county will use inter-governmental assistance to finance only those capital improvements consistent with the capital improvement plan and county priorities, and who's operating and maintenance costs have been included in operating budget forecasts.
- G. The county will maintain its infrastructure at a level that minimizes future maintenance and replacement costs and protects the safety of its residents.

**Responsibility**

- A. Departments are responsible for submitting capital improvement requests to the Office of Administration.
- B. The Office of Administration is responsible for coordinating the Capital Improvement Plan, recommending a proposed plan to the County Board, and ensuring its consistency with the annual operating budget.

**Source**

County Board action July 26, 2005  
County Board action December 8, 2009

## DEBT POLICY

### Policy

The county issues debt based on the needs identified in a five-year Capital Improvement Plan and in accordance with a comprehensive long-term financial plan that minimizes fluctuations in annual levy committed to advance and maintain the infrastructure of the county.

### Guidelines

- A. Projects considered for public debt follow statutory requirements, including but not limited to public hearings, submission to state agencies, and consultations with other municipalities.
- B. The county may issue long-term debt for capital improvements or projects that cannot be financed from current revenues or resources.
- C. The county only uses long-term debt financing when all of the following conditions exist:
  - 1. The project is a capital improvement and is part of a long-term capital improvement plan;
  - 2. Future citizens will receive a benefit from the improvement; and
  - 3. The county's available financial resources and capital investment needs makes it necessary and expedient.
- D. The county will not incur long-term debt to support current operations. The county only uses short-term bonding to finance operating needs in the case of an extreme financial emergency that is beyond the county's control or reasonable ability to forecast or to take advantage of a special economic condition related to the acquisition or construction of a project.

- E. Equipment with a useful life of greater than three years may be financed through leases or capital notes. Purchases financed with capital notes must exceed \$100,000.
- F. The county limits the amount of total general obligation debt as follows:
  - 1. Limit net debt to no more than 3% of the last certified market value by the Department of Revenue, in accordance with state statute; and
  - 2. Limit amount of annual debt service tax levy to:
    - a. Less than 12.5% of total general expenditures (for the purposes of this policy, includes the General Funds, Special Revenue Funds, and Debt Service Funds); and
    - b. Up to 15% of the total county gross levy.
- G. The county uses the following practices when issuing debt:
  - 1. Issues bonds with terms no longer than the economic useful life of the project;
  - 2. Schedules maturities not to exceed projected revenue streams for self-supporting bonds;
  - 3. When possible, schedules debt payments to coincide with the county's levy collections to minimize the negative impacts on investments; and
  - 4. Verifies project viability and adequacy of funding to complete the capital improvement or project.
- H. The county uses both levy and reserves from the Debt Service Fund to attain the 105% pledge limit required by state statute. Annually, the county administrator recommends to the county board the appropriate amounts.
- I. The cost of issuance of new bonds is considered part of the project cost and is deducted from the proceeds to determine the net bond proceeds available for the projects as part of the budget process.
- J. The county will consider the impact of the new bond issuances on its bond rating.

- K. In addition to any specific policy, these guidelines will also apply to any agency that requests use of the county's general obligation backing.
  - 1. The agency will submit its proposal to the county prior to issuing the debt to allow the county sufficient time to complete a diligent review of the request and formulate a county position.
  - 2. All proposals will be reviewed by the county's finance committee, a professional municipal advisor and/or bond counsel, as deemed appropriate for the particular bond issue.
  - 3. The agency will provide at least quarterly project-specific reports to the accounting and finance director and annual updates to the county board that include the agency's ability to cover its annual debt service obligations.
  - 4. Any cost incurred during the review process will be charged to the entity or jurisdiction making the request. The charge may be waived by the county board if the project has a countywide benefit.

**Responsibility**

- A. The county administrator and Accounting and Finance Department shall review the issuance of debt and make recommendations to the finance committee for action.
- B. The Accounting and Finance Department will calculate the fund balance percentage using the rating agency methodology by including both restricted and unrestricted fund balance unless there is reason to believe the restricted portions are not usable for operating purposes divided by the total revenues excluding any other financing sources.
- C. The finance committee reviews each proposal for public debt and makes a recommendation for action to the county board.
- D. The county board reviews and acts on all requests for the issuance of debt or for a pledge of the county's general obligation backing.

- E. Based upon board approval, the Accounting and Finance Department coordinates the bond issuance process, including the preparation of the financial package to obtain bond ratings and all required public hearings prior to final approval.
- F. The county administrator and Accounting and Finance Department will report to the appropriate regulatory agencies to comply with state statutes.

**Source**

M.S. 475.53, Sub. 1, M.S. 475.61, and M.S. 549.09  
County Board actions May 24, 1994; April 24, 1996; April 3, 2001; July 26, 2005;  
March 2, 2010; January 19, 2016  
Replaces county Policies #2021 and #2018

## **FISCAL POLICY**

### **Policy**

The mission of Washington County in the area of financial management is to provide fiscal integrity through sound management practices. Fiscal policies in a governmental setting are governed by generally accepted accounting principles (GAAP), federal and state statutes, and county board policies. The diverse nature of governmental operations and the necessity of assuring legal compliance require a variety of bases of accounting be used within the same government entity. A government entity is accounted for through funds and account groups, each separately accounting for assets, liabilities, equity, revenues, and expenditures, and/or other balances.

### **Guidelines**

- A. The county maintains accounting systems and internal controls that allow it to:
  - 1. Protect and manage the assets and liabilities of the county;
  - 2. Process receipts and disbursements of county resources.
  - 3. Prepare financial statements in conformance with GAAP;
  - 4. Present fairly, and with full disclosure, the financial operations of the funds and account groups of the county in conformity with GAAP; and
  - 5. Determine and demonstrate compliance with financially-related legal and contractual provisions.
  
- B. The financial management system is organized and operated on a fund basis. A fund is a fiscal and accounting entity with a self-balancing set of accounts that comprise its assets, liabilities, fund equity, revenues, and

expenditures. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The county will establish only the minimum number of funds necessary to comply with legal and operating requirements.

- C. The county achieves the objectives of governmental fund accounting by accounting for fixed assets and long-term liabilities in funds or account groups.
  - 1. Fixed assets related to proprietary funds are to be accounted for through these funds. All other fixed assets are accounted for through the general fixed asset account group.
  - 2. Bonds, notes, and other long-term liabilities (e.g., for capital leases, pensions, judgments, and similar commitments) directly related to and expected to be paid from proprietary funds, are to be included in such funds. These are considered fund liabilities, even though the full faith and credit of the county may be pledged as assurance that the liabilities will be paid. These liabilities may include a mortgage or lien or specific fund properties or receivables.
  - 3. All other long-term indebtedness of the county is general long-term debt and can be accounted for in the general long-term debt account group.
- D. The county uses the modified accrual or cash basis of accounting, as appropriate, to measure financial position and operating results. Revenues are recognized when they become measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the related fund liabilities are incurred, except for principal and interest on general long-term obligations which are recognized when due. Compensated absences are considered expenditures when paid to employees. Earned but unpaid paid time off (PTO), vacation and sick leave that has vested, and sick leave that is expected to vest are shown in the general long-term debt account group. All other unvested sick leave is not reported in the financial statements. Encumbrances outstanding at year end are reported as reserved fund balances since they do not constitute expenditures or liabilities.
- E. The county adopts an annual budget to plan and control the financial operations of the governmental funds. The appropriations can be exceeded only through a budget amendment approved by the County Board. The financial management system provides for appropriate budgetary control at the department level. Budgetary comparisons

are included in the appropriate financial statements and schedules for governmental funds for which an annual budget has been adopted.

- F. The county compiles and maintains readily available financial reports to facilitate control of financial operations by management, the County Board, oversight by the state, and to respond to information requests from external agencies and residents. Additionally, a Comprehensive Annual Financial Report (CAFR) is compiled under generally accepted accounting principals as the official annual financial report.
- G. The county ensures that expenditures are properly authorized and documented, and that the corresponding services, materials, or equipment are received by the county prior to disbursement.
- H. The county accounts for all revenues received and deposits them in a timely manner. Funds are invested in conformance with the county's investment policy, state statutes, and federal regulations.
- I. The county maintains a centralized property control system to adequately safeguard county assets.

**Responsibility**

- A. The Accounting and Finance Department is responsible for administering practices that implement the fiscal policies.
- B. The Finance Committee is charged with the responsibility of monitoring all fiscal policies.

**Source**

Washington County Board Resolution #83-112, dated October 11, 1983  
County Board Actions April 26, 1986; April 3, 2001, October 15, 2002, July 26, 2005  
Replaces county Policy #2002  
County Board action December 8, 2009

## FUND BALANCES

### Policy

The county believes sound financial management principles require that sufficient funds be retained by the county to provide a stable financial base at all times. To maintain this stable financial base, the county needs to have sufficient fund balances to fund cash flows, and to provide financial resources for unanticipated expenditures and/or revenue shortfalls.

### Guidelines

The county will manage the level of unrestricted fund balance to protect against the need to raise taxes and fees, or incur short-term borrowing, because of temporary revenue shortfalls or unpredicted one-time expenditures.

All funds, as determined by Generally Accepted Accounting Principles (GAAP) and reported in the county's annual financial statements, shall use the following guidelines to manage appropriate fund balance levels:

A. Fund Balance Classifications:

The county's reporting and communication relating to fund balance will utilize the following hierarchical fund balance classification structure:

*Restricted:*

1. Non-spendable: fund balance amounts that cannot be converted to cash, such as inventories or prepayments, or are legally or contractually required to be maintained intact.
2. Restricted: fund balance amounts that have externally imposed constraints placed on their use which are legally enforceable.

*Unrestricted:*

3. Committed: fund balance amounts that have self-imposed constraints on items that can be used only for the specific purposes as determined by formal action of the county board. Amounts within this category require the same formal board action to remove the commitment.
4. Assigned: fund balance amounts that have self-imposed constraints to demonstrate intent, which can be established by board action or delegated by the county board to others.
5. Unassigned: fund balance amounts that are available for any public purpose. The county's general fund is the only fund that should report a positive unassigned fund balance as the remaining balance after all other amounts have been classified. Positive unassigned fund balances available in all other funds will be moved to the General Fund (Fund 110) as part of year-end closing procedures.

**B. Fund balance authorizations and resource flow.**

1. Commitments: any funds set aside as committed fund balance requires the passage of a resolution that must take place prior to December 31st. If the actual amount of the commitment is not available by December 31st, the resolution will state the process or formula necessary to calculate the actual amount as soon as the information is available.
2. Assignments: the county board authorizes the county administrator as the official authorized to assign fund balance to a specific purpose as approved by this fund balance policy.
3. Resource flow: when fund balance resources are available for a specific purpose in more than one classification, it is the county's policy to use the most restrictive funds first: restricted, committed, assigned, and unassigned as they are needed.
4. Intergovernmental loans: unrestricted county fund balance may be used to assist local municipalities with its share of project costs as long as the loan does not result in a negative aggregate unrestricted fund balance in the associated fund group. County assistance that is greater than \$500,000 and has a repayment term greater than three months is considered an intergovernmental loan. In cases where intergovernmental loans are used, the agreement documents shall state repayment terms that include interest payments at

least equal to the current rate of return on county investments. Intergovernmental loans shall be reviewed by the finance committee and require board approval; exceptions to the interest requirement will be at the discretion of the county board.

C. Fund Balance Targets.

1. The General Fund Group and Special Revenue Group.

- a. The aggregate unrestricted fund balance shall have a minimum and maximum target range of between 20% and 50% of the subsequent year's budgeted annual total expenditures of the General Fund Group and Special Revenue Group. This shall be determined as of December 31 of each year, after all adjustments to fund balance categories have been completed.
- b. If the aggregate unrestricted fund balance falls below the minimum target range, the county administrator will provide, to the county board, a written plan to restore minimum compliance.
- c. If the aggregate unrestricted fund balance amount exceeds the maximum target range, the excess amount, taken from the unassigned category, may be used, as recommended by the county administrator, to build reserves in appropriate capital funds, to finance high-priority projects requiring one-time funding, to lower the amount required from future bond sales, or to provide additional funding towards the county's Other Post-Employment Benefit (OPEB) liability.
- d. Unless noted below, the unrestricted fund balance in individual sub-funds within the General Fund Group shall be reviewed annually during the budget cycle. The county administrator and the responsible department as identified in policy #2803–Fund Descriptions will take necessary actions to maintain a fund balance that meets the intended needs of the individual sub-fund.
- e. Funds 114 (Solid/Hazardous Waste) and 115 (SCORE) shall have an aggregate restricted and unrestricted target range of 20% to 100% of the subsequent year's budgeted annual total expenditures unless a planned expenditure exists. These target levels will be reviewed jointly with the county administrator and the managing department, as identified in policy #2803-Fund Descriptions. The managing department will take necessary actions if the levels are anticipated to become out of target range.

2. The Capital Projects Fund Group.

- a. Unless noted below, the unrestricted fund balance in individual capital project funds shall be reviewed annually during the budget cycle. The county administrator and the responsible department as identified in policy #2803-Fund Descriptions will take necessary actions to maintain a fund balance that meets the intended needs of the individual capital fund.
- b. The minimum unrestricted fund balance of Fund 411 (Capital Repair Fund) should be maintained at a level equal to the five-year average of expenditures as reported in the most recently adopted Capital Improvement Plan (CIP) for the Capital Repair Fund area. The maximum fund balance should not exceed the total five-year expenditures as reported in the same Capital Improvement Plan (CIP) for the Capital Repair Fund area.
- c. The unrestricted fund balance of Fund 414 (Capital Road & Bridge Fund) should have a minimum and maximum target range of between 20% and 50% of the subsequent year's County Program Aid plus Wheelage Tax revenues budgeted in the Capital Road & Bridge Fund, unless a planned expenditure exists.
- d. The unrestricted fund balance of Fund 416 (Capital Technology Fund) should be maintained at a level equal to the five-year average of expenditures as reported in the most recently adopted Capital Equipment & Technology Plan (CETP) for the Capital Technology Fund area. The maximum fund balance should not exceed the total five-year expenditures as reported in the same Capital Equipment & Technology Plan (CETP) for the Capital Technology Fund area.
- e. If the unrestricted fund balance of the individual capital funds falls below the minimum targets as described above, the responsible department as identified in policy #2803-Fund Descriptions will provide, to the county administrator, a written plan to restore minimum compliance.
- f. If the unrestricted fund balance of the individual capital funds exceeds the maximum targets as described above, the excess amounts may be used as recommended by the county administrator to lower the amount required from future bond sales, to finance high-priority projects requiring one-time

funding, or to provide additional funding towards the county's Other Post-Employment Benefit (OPEB) liability.

- g. The aggregate restricted and unrestricted fund balance of the Capital Projects Fund Group should not be in a negative status at any time.

3. The Debt Service Fund Group.

- a. Fund balances shall be managed to meet the scheduled debt service obligations as they become due and to provide for the statutory (MS 475.61 Subd. 1) 5% excess amount, if that amount is not budgeted annually.
- b. Fund balance shall be managed to comply with tax exempt debt requirements as defined by the United States Internal Revenue Service.
- c. If the fund balance of the Debt Service Fund Group falls outside of the requirements stated above, the responsible department as identified in policy #2803-Fund Descriptions will provide, to the county administrator, a written plan to restore compliance.

**Responsibility**

- A. The accounting and finance director shall prepare reports that document the status of the fund balance as of December 31<sup>st</sup>, after all fund balance category adjustments have been finalized. This report shall be presented to the county administrator for review. After review, the county administrator may recommend finance committee review and county board approval.
- B. The county administrator may require cash flow analyses and corrective action plans from departments with responsibility for a fund as identified in Policy #2803-Fund Descriptions to satisfy the guidelines and intent of the policy.

- C. Departments with responsibility for a fund as identified in policy #2803-Fund Descriptions shall be required to provide annual budgets, and written action plans, if needed, regarding the fund balances for which they are responsible.
- D. Departments are responsible for managing within these budgets and plans and notifying the Department of Administration if they will not be able to accomplish the stated budgets or plan objectives.
- E. The County Board is responsible for approving the recommended use of excess fund balance above the maximum targets.

**Source**

MS 475.61 Subd. 1

County Board action July 26, 2005

County Board Approval December 8, 2011

County Board action January 19, 2016

## INTEREST INCOME

### Policy

Interest income derived from the county's pooled investments, shall be distributed according to the following guidelines.

### Guidelines

- A. The county allocates interest income from investments in two steps.
  - 1. Investment income is allocated to the general and capital improvement project funds as earnings are received.
  - 2. A percentage of interest income, based on average cash balances, is allocated monthly to other funds only when specifically directed by the County Board, state statute, federal regulation, or an external agreement.
- B. No interest is charged against any fund which has a deficit unless specifically directed by the County Board, state statute, or federal regulation.

### Responsibility

The Accounting and Finance Department is responsible for implementing this policy.

### Source

County Board Resolution #84-50

County Board actions February 14, 1984; May 22, 1984; April 3, 2001; April 21, 2003; July 26, 2005; March 2, 2010

Replaces county Policies #2004 and #2005

## **INVESTMENT POLICY AND GUIDELINES**

### **Policy**

Washington County invests its funds in a manner to sustain a reliable and solvent financial condition. This policy sets forth the investment and strategy guidelines for the investments of funds for Washington County (the "County") in order to achieve its goals of safety of capital, liquidity necessary to meet obligations, diversification, and yield consistent with County goals and market risks.

The investment program shall be operated in conformance with federal, state, and other legal requirements, including Minn. Stat. Chpts.118A and 466.07.

It is the policy of the County that the administration of its funds and the investment of those funds shall be handled as its highest public trust. Investments shall be made in a manner which provides the maximum security of principal through risk management and diversification while meeting the daily cash flow needs of the County and conforming to all applicable state and County laws.

The receipt of a market yield will be secondary to the requirements for safety and liquidity.

### **Scope**

This Policy applies to all the financial assets of Washington County. These funds are accounted for in the County's Comprehensive Annual Financial Report (CAFR) and all other funds that may be created are included under this Policy unless specifically excluded by the County Board.

This Policy does not apply to funds managed under separate pension investment programs such as Public Employees Retirement Association (PERA) and Other Post-Employment Benefits (OPEB), which are managed by the State Board of Investment.

## **Guidelines**

All investment transactions are to be made in good faith using professional judgment and care, conforming to the County's Investment Policy and all applicable governmental regulations, using the highest level of integrity and care to ensure the safety of the principal, and assuring derived interest earnings are managed and recorded properly.

The standard of care to be used in the investment process shall be the "prudent person standard" and shall be applied in the context of managing the overall portfolio, rather than a consideration as to the prudence of a single investment.

The "prudent person" standard states that,

*"Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."*

Investment staff acting in accordance with written procedures and this Investment Policy and exercising due diligence shall have protection afforded under Minn. Stat. Chapt. 466.07, Indemnification.

## **Portfolio Management**

The County will structure its portfolio(s) to manage market risks. Investments will be staggered or laddered to avoid undue concentration of assets in a specific maturity or market sector. Selected investments will be judged to provide stable income, reasonable liquidity, and reasonable market yield. The County manages market rate risk by limiting the length of maturity periods and recognizing the need for liquidity to meet daily cash obligations. Laddering security maturities and balancing investments between short-term and long-term periods assures proper timing of investments and reduces these risks. Funds may be pooled for investment purposes. The portfolio will recognize and reflect the unique needs of all the funds to assure that anticipated cash flows are matched with adequate investment liquidity.

The county limits its investments to maximum maturity of five (5) years. Investments over a five (5) year maturity should not exceed 10% of the overall portfolio value.

The portfolio will be designed on projected cash flows to provide for all anticipated liquidity needs of the County. Investments are to be chosen in a manner which promotes portfolio diversity by market sector, credit and maturity. The choice of high-credit quality government investments and high-grade, money market instruments are designed to assure the marketability of those investments should liquidity needs arise. The investment process shall be designed to produce a reasonable return commensurate with low-risk securities and designed to meet cash flow demands. Funds due to other taxing authorities are invested until the statutory settlement date, as prescribed by state statute.

- A. **Safety:** The preservation and safety of principal is the County's foremost objective. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio whether from security defaults or erosion of market value.
- B. **Liquidity:** Because the cash position of the County and its various programs fluctuate during the year, a reasonable portion of the investment portfolio must be liquid and a liquidity buffer maintained. The County considers liquidity as a priority, while still recognizing the need to obtain reasonable yield. The portfolio shall remain sufficiently liquid to enable the County to meet all reasonably anticipated expenditures.
- C. **Diversification:** Diversification of the portfolio is critical to spread risk. The portfolio will incorporate diversification by maturity and market sector and will include the use of a number of institutions and brokers for diversified market coverage and competition. The County will diversify its investment in an effort to avoid incurring unreasonable and avoidable risks regarding specific security types or individual financial institutions.
- D. **Yield:** After the above considerations have been met, the County will maximize its yield while assuring that maturity dates coincide with expenditure needs and assuring that reserve funds are fully invested.

### **Benchmark**

The overall portfolio shall have a maximum maturity investment of five (5) years with weighted average maturity of two and one half (2 ½) years. The overall risk in the portfolio shall be measured periodically against a benchmark of the one year Treasury Bill or Constant Maturity Treasury (CMT)<sup>1</sup> chosen to reflect the projected cash flow and the authorized portfolio limitations and authorized security types of the portfolio.

---

<sup>1</sup> When a one-year Treasury Bill is not being issued by the Treasury, the CMT is used to measure a comparable yield by combining treasury securities in the one year area. The information is easily accessible.

## **Portfolio Strategy**

The County may commingle funds for investment purposes while addressing the unique characteristics of the funds represented in the portfolios. The County will maintain a conservative but pro-active strategy and use a predominantly buy-and-hold strategy. The maximum maturity of any investment for County funds is five (5) years with a maximum weighted average maturity of two and one half (2 ½) years.

- a. **Operating funds and commingled portfolios containing operating funds** have as their primary objective to assure that anticipated cash flow needs are met with adequate investment liquidity. A liquidity buffer of at least 10% should be maintained at all times. The secondary objective is to obtain a reasonable yield with minimal volatility. This may be accomplished by purchasing high credit quality securities matched to known liabilities. Maximum maturities should be guided by known liabilities.
- b. **Debt service funds** shall be invested to ensure adequate funding for each consecutive debt service payment. Funds shall be invested in such a manner so as not to exceed an “unfunded” debt service date with the maturity of any investment. (An unfunded debt service date is defined as an interest or principal payment date that does not have cash or investment maturities targeted to satisfy said payment.)
- c. **Capital project or special purpose funds** shall have as their primary objective to assure that anticipated cash flows are matched with adequate investment liquidity. These portfolios should include at least 10% in liquid securities to allow for flexibility and unanticipated project outlays. The stated final maturity dates or securities held should not exceed the estimated project expenditure date.
- d. **Reserve Funds** shall have as their primary objective generation of incremental income through high credit quality investments.

## **Responsibility**

### **Investment Committee**

The county board established an investment committee via Resolution #2016-010. The investment committee is comprised of the county administrator, deputy county administrator, accounting and finance director, deputy accounting and finance director, property records and taxpayer services director or designee and the public works director or

designee. The investment committee shall meet at least twice per year to determine operational strategies and to monitor investment results. The investment committee shall include in its deliberation such topics as: economic outlook, portfolio diversification, maturity structure, risk, and performance of the portfolio.

The investment committee will review the semi-annual reports before forwarding them to the finance committee and board for presentation on an annual basis. The accounting and finance department will prepare a quarterly investment report for administration's review.

**Investment Officer(s)**

Management responsibility for the investment program is delegated through this Policy to the accounting and finance director. The accounting and finance director shall establish written procedures and controls for the operation of the investment program, consistent with County policy. Such procedures shall include explicit delegation of authority to individual employees responsible for investment transactions and documentation of investment transactions and holdings. The accounting and finance director remains responsible for all transactions undertaken and shall regulate the activities of investment officers.

All participants in the investment process shall seek to act responsibly as custodians of the public trust. Investment officers will avoid any transaction that might impair public confidence in the County's ability to govern effectively.

All investment officers shall be familiar with this policy and its underlying procedures. No investment officer may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the accounting and finance director.

**Investment Adviser**

The accounting and finance director may engage the services of one or more external investment managers to assist in the management of the County's investment portfolio in a manner consistent with the County's objectives. Such external managers may be granted discretion to purchase and sell investment securities in accordance with this investment policy. Such managers must be registered under the Investment Advisers Act of 1940.

The accounting and finance department is responsible for implementing this policy.

### **Training**

All investment officer(s) shall attend training within six (6) months of assuming responsibilities and attend investment training every successive two year period. Training shall be provided or endorsed by recognized professional organizations.

### **Ethics and Conflicts Of Interest**

Investment officers and others involved in the investment process shall follow the County's Code of Ethical Conduct Policy. Investment officers involved shall disclose in writing to the accounting and finance director any material financial interest in financial institutions that conduct investment transactions with the County or any personal financial/investment positions that could be related to the portfolio performance.

### **Authorized Investments**

The County manages credit risk through several strategies. In accordance with Minn. Stat. Chapt. 118A, the County authorizes investments only in those securities allowed by state law and further defined by this Policy. Investments authorized under Minn. Stat. Chapt. 118A are considered the safest investments in the market. The following is a list of the only authorized investment instruments in which County funds may be invested:

- A. Obligations of the United States government, its agencies and instrumentalities excluding mortgage-backed securities and with a stated final maturity of not to exceed five (5) years.
- B. Fully insured or collateralized depository certificates of deposit with banks doing business in any US state with a stated maturity not to exceed five (5) years and collateralized in accordance with this Policy.
- C. FDIC insured brokered certificates of deposit securities from any US state not to exceed five (5) years to maturity. Before purchase the investment officer must verify that the issuing bank is FDIC insured.
- D. Fully collateralized repurchase agreements with a defined termination date and executed under a written Bond Market Association Master Repurchase Agreement with a *primary dealer* as defined by the Federal Reserve. *Flex* repurchase agreements may be used for capital project funds but not to exceed the planned expenditure date of the funds.

- E. A1/P1 rated commercial paper, including asset-backed commercial paper, rated by two nationally recognized rating agencies and not to exceed 120 days to maturity. Commercial paper shall be diversified by issuer and industry with no more than 5% from any one issuer.
- F. Prime bankers acceptances, the issuing bank for which must have an A1/P1 or equivalent short term rating by one nationally recognized rating agency.
- G. General Obligations or Revenue Bonds of any US state or local government rated A or better by a nationally recognized rating agency not to exceed five (5) years to stated maturity.
- H. Fully Guaranteed Investment Contracts (GIC) not to exceed three years to stated maturity.
- I. AAA-rated SEC-rated money market funds striving to maintain a \$1 net asset value.
- J. Interest bearing and money market accounts in Minnesota banks (Minn. Stat. Chapt. 118A).
- K. Local Government Investment Pools (LGIP).

**Diversification**

The County shall diversify its portfolio by security type and institution to reduce reliance on any one issuer or financial institution and spread potential market risk. Risk of principal loss in the portfolio as a whole shall be minimized by diversifying investment types according to the following limitations.

<b><u>Investment Type</u></b>	<b><u>Max % of Portfolio</u></b>
U.S. Treasury Notes/Bonds/Bills	90%
U.S. Government Agencies	60%
Depository Certificates of Deposit	50%
Limit per financial institution	10%
Brokered Certificates of Deposit Securities	50%
Limit per financial institution	FDIC Coverage
Commercial Paper	
Operating Funds	20%
Limit per issuer	5%
Agency Tax Funds (Flowing Through County)	100%
Bankers Acceptances	20%
State and Local Debt Obligations	50%
Guaranteed Investment Contracts	20%
Repurchase Agreements	20%
Flex repurchase agreements by bond issue	100%
Money Market Mutual Funds	100%
Bank Time and Demand Deposits	100%

“Due to fluctuations in the aggregate surplus fund balance, maximum percentages for a particular issuer or investment type may be exceeded at a point in time subsequent to the purchase of a particular issuer or investment type. Securities need not be liquidated to realign the portfolio; however, consideration should be given to this matter when future purchases are made to ensure that appropriate diversification is maintained.”

**Internal Controls**

**Competitive Bidding Requirement**

All investment transactions will be made on a competitive basis. It is the policy of the County to require competitive bidding for all individual security purchases except for those transactions with money market mutual funds which are deemed to be made at prevailing market rates. At least three bids/offers must be obtained and documented for each transaction. County may use generally-accepted electronic methods of obtaining competitive bids/offers.

For those situations where it may be impractical or unreasonable to receive three bids for a transaction due to a rapidly changing market environment or to secondary market availability, documentation of a competitive market survey of comparable securities or an explanation of the specific circumstance must be included with the trade document. All bids received must be documented and filed for audit purposes.

**Delivery Versus Payment**

All security transactions will be cleared delivery versus payment (dvp) into the county's safekeeping institution. No County securities will be held by a broker or dealer. To perfect delivery versus payment the brokerage subsidiary of the County's safekeeping agent shall not be used as a broker. This assures County control of all its funds and assets.

**Change of Authorization or Rating**

The County will not be required to liquidate investments that were authorized by policy at the time of purchase. The investment officer shall monitor, on no less than a monthly basis, the credit rating on all authorized investments, requiring a rating, held in the portfolio based upon independent information from a nationally recognized rating agency.

If any security falls below the minimum rating required by Policy, the investment officer shall notify the accounting and finance director of the loss of rating, conditions affecting the rating and possible loss of principal with liquidation options available, within two days of the downgrade.

**Monitoring FDIC Status**

The investment officer shall monitor, on no less than a weekly basis, the status and ownership of all banks issuing brokered CD securities owned by the County based upon information from the FDIC.

If any bank has been acquired or merged with another bank in which brokered CDs are owned, the investment officer shall immediately liquidate any brokered CD which places the County above the FDIC insurance level.

**Cash Management and Cash Flow Analysis**

Effective cash management is recognized as essential to good fiscal management. Cash management is defined as the process of managing monies in order to ensure maximum cash availability. The County shall maintain a cash management program which includes a cash flow analysis process, collection of accounts receivable, prudent investment of its available cash, disbursement of payments in accordance with invoice terms and the management of banking services.

### **Safekeeping Services**

To protect its financial assets, the County uses delivery versus payments on each security transaction and contracts with an independent safekeeping institution to safe-keep securities owned by the County. The primary function of the safekeeping institution is to minimize all safekeeping risks associated with the manipulation, conversion, or unauthorized trading of county investments. A secondary function of the custodial agent may be to provide accurate information on trades of all assets.

The responsibilities of the safekeeping institution may be provided by the County's depository bank and are to be formalized in a service contract to include:

- A. Delivery on a DVP basis only. Securities are to be cleared and remain in the safekeeping account and identified with ownership by the County.
- B. No discretionary authority, control or responsibility with respect to the management or disposition of any County asset.
- C. No authority or responsibility to render investment advice with respect to any County asset,
- D. No fiduciary authority with respect to the County or its assets, and
- E. The safekeeping institution shall submit to the County, at least monthly a listing of all securities held for the County.

### **Authorized Broker/Dealers and Financial Institutions**

The accounting and finance department and/or investment advisers will maintain a list of broker/dealers authorized to do business with the County. Before transacting any business with the County every broker/dealer must provide the following information:

- an annual audited financial statement must be on file with the County
- policy certification form
- the individual broker and the firm's FINRA CRD number
- completed broker/dealer questionnaire

Before doing business with the County, a broker/dealer must (a) complete the broker/dealer questionnaire and (b) provide certification that the broker has reviewed the investment policies and objectives, as well as applicable state laws, and agrees to disclose potential conflicts of interest or risk to public funds that might arise out of the business transactions between the County and the broker/dealer. The broker/dealer shall further certify that it will institute reasonable controls to prevent it from selling the County an investment outside the County's investment authority as set by policy. An annual certification form will be obtained from each brokerage firm prior to transacting investments or whenever a modified and adopted investment policy is issued with material changes.

To the extent practical, all approved firms are given the opportunity to bid on deposits or investments on a regular basis but the County has no responsibility to transact business with any specific firm.

### **Collateralization**

Collateral for time and demand bank deposits is pledged to the County. Custodial credit risk in time and demand deposits is managed by ensuring that the County be covered by appropriate levels of FDIC insurance and/or collateral. All time and demand deposits of the County will be FDIC insured or collateralized in accordance with this Investment Policy and all applicable Minnesota laws in accordance with prudent financial management principles. All collateral will be held by an independent third party custodian outside the holding company of the pledging bank. The custodian will be approved by the County and a written collateral agreement with the pledging bank will be executed in accordance with FIRREA. (The agreement must be in writing and approved by resolution of the Bank Board or Bank Loan Committee.)

Collateral of 110% of the total deposits will be required daily and the custodian will report monthly to the County with a listing of collateral pledged. The County reserves the right to require substitute collateral if any collateral subsequently fails to meet the requirements set forth. The County will approve substitution after review.

The County will restrict its business to banks that are willing to meet the requirements set forth by state law and County Policy, for the County's protection in regard to safekeeping, delivery, and receipt. The County may reduce or halt deposits or investments with a particular institution, if reports indicate a deterioration of status or performance.

- A. All pledging institutions must monitor and maintain collateral to insure that the County's assets are properly collateralized in an amount equal to 110% of time and demand deposits including accrued interest.

- B. All banks must be members of FDIC and funds on deposit shall be insured by the Federal Deposit and Investment Corporation's (FDIC) as applicable.
- C. All collateral will be marked-to-market at least monthly and a report sent directly to the County from the custodian listing the collateral.

### **Authorized Collateral**

Only the following are authorized as collateral for the County for both time and demand deposits and repurchase agreements:

- Obligations of the US Government, its agencies and instrumentalities including mortgage-backed securities. Collateralized mortgage obligations (CMO) must pass the *bank test* as defined by the Federal Reserve,
- General debt obligations of any US State or its subdivisions and localities rated A or better by at least one nationally recognized rating agency.

### **Collateral for Repurchase Agreements**

Repurchase collateral is owned by the County. All repurchase agreements will be collateralized with a 102% margin. The collateral will be held by a custodian independent of the repurchase counter-party. Collateral will be marked-to-market daily and reported to the County at least weekly. All collateral will be delivered on a DVP basis. Authorized collateral will be in accordance with this Policy.

### **Reporting**

The accounting and finance director on behalf of the Investment Committee shall prepare and submit to the Board an investment report on no less than an annual basis provide a detailed list of the investments making up the portfolio and summary information which would describe to any knowledgeable reader of the report the makeup, performance and risks inherent in the portfolio. The report shall include at a minimum:

- detail on each investment position or security including final stated maturity date
- the beginning and ending amortized book value and market value of each position
- the change in overall market value in the portfolio (volatility measurement)
- the yield on each position

- the total earnings of the portfolio for the period
- the allocation by maturity date and market sector
- the dollar weighted average yield of the portfolio
- the yield on the benchmark for the comparable period

**Policy Adoption**

The County's Investment Policy shall be adopted by resolution of the county board. The investment committee shall periodically review the policy and shall make any recommended changes to the board.

**Source**

County Board action August 7, 2001, April 3, 2001, April 6, 2004  
Replaced Policies #2010 and #2019, July 26, 2005  
Replaced Policies #2302, #2303, and #2304, December 19, 2006  
County Board action December 8, 2009  
County Board action September 13, 2011  
County Board action January 26, 2016  
County Board action August 23, 2016

## **MISSION DIRECTED BUDGET (MDB) SAVINGS POLICY**

### **Policy**

The county adopted the Mission Directed Budget policy to reward departments for efficient management of funds by allocating a portion of the unassigned year-end excess revenues over expenses to fund special priority projects. This policy emphasizes the linkage of resources to programs and services that support the county's vision, mission, and goals. However, in times of fiscal stress the county board may elect to suspend the provisions of this policy in the interest of sound financial management.

Funding made available through this policy will be referred to as mission directed budget savings.

### **Guidelines**

- A. If budget reductions are implemented, or if there are limited year-end excess revenues over expenses from countywide operations, no mission directed budget savings will be allocated, as recommended by the county administrator.
- B. If there are year-end excess revenues over expenses, they will be allocated in the following manner:
  - 1. Twenty-five percent of the departmental year-end excess revenues over expenses will be allocated to the individual departments that experienced savings as departmental mission directed budget savings.
  - 2. Twenty-five percent of the departmental year-end excess revenues over expenses will be allocated to the countywide mission directed budget savings pool.
  - 3. Fifty percent of the departmental year-end excess revenues over expenses will be returned to the appropriate fund balances.

4. Exception: 100% of year-end excess revenues over expenses in the Building Services Division of the Public Works Department will be transferred to the Capital Repair Fund.
  5. If the county administrator finds that the county's fund balance meets or exceeds the appropriate level as guided by the county Policy #2801 Fund Balances, the county administrator may recommend to the board the portion of mission directed savings identified to be returned to the appropriate fund balances be allocated wholly or partially to help fund the county's post-retirement benefit liability (OPEB), to fund other high-priority projects, or be included in the countywide mission directed pool.
- C. Departments will be eligible to receive departmental mission directed budget savings and will contribute to the countywide mission directed budget savings pool based on a net positive amount returned to the unassigned fund balance as a result of actual revenues and transfers-in exceeding actual expenditures and transfers-out.
1. Effective with the 2015 mission directed budget allocation, departmental mission directed budget savings funding will be available for five years from the date the funds were first allocated.
  2. Funding from the mission directed budget savings program is allocated on a first-in, first-out method.
  3. Any unspent, unallocated departmental mission directed budget savings remaining at the end of the five-year period will be reallocated to the countywide mission directed budget savings pool as part of year-end procedures.
- D. Year-end excess revenues over expenses are measured at the appropriate department or division level.
- E. Mission directed budget savings should be used for activities that assist the county in supporting the county's vision, mission, and goals. Projects that have a countywide or multi-departmental benefit will be given priority for funding from the countywide mission directed savings pool. Departmental mission directed budget savings may be utilized to pay for staff or ongoing costs if there is a plan on how to fund those costs within the department's operating budget in future years. Mission directed budget savings may be utilized for up to three years of ongoing staff costs for pilot projects or positions that are identified as special projects. The departmental mission directed budget savings balance for a department that is proposing to cover more than one year of costs must have the total funds needed for the project prior to its approval.

- F. Departments proposing to use their departmental mission directed budget savings to fund projects must submit, to the Office of Administration, a request explaining the project and its benefits. The county administrator or designee has final approval of the proposed expenditures and budget amendments.
- G. Any department may submit, to the Office of Administration, written proposals for funding through the countywide mission directed budget savings pool. The proposal must explain the project and how it supports the county's mission and goals, and identify the cost/benefit to the county.
- H. During the annual budget cycle, and at the recommendation of the county administrator, unallocated balances in the countywide mission directed budget savings pool may be used to fund high-priority projects.

**Responsibility**

- A. The county administrator approves the departmental mission directed budget allocation and associated departmental projects.
- B. The county board approves final countywide pool allocations and associated countywide projects.
- C. Departments will provide project updates to the Office of Administration, as needed.
- D. The Office of Administration will provide an annual status report to the county board of all outstanding departmental and countywide pool projects.

**Source**

County Board Resolution #93-043, dated April 20, 1993  
County Board motion on August 29, 2000; December 16, 2003; July 26, 2005  
Replaces county Policy #1401 MDB section  
County Board motion on February 5, 2008  
County Board motion on December 8, 2009  
County Board motion on February 26, 2013  
County Board motion on January 19, 2016

## BUDGET PROCESS

The Office of Administration is responsible for developing and managing the budget process for the county. Administration works closely with the departments and the County Board of Commissioners to develop the annual budget. The county's fiscal year runs concurrent with the calendar year.

As the lead in the budget process, Administration is also responsible for assuring that budget guidelines are followed and that submissions are accurate and complete. This is accomplished through budget review meetings with departments and monitoring of current year spending and revenues received.

The Office of Administration strives to keep the budget process outcome-based and focused on meeting departmental as well as countywide performance measures.

The County Board, on a majority vote, adopts the budget for the following year. The budget may be amended by a majority vote of the County Board or as authorized by budget policy.

### ***Budget Guidelines***

In early spring, a workshop is held with the County Board to seek direction on property tax levy amounts, fees, and expenditures. Guidelines are then issued to departments notifying them of County Board direction and what to assume for inflation rates, inter-departmental charges like rent, and common expenses like postage. An automated personnel

worksheet is utilized to update the projected costs of departments' full-time equivalents for any approved wage and benefit changes.

Departments also review all expected revenue streams including state and federal grants-in-aid. As part of their review of revenues, departments review fee schedules to ensure that fees achieve the approved recovery level. The Office of Administration then reviews each department's request and develops a proposed budget that addresses the policy direction received earlier from the County Board.

### ***County Board Review of Budget***

In early August, Administration presents the recommended budget to the County Board. In August, September, and October the County Board reviews budget presentations of all county departments and major impacts on the budget. Each presentation includes a discussion of the department's objectives, goals, performance measures, results and accomplishments, and key trends, as well as a review of its budget request for the upcoming year. These requests will reflect any changes the Office of Administration has made from its review. After reviewing the budgets, the County Board may make adjustments it deems necessary. Any County Board recommended change is then reflected in the automated budget module. Following a public meeting to seek resident input on the proposed budget, the County Board certifies the preliminary property tax levy. This levy must be certified to the

State of Minnesota by September 30 for the following year. After this date, the County Board can lower the property tax levy, but cannot increase it. A public hearing is held in early December to take public testimony on the proposed tax rate and levy changes for the following year. The County Board may make changes to the proposed budget at any of these meetings but must adopt the final budget and certify the final property tax levy amount by late December (a date specified in statute).

***Public Review of Budget***

The public is welcome to attend any of the County Board meetings for input, as well as the public budget meeting held prior to the adoption of the final budget in December. County Board meetings are also web-streamed live for those residents who are unable to attend meetings in person. Departmental budget presentations are posted to the county's website for public viewing throughout the budget process. Once the budget has been adopted, the full budget document is posted along with a budget in brief summary document.

***Budgeting Controls***

Budgetary control is maintained at the department level, and is subject to periodic review by the County's Finance Committee. The Finance Committee consists of two County Commissioners appointed by the Chair of the County Board, the County Administrator, the Accounting and Finance Director, the Internal Auditor, and the Deputy County Administrator/County Auditor. Open encumbrances are reported as assignments of fund balance as of December 31<sup>st</sup> of each year. The county

maintains budgetary controls to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the county's governing body. Activities of the General, Special Revenue, Debt Service, and Capital Funds are included in the annual appropriated budget.

***Budget Amendments***

Once the budget has been approved, departments may request budget amendments via a "Budget Change Request" form submitted to the Office of Administration, or through an electronic "Request for Board Action" process.

The budget may be amended for various reasons. Changes that increase or decrease the adopted budget typically require county board approval. Increases in revenue, primarily as a result of new grants or changes in grant awards, increases in expenditures funded by new revenues, and use of fund balance are the most common reasons for amending the budget and require board approval. The Board of Commissioner meeting agendas contain information on budget impacts and are posted to the county's website. Meetings are web-streamed live, which allows the public to view discussions on budget amendments made to the adopted budget.

Other reasons for budget amendments such as line item reallocations of existing budgets require department director sign-off followed by the Office of Administration review and approval. These types of amendments have a zero net effect on the adopted budget.

***Capital Improvement Plan Budget***

The county develops a five-year Capital Improvement Plan (CIP) that is updated annually. In July, departments submit the first year of their capital improvement requests as part of their budget submissions. The first year's capital requests are adopted as part of the final budget adoption in December. In August departments submit capital requests for the next four years ("out-years"). The capital requests for the budget year under development are discussed as part of departments' budget review meetings with the Office of Administration and County Board. Project priorities are originally assigned by the requesting department and re-prioritized during the budget review meetings based on available funding for all requested projects in that year. All requests are compiled separately and

discussed at a County Board workshop in November. Operating costs for new facilities and improvements are also estimated and included in the operating budget of the year the facility or improvement opens. A draft of the CIP is then sent to all communities in Washington County. The communities are typically given 30-45 days to review and comment on the draft. Any comments received are shared with the County Board, along with staff responses, at a public hearing to adopt the final five-year CIP in December.

The county publishes a separate five-year CIP document in addition to the budget document, and both can be viewed and printed from the county's website.

## 2019 BUDGET SCHEDULE

### County Budget Development

March 27	Leadership Meeting on 2018 Budget issues
March 12-16	Budget information and training sessions
March 12	Administration provides: <ul style="list-style-type: none"> <li>• Draft 2019 Budget Schedule</li> <li>• Access to <b>Non-Financial</b> forms: <ul style="list-style-type: none"> <li>○ Key Trends &amp; Challenges</li> <li>○ Results &amp; Accomplishments</li> <li>○ Performance Measurement</li> <li>○ Position Outcomes (if applicable)</li> </ul> </li> <li>• Access to <b>Financial</b> forms <ul style="list-style-type: none"> <li>○ Department / Division Budget Summary</li> <li>○ Department Budget Highlights</li> <li>○ Capital Requests / Supplemental Capital Requests</li> <li>○ Position Requests / Supplemental Position Requests</li> <li>○ FTE Summary</li> <li>○ Mandates &amp; Core Functions</li> </ul> </li> </ul>
March 26	Departments given 2019 preliminary base budgets with related budgetary guidelines, access to the Budget Module, and access to the Personnel Budget Worksheets (PBW) to begin developing 2019 departmental budget proposals
March 27	Board workshop on 2019 budget guidelines; Departments given levy targets following Commissioner’s input
May 4	Non-Financial forms due (see above for list)
June 1	All Departments’ budget information must be completed, including Budget Module, PBW, all Financial forms (see above for list), and Budget Summary Memo

- June 1 Budget Module and PBW access closes
- June 4 – 7 Proposed 2019 budget books assembled for administrative review

**Administrative Review**

- June 11– July 13 Budget hearings with departments to review proposed 2019 budget
- July 16 – 27 Administration conducts final review of departments’ proposed 2019 budgets
- July 30 – Aug 3 Proposed budget books prepared for Commissioners.

**County Board Review and Public Input**

- Aug. 7 Commissioners receive proposed budget books for review prior to budget presentations by departments
- Aug. 14 2019 Proposed Budget introduced to County Board; Internal Services and Community Development Agency (CDA) present budget decision points
- Aug. 21 Sheriff’s Office, Community Corrections, and Attorney’s Office present budget decision points
- Aug. 28 Community Services and Public Health & Environment present budget decision points
- Sept. 4 Property Records and Taxpayer Services and Library/Law Library present budget decision points
- Sept. 11 Public Works, Capital Funds, and Regional Rail Authority (RRA) present budget decision points
- Sept. 11 Workshop to discuss final recommended budget decisions
- Sept. 13 Departments submit “out-year” (2020-2023) capital projects to Administration for consideration in the 2019-2023 Capital Improvement Plan (CIP) document

Sept. 17 – 21	Meetings with departments to discuss proposed 2019-2023 CIP projects
Sept. 18	County Board approves 2019 preliminary levies (County, RRA, and CDA. CDA/RRA levy must be set by September 30 <sup>th</sup> annually)
Oct. 9	Board workshop with Public Works on 2019-2023 Capital Improvement Plan (CIP)
Oct. 23	Board workshop to discuss Conservation District and Watershed Management Organizations budgets

### Public Input, Review, and Adoption

Oct. 9	County Board approves draft 2019-2023 CIP for release to communities for review and comment
Nov. 13	Workshop to discuss final recommendations to the proposed 2019 budget
Dec. 4	Public budget review meeting (after 6 p.m. per statute)
Dec. 11	Public hearing to review comments on, and to adopt 2019-2023 CIP
Dec. 11	Adopt 2019 budget. Final property tax levy must be certified by December 30 <sup>th</sup>

*This page is intentionally left blank.*

# WASHINGTON COUNTY

## 2019 BUDGET

### Financial Summaries

#### Section C

*This page is intentionally left blank.*

## CONSOLIDATED FINANCIAL SCHEDULES

The following chart presents a summary of major Revenues, as well as Other Financing Sources, to provide an overview of the total resources budgeted by Washington County for the year 2019.

BUDGET SUMMARY - DEPARTMENT BY FUNDING SOURCE													
2019 BUDGET													
Department	Gross Property Tax Levy	Other Taxes	Licenses & Permits	Federal Grants/Aid	State Grants/Aid	Local Grants/Aid	Fees for Services	Fines & Forfeitures	Investment Earnings	Miscellaneous Revenue	Other Financing Sources	Planned Use/ (Contribution) of Fund Balance	Total
Accounting & Finance	\$1,946,800	\$0	\$0	\$0	\$0	\$0	\$377,000	\$0	\$0	\$3,000	\$0	\$0	\$2,326,800
Administration	\$2,069,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,069,100
Attorney	\$6,051,900	\$0	\$0	\$0	\$200,000	\$0	\$519,000	\$57,000	\$0	\$0	\$0	\$0	\$6,827,900
Capital Projects Group	\$739,200	\$4,400,000	\$0	\$11,487,800	\$16,842,100	\$11,496,000	\$0	\$0	\$0	\$25,000	\$34,344,000	\$379,800	\$79,713,900
Commissioners	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$456,600	\$456,600
Community Corrections	\$8,419,600	\$0	\$0	\$0	\$2,682,600	\$0	\$361,300	\$0	\$0	\$250,000	\$10,000	\$0	\$11,723,500
Community Services	\$20,566,300	\$0	\$0	\$15,271,100	\$10,619,800	\$0	\$2,359,900	\$0	\$0	\$172,800	\$2,200	\$43,800	\$49,035,900
Debt Service	\$16,008,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$1,043,600)	\$14,964,600
General / County Operations	\$4,055,300	\$847,000	\$0	\$890,900	\$816,000	\$0	\$65,000	\$10,900	\$2,595,900	\$484,600	\$0	(\$1,106,700)	\$8,658,900
Gold Line	\$0	\$7,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$7,219,300)	\$280,700
Human Resources	\$1,879,400	\$0	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$1,904,400
Information Technology	\$7,719,000	\$0	\$0	\$0	\$0	\$0	\$10,400	\$0	\$0	\$100	\$455,800	\$0	\$8,185,300
Library / Law Library	\$7,862,300	\$0	\$0	\$0	\$0	\$180,000	\$51,000	\$260,000	\$13,200	\$156,000	\$15,000	\$0	\$8,537,500
Property Records & Taxpayer Services	\$3,250,300	\$370,000	\$2,624,700	\$0	\$0	\$0	\$3,536,700	\$0	\$0	\$0	\$847,500	(\$15,300)	\$10,613,900
Public Health & Environment	\$2,439,900	\$7,424,500	\$1,445,200	\$1,556,800	\$3,267,500	\$204,200	\$1,726,000	\$0	\$81,600	\$12,800	\$187,700	\$648,500	\$18,994,700
Public Works / Parks	\$9,037,700	\$180,000	\$958,000	\$0	\$5,785,400	\$350,000	\$405,600	\$0	\$0	\$9,225,300	\$0	\$26,800	\$25,968,800
Regional Rail Authority	\$660,000	\$39,000	\$18,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$717,500
Sheriff / Public Safety Radio	\$27,130,700	\$0	\$0	\$481,800	\$2,054,900	\$0	\$6,772,900	\$6,500	\$1,200	\$132,500	\$444,200	\$101,400	\$37,126,100
<b>Total Funding Source:</b>	<b>\$119,835,700</b>	<b>\$20,760,500</b>	<b>\$5,046,400</b>	<b>\$29,688,400</b>	<b>\$42,268,300</b>	<b>\$12,230,200</b>	<b>\$16,209,800</b>	<b>\$334,400</b>	<b>\$2,691,900</b>	<b>\$10,462,100</b>	<b>\$36,306,400</b>	<b>(\$7,728,000)</b>	<b>\$288,106,100</b>

**CONSOLIDATED FINANCIAL SCHEDULES**

The following chart presents a summary of major Revenues and Expenditures, as well as Other Financing Sources/(Uses), to provide an overview of the total resources budgeted by Washington County for the year 2019, by Major and Non-Major fund type.

<b>BUDGET SUMMARY - DEPARTMENT SOURCES AND USES BY MAJOR AND NON-MAJOR FUNDS</b>						
<b>2019 BUDGET</b>						
	Major Funds				Non-Major Fund	Total
	General Fund Group	Capital Funds	Debt Service Fund	Gold Line Fund	Regional Rail Fund	
<b>Sources of Funds:</b>						
Gross Property Tax Levy	\$102,428,300	\$739,200	\$16,008,200	\$0	\$660,000	\$119,835,700
Other Taxes	\$8,821,500	\$4,400,000	\$0	\$7,500,000	\$39,000	\$20,760,500
Licenses & Permits	\$5,027,900	\$0	\$0	\$0	\$18,500	\$5,046,400
Federal Grants/Aid	\$18,200,600	\$11,487,800	\$0	\$0	\$0	\$29,688,400
State Grants/Aid	\$25,426,300	\$16,842,000	\$0	\$0	\$0	\$42,268,300
Local Grants/Aid	\$734,200	\$11,496,000	\$0	\$0	\$0	\$12,230,200
Fees for Services	\$16,209,800	\$0	\$0	\$0	\$0	\$16,209,800
Fines & Forfeitures	\$334,400	\$0	\$0	\$0	\$0	\$334,400
Investment Earnings	\$2,691,900	\$0	\$0	\$0	\$0	\$2,691,900
Miscellaneous Revenues	\$10,437,100	\$25,000	\$0	\$0	\$0	\$10,462,100
Other Financing Sources	\$1,962,400	\$34,344,000	\$0	\$0	\$0	\$36,306,400
Planned Use/(Contribution) of Fund Balance	\$155,100	\$379,800	(\$1,043,600)	(\$7,219,300)	\$0	(\$7,728,000)
<b>Total Financial Sources by Fund:</b>	<b>\$192,429,500</b>	<b>\$79,713,800</b>	<b>\$14,964,600</b>	<b>\$280,700</b>	<b>\$717,500</b>	<b>\$288,106,100</b>
<b>Uses of Funds:</b>						
Accounting & Finance	\$2,326,800	\$0	\$0	\$0	\$0	\$2,326,800
Administration	\$2,069,100	\$0	\$0	\$0	\$0	\$2,069,100
Attorney	\$6,827,900	\$0	\$0	\$0	\$0	\$6,827,900
Capital Projects	\$0	\$79,713,800	\$0	\$0	\$0	\$79,713,800
Commissioners	\$456,600	\$0	\$0	\$0	\$0	\$456,600
Community Corrections	\$11,723,500	\$0	\$0	\$0	\$0	\$11,723,500
Community Services	\$49,035,900	\$0	\$0	\$0	\$0	\$49,035,900
Debt Service	\$0	\$0	\$14,964,600	\$0	\$0	\$14,964,600
General / County Operations	\$7,189,700	\$0	\$0	\$0	\$0	\$7,189,700
Gold Line	\$0	\$0	\$0	\$280,700	\$0	\$280,700
Human Resources	\$1,904,400	\$0	\$0	\$0	\$0	\$1,904,400
Information Technology	\$8,185,300	\$0	\$0	\$0	\$0	\$8,185,300
Library / Law Library	\$8,537,500	\$0	\$0	\$0	\$0	\$8,537,500
Property Records & Taxpayer Services	\$10,063,900	\$0	\$0	\$0	\$0	\$10,063,900
Public Health & Environment	\$18,994,700	\$0	\$0	\$0	\$0	\$18,994,700
Public Works / Parks	\$25,181,700	\$0	\$0	\$0	\$0	\$25,181,700
Regional Rail Authority	\$0	\$0	\$0	\$0	\$717,500	\$717,500
Sheriff / Public Safety Radio	\$37,126,100	\$0	\$0	\$0	\$0	\$37,126,100
Other Financing Uses	\$2,806,400	\$0	\$0	\$0	\$0	\$2,806,400
<b>Total Financial Uses by Fund:</b>	<b>\$192,429,500</b>	<b>\$79,713,800</b>	<b>\$14,964,600</b>	<b>\$280,700</b>	<b>\$717,500</b>	<b>\$288,106,100</b>
<b>Fund Balance January 1, 2019 (unaudited)</b>	<b>\$149,632,800</b>	<b>\$9,290,000</b>	<b>\$14,260,900</b>	<b>\$25,941,800</b>	<b>\$1,645,500</b>	<b>\$200,771,000</b>
<b>Adopted Increase (Decrease) in Fund Balance</b>	<b>(\$155,100)</b>	<b>(\$379,800)</b>	<b>\$1,043,600</b>	<b>\$7,219,300</b>	<b>\$0</b>	<b>\$7,728,000</b>
<b>Estimated Fund Balance December 31, 2019</b>	<b>\$149,477,700</b>	<b>\$8,910,200</b>	<b>\$15,304,500</b>	<b>\$33,161,100</b>	<b>\$1,645,500</b>	<b>\$208,499,000</b>
Estimated percent change in fund balance:	-0.10%	-4.09%	7.32%	27.83%	0.00%	3.85%

**THREE-YEAR  
CONSOLIDATED  
AND FUND  
FINANCIAL  
SCHEDULES**

The following schedules present consolidated information on Washington County's revenues and other financing sources, and expenditures and other financing uses for last three budget periods. This includes actuals for 2017, and adopted budgets for the two subsequent years, 2018 and 2019.

Information on this page is a combined statement for all appropriated funds. The schedules that follow this page represent a consolidated roll up of the General Fund Group (major), the Special Revenue Funds (one major; one non-major), the Capital Funds (major), and the Debt Service Funds (major).

In all schedules, revenues are presented by type and expenditures are presented by function.

**COMBINED BUDGET STATEMENT OF REVENUES AND EXPENDITURES  
2017 ACTUAL and 2018-2019 ADOPTED BUDGETS  
BY MAJOR AND NON-MAJOR GOVERNMENTAL FUND TYPE**

ALL FUNDS (MAJOR and NON-MAJOR)					
	2017 ACTUAL	Adopted 2018 BUDGET	Adopted 2019 BUDGET	Increase (Decrease) 2018-2019	Percentage Change 2018-2019
<b>REVENUES by SOURCE</b>					
Gross Property Tax Levy	\$106,377,600	\$114,419,800	\$119,835,700	\$5,415,900	5%
Other Taxes	\$14,207,200	\$10,843,500	\$20,760,500	\$9,917,000	91%
Licenses & Permits	\$4,673,800	\$4,945,700	\$5,046,400	\$100,700	2%
Federal Grants/Aid	\$17,802,300	\$17,378,500	\$29,688,400	\$12,309,900	71%
State Grants/Aid	\$36,742,200	\$41,634,600	\$42,268,300	\$633,700	2%
Local Grants/Aid	\$34,395,800	\$6,899,100	\$12,230,200	\$5,331,100	77%
Fees for Services	\$17,216,400	\$15,701,600	\$16,209,800	\$508,200	3%
Fines & Forfeitures	\$393,800	\$239,000	\$334,400	\$95,400	40%
Investment Earnings	\$3,673,000	\$1,990,300	\$2,691,900	\$701,600	35%
Miscellaneous	\$10,580,600	\$10,428,000	\$10,462,100	\$34,100	0%
Total Revenues:	\$246,062,700	\$224,480,100	\$259,527,700	\$35,047,600	
<b>OTHER FINANCING SOURCES</b>					
Bond Proceeds, Discounts, Premiums	\$46,725,400	\$0	\$33,500,000	\$33,500,000	-
Interfund Transfers In	\$3,751,200	\$2,154,800	\$2,806,400	\$651,600	30%
Planned Use/(Contribution) of Fund Balance	\$22,002,000	(\$2,372,200)	(\$7,728,000)	(\$5,355,800)	226%
Total Other Financing Sources:	\$72,478,600	(\$217,400)	\$28,578,400	\$28,795,800	
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<b>\$318,541,300</b>	<b>\$224,262,700</b>	<b>\$288,106,100</b>	<b>\$63,843,400</b>	
<b>EXPENDITURES by FUNCTION</b>					
Conservation of Natural Resources	\$216,500	\$162,700	\$2,687,700	\$2,525,000	1552%
Culture & Recreation	\$15,608,700	\$13,243,000	\$13,586,500	\$343,500	3%
Economic Development & Housing	\$2,992,300	\$2,904,400	\$2,903,400	(\$1,000)	0%
General Government	\$30,229,600	\$30,401,600	\$33,950,800	\$3,549,200	12%
Health	\$9,417,500	\$9,670,600	\$10,209,500	\$538,900	6%
Human Services	\$40,823,800	\$43,691,100	\$45,747,100	\$2,056,000	5%
Other Current Expenditures	\$7,105,200	\$7,484,900	\$7,758,400	\$273,500	4%
Public Safety	\$50,526,300	\$51,718,300	\$55,677,500	\$3,959,200	8%
Sanitation	\$7,604,900	\$7,889,500	\$8,597,500	\$708,000	9%
Streets & Highways	\$11,473,100	\$12,220,500	\$12,704,900	\$484,400	4%
Regional Rail Authority	\$900,300	\$821,300	\$717,500	(\$103,800)	-13%
Debt Service:	\$0	\$0	\$0	\$0	
Principal Retirement	\$93,703,600	\$9,715,000	\$10,975,000	\$1,260,000	13%
Interest and Fiscal Charges	\$9,251,400	\$3,834,600	\$3,989,600	\$155,000	4%
Streets & Highways Capital Outlay	\$25,195,400	\$26,607,400	\$75,295,500	\$48,688,100	183%
All Other Capital Outlay	\$9,741,500	\$1,743,000	\$498,800	(\$1,244,200)	-71%
Total Expenditures:	\$314,790,100	\$222,107,900	\$285,299,700	\$63,191,800	
<b>OTHER FINANCING USES</b>					
Interfund Transfers Out	\$3,751,200	\$2,154,800	\$2,806,400	\$651,600	30%
<b>TOTAL EXPENDITURES AND OTHER FINANCING USES</b>	<b>\$318,541,300</b>	<b>\$224,262,700</b>	<b>\$288,106,100</b>	<b>\$63,843,400</b>	
<b>Excess of Revenues and Other Uses Over (Under ) Expenditures</b>	\$0	\$0	\$0	\$0	
<b>FUND BALANCE (Unaudited)</b>					
Fund Balance January 1, 2019			\$200,771,000		
Estimated Fund Balance December 31, 2019			\$208,499,000		
<b>Estimated Percent Change</b>			<b>3.85%</b>		

**COMBINED BUDGET STATEMENT OF REVENUES AND EXPENDITURES  
2017 ACTUAL and 2018-2019 ADOPTED BUDGETS  
BY MAJOR AND NON-MAJOR GOVERNMENTAL FUND TYPE**

GENERAL FUND GROUP (MAJOR)				
	2017 ACTUAL	Adopted 2018 BUDGET	Adopted 2019 BUDGET	Increase (Decrease) 2018-2019
<b>REVENUES by SOURCE</b>				
Gross Property Tax Levy	\$89,275,200	\$96,365,000	\$102,428,300	\$6,063,300
Other Taxes	\$9,286,800	\$8,604,500	\$8,821,500	\$217,000
Licenses & Permits	\$4,671,900	\$4,940,200	\$5,027,900	\$87,700
Federal Grants/Aid	\$17,354,200	\$17,193,800	\$18,200,600	\$1,006,800
State Grants/Aid	\$23,538,300	\$24,189,600	\$25,426,300	\$1,236,700
Local Grants/Aid	\$645,900	\$558,000	\$734,200	\$176,200
Fees for Services	\$16,133,600	\$15,701,600	\$16,209,800	\$508,200
Fines & Forfeitures	\$393,800	\$239,000	\$334,400	\$95,400
Investment Earnings	\$3,241,000	\$1,990,300	\$2,691,900	\$701,600
Miscellaneous	\$10,533,100	\$10,403,000	\$10,437,100	\$34,100
Total Revenues:	<u>\$175,073,800</u>	<u>\$180,185,000</u>	<u>\$190,312,000</u>	<u>\$10,127,000</u>
<b>OTHER FINANCING SOURCES</b>				
Bond Proceeds, Discounts, Premiums	\$0	\$0	\$0	\$0
Interfund Transfers In	\$1,060,200	\$930,300	\$1,962,400	\$1,032,100
Planned Use/(Contribution) of Fund Balance	(\$3,262,200)	(\$1,119,000)	\$155,100	\$1,274,100
Total Other Financing Sources:	<u>(\$2,202,000)</u>	<u>(\$188,700)</u>	<u>\$2,117,500</u>	<u>\$2,306,200</u>
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<u><b>\$172,871,800</b></u>	<u><b>\$179,996,300</b></u>	<u><b>\$192,429,500</b></u>	<u><b>\$12,433,200</b></u>
<b>EXPENDITURES by FUNCTION</b>				
Conservation of Natural Resources	\$168,700	\$162,700	\$187,700	\$25,000
Culture & Recreation	\$11,055,700	\$11,697,900	\$11,925,500	\$227,600
Economic Development & Housing	\$2,992,300	\$2,904,400	\$2,903,400	(\$1,000)
General Government	\$28,995,900	\$30,401,600	\$33,911,600	\$3,510,000
Health	\$9,417,500	\$9,670,600	\$10,209,500	\$538,900
Human Services	\$40,823,800	\$43,691,100	\$45,747,100	\$2,056,000
Other Current Expenditures	\$7,105,200	\$7,484,900	\$7,758,400	\$273,500
Public Safety	\$50,526,300	\$51,718,300	\$55,677,500	\$3,959,200
Sanitation	\$7,604,900	\$7,889,500	\$8,597,500	\$708,000
Streets & Highways	\$11,473,100	\$12,220,500	\$12,704,900	\$484,400
Regional Rail Authority	\$0	\$0	\$0	\$0
Debt Service:				
Principal Retirement	\$0	\$0	\$0	\$0
Interest and Fiscal Charges	\$0	\$0	\$0	\$0
Streets & Highways Capital Outlay	\$0	\$0	\$0	\$0
All Other Capital Outlay	\$0	\$0	\$0	\$0
Total Expenditures:	<u>\$170,163,400</u>	<u>\$177,841,500</u>	<u>\$189,623,100</u>	<u>\$11,781,600</u>
<b>OTHER FINANCING USES</b>				
Interfund Transfers Out	\$2,708,400	\$2,154,800	\$2,806,400	\$651,600
<b>TOTAL EXPENDITURES AND OTHER FINANCING USES</b>	<u><b>\$172,871,800</b></u>	<u><b>\$179,996,300</b></u>	<u><b>\$192,429,500</b></u>	<u><b>\$12,433,200</b></u>
<b>Excess of Revenues and Other Uses Over (Under ) Expenditures</b>	<u><b>\$0</b></u>	<u><b>\$0</b></u>	<u><b>\$0</b></u>	<u><b>\$0</b></u>
<b>FUND BALANCE (Unaudited)</b>				
Fund Balance January 1, 2019			\$149,632,800	
Estimated Fund Balance December 31, 2019			\$149,477,700	
Estimated Percent Change			-0.10%	

**COMBINED BUDGET STATEMENT OF REVENUES AND EXPENDITURES  
2017 ACTUAL and 2018-2019 ADOPTED BUDGETS  
BY MAJOR AND NON-MAJOR GOVERNMENTAL FUND TYPE**

	SPECIAL REVENUE FUND (MAJOR)				SPECIAL REVENUE FUND (NON-MAJOR)			
	2017 ACTUAL	Adopted 2018 BUDGET	Adopted 2019 BUDGET	Increase (Decrease) 2018-2019	2017 ACTUAL	Adopted 2018 BUDGET	Adopted 2019 BUDGET	Increase (Decrease) 2018-2019
<b>REVENUES by SOURCE</b>								
Gross Property Tax Levy	\$0	\$0	\$0	\$0	\$771,900	\$776,800	\$660,000	(\$116,800)
Other Taxes	\$2,294,700	\$0	\$7,500,000	\$7,500,000	\$4,300	\$39,000	\$39,000	\$0
Licenses & Permits	\$0	\$0	\$0	\$0	\$1,900	\$5,500	\$18,500	\$13,000
Federal Grants/Aid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Grants/Aid	\$0	\$0	\$0	\$0	\$1,100	\$0	\$0	\$0
Local Grants/Aid	\$19,974,700	\$0	\$0	\$0	\$140,000	\$0	\$0	\$0
Fees for Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fines & Forfeitures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Earnings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$0	\$0	\$0	\$0	\$1,600	\$0	\$0	\$0
Total Revenues:	\$22,269,400	\$0	\$7,500,000	\$7,500,000	\$920,800	\$821,300	\$717,500	(\$103,800)
<b>OTHER FINANCING SOURCES</b>								
Bond Proceeds, Discounts, Premiums	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interfund Transfers In	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planned Use/(Contribution) of Fund Balance	(\$22,246,500)	\$0	(\$7,219,300)	(\$7,219,300)	(\$20,500)	\$0	\$0	\$0
Total Other Financing Sources:	(\$22,246,500)	\$0	(\$7,219,300)	(\$7,219,300)	(\$20,500)	\$0	\$0	\$0
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<u>\$22,900</u>	<u>\$0</u>	<u>\$280,700</u>	<u>\$280,700</u>	<u>\$900,300</u>	<u>\$821,300</u>	<u>\$717,500</u>	<u>(\$103,800)</u>
<b>EXPENDITURES by FUNCTION</b>								
Conservation of Natural Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Culture & Recreation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Economic Development & Housing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Health	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Human Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Safety	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sanitation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Streets & Highways	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Rail Authority	\$0	\$0	\$0	\$0	\$900,300	\$821,300	\$717,500	(\$103,800)
Debt Service:								
Principal Retirement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest and Fiscal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Streets & Highways Capital Outlay	\$22,900	\$0	\$280,700	\$280,700	\$0	\$0	\$0	\$0
All Other Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$22,900	\$0	\$280,700	\$280,700	\$900,300	\$821,300	\$717,500	(\$103,800)
<b>OTHER FINANCING USES</b>								
Interfund Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES AND OTHER FINANCING USES</b>	<u>\$22,900</u>	<u>\$0</u>	<u>\$280,700</u>	<u>\$280,700</u>	<u>\$900,300</u>	<u>\$821,300</u>	<u>\$717,500</u>	<u>(\$103,800)</u>
<b>Excess of Revenues and Other Uses Over (Under ) Expenditures</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>FUND BALANCE (Unaudited)</b>								
Fund Balance January 1, 2019			\$25,941,800				\$1,645,500	
Estimated Fund Balance December 31, 2019			\$33,161,100				\$1,645,500	
<b>Estimated Percent Change</b>			<b>27.83%</b>				<b>0.00%</b>	

**COMBINED BUDGET STATEMENT OF REVENUES AND EXPENDITURES  
2017 ACTUAL and 2018-2019 ADOPTED BUDGETS  
BY MAJOR AND NON-MAJOR GOVERNMENTAL FUND TYPE**

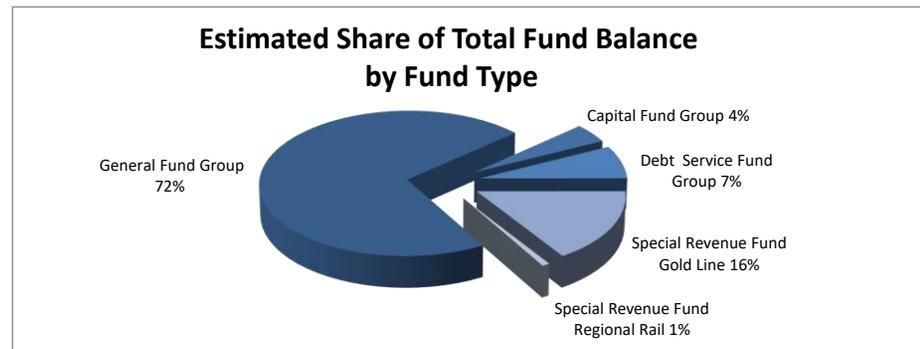
	CAPITAL FUNDS (MAJOR)				DEBT SERVICE FUNDS (MAJOR)			
	2017 ACTUAL	Adopted 2018 BUDGET	Adopted 2019 BUDGET	Increase (Decrease) 2018-2019	2017 ACTUAL	Adopted 2018 BUDGET	Adopted 2019 BUDGET	Increase (Decrease) 2018-2019
<b>REVENUES by SOURCE</b>								
Gross Property Tax Levy	\$1,981,700	\$1,981,700	\$739,200	(\$1,242,500)	\$14,348,800	\$15,296,300	\$16,008,200	\$711,900
Other Taxes	\$2,621,400	\$2,200,000	\$4,400,000	\$2,200,000	\$0	\$0	\$0	\$0
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal Grants/Aid	\$448,100	\$184,700	\$11,487,800	\$11,303,100	\$0	\$0	\$0	\$0
State Grants/Aid	\$13,202,800	\$17,445,000	\$16,842,000	(\$603,000)	\$0	\$0	\$0	\$0
Local Grants/Aid	\$13,635,200	\$6,341,100	\$11,496,000	\$5,154,900	\$0	\$0	\$0	\$0
Fees for Services	\$1,082,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fines & Forfeitures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Earnings	\$116,200	\$0	\$0	\$0	\$315,800	\$0	\$0	\$0
Miscellaneous	\$45,900	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$33,134,100	\$28,177,500	\$44,990,000	\$16,812,500	\$14,664,600	\$15,296,300	\$16,008,200	\$711,900
<b>OTHER FINANCING SOURCES</b>								
Bond Proceeds, Discounts, Premiums	\$0	\$0	\$33,500,000	\$33,500,000	\$46,725,400	\$0	\$0	\$0
Interfund Transfers In	\$2,691,000	\$1,224,500	\$844,000	(\$380,500)	\$0	\$0	\$0	\$0
Planned Use/(Contribution) of Fund Balance	\$5,966,200	\$493,500	\$379,800	(\$113,700)	\$41,565,000	(\$1,746,700)	(\$1,043,600)	\$703,100
Total Other Financing Sources:	\$8,657,200	\$1,718,000	\$34,723,800	\$33,005,800	\$88,290,400	(\$1,746,700)	(\$1,043,600)	\$703,100
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<b>\$41,791,300</b>	<b>\$29,895,500</b>	<b>\$79,713,800</b>	<b>\$49,818,300</b>	<b>\$102,955,000</b>	<b>\$13,549,600</b>	<b>\$14,964,600</b>	<b>\$1,406,200</b>
<b>EXPENDITURES by FUNCTION</b>								
Conservation of Natural Resources	\$47,800	\$0	\$2,500,000	\$2,500,000	\$0	\$0	\$0	\$0
Culture & Recreation	\$4,553,000	\$1,545,100	\$1,661,000	\$115,900	\$0	\$0	\$0	\$0
Economic Development & Housing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Government	\$1,233,700	\$0	\$39,200	\$39,200	\$0	\$0	\$0	\$0
Health	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Human Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Safety	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sanitation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Streets & Highways	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regional Rail Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service:								
Principal Retirement	\$0	\$0	\$0	\$0	\$93,703,600	\$9,715,000	\$10,975,000	\$1,260,000
Interest and Fiscal Charges	\$0	\$0	\$0	\$0	\$9,251,400	\$3,834,600	\$3,989,600	\$155,000
Streets & Highways Capital Outlay	\$25,172,500	\$26,607,400	\$75,014,800	\$48,407,400	\$0	\$0	\$0	\$0
All Other Capital Outlay	\$9,741,500	\$1,743,000	\$498,800	(\$1,244,200)	\$0	\$0	\$0	\$0
Total Expenditures:	\$40,748,500	\$29,895,500	\$79,713,800	\$49,818,300	\$102,955,000	\$13,549,600	\$14,964,600	\$1,415,000
<b>OTHER FINANCING USES</b>								
Interfund Transfers Out	\$1,042,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES AND OTHER FINANCING USES</b>	<b>\$41,791,300</b>	<b>\$29,895,500</b>	<b>\$79,713,800</b>	<b>\$49,818,300</b>	<b>\$102,955,000</b>	<b>\$13,549,600</b>	<b>\$14,964,600</b>	<b>\$1,415,000</b>
<b>Excess of Revenues and Other Uses Over (Under ) Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>FUND BALANCE (Unaudited)</b>								
Fund Balance January 1, 2019			\$9,290,000				\$14,260,900	
Estimated Fund Balance December 31, 2019			\$8,910,200				\$15,304,500	
<b>Estimated Percent Change</b>			<b>-4.09%</b>				<b>7.32%</b>	

### FUND BALANCE TRENDS

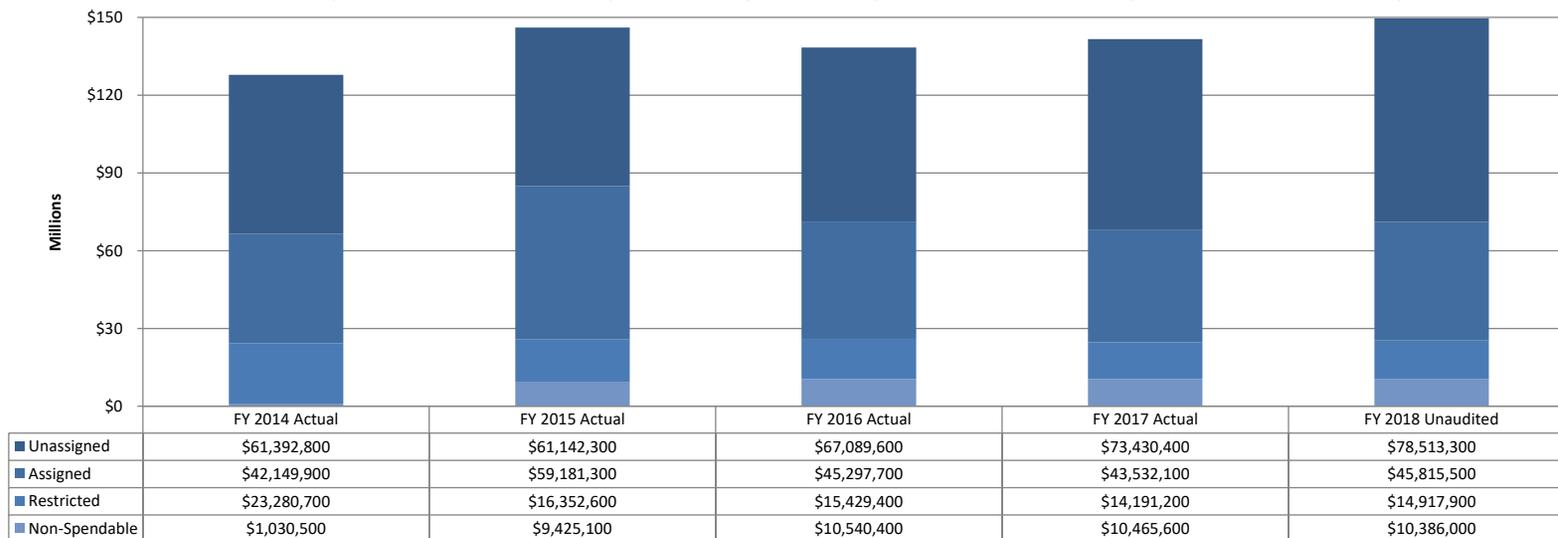
Washington County defines "fund balance" as the difference between assets and liabilities reported in a governmental fund. In the budget, part of fund balance may be designated and appropriated as a resource to support the fund expenditures, known as "Planned Use of Fund Balance". Fund balance may also be restricted 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.

As shown in the table below, changes in fund balance in each of the fund types are less than 10%, with the exception of the Special Revenue Fund in the Major Fund group. The Metro Gold Line is a multi agency bus rapid transit project that will be Minnesota's first line operated primarily within exclusive bus-only lanes. Funding will come from a new dedicated sales tax estimated to bring in nearly \$10 million annually, which will continually be reinvested into the project in the coming years.

FUND	Beginning Fund Balance January 1, 2019 (unaudited)	Adopted Increase (Decrease) in Fund Balance	Ending Estimated Fund Balance December 31, 2019	% Change in Fund Balance
<b>Major Funds:</b>				
General Fund Group	\$149,632,800	(\$155,100)	\$149,477,700	-0.10%
Capital Fund Group	\$9,290,000	(\$379,800)	\$8,910,200	-4.09%
Debt Service Fund Grp.	\$14,260,900	\$1,043,600	\$15,304,500	7.32%
Special Revenue Fund	\$25,941,800	\$7,219,300	\$33,161,100	27.83%
<b>Non-Major Funds:</b>				
Special Revenue Fund	\$1,645,500	\$0	\$1,645,500	0.00%
<b>Net Totals:</b>	<b>\$200,771,000</b>	<b>\$7,728,000</b>	<b>\$208,499,000</b>	<b>3.85%</b>



The chart below represents a recent history of Washington County's General Fund Group fund balance levels by classification.



## FINANCIAL SUMMARIES

Washington County provides many functions and services to its citizens, including, but not limited to, law enforcement, public safety, health and human services, parks, education and cultural activities, planning, zoning, land use, environmental including water quality and recycling, economic development, and general administrative services. Other activities the county provides are public works services including highway operations, regional transit, and fleet and facilities maintenance.

All of these services require funding at various levels and are accomplished through multiple resources. The following pages

represent consolidated snapshots of the 2018 budgeted revenue sources by department, by type, and/or by fund type, accompanied by tables that include three-year summaries of expenditures by function.

Additionally, each table includes a percentage change in fund balance, followed by information on the county's fund balance trends.

And finally, discussions on revenue sources and trends, as well as the county's long-term financial planning can be found in this section.

## REVENUE SOURCES and TRENDS

The 2019 revenue budget, including interfund transfers, is \$288.1 million, an approximate 28.5 percent increase over the previous year’s budget.

### Revenue Projection Methodology

Realistic, conservative, and accurate revenue estimates are one of the key building blocks in the development of a fiscally sound budget. Washington County combines four primary projection methods based on the unique characteristics of forecasted revenues: 1) informed and expert judgement (e.g., the advice of a department head); 2) deterministic techniques (e.g., formula based, economic conditions); 3) time-series techniques (e.g., trend analysis, rolling averages); and 4) estimates from external sources or appropriated legislation (e.g., State and Federal government agencies).

The following is a description of the major revenue categories and five-year trends used in developing the 2018 budget.

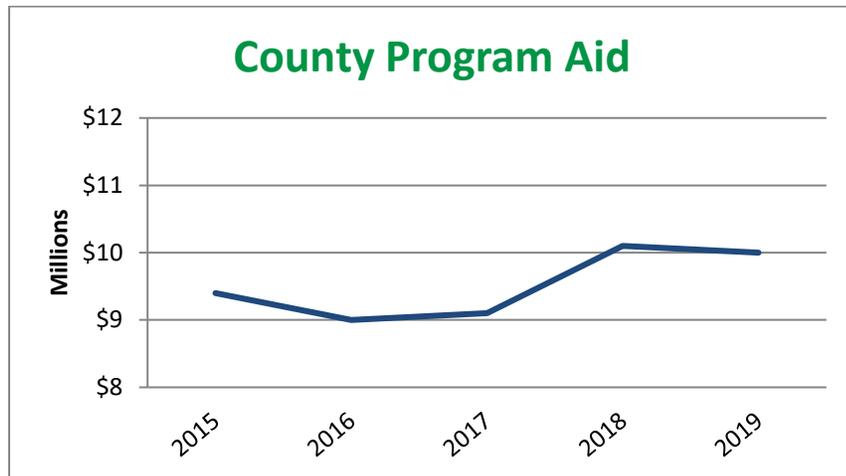
**Certified Property Tax Levy** is the source of revenue the county has the most control over. Periodically, the State of Minnesota imposes property tax limits on counties which are typically based on a formula that considers inflation, growth in households in the county, and growth in the county’s commercial/industrial tax base.

The amount of levy requested is the net result when all other funding sources are applied against costs for the budget year under development. The percent of funding from property tax dollars is typically less at the end of the fiscal year than at adoption because budget amendments processed throughout the year usually reflect new grants or increases to other non-levy funds. Property tax amounts are established on an annual basis and cannot be adjusted upward during the year. Other sources of revenue may increase, but the amount of property tax dollars remains constant.

Certified levy refers to the amount in dollars that Washington County needs to collect from property taxes to support the adopted budget, and includes the levies to support the county’s Land and Water Legacy Program and the Regional Rail Authority. This consists of revenues received from property taxes levied on the assessed valuation of real and personal property. In 2019 revenues from levied taxes constitute 38 percent of all the funding sources for the 2019 budget. Levy revenues are collected in May and December of each year, with a final tax settlement occurring in early January for the prior year.



**County Program Aid** is revenue aid given to county governments from the State of Minnesota and is intended to reduce property taxes for individual taxpayers. For 2019, this source accounts for 3 percent of all county revenues. However, historically due to statewide budget issues, this revenue source is often cut through legislative action resulting in a lesser percentage of total revenue. The amounts budgeted in this category are first certified to the county from the State of Minnesota. Since Minnesota’s legislative session does not conclude until mid-year, the final amounts may change substantially based on decisions made during the session.

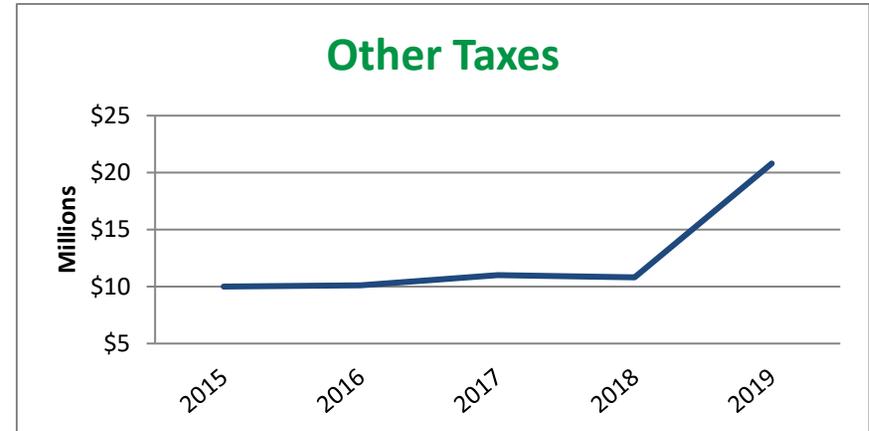


**Other Taxes** include delinquent tax collections, mobile home, mortgage registry tax, gravel taxes, wheelage tax, dedicated sales tax, and all cost, penalty, and interest assessed by law in the collection of taxes. In 2019, this category accounts for \$20.8 million in revenue or 7 percent of all revenues.

The largest single revenue source is a sales tax collected by Washington County and dedicated towards a bus rapid transit line project that will be constructed in the coming years. As this is the first full year of the sales tax collections, a conservative estimate (\$7.5 million) was made for budgeting purposes; adjustments to future budgets will be made as a trend develops for this revenue source.

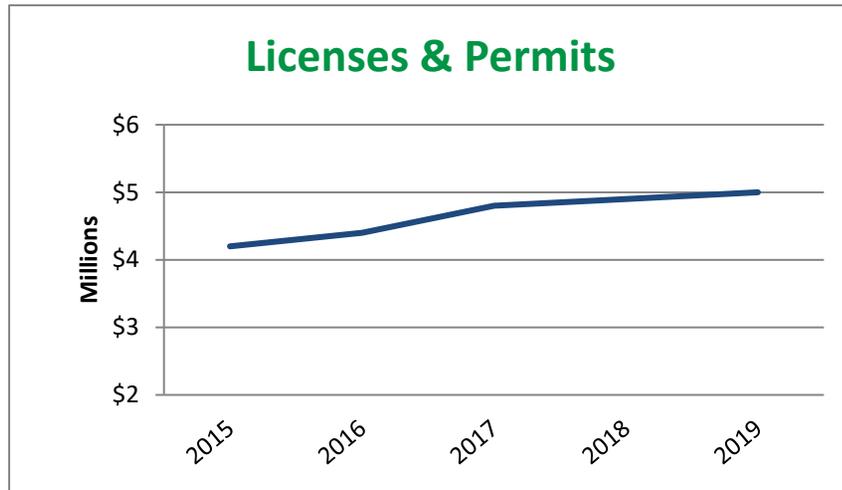
The second largest revenue (approximately \$7.4 million) in this category is the county environmental charge and a solid waste fee comprised of a \$3 per residential parcel tax. The environmental charge is a solid waste management service charge based on the volume of waste collected from each property. These two revenue sources are designed to recover the costs of operation of the resource recovery facility, a waste-to-energy facility, as well as grants to local jurisdictions for recycling efforts.

Other significant tax revenues include mortgage registry taxes and state deed taxes. To project these revenues, the Property Records & Taxpayer Services Department analyzes the average prices of home sales, average mortgage amounts (in the case of mortgage registrations), the home buying and interest rate market, and the number of such documents processed and their dollar value over the last five to six years. Home sales are tracked monthly to help refine projections. Wheelage tax is a revenue source whereby Minnesota statute allows the county to collect up to a \$20 registration fee (Washington County has chosen to collect a \$20 fee) which is added to all vehicles registered within the county, excluding trailers and motorcycles which are exempt from the tax. The 2019 amount budgeted (\$4.2 million) is determined based on an historical trend of the number of registered vehicles each year. By law, the revenue collected is required to fund transportation costs such as highway preservation and expansion, and transit improvements.



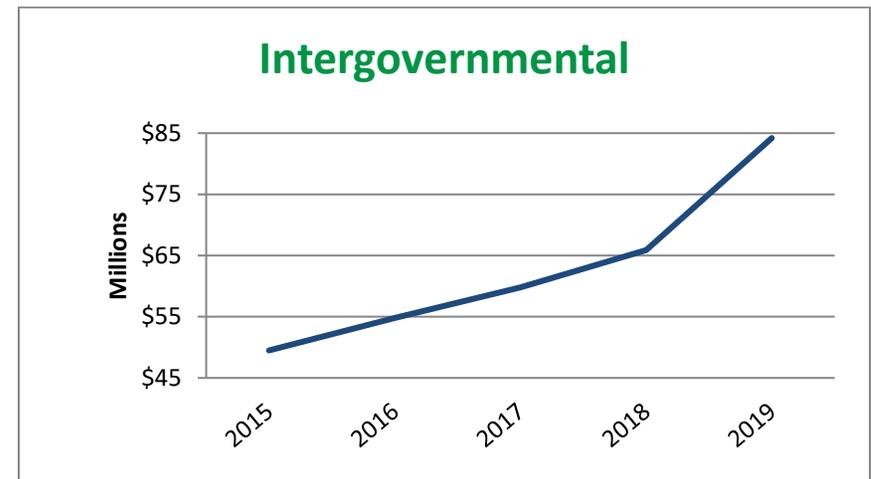
**Licenses and Permits** consist of revenues from all businesses, non-businesses, and occupations which must be licensed before doing business within the county's jurisdiction. Examples in this category also include motor vehicle licenses, marriage licenses, solid waste licensing fees, and health and business licensing. The latter is a significant revenue source in this category and is projected primarily through tracking the

number of businesses that apply for licensure to the Public Health & Environment Department.



