



2016-2017 Biennial Budget

A county of excellence working with you to enhance our quality of life.



RAMSEY COUNTY

2016 - 2017 Biennial Budget

Ramsey County, Minnesota

As approved on December 15, 2015 by the

RAMSEY COUNTY BOARD OF COMMISSIONERS

Blake Huffman	1 st District
Mary Jo McGuire	2 nd District
Janice Rettman	3 rd District
Toni Carter	4 th District
Rafael Ortega	5 th District
Jim McDonough, Chair	6 th District
Victoria Reinhardt	7 th District

Ramsey County Manager

Julie Kleinschmidt

Prepared by the Finance Department

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RAMSEY COUNTY

Vision

A vibrant community where all are valued and thrive.

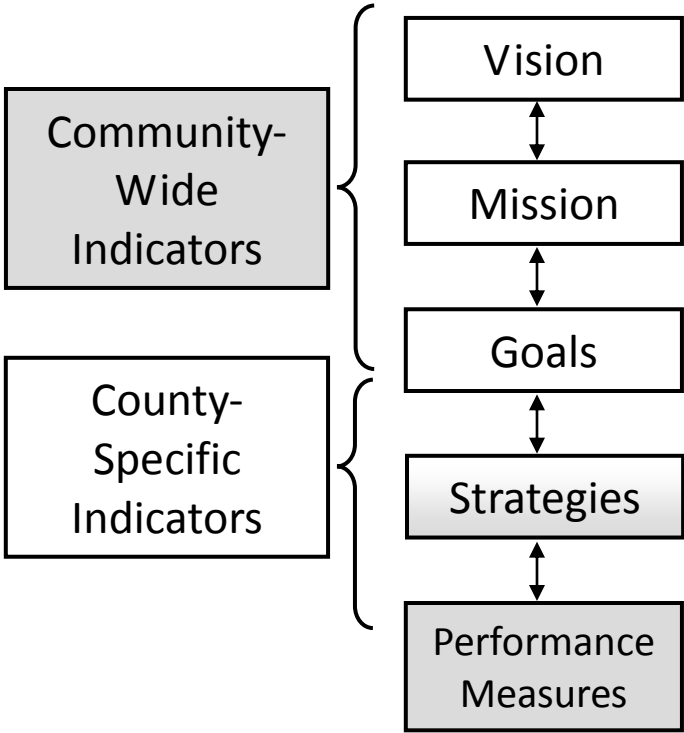
Mission

A county of excellence working with you to enhance our quality of life.

Goals

- 1. Strengthen individual, family and community health, safety and well-being** through effective safety-net services, innovative programming, prevention and early intervention, and environmental stewardship.
- 2. Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.
- 3. Enhance access to opportunity and mobility for all residents and businesses** through connections to education, employment and economic development throughout our region.
- 4. Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

County's Strategic Direction



In March of 2015 the Ramsey County Board of Commissioners adopted a new vision, mission and set of goals and the County Manager realigned the organization into four Service Teams and a Countywide Strategic Team in order to integrate the Board's high-level planning work with departmental operations and set the overall strategic direction of the County. The County has continued to seek better lenses through which progress toward the vision, mission and goals can be evaluated. Performance Measures provide departments with a strong evaluation tool to assess progress on department strategies which are aligned with County goals. A set of Communitywide Indicators are being developed to link County-Specific indicators to achievement of progress toward the County's vision, mission and goals. Ramsey County's budgeting processes are driven by a continual cycle of development, refinement and aligning of these evaluation tools.

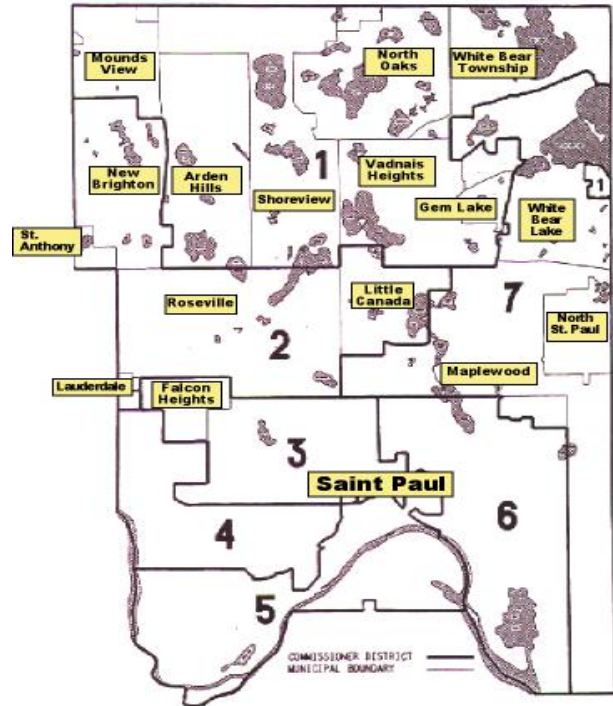
Ramsey County Profile

Government

A seven-member Board of Commissioners elected by district for staggered four-year terms governs Ramsey County. The County Attorney and Sheriff are also elected officials. County Commissioners are responsible, among other things, for authorizing resolutions, adopting the annual budget, appointing committees, and hiring a County Manager. The County Manager is responsible for carrying out the policies and resolutions of the Board of Commissioners, for overseeing the day-to-day operations of the County, and for appointing the heads of the County's departments.

In 1990, Ramsey County citizens voted to become the first Home Rule Charter County in Minnesota. Adopted in 1992, the Charter means the people assume more control on the local level over the County and the policies it makes. The Ramsey County Charter called for a strategic plan to be created on behalf of the County. The current strategic plan is reflected in the County Board's Mission, Values Statement, Operating Principles, Goals and Critical Success Indicators.

On December 19, 2008 the Ramsey County Board unanimously selected Julie Kleinschmidt as Ramsey County Manager. Ms. Kleinschmidt served as Ramsey County Finance Director for eight years and has more than 20 years of government finance experience. The County is one of the approximately 34 counties nationwide to receive a triple A credit rating, the highest possible from both Moody's and Standard and Poor's rating agencies. Ramsey County has maintained the Standard & Poor's rating since 2001, and has maintained Aaa rating with Moody's since 1977.



1 st District	Commissioner Blake Huffman
2 nd District	Commissioner Mary Jo McGuire
3 rd District	Commissioner Janice Rettman
4 th District	Commissioner Toni Carter
5 th District	Commissioner Rafael Ortega
6 th District	Commissioner Jim McDonough
7 th District	Commissioner Victoria Reinhardt

County Attorney John J. Choi
 County Sheriff Matt Bostrom

Geography

Ramsey County was established by the territorial legislature of Minnesota in 1849, nine years before Minnesota became a state and was named for Alexander Ramsey, the first governor of the Minnesota territory.

Ramsey County is located at the bend in the Mississippi River, which forms a portion of its southern border. The City of Saint Paul, the county seat and the capital of Minnesota, is one of 19 cities located in the county's borders. The County encompasses 170 square miles with 81 lakes and numerous parks and trails providing recreational opportunities and community amenities to residents.



Population

Ramsey County has the second largest county population in Minnesota and the smallest land area.

With its population of 526,714, it is the most fully developed and densely populated county in Minnesota. It is also one of most developed counties in the U.S. Saint Paul is the central city and has about 56% of the residents. The suburban area includes communities that range in size from less than 500 people (Gem Lake) to approximately 40,000 people (Maplewood).

The County is a diverse community. The largest communities of color are Asian (13%) and African American (11.1%). About 7.3% of the people have a Hispanic or Latino ethnic background. Of people ages 5 years and older, 21.2% live in homes where a language other than English is spoken.

Income

Income in Ramsey County is above the U.S. average. The Census Bureau estimated 2013 median household income was \$56,734 compared with the U.S. median of \$52,250. About 16.1% of the population were below the poverty level; nationally 15.8% were below poverty.

Education

Ramsey County has a well-educated population. Of people 25 years and over, 16.2% have a graduate or professional degree; the U.S. rate is 11.2%. About 41.1% have a bachelors or higher degree in Ramsey County; 90.4% have completed high school. The national rates are 29.6% and 86.6% respectively.

Jobs

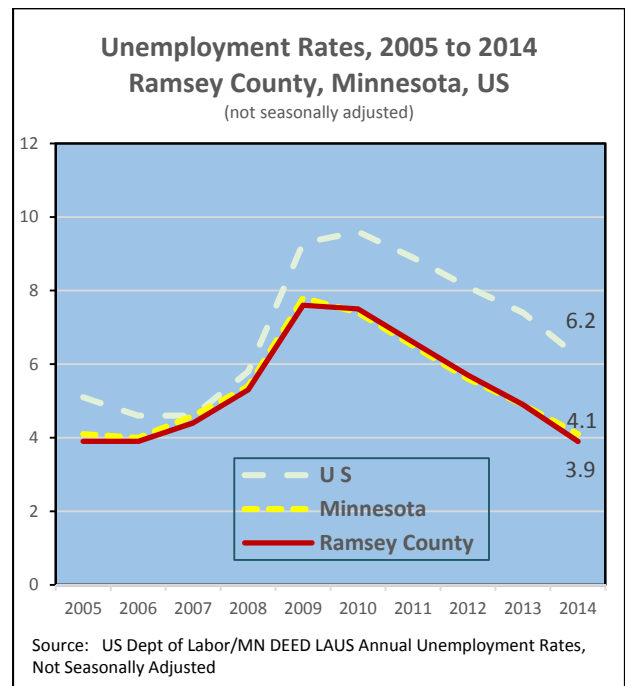
Ramsey County is a major employment center that draws people from surrounding counties to fill the need for employees. There were 320,042 people employed in Ramsey County in 2013. This is more than the number of Ramsey County residents in the labor force (275,898). About 54.8% of Ramsey County residents work in the County, the others commute to other counties, especially Hennepin. Of people working in Ramsey County, about 45% are Ramsey County residents; the remaining workers

are from other areas especially Hennepin and Washington counties.

More than half of the employment is in Saint Paul, 54.5%. However, employment in the suburban area is increasing.

Ramsey County is home to many of Minnesota's largest employers including 3M Company, U.S. Bancorp, Minnesota Mutual Life, and Ecolab, Inc. It is headquarters for four Fortune 500 companies: 3M, Land O' Lakes, Ecolab and St. Jude Medical.

Ramsey County's unemployment rate is consistently below the national rate and similar to or lower than state rates. In 2014 the average unemployment rates were US-6.2%, Minnesota-4.1% and Ramsey County 3.9% (not seasonally adjusted).



Data Sources:

Census Bureau ACS 2013 1 year: Tables DP02, P06, DP05

Census Bureau, Metropolitan and Micropolitan Data- Other Resources. Commuting to Work;

Residence and Workplace Counties, by Residence
<http://www.census.gov/population/metro/files/commuting/Table1.xlsx>

Residence and Workplace Counties, by Workplace
<http://www.census.gov/population/metro/files/commuting/Table2.xlsx>

MN Department of Employment and Economic Development, LAUS data for unemployment rates, QCEW data for jobs.

Services Provided by Ramsey County

Ramsey County is delivering services to its residents, day and night, touching every community within its borders. The county responds to changing community needs by listening to its residents and providing innovative and collaborative programs in the areas of:

Safety & Justice

County Attorney's Office

Prosecuting adult felony, and juvenile offenders who have committed crimes in the County, establishing and collecting child support, and representing County Agencies in legal matters

County Sheriff's Office

Providing crime prevention, law enforcement, courtroom security, and operating the pretrial detention facility

Emergency Communications

Providing 911 dispatch to County residents and maintains the County's new 800 MHz interoperable radio system

Economic Growth & Community Investment

Libraries

Providing seven suburban Ramsey County Libraries

Parks & Recreation

Providing more than 6,300 acres of parks, open space, trails and recreation areas, used for hiking, biking, picnicking, nature discovery, swimming, fishing, cross-country skiing, archery, ice skating and golf

Public Works

Responsible for a 290-mile system of county roads, including construction, repairs, maintenance and snow removal

Workforce Solutions

Providing job search services for all Ramsey County residents

Ramsey County Historical Society

Providing for the operations of the Gibbs Farm

Health & Wellness

Community Human Services

Helping people survive and thrive, each year the County administers and delivers services to approximately 80,000 children and families, low-income and homeless, elderly and physically disabled, chemically dependent, and developmentally disabled residents living at home or in facilities provided by the County or others including the Ramsey County Care Center and Lake Owasso Residence

Public Health

Ensuring good health for everyone, working to prevent the spread of disease, protect against environmental hazards, prevent injuries, promote healthy behavior, respond to disasters, and assure accessibility of health services

Veteran Services

Providing State mandated services to Ramsey County veterans

Community Corrections

Carrying out the decisions of the court system and implementing conditions of probation and treatment plans for juveniles and adult offenders

Information & Public Records

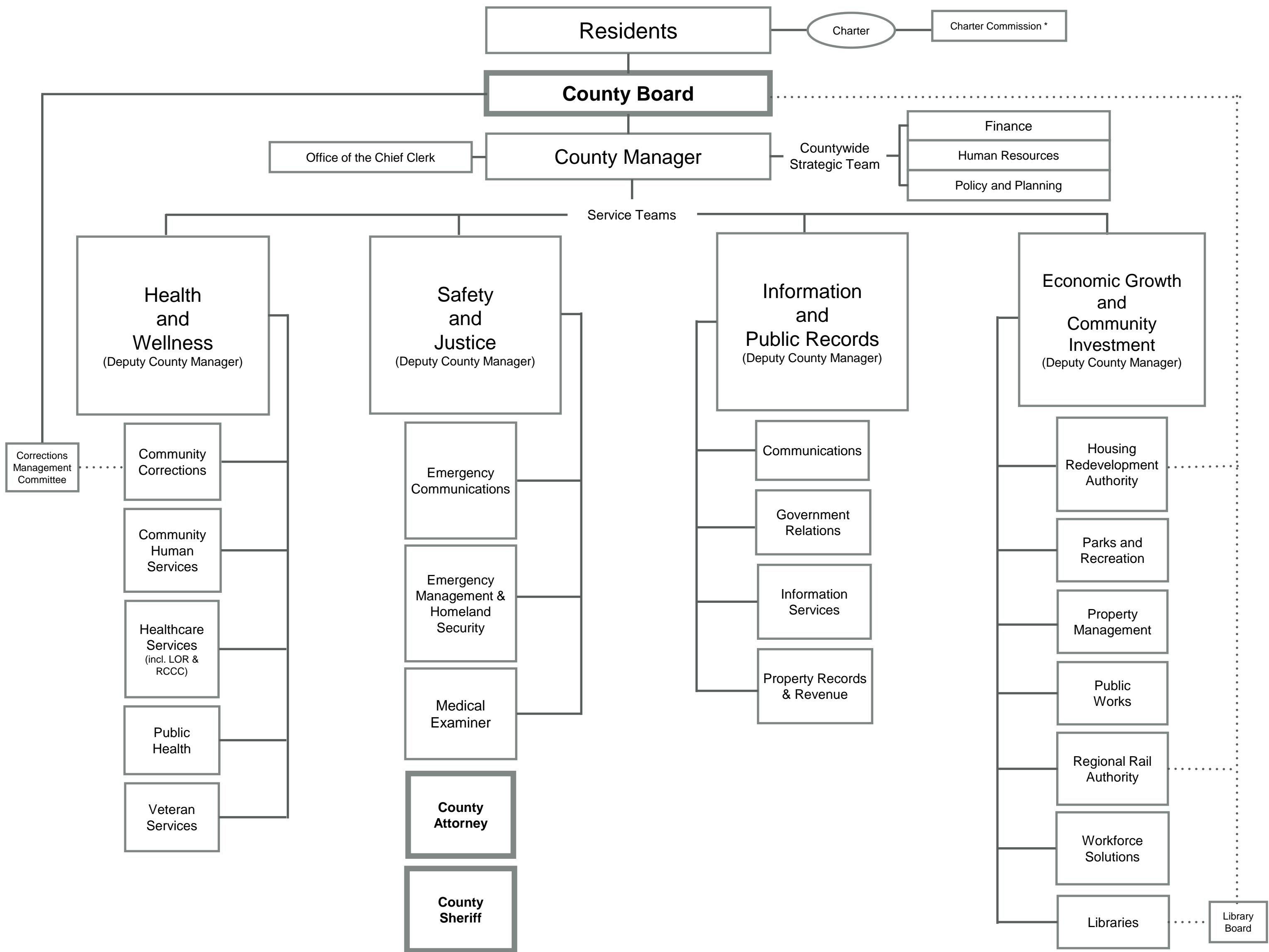
Property Records and Elections

Responsible for assessing the market value of all county properties, conducting county elections, maintaining voter registration files, and serves as the County recorder

Ramsey County employs more than 4,200 people and utilizes more than 3,000 volunteers annually

**Ramsey County ... working with you
to enhance our quality of life**

Ramsey County Organizational Chart



LEGEND

- * Appointed by District Court
- Policy Relationship
- BOLD** Elected Officials

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INTRODUCTION

March 4, 2016

The Honorable Board of County Commissioners
County of Ramsey
Saint Paul, Minnesota 55102

Dear Commissioners:

I am respectfully submitting the approved 2016 - 2017 Biennial Budget for Ramsey County. This budget positions the county to effectively and efficiently deliver services and programming to residents in the years ahead as Ramsey County advances its vision to be a vibrant community where all are valued and thrive.

Ramsey County's vision, mission and four goals as provided in this budget book form the strategic foundation on which this proposed budget was built. The budget maintains and nurtures our quality of life, sustains critical programs and services, and provides for new and emerging initiatives. This budget seeks to address important community needs while recognizing the taxation pressures being placed upon the county's residents and businesses. This careful balance of responding to important needs while respecting taxpayers' ability to pay ensures that Ramsey County will continue to be a strong, resilient community within our region.

A STRONG STRATEGIC FOUNDATION

In February 2015, the County Board of Commissioners adopted a new vision, mission and four goals that will guide the organization during the years ahead. The vision, mission and goals recognize the importance of working across organizational boundaries to best serve the community. This budget is the first set of budget documents that reflect the changes now underway and will continue to be advanced throughout 2016 – 2017. There are two significant changes to note within this budget that directly link to the revised vision, mission and goals:

1) Organization of Budget Information into Service and Strategy Teams

As Ramsey County realigns into an integrated service model comprised of four service teams (Health and Wellness, Economic Growth and Community Investment, Safety and Justice, Information and Public Records) and a countywide strategic team (Human Resources, Finance, and Policy and Planning), the proposed budget reflects the ongoing transition by moving each county department's budget information into the appropriate service or strategy team section. This process will continue to evolve in future years so that the county's budget fully supports and transparently depicts the county's realignment efforts.

2) Improvements to the County’s Performance Measurement System

Ramsey County’s revised vision, mission and goals provided an opportunity to improve the way in which progress toward those important strategic markers is assessed within and described to readers of the 2016 – 2017 budget. The budget for 2016 – 2017 shows that every county department is now oriented toward a common vision and mission, with each department clearly depicting strategies for how its work will advance the County’s overall efforts toward each of the four goals.

BUDGET HIGHLIGHTS

All county departments were expected to prioritize spending in this budget cycle to align with the board’s new vision, mission and goals. All programs and services were reviewed for effectiveness and efficiency to create a fundamentally sound, fiscally prudent budget. Additional funding and strategic reallocations are recommended to provide targeted investments in critical services that demonstrate optimal value to residents, businesses and visitors.

Service improvements in this budget will provide enhanced child protection and child support services; increased attention to domestic abuse, sex trafficking and protection of vulnerable adults and children; and expanded veterans services. Public safety will be improved by key staffing additions at the Sheriff’s Office, County Attorney’s Office and Problem Solving Courts. Additional programming will be offered at the Tamarack Nature Center and expanded hours will be available at the new Shoreview regional library. Funding is recommended to advance a centralized fleet program and consolidated IS desk top support. Redevelopment of Lake Owasso Park is also recommended.

APPROVED 2016-2017 BUDGET

The 2016 Budget calls for spending \$645,061,000, an increase of \$22,260,357 or 3.6 percent more than 2015. The 2017 Budget calls for spending \$660,832,186, an increase of \$15,771,185 or 2.4 percent more than 2016. Total spending will increase over the biennium by \$38,031,543 or 6.1 percent. Spending by major functional areas will remain relatively stable.

	<u>2015 Approved</u> <u>Amount</u>	<u>%</u>	<u>2016 Approved</u> <u>Amount</u>	<u>%</u>	<u>2017 Approved</u> <u>Amount</u>	<u>%</u>
Admin & General County Purposes	\$49,617,019	8.0%	\$56,140,626	8.7%	\$56,543,673	8.6%
Information & Public Records	40,986,127	6.6%	40,094,678	6.2%	44,046,193	6.7%
Safety & Justice	115,273,836	18.5%	120,120,980	18.5%	124,269,214	18.8%
Econ Growth & Community Investment	87,121,120	14.0%	92,517,117	14.0%	93,682,320	14.2%
Health & Wellness	<u>329,802,541</u>	<u>52.9%</u>	<u>336,187,599</u>	<u>52.9%</u>	<u>342,290,786</u>	<u>51.7%</u>
Totals	<u>\$622,800,643</u>	<u>100.0%</u>	<u>\$645,061,000</u>	<u>100.0%</u>	<u>\$660,832,186</u>	<u>100.0%</u>

PROPERTY TAX LEVY

Much of the spending increase will be provided by increased State revenues and additional user fees. A portion of the increase will be funded using an increased property tax levy. The total increase in net property taxes will be \$7,968,133 or a 2.8 percent increase in 2016 and a similar amount in 2017.

FINANCING

Funding for the services provided to the community by the county comes from several sources:

	<u>2015 Approved</u>		<u>2016 Approved</u>		<u>2017 Approved</u>	
	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
Charges for Services	\$129,101,703	20.6%	\$127,846,778	19.8%	\$132,185,164	20.0%
<u>Intergovernmental Revenues</u>						
Federal	86,570,536	13.9%	88,754,743	13.8%	89,559,433	13.6%
State	62,880,732	10.1%	72,155,202	11.2%	73,364,939	11.1%
State – Aids	16,666,959	2.7%	17,195,370	2.7%	17,315,370	2.6%
Other	<u>5,453,325</u>	<u>0.9%</u>	<u>5,159,599</u>	<u>0.8%</u>	<u>5,071,342</u>	<u>0.8%</u>
Total Intergovernmental Revenue	171,571,552	27.6%	173,743,440	28.4%	185,311,084	28.0%
Use of Money, Property & Sales	28,420,814	4.6%	29,508,940	4.6%	30,765,944	4.7%
Other Revenue & Taxes	17,333,262	2.8%	16,190,969	2.5%	17,075,973	2.6%
Property Taxes	270,447,545	43.4%	278,415,678	43.2%	286,901,636	43.4%
Fund Balance	<u>5,925,767</u>	<u>1.0%</u>	<u>9,833,721</u>	<u>1.5%</u>	<u>8,592,385</u>	<u>1.3%</u>
Totals	<u>\$622,800,643</u>	<u>100.0%</u>	<u>\$645,061,000</u>	<u>100.0%</u>	<u>\$660,832,186</u>	<u>100.0%</u>

CONCLUSION

Ramsey County is a community currently following a positive trajectory of increased growth and prosperity. Its population growth is among the fastest in the state, it is already seeing billions of dollars in new commercial and industrial investment, and three of the country’s most sought-after economic development sites (Rice Creek Commons, the former Ford plant, and the downtown river front property) are poised to drive significant community growth and investment in the immediate future.

Ramsey County Board of Commissioners
March 4, 2016
Page 4

This budget seeks to make investments and drive organizational alignment that will enable Ramsey County to build upon these successes so that all residents and businesses are able to access and experience continued prosperity in this community. Finally, we will strive to continually improve how we report progress and achievement to our community as we advance the county's vision, mission and goals through transparent, predictable budgets. Building a prosperous county is hard work that requires the participation of the entire community, and Ramsey County is committed to ensuring that collaborative efforts are at the center of our future successes.

Respectfully submitted,

A handwritten signature in cursive script that reads "Julie Kleinschmidt".

Julie Kleinschmidt
Ramsey County Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Ramsey County

Minnesota

For the Biennium Beginning

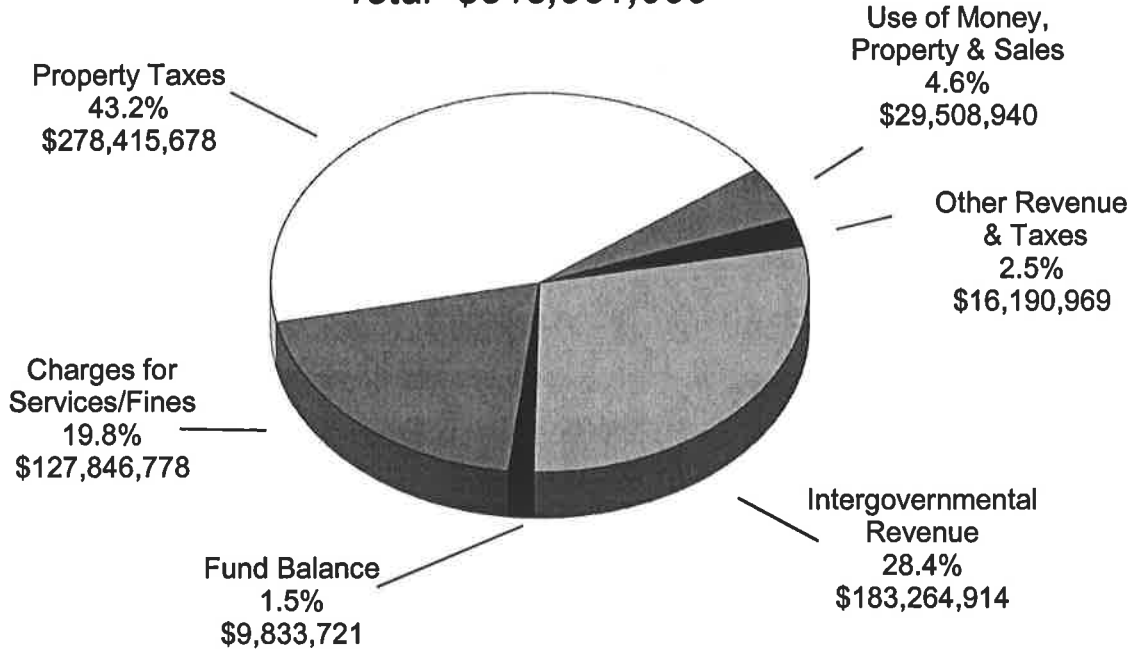
January 1, 2014

Executive Director

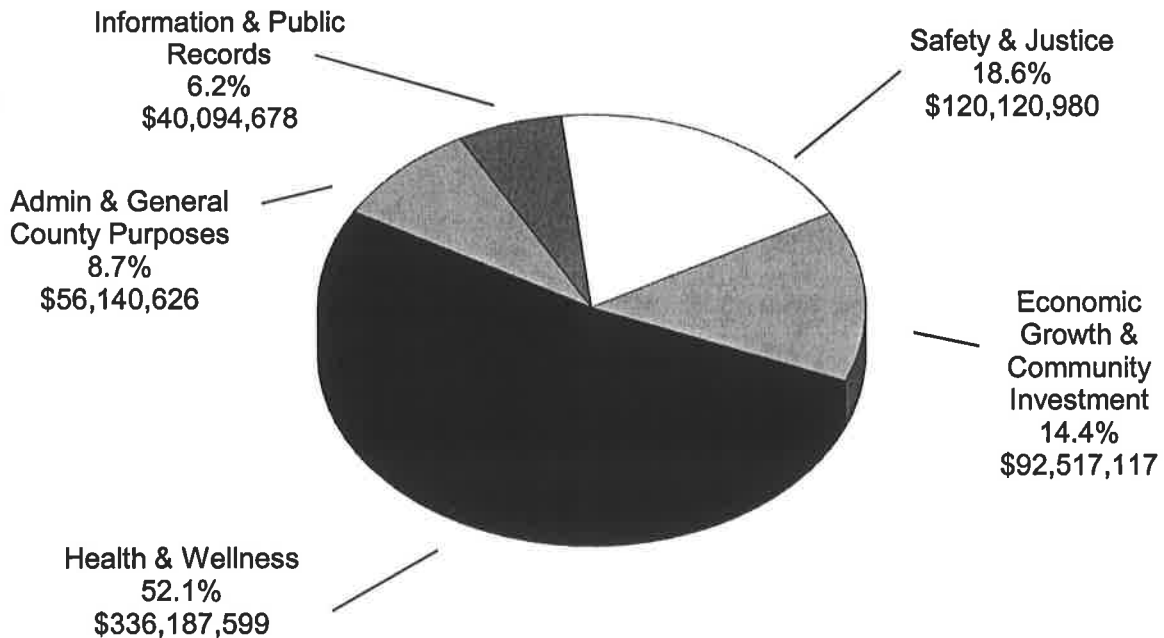
APPROVED

RAMSEY COUNTY - YEAR 2016

Where The County Dollar Comes From
Total \$645,061,000



Where The County Dollar Goes
Total \$645,061,000



**RAMSEY COUNTY BUDGET
COMPARISON OF 2015 APPROVED WITH 2016 APPROVED**

	2015 Approved		2016 Approved	
	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
<u>WHERE THE COUNTY DOLLAR COMES FROM</u>				
Charges for services/Fines	129,101,703	20.6%	127,846,778	19.8%
<u>Intergovernmental Revenues</u>				
Federal	86,570,536	13.9%	88,754,743	13.8%
State	62,880,732	10.1%	72,155,202	11.2%
State aids	16,666,959	2.7%	17,195,370	2.7%
Other	5,453,325	0.9%	5,159,599	0.8%
Total Intergovernmental Revenue	171,571,552	27.6%	183,264,914	28.4%
Use of Money, Property & Sales	28,420,814	4.6%	29,508,940	4.6%
Other Revenue & Taxes	17,333,262	2.8%	16,190,969	2.5%
Property Taxes	270,447,545	43.4%	278,415,678	43.2%
Fund Balance	5,925,767	1.0%	9,833,721	1.5%
Total	<u>622,800,643</u>	<u>100.0%</u>	<u>645,061,000</u>	<u>100.0%</u>

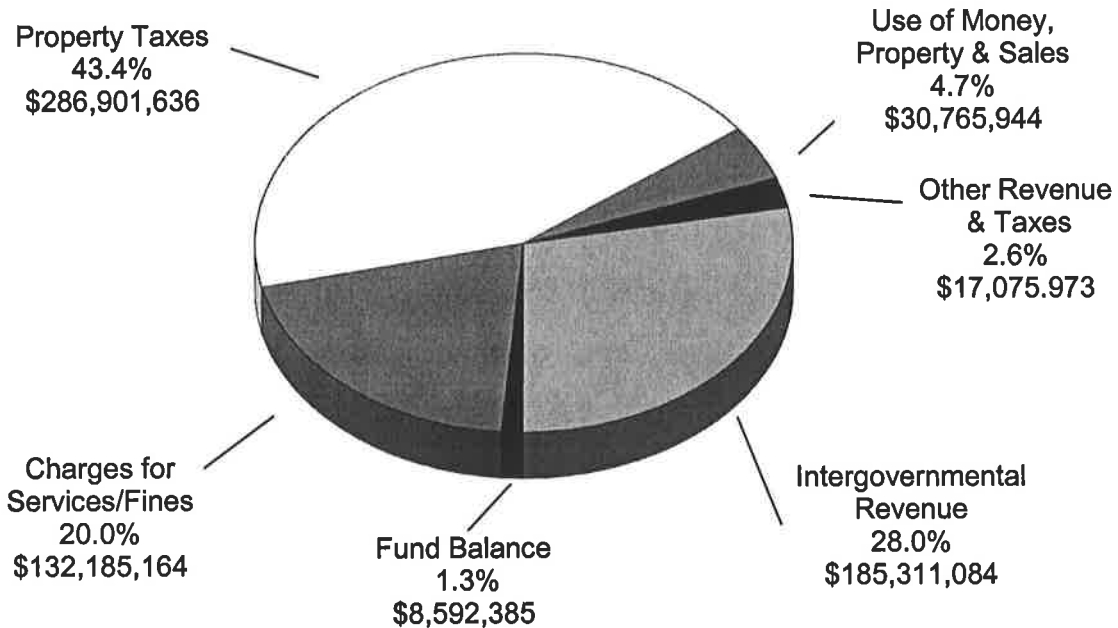
WHERE THE COUNTY DOLLAR GOES

Admin & General County Purposes	49,617,019	8.0%	56,140,626	8.7%
Information & Public Records	40,986,127	6.6%	40,094,678	6.2%
Safety & Justice	115,273,836	18.5%	120,120,980	18.6%
Economic Growth & Community Investment	87,121,120	14.0%	92,517,117	14.4%
Health & Wellness	329,802,541	52.9%	336,187,599	52.1%
Total	<u>622,800,643</u>	<u>100.0%</u>	<u>645,061,000</u>	<u>100.0%</u>

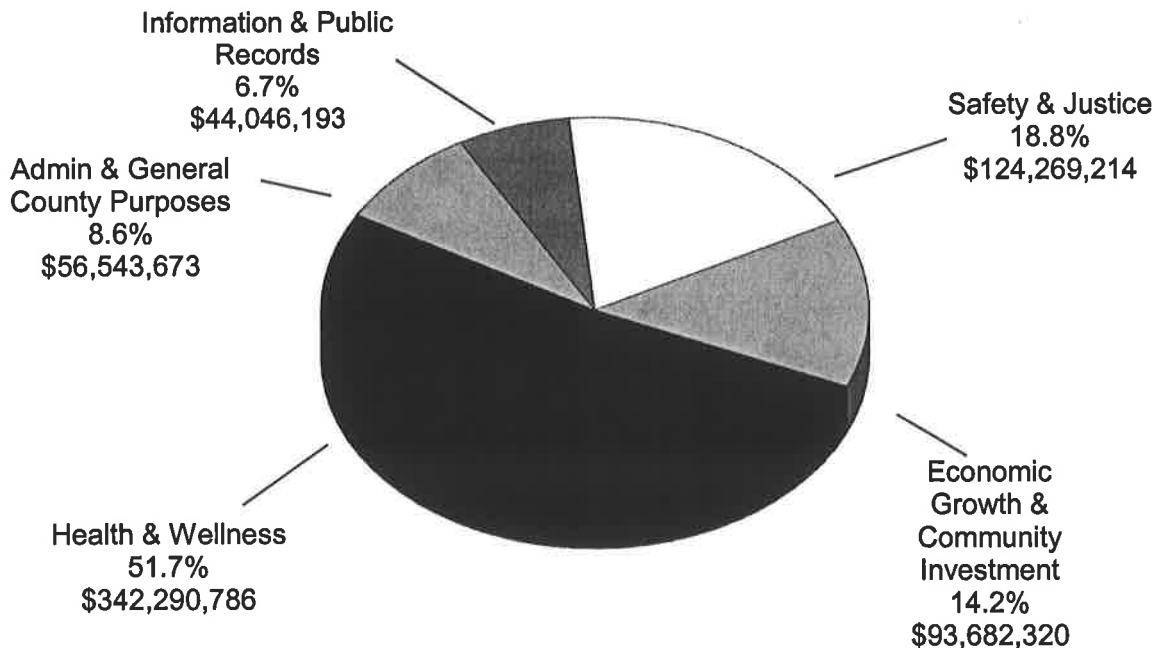
APPROVED

RAMSEY COUNTY - YEAR 2017

*Where The County Dollar Comes From
Total \$660,832,186*



*Where The County Dollar Goes
Total \$660,832,186*



**RAMSEY COUNTY BUDGET
COMPARISON OF 2016 PROPOSED WITH 2017 APPROVED**

	2016 Proposed		2017 Approved	
	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
<u>WHERE THE COUNTY DOLLAR COMES FROM</u>				
Charges for services/Fines	127,846,778	19.8%	132,185,164	20.0%
<u>Intergovernmental Revenues</u>				
Federal	88,754,743	13.8%	89,559,433	13.6%
State	72,155,202	11.2%	73,364,939	11.1%
State aids	17,195,370	2.7%	17,315,370	2.6%
Other	5,159,599	0.8%	5,071,342	0.8%
Total Intergovernmental Revenue	<u>183,264,914</u>	<u>28.4%</u>	<u>185,311,084</u>	<u>28.0%</u>
Use of Money, Property & Sales	29,508,940	4.6%	30,765,944	4.7%
Other Revenue & Taxes	16,190,969	2.5%	17,075,973	2.6%
Property Taxes	278,415,678	43.2%	286,901,636	43.4%
Fund Balance	9,833,721	1.5%	8,592,385	1.3%
Total	<u>645,061,000</u>	<u>100.0%</u>	<u>660,832,186</u>	<u>100.0%</u>

WHERE THE COUNTY DOLLAR GOES

Admin & General County Purposes	56,140,626	8.7%	56,543,673	8.6%
Information & Public Records	40,094,678	6.2%	44,046,193	6.7%
Safety & Justice	120,120,980	18.6%	124,269,214	18.8%
Economic Growth & Community Investment	92,517,117	14.4%	93,682,320	14.2%
Health & Wellness	336,187,599	52.1%	342,290,786	51.7%
Total	<u>645,061,000</u>	<u>100.0%</u>	<u>660,832,186</u>	<u>100.0%</u>

RAMSEY COUNTY
2016 - 2017 BUDGET HIGHLIGHTS

WHAT THE BUDGET MEANS FOR OUR COMMUNITY

Ramsey County built its 2016-2017 budget with a Residents First focus. The approved 2016-2017 budget builds the foundation for responding to community needs. The budget maintains and nurtures our quality of life, sustains critical programs and services, and allows for new and emerging initiatives. The budget provides important services that support a vibrant community where all are valued and thrive and provides continuous, reliable and stable government services to encourage business investment and economic growth. The 2016-2017 approved budget reaffirms our commitment to honest, transparent and predictable budgeting that allows for continual enhancements to services and programs and strategic investments that build high-quality infrastructure, aligns Ramsey County's financial resources with the County's recently strengthened vision, mission and goals to ensure that every service team, department and employee takes an active role in producing positive results for residents and businesses, supports programs and services that help build an even stronger community; as a regional thought leader, innovative service provider, inclusive community listener, collaborative public sector partner and committed project developer. The budget demonstrates Ramsey County's priorities and continual improvement across our programs and services; together with our residents and businesses as we continue to listen, learn, discuss and enhance our efforts to realize our vision of a vibrant community where all are valued and thrive. Each of the newly created service teams are listed below.

ADMINISTRATION AND GENERAL COUNTY PURPOSES

Administration & General County Purposes includes the County Board, the Charter Commission, County Manager, County Debt Service, the Contingent Account, and Unallocated General. The 2016-2017 approved Budget includes funding to explore the possibility of transitioning to a self-insurance model for providing health insurance to county employees and funding to start a fellowship accounting program targeting students in local Ramsey County Colleges that reflect the Ramsey County workforce. Projects included for bond financing in 2016 (\$25.4 million) include the regular CIP projects for \$4 million (with \$2 million for road maintenance), redevelopment of Lake Owasso Park for \$1.4 million, and \$20 million for potential building project needs. Projects included for bond financing in 2017 (\$7.8 million) are Regular CIP projects for \$4 million (\$2 million for road maintenance), the potential renovation and expansion of the Medical Examiners building for \$2.8 million, and cost-sharing for development of the Battle Creek Winter Recreation for \$1.0 million.

INFORMATION AND PUBLIC RECORDS

The Information & Public Records Service Team includes Ramsey County's Information Services department, the Property Records and Revenue Department, Communications, and Governmental Relations. The 2016-2017 budget includes increased funding is recommended for high speed fiber operating costs and to support the new Ramsey County websites, help desk, and IT security initiatives. The 2016-2017 approved Budget provides funding for an additional real estate appraiser position will be added in 2017 to improve the quality and equity of property values used for determining property taxes. The budget also includes a one-time use of General Fund Balance of \$360,139 is provided to cover additional costs for absentee ballots and electronic poll books to be used during the 2016 national elections.

RAMSEY COUNTY
2016 - 2017 BUDGET HIGHLIGHTS

SAFETY & JUSTICE

The Safety & Justice Service Team includes the County Attorney's Office, the County Sheriff's Office, Emergency Communications, the Medical Examiner's Office, and Courts. The 2016-2017 Approved Budget includes funding for a multi-lingual community outreach initiative in the Emergency Communications Center. This investment will help non-English speaking residents access emergency services. Funding has been provided to expanded probation services provided to the mental health, substance abuse, DWI and Veterans courts. Child protection and child support services will be expanded in the County Attorney's Office. In addition funding for an expanded joint special victims unit will assist police departments in Ramsey County when dealing with high lethality domestic violence cases, sex trafficking and assaults on vulnerable children and adults. Two deputy sheriffs will be added to enhance building security at 402 University and to support information management services in the Sheriff's Office and two Correctional Officers will be added at the Law Enforcement Center to reduce overtime costs.

ECONOMIC GROWTH & COMMUNITY INVESTMENT

The Economic Growth & Community Investment Service Team includes Libraries, Public Works, Parks & Recreation, Property Management, and Workforce Solutions. The 2016-2017 Approved Budget includes the funding for a new Ramsey County Library in Shoreview. The Library will be constructed with expanded space and will be open additional hours. Youth programming at the Tamarack Nature Center will be expanded for early childhood and K-5 students. The budget continues the use of wheelage tax to improve road construction and to catch-up on the deferred road maintenance backlog. The budget also provides the resources necessary for the County to move to a centralized fleet program. Centralized fleet will allow the county to better and more effectively maintain our fleet which includes everything from snow plow to squad cars.

HEALTH & WELLNESS

The Health & Wellness Service Team includes the departments of Community Human Services, Public Health, Community corrections, Health Care services including Correctional Health, Ramsey County Care Center, the Lake Owasso Residence, and Veterans Services. The 2016-2017 Approved Budget includes 2 million in additional state funding to improve child protection services and to hire additional child protection workers. The budget includes the funding for a new Veterans Services Officer to assist Ramsey County veterans in securing their earned benefits. The Ramsey County Care Center will benefit from enhanced service rates authorized by the State Legislature allowing for greater cost recovery for Nursing home services and help stabilize the operating budget of the facility. The 2016-2017 Approved Budget contains the funding in the Community Corrections budget to allow for additional probation officers, increased staffing at the Boys Totem Town facility, and increased funding to address the prison rape elimination investigation required by federal mandate. The Public Health budget includes funding to expand the Healthy Homes initiative. This funding will allow the County to address home lead abatement and other environmental hazards.

SUMMARY OF BUDGET
BY DEPARTMENT
2015 - 2017

DEPARTMENT	2015 Adjusted Budget	2016 Approved Budget	2017 Approved Budget
Board of Ramsey County Commissioners	2,143,180	2,203,059	2,276,493
Capital Improv./Equip. Replacement	2,350,000	3,600,000	3,600,000
Community Corrections	65,905,879	67,286,744	68,869,642
Community Human Services	173,637,194	183,827,014	186,296,055
Contingent Account	2,000,000	2,000,000	2,000,000
County Attorney's Office	40,262,724	42,257,423	43,907,769
County Debt Service	25,768,362	28,202,241	29,059,410
County Extension	44,347	44,774	45,221
County Manager	13,004,457	13,907,409	14,165,495
Court - County Court Functions	3,006,903	3,358,112	3,492,199
Emergency Communications	18,020,942	17,825,295	18,309,834
Health Care Services	8,063,899	7,351,701	7,472,189
Information Services	19,935,303	22,016,851	22,494,534
Lake Owasso Residence	9,595,094	9,785,299	9,785,299
Landmark Center	861,880	879,118	896,700
Libraries Debt Service	2,560,094	3,405,782	3,385,290
Library	10,563,711	11,077,180	11,616,801
Medical Examiner's Office	2,532,248	2,618,932	2,730,277
MPFA Pedestrian Connection Loan Debt Service	393,623	390,545	392,288
Parks and Recreation	12,735,620	13,010,626	13,169,306
Property Management	21,559,920	25,686,164	25,773,504
Property Records and Revenue	18,080,134	15,277,827	18,751,659
Public Health	55,813,785	51,077,879	52,546,965
Public Works	17,958,852	18,696,002	19,243,464
Ramsey Conservation District	477,830	521,285	535,094
Ramsey County Care Center	16,280,204	16,247,559	16,686,252
Ramsey County Charter Commission	1,026	1,000	1,000
Ramsey County Historical Society	77,803	88,581	89,367
Sheriff	51,451,019	54,061,218	55,829,135
Technology	2,970,690	2,800,000	2,800,000
Unallocated General Expense / Revenue	1,396,277	2,430,590	1,663,697
Veterans Services	506,486	611,403	634,383
Workforce Solutions	22,841,157	22,513,387	22,312,863
TOTAL	622,800,643	645,061,000	660,832,186

RAMSEY COUNTY
2016 – 2017 PERSONNEL HIGHLIGHTS

The approved complement for 2016 is 3,936.46 FTEs (full-time equivalents), a net increase of 48.80, or 1.24%, from the 2015 approved complement of 3,887.66 FTEs. The personnel complement will be reduced by 78.25 existing positions. There are 127.05 new positions being approved for 2016.

The approved complement for 2017 is 3,928.96 FTEs (full-time equivalents), a net decrease of 7.50 FTEs, or -0.19%, from the 2016 approved complement of 3,936.46 FTEs. The personnel complement will be reduced by 10.70 existing positions. There is 3.20 new positions being approved in 2017.

The following narrative details the changes made to the 2015 personnel complements of County Departments for 2016 and 2017:

COUNTY ADMINISTRATION & TAXPAYER SERVICES

County Manager: A net INCREASE of 3.00 FTEs in 2016

2016 Addition – 1.00 HR Manager in Human Resources, 1.00 budget Analyst 3 for the Finance Department and 1.00 Procurement Specialist for the Finance Department.

INFORMATION & PUBLIC RECORDS:

Property Records & Revenue: A net REDUCTION of 2.00 FTEs in 2016 and an INCREASE of 1.00 FTE in 2017

2016 Reduction – 2.00 Tax Clerk I

2017 Increase – 1.00 principal Real Estate Appraiser

SAFETY & JUSTICE

County Attorney: A net INCREASE of 5.40 FTE in 2016 and DECREASE of 5.60 FTEs in 2017

2016 Additions – 2.00 Assistant County Attorney 1, 1.00 Assistant Program Evaluator, 1.00 Paralegal, .40 Law Clerk, 1.00 Support Enforcement Agent 2, 1.00 Support Enforcement Agent 1.

2016 Reductions – 1.00 Assistant County Attorney (time-limited special project)

2017 Reductions – .60 Administrative Assistant paid with Veterans Court funding, 1.00 Secretary from the Safe Harbor Grant, 1.00 Domestic Abuse Attorney, and 1.0 Investigator, 1.00 Student Intern, and 1.00 Assistant County Attorney assigned to a time-limited special project.

Sheriff: INCREASE of 4.00 FTEs in 2016

2016 Increase – 2.00 Deputy Sheriff, 2.00 Correctional Officers

RAMSEY COUNTY
2016 – 2017 PERSONNEL HIGHLIGHTS

ECONOMIC GROWTH & COMMUNITY INVESTMENT

Library: INCREASE of .85 FTE in 2016 and an INCREASE of 2.20 FTE in 2017

2016 Additions - .20 Clerk Typist, .27 Librarian, .38 Library Page

2017 Additions – 1.20 Library Page, 1.00 Librarian

Parks & Recreation: INCREASE of 2.50 FTE in 2016 and a DECREASE of .10 FTE in 2017

2016 Additions - .50 Naturalist, 1.00 Landscape Architect, 1.00 Outdoor Recreation Program Specialist

2017 Reductions - .10 Active Living Coordinator.

Public Works: INCREASE of 3.00 FTE in 2016

2016 Increase – 1.00 Enterprise Fleet Asset Manager, 1.00 Assistant General Supervisor – Road Maintenance, 1.00 Traffic Engineer

Property Management: INCREASE of 1.00 FTE in 2016

2016 Additions – 1.00 Building Operations Supervisor

Workforce Solutions: INCREASE of 1.00 FTE in 2016

2016 Additions – 1.00 Employment Guidance Counselor Aide

HEALTH & WELLNESS

Community Human Services: A net INCREASE of 88.70 FTEs in 2016 and DECREASE of 4.00 FTEs in 2017

2016 Additions – a new MnCHOICES Screening and Case Management unit composed of 1.00 Human Services Manager, 2.00 Social Worker 4, 26.00 Social Worker 3, 2.00 Account Clerk 2, 2.00 Case Aide 3, and 1.00 Clerk Typist 3 will be added in 2016 as well as a 1.00 Human Services Manager; 1.00 Account Clerk 2 and .50 Contract Manager are added for the mental health collaborative re-design; 59.70 were transferred from the Public Health including 42.60 Public Health Nurses, .80 Social Worker 3, 12.00 Case Aide 2, 3.00 Public Health Nurse Clinician, 1.00 Public Health Manager, and .30 Clerk Typist 3.

2016 Reductions – .50 Social Worker 3, 1.00 Planning Specialist 2, 1.00 Accountant 2, 1.00 EDMS Support, 1.00 Auto Drive, 1.00 Shelter Specialist 2, 1.00 Customer Service Specialist 2, and a 1.00 Financial Worker 3.

2017 Reductions – 2.00 Clerk IV, 1.00 Support Staff Supervisor, 1.00 Office Manager.

RAMSEY COUNTY
2016 – 2017 PERSONNEL HIGHLIGHTS

Public Health: A net DECREASE of 64.15 FTEs in 2016 a DECREASE of 1.00 FTE in 2017

2016 Additions – .60 Nurse for the Law Enforcement Center, 1.00 Health Education 2 for the Statewide Health Improvement Grant Program, a 1.00 Public Health Nurse for the Healthy Families program and a 1.00 Program Assistant for Sexual Offense Services.

2016 Reductions – 59.70 positions were transferred to the Social Services Department in 2015 including 42.60 Public Health Nurses, .80 Social Worker 3, 12.00 Case Aide 2, 3.00 Public Health Nurse Clinician, 1.00 Public Health Manager, and .30 Clerk Typist 3; 1.70 Public Health Nurses and .50 Program Analyst from Family Health; 2.60 Clinic Nurses from Clinical Services; 2.00 Program Analysts from Emergency Preparedness Grant; and 1.00 Building Operations Supervisor transferred to Property Management.

2017 Reductions – 1.00 Public Health Nurse in the Family Health program.

Veterans Services: INCREASE of 1.00 FTE in 2016

2016 Addition – 1.00 Veteran Assistant Officer.

Community Corrections: INCREASE of 4.50 FTEs in 2016

2016 Additions -_ 1.00 Investigator, .50 Probation Officers for problem-solving courts, 1.50 Probation Officers for Intensive Supervised Release, 1.50 Assistant Probation Officers for Boys Totem Town.

SUMMARY OF PERSONNEL
BY SERVICE TEAM
2014 - 2017

	2014	2015	2016	2017	2016	2017
	Adjusted	Adjusted	Approved	Approved	Inc./	Inc./
	Budget	Budget	Budget	Budget	(Dec.)	(Dec.)
	Positions	Positions	Positions	Positions		
<u>SERVICE AREA</u>						
Administration & General County Purposes	111.10	118.60	121.60	121.60	3.00	-
Information & Public Records	199.00	213.00	211.00	212.00	(2.00)	1.00
Safety & Justice	879.25	886.25	895.65	890.05	9.40	(5.60)
Economic Growth & Community Investment	465.91	465.91	474.26	476.36	8.35	2.10
Health & Wellness	<u>2,155.10</u>	<u>2,203.90</u>	<u>2,233.95</u>	<u>2,228.95</u>	<u>30.05</u>	<u>(5.00)</u>
TOTAL COUNTY FTE	<u>3,810.36</u>	<u>3,887.66</u>	<u>3,936.46</u>	<u>3,928.96</u>	<u>48.80</u>	<u>(7.50)</u>
<u>ADMINISTRATION & GENERAL COUNTY PURPOSES</u>						
Board of Ramsey County Commissioners	18.00	18.00	18.00	18.00	-	-
County Manager	<u>93.10</u>	<u>100.60</u>	<u>103.60</u>	<u>103.60</u>	<u>3.00</u>	<u>-</u>
TOTAL	<u>111.10</u>	<u>118.60</u>	<u>121.60</u>	<u>121.60</u>	<u>3.00</u>	<u>-</u>
<u>INFORMATION & PUBLIC RECORDS</u>						
Information Services	70.00	84.00	84.00	84.00	-	-
Property Records & Revenue	<u>129.00</u>	<u>129.00</u>	<u>127.00</u>	<u>128.00</u>	<u>(2.00)</u>	<u>1.00</u>
TOTAL	<u>199.00</u>	<u>213.00</u>	<u>211.00</u>	<u>212.00</u>	<u>(2.00)</u>	<u>1.00</u>
<u>SAFETY & JUSTICE</u>						
County Attorney's Office	326.50	327.50	332.90	327.30	5.40	(5.60)
Sheriff's Office	390.00	391.00	395.00	395.00	4.00	-
Emergency Communications	146.75	151.75	151.75	151.75	-	-
Medical Examiner	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>	<u>-</u>	<u>-</u>
TOTAL	<u>879.25</u>	<u>886.25</u>	<u>895.65</u>	<u>890.05</u>	<u>9.40</u>	<u>(5.60)</u>
<u>ECONOMIC GROWTH & COMMUNITY INVESTMENT</u>						
Library	100.32	100.32	101.17	103.37	0.85	2.20
Parks and Recreation	91.96	91.96	94.46	94.36	2.50	(0.10)
Public Works	114.58	114.58	117.58	117.58	3.00	-
County Extension Services	0.25	0.25	0.25	0.25	-	-
Property Management	74.80	74.80	75.80	75.80	1.00	-
Workforce Solutions	<u>84.00</u>	<u>84.00</u>	<u>85.00</u>	<u>85.00</u>	<u>1.00</u>	<u>-</u>
TOTAL	<u>465.91</u>	<u>465.91</u>	<u>474.26</u>	<u>476.36</u>	<u>8.35</u>	<u>2.10</u>
<u>HEALTH & WELLNESS</u>						
Community Human Services	1,049.84	1,073.34	1,162.04	1,158.04	88.70	(4.00)
Health Care Services	1.00	1.00	1.00	1.00	-	-
Lake Owasso Residence	98.80	100.10	100.10	100.10	-	-
Ramsey County Care Center	165.15	165.15	165.15	165.15	-	-
Public Health	334.90	355.90	291.75	290.75	(64.15)	(1.00)
Veterans Services	5.00	5.00	6.00	6.00	1.00	-
Community Corrections	<u>500.41</u>	<u>503.41</u>	<u>507.91</u>	<u>507.91</u>	<u>4.50</u>	<u>-</u>
TOTAL	<u>2,155.10</u>	<u>2,203.90</u>	<u>2,233.95</u>	<u>2,228.95</u>	<u>30.05</u>	<u>(5.00)</u>

**RAMSEY COUNTY
2016 AND 2017 APPROVED BUDGETS
BY TAXING DISTRICT AND FUND**

Following is a summary of the Approved Budgets for 2016 and 2017:

FUND	2016 BUDGET	2017 BUDGET
<u>General County:</u>		
General Revenue	275,348,487	283,692,622
Community Human Services	183,827,014	186,296,055
Workforce Solutions	22,513,387	22,312,863
Ramsey Conservation District	521,285	535,094
Emergency Communications	17,825,295	18,309,834
County Debt Service	28,202,241	29,059,410
Care Center	16,247,559	16,686,252
Lake Owasso Residence	9,785,299	9,785,299
 <u>Non-Tax Funds:</u>		
Solid Waste Management	17,543,020	18,505,820
Forfeited Tax Properties	481,940	481,940
Forfeited Tax 4R	120,000	1,120,000
MPFA Pedestrian Conn Loan Debt Service	390,545	392,288
Ponds at Battle Creek Golf Course	743,528	748,189
Law Enforcement Services Contract	7,157,880	7,325,940
Information Services	22,016,851	22,494,534
Law Enforcement Center Firearms Range	63,160	66,260
Public Works Facility	1,814,143	1,779,342
Court House and City Hall	4,887,509	4,714,237
Ramsey County Buildings	17,773,833	18,033,955
Vadnis Sports Center	1,786,000	1,786,000
Library Facilities	1,529,062	1,704,161
Total General County Funds	630,578,038	645,830,095
 <u>Library:</u> (Property Tax on Suburban Properties only)		
Library Operations	11,077,180	11,616,801
Library Debt Service	3,405,782	3,385,290
	14,482,962	15,002,091
 Total 2016 and 2017 Approved Budgets	 645,061,000	 660,832,186
 Approved Budget From Prior Year	 622,800,643	 645,061,000
Increase/(Decrease) from Prior Year	22,260,357	15,771,186
 Percent Inc/-Dec from Prior Year	 <u>3.6%</u>	 <u>2.4%</u>

**RAMSEY COUNTY
2016 APPROVED BUDGET AND TAX LEVY
BY TAXING DISTRICT AND FUND**

Following is a summary of the Approved Budget and Tax Levy that was certified for 2016:

FUND	2016 BUDGET	TAX LEVY with UNCOLLECTIBLES
<u>General County:</u>		
General Revenue	275,348,487	298,380,815
Community Human Services	183,827,014	1,643,161
Workforce Solutions	22,513,387	7,180
Ramsey Conservation District	521,285	586
Emergency Communications	17,825,295	208,056
County Debt Service	28,202,241	1,031,962
Care Center	16,247,559	0
Lake Owasso Residence	9,785,299	25,681
 <u>Non-Tax Funds:</u>		
Solid Waste Management	17,543,020	-
Forfeited Tax Properties	481,940	-
Forfeited Tax 4R	120,000	-
MPFA Pedestrian Conn Loan Debt Service	390,545	-
Ponds at Battle Creek Golf Course	743,528	-
Law Enforcement Services Contract	7,157,880	-
Information Services	22,016,851	-
Law Enforcement Center Firearms Range	63,160	-
Public Works Facility	1,814,143	-
Court House and City Hall	4,887,509	-
Ramsey County Buildings	17,773,833	-
Vadnis Sports Center	1,786,000	-
Library Facilities	1,529,062	-
 Total General County Funds	 630,578,038	 301,297,441
 <u>Library:</u> (Property Tax on Suburban Properties only)		
Library Operations	11,077,180	184,164
Library Debt Service	3,405,782	130,115
	14,482,962	314,279
 Total 2016 Approved Budget & Tax Levy	 645,061,000	 301,611,720
 2015 Approved Budget & Tax Levy	 622,800,643	 293,205,310
 Increase/(Decrease) from 2015	 22,260,357	 8,406,410
 Percent Inc/-Dec from 2015	 <u>3.6%</u>	 <u>2.9%</u>

NOTE: The Tax Levy includes the allowance for uncollectible taxes (2% on operating funds; 5% on debt service funds)

**RAMSEY COUNTY
TAX LEVY SUMMARY**

GENERAL COUNTY
(Not Including the Library)

	2016	2017		PERCENT
	<u>APPROVED</u>	<u>APPROVED</u>	<u>INC/(DEC)</u>	<u>INC-/DEC</u>
<u>BUDGET</u>	630,578,038	645,830,094	15,252,056	2.4%
<u>FINANCING -</u>				
Estimated Revenue	333,283,824	342,027,184	8,743,360	2.6%
Special Taxes	4,665,312	4,363,533	(301,779)	-6.5%
Estimated County Program Aid	16,482,503	16,583,221	100,718	0.6%
Fund Balance	9,777,328	8,549,687	(1,227,641)	-12.6%
SUBTOTAL	364,208,967	371,523,625	7,314,658	2.0%
<u>PROPERTY TAX</u>	266,369,071	274,306,469	7,937,398	3.0%
Allowance for Uncollectibles	5,686,402	5,300,762	(385,640)	
NET TAX LEVY	272,055,473	279,607,231	7,551,758	2.8%

LIBRARY (SUBURBAN ONLY LEVY)

	2016	2017		PERCENT
	<u>APPROVED</u>	<u>APPROVED</u>	<u>INC/(DEC)</u>	<u>INC-/DEC</u>
<u>BUDGET</u>	14,482,962	15,002,091	372,505	2.6%
<u>FINANCING -</u>				
Estimated Revenue	1,577,439	1,540,642	(36,797)	-2.3%
Special Taxes	89,656	91,436	1,780	-
Estimated County Program Aid	712,867	732,148	19,281	2.7%
Fund Balance	56,393	42,698	(13,695)	
SUBTOTAL	2,436,355	2,406,924	(29,431)	-1.2%
<u>PROPERTY TAX</u>	12,046,607	12,595,167	548,560	4.6%
Allowance for Uncollectibles	314,279	305,262	(9,017)	-2.9%
NET TAX LEVY	12,360,886	12,900,429	539,543	4.4%
 OVERALL TOTAL NET TAX LEVY	 284,416,350	 292,507,660	 8,091,301	 2.8%

COUNTY - WIDE
NET TAX CAPACITY VALUES AND RATES
AND COUNTY AND OVERALL TAX COMPARISONS
GENERAL COUNTY - (Not including the Levy for the Library)

<u>TAXABLE MARKET VALUE</u>	<u>2015</u>	<u>2016</u>	<u>INC/(DEC)</u>	<u>PERCENT INC-/DEC</u>
	39,918,419,500	41,446,691,700	1,528,272,200	3.83%
<u>TAX CAPACITY AND TAX RATE</u>				
Net Tax Capacity	480,922,805	503,155,640	22,232,835	4.62%
General County Tax Capacity Rate *	54.462%	54.012%	-0.450%	-0.83%
Captured Tax Increment Tax Capacity	33,529,754	33,509,122	(20,632)	-0.06%

* Does not reflect reduction for Disparity Reduction Aid which applies only to property in the City of St. Paul.

CITY OF SAINT PAUL PROPERTIES
COUNTY AND OVERALL TAX COMPARISON - PAYABLE 2016

<u>Residential Property:</u>	<u>4.5% Increase in Market Values</u>			
<u>County Tax:</u>				
<u>Home with Estimated Market Value of:</u>	<u>\$150,000</u>	<u>\$200,000</u>	<u>\$250,000</u>	<u>\$300,000</u>
Est. 2016 Net County Tax	\$681.19	\$974.20	\$1,267.21	\$1,562.24
2015 Net County Tax	646.08	928.95	1,212.73	1,493.61
Increase/(Decrease) in County Tax	\$35.11	\$45.25	\$54.48	\$68.63
Percentage Change	5.4%	4.9%	4.5%	4.6%

<u>Overall Tax:</u>				
Est. 2016 Overall Tax (1)	\$2,112.00	\$3,002.00	\$3,892.00	\$4,784.00
2015 Overall Tax	2,006.00	2,862.00	3,722.00	4,576.00
Increase/(Decrease) in Total Tax	\$106.00	\$140.00	\$170.00	\$208.00
Percentage Change	5.3%	4.9%	4.6%	4.5%

<u>Commercial Property:</u>	<u>3.5% Increase in Market Value</u>		
<u>County Tax:</u>			
<u>Estimated Market Value of:</u>	<u>\$150,000</u>	<u>\$500,000</u>	<u>\$1,000,000</u>
Est. 2016 Net County Tax	\$859.13	\$3,533.08	\$7,352.70
2015 Net County Tax	801.27	3,281.38	6,839.00
Increase/(Decrease)	\$57.86	\$251.70	\$513.70
Percentage Change	7.2%	7.7%	7.5%

<u>Overall Tax:</u>			
Est. 2016 Overall Tax (1)	\$4,690.00	\$19,120.00	\$39,734.00
2015 Overall Tax	4,674.00	19,000.00	39,546.00
Increase/(Decrease)	\$16.00	\$120.00	\$188.00
Percentage Change	0.3%	0.6%	0.5%

(1) ASSUMPTIONS USED IN THE CALCULATION OF THE 2016 NET OVERALL TAX:

General Ramsey County net levy of \$272.055,464
Final Pay 2016 tax rates
Property located in the City of Saint Paul, Saint Paul School District #625 & the Capitol Region Watershed.
Tax Calculations do reflect reductions for Disparity Reduction Aid that applies only in Saint Paul.

Prepared by Property Records & Revenue, Property Tax Services Division (CAS) February 25, 2016.

SUBURBAN ONLY

**NET TAX CAPACITY VALUES AND RATES
AND COUNTY AND OVERALL TAX COMPARISONS
(SUBURBAN ONLY LEVY)**

	<u>2015</u>	<u>2016</u>	<u>INC/(DEC)</u>	<u>PERCENT INC/-DEC</u>
<u>TAXABLE MARKET VALUE</u>	21,388,095,200	22,035,950,900	647,855,700	3.03%
<u>TAX CAPACITY AND TAX RATE</u>				
Net Tax Capacity	246,561,938	256,119,734	9,557,796	3.88%
County Library Tax Capacity Rate	4.460%	4.873%	0.413%	9.26%
Captured Tax Increment Tax Capacity	12,784,289	11,415,344	(1,368,945)	-10.71%

**CITY OF ROSEVILLE PROPERTIES
COUNTY AND OVERALL TAX COMPARISON - PAYABLE 2016**

Residential Property:

0% Increase in Market Values

County Tax:

<u>Home with Estimated Market Value of:</u>	<u>\$ 150,000</u>	<u>\$ 200,000</u>	<u>\$ 250,000</u>	<u>\$ 300,000</u>
Est. 2016 Net County Tax	\$743.25	\$1,065.10	\$1,384.97	\$1,706.83
2015 Net County Tax	<u>743.27</u>	<u>1,064.81</u>	<u>1,386.36</u>	<u>1,707.89</u>
Increase/(Decrease) in County Tax	(\$0.02)	\$0.29	(\$1.39)	(\$1.06)
Percentage Change	0.0%	0.0%	-0.1%	-0.1%

Overall Tax:

Est. 2016 Net Overall Tax (1)	\$1,962.00	\$2,776.00	\$3,588.00	\$4,402.00
2015 Net Overall Tax	<u>1,998.00</u>	<u>2,820.00</u>	<u>3,642.00</u>	<u>4,464.00</u>
Increase/(Decrease) in Total Tax	(\$36.00)	(\$44.00)	(\$54.00)	(\$62.00)
Percentage Change	-1.8%	-1.6%	-1.5%	-1.4%

Commercial Property:

2.6% Decrease in Market Value

County Tax:

<u>Estimated Market Value of:</u>	<u>\$150,000</u>	<u>\$500,000</u>	<u>\$1,000,000</u>
Est. 2016 Net County Tax	\$882.08	\$3,626.31	\$7,549.02
2015 Net County Tax	<u>905.70</u>	<u>3,700.56</u>	<u>7,693.53</u>
Increase/(Decrease)	(\$23.62)	(\$74.25)	(\$144.51)
Percentage Change	-2.6%	-2.0%	-1.9%

Overall Tax:

Est. 2016 Net Overall Tax (1)	\$4,488.00	\$18,182.00	\$37,748.00
2015 Net Overall Tax	<u>4,814.00</u>	<u>19,346.00</u>	<u>40,106.00</u>
Increase/(Decrease)	(\$326.00)	(\$1,164.00)	(\$2,358.00)
Percentage Change	-6.8%	-6.0%	-5.9%

(1) ASSUMPTIONS USED IN THE CALCULATION OF THE 2016 NET OVERALL TAX:

General Ramsey County net levy of \$272,055,464 and County Library net levy of \$12,360,886.

Final Pay 2016 tax rates

Property located in the City of Roseville, Roseville School District #623 & the Capitol Region Watershed.

Prepared by Property Records & Revenue, Property Tax Services Division (CAS) February 25, 2016.

DESCRIPTION OF BUDGETARY BASIS RAMSEY COUNTY, MINNESOTA

The Home Rule Charter for Ramsey County became effective on November 6, 1992. The Home Rule Charter requires the County to prepare a complete financial plan of all County funds and activities for the ensuing fiscal year. The General and Special Revenue Fund budgets are prepared on the modified accrual basis of accounting with the following exceptions:

1. Budgetary expenditures include purchase orders and contracts issued for goods or services not received at year-end (encumbrances).
2. Budgetary expenditures include appropriations for capital expenditures for which commitments to outside parties have not yet been made (capital reserves).

Actual results of operations presented in accordance with generally accepted accounting principles (GAAP) and the County's accounting policies do not recognize encumbrances and capital reserves as expenditures until the period in which the actual goods or services are received and a liability is incurred. Encumbrances and capital reserve appropriations are presented as reservations for encumbrances on the balance sheets of the Governmental Funds. It is necessary to include budgetary encumbrances and capital reserve appropriations to reflect actual revenue and expenditures on a basis consistent with the County's legally adopted budget. Encumbrances and capital reserves are reported for budgetary control purposes and only represent commitments of the County.

Budgets prepared for the Capital Projects Funds are prepared only at the time the project is authorized, and overlap fiscal years.

Budgets prepared for the Proprietary Funds are also prepared on a modified accrual basis, which is not the same basis of accounting as that used to account for the actual results of operations (accrual basis). The primary differences of these bases are as follows:

1. Depreciation expense is not budgeted; however, expenditures for capital outlays are budgeted. These outlays have been capitalized into fixed assets and eliminated from the results of operations on a GAAP basis.
2. Encumbrances and capital reserves are recognized on a budgetary basis but are not recorded on a GAAP basis.

Encumbrances accounting, under which purchase orders, contracts, capital reserves, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration in the Governmental Funds. Encumbrances outstanding as year-end are reported as reservations of fund balances and provide authority for the carry-over of appropriations to the subsequent year in order to complete these transactions.

BUDGETARY AMENDMENT PROCESS RAMSEY COUNTY, MINNESOTA

Each year, the County Board approves a line-item budget for each County department. If amendments are needed during the budget year, the department submits a request for budget adjustments to the Budgeting & Accounting Office. This request shows from and to what accounts funds are being transferred. It also indicates reasons for the adjustment, including why funds are available in certain accounts, and why funds are needed in others. Budget adjustments fall into several categories, each one being treated in a different manner, as follows:

Minor Adjustments within A Single Department - The Budget Analyst for each department may approve most adjustments within a single departmental budget that do not involve large dollar amounts or major policy decisions. Other adjustments, within a single departmental budget, not involving major policy decisions, may be approved by the Budget Director.

Major Adjustments Within A Single Department - Budget adjustments within a single department that involve large dollar amounts and/or major policy decisions are submitted to the County Board for formal approval. The Budget Director usually makes a recommendation as to the source of financing.

Adjustments Between Departments - Budget adjustments transferring funds from one department to another must be agreeable to both departments. The Budget Director then makes a recommendation on the source of financing and submits the request to the County Board for formal approval.

Requests For Supplemental Appropriations - When a department is unable to finance necessary programs from within its own budget, a request for supplemental funding may be needed. These funds usually will come from the County's Contingent Account. For these requests, the Budget Director also makes a recommendation as to the source of funding and submits them to the County Board for formal approval.

Appropriation Of Unanticipated Revenue - If a department realizes operating revenues in excess of budgetary estimates, the Budget Director may increase appropriations for operating expenses related to these revenues. Other appropriations of unanticipated revenues must be submitted to the County Board for formal approval.

RAMSEY COUNTY

BUDGETARY GOALS

1. Prepare budgets for 2016 and 2017 that position the organization to meet its vision, mission, and goals while balancing our resident's ability to pay.
2. Prepare structurally balanced budgets where operating revenues plus use of reserves equals expenditures.
3. Maintain and nurture our quality of life, sustain critical programs and services, and allow for new and emerging initiatives
4. Review all programs and services for effectiveness and efficiency to create a fundamentally sound, fiscally prudent budget
5. Provide important, reliable services that support a vibrant community where all are valued and thrive
6. Maintain the fiscal health of the County and retain "Triple A" credit rating.
7. Retain the annual capital improvement program.
8. Maintain an annual equipment replacement schedule.
9. Continue to finance technology application systems software needs from the annual operating budget.
10. Continue the County's efforts in collaborating and consolidating activities with other governmental units.
11. Minimize the use of reserves to finance operations
12. Comply with recommended budgeting and financial management best practices for state and local governments and obtain the Government Finance Officers Association (GFOA) Award for Distinguished Budget Presentation.

FINANCIAL MANAGEMENT POLICIES & GUIDELINES RAMSEY COUNTY, MINNESOTA

Ramsey County's financial policies are found in various sources: State of Minnesota Statutes, Ramsey County Home Rule Charter, Ramsey County Administrative Code, Ramsey County Board Resolutions, Mission, Values Statement, Operating Principles, Goals and Objectives and budgets. Guidelines are based on longstanding County financial management practice, Board direction documented in meeting minutes, and recommended best government finance practices.

The following policies and guidelines assist staff and the County Board throughout the year and aid in developing the annual budget.

REVENUE

Revenue Diversification

County Departments are encouraged to seek new revenue sources. The County Board regularly pursues legislative initiatives that would allow for more diverse revenue sources, such as sales tax.

Fees and Charges

The Ramsey County Board has the authority to set fees subject to the limitations provided by law per Section 2.02 of the Ramsey County Home Rule Charter.

The County will charge user fees for various services where it is appropriate and permitted by law. User fees and charges established and maintained at the discretion of the Board of Commissioners should be at a level related to the cost of providing the services for all programs. In calculating that cost, direct and indirect costs may be included. In addition, the rates should be sensitive to the market for similar services.

Fee increases included in the budget are presented to the County Board during the budget process. A public hearing on the fees is held prior to acceptance by the Board.

Per Diem rates charged at County facilities are set by the County Manager in accordance with County Board Resolution 80-1103. The per diems are accepted annually by the County Board.

It is the intent of the County to recover costs for out-of-County facility use through per diem rates. However, it is not always practical to do so. Fixed costs are incurred whether or not the County has any out-of-County facility use. The County will work to recover as much of those costs when the opportunity presents itself.

FINANCIAL MANAGEMENT POLICIES & GUIDELINES (CONTINUED)

Use of One-Time Revenues

One-time revenues are defined as those that are not expected to reoccur. Examples of one-time revenues are certain types of grants, bond refunding savings, and the sale of capital assets.

Proceeds from the sale of surplus real property or the net revenues generated from such property, such as lease or rent income, may be committed as funding for the Housing Endowment Fund to promote the development of affordable and accessible housing per Co. Bd. Resolution 2000-426.

Where possible, one-time revenues will be used to fund one-time expenditures such as capital purchases. Before purchases are made, consideration will be given to related ongoing operating costs.

Grant funding may be used to finance operations over a designated limited period, and/or for one-time capital needs. All grant-supported personnel positions will be designated as such, and will be eliminated when the grant funding expires.

Unpredictable Revenues

The County Board encourages departments to use conservative estimates for revenues that are considered unpredictable. Factors used for estimating unanticipated revenues are: historic information, the size/scope of the revenue, political environment, and economic conditions.

All revenues are carefully analyzed to determine the budget for the upcoming year. Unpredictable revenues are not used to finance the Operating Budget.

The County Board may approve appropriation of unpredictable revenues for non-recurring costs when realized.

Expenditures are reduced as soon as revenue shortfalls are projected.

Gifts & Donations

The Acceptance of Gifts Policy, defined in Resolution 97-374, describes the gifts that the County Manager may administratively accept on behalf of Ramsey County. It identifies conditions that apply to all types of gifts, and specific conditions for each of four categories of gifts: cash, financial instruments, personal property, and real property. With certain exceptions, the County Manager may accept gifts of cash and personal property of less than \$10,000. Gifts received with implied or stated restrictions involving an individual(s) or employee(s) will not be accepted. Sources – Administrative Code: 3.40.03, 4.21.40, 4.54.40, and 5.40.03.

Due to their unpredictable nature, estimated revenue for gifts and donations are seldom included in the operating budget.

FINANCIAL MANAGEMENT POLICIES & GUIDELINES (CONTINUED)

DEBT

Debt Policy

The County strives to maintain the highest possible credit rating on its debt obligations.

Debt is only to be incurred for financing capital assets that, because of their long-term nature or because of budgetary constraints, cannot be acquired from current or budgeted resources. Debt is not used for operational needs.

Debt financing will be considered annually in conjunction with approval by the County Board of the County's Capital Improvement Plan.

Ramsey County's debt program is monitored and measured against financial industry standard benchmarks.

For most debt issues, the actual structure and sale is conducted in conjunction with the County's independent financial advisor. Structuring of each issue will take into consideration current market conditions. Debt will be paid off in a time frame that is less than the useful life of the asset or project acquired through the financing.

Debt issues of the County will be sold competitively unless a unique circumstance dictates a negotiated or private placement sale.

Debt issues will customarily include an option by the County to redeem the outstanding principal after a specific date at a price at or above par. The County will consider refunding outstanding debt in order to achieve interest rate savings, restructuring principal or to eliminate burdensome covenants with bondholders. State law requires a 3% minimum present value savings in interest, after transaction costs, in order to refund.

Proceeds of debt issues will be invested in accordance with State law and the Ramsey County Investment Policy.

FINANCIAL MANAGEMENT POLICIES & GUIDELINES (CONTINUED)

Conduit Financing

Conduit financing is administered through the Ramsey County Housing and Redevelopment Authority (HRA).

Bonds issued under conduit financing are repaid from the revenues and assets pledged in their support and are not a debt obligation of Ramsey County or the HRA.

Projects requesting conduit financing must address the public purpose of one or more of the following:

1. Preserving and/or rehabilitating affordable housing units.
2. Improve the quality, expand the quantity, or improve the efficiency of providing publicly supported services to County residents, including those who are elderly, disabled, low-income or have special needs.
3. Accomplish local development activities to eliminate slums and blight.

Conduit financing is limited to no more than \$10,000,000 annually for all projects.

INVESTMENTS

County Board Resolution 98-176 approved the Investment Policy.

Safety of principal is the foremost objective of the Investment Policy. Investments will be made in the safest securities and in conformance with Chapter 118A of Minnesota Statutes governing the investment of public funds.

Funds shall be invested prudently to assure preservation of principal, provide needed liquidity for daily cash requirements and provide an acceptable rate of return.

The County shall appoint an Investment Review Committee (IRC) to advise the Investment / Debt Manager. The IRC shall consist of five members, including non-County employees, with investment and cash management expertise.

Operating funds shall be invested in short-term securities with periodic maturity dates that match to the extent possible the forecasted outflows and reserve requirements of the County. The Investment / Debt Officer will practice a "buy and hold" philosophy in managing these funds.

The objective of the long-term reserve fund's portfolio is to provide for safety of principal, adequate liquidity and a total return meeting or exceeding the County's chosen benchmarks. All securities purchased by the County will be held by a third party safekeeping agency appointed as custodian by the County.

FINANCIAL MANAGEMENT POLICIES & GUIDELINES (CONTINUED)

BUDGET

Contingency Planning

Minnesota Statutes 383A.45, subd.1 allows the County Board to designate a Contingent Fund, from which the County Board may appropriate money for the purposes it considers in the best interest of the County. The County budgets an annual amount for operating contingencies such as unanticipated needs, emergencies, and infrequent expenses.

The County Board will amend the budget if a public emergency is declared per the Ramsey County Charter, 10.04, and the Administrative Code, 5.10.18.

Balanced Budget

The Ramsey County Home Rule Charter requires that the total of proposed expenditures shall not exceed the total of estimated income in the operating budget. Estimated income can include a planned use of reserves.

During the budget year, the operating budget must be monitored for any anticipated significant revenue shortfalls or expenditure excesses. The County will take action to assure that the operating budget will remain balanced by reduction of expenditures or appropriation of fund balance.

Capital Improvement Plan Budget

The County will have a five year capital improvement plan.

Budget Presentation

The County will strive to maintain the Distinguished Budget Presentation Award from the Government Finance Officers Association at all times.

FINANCIAL MANAGEMENT POLICIES & GUIDELINES (CONTINUED)

FUND BALANCE

The County attempts to maintain fund balances at appropriate levels identified for the activities of each Fund. The year end fund balances will take into consideration the working capital requirements; future financing needs and risks; revenue and expenditure trends; budget projections; and credit rating considerations. The County maintains sufficient fund balance to avoid the cost of tax anticipation borrowing to cover operating expenses. General Fund balance may be used to finance cash flow needs of other funds on a short term basis. Pursuant to County Board Resolution 97-531, the County will maintain the year end General Fund undesignated fund balance at 7.5% of the subsequent years General Fund Operating Budget to provide flexibility in responding to unexpected economic circumstances. The County will attempt to comply with the Minnesota Office of the State Auditor (MOSA) recommendation that the amount of unreserved fund balance in the general and special revenue funds be with the range of 35 to 50 percent of fund operating revenues.

ACCOUNTING, FINANCIAL REPORTING AND AUDITING

Accounting and Financial Reporting

The County will strive to maintain the Certificate of Excellence in Financial Reporting from the Government Finance Officers Association at all times.

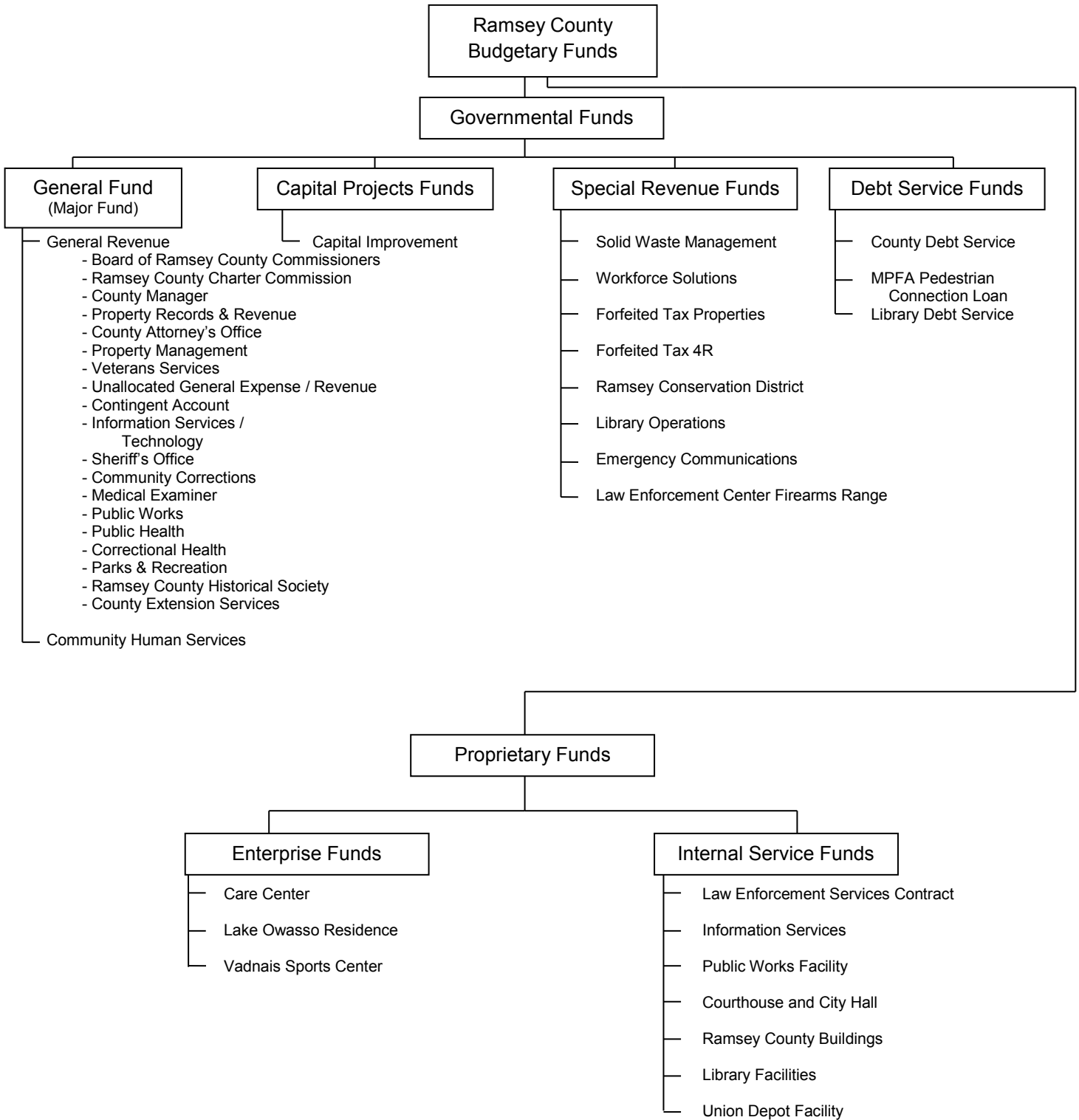
The County will prepare a Comprehensive Annual Financial Report to provide detailed information about the County's finances to interested parties and the public.

The County maintains and upgrades its financial management information systems to ensure proper financial controls and accurate and timely information and reporting.

Auditing

Pursuant to Minnesota Statute 6.48, the MOSA maintains statutory audit jurisdiction over the County and performs the County's annual financial audit.

RAMSEY COUNTY FUND STRUCTURE



RAMSEY COUNTY FUND DEFINITIONS

FUNDS

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The County, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the County can be divided into three categories: (1) governmental funds, (2) proprietary funds, and (3) fiduciary funds.

GOVERNMENTAL FUNDS

Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. The County maintains three governmental fund types: General, Special Revenue, and Debt Service.

General Fund

The general fund is the government's primary operating fund. It accounts for all financial resources of the general government, except those accounted for in another fund.

General Revenue - This fund includes judicial, general administration, property records and appraisal, legal, general government buildings, public safety, health, parks & recreation, public works and several other activities. These services are financed mostly from charges and fees, intergovernmental revenue and property taxes.

Community Human Services - This fund is to account for public assistance administration and payments, social services administration and disability categories, clinical services, detoxification services, department financial and support services and special social services grants.

Capital Projects Funds

The capital projects funds account for financial resources to be used for the acquisition or construction of major capital facilities and infrastructure (other than those financed by proprietary funds).

Capital Improvement Program - This program generally involves the County's building and highway construction activities. A Capital Improvement Program Advisory Committee, consisting of up to 14 citizens appointed by the County Board, along with County administrative staff, review the various capital improvement requests and make funding recommendations to the County Board.

Special Revenue Funds

Funds used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital project(s)) that are legally restricted to expenditures for specified purposes.

Solid Waste Management - This fund is to account for collection of the County Environmental Charge which is imposed on the sales prices of Waste Management Services. Funds are used to license and inspect all solid waste facilities and solid waste haulers; to provide yard waste, household hazardous waste and problem waste management services; provide public education and technical assistance on waste issues; and also includes the processing of solid waste.

RAMSEY COUNTY FUND DEFINITIONS (Continued)

Workforce Solutions - This fund is to account for revenues received from the Federal and State Governments for the Workforce Incentive Act (WIA) which was enacted in 1973 under the Comprehensive Employment and Training Act. This was revised in 1982 by the Federal Government to provide job training and employment opportunities for the economically disadvantaged, unemployed and underemployed persons.

Forfeited Tax Properties - This fund is to account for the fiscal activities of managing properties forfeited to the State of Minnesota for non-payment of taxes. The primary goal is to return these properties to the tax rolls through auctions, sales to local governments, and repurchase by prior owners.

Forfeited Tax 4R - Ramsey County established the Reuse, Recycle, and Renovate for Reinvestment Program - the "4R Program" for short - in April 2010. Its mission is two-fold - 1) to promote productive reuse of old building materials from deconstructed buildings in order to keep those materials out of landfills thereby minimizing the effect on our natural resources and environment, and 2) to renovate dilapidated structures back to being appealing, taxable properties with an emphasis on using sustainable building practices and incorporating sustainable components in each renovation project.

Ramsey Conservation District - This fund is to account for the fiscal activities of the District. The District encourages the protection and improvement of Ramsey County's natural resources.

Library Operations - This fund provides for a public library system where governmental units do not maintain their own library. The tax levy is on suburban property only as the City of Saint Paul provides library services.

Emergency Communications - This fund is to account for funds provided by member cities and the County for multi-agency dispatching services for law enforcement, fire, and emergency medical responders.

Law Enforcement Center Firearms Range - This is a fund used to account for the operations of the firearms range located at the Ramsey County Law Enforcement Center.

Debt Service Funds

The debt service fund accounts for the resources accumulated and payments made for principal and interest on long-term general obligation debt of governmental funds.

County Debt Service - This fund is to account for the payment of principal, interest and related costs on general County long-term debt.

MPFA Pedestrian Connection Loan Debt Service - This fund is to provide the appropriations to pay principal and interest due to the Minnesota Public Facilities Authority (MPFA). In April 2001, the MPFA approved a loan to Ramsey County in the amount of \$6,782,000 with an interest rate of 3.59% for construction of a pedestrian connection between the RiverCentre Complex and the existing skyway system beginning in the Landmark Tower in downtown Saint Paul. The MPFA loan was supported by the issuance of Ramsey County General Obligation Notes Series 2000A. The principal and interest on this loan is paid from revenues from the City of Saint Paul in accordance with a facility lease between Ramsey County and the City of Saint Paul.

RAMSEY COUNTY FUND DEFINITIONS (Continued)

Library Debt Service - This fund is to account for payments of principal and interest on bonds issued for construction or renovation of Ramsey County Public Libraries. The payments are to be made from the collection of ad valorem taxes levied on suburban Ramsey County only.

PROPRIETARY FUNDS

The County maintains two different types of proprietary funds: (1) Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises -- where the intent is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. (2) Internal Services Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the County, or other governments, on a cost-reimbursement basis.

Enterprise Funds

Enterprise Funds account for operations that are financed and operated in a manner similar to private business enterprises. Enterprise Funds in the County are Nursing Home, Lake Owasso Residence, Ponds at Battle Creek Golf Course and Law Enforcement Services that are financed or recovered primarily through user charges.

Care Center - This is a fund to account for health care services provided primarily for the elderly who may be physically or mentally handicapped. The operations are financed and operated in a manner similar to private business enterprises -- where the intent is that the costs (including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Lake Owasso Residence - This fund is used to account for health care and safety services provided to developmentally delayed residents ranging in age from 16 through adult.

Ponds at Battle Creek Golf Course - This fund was merged with the General Fund in 2016. The Ponds at Battle Creek is now a division of the Parks and Recreation Departments Operating Budget.

Vadnais Sports Center - This fund is used to account for the operations of a state-of-the-art sports complex that features two NHL regulation-size hockey rinks and a 100,00SF sports dome. A wide range of ice and turf programs and activities are offered through community programming partners.

RAMSEY COUNTY FUND DEFINITIONS (Continued)

Internal Service Funds

Internal Service Funds account for data processing and property management services provided to other departments or agencies of the government, or to other governments on a cost reimbursement basis.

Law Enforcement Services Contract - This is a fund to account for law enforcement services provided on a contract basis to certain municipalities in Ramsey County in addition to the services normally provided or available to all municipalities within Ramsey County.

Information Services - This fund is used to account for electronic data processing. Since the 2015 merger with Telecommunications, the Information Services fund is also used to account for operation and maintenance of telecommunication services. Services are provided to the Ramsey County Courthouse & City Hall, Ramsey County Government Center-East, 90 West Plato, Metro Square, 402 University, and the Ramsey County Law Enforcement Center.

Property Management

Public Works Facility - This is a fund used to account for rents received from occupants of the Ramsey County Public Works Facility and to pay the expenses incurred in operating and maintaining the facility.

Courthouse and City Hall - This is a fund used to account for rents received from occupants of the Ramsey County Courthouse & City Hall Facility and to pay the expenses incurred in operating and maintaining the facility.

Ramsey County Buildings - This is a fund used to account for rents received from occupants and to pay the expenses incurred in operating and maintaining various County facilities. The following County buildings are included in this fund: Ramsey County Government Center-East, Ramsey County Government Center-West, Juvenile Family Justice Center, Ramsey County Law Enforcement Center, Suburban Courts, 90 West Plato, 911 Dispatch Center, Metro Square, and East Metro Behavioral Health Crisis Center.

Library Facilities - This is a fund used to account for rents received from occupants of the Ramsey County Public Library Facilities and to pay the expenses incurred in operating and maintaining the facilities.

Union Depot Facility - This fund will be used to account for the rents received from occupants of the Union Depot Facility and to pay the expenses incurred in operating and maintaining the facility.

RAMSEY COUNTY FUND DEFINITIONS (Continued)

FIDUCIARY FUNDS

Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement or budget because the resources of those funds are not available to support the County's own programs.

SPECIAL REVENUE FUNDS

The following Special Revenue Funds are included in the government-wide financial statement, but are not included in this budget document: Housing & Redevelopment Authority, State Funding of the Courts, State Public Defender, Gifts and Donations, Regional Railroad Authority, Sheriff Forfeiture Accounts, County Attorney Forfeiture Accounts, Health Promotion / Health Improvement, Parks & Recreation Regional Park & Trail System, Ramsey County Care Center Patients Activity, Law Library and Property Records fund for clean up of polluted property.

CAPITAL IMPROVEMENT PROGRAM

**CAPITAL IMPROVEMENT PROGRAM
2016-2017 APPROVED BUDGET
2016-2021 PLAN**

The 2016-2017 Capital Improvement Program (CIP) Budget and 2016-2021 Capital Improvement Program Plan is presented at the same time as the Operating Budget. This is done to emphasize the importance of long-range capital planning as a necessary adjunct to the annual operating budget. The operating budget provides for the funding mechanisms, while the Capital Improvement Program Plan document provides the detailed background and analysis for the capital expenditures.

MISSION STATEMENT

Ramsey County's mission is to enhance the quality of life for its citizens by providing progressive and innovative leadership that addresses Federal and State directives and changing community needs by delivering services in a responsive, professional, and cost-effective manner.

One of the guiding principles critical to the success of the County's mission is: "The County strives to maximize the return on its human, physical, and fiscal resources in providing quality services to the public." The recommendations contained herein are consistent with this principle in that they:

1. Assist departments in providing a quality work environment for employees and clients.
2. Assist departments in preserving and maintaining the County's investment in buildings, land, infrastructure, and equipment.
3. Are based on a prioritized ranking system including the effective utilization of available outside funding sources (Federal, State, Other) in addition to appropriate County funding levels.

GOALS AND STRATEGIES

Following are the goals and strategies used in forming recommendations:

- A. To establish long-range (10 years) projected financing levels for regular capital projects and major building projects.
- B. To continue funding for an Equipment Replacement Schedule (primarily for mobile/motorized equipment) using Capital Improvement and Equipment Replacement Levy (pay-as-you-go) as a financing method.
- C. To continue funding scheduled building improvements in County-owned buildings operated as Internal Services Funds, through dedicated rental revenues.
- D. To establish and finance a Comprehensive Capital Asset Management and Preservation Plan as one of the County Board's priority goals set in 2005.
- E. To establish responsible debt issuance levels, and compare them to certain debt indicator benchmarks.
- F. To provide for needed capital repairs to County buildings, lands, and infrastructure to extend useful lives.
- G. To provide for new capital investment to replace poorly functioning or non-functioning assets.
- H. To maximize the use of Federal, State, and other non-County financing sources.

GOVERNANCE

The Ramsey County Board of Commissioners sets forth and administers the policy and affairs of the Capital Improvement Program Plan.

The Board of Ramsey County Commissioners created a fourteen-member Capital Improvement Program Citizens' Advisory Committee (CIPAC), to be composed of two residents from each of the seven county commissioner districts appointed by the appropriate County Commissioner, to assure citizen participation in the decision making process.

CIPAC members, along with a group of raters assembled by the County Manager, listen to presentations, rate, and rank all submitted CIP projects for recommendation. The results are compiled and the County Manager uses this information in preparing the Approved Capital Improvement Project Budget which is presented to the Ramsey County Board of Commissioners.

PUBLIC RELATIONS

At a time when costs and demands are rising and public agencies must compete for limited resources, it is crucial that the County Manager, the staff, and Board Members work together to foster a positive public image for the County. While it is important to establish a formal and active public relations program for the County, public relations also encompasses a wide range of daily and informal activities. CIPAC can play a significant role in creating good will for the County. Through their many and varied contacts in the community, CIPAC members have frequent opportunities to inform others about County capital improvement projects accomplishments, and needs. CIPAC can be County's good will ambassadors, building awareness and support wherever possible.

At the same time CIPAC Members are being vocal and visible on behalf of the County, they can also be sensitive to community information needs and demands for better County services. CIPAC Members enjoy unique opportunities to serve as liaisons between the public and the County Commissioners, translating community needs into improved policies and programs.

SCOPE

Capital Improvement Projects are submitted by all County Departments, Ramsey County Library, Landmark Center, Historical Society, and Extension Services.