**Intergovernmental Revenue** is the second largest source of revenue. It is comprised of revenues from other governmental units such as various federal, state, and other local governments in the form of grants, program aids, entitlements, and shared revenues. In 2019 the county anticipates receiving approximately \$84.2 million or 29 percent of its revenue from intergovernmental sources. During 2019, approximately 33 percent of the county’s total intergovernmental revenue, or approximately \$28.1 million, supports human services and public health programs in the county. The remaining intergovernmental revenue supports highway construction, environmental programs, and public safety. These funds are state, federal, or local contributions to the county for specific projects or programs. State and federal grants fund a large portion of services and programs in areas such as economic assistance, mental health, and children’s services. State grants are often a key component in construction and maintenance of the county’s road system. County departments work closely with their counterparts in state government to project what grant revenue will likely be received in

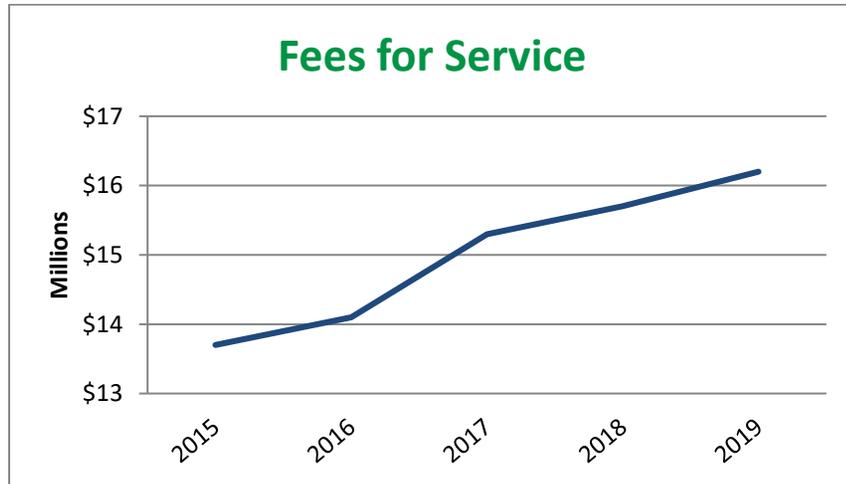
the coming fiscal year. If the grant is formula-based, county staff will calculate what their programs are due during budget development (April through June) and revise those calculations as the current year progresses to ensure assumptions about client caseloads, or the relevant variable that drives the formula, are still valid. This revenue source is greatly impacted by the State of Minnesota’s economic outlook.



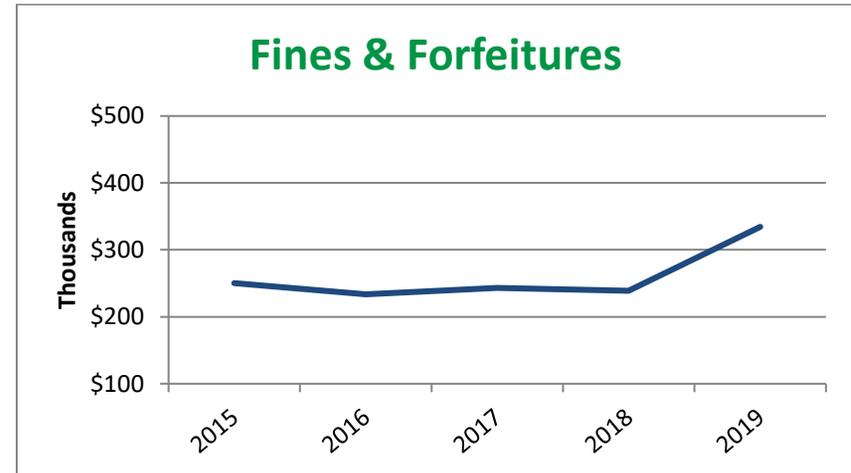
**Fees for Services** include revenues generated from charges for various services the county may provide. Examples in this category include recording fees, various fees for contracted services, and food, beverage and lodging fees. An effort to minimize the increase in property taxes has resulted in a greater emphasis on having those residents that utilize specialized county services pay for those services whenever appropriate. Historically, the percentage of total revenue from this category ranges from less than 1 percent to 10 percent. For 2019, the budget anticipates collecting \$16.2 million in this category, which would represent 6 percent of total revenues.

Each year county staff review their respective departments’ fee models and schedules, and propose any recommended fee increases to the County Board to maintain the approved recovery rate. Most fees are

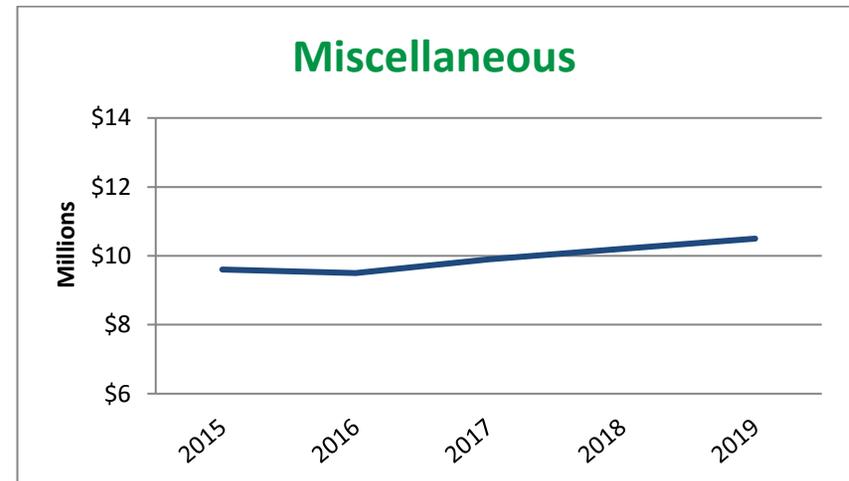
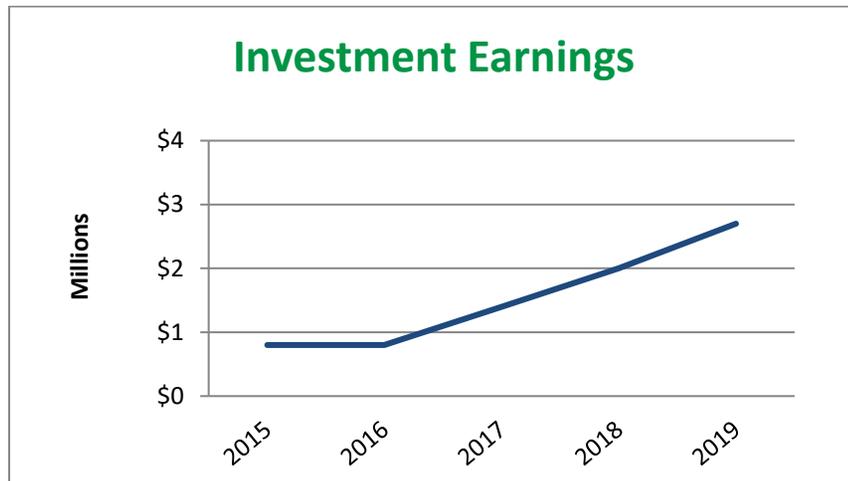
designed to recoup most or all of the full cost of the service. Policy decisions to subsidize particular services, or an inability to completely quantify full costs, may result in a lower recovery rate. The Recorder’s Division of the Property Records & Taxpayer Services Department generates revenues in abstract, Torrens, and recording fees. These fees are largely dependent on the interest rate environment, housing market, growth in the number of county parcels, and the general state of the economy. The department analyzes the projections of title companies and the number of new plats, as well as considering historical levels, when projecting these revenue streams.



**Fines and Forfeitures** revenues are received from fines and penalties imposed for statutory offenses, violations of rules and regulations, court fines, and confiscated deposits held as performance guarantees. An historical trend of this revenue source is used when planning the budget.



**Investment Earnings** routinely fluctuate based on a number of economic and market conditions. To reduce the reliance on interest income, earnings are budgeted for ongoing operational expenditures in an amount not to exceed the lowest year of actual revenue received in interest income over the previous five-year period. Excess revenues received over the budgeted amount may be used to build fund balance of the General Fund, finance high-priority projects, and/or build reserves in the county’s Capital Repair and Capital Technology Funds. For 2019, the budgeted amount is just less than \$2.7 million, or approximately 1 percent of the county’s total revenue budget. The spike from 2018 to 2019 is related to anticipated investment rate increases coupled with an increased core investment portfolio.

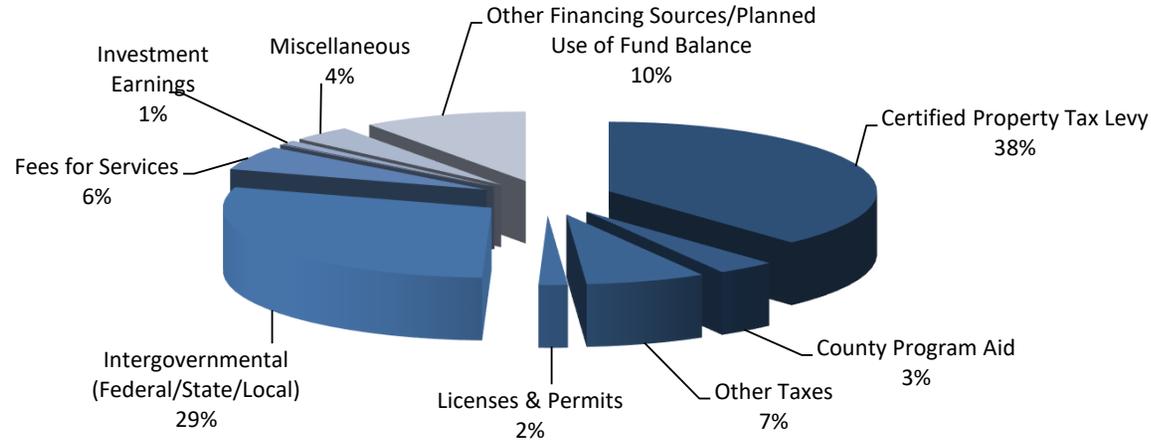


**Miscellaneous** revenues include all revenues derived from revenue sources not specifically defined in the previous categories including collections from accounts due the county, sale of assets, other miscellaneous sales, and donations. The largest revenue source in this category is the interdepartmental rent charged to all departments by the Building Services Division of the Public Works Department (approximately \$8 million in 2019) for space occupied. Revenues received from the rental of homes and farmland within county owned parkland are also included in this category. The departmental rent charges are calculated per square footage of occupied space, and the rate is analyzed on an annual basis to reflect inflationary increases in utility costs. The trend for rent revenue has seen a gradual incline as new county facilities have become operational. However, these new facilities now reflect energy efficiencies, resulting in a lower rental rate. Additional rent revenues received from farmland rentals are based on a bidding process, and home rentals are competitive with the local housing market rentals.

**Other Financing Sources / Planned Use of Fund Balance** typically include Bond Proceeds, if applicable, Interfund Transfers In, and the Planned Use/Contribution of Fund Balance. The amount of funding available in this category can vary widely from year to year, particularly for those years where bonds have been sold. Interfund transfers are used when funding is available in one department for expenses made in another department. For example, departments pay rent to the county’s Building Services division to cover maintenance of county facilities. At the end of the year, a portion of this rent revenue is then transferred to the county’s Capital Repair Fund to fund major repair projects in the future. The Planned Use (or Contribution) of Fund Balance is generally seen in the capital and debt service areas where the funding sources are often received in years prior to the actual expenditure. Tax revenues as an example, are often collected prior to the principal and interest payments required in the debt service area. In the General Fund Group, use of fund balance is typically for one-time expenses only.

Additional information on the county’s fund balance can be found earlier in this section.

### REVENUE SOURCES by TYPE 2019 BUDGET \$288,106,100



Revenue Sources	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Inc (Dec)	% Change
Certified Property Tax Levy	\$93,784,400	\$88,150,700	\$104,315,500	\$109,808,600	\$5,493,100	5.3%
County Program Aid	\$9,038,600	\$9,113,400	\$10,104,300	\$10,027,100	(\$77,200)	-0.8%
Other Taxes	\$10,497,000	\$14,207,200	\$10,843,500	\$20,760,500	\$9,917,000	91.5%
Licenses & Permits	\$4,543,600	\$4,673,800	\$4,945,700	\$5,046,400	\$100,700	2.0%
Intergovernmental (Federal/State/Local)	\$71,475,000	\$98,053,600	\$65,912,200	\$84,186,800	\$18,274,600	27.7%
Fees for Services	\$16,378,100	\$17,216,400	\$15,701,600	\$16,209,800	\$508,200	3.2%
Fines & Forfeitures	\$306,300	\$393,800	\$239,000	\$334,400	\$95,400	39.9%
Investment Earnings	\$2,742,800	\$3,673,100	\$1,990,300	\$2,691,900	\$701,600	35.3%
Miscellaneous	\$10,544,900	\$10,465,900	\$10,214,400	\$10,462,200	\$247,800	2.4%
Other Financing Sources/Planned Use of Fund Balance	\$14,264,400	\$72,593,500	(\$3,800)	\$28,578,400	\$28,582,200	-752163.2%
<b>Total Revenues:</b>	<b>\$233,575,100</b>	<b>\$318,541,400</b>	<b>\$224,262,700</b>	<b>\$288,106,100</b>	<b>\$63,843,400</b>	

All figures rounded to nearest \$100; Certified property tax levy amounts include the Land and Water Legacy Program and the Regional Rail Authority levies.

## **LONG-RANGE FINANCIAL PLANS**

Washington County is recognized in the State of Minnesota as one of the fastest growing counties, but also as a conservative and fiscally responsible entity. In spite of being the center of an affluent population, the finances of the county are managed with restraint to ensure that unreasonable tax burdens are not imposed on its residents. Following that philosophy, the county has enacted conservative, yet progressive practices in financial management related to long-range financial planning, and in long-term decisions about the physical development of the county and how those decisions ultimately impact the county financially.

Policies uniting the level and growth of long-term debt, debt service, and levy assure our residents that current and future spending levels are minimized and revenues maximized without becoming burdens. Additionally, the county's Comprehensive Plan sets broad policies and strategies to direct the future growth and development of the county.

Strategically, as well as historically, the Washington County Board of Commissioners has generally limited levy increases from 0 percent to 8 percent. The County Board considers the change in the number of parcels, changes in the county population, and inflation when establishing levy increases. Parcel growth and population increases are sound indicators of demands the county can expect on both county infrastructure and county services. This conservative policy has led to a financial position where fund balances are healthy, annual

expenditure growth is moderate, and funding is preserved through a healthy mix of levy, intergovernmental, and other fee-based revenues.

Although Washington County has a healthy and stable tax base which makes its levy forecast stable, intergovernmental and other revenues are more uncertain sources of funding. The County Board and County Administrator are always vigilant of how fluctuations in the national and state economy affect revenues and programs sponsored with state and federal funds. The county typically adjusts by setting program priorities and modifying programs to meet fluctuations, focusing on core services and obtaining feedback on the impact changes in funding streams have on those services, both in the short-term as well as the long-term.

Long-range financial planning is used regularly throughout the budget process to identify major trends, needs, and opportunities that could affect the fiscal health of the county in the years to come. The county is also committed to maintaining or enhancing economic opportunity and community well-being while protecting and restoring the natural environment upon which people and economies depend. It supports a development pattern that, as much as practicable, meets current needs without environmental, economic, and social burdens on future generations.

**Long-Term Financial Planning:**

The county has established a workgroup whose work centers around a number of long-range financial planning opportunities. Initiatives that relate to long-term finance, capital bonding strategies, and fund balance levels will continue to dominate the work plans for the next several years. Given that counties in Minnesota operate as an arm of the state, Washington County anticipates that much of its strategic planning will be impacted by the potential for ongoing state budget deficits during future bienniums. In conjunction with the annual budget planning, recommendations for continuous, long-term financial planning include:

- reviewing current and future fund balance levels,
- projecting the growth in revenues, operating expenditures, and capital,
- scheduling and prioritizing major infrastructure needs,
- establishing bonding plans,
- revising fiscal policies, as needed, and
- recommending a long-term mix of operating, capital, and debt service expenditures.

These recommendations are then analyzed and incorporated into current and future operating and capital budgets, as appropriate, as well as being used in the following long-term plans.

Additional information on each of the following plans can be found on the county's website.

**Five-Year Capital Planning:**

The county publishes a five-year Capital Improvement Plan (CIP) for the purpose of recognizing and addressing county needs through long-term planning and balanced investment in supporting public infrastructure. The first year of the CIP is incorporated into the adopted budget, while the remaining "out-years" are continually reviewed to ensure that those commitments are viable and achievable. Appropriate capital improvement factors are given significant consideration in developing a CIP that addresses county priorities and serves the needs of the county over the next five years. The document also provides a planning foundation for future needs assessments to ensure the county is responding to critical infrastructure components of future growth.

The objectives of the five-year plan are to present a comprehensive capital improvement program that communicates the following efforts:

- to ensure that county priorities are reflected in the capital investment plans of each county department,
- to provide a consolidated financial picture of anticipated expenditures and outline recommended funding strategies for capital improvements,
- to document and communicate capital improvement needs for county projects that will ensure consistency and a comprehensive analysis of the costs and benefits of proposed capital investments,
- to provide information on the fiscal impacts of capital investment plans on total county finances, and

- to effectively plan for improvements that support county needs in the areas of public facilities, transportation, parks and land, technology, and operating projects.

Accordingly, the CIP attempts to recognize known or perceived capital improvement needs, but as with any plan, recognizes that social, economic, and political consideration will, by necessity, determine final project outcomes.

Consequently, the County Board of Commissioners adopts this plan in conjunction with the annual budget with the provision that capital improvement planning is subject to the dynamics of county growth and acknowledges that other unanticipated needs or funding availability may take precedence over planned projects.

In addition to the traditional CIP, the County also publishes a Capital Equipment and Technology Plan (CETP) which addresses a five-year plan for equipment and technology projects costing \$50,000 or more.

***Strategic Planning:***

Over the coming decades, Washington County will need to address many changes on the horizon. The county's population will be growing, aging, and diversifying in the years to come. As a result of these demographic shifts, transportation, transit, and housing needs will also be changing. Further, people are growing increasingly tech savvy and there is a proportional demand for interface with county functions through

technology. For these reasons, Washington County embarked on a strategic planning process to proactively address the changes to come, while maintaining what is valuable to its residents and communities. Six strategic areas have been identified as part of the county's Strategic Plan: Public Services, Workforce and Employees, Communication, Technology, Infrastructure, and Financial. Each strategy area consists of working groups that will develop an action plan, identify implementation steps, designate those responsible, select measures to assure progress, and determine a timeframe for each action. Outcomes will be measured and taken into consideration as budgeting needs are identified.

***Five-Year Financial Planning:***

Washington County has developed a five-year financial planning process that assesses the long-term financial implication of current and proposed policies, programs, and assumptions. As part of that plan, operating revenue and expenditure options are evaluated together, and consider the implications for other financial indicators prior to making specific choices with regard to the proposed budget.

Financial planning expands the county's awareness of options, potential problems, and opportunities. The long-term operating revenue, expenditure, and service implications of continuing or ending existing programs, or adding new programs and services, can be identified. The financial planning process helps shape decisions and permits necessary and corrective action to be taken before problems become more severe. The plan gives decision makers an understanding of the

financial implications of revenue and spending options being considered, including the county's ability to sustain programs and services in the long run.

***Comprehensive Plan:***

The 2040 Comprehensive Plan describes the choices that Washington County has made for how it will develop through 2040, and is an official document adopted by the County Board. The plan sets broad policies and strategies to direct the future growth and development in the areas of land use, transportation, parks, housing, natural resources, historic resources, and public facilities. For each topic, the plan identifies issues, sets goals, establishes policies to achieve the goals, and identifies strategies and actions needed to implement the policies. These goals, policies, strategies, and actions are guided by the county's mission, values, goals, vision, and priority planning principles.

***Economic Development Plan:***

The Washington County Board of Commissioners have embarked on an economic development program for the county to improve the economic well-being of its communities through efforts that entail job creation, job retention, tax base enhancements, and quality of life. A number of strategies and outcomes identified in the Economic Development Plan will be incorporated over the next few years.

To plan for the future, Washington County continues to engage in strategic planning processes which focus on long-term planning and the desire to be a mission driven organization continuously improving its services and operations. The following chart illustrates how the county's long-range financial planning processes are meeting the county's strategic goals.

**LONG-RANGE FINANCIAL PLANS**

Planning Process	Strategic Goal	Timeframe
Five-Year Capital Improvement Planning	-To address today’s needs while proactively planning for the future.	1-5 years, plus ongoing
Five-Year Capital Equipment & Technology Planning	-To address today’s needs while proactively planning for the future.	1-5 years, plus ongoing
Strategic Planning	-All County Goals	1-5 years, plus ongoing
Five-Year Financial Planning	-To maintain public trust through responsible use of public resources, accountability, and openness of government.	5 year outlook, rolling
Comprehensive Plan	-To promote the health, safety, and quality of life of citizens. -To Address today’s needs while proactively planning for the future.	Through the year 2040
Economic Development Plan	-To address today’s needs while proactively planning for the future	1-5 years, plus ongoing

Each of the plans mentioned above will play a role in future budget planning. Due to the length of each of these individual plans, we have not included them within this document. Additional information on these plans can be found on Washington County’s website.

*This page is intentionally left blank.*

# WASHINGTON COUNTY

## 2019 BUDGET

### Capital and Debt

#### Section D

*This page is intentionally left blank.*

## CAPITAL EXPENDITURES

Washington County defines capital expenditures, for the purpose of capital asset reporting (see policy in Section B), as projects and/or items costing over \$5,000. However, for the purpose of capital planning related to the county's capital improvement plan, any project budgeted in the county's Capital funds, Regional Rail fund, or significant capital expenditures in the Parks fund, are included in the annual Capital Improvement Plan (CIP). Operating-type capital expenditures are not included in the traditional Capital Improvement Plan, but are included in the county's Capital Equipment and Technology Plan (CETP) that identifies operating capital needs in excess of \$50,000 such as fleet, equipment, and various technology projects throughout the county. Both the CIP and CETP documents are available for public view on the county's website.

Washington County's capital expenditures included in the CIP for the year 2019 total \$92,487,000. Only new costs that begin in 2019 are included. If a multi-year project was budgeted in whole during a prior year, but continues into 2019, it is not reflected in this section as those costs are not considered new project costs to the county (per county policy, funds adopted in one year to complete a multi-year project are automatically carried forward until the project is complete). Conversely, multi-year projects funded by the 2019 bond sale proceeds are budgeted in their entirety in 2019 (year of the bond sale), even though portions of the project will not be started until 2020 or later.

Descriptions of all projects and items that were included in the adopted 2019 capital improvement plan, along with their funding sources, are listed in this section.

The following significant, non-recurring projects (exceeding \$500,000) for 2019 are briefly discussed below:

***Countywide Exterior Envelope Repairs*** – this project encompasses correction of water intrusion issues around windows in the Government Center, as well as joint sealants to correct voids in the building's brick and mortar exterior.

***Elevator Refurbish Project*** – the three elevators in the jail portion of the Law Enforcement Center have reached the end of their useful life, and will be replaced and updated accordingly.

***Valley Branch Library Renovation*** – this library space is in need of improvements due to age, increasing community expectations, and the significant changes occurring in the library industry.

***Wildwood Library Improvements*** – this library is also in need of improvements due to age, general wear and tear of the facility, energy inefficiencies, and lack of accessibility.

**Environmental Center Docks** – modifications will be made to the loading dock, and dumpster docks are needed to improve the operational efficiency of the county’s Environmental Center.

**Land & Water Legacy Program** – bonds are being sold in 2019 to fund additional park land and fee title or partial interest in the form of conservation easements on key parcels. These purchases are consistent with criteria adopted in the county’s “Acquisition of Development Rights Ordinance” and for the purposes specified in the 2006 ballot referendum on the preservation of water quality, woodlands, and other natural areas.

**Lake Elmo Park Reserve Improvements** – improvements may include design and construction of electrical, water, and sewer upgrades at the Lake Elmo Park Reserve, as well as a water filtration system for the Lake Elmo swim pond.

**Cottage Grove Ravine Regional Park Lower Landing** – the scope of this project will be to replace the existing picnic shelter and restroom facility adjacent to the lower landing parking lot with a new pavilion facility.

While additional projects not listed above could be considered *significant*, particularly in the transportation area, Washington County does not consider them to be *non-recurring*. For example, the construction, upgrade, and maintenance of the county road system, and the associated costs thereof, are fundamentally considered recurring functions of the Public Works department.

Washington County’s full five-year Capital Improvement Plan is available on the county’s website. Due to space limitations of the budget document, the following section contains capital expenditure information from the five-year plan for projects that begin with the 2019 budget year only.

### IMPACTS ON OPERATING BUDGETS

As with any capital expenditure, there is likely to be an impact on the county’s operating budget. Many times this impact is non-financial; financial impacts are often variable and are cautiously estimated if and when available and where appropriate. The chart below illustrates the effect the four *significant, nonrecurring* capital expenditures previously

described will have on the entity’s current and future operating budgets, as well as the non-financial impacts of the project. Additionally, a brief impact statement for every capital improvement planned for 2019 can be found under the heading “Budget Impact/Other” in the project detail section that follows.

**IMPACTS ON OPERATING BUDGETS**

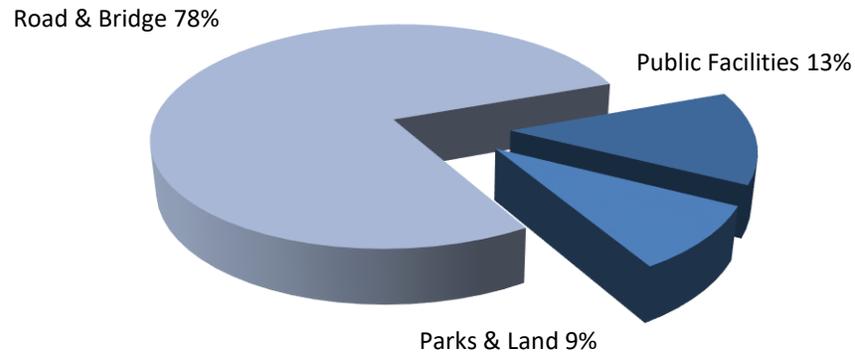
PROJECT DESCRIPTION & TYPE	ESTIMATED PROJECT COST	POTENTIAL OPERATING IMPACT	NON-FINANCIAL IMPACT
<p><b>Countywide Exterior Envelope Repairs:</b> Public Facilities</p>	<p>\$2,070,000</p>	<p>This project will reduce operation and maintenance costs because the project will eliminate water intrusion issues associated with the exterior wall systems on county facilities. Current water intrusion issues are costly and consume Building Services staff time for clean-up and repair of the affected areas.</p>	<p>As joint sealants crack, shrink, or fail, they have a negative impact on the long-term health and structural integrity of the building.</p>
<p><b>Elevator Refurbish Project:</b> Public Facilities</p>	<p>\$2,000,000</p>	<p>The three elevators in the jail are over 25 years old; parts are no longer made for elevators from the timeframe these were built. As parts fail, they need to be removed from the building and sent off-site to be refurbished which causes the elevators to be out of order until the parts are sent back. As a result, this project will decrease the operation and maintenance costs associated with the elevators.</p>	<p>This project will increase the dependability of the elevators for jail operations and inmate movement throughout the facility.</p>
<p><b>Valley Branch Library Improvements:</b> Public Facilities</p>	<p>\$1,234,200</p>	<p>This project will improve energy efficiencies with the use of LED lighting. This cost-effective alternative to lighting will help reduce overall energy costs. Any expansion in the square footage of the library will increase the annual rent expense.</p>	<p>Community expectations of library facilities continually change; improvements will increase library usage and meet the changing needs of the library industry.</p>
<p><b>Wildwood Library Improvements:</b> Public Facilities</p>	<p>\$6,000,000</p>	<p>This library is nearly 30 years old, therefore the overall operating costs will be reduced due to increased energy efficiency of an updated building. The project will also repair known foundation leaking which has accounted for costly repairs in the past.</p>	<p>This project will include a great amount of community engagement to ensure the long-term viability of the library as an asset to the community and all those the visit.</p>

**IMPACTS ON OPERATING BUDGETS**

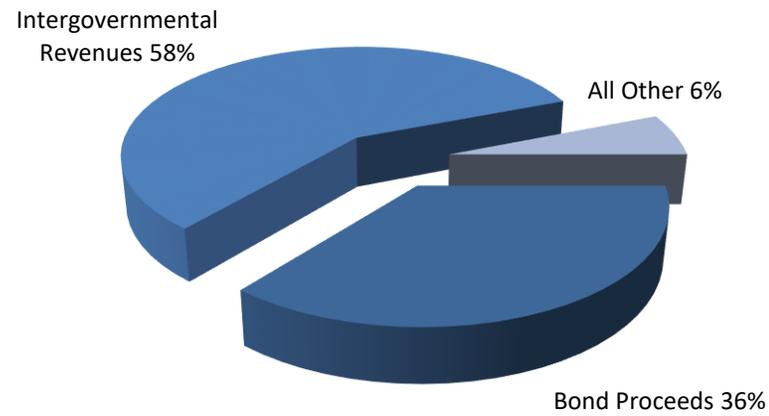
PROJECT DESCRIPTION & TYPE	ESTIMATED PROJECT COST	POTENTIAL OPERATING IMPACT	NON-FINANCIAL IMPACT
<p><b><i>Environmental Center Docks:</i></b> Public Facilities</p>	<p>\$677,000</p>	<p>This project is considered a one-time expense with no monetary impacts after the initial buildout.</p>	<p>The modifications to the existing service vehicle drive ramp and dock spaces will increase storage and shipping capacities. The development of a public drop-off route will increase usage for large volume service customers and for staff to access paper and cardboard recycling.</p>
<p><b><i>Land &amp; Water Legacy Program:</i></b> Parks &amp; Land</p>	<p>\$2,500,000</p>	<p>This project encompasses another phase of the 2006 ballot referendum on the preservation of water quality, woodlands, and other natural areas. Lands acquired in fee will create an ongoing maintenance cost; lands acquired through conservation easements create an ongoing monitoring and enforcement cost.</p>	<p>Land acquired under this program improves water quality of rivers, lakes, and streams; protects drinking water resources; reserves wetlands and woodlands; and protects land along water bodies from development.</p>
<p><b><i>Lake Elmo Park Reserve Improvements:</i></b> Parks &amp; Land</p>	<p>\$2,200,000</p>	<p>It is expected that the overall operating costs will be reduced as a result of lower day-to-day maintenance and repair costs; increased usage of the campgrounds may result in additional fee revenues.</p>	<p>Upgrades to the camping facilities such as electrical hookups, water hookups, and improvements to the sewer system are needed to stay current with other campgrounds in the seven county metro area.</p>
<p><b><i>Cottage Grove Ravine Regional Park Lower Landing:</i></b> Parks &amp; Land</p>	<p>\$2,000,000</p>	<p>This project will replace an existing picnic shelter and restroom facility with a new pavilion. Because of the increased size and scope of the facility, ongoing operations and maintenance costs are anticipated to increase. Additional use of the facilities may increase fee revenues.</p>	<p>The new pavilion will meet the Americans with Disabilities Act requirement, and will also meet the demand for year-round use, particularly increased winter use for ski, snowshoe, ice fishing, etc.</p>

2019 BUDGETED CAPITAL IMPROVEMENT PLAN (CIP)

Project Category



Funding Source



# Washington County, Minnesota

## Capital Improvement Plan

Data in Year 2019

### PROJECTS BY YEAR

Project Name	Department	Project #	Project Cost
<b>2019</b>			
Law Enforcement Center Space Modifications	Capital Repair Fund Projects	BSD-CW-1601	250,000
Countywide Exterior Envelope Repairs	Capital Repair Fund Projects	BSD-GC-2001	2,070,000
Elevator Refurbish Project	Capital Repair Fund Projects	BSD-LEC-001	2,000,000
Valley Branch Library Renovation	Capital Repair Fund Projects	BSD-LL-1901	1,234,200
Gun Range Renovation	Capital Repair Fund Projects	BSD-PWN-2001	60,000
Wildwood Library Improvements	Capital Repair Fund Projects	BSD-WWL-001	6,000,000
Interior and Exterior Renovations	Capital Historic Courthouse	HC-1048-027	25,000
Land & Water Legacy Program	Capital Projects - Bonds	LWLP-001	2,500,000
Park Facilities/Infrastructure Improvement Program	Capital Parks Projects	PARK-1003	250,000
Lake Elmo Park Reserve Play Area Improvements	Capital Parks Projects	PARK-3007	167,000
Lake Elmo Park Reserve Improvements	Capital Parks Projects	PARK-3008	2,854,000
LEPR Swim Pond Recreation Area Improvements	Capital Parks Projects	PARK-3013	390,000
CG Ravine Regional Park - Lower Landing Facility	Capital Parks Projects	PARK-4004	2,000,000
Environmental Center Docks	Capital Projects - Other	PHE-001	677,000
Northern Environmental Center	Capital Projects - Other	PHE-003	100,000
Intersection Control Projects	Capital Road & Bridge Projects	RB-2201	420,000
Misc. Safety/Traffic Capacity Projects	Capital Road & Bridge Projects	RB-2203	100,000
Pavement Preservation & Rehab Structures	Capital Road & Bridge Projects	RB-2204	2,200,000
CSAH 12 - TH 244 to CSAH 9	Capital Road & Bridge Projects	RB-2216	350,000
CSAH 13 - I-94 Pedestrian Bridge	Capital Road & Bridge Projects	RB-2581	3,750,000
CSAH 15 & TH 36 Interchange	Capital Road & Bridge Projects	RB-2587	3,662,800
CSAH 35 & TH 36 Interchange	Capital Road & Bridge Projects	RB-2588	1,700,000
CSAH 13 - Central Park Pl to Afton Rd/Pioneer Dr	Capital Road & Bridge Projects	RB-2589	25,940,000
CSAH 18 - Trail Crossing	Capital Road & Bridge Projects	RB-2590	625,000
CSAH 19 Expansion from I-94 to Wynstone	Capital Road & Bridge Projects	RB-2592	25,000
CSAH 5 - CR 64 to Sycamore St W	Capital Road & Bridge Projects	RB-2601	20,385,000
CSAH 13 & CSAH 22 Intersection	Capital Road & Bridge Projects	RB-2613	25,000
CSAH 13 - CSAH 14 to 44th St - Phase II	Capital Road & Bridge Projects	RB-2615	2,150,000
		RB-2623	500,000

<b>Project Name</b>	<b>Department</b>	<b>Project #</b>	<b>Project Cost</b>
CSAH 19 - Dale Road to CSAH 18	Capital Road & Bridge Projects	RB-2625	5,825,000
Southwest Arterial Study	Capital Road & Bridge Projects	RB-2631	500,000
CSAH 13 (Ideal Avenue)	Capital Road & Bridge Projects	RB-2645	150,000
CSAH 18 - Pioneer Drive to Wellington Lane	Capital Road & Bridge Projects	RB-2646	3,170,000
CSAH 10 & 694 Traffic Signal Upgrades	Capital Road & Bridge Projects	RB-2647	432,000
	<b>Total for 2019</b>		92,487,000
	<b>GRAND TOTAL</b>		92,487,000

Project # BSD-CW-1601  
 Project Name Law Enforcement Center Space Modifications

Department Capital Repair Fund Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Public Facilities

**Description**

The project will improve public customer service counter interaction with Sheriff staff, rehabilitate and remodel staff work areas to improve workflow. The project will replace original 1992 construction items such as carpet, lighting, paint, and furniture as well as energy efficient and environmentally friendly items like LED lighting.

Additional modifications to the Law Enforcement Center is a candidate for a 2022 bond issue. See BOND-2022 for more information. If the bond is not sold, the additional modifications would be delayed.

**Justification**

The facility condition index was used to determine the project list and prioritize based on the greatest need. Carpet typically has a life cycle of 7-10 years, however, proper maintenance allowed the carpet to last longer than the typical life cycle. The facility condition index determined that the LEC has the greatest need.

The lighting and office furniture are also well beyond their useful life and need to be replaced. The office lighting is old technology and energy inefficient.

Expenditures	2019	2020	2021	2022	2023	Total
Construction	250,000					250,000
<b>Total</b>	<b>250,000</b>					<b>250,000</b>
Funding Sources	2019	2020	2021	2022	2023	Total
Capital Repair Fund	250,000					250,000
<b>Total</b>	<b>250,000</b>					<b>250,000</b>

**Budget Impact/Other**

The project will install energy efficient LED lighting that will reduce energy expenses and maintenance repairs by staff and contractors.

Project # BSD-GC-2001  
 Project Name Countywide Exterior Envelope Repairs

Department Capital Repair Fund Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Public Facilities

**Description**

The study to be performed in 2019 will investigate water intrusion issues around windows in the Government Center and assess building exterior condition for all the buildings on the Stillwater Campus. Needs will be prioritized based on the study and this project will address the most pressing exterior envelope issues throughout the campus, including joint sealant repairs.

**Justification**

In preparing for this capital project, the County Board has considered:

(1) The condition of the county's existing infrastructure, including the projected need for repair or replacement:  
 Over time, weather has degraded the mortar and created voids in the exterior envelope which allowed moisture to enter the interior of the facilities resulting in the damage of building materials.

(2) The likely demand for the improvement:  
 The brick and mortar envelope has a typical life cycle of 20 years and the study to be conducted in 2019 will identify and prioritize envelope repair items, including water intrusion issues and joint sealant issues.

(3) The estimated cost of the improvement:  
 \$2,070,000

(4) The available public resources:  
 County Bond

(5) The level of overlapping debt in the county:  
 Cities: \$15,598  
 School Districts: \$146,751,667  
 Special Districts: \$16,386,798  
 Washington County (direct) \$136,983,725

(6) The relative benefits and costs of alternative uses of the funds:  
 Benefits of the project include identification and prioritization of areas with water intrusion and performing necessary repairs to windows, walls and foundations.

(7) Operating costs of the proposed improvements:  
 This project will reduce operation and maintenance costs because the project will eliminate water intrusion issues associated with the exterior wall systems on county facilities.

(8) Alternatives for providing services more efficiently through shared facilities with other counties or local government units:  
 None - These are stand-alone facilities with no viable alternative.

Expenditures	2019	2020	2021	2022	2023	Total
Construction	2,000,000					2,000,000
Consultant Services	70,000					70,000
<b>Total</b>	<b>2,070,000</b>					<b>2,070,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Bonds Proceeds	2,000,000					2,000,000
Capital Repair Fund	70,000					70,000
<b>Total</b>	<b>2,070,000</b>					<b>2,070,000</b>

**Budget Impact/Other**

This project will reduce operation and maintenance costs because the project will eliminate water intrusion issues associated with the exterior wall systems on county facilities. Current water intrusion issues consume Building Services staff time for clean up and repair of the affected areas. As joint sealants crack, shrink, or fail, they have a negative impact of the long-term health and structural integrity of the building, which can result in higher long-term costs.

Project # BSD-LEC-001  
 Project Name Elevator Refurbish Project

Department Capital Repair Fund Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Public Facilities

**Description**

The three elevators in the jail portion of the Law Enforcement Center are original to the initial construction of the building in 1991. They have been well maintained for over 25 years which has gotten them through their useful life despite operating in an area that runs 24 hours a day, 7 days a week. Parts are no longer made for elevators from the timeframe these were built. As parts fail, they need to be removed from the building and sent off-site to be refurbished which causes the elevator to be out of order until the parts are sent back. Many of the components of the elevators can be kept as is, while the controllers and operating system need upgrades or replacement.

**Justification**

In planning for this capital project, the County Board has considered:

(1) The condition of the county's existing infrastructure, including the projected need for repair or replacement:  
 The elevators are over 25 years old and parts are no longer made for the controllers and operating system. Most of the infrastructure of these elevators will continue to be used, such as the cab, pulleys, and doors.

(2) The likely demand for the improvement:  
 Jail operations and inmate movement through the building become very difficult when elevators are out of order. In addition, two of these elevators are used by the public to reach visitation areas.

(3) The estimated cost of the improvement:  
 \$2,000,000

(4) The available public resources:  
 County Bond

(5) The level of overlapping debt in the county:  
 Cities: \$15,598  
 School Districts: \$146,751,667  
 Special Districts: \$16,386,798  
 Washington County (direct): \$136,983,725

(6) The relative benefits and costs of alternative uses of the funds:  
 Benefits of the project include increased reliability of critical jail operation needs, in addition to, decreased probability of outdated controls causing more serious damage to other elevator components.

(7) Operating costs of the proposed improvements:  
 The Law Enforcement Center elevator maintenance costs are expected to be reduced. The updated elevators will allow for more readily available replacement parts which will reduce the operational time delays. Overall operating costs for the 21 County owned elevators, as a whole, are not expected to be reduced.

(8) Alternatives for providing services more efficiently through shared facilities with other counties or local government units:  
 None - These are stand-alone facilities with no viable alternative

Expenditures	2019	2020	2021	2022	2023	Total
Upgrades - Other	2,000,000					2,000,000
<b>Total</b>	<b>2,000,000</b>					<b>2,000,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Bonds Proceeds	2,000,000					2,000,000
<b>Total</b>	<b>2,000,000</b>					<b>2,000,000</b>

**Budget Impact/Other**

This project will decrease the operation and maintenance costs for the Law Enforcement Center elevators and will increase the dependability of the elevators for jail operations and inmate movement throughout the building.

Project # BSD-LL-1901  
 Project Name Valley Branch Library Renovation

Department Capital Repair Fund Projects  
 Contact PWD  
 Type Construction  
 Useful Life 5+ years  
 Category Public Facilities

**Description**

This project makes improvements to the Valley Branch Library.

**Justification**

The Valley Branch Library has been in its current location for close to thirty years. The current location needs physical improvements for energy efficiency, accessibility, and to address general wear and tear of the facility. The library space is in need of improvements due to age, increasing community expectations, and the significant changes occurring in the library industry. In addition, the lease with the Lakeland Mall needs to be renegotiated.

Prior to investing in a space that may not meet community expectations and library needs, funding has been allocated in the 2018 budget for work with the community and the library system to identify programming needs and space plans. This funding will allow for the implementation of the plans developed. Capital improvements may need to be advanced depending on the timing of space availability in the Lakeland Mall.

Expenditures	2019	2020	2021	2022	2023	Total
Construction	1,234,200					1,234,200
<b>Total</b>	<b>1,234,200</b>					<b>1,234,200</b>

Funding Sources	2019	2020	2021	2022	2023	Total
County Program Aid	1,234,200					1,234,200
<b>Total</b>	<b>1,234,200</b>					<b>1,234,200</b>

**Budget Impact/Other**

The LED lighting will help reduce energy costs. The increased square feet of space will increase the annual rental amount.

Project # BSD-PWN-2001  
 Project Name Gun Range Renovation

Department Capital Repair Fund Projects  
 Contact PWD  
 Type Construction  
 Useful Life 5+ years  
 Category Public Facilities

**Description**

The project scope includes repairs to the berm, retaining wall and shelter area of the Washington County Sheriff's Office Gun Range.

**Justification**

The gun range berm and retaining wall are in need of repairs due the typical wear that is experienced from training exercises. Sand has leaked through holes in the berm and has caused "splash back" during training events.  
 The range shelter has been in place for over 20 years and is in need of repair to worn shingles and the wood structure.

Expenditures	2019	2020	2021	2022	2023	Total
Construction	60,000					60,000
<b>Total</b>	<b>60,000</b>					<b>60,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Capital Repair Fund	60,000					60,000
<b>Total</b>	<b>60,000</b>					<b>60,000</b>

**Budget Impact/Other**

The project will reduce operation and maintenance costs because of the improved gun range conditions.

Project #	BSD-WWL-001
Project Name	Wildwood Library Improvements

Department Capital Repair Fund Projects  
 Contact PWD  
 Type Construction  
 Useful Life 5+ years  
 Category Public Facilities

**Description**

The Wildwood Library is nearly 30 years old and is in need of physical improvements for energy efficiency, accessibility, and to address general wear and tear of the facility. The library space is in need of improvements due to age, increasing community expectations, and the significant changes occurring in the library industry.

This project will include a great amount of community engagement to ensure the long-term viability of the library asset within the community. The scope of this project may include renovation, addition, or re-build of the Wildwood Library.

**Justification**

In preparing for this capital project, the County Board has considered:

(1) The condition of the county's existing infrastructure, including the projected need for repair or replacement:  
 The Wildwood Library is nearly 30 years old and is in need of physical improvements for energy efficiency, accessibility, and to address general wear and tear of the facility. The library also has a known foundation that leaks which has accounted for costly repairs.

(2) The likely demand for the improvement:  
 The Wildwood Library space is in need of improvement due to age, increasing community expectations, and the significant changes occurring in the library industry. The Facility Condition Index for this building is in the "Needing Improvement" category. The energy use for this building is one of the highest in the county. The energy use intensity benchmark according to the MN B3 program for a library of this size is 100; Wildwood Library's is 188. Program use space is currently very limited within the library and difficult to deliver without impacting other services such as book circulation and computer terminals.

(3) The estimated cost of the improvement:  
 \$6,000,000

(4) The available public resources:  
 County Bond

(5) The level of overlapping debt in the county:  
 Cities: \$15,598  
 School Districts: \$146,751,667  
 Special Districts: \$16,386,798  
 Washington County (direct): \$136,983,725

(6) The relative benefits and costs of alternative uses of the funds:  
 Benefits include increased public space for library programs, a site and building that is more accessible, improved pedestrian safety in coordination with the County Rd 12 project, incorporation of sustainable design concepts, and improved energy efficiency.

(7) Operating costs of the proposed improvements:  
 Overall operating costs will be reduced due to increased energy efficiency of the building and the efficiency of staff operating and maintaining the facility.

(8) Alternatives for providing services more efficiently through shared facilities with other counties or local government units:  
 This project will be developed with input from the Willernie and Mahtomedi communities to ensure the long-term viability of the library asset.

Expenditures	2019	2020	2021	2022	2023	Total
Construction	6,000,000					6,000,000

<b>Total</b>	<b>6,000,000</b>					<b>6,000,000</b>
<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
Bonds Proceeds	6,000,000					6,000,000
<b>Total</b>	<b>6,000,000</b>					<b>6,000,000</b>

**Budget Impact/Other**

This project will increase the energy efficiency of the library and the efficiency of staff operating and maintaining the facility. This project will also repair known foundation leaking which has accounted for costly repairs.

Project # HC-1048-027  
 Project Name Interior and Exterior Renovations

Department Capital Historic Courthouse  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Public Facilities

**Description**

The project scope includes on-going improvements and renovations at the Historic Courthouse. These improvements were identified in a building audit completed in 2017.

**Justification**

The audit identified immediate (0 - 2 year), intermediate (2-5 year), and longer term (5 - 10 year) improvements. Based on these recommendations, maintenance and restoration projects will be completed annually.

Expenditures	2019	2020	2021	2022	2023	Total
Construction	25,000	25,000	25,000	25,000	25,000	125,000
<b>Total</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>125,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Private Funds	25,000	25,000	25,000	25,000	25,000	125,000
<b>Total</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>125,000</b>

**Budget Impact/Other**

The project will not have a long-term budget impact.

Project # LWLP-001  
 Project Name Land & Water Legacy Program

Department Capital Projects - Bonds  
 Contact PWD  
 Type Land  
 Useful Life 5+ years  
 Category Parks & Land

**Description**

This program is designed to purchase park land and fee title or partial interest in the form of a conservation easement on key parcels consistent with criteria adopted in the county's "Acquisition of Development Rights Ordinance" and for the purposes specified in the 2006 ballot referendum on the preservation of water quality, woodlands, and other natural areas.

**Justification**

The referendum on the preservation of water quality, woodlands, and other natural areas passed with 61 percent of the voters supporting the measure. The vote authorized the county to issue general obligation bonds in one or more issues in an amount not to exceed \$20 million to acquire and improve land and interests in land for the purposes of: improving water quality of rivers, lakes, and streams; protecting drinking water sources; purchasing parklands; preserving wetlands and woodlands; and protecting land along water bodies from development.

Expenditures	2019	2020	2021	2022	2023	Total
Land Acquisition	2,500,000					2,500,000
<b>Total</b>	<b>2,500,000</b>					<b>2,500,000</b>
Funding Sources	2019	2020	2021	2022	2023	Total
Bonds Proceeds	2,500,000					2,500,000
<b>Total</b>	<b>2,500,000</b>					<b>2,500,000</b>

**Budget Impact/Other**

Lands acquired in fee will create an ongoing maintenance cost but will provide additional recreational opportunities for the general public. Interests acquired through conservation easements create an ongoing monitoring and enforcement cost while protecting habitat and water quality.

Project # **PARK-1003**  
 Project Name **Park Facilities/Infrastructure Improvement Program**

Department Capital Parks Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Parks & Land

**Description**

This annual program is for improvements to existing park facilities and infrastructure.

Examples of this program include:

1. Improvements to infrastructure - signage, concrete, pedestrian facilities, play area, parking lot amenities, etc.
2. Improvements to pavement based on the Pavement Condition Index (PCI)
3. Improvements to buildings based on the Facility Condition Index (FCI)
4. Trail development
5. Master Plan development

The program provides funding to serve as a financial match for Park CIP projects that include grants that originate from state sales tax and state bonds. The program also provides a funding source for projects located outside of the Metropolitan Regional Parks System that are not eligible for state sales tax revenue.

**Justification**

Infrastructure in the Parks system is nearing or beyond the useful life.

This annual program is necessary to provide the ability to be responsive to smaller projects throughout the year that are not programmed into a larger capital project.

Expenditures	2019	2020	2021	2022	2023	Total
Construction	250,000	250,000	250,000	250,000	250,000	1,250,000
<b>Total</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,250,000</b>
Funding Sources	2019	2020	2021	2022	2023	Total
County Program Aid	250,000	250,000	250,000	250,000	250,000	1,250,000
<b>Total</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,250,000</b>

**Budget Impact/Other**

Projects will improve infrastructure conditions reducing annual maintenance costs.

Project # **PARK-3007**  
 Project Name **Lake Elmo Park Reserve Play Area Improvements**

Department Capital Parks Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Parks & Land

**Description**

The project scope includes new design and reconstruction of the play area located near the campground in 2019 and the North and South pavilion areas in 2021. The improvements will include site grading, refurbishing, replacing or adding equipment, improved lighting, landscaping and playground structure access.

**Justification**

The playgrounds located near the pavilion shelters in the Lake Elmo Park Reserve are nearly 20 years of age.  
 Standards, designs, and best practices have changed resulting in a need to update and renovate these popular play structures and adjacent areas.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	33,000		140,000			173,000
Construction	134,000		560,000			694,000
<b>Total</b>	<b>167,000</b>		<b>700,000</b>			<b>867,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
State Bonds	167,000		250,000			417,000
State Sales Tax			450,000			450,000
<b>Total</b>	<b>167,000</b>		<b>700,000</b>			<b>867,000</b>

**Budget Impact/Other**

The project will reduce operation and maintenance costs associated with replacing worn parts and general repair.  
 Funding originates from state sales tax (deriving from the Clean Water, Land and Legacy amendment via the Parks and Trails Legacy Fund) and state bonds. Funding will come in the form of a grant from the Metropolitan Council.

Project # **PARK-3008**  
 Project Name **Lake Elmo Park Reserve Improvements**

Department Capital Parks Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Parks & Land

**Description**

The project scope includes design and construction of electrical, water, and sewer system upgrades at the Lake Elmo Park Reserve modern campground area. Electrical system improvements may include upgrades to the main electrical panel and all campsite pedestals. Water system improvements may include replacing galvanized water lines and adding water supply hook-ups. Sewer system improvements may include upgrades to the station equipment and dumping area.

**Justification**

In preparing for this capital project, the County Board has considered:

(1) The condition of the county's existing infrastructure, including the projected need for repair or replacement:  
 The modern campground was built in the late 1980's and currently includes 80 camping sites. This campground currently has 30 amp power hook-ups that are not sufficient for modern campers using power hook-ups to 50 amps. The campground area's galvanized water lines are aging and need to be replaced by PVC water lines. By adding water hook-ups, water will be more accessible for campground users. The improvements to the sewer system will improve the sanitation and reliability of the dump station.

(2) The likely demand for the improvement:  
 Due to the high use of these facilities and the increased demand for modern camping amenities, improvements are needed to stay current with other campgrounds in the seven county metro area.

(3) The estimated cost of the improvement:  
 \$2,854,000

(4) The available public resources:  
 County Bond, State Sales Tax

(5) The level of overlapping debt in the county:  
 Cities: \$15,598  
 School Districts: \$146,751,667  
 Special Districts: \$16,386,798  
 Washington County (direct) \$136,983,725

(6) The relative benefits and costs of alternative uses of the funds:  
 Benefits of the project include upgraded electrical system to add 50 amp hook-ups, upgraded water lines to PVC to include water supply hook-ups, and upgraded sewer system to improve reliability of the dump station.

(7) Operating costs of the proposed improvements:  
 Overall operating costs will be reduced because day-to-day maintenance and repair costs will decrease.

(8) Alternatives for providing services more efficiently through shared facilities with other counties or local government units:  
 None - these are stand-alone facilities with no viable alternative.

<u>Expenditures</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>Total</u>
Planning / Design	2,171,000					2,171,000
Construction	683,000					683,000
<b>Total</b>	<b>2,854,000</b>					<b>2,854,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Bonds Proceeds	2,000,000					2,000,000
State Sales Tax	854,000					854,000
<b>Total</b>	<b>2,854,000</b>					<b>2,854,000</b>

**Budget Impact/Other**

Operating costs will be reduced because day-to-day maintenance and repair costs will decrease.

Project # **PARK-3013**  
 Project Name **LEPR Swim Pond Recreation Area Improvements**

Department Capital Parks Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Parks & Land

**Description**

Funds may be used for design and construction to the following facilities located at the Lake Elmo Park Reserve (LEPR) swim pond recreation area:

1. Restroom, maintenance, life guard station, and concession facilities
2. Play area (including retaining wall)
3. Filtration system
4. Access and pavement improvements
5. Picnic structures

The total cost of these improvements is estimated to be \$4,390,000, which includes additional funding under consideration as a candidate for a 2022 bond issue. See BOND-2022 for more information. If the bond is not sold, portions of this project would be delayed.

**Justification**

The buildings and play area in Lake Elmo Park Reserve Swim Pond recreation area are nearly 30 years old and must be upgraded to meet the current and future demand. In addition, these facilities do not meet current federal, state or local standards and guidelines for accessibility and use.

Upgrades to the filtration system will ensure a safe and fun experience for swim pond users.

Trail surfaces in the swim pond recreational area are in need of safety and accessibility improvements.

Community engagement efforts have also demonstrated demand for additional picnic shelters that would accommodate groups of different sizes.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	390,000					390,000
<b>Total</b>	<b>390,000</b>					<b>390,000</b>
Funding Sources	2019	2020	2021	2022	2023	Total
State Bonds	390,000					390,000
<b>Total</b>	<b>390,000</b>					<b>390,000</b>

**Budget Impact/Other**

The project will increase operation and maintenance costs associated with increasing the size and scope of the facilities.

Improving pavement will reduce costs associated with pavement management.

Funding originates from state bonds and will come in the form of a grant from the Metropolitan Council.

Project # **PARK-4004**  
 Project Name **CG Ravine Regional Park - Lower Landing Facility**

Department Capital Parks Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Parks & Land

**Description**

The project scope includes replacing the existing picnic shelter and restroom facility adjacent to the lower landing parking lot with a new pavilion facility. The building may include a picnic shelter, restrooms, storage space, equipment staging area, and fire ring.

**Justification**

In preparing for this capital project, the County Board has considered:

(1) The condition of the county's existing infrastructure, including the projected need for repair or replacement:  
 The existing structure has passed its service life and continuous repairs are costly and time consuming. The deteriorating building is no longer in acceptable condition to be reserved and it does not provide year-round use. In addition, the shelter and restroom facilities do not meet Americans with Disabilities Act (ADA) standards.

(2) The likely demand for the improvement:  
 As the park develops and visitation increases, there will be more demand for a facility with modern and accessible amenities. In particular, this facility will help support the increased winter use (ski, snow shoe, ice fish, etc).

(3) The estimated cost of the improvement:  
 \$3,345,000

(4) The available public resources:  
 County Bond, State Sales Tax, and State Bonds.

(5) The level of overlapping debt in the county:  
 Cities: \$15,598  
 School Districts: \$146,751,667  
 Special Districts: \$16,386,798  
 Washington County (direct) \$136,983,725

(6) The relative benefits and costs of alternative uses of the funds:  
 Benefits of the project include shelter and restroom compliance with Americans with Disabilities Act (ADA) standards. The facility will make the park more accessible year-round.

(7) Operating costs of the proposed improvements:  
 The project will increase operation and maintenance costs associated with increasing the size and scope of the facility.

(8) Alternatives for providing services more efficiently through shared facilities with other counties or local government units:  
 None - these are stand-alone facilities with no viable alternative.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	300,000					300,000
Construction	1,700,000	1,345,000				3,045,000
<b>Total</b>	<b>2,000,000</b>	<b>1,345,000</b>				<b>3,345,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Bonds Proceeds	2,000,000					2,000,000
State Bonds		500,000				500,000
State Sales Tax		845,000				845,000
<b>Total</b>	<b>2,000,000</b>	<b>1,345,000</b>				<b>3,345,000</b>

**Budget Impact/Other**

This project will increase ongoing operations and maintenance costs associated with increasing the size and scope of the facility.

Project # PHE-001  
 Project Name Environmental Center Docks

Department Capital Projects - Other  
 Contact PHE  
 Type Improvement  
 Useful Life 5+ years  
 Category Public Facilities

**Description**

Modifications to the loading dock and dumpster docks are needed to improve the operational efficiency of the Environmental Center:

1. Reconfigure the existing service vehicle drive ramp and dock spaces along the north side of the building to open up additional dock spaces for increased storage and shipping capacities.
2. Develop a public drop-off route to the west of the building for large volume customer drop-off service and for staff access for paper and cardboard recycling.

**Justification**

The Environmental Center opened in 2009. Annual citizen participation and hazardous waste received has more than doubled since the center opened in 2009. Proposed modifications are recommended in a 2016-2017 Facility Assessment and Strategic Planning Study to improve operational efficiencies, maintain quality customer service and ensure a safe staff environment.

Expenditures	2019	2020	2021	2022	2023	Total
Upgrades - Other	677,000					677,000
<b>Total</b>	<b>677,000</b>					<b>677,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
County Environmental Charge	677,000					677,000
<b>Total</b>	<b>677,000</b>					<b>677,000</b>

**Budget Impact/Other**

This is a one-time expense to ensure the facility is able to continue meeting program needs and citizen demands. The project will be funded by the County Environmental Charge.

Project # PHE-003  
 Project Name Northern Environmental Center

Department Capital Projects - Other  
 Contact PHE  
 Type Construction  
 Useful Life 5+ years  
 Category Public Facilities

**Description**

Develop plans for an Environmental Center in northern Washington County to collect household hazardous waste and yard waste materials.

**Justification**

Public Health and Environment (PHE) has retained a consulting architect to assist in developing options for a northern Environmental Center to implement household hazardous waste and yard waste collection services in portions of the county that are underserved by the Washington County Environmental Center in Woodbury.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	100,000					100,000
<b>Total</b>	<b>100,000</b>					<b>100,000</b>
Funding Sources	2019	2020	2021	2022	2023	Total
County Environmental Charge	100,000					100,000
<b>Total</b>	<b>100,000</b>					<b>100,000</b>

**Budget Impact/Other**

Budget impacts to be determined once final scope of overall project is finalized.

Project # RB-2201  
 Project Name Intersection Control Projects

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope includes an annual program for intersection control upgrades determined to be needed, but not incorporated as part of a larger roadway improvement project.

Projects under this program would typically be individually identified and programmed through the County's Intersection Control Ranking System (ICRS).

This program assumes one intersection improvement is programmed per year at a cost of \$420,000.

**Justification**

High-level intersection controls (roundabouts and traffic signals) may be constructed at county highway intersections meeting criteria set forth in the county Intersection Control Ranking System.

The county proactively plans for the installation of intersection controls to improve the safety and efficiency of traffic flow on the County Highway System. The annual Intersection Control Ranking System determines the priority of these installations.

The number of projects programmed varies depending on actual budget funding, the availability of matching funds, unforeseen development, or intersection safety problems.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	20,000	20,000	20,000	20,000	20,000	100,000
Construction	400,000	400,000	400,000	400,000	400,000	2,000,000
<b>Total</b>	<b>420,000</b>	<b>420,000</b>	<b>420,000</b>	<b>420,000</b>	<b>420,000</b>	<b>2,100,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Local Contributions	210,000	210,000	210,000	210,000	210,000	1,050,000
State Aid	210,000	210,000	210,000	210,000	210,000	1,050,000
<b>Total</b>	<b>420,000</b>	<b>420,000</b>	<b>420,000</b>	<b>420,000</b>	<b>420,000</b>	<b>2,100,000</b>

**Budget Impact/Other**

The typical traffic signal costs \$1,500 per year to operate and maintain. This cost to the public is off-set by the increased traffic flow efficiency and enhanced safety.

Project # RB-2203  
 Project Name Misc. Safety/Traffic Capacity Projects

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope includes an annual program for mitigation of safety or traffic-capacity problems. Examples of solutions include:

1. Turn-lane construction
2. Signal-timing studies
3. Flasher installations
4. Minor curve corrections
5. Pedestrian and trail projects
6. Signing and striping improvements

**Justification**

This annual program is needed to provide the Public Works Department with the ability to be responsive to small safety or traffic-capacity problems throughout the year that are not programmed into a larger capital project.

The County proactively plans for various safety/capacity projects in its budget. Keeping an allotment in the budget for these types of projects eliminates future safety hazards for vehicular and pedestrian traffic. Proactively improving/reducing safety or traffic-capacity problems is cost-efficient and keeps the potential for larger expenditures minimal.

Expenditures	2019	2020	2021	2022	2023	Total
Construction	100,000	100,000	100,000	100,000	100,000	500,000
<b>Total</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>500,000</b>
Funding Sources	2019	2020	2021	2022	2023	Total
County Program Aid	100,000	100,000	100,000	100,000	100,000	500,000
<b>Total</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>500,000</b>

**Budget Impact/Other**

The project scope doesn't significantly increase the operating costs of a county highway.

Project # RB-2204  
 Project Name Pavement Preservation & Rehab

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope includes an annual program comprised of pavement preservation projects including:

1. Seal coating
2. Crack filling
3. Pavement milling
4. Overlays
5. Cold-in-place recycling
6. Hot-in-place recycling
7. Pavement reclaim
8. Full depth reclamation
9. Paving gravel shoulders
10. Minor subgrade corrections
11. Right of Way (ROW)

2019 will include:

1. CSAH 27 - TH 244 to Birchwood Lane
2. CSAH 15 - TH 96 to 115th Street North
3. Crack sealing and misc concrete at various locations throughout the County

Additional use of Wheelage Tax in 2019 can be found on this project:

1. RB-2646 CSAH 18 - Pioneer Drive to Wellington Lane

**Justification**

These projects are scheduled to interrupt the normal deterioration of highways in order to extend the pavement life. Pavement condition is measured/calculated annually and reported as the system wide Pavement Condition Index (PCI) that assigns a value to each roadway segment on a scale of 1-100, with higher numbers equating to better pavement condition. Public Works Performance Measures set two goals: 1) System wide average PCI = 72 or greater, and 2) no roadway PCI should be lower than 40.

Expenditures	2019	2020	2021	2022	2023	Total
Construction	2,200,000	4,400,000	4,400,000	4,400,000	4,400,000	19,800,000
<b>Total</b>	<b>2,200,000</b>	<b>4,400,000</b>	<b>4,400,000</b>	<b>4,400,000</b>	<b>4,400,000</b>	<b>19,800,000</b>
Funding Sources	2019	2020	2021	2022	2023	Total
Wheelage Tax	2,200,000	4,400,000	4,400,000	4,400,000	4,400,000	19,800,000
<b>Total</b>	<b>2,200,000</b>	<b>4,400,000</b>	<b>4,400,000</b>	<b>4,400,000</b>	<b>4,400,000</b>	<b>19,800,000</b>

**Budget Impact/Other**

Projects completed under the Pavement Preservation Program reduce operation and maintenance costs.

Project # RB-2216  
 Project Name Structures

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The scope of this project is an annual program that includes ongoing inspection, maintenance, and replacement of structures throughout the county, such as bridges and large culverts.

**Justification**

Washington County is responsible for the maintenance, management, and replacement of these structures.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	100,000	100,000	100,000	100,000	100,000	500,000
Construction	250,000	250,000	250,000	250,000	250,000	1,250,000
<b>Total</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>1,750,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
County Program Aid	350,000	350,000	350,000	350,000	350,000	1,750,000
<b>Total</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>1,750,000</b>

**Budget Impact/Other**

These projects replace infrastructure that is in poor condition. Annual maintenance costs will be reduced with these projects.

Project # RB-2581  
 Project Name CSAH 12 - TH 244 to CSAH 9

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope includes improvements on County State Aid Highway (CSAH) 12 located in the cities of Grant, Mahtomedi, and Willernie. This project intends to identify the improvements and develop a strategic plan for the corridor, including a prioritized list of capital improvements.  
 Implementation will be divided into phases with construction in 2019 and 2021.

**Justification**

Travel demands and traffic volumes on this highway have increased, resulting in congestion, delays, and increased traffic issues. The scope and details of the study will be jointly developed with the cities of Mahtomedi, Willernie, and Grant.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	250,000					250,000
Construction	3,500,000		2,300,000			5,800,000
Right-of-Way		50,000				50,000
<b>Total</b>	<b>3,750,000</b>	<b>50,000</b>	<b>2,300,000</b>			<b>6,100,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Local Contributions	865,000	5,000	50,000			920,000
State Aid	2,885,000	45,000	2,250,000			5,180,000
<b>Total</b>	<b>3,750,000</b>	<b>50,000</b>	<b>2,300,000</b>			<b>6,100,000</b>

**Budget Impact/Other**

The project will increase operation and maintenance costs because of the added infrastructure.

Project # **RB-2587**  
 Project Name **CSAH 13 - I-94 Pedestrian Bridge**

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Construction  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope includes a pedestrian bridge over Interstate (I) I-94, adjacent to the County State Aid Highway (CSAH) 13 (Inwood Avenue/Radio Drive) bridge in the cities of Woodbury, Lake Elmo, and Oakdale.

**Justification**

Currently, pedestrians and cyclists cross I-94 in this area via a narrow sidewalk on the west side of the existing CSAH 13 bridge. This section does not meet current design standards for two-way trail traffic, and the approaches do not meet Americans with Disabilities Act standards.

A new pedestrian bridge will accommodate all trail users, and will also provide the ability to repurpose the space on the bridge to allow for a third southbound travel lane. Traffic studies indicate this third lane will be needed in the near future.

Expenditures	2019	2020	2021	2022	2023	Total
Construction	3,662,800					3,662,800
<b>Total</b>	<b>3,662,800</b>					<b>3,662,800</b>
Funding Sources	2019	2020	2021	2022	2023	Total
Federal Grants	2,847,800					2,847,800
Local Contributions	15,000					15,000
State Aid	800,000					800,000
<b>Total</b>	<b>3,662,800</b>					<b>3,662,800</b>

**Budget Impact/Other**

The project will increase operations and maintenance costs because of the added infrastructure.

Project # **RB-2588**  
 Project Name **CSAH 15 & TH 36 Interchange**

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Construction  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope includes a grade separated interchange on County State Aid Highway (CSAH) 15 (Manning Avenue N) at the intersection with Trunk Highway (TH) 36.

**Justification**

This intersection currently operates as an at-grade intersection controlled by a fully actuated traffic control signal. Growing traffic demands and safety concerns on both TH 36 and CSAH 15 justify the need for a grade separated interchange. An interchange at this intersection is a project that is consistent with MnDOT's goals for the TH 36 corridor.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	1,700,000					1,700,000
Construction			22,500,000			22,500,000
Right-of-Way		2,000,000				2,000,000
<b>Total</b>	<b>1,700,000</b>	<b>2,000,000</b>	<b>22,500,000</b>			<b>26,200,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Federal Grants			7,000,000			7,000,000
Local Contributions	200,000	1,000,000	2,000,000			3,200,000
State Aid	1,500,000		4,500,000			6,000,000
State Grants		1,000,000	9,000,000			10,000,000
<b>Total</b>	<b>1,700,000</b>	<b>2,000,000</b>	<b>22,500,000</b>			<b>26,200,000</b>

**Budget Impact/Other**

The project will increase operation and maintenance costs because of added infrastructure associated with the interchange.

It is expected that local agencies, the State of Minnesota, and Federal Aid will provide funding for this project. If this funding is not obtained, this project will be postponed until adequate funding is received.

Project # RB-2589  
 Project Name CSAH 35 & TH 36 Interchange

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Construction  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope includes a grade separated interchange at the intersection of County State Aid Highway (CSAH) 35 (Hadley Avenue) and Trunk Highway (TH) 36 in the City of Oakdale.

**Justification**

In preparing for this capital project, the County Board has considered:

(1) The condition of the county's existing infrastructure, including the projected need for repair or replacement:  
 The intersection currently operates as an at-grade intersection controlled by a fully actuated traffic control signal.

(2) The likely demand for the improvement:  
 A grade separated interchange is needed to safely serve the growing traffic demands by allowing for improved traffic flow and access to adjacent commercial businesses.

(3) The estimated cost of the improvement:  
 \$32,150,500

(4) The available public resources:  
 County Bond, County State Aid, MN Department of Natural Resources, Local Participation (City of Oakdale and Fleet Farm), Federal and State Grants.

(5) The level of overlapping debt in the county:  
 Cities: \$15,598  
 School Districts: \$146,751,667  
 Special Districts: \$16,386,798  
 Washington County (direct) \$136,983,725

(6) The relative benefits and costs of alternative uses of the funds:  
 Benefits of the project include improved traffic flow, increased safety, added pedestrian connections, faster emergency response time, and access to adjacent commercial businesses.

(7) Operating costs of the proposed improvements:  
 Overall operating costs will be increased due to the maintenance of the added infrastructure related to a grade separated intersection.

(8) Alternatives for providing services more efficiently through shared facilities with other counties or local government units:  
 This project will be developed in conjunction with the City of Oakdale, Fleet Farm, DNR, State of MN, and the Federal Government.

Expenditures	2019	2020	2021	2022	2023	Total
Construction	21,540,000					21,540,000
Right-of-Way	4,400,000					4,400,000
<b>Total</b>	<b>25,940,000</b>					<b>25,940,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Bonds Proceeds	4,300,000					4,300,000
Federal Grants	8,640,000					8,640,000

Local Contributions	5,500,000	5,500,000
State Aid	2,759,000	2,759,000
State Grants	4,741,000	4,741,000
<b>Total</b>	<b>25,940,000</b>	<b>25,940,000</b>

**Budget Impact/Other**

The project will increase operations and maintenance costs because of added infrastructure to a grade separated intersection.

Project # RB-2590  
 Project Name CSAH 13 - Central Park Pl to Afton Rd/Pioneer Dr

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Construction  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope includes a trail connection on the west side of County State Aid Highway (CSAH) 13 (Radio Drive) from Central Park Place to Afton Road/Pioneer Drive, trail rehab on the east side of CSAH 13 from CSAH 16 (Valley Creek Road) to Afton Road/Pioneer Drive, signal upgrades and local improvements.

**Justification**

Construction of a multi-use trail on the west side of CSAH 13 would create a key connection between two existing trails and would provide improved pedestrian facilities in this area.  
 The additional improvements are a result of collaboration with the city of Woodbury to address other deficiencies in infrastructure all as one project.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	150,000					150,000
Construction	475,000					475,000
<b>Total</b>	<b>625,000</b>					<b>625,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Local Contributions	330,000					330,000
State Aid	295,000					295,000
<b>Total</b>	<b>625,000</b>					<b>625,000</b>

**Budget Impact/Other**

The project will increase operations and maintenance costs because of added infrastructure.

Project # **RB-2592**  
 Project Name **CSAH 18 - Trail Crossing**

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Construction  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope includes the following improvements on County State Aid Highway (CSAH) 18 (Bailey Road) in the City of Newport for pedestrians and non-motorized trail users:  
 1) Pedestrian improvements  
 2) Safety improvements

**Justification**

The Mississippi River Trail (MRT) travels on a portion of CSAH 18, near the interchange with I-494. This project intends to enhance a key pedestrian/trail crossing to improve connectivity of the MRT and safety for non-motorized users.

Expenditures	2019	2020	2021	2022	2023	Total
Construction	25,000					25,000
<b>Total</b>	<b>25,000</b>					<b>25,000</b>
Funding Sources	2019	2020	2021	2022	2023	Total
State Aid	25,000					25,000
<b>Total</b>	<b>25,000</b>					<b>25,000</b>

**Budget Impact/Other**

This project will not change operations and maintenance costs. The project will not have long-term budget impacts.

Project # RB-2601  
 Project Name CSAH 19 Expansion from I-94 to Wynstone

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Construction  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope includes evaluation and construction for additional capacity on County State Aid Highway (CSAH) 19 (Woodbury Drive) from Tamarack Rd to Interstate (I) I-94. This project will also include construction on these local roads that tie into CSAH 19: Hudson Road, Commerce Drive, Tamarack Road, and Rivertown Drive.

**Justification**

In preparing for this capital project, the County Board has considered:

(1) The condition of the county's existing infrastructure, including the projected need for repair or replacement:  
 CSAH 19 from Tamarack to I-94 is a minor arterial road. Additional roadway capacity is needed to mitigate peak rush hour congestions.

(2) The likely demand for the improvement:  
 CSAH 19 serves both residential and commercial areas. Current and projected future traffic demand exceeds the existing capacity of the roadway. Additional capacity is needed.

(3) The estimated cost of the improvement:  
 \$20,872,800

(4) The available public resources:  
 County Bond, County State Aid, Local Participation (City of Woodbury)

(5) The level of overlapping debt in the County:  
 Cities: \$15,598  
 School Districts: \$146,751,667  
 Special Districts: \$16,386,798  
 Washington County (direct) \$136,983,725

(6) The relative benefits and costs of alternative uses of the funds:  
 Benefits of the project include additional roadway capacity to mitigate peak rush hour congestion and intersection control updates on local roads that tie into CSAH 19 (Hudson Rd, Commerce Drive, Tamarack Rd, and Rivertown Drive).

(7) Operating costs of the proposed improvements:  
 Overall operating costs will be increased due to the maintenance of the added infrastructure related to new lanes and pavement.

(8) Alternatives for providing services more efficiently through shared facilities with other counties or local government units:  
 This project will be developed in conjunction with the City of Woodbury.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	975,000					975,000
Construction	18,595,000					18,595,000
Right-of-Way	815,000					815,000
<b>Total</b>	<b>20,385,000</b>					<b>20,385,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Bonds Proceeds	7,700,000					7,700,000
Local Contributions	12,685,000					12,685,000
<b>Total</b>	<b>20,385,000</b>					<b>20,385,000</b>

**Budget Impact/Other**

The project will increase operation and maintenance costs because of the added infrastructure related to new lanes and pavement.

Project # RB-2613  
 Project Name CSAH 5 - CR 64 to Sycamore St W

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Construction  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope includes the following improvements on County State Aid Highway (CSAH) 5 between CR 64 (Laurel St. W) and Sycamore St W:  
 1) Pedestrian Improvements  
 2) Pavement Improvements  
 3) Curb and Gutter/Drainage Improvements

**Justification**

These improvements are necessary to ensure the ongoing safe and efficient operation of this highway segment.

Expenditures	2019	2020	2021	2022	2023	Total
Construction		2,750,000				2,750,000
Right-of-Way	25,000					25,000
<b>Total</b>	<b>25,000</b>	<b>2,750,000</b>				<b>2,775,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Local Contributions		450,000				450,000
State Aid	25,000	2,300,000				2,325,000
<b>Total</b>	<b>25,000</b>	<b>2,750,000</b>				<b>2,775,000</b>

**Budget Impact/Other**

The project will increase operation and maintenance costs associated with additional pavement, trails, and sidewalk infrastructure which will require additional resources to own, operate and maintain.

Project # RB-2615  
 Project Name CSAH 13 & CSAH 22 Intersection

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Construction  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope includes the installation of a roundabout at the intersection of County State Aid Highway (CSAH) 13 (Hinton Avenue) and CSAH 22 (70th Street).

**Justification**

Traffic growth and ongoing development in the region has increased traffic volumes around this intersection. The current all-way stop control can be confusing during peak traffic times and does not adequately service the demand. Delays are common and backups of over 1000 feet occurs on a daily basis.  
 The intersection is ranked near the top of the County's Intersection Control Ranking System. It is well suited for a roundabout, but will need significant reconstruction.

Expenditures	2019	2020	2021	2022	2023	Total
Construction	2,150,000					2,150,000
<b>Total</b>	<b>2,150,000</b>					<b>2,150,000</b>
Funding Sources	2019	2020	2021	2022	2023	Total
Local Contributions	550,000					550,000
State Aid	1,600,000					1,600,000
<b>Total</b>	<b>2,150,000</b>					<b>2,150,000</b>

**Budget Impact/Other**

The project will increase operation and maintenance costs because of the added infrastructure.

Project # RB-2623  
 Project Name CSAH 13 - CSAH 14 to 44th St - Phase II

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Construction  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope for Phase II includes the following improvements on County State Aid Highway (CSAH) 13 (Ideal Avenue) from approximately 44th Street to CSAH 14 (40th Street North):

1. Two-lane highway construction
2. Construction of trails on the west side of the highway
3. Drainage improvements including storm water treatment facilities
4. Intersection control improvement at CSAH 13 and 40th Street and 36th Street

Preliminary design along with public engagement was completed with the corridor study and will need to be reviewed due to the fact there is large scale development potential to the west of CSAH 13 that will require coordination. A final project scope, right-of-way acquisition required, and cost estimates will be refined prior to starting final design. The estimated cost is based on the corridor study.

**Justification**

CSAH 13 is a north-south minor arterial serving regional traffic in Oakdale and Lake Elmo. Land development in the area continues to have a lot of activity including requests for new access onto CSAH 13. Providing for increased capacity and allowing appropriate access is critical for regional traffic.

Phase I was constructed in 2017 and included highway reconstruction with the addition of a trail on the west side, sanitary sewer, and storm water treatment facilities.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	500,000					500,000
Construction				3,750,000		3,750,000
Right-of-Way			500,000			500,000
<b>Total</b>	<b>500,000</b>		<b>500,000</b>	<b>3,750,000</b>		<b>4,750,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Local Contributions	100,000		200,000	750,000		1,050,000
State Aid	400,000		300,000	3,000,000		3,700,000
<b>Total</b>	<b>500,000</b>		<b>500,000</b>	<b>3,750,000</b>		<b>4,750,000</b>

**Budget Impact/Other**

The project will increase operations and maintenance costs because of added pavement widths and infrastructure.

Project # RB-2625  
Project Name CSAH 19 - Dale Road to CSAH 18

Department Capital Road & Bridge Projects  
Contact PWD  
Type Construction  
Useful Life 5+ years  
Category Road & Bridge

### Description

The project scope includes the following improvements on County State Aid Highway (CSAH) 19 (Woodbury Drive) from approximately 1300 feet south of CSAH 18 (Bailey Road) to approximately 1000 feet south of Dale Road:

- 1) Highway expansion from two-lane undivided to four-lane divided highway
- 2) Construction of trails on both east and west side of highway
- 3) Drainage improvements including storm water treatment facilities
- 4) Intersection control improvement at CSAH 19 and Dale Road

### Justification

In preparing for this capital project, the County Board has considered:

- (1) The condition of the county's existing infrastructure, including the projected need for repair or replacement:  
CSAH 19 is a north-south minor arterial serving regional traffic in the south Woodbury and north Cottage Grove area. Land development in the area continues to have significant activity including three active developments on the west side; Glen View Farms, Highcroft, and the Woodbury L73 Lift Station Addition, which include requests for new access to CSAH 19 as well as the addition of public and private utilities. There are also plans for development on the east side as well with similar needs.
- (2) The likely demand for the improvement:  
Adding a four-lane divided highway with pedestrian accommodations and public and private utility improvements in this growing community will provide for increased capacity and safe, appropriate access. This is a critical expansion project that allows for the appropriate system improvements to accommodate the planned increase in regional traffic.
- (3) The estimated cost of the improvement:  
\$9,125,000
- (4) The available public resources:  
County Bond, County State Aid, Planned Use of Fund Balance.
- (5) The level of overlapping debt in the county:  
Cities: \$15,598  
School Districts: \$146,751,667  
Special Districts: \$16,386,798  
Washington County (direct): \$136,983,725
- (6) The relative benefits and costs of alternative uses of the funds:  
Benefits of the project include expansion from two-lane undivided to four-lane divided highway, construction of trails on both east and west side of the highway, drainage improvements for storm water, installation of city water and sewer, private utility upgrades, and intersection control safety improvements. This corridor is identified as the location for the Central Greenway Regional Trail so this project allows for the construction of a portion of this important regional trail connection.
- (7) Operating costs of the proposed improvements:  
Overall operating costs will be increased due to the maintenance of the added infrastructure related to a four-lane divided highway.
- (8) Alternatives for providing services more efficiently through shared facilities with other counties or local government units:  
This project has been and will continue to be developed in conjunction with the City of Woodbury and Metropolitan Council in order to effectively and efficiently coordinate all public utility improvements and to coordinate with developers for land dedication and access management.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	825,000					825,000
Construction	4,200,000	3,300,000				7,500,000
Right-of-Way	800,000					800,000
<b>Total</b>	<b>5,825,000</b>	<b>3,300,000</b>				<b>9,125,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Bonds Proceeds	5,000,000					5,000,000
Local Contributions	75,000	1,640,000				1,715,000
Planned Use of Fund Balance	750,000	1,660,000				2,410,000
<b>Total</b>	<b>5,825,000</b>	<b>3,300,000</b>				<b>9,125,000</b>

**Budget Impact/Other**

The project will increase operations and maintenance costs because of the added infrastructure related to a four-lane divided highway.

Project # RB-2631  
 Project Name Southwest Arterial Study

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The scope of this project will include a feasibility and alignment study for an arterial highway located in the southwest quadrant of the County. The analysis will consider an arterial highway connection between County State Aid Highway (CSAH) 19 and the lower Grey Cloud Island.  
 The study will consider alignments, impacts and costs.

**Justification**

The southwest quadrant of Washington County, located south and west of US TH 61, currently has no east-west arterial roadways.  
 Development continues to progress toward this area, with large farm fields converting to more dense development.  
 In addition to development, the County and Metropolitan Council has long range plans to develop the Lower Grey Cloud Island into a Regional Park.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	500,000					500,000
<b>Total</b>	<b>500,000</b>					<b>500,000</b>
Funding Sources	2019	2020	2021	2022	2023	Total
Local Contributions	100,000					100,000
State Aid	400,000					400,000
<b>Total</b>	<b>500,000</b>					<b>500,000</b>

**Budget Impact/Other**

This study could result in programming of a capital construction project in a future year.

Project # RB-2645  
 Project Name CSAH 13 (Ideal Avenue)

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Construction  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope includes the following improvements to County State Aid Highway (CSAH) 13 (Ideal Avenue) located in Oakdale and Lake Elmo:

- 1) Safety improvements including widening for shoulders
- 2) Pavement improvement
- 3) Turn lane and intersection improvements
- 4) Pedestrian and non-motorized upgrades
- 5) Drainage improvements

**Justification**

This segment of Ideal Avenue was constructed in 2001.

Additionally, the railroad crossing is in need of upgrades, including widening. This area is also a nexus for regional surface water drainage, thus the design needs to work toward improving regional surface water management.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	150,000	250,000				400,000
Construction					2,500,000	2,500,000
Right-of-Way			400,000			400,000
<b>Total</b>	<b>150,000</b>	<b>250,000</b>	<b>400,000</b>		<b>2,500,000</b>	<b>3,300,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Local Contributions	25,000	50,000	150,000		500,000	725,000
State Aid	125,000	200,000	250,000		2,000,000	2,575,000
<b>Total</b>	<b>150,000</b>	<b>250,000</b>	<b>400,000</b>		<b>2,500,000</b>	<b>3,300,000</b>

**Budget Impact/Other**

The project will increase operation and maintenance costs associated with additional pavement, drainage and sidewalk infrastructure.

Project # RB-2646  
 Project Name CSAH 18 - Pioneer Drive to Wellington Lane

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

The project scope includes the following improvements on the County State Aid Highway (CSAH) 18 (Bailey Road) from Pioneer Drive to Wellington Lane:

- 1) Pavement Rehabilitation
- 2) Left turn lane construction
- 3) Access management improvements coordinated with City of Woodbury
- 4) Trail Rehabilitation/Reconstruction
- 5) Improved surface water management

Project scope and estimated costs were determined through preliminary design and public engagement.

**Justification**

The current roadway and trail pavement along this corridor is in poor condition providing an uneven surface with inadequate ride quality.

Traffic growth and ongoing development in the region has increased traffic volumes along this corridor creating safety issues at existing intersections without left turn lanes.

Opportunity to manage access to CSAH 18 from Bailey Frontage Road coordinating with City of Woodbury improvements.

Expenditures	2019	2020	2021	2022	2023	Total
Planning / Design	195,000					195,000
Construction	2,600,000					2,600,000
Right-of-Way	375,000					375,000
<b>Total</b>	<b>3,170,000</b>					<b>3,170,000</b>

Funding Sources	2019	2020	2021	2022	2023	Total
Local Contributions	325,000					325,000
State Aid	645,000					645,000
Wheelage Tax	2,200,000					2,200,000
<b>Total</b>	<b>3,170,000</b>					<b>3,170,000</b>

**Budget Impact/Other**

This project will increase operations and maintenance costs because of added infrastructure.

Project # RB-2647  
 Project Name CSAH 10 & 694 Traffic Signal Upgrades

Department Capital Road & Bridge Projects  
 Contact PWD  
 Type Improvement  
 Useful Life 5+ years  
 Category Road & Bridge

**Description**

This project scope includes an upgrade to the two traffic signal systems located at the CSAH 10 (10th St N) and I-694 Interchange to current standards. Upgrades will include flashing yellow arrow signals and head placement improvements.

**Justification**

Adjacent signals that are east and west of the project location on CSAH 10 have been previously upgraded to include Flashing Yellow Arrow (FYA) control. This project will improve consistency in the corridor by adding Flashing Yellow Arrow capability at the ramp intersections along with improved signal head placement, pedestrian improvements, and aesthetic improvements to the signal systems.

Expenditures	2019	2020	2021	2022	2023	Total
Construction	432,000					432,000
<b>Total</b>	<b>432,000</b>					<b>432,000</b>
Funding Sources	2019	2020	2021	2022	2023	Total
State Aid	216,000					216,000
State Grants	216,000					216,000
<b>Total</b>	<b>432,000</b>					<b>432,000</b>

**Budget Impact/Other**

Washington County is responsible for minor maintenance at this signal including relamping of signal indications and overhead street lights. These responsibilities will remain the same after the project, at an expected equivalent annual cost as shown on RB-2201.

## DEBT FINANCING

Financing for capital projects typically come from a number of sources, including debt classified according to the type of revenue pledged as the source of repayment. Washington County issues general obligation bonds which represent an unlimited pledge by the county to use all available sources of revenue and taxing powers – its “full faith and credit” – to repay obligations.

Washington County pursues a “pay-as-you-use” strategy for financing scheduled capital improvements. Under this strategy, taxpayers who benefit from the improvements are also the ones paying the debt service. The use of debt allows the county to spread out payments for the asset over its life, thereby shifting to those who use the asset the cost of servicing the debt.

Repayment of outstanding debt has priority in the operating budget. Annual debt service obligations (principal and interest) must be met before all other obligations, including payroll. In order to promote accountability in the repayment of debt, Washington County has established debt service funds in which money is deposited that will be used to pay interest and principal as the debt comes due. Annually, as part of the operating budget process, sufficient taxes are levied so that money can be put into the debt service funds to cover the obligations for that year.

In much the same way homeowners refinance their mortgage to take advantage of lower interest rates, the county also issues debt to refinance outstanding debt (*refunding*) for the same reason. In most cases, proceeds of refunding debt are either applied immediately or almost immediately to pay off the refunded debt, often resulting in hundreds of thousands of dollars in interest savings.

Although debt can be a powerful stimulus to economic development, Washington County is extremely conscious in not overburdening its residents with long-term obligations. The county never issues debt to cover revenue shortfalls; long-term debt is only used to acquire assets with a lifetime longer than one year, and repayment of the debt does not extend beyond the life of the asset. Furthermore, debt limitations are set on available debt capacities by the State of Minnesota, by Capital Improvement Plan Legislation, and by the county itself.

The following pages contain information on Washington County’s available debt authority, debt schedules, current bond issues, and outstanding debt.

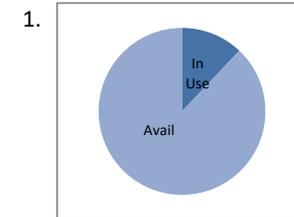
**AVAILABLE DEBT AUTHORITY**

**Debt Service Limits and Debt Service Obligations**

The county’s long-term debt and the level of annual debt service are regulated by Minnesota Statute 373.40, Subdivision 4 and by County Board policy. State policy establishes maximum debt limits, which consist of a limit of 3 percent of taxable market value, and a limit on annual principal and interest payments that cannot exceed .12 percent of total market value. The County Board has established two additional conservative limit options whereas the debt service levy cannot exceed either 12.5 percent of annual budgeted general expenditures, and/or 15 percent of the annual total budgeted levy. Washington County has chosen the most stringent of the three tests for its general debt limits. The 2019 debt service levy of \$16,008,200 is well below all limits set by the State of Minnesota as well as the County Board.

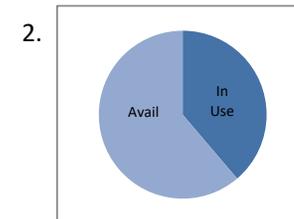
**1. Legal Debt Limit – State of Minnesota General Obligation Debt**

Estimated taxable market value of property for taxes payable in 2019	\$32,171,493,000
Debt limit (3 percent of payable 2019 taxable market value)	3%
Maximum debt applicable to debt limit	\$965,144,790
Less current outstanding debt (principal)	<u>(\$116,345,000)</u>
<b>Available margin per Legal Debt Limits:</b>	<b>\$848,799,790</b>



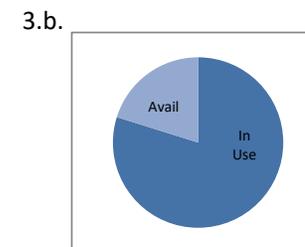
**2. Debt Authority under Capital Improvement Plan (CIP) Legislation**

Estimated taxable market value of property for taxes payable in 2019	\$32,171,493,000
Debt limit (.12 percent of payable 2019 taxable market value)	0.12%
Maximum annual principal and interest limit	\$38,605,792
Less current maximum principal and interest for any given year for CIP bonds	<u>(\$14,964,600)</u>
<b>Available margin per Debt Authority under CIP Legislation:</b>	<b>\$23,641,192</b>



**3. Washington County Debt Policy Limits**

a.) 12.5 percent of 2019 total budgeted operating expenditures	\$23,488,063
Less current debt service levy	<u>(\$14,348,800)</u>
<b>Available margin per County Board policy, option #1:</b>	<b>\$9,139,263</b>
or,	
b.) 15 percent of the 2019 total budgeted gross levy <i>(most restrictive graphed)</i>	\$17,975,355
Less current debt service levy	<u>(\$14,348,800)</u>
<b>Available margin per County Board policy, option #2:</b>	<b>\$3,626,555</b>



**DEBT SCHEDULE**

<b>DEBT SERVICE SCHEDULE</b>			
<b>Budgeting Schedule for Debt Service Payments</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest / Fees</b>	<b>Total Payment</b>
2019	\$10,975,000	\$3,989,600	\$14,964,600
2020	\$10,430,000	\$3,846,100	\$14,276,100
2021	\$9,835,000	\$3,488,500	\$13,323,500
2022	\$10,065,000	\$3,124,900	\$13,189,900
2023	\$9,615,000	\$2,767,000	\$12,382,000
2024	\$9,740,000	\$2,414,000	\$12,154,000
2025	\$10,390,000	\$2,000,400	\$12,390,400
2026	\$10,655,000	\$1,584,500	\$12,239,500
2027	\$11,590,000	\$1,198,000	\$12,788,000
2028	\$12,045,000	\$781,600	\$12,826,600
2029	\$3,775,000	\$499,500	\$4,274,500
2030	\$3,925,000	\$358,200	\$4,283,200
2031	\$4,085,000	\$209,200	\$4,294,200
2032	\$2,950,000	\$66,400	\$3,016,400

<b>CURRENT BOND ISSUES</b>			
<b>2019 Bond Payments - Debt Service Fund</b>			
<b>Bond Issue</b>	<b>Principal</b>	<b>Interest / Fees</b>	<b>Budget</b>
2011A Capital Improvement Program (CIP) Issue	\$1,720,000	\$114,300	\$1,834,300
2011A Land & Water Legacy Program (LWLP) Issue	\$355,000	\$24,000	\$379,000
2012A Refunding Issue	\$2,420,000	\$361,400	\$2,781,400
2014A Refunding Issue	\$3,590,000	\$1,518,900	\$5,108,900
2015A LWLP Issue	\$555,000	\$69,900	\$624,900
2016A CIP Issue	\$2,335,000	\$330,300	\$2,665,300
2017A Refunding Issue - CIP 2007A	\$0	\$558,800	\$558,800
2017A Refunding Issue - CIP 2011A	\$0	\$978,000	\$978,000
2017A Refunding Issue - LWLP	\$0	\$34,000	\$34,000
<b>Budgeted Totals:</b>	<b>\$10,975,000</b>	<b>\$3,989,600</b>	<b>\$14,964,600</b>

The primary use of each of the bond issues are stated on the following page in the chart titled: *"Outstanding Debt as of 12/31/2018"*

**All debt service payments are made from the Debt Service Fund, which is considered a major fund.**

### OUTSTANDING DEBT

Based upon available debt authority limits and current obligations, the county has a substantial unused debt service capacity which can be used if the County Board desires to fund additional capital improvements through debt service. Obviously, the acquisition of more debt requires an increase in debt service, which must be financed with levy, and ultimately affects all taxpayers. To create capacity for future bond issues, the county plans for an increase in debt service of no more than 5 percent annually.

Due to county growth and the need for new infrastructure, a substantial number of projects have been identified as necessary for the county. Future bonding options are being analyzed to address a majority of these projects. The county may issue new bonds and refinance others to maintain a consistent debt service level or may choose to restructure existing bonds. In doing so, the new debt will require additional levy to support it. Under any of the above scenarios, the county will continue to maintain a prudent long-term borrowing policy to ensure that the current and future tax burden is spread fairly amongst taxpayers.

The chart below shows the current long-term debt statistics based on the county's outstanding debt as of 12/31/2018.

Issue	Primary Use	Original Issue Date	Original Par	Outstanding Principal	Outstanding Interest	Balance Outstanding	Current Coupon Rate
2011A	Land & Water Legacy Program	5/2011	\$ 4,740,000	\$ 720,000	\$ 30,800	\$ 750,800	5.00%
2011A	Transportation Projects	5/2011	\$34,275,000	\$ 3,490,000	\$ 149,200	\$ 3,639,200	5.00%
2012A	Refunding prior issues	5/2012	\$21,990,000	\$16,245,000	\$ 1,159,500	\$ 17,404,500	3.00%
2014A	Refunding prior issues	12/2014	\$39,155,000	\$34,345,000	\$ 7,297,900	\$ 41,642,900	5.00%
2015A	Land & Water Legacy Program	5/2015	\$ 4,775,000	\$ 2,590,000	\$ 175,500	\$ 2,765,500	3.00%
2016A	Parks/Transportation Projects	5/2016	\$20,000,000	\$16,575,000	\$ 2,145,600	\$ 18,720,600	2.00%
2017A	Refunding prior issues	12/2017	\$15,560,000	\$15,560,000	\$ 4,925,100	\$ 20,485,100	5.00%
2017A	Refunding prior issues	12/2017	\$ 745,000	\$ 745,000	\$ 98,800	\$ 843,800	5.00%
2017A	Refunding prior issues	12/2017	\$26,075,000	\$26,075,000	\$ 7,567,800	\$ 33,642,800	5.00%
<b>Total Debt Outstanding:</b>			<b>\$167,315,000</b>	<b>\$116,345,000</b>	<b>\$23,550,200</b>	<b>\$139,895,200</b>	<b>Average 4.22%</b>

# WASHINGTON COUNTY

## 2019 BUDGET

### Departmental Information

Section E

*This page is intentionally left blank.*

## STAFFING

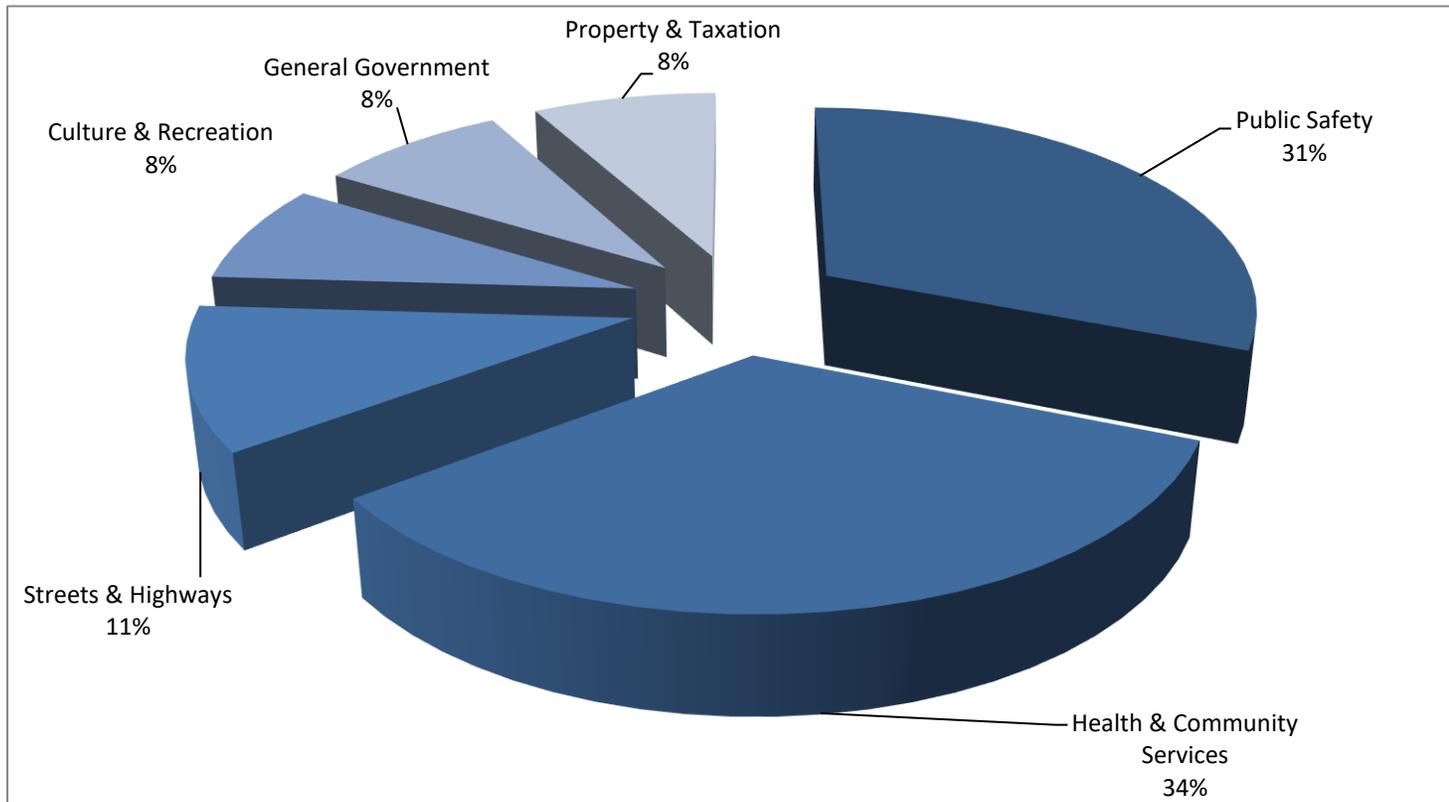
Washington County's most valuable resources are its employees. The 2019 budget funds 1,290.21 full-time equivalent (FTE) positions, which is a net increase of 13.40 FTE over the 2018 year-end complement. When combined, personnel services make up the largest component of the 2019 budget at \$125.1 million, or about 66.5 percent of the county's operating budget. When developing the annual budget, negotiated labor settlements play a large role in the growth of expenditures and in determining how much funding will be available for approved budget requests.

As part of the annual budget review process, departmental personnel budgets are reduced to account for anticipated vacant positions. Through close monitoring of the county's budget, it was found that unspent personnel budgets, as a result of positions that were vacant at various intervals throughout the year, could be repurposed towards other high-priority needs.

The 2019 budget includes a .5 percent vacancy savings rate reduction for departments with fewer than 50 FTE, and a one percent vacancy savings rate reduction for departments with more than 50 FTE. An lower vacancy rate of .25 percent is made for the Sheriff's Office, where staffing is required 24 hours a day, 7 days a week, 365 days a year. These vacancy reduction rates yielded significant operating budget savings of just over \$900,000 for 2019, and allowed available funding to go towards other needed programs and services.

The following pages include graphs and charts to illustrate how Washington County's staffing complement is spread throughout the county, a discussion of staffing level changes in the adopted 2019 budget, and a four-year history of positions by department.

**EMPLOYEES BY FUNCTION**  
**2019 BUDGETED FULL-TIME EQUIVALENTS**  
**1,290.21**



**Total Number of Employees (Full-Time Equivalents) by Function**

Health & Community Services	437.20	General Government	106.10
Public Safety	399.80	Culture & Recreation	100.18
Streets & Highways	143.00	Property & Taxation	103.93

**POSITION SUMMARY SCHEDULE  
2016-2019 FULL-TIME EQUIVALENT (FTE) COMPARISON**

DEPARTMENT	2016 Amended	2017 Amended	2018 Amended	2019 Adopted
<b>HEALTH &amp; COMMUNITY SERVICES</b>				
Community Services	309.70	318.20	341.10	347.50
Public Health & Environment	81.20	85.70	88.70	89.70
<b>Subtotal:</b>	<b>390.90</b>	<b>403.90</b>	<b>429.80</b>	<b>437.20</b>
<b>INTERNAL SERVICES</b>				
Accounting & Finance	16.50	17.50	18.50	18.50
Administration	15.00	15.00	16.00	16.00
Human Resources	13.00	14.00	14.00	15.00
Information Technology	44.00	45.00	50.00	50.00
<b>Subtotal:</b>	<b>88.50</b>	<b>91.50</b>	<b>98.50</b>	<b>99.50</b>
<b>LIBRARY / LAW LIBRARY</b>				
Law Library	1.50	1.50	1.50	1.50
Library System	70.08	73.08	75.68	75.68
<b>Subtotal:</b>	<b>71.58</b>	<b>74.58</b>	<b>77.18</b>	<b>77.18</b>
<b>OTHER</b>				
Commissioners	5.00	5.00	5.00	5.00
General Operations (Internal Auditor / Records Manager)	1.60	1.60	1.60	1.60
<b>Subtotal:</b>	<b>6.60</b>	<b>6.60</b>	<b>6.60</b>	<b>6.60</b>
<b>PROPERTY &amp; TAXATION</b>				
Property Records & Taxpayer Services	95.93	94.43	105.93	103.93
<b>Subtotal:</b>	<b>95.93</b>	<b>94.43</b>	<b>105.93</b>	<b>103.93</b>
<b>PUBLIC SAFETY</b>				
Attorney	48.00	50.50	50.00	51.00
Community Corrections	84.80	85.80	85.80	88.80
Sheriff / 800 MHz Radio System	250.50	255.50	258.00	260.00
<b>Subtotal:</b>	<b>383.30</b>	<b>391.80</b>	<b>393.80</b>	<b>399.80</b>
<b>PUBLIC WORKS</b>				
Public Works	148.50	155.50	157.50	160.25
<b>Subtotal:</b>	<b>148.50</b>	<b>155.50</b>	<b>157.50</b>	<b>160.25</b>
<b>REGIONAL RAIL AUTHORITY / GOLD LINE</b>				
Regional Rail / Gold Line	4.50	4.50	7.50	5.75
<b>Subtotal:</b>	<b>4.50</b>	<b>4.50</b>	<b>7.50</b>	<b>5.75</b>
<b>GRAND TOTAL:</b>	<b>1,189.81</b>	<b>1,222.81</b>	<b>1,276.81</b>	<b>1,290.21</b>
<b>NET CHANGE (from prior year):</b>	<b>35.92</b>	<b>33.00</b>	<b>54.00</b>	<b>13.40</b>

**2019 STAFFING LEVEL CHANGES**

Department	Position	FTE	Salaries & Benefits	Other Costs	Less Non-Levy Revenue	Net Levy Cost	
Attorney	Victim Witness Coordinator (mid-year hire)	1.00	\$35,500	\$0	\$0	\$35,500	
Community Corrections	Probation Officer II	1.00	\$82,800	\$5,000	\$0	\$87,800	
Community Corrections	Office Support II	1.00	\$50,200	\$5,000	\$0	\$55,200	
Community Corrections	Planner I - Stepping Up	1.00	\$78,500	\$0	\$78,500	\$0	
Community Services	Office Supervisor	1.00	\$66,900	\$3,000	\$0	\$69,900	
Community Services	Social Worker II - Child Care Licensing	0.40	\$28,700	\$0	\$7,600	\$21,100	
Community Services	Social Worker I - Mental Health	1.00	\$78,600	\$6,100	\$84,700	\$0	
Community Services	Senior Social Worker - Adult Family	1.00	\$87,500	\$6,100	\$93,600	\$0	
Community Services	SW I/II - MnChoice Assess	1.00	\$78,600	\$6,100	\$78,000	\$6,700	
Community Services	Senior SW - MnChoice Reassess	1.00	\$87,500	\$6,100	\$86,200	\$7,400	
Community Services	SW I/II - MnChoice Reassess	1.00	\$78,800	\$6,600	\$78,800	\$6,600	
Community Services	SW I/II - MnChoice Reassess	1.00	\$78,800	\$6,600	\$78,800	\$6,600	
Community Services	Social Worker	(1.00)	Special Project position ended 12.31.18				
Human Resources	Sr. Human Resources Generalist	1.00	\$92,500	\$6,700	\$0	\$99,200	
Property Records & Taxpayer Services	Taxpayer Service Technicians	(2.00)	Special Project positions ended 12.31.18				
Public Health & Environment	Public Health Program Supervisor	1.00	\$98,000	\$200	\$98,200	\$0	
Public Works	Building Services Project Manager	1.00	\$82,300	\$0	\$82,300	\$0	
Sheriff	Deputy Sheriff	1.00	\$84,000	\$9,600	\$82,300	\$11,300	
Sheriff	Deputy Sheriff (mid-year hire)	1.00	\$46,600	\$9,600	\$9,600	\$46,600	
<b>TOTAL:</b>		<b>13.40</b>	<b>\$1,235,800</b>	<b>\$76,700</b>	<b>\$858,600</b>	<b>\$453,900</b>	

**2019 STAFFING LEVEL CHANGES**

**SUMMARY**

Attorney	The Victim Witness Coordinator is being added to maintain proper victim services and support for an increasing caseload which includes referrals and citations, as well as supporting rescued trafficking victims in the Major Crimes Unit.
Community Corrections	The Probation Officer position will provide additional support in the Dosage Reporting Center to facilitate behavior changing programs to reduce recidivism; the Office Support position provides much needed support in a variety of areas within the department; the Planner position will work closely with a number of other county departments to lead the planning and implementation efforts of a national initiative focused on reducing the number of people with mental illness in county jails.
Community Services	The addition of Social Workers in the Community Services area will provide much needed services in a number of areas: meeting the requirements of the federal Child Care Development Block Grant; providing community alternatives for disabled individuals and clients with brain injury who have a serious and persistent mental illness; providing ongoing adult case management services for multiple waiver programs; and continuing the rollout of a state mandated program to determine initial and ongoing eligibility, as well as needs assessments. The Office Supervisor position will be responsible for providing additional oversight of office support needs.
Human Resources	The Senior Human Resources Generalist will provide countywide organizational development services, reducing the need for consultant services in this area.
Public Health & Environment	The Public Health Program Supervisor will oversee the Planning and Performance Management Team who provide planning and performance management tools, resources, and expertise to department, county staff and members of the community. The addition of this position will also increase the Deputy Director's ability to participate in projects of department and countywide significance, rather than managing day-to-day administrative tasks.
Public Works	Due to the steady increase in county projects ranging from small office alterations to large building renovations and new construction, the Building Services Project Manager position will provide project management in delivering projects to makes sure that safety requirements are met, program needs are fully identified, and projects are delivered within the desired timeframe to minimize impacts on departmental operations and budgets.
Sheriff	The Deputy Sheriff positions are needed to respond to the significant increase in calls for services related to mental health issues, including persons in crisis and threatening to commit or attempting to commit suicide. Calls for people suffering a mental health crisis require two or more deputies for officer safety reasons.

**DEPARTMENT DESCRIPTIONS**  
**Functions and Responsibilities**

Washington County is comprised of multiple departments each providing various functional services. In the following section, each department’s assigned functions and responsibilities are described on its associated tab. The department’s individual objectives and goals follow its budget recap chart, followed by a departmental organizational chart, if applicable. For the county’s “service provider departments”, a summary of the costs of the major services provided by each department and funding sources are provided. Each department’s specific performance measurements are included within the coordinating departmental section, linking them back to specific departmental goals. Later in this section a matrix is presented which links each department with the overall county goals. Based on the functional nature of each department, the county has grouped the departments accordingly, and a brief description of each department is listed below. Following these descriptions is a chart showing the relationship between each group, department, and the county’s fund structure.

**Health & Community Services Group**

***Public Health & Environment Department***

The Public Health & Environment Department’s objective is to protect, promote, and improve the health, environment, safety, and well-being of the county and its citizens. It carries out this mission by promoting healthy behaviors, preventing

the spread of infectious disease, protecting against environmental health hazards, preparing for and responding to disasters, and assuring the quality and accessibility of health services.

***Community Services Department***

The objective and purpose of the Washington County Community Services Department is to assure that vulnerable individuals are safe, provided with basic necessities, and are able to live as independently as possible.

**Internal Services Group**

***Accounting & Finance Department***

The Accounting & Finance Department is responsible for a variety of financial functions and is organized into two units, the Accounting Services Unit and the Finance and Reporting Unit. The Accounting Services Unit is primarily responsible for accounts payable, payroll, and collections functions. The Finance and Reporting Unit is primarily responsible for compiling financial reports, tracking assets, receipting and investing funds, issuing bonds, and coordinating annual audits. The financial systems incorporate proper internal controls and provide the county with the ability to record financial activities, disburse and receive funds, report financial status and

performance, manage assets and liabilities, and support financial planning and forecasting.

### ***Administration***

The Office of Administration provides information and guidance in helping county departments and elected officials make critical decisions about service delivery, both for now and into the future. The office also plays a critical role in matching constituency needs and federal and state-required services with the available human and fiscal resources. The Office of Administration operates in cooperation with all county departments and its business functions are likely to impact one or more departments.

### ***Human Resources Department***

The Human Resources Department assists all departments in the attraction and retention of qualified, productive, and customer-focused employees. The department recruits in accordance with equal employment opportunity principles and serves as the central point for employee relations, labor relations, and risk-management services. In addition, this department provides human resources technical/professional support for all county departments and manages a variety of employee programs such as training and development, benefits, safety programs, and the Employee Recognition Program.

### ***Information Technology Department***

The Information Technology Department is a support department providing computer and telecommunications services to other county departments. The department

provides installation and maintenance of computer hardware and software, network and service connectivity and associated cabling. Staff assists in the purchasing and licensing of computer hardware and software and locating computer training. Staff also writes, supports, and maintains various iSeries and PC applications, including Geographical Information Systems (GIS) applications. Also provided are Internet, intranet (internal county website) e-mail access, and installation and maintenance of telephones, voice mail, and pagers.

## **Library Group**

### ***Library / Law Library***

The seven branches of the Washington County Library, its three express library locations, and the associated city libraries in Stillwater and Bayport provide residents free access to over 500,000 books, magazines, audio books, recorded music, virtual reality equipment, and DVDs. It provides free access to the Internet and purchases special online databases of information not on the Internet. Residents may check the online catalog and search the Library's resources through its website. The Law Library assists judges, attorneys, court employees, and the public with legal research using specialized print and online resources.

## **Other Group**

Departments whose functions do not easily fit within a specific category.

***Board of Commissioners***

The County Board of Commissioners formulates policy and oversees county operations. There are five county commissioners; each serves a four-year term.

***Capital Funds***

The county maintains various capital funds to track the costs of major capital projects, including facility maintenance and repairs, Historic Courthouse restoration, technology, and park land acquisition and development.

***Court Administration (County Costs)***

Court Administration handles trial court records, documents, and scheduling of cases. Court-related services include jury management, payment of witnesses and public defenders, operation of the volunteer Guardian Ad Litem Program, and secretarial services for the judiciary and district judges chambered in Washington County. Court expenditures were transferred to the State of Minnesota during 2005; however, certain mandated administrative costs remain with Washington County.

***Debt Service Funds***

These funds are used to track the principal and interest payments on the county's long-term debt.

***General Operations / County Operations***

These financial cost centers are used to account for countywide revenues and expenditures that cannot be directly related to any individual department including, but not limited to, internal audit functions, countywide records management,

conservation fees, federal government indirect cost allocation revenues, County Board meeting cablecast expenditures, internal control system audits, employer liability costs, and contingency items.

**Property & Taxation Group*****Property Records & Taxpayer Services Department***

The Property Records & Taxpayer Services Department strives to provide quality taxation, assessment, recording, land records, licensing, and elections services to the citizens of Washington County.

**Public Safety Group*****Community Corrections Department***

The Community Corrections Department develops, implements, and maintains correctional programs that enhance the safety of county residents, and provides programs that impact offenders in the most appropriate and cost-effective way. Programs in adult and juvenile probation and parole include supervising offenders, preparing bail evaluations, and conducting pre-sentence investigations. The Family Court Unit provides custody/parenting time-resolution services as ordered by the Court. The department provides services such as mediation programs between victim and offender, alternative programming to incarceration, including juvenile and adult diversion, PLACE (a day treatment program

for juveniles) which promotes personal responsibility by developing social, physical, and scholastic skills, electronic home monitoring, and Sentence to Service (STS) adult work crews of non-violent offenders who use their skills to provide meaningful work which often benefits county residents by improving the condition of our natural resources.

### ***County Attorney's Office***

The Washington County Attorney's Office has two major responsibilities. First, the office prosecutes all juvenile crimes, adult criminal felony crimes, and some misdemeanor and gross misdemeanor crimes. Included in this responsibility is to provide help to victims and witnesses. The second responsibility is to be corporate counsel for Washington County government. This responsibility includes providing legal advice to the County Board, Office of Administration, and departments in such matters as contracts, condemnations, Data Practices laws, civil claims made for or against the county, forfeiture of property from people who have used it to commit crimes, establishment of paternity, collection of child support, child protection, probate, and mental health.

### ***Sheriff's Office***

The Washington County Sheriff's Office provides residents and visitors with a safe environment in which to live, work, and visit. It also provides a safe facility to house those who have become a threat to county residents. The Sheriff's Office services include the 911 emergency telephone system, court security, emergency management, investigations, SWAT, computer forensics, welfare fraud, property/evidence collection, a Canine Unit to help search for missing persons and locate suspects at

crime scenes, a Water, Parks, and Trails Patrol Division to patrol the more than 50 lakes and 52 miles of rivers in Washington County, a dive team for water search and rescue, and a Crime Prevention Program that offers educational programs to the public in areas of residential and commercial security.

The Washington County Sheriff's Office provides police services to all of the cities and townships in the county that do not have their own police department, as well as 15 cities who have contracted with the county for police coverage.

## **Public Works Group**

The Public Works Department is comprised of the following divisions:

### ***Transportation***

The Transportation Division is comprised of multiple sections, each with their own functions. The maintenance section is responsible for the year-round maintenance of the county's 282-mile highway system including snow and ice control, road patching, shoulders, culverts, guardrails, and mowing. The engineering section is responsible for the planning, design, and construction inspection of capital highway improvement projects, as well as annual county bridge inspections. The traffic section is responsible for the design, operation, and maintenance of the county's traffic signal system, highway signing, pavements, markings, and roadway safety. The fleet maintenance section is responsible for maintaining all of the vehicles within the department, as well as the Sheriff's Office vehicles.

**Building Services**

The Building Services Division provides building support services to the various county facilities through cleaning, maintenance, and building system operation. Building Services staff also coordinates capital improvement projects of all sizes on existing facilities, as well as the construction of new facilities. County staff from various other departments rely on Building Services for assistance in many other areas, such as helping with election equipment, staff relocations, and delivery of large items or equipment.

**Parks**

The Parks Division gives residents and visitors an opportunity to explore Washington County’s significant natural resources that include a variety of land forms, high-quality lakes, woodlands, wetlands, and two nationally significant river valleys. Parks offers a wide variety of recreational opportunities, including camping, swimming, picnicking, fishing, and other nature-based pursuits, as well as trails for hiking, biking, in-line skating, horseback riding, and cross-country skiing. Washington County also hosts a variety of historical structures. The most prominent, the Historic Courthouse, is also a part of the Parks Division. In 1867, two years after the end of the Civil War, the building became the center of Washington County government for over 100 years. Activities within the Historic Courthouse now include a banquet facility, archives and research, exhibits, re-enactments, and guided tours.

**Survey & Land Management**

Core functions of the Survey & Land Management Division include: plat review and approval, maintaining the GIS parcel map database, establishing coordinates for and maintaining the United States Public Land Survey monuments, providing land survey and land information products and service, providing professional and technical support, and administering the parcel search program and uniform street naming and numbering system. Survey & Land Management Division core functions include fostering sound economic growth and development, current and long-range county planning and ordinance development, administration of the Washington County Development Code, and providing technical assistance to the Plat Commission, Planning Advisory Commission, and the Board of Adjustment and Appeals.

**Regional Rail Authority; Gold Line**

The Regional Rail area works to determine and provide regional rail needs and priorities for Washington County, which includes the planning, designing, and ultimate construction and operation of a mass transit light rail system through the county.

The Gold Line area reflects the county’s work on a regional bus rapid transit line.

**DEPARTMENT to FUND RELATIONSHIPS**

The following matrix reflects the relationship between the individual departments and the county’s fund structure.

GROUP	GOVERNMENTAL FUNDS							
Department	General	Capital	Community Services	Debt	Library	Parks	Regional Rail/Gold Line	Public Works
<b>HEALTH &amp; COMMUNITY SERVICES:</b>								
Community Services	X		X					
Public Health and Environment	X							
<b>INTERNAL SERVICES:</b>								
Accounting and Finance	X							
Administration	X							
Human Resources	X							
Information Technology	X							
<b>LIBRARIES:</b>								
Library / Law Library	X				X			
<b>OTHER:</b>								
Capital Funds		X						
Commissioners	X							
Court Administration (County Costs)	X							
Debt Service				X				
General / County Operations	X							
<b>PROPERTY &amp; TAXATION:</b>								
Property Records and Taxpayer Services	X							
<b>PUBLIC SAFETY:</b>								
County Attorney	X							
Community Corrections	X							
Sheriff	X							
<b>PUBLIC WORKS:</b>								
Public Works / Parks	X					X		X
<b>REGIONAL RAIL/GOLD LINE:</b>								
Regional Rail Authority							X	
Gold Line							X	

*This page is intentionally left blank.*

# WASHINGTON COUNTY

## Health and Community Services

*Total Full-Time Employees: 437.20*

**Community Services**

**347.50 FTEs**

**Public Health and  
Environment**

**89.70 FTEs**

## HEALTH AND COMMUNITY SERVICES ASSIGNED SERVICES AND FUNCTIONS

### **COMMUNITY SERVICES**

#### ***Economic Support***

- Child Care Assistance
- Child Support Collection
- Financial Assistance
- Food Support
- Medical Assistance

#### ***Social Services***

- Adult Protection
- Chemical Health
- Child Care Licensing
- Child Protection
- Children and Families
- Crisis Response
- Foster Care Licensing
- Housing
- Intellectual/Developmental Disabilities
- Mental Health
- Seniors

#### ***Veterans Services***

#### ***Workforce Center***

- Adult, Senior, Youth, Dislocated Worker Programs
- Business/Employer Services

### **PUBLIC HEALTH AND ENVIRONMENT**

#### ***Community Health***

- Assessment of Population Health Indicators
- Chronic Disease Prevention
- Correctional Health
- Disease Surveillance/Prevention/Investigation
- Emergency Preparedness
- Employee Wellness
- Healthy Living Promotion
- Immunizations
- Nurse Home Visiting Services
- Positive Mental Health Promotion
- Substance Abuse Prevention
- Women, Infants, and Children (WIC) Nutrition Program

#### ***Environmental Health***

- Community Sanitation
- Environmental Center
- Food Safety
- Groundwater Planning and Protection
- Hazardous Waste Regulation
- Recycling
- Septic Systems
- Solid Waste Management
- Tobacco Sales Regulation
- Water Testing

#### ***University of Minnesota Extension Service***

- 4-H Clubs/Outreach
- Youth Teaching Youth
- Nutrition Education

#### ***Vital Records***

- Birth/Death Certificates



**COMMUNITY SERVICES**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

**Non-Levy Revenues:** Community Services has received the Housing Support Community Living Infrastructure grant program from the Department of Human Services. Community Services will also receive additional funds from MnDOT for transportation coordination efforts.

**EXPENDITURES:**

**Client/Citizen Related Support:**

A decrease in day training and rehabilitation costs as more consumers have transferred to waiver programs. Decrease also reflects change with the Parent Support and Outreach program which has moved from a contractor to program staff in Community Services. Other decreases are due to residential treatment and skills training.

**Personnel Services:** Changes in personnel costs are directly related to union negotiations and labor settlements. Includes net 6.4 new positions.

**Services and Charges:** Increase related to collection costs from the Accounting and Finance Department.

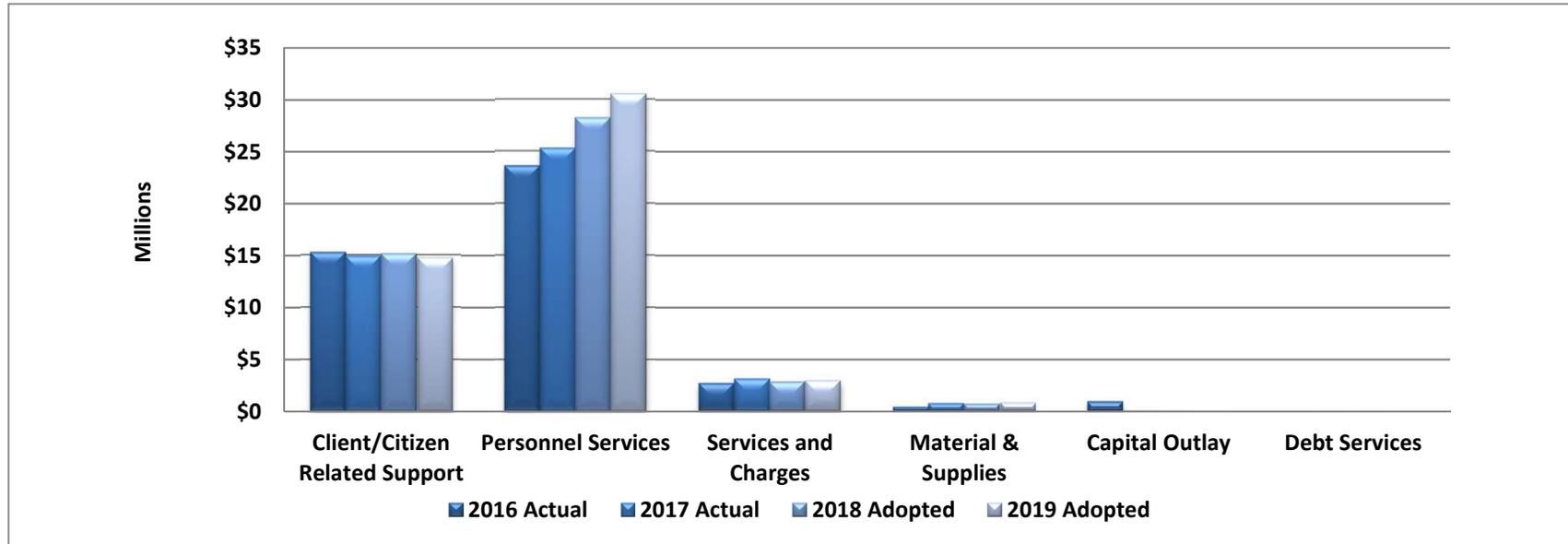
**Materials and Supplies:** Increase due to program supplies and minor equipment.

**Capital Outlay:** Decrease is related to less office equipment budgeted for 2019.

**Debt Services:** None

**Other Financing Uses:** None

## COMMUNITY SERVICES Budget Summary



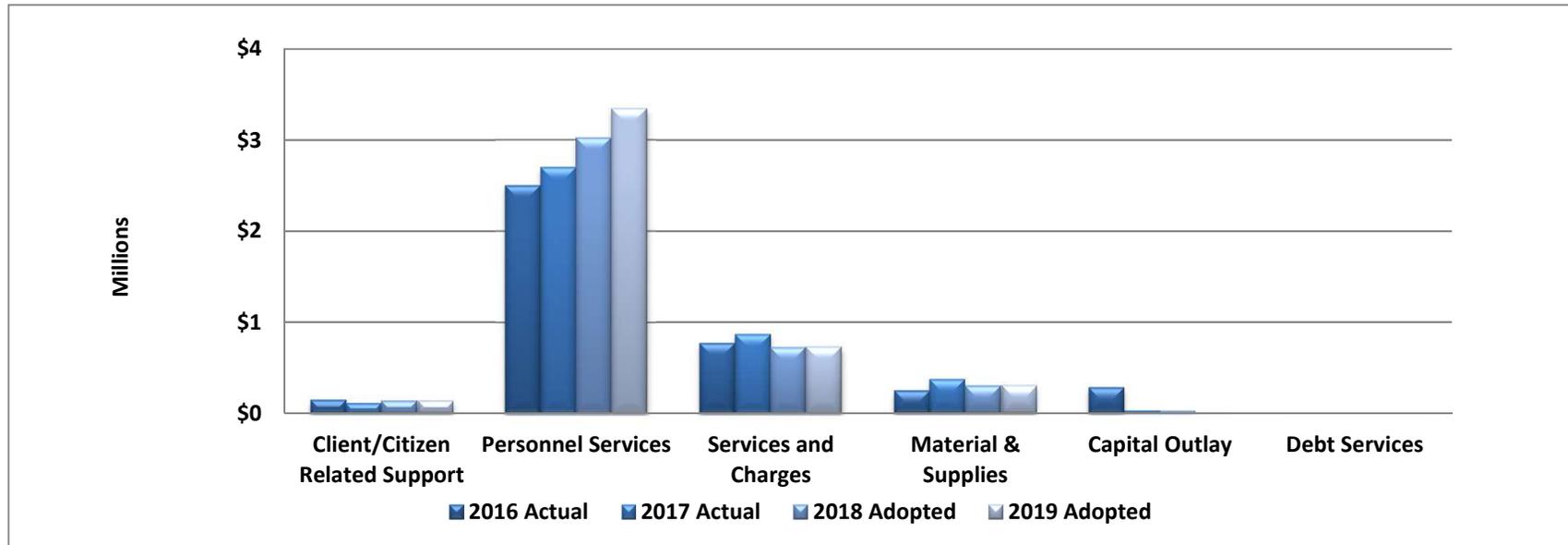
Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$18,125,800	\$18,414,000	\$19,960,900	\$20,566,300	\$605,400	3.03%
Non-Levy Revenue	\$24,080,000	\$25,354,000	\$26,997,300	\$28,423,600	\$1,426,300	5.28%
Other Financing Sources	\$0	\$0	\$0	\$2,200	\$2,200	0.00%
<b>Total Revenues</b>	<b>\$42,205,800</b>	<b>\$43,768,000</b>	<b>\$46,958,200</b>	<b>\$48,992,100</b>	<b>\$2,033,900</b>	<b>4.33%</b>
Client/Citizen Related Support	\$15,284,600	\$14,929,600	\$15,147,900	\$14,756,200	(\$391,700)	-2.59%
Personnel Services	\$23,631,200	\$25,349,000	\$28,260,700	\$30,544,700	\$2,284,000	8.08%
Services and Charges	\$2,673,000	\$3,119,300	\$2,828,800	\$2,930,700	\$101,900	3.60%
Material & Supplies	\$409,200	\$729,600	\$691,000	\$787,100	\$96,100	13.91%
<b>Subtotal Operating Expenditures</b>	<b>\$41,998,000</b>	<b>\$44,127,500</b>	<b>\$46,928,400</b>	<b>\$49,018,700</b>	<b>\$2,090,300</b>	<b>4.45%</b>
Capital Outlay	\$894,600	\$31,700	\$29,800	\$17,200	(\$12,600)	-42.28%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$42,892,600</b>	<b>\$44,159,200</b>	<b>\$46,958,200</b>	<b>\$49,035,900</b>	<b>\$2,077,700</b>	<b>4.42%</b>
Fund Balance Incr/(Decr)	(\$686,800)	(\$391,200)	\$0	(\$43,800)	(\$43,800)	0.00%
<b>Adjusted FTEs</b>	<b>301.70</b>	<b>316.70</b>	<b>341.10</b>	<b>347.50</b>	<b>6.40</b>	<b>1.88%</b>

Numbers rounded to nearest hundred

<b>COMMUNITY SERVICES</b>				
<b>2019</b>				
<b>Summary Cost of Major Programs</b>				
<b>Major Programs &amp; Examples of Services</b>	<b>2019 Budget</b>	<b>2019 Funding Sources (by % of Total Funding)</b>		
		<b>Levy</b>	<b>Fees</b>	<b>Other</b>
<b>Administrative Services</b> <ul style="list-style-type: none"> <li>Support for the Community Services Department and associated programs</li> </ul>	\$ 4,522,400	61 %	0 %	39 %
<b>Economic Support</b> <ul style="list-style-type: none"> <li>Child support, housing assistance, child care assistance, financial assistance food support, public health care programs, Minnesota Family Investment Program</li> </ul>	\$ 11,908,700	29 %	0 %	71 %
<b>Social Services Adult &amp; Disabilities</b> <ul style="list-style-type: none"> <li>Case management and access to services for the aged and developmentally disabled</li> </ul>	\$ 16,784,600	39 %	5 %	56 %
<b>Social Services Children</b> <ul style="list-style-type: none"> <li>Child protection services, foster care, adoption services, child care licensing, truancy services</li> </ul>	\$ 12,531,400	58 %	3 %	39 %
<b>Veterans Services</b> <ul style="list-style-type: none"> <li>Assists veterans with obtaining benefits through the Veterans Administration (VA) and support within the community</li> </ul>	\$ 385,400	95 %	0 %	5 %
<b>Workforce Center</b> <ul style="list-style-type: none"> <li>Employment assistance and training</li> <li>Diversionsary work program</li> <li>Dislocated worker program</li> <li>Food Stamp Employment Training</li> <li>Adult Workforce Investment Act</li> </ul>	\$ 2,903,400	6 %	41 %	53 %

## COMMUNITY SERVICES

### Administrative Services Division Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$2,499,100	\$2,366,300	\$2,540,800	\$2,775,400	\$234,600	9.23%
Non-Levy Revenue	\$105,900	\$207,100	\$1,674,600	\$1,747,000	\$72,400	4.32%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$2,605,000</b>	<b>\$2,573,400</b>	<b>\$4,215,400</b>	<b>\$4,522,400</b>	<b>\$307,000</b>	<b>7.28%</b>
Client/Citizen Related Support	\$148,500	\$111,800	\$137,500	\$137,500	\$0	0.00%
Personnel Services	\$2,504,100	\$2,705,600	\$3,029,800	\$3,347,300	\$317,500	10.48%
Services and Charges	\$770,600	\$864,800	\$723,100	\$729,100	\$6,000	0.83%
Material & Supplies	\$245,800	\$363,800	\$297,500	\$300,500	\$3,000	1.01%
<b>Subtotal Operating Expenditures</b>	<b>\$3,669,000</b>	<b>\$4,046,000</b>	<b>\$4,187,900</b>	<b>\$4,514,400</b>	<b>\$326,500</b>	<b>7.80%</b>
Capital Outlay	\$276,400	\$31,700	\$29,800	\$8,000	(\$21,800)	-73.15%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$3,945,400</b>	<b>\$4,077,700</b>	<b>\$4,217,700</b>	<b>\$4,522,400</b>	<b>\$304,700</b>	<b>7.22%</b>
Fund Balance Incr/(Decr)	(\$1,340,400)	(\$1,504,300)	(\$2,300)	\$0	\$2,300	0.00%
<b>Adjusted FTEs</b>	<b>37.00</b>	<b>40.00</b>	<b>42.50</b>	<b>44.50</b>	<b>2.00</b>	<b>4.71%</b>

Numbers rounded to nearest hundred

**COMMUNITY SERVICES  
Administration**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To develop the parameters and details to improve business practices.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** The percentage of employees responding to random moments will increase by two percent annually.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percent of employees responding to random moments on time	89.1% <sup>1</sup>	91.3% <sup>2</sup>	93.3%	95.3%

**SUMMARY and ANALYSIS**

Community Services seeks to generate additional non-levy revenue through the development of new and innovative financing systems, in addition to looking at how to improve existing revenue generation programs. One such improvement was the design of a data collection and monitoring process which will identify opportunities for improved response rates to the Income Maintenance Random Moment Study (IMRMS). An increase in responses will contribute to the more accurate representation of staff time dedicated to federal programs.

The IMRMS is a mechanism for reimbursing county agencies for administrative income maintenance costs. The IMRMS uses a random moment time study to generate statistically valid samples for allocating federal funding. The objective of the IMRMS is to enable the Minnesota Department of Human Services to equitably allocate administrative costs among various programs and activities that Income Maintenance staff engage in on a daily basis. Using a web-based system, participants are randomly selected by email to report the program(s) and activity(s) they are working on at a randomly chosen moment. This information is used to allocate Income Maintenance administrative costs across programs so counties receive appropriate federal funding for Medical Assistance (MA), IV-E Foster Care, Supplemental Nutrition Assistance Program (SNAP), Child Support (CS), Children's Health Insurance Plan (CHIP), Refugee Program, and Temporary Assistance for Needy Families (TANF).

<sup>1</sup>This number is estimated based on partial data available for 2016.

<sup>2</sup>This number is estimated based on partial data available for 2017.

**COMMUNITY SERVICES  
Administration**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Walk-in reception activity by location				
• Stillwater	8,720	7,087	7,500	7,500
• Cottage Grove	3,873	2,540	2,500	2,500
• Forest Lake	3,353	1,831	2,500	2,500
• Woodbury	1,522	2,703	2,700	2,700
Total walk-in reception activity for all locations	17,468	14,161 <sup>1</sup>	15,200	15,200
Front desk phone activity for all locations	38,280	36,153	36,000	36,000
Revenues collected for detoxification treatment	\$77,296	\$78,296	\$80,000	\$82,000
Number of contracts managed by Community Services	250	245	250	250
Administrative per capita human services costs- Washington County	\$95	\$100 <sup>2</sup>	\$105	\$110

<sup>1</sup> Caseworks began at the end of 2016 and provides a more accurate way of tracking appointments.

<sup>2</sup> The 2017 Human Services Cost Report by DHS has not yet been released. This number is estimated.

**COMMUNITY SERVICES  
Administration**

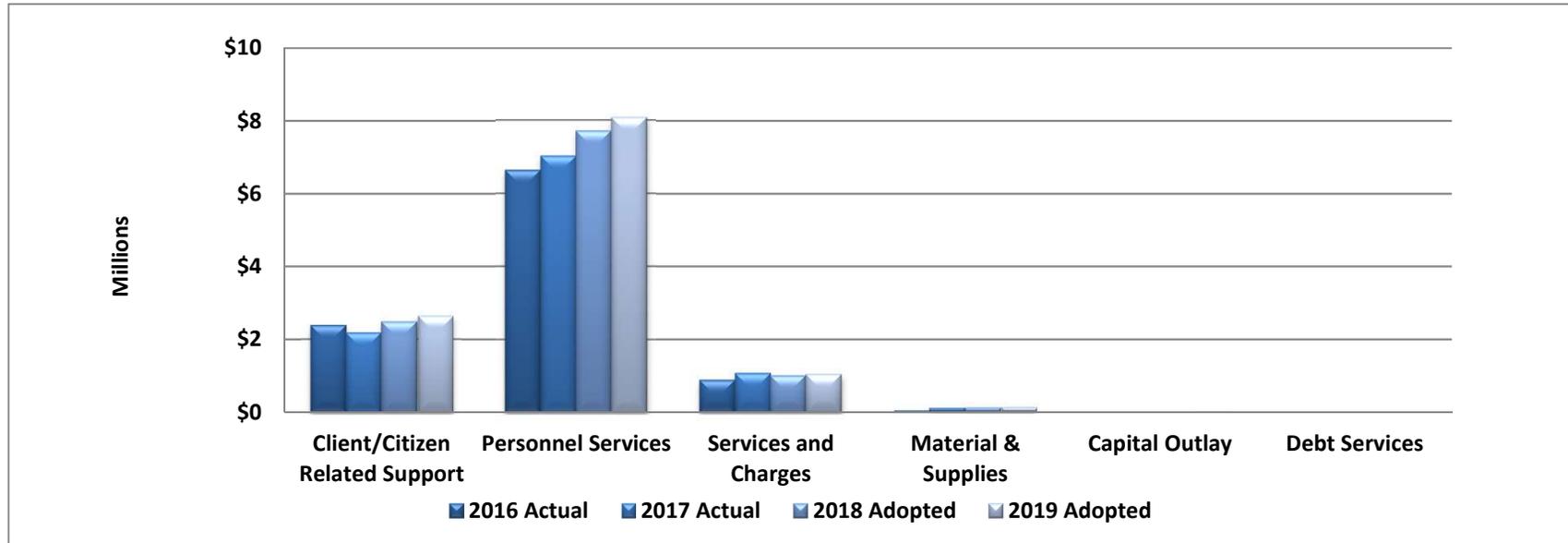
**2019**

**Key Challenges**

Among the key challenges impacting the Administration Division of the Community Services Department in 2019 are:

- Administration
  - The Community Services Department will begin to fully implement the results of its strategic plan in 2019. One of the challenges in implementing the plan may be the need to reorganize the department to help with the integration of services. In addition, there may be a need to add more staff at all levels of the department, which will be a several year approach. It is critical to have consistent and timely communication to staff during this process.
  - Community Services will continue to leverage SharePoint. SharePoint will be used as a communication tool for staff, to post trainings and videos for staff, and to improve processes by utilizing the forms component. SharePoint team sub-sites will also be expanded for departmental use. This will take significant staff resources.
  - The Community Services Department has reached a critical point in having enough workspace available for staff. The department has added over sixty employees in the past five years without an increase in space. Creative ways of fitting staff in have been used, partially through the use of teleworking and cube-sharing. Capacity has reached a point where solutions are needed that are more sustainable, potentially resulting in additional space needed.
  - In 2019, the Community Services Administration Division will continue to be challenged to fully support the Community Services Department. The Community Services administrative and support staff of full-time equivalents (FTEs) has not increased at the same pace as at the department level.
- Planning and Performance Management
  - One of the major challenges for the Planning and Performance Management (PPM) Division is that the scope of work continues to expand, while the division attempts to maintain all the core functions and projects that it was initially created to manage. The PPM Division was originally tasked to support the entire department to remove some of the administrative burden in the general areas of: contract management, performance management, quality improvement and grant management. As department goals shift and the role of the division continues to evolve, large new priorities, such as department-wide strategic planning, reorganization efforts, emergency preparedness and revenue enhancement projects, require more dedicated PPM staff time and attention. The lack of a defined role, in addition to larger departmental initiatives, continues to be a challenge for the division in order to manage workload and prioritize responsibilities.

## COMMUNITY SERVICES Economic Support Division Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$2,804,500	\$3,039,500	\$3,216,300	\$3,481,300	\$265,000	8.24%
Non-Levy Revenue	\$7,756,800	\$8,330,600	\$8,124,400	\$8,427,400	\$303,000	3.73%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$10,561,300</b>	<b>\$11,370,100</b>	<b>\$11,340,700</b>	<b>\$11,908,700</b>	<b>\$568,000</b>	<b>5.01%</b>
Client/Citizen Related Support	\$2,393,100	\$2,192,300	\$2,491,500	\$2,643,600	\$152,100	6.10%
Personnel Services	\$6,645,600	\$7,034,100	\$7,723,700	\$8,089,500	\$365,800	4.74%
Services and Charges	\$890,300	\$1,071,100	\$1,009,100	\$1,042,500	\$33,400	3.31%
Material & Supplies	\$43,200	\$105,500	\$116,400	\$123,900	\$7,500	6.44%
<b>Subtotal Operating Expenditures</b>	<b>\$9,972,200</b>	<b>\$10,403,000</b>	<b>\$11,340,700</b>	<b>\$11,899,500</b>	<b>\$558,800</b>	<b>4.93%</b>
Capital Outlay	\$0	\$0	\$0	\$9,200	\$9,200	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$9,972,200</b>	<b>\$10,403,000</b>	<b>\$11,340,700</b>	<b>\$11,908,700</b>	<b>\$568,000</b>	<b>5.01%</b>
Fund Balance Incr/(Decr)	\$589,100	\$967,100	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>93.50</b>	<b>96.50</b>	<b>96.50</b>	<b>96.50</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**COMMUNITY SERVICES**  
**Economic Support**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To provide the support needed by veterans, job seekers and other eligible persons to remain or become self-sufficient.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** The percentage of expedited SNAP (Supplemental Nutrition Assistance Program) cases processed within one working day will continually increase by one percent annually.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percent of 30-day SNAP cases processed within 30 working days	88.1%	90.7%	92.0%	92.0%
Percent of expedited SNAP cases processed within five working days	76.8%	80.3%	82.0%	82.0%
Percent of expedited SNAP cases processed within one working day	59.7%	63.5%	64.5%	65.5%

**SUMMARY and ANALYSIS**

Washington County administers a variety of cash and non-cash economic assistance programs intended to provide a safety net to citizens in need. The Supplemental Nutrition Assistance Program (SNAP), commonly referred to as food support, is one program. Individuals requesting this benefit complete an application and must meet income and other program requirements to qualify. Benefits are distributed monthly on an Electronic Benefits (EBT) card.

The USDA Food and Nutrition Services has set guidelines for how quickly SNAP cases should be processed: within 30 days for some applications and within five days in instances where the household is eligible for expedited benefits. Expedited SNAP makes benefits available quickly to households that are making less than \$150/month in gross income and \$100/month or less in liquid assets, or if their combined income and assets are less than their monthly housing costs. In addition to the required federal timeframes, the state of Minnesota has more stringent requirements and a separate measure requiring counties to issue expedited SNAP benefits within one day of application receipt. Over half of recipients that applied for SNAP in 2016 were eligible for expedited benefits.

The Economic Support Division has utilized a number of lean process improvement tools to continue to reduce the time it takes to get food benefits to recipients, and the efforts have resulted in marked improvement in the last several years. Additionally, a workgroup of program and administrative staff meet regularly to analyze performance trends and propose new initiatives to streamline this process of the SNAP program. Timeliness improvement between 2016 and 2017 included a 2.95 percent increase in 30-day SNAP, 4.5 percent increase in five day SNAP, and 6.3 percent increase in one day expedited SNAP. Performance improvement is expected to continue into 2019.

**COMMUNITY SERVICES  
Economic Support**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Cash Assistance (GA, MSA, GRH, RCA, excludes MFIP/DWP) <sup>1</sup> <ul style="list-style-type: none"> <li>• Number of cases (as of December 31<sup>st</sup>)</li> <li>• Total benefits per year</li> </ul>	960 \$2,951,443	1,124 \$3,390,800	1,200 \$3,620,000	1,300 \$3,920,000
Child Support <ul style="list-style-type: none"> <li>• Total number of cases (as of December 31<sup>st</sup>)</li> <li>• Dollars collected/dispersed</li> </ul>	6,403 \$25,912,160	6,346 \$23,208,834	6,300 \$23,000,000	6,300 \$23,000,000
Supplemental Nutrition Assistance Program (SNAP) <ul style="list-style-type: none"> <li>• Number of cases (as of December 31<sup>st</sup>)</li> <li>• Benefits paid per year</li> </ul>	4,036 \$10,066,729	3,972 \$9,987,200	4,000 \$9,900,000	4,000 \$9,900,000
Basic Sliding Fee Child Care Assistance <sup>2</sup> <ul style="list-style-type: none"> <li>• Average number of eligible families per month</li> <li>• Average number of eligible children per month</li> <li>• Monthly average cost per child</li> <li>• Benefits paid per year</li> </ul>	248 409 \$722 \$3,545,968	206 345 \$674 \$2,747,412	240 420 \$758 \$3,801,600	240 420 \$758 \$3,801,600
Minnesota Family Investment Program (MFIP) <ul style="list-style-type: none"> <li>• Number of cases (as of December 31<sup>st</sup>)</li> <li>• Benefits paid per year</li> </ul>	466 \$4,012,062	427 \$3,675,200	425 \$3,660,000	425 \$3,660,000

<sup>1</sup> General Assistance (GA), Minnesota Supplemental Aid (MSA), Group Residential Housing (GRH), Refugee Cash Assistance (RCA), excludes Minnesota Family Investment Program (MFIP) and Diversionary Work Program (DWP).

<sup>2</sup> Fixed allocation and depending on the type of child care, the number of families served can vary.

**COMMUNITY SERVICES  
Economic Support**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?) (continued)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Welfare Fraud</b>				
Completed investigations	255	391	516	600
Recoveries and savings	\$239,996	\$1,384,272	\$750,000	\$900,000
Criminal Referrals	8	8	6	10
<b>Diversionsary Work Program</b>				
Number of cases (as of December 31 <sup>st</sup> )	51	48	45	45
Benefits paid per year	\$197,347	\$199,800	\$187,300	\$187,300
<b>Medical Assistance (MA)</b>				
Total number of persons on MA (as of December 31 <sup>st</sup> )	28,330	29,001	29,500	29,500
Total number of MA cases (as of December 31 <sup>st</sup> )	16,936	17,419	17,700	17,700

**COMMUNITY SERVICES**  
**Economic Support**

**2019**

**Key Challenges**

Among the key challenges impacting the Economic Support Division of the Community Services Department in 2019 are:

- Medical Assistance (MA)
  - 2019 is the first full year that counties will be responsible for managing the administration of Reasonable Opportunity Period (ROP), which will be an added task to case management within Minnesota Eligibility Technology System (METS) and will generate additional phone calls and verifications from applicants to be processed by the county. ROP is a timeframe given to MA applicants in METS to verify eligibility factors such as social security number, citizenship, immigration, and projected annual income when METS is unable to electronically confirm the information. Applicants will have 90 days after their MA determination to provide the requested information or request an extension. The county is now responsible to input verifications into METS and manually track extensions. If no response is received from the enrollee, MA will close. Information provided after the case closing will result in a manual reapplication.
  
- Child Care Assistance
  - In 2019, child care spending is predicted to increase by five percent and the Basic Sliding Fee (BSF) waiting list will grow due to several changes under the federal Child Care and Development Block Grant Act of 2014 implemented during the last Minnesota State Legislative session. One of the biggest impacts from the legislative changes is tied to child care assistance reporting requirements for clients. All reports are annual, therefore, clients are no longer required to report changes within ten days or complete six-month renewal paperwork. Policy also instructs counties not to increase client co-pay obligations or implement child support sanctions, unless tied to the client’s annual renewal. These changes will have a financial impact on the budget and may increase the BSF waiting list because clients could potentially maintain program eligibility longer due to the new annual reporting and compliance timelines.
  
- Child Support Collections
  - Washington County is estimated to lose approximately \$20,000 in federal incentive money in 2019 if Minnesota’s Statute 518A.51 is not updated to reflect changes in the federal budget bill. The Deficit Reduction Act of 2005 required states to impose a \$25 annual user fee for Child Support Enforcement (CSE) services provided to families that have never received public assistance. The current federal budget bill changed the fee charged on these cases from \$25 after \$500 was collected in the Federal Fiscal Year (FFY) to \$35 after \$550 is collected in the FFY. Given the changes, Minnesota is projected to lose approximately \$400,000 in FFY 2019. This will most likely mean a loss of incentive funds that are currently paid to counties and Washington County would only receive an estimated \$3,700. If the Minnesota Statute is changed to align with the federal statute, then there would likely be an increase to the incentive dollars and it is estimated that Washington County would receive \$23,500 based upon the fee increase.

**COMMUNITY SERVICES  
Economic Support**

**2019**

**Key Challenges (continued)**

- Fraud
  - 2019 is the first full year of having a dedicated Welfare Fraud Program Coordinator to manage the challenges facing the Fraud Prevention Investigations (FPI) program. The role was created to increase program integrity for the public assistance program, be the bridge between Community Services and the Sheriff’s Office, and streamline fraud program responsibilities that were spread amongst multiple county departments. With the addition of the coordinator, Washington County anticipates meeting the cost-benefit ratio and exceeding the current \$3 cost-benefit ratio standard used by the Department of Human Services’ (DHS) Office of Inspector General to assess FPI program performance. In recent years, Washington County has experienced difficulty in meeting the \$3 cost-benefit ratio standard. The cost-benefit ratio is calculated by dividing a program’s known financial benefit or return, by the amount of administrative costs.
  
- Housing Support Grant (formally known as Group Residential Housing)
  - Changes to the procedure for authorizing Housing Support Supplemental Service payments has increased errors and the time Eligibility Specialists spend processing the payments. Last year the Supplemental Service Rate payment authorization moved from the computer system MAXIS to another system, Medicaid Management Information System (MMIS). In order to make the system transition, each case authorization is loaded into a newly created section in MMIS. Eligibility Specialists are required to transfer the information from MAXIS to MMIS manually. This new procedure has no automation causing it be more prone to errors, time-consuming, and complex. This adds on ten additional minutes to load information into MMIS for each case and will occur at every new application, renewal, and facility change when an individual is receiving Supplemental Services.
  
- Cost Effective Health Insurance (CEI)
  - Eligibility Specialists are spending about triple the amount of time in determining and calculating the cost-effectiveness of health plans due to changes made by DHS. As a condition of Medical Assistance (MA) eligibility, an MA member with access to a group or individual health plan must enroll and maintain enrollment if the plan has been determined cost-effective. Group health plans may be offered through that person’s employer or a family member’s employer. If the group or individual plan has been determined cost-effective, the MA enrollee is required to maintain that plan and will be reimbursed for the payment or a partial payment of the plan’s premium amount. DHS has issued clarification on how to calculate if a plan is cost-effective and now requires Eligibility Specialists to complete up to three calculations, significantly increasing the amount of time required to make the determination.

**COMMUNITY SERVICES**  
**Economic Support**

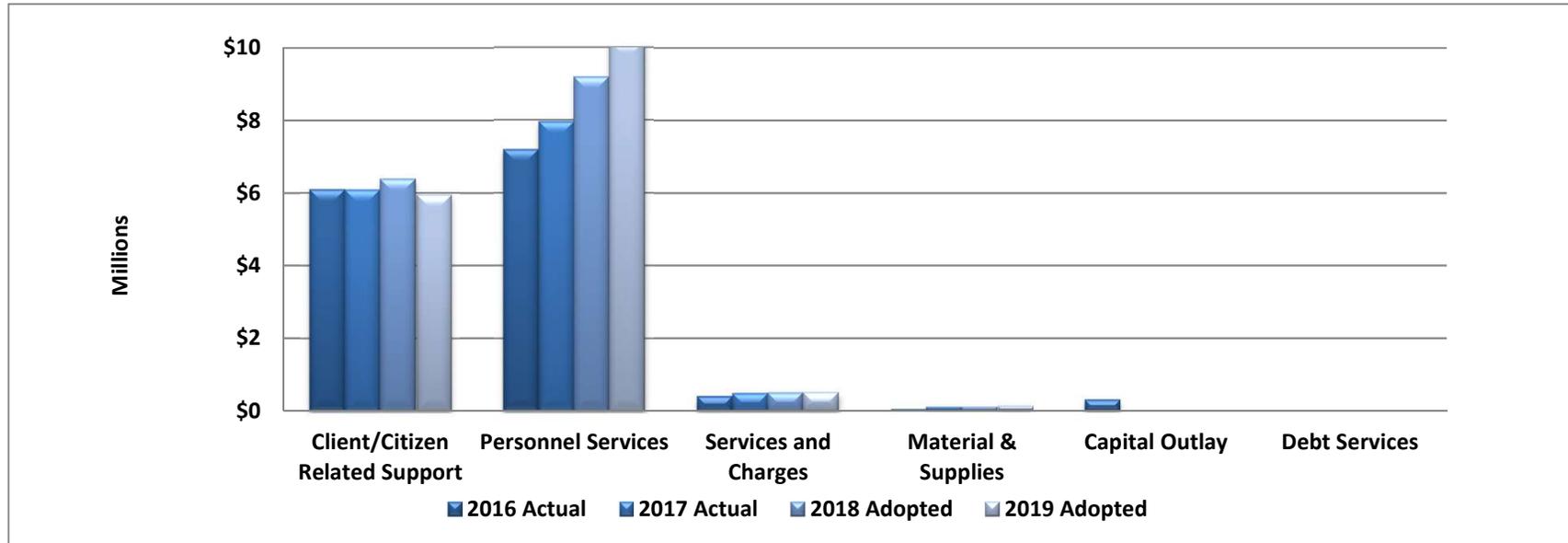
**2019**

**Key Challenges (continued)**

- Supplemental Nutrition Assistance Program (SNAP) Banked Months
  - Changes to DHS's SNAP Banked Months Policy will increase case management and monitoring responsibilities for Eligibility Specialists in 2019. Recently DHS implemented policy changes for approving additional SNAP banked months to clients. The new guidance allows for clients to receive an additional nine months of SNAP benefits if they are an eligible Able Bodied Adult Without Dependents (ABAWD) and have exhausted their initial three ABAWD months in a 36-month period. In addition to releasing nine more SNAP banked months, DHS removed the requirement that mandated clients be in compliance with Employment Services while receiving any banked months. The process to administer the SNAP banked months is manual and time consuming, requiring Eligibility Specialists to monitor and approve SNAP banked months each month. This has the potential to increase the time that clients are receiving SNAP benefits and as a result, Eligibility Specialists are providing up to nine more months of case management for this program.

## COMMUNITY SERVICES

### Social Services Adult & Disability Division Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$6,488,500	\$6,371,700	\$6,375,200	\$6,486,300	\$111,100	1.74%
Non-Levy Revenue	\$8,401,800	\$9,242,000	\$9,844,900	\$10,206,100	\$361,200	3.67%
Other Financing Sources	\$0	\$0	\$0	\$2,200	\$2,200	0.00%
<b>Total Revenues</b>	<b>\$14,890,300</b>	<b>\$15,613,700</b>	<b>\$16,220,100</b>	<b>\$16,694,600</b>	<b>\$474,500</b>	<b>2.93%</b>
Client/Citizen Related Support	\$6,106,100	\$6,103,100	\$6,400,900	\$5,965,800	(\$435,100)	-6.80%
Personnel Services	\$7,210,500	\$7,975,400	\$9,204,500	\$10,181,600	\$977,100	10.62%
Services and Charges	\$409,700	\$491,800	\$512,700	\$516,400	\$3,700	0.72%
Material & Supplies	\$36,500	\$94,700	\$99,700	\$120,800	\$21,100	21.16%
<b>Subtotal Operating Expenditures</b>	<b>\$13,762,800</b>	<b>\$14,665,000</b>	<b>\$16,217,800</b>	<b>\$16,784,600</b>	<b>\$566,800</b>	<b>3.49%</b>
Capital Outlay	\$298,200	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$14,061,000</b>	<b>\$14,665,000</b>	<b>\$16,217,800</b>	<b>\$16,784,600</b>	<b>\$566,800</b>	<b>3.49%</b>
Fund Balance Incr/(Decr)	\$829,300	\$948,700	\$2,300	(\$90,000)	(\$92,300)	0.00%
<b>Adjusted FTEs</b>	<b>84.10</b>	<b>93.10</b>	<b>99.60</b>	<b>104.60</b>	<b>5.00</b>	<b>5.02%</b>

Numbers rounded to nearest hundred

**COMMUNITY SERVICES  
Adult and Disability Services**

2019

**Performance Measure (How well are we doing?)**

**Goal:** Children and adults who are vulnerable, disabled, mentally ill, or chemically dependent will be safe and healthy.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** The percentage of individuals with a disability living in an individualized housing option (IHO) for more than three years will be over 45 percent.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of all individuals with a disability living in an individualized housing option (IHO)	7.9%	7.0% <sup>1</sup>	8%	8%
Percentage of individuals with a disability that have been in an IHO for <i>less than one year</i>	20%	15%	16%	17%
Percentage of individuals with a disability that have been in an IHO for <i>more than one year</i>	20%	17%	17%	18%
Percentage of individuals with a disability that have been in an IHO for <i>more than two years</i>	24%	17%	18%	18%
Percentage of individuals with a disability that have been in an IHO for <i>more than three years</i>	47%	51%	49%	47%

**SUMMARY and ANALYSIS**

Community Services began developing individualized housing options in 2009. These opportunities allowed individuals to live in housing of their choice with providers coming into their home to provide needed services. Services include: case management, home delivered meals, homemaker, independent living skills, personal emergency response system (PERS), skilled nurse visit, transportation, and 24-hour emergency assistance.

Community Services started with one individualized housing option in 2009 and has been steadily increasing this service alternative. By 2019, there will be seven different providers that are providing this service option on a regular basis. These options have been very successful in moving individuals into housing of their choice. Since the inception, a total of 145 individuals have moved with 57 percent (83 individuals) coming out of a corporate foster care (CFC) or other provider controlled housing; the remaining 43 percent of individuals were diverted from entering provider-controlled housing.

These individualized housing options have been a good opportunity to allow individuals to stay out of foster care, gain independence, and still obtain support as needed. The goal is to increase the number of individuals that are able to live in the community of their choice with the right support at the right time.

<sup>1</sup> The decrease in percentage in 2017 is due to an increase of over 150 more individuals receiving waived services than in 2016. This large increase is due to additional funds being given to the Developmental Disability Waiver in 2017.

**COMMUNITY SERVICES  
Adult and Disability Services**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Chemical Health</b>				
• Chemical health assessments authorized	385	356	360	360
• Chemical health assessments completed	276	264	260	260
• Consolidated Chemical Dependency Treatment Fund (CCDTF) Placements authorized	1,018	1,054	1,100	1,100
• CCDTF admitted placements	891	841	850	860
• Detoxification admissions	440	470	450	450
• County share of CCDTF costs	\$403,484	\$517,170	\$520,000	\$525,000
<b>Adult Mental Health</b>				
• Adult mental health case management referrals	186	225	248	258
• Unduplicated number of clients for all case management services	665	699	720	740
• Pre-petition screenings	147	150	155	160
• Adult commitment petitions filed	87	83	93	96
<b>Adult Mental Health Contracted to Canvas Health</b>				
• Outpatient therapy	1,306	1,650 <sup>1</sup>	1,650	1,650
• Day treatment/group therapy	146	170 <sup>1</sup>	180	180
• Adult psychiatry <sup>2</sup>	568	400 <sup>1</sup>	400	400
• Crisis/emergency mental health services	454	395	400	400
• Adult psychological services/testing	161	165 <sup>1</sup>	170	170

<sup>1</sup> The 2017 numbers indicated are estimates as the final output number for 2017 from Canvas Health have not be received as of May 1, 2018.

<sup>2</sup> Psychiatry decrease is related to changes in staffing.

**COMMUNITY SERVICES  
Adult and Disability Services**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?) (continued)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
MnCHOICES				
• Unduplicated number of Initial Assessments	777	826	850	875
• Unduplicated number of Re-assessments <sup>3</sup>	1,379	1,426	1,780	2,504
• Change of Conditions assessments (duplicated numbers)	90	109	128	198
• Adult Protection referrals from MN Adult Abuse Reporting Center (MAARC)	759	864	985	1,084
• Adult Protection investigations completed by Community Services	140	193	231	254
Adult Services				
• Unduplicated number of non-mental health clients served on Community Access for Disability Inclusion (CADI)/Brain Injury (BI)/Community Alternative Care (CAC)	331	344	355	366
• Unduplicated number of Mental Health clients on CADI/BI/CAC	156	168	186	204
• Unduplicated number of Aging Waivers (EW/AC)	192	204	216	220
Intellectual/Developmental Disabilities (I/DD)				
• Intellectual/Developmental disability cases	1,349	1,393	1,394	1,420
• New County-funded high-school graduates needing Day Training & Habilitation (DT&H)	23	15	18	18
• New Medical Assistance-funded high-school graduates needing DT&H	16	15	18	18
• Number of individuals on DD Waiver waiting list <sup>4</sup>	115	0	0	10
• Number of individuals on DD Waiver	699	830	800	950

<sup>3</sup> Number of reassessments completed in MnCHOICES has incrementally increased each year with the addition of reassessments by program type. A significant increase in 2018/2019 in reassessments and change in conditions is projected with the addition of DD program reassessments.

<sup>4</sup> As of 10/1/15, requirements for the DD Waitlist changed. An individual is only on the waitlist if there is a defined waiver need within 12 months.

**COMMUNITY SERVICES  
Adult and Disability Services**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?) (continued)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Homeless Outreach Services				
<ul style="list-style-type: none"> <li>• Adult Mental Health clients assisted in Housing Search</li> </ul>	48	40	61	61
<ul style="list-style-type: none"> <li>• Adult Mental Health clients assisted in accessing stable housing</li> </ul>	25	16 <sup>5</sup>	40	40
<ul style="list-style-type: none"> <li>• Individuals contacted through outreach telephonic support who were homeless or at imminent risk of homelessness</li> </ul>	1,202	1,218	1,250	1,250
<ul style="list-style-type: none"> <li>• Individuals seen for outreach housing support who were homeless or at imminent risk of homelessness</li> </ul>	342	493	500	500
<ul style="list-style-type: none"> <li>• Individuals assessed through Coordinated Entry</li> </ul>	245	163 <sup>6</sup>	200	200
<ul style="list-style-type: none"> <li>• Number of households receiving Community Development Block Grant Crisis Assistance Funds</li> </ul>	63	84	85	85

<sup>5</sup> Number was decreased due to lack of staff for five months in 2017.

<sup>6</sup> The reduction in number of assessments in 2017 was due to a decrease in the number of community partners willing to complete the Coordinated Entry assessments

**COMMUNITY SERVICES  
Adult and Disability Services**

**2019**

**Key Challenges**

Among the key challenges impacting the Adult and Disability Services Division of the Community Services Department in 2019 are:

- **Adult Mental Health (AMH)**
  - The lack of mental health services within the correctional system continues to create a great financial impact for Community Services as well as an inability to provide a strong continuum of care. Detained individuals who are going through the Rule 20 process (competency determination for criminal court proceedings) often are delayed in getting psychiatric treatment. The impact is a long court processes that can result in an individual being warehoused in the state hospital at 100 percent cost to counties. The coordination of Rule 20 cases between acute facilities, jails, and state hospitals is not a cost effective, efficient process for counties and the individuals we serve.
  - Some of the individuals served by Washington County Mental Health Case Management will need to be diverted to greater Minnesota or out-of-state psychiatric facilities, and at times released prematurely from emergency rooms because there are no available psychiatric beds. The 48 Hour Law, ordering the transfer of committed individuals in the jail to a state facility within 48 hours of the commitment order, continues to negatively impact the state hospital and acute hospital bed availability. Individuals in jails to whom the 48 Hour law applies receive priority to be admitted to the state hospital. This adds to the already long wait times for individuals in acute care waiting for a state bed which, in turn, intensifies the lack of bed availability in acute facilities.
  - Washington County will be initiating an RFP process with the intent of implementing Assertive Community Treatment program (ACT) in Washington County in early 2019. The ACT program is a best practices model for persons with high-risk mental health needs. There will be a significant time involvement from staff, both from the Mental Health units and the Planning and Performance Management Division to get this program up and running.
  - Finding services to support individuals with a mental health diagnosis in the community continues to be a challenge, and especially when additional nursing services are needed. Individuals with disabilities continue to experience disparity in health care coverage for community supportive services, specifically related to Minnesota Pre-Paid Medical Assistance Plans (PMAP) and Medicare. Many mental health clients need to choose between maintaining their medical providers versus community support services such as community nursing services for medication management. Along with this, there is a shortage of community nursing providers that offer medication management and oversight to disabled individuals in the community even if they could access payment through PMAP's.

**COMMUNITY SERVICES  
Adult and Disability Services**

**2019**

**Key Challenges (continued)**

- Homeless Outreach Services
  - In 2019, the Homeless Outreach Services Team (HOST) expects to see a continued significant increase in demand for walk-ins for individuals requesting an interview due to being homeless or looking for housing resources. The HOST team manages all telephone and in-person outreach to individuals in Washington County who are homeless or at imminent risk of homelessness. Many of these individuals present with complex barriers to housing, including active mental health and chemical health symptoms, criminal histories, domestic violence, and history of evictions.
  - Coordinated Entry has transitioned to a regionalized priority waitlist. However, the homeless assessment function remains a local effort and continues to be an unfunded mandate for all Housing and Urban Development (HUD) grantees. In 2019, there are two community partners completing the assessments with Washington County HOST team completing the vast majority of all assessments. There are no additional community partners willing to assist with the HUD requirement of Coordinated Entry assessments due to the increased demand for data entry and the subsequent lack of funding to support this function for community partners.
  - The HOST team will maintain their capacity to provide non-traditional outreach to those experiencing homelessness in Washington County. Through this outreach, the HOST team has been able to better reach an invisible population of the homeless that are mentally ill or chemically dependent. Because this population does not reach out to traditional services, but feel more comfortable with non-traditional outreach, the HOST team has been able to connect individuals to needed mental health, chemical health, and housing support services.
  - The lack of an emergency homeless shelter and the limited family shelter space does not meet the current need of those experiencing homelessness in Washington County. The HOST team will continue to provide outreach to individuals accessing shelter services outside the county, such as The Higher Ground Shelter in St. Paul, providing them with services to assist them in finding housing. In addition, the HOST team continues to support both single adults and families through hotel vouchers and housing support services as an alternative service to a homeless shelter.

**COMMUNITY SERVICES  
Adult and Disability Services**

**2019**

**Key Challenges (continued)**

- **Chemical Health**
  - The county portion of the cost of care for the Consolidated Chemical Dependency Treatment Fund (CCDTF) has recently raised dramatically (28 percent) due to the reclassification of Rule 31 facilities that exceed 16-beds to Institutions for Mental Disease (IMD) and enhanced rates for committed persons. Washington County has a shared responsibility to cover the cost of treatment for persons eligible for the CCDTF and this percent is set at an average of 22.95 percent of the total claims.
  - Chemical Health Reform will cause an additional rise in the cost of care for substance abuse treatment in 2019. The Reform restructures the current model where counties act as Placing Authority and changes this to a Direct Access Model where treatment providers determine the length of stay for their own programs. The intent of such reform is to eliminate barriers for funding and to develop new supports not currently available, but it inadvertently removes oversight and authority counties currently hold to manage the right level of care for the most appropriate length of time. While this model brings some improvements, it neglects county involvement where other non-addiction issues such as housing, other health related needs, or personal and financial barriers are better addressed through a county entity and eliminates the need for unnecessary time in residential treatment.
- **Adult Waiver Services**
  - Minnesota Department of Human Services (DHS) policy changes regarding the Olmstead Plan continue to increase the amount of time that case managers are in meetings on how to implement person-centered practices in case management practices and requires more management time in monitoring compliance. Mandatory person-centered training is requiring more time from case managers and adds to their workload. In addition, the department is implementing peer learning circles and training for providers to proactively get ahead of the DHS requirements. With the increased required meetings and training, and the proactive planning that is being completed, case managers and supervisors have less time for direct contact with the people they serve.
  - The Disability Waiver Rate System (DWRS), implemented by DHS, has increased the time case managers spend authorizing services, establishing and negotiating rates with providers, and training providers. Even though the rate system has been in place for several years, providers are not accepting the rate that is set through the tool and lengthening the negotiation process. Full implementation of the Disability Waiver Rate System continues to be delayed due to many of these issues.
  - Caseload sizes are continuing to grow in both size and complexity in all of the waiver programs and remain an ongoing challenge for case managers. There are two main factors for this. One, more persons with a disability continue to be identified through MnCHOICES as being eligible for a waiver service, where in the past they may have only been receiving Medical Assistance home care services. Two, as the elderly population continues to rise the number of Alternative Care and Elderly Waiver case numbers have increased. Even though the majority of Elderly Waiver cases transfer to health plans within a month or so after opening, all the initial case set-up is done by county staff and is time consuming.

**COMMUNITY SERVICES  
Adult and Disability Services**

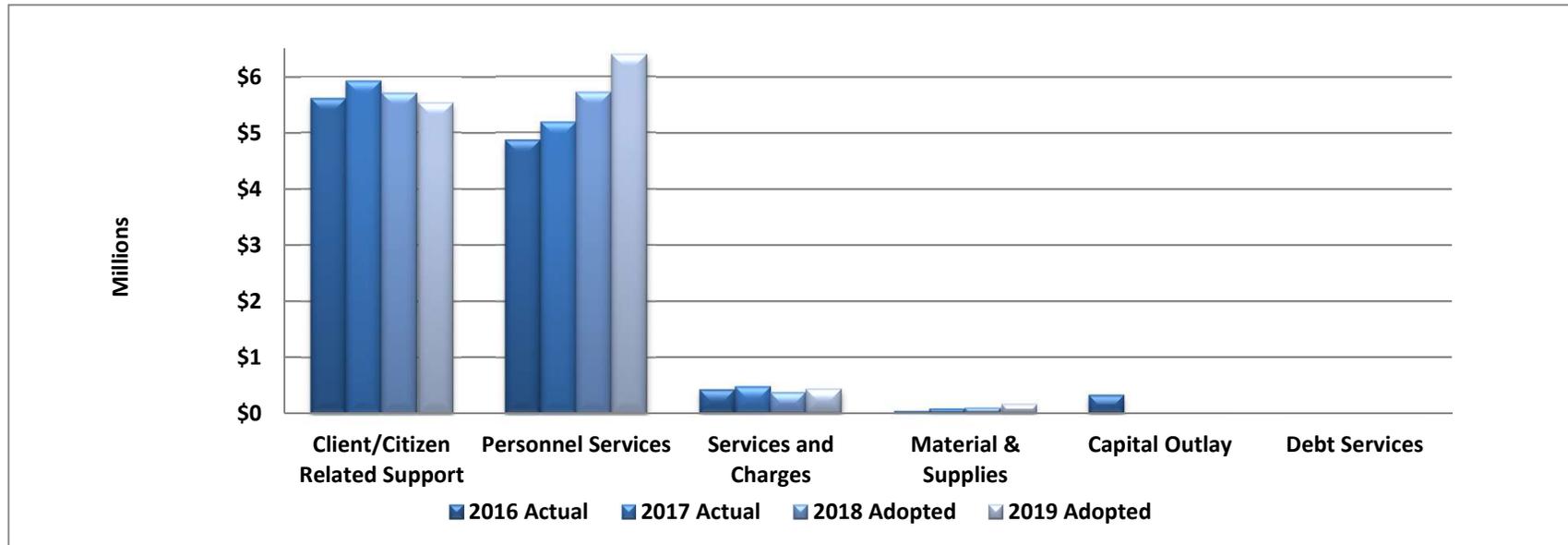
**2019**

**Key Challenges (continued)**

- **Adult Protection**
  - Washington County continues to experience an increase in total number of Vulnerable Adult maltreatment reports. An average of 40 percent of all allegations reported include a financial exploitation allegation. These numbers are expected to continue to increase as the general population of Washington County increases and baby boomers age.
  - A smoother process for County Emergency Protective Services (EPS) with state jurisdiction (Office of Health Facility Complaints or DHS) cases is necessary. County Social Service staff and/or Law Enforcement must respond to emergency cases that are state jurisdiction and resolve the emergency component if necessary. The state has a delay in starting their investigations which leaves the County in a difficult position on how to proceed with ongoing planning after the emergency is resolved while not jeopardizing the state’s investigation. Quicker response times from state Lead Investigative Agencies (LIA) would assist with better practices and transitions for vulnerable adults and would assist with better coordination between State and County.
- **Intellectual and Developmental Disabilities (I/DD)**
  - Caseloads sizes continue to grow in I/DD and are near 65 cases per worker, which is ten cases over the recommended caseload size from DHS. In addition, I/DD cases are the last program area to be incorporated into the MnCHOICES reassessment process which is estimated to be completed by the end of 2019. Case managers have many administrative tasks, in addition to their case management responsibilities, and will now have several new processes to learn with the change to MnCHOICES reassessments. These higher caseloads and more administrative burden cause case managers to spend less time with the people they are serving and decreases their timeliness with completing required paperwork.
- **MnCHOICES**
  - The frequent updates of the MnCHOICES tool, causes a need to dedicate staff time to training and piloting the new versions. MnCHOICES is a comprehensive assessment tool used to determine eligibility for all disability and aging waivers, Personal Care Assistance, and developmental disability services. DHS is developing MnCHOICES 2.0, a new version of the on-online assessment tool and is scheduled to roll out in summer of 2019. The new tool will also impact the amount of time needed to complete reassessments as information from the previous tool will not populate in the new tool.
  - The number of assessments being requested for MnCHOICES continues to increase beyond the original projections and is due to the growth in population of the county as well as the aging of current Washington County residents. There are two factors in 2019 that will continue to put additional pressure on the completion of initial assessments and reassessments: 1) I/DD cases will be incorporated into the reassessment process in 2019, currently only about one-third of this population is currently being assessed through MnCHOICES; 2) counties will be required to reassess all individuals that reside in their county regardless of the county of financial responsibility. This new mandate requires a substantial amount of time for collaboration, coordination, clarification, and problem-solving among counties and DHS. These additional requirements will continue to add requirements to the MnCHOICES teams that are already understaffed.

## COMMUNITY SERVICES

### Social Services Children's Services Division Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$5,938,400	\$6,140,700	\$7,300,100	\$7,274,800	(\$25,300)	-0.35%
Non-Levy Revenue	\$4,638,700	\$4,853,000	\$4,614,800	\$5,302,800	\$688,000	14.91%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$10,577,100</b>	<b>\$10,993,700</b>	<b>\$11,914,900</b>	<b>\$12,577,600</b>	<b>\$662,700</b>	<b>5.56%</b>
Client/Citizen Related Support	\$5,620,200	\$5,931,300	\$5,716,000	\$5,539,600	(\$176,400)	-3.09%
Personnel Services	\$4,878,600	\$5,197,700	\$5,732,100	\$6,399,900	\$667,800	11.65%
Services and Charges	\$414,800	\$465,000	\$365,800	\$427,800	\$62,000	16.95%
Material & Supplies	\$43,300	\$84,400	\$101,000	\$164,100	\$63,100	62.48%
<b>Subtotal Operating Expenditures</b>	<b>\$10,956,900</b>	<b>\$11,678,400</b>	<b>\$11,914,900</b>	<b>\$12,531,400</b>	<b>\$616,500</b>	<b>5.17%</b>
Capital Outlay	\$320,000	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$11,276,900</b>	<b>\$11,678,400</b>	<b>\$11,914,900</b>	<b>\$12,531,400</b>	<b>\$616,500</b>	<b>5.17%</b>
Fund Balance Incr/(Decr)	(\$699,800)	(\$684,700)	\$0	\$46,200	\$46,200	0.00%
<b>Adjusted FTEs</b>	<b>56.10</b>	<b>59.10</b>	<b>62.60</b>	<b>74.90</b>	<b>12.30</b>	<b>19.65%</b>

Numbers rounded to nearest hundred

**COMMUNITY SERVICES  
Children's Services**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To provide safety net services to children and adults who are vulnerable, disabled, mentally ill or chemically dependent.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** Ninety percent of initial contacts for child maltreatment reports received by the county will be made within state standard timeframes.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percent of family investigations with substantial child endangerment alleged contacted within 24 hours	95.3%	96.8%	90%	90%
Percent of family investigations without substantial child endangerment contacted within 5 days	93.3%	98.8%	98%	98%
Percent of family assessment contacted within 5 days	96.4%	97.2%	98%	98%

**SUMMARY and ANALYSIS**

Providing for the safety of residents is a critical part of the department’s mission. Community Services receives reports of potential abuse against children and adults each day. The efficient and effective processing and investigating of these reports reduces potential harm suffered by vulnerable populations.

Report of neglect or harm against children are classified into one of three categories based on the initial information:

- Family Investigation with Substantial Child Endangerment Alleged reports requires the county initiate contact to begin the investigation immediately – within 24 hours;
- Family Investigations without Substantial Child Endangerment Alleged reports require initial contact within five days;
- Family Assessments pose less risk and require initial contact within five days.

The above chart shows how often the county successfully meets state or federally determined time mandates. The ultimate target for all three of these areas is 100 percent compliance. A change in statutory interpretation that went into effect in 2017 has reduced the response time for a Family Investigation with Substantial Child Endangerment Alleged so that contact must occur within 24 hours of receiving the report, whereas previously counties had 24 hours to screen a report and an additional 24 hours to initiate contact. It is expected that the ability to meet response times will be temporarily reduced while making adjustments to the system as a result of this change. Children’s Services frequently conducts Quality Assurance reviews to assure compliance and continuous improvement of the measures.

**COMMUNITY SERVICES**  
**Children's Services**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Foster Care Licensing</b>				
• New adult (A) and child (C) family foster care applications	3 A/10 C	13 A/21 C	15 A/25 C	15 A/30 C
• New adult (A) and child (C) family foster care sites licensed	2 A/4 C	8 A/9 C	10 A/15 C	10 A/20 C
• New child relative foster care applications	82	92	100	100
• New child relative foster care licenses	19	31	38	40
• Total family foster care facilitates (adult, child, and relative)	109	129	135	135
• Total corporate foster care facilities (adult and child)	98	104	108	108
<b>Family Child Care Licensing</b>				
• New family child care providers licensed	25	29	35	35
• Total number of licensed family child care providers	401	383	385	385
<b>Children's Services</b>				
• Children in out-of-home care	309	296	300	300
• Child welfare assessments	60	56	60	65
• Child protection investigations	306	245	312	320
• Family assessments	521	484	500	520
• Children's Services case management (monthly average open)	203	212	205	215
• School Attendance Intervention Program (Truancy) – cases open (school year)	396	475	550	600
• Adoptions finalized	11	13	13	18
• Transfers of Permanent Legal/Physical Custody finalized	5	10	17	20
• Concurrent Planning Cases	28	40	50	60
• Parent Support Outreach Program (PSOP)- cases opened	51	21 <sup>1</sup>	100	100

<sup>1</sup> Drop in Parent Support Outreach (PSOP) in 2017 due to contracted provider ending the service and movement to bring it in-house. Moving forward the goal for PSOP will be for 100 families to receive the service.