ANNUAL CAPITAL IMPROVEMENT PROGRAM BUDGET PLAN BOOK

The Capital Improvement Program 2016-2017 Budget and 2016-2021 Plan includes:

- A. Overview from County Manager letter
- B. General summary of contents
- C. Capital Improvement Program Project Policies and Procedures
- D. A list of all capital asset projects costing \$50,000 or more that are approved to be undertaken during the ensuing six fiscal years with appropriate information to show the necessity for these improvements. Each project shall have funding sources delineated, such as bond proceeds, special tax levies, state or federal grants, donation, special assessment, etc.
- E. Cost estimates, method of financing, and recommended time schedule for each of these improvements.
- F. The estimated cost of operating and maintaining the facility to be constructed or acquired:
 - 1. The estimated cost for debt service for capital expenditures. These will be financed from current revenues in the ensuing fiscal year and shall be included in the budget.
 - 2. Status on Active Capital Improvement Projects.

APPROVED BUDGET

MAJOR PROJECTS

A. Lake Owasso County Park Redevelopment

This project involves removing an existing beach support building and construct a new beach support building, removing three picnic shelters and constructing a new picnic shelter/restroom facility. The new facilities will be handicap accessible and have updated mechanical and electrical systems. The project also includes upgrading the boat launch facilities and trailer parking and improving the beach area. Funding for this project is approved to be financed with \$1,415,000 of County Bonds in 2016.

B. General Facilities Projects

This project is to set up funding for potential projects based on the Strategic Facilities Plan. Funding is approved to be financed with \$19,800,000 of County Bonds in 2016 and \$2,570,658 of County Bonds in 2017.

C. Battle Creek Winter Recreation Area

This project is to design, construct, and equip the Battle Creek Winter Recreation Area with a permanent snow-making system for cross-country skiing, downhill skiing, snowboarding and sledding. The total project cost is estimated to be \$3,830,000 with County funding approved to be financed with \$1,000,000 of County Bonds in 2017.

REGULAR PROJECTS

Regular projects approved for funding in the 2016-2017 Capital Improvement Plan Budget address the needs for maintaining capital facilities and infrastructure. The various renovations, repairs, and replacements recommended will allow the County to maintain and improve services currently provided. Funding in the amount of \$2,450,000 will be available from the sale of bonds for each year.

Regular projects include capital items between \$50,000 and \$1,000,000 such as land, buildings, building improvements, and new equipment purchases. These requests are related to new/improved technology, expansion of programs, or the repair/replacement of assets used in a current program.

CAPITAL IMPROVEMENT & EQUIPMENT REPLACEMENT LEVY

A. Building Improvements/Repairs

Funding of \$1,100,000 in 2016 and \$1,100,000 in 2017 is approved for Building Improvements/Repairs. This funding is for buildings and grounds which are not currently recorded in separate Internal Service Funds. The County Board set a goal to finance predictable life cycle maintenance of buildings and grounds currently in the County's General Fixed Assets.

B. Equipment Replacement

Continued replacement of mobile/motorized capital equipment on a scheduled basis for the Sheriff, Community Corrections, Parks and Recreation, and Public Works departments is approved.

Approved funding for equipment replacement in the amount of \$2,500,000 for 2016 and \$2,500,000 for 2017 will provide funding for scheduled replacements. The departments are given the discretion to set the priorities for replacement. Some equipment from the backlog could be given a higher priority for replacement over equipment scheduled for replacement in 2016 and/or 2017.

BUILDING IMPROVEMENTS/MAINTENANCE

In 1996, the Capital Improvement Program (Citizens) Advisory Committee (CIPAC) recommended, and the County Board approved, the use of dedicated rental revenues in the RCGC-East and RCGC-West buildings' operating budgets to fund a plan of building improvements/maintenance. In the 2001 budget, the County Board approved the use of dedicated rental revenues in the Juvenile and Family Justice Center to finance a 5-Year plan for the first time. Beginning with their opening, the new Law Enforcement Center, new Public Works Facility, new Sheriff Patrol Station and new Suburban Court Facility are also using this same funding method. The County Board also approved the use of dedicated rental revenues for the Courthouse/City Hall, the Libraries, the 911 Dispatch Center, the 90 West Plato Boulevard location, and the new Metro Square building.

Continued funding in this manner for the building improvements/maintenance is approved, as Other County Funds.

2016-2017 CIP FINANCING SOURCES

	<u>2016</u>	<u>2017</u>
<u>Bonds</u>		
Major Projects	\$21,215,000	\$3,570,658
Regular Projects	3,950,000	3,950,000
Bond Issuance Costs	<u>235,000</u>	<u>279,342</u>
Total Bonds	25,400,000	7,800,000
<u>Capital Improvement and Equipment Replacement Levy</u>		
Building Improvements/Repairs	1,100,000	1,100,000
Equipment Replacement Schedule	<u>2,500,000</u>	<u>2,500,000</u>
Total Levy	3,600,000	3,600,000
<u>Other Funding Sources</u>		
Federal Funds	16,030,000	1,404,000
State Funds	44,887,500	23,251,800
Municipal/Other Funds	7,981,000	15,350,000
Other County Funds	<u>7,161,367</u>	<u>5,895,717</u>
Total Other	76,059,867	45,901,517
TOTAL APPROVED CIP FINANCING	<u>\$105,059,867</u>	<u>\$57,301,517</u>

The Debt Service levy and Capital Improvement and Equipment Replacement levy amounts necessary to finance these approved funding levels are included in the 2016-2017 Approved Operating Budget.

IMPACT ON OPERATING BUDGET

Ramsey County has worked to stabilize the County's debt service levy and maintain it at a consistent level. The approved budget supports this goal and allows the County Board to continue reviewing and prioritizing current and future capital improvement demands. Requests for Board Action (RBA), approving major capital improvement projects will include authorization to establish specific capital project budgets.

MAJOR PROJECTS

A. Lake Owasso County Park Redevelopment

There is no impact on the 2016 and 2017 operating budgets as the project mainly improves structures at the County Park. There may be potential savings in energy costs with having updated mechanical and electrical systems.

B. Rice Creek Commons (formerly Twin Cities Army Ammunitions Plant-TCAAP)

It is not expected that there will be any additional costs to the County Manager's operating budget for 2016 or 2017. Administration costs for this project are paid from a Joint Development Authority budget.

C. General Facilities Projects

The impact on the 2016 and 2017 operating budgets is unknown until it is determined which projects are funded as part of the Strategic Facilities Plan.

D. Battle Creek Winter Recreation Area

It is expected that operating costs for this project will be \$100,000 per year, net of revenue. The increase in operating costs will be included in the 2018-2019 budget.

REGULAR PROJECTS

Most of the CIP Regular Projects approved for financing are repair/replacement and maintenance projects. These projects should help improve operating efficiencies and offset increased costs for operations and repairs.

CAPITAL IMPROVEMENT & EQUIPMENT REPLACEMENT LEVY

A. Building Improvements/Repairs

The County Board approved the Capital Improvement Program Citizens' Advisory Committee (CIPAC) recommendation to eliminate the separate Comprehensive Capital Asset Management and Preservation Plan (CCAMPP) prioritization process and to expand the use of Internal Services Funds for all facilities not currently in separate Internal Service funds. Staff will continue to work on an inventory of the County's capital assets that have predictable, planned life-cycle costs, and to create the appropriate maintenance schedules.

B. Capital Equipment Replacement Program

By continuing an ongoing Capital Equipment Replacement Program for motorized/mobile equipment, departmental operating budgets will not need to fund replacement of this equipment. Replacing equipment on a scheduled basis also results in reduced maintenance costs of the old equipment, and can provide enhanced performance due to new equipment technology.

BUILDING IMPROVEMENTS/MAINTENANCE

Providing funds for building improvements through dedicated rental revenues annually will enable capital improvements to be scheduled as needed, over time, rather than waiting for an emergency situation which will cost more to correct. Completion of scheduled building maintenance improvements will extend the lives of the buildings.

DEBT STRATEGY

Effective November 6, 1992, Ramsey County became a Home Rule Charter County, the first in the State of Minnesota. Most debt and building fund levy limits and other restrictions established under previous Capital Improvement Program State Statutes no longer apply, giving Ramsey County the opportunity, and the responsibility, to establish realistic and affordable Capital Improvement levies for debt service and the Capital Improvement and Equipment Replacement levy (pay-as-you-go).

The only debt limit remaining applies to all local governmental units in Minnesota. This limit is 3% of the market value of all taxable property in the County (Minnesota Statutes, Section 475.53, Subd. 1. The computation of the limit for the year ended December 31, 2014 was 3% of market value of \$43,076,328,800, or \$1,292,289,864. Ramsey County's net debt subject to this limit as of December 31, 2014 was \$1,114,099,864.

A. Debt Indicators

Elected officials and executive staff representing Ramsey County, the City of St. Paul, Independent School District 625, and the St. Paul Port Authority meet regularly as the Joint Property Tax Advisory Committee (JPTAC). The JPTAC initiates cooperative ventures to control property taxes within the corporate limits of the City of St. Paul and agrees to work together to jointly plan for meeting the capital needs of each jurisdiction, coordinate general obligation financing of the area's capital needs, keep financings within agreed upon debt levels targets, and monitor associated impacts on property taxes.

The JPTAC publishes a report, *General Obligation Debt Overlapping on the Saint Paul Tax Base*, bi-annually and adopts target ranges within certain debt position indicators and ability to pay indicators as benchmarks for the jurisdictions. The adopted benchmarks have been met consistently since 1977. Below are selected Ramsey County debt indicators.

B. Debt Service as Percent of Budgeted Expenditures

In 1993, Moody's Investors Service indicated Counties debt service as a percent of budgeted expenditures is in the low range at 0% - 5%, medium range at 5% - 10%, and in the high range when greater than 10%. Ramsey County's 2015 debt service as a percent of budget is 4.27%, which is in the top of the low range. Debt service projections for 2016 and 2017 are 4.21% and 4.24%, both remaining in the low range.

C. Overall Debt Per Capita

Standard & Poor's benchmarks for overall debt per capita are: Under \$1,000 – Very Low, \$1,000 to \$2,000 – Low, \$2,000 to \$5,000 – Moderate, and Over \$5,000 – High. Ramsey County's overall 2015 debt per capita is \$3,027, which is in the low end of the moderate range. Debt projections for 2016 and 2017 are \$3,080 and \$3,134, both remaining in the low end of the moderate range.

POTENTIAL FUTURE MAJOR CAPITAL PROJECTS

Potential future Major Capital Improvement Projects that have been discussed by the County Board include:

- Boys Totem Town/Juvenile Institutions
- County Environmental Service Center
- Ice Arenas Freon Retrofit
- Solar Gardens
- Strategic Facilities Plan Building Program outcome

CIP PROJECT REQUESTS

CIP projects are currently divided into four categories: 1) Regular Projects, 2) Major Projects, 3) Equipment Replacement Schedule, and 4) Building Improvements. Major Projects, Equipment Replacement Schedule projects, and Building Improvements are separated from what are generally considered the “regular” capital maintenance projects for discussion and recommendation purposes.

Departments and agencies submitted 9 Major Project requests, 40 Regular Project requests, four Equipment Replacement Schedule requests, and 10 Building Improvement requests covering the six-year period of 2016-2021. A working document was created to assist members of the Capital Improvement Program (Citizen) Advisory Committee (CIPAC) and County staff in reviewing the project requests. County department/agency heads and staff made oral presentations and answered questions about their project requests to these raters on March 19, 2015.

COUNTY MANAGER RATING SYSTEM

The County Manager Rating System is based on criteria identified by the County Board and are grouped in two categories: Service Based Criteria and Capital Based Criteria. This grouping reinforces the fact that a capital project has two aspects:

1. It is intended to provide a service, not to exist on its own, and
2. Capital improvement projects are complex activities that need to be developed and implemented well; and once a capital project is completed, it becomes a part of the County’s asset base and should be maintained well.

Eight staff members from various Ramsey County departments were selected to review and rank 29 Regular CIP projects. Eleven Regular CIP projects which did not request funding in 2016 or 2017 were not ranked. Requests for staff are made to different County Departments every other year, supporting equitability and variety in opinions. These eight people rated the CIP project requests using a rating system that was established in 1987, and updated in 2000, in order to more clearly distinguish “good” projects. This rating system is based on the criteria outlined in County Board Resolution 87-089 (February 9, 1987).

For the 2016-2021 Capital Improvement Program Plan, each project could receive a point value ranging from 0 to 4 for each of 7 rating criteria. Each of the rating criteria has a weighting percentage assigned to it in the order of its importance. The weighting percentage was multiplied by the point value for each of the criteria to determine the actual rating points for each of the criteria for each project.

The criteria and weighting percentages in order of priority are:

<u>Percentage</u>	<u>Weighting</u>	<u>Max. Points</u>	<u>Max. Score</u>
1. Protect Life/Public Safety/Public Health	25%	4.0	1.00
2. Replace Facility/Maintain Facility	22%	4.0	.88
3. Protect Property	15%	4.0	.60
4. Reduce Operating Costs	15%	4.0	.60
5. Provide Public Service	10%	4.0	.40
6. Provide Public Convenience	7%	4.0	.28
7. Enhance County Image	<u>6%</u>	4.0	<u>.24</u>
	100%		4.00

Each of the eight staff raters was able to assign a maximum of 4 points to a project, giving each project the possibility of being awarded a maximum of 32 points. Total points actually awarded ranged from 14.28 to 25.24.

CIPAC RATING SYSTEM

The Capital Improvement Program (Citizen) Advisory Committee (CIPAC) rated 29 CIP projects concurrent with, but independent from, the County staff. The County Board established the CIPAC in order to obtain input from the citizens of Ramsey County.

Each member of the CIPAC independently rated these projects in groups of eight, a rating system developed for the 1989 CIP, and used consistently since then. Projects in each group then received the following number of points.

<u>Rating Group</u>		<u>Points</u>
First group of	5	6
Second group of	5	5
Third group of	5	4
Fourth group of	5	3
Fifth group of	5	2
Fifth group of	<u>4</u>	1
Total	29	

Points from each member of the CIPAC were tabulated by project and the projects placed in priority order. The maximum number of points assignable to each project by the CIPAC was 60 (10 members of the committee rated projects for 2016-2017). Total points ranged from 12 to 60.

COMBINED RANK

The Capital Improvement Program Advisory Committee and I agreed upon a statistically valid method of combining the two ratings. The Combined Rank then was used to set overall Regular CIP project request priorities for the Capital Improvement Program 6-Year Plan, 2016 – 2021.

CONCLUSION

I am again very pleased with the methodology, outcomes, and recommendations obtained through the Capital Improvement Program planning process. The research, analysis, and updating of debt and debt service projections and comparisons with industry benchmarks serves as a guide for future capital plans, and outlines our commitment to long-range planning for capital needs. Objective priority setting allows me to support the projects recommended for funding. The continuation of a funded Equipment Replacement Schedule for mobile/motorized equipment is essential to the continued effective and efficient operation of County departments. Funding for Building Improvements (formerly Comprehensive Capital Assets Management and Preservation Plan) continues the ongoing financing of predictable fixed asset life-cycle maintenance costs. Realistic financing levels and methods help analyze needs and not overburden County taxpayers while restoring our capital infrastructure to a sound level. The Capital Improvement Program Advisory Committee continues the process of reviewing regular capital projects on an ongoing basis.

I would like to take this opportunity to thank all of those who have contributed to this process. I thank the Capital Improvement Program Advisory Committee for their comments and recommendations, and the County departments for their planning and input.

I would also like to thank the staff of the County Manager's Department, Property Management Department, and the Office of Budgeting and Accounting for their efforts.

Capital Improvement Program Advisory Committee (as of June 30, 2015):

Triesta Brown	District IV	(Toni Carter)
Sue Hauwiller	District VI	(Jim McDonough)
Peter Larsen	District IV	(Toni Carter)
Dennis Larson	District VII	(Victoria Reinhardt)
Greg Lauer	District III	(Janice Rettman)
Shaun McClary	District III	(Janice Rettman)
James Miller	District V	(Rafael Ortega)
Faith O'Neill	District II	(Mary Jo McGuire)
Dan Parker	District II	(Mary Jo McGuire)
Lawrence Sagstetter	District VI	(Jim McDonough)
Shashi Suri	District I	(Blake Huffman)
Gary Unger	District VII	(Victoria Reinhardt)
Vacant	District I	(Blake Huffman)
Vacant	District V	(Rafael Ortega)

APPROVED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT - 2016/2017

CIP REGULAR PROJECTS - \$4,000,000 CIP BONDS + \$68,495,000 OTHER FUNDING - 2016

PROJECT NO.	PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2016 FUNDING SOURCE				2016 TOTAL APPROVED	
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL		STATE
CORRECTIONS									
1	76	JDC CAMERAS AND VIDEO RECORDING EQUIPMENT	7	60,000	-	-	-	-	60,000
2	78	RCCF COOLER/FREEZER	9	225,000	-	-	-	-	225,000
		TOTAL COMMUNITY HUMAN SERVICES		285,000	-	-	-	-	285,000
EMERGENCY COMMUNICATIONS									
343		800 MHZ RADIO BASE STATION REPLACEMENT	NOT RATED	-	-	434,717 (1)	-	-	434,717
		TOTAL EMERGENCY COMMUNICATIONS		-	-	434,717	-	-	434,717
LANDMARK CENTER									
7	108	BUILDING ACCESSIBLE ELEVATOR	3	245,000	-	-	-	-	245,000
		TOTAL LANDMARK CENTER		245,000	-	-	-	-	245,000
MEDICAL EXAMINER									
14	128	MORGUE FREEZER REPLACEMENT & STORAGE RACK SYSTE	2	250,000	-	-	-	-	250,000
		TOTAL MEDICAL EXAMINER		250,000	-	-	-	-	250,000
PARKS & RECREATION									
15	136	HIGHLAND PARKING LOT AND DRAINAGE IMPROVEMENTS	8	890,300	-	-	-	-	890,300
23	168	REGIONAL PARK & TRAIL CIP/LEGACY	21	-	-	-	1,458,000	1,360,000	2,818,000
		TOTAL PARKS & RECREATION		890,300	-	-	1,458,000	1,360,000	3,708,300
PUBLIC WORKS									
24	178	PAVEMENT PRESERVATION	1	2,000,000	-	-	-	1,000,000	3,000,000
25	180	COUNTY STATE AID HIGHWAY ROAD CONSTRUCTION	6	-	-	-	16,030,000	41,971,000	60,797,000
28	186	COMPREHENSIVE BRIDGE MAINTENANCE	10	50,000	-	-	-	-	50,000
37	204	NEW EQUIPMENT	23	-	-	-	-	80,000	80,000
		TOTAL PUBLIC WORKS		2,050,000	-	-	16,030,000	43,051,000	67,727,000
SHERIFF									
38	212	SECURITY CAMERAS AND EQUIPMENT	5	200,000	-	-	-	-	200,000
39	214	JAIL KITCHEN EQUIPMENT	12	29,700	-	-	-	-	29,700
		TOTAL SHERIFF		229,700	-	-	-	-	229,700
OTHER									
65		BOND ISSUANCE COSTS	NOT RATED	50,000	-	-	-	-	50,000
		TOTAL OTHER		50,000	-	-	-	-	50,000
TOTAL CIP REGULAR PROJECTS BONDS				4,000,000	-	434,717	16,030,000	44,509,000	72,929,717

(1) Emergency Communications fund balance

APPROVED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT - 2016/2017

SCHEDULE 1
(Continued)

CIP MAJOR PROJECTS - \$21,400,000 CIP BONDS - 2016

PROJECT PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2016 FUNDING SOURCE					2016 TOTAL APPROVED
			CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	
	MAJOR PROJECTS							
365	LAKE OWASSO COUNTY PARK REDEVELOPMENT	NOT RATED	1,415,000	-	-	-	-	1,415,000
393	GENERAL FACILITIES PROJECTS	NOT RATED	19,800,000	-	-	-	-	19,800,000
	TOTAL MAJOR PROJECTS		21,215,000	-	-	-	-	21,215,000
	OTHER							
65	BOND ISSUANCE COSTS	NOT RATED	185,000	-	-	-	-	185,000
	TOTAL OTHER		185,000	-	-	-	-	185,000
	TOTAL CIP MAJOR PROJECTS BONDS		21,400,000	-	-	-	-	21,400,000

CAPITAL IMPROVEMENT & EQUIPMENT REPLACEMENT (CIER) - \$3,600,000 LEVY + \$403,500 OTHER FUNDING - 2016

PROJECT PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2016 FUNDING SOURCE					2016 TOTAL APPROVED
			CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	
	BUILDING IMPROVEMENTS/ REPAIRS							
282	BLDG IMPROVEMENTS-BOYS TOTEM TOWN	NOT RATED	-	107,800	-	-	-	107,800
286	BLDG IMPROVEMENTS-EXTENSION BARN	NOT RATED	-	30,800	-	-	-	30,800
290	BLDG IMPROVEMENTS-FAMILY SERVICE CENTER	NOT RATED	-	27,500	-	-	-	27,500
294	BLDG IMPROVEMENTS-LANDMARK CENTER	NOT RATED	-	183,700	-	-	-	183,700
298	BLDG IMPROVEMENTS-PUBLIC HEALTH (555 CEDAR)	NOT RATED	-	52,800	-	-	-	52,800
302	BLDG IMPROVEMENTS-PARKS	NOT RATED	-	697,400	-	-	378,500	1,100,900
	TOTAL BUILDING IMPROVEMENTS/REPAIRS		-	1,100,000	-	-	378,500	1,503,500
	EQUIPMENT REPLACEMENT							
222	CORRECTIONS	NOT RATED	-	281,500	-	-	-	281,500
230	PARKS & REC	NOT RATED	-	749,000	-	-	-	749,000
238	PUBLIC WORKS	NOT RATED	-	969,250	-	-	-	969,250
244	SHERIFF	NOT RATED	-	500,250	-	-	-	500,250
	TOTAL EQUIPMENT REPLACEMENT		-	2,500,000	-	-	-	2,500,000
	TOTAL CAPITAL IMPROVEMENT & EQUIPMENT REPLACEMENT LEVY		-	3,600,000	-	-	378,500	4,003,500

APPROVED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT - 2016/2017

SCHEDULE 1
(Continued)

BUILDING IMPROVEMENTS - \$6,726,650 RENTAL REVENUES - 2016

PROJECT NO.	PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2016 FUNDING SOURCE						2016 TOTAL APPROVED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT								
256		BLDG IMPROVEMENTS - PUBL WKS/PATROL STATION	NOT RATED	-	-	467,000 (1)	-	-	-	467,000
262		BLDG IMPROVEMENTS - LIBRARIES	NOT RATED	-	-	205,000 (1)	-	-	-	205,000
266		BLDG IMPROVEMENTS - CH/CH	NOT RATED	-	-	1,503,000 (1)	-	-	-	1,503,000
270		BLDG IMPROVEMENTS - GENERAL BUILDING FUND	NOT RATED	-	-	4,551,650 (1)	-	-	-	4,551,650
		TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT		-	-	6,726,650	-	-	-	6,726,650

(1) Dedicated Rental Revenues and Fund Balance from Building Funds

APPROVED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT - 2016/2017

SCHEDULE 1
(Continued)

SUMMARY BY FUNDING AND ACCOUNT CLASSIFICATION for 2016

PROJECT PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2016 FUNDING SOURCE					2016 TOTAL APPROVED
			CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	
	CIP REGULAR PROJECT BONDS							
	Building Additions, Renovations, Repairs		245,000	-	-	-	-	245,000
	Improvements Other Than Buildings		1,705,000	-	434,717	-	1,538,000	5,037,717
	County Roads		2,000,000	-	-	16,030,000	42,971,000	67,597,000
	Bond Issuance Costs		50,000	-	-	-	-	50,000
	TOTAL CIP REGULAR PROJECTS BONDS		4,000,000	-	434,717	16,030,000	44,509,000	72,929,717
	CIP MAJOR PROJECT BONDS							
	Major Projects		21,215,000	-	-	-	-	21,215,000
	Bond Issuance Costs		185,000	-	-	-	-	185,000
	TOTAL CIP MAJOR PROJECTS BONDS		21,400,000	-	-	-	-	21,400,000
	CAPITAL IMPROVEMENT & EQUIPMENT REPLACEMENT LEVY							
	Building Lifecycle Maintenance		-	1,100,000	-	-	378,500	1,503,500
	Equipment		-	2,500,000	-	-	-	2,500,000
	TOTAL CAPITAL IMPROVEMENT & EQUIPMENT REPLACEMENT LEVY		-	3,600,000	-	-	378,500	4,003,500
	BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT							
	Building Additions, Renovations, Repairs		-	-	6,726,650	-	-	6,726,650
	TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT		-	-	6,726,650	-	-	6,726,650
	TOTAL CIP PROJECTS APPROVED FOR FUNDING IN 2016		25,400,000	3,600,000	7,161,367	16,030,000	44,887,500	105,059,867

APPROVED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT - 2016/2017

CIP REGULAR PROJECTS - \$4,000,000 CIP BONDS + \$37,001,000 OTHER FUNDING - 2017

PROJECT NO.	PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2017 FUNDING SOURCE					TOTAL APPROVED	
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE		MUNICIPAL/ OTHER
2	78	CORRECTIONS RCCF COOLER/FREEZER TOTAL COMMUNITY HUMAN SERVICES	9	-	-	-	-	-	-	-
3	343 86	EMERGENCY COMMUNICATIONS 800 MHZ RADIO BASE STATION REPLACEMENT REPLACE DISPATCH CENTER UPS TOTAL EMERGENCY COMMUNICATIONS	NOT RATED 4	-	-	434,717 200,000 634,717	(1) (1)	-	-	434,717 200,000 634,717
8	110	LANDMARK CENTER REPLACE FLASHING/MANSARD ROOF TOTAL LANDMARK CENTER	11	120,000	-	-	-	-	-	120,000 120,000
17	142	PARKS & RECREATION CAPITAL ASSET MGMT-ICE ARENAS	15	819,237	-	-	-	-	-	819,237
23	168	REGIONAL PARK & TRAIL CIP/LEGACY TOTAL PARKS & RECREATION	21	819,237	-	-	-	-	-	1,422,000 2,241,237
24	178	PUBLIC WORKS PAVEMENT PRESERVATION	1	2,000,000	-	-	-	1,000,000	-	6,800,000
25	180	COUNTY STATE AID HIGHWAY ROAD CONSTRUCTION	6	-	-	-	1,404,000	19,822,000	-	30,499,000
27	184	DRAINAGE SYSTEMS & STRUCTURES	14	360,000	-	-	-	-	-	360,000
28	186	COMPREHENSIVE BRIDGE MAINTENANCE	10	50,000	-	-	-	-	-	50,000
32	194	TRAFFIC SIGNAL CONTROLLERS	13	130,000	-	-	-	-	-	130,000
37	204	NEW EQUIPMENT TOTAL PUBLIC WORKS	23	-	-	-	-	80,000	-	80,000
				2,540,000	-	-	1,404,000	20,902,000	13,073,000	37,919,000
38	212	SHERIFF SECURITY CAMERAS AND EQUIPMENT	5	130,000	-	-	-	-	-	130,000
39	214	JAIL KITCHEN EQUIPMENT TOTAL SHERIFF	12	340,763	-	-	-	-	-	340,763
				470,763	-	-	-	-	-	470,763
		OTHER BOND ISSUANCE COSTS TOTAL OTHER	NOT RATED	50,000	-	-	-	-	-	50,000
	65			50,000	-	-	-	-	-	50,000
		TOTAL CIP REGULAR PROJECTS BONDS		4,000,000	-	634,717	1,404,000	20,902,000	14,495,000	41,435,717

(1) Emergency Communications fund balance

APPROVED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT - 2016/2017

SCHEDULE 1
(Continued)

CIP MAJOR PROJECTS - \$3,800,000 CIP BONDS + \$2,830,000 OTHER FUNDING - 2017

PROJECT PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2017 FUNDING SOURCE					2017 TOTAL APPROVED
			CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	
	MAJOR PROJECTS							
359	GENERAL FACILITIES PROJECTS	NOT RATED	2,570,658	-	-	-	-	2,570,658
375	BATTLE CREEK WINTER RECREATION AREA	NOT RATED	1,000,000	-	-	-	2,000,000	3,830,000
	TOTAL MAJOR PROJECTS		3,570,658	-	-	-	2,000,000	6,400,658
	OTHER							
65	BOND ISSUANCE COSTS	NOT RATED	229,342	-	-	-	-	229,342
	TOTAL OTHER		229,342	-	-	-	-	229,342
	TOTAL CIP MAJOR PROJECTS BONDS		3,800,000	-	-	-	2,000,000	6,630,000

CAPITAL IMPROVEMENT & EQUIPMENT REPLACEMENT (CIER) - \$3,600,000 LEVY + \$374,800 OTHER FUNDING - 2017

PROJECT PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2017 FUNDING SOURCE					2017 TOTAL APPROVED
			CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	
	BUILDING IMPROVEMENTS/ REPAIRS							
282	BLDG IMPROVEMENTS-BOYS TOTEM TOWN	NOT RATED	-	107,800	-	-	-	107,800
286	BLDG IMPROVEMENTS-EXTENSION BARN	NOT RATED	-	30,800	-	-	-	30,800
290	BLDG IMPROVEMENTS-FAMILY SERVICE CENTER	NOT RATED	-	27,500	-	-	-	27,500
294	BLDG IMPROVEMENTS-LANDMARK CENTER	NOT RATED	-	183,700	-	-	-	183,700
298	BLDG IMPROVEMENTS-PUBLIC HEALTH (555 CEDAR)	NOT RATED	-	52,800	-	-	-	52,800
302	BLDG IMPROVEMENTS-PARKS	NOT RATED	-	697,400	-	-	349,800	1,072,200
	TOTAL BUILDING IMPROVEMENTS/REPAIRS		-	1,100,000	-	-	349,800	1,474,800
	EQUIPMENT REPLACEMENT							
222	CORRECTIONS	NOT RATED	-	236,750	-	-	-	236,750
230	PARKS & REC	NOT RATED	-	618,000	-	-	-	618,000
238	PUBLIC WORKS	NOT RATED	-	1,100,000	-	-	-	1,100,000
244	SHERIFF	NOT RATED	-	545,250	-	-	-	545,250
	TOTAL EQUIPMENT REPLACEMENT		-	2,500,000	-	-	-	2,500,000
	TOTAL CAPITAL IMPROVEMENT & EQUIPMENT REPLACEMENT LEVY		-	3,600,000	-	-	349,800	3,974,800

APPROVED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT - 2016/2017

BUILDING IMPROVEMENTS - \$5,261,000 RENTAL REVENUES - 2017

PROJECT PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2017 FUNDING SOURCE					2017 TOTAL APPROVED
			CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	
256	BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT							
262	BLDG IMPROVEMENTS - PUBL WKS/PATROL STATION	NOT RATED	-	-	266,000 (1)	-	-	266,000
265	BLDG IMPROVEMENTS - LIBRARIES	NOT RATED	-	-	234,000 (1)	-	-	234,000
270	BLDG IMPROVEMENTS - CH/CH	NOT RATED	-	-	1,065,000 (1)	-	-	1,065,000
	BLDG IMPROVEMENTS - GENERAL BUILDING FUND	NOT RATED	-	-	3,696,000 (1)	-	-	3,696,000
	TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT		-	-	5,261,000	-	-	5,261,000

(1) Dedicated Rental Revenues and Fund Balance from Building Funds

APPROVED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT - 2016/2017

SUMMARY BY FUNDING AND ACCOUNT CLASSIFICATION FOR 2017

PROJECT PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2017 FUNDING SOURCE					2017 TOTAL APPROVED
			CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	
	CIP REGULAR PROJECT BONDS							
	Building Additions, Renovations, Repairs		120,000	-	-	-	-	120,000
	Improvements Other Than Buildings		1,830,000	-	634,717	-	80,000	3,966,717
	County Roads		2,000,000	-	-	1,404,000	20,822,000	37,299,000
	Bond Issuance Costs		50,000	-	-	-	-	50,000
	TOTAL CIP REGULAR PROJECTS BONDS		4,000,000	-	634,717	1,404,000	20,902,000	41,435,717
	CIP MAJOR PROJECT BONDS							
	Major Projects		3,570,658	-	-	-	2,000,000	6,400,658
	Bond Issuance Costs		229,342	-	-	-	-	229,342
	TOTAL CIP MAJOR PROJECTS BONDS		3,800,000	-	-	-	2,000,000	6,630,000
	CAPITAL IMPROVEMENT & EQUIPMENT REPLACEMENT LEVY							
	Building Lifecycle Maintenance		-	1,100,000	-	-	349,800	1,474,800
	Equipment		-	2,500,000	-	-	-	2,500,000
	TOTAL CAPITAL IMPROVEMENT & EQUIPMENT REPLACEMENT LEVY		-	3,600,000	-	-	349,800	3,974,800
	BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT							
	Building Additions, Renovations, Repairs		-	-	5,261,000	-	-	5,261,000
	TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT		-	-	5,261,000	-	-	5,261,000
	TOTAL CIP PROJECTS APPROVED FOR FUNDING IN 2017		7,800,000	3,600,000	5,895,717	1,404,000	23,251,800	57,301,517

APPROVED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT - 2016/2017

SUMMARY OF PROJECTS BY DEPARTMENT - 2016 / 2017

PROJECT PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2016/2017 FUNDING SOURCE				2016/2017 TOTAL APPROVED
			CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL STATE OTHER	
COMMUNITY CORRECTIONS							
1	JDC CAMERAS AND VIDEO RECORDING EQUIPMENT	7	60,000	-	-	-	60,000
2	RCOF COOLER/FREEZER EQUIPMENT REPLACEMENT	9	225,000	-	-	-	225,000
222	TOTAL COMMUNITY CORRECTIONS	NOT RATED	285,000	518,250	-	-	518,250
393	TOTAL COMMUNITY CORRECTIONS	NOT RATED	285,000	518,250	-	-	803,250
COUNTY MANAGER							
393	RICE CREEK COMMONS (TCAAP) TOTAL COUNTY MANAGER	NOT RATED	19,800,000	-	-	-	19,800,000
393	TOTAL COUNTY MANAGER	NOT RATED	19,800,000	-	-	-	19,800,000
EMERGENCY COMMUNICATIONS							
343	800 MHZ RADIO BASE STATION REPLACEMENT	NOT RATED	-	-	869,434	-	869,434
386	REPLACE DISPATCH CENTER UPS	4	-	-	200,000	-	200,000
386	TOTAL EMERGENCY COMMUNICATIONS	NOT RATED	-	-	1,069,434	-	1,069,434
LANDMARK CENTER							
108	BUILDING ACCESSIBLE ELEVATOR	3	245,000	-	-	-	245,000
110	REPLACE FLASHING/MANSARD ROOF	11	120,000	-	-	-	120,000
110	TOTAL LANDMARK CENTER	NOT RATED	365,000	-	-	-	365,000
MEDICAL EXAMINER							
128	MORGUE FREEZER REPLACEMENT & STORAGE RACK SYSTEM	2	250,000	-	-	-	250,000
359	MEDICAL EXAMINER BUILDING REMODEL & EXPANSION	NOT RATED	2,570,658	-	-	-	2,570,658
359	TOTAL MEDICAL EXAMINER	NOT RATED	2,820,658	-	-	-	2,820,658
PARKS & RECREATION							
136	HIGHLAND PARKING LOT AND DRAINAGE IMPROVEMENTS	8	890,300	-	-	-	890,300
142	CAPITAL ASSET MGMT-ICE ARENAS	15	819,237	-	-	-	819,237
168	REGIONAL PARK & TRAIL CIP/LEGACY	21	-	-	-	1,458,000	1,458,000
365	LAKE OWASSO COUNTY PARK REDEVELOPMENT	NOT RATED	1,415,000	-	-	-	1,415,000
375	BATTLE CREEK WINTER RECREATION AREA EQUIPMENT REPLACEMENT	NOT RATED	1,000,000	-	-	830,000	1,830,000
230	TOTAL PARKS & RECREATION	NOT RATED	4,124,537	1,367,000	-	3,612,000	12,561,537

APPROVED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT - 2016/2017

SUMMARY OF PROJECTS BY DEPARTMENT - 2016 / 2017

PROJECT NO.	PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2016/2017 FUNDING SOURCE						2016/2017 TOTAL APPROVED	
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER		
PUBLIC WORKS											
24	178	PAVEMENT PRESERVATION	1	4,000,000	-	-	-	-	2,000,000	7,600,000	13,600,000
25	180	COUNTY STATE AID HIGHWAY ROAD CONSTRUCTION	6	-	-	-	17,434,000	-	61,793,000	12,069,000	91,296,000
27	184	DRAINAGE SYSTEMS & STRUCTURES	14	360,000	-	-	-	-	-	-	360,000
28	186	COMPREHENSIVE BRIDGE MAINTENANCE	10	100,000	-	-	-	-	-	-	100,000
32	194	TRAFFIC SIGNAL CONTROLLERS	13	130,000	-	-	-	-	-	-	130,000
37	204	NEW EQUIPMENT	23	-	-	-	-	160,000	-	-	160,000
-----	238	EQUIPMENT REPLACEMENT	NOT RATED	-	2,069,250	-	-	-	-	-	2,069,250
-----		TOTAL PUBLIC WORKS		4,590,000	2,069,250	-	17,434,000	63,953,000	19,669,000		107,715,250
SHERIFF											
38	212	SECURITY CAMERAS AND EQUIPMENT	5	330,000	-	-	-	-	-	-	330,000
39	214	JAIL KITCHEN EQUIPMENT	12	370,463	-	-	-	-	-	-	370,463
-----	244	EQUIPMENT REPLACEMENT	NOT RATED	-	1,045,500	-	-	-	-	-	1,045,500
-----		TOTAL SHERIFF		700,463	1,045,500	-	-	-	-	-	1,745,963
BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT											
-----	256	BLDG IMPROVEMENTS - PUBL WKS/PATROL STATION	NOT RATED	-	-	733,000	-	-	-	-	733,000
-----	262	BLDG IMPROVEMENTS - LIBRARIES	NOT RATED	-	-	439,000	-	-	-	-	439,000
-----	266	BLDG IMPROVEMENTS - CH/CH	NOT RATED	-	-	2,568,000	-	-	-	-	2,568,000
-----	270	BLDG IMPROVEMENTS - GENERAL BUILDING FUND	NOT RATED	-	-	8,247,650	-	-	-	-	8,247,650
-----		TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT		-	-	11,987,650	-	-	-	-	11,987,650
BUILDING IMPROVEMENTS/REPAIRS											
-----	282	BLDG IMPROVEMENTS-BOYS TOTEM TOWN	NOT RATED	-	215,600	-	-	-	-	-	215,600
-----	286	BLDG IMPROVEMENTS-EXTENSION BARN	NOT RATED	-	61,600	-	-	-	-	-	61,600
-----	290	BLDG IMPROVEMENTS-FAMILY SERVICE CENTER	NOT RATED	-	55,000	-	-	-	-	-	55,000
-----	294	BLDG IMPROVEMENTS-LANDMARK CENTER	NOT RATED	-	367,400	-	-	-	-	-	367,400
-----	298	BLDG IMPROVEMENTS-PUBLIC HEALTH (555 CEDAR)	NOT RATED	-	105,600	-	-	-	-	-	105,600
-----	302	BLDG IMPROVEMENTS-PARKS	NOT RATED	-	1,394,800	-	-	728,300	-	50,000	2,173,100
-----		TOTAL BUILDING IMPROVEMENTS/REPAIRS		-	2,200,000	-	-	728,300	50,000	50,000	2,978,300
OTHER											
-----	65	BOND ISSUANCE COSTS	NOT RATED	514,342	-	-	-	-	-	-	514,342
-----				514,342	-	-	-	-	-	-	514,342
TOTAL CIP PROJECTS APPROVED FUNDING - 2016/2017				33,200,000	7,200,000	13,057,084	17,434,000	68,139,300	23,331,000		162,361,384

BUDGET SUMMARY BY SERVICE TEAM

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

Service Area	Budget	Revenue	Fund Balance	Tax Levy	2015		%Inc/(Dec) over 2015
					Approved Tax Levy	Inc/(Dec) over 2015 Tax Levy	
Administration & General County Purposes	56,140,626	5,937,067	5,451,881	44,751,678	41,746,328	3,005,350	7.2%
Information & Public Records	40,094,678	27,067,053	560,139	12,467,486	12,208,719	258,767	2.1%
Safety & Justice	120,120,980	39,519,374	500,000	80,101,606	76,111,965	3,989,641	5.2%
Economic Growth & Community Investment	92,517,117	63,748,510	5,214,681	23,553,926	22,477,956	1,075,970	4.8%
Health & Wellness	336,187,599	183,670,012	(1,892,980)	154,410,567	154,334,599	75,968	-
	645,061,000	319,942,016	9,833,721	315,285,263	306,879,567	8,405,696	2.7%
Admin Costs-Reimbursement	-	4,532,777	-	(4,532,777)	(3,518,593)	(1,014,184)	28.8%
Interest on Investments	-	7,400,000	-	(7,400,000)	(7,600,000)	200,000	(2.6)%
Special Taxes	-	4,754,968	-	(4,754,968)	(5,410,000)	655,032	(12.1)%
Build America Bonds Rebate	-	236,470	-	(236,470)	(236,470)	-	-
County Program Aid	-	17,195,370	-	(17,195,370)	(16,666,959)	(528,411)	3.2%
City of St Paul TIF Agreement	-	2,750,000	-	(2,750,000)	(3,000,000)	250,000	(8.3)%
	-	36,869,585	-	(36,869,585)	(36,432,022)	(437,563)	1.2%
Subtotal	645,061,000	356,811,601	9,833,721	278,415,678	270,447,545	7,968,133	2.9%
Plus Allowance for Uncollectibles				6,000,672	6,090,806	(90,134)	(1.5)%
				284,416,350	276,538,351	7,877,999	2.8%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

CODE	ACTIVITY/DEPARTMENT	Budget	Revenue	Fund Balance	Tax Levy	Approved Tax Levy	Inc/(Dec) over 2015 Tax Levy	%Inc/(Dec) over 2015 Tax Levy
D110000	Board of Ramsey County Commissioners							
D110101	Board of Ramsey County Commissioners	2,203,059	3,700	-	2,199,359	2,139,440	59,919	2.8%
D120101	Ramsey County Charter Commission	1,000	-	-	1,000	1,026	(26)	(2.5)%
	Board of Ramsey County Commissioners Total	2,204,059	3,700	-	2,200,359	2,140,466	59,893	2.8%
D210000	County Manager							
D210101	County Manager Administration	2,885,874	212,522	200,000	2,473,352	2,333,051	140,301	6.0%
D210104	Emergency Management & Homeland Security	544,804	200,000	-	344,804	334,350	10,454	3.1%
D210301	Finance	4,422,224	270,286	-	4,151,938	4,006,719	145,219	3.6%
D210501	Human Resources	5,809,675	288,440	-	5,521,235	5,310,951	210,284	4.0%
D210601	Personnel Review Board	5,298	-	-	5,298	5,246	52	1.0%
D210180	Homeland Security (G208086)	239,534	239,534	-	-	-	-	-
	County Manager Total	13,907,409	1,210,782	200,000	12,496,627	11,990,317	506,310	4.2%
D390000	Unallocated General Expense							
D390101	Unallocated General Expense / Revenue	2,430,590	586,500	868,000	976,090	345,545	630,545	182.5%
D400000	Contingent Account							
D400101	Contingent Account	2,000,000	-	-	2,000,000	2,000,000	-	-
	CIP/Equipment Replacement Levy	3,600,000	-	-	3,600,000	2,350,000	1,250,000	53.2%
D840000	County Debt Service							
D840000	Bond Expenditures	28,202,241	3,174,753	4,327,488	20,700,000	20,700,000	-	-
D840301	MPFA Pedestrian Connection Loan Debt Service							
D840301	MPFA Pedestrian Connection Loan Debt Service	390,545	390,545	-	-	-	-	-
D850000	County Library Debt Service							
	County Library Debt Service	3,405,782	570,787	56,393	2,778,602	2,220,000	558,602	25.2%
	Total Admin & General County Purposes	56,140,626	5,937,067	5,451,881	44,751,678	41,746,328	3,005,350	7.2%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

CODE	ACTIVITY/DEPARTMENT	Budget	Revenue	Fund Balance	Tax Levy	2015 Approved Tax Levy	Inc/(Dec) over 2015 Tax Levy	%Inc/(Dec) over 2015 Tax Levy
Information Services								
D450000	Information Services			200,000	(5,134,650)	(5,377,927)	243,277	(4.5)%
D450101	Information Services	15,100,949	20,035,599	200,000	(5,134,650)	(5,377,927)	243,277	(4.5)%
D450201	Enterprise Resource Planning	2,284,650	-	-	2,284,650	2,527,927	(243,277)	(9.6)%
D450401	Computer Equipment and Software	2,850,000	-	-	2,850,000	2,850,000	-	-
D450901	Telecommunications	1,781,252	1,781,252	-	-	-	-	-
D450901	Telecommunications	-	-	-	-	-	-	-
	Information Services Sub Total	22,016,851	21,816,851	200,000	-	-	-	-
Technology								
D450000	Technology Applications	2,800,000	-	-	2,800,000	2,800,000	-	-
D450501	Technology Applications	2,800,000	-	-	2,800,000	2,800,000	-	-
D450601	Research and Development	-	-	-	-	170,690	(170,690)	(100.0)%
	Technology Sub Total	2,800,000	-	-	2,800,000	2,970,690	-170,690	0
	Information Services Total	24,816,851	21,816,851	200,000	2,800,000	2,970,690	-170,690	0
Property Records & Revenue								
D240000	Property Records & Revenue Administration	3,097,775	617,891	-	2,479,884	2,023,760	456,124	22.5%
D240101	Property Records & Revenue Administration	3,097,775	617,891	-	2,479,884	2,023,760	456,124	22.5%
D240201	County Assessor	5,208,786	11,600	-	5,197,186	5,206,125	(8,939)	(0.2)%
D240401	Property Tax Services	2,570,964	906,431	-	1,664,533	1,724,417	(59,884)	(3.5)%
D240501	County Recorder	1,418,778	1,608,707	-	(189,929)	101,224	(291,153)	(287.6)%
D240502	Recorder's Fees	729,579	908,236	-	(178,657)	(401,685)	223,028	(55.5)%
D240601	Elections - County	733,394	397	360,139	372,858	339,105	33,753	10.0%
D240701	Tax Forfeited Land	481,940	481,940	-	-	-	-	-
D240901	Examiner of Titles	501,611	180,000	-	321,611	245,083	76,528	31.2%
D240180	Computer Equipment Replacement (P070071)	120,000	120,000	-	-	-	-	-
D240180	Permanent Document Imaging (P070072)	295,000	295,000	-	-	-	-	-
D240680	Elections City / School (P070035)	-	-	-	-	-	-	-
D240680	Elections Suburban City / School (P070058)	-	-	-	-	-	-	-
D240780	Tax Forfeited - 4 R (P070076)	120,000	120,000	-	-	-	-	-
	Property Records & Revenue Total	15,277,827	5,250,202	360,139	9,667,486	9,238,029	429,457	4.6%
Total Information & Public Records		40,094,678	27,067,053	560,139	12,467,486	12,208,719	258,767	2.1%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