**COMMUNITY SERVICES**  
**Children's Services**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?) (continued)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Children's Mental Health Contracted to Canvas Health				
<ul style="list-style-type: none"> <li>• Referrals for children's mental health care management services</li> </ul>	213	230	250	260
<ul style="list-style-type: none"> <li>• Intakes for children's mental health case management services</li> </ul>	217	208	215	220
<ul style="list-style-type: none"> <li>• Total unduplicated case management for children's mental health</li> </ul>	359	358	375	390
<ul style="list-style-type: none"> <li>• Child psychiatry</li> </ul>	472	189 <sup>2</sup>	200	200
<ul style="list-style-type: none"> <li>• Outpatient therapy for children and their families</li> </ul>	835	746	800	800
<ul style="list-style-type: none"> <li>• Family treatment and in-home family therapy</li> </ul>	127	119	125	140
<ul style="list-style-type: none"> <li>• Transition Age Youth Program</li> </ul>	23	34	35	40
<ul style="list-style-type: none"> <li>• Child psychological services/testing</li> </ul>	140	103	120	120

<sup>2</sup> Drop in child psychiatry due to only one child provider at Canvas Health.

**COMMUNITY SERVICES**  
**Children's Services**

**2019**

**Key Challenges**

Among the key challenges impacting the Children’s Services Division of the Community Services Department in 2019 are:

- Children’s Services
  - Legislative changes and growth as a result of the Governor’s Task Force recommendations will affect our ability to meet the timeliness requirement for face-to-face contact with child victims. It is anticipated that the county will receive over 2,500 child protection reports to be screened in 2019. A recent change in statutory interpretation reduced the response time for a Family Investigation with Substantial Child Endangerment Alleged so that contact must occur within 24 hours of receiving the report, whereas previously counties had 24 hours to screen a report and an additional 24 hours to initiate contact. It is expected that the ability to meet response times will be temporarily reduced while adjustments are made to the system to ensure that child protection reports are received, screened and responded to with 24/7 availability.
  - Filling positions with qualified, well-trained staff and receiving adequate child welfare training for all staff and supervisors through the state child welfare training system continues to challenge the ability to keep up with growing demands in 2019. Additionally, the child welfare system is overwhelmed with new inexperienced staff and the child welfare training system is underfunded. Currently, there are no child welfare supervision trainings offered through the State. To address the shortage of qualified child protection staff and to ensure the ability to hire, Washington County will continue to collaborate with local schools of social work and increase the number of internships offered. To address gaps in training and meet the needs of interns and staff, Washington County will work to foster a learning environment.
  - Court ordered out-of-home placements for children remain high in 2019. This continues to strain the child welfare service delivery system as there is a need for staff to complete many of the support services associated with each child in out-of-home placement including supervising family visits, providing transportation, monitoring foster care placements, and conducting relative searches. This also results in an increase in court related cases and services provided to ensure children are adopted or custody is transferred in a timely manner.
  - Costs associated with transporting youth in foster care staying in the school they attended prior to entering foster care have shifted to the county and local school systems, likely increasing county dollars spent. Ensuring the educational stability of children in foster care is a federal requirement of the Every Student Succeeds Act. However, it is unknown how far limited state funding will assist counties and schools that are now responsible to split these transportation costs. It is anticipated that a permanent funding structure for school transportation needs will continue to be pursued.

**COMMUNITY SERVICES**  
**Children's Services**

**2019**

**Key Challenges (continued)**

- Reducing disparities in the number of children of color in out-of-home placement and increasing the level of cultural competence in staff will continue to be addressed in 2019 through the Department of Human Services Child Welfare Disparity Grant. Disparity grant work includes an in-depth assessment of factors that affect the child welfare delivery system, the completion of the Intercultural Development Inventory by Children’s Services Staff, targeted training for staff, and culturally specific services to families in the form of High Fidelity Wraparound Services.
- Major changes in child welfare service delivery and federal reimbursement will start in 2019 as a result of the passage of the Family First Prevention Services Act. The challenge of this legislation is that it puts an emphasis on family foster homes versus residential treatment placements. Under the new law, residential placement will have higher requirements which will reduce the already limited availability. Residential placements and the lack of other options for children with significant mental health symptoms is both a resource issue and budget driver.
- Licensing
  - A shortage of foster homes caring for unrelated children continues to be a challenge in Washington County. Challenges to the implementation of the recruitment plan developed to address this shortage include design approval for recruitment materials, limitations on technical resources available for recruitment, and staff available to attend recruitment events. The Children’s Division will continue to participate in the Quality Parenting Initiative (QPI). QPI is an approach developed by the Youth Law Center to strengthen foster care within communities.
  - Recent changes to Minnesota law, in order to be compliant with the federal Child Care Development Block Grant, are expected to reduce the availability of quality in-home child care providers. Changes to the annual inspection and background study processes have caused negative reactions by the child care providers. Many providers have adopted a perspective of a conflictual relationship with licensing and some have stopped providing care. There are several legislative bills introduced to address concerns brought up by providers, and Washington County licensing will need continued work on relationships with current providers.
  - Due to a shortage of staff for adult foster care licensing, Washington County struggles to meet the increasing demands of licensing and developing more adult foster homes, while also placing and supporting individuals in those foster homes. There continues to be an increase in referrals for adult foster care placement which require licensing staff to provide a quality program to adult foster care residents and their social workers and guardians. There is also an increase in applications to provide corporate and family foster care which challenges the ability of staff to process applications in a timely manner.

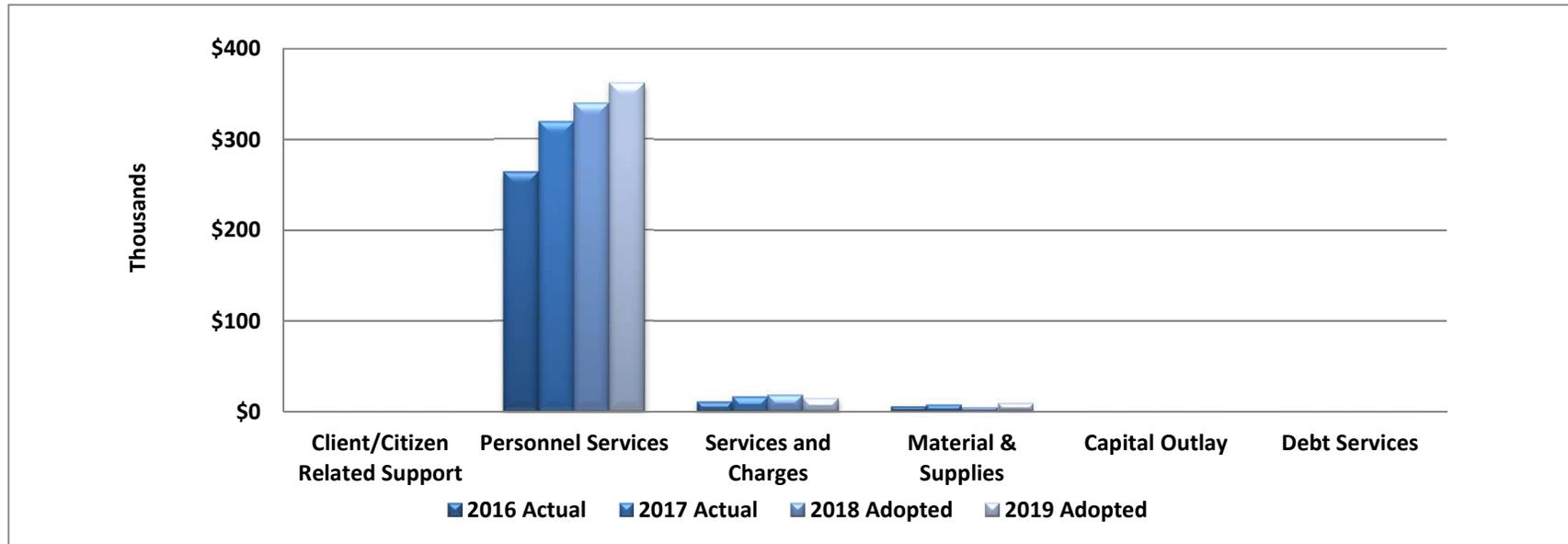
**COMMUNITY SERVICES**  
**Children's Services**

**2019**

**Key Challenges (continued)**

- Children's Mental Health (contracted to Canvas Health)
  - Balancing the allocation of staff between the assessment and eligibility determination process for Children's Mental Health Case Management (CMHCM) services and providing ongoing CMHCM services will continue to be a challenge in 2019. The number of children and their families requesting CMHCM services is expected to rise, however, there is an expected reduction in the number of cases that subsequently move to ongoing case management services. Requests for CMHCM services are assessed through a time-intensive process that includes using standardized assessment tools, a review of outside records, and clinical interviews to gather information needed to make a determination if ongoing case management services are necessary. Yet, many children and families do not actually move on to receive ongoing CMHCM services.
  - There continues to be requests for out-of-home placement from families who have had custody transferred to them or adopted a child needing mental health interventions. When issues arise, families often request to have the children placed outside the home to receive services, rather than engaging in therapeutic programming within the home. A limited number of available foster homes to serve adolescents exhibiting mental health symptoms creates a challenge for finding appropriate ongoing placement options as well as respite care services. Additionally, even in situations when placement is found, the minimal level of involvement by these family systems negatively impacts the child's mental health and the success of services.

## COMMUNITY SERVICES Veterans Services Division Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$259,200	\$322,200	\$345,200	\$367,900	\$22,700	6.58%
Non-Levy Revenue	\$12,000	\$16,200	\$17,500	\$17,500	\$0	0.00%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$271,200</b>	<b>\$338,400</b>	<b>\$362,700</b>	<b>\$385,400</b>	<b>\$22,700</b>	<b>6.26%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$264,400	\$319,700	\$340,000	\$362,000	\$22,000	6.47%
Services and Charges	\$10,900	\$16,400	\$18,500	\$14,700	(\$3,800)	-20.54%
Material & Supplies	\$5,300	\$7,000	\$4,200	\$8,700	\$4,500	107.14%
<b>Subtotal Operating Expenditures</b>	<b>\$280,600</b>	<b>\$343,100</b>	<b>\$362,700</b>	<b>\$385,400</b>	<b>\$22,700</b>	<b>6.26%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$280,600</b>	<b>\$343,100</b>	<b>\$362,700</b>	<b>\$385,400</b>	<b>\$22,700</b>	<b>6.26%</b>
Fund Balance Incr/(Decr)	(\$9,400)	(\$4,700)	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**COMMUNITY SERVICES  
Veterans Services**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Veterans, job seekers, and other eligible persons will receive the support needed to remain or become self-sufficient.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** Veterans and their dependents will receive assistance obtaining the federal and state benefits to which they are entitled.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of veterans receiving medical benefits	25%	27% <sup>1</sup>	29%	31%
Percentage change in number of veterans in Washington County	(1.9%)	(2.0%) <sup>1</sup>	(2.0%)	(2.0%)
Average amount of medical benefits received per veteran per year	\$10,340	\$10,550 <sup>1</sup>	\$10,765	\$11,000

**SUMMARY and ANALYSIS**

The Veterans Services Office (VSO) assists military veterans and their families or survivors with navigating both state and federal veterans systems. The needs of these veterans are being met through the benefit programs administered by federal and state departments. Healthcare, service-connected compensation, burial benefits, and pension benefits continue to be the most sought after benefits from veterans.

Although the actual number of veterans living in Washington County continues to decrease, the number of new veterans having a case opened with the VSO is increasing, and the number of veterans receiving medical benefits is also increasing. The Veterans Service Office continues to conduct outreach events in order to raise awareness of the possible benefits veterans may be eligible for and assisting them with claims or application processes. As a result of outreach efforts, the VSO was able to increase face-to-face contact with county veterans by 6 percent.

The average amount of medical benefits received per veteran per year has also increased and is projected to remain relatively stable in the coming years.

<sup>1</sup> This number is estimated. The U.S. Department of Veterans Affairs has not published their 2017 Expenditure report as of April 27, 2018.

**COMMUNITY SERVICES  
Veterans Services**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Number of veterans in Washington County <i>(Data from the Office of Actuary, Office of Policy and Planning, Dept. of Veterans Affairs)</i>	14,467	14,188	13,910	13,636
Number of new veterans cases opened	433	469	528	580
Number of edits made to current veterans' cases	7,389	7,832	8,388	8,900
Total number of contacts <ul style="list-style-type: none"> <li>• Office Visits</li> <li>• Phone</li> </ul>	6,541	6,637	6,452	6,300
Number of State benefits applied for by Veterans Service Office (VSO) staff	104	70	95	90
Number of Federal benefits applied for by VSO staff	1,092	997	1,096	1,000
Value of medical care received by Washington County veterans at Veterans Administration (VA) hospitals and community based outpatient clinics	\$36,655,000	\$35,948,098 <sup>1</sup>	\$35,242,730	\$34,549,497
Federal Department of Veterans Affairs compensation, pension, education, and insurance benefits for Washington County veterans and their dependents	\$58,225,000	\$57,060,500 <sup>1</sup>	\$56,000,000	\$55,000,000
State Soldiers Assistance Program administered by the State Department of Veterans Affairs provides dental and vision vouchers, and rent, mortgage, and utility assistance to veterans and their dependents	\$36,665	\$35,500 <sup>1</sup>	\$34,500	\$33,500

<sup>1</sup> This number is estimated. The U.S. Department of Veterans Affairs has not published their 2017 Expenditure report as of April 27, 2018.

**COMMUNITY SERVICES**  
**Veterans Services**

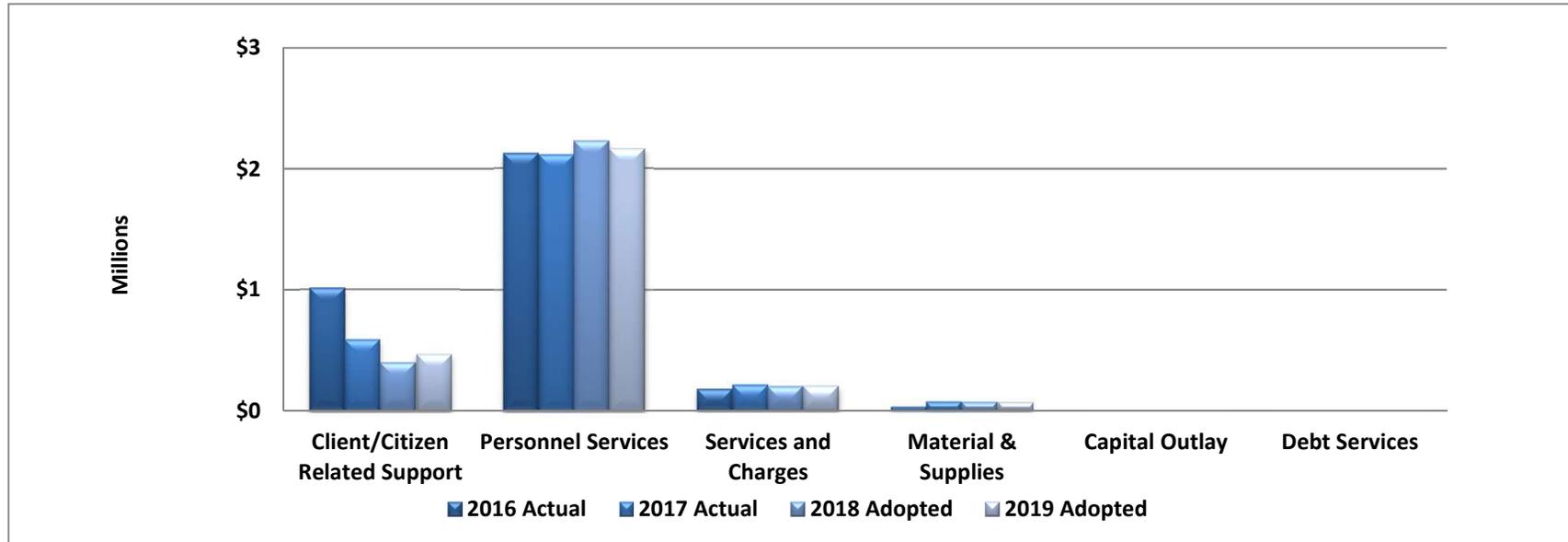
**2019**

**Key Challenges**

Among the key challenges impacting the Veterans Services Division of the Community Services Department in 2019 are:

- As the Department of Veterans Affairs programs evolve and new programs are introduced, caseload demands are expected to rise. Recent policy and program changes to various benefits require a greater degree of staff involvement with each process.
- The county’s Vietnam-era veterans are aging and will require increased assistance to access appropriate long-term care and transportation options.
- The demand for mental health services has increased for all generations of veterans as observed by the County Veteran Services Officers. To meet this growing concern, the need for service collaboration between the Adult Mental Health Division, the Sheriff’s Office, and the Veterans Services Division will continue to increase.
- The Veterans Service Office (VSO) is experiencing an increase in transportation requests as the county’s aging veteran’s ability to drive to VA medical appointments is decreasing.
- Veterans’ homelessness continues to be an area of concern within the Department of Veterans Affairs and access to services and benefits for that population will continue to increase as a result.
- Health care administered by the Veterans Administration (VA) continues to be a highly sought benefit by veterans generally for prescription medications, audiology services, and general care. Disability compensation, pension programs, and the Minnesota Department of Veterans Affairs Special Needs Grant are also popular benefits.
- The VSO continues to provide services for veterans and their family members at the Stillwater, Cottage Grove, and Forest Lake Service Centers to better serve the county’s veterans who may be unable to travel great distances.
- The Department of Veterans Affairs continues to add illnesses to their presumptive lists so the VSO anticipates an ongoing increase in service-connected compensation claims.

## COMMUNITY SERVICES Workforce Center Division Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$136,100	\$173,600	\$183,300	\$180,600	(\$2,700)	-1.47%
Non-Levy Revenue	\$3,164,700	\$2,705,200	\$2,721,100	\$2,722,800	\$1,700	0.06%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$3,300,800</b>	<b>\$2,878,800</b>	<b>\$2,904,400</b>	<b>\$2,903,400</b>	<b>(\$1,000)</b>	<b>-0.03%</b>
Client/Citizen Related Support	\$1,016,600	\$591,100	\$402,000	\$469,700	\$67,700	16.84%
Personnel Services	\$2,128,000	\$2,116,500	\$2,230,600	\$2,164,400	(\$66,200)	-2.97%
Services and Charges	\$176,800	\$210,200	\$199,600	\$200,200	\$600	0.30%
Material & Supplies	\$35,100	\$74,200	\$72,200	\$69,100	(\$3,100)	-4.29%
<b>Subtotal Operating Expenditures</b>	<b>\$3,356,500</b>	<b>\$2,992,000</b>	<b>\$2,904,400</b>	<b>\$2,903,400</b>	<b>(\$1,000)</b>	<b>-0.03%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$3,356,500</b>	<b>\$2,992,000</b>	<b>\$2,904,400</b>	<b>\$2,903,400</b>	<b>(\$1,000)</b>	<b>-0.03%</b>
Fund Balance Incr/(Decr)	(\$55,700)	(\$113,200)	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>28.00</b>	<b>24.00</b>	<b>23.00</b>	<b>23.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**COMMUNITY SERVICES  
Workforce Center**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Veterans, job seekers and other eligible persons will receive the support needed to remain or become self-sufficient.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** The Minnesota Family Investment Program (MFIP) Self-Support Index will remain within the state guidelines (currently 64.5 percent to 72.2 percent).

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
MFIP Self-Support Index	70.2%	70.2%	70.2%	70.2%

**SUMMARY and ANALYSIS**

The WorkForce Center (WFC) helps job seekers find employment, helps businesses find workers, and helps individuals and families explore and plan careers. County residents visiting the WFC may include individuals who have been laid off, undergoing a career change, or enrolled in the Minnesota Family Investment Program (MFIP).

MFIP assists low-income families in becoming self-sufficient through employment assistance, financial benefits, and case management. The WFC provides job and interview skills training, job search assistance, and referral to key resources such as transportation and child care.

Performance expectations for MFIP clients are established for the county by the state. One performance measure is the Self-Support Index. The index measures the percentage of MFIP clients who are employed at least 30 hours per week and/or no longer receiving cash assistance three years after enrolling in MFIP. For example, the projected 2018 Self-Support Index rating is 70.2 percent. This means that 70.2 percent of MFIP enrollees will successfully find employment at least 30 hours per week and will no longer receive cash benefits three years after enrolling in the program. The state sets an expected performance range for each county (currently 64.5 percent to 72.2 percent for Washington County). The continued economic improvements and the increased availability of jobs will help the county meet or exceed expectations.

**COMMUNITY SERVICES  
Workforce Center**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Number of Dislocated Workers served <sup>(1)</sup>	446	291	280	280
Number of Youth Program participants served <sup>(2)</sup>	70	52	45	45
Number of visits to WorkForce Center Resource Rooms (all locations)	21,317	22,600 <sup>(3)</sup>	23,900	25,300
Number of participants attending workshops and hiring events	4,393	6,258 <sup>(4)</sup>	4,500	4,500
Number of Minnesota Family Investment Program (MFIP) participants served	782	741	775	800
Number of Diversionary Work Program (DWP) participants served	287	278	275	275
Number of Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T) participants served	442	671	675	675
Number of Pathways to Prosperity (formerly FastTRAC) participants served	54	22	20 <sup>(5)</sup>	20
Number of Non-Traditional Opportunities for Women (NOW) grant participants served	N/A	10	18	8

<sup>1</sup> Decreases occurred between 2016 and 2017 in federal formula funding, National Emergency Grants, and large layoffs that did not result in state special projects.

<sup>2</sup> Enrollment numbers expected to decrease due to budget changes under Workforce Innovation & Opportunity Act (WIOA).

<sup>3</sup> In 2017 DEED reduced the number of state-purchased and supported computers in Workforce Centers across the state. The computers in Cottage Grove and Forest Lake are no longer on the state system that tracks the customer log-ins to generate usage count, thus the visits to the Resource Rooms in these locations were estimated for the second half of 2017. We expect that in the future the DEED system will be enhanced to allow for the tracking of all visitors in all locations.

<sup>4</sup> The large increase in 2017 is due several changes at the state level that shifted training to the counties. This high level of attendance is not expected to be maintained.

<sup>5</sup> Pathways to Prosperity grants run on a school year calendar, dividing the participants served over half of 2018 and half of 2019, for a total of 40 served over the course of the program.

**COMMUNITY SERVICES  
Workforce Center**

**2019**

**Key Challenges**

Among the key challenges impacting the Workforce Center Division of the Community Services Department in 2019 are:

- Minnesota Family Investment Program (MFIP)/Diversionary Work Program (DWP) Employment Services
  - Disparities in employment continue to exist specifically for teen parents, African Americans, and other persons of color enrolled in MFIP/DWP in Washington County. Participants also have barriers to obtaining and retaining employment. Some of the barriers include mental illness, physical limitations, chemical dependency, homelessness, domestic violence, lack of education, and child behavior issues. The MFIP/DWP programs seek to identify these barriers and utilize external community referral sources in an attempt to address the multiple barriers that are hindering employment.
  - Washington County is seeing some of its lowest unemployment rates in several years. While low unemployment rates would indicate a prospering economy, the abundance of entry level positions available are attractive to MFIP participants experiencing financial crisis and seeking immediate resolution. The available lower wage jobs are often not sufficient to sustain many of the families enrolled in the program, and will not likely be a successful long-term opportunity. Employment counselors spend considerable amounts of time addressing job retention for individuals who may move from one entry level position to the next, as well as engaging participants in training, postsecondary education, exploration of nontraditional occupations, and career laddering in conjunction with entry level employment.
- Department of Employment & Economic Development’s (DEED) Competitive Grants: Pathways to Prosperity (P2P) & Non-Traditional Opportunities for Women (NOW)
  - P2P has the challenging goal to recruit and serve individuals with multiple barriers to employment and education. P2P serves persons of color, at or below an income level of 200 percent of the federal poverty guidelines, have a disability, or have been unemployed/underemployed for 26 or more weeks. This population often sees other barriers in conjunction with those listed above including lack of basic skills, lack of work experience, English as a second language, housing instability, and lack of reliable transportation. Recruitment and retention of a population that may experience crisis at a higher rate proposes a challenge for staff needing to provide intensive support and guidance inside and outside of the classroom in order to allow for successful completion of the program.
  - The NOW grant’s challenge is finding the women who fit the criteria (low income, over age 50, or of color) who are able to start and begin short-term training for non-traditional work, such as machining or construction, in the grant’s timeframe.
  - P2P and NOW are both funded through competitive grants that require the WFC to reapply for funding every two years. This continues to be an administrative burden as the WFC does not have dedicated staff for grant writing, forcing program staff to take time to write proposals and take time away from other programmatic responsibilities.

**COMMUNITY SERVICES  
Workforce Center**

**2019**

**Key Challenges (continued)**

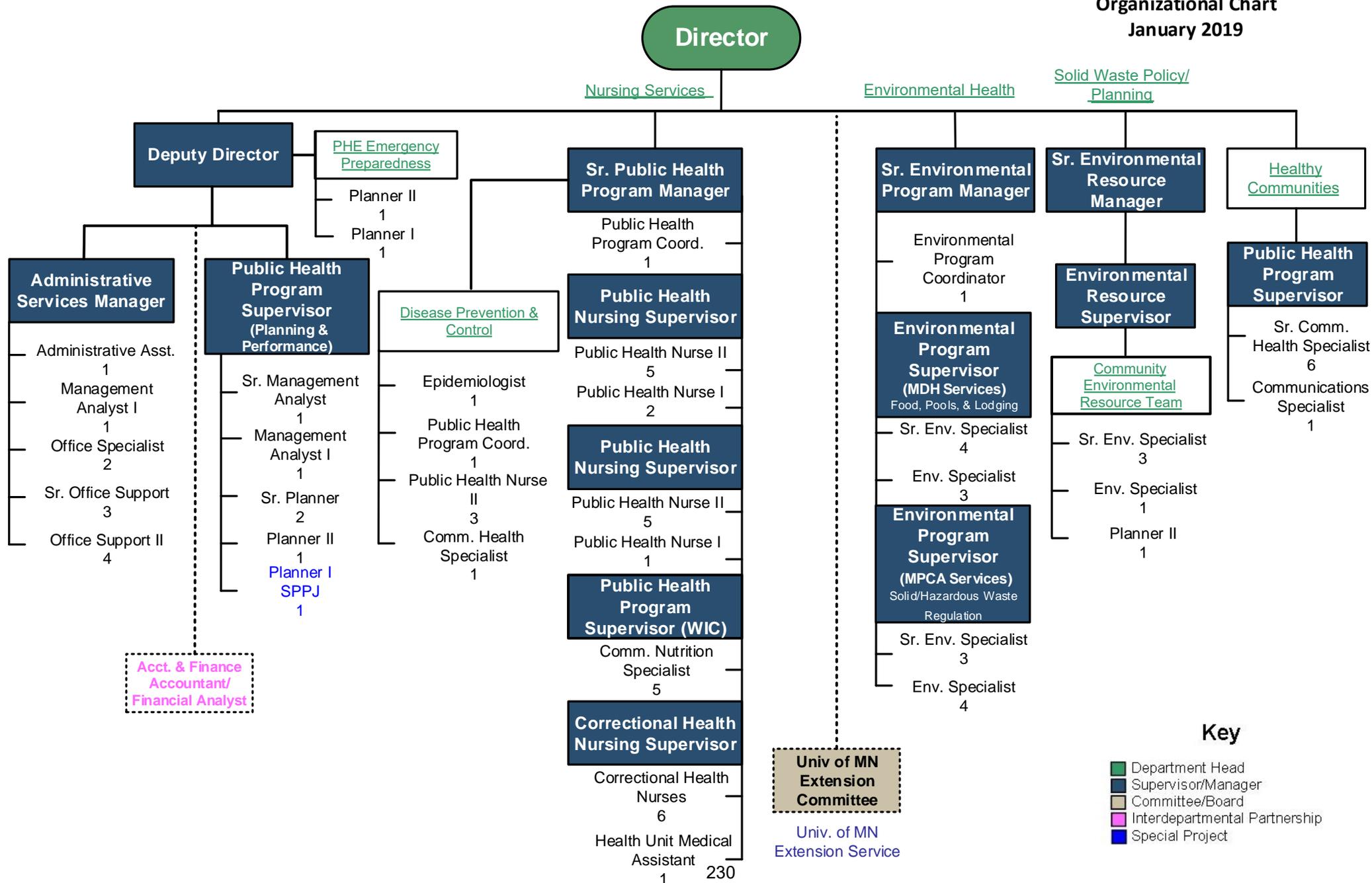
- The Workforce Innovation and Opportunity Act (WIOA)
  - The Workforce Innovation and Opportunity Act (WIOA) created challenging structural changes to the administration of the local Workforce Development Area (WDA). The local WDA is now part of Region IV, which formalizes the partnership with other metro area WDAs for more aligned service delivery. Moving to a regional approach is challenging as the Department works with partners to develop a governance structure that engages community organizations and maintains autonomy among the local elected officials. The governance of this regional structure has grown to 25 members, causing the WorkForce Division Manager’s time to be heavily devoted to the activities of Region IV. The question of which program funds are needed from the local level to support regional efforts is also continually a challenge.
  - The WFC will continue to be challenged with reductions in staffing resources which limits the ability to align the metro region’s business needs and close the skills gap for the manufacturing, healthcare, technology, and construction industries. The Minnesota Department of Employment and Economic Development (DEED) eliminated all local Business Service Specialist positions and replaced them with fewer regionalized Business Consultants, eliminating a DEED-funded dedicated position to focus on engaging local businesses. The new Business Consultants are working with the regional work groups to develop sector strategies and align regional activities with those in the local workforce areas. We will continue to seek funding from the County to support a business service engagement position to dedicate time locally with businesses.
- Dislocated Worker (DW) & Adult Programs
  - As the unemployment rate continues to decrease, customers seeking services through the DW Program present more challenges in keeping and maintaining employment. The program is seeing a higher number of individuals that have a variety of barriers including mental health issues, no high school diploma or education beyond high school, repeated periods of unemployment, having been fired for cause, age 55+, and physical disabilities resulting in work limitations.
  - Recruiting employers to utilize work-based learning for new hires, as the DW program incentivizes, continues to be a challenge. Employers need qualified applicants rather than financial incentives to hire. Additionally, the loss of the DEED-funded local Business Services Specialist within the WFC makes outreach to and maintaining connections with employers difficult, especially as it relates to maintaining DW programming.
  - The majority of Adult Program funds are utilized to provide WIOA-required basic career services, which encompass assistance to job seekers both in our resource rooms and job search workshops. Maintaining the infrastructure costs for resource rooms will continue to be a challenge as WIOA legislation does not provide any additional financial resources. The WFC expects continued decreases in federal funding in both the Dislocated Worker and Adult Programs which fund workshop staffing and delivery. In an effort to reduce costs, the WFC trainer has developed electronic materials. There have been consistent, ongoing challenges in administering the electronic materials, including instructing attendees due to the varying levels of computer literacy among them, navigating differences between devices used, and use of the hardware and cloud-based storage tools.

**COMMUNITY SERVICES**  
**Workforce Center**

**2019**

**Key Challenges (continued)**

- Young Adult Program
  - Under WIOA, the Young Adult Program requires 75 percent of funds be used to serve out-of-school youth; previously 30 percent of funds were dedicated to services to out-of-school youth. The county's Young Adult Program is meeting the 75 percent service requirement, but recruiting and engaging that group continues to be a challenge because they are no longer attached to traditional youth-serving entities. Previously, the County was able to use its relationships with the school districts to receive referrals for this program. Declining funding has also dictated staffing the program with a less-than-full-time employment counselor.



**PUBLIC HEALTH AND ENVIRONMENT**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

**Non-Levy Revenues:** Increases are related to County Environmental Charge (CEC) and Parcel Fee revenue, Metro Alliance for Healthy Families (MAHF) grant funding and increased reimbursements from third partner insurance payers to serve additional families with public health nurse home visits.

**EXPENDITURES:**

**Client/Citizen Related Support:** Decrease is due to reduced hauler rebate from \$12 per ton to \$10 per ton.

**Personnel Services:** Changes in personnel costs are directly related to union negotiations and labor settlements. Includes new 1.0 FTE.

**Services and Charges:** The Recycling and Energy Center Joint Activities expenditures are decreasing due to a reduced hauler rebate. This results in a decreased services and charges budget for 2019.

**Materials and Supplies:** Increase is related to new expense for a new electronic health record system, which is designed to securely manage and maintain health records of individuals served through public health nurse home visiting.

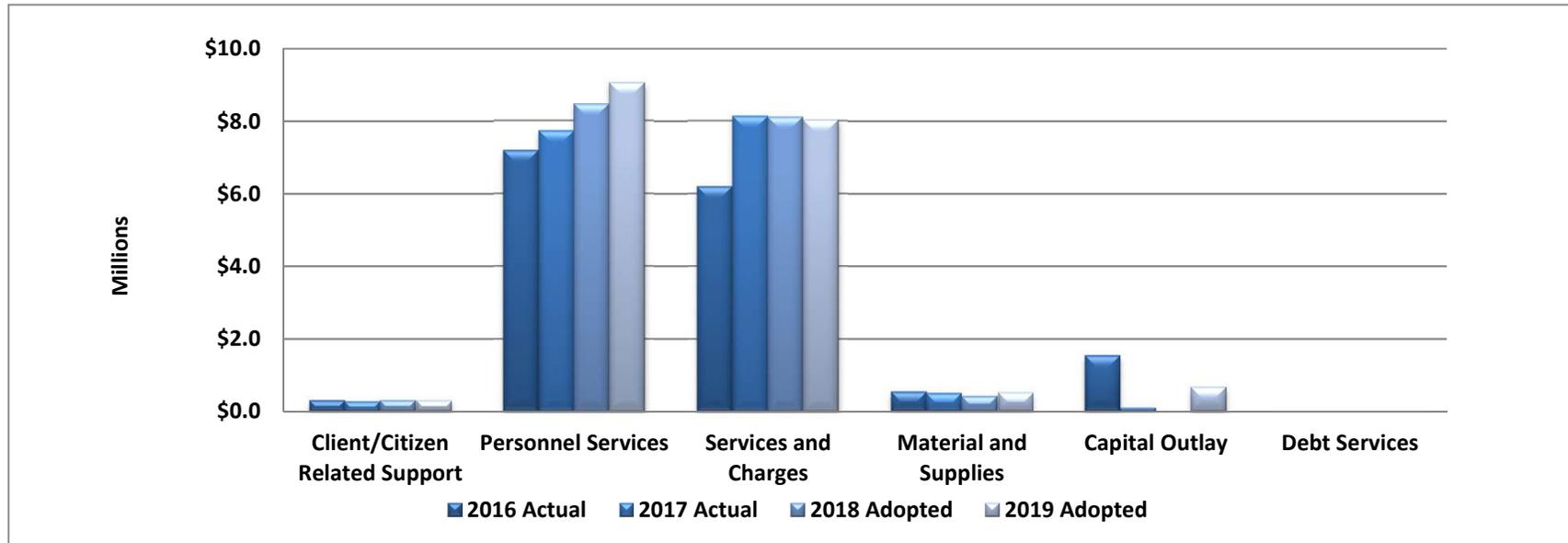
**Capital Outlay:** Increase is due to one-time cost of Environmental Center Loading & Dumpster Dock Modifications.

**Debt Services:** None

**Other Financing Uses:** Insignificant decrease.

## PUBLIC HEALTH AND ENVIRONMENT

### Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$1,855,800	\$2,104,400	\$2,307,200	\$2,439,900	\$132,700	5.75%
Non-Levy Revenue	\$14,499,100	\$15,767,200	\$15,252,900	\$15,718,600	\$465,700	3.05%
Other Financing Sources	\$236,900	\$256,100	\$376,300	\$187,700	(\$188,600)	-50.12%
<b>Total Revenues</b>	<b>\$16,591,800</b>	<b>\$18,127,700</b>	<b>\$17,936,400</b>	<b>\$18,346,200</b>	<b>\$409,800</b>	<b>2.28%</b>
Client/Citizen Related Support	\$308,100	\$278,700	\$307,500	\$295,500	(\$12,000)	-3.90%
Personnel Services	\$7,199,300	\$7,742,600	\$8,473,500	\$9,056,300	\$582,800	6.88%
Services and Charges	\$6,204,100	\$8,146,200	\$8,117,000	\$8,040,300	(\$76,700)	-0.94%
Material and Supplies	\$543,600	\$500,200	\$419,700	\$520,600	\$100,900	24.04%
<b>Subtotal Operating Expenditures</b>	<b>\$14,255,100</b>	<b>\$16,667,700</b>	<b>\$17,317,700</b>	<b>\$17,912,700</b>	<b>\$595,000</b>	<b>3.44%</b>
Capital Outlay	\$1,543,700	\$105,800	\$0	\$677,000	\$677,000	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$367,200	\$406,800	\$405,100	\$405,000	(\$100)	-0.02%
<b>Total Expenditures</b>	<b>\$16,166,000</b>	<b>\$17,180,300</b>	<b>\$17,722,800</b>	<b>\$18,994,700</b>	<b>\$1,271,900</b>	<b>7.18%</b>
Fund Balance Incr/(Decr)	\$425,800	\$947,400	\$213,600	(\$648,500)	(\$862,100)	-403.60%
<b>Adjusted FTEs</b>	<b>81.20</b>	<b>81.20</b>	<b>88.70</b>	<b>89.70</b>	<b>1.00</b>	<b>1.13%</b>

Numbers rounded to nearest hundred

<b>PUBLIC HEALTH AND ENVIRONMENT</b>				
<b>2019</b>				
<b>Summary Cost of Major Programs</b>				
<b>Major Programs &amp; Examples of Services</b>	<b>2019 Budget</b>	<b>2019 Funding Sources (by % of Total Funding)</b>		
		<b>Levy</b>	<b>Fees</b>	<b>Other</b>
<b>Administrative</b> <ul style="list-style-type: none"> <li>Support for the Public Health &amp; Environment Department and related programs</li> </ul>	\$ 1,312,200	46 %	2 %	52 %
<b>Disease Prevention &amp; Control</b> <ul style="list-style-type: none"> <li>Infectious disease surveillance, investigation, and interventions</li> <li>Immunizations for uninsured or underinsured</li> <li>Food protection, lodging inspections, mobile home park, recreational camping area, public pools, community sanitation</li> </ul>	\$ 888,100	70 %	2 %	28 %
<b>Environment</b> <ul style="list-style-type: none"> <li>Individual sewage and septic system permits, inspections and treatment</li> <li>Solid and hazardous waste regulation/licensing</li> <li>Environmental Center for household hazardous waste</li> <li>Groundwater protection, wastewater treatment system maintenance</li> </ul>	\$ 2,691,200	6 %	2 %	92 %
<b>Family Health</b> <ul style="list-style-type: none"> <li>Family home visits</li> <li>Early Intervention Network, Child &amp; Teen Checkup Program, WIC</li> </ul>	\$ 2,877,500	16 %	11 %	73 %
<b>Health Promotion</b> <ul style="list-style-type: none"> <li>Healthy Communities</li> <li>Tobacco vendor licensing and enforcement</li> <li>Employee wellness program</li> <li>Statewide Health Improvement Program (SHIP)</li> </ul>	\$ 1,317,500	44 %	0 %	56 %
<b>MN Extension</b> <ul style="list-style-type: none"> <li>4H Clubs and outreach</li> <li>Nutrition education</li> </ul>	\$ 187,700	0 %	0 %	100 %
<b>Skilled Nursing</b> <ul style="list-style-type: none"> <li>Jail health services: nursing, medical psychiatric, dental, hospital, lab, etc.</li> </ul>	\$ 1,123,000	0 %	100 %	0 %
<b>Solid/Hazardous Waste</b> <ul style="list-style-type: none"> <li>Recycling and waste reduction, waste management policy development</li> <li>Resource Recovery – waste processing facility in Newport</li> <li>Environmental Center – household hazardous waste disposal for residents</li> </ul>	\$ 8,597,500	0 %	2 %	98 %

**PUBLIC HEALTH AND ENVIRONMENT**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To ensure an adequate local public health infrastructure.

**Supports County Goal:** To maintain public trust through responsible use of public resources, accountability, and openness of government.

**Performance Objective (Target):** The Quality Improvement (QI) maturity score of department staff will be maintained at 4.0 or greater.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Quality Improvement maturity score	4.6	4.2	4.5	4.8

**SUMMARY and ANALYSIS**

To monitor system level changes in QI maturity, the Minnesota Public Health Research to Action Network developed methods to calculate an organizational QI maturity score, which corresponds to the National Association of County and City Health Officials (NACCHO) Roadmap to a Culture of Quality Improvement. In 2011, leadership dedicated resources to building QI infrastructure including the development of the Performance Improvement Team (PIT) or QI Council, adoption of a QI Plan, and implementation of a performance management system. Since then, the PIT has identified and fostered the development of QI champions across programs, worked to share lessons learned, celebrate successes, and make the use of QI tools and methods approachable and easy to use.

The PIT assesses staff QI maturity and PIT progress on QI plan goals annually. The QI Maturity Assessment consists of a subset of ten questions that represent the key domains of QI maturity: Organizational Culture, Capacity/Competency, and Alignment and Spread. The scoring consists of the following maturity levels:

- Low (0-2.9): No Knowledge, Not Involved
- Medium (3.0-3.9): Ad-Hoc QI
- High (4.0+): Formal QI, QI Culture

The department has maintained a high level of maturity. Based on the results of the most recent assessment, the decrease in 2017 was largely due to a significant number of new staff across program areas. The PIT will lead work to intentionally engage new staff through a bi-annual QI 101 training. An evaluation of each training will be conducted to assess changes in knowledge, skills, and abilities related to training content and general awareness efforts.

**PUBLIC HEALTH AND ENVIRONMENT**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To prevent the spread of infectious disease.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** Effective vaccination coverage levels for universally recommended vaccines among 80 percent of children 24-35 months old will be achieved and maintained by 2020.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing / Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Immunization rate of children 24-35 months old	66.8%	64%	67%	70%

**SUMMARY and ANALYSIS**

Washington County monitors the percentage of children living in the county who receive recommended vaccine. Nineteen doses of “Primary Series” vaccine are recommended for children by two years of age, and are included in this rate measure. Hepatitis A, Rotavirus, and Influenza vaccines are also recommended for this age group.

The vaccine coverage rate for two year olds receiving the full Primary Series was 64 percent in 2017, lower than the national Healthy People goal of 80 percent (HP2020), but higher than the state average of 60.9 percent. Reasons for lower immunization rates include the notion that the diseases are relics of the past, a general sense that a disease “won’t happen to me or my family”, vaccination access issues, and increasing rates of conscientious objectors to vaccines. All individual vaccine coverage rates are significantly higher, meaning that the same children are not all missing the same vaccines.

The Department of Public Health and Environment holds two public immunization clinics each month, targeting those who are uninsured or have access issues. The department provides outreach and education to families and medical providers regarding the benefits of primary health care, immunization schedules and access to preventative health care. New efforts to address decreasing immunization rates include partnerships with schools, updated education on the need for, and benefits, of childhood immunizations, and geographic information systems (GIS) mapping of coverage rates by zip code in our county.

Since vaccine preventable diseases are often more serious in young children, it is particularly important to vaccinate in the first two years of life. Vaccinating children protects them from serious diseases, and protects the health of the community. When children receive the full childhood immunization series, those who are too young to be vaccinated and those who cannot be vaccinated for medical reasons are also protected. Vaccination can also help stop or slow the spread of disease outbreaks. The 2017 Measles Outbreak in Minnesota demonstrated the spread of disease among many who were unvaccinated. The 2017 Washington County Measles, Mumps and Rubella (MMR) Coverage rate was 84.2 percent.

**PUBLIC HEALTH AND ENVIRONMENT**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To promote healthy communities and healthy behavior.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** Eighty-two percent of pregnant women enrolled in the Women Infants and Children (WIC) program initiate breastfeeding upon delivery; sixty-one percent of breastfeeding women enrolled in the WIC program will breastfeed their infants for at least 6 months.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing / Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
WIC clients initiating breastfeeding	83%	82%	85%	85%
WIC clients breastfeeding for a 6 month duration	35%	38%	40%	42%

**SUMMARY and ANALYSIS**

Breastfeeding from birth protects infant health. Increasing the number of mothers who start breastfeeding their babies and continue for at least six months are national goals included in the ten year U.S. Health and Human Services report called “Healthy People”. Achieving these goals will improve health, reduce health care costs, and save money for families, employers, and society.

In 2017, the breastfeeding initiation rate in Washington County met the Healthy People 2020 (HP2020) goal of 82 percent. However, the six-month duration rate was short of the HP2020 goal of 61 percent, but improved from the duration rate of 35 percent in 2016. Strategies to improve duration rates include greater promotion of attendance at WIC breastfeeding classes, along with the addition of one-on-one breastfeeding discussions. Efforts also include continuing the prenatal and postpartum telephone support system, and the addition of quarterly breastfeeding education presented to WIC, and family health nursing team staff. Many WIC families are also served by the Family Health Nursing home visiting program. This program provides additional prenatal breastfeeding education and postpartum one-on-one guidance and support for successful breastfeeding initiation and duration.

The department achieved the Breastfeeding Friendly Health Department designation from the Minnesota Department of Health in 2016. This initiative includes strategies to create a breastfeeding-friendly environment. Public Health and Environment supports multiple lactation rooms for employees which are highly utilized.

**PUBLIC HEALTH AND ENVIRONMENT**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To assure the quality and accessibility of health services.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** Safe and appropriate health care services will be provided to jail inmates, by maintaining no more than 150 nursing visits to inmates per every 1.0 full time equivalent (FTE) each month.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing / Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Jail Nursing Visits per 1.0 FTE	140	122	125	125

**SUMMARY and ANALYSIS**

During 2017, the Jail Medical Unit was staffed with a full-time nursing supervisor for the entire year. Correctional Health Nurse (CHN) staffing experienced some transition, but coverage for inmate medical needs was able to be consistent for the entire year. Nursing coverage hours were consistently available between 6am – 10:30pm during the week, and 6am – 6pm on weekends and holidays. The weekend and holiday schedule transitioned to consistently having two eight hour nursing shifts for coverage, rather than one nurse working alone.

Staffing transitions included the hiring of three new CHNs for the medical unit. The orientation and initial training of new CHNs to the point of working independently was completed. Additional transition included coverage of medical leaves and a nursing staff resignation. Transitions and limited staff always impact the ability of inmates to receive care. However, staffing is managed in a way that allows existing staff to pick up coverage and increase part-time full-time equivalent (FTE) to full-time status. The medical unit continues to be staffed and open seven days a week, with very minimal impact to the stated hours.

The Jail Medical Unit continues to be staffed with 4.8 FTE of Correctional Health Nurses. Nurse visits to inmates are dictated by identified physical and mental health needs at intake, and on inmate requests and needs during the stay. The medical unit has implemented consistent practices to ensure that nursing time is spent on nursing functions that address necessary inmate needs as well as other nursing functions which include case management and record gathering, medication ordering, set up, monitoring, and documentation.

**PUBLIC HEALTH AND ENVIRONMENT**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To make environments safe and healthy.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** The participation rate at the Environmental Center will increase to 625 participants per 1,000 households in 2019.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing / Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Per household participation	517 participants per 1,000 households	545 participants per 1,000 households	584 participants per 1,000 households	625 participants per 1,000 households

**SUMMARY and ANALYSIS**

The Washington County Environmental Center and satellite collection events provide a safe method for citizens to dispose of and recycle household hazardous waste (HHW) and electronics (e-waste). Increased participation at the Environmental Center and satellite collections results in higher amounts of toxic materials collected and recycled or incinerated, diverts toxic and dangerous materials from the Ramsey Washington Recycling and Energy Center and protects public health and the environment.

The HHW program exceeded 50,000 participants in 2017 for the first time. Based on past performance and projected population growth, the department expects the per household participation rate to increase to an estimated 625 participants per 1,000 households in 2019. In 2017 the Department conducted an evaluation of HHW service levels across the county and identified that citizens in the north part of the county lack convenient access to HHW services. The department is further evaluating options for enhanced services in the north that, once in place, should increase participation.

**PUBLIC HEALTH AND ENVIRONMENT  
Minnesota Extension**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To develop citizenship, leadership, responsibility, and life-skills among youth through experiential learning programs and positive youth development.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** Re-enrollment rate of returning 4-H members will remain at 80 percent.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Re-enrollment rate of returning members (long-term programming)	75%	81%	76%	80%

**SUMMARY and ANALYSIS**

4-H is the nation’s largest youth development organization. The University of Minnesota Extension delivers 4-H to Washington County to provide all youth with the opportunity to participate in positive youth development programming that focuses on leadership, citizenship, and life-skills through the 4-H delivery model of community clubs and outreach education.

Traditionally, 4-H clubs have served as a means to foster research-based, experiential learning. Club re-enrollment percentages had a significant increase from 2016 to 2017, largely due to a deliberate communications plan to encourage reenrollment on a timely basis and to staff time dedicated to new families. This same plan for encouraging timely reenrollment remains in place today and will continue to impact positive reenrollment rates.

**PUBLIC HEALTH AND ENVIRONMENT**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Educational hours provided to staff on emergency preparedness	1,000	950	1,100	1,200
Medical Reserve Corps (MRC) Volunteer Hours/Events	806/24	342/16	375/20	400/24
Average monthly Women, Infants, and Children (WIC) participants	2,504	2,384	2,350	2,300
Maternal-child health nurse home visits	4,924	4,861	4,950	5,000
Consultations to organizations on promoting healthy behaviors	2,763	2,455	2,500	2,600
Infectious disease investigations completed by Public Health and Environment staff	150	152	150	150
Immunizations at regular, special, and flu clinics	737	782	775	800
Residential well-water tests	777	746	760	760
On-site sewage treatment permits	359	345	350	355
Hazardous waste generator licenses	641	612	610	600
Household hazardous waste participants	48,941	52,281	57,247	61,827
Students/faculty and community contacts on waste/recycling programs	16,345	16,098	17,708	19,479
Environmental/public health nuisance complaints	101	75	88	88
Temporary food licenses	282	314	336	360
Licensed food, beverage, and lodging establishments and public pools (excludes separate food and bar licenses, or ancillary kitchens that require separate inspections)	978	974	976	976
Average monthly nurse visits provided to jail inmates	517	490	470	475

<b>PUBLIC HEALTH AND ENVIRONMENT Minnesota Extension</b>				
<b>2019</b>				
<b>Results and Accomplishments – OUTPUT MEASURES (How much did we do?)</b>				
Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Youth engaged during in-school cross-age teaching experiences	1,628	1,000	1,035	1,200
Youth engaged in out-of-school time cross-age teaching experiences	568	630	606	660
Total number of unpaid 4-H adult volunteers	411	394	350	350
Total youth participation experiences	2,566	2,173	2,000	2,000
Number of Extension Master Gardener (EMG) volunteers	131	138	143	145
Number of EMG volunteer hours	11,457	13,343	13,500	13,750
Estimated value of EMG volunteer hours	\$302,458	\$367,993	\$372,330	\$379,225

**PUBLIC HEALTH AND ENVIRONMENT**

**2019**

**Key Challenges**

Among the key challenges impacting the Department in 2019 are:

- All Minnesota community health boards are required to develop a Community Health Improvement Plan (CHIP) based on the results of a community health assessment. Public Health and Environment will develop a CHIP in broad collaboration with community partners and stakeholders to address priority public health issues in Washington County.
- The Minnesota Pollution Control Agency, Department of Natural Resources, and 3M Perfluorochemical (PFC) Settlement Agreement established a grant of \$850 million to ensure safe drinking water and enhance natural resources in southern Washington County. PHE will be challenged to staff proposed work groups and technical advisory groups charged with developing recommendations of priority projects to meet the settlement requirements.
- The county will have a revised waste management master plan with aggressive state-required waste and recycling objectives and new initiatives requiring additional equipment resources and funding. PHE will be exploring residential organics diversion opportunities, improving recycling in public spaces such as municipal parks and at community events, and assisting schools in having strong reuse, recycling, and organics programs.
- Although Washington County consistently ranks as one of the healthiest counties in the state, some residents in the county are still affected by poor health. Age, race/ethnicity, income, and mental health status all impact opportunities for individuals to maintain or improve their health. The department will be challenged to find ways to prevent these differences from creating higher health risks and poorer health outcomes for residents.
- Mental and chemical health continues to be a top priority of Washington County government, its departments, and local communities. PHE will continue to build and sustain collaborative partnerships that address mental and chemical health across all age groups with an emphasis on health equity.
- PHE will continue to support the Ramsey/Washington Recycling and Energy Board in evaluating alternative technologies such as gasification of bio-fuels for effective use of refuse derived fuel from the Recycling and Energy Center.
- Sexually transmitted infections (STI) continue to be on the rise in Washington County. Chlamydia accounts for 49 percent of all reportable infectious disease cases in the county. In the absence of a community clinic in the county, Public Health and Environment will be challenged to form collaborative partnerships to increase access STI education, testing, and screening resources that serve the young adult population.
- The Household Hazardous Waste (HHW) program evaluation identified service gaps in HHW collection services in the northern portion of Washington County. As a result of the evaluation, PHE will conduct an analysis of service alternatives to address these gaps.
- The MN Departments of Agriculture (MDA) and the MN Department of Health (MDH) adopted an updated food code (Minnesota Rules 4626) on January 2, 2019. Public Health and Environment will be required to update Washington County food code ordinance 145 within one year of state adaptation.

**PUBLIC HEALTH AND ENVIRONMENT**  
**Minnesota Extension**

**2019**

**Key Challenges**

Among the key challenges impacting the University of Minnesota Extension in 2019 are:

- New families continue to show an interest in participating in a program with less commitment. In response, Extension continues to explore various opportunities to expand programming with short-term club or event designs that provides a quality 4-H experience while allowing more flexibility in participation. Examples of this programming include work with the City of Landfall and Cimarron Manufactured Home Park in Lake Elmo.
- Short-term programming may result in decreased overall retention, but ultimately reaches higher numbers of Washington County youth. The paradigm of thinking that “success” is measured by 4-H Club enrollment numbers needs to change.
- Short-term programs have been implemented with community partners. Establishing these partnerships requires time and significant staff involvement. The amount of staff time needed for these efforts will increase as the department strives to bring the program to new audiences across the county. Examples of these partnerships include work with Family Means, local school districts, and the County Library system.
- As a volunteer-run program, ensuring quality 4-H experiences continues to be a challenge that demands extensive staff attention and support. Providing additional training for volunteers is another solution to this challenge. Training and volunteer management requires Extension 4-H Program Coordinator staff resources.
- “Mega clubs” with many members can be difficult for volunteer Club Leaders to manage. This can impact new member commitment and ongoing member retention. Extension Program Coordinators need to analyze club size, location, and strategies for future success. Extension must continue to look for ways to expand its volunteer base and engage a comparable representation of the community. Creating various models for 4-H volunteer opportunities to cater to a diverse volunteer base is a challenge. 4-H is currently working through the Growing 4-H Opportunities Together: Volunteers in Vision and Action (GOT VIVA) program.
- Changing volunteerism trends, along with volunteer burn-out, are both serious concerns that must be addressed. 4-H Program Coordinators will continue to work on recruitment and retention of volunteers.
- Extension Master Gardeners (EMGs) are completely volunteer-led, without paid county-level coordination. Systems for financial management and administrative services need to be developed that are user friendly and accessible for these volunteers.

*This page is intentionally left blank.*

# WASHINGTON COUNTY

## Internal Services

*Total Full-Time Employees: 99.50*

**Accounting  
and Finance**

**18.50 FTEs**

**Administration**

**16.00 FTEs**

**Human  
Resources**

**15.00 FTEs**

**Information  
Technology**

**50.00 FTEs**

## **INTERNAL SERVICES ASSIGNED SERVICES AND FUNCTIONS**

### **ACCOUNTING AND FINANCE**

- Accounts Payable
- Collections
- Financial Reporting & Debt
- General Accounting
- Payroll
- General Ledger & Internal Controls
- Treasury Management
- Shared Accounting Services

### **ADMINISTRATION**

- Budget Development
- Citizen Committees/Commissions
- Communication/Public Information
- Contract Management/Bid Openings
- County Board Services
- Demographic Data
- Land and Water Legacy
- Legislative Agenda
- Long-Range/Comprehensive Plans
- Performance Measurement
- Strategic Planning
- Web Management

### **HUMAN RESOURCES**

- Employee Benefits
- Employee Compensation Classification
- Employee Policies
- Employee Recognition Program
- Labor Relations
- Recruitment
- Risk Management
- Training Development
- Workers Compensation Claims

### **INFORMATION TECHNOLOGY**

#### ***Cyber Security***

- Incident Response
- Security Policies and Guidance
- Vendor Risk Assessments
- Vulnerability Monitoring
- Intrusion Detection
- Audit, Logging, and Compliance
- Security Training and Awareness

#### ***Collaboration and Data Integration***

- Application Services (Development, Reporting, Web-based)
- Database Administration Services
- Enterprise Content Management (ECM)
- SharePoint Services

### **INFORMATION TECHNOLOGY**

#### **(cont'd)**

#### ***Enterprise Solutions and Projects***

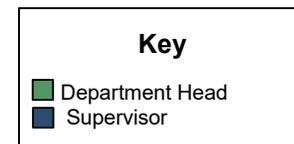
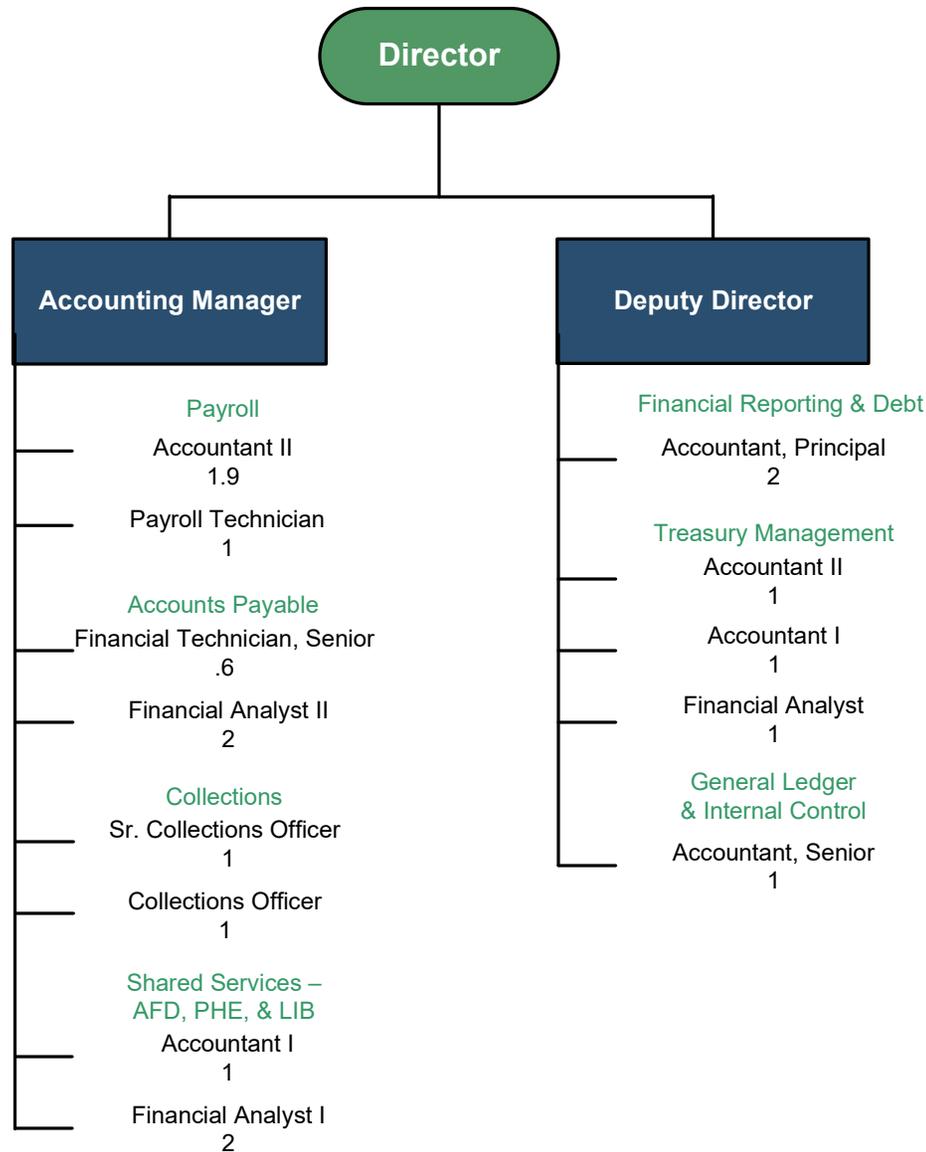
- Administrative/Managerial Functions
- Technical RFP Consulting
- Technical Contract Review
- IT Governance Services (Planning, Policy and Standards)
- Project Services and Business Analyst Consulting
- Spatial Data Services/Geographic Information Systems (GIS)

#### ***Enterprise Support Services***

- Service Desk, Knowledge Management and Training
- Computer and Device Purchasing
- Software Licensing and Purchasing
- Software Updates and Patching
- Mobile Device Management

#### ***Infrastructure***

- Hosting/Server Management
- Storage and Data Protection
- Network Connectivity Services (Voice/Data, LAN/WAN, Border Management)
- New Employee Accounts and Passwords



**ACCOUNTING AND FINANCE**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

**Non-Levy Revenues:** Increases consist of P-Card rebates and fees charged to departments via memorandum of understanding for collection services.

**EXPENDITURES:**

**Client/Citizen Related Support:** None

**Personnel Services:** Changes in personnel costs are directly related to union negotiations and labor settlements.

**Services and Charges:** Increases are related consulting services to accommodate potential areas of opportunity to maximize system functionality and/or provide efficiencies within the departments relative to their work in E1. Increase in software repair and maintenance is due to software licenses including Clearwater Analytics for the County's portfolio and Hubble licenses for expanded use of the analytic tool for E1.

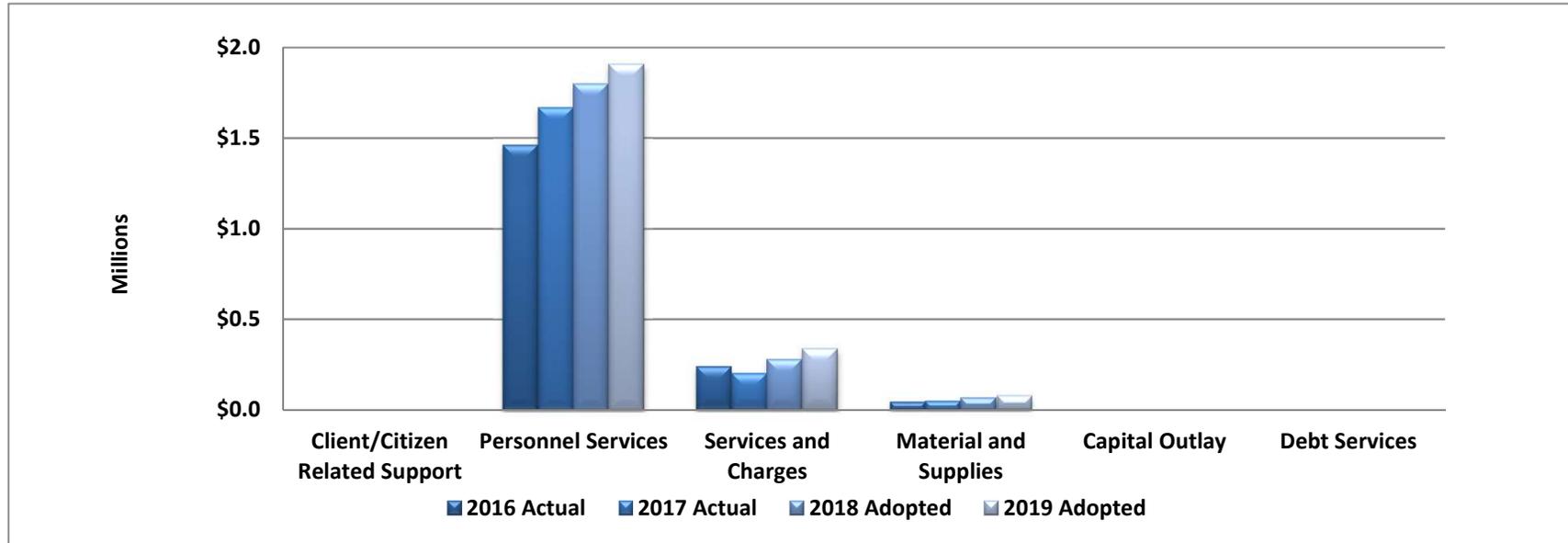
**Materials and Supplies:** Reason for increase in materials and supplies cost is to continue the membership to a software license (CERT) to implement changes in purchasing to account for a multi-county platform for ensuring compliance with federal grant requirements.

**Capital Outlay:** None

**Debt Services:** None

**Other Financing Uses:** None

### Accounting & Finance Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$1,519,600	\$1,643,900	\$1,780,200	\$1,946,800	\$166,600	9.36%
Non-Levy Revenue	\$324,700	\$356,900	\$368,700	\$380,000	\$11,300	3.06%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$1,844,300</b>	<b>\$2,000,800</b>	<b>\$2,148,900</b>	<b>\$2,326,800</b>	<b>\$177,900</b>	<b>8.28%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$1,464,200	\$1,671,200	\$1,802,300	\$1,910,200	\$107,900	5.99%
Services and Charges	\$239,700	\$201,800	\$278,000	\$336,800	\$58,800	21.15%
Material and Supplies	\$45,000	\$50,200	\$68,600	\$79,800	\$11,200	16.33%
<b>Subtotal Operating Expenditures</b>	<b>\$1,748,900</b>	<b>\$1,923,200</b>	<b>\$2,148,900</b>	<b>\$2,326,800</b>	<b>\$177,900</b>	<b>8.28%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$1,748,900</b>	<b>\$1,923,200</b>	<b>\$2,148,900</b>	<b>\$2,326,800</b>	<b>\$177,900</b>	<b>8.28%</b>
Fund Balance Incr/(Decr)	\$95,400	\$77,600	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>16.50</b>	<b>17.50</b>	<b>18.50</b>	<b>18.50</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**ACCOUNTING AND FINANCE**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To secure funds, protect from risks, and make available for disbursement in a timely manner.

**Supports County Goal:** To maintain public trust through responsible use of public resources, accountability, and openness of government.

**Performance Objective (Target):** All county financial assets will be secured and managed to insure that they are safe, liquid, and achieve a fair rate of return annually, as listed below.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Investment Yield compared to one-year US Treasury Note (target = at or more than 20 basis points of Treasury Note)	1.25% actual vs. .60% note	2.02% actual vs. 1.20% note	2.50% actual vs. 1.75% note	2.50% actual vs. 2.25% note
Deposit policy compliance (target = 95% of receipts over \$500 deposited within one business day)	93%	96%	96%	100%
Return on collection dollars spent (target is \$3:\$1)	\$3.94	\$4.30	\$4.40	\$4.50

**SUMMARY and ANALYSIS**

The department manages financial assets consistent with the county’s investment policy. The conservative nature of the policy based on state statute provides the controls needed for safety and liquidity. The yield on the investments is the one place where efforts can produce direct results. Monitoring daily deposits and engaging other departments in the organization on timely deposits has continued to yield results. Sensitivity to, and awareness of, the standard has maintained compliance, putting the department closer to the goal. The migration from a contracted service to in-house capacity has improved the county’s overall ability to increase yield.

**ACCOUNTING AND FINANCE**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To process financial transactions timely, accurately, and efficiently in order to best support County departmental operations.  
**Supports County Goal:** To maintain public trust through responsible use of public resources, accountability, and openness of government.  
**Performance Objective (Target):** Customers of the payroll, accounts payable, and address book processes will be 90 percent satisfied (or better) with services received at all times.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Payroll satisfaction	98%	95%	98%	98%
Accounts Payable satisfaction	99%	94%	98%	98%
Accounts Receivable satisfaction	96%	88%	98%	98%
Address Book satisfaction	92%	95%	98%	98%
General Ledger satisfaction	98%	98%	98%	98%

**SUMMARY and ANALYSIS**

This goal is to provide essential services to internal customers, so that they can obtain what is needed to deliver products and programs timely, accurately, and efficiently. Survey responses are the best indicators that services are meeting needs. Of the attributes surveyed, customers have responded that they are consistently, 90 percent or better, satisfied with services, which include timeliness, accuracy, technical knowledge, and professionalism.

**ACCOUNTING AND FINANCE**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To provide accounting information on a timely and accurate basis and meet regulatory requirements.

**Supports County Goal:** To maintain public trust through responsible use of public resources, accountability, and openness of government.

**Performance Objective (Target):** Accounting information will be reported in a timeframe to ensure its relevance and in a manner that complies with regulatory requirements and generally accepted accounting principles as stated below.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Unqualified "clean" opinion	Yes	Yes	Yes	Yes
Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes

**SUMMARY and ANALYSIS**

Unqualified "clean" audit opinions may seem a basic standard of performance, but this is a challenging target for any organization which requires diligence and a significant effort to obtain consistently. The Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting is a level of performance that is even more challenging than the unqualified "clean" opinion target. The county has received the award each year since 1985, and is evidence of the county's quality of financial management and professional skill. The timely delivery of financial reports is important for decision-making and monitoring budget performance. Since most internal financial reports are delivered through access to the financial system, the department schedules operations to provide this basic information shortly after the end of the calendar month. Because of the analysis and compilation efforts, the quarterly executive reports take longer to prepare; however, the department is on target, and expects to maintain that measure in 2019.

**ACCOUNTING AND FINANCE**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To provide sound financial practices to achieve the highest available bond ratings in order to reduce overall County costs.

**Supports County Goal:** To maintain public trust through responsible use of public resources, accountability, and openness of government.

**Performance Objective (Target):** County finances will receive an AAA bond rating from Standard & Poor’s and an Aaa rating from Moody’s for each planned bond issue.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Bond Rating - Standards & Poor’s	AAA	AAA	AAA	AAA
Bond Rating - Moody’s	Aaa	Aaa	Aaa	Aaa

**SUMMARY and ANALYSIS**

As evidence of sound financial practices exercised by the county, Washington County holds the highest available bond rating from Standard & Poor’s (AAA) and from Moody’s (Aaa). Rating agencies reserve these highest ratings for organizations demonstrating the highest level of creditworthiness in the marketplace.

According to Moody’s Investors Service, Washington County, Minnesota is one of five counties in Minnesota and one of seventy-nine nationally to have this elite bond rating of Aaa. This rating category, by definition, represents extremely strong capacity to pay principal and interest. Typically, “Aaa” rated counties demonstrate an ability to weather all economic cycles by maintaining tight budgetary controls, articulating and executing well-designed capital plans, maintaining sufficient reserves, adjusting in mid-year as needed for unforeseen circumstances, and planning for future contingencies.

In addition to being indicators of a vibrant, well-run county, the AAA/Aaa credit ratings provide Washington County access to some of the lowest interest rates available when it needs to issue debt for capital needs.

**ACCOUNTING AND FINANCE**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<p>Disbursements</p> <ul style="list-style-type: none"> <li>• Dollar value of all county purchases and contracts for vendor merchandise or services, payroll, and tax distributions to other municipalities</li> <li>• Number of checks issued</li> <li>• Number of electronic transfers processed</li> </ul>	<p>\$583,883,466</p> <p>15,242</p> <p>4,021</p>	<p>\$589,549,425</p> <p>14,803</p> <p>5,528</p>	<p>\$605,000,000</p> <p>14,100</p> <p>6,300</p>	<p>\$620,000,000</p> <p>13,500</p> <p>7,000</p>
<p>Payroll</p> <ul style="list-style-type: none"> <li>• Dollar value of salaries and benefits paid, on a bi-weekly basis, For approximately 1,400 employees, including seasonal staff</li> </ul>	<p>\$100,822,903</p>	<p>\$107,627,078</p>	<p>\$116,792,500</p>	<p>\$123,000,000</p>
<p>Collections</p> <ul style="list-style-type: none"> <li>• Collections of past-due accounts, non-sufficient funds and Outstanding debts owed to the county for a variety of programs in each of the county departments</li> </ul>	<p>\$577,270</p>	<p>\$814,017</p>	<p>\$828,000</p>	<p>\$838,000</p>
<p>Accounting</p> <ul style="list-style-type: none"> <li>• Total Management Letter findings</li> <li>• Internal Control Studies completed</li> </ul>	<p>3</p> <p>4</p>	<p>6</p> <p>8</p>	<p>0</p> <p>8</p>	<p>0</p> <p>8</p>
<p>Treasury</p> <ul style="list-style-type: none"> <li>• Interest earnings - cash basis (not including Capital Improvement Plan)</li> </ul>	<p>\$1,129,407</p>	<p>\$1,741,187</p>	<p>\$2,000,000</p>	<p>\$2,200,000</p>

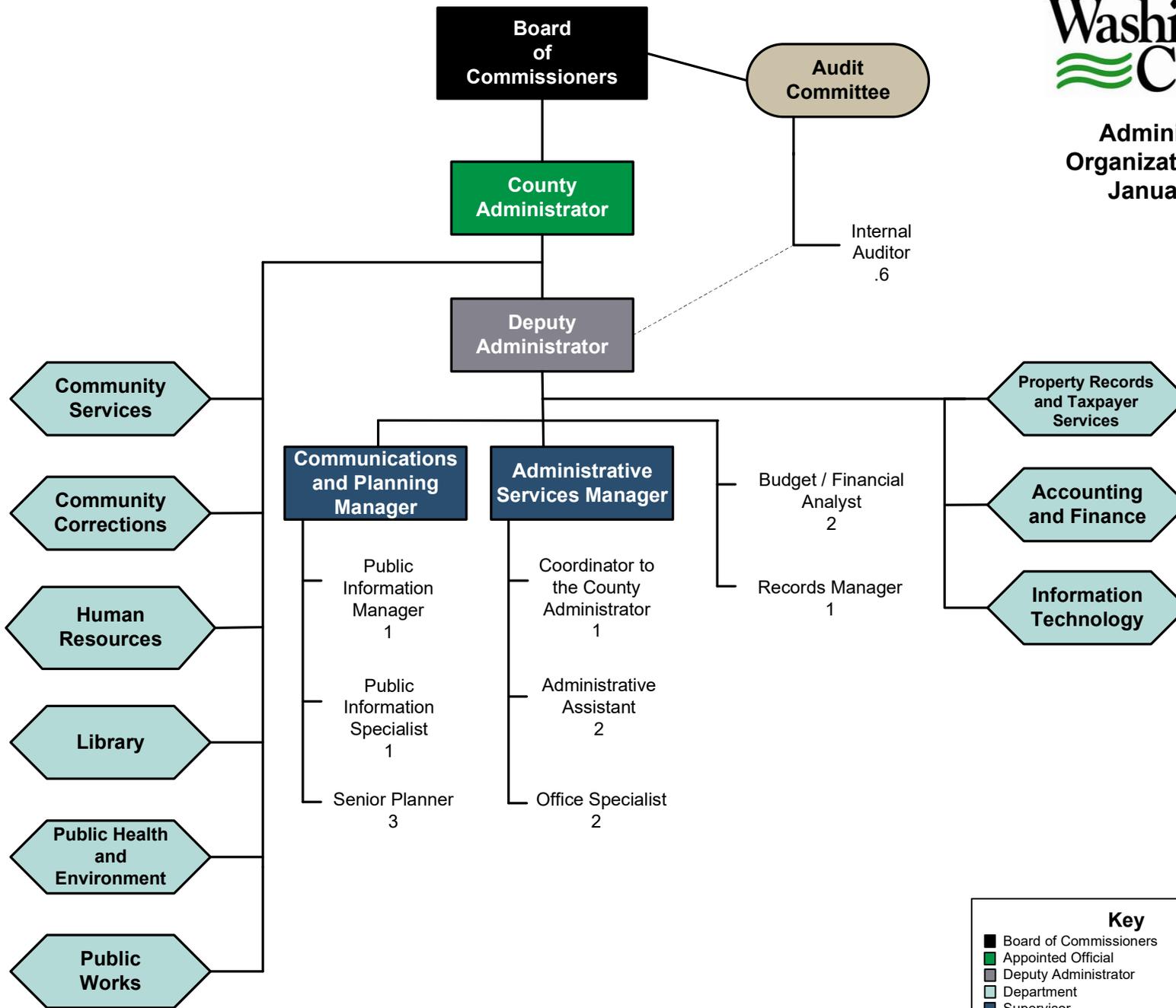
**ACCOUNTING AND FINANCE**

**2019**

**Key Challenges**

Among the key challenges impacting the Accounting and Finance Department in 2019 are:

- The Accounting and Finance Department will continue to promote the use of technology to facilitate financial transactions in whatever form that will provide for efficient and cost-effective business operations. In partnering with Property Records and Taxpayer Services, staff from Accounting and Finance are working to implement Point-of-Sale tools to automate over-the-counter, online, and kiosk-based customer transactions. This technology would integrate various forms of payment, standardize payment process, and integrate multiple software systems increasing the efficiency of processing county financial transactions. The scalability of the Point-of-Sale tools to other departments will be reviewed during the year. The department continues to work with vendors to issue electronic payments and reduce the number of paper checks issued.
- A Human Resources Information System Project completed Phase I in 2018, and transitioned quickly to Phase 2 during the fall of 2018 through the remainder of 2019. Staff from Accounting and Finance are key members of the implementation team and core members to deliver the project. The goal is to implement a new system that benefits all employees of the county, and meets the operational needs of both the Human Resources and Accounting and Finance Departments. Once implemented, many streamlined processes will be realized and employees will see an electronic work flow of information. As with any new project, normal business continues, creating challenges for staff to meet timelines and balance their core job functions.
- The department has a supportive role to both the internal and external customers, and continues the track record of taking advantage of opportunities in leveraging resources to deliver products and services to them. The demand for adapting services to customers' needs will continue, leading to increased investment in staff. The department's services are highly technical and knowledge based; finding the right staff and investing in training and skills development will be critical for future success. Since the department is primarily an internal service department, collaborating with other departments is key to provide the necessary support and resources.
- There are significant challenges presented by the need to keep pace with expanding use of technology to process standard business transactions, including the customer expectations around online availability. Identifying the best technology solutions and obtaining the resources necessary to realize the benefit is an ongoing challenge. Even with the opportunities to automate access for customers, the technology must also continue to evolve to handle the ever expanding array of financial instruments. This includes an upcoming technology upgrade with a conversion within JD Edwards EnterpriseOne platform to the newest generation.



**Key**

- Board of Commissioners
- Appointed Official
- Deputy Administrator
- Department
- Supervisor
- Committee

**ADMINISTRATION**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

*Non-Levy Revenues:* No change

**EXPENDITURES:**

*Client/Citizen Related Support:* No change

*Personnel Services:* Changes in personnel costs are directly related to union negotiations and labor settlements.

*Services and Charges:* No change

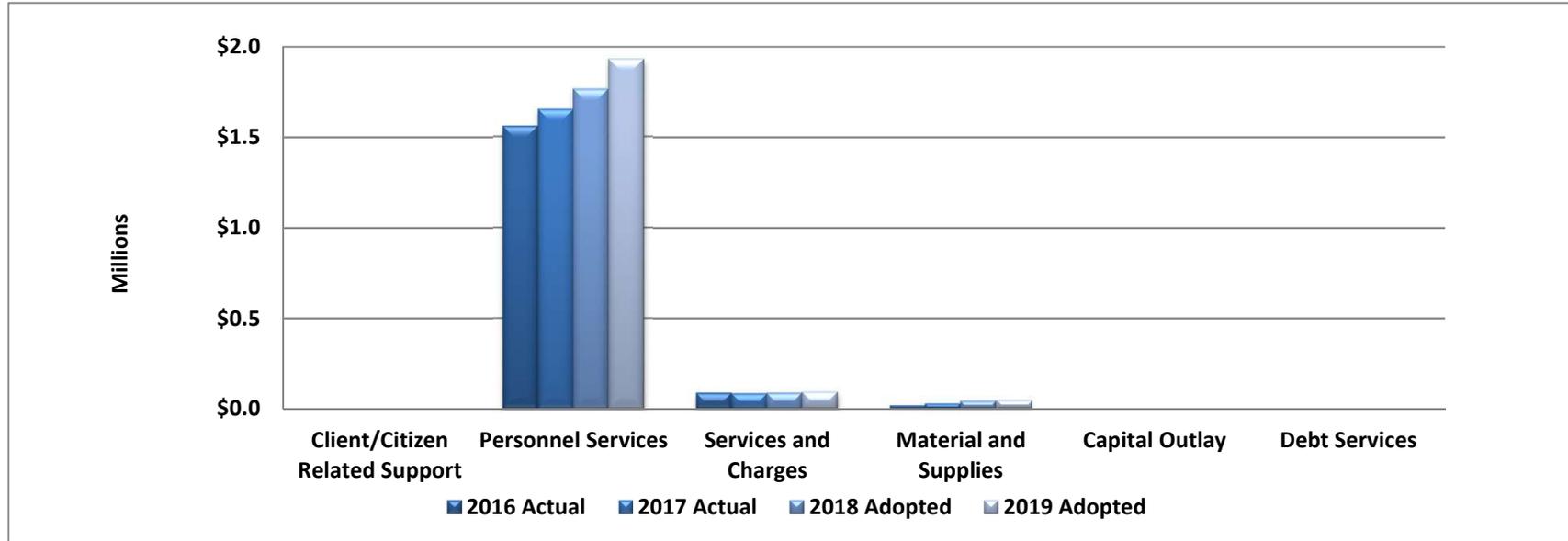
*Materials and Supplies:* Slight increase due to increased technology replacements.

*Capital Outlay:* No change

*Debt Services:* No change

*Other Financing Uses:* No change

### ADMINISTRATION Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$1,746,200	\$1,789,200	\$1,894,800	\$2,069,100	\$174,300	9.20%
Non-Levy Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$1,746,200</b>	<b>\$1,789,200</b>	<b>\$1,894,800</b>	<b>\$2,069,100</b>	<b>\$174,300</b>	<b>9.20%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$1,561,400	\$1,653,459	\$1,764,400	\$1,929,400	\$165,000	9.35%
Services and Charges	\$88,300	\$85,300	\$88,300	\$94,100	\$5,800	6.57%
Material and Supplies	\$17,646	\$28,186	\$42,100	\$45,600	\$3,500	8.31%
<b>Subtotal Operating Expenditures</b>	<b>\$1,667,346</b>	<b>\$1,766,945</b>	<b>\$1,894,800</b>	<b>\$2,069,100</b>	<b>\$174,300</b>	<b>9.20%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$1,667,346</b>	<b>\$1,766,945</b>	<b>\$1,894,800</b>	<b>\$2,069,100</b>	<b>\$174,300</b>	<b>9.20%</b>
Fund Balance Incr/(Decr)	\$78,854	\$22,255	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>15.00</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**ADMINISTRATION**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To provide accessible, timely information to keep the public informed.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** Washington County residents will be aware of relevant county information and valuable services as measured by a two percent increase in social media hits annually.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
County website hits per capita	9.8	9.9	9.9	10.0
Increase in website hits	2%	2%	3%	3%
WashNet visits per employee	486	492	500	515
Increase in WashNet visits	N/A	4%	4%	5%

**SUMMARY and ANALYSIS**

The Washington County Board of Commissioners and county staff seek the most effective ways to have two-way communication with staff and the residents they serve. To take full advantage of technology, the county strives to provide pertinent information on its website, as well as opportunities for people to sign up for email notifications (e.g., board agendas and information about Board of Commissioners’ activities, as well as live web-streaming of weekly board meetings). The increasing use of social media continues to increase visits to the county’s website reflecting the desire of residents for information related to county services, programs, and access to timely communications.

**ADMINISTRATION**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To improve compliance of contracts approved by the County Board.

**Supports County Goal:** To maintain public trust through responsible use of public resources, accountability, and openness of government.

**Performance Objective (Target):** One hundred percent of contracts received will have all necessary forms and approvals prior to execution of agreement.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage increase/decrease in number of contracts	37%	(-42%)	(-48%)	(-48%)
Percentage of compliant contracts	95.22%	95.92%	96.00%	98.00%

**SUMMARY and ANALYSIS**

Washington County has developed and authorized contract administration procedures that conform to state statute and County Board policy. The county's contract management work group has increased awareness and importance of approving contracts as to form, ensuring that the agreement includes all necessary clauses and documents to cover scope of services, terms, indemnification, data privacy, performance bond, payment bond, and firearms clauses.

Outcomes show a decline in the percentage of contracts due to a change to the contract policy in August 2017. Requirement to obtain County Board approval was increased from \$50,000 to \$100,000.

**ADMINISTRATION**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To improve employee engagement within Washington County.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** Employee satisfaction will be maintained at 70 percent or greater as determined by a bi-annual employee engagement survey.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of employees extremely satisfied with Washington County as a place to work	N/A	N/A	70%	75%
Percentage of employees who would recommend the county as a great place to work	N/A	N/A	70%	75%
Percentage of employees who are proud to work for Washington County	N/A	N/A	78%	78%

**SUMMARY and ANALYSIS**

Employee engagement surveys are administered every two to three years to monitor and understand employee perceptions of the work climate and what motivates employees to succeed. In 2013, the county contracted with a national employee engagement survey firm for the first countywide survey of its employees. A second countywide survey was conducted in 2015. Following the surveys, County Administration and Departments undertook a number of initiatives to address the responses and to improve engagement. The next countywide employee engagement survey is scheduled for release in August of 2018, and therefore, there are no results to report in 2016 and 2017 on the chart above.

The county anticipates higher satisfaction marks in upcoming years due to employee engagement programs implemented including: classification and compensation study, the continuation of health savings account and vision insurance options; reinstatement of the years-of-service recognition program; a new performance based employee recognition program; the creation of a Diversity and Inclusion Task Force; increased training opportunities for supervisors; and additional opportunities for advancement for current staff.

When employees are engaged and happy with their work, they are more effective collaborators working toward common goals.

**ADMINISTRATION**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To develop an operating capital budget within the guidelines of the County Board and Government Finance Officers Association (GFOA).

**Supports County Goal:** To maintain public trust through responsible use of public resources, accountability, and openness of government.

**Performance Objective (Target):** Washington County will receive the GFOA budget award annually, and maintain an operating budget per capita that is ranked among the five lowest in the metropolitan area.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of Budget Documents receiving GFOA award annually	100%	100%	100%	100%
Metro county ranking of budgeted operating expenditures per capita (1=lowest)	3	2	2	2

**SUMMARY and ANALYSIS**

The Government Finance Officers Association (GFOA) of the United States and Canada has awarded Washington County with the GFOA’s Distinguished Budget Presentation Award every year since 1998. The award represents a significant achievement and reflects the commitment of the governing body and staff to meet the highest principles of governmental budgeting. In order to receive the budget award, the county must satisfy nationally recognized guidelines for effective budget presentation. The award is intended to recognize and encourage excellence in financial reporting by state and local governments. The county’s participation in the program demonstrates its commitment to quality financial management practices and open and clear communication with its citizens.

Further representation of this commitment is Washington County’s responsible use of its resources which is reflected in the ranking of budgeted operating expenditures per capita. Based on the most recent population figure available (2016), the county is consistently ranked among the lowest of the five-county metropolitan area.

**ADMINISTRATION**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
New contracts opened	642	650	675	700
Total number of open contracts/grants	1,764	1,755	1,775	1,790
Press releases issued per week	5	5	5	5
Staying In Touch – Commissioners Newsletter issued	3	3	3	3
<ul style="list-style-type: none"> <li>• Number of newsletters mailed (Winter/Spring issue)</li> </ul>	103,042	103,340	105,836	107,000
<ul style="list-style-type: none"> <li>• Number of newsletters mailed (Summer issue)</li> </ul>	103,554	103,884	111,000	113,000
<ul style="list-style-type: none"> <li>• Number of newsletters mailed (Fall issue)</li> </ul>	104,198	105,693	106,000	107,000
County website – number of visits	1,823,614	1,923,444	1,944,000	2,000,000
Number of training events hosted by the Office of Administration				
<ul style="list-style-type: none"> <li>• Lean 101, Lean Tools, Survey Monkey, Survey Writing, Quality Improvement events, etc.</li> </ul>	9	9	9	9
Record Management Training events	0	1	4	5
<ul style="list-style-type: none"> <li>• Number of boxes off records stored off-site</li> </ul>	3,754	2,785	2,800	2,700

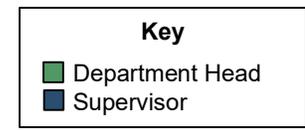
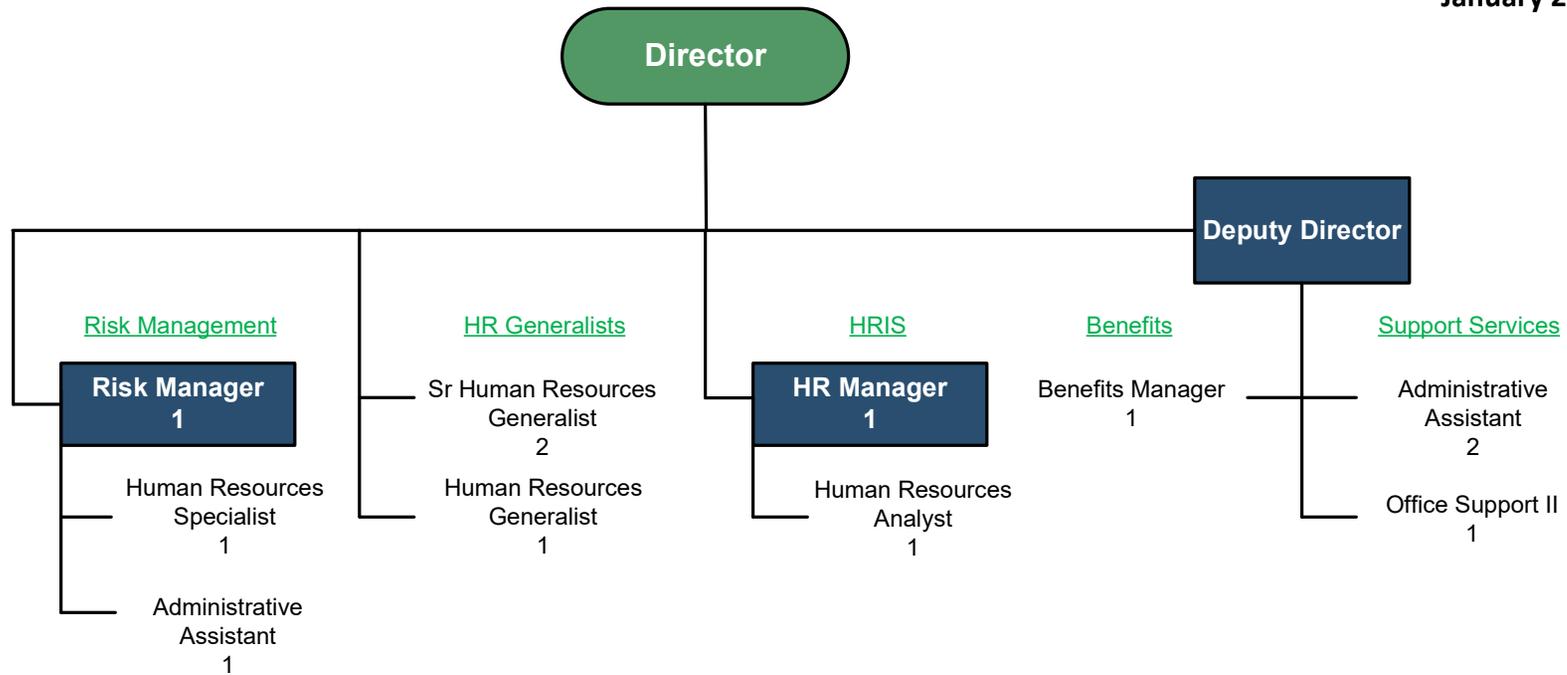
**ADMINISTRATION**

**2019**

**Key Challenges**

Among the key challenges impacting the Office of Administration in 2019 are:

- Contract Management, Financial Management and Budget Development
  - Developing a budget that is fiscally responsible, that meets the additional demands from a growing and aging population, and that preserves the county’s strong fiscal position.
  - Developing the long range capital improvement plans for roads, bridges, facilities and technology improvements.
  - Implementing the recommendations of the county workgroup related to service delivery to ensure access to county services for all county residents.
  