CODE	ACTIVITY/DEPARTMENT	Budget		Revenue		Fund Balance		Tax Levy		2015 Approved		Inc/(Dec) over 2015		%Inc/(Dec) over 2015	
		Budget	Revenue	Revenue	Balance	Tax Levy	Tax Levy	Approved Tax Levy	Tax Levy	Tax Levy	Tax Levy	Tax Levy	Tax Levy	Tax Levy	Tax Levy
D300000	<u>County Attorney's Office</u>														
D300101	Law Office	24,690,496	4,965,503	-	-	19,724,993	18,427,210	1,297,783	7.0%						
D300301	Child Support Enforcement	17,452,825	12,466,445	-	-	4,986,380	4,940,941	45,439	0.9%						
D300180	Suburban Domestic Abuse Prosecution Improvement (G101033)	-	-	-	-	-	-	-	-						
D300180	Crime Victim Services (G208044)	114,102	114,102	-	-	-	-	-	-						
	County Attorney's Office Total	42,257,423	17,546,050	-	24,711,373	23,368,151	1,343,222	5.7%							
D480000	<u>Sheriff's Office</u>														
D480101	Support Services	8,926,848	542,268	-	-	8,384,580	7,323,160	1,061,420	14.5%						
D480104	Volunteers in Public Safety	82,254	-	-	-	82,254	81,952	302	0.4%						
D480201	Court Services	1,664,193	508,900	-	-	1,155,293	1,129,850	25,443	2.3%						
D480202	Court Security	5,450,050	1,040,000	-	-	4,410,050	4,173,898	236,152	5.7%						
D480203	Investigations	3,178,896	150,000	-	-	3,028,896	2,914,052	114,844	3.9%						
D480204	Gun Permits	172,842	160,000	-	-	12,842	5,054	7,788	154.1%						
D480401	Public Safety Services	4,727,933	1,353,174	-	-	3,374,759	3,290,886	83,873	2.5%						
D480404	Transportation/Hospital	3,595,497	166,000	-	-	3,429,497	3,491,146	(61,649)	(1.8)%						
D480405	Law Enforcement Services	7,157,880	7,157,880	-	-	0	-	0	-						
D480406	Impound Lot	139,524	-	-	-	139,524	127,146	12,378	9.7%						
D480302	Law Enforcement Center	17,965,695	1,072,200	-	-	16,893,495	15,863,435	1,030,060	6.5%						
D480303	Firearms Range	63,160	63,160	-	-	-	-	-	-						
D480480	Traffic Initiative Grant (G208071)	375,269	375,269	-	-	-	-	-	-						
D480480	Violent Crime Enforcement Team Grant (G208076)	561,178	561,178	-	-	-	-	-	-						
	Sheriff's Office Total	54,061,218	13,150,029	-	40,911,189	38,400,579	2,510,610	6.5%							
D180000	<u>Court - County Court Functions</u>														
D180601	Court Counsel and Rent	3,358,112	192,761	-	-	3,165,351	2,888,060	277,291	9.6%						
	Court - County Court Functions Total	3,358,112	192,761	-	3,165,351	2,888,060	277,291	9.6%							
D490100	<u>Emergency Comm</u>														
D490101	Dispatch Center	14,284,335	5,912,025	500,000	500,000	7,872,310	8,154,607	(282,297)	(3.5)%						
D490102	800 MHz System	957,819	174,000	-	-	783,819	765,917	17,902	2.3%						
D490103	CAD Operating Budget	2,583,141	1,069,756	-	-	1,513,385	1,478,903	34,482	2.3%						
	Emergency Comm Total	17,825,295	7,155,781	500,000	10,169,514	10,399,427	(229,913)	(2.2)%							

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

<u>CODE</u>	<u>ACTIVITY/DEPARTMENT</u>	<u>Budget</u>	<u>Revenue</u>	<u>Fund Balance</u>	<u>Tax Levy</u>	<u>2015 Approved Tax Levy</u>	<u>Inc/(Dec) over 2015 Tax Levy</u>	<u>%Inc/(Dec) over 2015 Tax Levy</u>
D51000	Medical Examiner							
D510101	Medical Examiner	2,618,932	1,474,753	-	1,144,179	1,055,748	88,431	8.4%
	Medical Examiner Total	2,618,932	1,474,753	-	1,144,179	1,055,748	88,431	8.4%
	Total Safety & Justice	120,120,980	39,519,374	500,000	80,101,606	76,111,965	3,989,641	5.2%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

CODE	ACTIVITY/DEPARTMENT	Budget	Revenue	Fund Balance	Tax Levy	2015		%Inc/(Dec) over 2015
						Approved Tax Levy	Inc/(Dec) over 2015 Tax Levy	
D650000	<u>Library</u>							
D650101	Library Administration	4,376,810	1,006,652	-	3,370,158	3,136,659	233,499	7.4%
D650104	Automation Services	442,572	-	-	442,572	417,094	25,478	6.1%
D650106	Technical Services	689,067	-	-	689,067	732,778	(43,711)	(6.0)%
D650201	New Brighton Library	302,168	-	-	302,168	251,720	50,448	20.0%
D650301	Maplewood Library	1,165,595	-	-	1,165,595	1,178,706	(13,111)	(1.1)%
D650401	Mounds View Library	264,922	-	-	264,922	249,310	15,612	6.3%
D650501	North St. Paul Library	192,250	-	-	192,250	182,256	9,994	5.5%
D650601	Roseville Library	2,369,319	-	-	2,369,319	2,296,986	72,333	3.1%
D650701	Shoreview Library	803,434	-	-	803,434	695,227	108,207	15.6%
D650801	White Bear Lake Library	471,043	-	-	471,043	401,823	69,220	17.2%
	Library Total	11,077,180	1,006,652	-	10,070,528	9,542,559	527,969	5.5%
D660000	<u>Parks and Recreation</u>							
D660101	Parks & Recreation Administration	1,948,173	145,000	-	1,803,173	1,521,456	281,717	18.5%
D660102	Central Maintenance and Service	383,921	-	-	383,921	444,506	(60,585)	(13.6)%
D660103	Central Store	-	-	-	-	244,680	(244,680)	(100.0)%
D660104	Active Living Ramsey County	102,806	-	-	102,806	94,118	8,688	9.2%
D660201	Public Ice Arenas	1,236,740	-	-	1,236,740	1,221,229	15,511	1.3%
D660202	Aldrich Arena	412,966	358,118	-	54,848	31,652	23,196	73.3%
D660203	Highland Arena	517,094	751,059	-	(233,965)	(155,155)	(78,810)	50.8%
D660204	Oscar Johnson Memorial Arena	-	208,442	-	(208,442)	(221,899)	13,457	(6.1)%
D660205	Shoreview Arena	-	202,160	-	(202,160)	(232,645)	30,485	(13.1)%
D660206	Ken Yackel West Side Arena	-	187,854	-	(187,854)	(188,737)	883	(0.5)%
D660207	Biff Adams Arena	26,000	26,000	-	-	-	-	-
D660208	Pleasant Arena	258,610	473,060	-	(214,450)	(264,208)	49,758	(18.8)%
D660209	White Bear Arena	-	208,123	-	(208,123)	(209,157)	1,034	(0.5)%
D660210	Harding Arena	-	181,370	-	(181,370)	(189,609)	8,239	(4.3)%
D660211	Gustafson-Phalen Arena	-	194,319	-	(194,319)	(201,148)	6,829	(3.4)%
D660212	Vadnais Sports Center	1,786,000	1,786,000	-	-	-	-	-
D660301	Goodrich Golf Course	597,774	636,709	-	(38,935)	(72,146)	33,211	(46.0)%
D660302	Keller Golf Course	799,897	1,117,324	-	(317,427)	(222,046)	(95,381)	43.0%
D660303	Manitou Ridge Golf Course	7,182	301,867	-	(294,685)	(322,787)	28,102	(8.7)%
D660304	Ponds at Battle Creek Golf Course	743,528	461,630	281,898	-	-	-	-
D660305	Goodrich Clubhouse	13,477	-	-	13,477	-	13,477	-
D660306	Keller Clubhouse	67,578	-	-	67,578	-	67,578	-
D660402	Beaches	189,318	4,800	-	184,518	153,019	31,499	20.6%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

CODE	ACTIVITY/DEPARTMENT	Budget		Revenue		Fund Balance		2015 Approved Tax Levy		Inc/(Dec) over 2015 Tax Levy		%Inc/(Dec) over 2015 Tax Levy	
		Budget	Revenue	Revenue	Balance	Tax Levy	Tax Levy	Approved Tax Levy	Inc/(Dec) over 2015 Tax Levy	%Inc/(Dec) over 2015 Tax Levy			
D660403	Battle Creek Waterworks	142,132	122,000	-	20,132	15,330	4,802	31.3%					
D660501	Park Maintenance and Operations	2,148,787	516,016	-	1,632,771	1,596,676	36,095	2.3%					
D660601	County Fair	2,000	-	-	2,000	2,158	(158)	(7.3)%					
D660701	Nature Interpretive Programs	651,639	262,022	-	389,617	398,067	(8,450)	(2.1)%					
D660801	Planning and Development	566,066	201,518	-	364,548	340,572	23,976	7.0%					
D660580	PK SDNR Invasive Sps Removal	103,938	103,938	-	-	-	-	-					
D660580	PRK DNR Lower Fish Creek (G216024)	-	-	-	-	-	-	-					
D660580	PRK DNR NW Bluffs Wildlife (G216025)	-	-	-	-	-	-	-					
D660980	PK TNC Volunteer Program	70,000	70,000	-	-	-	-	-					
D660980	PK Legacy MN Conserv Corps	110,000	110,000	-	-	-	-	-					
D660980	Outdoor Recreation Programming (G224035)	125,000	125,000	-	0	0	0	-					
	Parks and Recreation Total	13,010,626	8,754,329	281,898	3,974,399	3,783,926	190,473	5.0%					
Public Works													
D550000	Public Works Administration	1,751,886	456,700	-	1,295,186	1,016,720	278,466	27.4%					
D550101	Building Operations	1,018,240	82,400	-	935,840	839,504	96,336	11.5%					
D550301	Central Motor Equipment	3,537,343	1,633,130	-	1,904,213	1,906,705	(2,492)	(0.1)%					
D550401	Road Maintenance	7,726,401	6,735,363	-	991,038	1,234,431	(243,393)	(19.7)%					
D550601	Environmental Services	727,462	55,000	-	672,462	711,359	(38,897)	(5.5)%					
D550701	Land Survey	711,285	33,500	-	677,785	683,543	(5,758)	(0.8)%					
D550801	Design and Construction	3,223,385	1,847,726	-	1,375,659	1,132,929	242,730	21.4%					
	Public Works Total	18,696,002	10,843,819	-	7,852,183	7,525,191	326,992	4.3%					
Ramsey Conservation District													
D750000	Ramsey Conservation District	406,285	376,225	-	30,060	29,794	266	0.9%					
D750101	CD Conservation Delivery (G223017)	100,000	100,000	-	-	-	-	-					
D750180	Unsealed Wells Inventory (P081033)	15,000	-	15,000	-	-	-	-					
	Ramsey Conservation District Total	521,285	476,225	15,000	30,060	29,794	266	0.9%					
Arts and Science Center													
D700000	Arts and Science Center	88,581	-	10,000	78,581	77,803	778	1.0%					
D710101	Ramsey County Historical Society	879,118	-	-	879,118	861,880	17,238	2.0%					
D720101	Landmark Center	967,699	-	10,000	957,699	939,683	18,016	1.9%					

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

CODE	ACTIVITY/DEPARTMENT	2016 Approved			2015 Approved Tax Levy	Inc/(Dec) over 2015 Tax Levy	%Inc/(Dec) over 2015 Tax Levy
		Budget	Revenue	Fund Balance			
D760000	County Extension Services						
D760101	County Extension Services	44,774	-	-	44,774	427	1.0%
D350000	Property Management						
D350101	Property Management Administration	1,141,594	762,511	-	379,083	36,714	10.7%
D350102	Televising Public Meetings	49,500	-	-	49,500	-	-
D350104	Parking Operations	19,585	192,102	-	(172,517)	(32,340)	23.1%
D350105	Family Service Center	62,382	62,382	-	-	-	-
D350106	ADC (Operations)	-	-	-	-	-	-
D350110	PRMG Project Mgmt Services	4,083,668	296,060	3,787,608	-	-	-
D350901	Public Works Facility	1,814,143	1,447,996	366,147	-	-	-
D351001	Library Facilities	1,529,062	1,301,829	227,233	-	-	-
D350201	CH/CH Maintenance	4,887,509	3,185,341	1,702,168	-	-	-
D350301	RCGC-East Operations	2,641,869	3,001,948	(360,079)	-	-	-
D350601	Juvenile Family Justice Center	1,206,607	1,329,699	(123,092)	-	-	-
D350701	Law Enforcement Center (Operations)	2,175,536	2,429,012	(253,476)	-	-	-
D351101	Suburban Courts Facility	168,849	130,617	38,232	-	-	-
D351201	90 West Plato Building	491,945	704,527	(212,582)	-	-	-
D351301	911 Dispatch Center	205,902	121,002	84,900	-	-	-
D351501	Metro Square Facility	2,572,327	3,171,973	(599,646)	-	-	-
D351601	402 University Avenue East	284,362	319,971	(35,609)	-	-	-
D351701	5 South Owasso Boulevard West	116,348	146,361	(30,013)	-	-	-
D351801	Correctional Facility	1,809,091	1,498,954	310,137	-	-	-
D351901	Medical Examiner Facility	103,035	97,180	5,855	-	-	-
D352001	555 Cedar	311,850	311,850	-	-	-	-
D350280	Ellerbe Memorial Hall Grant (G306031)	11,000	11,000	-	-	-	-
	Property Management Total	25,686,164	20,522,315	4,907,783	256,066	4,374	1.7%
D810000	Workforce Solutions						
D810101	Workforce Solutions Administration	2,803,183	2,434,966	-	368,217	287,453	355.9%
D810180	WD DTED WIA Title 1 Disl Wrkr	559,668	559,668	-	-	-	-
D810180	WD DTED State Disl Wrkr	1,803,873	1,803,873	-	-	-	-
D810280	JT SDES WIA Title 1 Youth	829,263	829,263	-	-	-	-
D810280	WD SDES MN Youth Program	405,185	405,185	-	-	-	-
D810380	WD SDES WIA Title 1 Adult	729,129	729,129	-	-	-	-
D810480	JT SDHS MFIP - ES	14,964,256	14,964,256	-	-	-	-
D810480	WS SDHS SSI	-	-	-	-	-	-

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

CODE	ACTIVITY/DEPARTMENT	2016 Approved		Fund Balance	Tax Levy	2015 Approved Tax Levy	Inc/(Dec) over 2015 Tax Levy	%Inc/(Dec) over 2015 Tax Levy
		Budget	Revenue					
D810480	WS DHS Innovation	-	-	-	-	250,000	(250,000)	(100.0)%
D810480	WS DEED MN Job Skills Ptrnrshp	180,895	180,895	-	-	-	-	-
D810580	WS DEED Youth at Work (G221016)	75,000	75,000	-	-	-	-	-
D810580	WS BSU JobConnect	67,029	67,029	-	-	-	-	-
D810680	WS Everybody In	-	-	-	-	30,000	(30,000)	(100.0)%
D810680	WIB General Operations	95,906	95,906	-	-	-	-	-
	Workforce Solutions Total	22,513,387	22,145,170	-	368,217	360,764	7,453	2.1%
Total Economic Growth & Community Investment		92,517,117	63,748,510	5,214,681	23,553,926	22,477,956	1,075,970	4.8%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

CODE	ACTIVITY/DEPARTMENT	Budget	Revenue	Fund Balance	Tax Levy	2015 Approved Tax Levy	Inc/(Dec) over 2015 Tax Levy	%Inc/(Dec) over 2015 Tax Levy
<u>D600100</u>	<u>Administration Chs</u>							
D600110	Community Human Services Administration	3,473,550	2,600	-	3,470,950	2,834,440	636,510	22.5%
D600120	Controller	2,575,290	2,000	-	2,573,290	2,838,273	(264,983)	(9.3)%
D600140	Planning	891,464	-	-	891,464	775,932	115,532	14.9%
D600210	CHS - Support Services	5,049,091	156,000	-	4,893,091	4,677,546	215,545	4.6%
D600220	Information Support	10,684,228	33,799	-	10,650,429	9,971,431	678,998	6.8%
	CHS Support Services Subtotal	22,673,623	194,399	-	22,479,224	21,097,622	1,381,602	6.5%
<u>D600300</u>	<u>Income Maintenance</u>							
D600301	Income Maintenance	27,958,371	17,876,929	-	10,081,442	11,446,101	(1,364,659)	(11.9)%
	CHS Income Maintenance Subtotal	27,958,371	17,876,929	-	10,081,442	11,446,101	(1,364,659)	(11.9)%
<u>D600400</u>	<u>Social Services</u>							
D600401	CHS - Social Services	80,032,516	52,712,836	-	27,319,680	25,773,719	1,545,961	6.0%
D600402	Social Services - Purchase of Services	720,954	116,000	-	604,954	491,198	113,756	23.2%
D600403	Social Services - Community Corrections	1,459,773	1,459,773	-	-	-	-	-
D600404	Social Services - Child Placement	15,633,160	3,095,000	-	12,538,160	13,038,160	(500,000)	(3.8)%
	CHS Social Services Subtotal	97,846,403	57,383,609	-	40,462,794	39,303,077	1,159,717	3.0%
<u>D600500</u>	<u>Mental Health</u>							
D600501	Clinical Services	13,240,269	6,171,526	-	7,068,743	7,554,360	(485,617)	(6.4)%
D600502	Detox Center	3,438,419	1,703,900	-	1,734,519	906,106	828,413	91.4%
	CHS Clinical Services & Detox Subtotal	16,678,688	7,875,426	-	8,803,262	8,460,466	342,796	4.1%
<u>D600380</u>	<u>Grants</u>							
D600380	Work Resource Hubs (P061019)	51,128	-	-	51,128	51,128	-	-
D600480	Continuum of Care (G102802)	97,529	93,882	-	3,647	-	3,647	-
D600480	Support for Emancipated Living Funct (G201106)	50,000	50,000	-	-	-	-	-
D600480	Time Limited Reunification (G201116)	245,390	245,390	-	-	-	-	-
D600480	Alternative Response (G201117)	202,463	202,463	-	-	-	-	-
D600480	Parent Support Grant (G201125)	200,000	200,000	-	-	-	-	-
D600480	Respite Care (G201129)	75,000	75,000	-	-	-	-	-
D600480	Maternal Child Substance Abuse (G201203)	1,217,766	900,000	-	317,766	219,654	98,112	44.7%
D600480	Rule 78 Adult (G201302)	13,063,608	11,012,201	-	2,051,407	2,051,407	-	-
D600480	Pre-Admission Screening (G201303)	20,000	6,000	-	14,000	14,000	-	-

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

CODE	ACTIVITY/DEPARTMENT	2016 Approved			Fund Balance	Tax Levy	2015 Approved Tax Levy	Inc/(Dec) over 2015 Tax Levy	%Inc/(Dec) over 2015 Tax Levy
		Budget	Revenue	Revenue					
D600480	Mental Health Screening (G201313)	388,783	388,783	-	-	-	-	-	
D600480	Mn Housing - Family Homeless (G206001)	3,046,262	3,046,262	-	-	-	-	-	
D600480	Homeless Initiative (G206003)	-	-	-	-	-	-	-	
D600480	U-Care Needs Assessment (G304013)	-	-	-	-	-	-	-	
D600480	Juvenile Prostitution (P070002)	12,000	12,000	-	-	-	-	-	
	Grants Subtotal	18,669,929	16,231,981	-	2,437,948	2,336,189	101,759	4.4%	
	Community Human Services Dept. Total	183,827,014	99,562,344	-	84,264,670	82,643,455	1,621,215	2.0%	
D590100	Miscellaneous Hlth								
D590101	Miscellaneous Health	378,248	-	-	378,248	378,248	-	-	
D590102	Correctional Health	6,973,453	75,000	-	6,898,453	7,535,651	(637,198)	(8.5)%	
	Miscellaneous Health	7,351,701	75,000	-	7,276,701	7,913,899	(637,198)	(8.1)%	
D620000	Lake Owasso Residence								
D620101	Lake Owasso Residence Administration	2,080,611	8,468,340	-	(6,387,729)	(6,385,801)	(1,928)	-	
D620201	Food Services	305,860	-	-	305,860	302,353	3,507	1.2%	
D620301	Health Services	435,844	-	-	435,844	391,757	44,087	11.3%	
D620401	Plant Operations & Maintenance	443,288	-	-	443,288	422,537	20,751	4.9%	
D620501	Residential Services	5,833,754	-	-	5,833,754	5,945,711	(111,957)	(1.9)%	
D620601	Developmental Services	685,942	-	-	685,942	640,402	45,540	7.1%	
	Lake Owasso Residence Total	9,785,299	8,468,340	-	1,316,959	1,316,959	-	-	

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

CODE	ACTIVITY/DEPARTMENT	Budget	Revenue	Fund Balance	Tax Levy	Approved Tax Levy	2015 Inc/(Dec) over 2015 Tax Levy	%Inc/(Dec) over 2015 Tax Levy
Ramsey County Care Center								
D610000	Ramsey County Care Center Administration	2,457,850	16,247,559	-	(13,789,709)	(12,323,452)	(1,466,257)	11.9%
D610101	Nutritional Services	1,562,295	-	-	1,562,295	1,591,847	(29,552)	(1.9)%
D610201	Laundry Services	290,651	-	-	290,651	273,476	17,175	6.3%
D610301	Housekeeping Services	452,171	-	-	452,171	599,576	(147,405)	(24.6)%
D610401	Nursing	8,063,186	-	-	8,063,186	8,100,260	(37,074)	(0.5)%
D610501	Transitional Care Unit Nursing	1,380,886	-	-	1,380,886	1,387,375	(6,489)	(0.5)%
D610502	Plant Maintenance	1,297,067	-	-	1,297,067	1,059,481	237,586	22.4%
D610701	Patient Activities	318,241	-	-	318,241	265,179	53,062	20.0%
D610801	RCCC - Social Services	425,212	-	-	425,212	431,233	(6,021)	(1.4)%
	Ramsey County Care Center Total	16,247,559	16,247,559	-	-	1,384,975	(1,384,975)	(100.0)%
Public Health								
D580000	Family Health	6,122,601	3,082,348	-	3,040,253	3,027,630	12,623	0.4%
D580201	Screening Case Management & PCA Assessment	724,828	-	-	724,828	742,218	(17,390)	(2.3)%
D580301	Healthy Communities	815,779	-	-	815,779	992,951	(177,172)	(17.8)%
D580401	Correctional Healthcare	3,043,514	3,043,514	-	-	(1,681)	1,681	(100.0)%
D580501	Sexual Health - Non Title X	198,414	25,344	-	173,070	168,438	4,632	2.7%
D580601	Communicable Disease Control	1,540,189	262,900	-	1,277,289	1,270,558	6,731	0.5%
D580701	Public Health Administration	4,357,484	3,802,731	-	554,753	462,941	91,812	19.8%
D580702	Uncompensated Care	941,700	-	-	941,700	1,810,861	(869,161)	(48.0)%
D580706	Laboratory 555	315,422	48,000	-	267,422	223,005	44,417	19.9%
D580707	Vital Records	436,539	428,000	-	8,539	174,376	(165,837)	(95.1)%
D580709	Housecalls	339,214	170,000	-	169,214	168,048	1,166	0.7%
D580801	Health Protection	389,748	30,310	-	359,438	-	359,438	-
	Public Health w/o Environmental Health Subtotal	19,225,432	10,893,147	-	8,332,285	9,039,345	(707,060)	(7.8)%
Women Infants and Children (WIC) (G211009)								
D580180	Breastfeeding-Peer Support (G211020)	3,491,980	3,491,980	-	-	-	-	-
D580280	Child & Teen Check Up (G103015)	138,752	138,752	-	-	-	-	-
D580280	Early Childhood Home Visits (G103026)	1,925,025	1,925,025	-	-	-	-	-
D580280	Eliminating Health Disparities (G103028)	200,000	200,000	-	-	-	-	-
D580280	Early Childhood Home Visits - Expansion (G103034)	-	-	-	-	-	-	-
D580280	Maternal / Child Health (G211001)	1,434,000	1,434,000	-	-	-	-	-
D580280	Metro Alliance Healthy Families (G306020)	927,084	927,084	-	-	-	-	-
D580280	Healthy Teen (G103025)	76,430	76,430	-	-	-	-	-
D580480	Healthy Teen (G103025)	244,000	244,000	-	-	-	-	-

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

CODE	ACTIVITY/DEPARTMENT	2016 Approved			Fund Balance	Tax Levy	2015 Approved Tax Levy	Inc/(Dec) over 2015 Tax Levy	%Inc/(Dec) over 2015 Tax Levy
		Budget	Revenue	Balance					
D580480	State Health Improvement (G211023)	879,350	879,350	-	-	-	-	-	
D580680	Family Planning - Title X (G103027)	655,300	655,300	-	-	-	-	-	
D580680	HIV Testing (G103030)	76,400	76,400	-	-	-	-	-	
D580680	Refugee Health Screening (G103031)	-	-	-	-	-	-	-	
D580680	TB Outreach (G103032)	11,500	11,500	-	-	-	-	-	
D580680	Sexual Offense Services (G202007)	321,086	136,000	-	185,086	174,655	10,431	6.0%	
D580680	Perinatal Hepatitis B Prevention (G211024)	122,500	122,500	-	-	-	-	-	
D580680	Health Disparities Initiative (G211026)	48,500	48,500	-	-	-	-	-	
D580780	HRA-FHUD St Paul	83,000	83,000	-	-	-	-	-	
D580880	Medical Reserve Corp (G103019)	3,500	3,500	-	-	-	-	-	
D580880	Emergency Preparedness (G211016)	409,500	409,500	-	-	-	-	-	
	Public Health Grants / Projects Subtotal	11,047,907	10,862,821	-	185,086	174,655	10,431	6.0%	
D581000	Environmental Health								
D581001	Lead Hazard Control	446,788	331,989	-	114,799	107,730	7,069	6.6%	
D581002	Community Sanitation	864,100	864,100	-	-	8,245	(8,245)	(100.0)%	
D581003	Solid Waste Management	17,543,020	19,436,000	(1,892,980)	-	-	-	-	
	Environmental Health Subtotal	18,853,908	20,632,089	(1,892,980)	114,799	115,975	(1,176)	(1.0)%	
D581080	Lead Paint Hazard Control - Hennepin Co. (G102703)	150,000	150,000	-	-	-	-	-	
D581080	Solid Waste Management-SCORE (G213001)	1,437,626	1,437,626	-	-	-	-	-	
D581080	Solid Waste Management-LRDG (G213002)	363,006	363,006	-	-	-	-	-	
	Environmental Health Grants/Projects Subtotal	1,950,632	1,950,632	-	-	-	-	-	
	Public Health Total	51,077,879	44,338,689	(1,892,980)	8,632,170	9,329,975	(697,805)	(7.5)%	

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

CODE	ACTIVITY/DEPARTMENT	2016 Approved		Fund Balance	Tax Levy	Approved Tax Levy	Inc/(Dec) over 2015 Tax Levy	%Inc/(Dec) over 2015 Tax Levy
		Budget	Revenue					
D380000	Veterans Services							
D380101	Veterans Services	588,903	-	-	588,903	506,486	82,417	16.3%
D380180	Vet Svcs MDVS Operational Enhancement (G214007)	22,500	22,500	-	-	-	-	-
	Veterans Services Subtotal	611,403	22,500	-	588,903	506,486	82,417	16.3%
D500000	Community Corrections							
D500101	Community Corrections Administration	7,379,275	622,308	-	6,756,967	6,117,156	639,811	10.5%
D500201	Adult Probation	21,652,009	5,723,342	-	15,928,667	15,336,968	591,699	3.9%
D500401	Correctional Facility	16,780,801	4,745,196	-	12,035,605	12,355,777	(320,172)	(2.6)%
D500501	Juvenile Probation	8,484,387	1,477,340	-	7,007,047	6,628,963	378,084	5.7%
D500601	Boys Totem Town	6,024,133	659,826	-	5,364,307	5,258,112	106,195	2.0%
D500701	Juvenile Detention Center	5,886,361	647,790	-	5,238,571	5,541,874	(303,303)	(5.5)%
D500280	Justice Assistance Grant (G101023)	27,878	27,878	-	-	-	-	-
D500280	Intensive Supervision (G202002)	981,900	981,900	-	-	-	-	-
D500280	Electronic Alcohol Monitoring (G202011)	70,000	70,000	-	-	-	-	-
D500280	DWI Court Project (G219003)	-	-	-	-	-	-	-
D500580	Casey Foundation (G208067)	-	-	-	-	-	-	-
	Community Corrections Total	67,286,744	14,955,580	-	52,331,164	51,238,850	1,092,314	2.1%

Total Health & Wellness		336,187,599	183,670,012	(1,892,980)	154,410,567	154,334,599	75,968	-
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BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2016 Approved

CODE	ACTIVITY/DEPARTMENT	2016 Approved		Fund Balance	Tax Levy	2015 Approved Tax Levy	Inc/(Dec) over 2015 Tax Levy	%Inc/(Dec) over 2015 Tax Levy
		Budget	Revenue					
D010101	Tax Settlement							
D010102	Admin Costs-Reimbursement	-	4,532,777	-	(4,532,777)	(3,518,593)	(1,014,184)	28.8%
D010102	Interest On Investments	-	7,400,000	-	(7,400,000)	(7,600,000)	200,000	(2.6)%
D010101	Special Taxes	-	4,754,968	-	(4,754,968)	(5,410,000)	655,032	(12.1)%
D010101	Build America Bonds Rebate	-	236,470	-	(236,470)	(236,470)	-	-
D010101	County Program Aid	-	17,195,370	-	(17,195,370)	(16,666,959)	(528,411)	3.2%
D010101	City of St Paul TIF Agreement	-	2,750,000	-	(2,750,000)	(3,000,000)	250,000	(8.3)%
Total Unallocated Revenues & Fund Balance		-	36,869,585	-	(36,869,585)	(36,432,022)	(437,563)	1.2%

TOTAL COUNTY BUDGET

645,061,000 356,811,601 9,833,721 278,415,678 270,447,545 7,968,133 2.9%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2017 Approved

Service Area	Budget	Revenue	Fund Balance	Tax Levy	2016		%Inc/(Dec) over 2016
					Approved Tax Levy	Inc/(Dec) over 2016 Tax Levy	
Administration & General County Purposes	56,543,673	6,020,200	5,220,005	45,303,468	44,751,678	551,790	1.2%
Information & Public Records	44,046,193	30,901,869	200,000	12,944,324	12,467,486	476,838	3.8%
Safety & Justice	124,269,214	40,057,347	530,000	83,681,867	80,101,606	3,580,261	4.5%
Economic Growth & Community Investment	93,682,320	65,202,146	4,079,560	24,400,614	23,553,926	846,688	3.6%
Health & Wellness	342,290,785	186,430,034	(1,437,180)	157,297,931	154,410,567	2,887,364	1.9%
	660,832,186	328,611,596	8,592,385	323,628,204	315,285,263	8,342,941	2.6%
Admin Costs-Reimbursement	-	4,668,760	-	(4,668,760)	(4,532,777)	(135,983)	3.0%
Interest on Investments	-	7,400,000	-	(7,400,000)	(7,400,000)	-	-
Special Taxes	-	4,454,968	-	(4,454,968)	(4,754,968)	300,000	(6.3)%
Build America Bonds Rebate	-	237,470	-	(237,470)	(236,470)	(1,000)	0.4%
County Program Aid	-	17,315,370	-	(17,315,370)	(17,195,370)	(120,000)	0.7%
City of St Paul TIF Agreement	-	2,650,000	-	(2,650,000)	(2,750,000)	100,000	(3.6)%
	-	36,726,568	-	(36,726,568)	(36,869,585)	143,017	(0.4)%
Subtotal	660,832,186	365,338,164	8,592,385	286,901,636	278,415,678	8,485,958	3.0%
Plus Allowance for Uncollectibles				5,605,995	6,000,672	(394,677)	(6.6)%
				292,507,631	284,416,350	8,091,281	2.8%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2017 Approved

CODE	ACTIVITY/DEPARTMENT	2017 Approved			Fund Balance	Tax Levy	Approved Tax Levy	Inc/(Dec) over 2016 Tax Levy	%Inc/(Dec) over 2016 Tax Levy
		Budget	Revenue	Balance					
D110000	Board of Ramsey County Commissioners								
D110101	Board of Ramsey County Commissioners	2,276,493	3,700	-	2,272,793	2,199,359	73,434	3.3%	
D120101	Ramsey County Charter Commission	1,000	-	-	1,000	1,000	-	-	
	Board of Ramsey County Commissioners Total	2,277,493	3,700	-	2,273,793	2,200,359	73,434	3.3%	
D210000	<u>County Manager</u>								
D210101	County Manager Administration	2,783,515	214,357	-	2,569,158	2,473,352	95,806	3.9%	
D210104	Emergency Management & Homeland Security	548,868	200,000	-	348,868	344,804	4,064	1.2%	
D210301	Finance	4,544,901	344,660	-	4,200,241	4,151,938	48,303	1.2%	
D210501	Human Resources	6,037,098	288,440	-	5,748,658	5,521,235	227,423	4.1%	
D210601	Personnel Review Board	5,351	-	-	5,351	5,298	53	1.0%	
D210180	Homeland Security (G208086)	245,762	245,762	-	-	-	-	-	
	County Manager Total	14,165,495	1,293,219	-	12,872,276	12,496,627	375,649	3.0%	
D390000	Unallocated General Expense								
D390101	Unallocated General Expense / Revenue	1,663,697	589,900	-	1,073,797	976,090	97,707	10.0%	
D400000	<u>Contingent Account</u>								
D400101	Contingent Account	2,000,000	-	-	2,000,000	2,000,000	-	-	
	<u>CIP/Equipment Replacement Levy</u>								
D840000	CIP/Equipment Replacement Levy	3,600,000	-	-	3,600,000	3,600,000	-	-	
D840000	<u>County Debt Service</u>								
D840000	Bond Expenditures	29,059,410	3,182,103	5,177,307	20,700,000	20,700,000	-	-	
D840301	MPFA Pedestrian Connection Loan Debt Service								
D840301	MPFA Pedestrian Connection Loan Debt Service	392,288	392,288	-	-	-	-	-	
D850000	<u>County Library Debt Service</u>								
D850000	County Library Debt Service	3,385,290	558,990	42,698	2,783,602	2,778,602	5,000	0.2%	
	Total Admin & General County Purposes	56,543,673	6,020,200	5,220,005	45,303,468	44,751,678	551,790	1.2%	

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2017 Approved

CODE	ACTIVITY/DEPARTMENT	Budget	Revenue	Fund Balance	Tax Levy	2016		%Inc/(Dec) over 2016
						Approved Tax Levy	Inc/(Dec) over 2016 Tax Levy	
<u>Information Services</u>								
D450000	Information Services			200,000	(5,149,650)	(5,134,650)	(15,000)	0.3%
D450101	Information Services	15,563,632	20,513,282					
D450201	Enterprise Resource Planning	2,299,650	-	-	2,299,650	2,284,650	15,000	0.7%
D450401	Computer Equipment and Software	2,850,000	-	-	2,850,000	2,850,000	-	-
D450901	Telecommunications	1,781,252	1,781,252	-	-	-	-	-
	Information Services Sub Total	22,494,534	22,294,534	200,000	-	-	-	-
<u>Technology</u>								
D450000	Technology Applications	2,800,000	-	-	2,800,000	2,800,000	-	-
D450501	Technology Sub Total	2,800,000	-	-	2,800,000	2,800,000	-	-
	Information Services Total	25,294,534	22,294,534	200,000	2,800,000	2,800,000	-	-
<u>Property Records & Revenue</u>								
D240000	Property Records & Revenue Administration				2,406,117	2,479,884	(73,767)	(3.0)%
D240101	Property Records & Revenue Administration	3,171,197	765,080	-				
D240201	County Assessor	5,500,686	11,600	-	5,489,086	5,197,186	291,900	5.6%
D240401	Property Tax Services	2,679,091	906,431	-	1,772,660	1,664,533	108,127	6.5%
D240501	County Recorder	1,465,127	1,608,707	-	(143,580)	(189,929)	46,349	(24.4)%
D240502	Recorder's Fees	760,479	908,236	-	(147,757)	(178,657)	30,900	(17.3)%
D240601	Elections - County	432,455	795	-	431,660	372,858	58,802	15.8%
D240701	Tax Forfeited Land	481,940	481,940	-	-	-	-	-
D240901	Examiner of Titles	516,138	180,000	-	336,138	321,611	14,527	4.5%
D240180	Computer Equipment Replacement (P070071)	120,000	120,000	-	-	-	-	-
D240180	Permanent Document Imaging (P070072)	295,000	295,000	-	-	-	-	-
D240680	Elections City / School (P070035)	1,707,009	1,707,009	-	-	-	-	-
D240680	Elections Suburban City / School (P070058)	502,537	502,537	-	-	-	-	-
D240780	Tax Forfeited - 4 R (P070076)	1,120,000	1,120,000	-	-	-	-	-
	Property Records & Revenue Total	18,751,659	8,607,335	-	10,144,324	9,667,486	476,838	4.9%
Total Information & Public Records		44,046,193	30,901,869	200,000	12,944,324	12,467,486	476,838	3.8%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2017 Approved

CODE	ACTIVITY/DEPARTMENT	Budget	Revenue	Fund Balance	Tax Levy	2016		%Inc/(Dec) over 2016
						Approved Tax Levy	Inc/(Dec) over 2016 Tax Levy	
<u>County Attorney's Office</u>								
D300000	County Attorney's Office							
D300101	Law Office	25,652,563	4,967,058	-	20,685,505	19,724,993	960,512	4.9%
D300301	Child Support Enforcement	18,141,104	12,940,998	-	5,200,106	4,986,380	213,726	4.3%
D300180	Crime Victim Services (G208044)	114,102	114,102	-	-	-	-	-
	County Attorney's Office Total	43,907,769	18,022,158	-	25,885,611	24,711,373	1,174,238	4.8%
<u>Sheriff's Office</u>								
D480000	Sheriff's Office							
D480101	Support Services	9,272,473	542,268	-	8,730,205	8,384,580	345,625	4.1%
D480104	Volunteers in Public Safety	84,097	-	-	84,097	82,254	1,843	2.2%
D480201	Court Services	1,716,922	509,000	-	1,207,922	1,155,293	52,629	4.6%
D480202	Court Security	5,634,507	1,070,000	-	4,564,507	4,410,050	154,457	3.5%
D480203	Investigations	3,250,725	150,000	-	3,100,725	3,028,896	71,829	2.4%
D480204	Gun Permits	180,855	160,000	-	20,855	12,842	8,013	62.4%
D480401	Public Safety Services	4,860,873	1,353,174	-	3,507,699	3,374,759	132,940	3.9%
D480404	Transportation/Hospital	3,684,689	166,000	-	3,518,689	3,429,497	89,192	2.6%
D480405	Law Enforcement Services	7,325,940	7,325,940	-	0	0	0	(230.0)%
D480406	Impound Lot	151,903	-	-	151,903	139,524	12,379	8.9%
D480302	Law Enforcement Center	18,661,461	767,800	-	17,893,661	16,893,495	1,000,166	5.9%
D480303	Firearms Range	66,260	66,260	-	-	-	-	-
D480480	Traffic Initiative Grant (G208071)	375,269	375,269	-	-	-	-	-
D480480	Violent Crime Enforcement Team Grant (G208076)	563,161	563,161	-	0	0	0	-
	Sheriff's Office Total	55,829,135	13,048,872	-	42,780,263	40,911,189	1,869,074	4.6%
<u>Court - County Court Functions</u>								
D180000	Court - County Court Functions							
D180601	Court Counsel and Rent	3,492,199	192,761	-	3,299,438	3,165,351	134,087	4.2%
	Court - County Court Functions Total	3,492,199	192,761	-	3,299,438	3,165,351	134,087	4.2%
<u>Emergency Comm</u>								
D490100	Emergency Comm							
D490101	Dispatch Center	14,677,101	6,055,931	530,000	8,091,170	7,872,310	218,860	2.8%
D490102	800 Mhz System	1,004,802	174,000	-	830,802	783,819	46,983	6.0%
D490103	CAD Operating Budget	2,627,931	1,088,872	-	1,539,059	1,513,385	25,674	1.7%
	Emergency Comm Total	18,309,834	7,318,803	530,000	10,461,031	10,169,514	291,517	2.9%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2017 Approved

CODE	ACTIVITY/DEPARTMENT	2017 Approved			2016		%Inc/(Dec) over 2016
		Budget	Revenue	Fund Balance	Approved Tax Levy	Inc/(Dec) over 2016 Tax Levy	
D510000	Medical Examiner						
D510101	Medical Examiner	2,730,277	1,474,753	-	1,255,524	1,144,179	9.7%
	Medical Examiner Total	2,730,277	1,474,753	-	1,255,524	1,144,179	9.7%
	Total Safety & Justice	124,269,214	40,057,347	530,000	83,681,867	80,101,606	4.5%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2017 Approved

CODE	ACTIVITY/DEPARTMENT	2017 Approved			2016		%Inc/(Dec) over 2016	Tax Levy
		Budget	Revenue	Fund Balance	Approved Tax Levy	Inc/(Dec) over 2016 Tax Levy		
D650000	<u>Library</u>							
D650101	Library Administration	4,593,593	981,652	-	3,611,941	3,370,158	241,783	7.2%
D650104	Automation Services	457,937	-	-	457,937	442,572	15,365	3.5%
D650106	Technical Services	707,408	-	-	707,408	689,067	18,341	2.7%
D650201	New Brighton Library	310,929	-	-	310,929	302,168	8,761	2.9%
D650301	Maplewood Library	1,201,114	-	-	1,201,114	1,165,595	35,519	3.0%
D650401	Mounds View Library	274,738	-	-	274,738	264,922	9,816	3.7%
D650501	North St. Paul Library	197,655	-	-	197,655	192,250	5,405	2.8%
D650601	Roseville Library	2,439,861	-	-	2,439,861	2,369,319	70,542	3.0%
D650701	Shoreview Library	947,444	-	-	947,444	803,434	144,010	17.9%
D650801	White Bear Lake Library	486,122	-	-	486,122	471,043	15,079	3.2%
	Library Total	11,616,801	981,652	-	10,635,149	10,070,528	564,621	5.6%
D660000	<u>Parks and Recreation</u>							
D660101	Parks & Recreation Administration	1,990,097	145,000	-	1,845,097	1,803,173	41,924	2.3%
D660102	Central Maintenance and Service	393,302	-	-	393,302	383,921	9,381	2.4%
D660104	Active Living Ramsey County	89,398	-	-	89,398	102,806	(13,408)	(13.0)%
D660201	Public Ice Arenas	1,260,194	-	-	1,260,194	1,236,740	23,454	1.9%
D660202	Aldrich Arena	419,007	369,278	-	49,729	54,848	(5,119)	(9.3)%
D660203	Highland Arena	525,591	751,059	-	(225,468)	(233,965)	8,497	(3.6)%
D660204	Oscar Johnson Memorial Arena	-	208,442	-	(208,442)	(208,442)	-	-
D660205	Shoreview Arena	-	202,160	-	(202,160)	(202,160)	-	-
D660206	Ken Yackel West Side Arena	-	187,854	-	(187,854)	(187,854)	-	-
D660207	Biff Adams Arena	26,000	26,000	-	-	-	-	-
D660208	Pleasant Arena	261,878	473,060	-	(211,182)	(214,450)	3,268	(1.5)%
D660209	White Bear Arena	-	208,123	-	(208,123)	(208,123)	-	-
D660210	Harding Arena	-	181,370	-	(181,370)	(181,370)	-	-
D660211	Gustafson-Phalen Arena	-	194,319	-	(194,319)	(194,319)	-	-
D660212	Vadnais Sports Center	1,786,000	1,786,000	-	-	-	-	-
D660301	Goodrich Golf Course	601,324	636,709	-	(35,385)	(38,935)	3,550	(9.1)%
D660302	Keller Golf Course	810,799	1,155,664	-	(344,865)	(317,427)	(27,438)	8.6%
D660303	Manitou Ridge Golf Course	7,182	301,867	-	(294,685)	(294,685)	-	-
D660304	Ponds at Battle Creek Golf Course	748,189	461,630	286,559	-	-	-	-
D660305	Goodrich Clubhouse	13,477	-	-	13,477	13,477	-	-

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

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CODE	ACTIVITY/DEPARTMENT	2017 Approved			Fund Balance	2016		Inc/(Dec) over 2016 Tax Levy	%Inc/(Dec) over 2016 Tax Levy	
		Budget	Revenue	Tax Levy		Approved Tax Levy	Tax Levy			
D660306	Keller Clubhouse	67,578	-	67,578	-	67,578	-	-	-	
D660402	Beaches	190,383	4,800	185,583	-	184,518	1,065	0.6%	0.6%	
D660403	Battle Creek Waterworks	142,132	122,000	20,132	-	20,132	-	-	-	
D660501	Park Maintenance and Operations	2,180,071	526,016	1,654,055	-	1,632,771	21,284	1.3%	1.3%	
D660601	County Fair	2,000	-	2,000	-	2,000	-	-	-	
D660701	Nature Interpretive Programs	664,281	262,749	401,532	-	389,617	11,915	3.1%	3.1%	
D660801	Planning and Development	581,485	207,894	373,591	-	364,548	9,043	2.5%	2.5%	
D660580	PK SDNR Invasive Sps Removal	103,938	103,938	-	-	-	-	-	-	
D660980	PK TNC Volunteer Program	70,000	70,000	-	-	-	-	-	-	
D660980	PK Legacy MN Conserv Corps	110,000	110,000	-	-	-	-	-	-	
D660980	Outdoor Recreation Programming (G224035)	125,000	125,000	0	-	0	-	-	-	
	Parks and Recreation Total	13,169,306	8,820,932	4,061,815	286,559	3,974,399	87,416	2.2%	2.2%	
Public Works										
D550000	Public Works Administration	1,787,926	456,700	1,331,226	-	1,295,186	36,040	2.8%	2.8%	
D550101	Building Operations	1,113,144	82,400	1,030,744	-	935,840	94,904	10.1%	10.1%	
D550201	Central Motor Equipment	3,666,235	1,710,980	1,955,255	-	1,904,213	51,042	2.7%	2.7%	
D550401	Road Maintenance	7,835,754	7,038,291	797,463	-	991,038	(193,575)	(19.5)%	(19.5)%	
D550601	Environmental Services	743,950	55,000	688,950	-	672,462	16,488	2.5%	2.5%	
D550701	Land Survey	742,589	33,500	709,089	-	677,785	31,304	4.6%	4.6%	
D550801	Design and Construction	3,353,866	1,847,726	1,506,140	-	1,375,659	130,481	9.5%	9.5%	
	Public Works Total	19,243,464	11,224,597	8,018,867	-	7,852,183	166,684	2.1%	2.1%	
Ramsey Conservation District										
D750000	Ramsey Conservation District	420,094	389,765	30,329	-	30,060	269	0.9%	0.9%	
D750101	CD Conservation Delivery (G223017)	100,000	100,000	-	-	-	-	-	-	
D750180	Unsealed Wells Inventory (P081033)	15,000	-	15,000	-	-	-	-	-	
	Ramsey Conservation District Total	535,094	489,765	30,329	15,000	30,060	269	0.9%	0.9%	
Arts and Science Center										
D700000	Ramsey County Historical Society	89,367	-	79,367	10,000	78,581	786	1.0%	1.0%	
D710101	Landmark Center	896,700	-	896,700	-	879,118	17,582	2.0%	2.0%	
D720101	Arts and Science Center Total	986,067	-	976,067	10,000	957,699	18,368	1.9%	1.9%	

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

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CODE	ACTIVITY/DEPARTMENT	2017 Approved		Fund Balance	2016 Approved		%Inc/(Dec) over 2016 Tax Levy
		Budget	Revenue		Tax Levy	Tax Levy	
D760000	County Extension Services						
D760101	County Extension Services	45,221	-	-	45,221	44,774	447 1.0%
D350000	Property Management						
D350101	Property Management Administration	1,176,786	793,914	-	382,872	379,083	3,789 1.0%
D350102	Televising Public Meetings	49,500	-	-	49,500	49,500	- -
D350104	Parking Operations	19,684	192,102	-	(172,418)	(172,517)	99 (0.1)%
D350105	Family Service Center	62,382	62,382	-	-	-	- -
D350110	PRMG Project Mgmt Services	3,239,187	307,157	2,932,030	-	-	- -
D350901	Public Works Facility	1,779,342	1,574,947	204,395	-	-	- -
D351001	Library Facilities	1,704,161	1,482,368	221,793	-	-	- -
D350201	CH/CH Maintenance	4,714,237	3,383,348	1,330,889	-	-	- -
D350301	RCGC-East Operations	2,896,216	3,179,699	(283,483)	-	-	- -
D350601	Juvenile Family Justice Center	1,316,478	1,407,007	(90,529)	-	-	- -
D350701	Law Enforcement Center (Operations)	2,364,183	2,561,972	(197,789)	-	-	- -
D351101	Suburban Courts Facility	179,694	138,211	41,483	-	-	- -
D351201	90 West Plato Building	543,690	745,487	(201,797)	-	-	- -
D351301	911 Dispatch Center	216,823	128,037	88,786	-	-	- -
D351501	Metro Square Facility	2,708,762	3,279,423	(570,661)	-	-	- -
D351601	402 University Avenue East	308,152	338,574	(30,422)	-	-	- -
D351701	5 South Owasso Boulevard West	130,311	159,138	(28,827)	-	-	- -
D351801	Correctional Facility	1,930,335	1,586,103	344,232	-	-	- -
D351901	Medical Examiner Facility	110,731	102,830	7,901	-	-	- -
D352001	555 Cedar	311,850	311,850	-	-	-	- -
D350280	Ellerbe Memorial Hall Grant (G306031)	11,000	11,000	-	-	-	- -
	Property Management Total	25,773,504	21,745,549	3,768,001	259,954	256,066	3,888 1.5%
D810000	Workforce Solutions						
D810101	Workforce Solutions Administration	2,830,632	2,457,419	-	373,213	368,217	4,996 1.4%
D810180	WD DTED WIA Title 1 Disl Wrkr	559,668	559,668	-	-	-	- -
D810180	WD DTED State Disl Wrkr	1,803,873	1,803,873	-	-	-	- -
D810280	JT SDES WIA Title I Youth	829,263	829,263	-	-	-	- -
D810280	WD SDES MN Youth Program	405,185	405,185	-	-	-	- -
D810380	WD SDES WIA Title 1 Adult	729,129	729,129	-	-	-	- -