- Organizational Leadership and Communication
  - Leading the on-going leadership development of all county supervisors, managers, deputy directors and department heads to ensure progress is made on the county’s key initiatives related to pay for performance, service delivery, prevention, wellness, and diversity and inclusion.
  - Utilizing the information gathered in the 2018 employee engagement survey to make improvements that lead to greater employee engagement, satisfaction, and productivity.
  - Continuing to improve on the internal communication within and across departments and the external communication to residents through newsletters, press releases, social media, and events.
  
- Program Development and Evaluation, Process Improvement, and Performance Measurement
  - Supporting the efforts of the departmental quality improvement councils and implementation of the recommendations from the county’s adopted quality improvement plan.
  - Identifying new opportunities to protect open space, purchase park land, and protect groundwater through the county’s voter-approved Land and Water Legacy Program.
  - Development of the county’s 2019 Legislative Agenda and supporting efforts at both the federal and state levels to acquire additional funding to deliver high-priority projects.



**HUMAN RESOURCES**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

*Non-Levy Revenues:* No Change

**EXPENDITURES:**

*Client/Citizen Related Support:* None

*Personnel Services:* Changes in personnel costs are directly related to union negotiations and labor settlements. Includes new 1.0 FTE.

*Services and Charges:* Changes in costs are related to participant increase in the administration of Family Medical Leave and Cobra services, expenditures for consultant services, new recruitment resource for advertisement of county jobs, and increase in recruitment software license fee.

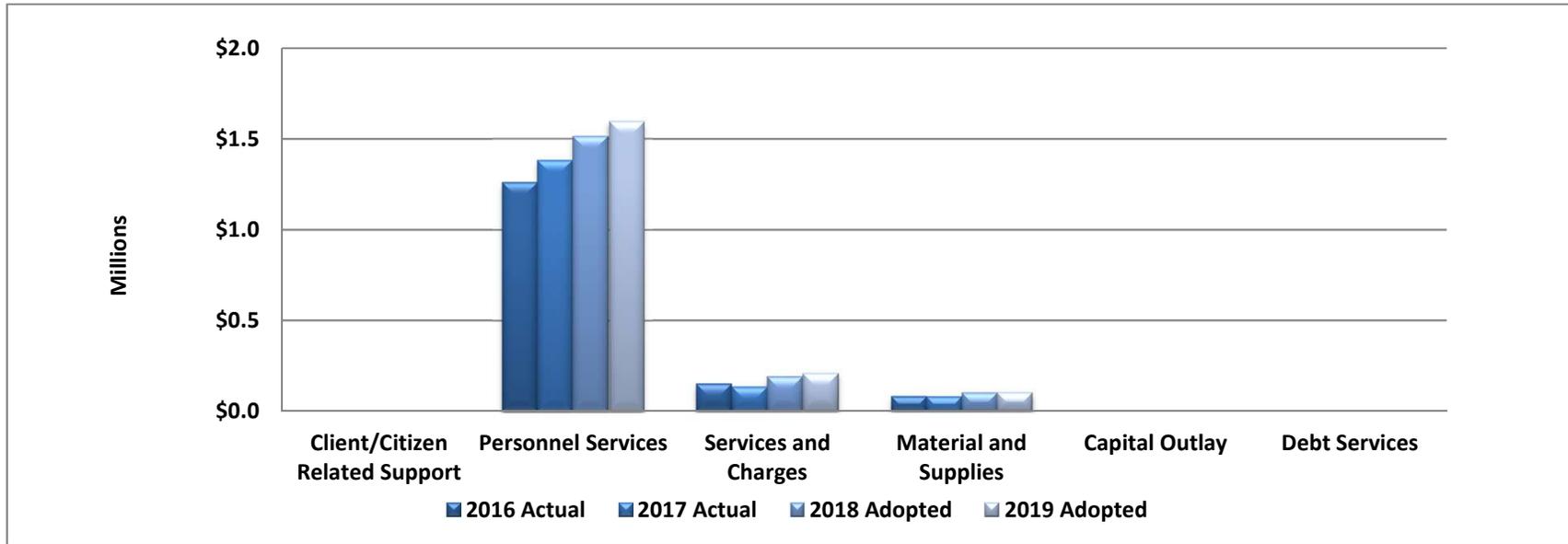
*Materials and Supplies:* No Change

*Capital Outlay:* None

*Debt Services:* None

*Other Financing Uses:* None

### Human Resources Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$1,475,400	\$1,633,300	\$1,782,500	\$1,879,400	\$96,900	5.44%
Non-Levy Revenue	\$30,300	\$22,700	\$25,000	\$25,000	\$0	0.00%
Other Financing Sources	\$0	\$60,400	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$1,505,700</b>	<b>\$1,716,400</b>	<b>\$1,807,500</b>	<b>\$1,904,400</b>	<b>\$96,900</b>	<b>5.36%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$1,263,700	\$1,385,000	\$1,517,600	\$1,598,000	\$80,400	5.30%
Services and Charges	\$149,700	\$135,000	\$189,300	\$205,800	\$16,500	8.72%
Material and Supplies	\$80,300	\$79,200	\$100,600	\$100,600	\$0	0.00%
<b>Subtotal Operating Expenditures</b>	<b>\$1,493,700</b>	<b>\$1,599,200</b>	<b>\$1,807,500</b>	<b>\$1,904,400</b>	<b>\$96,900</b>	<b>5.36%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$1,493,700</b>	<b>\$1,599,200</b>	<b>\$1,807,500</b>	<b>\$1,904,400</b>	<b>\$96,900</b>	<b>5.36%</b>
Fund Balance Incr/(Decr)	\$12,000	\$117,200	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>	<b>15.00</b>	<b>1.00</b>	<b>7.14%</b>

Numbers rounded to nearest hundred

**HUMAN RESOURCES**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To assure the county workforce is prepared to support a population growing in ethnic diversity and age.

**Supports County Goal:** To address today's needs while proactively planning for the future.

**Performance Objective:** Washington County employee population will be representative of the available workforce in the county.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percent of Washington County employees that are people of color	8%	8.3%	8.6%	9%
Percent of Washington County residents that are people of color (Source: 2012-2016 American Community Survey, US Census Bureau, uses 5 year estimate)	15.8%	15.8%	15.8%	15.8%
Annual Voluntary Turnover by Ethnicity				
White/Non-Hispanic	12%	9.2%	6.6%	6.3%
People of Color	18%	14.1%	15.4%	15.7%
Percent of new hires of color	18%	13.9%	17.8%	17.7%

**SUMMARY and ANALYSIS**

By 2040, the Metropolitan Council projects that 39 percent of metro area residents will be people of color\*. The changing profile and needs of Washington County residents and clients will be best served by an increasingly diverse workforce. Achieving this diversity will be challenging, given the limited number of persons of color in the labor pool in the local geographic area. The Human Resources staff will need to continue to engage in additional and targeted efforts in recruitment, hiring, management, and retention of persons of color for all positions in the organization.

The estimated and projected number for Washington County residents reflects the most recent census data available.

\*Source: MetroStats, June 2017

**HUMAN RESOURCES**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To manage the costs of healthcare while maintaining quality and service levels.

**Supports County Goal:** To address today's needs while proactively planning for the future.

**Performance Objective (Target):** Year-over-year cost increases will be maintained at a rate less than or equal to actuarial assumptions annually.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Employee health insurance percentage increase - Washington County, Minnesota	9.0%	6.2%	8.9%	6.3%
Actuarial health care trend increase - Actuarial assumptions (Source: Other Post-Employment Benefits (OPEB) report)	6.6%	6.3%	6.9%	6.3%

**SUMMARY and ANALYSIS**

Over the years, the employee benefits landscape has been transformed by the escalating costs of health care and other benefits, by changes in employment and benefits laws, and by new initiatives and options in health care benefits. The Affordable Care Act (ACA) has altered the health care landscape due to multiple mandates, reporting and notification requirements, and plan design changes. Despite changes to the American Health Care Act (AHCA) for individuals, the ACA requirements remain in place for employers and employers must still be cautious of the potential excise tax (Cadillac Tax) in 2020. This could potentially be a huge expense for the county, so work is being done now to minimize the impact in 2020. The regulatory requirements are still being finalized, therefore the potential impact of the excise tax is still unknown.

The county has also taken steps to provide greater communication and education materials to employees on the health plans offered by the county to aid in their ability to be wise healthcare consumers. The department will continue to explore the feasibility of incorporating a self-insured model for the county, and focus on wellness and preventative health care strategies to keep costs down and improve the health and productivity of employees. The county has been consulting with the Insurance Labor Management Committee to determine the feasibility of an on-site health clinic for county employees and to review whether to take the health plans out to market for bid for 2019 healthcare. We will be required to go out for bids for 2020.

**HUMAN RESOURCES**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To prepare for retirement of the baby boom generation by assuring readiness of replacements and future leaders.

**Supports County Goal:** To address today's needs while proactively planning for the future.

**Performance Objective (Target):** Not all, but a majority of open supervisor positions should be filled internally.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percent of open supervisor jobs filled internally	70%	74%	75%	75%
Percent of all open jobs filled by internal candidates	30%	30%	30%	30%
Percent of all open jobs filled by external candidates	70%	70%	70%	70%

**SUMMARY and ANALYSIS**

Human Resources staff will continue to focus on developing the careers of current employees to prepare them for future leadership needs. Internal promotions are an indicator of readiness and preparedness. The success in this area is advantageous as leadership and talent shortages stemming from the loss of baby boomers intensifies – by retaining and leveraging talented employees and attracting external candidates to open positions who are familiar with our county’s focus on and reputation for career development opportunities.

It is also good practice to add diversity of thought and experiences into leadership positions. The county will continue to recruit and hire candidates for supervisor positions from outside the county as well. The goal is to have a blend of both internally promoted and externally sourced candidates, therefore, a goal of 100 percent internally filled in this case is not appropriate.

**HUMAN RESOURCES**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To effectively manage liability and workers’ compensation claims and reduce the county’s loss exposure.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** An injury rate that is below rates of comparable counties will be achieved annually.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Injury rate per 100 employees – Washington County	2.67	3.32	3.00	2.75
Injury rate per 100 employees – 3 County average	3.00	2.05	2.50	2.50
Lost workday/severity rate per 100 employees – Washington County	1.29	1.80	1.50	1.45
Lost workday/severity rate per 100 employees – 3 County average	1.41	1.61	1.50	1.45

**SUMMARY and ANALYSIS**

Reducing the number and severity of work-related injuries and illnesses is one indicator of the effectiveness of loss control, case management, and return-to-work programs. By comparing county’s injury rates with other Minnesota counties, staff is able to benchmark how effective the loss control, case management, and return-to-work programs are in relationship to similar entities and operations.

“3 County:” Carver, Olmsted, Ramsey (Dakota calculation method of this measure is not comparable)

**Injury rate** reflects the total number of OSHA (Occupational Safety and Health Administration) “recordable” cases during the year covered (number of OSHA claims x 200,000)/total number of hours worked by all employees during the year covered).

**Lost workday/severity rate** = Number of cases on the OSHA log with days away from work or working with restrictions multiplied by 200,000 (which is OSHA’s calculation for 100 employees working 50 weeks per year) divided by the total number of hours worked by all employees during the year covered.

**HUMAN RESOURCES**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To remain competitive in the talent market by retaining and attracting the best talent.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** Voluntary turnover rates will be below the average turnover rates of comparable employers.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Total Separations – Washington County (includes retirement)	12.7%	10.13%	11.27%	11.36%
*Total Separations – State and Local (includes retirement)	20.5%	20.6%	tbd	tbd
Voluntary Turnover – Washington County (excludes retirement)	7.8%	6.61%	6.87%	7.0%
*Voluntary Turnover – State and Local (excludes retirements)	10.6%	10.3%	tbd	tbd
Other Separations – Washington County (includes retirement, elected, special project, death)	3.5%	2.59%	3.26%	3.11%
*Other Separations – State and Local	3.4%	3.3%	tbd	tbd
Involuntary Turnover – Washington County (layoff and discharge)	1.3%	0.92%	1.0%	1.0%
*Involuntary Turnover – State and Local (layoff and discharge)	6.5%	6.9%	tbd	tbd

**SUMMARY and ANALYSIS**

The annual percentage of employees who left Washington County employment continues to be under the national average for state and local governments as reported by the Bureau of Labor Statistics. In 2017, both the county and the national data show that voluntary turnover and turnover caused by other separations are down. Overall the county experienced fewer separations than estimated and for the first time in years, the other separations category fell below the national level due to a fewer number of retirements in 2017.

The labor market continues to remain tight and unemployment is low according to the Minnesota Department of Employment and Economic Development, therefore our efforts to be an employer of choice will be invaluable as these trends continue. Improved new employee onboarding, continued supervisory training, and a more robust recruitment plan are just some of the ways we will negate the effects of an aging workforce coupled with the other factors mentioned above.

\*Source: Bureau of Labor Statistics – cut: State and local government excluding education – US data

<b>HUMAN RESOURCES</b>				
<b>2019</b>				
<b>Results and Accomplishments – OUTPUT MEASURES (How much did we do?)</b>				
Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Benefits				
• Personal and family medical leave requests	195	222	225	225
• Number of employees eligible for benefits	1,169	1,223	1,243	1,250
• Number of employees with Health Savings Account (HSA) county contribution	197	227	335	350
Employee Safety and Risk Management				
• Auto claims	49	52	45	40
• Liability claims	21	26	20	15
• Worker’s compensation claims	109	106	100	90
Employee Relations				
• Employees promoted	114	102	116	110
• Grievances resolved at Step 2	7	0	1	2
• Grievances processed at Step 3	4	1	1	1
Training and Development				
• Staff participation in voluntary training programs	785	776	780	820
Recruitment				
• Job postings	190	171	178	185
• Average days to fill position vacancies	68	69	69	66
• Total jobs filled	230	145	198	210

**HUMAN RESOURCES**

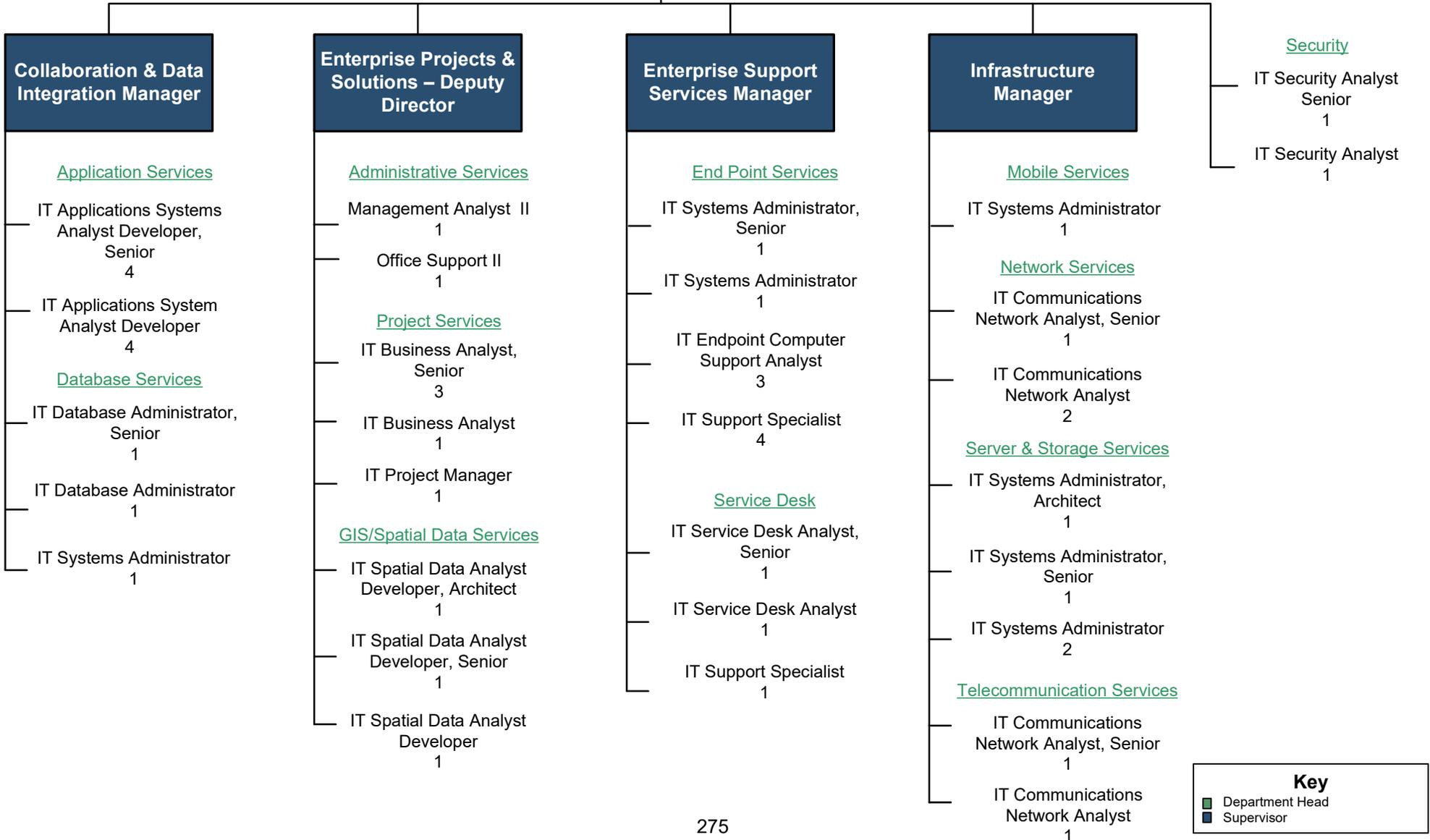
**2019**

**Key Challenges**

Among the key challenges impacting the Human Resources Department in 2019 are:

- Changing demographics of the county and how that affects both residents and employees
  - Assure a county workforce prepared to support a resident population that is growing in ethnic diversity and age
  - Prepare for retirement of the baby boom generation employees
    - Assure readiness of replacements and future leaders
- High cost of healthcare
  - Manage the costs of healthcare while maintaining quality and service levels
    - Prepare for aging workforce and potential for increase in chronic healthcare conditions
- Greater demand for workplace flexibility, work/life balance
  - Prepare for growth in numbers of employees with caring responsibilities (adult and child)
  - Support retention and attraction of employees who might otherwise leave the workforce
- Increased competition for scarce talent
  - Identify strategies to stay competitive in the talent market to attract the best talent
  - Introduce methods for retaining and rewarding high-performing employees
  - Maintain and strengthen collaborative labor management relationships
- Impact of information and communication technologies
  - Respond to increasing demand in transparency for county data and information
  - Provide more employee and manager self-service options
  - Identify tools and methods of predictive analytics
  - Introduce tools to support recruitment, training, development, communication, and compliance
- Increased exposure in the Risk Management area
  - Manage liability and workers' compensation claims and costs while continuing to implement risk controls aimed at reducing exposures

Director



**Key**

- Department Head
- Supervisor

**INFORMATION TECHNOLOGY**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

**Non-Levy Revenues:** Decrease is related to the loss of imaging sales revenue, which occurred when a technology improvement allowed the Property Records and Taxpayer Services Department the ability to process recorders scans without intervention from Information Technology.

**EXPENDITURES:**

**Client/Citizen Related Support:** None

**Personnel Services:** Changes in personnel costs are directly related to union negotiations and labor settlements.

**Services and Charges:** Increases due to additional software repair & maintenance costs, dues & memberships, and consultant services.

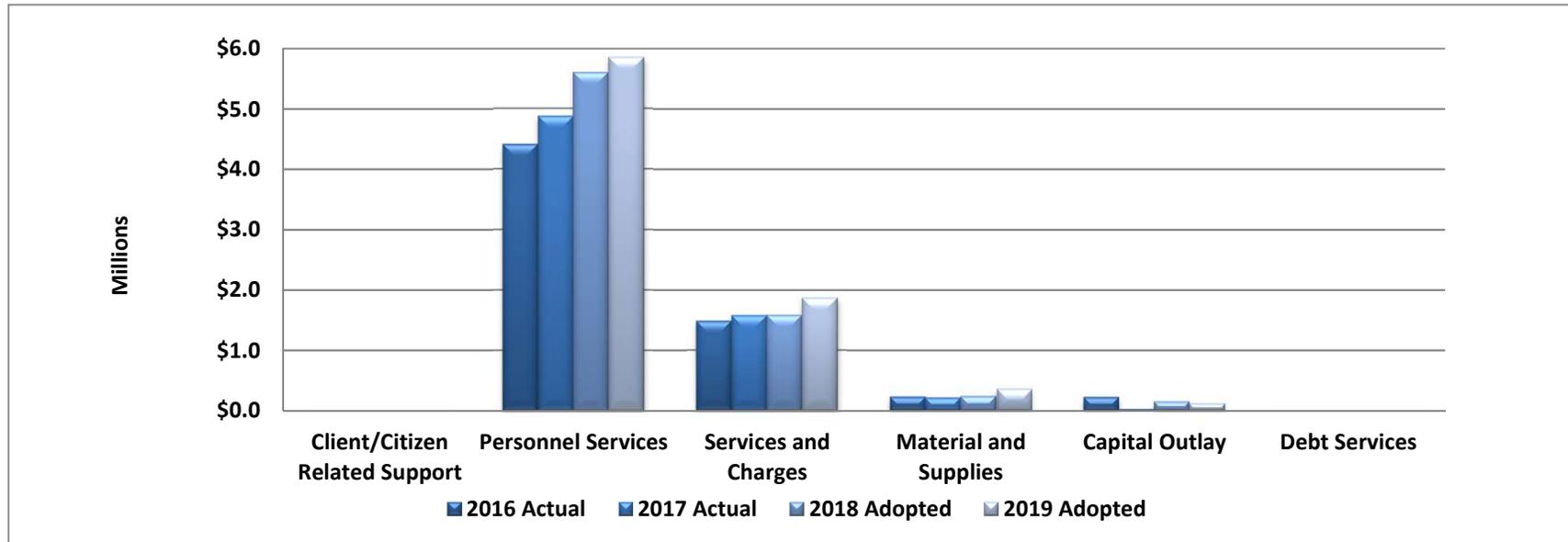
**Materials and Supplies:** Increase is related to software licensing, equipment, and consulting costs related to information technology.

**Capital Outlay:** Last year's budget included one-time supplemental funding for Library Firewall; this amount has been removed from the 2019 budget.

**Debt Services:** None

**Other Financing Uses:** None

### Information Technology Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$6,525,800	\$6,723,500	\$7,491,100	\$7,719,000	\$227,900	3.04%
Non-Levy Revenue	\$38,800	\$89,300	\$32,100	\$10,500	(\$21,600)	-67.29%
Other Financing Sources	\$6,100	\$239,000	\$52,000	\$455,800	\$403,800	776.54%
<b>Total Revenues</b>	<b>\$6,570,700</b>	<b>\$7,051,800</b>	<b>\$7,575,200</b>	<b>\$8,185,300</b>	<b>\$610,100</b>	<b>8.05%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$4,418,000	\$4,882,700	\$5,605,900	\$5,850,000	\$244,100	4.35%
Services and Charges	\$1,486,600	\$1,582,600	\$1,583,800	\$1,868,500	\$284,700	17.98%
Material and Supplies	\$228,200	\$211,100	\$235,500	\$352,700	\$117,200	49.77%
<b>Subtotal Operating Expenditures</b>	<b>\$6,132,800</b>	<b>\$6,676,400</b>	<b>\$7,425,200</b>	<b>\$8,071,200</b>	<b>\$646,000</b>	<b>8.70%</b>
Capital Outlay	\$222,400	\$26,700	\$150,000	\$114,100	(\$35,900)	-23.93%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$6,355,200</b>	<b>\$6,703,100</b>	<b>\$7,575,200</b>	<b>\$8,185,300</b>	<b>\$610,100</b>	<b>8.05%</b>
Fund Balance Incr/(Decr)	\$215,500	\$348,700	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>44.00</b>	<b>45.00</b>	<b>50.00</b>	<b>50.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**INFORMATION TECHNOLOGY**

**2019**

**Performance Measure**

**Goal:** Innovate with technology to break down barriers, enhance communications, and improve public services.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective:** To maintain Address Point and Road Centerline geospatial datasets to conform to the State of Minnesota data schema and to meet or exceed the Next Generation 911 (NG911) data standards to provide this information on 98 percent of Automatic Location Information (ALI) records. The road centerline growth will increase at a rate of 1-3 percent per year.

EFFICIENCY & EFFECTIVENESS MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Address Points – verified	4,700/98,000 (4.7%)	66,145/100,911 (65.5%)	86,000/104,000 (82.7%)	96,000/106,000 (90.5%)
Road Centerlines - 911 line segments	15,789(2%)	16,333(3%)	16,500(1%)	16,700(1.5%)
% ALI records (Goal=98%)	83.6%	90.2%	99.0%	99.6%

**SUMMARY and ANALYSIS**

For the critical function of 9-1-1 capability and public safety, Address Points are required to designate the location of each building, structure, landmark and other addressable site within a county using a physical address. Address Points are essential to ensure emergency responders are able to locate the emergency situations, and used in both the Location Validation Function (LVF) and Emergency Call Routing Function (ECRF) components of NG911, play a critical role in public safety mapping altogether.

Road Centerlines are geospatial line features used to designate the center or crown of a county’s roadway, both public and private. Road Centerlines contain the valid range of addresses on either side of the centerline segment and are used as a backup to the address points as well as with vehicle routing when required in emergency or urgent situations.

The standards require at least 98 percent of 911 Automatic Location Information (ALI) records must match against the Address points and/or Road Centerlines. All dataset(s) undergo quality checking by Washington County and the Metropolitan Emergency Services Board (MESB) to verify the completeness and attribute accuracy. Additional checks verify alignment with corresponding Emergency Service Zones (ESZs) and municipal boundaries.

Although the creation of this data is required for Emergency Services, it can be expanded across the county in many other applications and analysis. From the Library service area calculation, food, beverage and lodging permitting, and snow plow routing; these are examples of how this data is utilized beyond 9-1-1.

**INFORMATION TECHNOLOGY**

**2019**

**Performance Measure**

**Goal:** Engage with users to proactively safeguard security, confidentiality, integrity, and availability of applications and data.

**Supports County Goal:** To address today's needs while proactively planning for the future.

**Performance Objective (Target):** Eighty percent of the county's major software applications will be maintained in a healthy status to provide cost-effective performance and provide high business value.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Applications in healthy status (goal=80%)	68%	60%	72%	75%

**SUMMARY and ANALYSIS**

The county's computerized applications cross many platform types, requiring a rather complex hardware infrastructure. Some examples of the different platforms and hardware include the mid-range technology environment including IBM iSeries, Windows servers, cloud-based applications, as well as stand-alone installations on a desktop computer. The county is conscientiously working to streamline the types of platforms/hardware and licensing that are utilized in order to minimize the associated support costs for the organization.

The Healthy Status percent represents the status of the county's application portfolio, which includes both Enterprise applications, (i.e. financial or email system), and Line of Business applications, (i.e. large applications supporting a specific function, such as Human Services, Corrections, Property Tax, etc.).

The goal is to have 80 percent of the county's application portfolio based on technology that is serviceable and able to provide the functionality required for the business in a cost-effective, efficient manner. This measure does not imply that the remaining 20 percent is not functional or a suitable solution. Merely based on the technology utilized in the application, it may not be as cost-effective as a more modern solution would be and may not have the functionality or ability to integrate with other applications in a typical computing environment.

During 2017, the percent of healthy applications decreased as the Sheriff's 911 (Tritech) system and the Human Resource Information System (HRIS) were not deployed, and several smaller business applications aged closer to retirement, causing Information Technology to reduce percentages. In 2018, the Sheriff's system and the HRIS were deployed and SharePoint was upgraded. These significantly improved application health.

**INFORMATION TECHNOLOGY**

**2019**

**Performance Measure**

**Goal:** Innovate with technology to break down barriers, enhance communications, and improve public services.

**Supports County Goal:** To address today's needs while proactively planning for the future.

**Performance Objective (Target):** Seventy-five percent of the county's on-premises Office 365, the Geographic Information System hosted by Amazon, and 100 percent of the current Azure Cloud will be migrated to a unified Azure Cloud presence.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Office 365 – Exchange (% migrated)	NA	NA	10%	75%
Office 365 – OneDrive/Office Applications (% migrated)	NA	NA	20%	75%
Office 365 – SharePoint (% migrated)	NA	NA	0%	20%
Current Azure Cloud applications (% migrated)	NA	NA	50%	100%
Amazon Web Services (GIS) (% migrated)	NA	NA	0%	50%

**SUMMARY and ANALYSIS**

Cloud Computing enables convenient, on-demand network access to a shared pool of configurable computing resources that can be rapidly provisioned and released with minimal management and service provider interaction. Washington County is pursuing the use of external cloud resources to manage more efficiently the demand across its infrastructure assets while simultaneously offsetting infrastructure costs. This transition provides better service reliability and increased availability for applications and storage, enabling additional collaboration capabilities as well as integration with other social collaboration tools and records management which has become a requirement for a growing mobile workforce.

Washington County will make appropriate use of Cloud Computing technologies and Shared/Managed Services for line-of-business applications to optimize its internal infrastructure. The Information Technology Department will work both within, and with, other agencies, to streamline development, apply consistent standards, and ensure consistency in creating and delivering information. To determine the right implementation model, the department will review federal government references, interview Cloud trailblazers, and consult with industry experts to gain an understanding of best practices and lessons learned.

This is a new performance measure in 2018 and there is no data for previous years. The county utilizes Azure Cloud Services as its main provider.

**INFORMATION TECHNOLOGY**

**2019**

**Performance Measure**

**Goal:** Ensure friendly, high-quality customer experience to address technology needs.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective:** Ninety percent of customers will be satisfied with the timeliness and efficiency of the support they receive for their computer server, network, telecommunications systems, and existing applications.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Favorable feedback received on satisfaction survey	98%	94%	95%	95%

**SUMMARY and ANALYSIS**

Forbes reports that the global average for customer satisfaction across all companies is 86 percent. Information Technology is pleased to report surpassing the global average.

Information Technology provides customers the ability to respond to a customer satisfaction survey when a reported issue has been resolved.

The survey is based on the Potential Gain in Customer Value (PGCV) index, which is a quantitative customer service measurement tool that was designed for use in the public sector.

The survey utilizes a four point rating scale for importance and performance based on six criteria: Timeliness, Accuracy, Completeness, Knowledgeable Staff, Courteous Staff, and Concerned Staff. The remaining questions ask for overall feedback and comments.

The survey results are compiled on a monthly basis and reviewed by the Information Technology Management Team. Positive feedback is forwarded to the Information Technology staff, and negative feedback is reviewed with the Information Technology Management Team and the submitter of the survey to ensure that the concerns raised are appropriately addressed.

**INFORMATION TECHNOLOGY**

**2019**

**Performance Measure**

**Goal:** Provide a healthy, secure, and reliable technology environment for Washington County.

**Supports County Goal:** To address today's needs while proactively planning for the future.

**Performance Objective:** The county's hardware infrastructure components will remain in healthy status to provide optimal performance.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Desk Top Personal Computers (4 year Life) Target 85%	80%	86%	85%	85%
Laptops (3 year Life) Target 90%	90%	88%	88%	90%
Servers (5 year Life) Target 95%	75%	71%	95%	95%
Network Appliance (7 year Life) Target 95%	52%	71%	60%	70%
Storage Systems (7 year Life) Target 95%	71%	100%	95%	95%

**SUMMARY and ANALYSIS**

Washington County proactively manages the computing infrastructure and replaces technology components to ensure that a healthy, secure, stable, and reliable computing environment is maintained countywide. The county's information technology hardware infrastructure consists of computing devices such as desktop or laptop computers, monitors, mobile devices, servers, storage devices, network routers, and network switches with an industry standard usable lifecycle. The goal is to remain within the recommended lifecycle for optimal performance, security management, and cost effectiveness.

The recommended lifecycles are based on the Total Cost of Ownership (TCO) of the device taking into account the direct costs of purchasing the device and the indirect costs for supporting and operating it over time. Based on research for the average enterprise, the initial purchase cost of a device represents 15 percent or less of the overall TCO, with the majority of cost resulting from the support and operation of the device over its lifecycle. Every year the county balances the benefit of reducing purchasing cost against the potential risks in the equipment lifecycles when determining to extend beyond the standards. The cost to support extended hardware an extra year is an additional 20 percent.

In 2017, the healthy status dropped slightly in the Server category due to devices remaining in service because of a delayed public safety systems project. The legacy/current systems remained active until completion of testing in the second quarter 2018. The equipment over the lifecycle threshold was replaced early in 2018. The Network appliances' healthy status went up due to the replacement of firewalls and switches. These network appliances are staggered over a multiple years to mitigate funding and manage staff constraints. Storage Systems, a place where data or information is stored, jumped to 100 percent healthy status due to the replacement of the Storage Area Network (SAN) in 2017.

**INFORMATION TECHNOLOGY**

**2019**

**Performance Measure**

**Goal:** Ensure friendly, high-quality customer experience to address technology needs.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** Technology support will be received timely and efficiently as negotiated in Service Level Agreements.

EFFICIENCY & EFFECTIVENESS MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of emergency support resolved within four hours (target=92%)	58%	60%	62%	64%
Percentage of high severity support resolved within two business days (target=94%)	84%	83%	86%	88%
Percentage of normal severity support resolved within three business days (target=82%)	79%	73%	76%	78%
Percentage of low severity support resolved within ten business days (target=80%)	79%	53%	58%	52%
Percentage of scheduled support resolved within negotiated time frame (target=80%)	72%	75%	78%	80%

**SUMMARY and ANALYSIS**

Information Technology staff has established Service Level Agreements (SLA) with each department outlining the targets noted above. This measure provides feedback to customers on the timeliness and efficiency of services.

In 2018, two of four division managers left the organization. This management change prompted restructure of the service areas. When new managers were hired, the focus was on filling the three vacant positions. Some of the vacant positions were difficult to fill in the tight labor market. Once fully staffed, this measure will improve. Changes to processes and systems, and better defined time frames are expected. For example, Emergency support includes after hours support. Many times, after hours support requires the staff member receiving the call to contact a staff member(s) who are not on call, so the length of time to resolve the problem varies depending on the availability of other staff member(s). Information Technology also needs to consistently monitor staff to ensure that tickets are closed in a timely manner. Our current tracking software does not allow us to be alerted when service level measures are approaching deadlines.

Information Technology will collaboratively work with our customers to eliminate old technology, to document and standardize their critical line of business applications, and to encourage that their staff be trained in basic digital literacy skills.

**INFORMATION TECHNOLOGY**

**2019**

**Results and Accomplishments**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Locations supported by End Point	*24	24	25	25
Locations supported by Network	*23	23	24	24
County Owned Fiber (miles)	79	79	99	119
Service Desk Issue Track Tickets received	13,536	14,581	15,000	15,250
Servers supported by Information Technology	260	319	285	305
Telephone connections	2,126	2,111	2,140	2,170
Storage Area Network (SAN) capacity used	45%	41.5%	49%	54%
SharePoint Storage (**GB)	2,141	3,168	4,200	6,000
Visits to GIS Web sites	182,000	186,000	195,000	200,000
GIS Web Applications	10	25	30	35
GIS Managed Data (storage (**TB)	2.1	2.3	2.5	2.7
Percentage of 100,000+ GIS Address Points verified	4.7%	65.5%	85%	97%
Daily average of computers attached to the county network	1,616	1,617	1,647	1,662
End Point Computing Equipment Deployed				
• Desktops	225	187	200	130
• Laptops	119	230	250	315
• Monitors	295	451	220	210
• Tablets	98	3	37	40

\*Redefined locations for Parks and Government Center

\*\*TB (Terabyte) is 1,000 GB (Gigabyte). A GB is 1,000 MB (Megabyte) and a MB is 1,000 KB (Kilobyte).

**INFORMATION TECHNOLOGY**

**2019**

**Key Challenges**

Among the key challenges impacting the Information Technology Department in 2019 are:

- Resource Management
  - In 2017, a consultant interviewed our business partners and staff to perform an organizational review of Information Technology’s resources. This review recommends that Information Technology develop a partnership model that would align our resources to be proactive in understanding the technology needs of our business partners through increased planning, prioritization, and communication. This partnership model will require Information Technology to build a capacity plan to support current operations, and a program office chartered with strategic project planning and management for Washington County.
  - We also identified resource gaps in an effort to ensure continued operational stability, and resources to implement new technologies as we migrate legacy systems to vendor supported systems, cloud applications, and mobile applications. With support from county leadership we have closed the gap on JD Edwards E1 Financial Management System, which is a backbone enterprise solution used by all county departments. In addition, we added four other critical positions to minimize our single points of failure in resources.
  - In 2018, we had vacancies in two key leadership roles. This allowed Information Technology to restructure our leadership team and convert one of the positions to a deputy director that will focus on project planning and vendor management. The other leadership position’s focus will continue to focus on technology infrastructure. Strengthening our Information Technology leadership team will enable the team to increase our capabilities with increase partnerships with our county and community partners.
- Data Management
  - The growth of data at Washington County is expanding, and the recent technology storage upgrades have allowed us to increase our storage from 50 Terabytes to 75 Terabytes. This increase was possible by reducing the size of a data files and applying more effective storage capabilities, which allows for better management of the increased level of data. As business critical data needs increase and state mandates for the retention of data increases, we will be significantly impacted and required to increase infrastructure storage and backup services. In an effort to manage more efficiently this demand across our infrastructure load, we are pursuing the use of external cloud resources which offers a shared pool of configurable computing resources that can be rapidly provisioned and released with minimal management and service provider interaction.
  - The Next Generation 9-1-1 is an example of a new data source that the county is required to manage from collection and classification to serving it up geographically, so the Sheriff’s Communication Center can dispatch emergency services accurately. Also, in alignment with our Washington County Strategic Technology Plan, the departments increasing adoption of the county’s Enterprise Content Management repository and collaboration service tool has seen storage grow by five percent per month.

**INFORMATION TECHNOLOGY**

**2019**

**Key Challenges (continued)**

- To ensure we are aligned with the recommendations from the external auditors, Washington County is proactively reviewing data classifications, data repositories, and data sources that are required currently and in the future. Information Technology has partnered with the county’s Records Manager to define the parameters around our records. It is imperative we work together to develop an information architecture plan that focuses on organizing, structuring, and identifying data for appropriate disposition as well as educating county staff to become good data stewards. This will allow our business partners to retrieve information quickly, to create data repositories that support their business model, to identify data classifications for auditability, to dispose of transit data, and to support innovation that will solve the complex problems effecting our business partners and Washington County residents.
  
- Security Management
  - Information security will continue to be a key challenge. Hackers and cyber thieves with increased sophistication are more pervasive in exploiting any vulnerability in computing environments. We, as Information Technologists, must be vigilant to strengthen Washington County’s ability to effectively detect, prevent, contain, investigate, and manage on-going security threats. The allocation of our funds towards security must be a priority to protect our business partners by limiting any business disruption, protecting their data, and educating their employees. With our Intrusion Prevention Service, Malware tool, Antivirus tool, and sophisticated filtering, we actively defer 1.4 million security threats daily. These security tools are integral in protecting our environment. We will continue to review and update information security policies that will mitigate our risks with boundaries in our control that will prevent security breaches, malware, and ransomware attacks. We are also required to ensure that mandated security directives from federal and state agencies, such as the Bureau of Criminal Apprehension (BCA), are implemented. With the increase in cyberattacks, the ever changing security mandates, and the need for continual monitoring and training, security staff resources need to increase.
  
  - In 2018, our security management roadmap will include creating a vendor risk program to manage the security risks with our cloud providers, increase security education for all resources, improve monitoring capabilities and strengthen our risk response with updated policies and procedures.
  
- Vendor and Contract Management
  - As specialized technology needs increase and software services move towards cloud based solutions, it can be more cost effective to rely on vendor resources, cloud capabilities and managed services. As Information Technology becomes a forward focused business partner, there will be a requirement to develop a robust vendor management program to support our business partners’ expectations and manage our portion of the contract process. Vendor management includes procurement of goods and services, security and risk assessment of vendors, vetting requests for quotes (RFQs) and requests for information (RFIs) for new providers and capabilities, and monitoring and measuring vendor performance. These essential program elements ensure the partnership and the promise to deliver are aligned with Washington County’s goals and expectations.

# WASHINGTON COUNTY

## Library

*Total Full-Time Employees: 77.18*

**Library**  
**75.68 FTEs**

**Law Library**  
**1.50 FTEs**

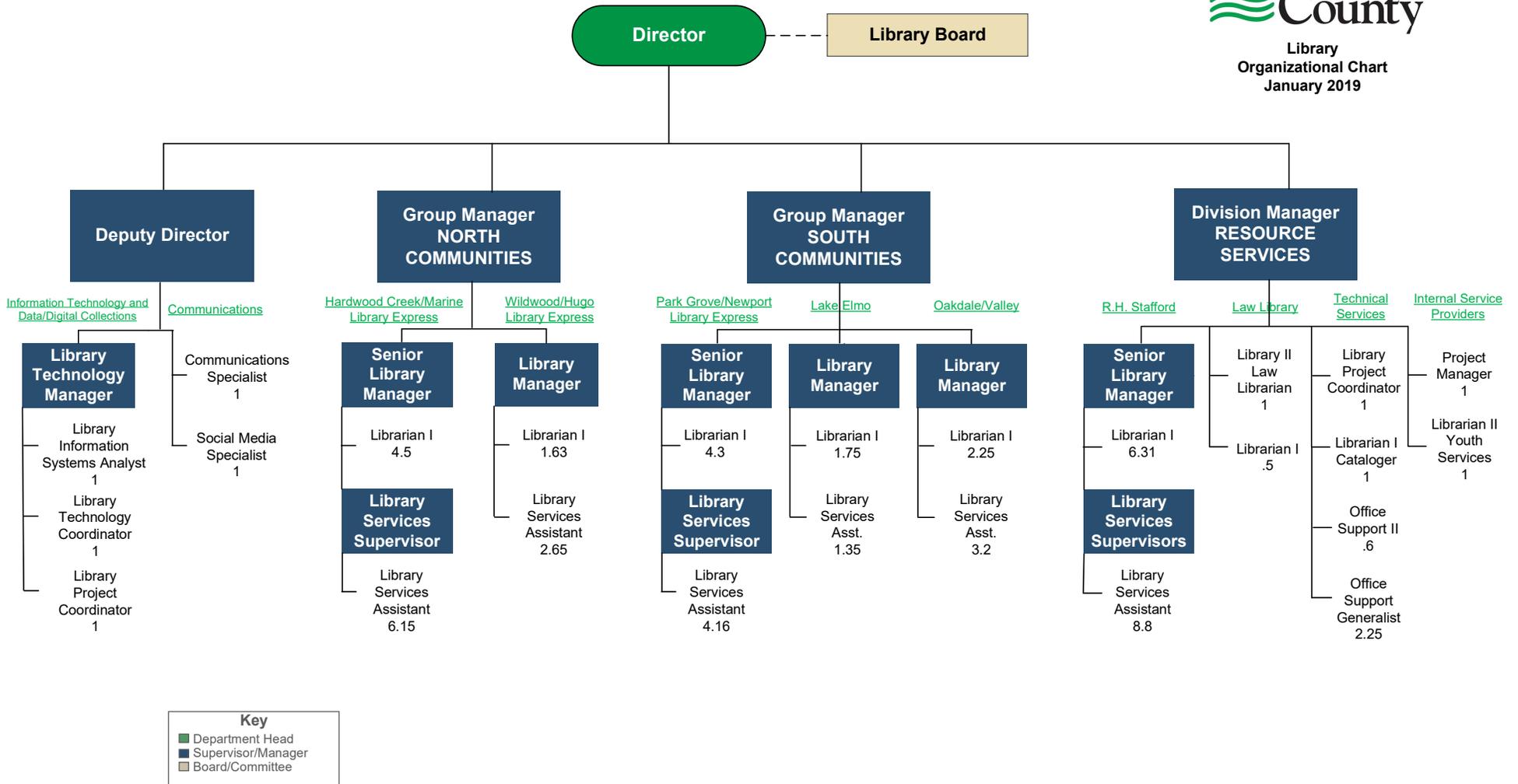
## LIBRARY ASSIGNED SERVICES AND FUNCTIONS

### **LIBRARY**

- Reference service in-person, via phone, e-mail, or website
- Book clubs, online and in the library
- Books, CDs, video games, magazines, audiobooks on CDs, DVDs
- Early literacy programs, including storytimes
- Programs for all ages, including Teen Hackathon, Fix-It Clinic, technology classes
- Book sales, daily at library locations
- Community partnerships and outreach with local schools, governments, nonprofits, and businesses
- Customer communications via newsletters, library blog, media relations, and social media
- Digital resources available on-demand
  - Downloadable audiobooks, eBooks, and magazines
  - Premium library research databases
  - Interactive online books for children via BookFlix
  - Interactive online homework assistance
- Digital resources available in-house
  - Interactive online learning for pre-K children via ABC Mouse
  - ALLDATA & Ancestry
- Free internet access, WiFi in branches, meeting rooms for public use
- Books by mail services
- Borrowing privileges from all Minnesota public and academic libraries via MNLink Interlibrary Loan Network
- Job search support
- Large print materials, Braille books, and other resources for the visually impaired
- Library express 24/7 materials pickup and self-service return
- Library mobile apps
- Color printing and copies, via wireless printing
- Readers advisory services including “Your Next Read”
- Student exam services

### ***Law Library***

- Access to federal, state, and municipal legal resources
- Access to legal forms via print, CD-ROM, and online
- Self-help books, forms, and pamphlets for the public
- Reference service in-person, via phone and email
- Comprehensive collection of practice materials for Minnesota and Wisconsin
- Free internet access and WiFi
- Legal advice clinics for the areas of civil, criminal and family law
- Partnerships with local legal assistance organizations to provide classes, clinics, and referrals
- Legal research training and assistance
- Monthly continuing legal education programs for attorneys, judges, and other legal professionals
- Book sales, daily at the law library
- Free meeting rooms for public use
- Fax machines, color printing, and copies via wireless printing
- Public access to Westlaw and other library research databases
- Public informational programs
- Borrowing Privileges from all Minnesota public and academic libraries via MnLink Interlibrary Loan Network



**LIBRARY**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

*Non-Levy Revenues:* Decreases are reflective of one-time funding for wireless technology from 2018 which is no longer in the 2019 budget.

**EXPENDITURES:**

*Client/Citizen Related Support:* None

*Personnel Services:* Changes in personnel costs are directly related to union negotiations and labor settlements.

*Services and Charges:* Changes are related to the realignment of the budget to move to the actual type of expenditures.

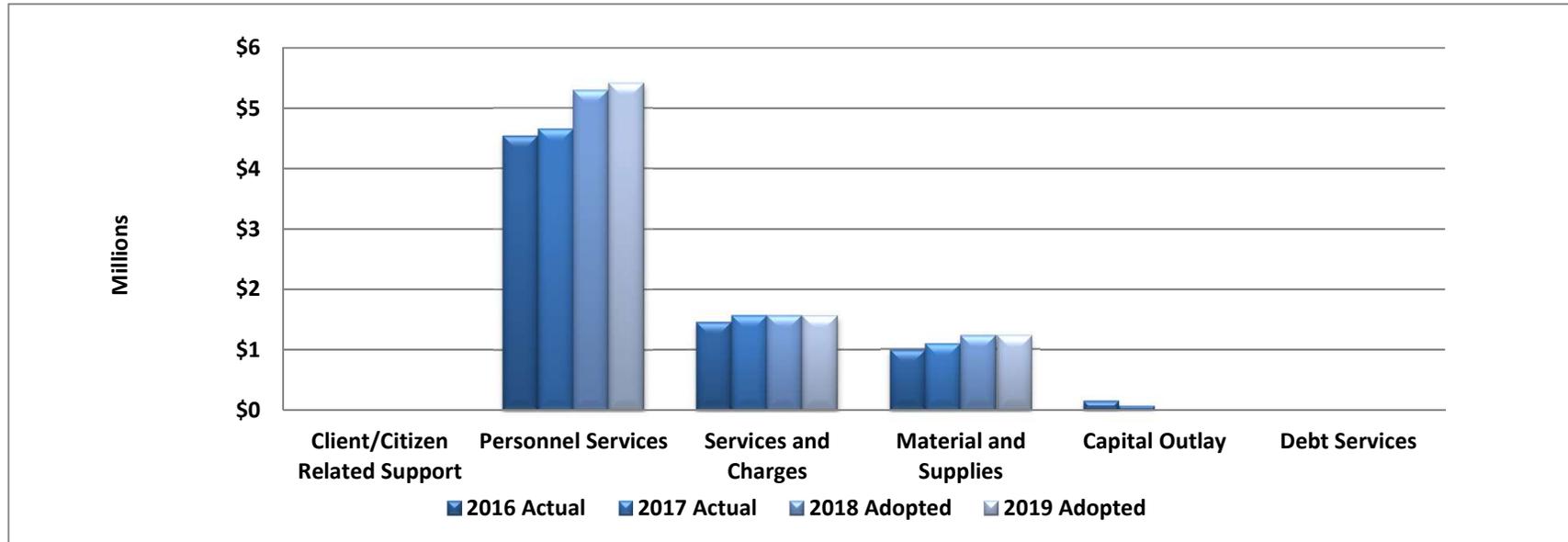
*Materials and Supplies:* Changes are related to the realignment of the budget to move to the actual type of expenditures.

*Capital Outlay:* None

*Debt Services:* None

*Other Financing Uses:* None

## Library Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$6,930,100	\$6,925,200	\$7,672,600	\$7,806,200	\$133,600	1.74%
Non-Levy Revenue	\$386,500	\$508,300	\$399,500	\$396,200	(\$3,300)	-0.83%
Other Financing Sources	\$0	\$0	\$35,000	\$15,000	(\$20,000)	-57.14%
<b>Total Revenues</b>	<b>\$7,316,600</b>	<b>\$7,433,500</b>	<b>\$8,107,100</b>	<b>\$8,217,400</b>	<b>\$110,300</b>	<b>1.36%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$4,548,500	\$4,664,300	\$5,305,600	\$5,421,800	\$116,200	2.19%
Services and Charges	\$1,458,500	\$1,570,000	\$1,569,400	\$1,566,300	(\$3,100)	-0.20%
Material and Supplies	\$995,100	\$1,094,500	\$1,232,100	\$1,229,300	(\$2,800)	-0.23%
<b>Subtotal Operating Expenditures</b>	<b>\$7,002,100</b>	<b>\$7,328,800</b>	<b>\$8,107,100</b>	<b>\$8,217,400</b>	<b>\$110,300</b>	<b>1.36%</b>
Capital Outlay	\$152,600	\$69,100	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$7,154,700</b>	<b>\$7,397,900</b>	<b>\$8,107,100</b>	<b>\$8,217,400</b>	<b>\$110,300</b>	<b>1.36%</b>
Fund Balance Incr/(Decr)	\$161,900	\$35,600	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>67.86</b>	<b>70.08</b>	<b>75.68</b>	<b>75.68</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**LIBRARY**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Serve as a community technology hub.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** The Library will increase community technology opportunities at least five percent annually.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Increase in use of wired public computers	12.6%	5.7%	(8%)	5%
Increase in use of public wireless networks	38%	1.25%	8%	5%
Increase in number of new formats and/or resources	0	7%	7%	5%
Increase in attendance at mobile lab programs	0	0**	350%	25%
Increase in program attendance in technology innovation space	0	0**	0	500%

**SUMMARY and ANALYSIS**

Advancements in technology continue to place a demand on libraries and library staff to provide ready access, additional services, and educational opportunities. The library serves as a source of free, reliable wireless and wired access to ensure equitable access to essential online services for all county residents, regardless of income, and library staff regularly assists customers with technology needs. Over the past year, the library has increased the number of new formats such as video games, expanded its resources to include virtual reality, and provided additional educational opportunities and programming through the use of mobile labs. The new technology innovation space under development at R.H. Stafford Library will provide creative and collaborative space for customers to experience new technologies and for staff to explore emergent technologies.

Inspiring creativity and innovation are a key component of the library’s strategic plan. By engaging the community through the library’s building project process, we are discovering what community members want and how to design buildings to accommodate those wants while designing facilities that can adapt to emergent technologies. The library is able to use the information gathered for the new buildings to inform the design of existing buildings and the level of training required for staff. In order to be a community technology hub, the library must recruit, hire, and train library staff capable of assisting customers with their creative and innovative endeavors. The library has appreciated the support received for existing technologies. Emergent technologies are ongoing and will require further commitment for the library to develop its technology road map. In addition, interdepartmental partnerships could also expand the possibilities.

\*\* Signifies first year of measurement.

**LIBRARY**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Deliver extraordinary programs, services, and collections.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** The Library will increase digital interaction and engagement by twenty percent.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Increase in digital downloads	8%	9.4%	5%	20%
Increase in number of unique library website visitors	(27%)	.53%	5%	20%
Increase in number of unique library catalog visitors	0.2%	(1.27%)	5%	20%
Increase in number of social media followers*	53%	25%	50%	20%
Increase in number of engaged users on social media	20%	34.8%	20%	20%

**SUMMARY and ANALYSIS**

Library customers expect service delivery both in-person and online. Washington County Library is committed to assigning more resources to increase its digital footprint and improve its digital delivery methods by making them more convenient, attractive, and user-friendly. To further this goal, the library added a new digital and strategic services division in 2017 and increased the number of employees in the division from three to seven in 2018, including Washington County’s first social media specialist.

Digital services include website, catalog, mobile applications, social media, and other digital services that will evolve over time. It is important for the library to measure its number of digital users, in addition to the level of user interaction and engagement. Digital user interaction and engagement are all about building a great user experience, just like the library does in its physical branches. Engaged users on social media are defined as those who click on posts, including likes, shares, comments and replies. The library is currently very active on Facebook, Twitter, and Instagram, and targeting YouTube growth by increasing video production in 2019.

Washington County Library continues to see an increase in its digital services. Increases are projected to continue thanks to the exploration of additional digital resources (e.g., streaming movies, music, and video games), a focus on improving the user experience on the website and catalog, and the hiring of a social media specialist. A potential challenge with continuing the increase of digital service usage is the cost of digital materials. One eBook can cost the same as five physical books, which makes it difficult to keep up with the demand for digital materials.

\*Includes Facebook, Twitter, and Instagram.

**LIBRARY**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Deliver extraordinary programs, services, and collections.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** The Library will increase learning opportunities for children of all ages by five percent annually.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Increase in early literacy program attendance*	(7.9%)	(14.6%)	1%	5%
Increase in early literacy programs*	(6.7%)	(8.8%)	14%	5%
Increase in professional caregiver workshop attendance	n/a	**	25%	5%
Increase in relevant checkouts supporting third grade level reading	n/a	**	350%	5%
Increase attendance at countywide coding event	n/a	**	500%	5%

**SUMMARY and ANALYSIS**

Literacy experiences are important for children of all ages. The library continues to provide storytime experiences for young children and is increasing efforts to provide skills and training to professional caregivers. Training opportunities are being offered to local childcare providers that follow a curriculum certified by the Minnesota Department of Education and are eligible for Parent Aware rating credit hours. It is through the knowledge and skills of parents and caregivers that children will be able to have positive literacy experiences inside, and outside, of the library. Targeting underserved communities, the library has partnered with the Washington County Public Health and Environment department to launch the “Read to Me” project. As a result of this project, the library is providing new and expecting parents with a library tote full of books and early literacy resources at Washington County Women, Infant, Children (WIC) clinics and via public health nurses on home visits.

Much research and attention has been placed on the ability of children in third grade to read at grade level and the predictive nature this has on their lives. Mastering basic reading skills by third grade has a direct correlation on a child’s success later in life, as measured by education attainment, employment prospects, and income levels. The library sees itself as part of a community solution to prepare all children to read at grade level. Providing Lexile level reading materials and assisting families with access to and use of these items is important and allows the library to support the community with this challenge. A series of “Cardinal Kits” filled with books targeted at the different Lexile reading ranges are almost complete and will be made available for Crestview Elementary School staff to share with their classrooms. If this pilot project is successful, the kits will be distributed to additional schools in the county.

Interest in coding events has exploded everywhere. Children and teens are no exception to the coding phenomenon. The library will build events to offer numerous coding opportunities across the county. In addition, the library will engage community partners in coding programs and support community efforts to generate interest in science, technology, engineering, and mathematics (STEM) careers.

\* Changed from measuring storytimes to measuring storytimes and all other early literacy programs. \*\* Signifies first year of measurement.

				<b>LIBRARY</b>
<b>2019</b>				
<b>Results and Accomplishments – OUTPUT MEASURES (How much did we do?)</b>				
Description	2016 Actual	2017 Actual	2018 Estimated*	2019 Projected
Number of registered library customers	155,361	134,794	145,000	150,000
Library branch visits	798,351	785,400	790,000	795,000
Library outreach attendance	N/A	13,208	15,000	25,000
Library loans, physical materials and digital downloads	1,997,295	1,971,117	1,950,000	2,000,000
Total digital downloads	228,525	250,086	263,000	315,000
Number of info/research transactions (onsite, online, telephone)	83,681	64,370	71,000	75,000
Number of online transactions (social media, chat, email)	N/A	944	1,500	3,000
Attendance at early literacy programs, including storytimes	32,485	30,576	31,000	32,550
Attendance at library programs, excluding early literacy programs	12,032	13,941	15,000	20,000
Uses of library conference and meeting rooms	3,808	3,800	5,000	5,250
Social media followers (Facebook, Twitter & Instagram)	2,627	3,291	5,000	6,000
Number of hours of public computer use, not including wireless	83,194	87,971	81,000	85,000
Number of hours of public wireless (wifi) use	153,024	154,937	167,500	176,000

\* Lake Elmo Library data included starting in 2018.

**LIBRARY**

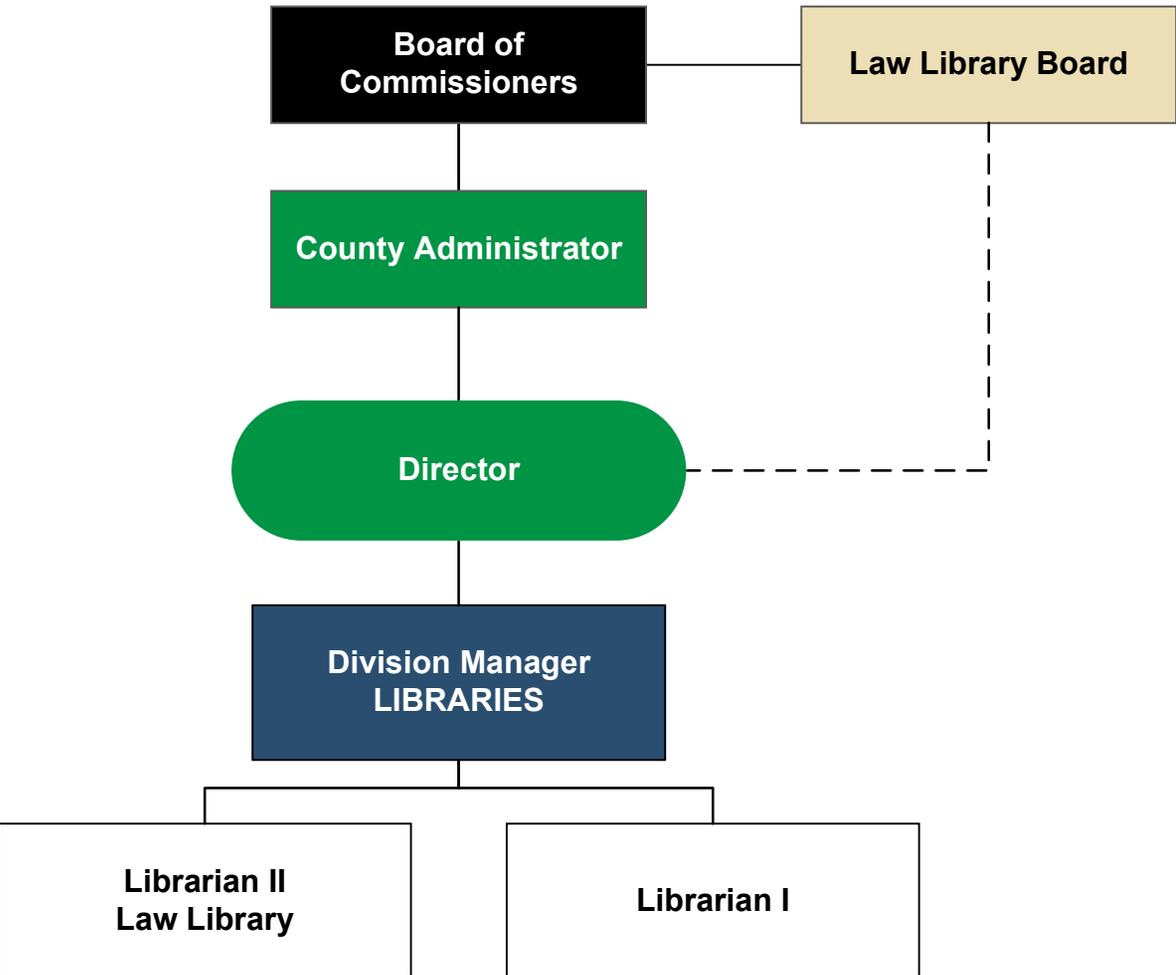
**2019**

**Key Challenges**

Among the key challenges impacting the Library Department in 2019 are:

- Identify new recruiting and hiring methods to create a more diverse and inclusive workforce to support the library’s effort to gain the different experiences and perspectives that foster innovation.
- Change how staff is utilized to better engage and reach community members through programming and community engagement efforts. This includes developing a new staffing model and reallocating staff.
- A focus on outcomes versus inputs will remain important for the library as industry-wide the cost of digital materials vastly outpaces the cost of physical materials. One eBook can cost the same as five physical books. Also, restrictions made by publishers, such as allowing one user per copy at one time and limiting the number of check outs libraries are permitted per copy, add limitations.
- Advance strategic plan goals and use data, such as market segmentation, to identify community needs and serve as a foundation for future strategic plans. Additionally, in 2019, the library will need to complete its 2020-2023 strategic plan and gain County Board approval for its execution.
- Maximize the use of Library resources to continue to build and support physical branches, digital services, and community engagement.
- All staff members are active participants in the implementation of the library’s strategic plan. The library’s ongoing challenge is to maintain and build on this engagement by adding a focus on individual career development planning and staff training. Investment in the library’s most valuable resource, staff, is vital for continued success.
- Partner with schools, local government, county departments and other organizations to share and complement services.
- Modify how the library tells its story by migrating from traditional library metrics to outcome measures that demonstrate the library’s effectiveness.
- In today’s technology-rich society, libraries have become the “go to” place for community members with technology needs and questions. Many people use the library as a triage point for device issues, software questions, and other technology needs and advice. Providing this support and keeping up with the evolving nature of innovation requires the library to be competitive for time, talent, resources, and space.
- The county’s economic health depends on workforce development. The library needs to collaborate with county departments, local government, employers, businesses, and schools to provide opportunities for individuals to develop knowledge and skills, especially in science, technology, engineering, and math.
- Ongoing facility renovations are necessary to provide facilities that support the changing library uses, evolving community needs, and emerging technology developments.

**Law Library  
Organizational Chart  
January 2019**



**Key**

- Board of Commissioners
- Board/Committee
- Appointed Official/Department Head
- Supervisor/Manager

**LAW LIBRARY**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

*Non-Levy Revenues:* No Change.

**EXPENDITURES:**

*Client/Citizen Related Support:* None

*Personnel Services:* Changes in personnel costs are directly related to union negotiations and labor settlements.

*Services and Charges:* Increase due to costs associated with training and the increase in internal rent.

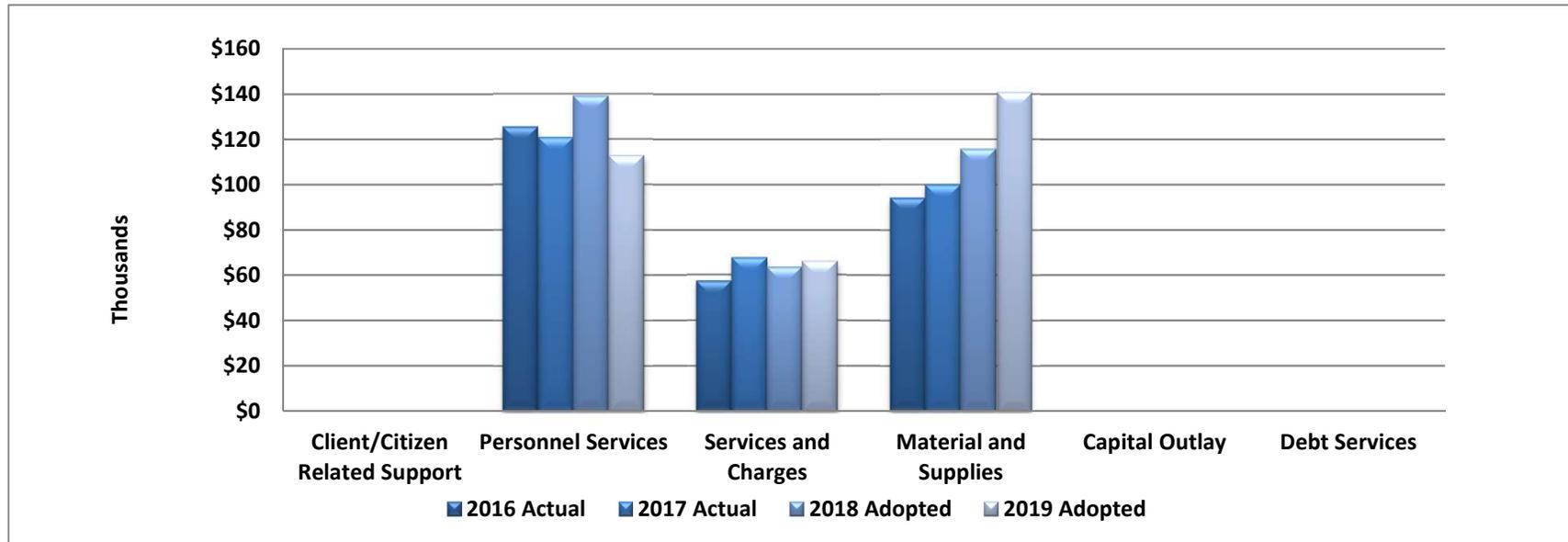
*Materials and Supplies:* Law Library resource costs continue to rapidly rise.

*Capital Outlay:* None

*Debt Services:* None

*Other Financing Uses:* None

### Law Library Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$54,600	\$54,600	\$54,700	\$56,100	\$1,400	2.56%
Non-Levy Revenue	\$238,200	\$250,800	\$264,000	\$264,000	\$0	0.00%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$292,800</b>	<b>\$305,400</b>	<b>\$318,700</b>	<b>\$320,100</b>	<b>\$1,400</b>	<b>0.44%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$125,600	\$121,000	\$139,200	\$113,000	(\$26,200)	-18.82%
Services and Charges	\$57,500	\$67,800	\$63,600	\$66,200	\$2,600	4.09%
Material and Supplies	\$94,400	\$100,200	\$115,900	\$140,900	\$25,000	21.57%
<b>Subtotal Operating Expenditures</b>	<b>\$277,500</b>	<b>\$289,000</b>	<b>\$318,700</b>	<b>\$320,100</b>	<b>\$1,400</b>	<b>0.44%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$277,500</b>	<b>\$289,000</b>	<b>\$318,700</b>	<b>\$320,100</b>	<b>\$1,400</b>	<b>0.44%</b>
Fund Balance Incr/(Decr)	\$15,300	\$16,400	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**LAW LIBRARY**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Provide legal advice clinics for modest-income residents with their family law, criminal law, and civil litigation matters.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** Attendance at legal advice clinics will increase by 2.5 percent per year.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Attendees of legal advice clinic (family law) per 1,000 population	1.50	1.23	1.26	1.29
Attendees of legal advice clinic (civil law) per 1,000 population	.58	.69	.71	.72
Attendees of legal advice clinic (criminal law) per 1,000 population	.42	.45	.46	.47
Total attendees per 1,000 population	2.50	2.36	2.42	2.48
Total increase in attendees	6.44%	(5.38%)	2.49%	2.51%

**SUMMARY and ANALYSIS**

Washington County residents come to the Law Library seeking answers to legal questions. Law librarians provide legal information and resources to users, but only an attorney can provide legal advice. For residents of modest means, the Law Library holds ten clinics per month. These clinics, which help answer questions related to family law, criminal defense, and general civil litigation, are held weekly and are very popular. The clinics are staffed by local volunteer attorneys as a service to the community. Clinic attendance decreased slightly in 2017 which was linked to Law Library staff turnover and the associated learning curve. With new staff in place, the annual increases are expected to hit the 2.5 percent target again.

**LAW LIBRARY**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Provide all residents with access to reliable and accurate legal information and assistance.  
**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.  
**Performance Objective (Target):** Overall legal reference service will increase by 2 percent annually.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing / Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Increase in legal reference transactions	1.5%	-3%	1%	2%
Annual reference transactions per 1000 population	21.21	18.28	22.55	23.00

**SUMMARY and ANALYSIS**

The Law Library provides legal information and reference services to residents of Washington County and to individuals with cases or issues pending in the County. In 2017, the vast majority of legal reference questions came from non-attorneys (79 percent) and ranged from simple statute look-ups to complicated legal research. Since reference statistics are self-reported, staff turnover may have contributed to the decrease in reference transactions in 2017. With the current staff in place, the number of reported transactions is anticipated to increase.

**LAW LIBRARY**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Legal reference transactions	5,340	4,589	5,410	5,500
Number of people attending Legal Advice Clinics	584	497	595	600
Number of attorneys attending Continuing Legal Education classes	259	235	255	260
Number of attendees attending legal information classes for the public	67	0	35	60
Print materials loaned	696	1,210	755	850
Number of in-person users who are members of the public	4,239	2,778	4,010	4,500
Number of reference questions received/answered by email	97	35	105	140
Westlaw usage (search transactions)	5,002	5,673	6,025	7,000
Referrals to other agencies and organizations	439	399	510	50

**LAW LIBRARY****2019****Key Challenges**

Among the key trends and challenges that will affect the Law Library in 2019 are:

- The Law Library is faced with the continued migration from physical media to digital media. The pre-internet law library in which the shelves are brimming with uniformly-bound reporters and annotated statutes is slowly fading in the digital era. As a consequence, the amount of physical space required of law libraries has been reduced and will continue to shrink, to a point. The law library will continue to play an indispensable role for the courts and the legal system generally by providing access to learned legal information and professional and valuable secondary resources not freely available on the internet, e.g. Westlaw, LegalTrac, etc.
- The Law Library continues to experience the evolution of legal reference questions. Questions that might have necessitated a trip to the law library in the pre-internet era no longer require such a visit. Federal and state statutes, as well as most city ordinances, are available for free on the internet. The questions that law librarians do receive, therefore, are typically much more challenging and labor-intensive.
- The increasing number of self-represented litigants (SRL) represents both a challenge and an opportunity for public law libraries. SRLs typically have little to no formal legal training and often get frustrated with the complexity exactness of legal procedures. When compared to an attorney, SRLs require much more time and energy and a significant amount of patience. SRLs are an opportunity for the county law library to provide an open and welcoming space, and the critical access to justice information that all citizens deserve.

*This page is intentionally left blank.*

# WASHINGTON COUNTY

## Other

***Total Full-Time Employees: 6.60***

**Capital  
Projects**

**N/A**

**Commissioners**

**5.00 FTEs**

**County  
Operations**

**N/A**

**Court  
Administration**

**N/A**

**Debt  
Service**

**N/A**

**General  
Operations**

**1.60 FTEs**

**OTHER  
ASSIGNED SERVICES AND FUNCTIONS**

**CAPITAL PROJECTS**

- Capital Equipment and Technology Planning
- Capital Projects
- County Facilities Repair
- Historic Courthouse Restoration
- Land and Water Legacy Program
- Road and Bridge Capital Projects

**COMMISSIONERS**

- Constituent Services
- Governance
- Policy Development
- Regional/Metropolitan Committees

**COUNTY OPERATIONS**

- Employer Liability Costs
- Other Post-Employment Benefits

**COURT ADMINISTRATION**

- State Mandated County Court Costs

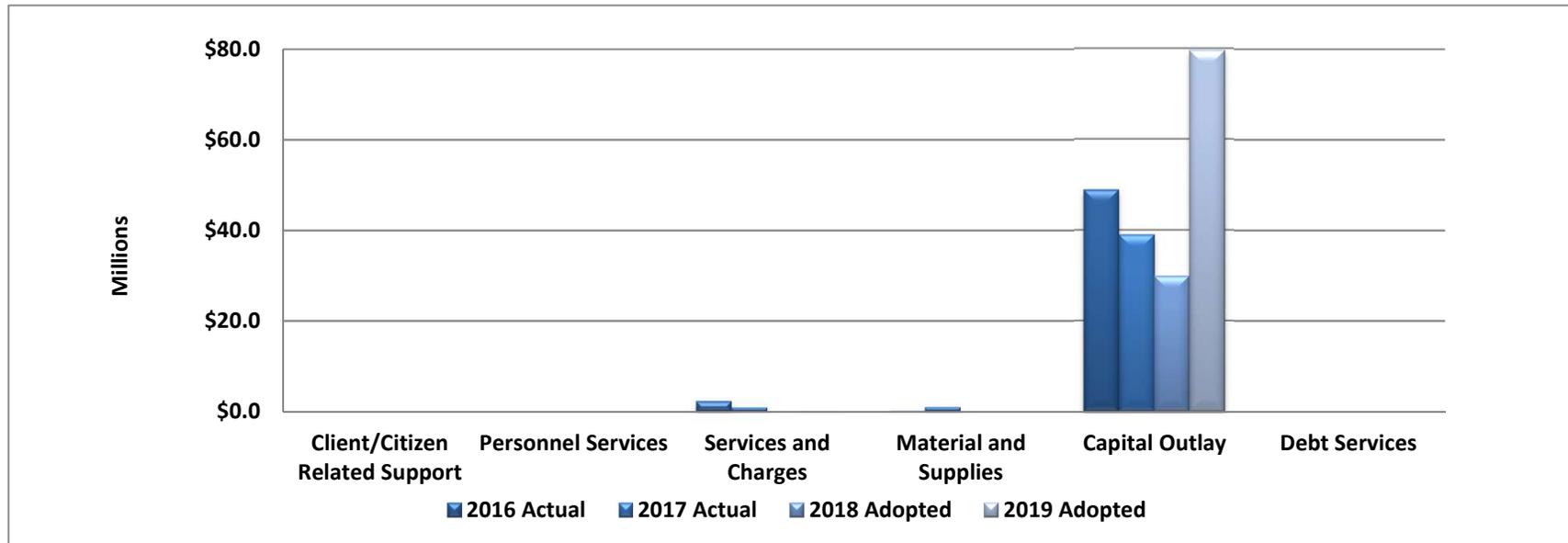
**DEBT SERVICE**

- Principal and Interest On Debt

**GENERAL OPERATIONS**

- Board Meeting Cablecasts
- Contingency
- County Program Aid
- Economic Development
- Federal Government Indirect Cost Allocation
- Internal Control System Audit and Evaluation
- Legislative Lobbying
- Publication of Legal Notices
- Countywide Records Management
- Security and Investment Review
- State Aid
- Statute Compliance
- Technology Replacement Program

### Capital Projects Group Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$1,981,700	\$1,981,700	\$1,981,700	\$739,200	(\$1,242,500)	-62.70%
Non-Levy Revenue	\$34,468,100	\$30,708,300	\$26,195,800	\$44,250,800	\$18,055,000	68.92%
Other Financing Sources	\$22,840,500	\$2,691,000	\$1,224,500	\$34,344,000	\$33,119,500	2704.74%
<b>Total Revenues</b>	<b>\$59,290,300</b>	<b>\$35,381,000</b>	<b>\$29,402,000</b>	<b>\$79,334,000</b>	<b>\$49,932,000</b>	<b>169.83%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$0	\$0	\$0	\$0	\$0	0.00%
Services and Charges	\$2,236,700	\$818,700	\$0	\$108,000	\$108,000	0.00%
Material and Supplies	\$108,100	\$898,200	\$0	\$0	\$0	0.00%
<b>Subtotal Operating Expenditures</b>	<b>\$2,344,800</b>	<b>\$1,716,900</b>	<b>\$0</b>	<b>\$108,000</b>	<b>\$108,000</b>	<b>0.00%</b>
Capital Outlay	\$48,954,200	\$39,031,600	\$29,895,500	\$79,605,800	\$49,710,300	166.28%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$77,600	\$1,042,800	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$51,376,600</b>	<b>\$41,791,300</b>	<b>\$29,895,500</b>	<b>\$79,713,800</b>	<b>\$49,818,300</b>	<b>166.64%</b>
Fund Balance Incr/(Decr)	\$7,913,700	(\$6,410,300)	(\$493,500)	(\$379,800)	\$113,700	-23.04%
<b>Adjusted FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

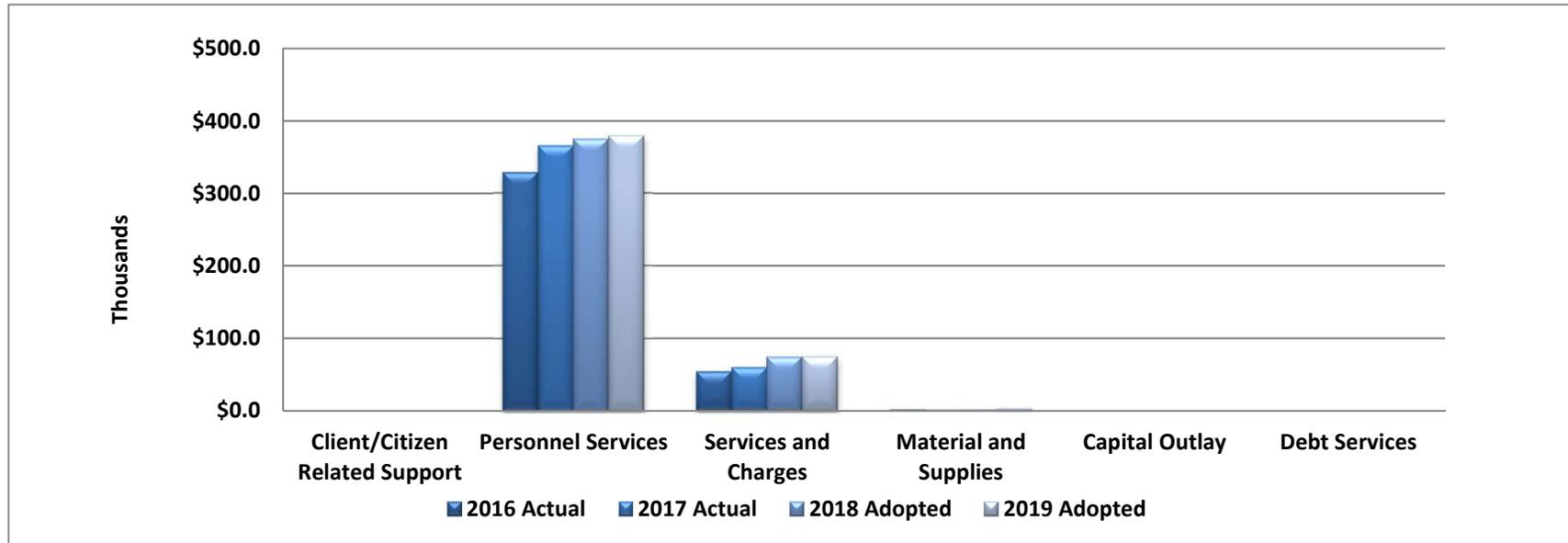
**CAPITAL PROJECTS**

**2019**

**Objectives**

- The Capital Projects are comprised of separate funds that are designed to account for the financial resources to be used for the acquisition or construction of major capital projects and/or facilities.
- These funds include: the Capital Repair Fund, established to fund county facility repairs; the Historical Courthouse Restoration Fund, used for the specific purpose of restoring the county's Historic Courthouse; various funds established for specific projects approved from the sale of bonds, including interest earned on bond proceeds; Capital Road and Bridge Fund which accounts for multi-year road and bridge construction projects; Capital Parks Fund which includes major expenditures related to the county park system; Capital Technology Fund which is used for long-term planning and balanced investment in supporting equipment and technology; and any other major capital expenditures that qualify under the Capital Projects fund criteria.

### Commissioners Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Non-Levy Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$328,800	\$365,800	\$375,000	\$379,200	\$4,200	1.12%
Services and Charges	\$54,200	\$59,700	\$74,100	\$74,300	\$200	0.27%
Material and Supplies	\$1,500	\$1,200	\$1,600	\$3,100	\$1,500	93.75%
<b>Subtotal Operating Expenditures</b>	<b>\$384,500</b>	<b>\$426,700</b>	<b>\$450,700</b>	<b>\$456,600</b>	<b>\$5,900</b>	<b>1.31%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$384,500</b>	<b>\$426,700</b>	<b>\$450,700</b>	<b>\$456,600</b>	<b>\$5,900</b>	<b>1.31%</b>
Fund Balance Incr/(Decr)	(\$384,500)	(\$426,700)	(\$450,700)	(\$456,600)	(\$5,900)	1.31%
<b>Adjusted FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**COMMISSIONERS**

**2019**

**Objectives**

Washington County is governed by its Board of Commissioners. Five county commissioners, one from each district, are elected to serve for staggered four-year terms. The duties and authority of the Commissioners are embodied in Minnesota Statutes Chapters 375.025 through 375.86.

Board meetings are Tuesdays at 9 a.m., with the exception of the fifth Tuesday of the month. The public is welcome to attend. See the County Board calendar at [www.co.washington.mn.us](http://www.co.washington.mn.us) to confirm dates.

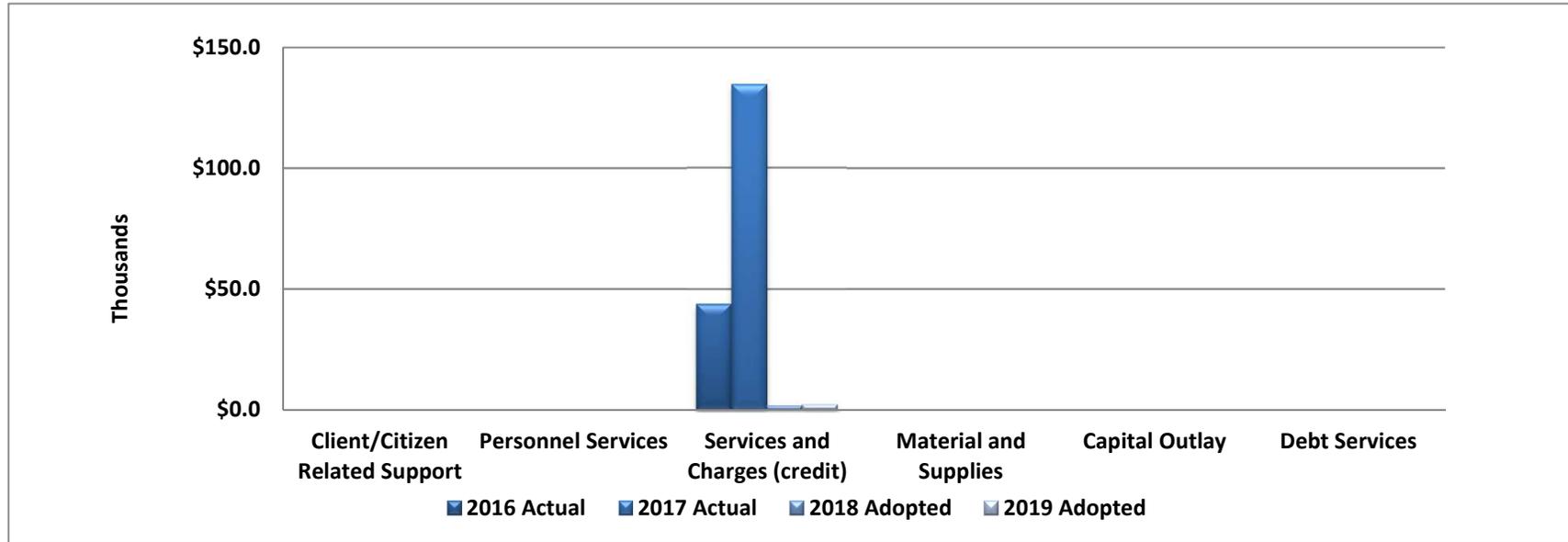
The board elects a chair and vice chair at its first meeting of each calendar year. The chair is the presiding officer during the board meetings, and the vice chair presides in the chair's absence.

The board develops policy, makes decisions, and recommends legislative actions related to the county. It also establishes the county's budget and tax levy, sets policy for delivery of services, and approves and revises ordinances.

District boundaries are redrawn after every federal census to meet the requirements of Minnesota statute. Under state law, any district that experiences a five percent or greater change in its population requires a new election, even if the full four-year term of its commissioner has not been completed.

To find which areas of the county are in each district, see county map at <http://maps.co.washington.mn.us/districtviewer/>.

### County Operations (OPEB) Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Non-Levy Revenue	\$1,806,700	\$1,987,000	\$1,260,000	\$652,600	(\$607,400)	-48.21%
Other Financing Sources	\$2,000,000	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$3,806,700</b>	<b>\$1,987,000</b>	<b>\$1,260,000</b>	<b>\$652,600</b>	<b>(\$607,400)</b>	<b>-48.21%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$0	\$0	\$0	\$0	\$0	0.00%
Services and Charges (credit)	\$44,000	\$134,700	\$2,000	\$2,500	\$500	25.00%
Material and Supplies	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Subtotal Operating Expenditures</b>	<b>\$44,000</b>	<b>\$134,700</b>	<b>\$2,000</b>	<b>\$2,500</b>	<b>\$500</b>	<b>25.00%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$2,000,000	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$2,044,000</b>	<b>\$134,700</b>	<b>\$2,000</b>	<b>\$2,500</b>	<b>\$500</b>	<b>25.00%</b>
Fund Balance Incr/(Decr)	\$1,762,700	\$1,852,300	\$1,258,000	\$650,100	(\$607,900)	-48.32%
<b>Adjusted FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**COUNTY OPERATIONS**

**2019**

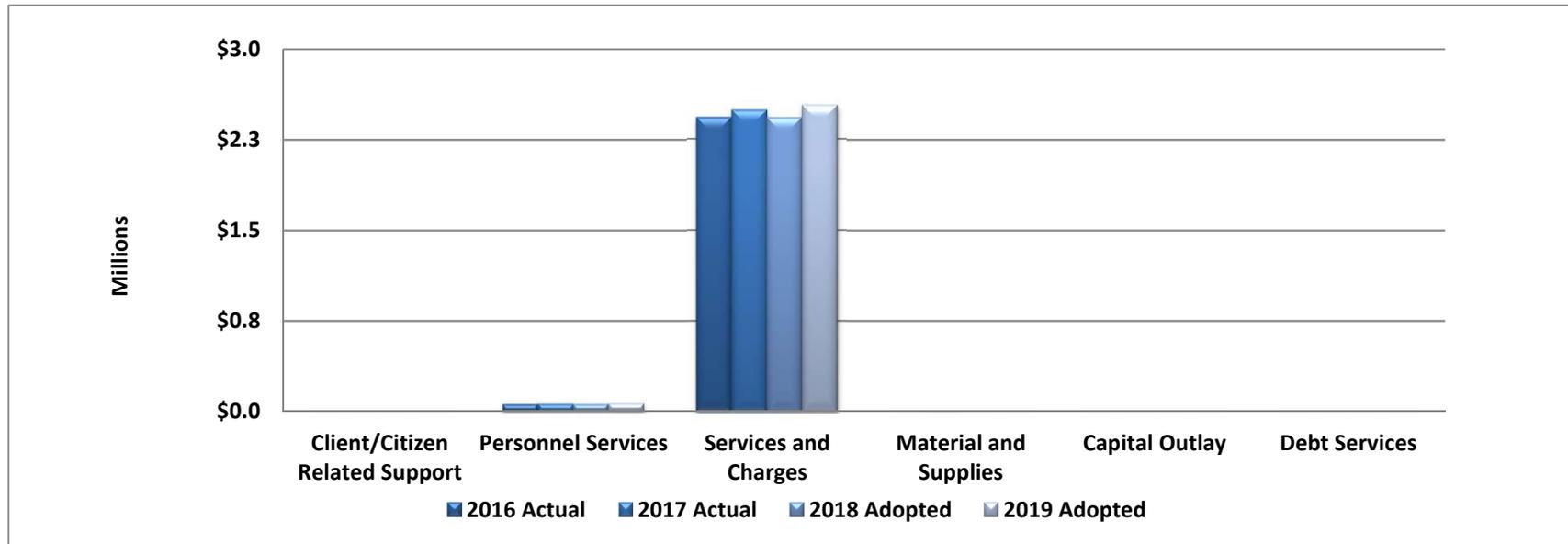
**Objectives**

County Operations is not a department, but rather a financial cost center to account for revenues received to fund various employer liability costs such as worker's compensation, property/casualty insurance, severance payouts, vacation cash-outs, and retiree medical costs including Other Post-Employment Benefits (OPEB).

Revenues include interest earnings dedicated to the county's OPEB liability funding, Public Employees Retirement Association state aid payments, dividend payments from the Minnesota Counties Insurance Trust, and Medicare Part D subsidy payments. Additional contributions are made by each department as a percentage of its budgeted wages via an automated process directly into the associated fund.

An annual operating transfer may be made, at the discretion of the County Board, to transfer additional non-allocated excess revenues at year-end into this area to fund the county's OPEB liability.

### Court Administration Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$2,298,500	\$2,330,900	\$2,395,300	\$2,522,500	\$127,200	5.31%
Non-Levy Revenue	\$66,700	\$66,300	\$93,000	\$73,900	(\$19,100)	-20.54%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$2,365,200</b>	<b>\$2,397,200</b>	<b>\$2,488,300</b>	<b>\$2,596,400</b>	<b>\$108,100</b>	<b>4.34%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$58,400	\$60,900	\$58,100	\$62,300	\$4,200	7.23%
Services and Charges	\$2,433,100	\$2,494,400	\$2,430,200	\$2,534,100	\$103,900	4.28%
Material and Supplies	\$0	\$300	\$0	\$0	\$0	0.00%
<b>Subtotal Operating Expenditures</b>	<b>\$2,491,500</b>	<b>\$2,555,600</b>	<b>\$2,488,300</b>	<b>\$2,596,400</b>	<b>\$108,100</b>	<b>4.34%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$2,491,500</b>	<b>\$2,555,600</b>	<b>\$2,488,300</b>	<b>\$2,596,400</b>	<b>\$108,100</b>	<b>4.34%</b>
Fund Balance Incr/(Decr)	(\$126,300)	(\$158,400)	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**COURT ADMINISTRATION**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To provide justice through a system that assures equal access for fair and timely resolutions of cases and controversies.

**Supports County Goal:** To maintain public trust through responsible use of public resources, accountability, and openness of government.

**Performance Objective (Target):** Court cases will be resolved in a timely manner within 99 percent of the American Bar Association (ABA) timing objectives for each case type.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of cases resolved within the timing objectives for all case types	95.5%	95.8%	95.9%	96%

**SUMMARY and ANALYSIS**

Access to justice is a strategic goal of the Minnesota Judicial Branch. Washington County Court Administration will demonstrate the need and build support for obtaining the resources needed to ensure the provisions of, and access to, justice by making appointments where it is statutorily required and as ordered by the Court.

Facilities are available to those conducting court business and are open, accessible, and conducive to the operations of the court for timely resolution of cases. Public access of many court records can be accomplished either at the Washington County Courthouse or without the requirement of physically coming to the courthouse. Electronic court records of publicly accessible documents are viewable at any courthouse in the State of Minnesota, and the Register of Actions can be retrieved from anywhere there is an internet connection. Paper court records require access at the local courthouse.

Time to disposition assesses the length of time it takes a court system to resolve cases. Court Administration identifies and implements case processing standards aimed at managing workloads and resources to ensure that cases are given the appropriate attention for timely resolution, which ultimately contains expenses to the citizens of the state and Washington County.

The Minnesota Judicial Branch Mission, Vision, and Strategic Plan are available at: <http://www.mncourts.gov/About-The-Courts.aspx>

**COURT ADMINISTRATION**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Criminal Case Filings	30,315	28,482	27,856	27,655
<ul style="list-style-type: none"> <li>• Major Criminal Case Filings</li> </ul>	2,268	2,397	2,612	2,768
<ul style="list-style-type: none"> <li>• Minor Criminal/Traffic Case Filings</li> </ul>	28,047	26,085	25,244	24,887
Civil Case Filings	5,221	5,738	6,404	6,718
Probate Case Filings	466	501	532	553
<ul style="list-style-type: none"> <li>• Guardianship/Conservatorship/Commitment Filings</li> </ul>	171	186	200	208
<ul style="list-style-type: none"> <li>• Other Probate Case Filings</li> </ul>	296	315	332	345
Family Case Filings	1,484	1,442	1,292	1,311
Juvenile Case Filings	1,085	992	1,072	1,079
<ul style="list-style-type: none"> <li>• Child Protection Case Filings</li> </ul>	262	235	348	337
<ul style="list-style-type: none"> <li>• Other Juvenile Case Filings</li> </ul>	823	757	724	742
Grand Total Case Filings All Case Types	38,571	37,155	37,156	37,316
Case Dispositions*	37,378	34,829	35,732	36,649
Cases Pending*	34,471	36,796	37,152	35,920
Clearance Rate*	96.9%	93.7%	96.2%	95.5%

\*Case Dispositions, Cases Pending and Clearance Rates include rolling year cases  
Source: MNJAD Case Statistics

**COURT ADMINISTRATION**

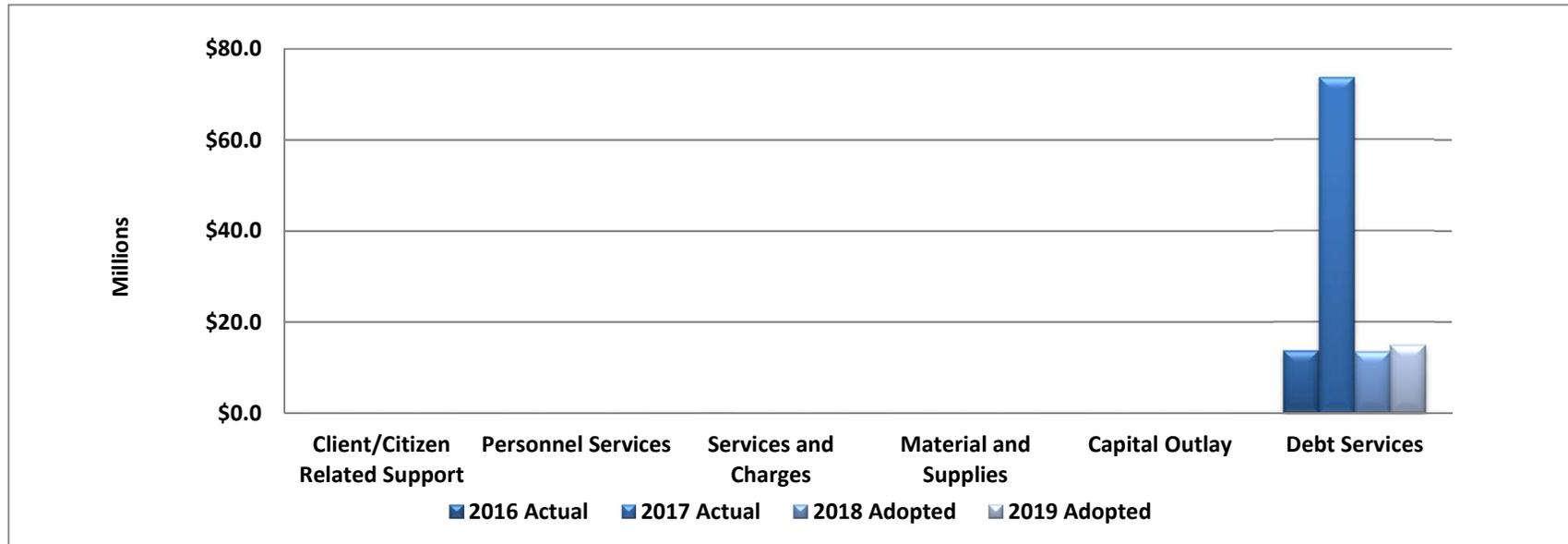
**2019**

**Key Challenges**

Among the key challenges impacting the Court Administration Department in 2019 are:

- Washington County Court is part of the Minnesota Judicial Branch. Funding for the courts comes from state and county funds. The purposes of the court include: providing individual justice in individual cases; providing a forum for the resolution of legal disputes; protecting individuals from the arbitrary use of power; providing a formal record of legal status; deterring criminal behavior; and rehabilitating persons convicted of a crime.
- The vision of the Minnesota Judicial Branch is that the general public, and those who use the court system, will refer to it as accessible, fair, consistent, responsive, free of discrimination, independent, and well-managed. This is what Washington County Court Administration strives to do in its day-to-day operations.
- The Judicial Branch continues to further develop its electronic environment, including the enhancement of judge tools, electronic workflow, consistent e-filing acceptance with district business model, and justice partner integrations. Providing availability of publicly accessible court records over the internet for viewing continues to be developed and will be implemented in early 2019.
- Case filings overall have decreased, but continue to increase in the Major Criminal, Probate, Children in Need of Protection, and Dependency/Neglect case types. These case types are weighted more heavily with regard to resource need and require more judicial and staff time. If this trend continues, it may result in additional judge time in Washington County and could impact other resources in the justice system.
- The use of technology by justice partners continues to increase the demand for use of technology during courtroom hearings. The current number of technology accessible courtrooms is no longer sufficient and needs to be increased. Washington County Court is working with Washington County Building Services to gather relevant information to be considered for future enhancements.
- Resource availability is impacted by budget implications, aging population, increasing number of anticipated retirements, and concentration on ensuring case and document security is classified appropriately.
- Washington County Courts is preparing for one judicial retirement in 2019.
- The cost for the five juvenile court-appointed attorney contracts has increased, corresponding with the growth in number of cases filed. This results in an increase of \$6,000 annually. All five contracts expired December 31, 2018 and new contracts have been negotiated.
- The cost of mandated services, which includes Juvenile Rule 20 evaluations, are uncertain. The number of Juvenile Rule 20 evaluations that are requested and ordered to be conducted fluctuates from year to year making budgeting unpredictable. A Rule 20 evaluation is necessary to determine competency. Pursuant to the contract with Canvas Health, the cost per calendar year shall not exceed \$60,000.

### DEBT SERVICE Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$13,754,000	\$14,348,800	\$15,296,300	\$16,008,200	\$711,900	4.65%
Non-Levy Revenue	\$434,200	\$315,800	\$0	\$0	\$0	0.00%
Other Financing Sources	\$0	\$46,725,400	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$14,188,200</b>	<b>\$61,390,000</b>	<b>\$15,296,300</b>	<b>\$16,008,200</b>	<b>\$711,900</b>	<b>4.65%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$0	\$0	\$0	\$0	\$0	0.00%
Services and Charges	\$3,100	\$0	\$0	\$0	\$0	0.00%
Material and Supplies	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Subtotal Operating Expenditures</b>	<b>\$3,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$13,765,300	\$73,691,500	\$13,549,600	\$14,964,600	\$1,415,000	10.44%
Other Financing Uses	\$0	\$29,263,600	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$13,768,400</b>	<b>\$102,955,100</b>	<b>\$13,549,600</b>	<b>\$14,964,600</b>	<b>\$1,415,000</b>	<b>10.44%</b>
Fund Balance Incr/(Decr)	\$419,800	(\$41,565,100)	\$1,746,700	\$1,043,600	(\$703,100)	-40.25%
<b>Adjusted FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**DEBT SERVICE**

**2019**

**Objectives**

Due to county growth and the need for new infrastructure, a substantial number of projects have been identified as necessary for the county. Future bonding options are being analyzed to address a majority of these projects. The county may issue new bonds and refinance others to maintain a consistent debt service level or may choose to restructure existing bonds. In doing so, the new debt will require additional levy to support it. Under any of the above scenarios, the county will continue to maintain a prudent long-term borrowing policy to ensure that the current and future tax burden is spread fairly amongst taxpayers.

**DEBT SERVICE**

**2019**

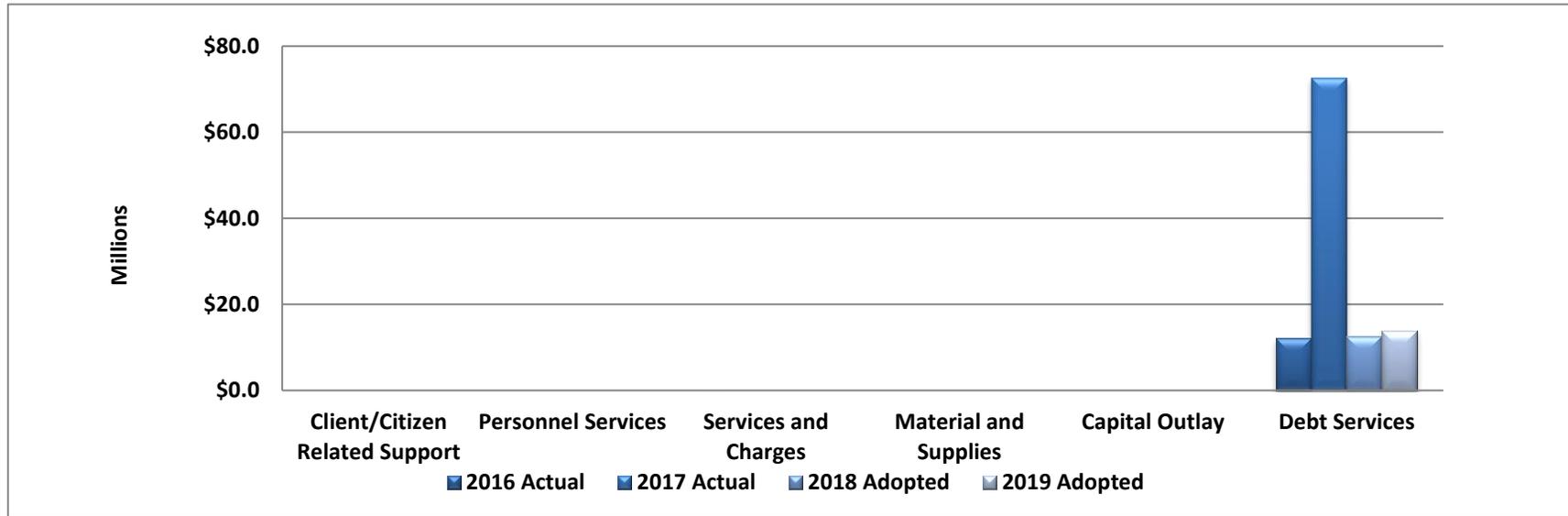
**Total Bond Payments**

**2019 Bond Payments**

BOND ISSUE	PRINCIPAL	INTEREST/FEES	TOTAL
2011A Land & Water Legacy Planning (LWLP) Issue	\$ 355,000	\$ 24,000	\$ 379,000
2011A Capital Improvement Program (CIP) Issue	\$ 1,720,000	\$ 114,300	\$ 1,834,300
2012A Refunding Issue	\$ 2,420,000	\$ 361,400	\$ 2,781,400
2014A Refunding Issue	\$ 3,590,000	\$ 1,518,900	\$ 5,108,900
2015A LWLP Issue	\$ 555,000	\$ 69,900	\$ 624,900
2016A CIP Issue	\$ 2,335,000	\$ 330,300	\$ 2,665,300
2017A Refunding Issue – CIP 2007A	\$ 0	\$ 558,800	\$ 558,800
2017A Refunding Issue - LWLP	\$ 0	\$ 34,000	\$ 34,000
2017A Refunding Issue – CIP 2011A	\$ 0	\$ 978,000	\$ 978,000
<b>TOTALS:</b>	<b>\$10,975,000</b>	<b>\$ 3,989,600</b>	<b>\$ 14,964,600</b>

## DEBT SERVICE

### Capital Improvement Bonds Summary

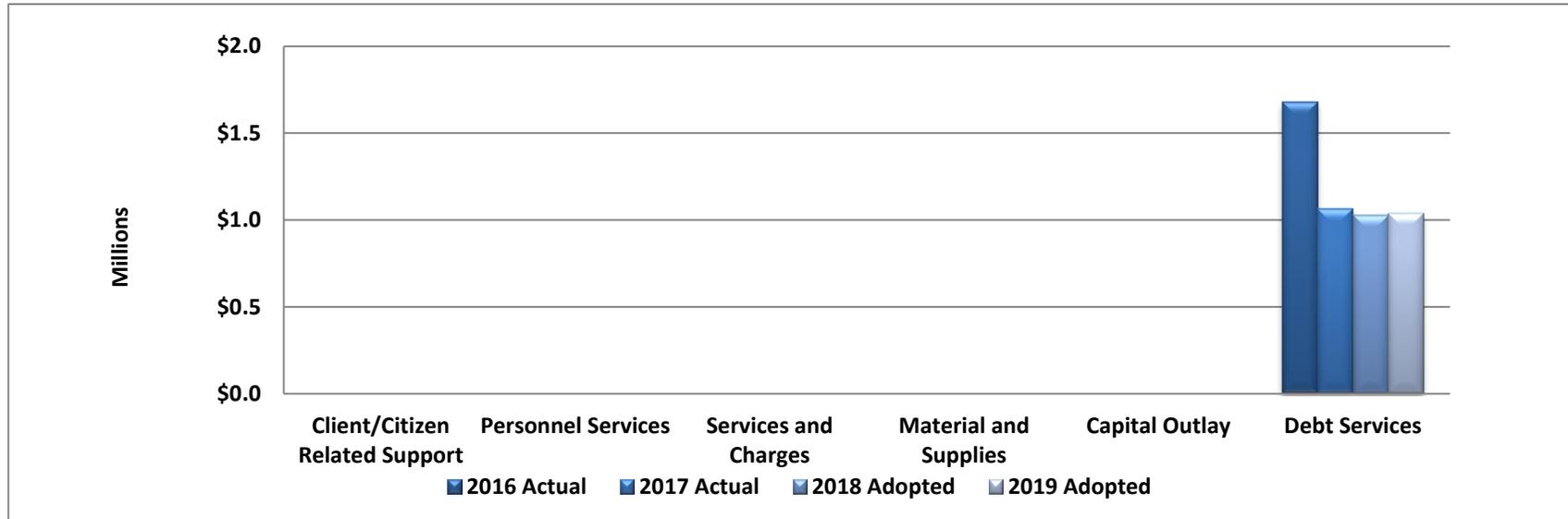


Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$12,695,600	\$13,290,400	\$14,237,900	\$14,949,800	\$711,900	5.00%
Non-Levy Revenue	\$434,200	\$315,800	\$0	\$0	\$0	0.00%
Other Financing Sources	\$0	\$45,900,200	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$13,129,800</b>	<b>\$59,506,400</b>	<b>\$14,237,900</b>	<b>\$14,949,800</b>	<b>\$711,900</b>	<b>5.00%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$0	\$0	\$0	\$0	\$0	0.00%
Services and Charges	\$3,100	\$0	\$0	\$0	\$0	0.00%
Material and Supplies	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Subtotal Operating Expenditures</b>	<b>\$3,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$12,083,900	\$72,623,600	\$12,521,300	\$13,926,700	\$1,405,400	11.22%
Other Financing Uses	\$0	\$28,447,200	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$12,087,000</b>	<b>\$101,070,800</b>	<b>\$12,521,300</b>	<b>\$13,926,700</b>	<b>\$1,405,400</b>	<b>11.22%</b>
Fund Balance Incr/(Decr)	\$1,042,800	(\$41,564,400)	\$1,716,600	\$1,023,100	(\$693,500)	-40.40%
<b>Adjusted FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

## DEBT SERVICE

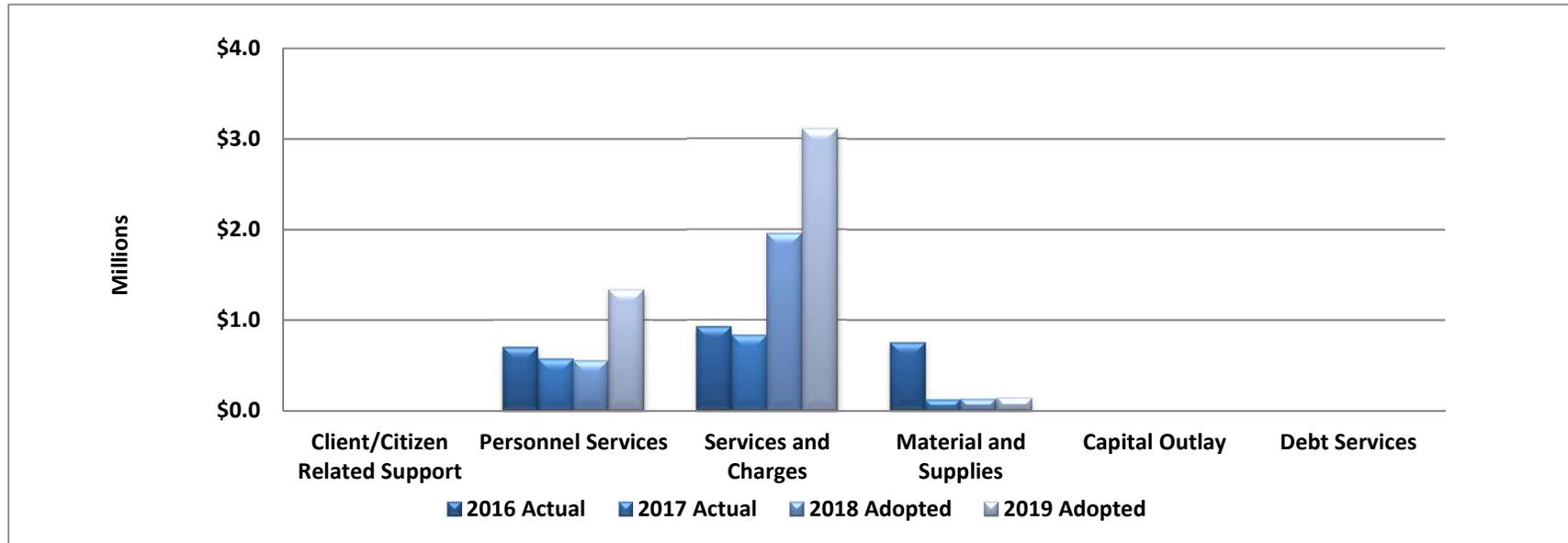
### Land & Water Legacy Bonds Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$1,058,400	\$1,058,400	\$1,058,400	\$1,058,400	\$0	0.00%
Non-Levy Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Sources	\$0	\$825,200	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$1,058,400</b>	<b>\$1,883,600</b>	<b>\$1,058,400</b>	<b>\$1,058,400</b>	<b>\$0</b>	<b>0.00%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$0	\$0	\$0	\$0	\$0	0.00%
Services and Charges	\$0	\$0	\$0	\$0	\$0	0.00%
Material and Supplies	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Subtotal Operating Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$1,681,400	\$1,067,900	\$1,028,300	\$1,037,900	\$9,600	0.93%
Other Financing Uses	\$0	\$816,300	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$1,681,400</b>	<b>\$1,884,200</b>	<b>\$1,028,300</b>	<b>\$1,037,900</b>	<b>\$9,600</b>	<b>0.93%</b>
Fund Balance Incr/(Decr)	(\$623,000)	(\$600)	\$30,100	\$20,500	(\$9,600)	-31.89%
<b>Adjusted FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

### General Operations Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	(\$632,900)	(\$40,700)	\$39,600	\$1,532,800	\$1,493,200	3770.71%
Non-Levy Revenue	\$4,648,300	\$5,122,800	\$3,765,300	\$4,983,800	\$1,218,500	32.36%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$4,015,400</b>	<b>\$5,082,100</b>	<b>\$3,804,900</b>	<b>\$6,516,600</b>	<b>\$2,711,700</b>	<b>71.27%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$703,300	\$574,500	\$555,500	\$1,336,400	\$780,900	140.58%
Services and Charges	\$930,300	\$837,500	\$1,956,900	\$3,111,300	\$1,154,400	58.99%
Material and Supplies	\$748,900	\$124,000	\$129,400	\$143,100	\$13,700	10.59%
<b>Subtotal Operating Expenditures</b>	<b>\$2,382,500</b>	<b>\$1,536,000</b>	<b>\$2,641,800</b>	<b>\$4,590,800</b>	<b>\$1,949,000</b>	<b>73.78%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$1,039,800	\$1,148,400	\$712,400	\$1,469,200	\$756,800	106.23%
<b>Total Expenditures</b>	<b>\$3,422,300</b>	<b>\$2,684,400</b>	<b>\$3,354,200</b>	<b>\$6,060,000</b>	<b>\$2,705,800</b>	<b>80.67%</b>
Fund Balance Incr/(Decr)	\$593,100	\$2,397,700	\$450,700	\$456,600	\$5,900	1.31%
<b>Adjusted FTEs</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**GENERAL OPERATIONS**

**2019**

**Objectives**

General Operations is not a department, but rather a financial cost center to account for various countywide expenditures and revenues that are not department-specific or are contingent on future events.

Revenues include property taxes and payment in lieu of taxes, general state aid, conservation fees, unallocated fee revenue, and indirect cost allocations from the federal government.

Unallocated investment earnings for the county's general fund are also recorded here.

Expenditures include internal audit functions, countywide consulting services, county newsletter, county membership dues, publication of legal notices, grant expenditures, records management, tax abatements to local governments, contributions to other government entities, and the set-aside for contingencies.

(See the page titled Allocations for a more detailed list of these types of expenditures.)

<b>GENERAL OPERATIONS</b>				
<b>2019</b>				
<b>Allocations</b>				
<b>Description</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Projected</b>
Internal Auditor	\$47,200	\$51,600	\$62,700	\$66,300
Legislative Liaison	\$51,500	\$51,800	\$52,900	\$80,000
East Metro Strong (New 2017)	N/A	\$35,000	\$35,000	\$35,000
Metropolitan Inter-County Association (MICA)	\$64,300	\$64,400	\$67,500	\$67,000
Association of Minnesota Counties (AMC)	\$41,400	\$42,600	\$43,700	\$43,700
Metropolitan Emergency Services Board (MESB)	\$100,400	\$102,600	\$106,000	\$100,000
National Association of Counties (NACo)	\$4,400	\$4,400	\$4,400	\$4,500
Staying in Touch - Citizen Newsletter	\$65,100	\$67,800	\$68,600	\$69,000
Maximus - Indirect Cost Allocation	\$8,800	\$8,800	\$8,800	\$8,800
Granicus (webstreaming, boards and commissions)	\$31,200	\$31,800	\$31,600	\$24,600
Civic Clerk (new county board agenda/minutes software)	N/A	N/A	\$41,900	\$13,200
CivicPlus – Countywide, Library (contract renews 11/2018)	N/A	\$20,000	\$23,400	\$25,000
Music played anywhere in the county – ASCAP (American Society of Composers, Authors, and Publishers), SESAC (Society of European Songwriters, Artists and Composers), BMI (Broadcast Music Inc.)	\$7,500	\$8,500	\$9,000	\$9,400

# WASHINGTON COUNTY

## Property and Taxation

*Total Full-Time Employees: 103.93*

Property Records and  
Taxpayer Services

103.93 FTEs

## **PROPERTY AND TAXATION ASSIGNED SERVICES AND FUNCTIONS**

### **PROPERTY RECORDS AND TAXPAYER SERVICES**

#### ***Property Records***

- Abstract Real Estate Records
- Affidavits of Survivorship
- Certificates of Title for Torrens Property
- Deed Recordings
- Federal/State Tax Liens
- Military Discharges
- Mortgage and Deed Tax Processing
- Mortgage Recordings
- Official Plat Recordings
- Real Estate Documents

#### ***Taxation and Appraisal***

- Homestead Applications
- Property Appraisals and Classifications
- Property Tax Administration and Information
- Tax Calculations and Collections
- Tax-Forfeited Property
- Taxpayer of Record
- Special Programs
- Value Notices
- Tax Statements
- Truth in Taxation Notices
- Delinquency
- Special Assessments

#### ***Licensing and Vital Records***

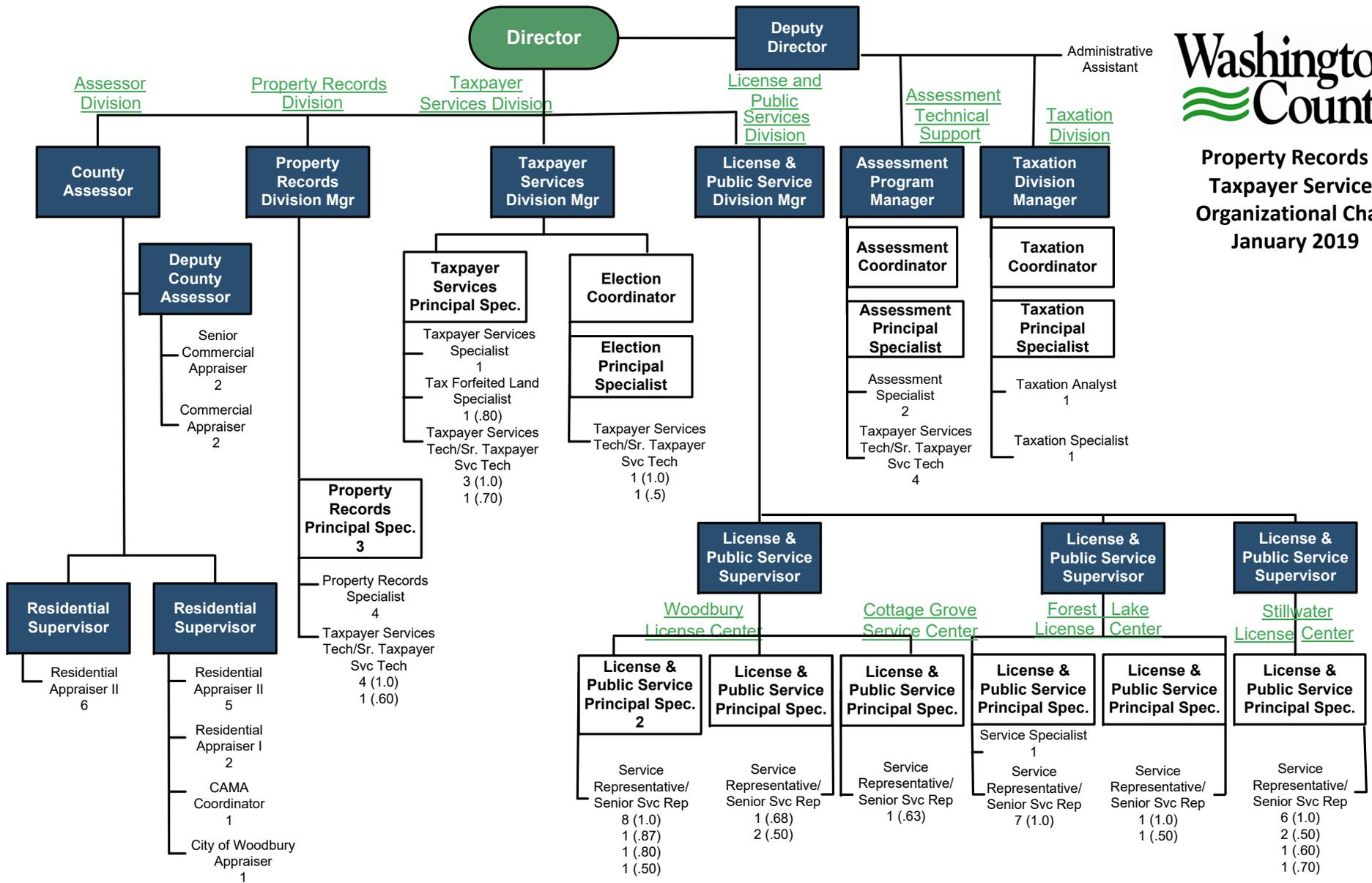
- Birth Records
- Death Records
- Drivers' Licenses and Renewals
- Game and Fish Licenses
- Motor Vehicle Transactions
- Marriage Licenses
- Ministerial Credential Filings
- Passports and Photos
- Service Center Reception
- Snowmobile and All-Terrain Vehicle Registrations
- Watercraft Titling
- Miscellaneous Business Licensing

#### ***Elections***

- Early Voting
- Voting Information and Registration



**Property Records & Taxpayer Services Organizational Chart**  
January 2019



**Key**

- Department Head
- Supervisor
- Lead
- Special Project / Contract

**PROPERTY RECORDS AND TAXPAYER SERVICES**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

**Non-Levy Revenues:** Changes in non-levy revenues are due to moderate increases in state deed tax and mortgage registration tax, reductions in an odd election year, as well as a modest increase in assessing fees. Assessing fees are increasing due to the addition of Lake Elmo and Hugo as county assessed communities and a proposed increase to the assessment fee schedule. Reductions in projected motor vehicle revenue are offset by projected increases in passports and passport photos.

**EXPENDITURES:**

**Client/Citizen Related Support:** None

**Personnel Services:** Changes in personnel costs are directly related to union negotiations and labor settlements. Includes deletion of 2.0 FTEs.

**Services and Charges:** Changes in services and charges reflect reductions in an odd election year, net against increases in expenses related to technology improvements in the license centers, as well as increases in internal and external rent.

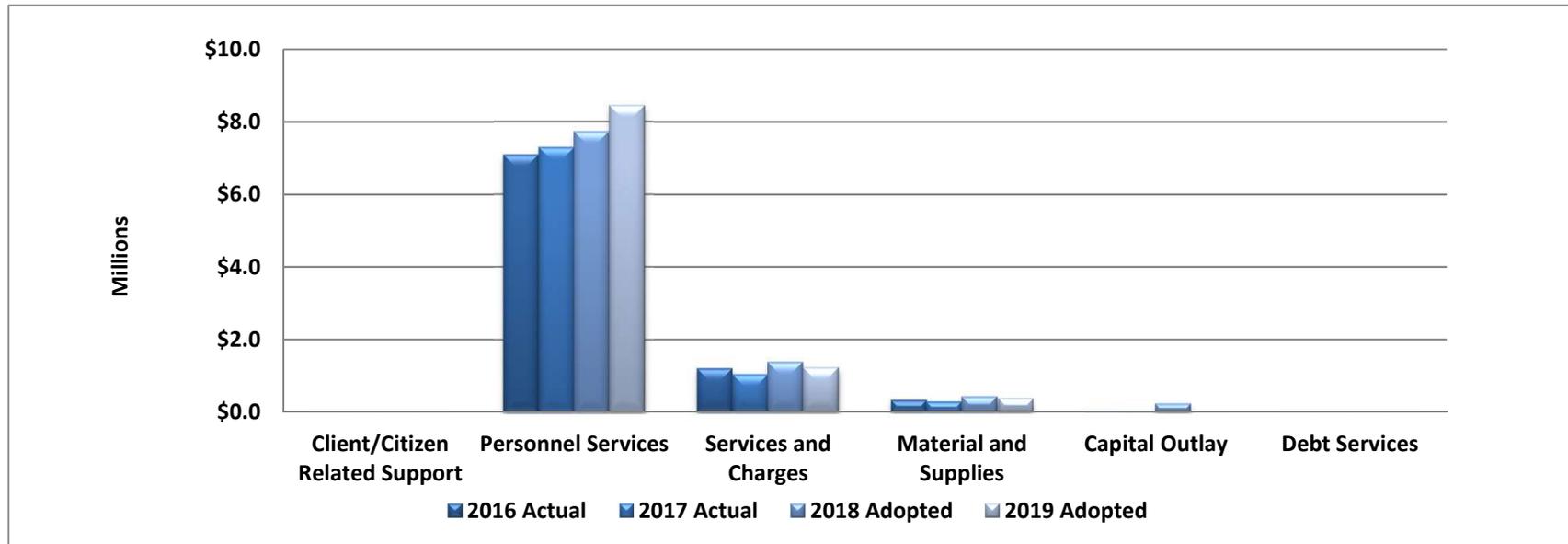
**Materials and Supplies:** Changes in materials and supplies reflect reductions in an odd election year.

**Capital Outlay:** Decrease in capital outlay is related to projects in recorder's equipment fund that were one-time costs in 2018.

**Debt Services:** None

**Other Financing Uses:** Decrease in other financing uses is due to a reduction in the amount of the recording unallocated fee used to limit operating levy requirements.

## PROPERTY RECORDS AND TAXPAYER SERVICES Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$2,555,800	\$2,694,500	\$3,027,900	\$3,250,300	\$222,400	7.35%
Non-Levy Revenue	\$6,426,700	\$6,556,900	\$6,406,700	\$6,531,400	\$124,700	1.95%
Other Financing Sources	\$794,400	\$550,000	\$680,600	\$847,500	\$166,900	24.52%
<b>Total Revenues</b>	<b>\$9,776,900</b>	<b>\$9,801,400</b>	<b>\$10,115,200</b>	<b>\$10,629,200</b>	<b>\$514,000</b>	<b>5.08%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$7,100,900	\$7,301,300	\$7,741,100	\$8,461,000	\$719,900	9.30%
Services and Charges	\$1,206,100	\$1,042,200	\$1,381,900	\$1,229,300	(\$152,600)	-11.04%
Material and Supplies	\$321,400	\$281,900	\$419,900	\$373,600	(\$46,300)	-11.03%
<b>Subtotal Operating Expenditures</b>	<b>\$8,628,400</b>	<b>\$8,625,400</b>	<b>\$9,542,900</b>	<b>\$10,063,900</b>	<b>\$521,000</b>	<b>5.46%</b>
Capital Outlay	\$23,800	\$25,100	\$230,000	\$0	(\$230,000)	-100.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$638,600	\$550,000	\$585,900	\$550,000	(\$35,900)	-6.13%
<b>Total Expenditures</b>	<b>\$9,290,800</b>	<b>\$9,200,500</b>	<b>\$10,358,800</b>	<b>\$10,613,900</b>	<b>\$255,100</b>	<b>2.46%</b>
Fund Balance Incr/(Decr)	\$486,100	\$600,900	(\$243,600)	\$15,300	\$258,900	-106.28%
<b>Adjusted FTEs</b>	<b>95.93</b>	<b>94.43</b>	<b>105.93</b>	<b>103.93</b>	<b>(2.00)</b>	<b>-1.89%</b>

Numbers rounded to nearest hundred

<b>PROPERTY RECORDS AND TAXPAYER SERVICES</b>				
<b>2019</b>				
<b>Summary Cost of Major Programs</b>				
Major Programs & Examples of Services	2019 Budget	2019 Funding Sources (by % of Total Funding)		
		Levy	Fees	Other
<b>Administrative</b> <ul style="list-style-type: none"> <li>Support for the Property Records &amp; Taxpayer Services Department and related programs</li> </ul>	\$ 597,400	8 %	0 %	92 %
<b>Assessor</b> <ul style="list-style-type: none"> <li>Property appraisal, assessment maintenance</li> </ul>	\$ 3,202,800	63 %	37 %	0 %
<b>Elections</b> <ul style="list-style-type: none"> <li>Election services for general and primary elections</li> </ul>	\$ 434,200	74 %	23 %	3 %
<b>License Bureau</b> <ul style="list-style-type: none"> <li>Voter registration and absentee voting</li> <li>Motor vehicle transactions and driver licensing, DNR transactions, passports, vital statistics, business licensing</li> <li>Certified copies of birth and death records, marriage licensing, notary registration, sale of park permits</li> </ul>	\$ 3,161,500	12 %	0 %	88%
<b>Property Records</b> <ul style="list-style-type: none"> <li>Sheriff Certificate report</li> <li>Torrens and land records</li> <li>Homestead applications</li> </ul>	\$ 1,968,600	0 %	100 %	0 %
<b>Taxation</b> <ul style="list-style-type: none"> <li>Tax collection, tax calculation, truth-in-taxation, tax forfeiture, gravel tax</li> <li>Abstract – accounting/escrow, tract index, numerical register, military discharges, tax liens, record preservation/reproduction</li> <li>Property tax payments</li> </ul>	\$ 1,249,400	40 %	23 %	37 %

**PROPERTY RECORDS AND TAXPAYER SERVICES**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To meet guidelines and deadlines, exceeding customer service expectations related to service delivery turnaround times.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** Documents will be processed in a timely, cost effective and efficient manner in accordance with statutory requirements.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Recording Compliance – MN Statute 357.182 (target=4 days)	99.88%	100%	100%	100%
Recording of paper docs (maximum=10 days) - Average	3.49 Days	3.25 Days	3.50 Days	3.50 Days
Recording of electronic docs (maximum=5 days) - Average	<1 Day	<1 Day	<1 Day	<1 Day

**SUMMARY and ANALYSIS**

To support and improve commerce in Minnesota, statute compels specific processing requirements and compliance standards for the recording of real estate documents. Since the enactment of MN §357.182 the Property Records division has implemented various workflow improvements that allow the division to meet statutory requirements in a cost-effective manner.

As indicated above, the Property Records Division is meeting and exceeding requirements. Documents submitted in paper form, must be returned no later than ten business days after receipt by the county. Documents submitted electronically must be returned no later than five business days after receipt by the county.

**PROPERTY RECORDS AND TAXPAYER SERVICES**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Assessment and Taxation				
• Total parcels in county	108,046	108,850	110,225	111,250
• Parcels that are county assessed	89,227	89,495	90,167	102,400
• Homesteads processed	7,321	7,827	8,296	8,794
• Valuation notices mailed	99,243	100,206	101,271	102,284
• Proposed "Truth in Taxation" notices mailed	97,476	98,621	99,654	99,900
• Real estate and personal property tax statements mailed	98,808	99,494	100,812	101,000
• Amount billed (millions)	\$422.5	\$431.5	\$452.1	\$475.0
• Number of special assessments billed for other jurisdictions	53,200	52,999	54,819	56,000
• Number of tax collections processed	198,964	207,036	200,000	200,000
• Late payment reminders mailed	6,770	6,704	6,700	6,700
• Confession of judgment payment plans	102	97	115	115
• Real estate parcels with first year delinquent taxes	738	829	760	780
• Parcels that received the "Delinquent Reminder" letter	77	128	108	120
• Parcels notified in April of expiration of redemption	34	70	47	65
• Parcels forfeited for nonpayment of taxes	15	12	10	10
• Total tax forfeited parcels	149	112	100	80
• Phones calls answered by main tax line	34,512	37,957	35,000	35,000
• Birth – certified copies	5,544	5,759	5,750	5,750
• Death – certified copies	10,529	10,804	11,000	11,000
• Marriage – applications processed	1,567	1,436	1,500	1,500
• Ministerial	294	280	280	280
• Notary	62	56	60	60

<b>PROPERTY RECORDS AND TAXPAYER SERVICES</b>				
<b>2019</b>				
<b>Results and Accomplishments – OUTPUT MEASURES (How much did we do?)</b>				
<b>Description</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Projected</b>
<b>Property Records</b>				
• Real Estate documents recorded	50,924	48,947	50,000	49,000
○ Abstract paper documents recorded	16,040	13,772	15,000	13,820
○ Abstract electronic documents recorded	28,381	28,714	29,000	29,300
○ Torrens paper documents recorded	3,291	2,997	3,000	3,080
○ Torrens electronic documents recorded	3,212	3,464	3,000	2,800
• Certificates of title prepared	1,297	1,278	1,200	1,175
• Military discharges	25	10	30	25
• Sheriff’s certificates of foreclosure	256	185	300	200
• Mortgages processed	12,572	12,112	13,000	12,740
• Deeds processed	8,317	8,635	9,000	8,820
• Plats recorded	62	52	60	60
• Document reproductions (onsite/website)	118,786	122,477	120,000	123,000
• New taxation parcels created	1,274	804	1,375	1,025
• Tract Index website customers (average)	126	136	140	140
<b>Elections</b>				
• Number of registered voters	159,464	158,347	160,000	160,000
• Voter turnout during countywide elections	84.2%	N/A	75%	N/A
• Total votes counted – General Election	145,053	N/A	120,000	N/A
• Total accepted absentee ballots – General Election	35,756	N/A	36,000	N/A
<b>License &amp; Service Center Transactions</b>				
• Forest Lake License & Service Center	93,226	92,974	93,000	93,000
• Stillwater License Center	78,485	78,732	78,000	78,000
• Woodbury License & Service Center	125,295	122,287	125,000	125,000
• Cottage Grove Service Center	6,018	6,854	6,500	6,500

**PROPERTY RECORDS AND TAXPAYER SERVICES**

**2019**

**Key Challenges**

Among the key challenges impacting the Property Records and Taxpayer Services Department in 2019 are:

- Ongoing legislative changes to state property tax, assessment, election and licensing statutes impact department staff, systems and services creating challenges and opportunities within the department.
- Modifications to Assessor licensing requirements that increased the required continuing education hours for each level of licensing are leading to a rise in direct and indirect training costs.
- Population growth and residential development within the county are increasing the number of homestead applications submitted each year creating pressure on existing staff resources. Implementation of an online homestead application will allow individuals to apply for homestead online and improve operational efficiency.
- Tax court requirements, civil and data privacy court challenges, and changing deadlines are resulting in more complex and intense tax appeals requiring additional resources and expertise.
- Retirements of long-tenured staff continue to create both opportunities and gaps that must be identified to ensure quality service and mitigate risk.
- Inadequate workspace for staff and lobby space for customers at the Woodbury Service Center and Stillwater License Center is creating congestion and impacting efficiency.
- State of Minnesota vehicle and driver licensing software and operational requirements are putting extraordinary pressure on existing staff resources causing extended wait times for customers, creating a high stress environment and leading to increased staff turnover.
- Inadequate fee apportionment by the state legislature for licensing services is creating an increased need for levy funding within the department.
- Evaluation of point-of-sale cashiering system for the payment of online customer services and recording fees will change service delivery and business processes.
- Implementation of optical character recognition and robotic process automation technology available within the new document image and storage system for real property document recording.
- Planning and developing business processes for the March 2020 Presidential Primary Election while final legislation and open source software (OSS) rulemaking are still underway, leaving specific requirements unknown.
- Dynamic Department of Revenue reporting (PRISM) requirements resulting in tax system programming changes.
- Evaluation of election equipment ballot marking options in compliance with state law and the federal Help America Vote Act (HAVA) accessibility requirements prior to the August 2019 state deadline for the use of awarded grant funding.
- Real estate market fluctuations and parcel growth create inconsistent expansion in workload and service needs.

# WASHINGTON COUNTY

## Public Safety

*Total Full-Time Employees: 399.80*

**Attorney**

**51.00 FTEs**

**Community  
Corrections**

**88.80 FTEs**

**Sheriff**

*(includes Public Safety Radio)*

**260.00 FTEs**

## **PUBLIC SAFETY ASSIGNED SERVICES AND FUNCTIONS**

### **ATTORNEY**

#### ***Civil***

- Administrative Appeals and Opinions
- Child Support/Paternity Actions
- Civil Actions
- Commitments
- Condemnations
- Contract Reviews
- Estates
- Forfeiture Actions
- Land Use
- Legal Advisor to County Board and Departments
- Legal Opinions
- Real Estate Tax Appeals
- Training
- Vulnerable Adult Protection/Guardianships

#### ***Criminal***

- Adult Prosecution
- Diversion Program
- Emergency Funds
- Training
- Veterans Program
- Victim Assistance
- Witness Facilitation

#### ***Juvenile***

- Child Protection
- Diversion Program
- Juvenile Prosecution
- Training
- Truancy Program

### **COMMUNITY CORRECTIONS**

#### ***Adult and Juvenile Probation Supervision***

- Diversion
- Domestic Violence
- Dosage
- Enhanced
- Gender Specific
- Low-Risk Monitoring
- Sex Offender
- Supervised Release/Parole
- Traditional

#### ***Adult Intake***

- Bail Evaluation
- Pre-Sentence Investigation
- Pre-Trial Conditional Release Supervision

#### ***Programming***

- Community Options Program (Adolescent Drug/Alcohol Intervention)
- Groups to Address Criminal Thinking and Behavior
- Multi-Systemic Therapy (In-Home Family Counseling)
- Offender Recovery Program (Adult Chemically Dependent Offenders)
- Re-Entry Assistance Programming
- Repeat DWI Offender Program
- Sentence To Service Work Crews

### **SHERIFF**

#### ***Investigation***

- Computer Forensics/Analytics
- Drug Task Force
- East Metro Sex Trafficking Task Force
- Welfare Fraud
- General Investigation
- School Resource Officer
- Special Investigations Unit

#### ***Jail***

- Adult/Juvenile Detention
- Jail Programs
- Transports
- Jail Records/Property
- Inmate Program Volunteers

#### ***Patrol***

- Community Engagement Unit
- Contract Policing with Cities
- Crime Prevention
- DARE
- General Patrol
- K-9 Unit

#### ***Public Safety Systems***

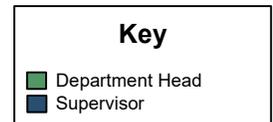
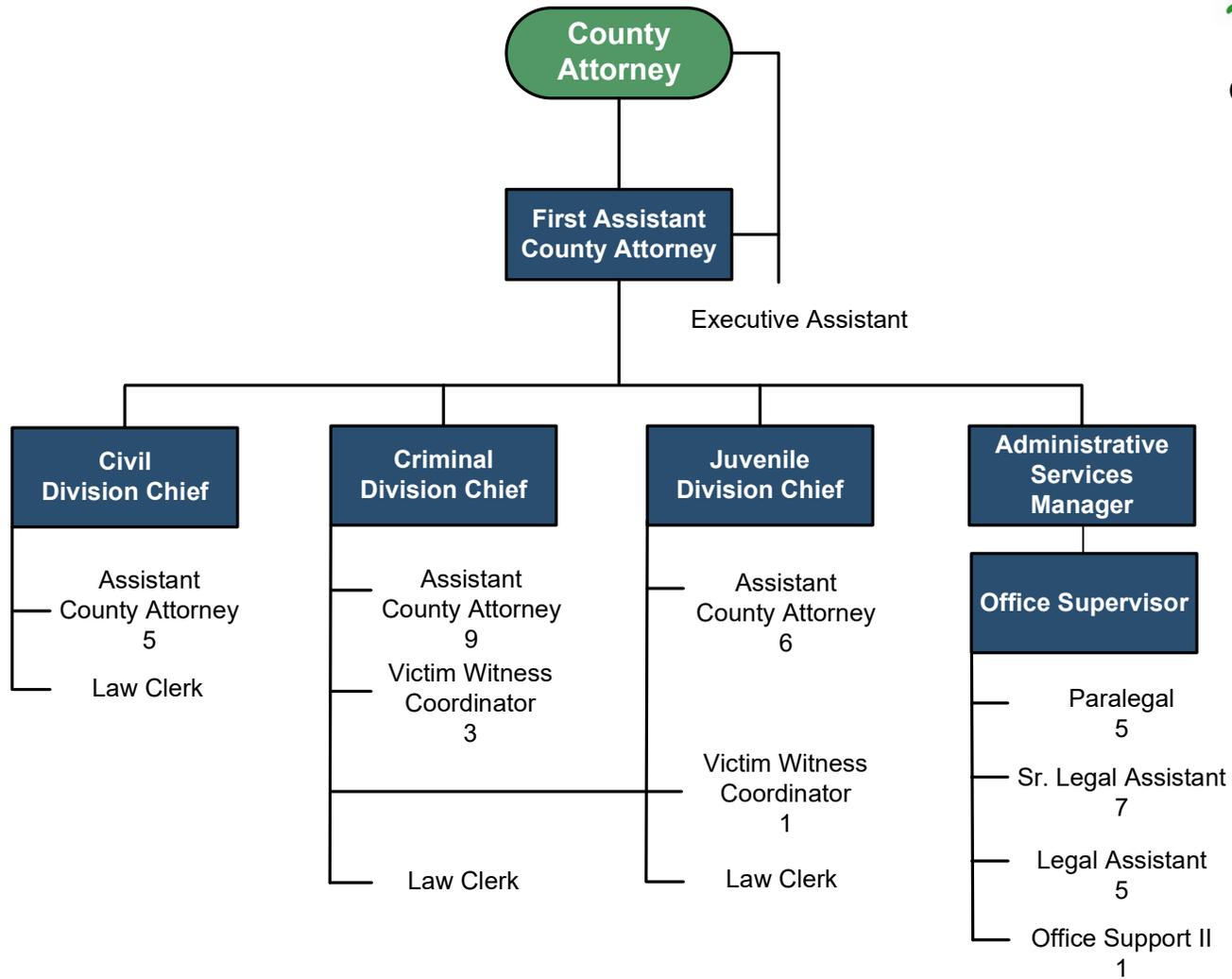
- Public Safety Communications/800 MHz
- Public Safety Records Management

#### ***Special Projects***

- Chaplain Corps
- Court Security
- Mounted Patrol
- Water, Parks and Trails/Reserves
- Water Recovery

#### ***Special Services***

- Civil Process
- Emergency Management
- Gun Permits
- Evidence/Recovered Property



**ATTORNEY**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

**Non-Levy Revenues:** Slight increase is related to Recycling & Energy Board (Resource Recovery) billing as well as forfeiture increases due in large part to the Major Crimes unit. Also included under non-levy revenues are the victim witness state grant, motor vehicle state grant, Department of Corrections prosecution joint powers agreement, Department of Corrections prison commitments billing, Community Services IV-D (child support), and discovery payments.

**EXPENDITURES:**

**Client/Citizen Related Support:** None

**Personnel Services:** Changes in personnel costs are directly related to union negotiations and labor settlements. Includes new 1.0 FTE.

**Services and Charges:** Increase in large part due to continued law clerk initiatives as well as increases in dues and memberships costs, consulting, transportation and lease of facilities.

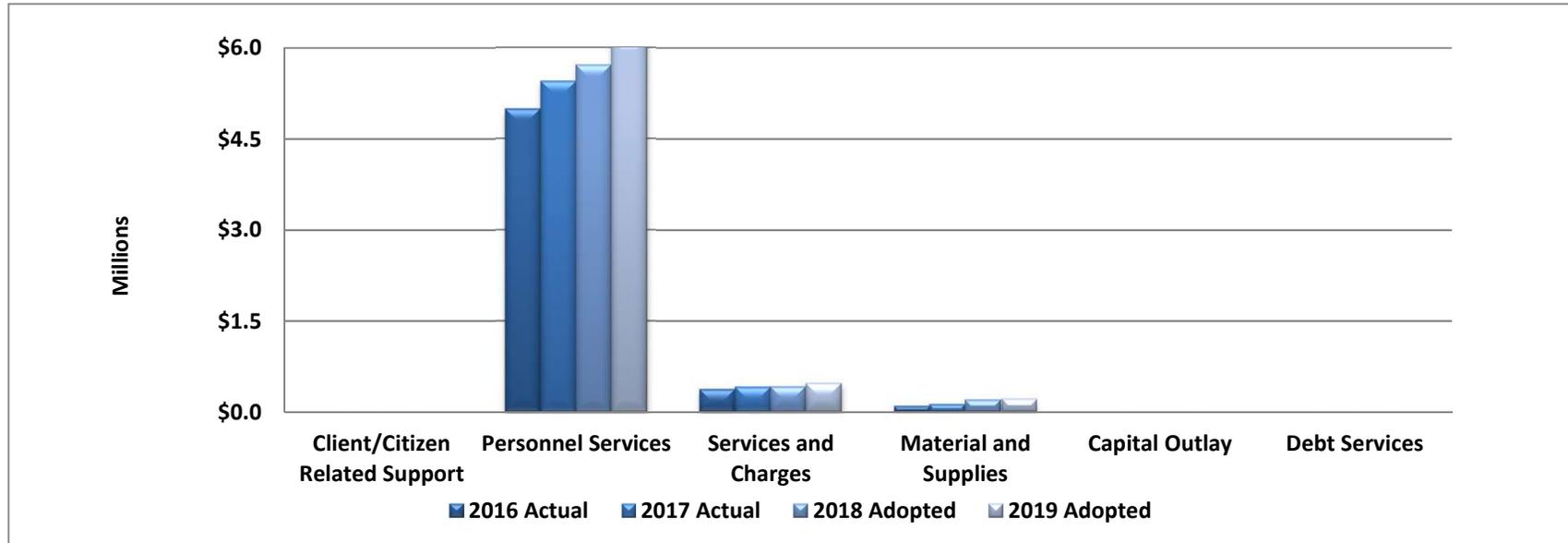
**Materials and Supplies:** Increase is related to annual software license agreements including LENS, Westlaw and Adobe, server costs, technology costs, and general office supplies.

**Capital Outlay:** None

**Debt Services:** None

**Other Financing Uses:** None

### County Attorney Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$4,844,000	\$5,149,000	\$5,613,900	\$6,051,900	\$438,000	7.80%
Non-Levy Revenue	\$783,500	\$1,073,400	\$723,000	\$776,000	\$53,000	7.33%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$5,627,500</b>	<b>\$6,222,400</b>	<b>\$6,336,900</b>	<b>\$6,827,900</b>	<b>\$491,000</b>	<b>7.75%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$4,998,800	\$5,453,200	\$5,718,000	\$6,142,000	\$424,000	7.42%
Services and Charges	\$379,300	\$416,900	\$422,500	\$472,700	\$50,200	11.88%
Material and Supplies	\$95,500	\$124,300	\$196,400	\$213,200	\$16,800	8.55%
<b>Subtotal Operating Expenditures</b>	<b>\$5,473,600</b>	<b>\$5,994,400</b>	<b>\$6,336,900</b>	<b>\$6,827,900</b>	<b>\$491,000</b>	<b>7.75%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$5,473,600</b>	<b>\$5,994,400</b>	<b>\$6,336,900</b>	<b>\$6,827,900</b>	<b>\$491,000</b>	<b>7.75%</b>
Fund Balance Incr/(Decr)	\$153,900	\$228,000	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>48.00</b>	<b>48.00</b>	<b>50.00</b>	<b>51.00</b>	<b>1.00</b>	<b>2.00%</b>

Numbers rounded to nearest hundred

<b>ATTORNEY</b>				
<b>2019</b>				
<b>Summary Cost of Major Programs</b>				
<b>Major Programs &amp; Examples of Services</b>	<b>2019 Budget</b>	<b>2019 Funding Sources (by % of Total Funding)</b>		
		<b>Levy</b>	<b>Fees</b>	<b>Other</b>
<b>Administrative</b> <ul style="list-style-type: none"> <li>• Support for the County Attorney’s Office and related programs</li> </ul>	\$ 808,900	100 %	0 %	0 %
<b>Civil</b> <ul style="list-style-type: none"> <li>• Infectious disease surveillance, investigation, and interventions</li> <li>• Immunizations for uninsured or underinsured</li> <li>• Food protection, lodging inspections, mobile home park, recreational camping area, public pools</li> <li>• Community sanitation</li> </ul>	\$ 1,505,900	67 %	33 %	0 %
<b>Criminal</b> <ul style="list-style-type: none"> <li>• Individual sewage and septic system permits, inspections and treatment</li> <li>• Solid and hazardous waste regulation/licensing</li> <li>• Environmental Center for household hazardous waste</li> <li>• Groundwater protection, wastewater treatment system maintenance</li> </ul>	\$ 2,936,000	91 %	0 %	9 %
<b>Juvenile</b> <ul style="list-style-type: none"> <li>• Family home visits</li> <li>• Early Intervention Network, Child &amp; Teen Checkup Program, WIC</li> </ul>	\$ 1,577,100	100 %	0 %	0 %

**ATTORNEY  
Civil**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To initiate, within the fiscal year of referral, legal action in those instances where attempts at medical assistance (MA) reimbursements by other than legal means have proven unsuccessful.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** To act upon all medical assistance reimbursement referrals by instituting proper legal action within the fiscal year of the submission of the referral.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of MA reimbursement claims acted on within the year referred	100%	100%	100%	100%
Percentage of MA reimbursement claims collected within the year opened	68%	86%	87%	87%
Percentage of MA reimbursement payments versus claim amounts	99%	59%	63%	63%

**SUMMARY and ANALYSIS**

The performance measured on this form reports on the percentage of claims in which legal action was commenced by the Attorney’s office during the fiscal year as a function of the number of cases referred, and the amount of money collected as a function of the actual amount of reimbursement owed. In the past, Community Services was only able to collect approximately 25 percent of the reimbursable amount owed. After collaborating with the County Attorney’s civil division, collection efforts have seen an uptick in the amounts recovered. This was due to the fact that the County Attorney was able to “open the courthouse door” to the County’s collection efforts. Looking at the 2019 projection, the percentage collected looks to remain near 60 percent and above. Some challenges faced include the amount available to collect from estates, as well as the fact that some payments will continue to be paid over the course of multiple years instead of in a lump sum.

**ATTORNEY  
Criminal**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To enhance public safety by providing timely prosecutorial decisions regarding crimes committed within the county.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** Decisions on whether to charge an adult suspect with a crime committed within Washington County will be made within five days after receiving the referral.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of adult criminal charging decisions made within 5 days of submission	68%	70%	71%	73%
Percentage of adult criminal charging decisions made within 7 days of submission	73%	76%	77%	77.5%
Percentage of adult criminal charging decisions made within 14 days of submission	84%	86%	87%	87.5%

**SUMMARY and ANALYSIS**

Studies have historically shown that prosecutions are much more effective, efficient, and successful the sooner they are charged in relation to when the event being prosecuted occurred. Not only are they more successful, but prosecutions handled quickly also better serve the victims of crime, as well as the community as a whole. Public safety is, therefore, the beneficiary of more timely prosecutorial decision-making.

The number of days in which the initial determination of whether to issue charges, return to law enforcement for further investigation, or decline charges altogether, continue to improve. Meeting this goal enhances public safety by providing timely prosecutorial decisions for crimes committed within the county. The percentage rate of meeting the performance objective of determining a charging decision within five days is also increasing. The percentage of cases charged within seven and/or fourteen days has increased as well.

**ATTORNEY  
Juvenile**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To enhance public safety by providing timely prosecutorial decisions regarding offenses committed within the county.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** Decisions on whether to petition a juvenile offender or refer the juvenile to the diversion program for an alleged offense committed in Washington County will be made within 7 – 14 days after receiving the referral.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of juvenile criminal charging decisions made within 5 days of submission	36%	37%	37%	37.5%
Percentage of juvenile criminal charging decisions made within 7 days of submission	48%	56%	57%	58%
Percentage of juvenile criminal charging decisions made within 14 days of submission	71%	83%	83%	84%

**SUMMARY and ANALYSIS**

The percentage of cases charged within the five and 14-day time period has continued to increase slightly over the past few years, getting closer to the performance objective of making a charging decision within the expected timeframe. In order to handle the increase in child protection referrals that the department has witnessed in the past few years, an additional attorney was added, which helped in distributing the caseload in a more manageable manner. All members of the juvenile division team have collaborated to make every effort to keep the charging decisions timely. As staff adjusts to the new normal, charging decisions will continue to increase in efficiency and timeliness.

**ATTORNEY  
Civil**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Child Support Establishment and Enforcement Cases	1,403	1,185	1,401	1,400
Paternity Cases	102	126	130	133
Real Estate Tax Appeal Cases	152	116	102	100
Commitments Processed	182	170	171	175
Administrative Appeals	31	23	27	34
Contract Reviews	653	620	650	653
Forfeitures	195	211	205	210
Data Practices	63	74	88	100
Estates	299	310	300	300

**ATTORNEY  
Criminal**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Felony Complaints	1,009	1,135	1,300	1,450
Gross Misdemeanor Complaints	69	187	200	135
Misdemeanor Complaints	5	8	10	13
Misdemeanor Citations	197	212	237	240
Prosecutions Declined	390	385	390	400
Number of individual victims of adult crimes	815	1,185	1,250	1,320
Number of entity victims of adult crimes	182	219	240	245

**ATTORNEY  
Juvenile**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Juvenile				
• Referrals	2,060	1,978	1,985	2,000
• Cases diverted	344	324	330	340
• Cases not prosecuted	68	80	82	80
• Child protection referrals	187	175	180	182
○ Children in need of protective services cases	72	70	72	71
○ Termination of parental rights cases	22	23	24	24
○ Transfer of permanent legal custody cases	10	12	14	14
○ Other Permanency Cases	10	8	9	9
• Truancy				
○ Letters	413	481	485	487
○ Diversion contracts	116	128	130	131
○ Petitions	29	29	29	30
Number of individual victims of crimes	344	317	330	331
Number of entity victims of crimes	92	92	92	93

**ATTORNEY  
Civil****2019****Key Challenges**

Among the key challenges impacting the Civil Division of the County Attorney's Office in 2019 are:

- The constant evolution of the county from rural idyllic to burgeoning urban complex will keep the civil division occupied, harmonizing the convergence of a growing workload with a static number of attorneys.
- With growth comes the need for transportation, and Public Works is doing well addressing the imperative by embarking on a number of propitious projects which run the gamut from upgrading roadways to planning transit-ways. Although Public Works is tasked with the "heavy lifting", these projects give birth to manifold legal work. There are agreements with contractors to be reviewed and edited, cooperative agreements with cities and towns to shepherd, and joint powers agreements to enact. In addition, there is land to appropriate either through purchase or condemnation.
- Another manifestation of growth is the increase of county regulatory responsibilities brought about not only through growth in populations, but also by the swelling number of mandates imposed upon the county by the state. This has necessitated and will continue to oblige the county to continuously update old/enact new ordinances to meet its regulatory responsibilities. The civil division is in close collaboration with a number of departments in guiding it through the legal requirements of ordinance drafting, which attends the more familiar technical aspects of the ordinance process.
- The foregoing narrative merely touches on a fraction of the challenges that the civil division anticipates in 2019. Realistically, the biggest challenges facing the civil division every year are the many duties of the division, and the ebbs and flows that manifest from its multiple responsibilities. Suffice it to say, as in times past, the civil division will meet whatever challenges arise in 2019.

**ATTORNEY  
Criminal**

**2019**

**Key Challenges**

Among the key challenges impacting the Criminal Division of the County Attorney’s Office in 2019 are:

- Cases pending decision on whether to charge, decline charges, or refer investigation have hovered at seven to nine days, on average, from their receipt into the office. This effort ensures not only a more effective prosecution, but a more timely delivery of criminal justice system services to the victim and public at large.
- Minimizing the number of cases set for jury calendar remains a prime focus. Early resolution of non-violent offenses and offenders and first-time offenders ensures that those cases do not appear on the jury calendar. Focusing on violent, career, and complex cases, and properly preparing them, has actually increased the number of cases going to trial. Of particular note is the office enforcement of its policy that on the date of trial there is no plea negotiation. Should a defendant want to avoid trial on the date of the jury trial, they must enter a straight plea where the state is free to argue whatever it deems appropriate at sentencing. As a result, the criminal division trials average three per month.
- Possessors of small amounts of controlled substances are being handled differently than in the past, as a result of the office creating a diversion program that targets those addicted to controlled substances. Knee-jerk incarceration of possessors of small amounts of controlled substances does nothing to attack or treat the underlying problem, namely, addiction. The diversion program, with the support and cooperation of Community Corrections, seeks to deal with the underlying problem through treatment and increased supervision.
- The East Metro Human Trafficking Unit, a part of the Criminal Division of the County Attorney’s Office, has become nationally renowned. As a result, it is engaged in hosting training for those agencies just beginning enforcement activity on juvenile sex trafficking. The focus is on agencies from the state, the nation, and numerous foreign countries that have sought this unit’s expertise. This training occurs while the unit, consisting of a prosecutor, an analyst, and four sworn police personnel, continues its aggressive, victim-centered investigation and prosecution of those involved in the trafficking of juveniles.

**ATTORNEY  
Criminal**

**2019**

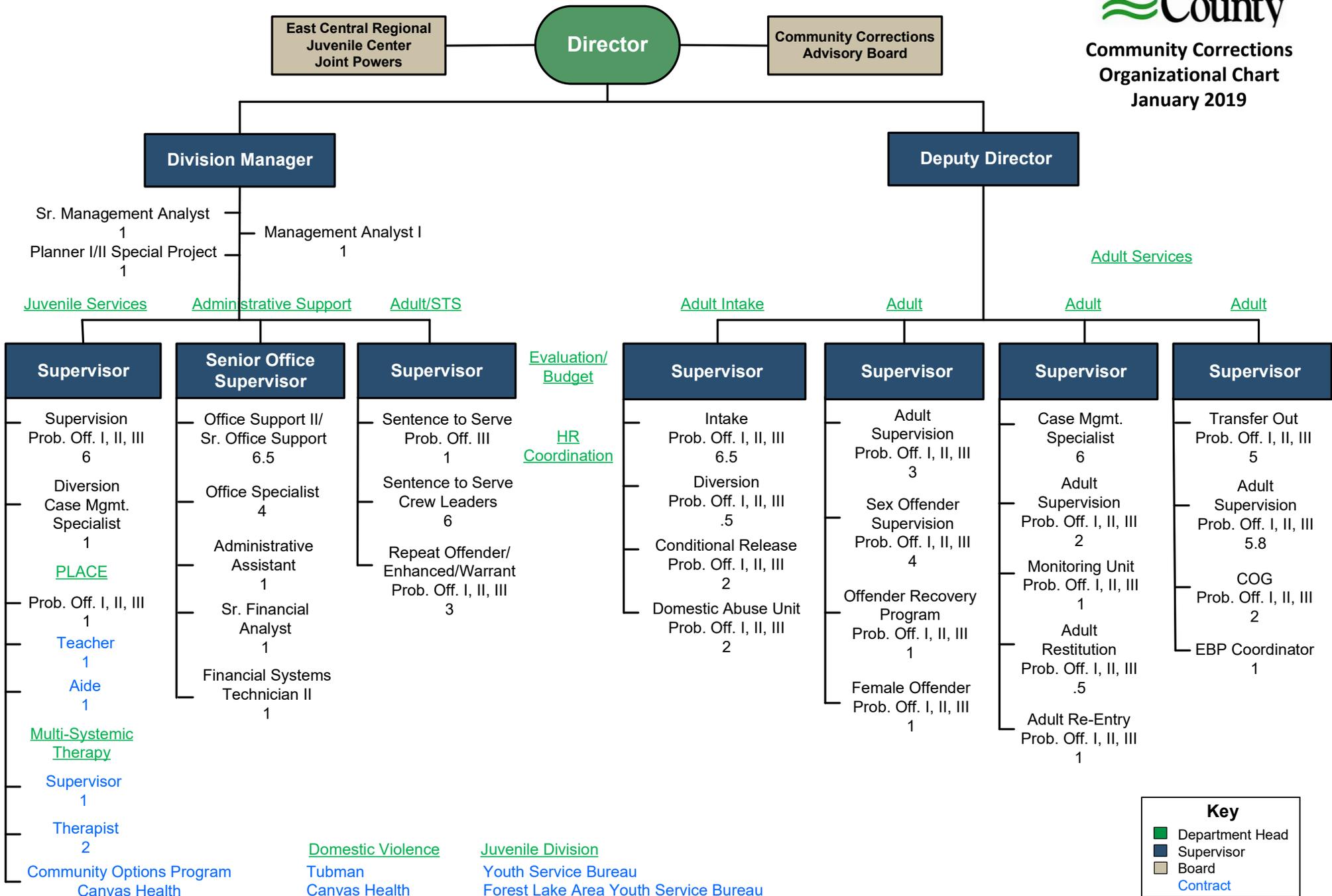
**Key Challenges (continued)**

- The criminal division has also continued to provide extensive training to local police agencies and to the Washington County Sheriff’s Office. After surveying law enforcement for their needs, quarterly police training is held. This typically involved a three-hour day class and three-hour evening class in order to make the training available to all shifts of police. The training has become very popular with law enforcement.
  - The value of providing police training to law enforcement agencies can be measured in the quality of the cases presented to the office for prosecution. Additionally, it serves to strengthen the department’s relationships with all law enforcement departments and their individual officers. Police training has been provided to over 7,400 police officer and citizen attendees from all around the state. These classes have resulted in fewer cases being declined for prosecution due to elements of the crime not being able to be proven, to stronger and more targeted efforts in prosecution of violent crimes and targeted criminal prosecution.
  - In addition to offering regularly scheduled law enforcement training, this office offers prosecutor training, both in-office and statewide. Prosecutors from the office have provided almost three hundred hours of prosecutor training to over 1,200 prosecutors.
- Referral numbers have increased dramatically, and is expected to continue increasing throughout 2019. With the increase in referrals also comes an increase in complaints, as well as citations. Felony and gross misdemeanor complaints have also increased, as have citations.
- County attorneys’ offices throughout the state have an understanding with each other to handle the other’s cases where a conflict of interest occurs. The Washington County Attorney’s Office continues to handle cases for other offices.

**ATTORNEY  
Juvenile****2019****Key Challenges**

Among the key challenges impacting the Juvenile Division of the County Attorney's Office in 2019 are:

- The number of child protection case referrals has reached a level setting the “new normal” in terms of workload. In order to handle the increase, a new attorney was added to the Juvenile Division which helped in distributing the caseload in a more manageable manner. The Juvenile Division has also streamlined the handling of certain categories of referrals so that those may be resolved more efficiently. As part of the caseload in 2017, the Juvenile Division handles Termination of Parental Rights trials and Transfer of Legal Custody trials. Those trials and appeals are very time consuming for the attorneys and support staff in the Juvenile Division - the attorneys work with Community Services to organize over a year's worth of information; the support staff assist the attorneys with pretrial documents and also with the lengthy proposed findings and orders that accompany those trials. It is expected that the coming years will reflect increasing referral numbers and workload.
- A couple of specific, case-related issues have had a significant impact on staff time, including a noticeable increase in child protection cases involving the Indian Child Welfare Act. That act imposes on the parties to a child protection case many specific obligations as they relate to tribal involvement. In order to be fully compliant with the Act, the Juvenile Division created new forms and procedures to assure that the requirements of the act are fully met. It has also been observed that these cases require a great amount of communication with the tribe involved on the child protection cases. The obligations from the Act, as well as the significant amount of time devoted to communication, has been considerable. There has also been a noticeable increase in cases where juvenile offenders have been found to be incompetent to assist in their defense. When that occurs, a process is set in motion where the juvenile offender and their parents access services to attain competency. The County Attorney's Office works with Community Services to assure those services are accessed by the family. If not, then a child protection petition can be filed in Juvenile court. The amount of time spent on this category of cases has also been noticeable in the Juvenile Division.



**COMMUNITY CORRECTIONS**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

**Non-Levy Revenues:** Slight increase due to Community Corrections Act Subsidy (CCA) grant as it is a budget year for the State of Minnesota, as well as a slight increase in total department fee revenue.

**EXPENDITURES:**

**Client/Citizen Related Support:** Client / Citizen Support expenditures were reduced to balance deficits in other areas of the budget.

**Personnel Services:** Changes in personnel costs are directly related to union negotiations and labor settlements. Includes new 3.0 FTEs.

**Services and Charges:** Electronic Monitoring expenditures have risen.

**Materials and Supplies:** The allocation for technology accounts for the increase in materials and supplies.

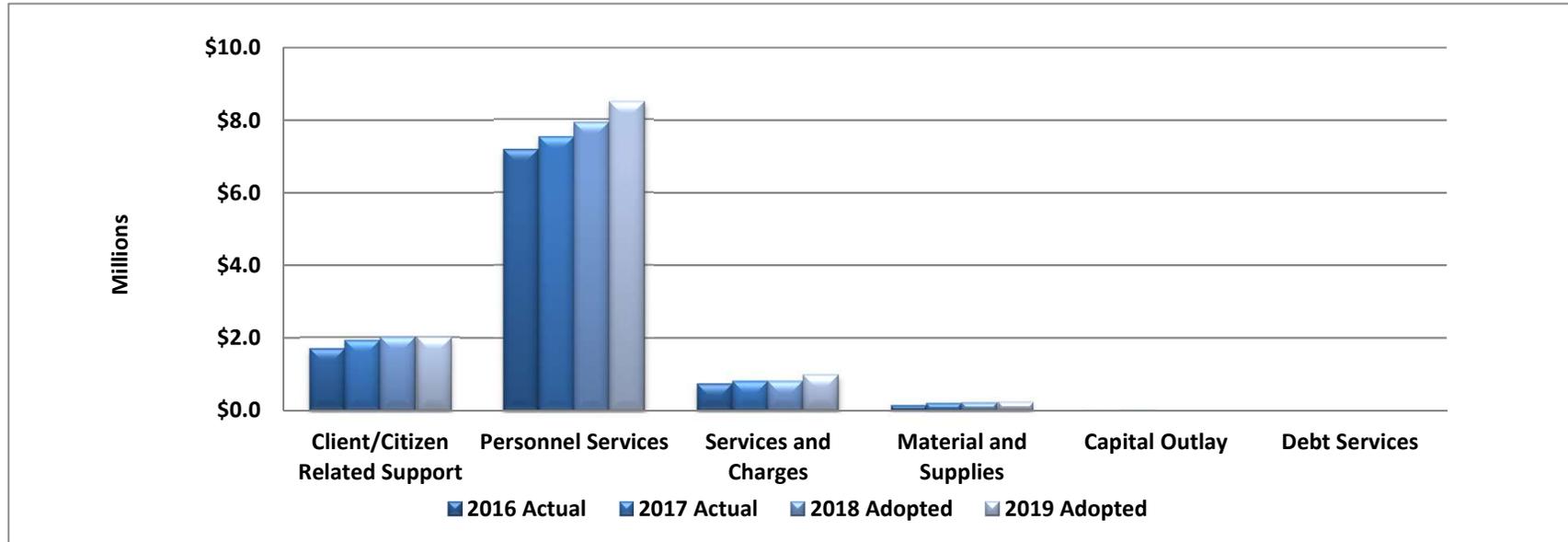
**Capital Outlay:** None

**Debt Services:** None

**Other Financing Uses:** None

## Community Corrections

### Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$7,201,900	\$7,569,400	\$7,763,900	\$8,419,600	\$655,700	8.45%
Non-Levy Revenue	\$3,022,100	\$3,100,300	\$3,218,700	\$3,293,900	\$75,200	2.34%
Other Financing Sources	\$0	\$0	\$0	\$10,000	\$10,000	0.00%
<b>Total Revenues</b>	<b>\$10,224,000</b>	<b>\$10,669,700</b>	<b>\$10,982,600</b>	<b>\$11,723,500</b>	<b>\$740,900</b>	<b>6.75%</b>
Client/Citizen Related Support	\$1,705,300	\$1,934,700	\$2,018,000	\$2,008,900	(\$9,100)	-0.45%
Personnel Services	\$7,186,800	\$7,541,800	\$7,935,200	\$8,503,500	\$568,300	7.16%
Services and Charges	\$738,600	\$805,400	\$811,800	\$976,400	\$164,600	20.28%
Material and Supplies	\$145,800	\$205,000	\$217,600	\$234,700	\$17,100	7.86%
<b>Subtotal Operating Expenditures</b>	<b>\$9,776,500</b>	<b>\$10,486,900</b>	<b>\$10,982,600</b>	<b>\$11,723,500</b>	<b>\$740,900</b>	<b>6.75%</b>
Capital Outlay	(\$2,300)	\$7,600	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$9,774,200</b>	<b>\$10,494,500</b>	<b>\$10,982,600</b>	<b>\$11,723,500</b>	<b>\$740,900</b>	<b>6.75%</b>
Fund Balance Incr/(Decr)	\$449,800	\$175,200	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>84.80</b>	<b>85.80</b>	<b>85.80</b>	<b>88.80</b>	<b>3.00</b>	<b>3.50%</b>

Numbers rounded to nearest hundred

<b>COMMUNITY CORRECTIONS</b>				
<b>2019</b>				
<b>Summary Cost of Major Programs</b>				
<b>Major Programs &amp; Examples of Services</b>	<b>2019 Budget</b>	<b>2019 Funding Sources (by % of Total Funding)</b>		
		<b>Levy</b>	<b>Fees</b>	<b>Other</b>
<b>Administrative</b> <ul style="list-style-type: none"> <li>Support for the Community Corrections Department and related programs</li> </ul>	\$ 938,500	67 %	0 %	33 %
<b>Monitoring</b> <ul style="list-style-type: none"> <li>Case management and monitoring activities of offenders</li> </ul>	\$ 623,700	88 %	0 %	12 %
<b>Court Services – Pre-Trial</b> <ul style="list-style-type: none"> <li>Pre-sentence investigations, bail evaluations, conditional releases</li> </ul>	\$ 1,995,000	62 %	0 %	38 %
<b>Programs</b> <i>Adult Programs</i> <ul style="list-style-type: none"> <li>Alternatives to incarceration: Diversion, Sentence-to-Serve (STS)</li> <li>Programs that address criminal thinking and behavior: Thinking for a Change for high-risk males, Moving On for high-risk females, Resources for the Underemployed and Determined Individual (RUDI) for the unemployed, Helping Women Recover for chemically dependent women</li> <li>Groups that address alcohol/chemical dependency: Driving With Care for repeat DWI offenders, Offender Recovery Program for chemically dependent offenders</li> </ul> <i>Juvenile Programs</i> <ul style="list-style-type: none"> <li>Alternatives to incarceration: Diversion, People Learning a Cooperative Existence (PLACE) for juveniles in day-treatment</li> <li>Programs that address criminal thinking and behavior: Multi-Systemic Therapy, Anger Regression Therapy for high-risk males, Intensive Family Treatment</li> <li>Groups that address chemical dependency: Community Options Program for chemically dependent juveniles, VOICES program for girls to identify and apply their power and voices</li> </ul>	\$ 2,432,800	96 %	0 %	4 %
<b>Supervision</b> <ul style="list-style-type: none"> <li>Adult, juvenile, and sex offender probation/parole supervision</li> </ul>	\$ 5,733,500	64 %	6 %	30 %

**COMMUNITY CORRECTIONS**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To protect the community.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** Eighty-five percent of adult felony-level probation clients will not commit a new felony-level offense within three years of discharge from probation supervision.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percent of adult felony-level probation clients not committing a new felony-level offense within three years of discharge from probation supervision	88%	85%	86%	86%

**SUMMARY and ANALYSIS**

Community Corrections' mission focuses on building safer communities. Departmental probation officers, in support of the mission, work with offenders to reduce their risk of committing future crimes. Measuring recidivism (conviction of a new criminal offense) helps the department gauge how successful it has been in reducing risk for those probationers it supervised. To be consistent with the state's probation outcomes, the department utilizes only felony-level offenses when measuring recidivism rates. The department tracks adult clients on probation for a felony level offense for three years from their probation discharge date.

For adult felony-level clients discharged from probation supervision in 2013 (the most current year available), the felony re-conviction rate within three years of the discharge date was 15 percent. That recidivism rate translates to 85 percent of adult clients not having an additional felony-level conviction within three years of their discharge from Community Corrections supervision. The 2017 rate was equal to the target recidivism rate of 85 percent, and the department expects to continue to meet or exceed the target rate.

**COMMUNITY CORRECTIONS**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To reduce the risk.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** Seventy percent of adult probationers will be employed at the time of their risks/needs reassessment.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Adult probationers employed at the time of risks/needs reassessment	71%	70%	70%	70%

**SUMMARY and ANALYSIS**

For adult probation clients, obtaining and maintaining employment are important factors in prosocial involvement in the community. Employment also reduces the risk of future criminal behavior. The department's probation officers utilize a variety of strategies and skill-building tools to assist clients with their employment related needs.

Community Corrections uses validated assessment tools to measure clients' risks and needs, including their employment status. The department re-administers assessments at regular intervals while clients are under supervision. Adult clients were reassessed 451 times during 2017. The rate of employment for adult clients at the time of reassessment was 70 percent in 2017, one percent lower than the 2016 rate, but still achieving the seventy percent target rate. The department expects to continue to meet its target employment rate.

**COMMUNITY CORRECTIONS**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To repair the harm.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** Eighty-five percent of victims with restitution orders from juvenile clients will receive restitution in full by the time the client is discharged from probation.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percent of victims with restitution orders from juvenile clients receiving restitution in full by the time the client is discharged from probation	86%	80%	85%	85%

**SUMMARY and ANALYSIS**

Client accountability demonstrated by making full monetary restitution to crime victims is a primary goal of the Community Corrections Department. Additionally, clients who fulfill their restitution obligations facilitate victim and community restoration. Of the 49 juvenile cases discharged from supervision in 2017 with a restitution order, restitution was paid in full in 39 cases at the time of discharge. The 80 percent repayment rate was lower than the 2016 repayment rate, and five percent lower than the department’s 85 percent target rate. The percentage reduction between the 2016 and 2017 repayment rates equates to about three fewer juveniles having their restitution paid in full at the time of discharge. The department expects increasing levels sufficient to meet its target restitution repayment rate.

<b>COMMUNITY CORRECTIONS</b>				
<b>2019</b>				
<b>Results and Accomplishments – OUTPUT MEASURES (How much did we do?)</b>				
<b>Description</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Projected</b>
<b>Supervision Results</b>				
• Probation Clients - Adult	5,291	5,563	5,600	5,650
• Probation Clients - Juvenile	424	463	465	470
• Supervised Release Clients - All	326	294	300	310
• Diversion Clients - Adults	163	254	260	275
• Diversion Clients - Juveniles	342	340	345	345
• Court Ordered Service Clients - All	670	501	500	500
• Level of Service Inventories (LS/CMI)	1,200	1,244	1,260	1,265
• Youth Level of Service/Case Management Inventories (YLS)	208	244	260	265
• Juvenile Placement Days	5,446	5,490	5,450	5,475
• Juvenile Placements	320	271	275	285
• Juvenile Placement Expenditures	\$928,664	\$1,138,829	\$1,075,766	\$1,100,000
<b>Community Programs Results</b>				
• Sentence-to-Service (STS) Clients	857	781	750	775
• STS Hours Worked	79,064	77,780	75,000	76,000
• STS Jail Days Saved - Number	9,883	9,723	9,375	9,500
• STS Jail Days Saved - Value	\$1,116,779	\$1,098,699	\$1,059,375	\$1,073,500
<b>Pre-Trial Results</b>				
• Conditional Release Clients - Adult	1,393	1,617	1,625	1,640
• Bail Evaluations	1,261	1,369	1,370	1,375
• Pre-sentence Investigations Completed	633	729	730	735
• Sentencing Worksheets Completed	850	849	850	850

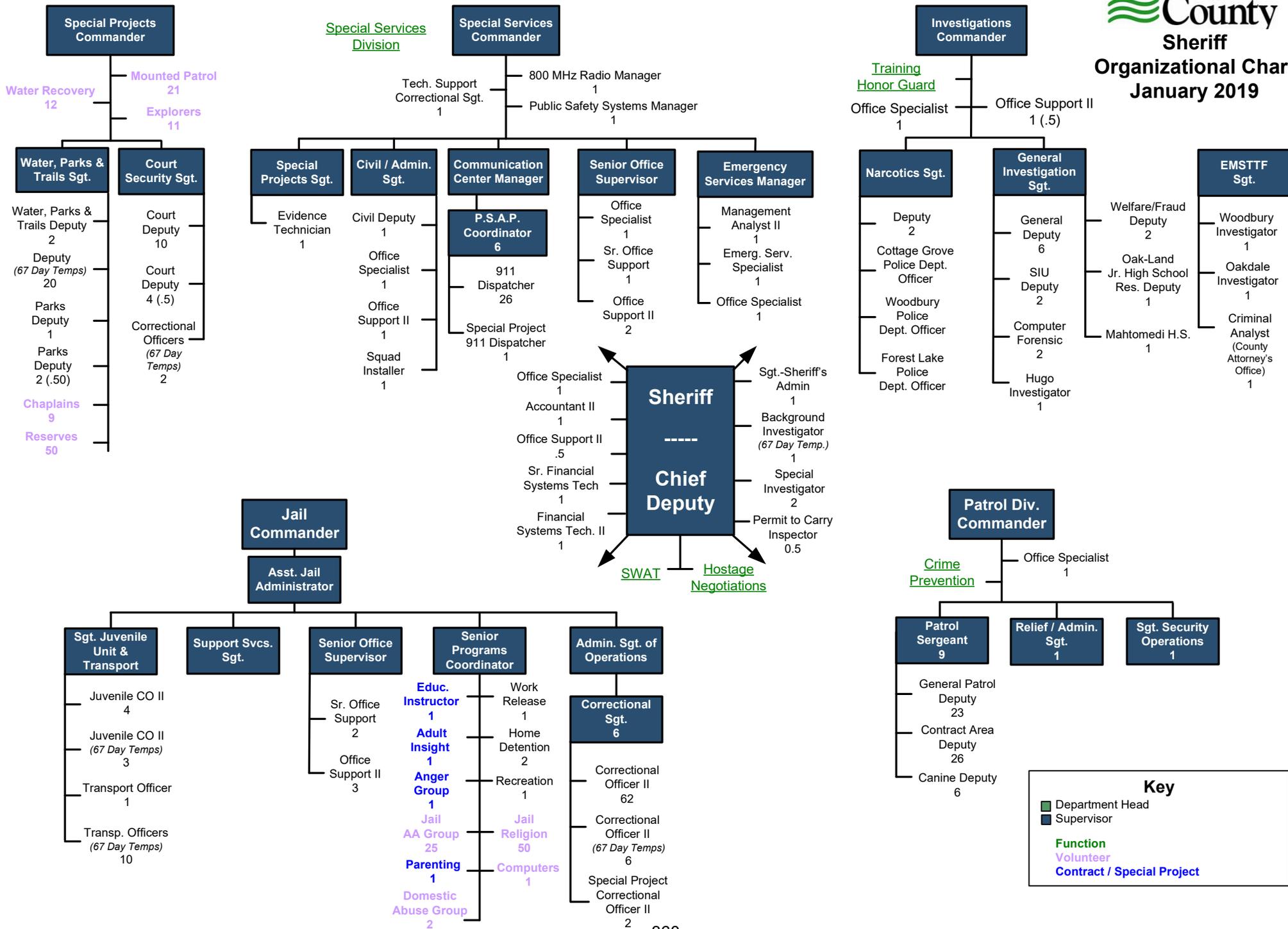
**COMMUNITY CORRECTIONS**

**2019**

**Key Challenges**

Among the key challenges impacting the Community Corrections Department in 2019 are:

- Managing judicial turnover on the Washington County Bench with three announced retirements and possibly a fourth in little more than one year. This is particularly important given the role judges play in adult sentencing and juvenile dispositions that rely on options paid for with county property taxes. These can include the use of the jail, Sentence to Service, electronic monitoring and other programs for adults, as well as juvenile out-of-home placements and community-based alternatives for delinquent youth.
- Adult
  - The sustained growth of pretrial services continues to put pressure on available community based resources.
  - High-risk clients have proven to be a challenge to engage in effective interventions.
  - Demand for risk reduction programming exceeds current capacity.
  - Sustained growth in critical workflow areas continue to strain the Administrative Support Unit.
- Juvenile
  - Cost of juvenile out-of-home placement per diems continue to rise.
  - Implementing recommendations for improvement from the Robert F. Kennedy Juvenile Justice Resource Center Probation System Review.