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

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CODE	ACTIVITY/DEPARTMENT	2017 Approved			2016		%Inc/(Dec) over 2016
		Budget	Revenue	Fund Balance	Approved Tax Levy	Inc/(Dec) over 2016 Tax Levy	
D810480	JT SDHS MFIP - ES	14,992,284	14,992,285	-	-	(1)	-
D810480	WS DEED MN Job Skills Prtnrshp	-	-	-	-	-	-
D810580	WS DEED Youth at Work (G221016)	-	-	-	-	-	-
D810580	WS BSU JobConnect	68,803	68,803	-	-	-	-
D810680	WIB General Operations	94,026	94,026	-	-	-	-
	Workforce Solutions Total	22,312,863	21,939,651	-	373,212	4,995	1.4%
Total Economic Growth & Community Investment		93,682,320	65,202,146	4,079,560	24,400,614	846,688	3.6%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

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CODE	ACTIVITY/DEPARTMENT	Budget	Revenue	Fund Balance	Tax Levy	2016		%Inc/(Dec) over 2016
						Approved Tax Levy	Inc/(Dec) over 2016 Tax Levy	
D600100	Administration Chs							
D600110	Community Human Services Administration	3,583,403	2,600	-	3,580,803	3,470,950	109,853	3.2%
D600120	Controller	2,660,551	2,000	-	2,658,551	2,573,290	85,261	3.3%
D600140	Planning	923,024	-	-	923,024	891,464	31,560	3.5%
D600210	CHS - Support Services	5,305,350	156,000	-	5,149,350	4,893,091	256,259	5.2%
D600220	Information Support	11,113,377	33,799	-	11,079,578	10,650,429	429,149	4.0%
	CHS Support Services Subtotal	23,585,705	194,399	-	23,391,306	22,479,224	912,082	4.1%
D600300	Income Maintenance							
D600301	Income Maintenance	27,874,737	17,829,956	-	10,044,781	10,081,442	(36,661)	(0.4)%
	CHS Income Maintenance Subtotal	27,874,737	17,829,956	-	10,044,781	10,081,442	(36,661)	(0.4)%
D600400	Social Services							
D600401	CHS - Social Services	81,129,905	54,052,132	-	27,077,773	27,319,680	(241,907)	(0.9)%
D600402	Social Services - Purchase of Services	743,134	116,000	-	627,134	604,954	22,180	3.7%
D600403	Social Services - Community Corrections	1,459,773	1,459,773	-	-	-	-	-
D600404	Social Services - Child Placement	15,633,160	3,095,000	-	12,538,160	12,538,160	-	-
	CHS Social Services Subtotal	98,965,972	58,722,905	-	40,243,067	40,462,794	(219,727)	(0.5)%
D600500	Mental Health							
D600501	Clinical Services	13,612,586	6,140,154	-	7,472,432	7,068,743	403,689	5.7%
D600502	Detox Center	3,524,090	1,703,279	-	1,820,811	1,734,519	86,292	5.0%
	CHS Clinical Services & Detox Subtotal	17,136,676	7,843,433	-	9,293,243	8,803,262	489,981	5.6%
D600380	Grants							
D600380	Work Resource Hubs (P061019)	51,128	-	-	51,128	51,128	-	-
D600480	Continuum of Care (G102802)	102,631	93,882	-	8,749	3,647	5,102	139.9%
D600480	Support for Emancipated Living Funct (G201106)	50,000	50,000	-	-	-	-	-
D600480	Time Limited Reunification (G201116)	251,347	251,347	-	-	-	-	-
D600480	Alternative Response (G201117)	202,463	202,463	-	-	-	-	-
D600480	Parent Support Grant (G201125)	200,000	200,000	-	-	-	-	-
D600480	Respite Care (G201129)	75,000	75,000	-	-	-	-	-
D600480	Maternal Child Substance Abuse (G201203)	1,269,743	900,000	-	369,743	317,766	51,977	16.4%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

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CODE	ACTIVITY/DEPARTMENT	Budget	Revenue	Fund Balance	Tax Levy	2016		%Inc/(Dec) over 2016
						Approved Tax Levy	Inc/(Dec) over 2016 Tax Levy	
D600480	Rule 78 Adult (G201302)	13,063,608	11,012,201	-	2,051,407	2,051,407	-	-
D600480	Pre-Admission Screening (G201303)	20,000	6,000	-	14,000	14,000	-	-
D600480	Mental Health Screening (G201313)	388,783	388,783	-	-	-	-	-
D600480	Mn Housing - Family Homeless (G206001)	3,046,262	3,046,262	-	-	-	-	-
D600480	Juvenile Prostitution (P070002)	12,000	12,000	-	-	-	-	-
	Grants Subtotal	18,732,965	16,237,938	-	2,495,027	2,437,948	57,079	2.3%
	Community Human Services Dept. Total	186,296,055	100,828,631	-	85,467,424	84,264,670	1,202,754	1.4%
D590100	<u>Miscellaneous Hlth</u>							
D590101	Miscellaneous Health	378,248	-	-	378,248	378,248	-	-
D590102	Correctional Health	7,093,941	75,000	-	7,018,941	6,898,453	120,488	1.7%
	Miscellaneous Health	7,472,189	75,000	-	7,397,189	7,276,701	120,488	1.7%
D620000	<u>Lake Owasso Residence</u>							
D620101	Lake Owasso Residence Administration	2,101,747	8,468,340	-	(6,366,593)	(6,387,729)	21,136	(0.3)%
D620201	Food Services	309,795	-	-	309,795	305,860	3,935	1.3%
D620301	Health Services	448,449	-	-	448,449	435,844	12,605	2.9%
D620401	Plant Operations & Maintenance	448,994	-	-	448,994	443,288	5,706	1.3%
D620501	Residential Services	5,783,976	-	-	5,783,976	5,833,754	(49,778)	(0.9)%
D620601	Developmental Services	692,338	-	-	692,338	685,942	6,396	0.9%
	Lake Owasso Residence Total	9,785,299	8,468,340	-	1,316,959	1,316,959	-	-

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

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CODE	ACTIVITY/DEPARTMENT	2017 Approved			Fund Balance	2016 Approved		Inc/(Dec) over 2016 Tax Levy	%Inc/(Dec) over 2016 Tax Levy
		Budget	Revenue	Tax Levy		Tax Levy	Tax Levy		
D610000	Ramsey County Care Center								
D610101	Ramsey County Care Center Administration	2,499,251	16,686,252	(14,187,001)	(13,789,709)	(397,292)		2.9%	
D610201	Nutritional Services	1,609,225	-	1,609,225	1,562,295	46,930		3.0%	
D610301	Laundry Services	300,152	-	300,152	290,651	9,501		3.3%	
D610401	Housekeeping Services	467,044	-	467,044	452,171	14,873		3.3%	
D610501	Nursing	8,298,654	-	8,298,654	8,063,186	235,468		2.9%	
D610502	Transitional Care Unit Nursing	1,423,441	-	1,423,441	1,380,886	42,555		3.1%	
D610601	Plant Maintenance	1,303,584	-	1,303,584	1,297,067	6,517		0.5%	
D610701	Patient Activities	334,043	-	334,043	318,241	15,802		5.0%	
D610801	RCCC - Social Services	450,858	-	450,858	425,212	25,646		6.0%	
	Ramsey County Care Center Total	16,686,252	16,686,252	-	-	-	-	-	
D580000	Public Health								
D580201	Family Health	6,214,747	3,185,278	3,029,469	3,040,253	(10,784)		(0.4)%	
D580301	Screening Case Management & PCA Assessment	724,575	-	724,575	724,828	(253)		-	
D580401	Healthy Communities	833,578	-	833,578	815,779	17,799		2.2%	
D580501	Correctional Healthcare	3,137,693	3,137,693	-	-	-		-	
D580601	Sexual Health - Non Title X	205,479	25,344	180,135	173,070	7,065		4.1%	
D580602	Communicable Disease Control	1,584,412	262,900	1,321,512	1,277,289	44,223		3.5%	
D580701	Public Health Administration	4,393,144	3,806,476	586,668	554,753	31,915		5.8%	
D580702	Uncompensated Care	941,700	-	941,700	941,700	-		-	
D580706	Laboratory 555	322,186	48,000	274,186	267,422	6,764		2.5%	
D580707	Vital Records	445,237	428,000	17,237	8,539	8,698		101.9%	
D580709	Housecalls	347,390	170,000	177,390	169,214	8,176		4.8%	
D580801	Health Protection	401,501	31,700	369,801	359,438	10,363		2.9%	
	Public Health w/o Environmental Health Subtotal	19,551,642	11,095,391	8,456,251	8,332,285	123,966	-	1.5%	
D580180	Women Infants and Children (WIC) (G211009)	3,620,480	3,620,480	-	-	-		-	
D580180	Breastfeeding-Peer Support (G211020)	141,905	141,905	-	-	-		-	
D580280	Child & Teen Check Up (G103015)	1,925,025	1,925,025	-	-	-		-	
D580280	Early Childhood Home Visits (G103026)	210,000	210,000	-	-	-		-	
D580280	Early Childhood Home Visits - Expansion (G103034)	1,434,000	1,434,000	-	-	-		-	
D580280	Maternal / Child Health (G211001)	927,084	927,084	-	-	-		-	
D580280	Metro Alliance Healthy Families (G306020)	77,854	77,854	-	-	-		-	

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		Budget	Revenue	Fund Balance	Approved Tax Levy	Inc/(Dec) over 2016 Tax Levy	
D580480	Healthy Teen (G103025)	244,000	244,000	-	-	-	-
D580480	State Health Improvement (G211023)	873,350	873,350	-	-	-	-
D580680	Family Planning - Title X (G103027)	668,710	668,710	-	-	-	-
D580680	HIV Testing (G103030)	76,400	76,400	-	-	-	-
D580680	TB Outreach (G103032)	11,500	11,500	-	-	-	-
D580680	Sexual Offense Services (G202007)	328,941	136,000	-	192,941	185,086	7,855
D580680	Perinatal Hepatitis B Prevention (G211024)	122,500	122,500	-	-	-	-
D580680	Health Disparities Initiative (G211026)	48,500	48,500	-	-	-	-
D580780	HRA-FHUD St Paul	83,000	83,000	-	-	-	-
D580880	Medical Reserve Corp (G103019)	3,500	3,500	-	-	-	-
D580880	Emergency Preparedness (G211016)	409,500	409,500	-	-	-	-
	Public Health Grants / Projects Subtotal	11,206,249	11,013,308	-	192,941	185,086	7,855
D581000	Environmental Health						
D581001	Lead Hazard Control	583,061	468,394	-	114,667	114,799	(132)
D581002	Community Sanitation	899,561	899,561	-	-	-	-
D581003	Solid Waste Management	18,505,820	19,943,000	(1,437,180)	-	-	-
	Environmental Health Subtotal	19,988,442	21,310,955	(1,437,180)	114,667	114,799	(132)
D581080	Lead Paint Hazard Control - Hennepin Co. (G102703)	-	-	-	-	-	-
D581080	Solid Waste Management-SCORE (G213001)	1,437,626	1,437,626	-	-	-	-
D581080	Solid Waste Management-LRDG (G213002)	363,006	363,006	-	-	-	-
	Environmental Health Grants/Projects Subtotal	1,800,632	1,800,632	-	-	-	-
	Public Health Total	52,546,965	45,220,286	(1,437,180)	8,763,859	8,632,170	131,689
							1.5%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

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CODE	ACTIVITY/DEPARTMENT	Budget	Revenue	Fund Balance	Tax Levy	2016		%Inc/(Dec) over 2016
						Approved Tax Levy	Inc/(Dec) over 2016 Tax Levy	
D380000	<u>Veterans Services</u>							
D380101	Veterans Services	611,883	-	-	611,883	588,903	22,980	3.9%
D380180	Vet Svcs MDVS Operational Enhancement (G214007)	22,500	22,500	-	-	-	-	-
	Veterans Services Subtotal	634,383	22,500	-	611,883	588,903	22,980	3.9%
D500000	<u>Community Corrections</u>							
D500101	Community Corrections Administration	7,463,106	636,197	-	6,826,909	6,756,967	69,942	1.0%
D500201	Adult Probation	22,264,234	5,772,328	-	16,491,906	15,928,667	563,239	3.5%
D500401	Correctional Facility	17,418,064	4,806,572	-	12,611,492	12,035,605	575,887	4.8%
D500501	Juvenile Probation	8,273,696	1,496,333	-	6,777,363	7,007,047	(229,684)	(3.3)%
D500601	Boys Toiem Town	6,186,676	673,655	-	5,513,021	5,364,307	148,714	2.8%
D500701	Juvenile Detention Center	6,182,174	662,248	-	5,519,926	5,238,571	281,355	5.4%
D500280	Justice Assistance Grant (G101023)	27,878	27,878	-	-	-	-	-
D500280	Intensive Supervision (G202002)	983,814	983,814	-	-	-	-	-
D500280	Electronic Alcohol Monitoring (G202011)	70,000	70,000	-	-	-	-	-
	Community Corrections Total	68,869,642	15,129,025	-	53,740,617	52,331,164	1,409,453	2.7%

Total Health & Wellness	342,290,785	186,430,034	(1,437,180)	157,297,931	154,410,567	2,887,364	1.9%
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BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

2017 Approved

CODE	ACTIVITY/DEPARTMENT	2017 Approved			2016		%Inc/(Dec) over 2016 Tax Levy
		Budget	Revenue	Fund Balance	Approved Tax Levy	Inc/(Dec) over 2016 Tax Levy	
D010101	Tax Settlement						
D010102	Admin Costs-Reimbursement	-	4,668,760	-	(4,532,777)	(135,983)	3.0%
D010102	Interest On Investments	-	7,400,000	-	(7,400,000)	-	-
D010101	Special Taxes	-	4,454,968	-	(4,754,968)	300,000	(6.3)%
D010101	Build America Bonds Rebate	-	237,470	-	(236,470)	(1,000)	0.4%
D010101	County Program Aid	-	17,315,370	-	(17,195,370)	(120,000)	0.7%
D010101	City of St Paul TIF Agreement	-	2,650,000	-	(2,750,000)	100,000	(3.6)%
Total Unallocated Revenues & Fund Balance		-	36,726,568	-	(36,726,568)	143,017	(0.4)%

TOTAL COUNTY BUDGET		660,832,186	365,338,164	8,592,385	286,901,636	278,415,678	8,485,958	3.0%
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ADMINISTRATION & GENERAL COUNTY PURPOSES

Department Summary



BOARD OF RAMSEY COUNTY COMMISSIONERS

The Vision, Mission and Goals were adopted by the Ramsey County Board of Commissioners on February 10, 2015.

VISION

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

GOALS

Strengthen individual, family and community health, safety and well-being.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

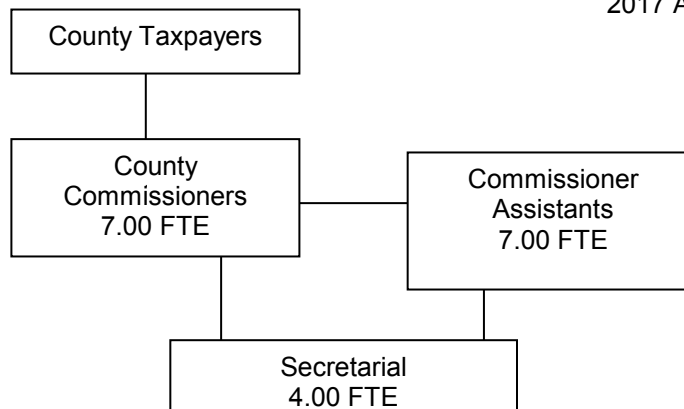
Enhance access to opportunity and mobility for all residents and businesses.

Model forward-thinking investment, fiscal accountability and transparency.

2015 ORGANIZATION CHART

The Ramsey County Board of Commissioners consists of seven commissioners elected from the seven county commissioner districts in Ramsey County.

Personnel – FTE
2014 Budget - 18.00
2015 Budget - 18.00
2016 Approved - 18.00
2017 Approved - 18.00



Department Summary



BOARD OF RAMSEY COUNTY COMMISSIONERS

ADDITIONAL INFORMATION

The County Board meets in the Council Chambers, third floor of the City Hall/Court House, at 9:00 a.m. each Tuesday, with the exception that no meetings are held on the fifth Tuesday of a month unless called by the Chair. All policy discussion and approval takes place at the County Board meetings.

Standing committees are: Finance, Personnel & Management; Audit; Budget; Health Services; Human Services / Workforce Solutions; Public Safety & Justice; County Facilities; Public Works, Parks & Solid Waste; and, Legislative. Committee meetings are held on an as needed basis and are open to the public. The Board also meets as the Housing and Redevelopment Authority and the Regional Rail Authority.

The meetings are broadcast live and rebroadcast through local cable channel providers. Please consult your local cable provider for scheduling information. Live and archived meetings are also available through video streaming at www.co.ramsey.mn.us.

County Commissioners are appointed to serve on the following outside Boards, Committees and Commissions:

- Ramsey County Committees – Active Living Ramsey Communities; Board / Bench Committee; Central Corridor Management Committee; Central Corridor Partnership; Community Action Partnership; Corrections Management Committee; Court House / City Hall Committee; Greater MSP Regional Partnership, I35W Corridor Committee, Joint Property Tax Advisory Committee; Juvenile Detention Alternatives Initiative; Law Library Trustee; Minnesota Landmarks; Ramsey County Children’s Mental Health Collaborative; Ramsey County Extension Committee; Ramsey County League of Local Governments; Ramsey County Library Board of Trustees Liaison,; Ramsey Soil & Water Conservation Board; Resource Recovery Project Board; Resource Recovery Project Board Executive Committee; Resource Recovery Project Board Finance Committee; St. Paul Children’s Collaborative; St. Paul Children’s Collaborative Executive Board; Substance Abuse Court Liaison; Suburban Ramsey Family Collaborative (SRFC) Joint Powers Board; SRFC Executive Committee; Saint Paul Smart Trips; TCAAP Joint Development Authority; Willow Lake Nature Preserve; and Workforce Investment Board.
- Metro Governance – 800 MHz Subsystem Policy Committee; Counties Transit Improvement Board; MetroGIS Policy Board, Gateway Corridor Board (I-94); Metropolitan Alliance for Healthy Families Home Visiting Program; Metropolitan Area Agency on Aging; Metropolitan Energy Policy Coalition; Metropolitan Emergency Services Board (MESB); MESB Cost Allocation Committee; MESB Executive Board; Metropolitan Library Services Agency (MELSA) Board of Trustees; Metropolitan Transportation Advisory Board; Metropolitan Mosquito Control District Board; MMCD Executive Board; Metropolitan Workforce Council; Minnesota High Speed Rail Association; Northeast Diagonal Policy Advisory Committee; Northstar Corridor Liaison; Property Tax Study Project; Red Rock Corridor; Robert Street Corridor; Rush Line Task Force; Solid Waste Management Coordinating Board; and Solid Waste Management Coordinating Board Executive Committee.
- Other Boards and Committees – Family Housing Fund; Heading Home MN; ITASCA Project; Minnesota River Basin Joint Powers Board; Minnesota Steps Advisory Committee; Minnesota Workforce Council Association; National Children’s Study (UM); Regions Hospital Board; State Community Health Services Board; Statewide Radio Board; and U of M Stadium Committee.
- County Associations – Association of Minnesota Counties (AMC); and National Association of Counties (NACo).

Department Summary



BUDGET SUMMARY

Board of Ramsey County Commissioners

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	2,049,335	2,143,180	2,203,059	2,276,493
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	6,292	3,740	3,700	3,700
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	2,043,043	2,139,440	2,199,359	2,272,793
Inc/(Dec) from Previous Year			59,919	73,434
% Inc/(Dec) from Previous Year			2.8%	3.3%
Inc/(Dec) for 2 Years				133,353
% Inc/(Dec) for 2 Years				6.2%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Board of Ramsey County
Commissioners

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	2,190	2,000	2,000	2,000
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	4,102	1,740	1,700	1,700
Property Tax Levy	2,043,043	2,139,440	2,199,359	2,272,793
Total Revenue / Estimated Revenue	<u>2,049,335</u>	<u>2,143,180</u>	<u>2,203,059</u>	<u>2,276,493</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	1,755,759	1,831,788	1,878,145	1,943,630
Professional Services	278,617	302,822	319,237	327,186
Client Services	-	-	-	-
Supplies	4,959	8,570	5,677	5,677
Capital Outlay	10,000	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>2,049,335</u>	<u>2,143,180</u>	<u>2,203,059</u>	<u>2,276,493</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Board of Ramsey County Commissioners

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Board of Ramsey County Commissioners	2,049,335	2,143,180	2,203,059	2,276,493
Total Operating Budget	2,049,335	2,143,180	2,203,059	2,276,493
Inc/(Dec) from Previous Year			59,879	73,434
% Inc/(Dec) from Previous Year			2.8%	3.3%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Board of Ramsey County Commissioners

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Board of Ramsey County Commissioners	6,292	3,740	3,700	3,700
Total Operating Budget	6,292	3,740	3,700	3,700
Inc/(Dec) from Previous Year			(40)	-
% Inc/(Dec) from Previous Year			(1.1)%	-

Department Summary



PERSONNEL SUMMARY BY DIVISION

Board of Ramsey County Commissioners

Permanent FTE	2014 Budget	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Board of Ramsey County Commissioners	18.00	18.00	18.00	18.00
Total Operating Budget	18.00	18.00	18.00	18.00
<u>Grants / Projects</u>				
None				
Total Existing Permanent FTE	18.00	18.00	18.00	18.00

	2016 Approved	2017 Approved
New FTEs		
None		
Total New FTE	-	-
Total FTE	18.00	18.00
Inc/(Dec) From Previous Year	-	-
Inc/(Dec) for 2 Years		-

Department Summary



BOARD OF RAMSEY COUNTY COMMISSIONERS

PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
County Commissioners	M/D	7.00	1,029,897	3,700	1,026,197
Commissioner Assistants	D	7.00	799,999	-	799,999
Secretarial	D	4.00	373,163	-	373,163
		18.00	2,203,059	3,700	2,199,359

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.0%	0.00	-	-	-
Total Mandated/Discretionary	M/D	46.7%	7.00	1,029,897	3,700	1,026,197
Total Discretionary/Mandated	D/M	0.0%	0.00	-	-	-
Total Discretionary	D	53.3%	11.00	1,173,162	-	1,173,162
			18.00	2,203,059	3,700	2,199,359
2015 Budget			18.00	2,143,180	3,740	2,139,440
Inc./(Dec.) from 2015 Budget			0.00	59,879	(40)	59,919
% Inc./(Dec.) from 2015 Budget				2.8%	(1.1)%	2.8%

CHANGE FROM 2015 BUDGET

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
County Commissioners	0.00	21,096	(40)	21,136
Commissioner Assistants	0.00	27,068	-	27,068
Secretarial	0.00	11,715	-	11,715
Inc./(Dec.) from 2015 Budget	0.00	59,879	(40)	59,919
% Inc./(Dec.) from 2015 Budget		2.8%	(1.1)%	2.8%

Key: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary; Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



BOARD OF RAMSEY COUNTY COMMISSIONERS

PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
County Commissioners	M/D	7.00	1,053,950	3,700	1,050,250
Commissioner Assistants	D	7.00	829,410	-	829,410
Secretarial	D	4.00	393,133	-	393,133
		18.00	2,276,493	3,700	2,272,793

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.0%	0.00	-	-	-
Total Mandated/Discretionary	M/D	46.2%	7.00	1,053,950	3,700	1,050,250
Total Discretionary/Mandated	D/M	0.0%	0.00	-	-	-
Total Discretionary	D	53.8%	11.00	1,222,543	-	1,222,543
			18.00	2,276,493	3,700	2,272,793

2016 Approved Budget			18.00	2,203,059	3,700	2,199,359
Inc/(Dec.) from 2016 Approved Budget			0.00	73,434	-	73,434
% Inc/-Dec. from 2016 Approved Budget				3.3%	0.0%	3.3%

CHANGE FROM 2016 APPROVED BUDGET

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
County Commissioners	0.00	24,053	-	24,053
Commissioner Assistants	0.00	29,411	-	29,411
Secretarial	0.00	19,970	-	19,970
Inc/(Dec.) from 2016 Approved Budget	0.00	73,434	-	73,434
% Inc/-Dec. from 2016 Approved Budget		3.3%	0.0%	3.3%

Key: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary; Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



RAMSEY
COUNTY

250 Court House, 15 W. Kellogg Blvd.

(651) 266-8014

VISION

RAMSEY COUNTY CHARTER COMMISSION

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

The Ramsey County Charter became effective on November 6, 1992. A 17-member commission meets quarterly to review the Charter and proposals for amending the Charter.

The Ramsey County Charter states, "The Charter Commission members shall periodically review the charter and propose any necessary amendments. The commission shall review any proposed amendments, declare the sufficiency of a petition, prepare a summary of any proposed amendment, recommend any revisions to proposed amendments, and submit proposed amendments to an election."

The County Board shall provide the necessary funds for the Charter Commission to operate and funds referendums. The County Attorney shall be the attorney for the Charter Commission. The County Manager's Office provides clerical support for the Charter Commission.

Department Summary



BUDGET SUMMARY

Ramsey County Charter Commission

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	326	1,026	1,000	1,000
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	-	-	-	-
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	326	1,026	1,000	1,000
Inc/(Dec) from Previous Year			(26)	-
% Inc/(Dec) from Previous Year			(2.5)%	-
Inc/(Dec) for 2 Years				(26)
% Inc/(Dec) for 2 Years				(2.5)%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Ramsey County Charter Commission

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	326	1,026	1,000	1,000
Total Revenue / Estimated Revenue	326	1,026	1,000	1,000

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	300	826	872	882
Professional Services	26	200	128	118
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	326	1,026	1,000	1,000

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Ramsey County Charter Commission

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Ramsey County Charter Commission	326	1,026	1,000	1,000
Total Operating Budget	326	1,026	1,000	1,000
Inc/(Dec) from Previous Year			(26)	-
% Inc/(Dec) from Previous Year			(2.5)%	-

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

RAMSEY COUNTY CHARTER COMMISSION

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
RC Charter Commission	M	0.00	1,000	-	1,000
		0.00	1,000	-	1,000

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	100.00%	0.00	1,000	-	1,000
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.00%	0.00	-	-	-
Total Discretionary	D	0.00%	0.00	-	-	-
			0.00	1,000	-	1,000
2015 Budget			0.00	1,026	-	1,026
Inc./(Dec.) from 2015 Budget			0.00	(26)	-	(26)
% Inc./(Dec.) from 2015 Budget				(2.5)%		(2.5)%

CHANGE FROM 2015 BUDGET

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
RC Charter Commission	0.00	(26)	-	(26)
Inc./(Dec.) from 2015 Budget	0.00	(26)	-	(26)
% Inc./(Dec.) from 2015 Budget		(2.5)%		(2.5)%

Key: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary; Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

RAMSEY COUNTY CHARTER COMMISSION

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
RC Charter Commission	M	0.00	1,000	-	1,000
		0.00	1,000	-	1,000

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	100.00%	0.00	1,000	-	1,000
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.00%	0.00	-	-	-
Total Discretionary	D	0.00%	0.00	-	-	-
			0.00	1,000	-	1,000
2016 Approved Budget			0.00	1,000	-	1,000
Inc./ (Dec.) from 2016 Approved Budget			0.00	-	-	-
% Inc./ (Dec.) from 2016 Approved Budget				0.0%		0.0%

CHANGE FROM 2016 APPROVED BUDGET

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
RC Charter Commission	0.00	-	-	-
Inc./ (Dec.) from 2016 Approved Budget	0.00	-	-	-
% Inc./ (Dec.) from 2016 Approved Budget		0.0%		0.0%

Key: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary; Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



RAMSEY
COUNTY

Julie Kleinschmidt, County Manager

250 Courthouse

(651) 266-8009

VISION

COUNTY MANAGER

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

To implement the policy directives and initiatives of the Ramsey County Board of Commissioners and administer the business affairs of Ramsey County.

The County Manager's Office focuses on providing Ramsey County citizens and departments the most relevant information and support possible. This includes guidance to County departments to ensure all are working together to achieve the County Board goals, directives, and initiatives; prudent financial management practices that maintain or improve the financial condition of the County; outreach and support to departments in recruiting, hiring, and retaining a more diverse workforce; competitive salary & benefits; positive labor/management relations; safe and healthy workplace practices; learning and development opportunities that enable departments to provide high quality services to the diverse population who live in and use the services provided by Ramsey County; and community safety and guidance in emergencies.

PROGRAMS / SERVICES

The County Manager is responsible for:

- Managing finances, human resources and intergovernmental relations;
- Fostering an innovative, inclusive and collaborative environment within the County and when addressing residents and other units of government;
- Providing administrative support at County Board meetings and workshops and maintaining an historical record of all County Board transactions;
- Ensuring the safety of residents and County employees and the continuity of government during emergency situations;
- Communicating appropriate and relevant information to the general public;
- Overseeing County-wide diversity activities;
- Researching, analyzing, planning, coordinating, and implementing policies and programs authorized by the County Board.

The County Manager's Office provides these services to operating departments and the County Board through four divisions: Administration, Emergency Management & Homeland Security, Finance, and Human Resources.

Department Summary



RAMSEY COUNTY

Julie Kleinschmidt, County Manager

250 Courthouse

(651) 266-8009

GOALS & STRATEGIES

COUNTY MANAGER

Strengthen individual, family and community health, safety and well-being.

- Coordinate the work of high-priority collaborative partnerships that empower youth and families to learn, grow and succeed within the community.
- Prepare the county and its residents for emergencies through planning, training, assessment and community engagement.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Create and expand strategically focused professional development internship opportunities within the County to attract a diverse group of talented, aspiring leaders.
- Act as an employment leader by ensuring that staff reflect the diverse labor force available in the County.
- Improve small business access to County purchasing activities so that it is easier for departments to identify and contract with small businesses who provide quality services.

Enhance access to opportunity and mobility for all residents and businesses.

- Advance an organization-wide plan that is focused on growing opportunity for residents and businesses within Ramsey County and connecting residents and businesses to region-wide growth opportunities.
- Conduct a comprehensive review of human resources hiring, promotion and retention practices and policies; implement recommendations to position Ramsey County as an employer of choice within the region into the future.

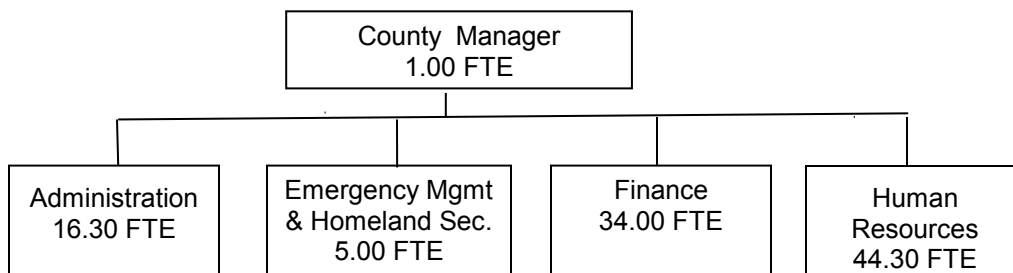
Model forward-thinking investment, fiscal accountability and transparency.

- Realign the organizational structure within Ramsey County so that the organization is effectively positioned to innovate, collaborate and implement priority initiatives that will result in better outcomes for residents.
- Operate the County with policies and procedures that are fiscally sound and provide a strong foundation for future County operations.
- Oversee the implementation of and enhancements to the County's Performance Measurement System that is a part of the biennial budget process.

2015 ORGANIZATION CHART

Personnel - FTE

2014 Budget - 93.10
 2015 Budget - 100.60
 2016 Approved - 103.60
 2017 Approved - 103.60



Department Summary



BUDGET SUMMARY

County Manager

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	11,186,721	12,882,777	13,667,875	13,919,733
Expenditure / Appropriation - Grants / Projects	198,221	121,680	239,534	245,762
Revenue / Est. Revenue - Operating Budget	804,974	892,460	971,248	1,047,457
Revenue / Est. Revenue - Grants / Projects	198,221	121,680	239,534	245,762
Use of Fund Balance	-	-	200,000	-
County Tax Levy	10,381,747	11,990,317	12,496,627	12,872,276
Inc/(Dec) from Previous Year			506,310	375,649
% Inc/(Dec) from Previous Year			4.2%	3.0%
Inc/(Dec) for 2 Years				881,959
% Inc/(Dec) for 2 Years				7.4%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

County Manager

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	272,602	344,860	384,921	381,057
Intergovernmental Revenue				
Federal	288,570	311,680	439,534	445,762
State	25,000	-	25,000	25,000
Local / Other	111,199	-	-	-
Total Intergovernmental Revenue	424,769	311,680	464,534	470,762
Use of Money, Property & Sales	253,641	256,600	265,840	265,840
Other Revenue & Taxes	52,183	101,000	95,487	175,560
Property Tax Levy	10,381,747	11,990,317	12,496,627	12,872,276
General Fund Balance	-	-	200,000	-
Total Revenue / Estimated Revenue	<u>11,384,942</u>	<u>13,004,457</u>	<u>13,907,409</u>	<u>14,165,495</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	8,925,843	10,772,386	11,208,745	11,668,342
Professional Services	2,193,132	2,155,280	2,598,761	2,409,974
Client Services	-	-	-	-
Supplies	54,520	68,531	78,663	69,179
Capital Outlay	211,447	8,260	21,240	18,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>11,384,942</u>	<u>13,004,457</u>	<u>13,907,409</u>	<u>14,165,495</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

County Manager

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
County Manager Administration	2,271,255	2,516,551	2,885,874	2,783,515
Emergency Management & Homeland Security	489,838	524,350	544,804	548,868
Finance	3,820,863	4,245,019	4,422,224	4,544,901
Human Resources	4,599,411	5,591,611	5,809,675	6,037,098
Personnel Review Board	5,354	5,246	5,298	5,351
Total Operating Budget	11,186,721	12,882,777	13,667,875	13,919,733
Inc/(Dec) from Previous Year			785,098	251,858
% Inc/(Dec) from Previous Year			6.1%	1.8%
<hr/>				
	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
Homeland Security (G208086)	87,022	121,680	239,534	245,762
Common Operating Picture (P070068)	111,199	-	-	-
Total Grants / Projects	198,221	121,680	239,534	245,762
<hr/>				
Total Expenditure / Appropriation	11,384,942	13,004,457	13,907,409	14,165,495
Inc/(Dec) from Previous Year			902,952	258,086
% Inc/(Dec) from Previous Year			6.9%	1.9%
Inc/(Dec) for 2 Years				1,161,038
% Inc/(Dec) for 2 Years				8.9%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

County Manager

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
County Manager Administration	143,398	183,500	212,522	214,357
Emergency Management & Homeland Security	205,323	190,000	200,000	200,000
Finance	182,770	238,300	270,286	344,660
Human Resources	273,483	280,660	288,440	288,440
Total Operating Budget	804,974	892,460	971,248	1,047,457

Inc/(Dec) from Previous Year			78,788	76,209
% Inc/(Dec) from Previous Year			8.8%	7.8%

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
Homeland Security (G208086)	87,022	121,680	239,534	245,762
Common Operating Picture (P070068)	111,199	-	-	-
Total Grants / Projects	198,221	121,680	239,534	245,762

Total Revenue / Estimated Revenue	1,003,195	1,014,140	1,210,782	1,293,219
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Inc/(Dec) from Previous Year			196,642	82,437
% Inc/(Dec) from Previous Year			19.4%	6.8%

Inc/(Dec) for 2 Years				279,079
% Inc/(Dec) for 2 Years				27.5%

Department Summary



PERSONNEL SUMMARY BY DIVISION

County Manager

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
County Manager Administration	15.80	17.30	17.30	17.30
Emergency Management & Homeland Security	3.75	4.00	4.00	4.00
Finance	33.00	34.00	34.00	36.00
Human Resources	39.30	44.30	44.30	45.30
Total Operating Budget	91.85	99.60	99.60	102.60
 <u>Grants / Projects</u>				
Homeland Security (G208086)	1.25	1.00	1.00	1.00
Total Existing Permanent FTE	93.10	100.60	100.60	103.60

	2016 Approved	2017 Approved
New FTEs		
Budget Analyst 3	1.00	-
Procurement Specialist	1.00	-
HR Manager	1.00	-
Total New FTE	3.00	-
Total FTE	103.60	103.60
Inc/(Dec) From Previous Year	3.00	-
Inc/(Dec) for 2 Years		3.00

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

COUNTY MANAGER

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
County Manager					
County Administration	M/D	2.00	539,844	277,694	262,150
Chief Clerk to the County Board	M/D	2.00	296,381	-	296,381
Administrative	D	3.30	334,081	17,016	317,065
Legislative Unit	D	2.00	407,028	78,884	328,144
Policy Analysis & Planning	D	6.00	1,008,347	38,928	969,419
Public Information	D	2.00	300,194	-	300,194
Emergency Mgmt.	M/D	4.00	544,804	200,000	344,804
Domestic Preparedness Grants	D	1.00	239,534	239,534	-
Finance					
Investment Function	M	1.00	148,651	14,000	134,651
Accounting & Fin'l Reporting	M/D	10.00	1,171,285	155,146	1,016,139
Budgeting & Fin'l Mgmt Analysis	M/D	5.00	599,029	92,000	507,029
Financial Management	D	3.00	506,214	-	506,214
Payroll	M/D	4.00	414,599	9,140	405,459
Procurement/ Incl. in Contracting	D/M	6.00	696,778	-	696,778
ERP Management	D	2.00	261,816	-	261,816
Aspen / Hyperion ERP	D	5.00	623,852	-	623,852
Human Resources					
Administration	M/D	3.05	501,337	-	501,337
Benefits Administration	M/D	7.50	1,187,263	288,440	898,823
Labor Relations	M/D	3.05	415,691	-	415,691
Classification/Compensation	M/D	8.70	903,470	-	903,470
Recruitment/Selection	M/D	7.90	847,450	-	847,450
Diversity, Learning & Org. Develop	D	6.40	871,558	-	871,558
Worker's Comp/Safety Mgmt.	M/D	4.70	564,457	-	564,457
Summit ERP	D	4.00	518,448	-	518,448
Personnel Review Board	M	0.00	5,298	-	5,298
		103.60	13,907,409	1,410,782	12,496,627

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	1.1%	1.00	153,949	14,000	139,949
Total Mandated/Discretionary	M/D	55.7%	61.90	7,985,610	1,022,420	6,963,190
Total Discretionary/Mandated	D/M	5.6%	6.00	696,778	-	696,778
Total Discretionary	D	37.6%	34.70	5,071,072	374,362	4,696,710
			103.60	13,907,409	1,410,782	12,496,627

2015 Budget	100.60	13,004,457	1,014,140	11,990,317
Inc./(Dec.) from 2015 Budget	3.00	902,952	396,642	506,310
% Inc./(Dec.) from 2015 Budget		6.9%	39.1%	4.2%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2016 APPROVED)
CHANGE FROM 2015 BUDGET**

COUNTY MANAGER

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
County Manager				
County Administration	(0.40)	167,388	264,694	(97,306)
Chief Clerk to the County Board	0.00	69,106	(500)	69,606
Administrative	0.90	(38,375)	14,016	(52,391)
Legislative Unit	0.00	61,529	70,534	(9,005)
Policy Analysis & Planning	(0.50)	122,808	(119,722)	242,530
Public Information	0.00	(13,132)	-	(13,132)
Emergency Mgmt.	0.00	20,454	10,000	10,454
Domestic Preparedness Grants	0.00	117,854	117,854	-
Finance				
Investment Function	0.00	2,646	1,000	1,646
Accounting & Fin'l Reporting	1.00	107,109	27,846	79,263
Budgeting & Fin'l Mgmt Analysis	0.00	(27,616)	(5,000)	(22,616)
Financial Management	0.00	29,375	-	29,375
Payroll	0.00	(16,028)	8,140	(24,168)
Procurement/ Incl. in Contracting	1.00	109,624	-	109,624
ERP Management	0.00	(19,136)	-	(19,136)
Aspen / Hyperion ERP	0.00	(8,769)	-	(8,769)
Human Resources				
Administration	0.75	104,251	-	104,251
Benefits Administration	0.00	52,924	7,780	45,144
Labor Relations	0.25	64,595	-	64,595
Classification/Compensation	0.00	15,864	-	15,864
Recruitment/Selection	0.00	3,647	-	3,647
Diversity, Learning & Org. Development	0.00	4,780	-	4,780
Worker's Comp/Safety Mgmt.	0.00	(42,105)	-	(42,105)
Summit ERP	0.00	14,107	-	14,107
Personnel Review Board	0.00	52	-	52
Inc./(Dec.) from 2015 Budget	3.00	902,952	396,642	506,310
% Inc./(Dec.) from 2015 Budget		6.9%	39.1%	4.2%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

COUNTY MANAGER

Program / Service	Mand./ Discr.	2017 Approved				
		FTEs	Budget	Financing	Levy	
County Manager						
County Administration	M/D	2.00	521,494	79,529	441,965	
Chief Clerk to the County Board	M/D	2.00	286,058	-	286,058	
Administrative	D	3.30	325,259	16,016	309,243	
Legislative Unit	D	2.00	390,212	78,884	311,328	
Policy Analysis & Planning	D	6.00	964,145	39,928	924,217	
Public Information	D	2.00	296,347	-	296,347	
Emergency Mgmt.	M/D	4.00	548,868	200,000	348,868	
Domestic Preparedness Grants	D	1.00	245,762	245,762	-	
Finance						
Investment Function	M	1.00	151,830	14,000	137,830	
Accounting & Fin'l Reporting	M/D	10.00	1,181,055	229,860	951,195	
Budgeting & Fin'l Mgmt Analysis	M/D	5.00	619,728	93,000	526,728	
Financial Management	D	3.00	523,537	-	523,537	
Payroll	M/D	4.00	426,480	7,800	418,680	
Procurement/ Incl. in Contracting	D/M	6.00	720,649	-	720,649	
ERP Management	D	2.00	270,800	-	270,800	
Aspen / Hyperion ERP	D	5.00	650,822	-	650,822	
Human Resources						
Administration	M/D	3.05	516,170	-	516,170	
Benefits Administration	M/D	7.50	1,230,174	288,440	941,734	
Labor Relations	M/D	3.05	431,114	-	431,114	
Classification/Compensation	M/D	8.70	948,626	-	948,626	
Recruitment/Selection	M/D	7.90	880,057	-	880,057	
Diversity, Learning & Org. Develop	D	6.40	894,699	-	894,699	
Worker's Comp/Safety Mgmt.	M/D	4.70	587,694	-	587,694	
Summit ERP	D	4.00	548,564	-	548,564	
Personnel Review Board	M	0.00	5,351	-	5,351	
			103.60	14,165,495	1,293,219	12,872,276

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	1.1%	1.00	157,181	14,000	143,181
Total Mandated/Discretionary	M/D	56.5%	61.90	8,177,518	898,629	7,278,889
Total Discretionary/Mandated	D/M	5.6%	6.00	720,649	-	720,649
Total Discretionary	D	36.7%	34.70	5,110,147	380,590	4,729,557
			103.60	14,165,495	1,293,219	12,872,276

2016 Approved Budget	103.60	13,907,409	1,410,782	12,496,627
Inc./(Dec.) from 2016 Approved Budget	0.00	258,086	(117,563)	375,649
% Inc./(Dec.) from 2016 Approved Budget		1.9%	(8.3)%	3.0%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2017 APPROVED)
CHANGE FROM 2016 APPROVED BUDGET**

COUNTY MANAGER

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
County Manager				
County Administration	0.00	(18,350)	(198,165)	179,815
Chief Clerk to the County Board	0.00	(10,323)	-	(10,323)
Administrative	0.00	(8,822)	(1,000)	(7,822)
Legislative Unit	0.00	(16,816)	-	(16,816)
Policy Analysis & Planning	0.00	(44,202)	1,000	(45,202)
Public Information	0.00	(3,847)	-	(3,847)
Emergency Mgmt.	0.00	4,064	-	4,064
Domestic Preparedness Grants	0.00	6,228	6,228	-
Finance				
Investment Function	0.00	3,179	-	3,179
Accounting & Fin'l Reporting	0.00	9,770	74,714	(64,944)
Budgeting & Fin'l Mgmt Analysis	0.00	20,699	1,000	19,699
Financial Management	0.00	17,323	-	17,323
Payroll	0.00	11,881	(1,340)	13,221
Procurement/ Incl. in Contracting	0.00	23,871	-	23,871
ERP Management	0.00	8,984	-	8,984
Aspen / Hyperion ERP	0.00	26,970	-	26,970
Human Resources				
Administration	0.00	14,833	-	14,833
Benefits Administration	0.00	42,911	-	42,911
Labor Relations	0.00	15,423	-	15,423
Classification/Compensation	0.00	45,156	-	45,156
Recruitment/Selection	0.00	32,607	-	32,607
Diversity, Learning & Org. Development	0.00	23,141	-	23,141
Worker's Comp/Safety Mgmt.	0.00	23,237	-	23,237
Summit ERP	0.00	30,116	-	30,116
Personnel Review Board	0.00	53	-	53
Inc./(Dec.) from 2016 Approved Budget	0.00	258,086	(117,563)	375,649
% Inc./(Dec.) from 2016 Approved Budget		1.9%	(8.3)%	3.0%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY MANAGER

GOAL

1. **Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Coordinate the work of high-priority collaborative partnerships that empower youth and families to learn, grow and succeed within the community.
- B. Prepare the county and its residents for emergencies through planning, training, assessment and community engagement.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

The County’s Priority Action items include increased planning and coordination for the Youth Services Continuum and the Criminal Justice Coordinating Committee (CJCC). In 2014, planning staff for these programs was increased to address these action items. One area of interest for the CJCC is reducing outstanding warrants. These have been reduced since 2012 and further reduction is expected. Emergency Management and Homeland Security focus on planning for emergency preparedness for the county operations and for residents and businesses. Formal reports and plans that prepare for and assess the department’s activities are a core part of the work. The county is and will continue to be in compliance with planning requirements. In addition to working directly with municipalities, the department has been holding community information meetings and plans to continue them.