**SHERIFF**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

**Non-Levy Revenues:** Increases are related to the Toward Zero Deaths grant (federal grant) being budgeted in the adopted budget for the first time. In 2019 the new per capita fee structure will be implemented for the Public Safety System and there will be an increase to police contract revenues to offset rise in personnel costs. Lastly, Post Employment Retirement Association (PERA) Aid revenue is now budgeted in the Sheriff's Department.

**EXPENDITURES:**

**Client/Citizen Related Support:** There are several areas we continue to monitor and analyze such as inmate medical, SANE exams and Medical Examiner costs. We continue to look for ways to decrease those costs, however continue to realize increases. Our inmate GED program currently uses fund balance and we are working to identify a long term funding source.

**Personnel Services:** Changes in personnel costs are directly related to union negotiations and labor settlements. Including new 2.0 FTEs.

**Services and Charges:** Significant increases are related to software maintenance directly related to the Public Safety System (Tritech), as well as half of the costs for the portable radios upgrading occurring the following year.

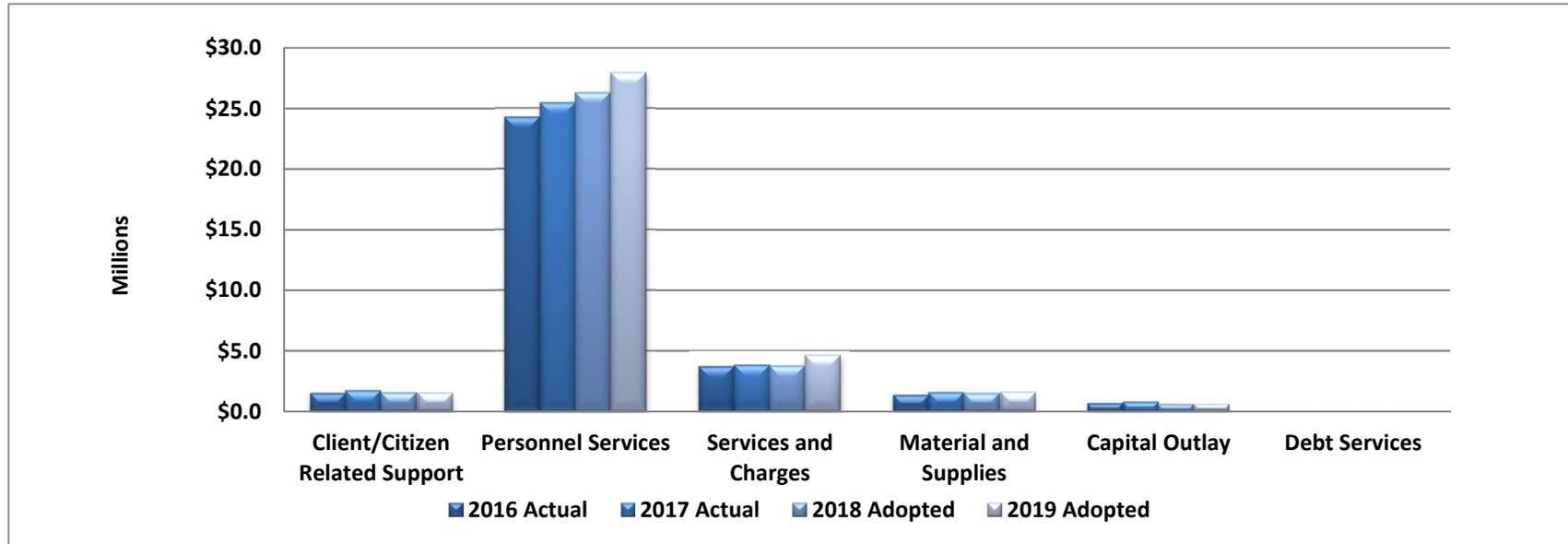
**Materials and Supplies:** Increases are related to the software licenses for the Public Safety System as well as increases in inmate canteen contracted services.

**Capital Outlay:** Slight increase in this area is due to vehicle cost increases when replacing squads and squad equipment.

**Debt Services:** None

**Other Financing Uses:** None

### Sheriff's Office Budget Summary

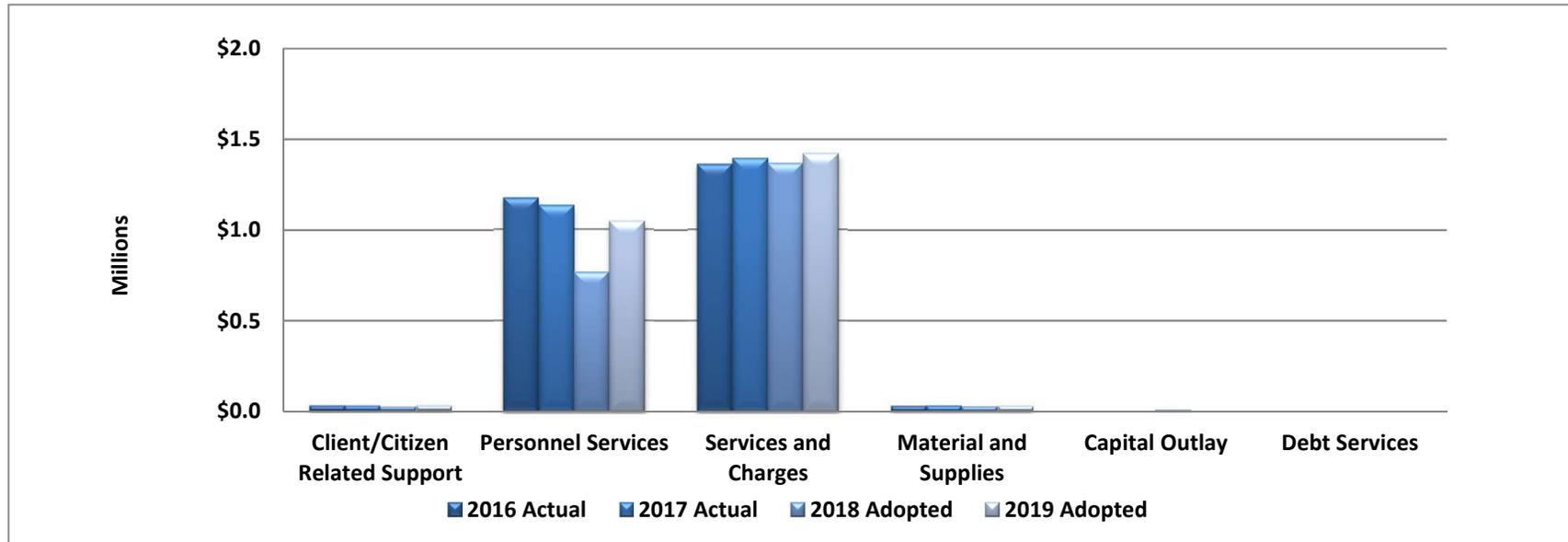


Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$24,111,800	\$24,153,700	\$25,794,100	\$27,130,700	\$1,336,600	5.18%
Non-Levy Revenue	\$8,172,700	\$8,452,100	\$7,831,400	\$8,764,200	\$932,800	11.91%
Other Financing Sources	\$0	\$0	\$0	\$269,200	\$269,200	0.00%
<b>Total Revenues</b>	<b>\$32,284,500</b>	<b>\$32,605,800</b>	<b>\$33,625,500</b>	<b>\$36,164,100</b>	<b>\$2,538,600</b>	<b>7.55%</b>
Client/Citizen Related Support	\$1,466,800	\$1,690,500	\$1,536,600	\$1,503,900	(\$32,700)	-2.13%
Personnel Services	\$24,314,100	\$25,498,300	\$26,329,600	\$27,962,000	\$1,632,400	6.20%
Services and Charges	\$3,696,500	\$3,825,400	\$3,746,500	\$4,636,000	\$889,500	23.74%
Material and Supplies	\$1,339,200	\$1,546,100	\$1,467,800	\$1,583,400	\$115,600	7.88%
<b>Subtotal Operating Expenditures</b>	<b>\$30,816,600</b>	<b>\$32,560,300</b>	<b>\$33,080,500</b>	<b>\$35,685,300</b>	<b>\$2,604,800</b>	<b>7.87%</b>
Capital Outlay	\$673,900	\$805,000	\$604,000	\$609,200	\$5,200	0.86%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$31,490,500</b>	<b>\$33,365,300</b>	<b>\$33,684,500</b>	<b>\$36,294,500</b>	<b>\$2,610,000</b>	<b>7.75%</b>
Fund Balance Incr/(Decr)	\$794,000	(\$759,500)	(\$59,000)	(\$130,400)	(\$71,400)	121.02%
<b>Adjusted FTEs</b>	<b>249.50</b>	<b>251.50</b>	<b>257.00</b>	<b>259.00</b>	<b>2.00</b>	<b>0.78%</b>

Numbers rounded to nearest hundred

<b>SHERIFF</b>				
<b>2019</b>				
<b>Summary Cost of Major Programs</b>				
<b>Major Programs &amp; Examples of Services</b>	<b>2019 Budget</b>	<b>2019 Funding Sources (by % of Total Funding)</b>		
		<b>Levy</b>	<b>Fees</b>	<b>Other</b>
<b>Administrative</b> <ul style="list-style-type: none"> <li>Support for the Sheriff's Office and related programs</li> </ul>	\$ 2,523,600	53 %	0 %	47 %
<b>Investigations</b> <ul style="list-style-type: none"> <li>Warrants, criminal investigations, welfare fraud prevention</li> <li>Narcotics Task Force</li> <li>Apprehension Team</li> <li>East Metro Violent Crime Enforcement Team (VCET) and Violent Offender Task Force (VOTF)</li> <li>Internet Crimes Against Children (ICAC) Task Force</li> </ul>	\$ 2,761,200	71 %	14 %	15 %
<b>Jail</b> <ul style="list-style-type: none"> <li>Adult &amp; juvenile detention services</li> <li>Jail alternative programs – work release, home detention</li> <li>Court ordered transports</li> </ul>	\$ 11,520,900	92 %	8 %	0 %
<b>Patrol</b> <ul style="list-style-type: none"> <li>General patrol; contract law enforcement; K-9 program</li> <li>School resource deputies</li> <li>Water, parks and trails patrol</li> </ul>	\$ 9,727,600	59 %	37 %	4 %
<b>Special Services</b> <ul style="list-style-type: none"> <li>911 Communications Center</li> <li>Civil process service; records</li> <li>Firearms permitting</li> </ul>	\$ 9,761,200	78 %	12 %	10 %
<b>Public Safety Radio System</b> <ul style="list-style-type: none"> <li>Voice radio and VHF fire department paging coverage</li> </ul>	\$ 831,600	0 %	78 %	22 %

### Administration Division Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$1,520,700	\$1,246,300	\$1,197,000	\$1,344,600	\$147,600	12.33%
Non-Levy Revenue	\$971,000	\$966,100	\$994,000	\$1,179,000	\$185,000	18.61%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$2,491,700</b>	<b>\$2,212,400</b>	<b>\$2,191,000</b>	<b>\$2,523,600</b>	<b>\$332,600</b>	<b>15.18%</b>
Client/Citizen Related Support	\$28,800	\$28,400	\$23,000	\$28,500	\$5,500	23.91%
Personnel Services	\$1,175,000	\$1,134,800	\$766,900	\$1,046,700	\$279,800	36.48%
Services and Charges	\$1,360,900	\$1,392,200	\$1,365,500	\$1,418,400	\$52,900	3.87%
Material and Supplies	\$31,500	\$32,400	\$27,600	\$30,000	\$2,400	8.70%
<b>Subtotal Operating Expenditures</b>	<b>\$2,596,200</b>	<b>\$2,587,800</b>	<b>\$2,183,000</b>	<b>\$2,523,600</b>	<b>\$340,600</b>	<b>15.60%</b>
Capital Outlay	\$0	\$0	\$8,000	\$0	(\$8,000)	-100.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$2,596,200</b>	<b>\$2,587,800</b>	<b>\$2,191,000</b>	<b>\$2,523,600</b>	<b>\$332,600</b>	<b>15.18%</b>
Fund Balance Incr/(Decr)	(\$104,500)	(\$375,400)	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**SHERIFF  
Administration**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To comply with firearm guidelines set forth by state statute.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** Permits to carry will be issued within 30 days and permits to purchase will be issued within seven days.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Permits to carry issued within 30 days	100%	100%	100%	100%
Permits to purchase issued within 7 days	100%	100%	100%	100%

**SUMMARY and ANALYSIS**

Permits to carry a handgun are processed by the Administration Division for any citizen who lives in the county. In addition, permits to carry a handgun are also issued to individuals who live out of state. Permits to purchase a handgun are processed by the Administration Division for any citizen that resides in an area that is not covered by a city law enforcement agency.

If the Administration Division fails to issue a permit to carry within 30 days or a permit to purchase within seven days, the permit is automatically issued even if their background would prevent the individual from obtaining the permit.

The Administration Division has experienced a slight downturn in the number of permit to purchase and permit to carry applications. This trend is being reported in all counties in the metro area and could be due to a recent change in federal legislative leadership. The Administration Division is now seeing a decrease from out of state permit to carry applications, specifically Wisconsin.

**SHERIFF  
Administration**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Firearms applications for Permit to Purchase/Acquire	739	613	583	600
Firearms applications for Permit to Carry	4,369	3,494	3,320	3,400

**SHERIFF  
Administration**

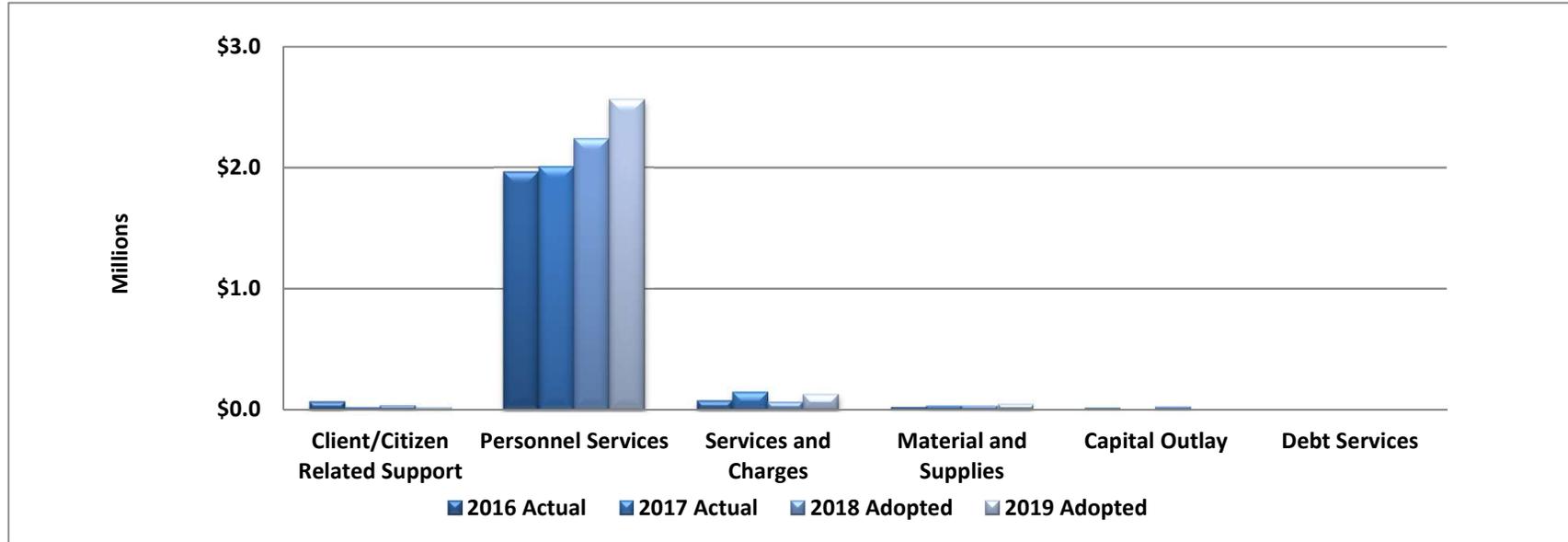
**2019**

**Key Challenges**

Among the key challenges impacting the Sheriff's Office Administration Division in 2019 are:

- Sheriff's Administration is responsible for managing the state mandated peace officer complaint process, conducting employee background checks on potential employees, assisting with background investigation services to other departments and agencies within the county, and handling citizens' permit to carry and purchase requests for Washington County.
- Sheriff's Administration to review existing policies to reflect current laws, policy, and procedure.
- Sheriff's Administration continues to review possible ways to increase diversity among its initial hires and in its promotional process.
- Sergeant of security operations is responsible for security policies at all county facilities, an employee training program, site assessments, recommending improvements, and ensuring protocols are in place to respond to issues and concerns that arise, as well as reviewing current policies and procedures with County Administration and Human Resources. There is an ever-increasing demand on the time of this full-time equivalent to include outside entities, like our school systems.

### Investigations Division Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$1,664,600	\$1,708,400	\$1,810,300	\$1,964,700	\$154,400	8.53%
Non-Levy Revenue	\$518,400	\$661,900	\$586,300	\$796,500	\$210,200	35.85%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$2,183,000</b>	<b>\$2,370,300</b>	<b>\$2,396,600</b>	<b>\$2,761,200</b>	<b>\$364,600</b>	<b>15.21%</b>
Client/Citizen Related Support	\$66,600	\$18,300	\$35,000	\$20,000	(\$15,000)	-42.86%
Personnel Services	\$1,967,700	\$2,011,100	\$2,241,900	\$2,564,500	\$322,600	14.39%
Services and Charges	\$78,300	\$147,100	\$65,300	\$129,600	\$64,300	98.47%
Material and Supplies	\$23,000	\$31,500	\$31,400	\$47,100	\$15,700	50.00%
<b>Subtotal Operating Expenditures</b>	<b>\$2,135,600</b>	<b>\$2,208,000</b>	<b>\$2,373,600</b>	<b>\$2,761,200</b>	<b>\$387,600</b>	<b>16.33%</b>
Capital Outlay	\$12,000	\$0	\$23,000	\$0	(\$23,000)	-100.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$2,147,600</b>	<b>\$2,208,000</b>	<b>\$2,396,600</b>	<b>\$2,761,200</b>	<b>\$364,600</b>	<b>15.21%</b>
Fund Balance Incr/(Decr)	\$35,400	\$162,300	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>17.50</b>	<b>17.50</b>	<b>21.50</b>	<b>21.50</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**SHERIFF  
Investigations**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To identify and respond to crime trends in the community utilizing professional investigative procedures.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** The clearance rate for all cases assigned to the Investigations Division will be 80 percent or higher.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of assigned cases cleared	83%	86%	86%	87%

**SUMMARY and ANALYSIS**

Cases that are assigned to the detectives of the Investigations Division are classified at the end of the investigation process as *cleared*, *exceptionally cleared*, *inactive*, *open*, or *unfounded*. The clearance rate is based on the total cases in the *cleared*, *exceptionally cleared*, and *unfounded* classifications compared to the total number of cases overall.

A brief summary of the classification of these cases is as follows:

- *Cleared:* An arrest was made, a citation was issued, formal charges were forwarded to the county/city attorney, or a complaint warrant was obtained.
- *Exceptionally Cleared:* An arrest could have been made but was not, a non-criminal death investigation, a diversion was requested, or returned runaways.
- *Inactivated:* All leads have been exhausted and not enough evidence exists for charging.
- *Open:* The case is still actively being investigated.
- *Unfounded:* The allegations were found to be unsubstantiated, untrue, or did not happen.

**SHERIFF  
Investigations**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Cases				
<ul style="list-style-type: none"> <li>Number of cases assigned</li> </ul>	1,752	1,943	1,764	1,700
<ul style="list-style-type: none"> <li>Number of cases cleared by arrest</li> </ul>	405	296	268	300
<ul style="list-style-type: none"> <li>Number of cases exceptionally cleared</li> </ul>	1,037	1,379	1,412	1,225
<ul style="list-style-type: none"> <li>Number of inactive cases</li> </ul>	155	132	76	125
<ul style="list-style-type: none"> <li>Number of unfounded cases</li> </ul>	45	64	46	50
Part I Crimes				
<ul style="list-style-type: none"> <li>Arson, auto theft, murder, robbery, rape, burglary, assault</li> </ul>	987	992	812	817
Part II Crimes				
<ul style="list-style-type: none"> <li>Driving under the influence, disorderly conduct, family/children, forgery, gambling, liquor laws, narcotics, traffic, vandalism, weapons</li> </ul>	3,524	3,492	3,168	3,250

**SHERIFF  
Investigations**

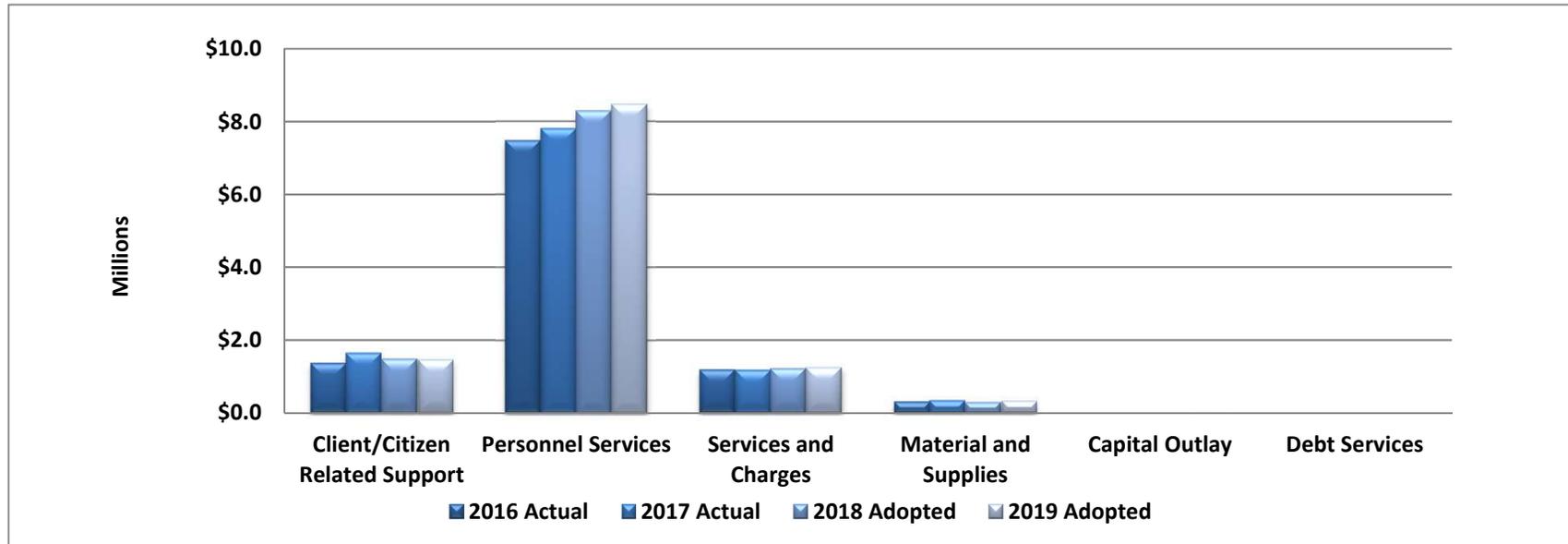
**2019**

**Key Challenges**

Among the key challenges impacting the Sheriff’s Office Investigations Division in 2019 are:

- General Investigations
  - Several new detectives joined the division in 2018. A key challenge will be in the training component to ensure all the new detectives are fully trained. Detectives also routinely fill in for staff shortages in other divisions.
  - Many crimes are primarily dealing with computers and smart phones, thus creating a greater need for training, equipment, and software in this particular area. A computer forensics lab meets the needs of the technology component of crimes committed, however, due to ever changing technology, continuous training for the forensic analysts is needed.
  
- Welfare Fraud
  - Fraud prevention investigation referrals continue to increase.
  - Administrative preparation for civil hearings has historically fallen on the detectives investigating welfare fraud. The fraud unit is working in conjunction with Community Services on the possibility of relieving some of those duties through a centralized fraud coordinator in Community Services.
  
- Minnesota Adult Abuse Reporting Center (MAARC)
  - Incoming reports need to be viewed within 24 hours of receipt. Forest Lake, Woodbury, and Cottage Grove handle MAARC reports within their agencies. The Sheriff’s Office is responsible for processing and forwarding all reports received to the appropriate agency, in addition to county reports that require staff time to conduct investigations.
  
- Human Trafficking
  - The Sheriff’s Office received a Minnesota Department of Public Safety grant for the purpose of combating human trafficking in Washington County. Part of the grant was used to assign a full-time investigative sergeant position to the newly formed East Metro Sex Trafficking Task Force (EMMSTF).
  - A challenge on the awareness front will include training for law enforcement regarding recognizing indicators of possible human trafficking within the scope of their daily duties.

### Jail Division Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$9,585,400	\$9,778,700	\$10,287,800	\$10,459,000	\$171,200	1.66%
Non-Levy Revenue	\$1,189,000	\$1,154,000	\$985,400	\$1,042,900	\$57,500	5.84%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$10,774,400</b>	<b>\$10,932,700</b>	<b>\$11,273,200</b>	<b>\$11,501,900</b>	<b>\$228,700</b>	<b>2.03%</b>
Client/Citizen Related Support	\$1,367,700	\$1,640,300	\$1,475,000	\$1,450,800	(\$24,200)	-1.64%
Personnel Services	\$7,489,800	\$7,823,800	\$8,303,700	\$8,487,100	\$183,400	2.21%
Services and Charges	\$1,188,900	\$1,179,500	\$1,222,000	\$1,246,700	\$24,700	2.02%
Material and Supplies	\$316,600	\$347,800	\$297,500	\$331,300	\$33,800	11.36%
<b>Subtotal Operating Expenditures</b>	<b>\$10,363,000</b>	<b>\$10,991,400</b>	<b>\$11,298,200</b>	<b>\$11,515,900</b>	<b>\$217,700</b>	<b>1.93%</b>
Capital Outlay	\$0	\$0	\$0	\$5,000	\$5,000	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$10,363,000</b>	<b>\$10,991,400</b>	<b>\$11,298,200</b>	<b>\$11,520,900</b>	<b>\$222,700</b>	<b>1.97%</b>
Fund Balance Incr/(Decr)	\$411,400	(\$58,700)	(\$25,000)	(\$19,000)	\$6,000	-24.00%
<b>Adjusted FTEs</b>	<b>87.50</b>	<b>88.50</b>	<b>87.50</b>	<b>87.50</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**SHERIFF  
Jail**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Facilitate a jail General Education Diploma (GED) program to help inmates become more successful re-integrating into society after incarceration.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** The number of inmates taking the GED tests and successfully obtaining their GED certificate will increase by ten percent each year.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Increase in GED exams taken	N/A	204%	10%	6%
Increase in GED certificates obtained	N/A	75%	14%	25%

**SUMMARY and ANALYSIS**

Studies from the National Institute of Justice have demonstrated that inmates with a GED have lower recidivism rates than those without a high school diploma or a GED certificate. Understanding that 97 percent of jail inmates will be released from custody, it is the county's obligation to offer inmates programs, resources, and re-entry services to help them become productive members of society. The program at Washington County was implemented in the fall of 2016, which is why the increases shown in 2017 are elevated.

GED certificates help inmates obtain gainful employment and keep them on successful paths. The Jail Division hired a teacher to work with the inmates four days a week, and jail program staff are used to proctor testing, which also reduces costs. The inmates do not have to pay for testing or certificates. The funding for this program comes from the Inmate Fund, which includes revenues received from inmate phone use and inmate commissary purchases.

**SHERIFF  
Jail**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Adult intake bookings	7,530	8,058	8,150	8,300
Prisoner transports performed	2,100	2,426	2,500	2,600
New warrants	5,000	5,583	5,600	5,700
Warrants cleared	5,500	6,142	6,150	6,250
Medical unit expenditures	\$886,424	\$1,113,875	\$1,050,000	\$925,000
Programs unit revenue	\$191,951	\$160,183	\$170,000	\$170,000
Lease rental revenue	\$407,054	\$407,536	\$350,000	\$250,000
General Education Development (GED) exams	42	128	130	140
GED certificates	8	14	25	30
Average daily inmate population	183	193	200	205

**SHERIFF  
Jail**

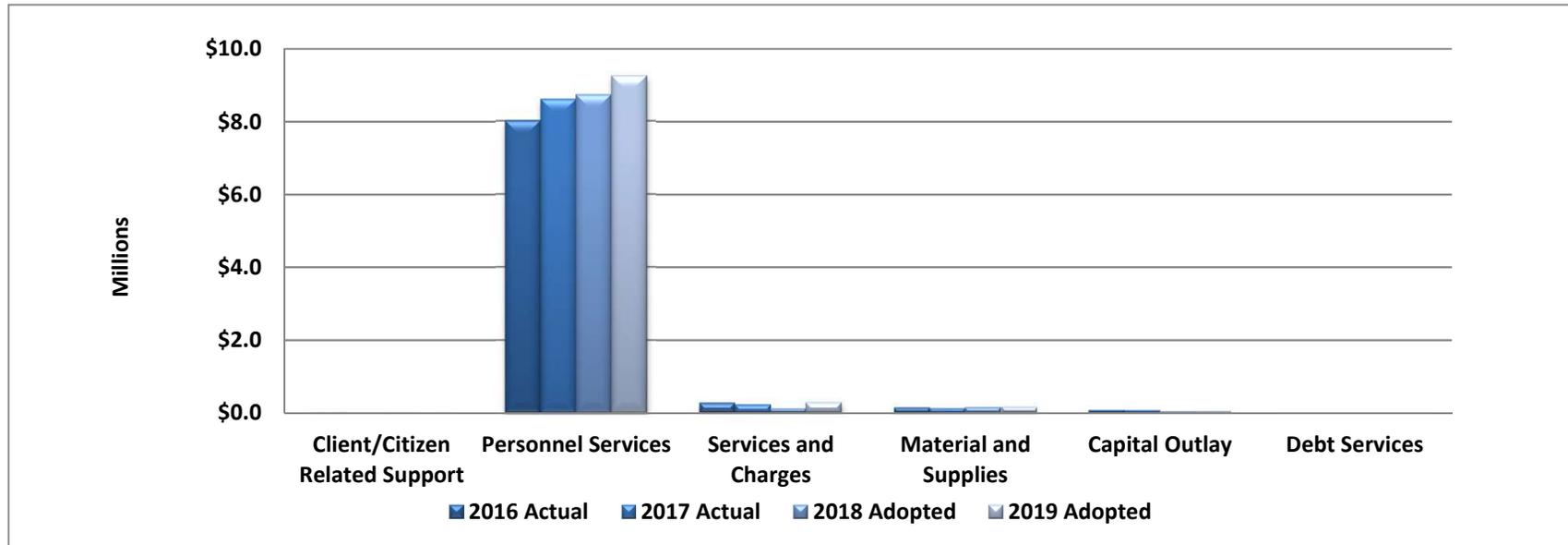
**2019**

**Key Challenges**

Among the key challenges impacting the Sheriff’s Office Jail Division in 2019 are:

- The jail inmate food service contract and the jail inmate phone service contract will expire in the fall of 2019. Both will require requests for proposal, demos, vendor awards, and new signed contracts. Both inmate phone and food service processes are very involved, not only in the everyday operations of the jail, but for debits and revenue as well. This means potential budget implications. There are numerous vendors in the market so Washington County will get excellent value no matter which vendor(s) are selected.
- With the record increase in jail bookings and average daily population comes an increase in mentally ill inmates being arrested and housed in the jail. The need for mental health services increases every year, while the number of available secure beds for the mentally ill does not increase. This equates to mild and severely mentally ill people staying in jail due to lack of available services and beds in the community. Mentally ill inmates being supervised by correctional officers, who are not trained mental health professionals, puts quite a strain on all jail division personnel and public health jail medical staff. Jail Administration and its community partners will need to come up with innovative ways to care for mentally ill inmates in custody.
- The Washington County jail will turn 26 years old in 2019. With a complex that runs 24/7/365, the building and furniture, fixtures, and equipment have the potential to show the wear and tear of a 75 year old complex. The jail is kept clean, sanitary and in good working order; however, the main work stations of the jail do not meet the ergonomics and efficiencies of modern day workstations. This makes inmate supervision more difficult and impedes the correctional officers from being as efficient and functional as they could be. The main workstations that need remodeling are Cluster 4, Cluster 2 and the property area behind the inmate counter. Working with Building Services to hire a consultant for this project will be the first step.
- In the next five years the Sheriff’s Office and County Administration need to discuss the eventual loss of jail rental revenue. Data has shown that each year the average daily population increases, transports also increase, as do bookings, to record numbers. Large numbers of rental inmates cannot be sustained when the need for Washington County inmate beds continues to increase. In addition, jail staffing has not increased since the jail opened in 1993. With more inmates, more job responsibilities, and the ever present increase in mentally ill inmates, the inmate rental revenue expectations need to be reduced.

### Patrol Division Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$4,807,700	\$4,839,200	\$5,463,200	\$5,788,400	\$325,200	5.95%
Non-Levy Revenue	\$3,423,300	\$3,662,200	\$3,563,600	\$3,920,000	\$356,400	10.00%
Other Financing Sources	\$0	\$0	\$0	\$19,200	\$19,200	0.00%
<b>Total Revenues</b>	<b>\$8,231,000</b>	<b>\$8,501,400</b>	<b>\$9,026,800</b>	<b>\$9,727,600</b>	<b>\$700,800</b>	<b>7.76%</b>
Client/Citizen Related Support	\$3,800	\$3,400	\$3,600	\$4,600	\$1,000	27.78%
Personnel Services	\$8,022,000	\$8,612,900	\$8,732,900	\$9,251,700	\$518,800	5.94%
Services and Charges	\$265,500	\$218,200	\$109,700	\$271,700	\$162,000	147.68%
Material and Supplies	\$148,700	\$123,000	\$155,600	\$161,100	\$5,500	3.53%
<b>Subtotal Operating Expenditures</b>	<b>\$8,440,000</b>	<b>\$8,957,500</b>	<b>\$9,001,800</b>	<b>\$9,689,100</b>	<b>\$687,300</b>	<b>7.64%</b>
Capital Outlay	\$67,700	\$62,000	\$29,000	\$38,500	\$9,500	32.76%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$8,507,700</b>	<b>\$9,019,500</b>	<b>\$9,030,800</b>	<b>\$9,727,600</b>	<b>\$696,800</b>	<b>7.72%</b>
Fund Balance Incr/(Decr)	(\$276,700)	(\$518,100)	(\$4,000)	\$0	\$4,000	-100.00%
<b>Adjusted FTEs</b>	<b>69.50</b>	<b>70.50</b>	<b>72.50</b>	<b>74.50</b>	<b>2.00</b>	<b>2.76%</b>

Numbers rounded to nearest hundred

2019

**SHERIFF  
Patrol  
Water, Parks & Trails Unit**

**Performance Measure (How well are we doing?)**

**Goal:** To identify and respond to crime trends in the community by utilizing professional patrol procedures.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** The percentage of boating safety hours spent on the water will be 75 percent or higher.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of boating safety hours spent on the water	73%	67%	75%	75%

**SUMMARY and ANALYSIS**

Deputies in the Water, Parks and Trails Unit monitor the parks and waterways within the county to ensure all citizens, visitors, and recreational users can enjoy a safe and family friendly experience. The greater the percentage of time deputies spend on the water, the more they can identify safety concerns, enforce boating laws, and initiate public education contacts. Law enforcement visibility also acts as a deterrent for irresponsible intoxicant use while boating.

The Water, Parks and Trails Unit is working toward its goal by replacing older equipment which requires time and effort to transport to repair facilities.

Deputies assigned to the Water, Parks and Trails Unit have attended and will continue to attend training that assists them with preventing and enforcing laws on water and land.

The Washington County Sheriff’s Office and the Washington County Parks Division work well together to prevent issues from occurring and resolve issues collaboratively when they do occur.

**SHERIFF  
Patrol**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Traffic citations issued	4,660	4,538	4,500	4,600
Arrests for driving under the influence (DUI), misdemeanors and felonies	312	341	350	350
Initial complaint reports (ICR's) (In 2019 the new system ICR's will be documented differently, which will significantly increasing the case numbers created)	47,674	46,617	47,000	150,000
K-9 calls for service (includes narcotics K9)	355	390	400	400

2019

**SHERIFF  
Patrol**

**Water, Parks & Trails Unit**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Enforcement				
• Public complaints	220	245	250	250
• Written warnings	727	655	675	700
• Arrests or summons	26	42	50	55
Thefts				
• Boats stolen	12	2	7	9
• Motors stolen	10	0	7	9
• Boats recovered	1	1	1	1
• Motors recovered	2	0	1	1
Search, Rescue and Recovery				
• Hours spent on search and rescue/recovery operations	152	237	254	300
• Number of search and rescue/recovery operations	15	16	16	20
Information and Education				
• Number of talks or classes given	14	11	25	25
• Number of displays	14	10	25	25
Rental Boat Inspections				
• Number of rental boats inspected	71	85	85	85
Permits Issued				
• Marine events	11	21	50	50
• Active temporary structures	9	12	50	50

**SHERIFF  
Patrol**

**2019**

**Key Challenges**

Among the key challenges impacting the Sheriff's Office Patrol Division in 2019 are:

- Development and training of new deputies continues to be a key focus of the Patrol Division as experienced staff retire.
- Collaboration with other county departments continues in response to mental health related calls for service.
- The education and enforcement related to distracted driving on the roadways of Washington County. The use of a cell phone while driving has reached a critical level and has resulted in numerous accidents. Finding innovative ways to enforce the distracted driving laws while educating the public of the risks will remain a priority for the Patrol Division.
- The increase in drug take back sites with the overwhelming public participation has created the challenge of ensuring the sites are being emptied in a timely manner. Each time a remote site needs to be emptied it takes a general patrol deputy out of service for up to an hour to collect the containers and transport them to the secure location at the Law Enforcement Center (LEC). A new collection model that allows for the deputies to be available for calls while still meeting the needs of the drug take back program needs to be identified.
- The TriTech records management system will be in its initial deployment in 2019. There will be need to evaluate and adjust work practices to learn the system. It is expected that a number of procedures established at implementation will need to be modified to meet the needs of the citizens, deputies, and office staff.

**SHERIFF  
Patrol**

**2019**

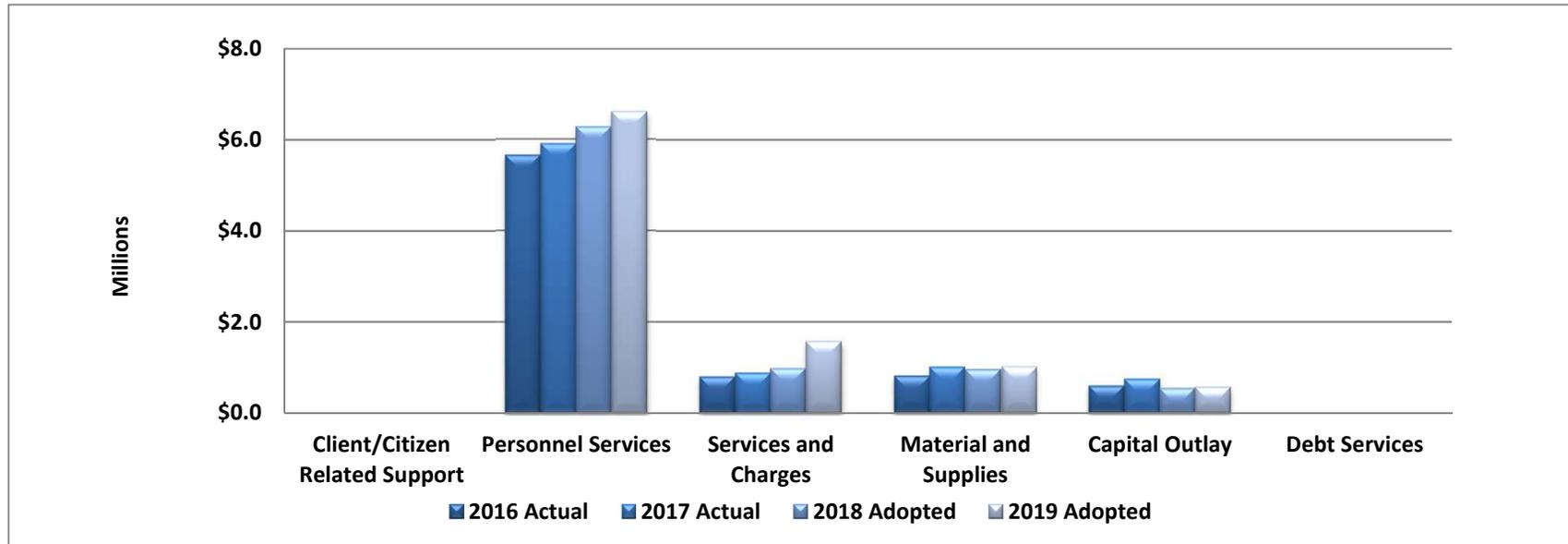
**Water, Parks & Trails Unit**

**Key Challenges**

Among the key challenges impacting the Sheriff's Office Patrol Division - Water, Parks & Trails Unit in 2019 are:

- Growing use of the parks, trails, lakes, and rivers will require monitoring and analyzing the affects it has on coverage in the unit.
- Continued use of 67-day seasonal deputies and reserves to cover shifts is not a reliable method to fill all the shifts that are desired.
- Keeping up with equipment cost, replacements, and damage is costly, even with a standard replacement schedule; relying on grants to cover costs is not sustainable.

### Special Services Division Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$6,533,400	\$6,581,100	\$7,035,800	\$7,574,000	\$538,200	7.65%
Non-Levy Revenue	\$2,071,000	\$2,007,900	\$1,702,100	\$1,825,800	\$123,700	7.27%
Other Financing Sources	\$0	\$0	\$0	\$250,000	\$250,000	0.00%
<b>Total Revenues</b>	<b>\$8,604,400</b>	<b>\$8,589,000</b>	<b>\$8,737,900</b>	<b>\$9,649,800</b>	<b>\$911,900</b>	<b>10.44%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$5,659,600	\$5,915,700	\$6,284,200	\$6,612,000	\$327,800	5.22%
Services and Charges	\$803,000	\$888,400	\$984,000	\$1,569,600	\$585,600	59.51%
Material and Supplies	\$812,500	\$1,011,400	\$955,700	\$1,013,900	\$58,200	6.09%
<b>Subtotal Operating Expenditures</b>	<b>\$7,275,100</b>	<b>\$7,815,500</b>	<b>\$8,223,900</b>	<b>\$9,195,500</b>	<b>\$971,600</b>	<b>11.81%</b>
Capital Outlay	\$594,200	\$743,000	\$544,000	\$565,700	\$21,700	3.99%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$7,869,300</b>	<b>\$8,558,500</b>	<b>\$8,767,900</b>	<b>\$9,761,200</b>	<b>\$993,300</b>	<b>11.33%</b>
Fund Balance Incr/(Decr)	\$735,100	\$30,500	(\$30,000)	(\$111,400)	(\$81,400)	271.33%
<b>Adjusted FTEs</b>	<b>67.00</b>	<b>67.00</b>	<b>67.50</b>	<b>67.50</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**SHERIFF  
Special Services**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To provide emergency and non-emergency response services via the 911 communications center.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** Ninety-five percent of incoming calls to the 911 communications center will be answered within 15 seconds or less.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of 911 calls answered in 10 seconds or less	85.31%	86.95%	86.13%	86.13%
Percentage of 911 calls answered in 15 seconds or less	96.90%	97.10%	97.00%	97.00%
Percentage of 911 calls answered in 20 seconds or less	99.02%	98.95%	98.99%	98.99%
Percentage of 911 calls answered in 30 seconds or less	99.80%	99.74%	99.77%	99.77%
Percentage of 911 calls answered in 40 seconds or less	99.95%	99.89%	99.92%	99.92%

**SUMMARY and ANALYSIS**

The National Emergency Number Association (NENA) new standard (2018), the most recent data available, for answering 911 calls was:

- 95 percent of all 911 calls arriving at the Public Safety Answering Point (PSAP) *shall* be answered within 15 seconds;
- 99 percent of all 911 calls *should* be answered within forty (40) seconds.

The application of the standard shall begin at the time of call arrival and extend to the time of call answer.

**SHERIFF  
Special Services**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Records				
• Total reports transcribed	4,965	4,837	4,901	4,901
• Coding and classifying initial complaint reports (Includes agencies that contract for records services)	55,306	54,350	54,828	54,828
• Gun permits processed	5,108	5,466	5,287	5,287
Communications Center				
• 911 phone calls	70,634	72,410	71,522	71,522
• Non-emergency phone calls	131,295	130,209	130,752	130,752
Civil				
• Civil papers processed	3,420	3,349	3,385	3,385
• Home foreclosures sales	252	185	219	219

**SHERIFF  
Special Services**

**2019**

**Key Challenges**

Among the key challenges impacting the Sheriff’s Office Special Services Division in 2019 are:

- **Records:** The new TriTech records management system went live mid-2018. This system requires the Records Unit to develop new processes and procedures to leverage the capabilities of the system. The system will result in a significant change to work assignments of the staff. Managing and evaluating the change and creating the best work flow to ensure the work continues to be completed in an accurate and timely manner is going to be a challenge through 2019.
- **Fleet:** To continue to address fleet vehicle and usage numbers as it pertains to the business model of squads being located remotely throughout the county. Remote site squads now outnumber general patrol squads, which creates unique challenges when general patrol squads are used as backup for squads being serviced and repaired. Adding more marked squads to the fleet to address staffing needs in both contracts and general patrol is a goal. Continuing to work toward the goal of replacing Dodge Chargers with Ford Utilities may result in less fuel consumption and better mobility. Another challenge is adding squad equipment as new builds happen, such as radars and in-squad video systems. The evaluation of detective and administrative vehicle pools and increasing the number of Enterprise vehicle leases in the Investigations Division is another goal.
- **Emergency Management:** There has been a steady increase in the scope and demand of countywide preparedness efforts. A majority of responsibilities such as emergency plans, grant management, and training and exercise facilitation will continue to be the main focus; however, there is a responsibility to expand partnerships and explore new areas for preparedness consideration (i.e. active shooter training, emergency planning for schools and day care facilities, emergency messaging for non-English speaking residents, and so on). Currently, the active-shooter recovery components necessary for success are too esoteric to expect school planners to integrate them into disaster plans. The key challenge is to meet needs in assisting school districts in disaster recovery planning, as well as response and prevention.
- **Communications Center:** The retention of dispatchers will remain a challenge for the Sheriff’s Office in 2019. The Sheriff’s Office continues to recruit and hire the best possible candidate, however, historically, few people choose to make dispatching a long-term career. The Sheriff’s Office attempts to retain its well-trained staff by providing dispatchers opportunities to take on a variety of tasks and other responsibilities as well as engaging the dispatchers for feedback to increase the level of job satisfaction. The goal to meet this challenge will to be to focus more on the consistency, team building, and leadership development of Public Safety Answering Point (P.S.A.P.) Coordinators.

**PUBLIC SAFETY RADIO**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

**Non-Levy Revenues:** The Public Safety Radio fund relies solely on user fees to fund the system operations and maintenance. The 2019 budget for fees for services reflects a steady increase in user fees as the number of users on the system continues to grow.

**EXPENDITURES:**

**Client/Citizen Related Support:** None

**Personnel Services:** Changes in personnel costs are directly related to union negotiations and labor settlements.

**Services and Charges:** Increases are related to maintaining the software support agreement for Genesis which is used to run advanced analytics on the radio network, system health, and radio/talk group usage.

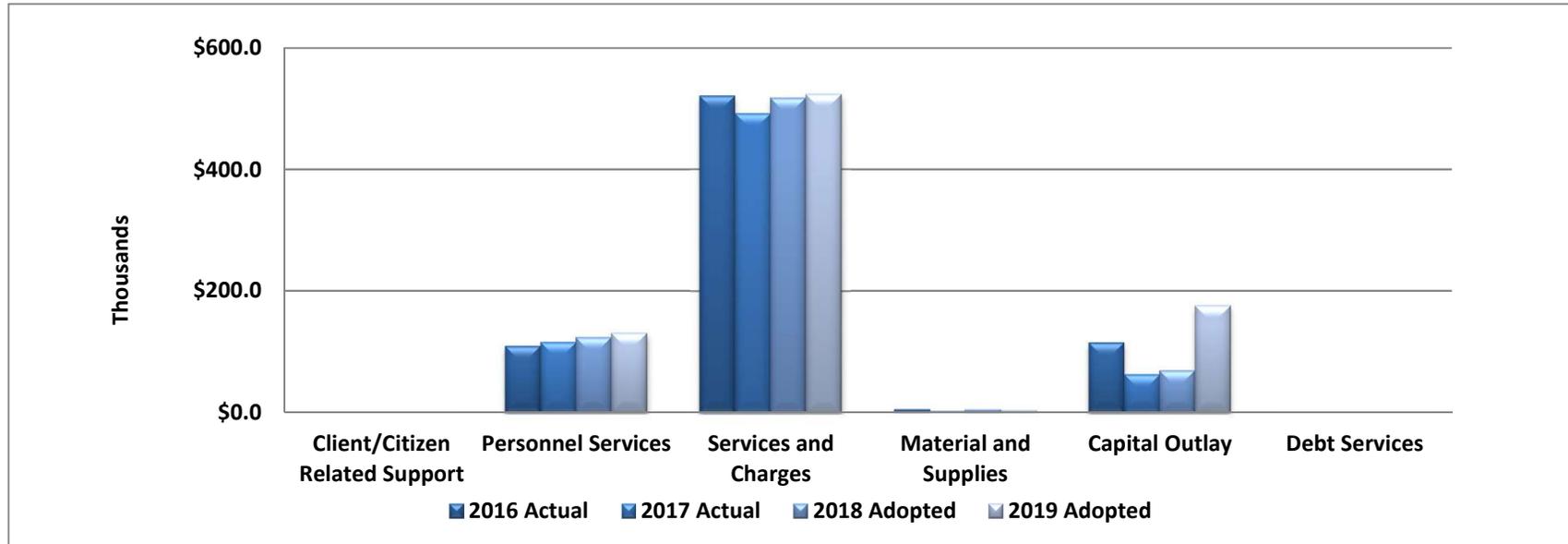
**Materials and Supplies:** No significant changes to report; decreased slightly.

**Capital Outlay:** Increase due to the plan construction of the St Croix County Tower.

**Debt Services:** None

**Other Financing Uses:** None

### Public Safety Radio Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$64,100	\$0	\$69,500	\$0	(\$69,500)	-100.00%
Non-Levy Revenue	\$677,700	\$638,900	\$644,800	\$685,600	\$40,800	6.33%
Other Financing Sources	\$0	\$69,500	\$0	\$175,000	\$175,000	0.00%
<b>Total Revenues</b>	<b>\$741,800</b>	<b>\$708,400</b>	<b>\$714,300</b>	<b>\$860,600</b>	<b>\$146,300</b>	<b>20.48%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$107,900	\$114,400	\$122,200	\$129,000	\$6,800	5.56%
Services and Charges	\$521,800	\$492,700	\$518,200	\$524,200	\$6,000	1.16%
Material and Supplies	\$4,900	\$1,900	\$4,400	\$3,400	(\$1,000)	-22.73%
<b>Subtotal Operating Expenditures</b>	<b>\$634,600</b>	<b>\$609,000</b>	<b>\$644,800</b>	<b>\$656,600</b>	<b>\$11,800</b>	<b>1.83%</b>
Capital Outlay	\$114,700	\$63,000	\$69,500	\$175,000	\$105,500	151.80%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$749,300</b>	<b>\$672,000</b>	<b>\$714,300</b>	<b>\$831,600</b>	<b>\$117,300</b>	<b>16.42%</b>
Fund Balance Incr/(Decr)	(\$7,500)	\$36,400	\$0	\$29,000	\$29,000	0.00%
<b>Adjusted FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**PUBLIC SAFETY RADIO**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Manage and maintain the Public Safety Radio (PSR) System for the Washington County local units of government.

**Supports County Goal:** To address today's needs while proactively planning for the future.

**Performance Objective (Target):** Access to the 800 MHz voice radio, dispatch systems, very high frequency (VHF) fire paging and severe weather outdoor siren activation coverage in Washington County will be operational and available 100 percent of the time.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of radio users with access to PSR services	100%	100%	100%	100%
Percentage of radio site support equipment operational	99%	100%	99%	100%

**SUMMARY and ANALYSIS**

The Sheriff's Public Safety Radio System provides management and maintenance of the 800 MHz (megahertz) voice radio system and console positions, the VHF (very high frequency) fire paging system, the severe weather outdoor siren activation radio system used by public safety personnel, and VHF interoperable communications assets (primarily for Wisconsin border events). These radio systems are a crucial communication link between the Washington County Communications Center, which takes emergency calls from the citizens of Washington County, and the public safety personnel who respond to those requests for service.

In 2018 a new radio site was built in conjunction with St. Croix County, WI. Moving equipment to the new tower caused a brief interruption in service.

The 800 MHz voice radio system consists of 14 radio sites; nine are county-owned and five are shared with the State of Minnesota. The VHF fire paging system and the severe weather outdoor siren activation radio system consist of 11 main sites and one backup site. These radio sites are crucial to the operation of the 800 MHz voice radio system, the VHF fire paging system and the severe weather outdoor siren activation radio system. Each site has equipment such as generators, heating/air conditioning systems and backup batteries, which need regular maintenance.

A major programming update was conducted for all field radios on the network. A microwave system was replaced/upgraded between the Newport and Woodbury Valley Creek towers. The Public Safety Radio budget remains healthy and sustainable.

**PUBLIC SAFETY RADIO**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
800 Mhz voice base radio operational	189	189	189	189
Primary fire paging base radios operational	11	11	11	11
Primary siren activation base radios operational	11	11	11	11
Backup fire paging base radios operational	4	4	4	4
Backup siren activation radios operational	4	4	4	4
Microwave radios operational	29	29	29	29
Fiber links operational	3	3	3	3
Dispatch console operator positions operational	13	13	13	13
Revenue generating field radios supported on the network	1,480	1,520	1,540	1,550

**PUBLIC SAFETY RADIO**

**2019**

**Key Challenges**

Among the key challenges impacting the Public Safety Radio Department in 2019 are:

- Continue to insure 100 percent system reliability.
- Control system costs to maintain current user fees.
- Continue to fund upgrades to the system core.
- Replace aging equipment that is no longer supported.
- Support a cooperative project with St. Croix County, Wisconsin Department of Transportation, and Minnesota Department of Transportation to develop a communications tower in Houlton, Wisconsin to replace the King Stack site. The King Plant has the most expensive rent in the network and has an uncertain future as a coal generating plant.

# WASHINGTON COUNTY

## Public Works

*Total Full-Time Employees: 160.25*

**Accounting**

**7.00 FTEs**

**Administration**

**5.00 FTEs**

**Building Services**

**47.00 FTEs**

**Parks**

**23.00 FTEs**

**Planning**

**3.25 FTEs**

**Surveyor**

**11.00 FTEs**

**Transportation**

**64.00 FTEs**

## **PUBLIC WORKS ASSIGNED SERVICES AND FUNCTIONS**

### **PUBLIC WORKS**

#### ***Accounting***

- Budget and Capital Improvement Plan Development
- Contract Administration
- Grant Administration
- Departmental Accounting

#### ***Administration***

- Performance Measurement
- Policies and Procedures
- Board Actions

#### ***Building Services***

- Capital Repair and Project Management
- Building Systems Maintenance
- Conference Room Management
- Custodial Services
- Energy Management
- Grounds Maintenance
- Purchasing and Copy Center
- Space Planning and Work Order Management

#### ***Parks***

- Campground and Picnic Shelter Reservations
- Historic Courthouse
- Parks Programs and Events
- Natural Resources Management
- Park Vehicle Permits
- Swimming and Boating Facilities
- Trail and Facilities Maintenance

#### ***Planning***

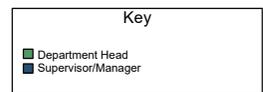
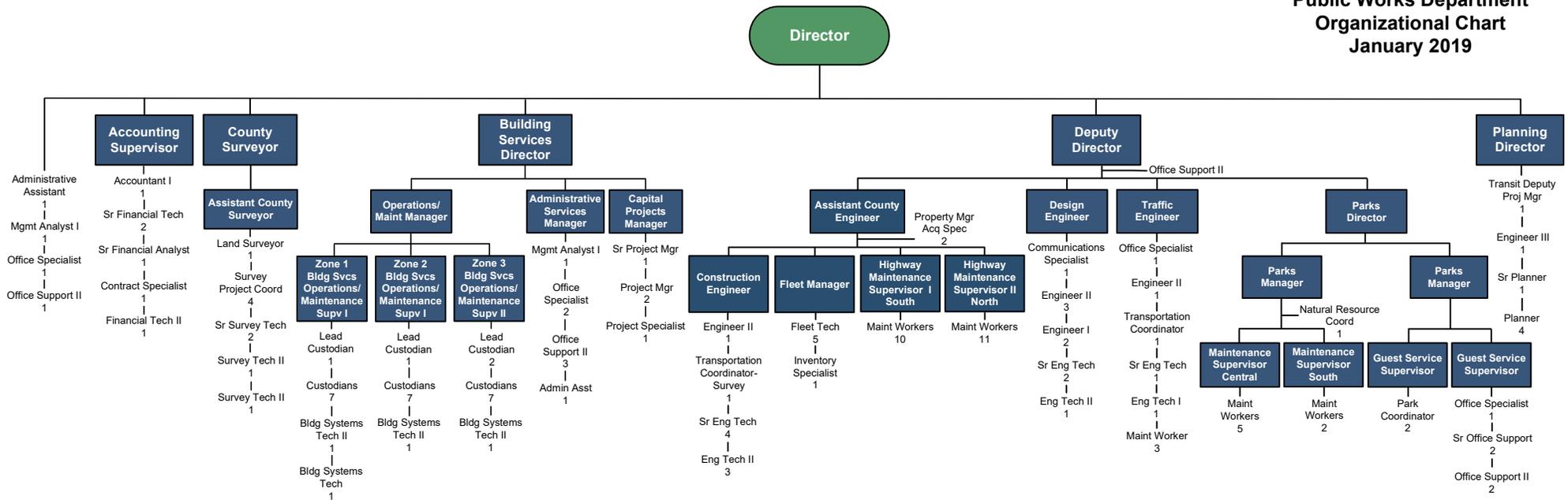
- Department Planning
- County Mining Permits
- Shoreland and Bluffland Ordinances

#### ***Surveyor***

- Aerial Photos/Parcel Maps
- Flood Maps
- Plat Review
- Public Land Survey System and Monuments

#### ***Transportation***

- Adopt-A-Highway
- Design, Construction, Maintenance of County Highways and Bridges
- Right-of-Way Permits
- Fleet Management
- Land Acquisition
- Traffic Engineering and Operations



**PUBLIC WORKS**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

**Non-Levy Revenues:** Increases are related to internal rent, in addition to Intergovernmental Revenue in the form of County State Aid Highway (CSAH) maintenance apportionment.

**EXPENDITURES:**

**Client/Citizen Related Support:** None

**Personnel Services:** Changes in personnel costs are directly related to union negotiations and labor settlements. Includes new 1.0 FTE.

**Services and Charges:** Increase is due to utilities, consulting, fleet repair & maintenance and facilities repair & maintenance costs.

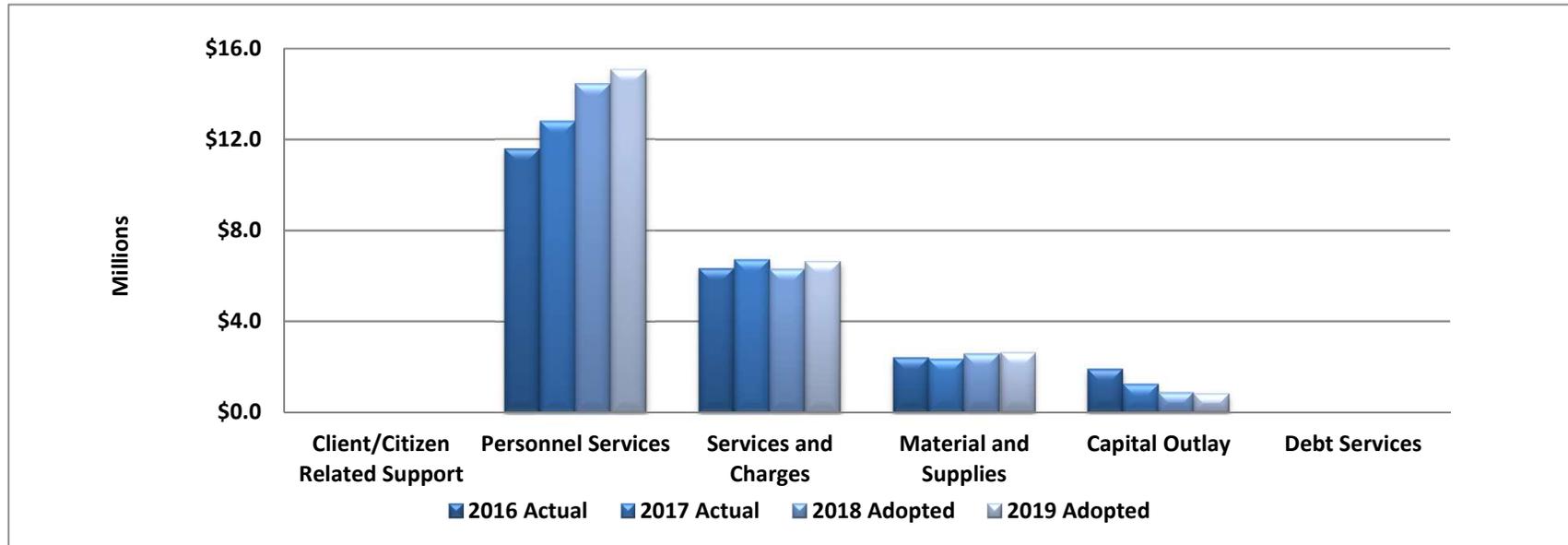
**Materials and Supplies:** Increase is largely due to an anticipated increase in the price per gallon in fuel and diesel in 2019.

**Capital Outlay:** Decrease is due to the purchase of Stewardship Equipment in 2018 that will not be purchased in 2019.

**Debt Services:** None

**Other Financing Uses:** Slight decrease in the transfer to the capital repair fund.

### Public Works Department Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$7,667,000	\$8,130,400	\$8,716,800	\$9,037,700	\$320,900	3.68%
Non-Levy Revenue	\$15,819,300	\$16,026,700	\$16,324,000	\$16,904,400	\$580,400	3.56%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$23,486,300</b>	<b>\$24,157,100</b>	<b>\$25,040,800</b>	<b>\$25,942,100</b>	<b>\$901,300</b>	<b>3.60%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$11,614,300	\$12,829,600	\$14,468,900	\$15,081,500	\$612,600	4.23%
Services and Charges	\$6,337,100	\$6,726,800	\$6,311,000	\$6,649,900	\$338,900	5.37%
Material and Supplies	\$2,408,300	\$2,343,000	\$2,570,800	\$2,623,000	\$52,200	2.03%
<b>Subtotal Operating Expenditures</b>	<b>\$20,359,700</b>	<b>\$21,899,400</b>	<b>\$23,350,700</b>	<b>\$24,354,400</b>	<b>\$1,003,700</b>	<b>4.30%</b>
Capital Outlay	\$1,890,300	\$1,239,500	\$883,900	\$827,300	(\$56,600)	-6.40%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$1,443,000	\$1,010,000	\$856,500	\$787,200	(\$69,300)	-8.09%
<b>Total Expenditures</b>	<b>\$23,693,000</b>	<b>\$24,148,900</b>	<b>\$25,091,100</b>	<b>\$25,968,900</b>	<b>\$877,800</b>	<b>3.50%</b>
Fund Balance Incr/(Decr)	(\$206,700)	\$8,200	(\$50,300)	(\$26,800)	\$23,500	-46.72%
<b>Adjusted FTEs</b>	<b>147.30</b>	<b>148.00</b>	<b>159.25</b>	<b>160.25</b>	<b>1.00</b>	<b>0.63%</b>

Numbers rounded to nearest hundred

<b>PUBLIC WORKS</b>				
<b>2019</b>				
<b>Summary Cost of Major Programs</b>				
<b>Major Programs &amp; Examples of Services</b>	<b>2019 Budget</b>	<b>2019 Funding Sources (by % of Total Funding)</b>		
		<b>Levy</b>	<b>Fees</b>	<b>Other</b>
<b>Administrative/Accounting</b> <ul style="list-style-type: none"> <li>• Support for the Public Works Department and related programs</li> </ul>	\$ 1,954,800	100 %	0 %	0 %
<b>Building Services</b> <ul style="list-style-type: none"> <li>• Grounds maintenance</li> <li>• Building security</li> <li>• Energy management</li> <li>• Capital repairs/maintenance</li> </ul>	\$ 8,545,600	0 %	0 %	100 %
<b>Parks</b> <ul style="list-style-type: none"> <li>• Campground reservations</li> <li>• Swimming and boating facilities</li> <li>• Natural resource management and education</li> </ul>	\$ 3,388,000	39 %	0 %	61 %
<b>Planning</b> <ul style="list-style-type: none"> <li>• Transit planning and management</li> </ul>	\$ 390,200	97 %	0 %	3 %
<b>Survey &amp; Land Management</b> <ul style="list-style-type: none"> <li>• Aerial photos and parcel maps</li> <li>• Land use planning and zoning; plat management</li> </ul>	\$ 1,330,400	91 %	8 %	1 %
<b>Transportation (Road &amp; Bridge)</b> <ul style="list-style-type: none"> <li>• Highway snow removal</li> <li>• Traffic signals and lighting</li> <li>• Fleet maintenance</li> <li>• Adopt-a-Highway program</li> <li>• Pavement marking and road signs</li> </ul>	\$ 10,359,900	41 %	2 %	57 %

**PUBLIC WORKS**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Job Cost System Tracking <ul style="list-style-type: none"> <li>• Dollar value of Capital Improvement Projects (CIP) tracked * Includes 2019 Bond Sale</li> </ul>	\$42,575,199	\$38,741,431	\$45,740,000	*95,033,000
Executed contracts	265	223	225	225
Contract amendments	309	191	175	175
Auto Renew Contracts	N/A	118	120	120
Requests for Board Action submitted	189	160	120	160
Minutes on County Board agendas	1,496	657	493	657
Building Services work orders completed	8,038	8,919	9,360	10,104
County hours saved by utilizing Building Services' Copy Center	1,475	1,181	1,882	2,253
Total Energy Usage (Kilo British Thermal Units per square foot)	95.16 kBTU/SF	88.2 kBTU/SF	82.03 kBTU/SF	76.28kBTU/SF
Washington County park use (from County reports) <ul style="list-style-type: none"> <li>• Dollar value of annual permits sold</li> <li>• Dollar value of daily permits sold</li> <li>• Historic Courthouse rental revenues</li> <li>• Historic Courthouse restoration dollars raised</li> </ul>	\$414,905	\$480,417	\$500,000	\$550,000
	\$249,885	\$254,560	\$275,000	\$375,000
	\$12,800	\$49,398	\$55,000	\$60,000
	\$13,600	\$44,060	\$30,000	\$35,000
Metropolitan Council Park Reports (estimated by county) <ul style="list-style-type: none"> <li>• Washington County park use (visitors)</li> </ul>	1,480,000	1,400,000	1,450,000	1,500,000
United States Public Land Survey corners maintained	50	48	53	57

**PUBLIC WORKS**

**2019**

**Results and Accomplishments – OUTPUT MEASURES (How much did we do?) (continued)**

Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Land parcels maintained (parcel mapping maintenance)	1,600	2,326	2,500	2,600
Various maps sold	1,782	1,369	1,100	1,000
Digital data sales and distribution (data is free to government agencies)	110	110	110	110
Board of Adjustment and Appeals reviews	8	5	6	6
Planning Advisory Commission reviews	3	3	3	3
Pavement Improvement Program <ul style="list-style-type: none"> <li>• Contract value</li> <li>• Miles improved</li> </ul> <i>*2017 program reallocated state aid funding to other capital projects</i>	\$3,979,300 14.1	\$3,008,700 7.2	\$5,440,950 10.1	\$5,000,000 9.4
Capital Equipment Replacement Program <ul style="list-style-type: none"> <li>• Purchase value</li> </ul> <i>*2016 Included TH 5 Turnback and additional State Aid Maintenance</i>	\$1,299,684	\$722,209	\$877,000	\$792,300
Traffic Signal and Speed Message Maintenance <ul style="list-style-type: none"> <li>• Contract cost</li> <li>• Systems maintained               <ul style="list-style-type: none"> <li>○ County owned signals</li> <li>○ Coordinated signals</li> <li>○ Flashing yellow arrow equipped signals</li> <li>○ Coordinated signals for others</li> </ul> </li> </ul>	\$48,093  76 44 44 19	\$41,708  78 44 48 19	\$40,000  83 52 59 19	\$40,000  84 52 62 19

**PUBLIC WORKS**

**2019**

**Key Challenges**

Among the key challenges impacting the Public Works Department in 2019 are:

The Public Works mission is “plan, build, and maintain a better Washington County”. This is done through values of Safety, Teamwork, Accountability, Respect, and Sustainability. The “over-arching” key challenge is to meet the department mission, delivering the infrastructure needed today and for the future.

The 2040 Washington County Comprehensive Plan development reinforced that Washington County is and will continue to be a growth County. Another 80,000 residents will locate here by 2040. This growth presents three distinct categories of challenges:

- 1) Maintaining past investments in county infrastructure. It is necessary to provide proper maintenance of capital infrastructure and equipment to maximize the life, maintain safe conditions, and be cost and time efficient. For example, constantly working on a building heating system past its design life is not an effective use of county resources.
- 2) Building new infrastructure today that meets the strategic plan for the future. Not every highway can be developed into a four-lane road immediately; new facilities need to be located and designed to serve customers today and be flexible for the future.
- 3) Providing adequate resources for day-to-day operations to meet service level needs, as well as continuing to be more efficient through quality and process improvement efforts.

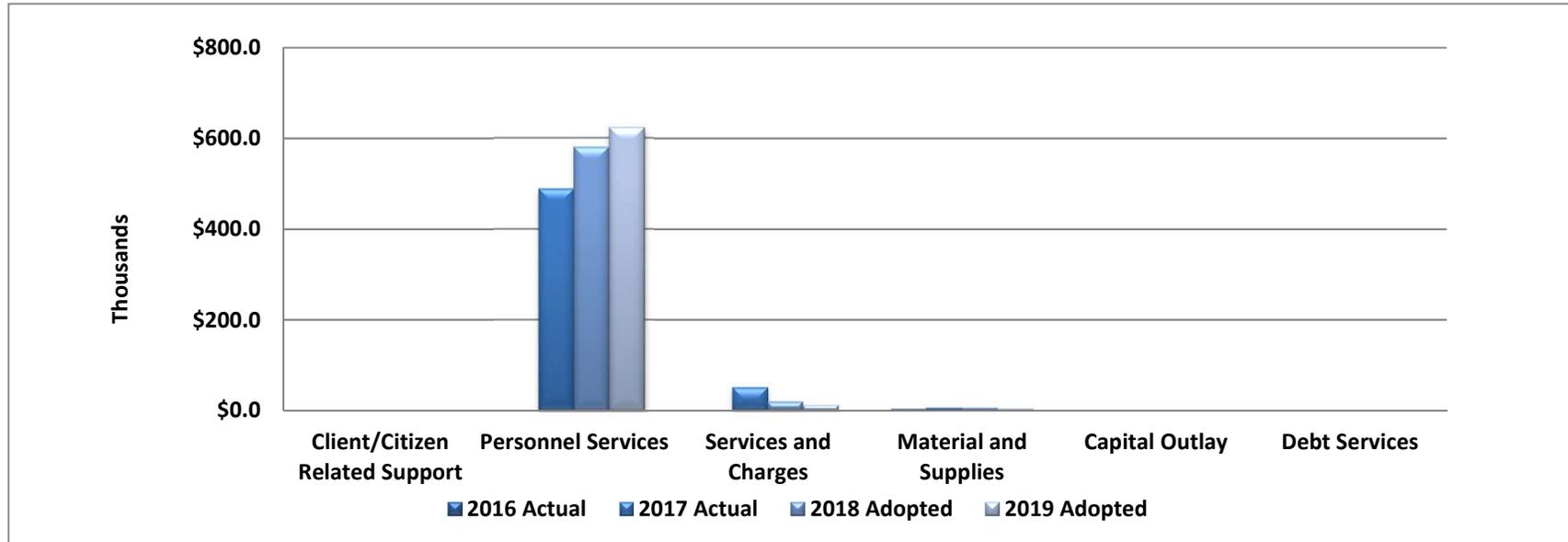
A Public Works project or initiative rarely fits into one calendar year. This is due to the complexities of delivering public improvements with multiple stakeholders, and a myriad of funding partners, programs, and processes. The 2019 key challenges are:

- Develop a financial and operational model that addresses the deferred maintenance of county parks buildings. The parks have more than 73,000 square feet of space of various types of buildings spread across the county with a deferred maintenance amount of \$10M.
- Plan and deliver new facilities in the 5 year Capital Improvement Program to improve park visitor experiences – specifically, improvements to Cottage Grove Ravine Regional Park and Lake Elmo Regional Park Reserve swim pond area.
- Maintain a robust natural resources management program from controlling invasive species to restoring native habitat.

**PUBLIC WORKS****2019****Key Challenges (continued)**

- Develop an operations business plan to improve the use of seasonal employees as parks operations now span all four seasons.
- Create a sustainable business model for the Historic Courthouse.
- Design a trail system plan including a financial plan, to build and maintain the system.
- Complete Parks master plans for Square Lake Park and Pine Point Park.
- Deliver facility projects – from design through construction.
- Complete the Washington County 2040 Space Plan and Strategic Facility Plan to guide future investments.
- Implement new processes to improve the customer experience in obtaining Land Use related permits.
- Complete and analyze a pilot purchasing project to reduce time and costs in purchasing supplies and equipment.
- Reallocate staff to Plat reviews with the growth in residential development while balancing other County Surveyor duties.
- Continue to keep Washington County a premier place to work to attract the best.

### Public Works - Accounting Division Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$0	\$540,000	\$606,000	\$640,400	\$34,400	5.68%
Non-Levy Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$0</b>	<b>\$540,000</b>	<b>\$606,000</b>	<b>\$640,400</b>	<b>\$34,400</b>	<b>5.68%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$0	\$489,200	\$581,200	\$624,400	\$43,200	7.43%
Services and Charges	\$0	\$51,300	\$19,800	\$12,500	(\$7,300)	-36.87%
Material and Supplies	\$2,700	\$5,300	\$5,000	\$3,500	(\$1,500)	-30.00%
<b>Subtotal Operating Expenditures</b>	<b>\$2,700</b>	<b>\$545,800</b>	<b>\$606,000</b>	<b>\$640,400</b>	<b>\$34,400</b>	<b>5.68%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$2,700</b>	<b>\$545,800</b>	<b>\$606,000</b>	<b>\$640,400</b>	<b>\$34,400</b>	<b>5.68%</b>
Fund Balance Incr/(Decr)	(\$2,700)	(\$5,800)	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>0.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**PUBLIC WORKS  
Accounting**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Demonstrate timeliness of matching revenue to project expenditures for capital projects in the Road & Bridge and Park funds.

**Supports County Goal:** To maintain public trust through responsible use of public resources, accountability, and openness of government.

**Performance Objective (Target):** To obtain a median monthly cash flow ratio between 0.950 and 1.050.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing/Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Capital Road & Bridge Fund – Median Monthly Cash Flow	1.176	1.391	1.100	1.000
Capital Parks Fund – Median Monthly Cash Flow	1.057	0.504	1.000	1.000

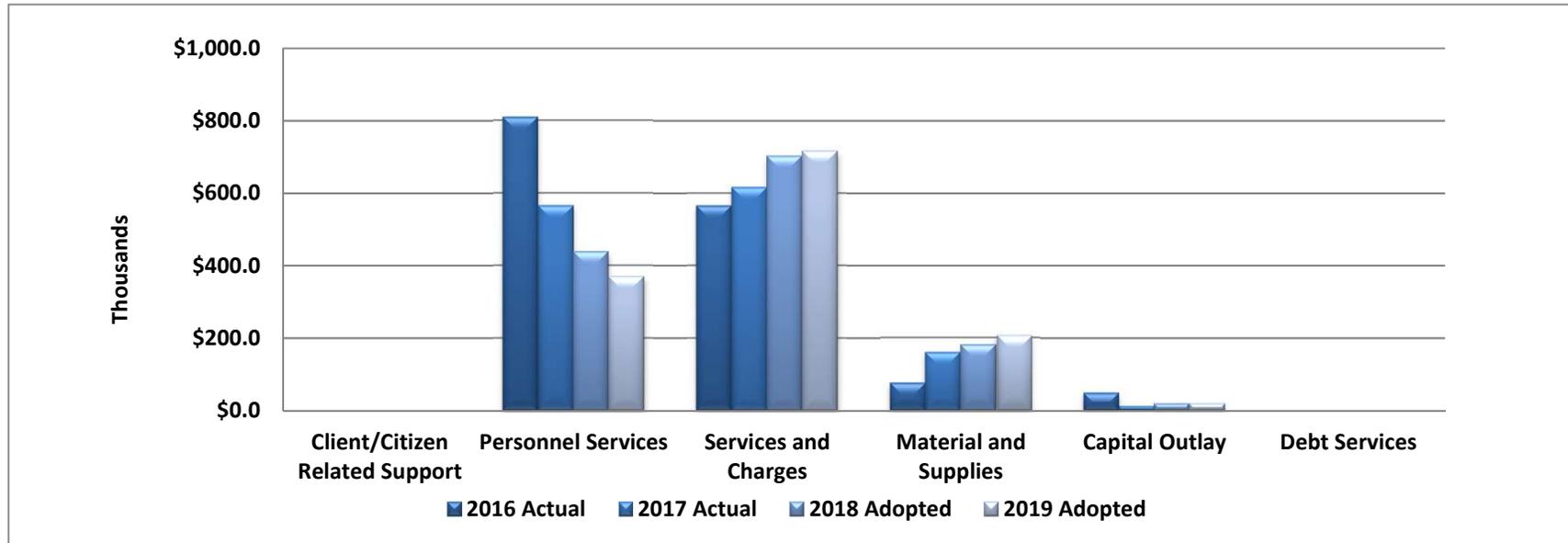
**SUMMARY and ANALYSIS**

Washington County maintains public trust through management of cash flow for capital construction projects. Long-term financial management and financial stability of capital funds is needed to ensure capital road & bridge and capital parks improvements can be programmed and fully completed as projected.

Capital fund cash flow evaluates monthly revenue and expenses for the capital road & bridge fund and the capital parks fund. Revenue is divided by expense to reach a ratio. The median ratio is used to monitor long-term financial management from year to year. A ratio greater than 1.0 represents a month-over-month median where revenue exceeded expense. A ratio less than 1.0 represents a month-over-month median where expense exceeded revenue. The goal is a median ratio between 0.950 and 1.050, which demonstrates timeliness of revenue to match project expenditures.

The county partners with federal, state, local, and private agencies to plan capital road & bridge and parks projects, create cooperative agreements to share costs for these projects, actively invoice agencies on a timely basis, and manage expenses as work progresses. Factors that could affect the ratio include disbursement schedules on grants, payment terms negotiated in cooperative agreements, and unanticipated construction changes. In addition, capital fund cash flow takes daily administration, accountability, and teamwork to generate revenue and monitor expenses for capital improvement projects. In 2017, the rate of cash flow was lower due to staff turnover in key positions. With consistent leadership in place, the expected median ratio will increase.

### Public Works - Administration Division Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$1,320,800	\$1,228,600	\$1,345,200	\$1,314,400	(\$30,800)	-2.29%
Non-Levy Revenue	\$100	\$0	\$0	\$0	\$0	0.00%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$1,320,900</b>	<b>\$1,228,600</b>	<b>\$1,345,200</b>	<b>\$1,314,400</b>	<b>(\$30,800)</b>	<b>-2.29%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$810,200	\$566,500	\$439,800	\$370,900	(\$68,900)	-15.67%
Services and Charges	\$566,100	\$617,200	\$703,900	\$717,500	\$13,600	1.93%
Material and Supplies	\$76,900	\$160,500	\$181,900	\$207,000	\$25,100	13.80%
<b>Subtotal Operating Expenditures</b>	<b>\$1,453,200</b>	<b>\$1,344,200</b>	<b>\$1,325,600</b>	<b>\$1,295,400</b>	<b>(\$30,200)</b>	<b>-2.28%</b>
Capital Outlay	\$48,600	\$11,800	\$19,600	\$19,000	(\$600)	-3.06%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$1,501,800</b>	<b>\$1,356,000</b>	<b>\$1,345,200</b>	<b>\$1,314,400</b>	<b>(\$30,800)</b>	<b>-2.29%</b>
Fund Balance Incr/(Decr)	(\$180,900)	(\$127,400)	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>0.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**PUBLIC WORKS  
Administration**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Promote a safe and healthful environment for employees.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** Completion and attendance of mandatory safety trainings will be achieved at 100 percent.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing / Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Mandatory safety trainings accomplished	78%	100%	100%	100%
Mandatory safety training attendance	95%	75%	100%	100%
Percent change in workplace injuries	(22%)	4%	(10%)	(10%)
Percent change in number of lost time days	(95%)	1,600%	(85%)	(20%)

**SUMMARY and ANALYSIS**

The most valuable asset the county has is its employees. Public Works employees are exposed to a wide range of hazards including works zones, numerous chemicals, heavy equipment and parts, and at times the Minnesota climate. Having staff educated, trained, and certified as needed in the various hazards is a component to reducing workplace injuries.

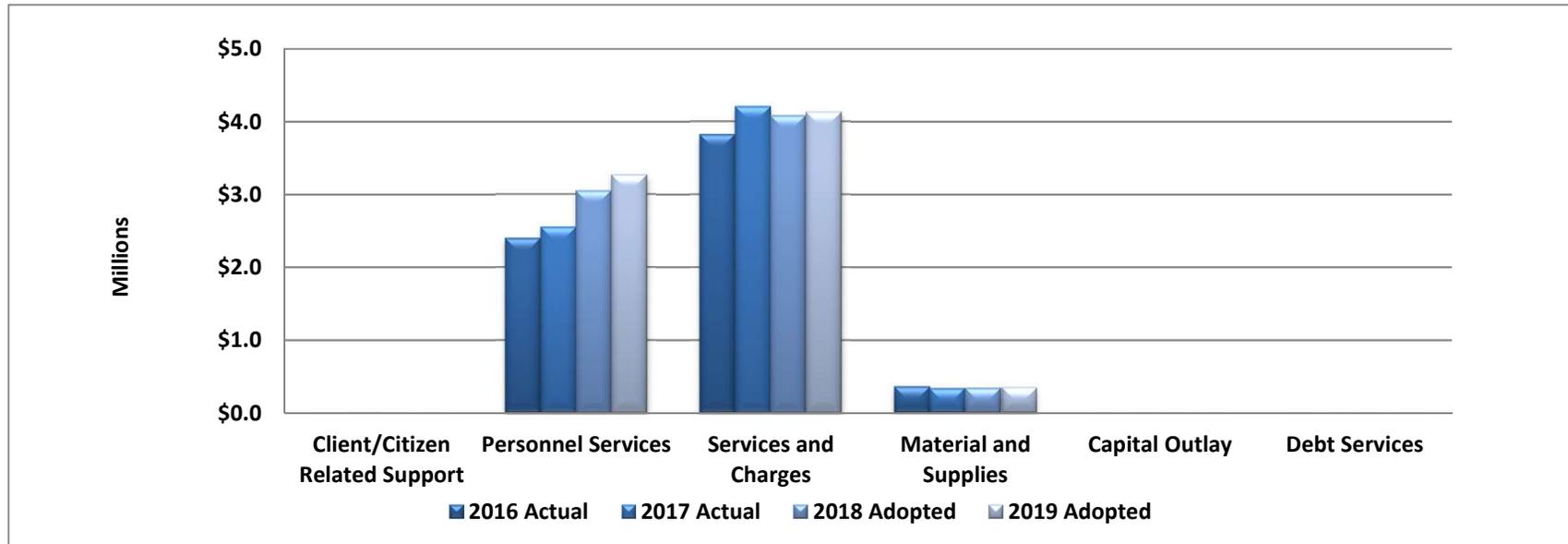
The safety training performance target is to conduct all mandatory safety trainings with 100 percent staff attendance. All mandatory safety training was accomplished in 2017, while a 25 percent decrease occurred in safety training attendance due to a singular event of miscommunication. It is expected that attendance will return to normal high levels in 2019.

As an indicator of the safety training program effectiveness, the percent change in the number of injury incidents is tracked. Monitoring safety training data and reviewing the details of each injury helps focus future safety training efforts.

The number of lost time days increased from an incredibly low four days in 2016 to 68 days in 2017, which appears as a significant increase for 2017. More realistic comparisons are shown for 2018 and 2019.

Monitoring safety related performance measures is done by the Public Works Safety Committee and Public Works management team and shows the commitment from employees to management that “everyone goes home every night”.

### Public Works - Building Services Division Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Non-Levy Revenue	\$7,993,000	\$8,115,100	\$8,341,400	\$8,545,600	\$204,200	2.45%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$7,993,000</b>	<b>\$8,115,100</b>	<b>\$8,341,400</b>	<b>\$8,545,600</b>	<b>\$204,200</b>	<b>2.45%</b>
Client/Citizen Related Support	\$0	\$300	\$0	\$0	\$0	0.00%
Personnel Services	\$2,405,600	\$2,557,500	\$3,055,800	\$3,274,200	\$218,400	7.15%
Services and Charges	\$3,829,500	\$4,211,600	\$4,089,700	\$4,136,300	\$46,600	1.14%
Material and Supplies	\$359,300	\$335,800	\$339,400	\$347,900	\$8,500	2.50%
<b>Subtotal Operating Expenditures</b>	<b>\$6,594,400</b>	<b>\$7,105,200</b>	<b>\$7,484,900</b>	<b>\$7,758,400</b>	<b>\$273,500</b>	<b>3.65%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$1,443,000	\$1,010,000	\$856,500	\$787,200	(\$69,300)	-8.09%
<b>Total Expenditures</b>	<b>\$8,037,400</b>	<b>\$8,115,200</b>	<b>\$8,341,400</b>	<b>\$8,545,600</b>	<b>\$204,200</b>	<b>2.45%</b>
Fund Balance Incr/(Decr)	(\$44,400)	(\$100)	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>43.00</b>	<b>43.00</b>	<b>46.00</b>	<b>47.00</b>	<b>1.00</b>	<b>2.17%</b>

Numbers rounded to nearest hundred

**PUBLIC WORKS  
Building Services**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Provide and maintain safe, clean, and functional buildings in a timely and cost-effective manner.

**Supports County Goal:** To provide accessible, high-quality services in a timely and respectful manner.

**Performance Objective (Target):** Work requests will be performed within 100 percent of service level agreement (SLA) goals; preventive maintenance work requests will outweigh corrective maintenance work requests; energy use performance will be maintained at an efficient rate of 64 percent or lower.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing / Are we better off?)	Benchmark	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of work requests completed per SLA	100%	78%	86%	88%	90%
Preventative/Corrective Maintenance Ratio	80%	71%	75%	71%	80%
Energy Use Intensity: Government Center	64	67	64	60	57

**SUMMARY and ANALYSIS**

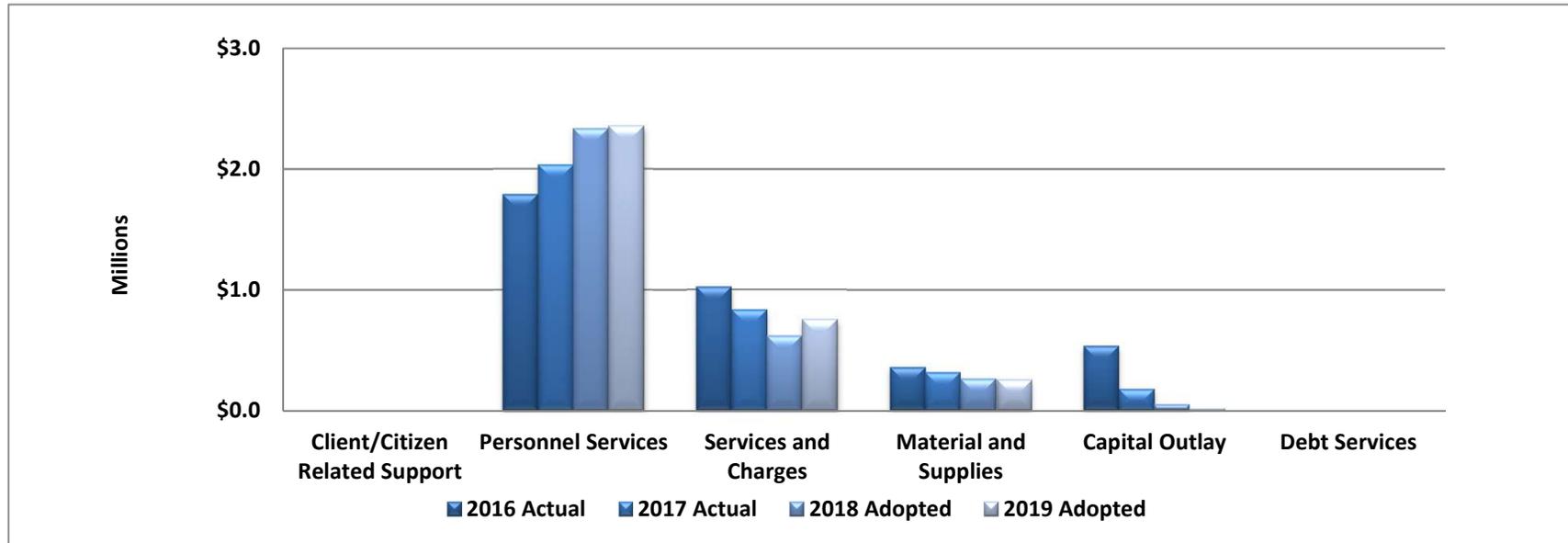
The web-based system iServices is utilized by county departments to submit work requests to Building Services. An average of 806 work requests are received each month. Building Services measures how effective its staff is in meeting work requests by measuring the percent of requests completed within service level agreements. Progress is being made towards that goal each year as data provides information on how to adjust service delivery.

iServices also tracks the ratio of preventative/corrective maintenance shows the amount of work requests that are scheduled regularly verse those that are carried out after a problem is detected. Meeting this performance measure reduces unexpected failures.