PERFORMANCE MEASURES– DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Total number of community-based services available to youth and families as part of the Ramsey County Youth Services Continuum	*	*	*	New Measure	New Measure
A2	% of community based services for youth and families available through Youth Service Continuum department sharing agreements	*	*	*	New Measure	New Measure
A3	Total number of Active/Outstanding Warrants as measured by the Criminal Justice Coordinating Council (12/31)	10,734	8,683	9,581	8,250	8,200
A4	Total number of criminal justice data systems operating under a Criminal Justice Coordinating Council sharing/integration agreement	*	*	*	New Measure	New Measure

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY MANAGER

#	Performance Measures	2012	2013	2014	2015	2016-17
		Actual	Actual	Actual	Estimate	Estimate
B1	EMAP Standard elements 4.1, 4.2, & 4.3	n/a	n/a	100% all	100%	100% all
B2	Review and update of County Emergency Operations Plan (EOP)	100%	100%	100%	100%	100%
	Threat and Hazard Identification & Risk Assessment (THIRA)	*	100%	100%	100%	100%
B3	Assessment of emergency response capability by jurisdiction	*	*	100%	100%	100%
B4	Assessment of emergency warning capacity	*	*	100%	100%	100%
B5	Number of information sharing meetings and whole community involvement through public outreach	3	2	3	3	3

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

B1: EMAP is the beginning of an ambitious assessment of the entire Emergency Management program in Ramsey County. Each year, the Department will work to document that our program meets the national standards newly established for Emergency Management Programs – culminating in formal Accreditation by the Emergency Management Accreditation Program (an American National Standards Institute entity). For 2015, we will document compliance or develop a path toward compliance of an additional subsection of the National Standard until we meet or exceed all sections. At that time, we will apply for formal audit and accreditation of the program. As accreditation is valid for five years, the Department will thereafter ensure that formal documentation of our capabilities and processes continues for reaccreditation.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY MANAGER

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Create and expand strategically focused professional development internship opportunities within the County to attract a diverse group of talented, aspiring leaders.
- B. Act as an employment leader by ensuring that staff reflect the diverse labor force available in the County.
- C. Improve small business access to County purchasing activities so that it is easier for departments to identify and contract with small businesses who provide quality services.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

In 2014 an internship program was launched in response to the County Priority Action Items. The interns will spend two years working for County departments in order to experience a variety of County activities and develop a range of job skills. Progress in the program will be monitored to ensure that the program is successful for the interns and the departments. Overall, racial balance of County staff is similar to the distribution of County residents. The County continues to have a higher share of female employees than in the labor force. Racial and gender balance is examined in more detail in the annual report *Ramsey County Workforce Statistics* which examines patterns within departments by age, gender and race. The number of CERT-Small Business Enterprise vendors and the spending on purchases from these vendors are included to reflect the County's commitment to using these vendors. These purchases are highly sensitive to variations in spending on capital projects.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Size of the Ramsey County Undergraduate Progressive Internship Program cohort	*	*	Program developed	2	8
A2	% of students in the Ramsey County Undergraduate Progressive Internship Program cohort that successfully complete the two year progression	*	*	*	Program launched	New Measure
A3	Number of students that complete the Ramsey County Undergraduate Progressive Internship Program and are offered full-time employment by the County within 12 months of program completion	*	*	*	Program launched	New Measure

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY MANAGER

#	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016-17 Estimate
	Racial Balance: The difference between the percent of Ramsey County's workforce (employees) who are people of color and the percent of the labor market (residents who are working or looking for work) in Ramsey County who are people of color. A negative number indicates that a lower percent of employees are people of color compared with the County's labor market.	-2%	0%	1%	1%	1%
B1	Ramsey County full-time and part-time employees: # of employees % people of color % white	3,639 23% 77%	3,603 25% 75%	3,677 26% 74%	3,677 26% 74%	3,677 26% 74%
	Ramsey County labor force (County residents who are working or looking for work) # in population (16 and older) % people of color % white	277,260 25% 75%	277,260 25% 75%	277,260 25% 75%	277,260 25% 75%	277,260 25% 75%
B2	Gender Balance: The difference between the percent of Ramsey County's workforce (employees) who are women and the percent of the labor market (residents who are working or looking for work) in Ramsey County who are women. A negative number indicates that a lower percent of employees are women compared with the labor market.	12%	12%	11%	11%	11%
	Ramsey County full-time employees and part-time by gender % female % male	60% 40%	61% 49%	60% 40%	60% 40%	60% 40%
	Ramsey County labor market (residents who are working or looking for work) by gender % female % male	49% 51%	49% 51%	49% 51%	49% 51%	49% 51%
C1	# of CERT SBE Vendors (county-wide)	116	138	125	130	130
C2	CERT SBE Spending (county-wide)	\$6.9 million	\$6.2 million	\$9.8 million	\$10 million	\$10 million

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

B2. This is a revised measure to compare County employees with the labor force living in Ramsey County. (The labor force includes residents who are working or looking for work.) Ramsey County's employee count includes full- and part-time employees. Previously, only full-time employees were included. This change provides a more complete image of County employees. The information for Ramsey County employees is

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES**COUNTY MANAGER**

from the *Ramsey County Workforce Statistics* annual reports. For 2012, the labor force information is from the 2006-2010 ACS, tables *B23001: Sex by Age by Employment Status for the Population 16 Years and Older* and *C23002H: Sex by Age by Employment Status for the Population 16 Years and Older*. For 2013, the Equal Employment Opportunity Tabulations became available as a standard for examining employment patterns. Ramsey County's *Table EEO 2R Detailed Census Occupation by Sex, and Race/Ethnicity for Residence Geography, Total Population, Civilian labor force 16 years and over* is used for years 2013, 2014, 2015 and 2016-17.

C1 and C2: These are preliminary counts and may be revised.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY MANAGER

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Advance an organization-wide plan that is focused on growing opportunity for residents and businesses within Ramsey County and connecting residents and businesses to region-wide growth opportunities.
- B. Conduct a comprehensive review of human resources hiring, promotion and retention practices and policies; implement recommendations to position Ramsey County as an employer of choice within the region into the future.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

The County Priority Action Items are a set of changes that are intended to improve the County's effectiveness at improving opportunities for County residents and businesses. They are reviewed annually and reported to the County Board. Since these are important initiatives, they will be included in the performance measures for their lead departments or Service Team. The human resources project is under the County Manager department and measures will be created as the project moves forward.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Ramsey County's Priority Action Items Plan is updated and presented to the County Board during a public Board meeting	Did not exist	Did not exist	Yes	Yes	Yes
A2	% of Priority Action Items linked to corresponding performance measures that are included in Ramsey County's budget and performance measurement documents	Did not exist	Did not exist	9% (1/11)	58% (7/12)	100% (12/12)
B1	Specific performance measures will be developed as part of the human resources study	*	*	*	*	New Measure

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY MANAGER

GOAL

- 4. Model forward-thinking investment, fiscal accountability and transparency**
through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Realign the organizational structure within Ramsey County so that the organization is effectively positioned to innovate, collaborate and implement priority initiatives that will result in better outcomes for residents.
- B. Operate the County with policies and procedures that are fiscally sound and provide a strong foundation for future County operations.
- C. Oversee the implementation of and enhancements to the County's Performance Measurement System that is a part of the biennial budget process.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

A realignment of County departments into Service Teams occurred in 2015. The Service Teams are required to develop annual work plans and the 2015 plans that present 2016 activities will be completed in December 2015. The County's financial performance measures continue to show effective management. The Moody's and Standard & Poor's credit ratings are at the highest level. The debt profile measures are in the low range; the County's debt impact on residents and businesses is low compared to benchmarks. Information on the audit of the County Annual Financial Report (CAFR) and the General Fund Balance are not available at this time but the department expects to receive an unmodified audit and to achieve a General Fund Balance consistent with County policy. Recent performance for the long term investment fund was below the benchmark but the department expects to exceed the benchmark in the upcoming years. Employee training includes a variety of skills to meet departments' needs. Survey results were lower in 2014 and the department is examining trainee comments and survey methodology for further information. Employee turnover is a measure of people who leave employment during a year, including retirees. Turnover rates have been increasing. This reflects increased retirements and improvements in the economy. The DART rate is a measure of employee safety and the County's rate is trending downward to more closely align with all other local units of government in the State of Minnesota. More detailed information and goals for departments are being developed in order to further improve employee safety. The County Manager expects the County Board goals to play a major role in departments' planning and activities. Two new measures are now used to monitor how the goals are addressed within the performance measurement system. All departments are now expected to address all goals.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016-17 Estimate
A1	Each Service Team will prepare an annual workplan including specific efforts to enhance programs and processes. The plans will presented to the County Board during a public meeting	n/a	n/a	n/a	Yes	Yes

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY MANAGER

#	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016-17 Estimate
B1	Credit rating on debt obligations - Moody's - Standard & Poor's	Aaa AAA	Aaa AAA	Aaa AAA	Aaa AAA	Aaa AAA
B2	County's Debt Profile: - Debt per capita - Debt to Market Value - Debt Service as a % of budget	\$350 .46% 4.44%	\$363 .47% 4.32%	\$382 .51% 4.41%	\$330 .43% 4.14%	\$426 .43% 4.06%
B3	Unmodified (clean) audit opinion for the Comprehensive Annual Financial Report	Received	Received	Receive	Receive	Receive
B4	Minimum # of months of subsequent year's budget in unassigned General Fund Balance	Achieved	Achieved	Achieve	Achieve	Achieve
B5	Long term investment performance compared to benchmark	Exceed .60%	Below .47%	Below .13%	Exceed	Exceed
B6	% of employees surveyed who stated that the training they received would positively impact their: - Current job - Future job	92% 91%	91% 96%	84% 81%	85% 85%	85% 85%
B7	% of annual employee turnover	7.7%	9.34%	10.46%	8%	8%
B8	Days Away, Restricted or needing Transfer to other job duties (DART) rate - Ramsey County - Ramsey County (<i>less long term care fac.</i>) - All other local units of MN government	2.59 2.16 2.4	3.11 2.77 2.6	2.59 2.19 n/a	2.46	2.34
C1	Average number of Board goals cited per department in performance measurement documents	*	*	2/7 (29%)	4/4 (100%)	4/4 (100%)
C2	% of departments with at least one strategy linked to each Board goal	0%	0%	0%	100%	100%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

- B2: In 2014, the Long-Term Portfolio underperformed the benchmark by .13%. This portfolio does not include the Other Post-Employment Benefits (OPEB) Trust Fund. In 2014, the OPEB Trust Fund earned 10.29%.
- B6: The department has expressed concern about the reliability of this measure because the response rates, the percent of the trainees who complete the evaluation form, appears to be decreasing. The department is exploring methods to improve the response rate so that it can ensure that it is receiving feedback on the training programs so that they can be designed to better address the departments' needs.

Department Summary



RAMSEY
COUNTY

Lee Mehrkens

270 Court House

(651) 266-8040

VISION

A vibrant community where all are valued and thrive.

UNALLOCATED GENERAL EXPENSE / REVENUE

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

To provide the appropriation needed to pay those costs that are not allocated to a specific activity or department.
To process and account for payments of unallocated general expenses.

Budget provides funding for membership in the Association of Minnesota Counties (AMC), National Association of Counties (NACo), Ramsey County League of Local Governments (RCLLG), Greater MSP – Minneapolis Saint Paul Economic Development, and Ramsey County Historical Society.

Department Summary



BUDGET SUMMARY

Unallocated General Expense / Revenue

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	1,094,664	1,396,277	2,430,590	1,663,697
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	1,385,523	1,050,732	586,500	589,900
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	868,000	-
County Tax Levy	(290,859)	345,545	976,090	1,073,797
Inc/(Dec) from Previous Year			630,545	97,707
% Inc/(Dec) from Previous Year			182.5%	10.0%
Inc/(Dec) for 2 Years				728,252
% Inc/(Dec) for 2 Years				210.8%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Unallocated General Expense / Revenue

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	419,049	420,000	420,000	420,000
Local / Other	-	-	-	-
Total Intergovernmental Revenue	419,049	420,000	420,000	420,000
Use of Money, Property & Sales	160,000	163,200	166,500	169,900
Other Revenue & Taxes	806,474	467,532	-	-
Property Tax Levy	(290,859)	345,545	976,090	1,073,797
Use of Fund Balance	-	-	868,000	-
Total Revenue / Estimated Revenue	<u>1,094,664</u>	<u>1,396,277</u>	<u>2,430,590</u>	<u>1,663,697</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	250,020	287,224	250,020	250,020
Professional Services	190,312	545,931	2,180,570	1,413,677
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	95,590	-	-
Contingent	-	-	-	-
Intergovernmental Payments	654,332	467,532	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>1,094,664</u>	<u>1,396,277</u>	<u>2,430,590</u>	<u>1,663,697</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Unallocated General Expense / Revenue

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Unallocated General Expense / Revenue	1,094,664	1,396,277	2,430,590	1,663,697
Total Operating Budget	1,094,664	1,396,277	2,430,590	1,663,697
Inc/(Dec) from Previous Year			1,034,313	(766,893)
% Inc/(Dec) from Previous Year			74.1%	(31.6)%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Unallocated General Expense / Revenue

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Unallocated General Expense / Revenue	1,385,523	1,050,732	586,500	589,900
Total Operating Budget	1,385,523	1,050,732	586,500	589,900
Inc/(Dec) from Previous Year			(464,232)	3,400
% Inc/(Dec) from Previous Year			(44.2)%	0.6%

Department Summary



UNALLOCATED GENERAL EXPENSE / REVENUE

PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Medicare B Coverage	D	0.00	250,020	-	250,020
Fire & Ext. Coverage-Ins.	D	0.00	470	-	470
Countywide Memberships	D	0.00	192,100	-	192,100
Post Employ. Benefits-Liability	D/M	0.00	-	-	-
State of MN	D	0.00	-	-	-
PERA Rate Increase Aid	M	0.00	-	420,000	(420,000)
Rental Revenue	D	0.00	-	166,500	(166,500)
Other Professional Services	D	0.00	1,988,000	868,000	1,120,000
		0.00	2,430,590	1,454,500	976,090

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	(43.03)%	0.00	-	420,000	(420,000)
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.00%	0.00	-	-	-
Total Discretionary	D	143.03%	0.00	2,430,590	1,034,500	1,396,090
			0.00	2,430,590	1,454,500	976,090

2015 Budget	0.00	1,396,277	1,050,732	345,545
Inc./(Dec.) from 2015 Budget	0.00	1,034,313	403,768	630,545
% Inc./(Dec.) from 2015 Budget		74.1%	38.4%	182.5%

CHANGE FROM 2015 BUDGET

Program / Service		Change from 2015 Budget			
		FTEs	Budget	Financing	Levy
Medicare B Coverage	D	0.00	(37,204)	-	(37,204)
Fire & Ext. Coverage-Ins.	D	0.00	70	-	70
Countywide Memberships	D	0.00	(19)	-	(19)
Post Employ. Benefits-Liability	D/M	0.00	(449,002)	-	(449,002)
State of MN	D	0.00	(467,532)	(467,532)	-
PERA Rate Increase Aid	M	0.00	-	-	-
Rental Revenue	D	0.00	-	3,300	(3,300)
Other Professional Services	D	0.00	1,988,000	868,000	1,120,000
Inc./(Dec.) from 2015 Budget		0.00	1,034,313	403,768	630,545

% Inc./(Dec.) from 2015 Budget		74.1%	38.4%	182.5%
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Key: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary; Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



UNALLOCATED GENERAL EXPENSE / REVENUE

PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Medicare B Coverage	D	0.00	250,020	-	250,020
Fire & Ext. Coverage-Ins.	D	0.00	470	-	470
Countywide Memberships	D	0.00	193,207	-	193,207
Post Employ. Benefits-Liability	D/M	0.00	-	-	-
State of MN	D	0.00	-	-	-
PERA Rate Increase Aid	M	0.00	-	420,000	(420,000)
Rental Revenue	D	0.00	-	169,900	(169,900)
Other Professional Services	D	0.00	1,220,000	-	1,220,000
		0.00	1,663,697	589,900	1,073,797

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	(39.11)%	0.00	-	420,000	(420,000)
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.00%	0.00	-	-	-
Total Discretionary	D	139.11%	0.00	1,663,697	169,900	1,493,797
			0.00	1,663,697	589,900	1,073,797

2016 Approved Budget	0.00	2,430,590	1,454,500	976,090
Inc./(Dec.) from 2016 Approved Budget	0.00	(766,893)	(864,600)	97,707
% Inc./(Dec.) from 2016 Approved Budget		(31.6)%	(59.4)%	10.0%

CHANGE FROM 2016 APPROVED BUDGET

Program / Service		Change from 2016 Approved Budget			
		FTEs	Budget	Financing	Levy
Medicare B Coverage	D	0.00	-	-	-
Fire & Ext. Coverage-Ins.	D	0.00	-	-	-
Countywide Memberships	D	0.00	1,107	-	1,107
Post Employ. Benefits-Liability	D/M	0.00	-	-	-
State of MN	D	0.00	-	-	-
PERA Rate Increase Aid	M	0.00	-	-	-
Rental Revenue	D	0.00	-	3,400	(3,400)
Other Professional Services	D	0.00	(768,000)	(868,000)	100,000
Inc./(Dec.) from 2016 Approved Budget		0.00	(766,893)	(864,600)	97,707
% Inc./(Dec.) from 2016 Approved Budget			(31.6)%	(59.4)%	10.0%

Key: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary; Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



RAMSEY
COUNTY

Lee Mehrkens

270 Court House, 15 W. Kellogg Blvd.

(651) 266-8040

VISION

A vibrant community where all are valued and thrive.

CONTINGENT ACCOUNT

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

To provide an appropriation pursuant to Minnesota Statutes 383A.45, subd. 1, which allows the County Board to designate a Contingent Fund, from which the County Board may appropriate money for the purposes it considers in the best interest of the County.

PROGRAMS / SERVICES

In an effort to keep the budget at the lowest practical limit, some “if this should happen items” were reduced or removed. By doing so, the Contingent Account becomes important and necessary to the funding of the County budget.

PROCEDURE

Procedure to appropriate funds from the Contingent Account:

- Department requesting funds shall submit a request in writing and include a complete explanation of the need for the appropriation.
- The County Manager (Finance Department) shall review such requests and indicate a recommendation.
- Requests approved by the County Manager shall be forwarded (1) to the Finance, Personnel & Management Committee of the County Board for its recommendation to the County Board, or (2) directly to the County Board, depending upon the policy implications of the request.
- Requests disapproved by the County Manager shall be discussed with the requesting department, after which the request may be withdrawn or forwarded with comments of the County Manager to the Finance, Personnel & Management Committee for its consideration, or forwarded directly to the County Board.

Department Summary



BUDGET SUMMARY

Contingent Account

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	-	2,000,000	2,000,000	2,000,000
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	-	-	-	-
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	-	2,000,000	2,000,000	2,000,000
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Inc/(Dec) for 2 Years				-
% Inc/(Dec) for 2 Years				-

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Contingent Account

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	-	2,000,000	2,000,000	2,000,000
Total Revenue / Estimated Revenue	-	2,000,000	2,000,000	2,000,000

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	-	-	-	-
Professional Services	-	-	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	2,000,000	2,000,000	2,000,000
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	-	2,000,000	2,000,000	2,000,000

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Contingent Account

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Contingent Account	-	2,000,000	2,000,000	2,000,000
Total Operating Budget	-	2,000,000	2,000,000	2,000,000
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

CONTINGENT ACCOUNT

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Contingent Appropriations	D	0.00	2,000,000	-	2,000,000
		0.00	2,000,000	-	2,000,000

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.0%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.0%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.0%	0.00	-	-	-
Total Discretionary	D	100.0%	0.00	2,000,000	-	2,000,000
			0.00	2,000,000	-	2,000,000
2015 Budget			0.00	2,000,000	-	2,000,000
Inc./(Dec.) from 2015 Budget			0.00	-	-	-
% Inc./(Dec.) from 2015 Budget				0.0%		0.0%

CHANGE FROM 2015 BUDGET

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Contingent Appropriations	0.00	-	-	-
Inc./(Dec.) from 2015 Budget	0.00	-	-	-
% Inc./(Dec.) from 2015 Budget		0.0%		0.0%

Key: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary; Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



PROGRAM/SERVICE ALLOCATION (2017 APPROVED)

CONTINGENT ACCOUNT

Program/Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Contingent Appropriations	D	0.00	2,000,000	-	2,000,000
		0.00	2,000,000	-	2,000,000

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.0%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.0%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.0%	0.00	-	-	-
Total Discretionary	D	100.0%	0.00	2,000,000	-	2,000,000
			0.00	2,000,000	-	2,000,000
2016 Approved Budget			0.00	2,000,000	-	2,000,000
Inc./(Dec.) from 2016 Approved Budget			0.00	-	-	-
% Inc./(Dec.) from 2016 Approved Budget				0.0%		0.0%

CHANGE FROM 2016 APPROVED BUDGET

Program/Service	Mand./ Discr.	Change from 2016 Approved Budget			
		FTEs	Budget	Financing	Levy
Contingent Appropriations	D	0.00	-	-	-
Inc./(Dec.) from 2016 Approved Budget		0.00	-	-	-
% Inc./(Dec.) from 2016 Approved Budget			0.0%		0.0%

Key: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary; Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



RAMSEY
COUNTY

Lee Mehrkens, Finance Director

270 Court House

(651) 266-8040

CAPITAL IMPROVEMENT & EQUIPMENT REPLACEMENT LEVY

VISION

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

To provide funding for the equipment replacement program and for capital improvement maintenance projects funded through the tax levy. The capital improvement projects have estimated useful lives shorter than the length of capital improvement projects funded through bond proceeds, which makes levy funding a more appropriate funding source.

PROGRAMS / SERVICES

Mobile Equipment Replacement Program

The County Board first approved the use of this tax levy for a scheduled capital equipment replacement program for mobile/motorized equipment in the departments of Community Corrections, Parks & Recreation, Public Works and the Sheriff in the 1995 budget. An allocation method was developed and approved by County Board resolution 95-075, which takes into consideration 1) assets which would be scheduled for replacement in the current year, 2) assets in backlog (assets whose estimated useful lives have been exceeded), and 3) other sources of funding available, including sales of equipment being replaced. Each department annually updates a ten-year equipment replacement schedule based on the estimated useful lives of the assets identified. The schedules include the original (historical) cost of each piece of equipment, estimated residual value (the amount estimated to be received for trade-in or sale of the asset), the net cost requested for each asset and the useful life and year it is scheduled for replacement. The allocation of Capital Improvement & Equipment Replacement Levy is detailed in the Proposed Capital Improvement Program Budget 2016-2017 Plan 2016-2021 document.

The allocation method approved by the County Board in 1995 allows each department to prioritize equipment needs internally and use equipment replacement funds to purchase equipment from either the backlog, or from the current year's scheduled replacement needs. The approved amounts of \$2,500,000 for 2016 and \$2,500,000 for 2017 are less than the amounts requested but will reduce the existing backlog.

Building Improvements/Repairs

The Building Improvements/Repairs funding is for buildings and grounds which are not currently recorded in separate Internal Services Funds. The funding for Building Improvements/Repairs is based on predictable life cycle and replacement schedules of capital assets. This funding will enable Ramsey County on maintaining high-quality services and maximizing return on the public investment in the County's capital assets. The approved amounts are \$1,100,000 for 2016 and \$1,100,000 for 2017 are less than the requested amounts.

Department Summary



BUDGET SUMMARY

Capital Improvement & Equipment Replacement Levy

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure/Appropriation - Operating Budget	2,415,614	2,350,000	3,600,000	3,600,000
Revenue/Est. Revenue - Operating Budget	520,020	-	-	-
County Tax Levy	1,895,594	2,350,000	3,600,000	3,600,000
Inc/(Dec) from Previous Year			1,250,000	-
% Inc/(Dec) from Previous Year			53.2%	-
Inc/(Dec) for 2 Years				1,250,000
% Inc/(Dec) for 2 Years				53.2%

Department Summary



REVENUES & EXPENDITURES BY DEPARTMENT

Capital Improvement & Equipment Replacement Levy

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenues				
Charges for Services / Fines	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local/Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	514,209	-	-	-
Other Revenue & Taxes	5,811	-	-	-
Property Tax Levy	1,895,594	2,350,000	3,600,000	3,600,000
Total Revenues	<u>2,415,614</u>	<u>2,350,000</u>	<u>3,600,000</u>	<u>3,600,000</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditures				
Personal Services	-	-	-	-
Professional Services	152,150	152,150	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	2,263,464	2,197,850	3,600,000	3,600,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditures	<u>2,415,614</u>	<u>2,350,000</u>	<u>3,600,000</u>	<u>3,600,000</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Capital Improvement & Equipment Replacement Levy

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Capital Improvement & Equipment Replacement	1,901,225	1,500,000	2,500,000	2,500,000
Building Improvement/Repairs	514,389	850,000	1,100,000	1,100,000
Total Operating Budget	2,415,614	2,350,000	3,600,000	3,600,000
Inc/(Dec) from Previous Year			1,250,000	-
% Inc/(Dec) from Previous Year			53.2%	-

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Capital Improvement & Equipment Replacement Levy

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Capital Improvement & Equipment Replacement	520,020	-	-	-
Total Operating Budget	520,020	-	-	-
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-

Department Summary

Lee Mehrkens, CFO

270 Court House



VISION

COUNTY DEBT SERVICE

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

To provide the appropriation to pay bond principal and interest when the bonds mature and when the interest is due.

OBJECTIVE

To account for payments of bond principal and interest.

OUTSTANDING BONDS

As of July 1, 2015, Ramsey County had the following outstanding bonds:

<u>Issue</u>	<u>Amount</u>	<u>Date of Final Maturity</u>
Capital Improvement Bonds		
Series 2006A	3,010,000	February 1, 2026
Series 2007A	11,865,000	February 1, 2027
Series 2007A Care Center	1,540,000	February 1, 2027
Series 2008A	3,420,000	February 1, 2028
Series 2009A (BAB)	3,775,000	February 1, 2029
Series 2010B (BAB)	5,165,000	February 1, 2022
Series 2010C (RZEDB)	7,770,000	February 1, 2030
Series 2011A	15,905,000	February 1, 2031
Series 2012A	16,515,000	February 1, 2032
Series 2013A	21,360,000	February 1, 2033
Refunding Series 2005B	4,065,000	February 1, 2020
Refunding Series 2005B Lake Owasso	1,420,000	February 1, 2020
Refunding Series 2010A	3,595,000	February 1, 2021
Refunding Series 2011B	24,375,000	February 1, 2022
Refunding Series 2011B Productive Golf	1,350,000	February 1, 2022
Refunding Series 2012B	10,720,000	February 1, 2023
Refunding Series 2012C State Aid Street	2,805,000	February 1, 2028
Series 2013B Taxable TCAAP	11,490,000	February 1, 2033
Series 2014B Taxable TCAAP	8,965,000	February 1, 2034
Refunding Series 2014D	<u>6,315,000</u>	February 1, 2024
Total	\$165,425,000	

Department Summary



RAMSEY COUNTY

Lee Mehrkens, CFO

270 Court House

(651) 266-8040

COUNTY DEBT SERVICE

LEGAL DEBT LIMIT

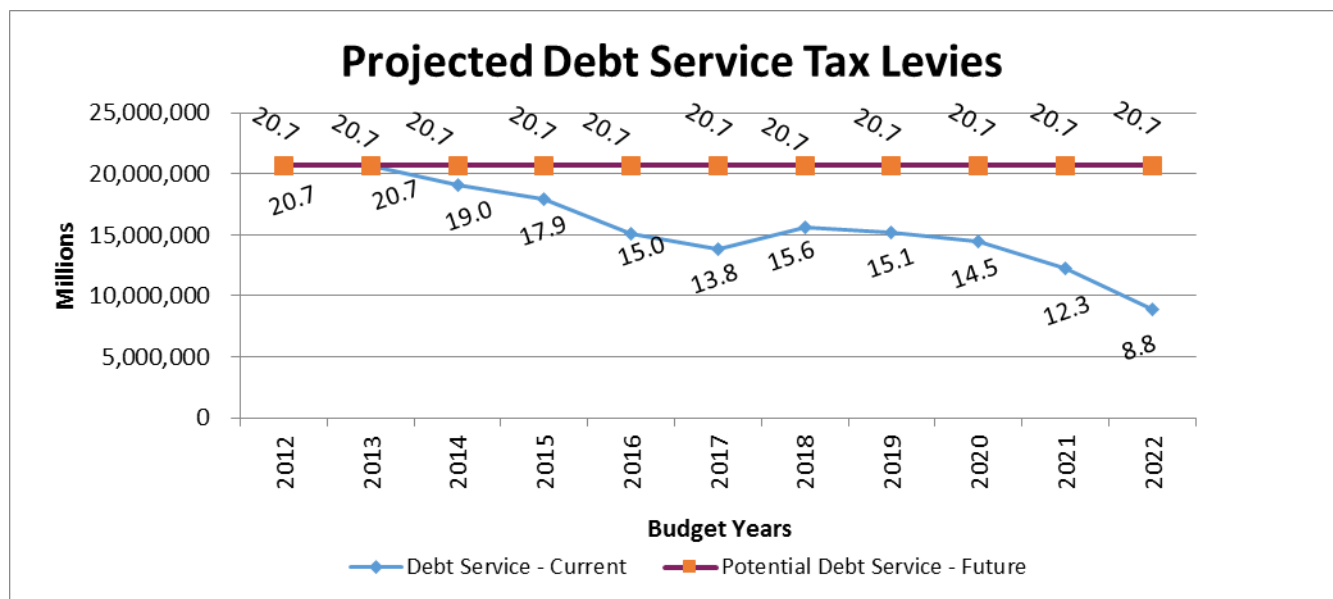
Ramsey County's legal debt limit under Minnesota Statutes is three percent of market value. As of January 2, 2015, the market value of taxable property in the County was \$39,918,416,500. This equates to a three percent legal debt limit of \$1,197,552,495. When subtracting the current and budgeted debt that is applicable to the limit, Ramsey County's available legal debt limit is \$996,617,495.

FUTURE DEBT SERVICE TAX LEVIES

The upper line shows the proposed 2016 and 2017 Debt Service tax levy and projects a steady tax levy at that same level through 2022.

Tax levies, net of planned appropriation of interest income on bond proceeds and fund balance, to pay principal and interest on current outstanding bonds as of July 1, 2015 are represented by the lower line in the following graph.

The gap between the two lines is the amount of debt service that would be available to finance other future potential bond issues. Budgeted debt issuance of \$20,500,000 in 2015, \$15,400,000 in 2016, \$7,600,000 in 2017 is not expected to change the steady levy amount.



Department Summary

Lee Mehrkens, CFO

270 Court House



COUNTY DEBT SERVICE

ADDITIONAL INFORMATION

Bond Ratings

With the most recent bond issue in June 2014, Ramsey County received the following bond ratings:

Moody's Investors Service	Aaa
Standard & Poor's Corporation	AAA

Debt Indicators

As part of a 2013 study of Ramsey County's debt position, the County has analyzed the following indicators of outstanding debt and annual debt service for current debt and budgeted bond issues.

Debt Service as Percent of Budget

In 1993, Standard & Poor's indicated a county's debt service as a percent of budgeted expenditures is in the low range at 0% - 5%, medium range at 5% - 15%, and in the high range when greater than 15%. Ramsey County's 2015 current debt service as a percent of budget is 3.98%, which is in the low range. Debt service projections for 2016 and 2017 are 3.92% and 3.90%, both remaining in the low range.

Debt Per Capita

Standard & Poor's benchmarks for overall debt per capita are: Under \$1,000 – Low, \$1,000 to \$2,500 – Moderate, and Over \$2,500 – High. Ramsey County's 2015 Debt Per Capita is \$377, well in the low range. Debt Per Capita projections for 2016 and 2017 are \$374 and 353, remaining firmly in the low range.

Department Summary



BUDGET SUMMARY

County Debt Service

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	30,259,642	25,768,362	28,202,241	29,059,410
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	9,974,870	2,568,362	3,174,753	3,182,103
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	1,250,000	2,500,000	4,327,488	5,177,307
County Tax Levy	19,034,772	20,700,000	20,700,000	20,700,000
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Inc/(Dec) for 2 Years				-
% Inc/(Dec) for 2 Years				-

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

County Debt Service

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	-	-	-	-
Intergovernmental Revenue				
Federal	71,507	66,106	59,690	52,990
State	246,158	242,451	238,758	260,058
Local / Other	-	-	-	-
Total Intergovernmental Revenue	317,665	308,557	298,448	313,048
Use of Money, Property & Sales	158,875	-	-	-
Other Revenue & Taxes	9,498,330	2,259,805	2,876,305	2,869,055
Property Tax Levy	19,034,772	20,700,000	20,700,000	20,700,000
General Debt Service Fund Balance	1,250,000	2,500,000	4,327,488	5,177,307
Total Revenue / Estimated Revenue	<u>30,259,642</u>	<u>25,768,362</u>	<u>28,202,241</u>	<u>29,059,410</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	-	-	-	-
Professional Services	64,444	-	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	30,195,198	25,768,362	28,202,241	29,059,410
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>30,259,642</u>	<u>25,768,362</u>	<u>28,202,241</u>	<u>29,059,410</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

County Debt Service

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
GCDS CIP Refunding Ser 2005B	2,111,750	2,149,250	1,015,500	1,008,750
GCDS CIP Refunding Ser 2010A	787,550	743,800	744,800	744,800
GCDS CIP Refunding Ser 2011B	5,134,500	7,534,500	3,985,250	3,912,750
CIP Refunding Series 2012B	1,855,450	744,050	1,980,050	1,951,250
CIP Refunding Series 2012C	246,158	242,452	238,758	260,058
CIP Refunding Series 2014D	8,141,195	-	843,000	841,500
Capital Imp Program 2004	234,250	965,450	-	-
Capital Imp Program 2005	306,800	-	-	-
Capital Imp Program 2006A	613,755	619,955	315,155	311,755
Capital Imp Program 2007A	1,773,088	1,769,338	1,763,088	1,449,338
Capital Imp Program 2008A	562,413	566,213	564,213	561,613
Capital Imp Program 2009A	615,275	618,093	603,380	597,800
Build America Bond 2010B	917,625	910,000	908,550	894,295
CIP Bond Series 2011A	1,552,119	1,549,744	1,547,294	1,544,394
Build America Bond 2010C	396,400	396,400	396,400	396,400
Capital Imp Program 2012A	1,575,800	1,555,600	1,539,800	1,533,200
Capital Imp Program 2013A	1,903,968	1,601,300	2,611,567	2,634,068
CIP 2013B TCAAP	868,313	883,000	887,813	881,813
Capital Imp Program 2014A	-	1,264,167	-	-
CIP 2014B TCAAP Capital Imp Program 2015A	663,233	699,000	639,676	645,495
Capital Imp Program 2015B	-	956,050	420,235	420,235
Taxable TCAAP Series 2015C	-	-	1,418,700	1,418,700
Capital Imp Program Resource Recovery 2015D	-	-	1,698,700	1,698,700
Capital Imp Program 2016A	-	-	2,205,000	2,205,000
Taxable TCAAP Series 2016B	-	-	1,001,900	1,153,635
Capital Imp Program 2017A	-	-	873,412	1,143,861
	-	-	-	850,000
Total Operating Budget	30,259,642	25,768,362	28,202,241	29,059,410
Inc/(Dec) from Previous Year			2,433,879	857,169
% Inc/(Dec) from Previous Year			9.4%	3.0%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

County Debt Service

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
GCDS CIP Refunding Ser 2005B	324,125	-	-	-
CIP Refunding Series 2012C	246,158	-	-	-
CIP Refunding Series 2014D	7,531,404	-	-	-
Lake Owasso Residence-CIP 2000	-	331,000	328,000	324,500
Productive Day Golf-CIP 2002	-	235,550	232,050	228,300
Capital Imp Program 2004	158,875	-	-	-
Capital Imp Program 2007A	111,255	111,255	111,255	111,255
Capital Imp Program 2009A	71,507	66,106	59,690	52,990
CIP 2013B TCAAP	868,313	883,000	-	-
CIP 2014B TCAAP	663,233	699,000	-	-
Capital Imp Program Resource Recovery 2015D	-	-	2,205,000	2,205,000
GO State Aid Street Bnds 2002C	-	242,451	238,758	260,058
Total Operating Budget	9,974,870	2,568,362	3,174,753	3,182,103
Inc/(Dec) from Previous Year			606,391	7,350
% Inc/(Dec) from Previous Year			23.6%	0.2%

Department Summary

Lee Mehrkens, CFO

270 Court House



MPFA PEDESTRIAN CONNECTION LOAN DEBT SERVICE

VISION

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

To provide the appropriations to pay principal and interest due to the Minnesota Public Facilities Authority (MPFA). In April, 2001, the MPFA approved a loan to Ramsey County in the amount of \$6,872,000 for construction of a pedestrian connection between the RiverCentre Complex and the existing skyway system beginning in the Landmark Tower in downtown St. Paul. The MPFA loan was supported by the issuance of Ramsey County General Obligation Notes Series 2000A.

Principal and interest on this loan is paid from revenues from the City of St. Paul in accordance with a facility lease between Ramsey County and the City of St. Paul.

FUTURE DEBT SERVICE PAYMENTS

The interest rate on this loan is 3.59% of the loan amount disbursed to Ramsey County by the MPFA. Following is the debt service schedule for the MPFA Loan for the Pedestrian Connection, as of December 31, 2015:

<u>Budget Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2016	230,000	160,545	390,545
2017	240,000	152,288	392,288
2018	250,000	143,672	393,672
2019	260,000	134,697	394,697
2020	265,000	125,363	390,363
2021-2030	<u>3,227,000</u>	<u>669,894</u>	<u>3,896,894</u>
Total	4,472,000	1,386,459	5,858,459

Department Summary



BUDGET SUMMARY

MPFA Pedestrian Connection Loan Debt Service

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	391,341	393,623	390,545	392,288
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	391,341	393,623	390,545	392,288
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	-	-	-	-
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Inc/(Dec) for 2 Years				-
% Inc/(Dec) for 2 Years				-

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

MPFA Pedestrian Connection Loan Debt Service

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	391,341	393,623	390,545	392,288
Total Intergovernmental Revenue	391,341	393,623	390,545	392,288
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Total Revenue / Estimated Revenue	391,341	393,623	390,545	392,288

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	-	-	-	-
Professional Services	-	-	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	391,341	393,623	390,545	392,288
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	391,341	393,623	390,545	392,288

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

MPFA Pedestrian Connection Loan Debt Service

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
MPFA Pedestrian Connection Loan Debt Service	391,341	393,623	390,545	392,288
Total Operating Budget	391,341	393,623	390,545	392,288
Inc/(Dec) from Previous Year			(3,078)	1,743
% Inc/(Dec) from Previous Year			(0.8)%	0.4%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

MPFA Pedestrian Connection Loan Debt Service

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
MPFA Pedestrian Connection Loan Debt Service	391,341	393,623	390,545	392,288
Total Operating Budget	391,341	393,623	390,545	392,288
Inc/(Dec) from Previous Year			(3,078)	1,743
% Inc/(Dec) from Previous Year			(0.8)%	0.4%

Department Summary

Lee Mehrkens, CFO

270 Court House



VISION

A vibrant community where all are valued and thrive.

LIBRARY DEBT SERVICE

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

To provide the appropriations to pay debt service to finance construction or renovation of Ramsey County Public Libraries. In 2004, the County issued \$10,500,000 in Library Bonds in to finance construction for Phase I of the Ramsey County Library Capital Improvement Project Budget, which included a new facility located within the North St. Paul Community Center, construction options for the Maplewood Library, and the purchase of land at the Roseville Library. In 2009, the County issued \$15,950,000 in Build America Bonds to finance the renovation and expansion of the Roseville Library. In 2014, the County issued \$5,680,000 in Library Bonds to refund all of the outstanding 2004 bonds and issued \$3,310,000 in Library bonds to finance renovation and expansion of the White Bear Lake Library. In 2015, The County plans to issue \$17,000,000 in Library Bonds to finance construction of the new Shoreview Library financed in part by the sale of the current Shoreview Library.

Library Debt Service tax levies are made on property in suburban Ramsey County, outside of the City of St. Paul.

PROGRAM/SERVICES

Process and account for payment of debt service.

OUTSTANDING BONDS

As of July 1, 2015, Ramsey County had the following outstanding Library bonds:

<u>Issue</u>	<u>Amount</u>	<u>Date of Final Maturity</u>
Series 2009B Library	11,390,000	February 1, 2029
Series 2014A Refunding Library	5,235,000	February 1, 2024
Series 2014C Library	<u>3,255,000</u>	February 1, 2034
Total	\$19,880,000	

Department Summary



BUDGET SUMMARY

County Library Debt Service

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	8,262,913	2,560,094	3,405,782	3,385,290
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	6,356,518	200,787	570,787	558,990
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	119,481	139,307	56,393	42,698
County Tax Levy	1,786,914	2,220,000	2,778,602	2,783,602
Inc/(Dec) from Previous Year			558,602	5,000
% Inc/(Dec) from Previous Year			25.2%	0.2%
Inc/(Dec) for 2 Years				563,602
% Inc/(Dec) for 2 Years				25.4%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

County Library Debt Service

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	-	-	-	-
Intergovernmental Revenue				
Federal	104,311	200,787	190,525	178,728
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	104,311	200,787	190,525	178,728
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	6,252,207	-	380,262	380,262
Property Tax Levy	1,786,914	2,220,000	2,778,602	2,783,602
Library Debt Service Fund Balance	119,481	139,307	56,393	42,698
Total Revenue / Estimated Revenue	<u>8,262,913</u>	<u>2,560,094</u>	<u>3,405,782</u>	<u>3,385,290</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	-	-	-	-
Professional Services	60,810	-	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	8,202,103	2,560,094	3,405,782	3,385,290
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>8,262,913</u>	<u>2,560,094</u>	<u>3,405,782</u>	<u>3,385,290</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

County Library Debt Service

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Library Bonds 2004	162,276	700,214	-	-
Library 2009B BAB's Issue	1,273,000	1,266,855	1,250,330	1,229,088
Library 2014A	91,234	237,500	221,988	223,238
Library 2015A	-	295,900	1,246,164	1,246,164
Library Portion 2004D	14,075	59,625	-	-
Library Refunding Series 2014A	6,722,328	-	687,300	686,800
Total Operating Budget	8,262,913	2,560,094	3,405,782	3,385,290
Inc/(Dec) from Previous Year			845,688	(20,492)
% Inc/(Dec) from Previous Year			33.0%	(0.6)%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

County Library Debt Service

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Library 2009B BAB's Issue	104,311	200,787	190,525	178,728
Library 2015A	-	-	380,262	380,262
Library Refunding Series 2014A	6,252,207	-	-	-
Total Operating Budget	6,356,518	200,787	570,787	558,990
Inc/(Dec) from Previous Year			370,000	(11,797)
% Inc/(Dec) from Previous Year			184.3%	(2.1)%

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INFORMATION & PUBLIC RECORDS

Department Summary

Johanna Berg, CIO

121 Seventh Place E., Suite 2300



INFORMATION SERVICES

VISION

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

Information Services (IS) is executing a multi-year plan to advance Ramsey County on an Information Technology (IT) maturity continuum. This transformational work began within IS and all key foundational components, including establishing a Project Management Office (PMO), an Application Portfolio, and a dedicated Service Desk have now been implemented. Foundational county-wide initiatives, including standardizing hardware replacement cycles and the consolidation of commodity IT services are underway. Each of these initiatives represents a transition to industry standard operations, reducing complexity and enabling Ramsey County to most effectively provide IT support in a more transparent environment.

The IS 2015 / 2016 Strategic Plan focuses on the following goals, with multiple initiatives under each:

- Leverage Enterprise Approaches and Exploit Sustainable Tools
- Improve IS Operational Processes
- Advance Compliance Functions
- Develop the Workforce of the Future

PROGRAMS / SERVICES

- Provide the County's information technology and telecommunications infrastructure and operational support.
- Provide desktop and Service Desk support for County staff.
- Provide application services, including developing and maintaining:
 - Enterprise-wide applications such as the Geographic Information System and Electronic Document Management System.
 - Department- specific applications to support County business processes.
- Lead the County's information security program and compliance function.
- Provide IT project management leadership and services.
- Provide procurement and contracting services for County technology acquisitions.

Department Summary

Johanna Berg, CIO

121 Seventh Place E., Suite 2300



GOALS & STRATEGIES

INFORMATION SERVICES

- **Strengthen individual, family and community health, safety and well-being.**
 - Provide community access to County information and services through the Internet.
 - Provide community access to County information and services through the City/County information line

- **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.**
 - Through GIS and Open Data, IS makes data available to the public in support of this goal. County partners, private consumers, non-profits, and local organizations can leverage GIS data to identify and analyze areas of concern by using a number of indicators of economic prosperity. Over time, this data may enable them to track their impacts and evaluate the effectiveness of their activities.

Ramsey County was the first metro county to approve free and open access to public GIS data through the elimination of fees and licensing agreements associated with the distribution of public GIS data for public and private customers. In February 2014, Ramsey County put the first data set on line. Currently, Ramsey County shares 41 data sets.

- Information Services is working with the County Manager's Office to provide more extensive open data offerings to better meet the needs of Ramsey County partners and customers. By centralizing key data, we enable different business areas to access the same data for analysis and decision making, decreasing conflicting evaluations and statistics. Available data sets include high demand data from Ramsey County business units (e.g. city, public park and tax parcel boundaries) and external data filtered for or summarized by Ramsey County (e.g. USDA soil survey data; census data).

- **Enhance access to opportunity and mobility for all residents and businesses.**
 - Information Services (IT) is a supporting partner that provides services to County departments to enable the organization to achieve this goal.

- **Model forward-thinking investment, fiscal accountability and transparency.**
 - Information Services continues to advance initiatives that will move Ramsey County IT to industry standard operations, reduce complexity and provide more effective IT support in a transparent environment. These initiatives include work begun in 2014 that will be completed in 2015 on IT Consolidation and the Hardware-Software Replacement Program.

 - The County is also maximizing limited project management resources by focusing on a smaller list of technology initiatives that are managed within standard project management principles and processes.

Department Summary



RAMSEY
COUNTY

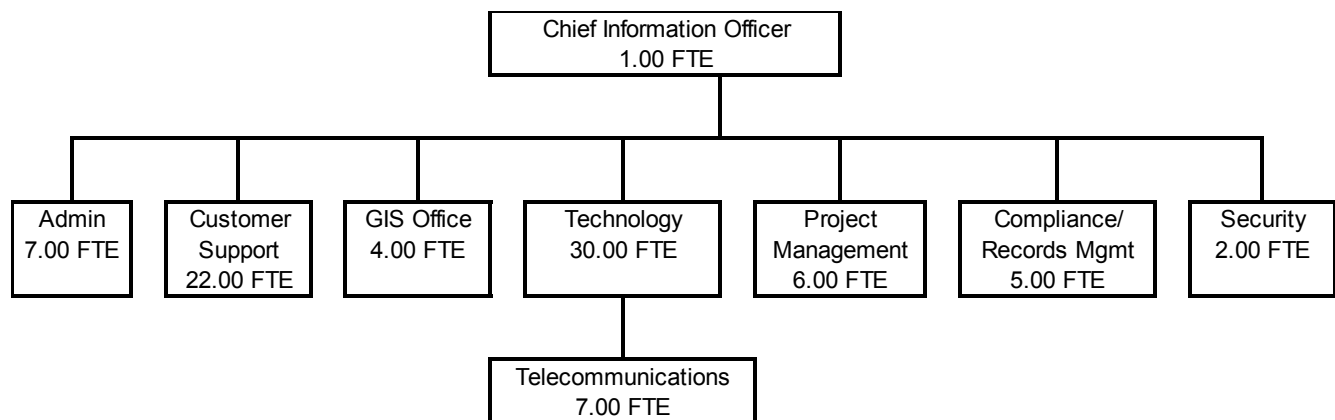
Johanna Berg, CIO

121 Seventh Place E., Suite 2300

651-266-3400

2015 ORGANIZATION CHART

Personnel – FTE
2014 Budget - 70.00
2015 Budget - 84.00
2016 Approved - 84.00
2017 Approved - 84.00



Department Summary



BUDGET SUMMARY

Information Services

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	13,833,725	19,935,303	22,016,851	22,494,534
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	14,500,732	19,722,009	21,816,851	22,294,534
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	(667,007)	213,294	200,000	200,000
County Tax Levy	-	-	-	-
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Inc/(Dec) for 2 Years				-
% Inc/(Dec) for 2 Years				-

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Information Services

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	14,480,874	19,701,923	21,797,265	22,274,948
Intergovernmental Revenue				
Federal	-	-	-	-
State	19,586	19,586	19,586	19,586
Local / Other	-	-	-	-
Total Intergovernmental Revenue	19,586	19,586	19,586	19,586
Use of Money, Property & Sales	-	500	-	-
Other Revenue & Taxes	272	-	-	-
Use of Fund Balance	(667,007)	213,294	200,000	200,000
Total Revenue / Estimated Revenue	<u>13,833,725</u>	<u>19,935,303</u>	<u>22,016,851</u>	<u>22,494,534</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	5,402,812	8,391,906	9,749,052	10,114,294
Professional Services	4,952,566	6,323,826	7,019,614	7,141,307
Client Services	-	-	-	-
Supplies	22,071	42,939	44,700	44,700
Capital Outlay	3,456,276	5,176,632	5,203,485	5,194,233
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>13,833,725</u>	<u>19,935,303</u>	<u>22,016,851</u>	<u>22,494,534</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Information Services

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Information Services	11,157,170	12,802,953	15,100,949	15,563,632
Enterprise Resource Planning	-	2,527,927	2,284,650	2,299,650
Computer Equipment and Software	1,129,719	2,850,000	2,850,000	2,850,000
Telecommunications	1,546,836	1,754,423	1,781,252	1,781,252
Total Operating Budget	13,833,725	19,935,303	22,016,851	22,494,534
Inc/(Dec) from Previous Year			2,081,548	477,683
% Inc/(Dec) from Previous Year			10.4%	2.2%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Information Services

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Information Services	12,716,936	17,967,586	20,035,599	20,513,282
Telecommunications	1,783,796	1,754,423	1,781,252	1,781,252
Total Operating Budget	14,500,732	19,722,009	21,816,851	22,294,534
Inc/(Dec) from Previous Year			2,094,842	477,683
% Inc/(Dec) from Previous Year			10.6%	2.2%

Department Summary



PERSONNEL SUMMARY BY DIVISION

INFORMATION SERVICES

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Information Services	63.00	77.00	77.00	77.00
Telecommunications	7.00	7.00	7.00	7.00
Total Operating Budget	70.00	84.00	84.00	84.00

Grants / Projects

None

Total Existing Permanent FTE	70.00	84.00	84.00	84.00
------------------------------	-------	-------	-------	-------

	2016 Approved	2017 Approved
New FTEs		
None		
Total New FTE	-	-
Total FTE	84.00	84.00
Inc/(Dec) From Previous Year	-	-
Inc/(Dec) for 2 Years	-	-

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

INFORMATION SERVICES

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
IT Services	D	77.00	13,900,949	13,900,949	-
User Department HW/SW Maint	D	0.00	1,200,000	1,200,000	-
ERP Programs	D	0.00	2,284,650	2,284,650	-
HW/SW Replacement	D	0.00	2,850,000	2,850,000	-
Telecommunications	D	7.00	1,781,252	1,781,252	-
		84.00	22,016,851	22,016,851	-

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.00%	-	-	-	-
Total Mandated/Discretionary	M/D	0.00%	-	-	-	-
Total Discretionary/Mandated	D/M	0.00%	-	-	-	-
Total Discretionary	D	0.00%	84.00	22,016,851	22,016,851	-
			84.00	22,016,851	22,016,851	-
2015 Budget			84.00	19,935,303	19,935,303	-
Inc/(Dec.) from 2015 Budget			-	2,081,548	2,081,548	-
% Inc/-Dec. from 2015 Budget				10.4%	10.4%	0.0%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2016 APPROVED)
CHANGE FROM 2015 BUDGET**

INFORMATION SERVICES

Program / Service	Change from 2015 Budget			Levy
	FTEs	Budget	Financing	
IT Services	-	2,147,996	2,147,996	-
User Department HW/SW Maint	-	150,000	150,000	-
ERP Programs	-	(243,277)	(243,277)	-
HW/SW Replacement	-	-	-	-
Telecommunications	-	26,829	26,829	-
Inc/(Dec.) from 2015 Budget	-	2,081,548	2,081,548	-
% Inc-/Dec. from 2015 Budget		10.4%	10.4%	0.0%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

INFORMATION SERVICES

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
IT Services	D	77.00	14,363,632	14,363,632	-
User Department HW/SW Maint	D	0.00	1,200,000	1,200,000	-
ERP Programs	D	0.00	2,299,650	2,299,650	-
HW/SW Replacement	D	0.00	2,850,000	2,850,000	-
Telecommunications	D	7.00	1,781,252	1,781,252	-
		84.00	22,494,534	22,494,534	-

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.00%	-	-	-	-
Total Mandated/Discretionary	M/D	0.00%	-	-	-	-
Total Discretionary/Mandated	D/M	0.00%	-	-	-	-
Total Discretionary	D	0.00%	84.00	22,494,534	22,494,534	-
			84.00	22,494,534	22,494,534	-
2016 Approved Budget			84.00	22,016,851	22,016,851	-
Inc/(Dec.) from 2016 Approved Budget			-	477,683	477,683	-
% Inc-/Dec. from 2016 Approved Budget				2.2%	2.2%	0.0%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2017 APPROVED)
CHANGE FROM 2016 APPROVED BUDGET**

INFORMATION SERVICES

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
IT Services	-	462,683	462,683	-
User Department HW/SW Maint	-	-	-	-
ERP Programs	-	15,000	15,000	-
HW/SW Replacement	-	-	-	-
Telecommunications	-	-	-	-
Inc/(Dec.) from 2016 Approved Budget	-	477,683	477,683	-
% Inc-/Dec. from 2016 Approved Budget		2.2%	2.2%	0.0%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

INFORMATION SERVICES

GOAL

1. **Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Provide community access to County information and services through the Internet.
- B. Provide community access to County information and services through the City/County information line.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Information Services supports the tools used to provide access to public information through the internet and the City/County Information line. While the number of calls to the City/County Information line has been trending down as more citizens access information via the Internet, estimates are higher as a result of a simplified process that will promote the City/County Information line as the County's primary general number. Higher 2014 reported web visits is the result of improvements in the ability to collect information on additional public website components. Actual usage of the main site trended slightly up as previously estimated. We also anticipate availability of a broader array of website metrics with the implementation of the new County internet site. In 2015, language line services will be added to the City/County Information line to further enhance access to County services.

PERFORMANCE MEASURES – DATA

Information Access

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Public Website Average Monthly Visits	178,542	176,794	221,206	229,000	235,000
A2	Public Website Average Monthly Unique Visitors	87,955	88,567	117,245	121,800	125,000
B1	Average daily calls to City/County Information line	328	260	241	245	250

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

- A1 Additional information is now collectible for additional website components and is reflected in 2014 totals: Parks, RRInfo, GoRamsey and Ramsey A-Z.
- B1 The City/County Information line is the published directory assistance line for Ramsey County and the City of St. Paul. The most common inquiries include Human Services, Court dates, taxes, employee telephone numbers and Birth/Death records.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

INFORMATION SERVICES

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Through GIS and Open Data, IS makes data available to the public in support of this goal. County partners, private consumers, non-profits, and local organizations can leverage GIS data to identify and analyze areas of concern by using a number of indicators of economic prosperity. Over time, this data may enable them to track their impacts and evaluate the effectiveness of their activities.

Ramsey County was the first metro county to approve free and open access to public GIS data through the elimination of fees and licensing agreements associated with the distribution of public GIS data for public and private customers. In February 2014, Ramsey County put the first data set on line. Currently, Ramsey County shares 41 data sets.

- B. Information Services is working with the County Manager's Office to provide more extensive open data offerings to better meet the needs of Ramsey County partners and customers. By centralizing key data, we enable different business areas to access the same data for analysis and decision making, decreasing conflicting evaluations and statistics. Available data sets include high demand data from Ramsey County business units (e.g. city, public park and tax parcel boundaries) and external data filtered for or summarized by Ramsey County (e.g. USDA soil survey data; census data).

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

At the end of 2014, 68 of 111 datasets identified by a county wide user survey of desired GIS data were available and maintained in the Enterprise GIS database. In 2014, new applications were deployed for Public Health and the general public (Ramsey County's Open GIS Data Portal). Significant growth is anticipated in 2015 with projects planned or in development for the Sheriff, Public Works, Corrections, and an application designed to collect address information from our local address authorities. Measure #3 is new for 2014 and provides additional information on departments' use of GIS data and processes.

PERFORMANCE MEASURES – DATA

GIS

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	% County GIS Business data maintained in Enterprise Geodatabase	55%	57%	61%	65%	68%
A2	Total number of GIS business applications in use	9	11	13	20	23
B1	# Departments using GIS data/processes	na	na	11	12	14

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

- B1 Expansion in 2016-17 will be influenced by the implementation timing of a new asset management system that will use GIS processes to model, create and maintain assets of the departments using the system.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

INFORMATION SERVICES

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Information Services (IT) is a supporting partner that provides services to County departments to enable the organization to achieve this goal.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Increases in 2014 Service Desk ticket volume were due to several factors: managing the Countywide migration to Office 365, implementing a dedicated service desk with improved ticket tracking and incorporating additional enterprise application help desks into the IS Service Desk. IT consolidation has been factored into 2015 projections, dependent on the consolidation schedule: ticket volume estimates and satisfaction survey completion rates are expected to increase. We will also strive to maintain high customer satisfaction rates during the transition period.

First Call Resolution (FCR) is an industry standard measure that reflects the number of calls resolved by the service desk agents, without forwarding to or assistance from service delivery team staff. A general guideline for FCR rates is 65% to 80%, with the higher end usually found in entities that handle fewer applications or complex systems. 2014 FCR rates were affected by the Office 365 upgrade – calls to the Service Desk increased but required resolution by another service delivery team. 2015 FCR rates are projected to remain the same due to the addition of many complex systems and applications resulting from IT consolidation.

PERFORMANCE MEASURES – DATA

Customer Satisfaction

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Ticket Volume	3286	6419	11,018	18,000	25,000
A2	% Customer Feedback Surveys Completed	na	15%	15%	25%	25%
A3	% Tickets Resolved to Customer's Satisfaction	na	na	95%	95%	96%
A4	% First Call Resolution	na	na	42%	42%	60%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

- A1 Ticket volume is the number of work requests and incidents submitted to the IS Service Desk. 2012 volume is lower than 2011 due to data loss during an upgrade.
- A2 This is the percentage of customers who complete the customer feedback survey that is included in every closed ticket notification.
- A3 This is the percentage of customers completing the customer feedback survey that have indicated the issue or request was resolved to their satisfaction.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

INFORMATION SERVICES

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Information Services continues to advance initiatives that will move Ramsey County IT to industry standard operations, reduce complexity and provide more effective IT support in a transparent environment. These initiatives include work begun in 2014 that will be completed in 2015 on IT Consolidation and the Hardware-Software Replacement Program.
- B. The County is also maximizing limited project management resources by focusing on a smaller list of technology initiatives that are managed within standard project management principles and processes.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Two new industry standard computer/support measures were added this year. The average range for desktop support staff to computers ratio is generally 200 to 400:1, with an average of 270:1 (Gartner). The range for this measure is fairly broad because many factors affect an organization's optimal staffing levels. The current Ramsey County ratio takes the following into consideration: geographic complexity (45 locations), number of applications, breadth of devices, breadth of responsibility and other factors. Both IT Consolidation and the Hardware-Software Replacement Program will increase the number of devices supported and support requirements for IS, while centralized processes gained will help streamline operations.

Secure and guest wireless access points continue to be added on the Ramsey County data network for County staff and visitors conducting county business. The Broadband Project remains on schedule for 2015 completion.

Annual Security & Data Compliance Training completion rates have increased as anticipated with the establishment of completion timeframes and an awareness campaign. Information Services currently provides technical and administrative support to publishing the annual Security & Data Compliance Training. However, County departments remain responsible for ensuring staff completion.

PERFORMANCE MEASURES – DATA

Computers

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	% County computers past 4-year replacement period	na	na	16%	25%	10%
A2	Desktop Support staff to computer ratio	na	na	1:250	1:350	1:323

Internet Access

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A3	# County buildings w/ Wireless Access points	10	13	18	25	31
A4	# Locations w/Broadband connections	27	30	36	51	na

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

INFORMATION SERVICES

A5	% Sites w/adequate Bandwidth	na	77%	80%	100%	na
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Security & Data Compliance Training

		2011-12	2012-13	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A6	Confirmed Completions of Security & Data Compliance Training (Ramsey County Staff)	2178	3145	4137	4473	4722
A7	Completion rate (Ramsey County Staff)	na	67%	83%	90%	95%

Project Management

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
B1	# TAF Projects open at the beginning of the year	90	106	52	36	30

PERFORMANCE MEASURES – ADDITIONAL INFORMATION *(if necessary)*

- A3 Does not include access for public use not on the County data network (i.e. Parks, Libraries).
- A5 This is the percentage of sites utilizing the Ramsey County data network, inclusive of both broadband and T-1 service, with adequate bandwidth as measured against industry standards.
- A6 All staff, including new staff, are required to take the training; therefore completion numbers may be higher than the base Ramsey County staff complement, due to turnover throughout the year.
- B1 The drop in project numbers in 2014 and beyond is the result of the new annual process facilitated by the PMO to actively review all projects. The Technology Governance Committee challenged departments to complete and close projects that were almost done and cancel projects that were no longer being actively pursued.

Department Summary



RAMSEY
COUNTY

Julie Kleinschmidt, County Manager 250 Court House

651-266-8000

VISION

A vibrant community where all are valued and thrive.

TECHNOLOGY

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

Prior to the 2016-2017 budget process, this budget consisted of three (3) major program areas: IT Hardware and Software, Technology Applications, and Research and Development. For 2016-17 the Technology budget consists only of Technology Applications. In 2015 the County established the Hardware/Software Replacement program which is included in the Information Services budget. And the County Manager's Research and Development appropriation is no longer needed as the function of those funds has been incorporated into Technology Applications.

PROGRAMS / SERVICES

Technology Applications Fund (TAF):

The Board created this fund in 2005 to promote countywide review and decision-making regarding the procurement, implementation, maintenance, enhancements, upgrades and replacement of business application systems to meet current and emerging business needs of the County. At the board's direction, the Technology Governance Committee developed and implemented a Countywide technology investment priority setting process to facilitate and support efficient and effective delivery of information technology services to meet these needs.

The County has made significant investments in the acquisition and support of business application software to meet critical business requirements. Many of these applications are highly complex and require a significant investment of both financial and staff resources to implement and maintain. Each of these investments has a limited life cycle before replacement or major upgrades or enhancements are necessary in order to maintain their efficiency and effectiveness.

In 2015, the County Board approved funding for 16 projects through TAF. Project examples include an upgrade to the Summit HR/Payroll system, an electronic documents management system for the County Attorney Child Support Enforcement division and a County-wide Online Communications project.

Future Needs:

The County's reliance on technology for service delivery and support requires continued investment in periodic replacement, upgrades and new equipment and applications. The Countywide budget for technology provides the vehicle for the County to ensure the availability of funds to continually improve constituent access to services and meet the County's business needs while ensuring that priorities and return on investment are considered in the distribution of resources.

Department Summary



BUDGET SUMMARY

Technology

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	1,300,409	2,970,690	2,800,000	2,800,000
Expenditure / Appropriation - Grants / Projects	1,265,886	-	-	-
Revenue / Est. Revenue - Operating Budget	-	-	-	-
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	2,566,295	2,970,690	2,800,000	2,800,000
Inc/(Dec) from Previous Year			(170,690)	-
% Inc/(Dec) from Previous Year			(5.7)%	-
Inc/(Dec) for 2 Years				(170,690)
% Inc/(Dec) for 2 Years				(5.7)%

Department Summary



Technology

REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	2,566,295	2,970,690	2,800,000	2,800,000
Total Revenue / Estimated Revenue	<u>2,566,295</u>	<u>2,970,690</u>	<u>2,800,000</u>	<u>2,800,000</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	6,092	-	-	-
Professional Services	1,420,339	2,970,690	2,800,000	2,800,000
Client Services	-	-	-	-
Supplies	5,000	-	-	-
Capital Outlay	1,134,864	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>2,566,295</u>	<u>2,970,690</u>	<u>2,800,000</u>	<u>2,800,000</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Technology

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Computer Equipment and Software	1,129,719	-	-	-
Technology Applications	-	2,800,000	2,800,000	2,800,000
Research and Development	170,690	170,690	-	-
Total Operating Budget	1,300,409	2,970,690	2,800,000	2,800,000
Inc/(Dec) from Previous Year			(170,690)	-
% Inc/(Dec) from Previous Year			(5.7)%	-

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
CW ERP Systems Long-Term Maint	236,016	-	-	-
Quality Assurance System (P062093)	83,681	-	-	-
PH Correctional Health EHRS	35,383	-	-	-
Paperless Board Documents (P062109)	92,815	-	-	-
RC Online Communications (P062110)	104,741	-	-	-
Emer Mgmt. Planning Sys (P062112)	60,576	-	-	-
E-Learning (P062114)	252,450	-	-	-
Parks & Rec Tee Time Reservation System (P062115)	47,679	-	-	-
Public Works Asset Management System (P062117)	21,552	-	-	-
CC PREA Compliance	77,683	-	-	-
VT Military Data Migration	6,092	-	-	-
Summit Upgrade (P062123)	247,218	-	-	-
Total Grants / Projects	1,265,886	-	-	-

Total Expenditure / Appropriation	2,566,295	2,970,690	2,800,000	2,800,000
Inc/(Dec) from Previous Year			(170,690)	-
% Inc/(Dec) from Previous Year			(5.7)%	-
Inc/(Dec) for 2 Years				(170,690)
% Inc/(Dec) for 2 Years				(5.7)%

Department Summary

Johanna Berg, Acting Director

90 W. Plato Blvd.



PROPERTY RECORDS AND REVENUE

VISION

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

The Department of Property Records & Revenue primarily provides information and services related to property and property records, residency and money received by the county that are assigned to the statutory offices of the County Assessor, County Auditor, County Recorder and Registrar of Titles, County Treasurer and Examiner of Titles. Functional responsibilities include:

- **County Assessor:** The Assessor's office has a mission to provide an accurate and equitable valuation and classification of all real and taxable personal property located in Ramsey County. As part of this mission, the Valuation staff will maintain property field records, foster an open, trusting professional relationship with the taxpayers we serve. Staff is also responsible for processing and maintaining all homestead filings and records.
- **County Recorder and Registrar of Titles:** The Recorder and Registrar of Title's mission is to preserve land title records for all real property lying within Ramsey County. Recorder staff accomplish this mission by permanently recording, indexing and preserving each document in an electronic format for future reference and use. Staff and the Recorder's document recording and imaging computer systems provide property ownership and encumbrance information as needed and requested by those in the land title business, the mortgage industry and the public in support of their role in promoting and achieving home and property ownership for the good of the family, community and nation.
- **Elections** (part of County Auditor): The Elections office administers elections in Ramsey County in a fair, honest, impartial, accurate and efficient manner. Election staff are responsible for current and accurate voter registration records, timely absentee voting, accessible and convenient polling places, competent and knowledgeable election judges, accurate printed ballots, certified and accurate election results, accurate and timely election information, trained and informed local election officials, accurate candidate filing, and secure archival materials.
- **Examiner of Titles:** The Examiner of Titles is appointed by the District Court to administer the registered land system, commonly referred to as the Torrens system. The Examiner's office examines titles and issues reports to the Court for initial and subsequent proceedings to register title to land; hears default and contested reduction in redemption period, quiet title, default Torrens and contested Torrens cases referred by the Court; supervises all Torrens proceedings; issues directives and certifications in administrative proceedings; and serves as legal advisor to the Registrar of Titles.
- **Property Tax Services** (part of County Auditor and County Treasurer): The Property Tax Services division is, first and foremost, a customer service division with property tax and revenue-related services provided to citizens, businesses, other county departments and other governmental jurisdictions.
 - The Payment Processing section collects and processes property tax payments; receipts and reports on all other money received by the County; issues licenses for auctioneers, gambling, precious metal dealers and transient merchants; maintains taxation records; and provides direct customer service by staffing the customer service counter and information phone lines and by answering email inquiries.

Department Summary

Johanna Berg, Acting Director

90 W. Plato Blvd.



PROPERTY RECORDS AND REVENUE

DEPARTMENT OVERVIEW (continued)

- The Delinquent Tax section manages delinquent tax accounts, informs taxpayers of options for paying amounts owed over time, maintains taxation records, and performs the notifications and reporting required by statute to enforce judgment for non-payment of property taxes.
- The Tax Forfeited Land section administers the County's tax forfeited lands program according to established county policies and state laws so that forfeited property is either managed in public trust by Tax Forfeited Lands, returned to the tax rolls by allowing a repurchase by the prior owner, sold at public auction, or sold to a government agency through a purchase or use deed application. This section also administers the County's 4R program (Reuse, Recycle, and Renovate for Reinvestment) by rehabbing or removing structures on tax forfeited land in an environmentally friendly and sustainable manner.
- The Local Government Policy & Research section mission is to provide quality service and information pertaining to property ownership, valuation, revenue, and record maintenance in accordance with laws and regulations. The Tax Accounting team provides necessary and complete taxation, accounting, auditing, tax billing, tax distribution and reporting services as required by Minnesota Statutes and our diverse internal and external customer base. Services must be delivered in a timely, accurate, efficient manner and in a customer understandable format. Our primary customers are local and state governmental entities and taxpayers. Policy & Research involves several areas that interact heavily with other governmental units: property taxes, economic development and tax legislation. The section analyzes the impact of proposed and enacted tax legislation on units of government within Ramsey County to produce timely and comprehensive reports on topical issues in government finance, property taxes, economic development and governance that can be used by policy makers in their decision-making processes.

Future challenges, issues and opportunities include:

- Cyclical nature of work – Some of the department's work volumes and revenues are tied to activity greatly influenced by market or economic trends. The exact timing of these cyclical changes and volumes can be difficult to predict so we must be nimble in our response and make efficient use of our technology to meet changing demands.
- Technology – Much of our work is dependent on diverse, highly specialized computer systems. The County Board has supported the Department's migration to dot.net and web server based systems that are well positioned to deliver services in the current and future technical environments. The challenge and the opportunity is now to make full use of the existing technology to create operational efficiencies, expand services, develop interactive customer service and provide information in new ways to meet increasing and changing demands. Some systems, such as our web service delivery system, still need to be upgraded. Applications outside of our primary systems need to be integrated or modified to become sustainable. All of these efforts require resources in high demand: time, staff, financing and technical assistance.
- Succession planning – As is the case in many areas of the County, we have a large number of employees that are approaching retirement in the near future, including many of the managerial and supervisory staff. In the highly specialized areas that many of these employees work, with relatively long learning curves to be fully functional and limited knowledgeable replacements being readily available in the marketplace, getting new staff on board and educated/trained will be critical to future success.

Department Summary



RAMSEY
COUNTY

Johanna Berg, Acting Director

90 W. Plato Blvd.

651-266-2195

PROPERTY RECORDS AND REVENUE

- Hiring and retaining employees – Increased competition from and greater flexibility offered by other counties has made hiring and retaining of employees in certain job classes problematic. We strive to hire for diversity, but some of our job specialty areas do not have a trained recruitment pool of diverse applicants, hence our strategic goals to find ways to correct for this deficiency.

PROGRAMS / SERVICES

- Preserve land title records for all real property lying within Ramsey County. Provide property ownership and encumbrance information as needed and requested by those in the land title business, the mortgage industry and the public in support of their role in promoting and achieving home and property ownership for the good of the family, community and nation. Examine titles for Torrens property.
- Accurately and equitably value and classify all real and taxable personal property located in Ramsey County.
- Timely collect and assemble accurate data in order to calculate property taxes, and to use efficient processes for collection and distribution of property tax revenues.
- Provide accurate and timely information; collect and process all property taxes and miscellaneous county fees; manage delinquent tax accounts; maintain taxation and homestead records; and manage tax forfeited lands.
- Administer elections in Ramsey County in a fair, honest, impartial, accurate, and efficient manner.

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being.

- Place residents first by assisting people to stay in their homes rather than losing the homes for non-payment of property taxes by taking proactive steps with early intervention and notification, and programs designed for homeowners to remain in or return to their homes.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Provide information, analysis and data sets that will, through education, assist our citizens and regional partners in developing innovative programming that focuses on strong communities, and a fair and equitable property tax burden across all economic and social boundaries in our communities.
- Encourage greater individual initiative of lower-income eligible voters through participation in the election process by directing county resources to affected neighborhoods to facilitate registration and voting.

Enhance access to opportunity and mobility for all residents and businesses.

- Hire interns and student workers by working with cultural outreach programs, community centers and neighborhood groups with the goal of reaching potential candidates who in past may have been overlooked.
- Continue to improve diversity in permanent staff with future hiring reaching out to under-represented communities.

Department Summary



RAMSEY COUNTY

Johanna Berg, Acting Director

90 W. Plato Blvd.

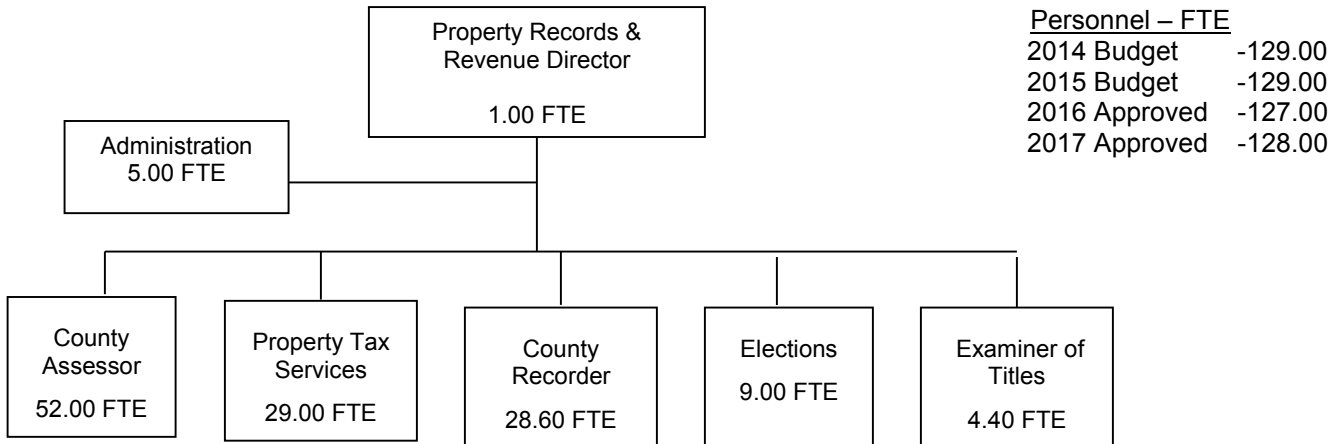
651-266-2195

PROPERTY RECORDS AND REVENUE

Model forward-thinking investment, fiscal accountability and transparency.

- Work with regional planners and researchers to assist the county data initiative.
- Our service and program investments produce benefits for residents countywide by providing in-person and online access to information and data, and an opportunity for residents to complete transactions via technology that were formerly required to be conducted in-person and on site during county business hours.

2015 ORGANIZATION CHART



Department Summary



BUDGET SUMMARY

Property Records & Revenue

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	13,122,828	14,424,912	14,742,827	15,007,113
Expenditure / Appropriation - Grants / Projects	1,495,098	3,655,222	535,000	3,744,546
Revenue / Est. Revenue - Operating Budget	4,977,516	5,186,883	4,715,202	4,862,789
Revenue / Est. Revenue - Grants / Projects	1,435,965	3,655,222	535,000	3,744,546
Use of Fund Balance	-	-	360,139	-
County Tax Levy	8,204,445	9,238,029	9,667,486	10,144,324
Inc/(Dec) from Previous Year			429,457	476,838
% Inc/(Dec) from Previous Year			4.6%	4.9%
Inc/(Dec) for 2 Years				906,295
% Inc/(Dec) for 2 Years				9.8%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Property Records & Revenue

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	3,486,121	6,780,740	4,178,358	6,396,889
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	1,452,191	378,425	472,440	472,440
Other Revenue & Taxes	1,475,169	1,682,940	599,404	1,738,006
Property Tax Levy	8,204,445	9,238,029	9,667,486	10,144,324
General Fund Balance	-	-	360,139	-
Total Revenue / Estimated Revenue	<u>14,617,926</u>	<u>18,080,134</u>	<u>15,277,827</u>	<u>18,751,659</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	10,558,488	12,479,520	11,463,982	13,153,613
Professional Services	3,835,724	5,359,914	3,582,545	5,347,346
Client Services	-	-	-	-
Supplies	73,870	83,700	63,300	82,700
Capital Outlay	149,844	157,000	168,000	168,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>14,617,926</u>	<u>18,080,134</u>	<u>15,277,827</u>	<u>18,751,659</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Property Records & Revenue

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Property Records & Revenue Administration	2,173,368	2,878,470	3,097,775	3,171,197
County Assessor	5,000,112	5,239,725	5,208,786	5,500,686
Property Tax Services	2,320,372	2,587,477	2,570,964	2,679,091
County Recorder	1,827,490	1,829,861	1,418,778	1,465,127
Recorder's Fees	219,983	581,966	729,579	760,479
Elections - County	627,902	414,105	733,394	432,455
Tax Forfeited Land	473,674	384,225	481,940	481,940
Examiner of Titles	479,927	509,083	501,611	516,138
Total Operating Budget	13,122,828	14,424,912	14,742,827	15,007,113
Inc/(Dec) from Previous Year			317,915	264,286
% Inc/(Dec) from Previous Year			2.2%	1.8%

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
Elections City / School (P070035)	-	1,619,222	-	1,707,009
Elections Suburban City / School (P070058)	-	361,000	-	502,537
Computer Equipment Replacement (P070071)	111,808	120,000	120,000	120,000
Permanent Document Imaging (P070072)	192,211	295,000	295,000	295,000
Tax Forfeited - 4 R (P070076)	1,191,079	1,260,000	120,000	1,120,000
Total Grants / Projects	1,495,098	3,655,222	535,000	3,744,546
Total Expenditure / Appropriation	14,617,926	18,080,134	15,277,827	18,751,659
Inc/(Dec) from Previous Year			(2,802,307)	3,473,832
% Inc/(Dec) from Previous Year			(15.5)%	22.7%
Inc/(Dec) for 2 Years				671,525
% Inc/(Dec) for 2 Years				3.7%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Property Records & Revenue

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Property Records & Revenue Administration	498,233	854,710	617,891	765,080
County Assessor	21,576	33,600	11,600	11,600
Property Tax Services	865,034	863,060	906,431	906,431
County Recorder	1,155,856	1,728,637	1,608,707	1,608,707
Recorder's Fees	712,106	983,651	908,236	908,236
Elections - County	78,256	75,000	397	795
Tax Forfeited Land	1,466,314	384,225	481,940	481,940
Examiner of Titles	180,141	264,000	180,000	180,000
Total Operating Budget	4,977,516	5,186,883	4,715,202	4,862,789

Inc/(Dec) from Previous Year	(471,681)	147,587
% Inc/(Dec) from Previous Year	(9.1)%	3.1%

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Grants / Projects				
Elections City / School (P070035)	-	1,619,222	-	1,707,009
Elections Suburban City / School (P070058)	-	361,000	-	502,537
Computer Equipment Replacement (P070071)	111,809	120,000	120,000	120,000
Permanent Document Imaging (P070072)	192,211	295,000	295,000	295,000
Tax Forfeited - 4 R (P070076)	1,131,945	1,260,000	120,000	1,120,000
Total Grants / Projects	1,435,965	3,655,222	535,000	3,744,546

Total Revenue / Estimated Revenue	6,413,481	8,842,105	5,250,202	8,607,335
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Inc/(Dec) from Previous Year	(3,591,903)	3,357,133
% Inc/(Dec) from Previous Year	(40.6)%	63.9%

Inc/(Dec) for 2 Years	(234,770)
% Inc/(Dec) for 2 Years	(2.7)%

Department Summary



PERSONNEL SUMMARY BY DIVISION

PROPERTY RECORDS & REVENUE

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Property Records & Revenue Administration	6.00	6.00	8.00	8.00
County Assessor	52.00	52.00	52.00	52.00
Property Tax Services	29.00	29.00	29.00	29.00
County Recorder	20.00	20.00	15.00	15.00
Recorder's Fees	8.60	8.60	10.00	10.00
Elections - County	2.50	2.50	2.50	2.50
Examiner of Titles	4.40	4.40	4.00	4.00
Total Operating Budget	122.50	122.50	120.50	120.50
<u>Grants / Projects</u>				
Elections City / School (P070035)	4.50	4.50	4.50	4.50
Elections Suburban City / School (P070058)	2.00	2.00	2.00	2.00
Total Existing Permanent FTE	129.00	129.00	127.00	127.00

	2016 Approved	2017 Approved
New FTEs		
Principal Real Estate Appraiser	-	1.00
Total New FTE	-	1.00
Total FTE	127.00	128.00
Inc/(Dec) From Previous Year	(2.00)	1.00
Inc/(Dec) for 2 Years		(1.00)

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

PROPERTY RECORDS & REVENUE

Program / Service	Mand./ Discr.	2016 Approved				
		FTEs	Budget	Financing	Levy	
Administration	M	3.50	918,100	138,749	779,351	
Technology Support Services	M	4.50	2,179,675	479,142	1,700,533	
County Assessor						
Residential	M	20.75	2,234,306	100	2,234,206	
Commercial Assessing	M	12.75	1,369,374	-	1,369,374	
Services/Homesteads/Abatements	M	13.75	1,217,290	11,500	1,205,790	
Land Records/Mapping	M	4.75	387,816	-	387,816	
Property Tax Services						
Counter Services/Payment Process	M	11.50	851,345	486,731	364,614	
Delinquent Tax	M	5.50	557,745	90,000	467,745	
TFL/4R	M	4.50	195,089	-	195,089	
Local Government Services	M	7.50	966,785	329,700	637,085	
County Recorder						
Abstract & Torrens Recording	M	25.00	2,148,357	2,516,943	(368,586)	
Computer Equipment Replace	D	-	120,000	120,000	-	
Permanent Document Imaging	D	-	295,000	295,000	-	
Elections, County	M	2.50	733,394	397	732,997	
Fund Balance				360,139	(360,139)	
Elections, St Paul City/School	M	4.50	-	-	-	
Elections, Suburban City/School	M	2.00	-	-	-	
Tax Forfeited Land	M	-	481,940	481,940	-	
Loan from Fund Balance				-	-	
Tax Forfeited - 4 R Program	D	-	120,000	120,000	-	
Examiner of Titles	M	4.00	501,611	180,000	321,611	
		<u>127.00</u>	<u>15,277,827</u>	<u>5,610,341</u>	<u>9,667,486</u>	
<u>SUMMARY</u>						
		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	100.00%	127.00	14,742,827	5,075,341	9,667,486
Total Mandated/Discretionary	M/D	0.00%	-	-	-	-
Total Discretionary/Mandated	D/M	0.00%	-	-	-	-
Total Discretionary	D	0.00%	-	535,000	535,000	-
			<u>127.00</u>	<u>15,277,827</u>	<u>5,610,341</u>	<u>9,667,486</u>
2015 Budget			129.00	18,080,134	8,842,105	9,238,029
Inc/(Dec.) from 2015 Budget			(2.00)	(2,802,307)	(3,231,764)	429,457
% Inc/-Dec. from 2015 Budget				-15.5%	-36.5%	4.6%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED) CHANGE FROM 2015 BUDGET

PROPERTY RECORDS & REVENUE

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Administration	0.50	36,952	36,039	913
Technology Support Services	1.50	182,353	(272,858)	455,211
County Assessor				
Residential	0.25	73,234	100	73,134
Commercial	1.25	96,409	-	96,409
Assessing Services/Homesteads/Abatements	(2.00)	(189,360)	(22,100)	(167,260)
Land Records/Mapping	0.50	(11,222)	-	(11,222)
Property Tax Services				
Counter Services/Payment Processing/Phones/Licensing	(0.50)	(142,821)	34,011	(176,832)
Delinquent Tax	0.50	52,605	-	52,605
TFL/4R	(0.50)	72,625	(7,940.00)	80,565
Local Government Services	0.50	1,078	17,300	(16,222)
County Recorder				
Abstract & Torrens Recording	(3.60)	(263,470)	(195,345)	(68,125)
Computer Equipment Replace	-	-	-	-
Permanent Document Imaging	-	-	-	-
Elections, County	-	319,289	(74,603)	393,892
Fund Balance			360,139	(360,139)
Elections, St Paul City/School	-	(1,619,222)	(1,619,222)	-
Elections, Suburban City/School	-	(361,000)	(361,000)	-
Tax Forfeited Land	-	97,715	97,715	-
Loan from Fund Balance	-	-	-	-
Tax Forfeited - 4 R Program	-	(1,140,000)	(1,140,000)	-
Examiner of Titles	(0.40)	(7,472)	(84,000)	76,528
Inc/(Dec.) from 2015 Approved Budget	(2.00)	(2,802,307)	(3,231,764)	429,457
% Inc-/Dec. from 2015 Approved Budget		-15.5%	-36.5%	4.6%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

PROPERTY RECORDS & REVENUE

Program / Service	Mand./ Discr.	2017 Approved				
		FTEs	Budget	Financing	Levy	
Administration	M	3.50	962,501	147,336	815,165	
Technology Support Services	M	4.50	2,208,696	617,744	1,590,952	
County Assessor						
Residential	M	21.75	2,423,971	100	2,423,871	
Commercial	M	12.75	1,402,418	-	1,402,418	
Assessing						
Services/Homesteads/Abatements	M	13.75	1,271,804	11,500	1,260,304	
Land Records/Mapping	M	4.75	402,493	-	402,493	
Property Tax Services						
Counter Services/Payment Processii	M	11.50	894,506	486,731	407,775	
Delinquent Tax	M	5.50	578,334	90,000	488,334	
TFL/4R	M	4.50	209,417	-	209,417	
Local Government Services	M	7.50	996,834	329,700	667,134	
County Recorder						
Abstract & Torrens Recording	M	25.00	2,225,606	2,516,943	(291,337)	
Computer Equipment Replace	D	-	120,000	120,000	-	
Permanent Document Imaging	D	-	295,000	295,000	-	
Elections, County	M	2.50	432,455	795	431,660	
Fund Balance				-	-	
Elections, St Paul City/School	M	4.50	1,707,009	1,707,009	-	
Elections, Suburban City/School	M	2.00	502,537	502,537	-	
Tax Forfeited Land	M	-	481,940	481,940	-	
Loan from Fund Balance		-	-	-	-	
Tax Forfeited - 4 R Program	D	-	1,120,000	1,120,000	-	
Examiner of Titles	M	4.00	516,138	180,000	336,138	
		128.00	18,751,659	8,607,335	10,144,324	
SUMMARY						
		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	100.00%	128.00	17,216,659	7,072,335	10,144,324
Total Mandated/Discretionary	M/D	0.00%	-	-	-	-
Total Discretionary/Mandated	D/M	0.00%	-	-	-	-
Total Discretionary	D	0.00%	-	1,535,000	1,535,000	-
			128.00	18,751,659	8,607,335	10,144,324
2016 Approved Budget			127.00	15,277,827	5,610,341	9,667,486
Inc/(Dec.) from 2016 Approved Budget			1.00	3,473,832	2,996,994	476,838
% Inc/-Dec. from 2016 Approved Budget				22.7%	53.4%	4.9%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2017 APPROVED)
CHANGE FROM 2016 APPROVED BUDGET**

PROPERTY RECORDS & REVENUE

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Administration	-	44,401	8,587	35,814
Technology Support Services	-	29,021	138,602	(109,581)
County Assessor				
Residential	1.00	189,665	-	189,665
Commercial	-	33,044	-	33,044
Assessing Services/Homesteads/Abatements	-	54,514	-	54,514
Land Records/Mapping	-	14,677	-	14,677
Property Tax Services				
Counter Services/Payment Processing/Phones/Licensing	-	43,161	-	43,161
Delinquent Tax	-	20,589	-	20,589
TFL/4R	-	14,328	-	14,328
Local Government Services	-	30,049	-	30,049
County Recorder				
Abstract & Torrens Recording	-	77,249	-	77,249
Computer Equipment Replace	-	-	-	-
Permanent Document Imaging	-	-	-	-
Elections, County	-	(300,939)	398	(301,337)
Fund Balance			(360,139)	360,139
Elections, St Paul City/School	-	1,707,009	1,707,009	-
Elections, Suburban City/School	-	502,537	502,537	-
Tax Forfeited Land	-	-	-	-
Loan from Fund Balance			-	-
Tax Forfeited - 4 R Program	-	1,000,000	1,000,000	-
Examiner of Titles	-	14,527	-	14,527
Inc/(Dec.) from 2016 Approved Budget	1.00	3,473,832	2,996,994	476,838
% Inc-/Dec. from 2016 Approved Budget		22.7%	53.4%	4.9%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PROPERTY RECORDS & REVENUE

GOAL

1. **Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Place residents first by assisting people to stay in their homes rather than losing the homes for non-payment of property taxes by taking proactive steps with early intervention and notification, and programs designed for homeowners to remain in or return to their homes.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- A1. Provide early notification of past due property taxes to allow taxpayer to pay up before balances and penalty and interest accumulate making repayment difficult. Allow for a one-time penalty waiver to forgive the penalty on a late payment once on a given taxpayer/property combination. None of these steps are dictated by statute. This measure trends higher during downturns in the market or economy, but these are also the times when early notification is important before accumulated balances get out of hand.
- A2. Notify delinquent taxpayers of the ability to enter into a confession of judgment to pay delinquent amounts under contract over time. This would allow a taxpayer to spread out an accumulated balance for repayment over time. This measure tracks the number of confessions created in a given year.
- A3. Shows the number of properties out of approximately 165,000 total parcels in the county that actually forfeit to the state for non-payment of property taxes. Those properties with structures are of particular concern and are shown here as well. This measure trends higher during downturns in the market or economy. The measure also indicates the number of taxpayers who ultimately fail to keep their property.
- A4. Shows the number of property owners who lost their property to forfeiture who were allowed to repurchase the property to try and redeem their interest in the property. This measures last ditch efforts to return taxpayers to their homes. Legislative efforts to lower interest rates charged for repurchase contracts could help make these efforts more successful.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Courtesy Past Due Notices (June; November; January)	8,839; 10,444; 3,073	9,830; 10,238; 3,192	9,382; 10,098; 3,050	8,600; 9,900; 3,000	8,400; 9,700; 2,950
A2	Confessions of Judgment	167	174	199	151	130
A3	Number of tax forfeited properties (with structures; total)	43; 105	43; 101	14; 70	5; 50	5; 50
A4	Tax forfeited property repurchases	15	11	28	10	10

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PROPERTY RECORDS & REVENUE

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Provide information, analysis and data sets that will, through education, assist our citizens and regional partners in developing innovative programming that focuses on strong communities, and a fair and equitable property tax burden across all economic and social boundaries in our communities.
- B. Encourage greater individual initiative of lower-income eligible voters through participation in the election process by directing county resources to affected neighborhoods to facilitate registration and voting.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- A1. Measurement will initially be the number of groups with which we have meaningful engagement each year.
- B1. Percentage of pre-registered voters in the 20 most under-registered precincts. In 2014, pre-registration in these precincts ranged from 35% to 61%.
- B2. Voter participation in the 20 precincts with the lowest voter participation. In 2014, voter participation in these precincts ranged from 5% to 27%.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Number of external groups that staff directly engage with each year.	5	7	8	7	10
B1	Pre-registration in the 20 most under-registered precincts (Lowest 20; countywide)	50%; 72%	56%; 75%	56%; 75%	55%; 75%	57%; 75%
B2	Voter participation in the 20 precincts with the lowest voter participation rate (Lowest 20; countywide)	48%; 72%	6%; 16%	22%; 47%	5%; 15%	45%; 70%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PROPERTY RECORDS & REVENUE

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Hire interns and student workers by working with cultural outreach programs, community centers and neighborhood groups with the goal of reaching potential candidates who in the past may have been overlooked.
- B. Continue to improve diversity in permanent staff with future hiring reaching out to under-represented communities.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- A1. Measures the number of interns and student workers hired from diverse backgrounds and the total number hired for each year. Regular department efforts include data gatherers for the Assessor’s quintile review of property values or staff hired to assist with the conducting of elections.
- B1. Measures the number of full-time new hires from diverse backgrounds and the total number of new hires each year. The number of hires can be limited by the number of available vacancies. The number of hires from diverse backgrounds can be limited by the lack of applicants from diverse backgrounds that make it to the top of the position selection pool of candidates.
- B2. Greeting customers in their own language can help make them feel more welcome. Even though the number of new hires from diverse backgrounds may be limited by available vacancies, we can work with existing staff to become more fluent in languages other than English.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Number of interns and student workers of diverse backgrounds; Total number of interns and student workers	0; 3	6; 9	2; 9	3; 6	4; 6
B1	Number of new hires from diverse backgrounds; Total number of new hires	1; 6	3; 9	3; 9	2; 7	3; 9
B2	Multilingual staff: Number of staff who are able to communicate with customers in a language other than English	6	9	13	12	12

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PROPERTY RECORDS & REVENUE

GOAL

- 4. Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Work with regional planners and researchers to assist the county data initiative.
- B. Our service and program investments produce benefits for residents countywide by providing in-person and online access to information and data, and an opportunity for residents to complete transactions via technology that were formerly required to be conducted in-person and on site during county business hours.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- A1. This measurement ties into efforts on the county data initiative, currently in development. Property Records and Revenue has an abundance of data on property values and taxes, payment patterns, changes in ownership, property use and characteristics. The Department’s role and appropriate measures will become clearer as the initiative is more fully defined and matures.
- B1. Currently, the department offers seven interactive services: 1) the ability to pay property taxes electronically by E-check or credit card; 2) the ability to record documents electronically; 3) the ability to access recorded document images online; 4) an automated appointment scheduler for passports which allows customers to select from available times to get their passport application processed; 5) the ability to get a value notice, 6) Proposed Property Tax Statement or 7) Property Tax Statement electronically. If done correctly, interactive web services allow the person closest to the transaction (the customer or his/her agent) to supply information and to complete the transaction electronically, faster and at his/her convenience. Since the data is already provided electronically, once validated, it can be transferred into the department’s computer systems without data entry.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Number of external agencies and business partners and stakeholders provided data.	n/a	n/a	n/a	n/a	TBD
B1	Interactive services available on department website	4	4	4	7	9

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

SAFETY & JUSTICE

Department Summary

John J. Choi, County Attorney 345 Wabasha St. N, Suite 120



COUNTY ATTORNEY'S OFFICE

VISION

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

The Ramsey County Attorney's Office protects public safety through aggressive prosecution - but that is just part of the work of the County Attorney's Office.

Public safety is caring for children by collecting child support, making sure kids get to school to receive an education, and helping youth who are vulnerable. Public safety is advocating for those - young and old - who have been abused. Public safety happens when there is collective care for all of the people in the community and when all work together for prevention. The office communally strives for better victim safety and greater offender accountability in the performance of all duties and responsibilities.

The employees in the County Attorney's Office work hard every day to fulfill the mission of serving the residents of Ramsey County by pursuing justice and public safety, protecting the vulnerable, delivering quality legal services and providing leadership to achieve positive outcomes for our community.

PROGRAMS / SERVICES

Criminal Division

The Criminal Division has several important public safety functions. Its main responsibility is to prosecute all adult felonies in Ramsey County.

Prosecutors screen cases presented by police investigators and determine whether criminal charges are warranted. The attorneys also represent the State at defendants' initial court appearances, go to trial in cases ranging from thefts to homicide and handle all appeals and post-conviction hearings.

The Division includes community prosecutors who work with neighborhoods and law enforcement agencies to address public safety issues. Special units within the Division include the Community Prosecution & Policing, Appeals, Joint Domestic Abuse Prosecution and Elder Abuse. Additionally, the Division also participates in problem-solving courts such as Substance Abuse and Mental Health Courts.

Juvenile Division

The primary duty of the Juvenile Division is to prosecute juvenile offenders (ages 10-17) who do not qualify for pre-court diversion. Prosecutors screen cases presented by police investigators and determine whether delinquency charges are warranted. In addition to public safety concerns, the prosecutor must consider the particular needs of the juvenile. The Juvenile Division handles juvenile cases ranging from petty offenses (e.g., tobacco and alcohol) to homicide.

As part of the charging process, the prosecutor must also decide whether to file motions to certify a child to stand trial as an adult or designate the child an Extended Jurisdiction Juvenile (EJJ). These decisions are based on the severity of the offense as well as the child's age, prior offense and programming. The Juvenile Division also handles the following types of Children in Need of Protection and Services (CHIPS) matters: educational neglect, truancy and running away.