The Energy Use Intensity (EUI) is an indicator of long-term energy efficiency trends. The lower the EUI number, the better the energy performance. Building Services has increased preventive maintenances tasks and streamlined the hours of operation of its buildings to reduce energy usage. Forecasts show that the Government Center is set to achieve even better marks in the coming years due to the progress being made.

Estimates and projected numbers are based off of benchmarking average rate of change year over year.

### Public Works - Parks Division Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$1,087,300	\$1,103,600	\$1,232,600	\$1,314,900	\$82,300	6.68%
Non-Levy Revenue	\$1,986,800	\$1,948,300	\$1,989,500	\$2,046,300	\$56,800	2.85%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$3,074,100</b>	<b>\$3,051,900</b>	<b>\$3,222,100</b>	<b>\$3,361,200</b>	<b>\$139,100</b>	<b>4.32%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$1,793,200	\$2,039,400	\$2,340,000	\$2,360,900	\$20,900	0.89%
Services and Charges	\$1,024,200	\$836,200	\$620,400	\$756,000	\$135,600	21.86%
Material and Supplies	\$357,300	\$314,000	\$261,700	\$255,100	(\$6,600)	-2.52%
<b>Subtotal Operating Expenditures</b>	<b>\$3,174,700</b>	<b>\$3,189,600</b>	<b>\$3,222,100</b>	<b>\$3,372,000</b>	<b>\$149,900</b>	<b>4.65%</b>
Capital Outlay	\$530,300	\$177,900	\$50,000	\$16,000	(\$34,000)	-68.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$3,705,000</b>	<b>\$3,367,500</b>	<b>\$3,272,100</b>	<b>\$3,388,000</b>	<b>\$115,900</b>	<b>3.54%</b>
Fund Balance Incr/(Decr)	(\$630,900)	(\$315,600)	(\$50,000)	(\$26,800)	\$23,200	-46.40%
<b>Adjusted FTEs</b>	<b>20.00</b>	<b>23.00</b>	<b>22.00</b>	<b>23.00</b>	<b>1.00</b>	<b>4.55%</b>

Numbers rounded to nearest hundred

**PUBLIC WORKS**  
**Parks**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Provide accessibility to Washington County Parks including walking paths, playgrounds, swimming, fishing, camping, and community events.

**Supports County Goal:** To promote the health, safety, and quality of life of citizens.

**Performance Objective (Target):** Visitors to the Washington County Regional Parks will increase by 8 percent annually.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing / Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Washington County Regional Park Visitation	-4%	17%	8%	8%

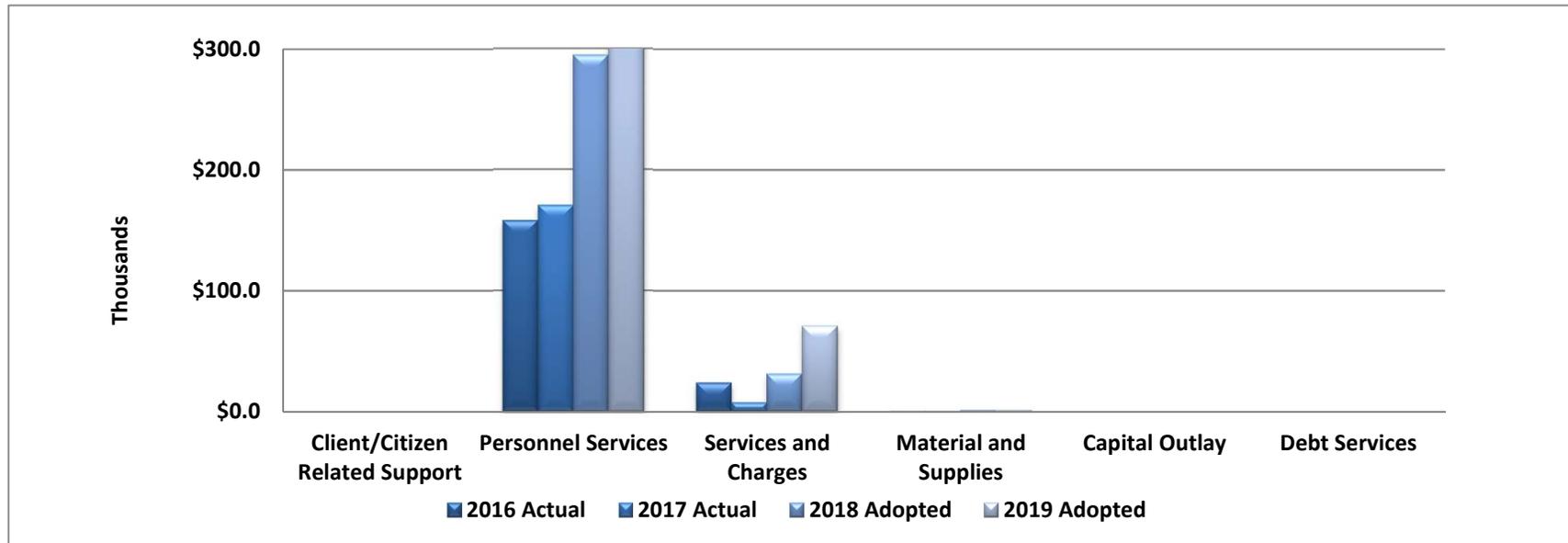
**SUMMARY and ANALYSIS**

The Washington County Regional Park Visitation analysis represents the utilization by citizens within Washington County’s Regional Park system. The count is performed by Metropolitan Council Staff each year and statistics are released each July for the prior year.

Between 2015 and 2016 there is a noted decrease in park visitation and the decrease is attributed to the closing of the Lake Elmo Park Reserve for renovations to the swim pond. From 2016 to 2017 the visitation number remained flat due to the Cottage Grove Ravine Regional Park closure for renovations in 2017. The projected increase in park visitation from 2018 to 2019 represents the Cottage Grove Ravine Regional Park re-opening in June 2018, along with the Lake Elmo Park Reserve Swim Pond’s increased utilization.

Using metrics to compare park visits year over year provides a measure to the quality and accessibility of Washington County’s Regional Parks.

### Public Works - Planning Division Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$208,900	\$212,000	\$313,100	\$376,600	\$63,500	20.28%
Non-Levy Revenue	\$0	\$0	\$13,600	\$13,600	\$0	0.00%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$208,900</b>	<b>\$212,000</b>	<b>\$326,700</b>	<b>\$390,200</b>	<b>\$63,500</b>	<b>19.44%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$158,400	\$170,900	\$295,000	\$319,300	\$24,300	8.24%
Services and Charges	\$23,800	\$7,500	\$31,000	\$70,200	\$39,200	126.45%
Material and Supplies	\$100	\$200	\$700	\$700	\$0	0.00%
<b>Subtotal Operating Expenditures</b>	<b>\$182,300</b>	<b>\$178,600</b>	<b>\$326,700</b>	<b>\$390,200</b>	<b>\$63,500</b>	<b>19.44%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$182,300</b>	<b>\$178,600</b>	<b>\$326,700</b>	<b>\$390,200</b>	<b>\$63,500</b>	<b>19.44%</b>
Fund Balance Incr/(Decr)	\$26,600	\$33,400	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>1.50</b>	<b>1.50</b>	<b>2.25</b>	<b>3.25</b>	<b>1.00</b>	<b>44.44%</b>

Numbers rounded to nearest hundred

**PUBLIC WORKS  
Planning**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Provide park and trail master plans that have been updated and approved by Metropolitan Council.

**Supports County Goal:** To address today's needs while proactively planning for the future.

**Performance Objective (Target):** One-hundred percent of master plans will be approved by the Metropolitan Council by the year 2030.

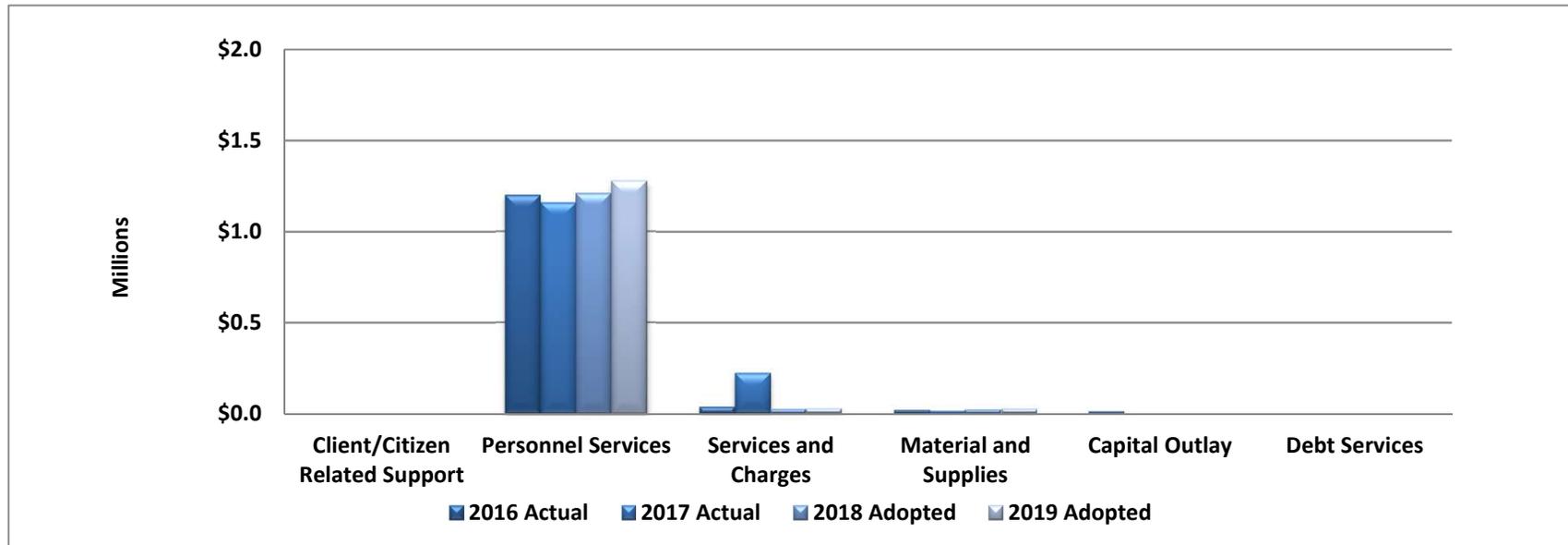
EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing / Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percentage of total Master Plans that are complete and approved by Metropolitan Council	45%	55%	60%	65%

**SUMMARY and ANALYSIS**

The Metropolitan Council requires an approved master plan for a regional park or trail in order to be eligible for regional acquisition, development, and operation and maintenance funding. There is one full-time employee supporting parks master planning efforts; at this level, the target of 100 percent of plans approved may not be attained until 2030.

- In 2016, eight out of 20 existing and future Washington County parks and trails master plans had Metropolitan Council approval.
- In 2017, two additional master plans were approved: Cottage Grove Ravine Regional Park and Central Greenway Regional Trail (South Segment).
- In 2018, the Central Greenway Regional Trail (Lake Elmo Segment) was approved by Metropolitan Council.
- In 2019, a master plan for Pine Point Regional Park will be developed.

### Public Works - Survey Division Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$1,268,400	\$1,207,600	\$1,159,700	\$1,206,800	\$47,100	4.06%
Non-Levy Revenue	\$96,400	\$112,500	\$97,100	\$123,600	\$26,500	27.29%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$1,364,800</b>	<b>\$1,320,100</b>	<b>\$1,256,800</b>	<b>\$1,330,400</b>	<b>\$73,600</b>	<b>5.86%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$1,200,100	\$1,159,100	\$1,211,100	\$1,278,500	\$67,400	5.57%
Services and Charges	\$37,000	\$220,200	\$24,300	\$26,700	\$2,400	9.88%
Material and Supplies	\$18,900	\$14,100	\$21,400	\$25,200	\$3,800	17.76%
<b>Subtotal Operating Expenditures</b>	<b>\$1,256,000</b>	<b>\$1,393,400</b>	<b>\$1,256,800</b>	<b>\$1,330,400</b>	<b>\$73,600</b>	<b>5.86%</b>
Capital Outlay	\$9,600	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$1,265,600</b>	<b>\$1,393,400</b>	<b>\$1,256,800</b>	<b>\$1,330,400</b>	<b>\$73,600</b>	<b>5.86%</b>
Fund Balance Incr/(Decr)	\$99,200	(\$73,300)	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>14.00</b>	<b>12.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**PUBLIC WORKS**  
**Survey and Land Management**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Provide the public with quality, cost-effective survey and land management services.

**Supports County Goal:** To address today's needs while proactively planning for the future.

**Performance Objective (Target):** Maintenance will be performed on at least 75 United States Public Land Survey (USPLS) corners.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing / Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percent of USPLS Land Corners maintained (based on 75 corners)	67%	64%	70%	75%

**SUMMARY and ANALYSIS**

Over 1500 United States Public Land Survey (USPLS) corners were established in Washington County during the original government survey in the 1840's. This network of corners is the foundation for all property boundaries within the county.

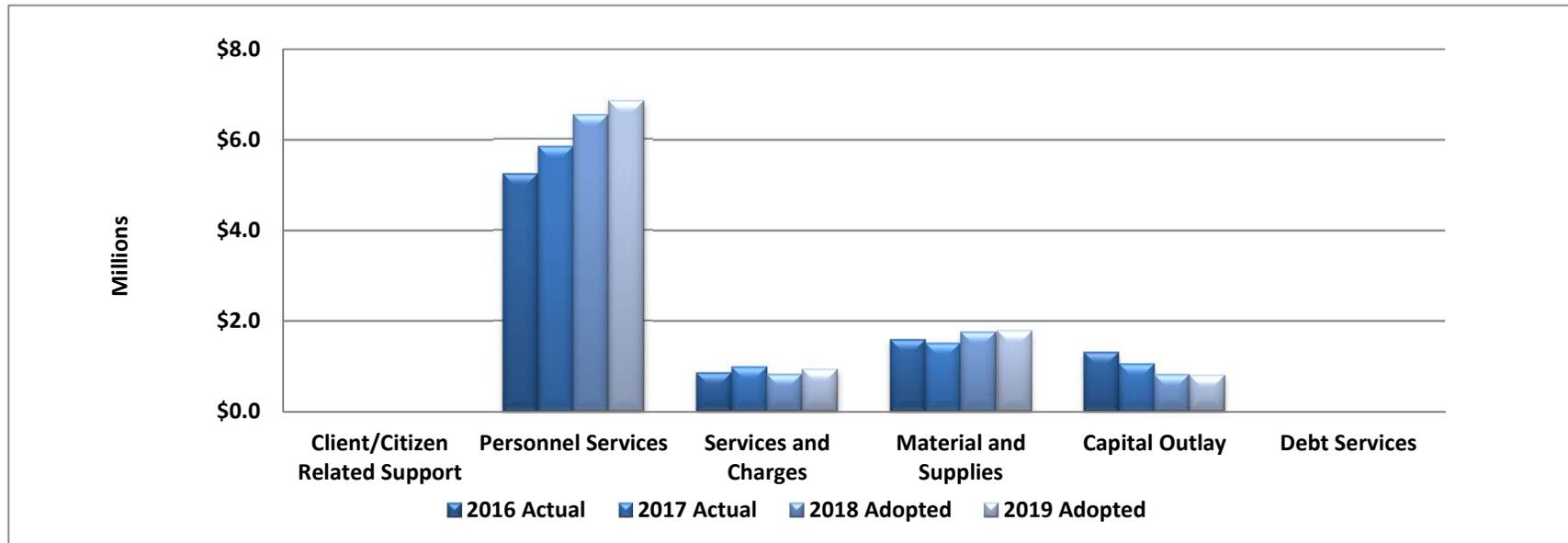
Over time, corner monuments can be disturbed or obliterated by acts of nature and various human activities such as road construction. Corner maintenance work is typically triggered by receiving notice of planned construction activity, receiving reports of corners needing maintenance, and by discovery of maintenance needed when corners are used in survey projects.

Land corner maintenance requires extensive research, field work, office work, and documentation. The amount of work required for each corner varies depending on several factors including location, recent history if any, and location of other maintained corners.

Department priorities affect the allocation of resources to this objective. Workload is directly related to highway projects which often result in the destruction of corners. The number and extent of highway projects can fluctuate greatly from year to year.

This Performance Measure provides a gauge to assist with work assignment, staffing, and management decisions to deliver this core function. Performing required corner maintenance protects the foundation for property ownership and reduces a resident's cost determining property boundaries. Corner maintenance proactively ensures that the corners are in place today and are perpetuated for future generations.

### Public Works - Transportation Division Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$3,781,600	\$3,838,600	\$4,060,200	\$4,184,600	\$124,400	3.06%
Non-Levy Revenue	\$5,743,100	\$5,850,800	\$5,882,400	\$6,175,300	\$292,900	4.98%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$9,524,700</b>	<b>\$9,689,400</b>	<b>\$9,942,600</b>	<b>\$10,359,900</b>	<b>\$417,300</b>	<b>4.20%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$5,246,700	\$5,847,000	\$6,546,000	\$6,853,300	\$307,300	4.69%
Services and Charges	\$856,400	\$982,800	\$821,900	\$930,700	\$108,800	13.24%
Material and Supplies	\$1,593,100	\$1,513,100	\$1,760,400	\$1,783,600	\$23,200	1.32%
<b>Subtotal Operating Expenditures</b>	<b>\$7,696,200</b>	<b>\$8,342,900</b>	<b>\$9,128,300</b>	<b>\$9,567,600</b>	<b>\$439,300</b>	<b>4.81%</b>
Capital Outlay	\$1,301,900	\$1,049,900	\$814,300	\$792,300	(\$22,000)	-2.70%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$8,998,100</b>	<b>\$9,392,800</b>	<b>\$9,942,600</b>	<b>\$10,359,900</b>	<b>\$417,300</b>	<b>4.20%</b>
Fund Balance Incr/(Decr)	\$526,600	\$296,600	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>61.50</b>	<b>61.50</b>	<b>65.00</b>	<b>64.00</b>	<b>(1.00)</b>	<b>-1.54%</b>

Numbers rounded to nearest hundred

**PUBLIC WORKS  
Transportation**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** To maintain county roadways with an acceptable pavement condition rating.

**Supports County Goal:** To address today's needs while proactively planning for the future.

**Performance Objective (Target):** The average countywide pavement condition rating will be 72 or greater; no roadway segment shall be rated below 40.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing / Are we better off?)	2016 ACTUAL	2017ACTUAL	2018 ESTIMATED	2019 PROJECTED
Pavement Condition Index (PCI) Rating	78	76	77	78
Percent of roadways with a PCI of 40 or less	2.2%	1.4%	1.2%	1.4%

**SUMMARY and ANALYSIS**

Smooth roads - this is not just an expectation of residents; a well-maintained roadway is safe, is more cost-effective to maintain, and extends the life of the public investment in the roadway.

The Washington County Pavement Management System (PMS) monitors the condition of the county highway system. Highway segments are evaluated and rated based on the surface quality of the pavement – how smooth is the road. This rating is the Pavement Condition Index (PCI) and uses a scale of 0 – 100. The higher the rating, the better the road condition.

The data shows that the County Board investment in highways is making a difference. The system PCI is above the performance target. At the same time there are roads with a PCI of 40 or less that need to be improved. A continued investment in the highway program is needed to maintain the quality of roads and address those in poor condition. Highways with a PCI of 40 or less are more expensive to improve. Therefore, keeping good roads in good condition is critical.

# WASHINGTON COUNTY

## Regional Rail

*Total Full-Time Employees: 5.75*

**Regional Rail**  
**3.50 FTEs**

**Gold Line**  
**2.25 FTEs**

## **REGIONAL RAIL ASSIGNED SERVICES AND FUNCTIONS**

### **REGIONAL RAIL**

#### ***Transitway Planning, Design, and Public Engagement***

- Gateway Gold Line Corridor
- Red Rock Corridor
- Rush Line Corridor
- Trunk Highway 36 Corridor

### **GOLD LINE**

#### ***Bus Rapid Transit (BRT) Project Development (PD)***

- METRO Gold Line Corridor

**REGIONAL RAIL**

**2019**

**Departmental Budget Highlights**

**REVENUES:**

**Non-Levy Revenues:** Increase to sales tax revenue to offset staffing costs to better align with work performed between the Regional Rail Authority & the Public Works Department, which resulted in RRA levy requirements. Permit revenue increased due to Forest Lake School’s use of Hardwood Creek right of way.

**EXPENDITURES:**

**Client/Citizen Related Support:** None

**Personnel Services:** Changes in personnel costs are directly related to union negotiations and labor settlements. In addition, decrease reflects adjustment to staffing costs to better align with work performed between the Regional Rail Authority & the Public Works Department.

**Services and Charges:** Decrease is primarily related to a reduction in Dues and Memberships.

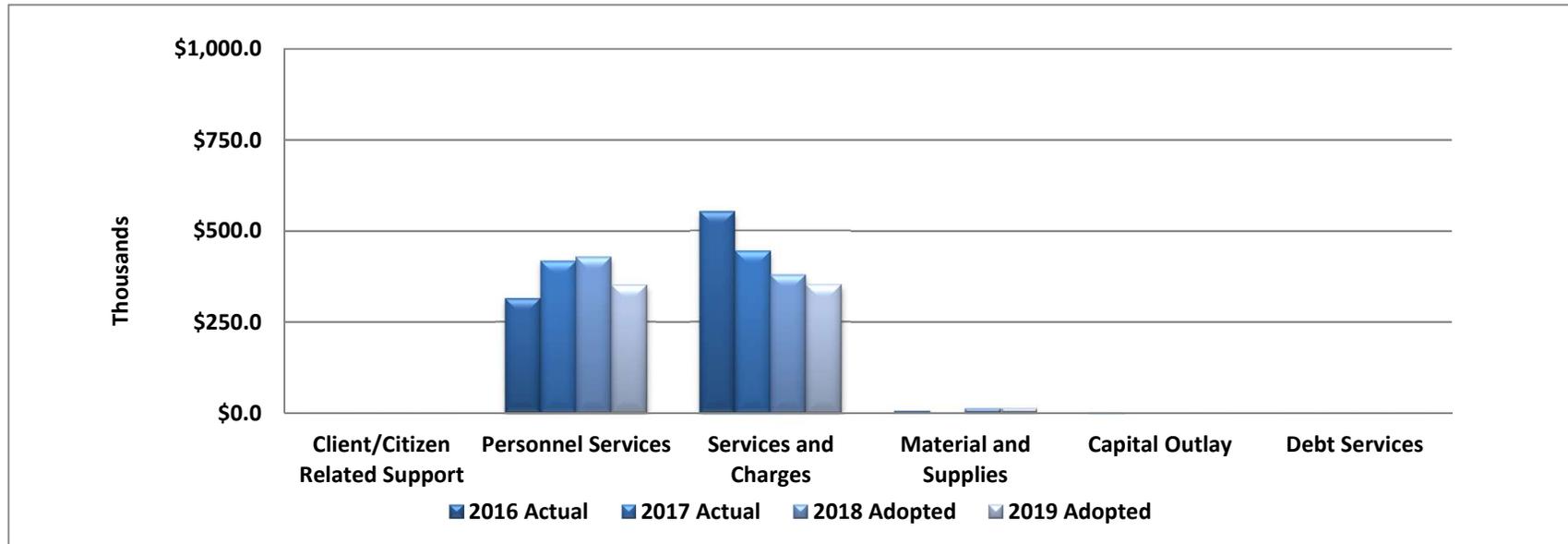
**Materials and Supplies:** Materials and Supplies did not have any significant changes.

**Capital Outlay:** None

**Debt Services:** None

**Other Financing Uses:** None

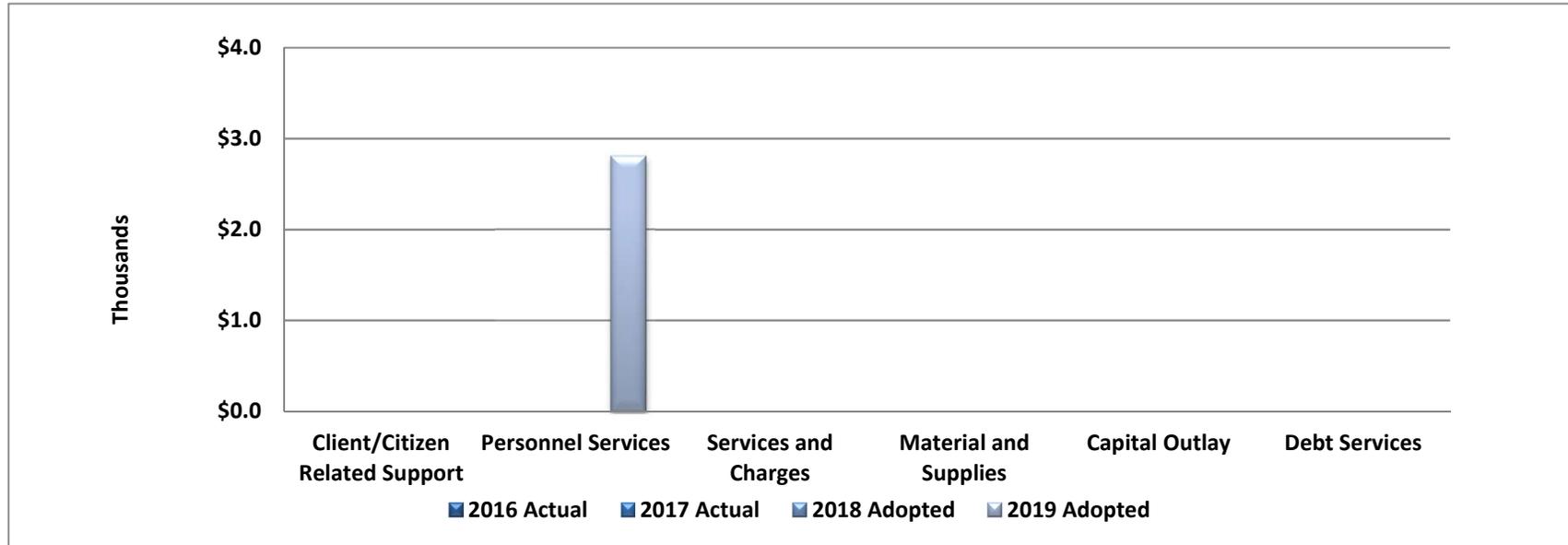
### Regional Railroad Authority Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$743,800	\$771,000	\$776,800	\$660,000	(\$116,800)	-15.04%
Non-Levy Revenue	\$561,900	\$149,900	\$44,500	\$57,500	\$13,000	29.21%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$1,305,700</b>	<b>\$920,900</b>	<b>\$821,300</b>	<b>\$717,500</b>	<b>(\$103,800)</b>	<b>-12.64%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$314,800	\$418,100	\$429,000	\$352,200	(\$76,800)	-17.90%
Services and Charges	\$553,400	\$445,400	\$379,900	\$352,700	(\$27,200)	-7.16%
Material and Supplies	\$5,700	\$1,800	\$12,400	\$12,600	\$200	1.61%
<b>Subtotal Operating Expenditures</b>	<b>\$873,900</b>	<b>\$865,300</b>	<b>\$821,300</b>	<b>\$717,500</b>	<b>(\$103,800)</b>	<b>-12.64%</b>
Capital Outlay	(\$74,400)	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$799,500</b>	<b>\$865,300</b>	<b>\$821,300</b>	<b>\$717,500</b>	<b>(\$103,800)</b>	<b>-12.64%</b>
Fund Balance Incr/(Decr)	\$506,200	\$55,600	\$0	\$0	\$0	0.00%
<b>Adjusted FTEs</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>3.50</b>	<b>(1.00)</b>	<b>-22.22%</b>

Numbers rounded to nearest hundred

### Metro Gold Line Budget Summary



Description	2016 Actual	2017 Actual	2018 Adopted	2019 Adopted	Incr. (Decr.) 2019-2018	Change %
Levy Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Non-Levy Revenue	\$0	\$0	\$0	\$7,500,000	\$7,500,000	0.00%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,500,000</b>	<b>\$7,500,000</b>	<b>0.00%</b>
Client/Citizen Related Support	\$0	\$0	\$0	\$0	\$0	0.00%
Personnel Services	\$0	\$0	\$0	\$280,700	\$280,700	0.00%
Services and Charges	\$0	\$0	\$0	\$0	\$0	0.00%
Material and Supplies	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Subtotal Operating Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$280,700</b>	<b>\$280,700</b>	<b>0.00%</b>
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%
Debt Services	\$0	\$0	\$0	\$0	\$0	0.00%
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$280,700</b>	<b>\$280,700</b>	<b>0.00%</b>
Fund Balance Incr/(Decr)	\$0	\$0	\$0	\$7,219,300	\$7,219,300	0.00%
<b>Adjusted FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.25</b>	<b>2.25</b>	<b>0.00%</b>

Numbers rounded to nearest hundred

**REGIONAL RAIL**

**2019**

**Performance Measure (How well are we doing?)**

**Goal:** Increase transit ridership in Washington County.

**Supports County Goal:** To address today's needs while proactively planning for the future.

**Performance Objective (Target):** Transit ridership at park-and-ride facilities will increase one percent annually.

EFFICIENCY & EFFECTIVENESS MEASURES (How well are we doing / Are we better off?)	2016 ACTUAL	2017 ACTUAL	2018 ESTIMATED	2019 PROJECTED
Percent change in park-and-ride usage	1.10%	(6.5%)	1%	1%

**SUMMARY and ANALYSIS**

There are nine park-and-ride facilities in Washington County. The Forest Lake Transit Center and the Newport Transit Center are owned and operated by Washington County. The following seven park-and-rides are owned and operated by Metro Transit: Christ Episcopal Church, Cottage Grove, Guardian Angels Catholic Church, St. Croix Valley Recreation Center, Walton Park, Woodbury Lutheran Church, and Woodbury Theater.

In 2017, the greatest increase in park-and-ride usage was at facilities that have the greatest unused capacity, including the Forest Lake Transit Center, the Newport Transit Center, and Walton Park in Oakdale. However, the greatest drop in usage, resulting in a net usage decrease, was at facilities that are currently nearing full capacity, including Guardian Angels Church, Christ Episcopal Church, and Woodbury Lutheran Church, all located in Woodbury. For example, Woodbury Lutheran Church has a capacity of 90 parking stalls - in 2016, there were 96 people parking at Woodbury Lutheran park-and-ride, reflecting a facility that is over capacity. Usage dropped to 87 park-and-riders in 2017. It is possible that users are less likely to drive to a park-and-ride if they are unsure they will find an available parking stall.

Capacity will increase in Washington County in 2018 with the addition of 500 stalls at a new park-and-ride at the intersection of I-94 and Manning Avenue. This relieved pressure from Guardian Angels park-and-ride and helped redistribution of park-and-ride users in Woodbury. In the long-term, there will be additional park-and-ride capacity and additional transit service with the implementation of Gold Line Bus Rapid Transit, currently planned to open in 2024.

<b>REGIONAL RAIL</b>				
<b>2019</b>				
<b>Results and Accomplishments – OUTPUT MEASURES (How much did we do?)</b>				
Description	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Transitway development Federal Transit Administration project milestones achieved	1	1`	0	1
Number of station area plans complete	1	2	4	0

**REGIONAL RAIL**

**2019**

**Key Challenges**

Among the key challenges impacting the Regional Rail Authority in 2019 are:

Washington County is expected to grow by another 80,000 residents by 2040 and the planning for mobility of residents is now critical. This need echoes the results of the 2016 Residential Survey where lack of public transportation was the top concern.

The Washington County Regional Rail Authority (WCRRA) leads county transit planning.

While the county can (and has) taken the lead to plan for increased transit opportunities for county residents and businesses, a key challenge facing the county is transit service delivery and operations is provided by Metro Transit. Compounding this is the myriad of funding sources and use restrictions.

In spite of these challenges, Washington County has made significant progress in development of the Gold Line. This project is in the federal project development phase and being lead by Metro Transit with Minnesota Department of Transportation (MnDOT) and county staff as part of the leadership team. This was a significant milestone achieved in 2018.

Looking to 2019, specific challenges include:

- Implement appropriate recommendations from the Washington County Transit Needs Study to address gaps and opportunities.
- Continue community engagement for the Gold Line project, including working with city partners on transit oriented development plans around station areas.
- Develop a structure and process for joint financial management with Ramsey County for the Gold Line project.
- Continue to monitor the Rush Line Corridor development led by Ramsey County.
- Continue to advocate for service improvements in the Red Rock and TH36 corridors.
- Begin needed transit studies for service improvements for the TH36 transitway.

# Performance Measurement

*This page is intentionally left blank.*

## PERFORMANCE MEASURES

Washington County is committed to providing quality public services to its citizens in an efficient, cost-effective, and responsive manner. In an effort to sustain or improve service levels to residents and to more strategically align performance to management decision-making, Washington County implemented a system of results-oriented government in the early 1990's.

Performance measures help determine the quality and the cost efficiency of government services, identify the results achieved, the benefits delivered to citizens, and how well government resources are being used. In addition to external performance measures, which enhance accountability to the public, internal performance indicators can assist organizational managers in making resource allocation decisions, program evaluations, and assessments of goal effectiveness and achievement.

Performance indicators, in the form of goals, results and accomplishments, and key trends and challenges are reported for each department throughout Section E of this document.

### ***Goals of the Performance Measurement Project***

The multi-departmental Performance Measurement and Improvement Team (PerMIT) works with departments to integrate performance measurement into all management processes in order to achieve maximum benefits, ensuring continuous improvement in all service areas. Further, Washington County continues to make enhancements to its performance measurement system that will improve the way performance measurement information is used in decision-making. Enhancing the system includes scheduling annual opportunities for departments to share with county Administration information on their efforts to instill performance measurement and continuous improvements as a valued practice in Washington County.

### ***Annual Performance Measurement Report***

The Washington County Annual Performance Report, [www.co.washington.mn.us/performanceasures](http://www.co.washington.mn.us/performanceasures), helps Washington County keep pace with changing expectations, focus attention on improving critical programs and services, make effective decisions, and communicate results to its citizens. Washington County has a comprehensive performance measurement system in which departments track, report, and review performance measures on an ongoing basis to support management decision-making and to drive improvements in core functions and programs. This mechanism of tracking performance also facilitates an ongoing overview of departments' performance and encourages dialogue about performance results between county Administration, all county budgets, and the annual budget.

### ***Performance Measurements and County Goals***

Selected performance measures are listed for each department in Section E and tie directly to the goals listed for that department. The chart that follows further illustrates the relationship between individual departments and its function in meeting the countywide goals.

### ***State Standard Measures and Washington County***

The Council on Local Results and Innovation, created by the Minnesota Legislature, annually releases a set of performance measures for counties that will aid residents, taxpayers, and state and local elected officials in determining the efficacy of counties in providing services and measures residents' opinions of those services. The "Performance Measurement Review" that follows provides a summary on 11 of the output and outcome performance measures for Washington County.

**MATRIX OF COUNTY GOALS BY DEPARTMENT**

The table belows indicates the relationship between the countywide goals and the individual departments. Refer to the departmental performance measurement information earlier in this section for a description of each individual department's specific goals. While we feel that every department supports each of the countywide goals, we have chosen to show the most obvious relationships in this matrix.

GROUP	COUNTYWIDE GOALS			
Department/Division	To promote the health, safety, and quality of life of citizens	To provide accessible, high-quality services in a timely and respectful manner	To address today's needs while proactively planning for the future	To maintain public trust through responsible use of public resources, accountability, and openness of government
<b>HEALTH &amp; COMMUNITY SERVICES:</b>				
Community Services	X	X	X	
Public Health & Environment	X	X	X	
<b>INTERNAL SERVICES:</b>				
Accounting & Finance		X	X	X
Administration	X	X	X	X
Human Resources		X		
Information Technology		X	X	
<b>LIBRARIES:</b>				
Library / Law Library	X	X		
<b>OTHER:</b>				
Capital Funds			X	
Commissioners	X	X	X	X
Court Administration (county costs)	X			
Debt Service			X	
General / County Operations	X	X	X	X
<b>PROPERTY &amp; TAXATION:</b>				
Property Records & Taxpayer Services		X		X
<b>PUBLIC SAFETY:</b>				
Attorney	X	X		
Community Corrections	X	X		
Sheriff	X	X		
<b>PUBLIC WORKS:</b>				
Administration		X		
Building Services		X	X	
Parks	X	X	X	
Transportation	X	X	X	
Survey & Land Management	X	X	X	
<b>REGIONAL RAIL AUTHORITY / GOLD LINE:</b>				
Regional Rail	X	X	X	
Gold Line	X	X	X	

### State Standard Measures Program

In 2010, the Legislature created the Council on Local Results and Innovation. In February 2011, the Minnesota Council released a set of performance measures for counties that will aid residents, taxpayers, and state and local elected officials in determining the efficacy of counties in providing services, and measuring residents' opinions of those services.

This document provides summary information on 11 of those performance measures. For additional information, including narratives and analysis on many of these measures, refer to the annual Washington County Performance Measurement Report on the county website: [www.co.washington.mn.us/performanceasures](http://www.co.washington.mn.us/performanceasures)

## PUBLIC SAFETY

### Part I and Part II Crimes per 1,000 residents

	2015	2016	2017
Part I Crimes	3.5	3.9	3.9
Part II Crimes	11.0	13.9	13.8

Crimes committed by offenders are classified as either Part I or Part II crimes. Part I crimes include homicide, sexual assault, robbery, aggravated assault, burglary, larceny-theft (shoplifting, pick-pockets), motor vehicle theft, and arson. Part II crimes include other assaults, forgery and counterfeiting, fraud, embezzlement, stolen property (buying, receiving, possessing), prostitution, sex offenses, drug abuse violations, gambling, offenses against family and children, driving under the influence, violating liquor laws, drunkenness, disorderly conduct, vagrancy, and all other offenses (any offense that does not fit in any category except for driving offenses).

*Note: 2016 population estimate was used to calculate 2016 and 2017 crimes per 1,000 residents, as the 2017 population estimate was not available at the time of publication. Source: Washington County Sheriff's Office*

### Percent of adult offenders with new felony conviction within 3 years of discharge

	2015	2016	2017
Percent of adult offenders with a felony conviction within 3 years of discharge	16%	12%	15%

*Note: Washington County recidivism rates for 2017 involve probation sentenced offenders with a felony level case discharged in 2013. The percentages are within the norm of the seven-county metro area. Source: Washington County Community Corrections*

## PROPERTY RECORDS, VALUATION, ASSESSMENT

### Turnaround time for recording, indexing, and returning real estate documents

	2015	2016	2017
Recording compliance	100%	100%	100%
Timely recording, paper documents	3.51 days	3.49 days	3.26 days
Timely recording, electronic documents	0.10 days	0.004 days	0.04 days

To aid and improve commerce in Minnesota, state law compels specific processing requirements and compliance standards for recording of real estate documents, no later than 10 business days for documents submitted in paper form and no later than 5 days electronically after receipt by the county. Source: Property Records and Taxpayer Services

## PUBLIC WORKS

### Average pavement condition rating

	2015	2016	2017
Pavement Condition Index (PCI)	76	78	76

*Note: The PCI rating monitors the surface quality of the pavement. Washington County's goal is to maintain the overall pavement condition of its roadway system at an average PCI of 72 or greater, with a minimum PCI of 40. Source: Washington County Public Works and Minnesota Department of Transportation*

## BUDGET, FINANCIAL

### Bond rating

	2015A	2016A	2017A
Standard and Poor's Rating Service	AAA	AAA	AAA
Moody's Investor's Services	Aaa	Aaa	Aaa

*Note: The letter "A" behind each year signifies the name of the bond sale. Washington County holds the highest rating obtainable from both Standard & Poor's Ratings Services and Moody's Investor's Services. Source: Washington County Accounting and Finance*

## PUBLIC HEALTH, SOCIAL SERVICES

### Percentage of children in which there is a recurrence of maltreatment within 12 months following an intervention

	2015	2016	2017
Child Maltreatment	0.9%	2.4%	2.4%

Child maltreatment includes physical abuse, neglect, sexual abuse, mental injury, or maltreatment of a child in a facility. Minnesota's Department of Human Services measures repeat maltreatment as the percentage of children in which there is a recurrence of maltreatment within 12 months following an intervention. Washington County's goal is 9.1% or less.

*Note: Data for 2017 is for a portion of the year, data for 2017 will be finalized after a full 12 months have elapsed after the occurrence of maltreatment. Source: Minnesota Department of Human Services' Social Services Information System*

### Percentage of low birth-weight children

	2014	2015	2016
Low birth-weight	5.0%	4.3%	4.4%

Low birth-weight describes babies who are born weighing less than 2,500 grams or 5.5 pounds. *Note: This data does not include multiple births. 2017 data was not available at the time of publication. Source: Washington County Public Health and Environment*

**PARKS, LIBRARIES**

**Citizens' rating of quality of parks - Park Visitor Survey**

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
2015	69.7%	24.7%	0.4%	1.1%	1.8%
2016	72.7%	23.4%	2.4%	0.5%	1.0%
2017	72.0%	22.1%	2.4%	0.7%	2.8%

This measure provides information on the percentage of surveyed park visitors who were satisfied with their experience in the park they visited that day. Source: Washington County Public Works - Park Visitor Survey

**Number of annual library visits per 1,000 residents**

	2015	2016	2017
Number of annual library visits per 1,000 residents	3,624	3,611	3,553

*Note: 2016 population estimate was used to calculate the 2016 and 2017 in-person library visits per 1,000 residents, as the 2017 population estimate was not available at the time of publication. Numbers do not include libraries in Stillwater, Lake Elmo, and Bayport. Source: Washington County Library*

**ENVIRONMENT**

**Recycling percentage**

	2015	2016	2017
Percentage of recycled waste	37.7%	42.8%	49.3%

*Note: The recycling percentage is the total tons of county recyclable materials as a percentage of the waste generated. Source: Washington County Public Health and Environment SCORE Report*

**Amount of hazardous household waste and electronics collected**

	2015	2016	2017
Household hazardous waste	1,482,990 lbs.	1,679,815 lbs.	1,657,938 lbs.
Electronics waste	1,382,832 lbs.	1,945,913 lbs.	1,906,955 lbs.

*Note: The slight decreases for household hazardous waste and electronics are likely due to products being manufactured at a lighter weight than in the past. Source: Washington County Public Health and Environment*

**Washington County  
Performance  
Measurement  
Program**

Since the mid-1990s, Washington County departments have tracked, reported, and monitored performance measures to support decision-making, and to drive continued improvement in the services provided.

Progress Meetings, scheduled with each department once a year, are an example of continuously improving and advancing use of data and analysis in the organization. The purpose of these meetings is to facilitate an ongoing dialogue about performance results and quality improvement efforts between the Office of Administration and the county's departments.

Washington County's multi-departmental Performance Measurement and Improvement Team (PerMIT) continues to further institutionalize the use of performance measurement, lean, and quality improvement throughout the organization.

Washington County remains committed to making data-driven decisions, ensuring accountability, and providing quality services.

**WASHINGTON COUNTY VISION, MISSION, GOALS & VALUES**

**VISION**

A great place to live, work and play...today and tomorrow

**MISSION**

Providing quality services through responsible leadership, innovation, and the cooperation of dedicated people

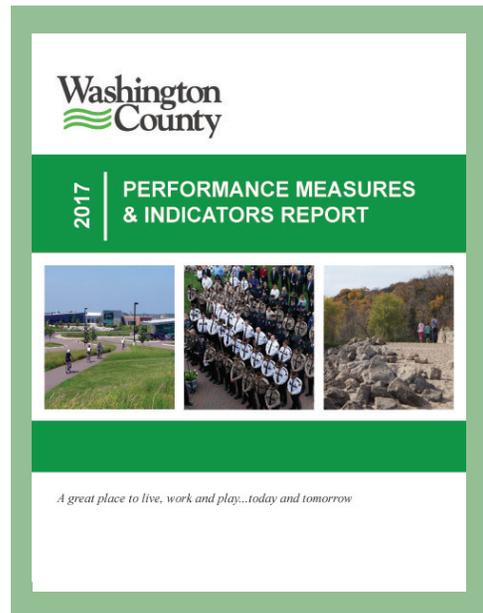
**GOALS**

- To promote the health, safety, and quality of life of citizens
- To provide accessible, high-quality services in a timely and respectful manner
- To address today's needs while proactively planning for the future
- To maintain public trust through responsible use of public resources, accountability, and openness of government

**VALUES**

- Ethical: to ensure public trust through fairness, consistency, and transparency
- Stewardship: to demonstrate tangible, cost-effective results and protect public resources
- Quality: to ensure that services delivered to the public are up to the organization's highest standards
- Responsive: to deliver services that are accessible, timely, respectful, and efficient
- Respectful: to believe in and support the dignity and value of all members of this community
- Leadership: to actively advocate for and guide the county toward a higher quality of life

**MORE INFORMATION AVAILABLE**



**Performance Measurement and Indicators Report**

The annual Performance Measures and Indicators Report reflects Washington County's continued commitment to high-quality service that meets and exceeds the needs and expectations of Washington County residents. The 2017 Performance Measures and Indicators Report is the county's 19th annual report.

[www.co.washington.mn.us/performanceasures](http://www.co.washington.mn.us/performanceasures)

**Project Contact**

Amanda Hollis, Senior Planner  
 Washington County Office of Administration  
 14949 62nd Street North | Stillwater, MN 55082  
[amanda.hollis@co.washington.mn.us](mailto:amanda.hollis@co.washington.mn.us) | 651-430-6021  
[www.co.washington.mn.us](http://www.co.washington.mn.us)

# WASHINGTON COUNTY

## 2019 BUDGET

### Supplemental Information

Section F

*This page is intentionally left blank.*



# Washington County, Minnesota 2019 At-A-Glance

## POPULATION

<b>Washington County Population:</b>	(+7.9% since 2010)	<b>256,905 *</b>
Median Age (both genders)	35.1 (2000)	39.1 (2017) *
Population Rank in Minnesota	5 of 87 counties *	
Population age 18 years and over	193,201 *	
Population age 65 years & over	37,266 *	
Percent with Bachelor's Degree or higher	43.6% *	
Housing Units	98,270 *	
Households	94,955 *	
Average Household Size	2.74 *	
<b>Projected Growth 2010 to 2040:</b>		
Number of New Residents Forecast	97,654 (+ 42%) ***	
Number of New Households Forecast	44,541 (+ 51%) ***	
Projected Population in 2040	335,790 ***	
Projected Households in 2040	132,400 ***	
Projected Employment in 2040	103,490 ***	
Source: * Metropolitan Council Estimates published July 2018 ** 2017 American Community Survey (margin of error not included) *** Metropolitan Council Thrive MSP 2040 Forecasts as of January 1, 2019		

## ECONOMIC

Median Household Income	\$91,866 *
Per Capita Personal Income (2017)	\$63,681 **
Percent of People Below the Poverty Level	3.8% *
Percent of Families Below the Poverty Level	3.3% *
Median Residential Taxable Market Value-pay 2019	\$273,200 ***
New Houses (Single Family Dwelling/Townhouse/Condo) Started (Assessment year 2018)	1,054 ***
Mean Commute Travel Time for Work	25.9 minutes *
Source: * 2017 American Community Survey (margin of error not included) ** U.S. Bureau of Economic Analysis *** Washington County Property Records and Taxpayer Services	

Data in At-A-Glance reflects a one-time snapshot of the county. The data will continue to change between now and the next At-A-Glance. Please check with the sources for the most recent information

## LABOR FORCE

<b>Employment Statistics: (a)</b>	
Annual Labor Force	140,673
Number of County Residents Employed	136,301
Unemployed	4,372
Unemployment Rate	(MN 3.8%) 3.1%
<b>2018 Top 10 Taxable Market Values: (b)</b>	
Xcel Energy	507,831,400
Tamarack Village Shopping Center LP	86,811,800
Ramco-Gershenson Properties LP	66,390,900
10285 Grand Forest Owner LLC	65,214,400
3M Company	55,497,200
Menard Inc & Corporate Accounting	48,411,500
Woodbury Village Shopping Center LP	39,804,200
Wal-Mart Real Estate Business Trust	39,410,500
Dayton Hudson Corp	36,609,400
Allina Health System	28,922,900
<b>Occupations: (c)</b>	
Management, business, science, and arts	45.9%
Service	13.7%
Sales and office	24.6%
Natural resources, construction, and maintenance	5.9%
Production, transportation, and material moving	9.8%
Source: (a) Minnesota Department of Employment and Economic Development (2017 annual average not seasonally adjusted) (b) Washington County Property Records and Taxpayer Services (c) 2017 American Community Survey (margin of error not included)	

## HUMAN SERVICES

No Health Insurance Coverage *	3.2% *
Rate of Homelessness per 10,000 residents (2015)	3.7% **
Minnesota Healthcare Programs (2016)	\$198.8 million ***
Cash & Food Support (2016)	\$18.6 million ***
Source: * 2017 American Community Survey (margin of error not included) ** Wilder Research, Minnesota Homeless Study *** Washington County Community Services ♦ Includes civilian non-institutionalized population	

## COUNTY BUDGET & PERCENTAGES

<b>Total 2019 Budget:</b>	<b>\$288,106,100</b>		
--All amounts rounded--			
<b>Revenue Sources:</b>	<b>Percent of Total:</b>		
Property Taxes	38%		
Intergovernmental	29%		
Other Financing Sources (Bond Proceeds)	10%		
Other Taxes	7%		
Fees for Services	6%		
Misc. Investment Income, Rents, Fines	5%		
County Program Aid	3%		
Licenses & Permits	2%		
<b>Expenditures:</b>	<b>Percent of Total:</b>		
Streets & Highways	25%		
Health & Community Services	23%		
Public Safety	20%		
General Government	16%		
Culture & Recreation	9%		
Debt Service	5%		
Other Capital Outlay	2%		
<b>County Budget Comparison:</b>			
	<b>2018</b>	<b>2019</b>	
Operating	\$178.9 million	\$191.1 million	
Capital	\$ 31.9 million	\$ 82.0 million	
Debt	\$ 13.5 million	\$ 15.0 million	
<b>Total</b>	<b>\$224.3 million</b>	<b>\$288.1 million</b>	
<b>County General Obligation Bond Rating: *</b>			
Moody's	<b>Aaa</b>	Standard & Poor's <b>AAA</b>	
<b>County Tax Rate (with Library): **</b>			
<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
30.56%	30.44%	29.98%	29.54%
Source: * Washington County Office of Administration ** Washington County Property Records and Taxpayer Services			

## LAND USE

	Total Acres:	%:
Residential	52,879	19.5%
Commercial	3,701	1.4%
Industrial	4,598	1.7%
Institutional; Park & Recreational	30,074	11.1%
Major Roadways	2,861	1.1%
Agricultural and undeveloped	150,295	55.5%
Mixed use and Airport	576	.2%
Open Water Bodies	25,777	9.5%
<b>Total</b>	<b>270,761</b>	<b>100%</b>

Source: Metropolitan Council Generalized Land Use Historical Data Set 2016

## GEOGRAPHY

Total Area	423.2 sq. miles *
Land Area (without water)	391.7 sq. miles **
Maximum county width	13.8 miles
Maximum county length	40.4 miles
County total area rank in Minnesota	83 of 87 counties *
<b>Washington County Parks:</b>	<b>7 parks</b>
Lake Elmo Park Reserve	2,317 acres *
Cottage Grove Ravine Regional Park	540.8 acres *
Pine Point Park	312 acres *
Point Douglas Park	9 acres *
Square Lake Park	25 acres *
St. Croix Bluffs Regional Park	584 acres *
Big Marine Park Reserve	120 acres *
Number of major water bodies +	585 ***

Source: \* Minnesota Land Management Information Center data 2003  
 \*\* U.S. Census Bureau, Summary File 1 (SF1-Percent data)  
 \*\*\* Lakes and type 3, 4, 5 wetlands. Wetlands are defined as over 10 acres in unincorporated areas or 2 1/2 acres in incorporated areas. Lakes are defined as "all natural enclosed depressions, 10 acres or more in area, which have substantial banks capable of containing water, and which are discernible on aerial photographs," from "Inventory of Minnesota Lakes," Minnesota Conservation Department, Bulletin No. 25, 1968.  
 + Department of Natural Resources Protected Waters Inventory

At-A-Glance is prepared by the Washington County Office of Administration.

2019 Legal newspaper: Lillie Suburban

1/19

## WASHINGTON COUNTY FACILITIES

Type of Facility:	Contact #:	#
Government Center -Stillwater (County Seat)	(651) 430-6000	1
County Service Center-Cottage Grove	(651) 430-4075	1
County Service Center- Forest Lake/Headwaters	(651) 275-7200	1
County Service Center – Woodbury	(651) 275-8600	1
County Branch Libraries (includes Law Library)	(651) 275-8500	8
License Centers	(651) 275-8600	3
County Parks	(651) 430-8368	7
Historic Courthouse	(651) 275-7075	1
Law Enforcement Center	(651) 439-9381	1
Household Hazardous Waste	(651) 430-6655	1
Transportation Offices	(651) 430-4300	2

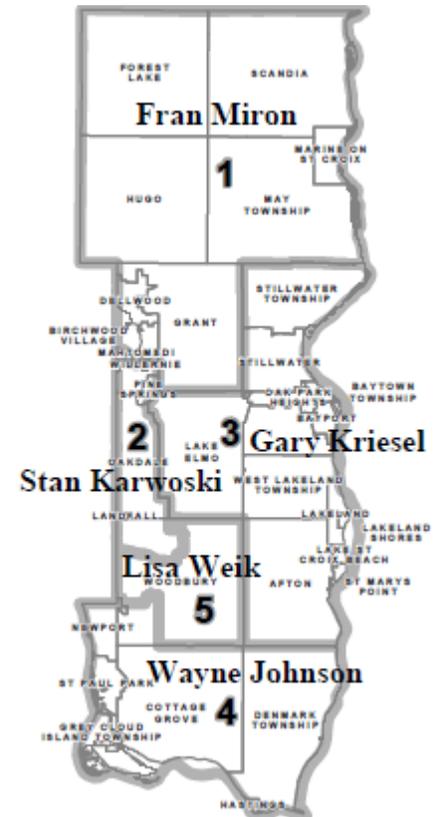
## LOCAL UNITS OF GOVERNMENTS & DISTRICTS

Number of Cities (see map to right)	27 *
* Includes portions of Hastings and White Bear Lake located in Washington County.	
Number of Townships (see map to right)	6

Watershed Districts:	Contact #:
Brown's Creek	(651) 275-1136
Carnelian Marine	(651) 433-2150
Comfort Lake – Forest Lake	(651) 209-9753
Ramsey-Washington Metro	(651) 792-7950
Rice Creek	(763) 398-3070
South Washington	(651) 714-3729
Valley Branch (Engineer)	(952) 832-2622

Independent School Districts:	Contact #:
I.S.D. 200 (Hastings)	(651) 480-7000
I.S.D. 622 (North St. Paul)	(651) 748-7411
I.S.D. 624 (White Bear Lake)	(651) 407-7500
I.S.D. 831 (Forest Lake Area)	(651) 982-8100
I.S.D. 832 (Mahtomedi)	(651) 407-2000
I.S.D. 833 (South Washington County)	(651) 458-6300
I.S.D. 834 (Stillwater Area)	(651) 351-8340
I.S.D. 916 (Valley Crossing)	(651) 415-5657
I.S.D. 2144 (Chisago Lakes)	(651) 213-2000
I.S.D. 6067 (Crosswinds)	(651) 379-2600

## Washington County, Minnesota



### Washington County Commissioners - 2018

District 1 – Fran Miron – Vice Chair  
 District 2 – Stan Karwoski – Chair  
 District 3 – Gary Kriesel  
 District 4 – Wayne Johnson  
 District 5 – Lisa Weik

County Board meetings: Tuesdays, 9 a.m.  
 (no meetings on 5<sup>th</sup> Tuesdays)

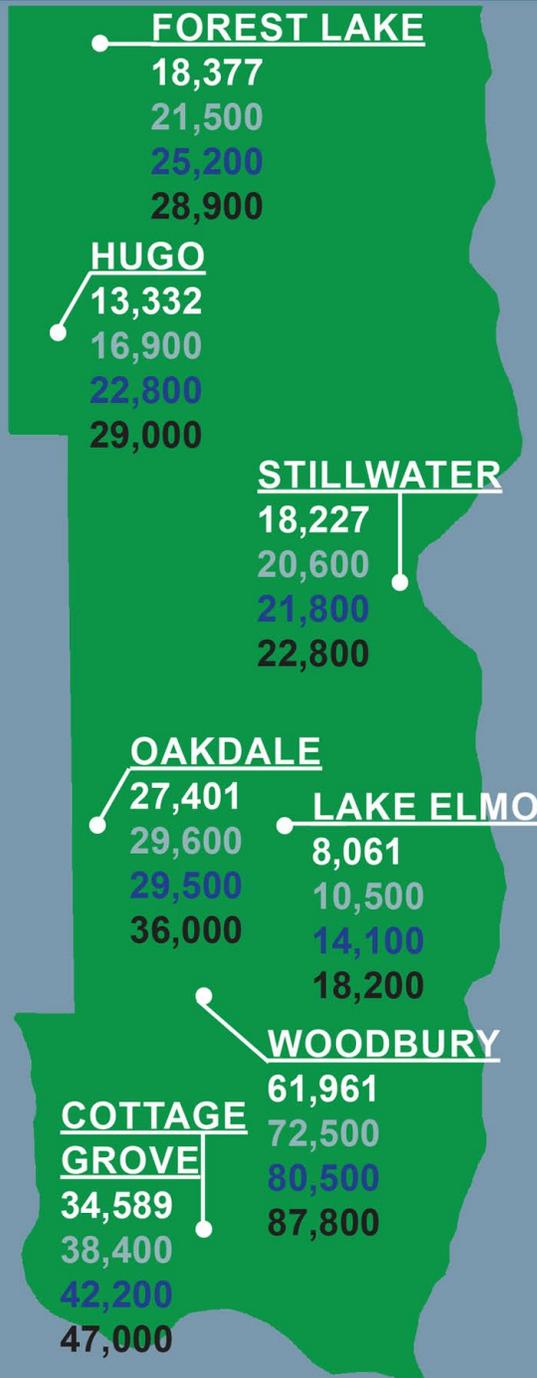
Washington County Government Center  
 14949 62nd Street North  
 P.O. Box 6  
 Stillwater, Minnesota 55082-0006

Washington County general information telephone: (651) 430-6000

Washington County web site: <http://www.co.washington.mn.us>

# POPULATION

DEMOGRAPHICS



## PROJECTED POPULATION GROWTH

2010  
2020  
2030  
2040

Source: US Census, Metropolitan Council  
\*Census 2010 counts corrected by Census Bureau

## POPULATION GROWTH

Year	Number	Increase from 2000	Rate from 2000
2018	256,905	55,775	27.7%
2010	238,136	37,006	18.4%
2000	201,130	n/a	n/a

Source: US Census, Metropolitan Council

Year	Percent
2017	27.7%
2010	19.9%
2005	15.49%

## PERCENTAGES OF HOUSEHOLDS WITH ONE OR MORE PEOPLE 65 YEARS AND OVER

Source: American Community Survey

## POPULATION + PROJECTED POPULATION INCREASE BY DECADE



Source: US Census, Metropolitan Council

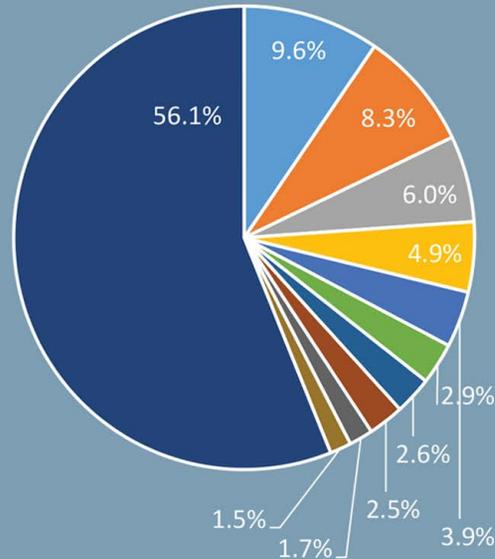
■ Increase ■ Projected Increase

# HOUSEHOLDS + EMPLOYMENT

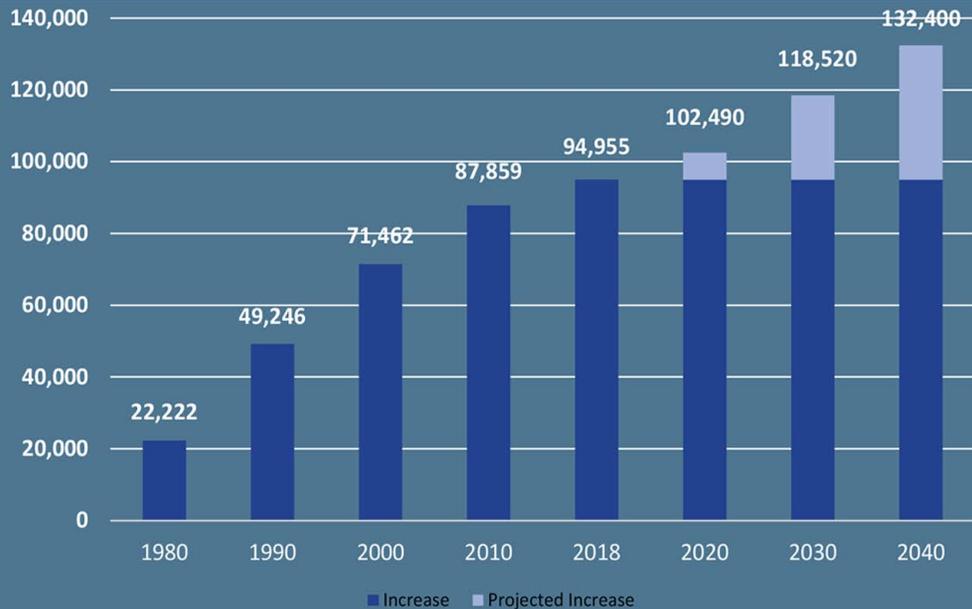
## TOP 10 PLACES WASHINGTON COUNTY WORKERS LIVED IN 2015

### Primary Jobs

- Woodbury city, MN
- St. Paul city, MN
- Cottage Grove city, MN
- Stillwater city, MN
- Oakdale city, MN
- Forest Lake city, MN
- Maplewood city, MN
- Minneapolis city, MN
- White Bear Lake city, MN
- Hugo city, MN
- All Other Locations



Source: US Census, OnTheMap Application and LEHD Origin-Destination Employment Statistics



## HOUSEHOLDS AND FORECASTED HOUSEHOLDS BY DECADE

Source: Metropolitan Council

## COUNTY RESIDENTS EMPLOYED

Year	Number of residents employed
2017	136,301
2010	121,412
2000	115,006
1990	79,691

Source: MN Department of Employment and Economic Development

## AVERAGE HOUSEHOLD SIZE

Year	Household size
2017	2.74
2010	2.67
2000	2.77
1990	2.91
1980	3.18

Source: US Census, American Community Survey

# INCOME + ECONOMICS

## MEDIAN HOUSEHOLD INCOME

Year	Income
2017	\$91,866
2010	\$77,239
2000	\$66,305

Source: US Census, American Community Survey

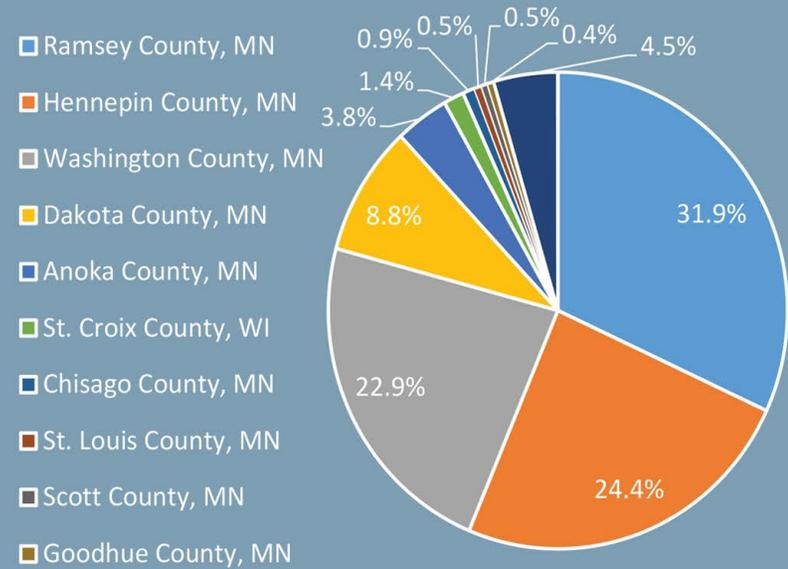
## POVERTY PERCENTAGES, ALL AGES

2017	3.8%	Note: The Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is in poverty. Many government aid programs use a different poverty measure, the Department of Health and Human Services poverty guidelines, or variants thereof.
2010	5.8%	
2005	3.8%	
2000	2.9%	

Source: US Census, American Community Survey

## TOP 10 PLACES WASHINGTON COUNTY WORKERS WERE EMPLOYED IN 2015

### Primary Jobs



Source: US Census, OnTheMap Application and LEHD Origin-Destination Employment Statistics



## MEAN TRAVEL TIME TO WORK (in Minutes)

437  
Source: American Community Survey

# EDUCATION + DIVERSITY

## WASHINGTON COUNTY STUDENT DIVERSITY BY SCHOOL YEAR

STUDENT DIVERSITY		
Year	% White	% People of Color
2017-2018	75.8%	24.2%
2010-2011	82.85%	17.15%
2005-2006	87.83%	12.17%

Source: Minnesota Department of Education

## EDUCATION LEVEL

Year	High school graduate or higher	Bachelor's Degree or higher
2017	96.8%	43.6%
2010	96.0%	41.4%
2000	94.0%	33.9%
1990	90.3%	26.2%

Source: US Census, American Community Survey

## COUNTYWIDE DIVERSITY

Year	% White, non-hispanic	% People of Color
2030	79.6%	20.4%
2020	82.6%	17.4%
2016	83.3%	16.7%
2005	89.3%	10.7%

## WASHINGTON COUNTY COUNTYWIDE DIVERSITY BY CALENDAR YEAR

Source: Minnesota State Demographic Center, American Community Survey

## GLOSSARY

This glossary provides acronyms and definitions of various specialized terms used throughout the budget document.

<b>AAA</b>	Standard & Poor’s rating	<b>CADI</b>	Community Alternatives for Disabled Individuals
<b>Aaa</b>	Moody’s rating	<b>CAFR</b>	Comprehensive Annual Financial Report
<b>ABAWD</b>	Able Bodied Adult Without Dependents	<b>CCDTF</b>	Consolidated Chemical Dependency Treatment Fund
<b>ACA</b>	Affordable Care Act	<b>CD</b>	Certificate of Deposit
<b>ACT</b>	Assertive Community Treatment	<b>CDA</b>	Community Development Agency
<b>AFC</b>	Adult Foster Care	<b>CD-ROM</b>	Compact Disc – Read Only Memory
<b>AHCA</b>	American Health Care Act	<b>CETP</b>	Capital Equipment & Technology Plan
<b>AIS</b>	Aquatic Invasive Species	<b>CFC</b>	Corporate Foster Care
<b>ALI</b>	Automatic Location Information	<b>CHIP</b>	Children’s Health Insurance Plan
<b>AMC</b>	Association of Minnesota Counties	<b>CHN</b>	Correctional Health Nurse
<b>AMH</b>	Adult Mental Health	<b>CIP</b>	Capital Improvement Plan
<b>AMRTC</b>	Anoka Metro Regional Treatment Center	<b>CLE</b>	Continuing Legal Education
<b>ASCAP</b>	American Society of Composers, Authors, and Publishers	<b>CMHCM</b>	Children’s Mental Health Case Management
<b>ATF</b>	Bureau of Alcohol, Tobacco, Firearms, and Explosives	<b>CMO</b>	Collateralized Mortgage Obligation
<b>AV</b>	Audio Visual	<b>CMT</b>	Constant Maturity Treasury
<b>BCA</b>	Bureau of Criminal Apprehension	<b>COG</b>	Cognitive Behavioral Programming
<b>BI</b>	Brain Injury	<b>COOP</b>	Continuity of Operations Plan
<b>BMI</b>	Broadcast Music Incorporated	<b>CPA</b>	County Program Aid
<b>BRT</b>	Bus Rapid Transit	<b>CR</b>	County Road
<b>BSF</b>	Basic Sliding Fee	<b>CS</b>	Child Support
<b>CAC</b>	Community Alternative Care	<b>CSE</b>	Child Support Enforcement
		<b>CSAH</b>	County State Aid Highway

<b>DD</b>	Developmental Disabilities	<b>FIRREA</b>	Financial Institutions Reform Recovery and Enforcement Act
<b>DEA</b>	Drug Enforcement Administration	<b>FMLA</b>	Family & Medical Leave Act
<b>DEED</b>	Department of Employment and Economic Development	<b>FPI</b>	Fraud Prevention Investigations
<b>DHS</b>	Department of Human Services (State of Minnesota)	<b>FTA</b>	Federal Transit Administration
<b>DT&amp;H</b>	Day Treatment and Habilitation	<b>FTE</b>	Full-Time Equivalent
<b>DTF</b>	Drug Task Force	<b>GA</b>	General Assistance
<b>DUI</b>	Driving Under the Influence	<b>GAAP</b>	General Accepted Accounting Principles
<b>DVD</b>	Digital Video Disc	<b>GB</b>	Gigabyte
<b>DVP</b>	Delivery Versus Payment	<b>GED</b>	General Education Diploma
<b>DW</b>	Dislocated Worker	<b>GFOA</b>	Government Finance Officers Association
<b>DWP</b>	Diversionary Work Program	<b>GIC</b>	Guaranteed Investment Contracts
<b>DWRS</b>	Disability Waiver Rate System	<b>GIS</b>	Geographical Information Systems
<b>EBP</b>	Evidence Based Practices	<b>GOT VIVA</b>	Growing 4-H Opportunities Together: Volunteers in Vision and Action Program
<b>EBT</b>	Electronic Benefit	<b>GRH</b>	Group Residential Housing
<b>ECM</b>	Enterprise Content Management	<b>HAVA</b>	Help America Vote Act
<b>ECRF</b>	Emergency Call Routing Function	<b>HHW</b>	Household Hazardous Waste
<b>EMG</b>	Extension Master Gardner	<b>HIDTA</b>	High Intensity Drug Trafficking Area
<b>EMMSTF</b>	East Metro Sex Trafficking Task Force	<b>HOST</b>	Homeless Outreach Services Team
<b>EPA</b>	Environmental Protection Agency	<b>HP2020</b>	Healthy People 2020
<b>EPS</b>	Emergency Protective Services	<b>HRIS</b>	Human Resources Information System
<b>ESZ</b>	Emergency Service Zones	<b>HSPM</b>	Human Services Performance Management System
<b>EUI</b>	Energy Use Intensity	<b>HUD</b>	Housing and Urban Development
<b>EW</b>	Elderly Waiver	<b>IBM</b>	International Business Machines
<b>FAC</b>	Family Assistance Center	<b>ICAC</b>	Internet Crimes Against Children
<b>FDIC</b>	Federal Deposit and Investment Corporation	<b>ICR</b>	Initial Complaint Report
<b>FFY</b>	Federal Fiscal Year	<b>I/DD</b>	Intellectual and Developmental Disabilities
<b>FINRA</b>	Financial Industry Regulatory Authority		

<b>IHO</b>	Individualized Housing Option	<b>MN</b>	Minnesota
<b>IMD</b>	Mental Disease	<b>MNDOT</b>	Minnesota Department of Transportation
<b>IMRMS</b>	Income Maintenance Random Moment Study	<b>MNJAD</b>	Minnesota Judicial Analytical Database
<b>IT</b>	Information Technology	<b>MNLARS</b>	Minnesota Licensing and Registration System
<b>KB</b>	Kilobyte	<b>MNLink</b>	Minnesota Library Information Network
<b>K-9</b>	Sheriff's Canine Program	<b>MPU</b>	Major Prosecution Unit
<b>LAN</b>	Local Area Network	<b>MRC</b>	Medical Reserve Corps
<b>LEC</b>	Law Enforcement Center	<b>MSA</b>	Minnesota Supplemental Aid
<b>LED</b>	Light Emitting Diode	<b>MSP</b>	Minneapolis – St. Paul
<b>LENS</b>	Law Enforcement Network System	<b>N/A</b>	Not applicable or not available
<b>LGIP</b>	Local Government Investment Pools	<b>NACo</b>	National Association of Counties
<b>LS/CMI</b>	Level of Service/Case Management Inventories	<b>NACCHO</b>	National Association of County and City Health Officials
<b>LVF</b>	Location Validation Function	<b>NENA</b>	National Emergency Number Association
<b>LWLP</b>	Land and Water Legacy Program	<b>NG911</b>	Next Generation 911
<b>MA</b>	Medical Assistance	<b>NOW</b>	Non-Traditional Opportunities for Women
<b>MAARC</b>	Minnesota Adult Abuse Reporting Center	<b>NSF</b>	Non-Sufficient Funds
<b>MAXIS</b>	Minnesota's automated public assistance eligibility and issuance system	<b>O&amp;M</b>	Operations and Maintenance
<b>MB</b>	Megabyte	<b>OPEB</b>	Other Post-Employment Benefits
<b>MCIT</b>	Minnesota Counties Intergovernmental Trust	<b>OSHA</b>	Occupational Safety and Health Administration
<b>MDA</b>	Minnesota Department of Agriculture	<b>OSS</b>	Open Source Software
<b>MDB</b>	Mission Directed Budgeting	<b>P2P</b>	Pathways to Prosperity
<b>MDH</b>	Minnesota Department of Health	<b>PBW</b>	Personnel Budget Worksheet
<b>MESB</b>	Metropolitan Emergency Services Board	<b>PC</b>	Personal Computer
<b>METS</b>	Minnesota Eligibility Technology System	<b>PCI</b>	Pavement Condition Index
<b>MFIP</b>	Minnesota Family Investment Program	<b>PDM</b>	Periodic Data Matching
<b>MHz</b>	Megahertz	<b>PERA</b>	Public Employee Retirement Association
<b>MICA</b>	Metropolitan Inter-County Association	<b>PERS</b>	Personal Emergency Response System
<b>MMR</b>	Measles, Mumps, and Rubella	<b>PerMIT</b>	Performance Measurement Team

<b>PFC</b>	Perfluorochemical	<b>SNAP E&amp;T</b>	Supplemental Nutrition Assistance Program
<b>PGCV</b>	Potential Gain in Customer Value		Employment and Training
<b>PHAB</b>	Public Health Accreditation Board (National)	<b>SPIN</b>	Special Interest Clubs
<b>PIP</b>	Performance Improvement Plan	<b>SRL</b>	Self-Represented Litigants
<b>PIT</b>	Performance Improvement Team	<b>SSTS</b>	Subsurface Sewer Treatment Systems
<b>PLACE</b>	People Learning a Cooperative Existence	<b>STEM</b>	Science, Technology, Engineering, and Math
<b>PMAP</b>	Pre-Paid Medical Assistance Plan	<b>STI</b>	Sexually-Transmitted Infections
<b>PSAP</b>	Public Safety Answering Point	<b>STS</b>	Sentence-to-Serve
<b>PPM</b>	Planning and Performance Management	<b>SWAT</b>	Special Weapons and Tactics
<b>PSOP</b>	Parent Support Outreach Program	<b>TANF</b>	Temporary Assistance for Needy Families
<b>PSR</b>	Public Safety Radio	<b>TB</b>	Terabyte
<b>PTO</b>	Paid Time Off	<b>TCO</b>	Total Cost of Ownership
<b>QI</b>	Quality Improvement	<b>TH</b>	Trunk Highway
<b>QPI</b>	Quality Parenting Initiative	<b>THC</b>	Tetrahydrocannabinol
<b>RCA</b>	Refugee Cash Assistance	<b>TPP</b>	Transportation Policy Plan
<b>RFI</b>	Request for Information	<b>USPLS</b>	United States Public Land Survey
<b>RFQ</b>	Request for Quote	<b>VA</b>	Veterans Administration
<b>RRA</b>	Regional Rail Authority	<b>VCET</b>	Violent Crime Enforcement Team
<b>RTC</b>	Regional Treatment Center	<b>VOTF</b>	Violent Offender Task Force
<b>RUDI</b>	Resources for the Underemployed and Determined Individual	<b>VSO</b>	Veterans Services Office
<b>SAN</b>	Storage Area Network	<b>WAN</b>	Wide Area Network
<b>SCORE</b>	Select Committee on Recycling and Environment	<b>WashNET</b>	Washington County IntraNet
<b>SEC</b>	Securities and Exchange Commission	<b>WCRRA</b>	Washington County Regional Rail Authority
<b>SESAC</b>	Society of European Songwriters, Artists, and Composers	<b>WDA</b>	Workforce Development Area
<b>SHIP</b>	Statewide Health Improvement Program	<b>WDB</b>	Workforce Development Board
<b>SLA</b>	Service Level Agreements	<b>WFC</b>	Workforce Center
<b>SNAP</b>	Supplemental Nutrition Assistance Program	<b>WIC</b>	Women, Infants, and Children
		<b>WIOA</b>	Workforce Innovation and Opportunity Act
		<b>YLS</b>	Youth Level of Service

**ABSTRACT** - System of recording evidence of real estate title. History of real estate transactions, indexed by legal description and name, that includes transfers of ownership and any rights (i.e., mortgages, contracts, liens) that persons other than the owner might have in the land.

**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. Washington County uses the modified accrual basis for budgeting, which is also defined below.

**BALANCED BUDGET** - A budget in which projected revenues are sufficient to cover projected expenditures. In Washington County, the planned use of fund balance for a specific project may be used to close any gap between revenues and expenditures to arrive at a balanced budget.

**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. Two agencies regularly review county bonds and generate bond ratings – Moody's Investors Services and Standard and Poor's Ratings Group.

**BUDGET** - An itemized summary of probable revenue and expenditures for a given time.

**BUDGET POLICY** - Provides a framework for the development of the county's budget. See policy in Section B.

**CAPITAL ASSET** - (Also referred to as a fixed asset.) Assets of significant value and having a useful life of several years. The county's Capital Asset System Policy defines a capital asset as having the following attributes: 1. It is tangible in nature in that the physical substance does not materially change its form through use; 2. Its expected useful life is greater than one year; and 3. It has significant value. Washington County has determined that significant value means the asset cost more than \$5,000. Exceptions to the \$5,000 threshold include personal computers, monitors, and video equipment.

**CAPITAL EXPENDITURE** - An expenditure costing \$5,000 or more that has a life span of at least five years, including the acquisition of a capital asset such as a building, road, and land; it sometimes includes the creation of a long-term program, such as a public safety program. An expenditure is included in the Capital Improvement Plan. A capital expenditure is usually irreversible.

**CAPITAL IMPROVEMENT** - An investment in an existing capital asset that improves the value of the asset by making it more productive or efficient or adding to its useful life.

**CAPITAL NOTE** - Short-term borrowing in order to purchase equipment with a life span of five years or more.

**CAPITAL PROJECT** - The purchase or construction of a capital asset, such as: planning, design, and development of a new facility; acquisition of land for a specific purpose; and the acquisition of a major vehicle or equipment. For Washington County, a capital project has a useful life of more than five years and has a value greater than \$25,000.

**CAPITAL PROJECT FUND** - Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities. Resources derived from issuance of bonds for specific purposes, related federal project grants, and participation from other agencies used to finance capital expenditures.

**CAPITAL REPAIR** - Rehabilitation, restoration, or maintenance of existing capital assets that neither materially add to the value of the asset nor appreciably prolong its useful life, but merely keep it in ordinary efficient operating condition. The county has a Capital Repair Fund to segregate those projects that fit this definition. Revenues for the fund are derived from rent each department pays to the Building Services Division based on its total office space.

**CASH BASIS ACCOUNTING** - The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

**CERTIFIED PROPERTY TAX LEVY** - The net levy refers to the amount in dollars that Washington County needs to collect from property taxes, less County Program Aid and Special Taxing District levies, in order to support the adopted budget.

**CAPITAL IMPROVEMENT PLAN** - A plan for capital expenditures including those needed to maintain and expand the public infrastructure (for example, roads, parks and public buildings). It projects these infrastructure needs for a set number of years and is updated annually to reflect the latest priorities, cost estimates, or changing financial strategies. The first year of the adopted Capital Improvement Plan becomes the annual capital budget.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)** - A financial report that encompasses all funds and component units of the government. The CAFR is a governmental unit's official annual report and also contains introductory information, schedules to demonstrate compliance with finance-related legal and contractual provisions, and statistical data.

**CONTINGENCY** - An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as flood emergencies, federal or state mandates, and shortfalls in revenue.

**CORE FUNCTION** - A county service or program that supports the county's mission and is a priority to receive funding from the county's property tax.

**COUNTY PROGRAM AID** - State aid payment that replaces the Homestead and Agricultural Credit Aid. The County Program Aid payment is based on a new formula with two components: certain demographics and tax base equalization.

**COUNTY STATE AID HIGHWAY (CSAH)** - A highway within the county that receives state funds for maintenance and construction.

**DEBT POLICY** - Provides guidelines for the county's long-term debt decisions. See policy in Section B.

**DEBT SERVICE** - Payment of principal and interest on an obligation resulting from the issuance of bonds.

**DEBT SERVICE FUND** - A fund dedicated to repaying principal and interest on bonds and long-term leases.

**EXPENDITURE** - Refers to current cash operating expense.

**FINES and FORFEITURES** - Revenues reflecting receipts from the payment of penalties for law violations, non-observance of contracts, and forfeited deposits.

**FIXED ASSET** - An asset with a cost of \$5,000 or more with a useful life of at least one year.

**IV-E** - A program under the federal Social Security Act that provides federal reimbursement to states for the costs of children placed in foster homes or other types of out-of home care under a court order or voluntary placement agreement.

**FULL-TIME EQUIVALENT (FTE)** - A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time clerk working 20 hours per week would be equivalent to one-half of a full-time position, or 0.5 FTE.

**FUNCTIONAL AREA** - The county's thirteen departments are grouped into functional areas. An outline of each functional area's assigned services and functions can be found on the reverse side of the Section D, Department Budget Tabs.

**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.

**GENERAL FUND** - Funds supported by taxes and fees that have unrestricted use.

**GENERAL REVENUE** - County funding sources that may be used to finance capital projects, primarily tax levy, license and permit revenues.

**GO BOND (General Obligation Bond)** - A bond to finance a variety of public capital projects such as roads, buildings, parks, and improvements. The bond is backed by the “full faith and credit” of the issuing government.

**GOAL** - A broad statement describing a desired outcome, but more specific than an organization’s mission; a goal statement supports the mission and identifies specific themes or opportunities for an organization to accomplish in order to achieve its mission.

**GRANT** - A contribution of assets (usually cash) by one governmental unit or other organization to be used or spent for a specified purpose, activity, or facility. Typically, these contributions are made to local governments from the state and federal governments.

**GROSS PROPERTY TAX LEVY (Gross Levy)** - The amount of money that Washington County needs to collect from property taxes to support the adopted budget.

**HOMESTEAD** - A property tax classification where the owner must both own and occupy the property or be occupied by a qualified relative. A homestead credit is a statutory reduction to the general property tax for certain property that is occupied as a person's primary place of residence.

**INFRASTRUCTURE** - Long-lived facilities that support the daily life and growth of the county; for example, roads, public buildings and parks.

**INTERGOVERNMENTAL** - Referring to activities or transactions occurring between government jurisdictions (e.g., cities and counties). The county maintains specific accounts to receive intergovernmental revenues.

**INVESTMENT POLICY** - Provides guidelines for receiving and disbursing public funds for programs and taxing districts within the county’s jurisdiction.

**JOINT POWERS AGREEMENT** - An agreement entered into by two or more governmental units, through the action of their governing bodies, in order to jointly exercise a common power.

**JURISDICTIONAL TRANSFER** - See Turnback.

**LAW ENFORCEMENT CENTER (LEC)** - The county's 192-bed jail facility and office building.

**LEAN** - A process-improvement technique.

**LEASE** - Usually a multi-year agreement for the rental of property for office space. Leases are sometimes used to purchase information technology servers for countywide use when the cost for outright purchase is prohibitive.

**LEVY** - To impose a tax, special assessment, or service charge for the support of government activities. The total amount of taxes, special assessments, or service charges imposed by a government. The term most commonly refers to the real and personal property tax levy.

**LIABILITY** - Debt or other legal obligation arising out of transactions in the past that must be liquidated, renewed or refunded at some future date. It does not include encumbrances.

**LICENSES AND PERMITS** - Charges for the issuance of licenses and permits. Licenses are required for selected trades, occupations, and other activities for regulatory purposes. Permits are issued to aid regulation of new business activities.

**MANDATE** - Legislation passed by the state or federal government requiring action or provision of services and/or programs. An example is the Americans with Disabilities Act, which requires actions such as physical facility improvements and provision of specialized transportation services.

**MINNESOTA FAMILY INVESTMENT PROGRAM (MFIP)** - Minnesota's Welfare-to-Work program provides temporary assistance to families while they work to move from dependency on public assistance to self-sufficiency through employment.

**MNChoices** - A web-based application that is comprehensive and integrates assessment and support planning for clients who need long-term services and supports.

**MNsure** - Minnesota's health insurance marketplace where individuals, families, and small businesses can shop, compare, and choose health insurance coverage that meets their needs.

**MODIFIED ACCRUAL BASIS** - The method used by Washington County to compile its annual budget and financial report. This method is a modified version of the traditional accrual basis of accounting. Revenues are recognized when they become measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period; while measurable means that revenues are recognized based on reliable estimates. Revenue sources susceptible to accrual include property taxes, intergovernmental revenue and investment earnings. Expenditures are recognized when the related fund liabilities are incurred, except for principal and interest on general long-term obligations which are recognized when due. Compensated absences are considered expenditures when paid to employees.

**NET DEBT** - Gross bonded debt from outstanding bond issues, principal and interest, minus funds available in the Debt Service Fund. The Debt Service Fund typically equals one year of principal and interest.

**OBJECTIVE** - A statement of the condition one expects to achieve. An objective should be realistic, measurable, generally within the control of the organization, and time constrained.

**OPERATING CAPITAL** - An asset having a useful life of one to five years. Such an asset would generally not be capitalized.

**OPERATING FUND** - A resource derived from continuing revenue sources used to finance ongoing operating expenditures and "pay-as-you-go" capital projects.

**OUTSTANDING BOND** - A bond not yet retired through principal and interest payments.

**PARCEL GROWTH** - Large plats of land are divided into smaller parcels, typically resulting in increased residential and commercial structures.

**PERFORMANCE MEASURE** - A quantifiable indicator of progress, achievement, and efficiency.

**PEOPLE LEARNING A COOPERATIVE EXISTENCE (PLACE)** - A program in Community Corrections that serves as an alternative to out-of-home placement for juvenile delinquents, which avoids placement in residential facilities at significant expense.

**PLAT** - A map of a subdivision of land prepared in accordance with state statutes and local subdivision regulations.

**PROJECTION** - An estimate of future possibilities based on a current trend.

**REVENUE** - Income received by the county to support programs, or services provided.

**SENTENCE-TO-SERVICE (STS)** - A jail alternative program designed to save taxpayer money by avoiding costly incarceration, providing work projects that are of benefit to the public by improving the condition of its natural resources, and improving competency levels for offenders through completion of meaningful work experiences.

**SPECIAL PROJECT EMPLOYEE** - A contract position that is short-term in nature. The period of the contract may coincide with the life of a grant program or special project. Such positions are usually supported by a specific revenue stream, often a state or federal grant.

**SPECIAL REVENUE** - A fund used to account for receipts from revenue sources that have been earmarked for specific activities and related expenditures.

**STATE AID** - A formula-based grant from the Minnesota Department of Transportation (MnDOT) to fund maintenance and construction of roads.

**TARGET** - An organization's intended results for a program or service.

**TAX CAPACITY** - The taxable market value of each parcel of taxable property is multiplied by the class rate for that type of property. The total net tax capacity of all real and personal property, less adjustments for tax increment financing districts power line credits and fiscal disparities, is the tax base for levying taxes or local taxable value.

**TAX RATE** - Rate applied to the tax capacity of a property to calculate the tax. It is determined by adding together the tax rates for the county, municipality, school district, and special taxing districts whose jurisdiction the property located. The rate is expressed as a percentage of tax capacity.

**TORRENS** - System of registration of land titles by District Court Order resulting in the creation of a Certificate of Title. All subsequent transactions affecting the property are noted upon the certificate.

**TOTAL MARKET VALUE** - The total of all estimated market values in the county.

**TRANSFER** - The transfer of money between funds.

**TURNBACK** - A turnback improves service to the public by matching ownership of a roadway with the jurisdiction that can best maintain and manage it. Typically the county will make an investment in the road before it is turned back to the local jurisdiction. The State of Minnesota also turns back roads to the county and, in this case, has set aside a special turnback account to pay for the road upgrades prior to turning them back to the county.

**VOICES** - A program for girls to identify and apply their power and voices.