Department Summary



RAMSEY
COUNTY

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COUNTY ATTORNEY'S OFFICE

Civil Division

The Civil Division of the Ramsey County Attorney's Office provides a wide array of legal services to the County Board and its departments, which provide critical public services.

Since the Ramsey County Board of Commissioners by the County's Home Rule Charter is provided with all the powers necessary or convenient for the purpose of operating the County, the Civil Division, through its attorneys, is regularly called upon to advise the County Board related to interpreting its obligations under the Home Rule Charter, state and federal laws, rules and regulations, and applicable court decisions. Examples of the activities of the Civil Division are as follows:

- The Civil Division provides day-to-day legal services to the Board and its departments, such as general legal advice, drafting correspondence, proposals and contracts, providing Board documentation, approving County documents as to legality, advising on Data Practices and drafting and reviewing operational policies and procedures as to conformance with the law.
- As with any large business or governmental enterprise it is also necessary for the Civil Division to provide litigation services to the County and its departments as well as involved County employees as authorized by Minnesota statutes.
- The Civil Division also provides representation to the County related to tax petition matters dealing with the valuation of real estate. Also, as the needs of the County and its departments require, the Civil Division acquires real estate through eminent domain proceedings and drafts complex construction, purchasing, and information technology contracts.
- Risk management services are also provided by the Civil Division, along with claims administration, the obtaining of insurance and workers compensation defense, the latter two services by contract. Also provided are civil forfeiture actions, designed to take away guns, money, vehicles, and other property used in the commission of a crime and to divert such unlawfully used property into funding for law enforcement programs.

In summary, the Civil Division finds itself involved in virtually every aspect of the County's activities, striving to provide the highest quality civil legal services for the benefit of its County clients and the citizens of Ramsey County.

Child Support Section

A goal of the Ramsey County Attorney's Office is to create safe communities where children can live with dignity and respect. As a criminal justice agency, The Ramsey County Attorney's Office regards child support enforcement as a premier crime prevention program. Dedicating ourselves to the fair collection of child support will provide children the basic needs of food, clothing, health, education and shelter. This in turn will help ensure that our children will, as adults, become productive and law abiding members of our community.

Child Protection Unit

The Child Protection Unit provides legal representation to the social workers and staff of the Ramsey County Community Human Services Department. The attorneys give legal advice on a wide variety of child protection and adoption issues and serve as legal counsel for the Ramsey County Community Human Services

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Department on cases filed in Ramsey County Juvenile Court. Most of the laws governing child protection can be found in Minnesota Statutes Chapter 260C.

It is the role of the Ramsey County Community Human Services Department Intake Unit social workers to assess reports of alleged abuse and neglect of children and to determine whether child protection services are required. The Intake Unit can be contacted at (651) 266-4500.

If Ramsey County Community Human Services Department determines that abuse or neglect occurred, a child protection social worker is assigned to work with the family to provide services and to monitor the safety of the children. In cases where the child is in immediate danger or the parent fails to work cooperatively with Ramsey County Community Human Services Department, the Ramsey County Community Human Services Department may file a Child in Need of Protection Services (CHIPS) petition in Ramsey County Juvenile Court to remove the child from the home.

After a hearing in which the parent admits or the Ramsey County Community Human Services Department proves that the child needs protection or services, the Ramsey County Community Human Services Department prepares a case plan which outlines the goals that the parent must meet before the child is returned to the parent's care. Case plan requirements may include services such as chemical dependency treatment, parenting classes, adequate housing, regular visitation, etc.

If the parent complies with the conditions outlined in the case plan, the child may be returned home. If the parent is unable or unwilling to meet the case plan goals, the Ramsey County Community Human Services Department develops a long range plan for the child such as transfer of custody of the child to a relative, long term foster care or termination of parental rights and adoption.

Civil Commitment Unit

The Civil Commitment Unit handles those matters occurring under the Minnesota Commitment and Treatment Act that involve residents of Ramsey County. The Unit deals with issues covering the different types of commitment proceedings, the petition process, and the court process.

Types of Commitment Proceedings:

- **Mentally Ill persons (MI)** Persons that are mentally ill (defined as an organic disorder of the brain or a substantial psychiatric disorder of thought, mood perception, orientation, or memory which grossly impairs judgment, behavior, capacity to recognize reality or to reason or understand, which is manifested by instances of grossly disturbed behavior or faulty perceptions) and, as a result, pose a danger to themselves or others;
- **Developmentally Disabled persons (DD)** Persons that are developmentally disabled (defined as having significantly sub-average intellectual functioning existing together with demonstrated deficits in adaptive behavior prior to age 22) and, as a result, pose a danger to themselves or others;
- **Chemically Dependent persons (CD)** Persons that habitually and excessively use alcohol, drugs or other mind-altering substances, who are incapable of self-management or management of personal affairs because of that use, and as a result of that use pose a substantial likelihood of physical harm to themselves or others;
- **Persons Mentally Ill and Dangerous to the Public (MI&D)** Persons that are mentally ill, who have engaged in a past overt act causing or attempting to cause serious physical harm to another, and

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- who are likely to engage in future acts capable of inflicting serious physical harm because of their mental illness;
- **Sexual Psychopathic Personalities (SPP)** Persons who have an utter lack of power to control their sexual impulses as the result of emotional instability, impulsiveness of behavior, lack of customary standards of good judgment and/or failure to appreciate the consequences of personal acts, who have demonstrated a habitual course of harmful sexual misconduct and who are highly likely to reoffend sexually, posing a danger to the public; and
- **Sexually Dangerous Persons (SDP)** Persons who have a sexual, personality or other mental disorder or dysfunction who have engaged in a course of harmful sexual conduct and who are highly likely to engage in future acts of harmful sexual conduct.

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being.

- Continue to meet the needs of child support enforcement clients by providing excellent customer service and increasing child support distribution to these families to provide children with the basic needs of food, clothing, health, education, and shelter. The County Attorney's Office views child support enforcement as an important tool to deter future crime and other costs to society.
- Continue to assist in the success of the Ramsey County Runaway Intervention Program (RIP) in its work to build resiliency, increase family and school connectedness, improve protective factors, reduce future risk, and improve outcomes for runaway girls who have been or are at great risk for being sexually abused and exploited. Both the Human Trafficking Task Force and the Advocates for Human Rights have highlighted the work of Ramsey County's Runaway Intervention Program as a successful model for identifying and providing services to sexually trafficked juveniles.
- Continue the County Attorney's tough policy on prosecuting gun cases. This policy requires that defendants in gun cases be charged under Minnesota Statute 609.11, the mandatory minimum sentencing provision.
- Continue to achieve excellent results in the aggressive prosecution of all categories of crime, including the continuation of the Dangerous and Repeat Offenders Program ("DROP"), intended to focus on the small percentage of offenders who are responsible for a significant number of cases in the criminal justice system.
- Work with Ramsey County criminal justice agencies, community members, and public officials to improve public safety and long-term outcomes for juveniles in Ramsey County by supporting community-based alternatives to detention for children who do not pose a significant risk to public safety.
- Continue the Second Look Initiative, an innovative joint effort with Ramsey County law enforcement agencies, to reexamine previously uncharged criminal cases that have a significant impact on communities within Ramsey County.

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- With the vision of improving outcomes in domestic violence situations, the Ramsey County Attorney's Office is providing an experienced prosecutor to suburban cities over two years to provide prosecution assistance and technical assistance and support to enhance and sustain the capacity of local jurisdictions to respond to domestic violence situations.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- The County Attorney's Office diversion programs for truants and runaways (the Truancy Intervention Program and the Runaway Intervention Program) seek to reduce the number of at-risk youth, many of whom are children of color, from entering into the juvenile justice system.
- Continue to conduct the summer law clerk and support staff trainee program targeted at minority law students and then recruit the most qualified trainees for permanent positions.
- Continue participation in the Minnesota Minority Recruitment Conference.
- Provide interpreters and written translations into "first language" for child support clients, victims, witnesses, and families of truant students.
- In 2014, the Ramsey County Attorney's Office partnered with 180 Degrees to continue operating the County Attorney Leadership Academy. The Leadership Academy strives to intervene on a more personal level with at risk youth living on the East Side of St. Paul. The Leadership Academy served approximately 20 youth, meeting twice monthly throughout the summer and once a month during the school year. Youth met in small groups to discuss issues relevant to their lives such as attaining academic success, avoiding gang involvement, life as an African American youth, employment strategies, etc. In addition, the youth visited some colleges and went on several field trips to local attractions.
- The County Attorney's Office seeks to develop leadership skills among youth through the creation of a Youth Council. This Council consists of approximately 10 youth between the ages of 14-17 years old who live in St. Paul and frequently use the recreation centers. Youth Council members were appointed on February 24, 2015 at a ceremony attended by public officials. The Council met bi-monthly for the first few months and then began meeting on a monthly basis. Recently, many Youth Council members indicated that they want to meet every week during the summer months. The group provides important counsel for our initiative and helps us avoid a "top-down" model. Rather, the goal is to implement a "bottom-up" approach by intentionally integrating youth and community members into the problem solving process. The program relies on the Youth Council to provide strategies to engage youth. If these youth feel like they are invested in the initiative they will encourage others to adhere to the code of conduct and serve as role models for respectful behavior towards community members. Equally important, youth who serve on the Advisory Council have gained valuable leadership experience and work closely with professional adults. This experience will provide youth skills that will have future "resume" and employment value.

Enhance access to opportunity and mobility for all residents and businesses.

- Continue the operation of Ramsey County Attorney's Office Truancy Intervention Program in order to improve school attendance. As a result of improved school performance, there will be less underemployment, unemployment, dependence upon public assistance, and criminal activity.
- Continue the pre-criminal charge diversion program for qualifying first time, low risk adult offenders who have committed low-level felony offenses. This pre-charge diversion program largely mirrors this office's

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long-standing post-criminal charge program with the intended objective being to reduce the adverse impacts caused by a public record of a criminal charge against those persons who would otherwise qualify for post-charge diversion.

- Continue the collaborative approach to connect justice-involved veterans with services in an effort to protect public safety, reduce recidivism, and improve the lives of veterans and their families. The target population of the veteran track program is offenders charged with misdemeanor and gross misdemeanor offenses or non-violent felony offenses that do not call for a mandatory or presumptive prison commitment.

Model forward-thinking investment, fiscal accountability and transparency.

- Continue to operate a data exchange hub with the Sheriff's Office, Department of Community Corrections, and the Courts in order to maintain positive identification of defendants and to enable the integration of information in real time with the District Court's Minnesota Case Information System (MNCIS). This data exchange hub provides the efficient acquisition of accurate and complete information, which results in better decisions for bail determinations, plea agreements, sentencing recommendations, and probation revocations.
- Continue to collaborate and work with stakeholders in the Ramsey County criminal justice system to achieve better outcomes in public safety through the use of evidence based decision making.
- Continually monitor satisfaction with services provided to Ramsey County clients in order to improve service on an ongoing basis.
- Implementation of a sustainable case management system that will provide opportunities for integration with other criminal justice partners, electronic charging of a case, electronic disclosure and a file-less system.

Department Summary



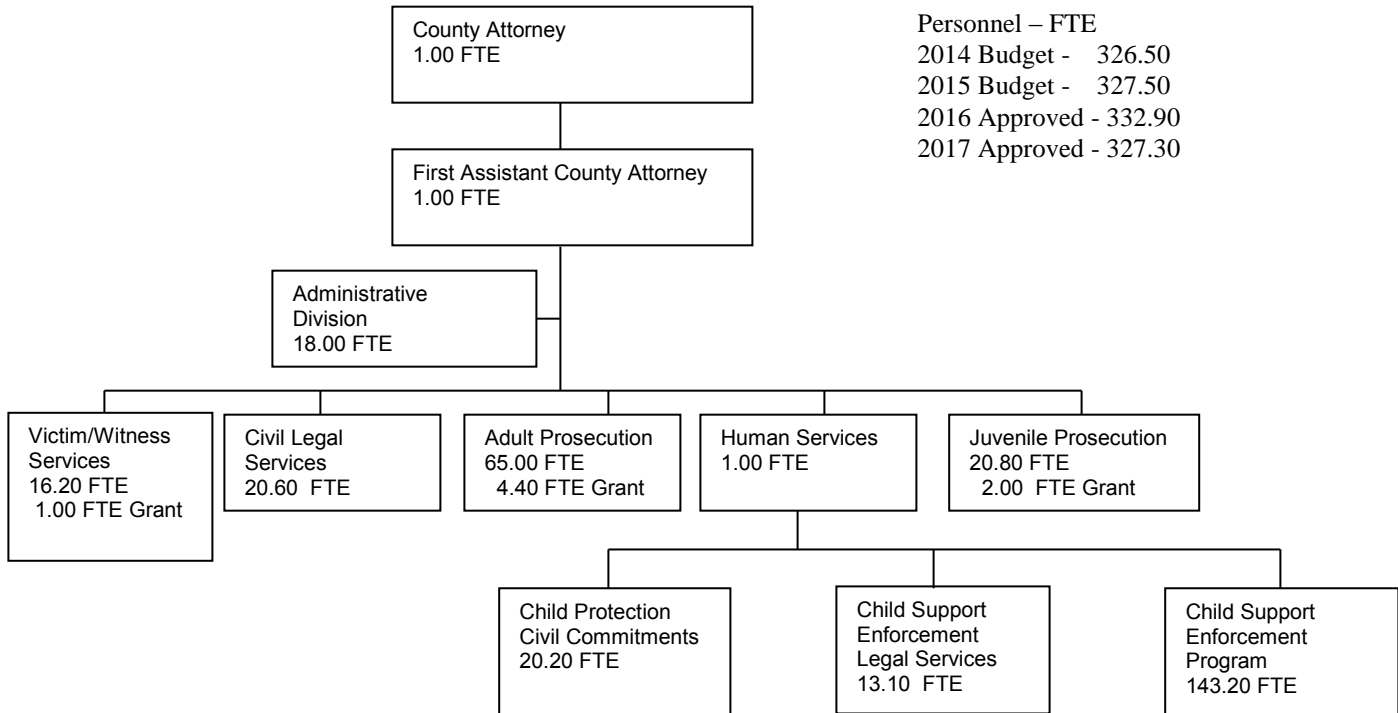
RAMSEY COUNTY

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COUNTY ATTORNEY'S OFFICE

2015 ORGANIZATION CHART



Department Summary



BUDGET SUMMARY

County Attorney's Office

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	37,947,103	40,164,724	42,143,321	43,793,667
Expenditure / Appropriation - Grants / Projects	433,440	98,000	114,102	114,102
Revenue / Est. Revenue - Operating Budget	16,039,495	16,796,573	17,431,948	17,908,056
Revenue / Est. Revenue - Grants / Projects	244,461	98,000	114,102	114,102
Use of Fund Balance	-	-	-	-
County Tax Levy	22,096,587	23,368,151	24,711,373	25,885,611
Inc/(Dec) from Previous Year			1,343,222	1,174,238
% Inc/(Dec) from Previous Year			5.7%	4.8%
Inc/(Dec) for 2 Years				2,517,460
% Inc/(Dec) for 2 Years				10.8%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

County Attorney's Office

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	4,239,844	4,326,261	4,561,981	4,662,301
Intergovernmental Revenue				
Federal	11,033,348	11,889,157	12,121,512	12,596,065
State	541,463	351,000	598,276	609,937
Local / Other	-	-	-	-
Total Intergovernmental Revenue	11,574,811	12,240,157	12,719,788	13,206,002
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	469,301	328,155	264,281	153,855
Property Tax Levy	22,096,587	23,368,151	24,711,373	25,885,611
Total Revenue / Estimated Revenue	<u>38,380,543</u>	<u>40,262,724</u>	<u>42,257,423</u>	<u>43,907,769</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	29,573,745	30,963,105	32,560,909	34,076,534
Professional Services	8,526,808	9,117,119	9,539,414	9,666,385
Client Services	-	-	-	-
Supplies	115,128	172,500	147,100	154,850
Capital Outlay	164,862	10,000	10,000	10,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>38,380,543</u>	<u>40,262,724</u>	<u>42,257,423</u>	<u>43,907,769</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

County Attorney's Office

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Law Office	21,900,511	23,013,768	24,690,496	25,652,563
Child Support Enforcement	16,046,592	17,150,956	17,452,825	18,141,104
Total Operating Budget	37,947,103	40,164,724	42,143,321	43,793,667
Inc/(Dec) from Previous Year			1,978,597	1,650,346
% Inc/(Dec) from Previous Year			4.9%	3.9%
	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
Justice Assistance Grant (G101023)	411	-	-	-
Suburban Domestic Abuse Prosecution Improvement (G101033)	-	98,000	-	-
Emergency Aid (G208001)	7,706	-	-	-
Crime Victim Services (G208044)	19,750	-	114,102	114,102
Safe Harbor (G208085)	332,833	-	-	-
Juvenile Accountability Block Grant (G210022)	32,740	-	-	-
Women's Foundation of Mn (G306034)	40,000	-	-	-
Total Grants / Projects	433,440	98,000	114,102	114,102
Total Expenditure / Appropriation	38,380,543	40,262,724	42,257,423	43,907,769
Inc/(Dec) from Previous Year			1,994,699	1,650,346
% Inc/(Dec) from Previous Year			5.0%	3.9%
Inc/(Dec) for 2 Years				3,645,045
% Inc/(Dec) for 2 Years				9.1%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

County Attorney's Office

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Law Office	4,584,453	4,586,558	4,965,503	4,967,058
Child Support Enforcement	11,455,042	12,210,015	12,466,445	12,940,998
Total Operating Budget	16,039,495	16,796,573	17,431,948	17,908,056
Inc/(Dec) from Previous Year			635,375	476,108
% Inc/(Dec) from Previous Year			3.8%	2.7%

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
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Grants / Projects

Suburban Domestic Abuse Prosecution Improvement (G101033)	-	98,000	-	-
Emergency Aid (G208001)	7,800	-	-	-
Crime Victim Services (G208044)	19,749	-	114,102	114,102
Safe Harbor (G208085)	136,830	-	-	-
Juvenile Accountability Block Grant (G210022)	17,856	-	-	-
Women's Foundation of Mn (G306034)	40,000	-	-	-
Forfeited Continued Education (P061067)	22,226	-	-	-
Total Grants / Projects	244,461	98,000	114,102	114,102

Total Revenue / Estimated Revenue	16,283,956	16,894,573	17,546,050	18,022,158
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Inc/(Dec) from Previous Year			651,477	476,108
% Inc/(Dec) from Previous Year			3.9%	2.7%

Inc/(Dec) for 2 Years				1,127,585
% Inc/(Dec) for 2 Years				6.7%

Department Summary



PERSONNEL SUMMARY BY DIVISION

COUNTY ATTORNEY'S OFFICE

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Law Office	176.40	176.90	176.90	177.30
Child Support Enforcement	143.20	143.20	143.20	145.20
Total Operating Budget	319.60	320.10	320.10	322.50
<u>Grants / Projects</u>				
Justice Assistance Grant (G101023)	0.80	0.80	0.80	0.80
Veterans Court (G101032)	0.60	0.60	0.60	-
Auto Theft Prosecution (G207001)	2.50	3.00	3.00	3.00
Crime Victim Services (G208044)	1.00	1.00	1.00	1.00
Safe Harbor (G208085)	1.00	1.00	1.00	-
Women's Foundation of Mn (G306034)	1.00	1.00	-	-
Total Existing Permanent FTE	326.50	327.50	326.50	327.30

	2016 Approved	2017 Approved
New FTEs		
ACA 1	2.00	-
Investigative Assistant	1.00	-
Paralegal 2	1.00	-
Law Clerk	0.40	-
SEA 1	1.00	-
SEA 2	1.00	-
Total New FTE	6.40	-

Department Summary



PERSONNEL SUMMARY BY DIVISION

COUNTY ATTORNEY'S OFFICE

	2016	2017
New FTEs	Approved	Approved
Total FTE	<u>332.90</u>	<u>327.30</u>
Inc/(Dec) From Previous Year	5.40	(5.60)
Inc/(Dec) for 2 Years		(0.20)

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

COUNTY ATTORNEY'S OFFICE

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Law Office	M	181.30	24,690,496	4,965,503	19,724,993
Child Support	M	145.20	17,452,825	12,466,445	4,986,380
Crime Victim Services (VOCA)	M/D	1.00	114,102	114,102	-
Veteran's Court Track	D	0.60	-	-	-
JAG Grant	D	0.80	-	-	-
Safe Harbor Grant	D	1.00	-	-	-
Auto Theft Prevention Grant	M/D	3.00	-	-	-
Women's Foundation of MN	D	0.00	-	-	-
		332.90	42,257,423	17,546,050	24,711,373

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	100.00%	326.50	42,143,321	17,431,948	24,711,373
Total Mandated/Discretionary	M/D	0.00%	4.00	114,102	114,102	-
Total Discretionary/Mandated	D/M	0.00%	0.00	-	-	-
Total Discretionary	D	0.00%	2.40	-	-	-
			332.90	42,257,423	17,546,050	24,711,373
2015 Budget			327.50	40,262,724	16,894,573	23,368,151
Inc/(Dec.) from 2015 Budget			5.40	1,994,699	651,477	1,343,222
% Inc/-Dec. from 2015 Budget				5.0%	3.9%	5.7%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2016 APPROVED)
CHANGE FROM 2015 BUDGET**

COUNTY ATTORNEY'S OFFICE

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Law Office	4.50	1,676,728	378,945	1,297,783
Child Support	2.00	301,869	256,430	45,439
Crime Victim Services (VOCA)	0.00	114,102	114,102	-
Veteran's Court Track	0.00	-	-	-
JAG Grant	0.00	-	-	-
Safe Harbor Grant	0.00	-	-	-
Auto Theft Prevention Grant	0.00	-	-	-
Women's Foundation of MN	(1.00)	-	-	-
Suburban Domestic Abuse Prosecuion Improvement	0.00	(98,000)	(98,000)	-

Inc/(Dec.) from 2015 Budget	5.50	1,994,699	651,477	1,343,222
% Inc/-Dec. from 2015 Budget		5.0%	3.9%	5.7%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

COUNTY ATTORNEY'S OFFICE

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Law Office	M	177.30	25,652,563	4,967,058	20,685,505
Child Support	M	145.20	18,141,104	12,940,998	5,200,106
Crime Victim Services (VOCA)	M/D	1.00	114,102	114,102	-
Veteran's Court Track	D	0.00	-	-	-
JAG Grant	D	0.80	-	-	-
Safe Harbor Grant	D	0.00	-	-	-
Auto Theft Prevention Grant	M/D	3.00	-	-	-
Women's Foundation of MN	D	0.00	-	-	-

327.30	43,907,769	18,022,158	25,885,611
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SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	100.00%	322.50	43,793,667	17,908,056	25,885,611
Total Mandated/Discretionary	M/D		4.00	114,102	114,102	-
Total Discretionary/Mandated	D/M		0.00	-	-	-
Total Discretionary	D		0.80	-	-	-
			327.30	43,907,769	18,022,158	25,885,611

2016 Approved Budget	332.90	42,257,423	17,546,050	24,711,373
Inc/(Dec.) from 2016 Approved Budget	(5.60)	1,650,346	476,108	1,174,238
% Inc/-Dec. from 2016 Approved Budget		3.9%	2.7%	4.8%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2017 APPROVED)
CHANGE FROM 2016 APPROVED BUDGET**

COUNTY ATTORNEY'S OFFICE

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Law Office	(4.00)	962,067	1,555	960,512
Child Support	0.00	688,279	474,553	213,726
Crime Victim Services (VOCA)	0.00	-	-	-
Veteran's Court Track	(0.60)	-	-	-
JAG Grant	0.00	-	-	-
Safe Harbor Grant	(1.00)	-	-	-
Auto Theft Prevention Grant	0.00	-	-	-
Women's Foundation of MN	0.00	-	-	-
Inc/(Dec.) from 2016 Approved Budget	(5.60)	1,650,346	476,108	1,174,238
% Inc/-Dec. from 2016 Approved Budget		3.9%	2.7%	4.8%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY ATTORNEY'S OFFICE

GOAL

- 1. Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

Criminal Division and Juvenile Division

- A.** Minimize the time it takes to process a case for charging review in order to hold offenders accountable for their conduct and to provide police, victims, and suspects prompt information relating to a decision about charging a crime.

Consolidate the review and charging of domestic abuse cases into a single charging desk in order to provide a prompt review and charging decision in domestic abuse cases.

- B.** Maintain a criminal and juvenile charging rate that positively correlates with the rate by which those cases result in convictions, including convictions obtained from court and jury trials.

Maintain the "Second Look" program which allows law enforcement investigators to seek a second opinion from a different prosecutor if the investigator disagrees with the initial decision not to charge a case. This program also enables prosecutors to request further investigation before a "not charged" decision is entered.

Enhance communication with police and municipal prosecutors so that cases that are not felonies are presented directly to the City Attorney's Office rather than going through an initial evaluation by the County Attorney.

- C.** Hold offenders accountable with a guilty disposition.
- D.** Advocate for the imposition of the mandatory minimum sentence in "gun cases" in order to keep violent offenders off the streets.
- E.** Hold offenders accountable as well as maintain trial skills of the prosecutors, and maintain the integrity of plea negotiations by proceeding to trial on criminal cases.
- F.** Provide compassionate support and assistance to victims of crime. Ensure that the statutory rights of victims are met.
- G.** Focus on outcomes that go beyond recidivism, through the provision of pre-court diversion options that respond appropriately and effectively to unlawful juvenile behavior by recognizing the unique characteristics and needs of youthful offenders while addressing the safety and concerns of victims.

Child Support Division

- H.** Focus on collections and the number of orders obtained and modified benefits in order to increase the collection of child support.

Studies show that when a realistic child support order is set, obligors are more likely to make timely and consistent child support payments. Timely and consistent child support payments are critical to the custodial households for budgeting and meeting the basic needs of children. Child support is also

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY ATTORNEY'S OFFICE

essential to assist the custodial households in becoming self-sufficient and less reliant on government programs and benefits.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- The Ramsey County Attorney's Office promotes a criminal justice system that is equitable in balancing the rights and needs of victims, offenders and the community.
- The performance measures shown below reflect a strong and dynamic prosecution office in which positive correlations between charge rates and convictions are being achieved.
- The **criminal charging rate** continues to show an increase over years prior to 2011. This increase is due in part to the Second Look Initiative which established a process for reviewing law enforcement cases presented for charging and enhanced communication between law enforcement and the County Attorney's Office. This enhanced communication is critical to a positive relationship with the law enforcement community.
- 87% of adult cases referred to Court result in a guilty disposition (a.k.a. conviction rate).
- The Ramsey County Attorney's Office's commitment to holding offenders accountable has been maintained in the face of an increase in the charging rate.
- For the period of July 1, 2013 through June 30, 2014, the mandatory minimum sentence was imposed and executed in 65% of Ramsey County's disposed "gun cases", compared with a statewide average of 60%. Minnesota statutes provide a mandatory minimum sentence for gun crimes. The Ramsey County Attorney's Office views this statute as an important tool in keeping violent offenders off the streets.
- Since there is a correlation between attendance at juvenile diversion meetings and successful completion of the diversion contract, the Ramsey County Attorney's Office, since 2014, requires the diversion service providers to be proactive in getting those referred to diversion to attend the meetings. The County Attorney's Office's diversion programs for truants and runaways (the Truancy Intervention Program, the Family Truancy Intervention Program and the Runaway Intervention Program) seek to reduce the number of at-risk youth, many of whom are children of color, from entering into the juvenile justice system.
- Although modification orders increased, paternity and order setting numbers have dropped primarily due to the implementation of a new structure and new processes which will have a long term positive impact.
- It is critical to effectively deliver child support services because families rely on timely and consistent child support payments to meet their children's basic needs. Nationwide, 25% of all children and 50% of poor children receive child support services. According to the 2010 United States Census 25.5% of Ramsey County's children live in poverty. Child Support makes up approximately 40% of the income of poor families that receive it. It is proven that child support reduces child poverty. Child support also helps working families make ends meet and provides resources to handle financial crises without using public assistance. Over 71% of Ramsey County's caseload is current public assistance or formerly public assistance cases. Collecting child support is critical for families to be able to transition off of and stay off of public assistance.
- The percentage of child support collected has increased from 64% to 66% over the past two years. The increase in collections is attributed to the conscious effort of the Child Support section to obtain realistic orders for the families and to use early intervention and effective enforcement remedies to collect the child support owed.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY ATTORNEY'S OFFICE

- Since 2011, the Ramsey County Attorney's Office has sent a Victim Satisfaction Survey to individuals to whom the Office has provided services. The feedback offers the opportunity to improve procedures and interactions with victims and to identify areas in which services are effective. In early 2014, some of the questions in the survey were revised in order to gather even more information. Questions about some services were incorporated and include the question, "Is there anything we can do to improve our services to victims of crime?" Also the survey is now provided in Spanish as well as English.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012	2013	2014	2015	2016-17
		Actual	Actual	Actual	Estimate	Estimate
A1	Domestic abuse charging – Average # of business days a charging decision is pending for cases referred in a given year	1 day	1 day	1 day	1 day	1 day
A2	Juvenile charging - Average # of business days a charging decision is pending for cases referred in a given year	5 days	5 days	4 days	4 days	4 days
B1	Percentage of adult cases reviewed that are referred to Court with a criminal complaint (a.k.a. criminal charging rate)	66%	59%	67%	67%	67%
B2	Percentage of domestic abuse cases reviewed that are referred to Court with a criminal complaint (a.k.a. domestic abuse charging rate)	66%	70%	74%	74%	74%
C1	Percentage of adult cases referred to Court that result in a guilty disposition (a.k.a. overall conviction rate)	85%	83%	87%	85%	85%
C2	Percentage of juvenile cases referred to Court that result in a guilty finding (after factoring out continuances for dismissal and traffic cases) (a.k.a. juvenile conviction rate)	64%	74%	77%	75%	75%
D1	Percentage of "gun cases" (609.11, subd. 5) charged in which the mandatory minimum sentence is imposed and executed	62%	57%	65%	65%	65%
E1	Number of adult felony trials	109	137	135	135	135
F1	Percentage of victims surveyed reporting satisfaction with services provided by the County Attorney's Office Victim, Witness and Community Services Division	89%	96%	95%	95%	95%
G1	% of youth diverted ¹ who have 7 or more unexcused absences within the last year, who improve school attendance following successful diversion	N/A	N/A	Collection methods currently under development		
G2	% of youth					

¹ All references to juvenile diversion data in this Performance Measure do not include pre-court diversion data for the Truancy Intervention, Family Truancy Intervention, or Runaway Intervention Programs. These data are reported elsewhere in this document.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY ATTORNEY'S OFFICE

#	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016-17 Estimate
G2	% of youth diverted who report an improvement in connectedness to a positive and caring adult following successful diversion	N/A	N/A	Collection methods currently under development		
G3	Percentage of juveniles referred to diversion who successfully complete their contract	63%	74%	65%	65%	65%
G4	Percentage of juveniles of color referred to diversion who successfully complete their diversion contract	56%	60%	51%	65%	65%
H1	# of paternity orders obtained	812	849	698	750	750
H2	# of support orders established	1,864	1,861	1,560	1,600	1,600
H3	# of orders modified	729	897	1,010	1,000	1,000
H4	Average disbursement per case with court orders per month	\$190	\$190	\$190	\$190	\$190
H5	Current collection percentage	62%	63%	64%	65%	65%
H6	Total child support collected (State fiscal yr)	\$52.9 m	\$52.4 m	\$52.0 m	\$52.0 m	\$52.0 m

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Paternity court orders

The establishment of parentage gives a child born outside of marriage the same legal rights as a child born to married parents. Parentage must be established before the court can establish the father's obligation to pay child support. The establishment of parentage provides a source of genetic and biological history for the child.

Child support orders

A child support order directs one parent to provide support for the child who is living with the other parent or with a relative caretaker. The court sets the amount of child support, medical support and child care support a parent must provide. The support order is a critical step to ensure that children receive the support they need.

Modified child support orders

Modification of support orders is done either by an agency initiated process or by a client taking their own motion directly to court. The numbers listed above include only agency initiated modifications. With the increase in unemployment and under-employment, more child support orders require modifications.

Average distribution

The average distribution per case with a court order is determined by dividing the total collections disbursed by the number of open support cases with a support order in place.

Current collections percentage

Current collections are measured as a percentage of the total amount of child support collected divided by the total amount of child support ordered. This measure is an important indicator of consistent and reliable child support payments to families. The measure is a different indicator than amount collected per case because it takes into consideration the obligor's ability to pay as determined by the court.

Total child support collected

This performance measure reflects total disbursements of both current support and past due support. More than 13,000 Ramsey County families shared in collections of \$52.0 million in the past year.

GOAL

- 2. Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

Summer 2015

- A.** Since the opening of the new Arlington Hills Community Center there has been an increase in activity at the Center, adjacent grounds, and in the surrounding neighborhoods. Both law enforcement (SPPD) and neighbors have identified an increase in criminal activity and other activity that compromises the quality of life of surrounding neighbors, including some businesses. Much of this behavior is committed by youth, many of whom live in poverty and could be categorized as “at risk” for engaging in delinquent behavior. Through a collaboration among St. Paul Parks and Recreation Department, St. Paul Public Libraries, St. Paul Police Department, St. Paul City Attorney, and the Ramsey County Attorney's Office, a program is being developed to address neighborhood concerns about crime and safety but also seeks a meaningful way to intervene with these youth. Specifically, the County Attorney's Office has implemented a diversion program that provides swift and meaningful consequences for some delinquent behavior. To that end, the Office seeks to:
1. Provide a consequence and change behavior without giving youth a delinquency record which can negatively impact their ability to gain employment, education, and housing in the future.
 2. Increase understanding and empathy between the youth and those who live or work near the Community Center.
 3. Improve relations between police and youth by challenging both groups to make measurable and meaningful changes in the way they interact with each other.
 4. Fast track charging and court proceedings of serious delinquency behavior and get stay away orders as needed.
- B.** The County Attorney's Office seeks to develop leadership skills among youth through the creation of a Youth Council. This Council consists of approximately 10 youth between the ages of 14-17 years old who live in St. Paul and frequently use the recreation centers. Youth Council members were appointed on February 24, 2015 at a ceremony attended by public officials. The Council met bi-monthly for the first few months and then began meeting on a monthly basis. At the beginning of the summer, based on the request of Youth Council members, the Council began meeting every week. The group provides important counsel for the initiative and helps avoid a “top-down” model. Rather, the goal is to implement a “bottom-up” approach by intentionally integrating youth and community members into the problem solving process. The program relies on the Youth Council to provide strategies to engage youth. If these youth feel like they are invested in the initiative they will encourage others to adhere to the code of conduct and serve as role models for respectful behavior towards community members. Equally important, youth who serve on the Advisory Council are gaining valuable leadership experience and working closely with professional adults. This experience provides youth with skills that will have future “resume” and employment value.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY ATTORNEY'S OFFICE

Arlington Hills Community Prosecution Efforts

- C. In addition to all of the efforts set forth above, the Ramsey County Attorney's Office's Juvenile Community Prosecution has developed an informal diversion project for those youth committing low-level offenses at the Arlington Hills Recreation Center, an expedited formal diversion process for more serious conduct, and an expedited charging review process for serious conduct.

Low-Level Conduct Not Warranting Police Intervention

These youth will be handled internally by Parks and Recreation and Library staff. Alternative approaches to the behavior will include escorting offenders from the premises for a period of time, requiring offenders to attend an educational class provided by the Ramsey County Attorney's Office on juvenile justice issues and requiring attendance at restorative justice/community impact meetings.

Expedited Diversion Screening

When Police are called to the Recreation Center, the Ramsey County Attorney's Office will screen the offense for possible diversion on an expedited basis. If deemed appropriate, offenders will be given the opportunity to participate in a diversion program through existing providers. The diversion program will require some community service work, attendance at classes described above, and may also require the offender to stay away from all St. Paul Recreation Centers and/or Libraries for a designated time period.

Serious Crimes Against Persons or Property

These offenses will be sent to court on an expedited basis. Fast-tracking these cases addresses the youth's delinquent behavior quickly before it escalates to more violent behavior. Examples of such crimes that will be fast-tracked include, but are not limited to, felony level assaults, gun crimes, and sexual assaults.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012	2013	2014	2015	2016-17
		Actual	Actual	Actual	Estimate	Estimate
A1	Crime statistics in Grid 54 and surrounding grids	N/A	N/A	N/A	Collection methods under development	
A2	Survey of residents and business leaders about their feelings of neighborhood safety compared with other years	N/A	N/A	N/A	Collection methods under development	
B1	Number of youth who finish their "term" on the Youth Council	N/A	N/A	N/A	Collection methods under development	
B2	Number of youth who attend the Youth Council meetings	N/A	N/A	N/A	Collection methods under development	
B3	Number of youth who attend pro-social activities sponsored by Youth Council	N/A	N/A	N/A	Collection methods under development	
C1	Youth who repeat criminal behavior after attending a restorative justice /diversion meeting	N/A	N/A	N/A	Collection methods under development	
C2	Number of youth who attend diversion/restorative justice classes	N/A	N/A	N/A	Collection methods under development	

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

- During the summer of 2014, the Ramsey County Attorney's Office partnered with 180 Degrees, a community based organization, to operate the Connections Center, a facility located on the East Side of St. Paul, where St. Paul Police Officers could drop off curfew/truancy violators found on the East Side. The Connections Center was operated Thursday through Saturday from 10:00 p.m. to 4:00 a.m. Once at the center, youth were screened for chemical dependency and/or mental health concerns. Youth were given snacks, information about community-based resources, and watched movies until their parents/guardians picked them up. 180 Degree staff transported youth to their homes when parents were unable to pick up their children. Within a week of a youth being admitted to the Connections Center, staff would reach out to parents/guardians to attempt a more formalized intake of the youth and family and connect those deemed appropriate to services.

A total of 171 youth found violating curfew were served by the Connection Center over the course of the summer, including 19 repeat offenders. Of these, 74 youth were determined to be in need of case management services.

In 2014, the Ramsey County Attorney's Office also partnered with 180 Degrees to continue operating the County Attorney Leadership Academy. The Leadership Academy strives to intervene on a more personal level with at-risk youth living on the East Side of St. Paul. The Leadership Academy served approximately 20 youth, meeting twice monthly throughout the summer and once a month during the school year. Youth met in small groups to discuss issues relevant to their lives such as attaining academic success, avoiding gang involvement, life as an African American youth, employment strategies, etc. In addition, the youth visited some colleges and went on several field trips to local attractions.

Other Community Initiatives in 2014:

- The assigned Juvenile Community Prosecutor met with students at Washington school who lived on the East Side and were identified as being at risk. They discussed ways to avoid getting into the criminal justice system and implications to their future if they do get involved. The attorney reminded these youth about the curfew law and the importance of staying safe.
- The Ramsey County Attorney's Office sponsored a pizza luncheon at Arlington Hills Recreation Center and invited numerous service providers who work with at risk youth on the East Side. The purpose was to learn about each other's services and strategize on ways to keep youth safe over the summer. All attendees agreed that the meeting was helpful and plans are in place to continue these meetings on a more regular basis.
- The assigned Juvenile Community Prosecutor met with parents at St. Paul Public Schools-Hmong, Somali, Karen, Hispanic/Latino to answer their questions/concerns about their children and keeping them out of the juvenile justice system and strategies to keep them safe over the summer, including curfew compliance.
- The assigned Juvenile Community Prosecutor led a very successful book drive to help The Lift, an organization that provides direct services to youth on the East Side of St. Paul. The effort resulted in the collection of over a thousand books. This book drive will continue with the support of many people, including the Ramsey County Public Defenders, St. Paul City Attorney's Office, and judges.
- The assigned Juvenile Community Prosecutor attended numerous East Side picnics and community meetings where the prosecutor had an opportunity to remind youth of the specifics of the curfew law as well as develop some positive community interaction.
- The assigned Juvenile Community Prosecutor met with juvenile delinquency offenders who were participating in the Evening Learning Center and discussed with them the implications of a delinquency record and strategies to avoid delinquent behavior in the future.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY ATTORNEY'S OFFICE

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

By addressing attendance issues aggressively, a student's absenteeism will decrease and the student's achievement will increase.

- A. When a parent/child attends a parent meeting approximately 70% of those students improve their attendance and do not need further intervention. The Ramsey County Attorney's Office is implementing additional strategies to increase attendance at parent meetings such as, evening parent meetings, Saturday parent meetings, and parent meetings at community centers.
- B. Similar to a parent meeting when a parent/child attends a School Attendance Review Team (SART) meeting, approximately 50% of those students improve their attendance and no further intervention is necessary. The goal then becomes getting as many parents/students to the parent meetings and SART meetings as possible. In the past, the Ramsey County Attorney's Office has attempted to increase the attendance at both by making reminder phone calls the day of the meeting and allowing a parent/child the opportunity to attend another meeting if their scheduled meeting was missed. In addition, during the 2013-14 school year, some second-step Family Truancy Intervention Program (FTIP) diversion meetings (SART) were held in alternate locations. Parents attending SARTs were asked whether this change in location was significant to them. The parent responses and attendance at SARTs in alternate locations are being evaluated at the time of this submission.
- C. It is well established that improved attendance leads to improved academic achievement and an increase in school completion rates. The truancy intervention programs have provided a process for schools to report truancy/educational neglect and for the problem of excessive school absences to be addressed quickly.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Percentage of students and parents who are requested to attend a FTIP/TIP parent meeting who actually attend the meeting	63%	59%	55%	55%	59%
B1	Percentage of students and parents who are requested to attend a FTIP/TIP SART meeting who actually attend the meeting	N/A	N/A	54%	50%	56%
C1	Decrease the number of FTIP/TIP Court Petitions	532	449	485	445	425

Department Summary



PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

In addition to the ongoing efforts to improve attendance through the Truancy Intervention and Family Truancy Intervention Programs, an Assistant Ramsey County Attorney helped to create a new initiative, "Project Return", to reengage students who have been dropped from school enrollment records because they have missed 15 or more consecutive days of school. With funding provided through the St. Paul Children's Collaborative, and partnering with St. Paul Public Schools (SPPS), the project began in late fall of 2014. Project Return's goal is to identify those students who have been "15-day dropped," determine if the student has transferred to another school and, if not, reach out to them in an effort to reenroll them. Often this requires the Project Return team to find an appropriate educational setting for the student to continue her/his high school education.

During the first six months of the Project, a list of 450 "15-day dropped" students was obtained. The Project Coordinator, a SPPS employee, then made hundreds of phone calls, sent letters, and made home visits in an effort to contact the students. When appropriate, a SART was held to reach the student and family and to help diminish the barriers to school and get them re-enrolled. The results during this time have been impressive. At least 19 students were reenrolled in traditional school settings and another 22 were enrolled in the St. Paul School District's "It's Never Too Late" program and are working on obtaining their high school diplomas.

This initiative will continue during the next school year as the Ramsey County Attorney's Office continues working closely with SPPS staff to identify and reenroll these drop outs. Also a more aggressive outreach campaign will be launched within the community to obtain referrals, provide information to drop-outs seeking to return to school, and create an evaluation tool for this initiative that will allow a closer examination of the underlying causes of student disengagement as well as the successful strategies to reengage students who have dropped out of school.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY ATTORNEY'S OFFICE

GOAL

- 4. Model forward-thinking investment, fiscal accountability and transparency**
through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A.** The Ramsey County Attorney's Office's Civil Division attorneys attend meetings with staff of various Ramsey County departments.

The Civil Division Attorney who works with the Community Human Services Department (CHS) maintains regular office hours, two half days each week, at CHS for consultation with staff.

The Civil Division Director is in the process of meeting with County Department Heads to discuss issues and any concerns.

The Civil Division is revising portions of its representation model to provide backup availability in certain areas.

- B.** Civil Division staff handled forfeiture proceedings involving vehicles and other property in 2014. As a result of these efforts, the County Attorney's Office received \$86,703 as its share of the funds obtained during the civil forfeiture process pursuant to Minnesota Statute sections 609.531 and 169A.63.

- C.** Civil Division attorneys are actively involved in training with the Ramsey County Sheriff's Office

The Civil Division attorney who advises on HIPAA and related issues, and a consultant retained by the County, are providing analysis and training for departments on HIPAA related issues.

- D.** Civil Division staff is often appointed by the Court to be the Personal Representative or Special Administrator of the estate of a decedent who had previously received government benefits (i.e. Medical Assistance, Alternative Care, GA Medical Care or General Assistance). As part of the Probate process, Civil Division staff takes actions through the Court to collect on debts owed to the County by a decedent's estate. The Civil Division is also tasked with recovering non-probate funds owed to the County as a result of an individual's previous receipt of government benefits.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- During 2014, Civil Division staff recovered a total of \$3,004,223 in Medical Assistance collections which consisted of \$2,191,466 in probate collections and an additional \$812,756 of non-probate funds.
- The Civil Division provides yearly reports detailing a number of issues including but not limited to: the number of litigated files opened and closed, the number of claim files opened and closed, the number of property tax appeal files opened and closed, the number of civil forfeiture files opened and closed, and costs paid by the County on behalf of its departments for Auto and Tort losses. The Tort Fund is the County's self-insured fund which is utilized to make payments to settle, defend or pay claims or judgments involving Federal or State litigation commenced against the County. Historically, amounts paid by the County in the defense of tort claims ebbs and flows. As an example, the County paid \$1,267,781 from the Tort Fund in 2008; \$559,274 in 2009; \$680,186 in 2010, \$1,302,838 in 2011, \$1,057,594 in 2012, \$3,148,287 in 2013 and \$387,943 in 2014. The Auto Fund is the County's self-insured fund which is utilized to make payments to settle, defend or pay judgments involving damage to property or bodily injury as a result of vehicle operation of the County, or governed under Minnesota No-Fault law. The chart below includes the total amount of monies paid on all claims from the respective Auto and Tort funds within the respective year, no matter when the claim was first made against the County. For purposes of

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY ATTORNEY'S OFFICE

the 2015 auto fund estimate, the present tort cap of \$1.5 million for one occurrence contained in Minn. Stat. 466.04 has been used.

- Approximately \$2.4 Million of the 2013 tort fund payout related to the McCaster tuberculosis litigation and related expenses.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012	2013	2014	2015	2016-17
		Actual	Actual	Actual	Estimate	Estimate
A1	Agreement by County Clients with the statement: The Civil Division staff helps me achieve my goals. (Services are rated on a five point scale.)	4.2	4.6	4.6	4.6	4.6
B1	Agreement by law enforcement agencies with the statement: The Civil Division staff efficiently and timely processes criminal forfeiture claims. (Services are rated on a five point scale.)	3.6	4.1	4.3	4.3	4.3
C1	Amount paid-out on general tort litigation	\$1.2 m	\$3.1 m	\$388,000	\$404,000	\$436,000
C2	Amount paid-out of the Auto Fund	\$29,000	\$25,000	\$43,000	\$1.6 m	\$83,000
D1	Medical Assistance Collections	\$2.7 m	\$2.4 m	\$3.2 m	\$2.4 m	\$2.4 m

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

The Civil Division of the Office of the Ramsey County Attorney (“Civil Division”) provides legal advice and representation to Ramsey County (“the County”) Departments and Agencies and represents the County in litigation matters including tax petitions. The Civil Division also handles administrative and judicial forfeitures, administrative hearings, and provides Risk Management services for the County including claims administration, acquisition of insurance and advice regarding mitigation of risk.

Every other month the Civil Division sends out a Client Satisfaction Survey via email to Ramsey County Commissioners, Department and Agency Directors. Clients are asked to rate services they received from Civil Division Staff during the previous month on the following five point scale: 1) Unacceptable levels of service, 2) Not meeting expectations and needs improvement, 3) Minimally meeting expectations, 4) Meeting expectations and the client is satisfied and 5) Exceeds all expectations and the client is very satisfied. The survey also seeks additional client input to identify any additional areas of services or assistance the client would like to receive from the Ramsey County Attorney’s Office. The Civil Division Director will contact any client who rates Civil Division services as a 3, 2 or 1 to inquire as to the problem and discuss how improvements can be made.

The Civil Division provides the Ramsey County Board of Commissioners (the “Board”) and Ramsey County Manager (“County Manager”) with a written semi-annual litigation report which contains a summary of the pending and recently closed litigation matters for the prior period. The Civil Division also provides the Board with a written Annual litigation report to provide the Board and the County Manager with a summary of information concerning the status of the County’s legal matters. This report contains information on, and analysis of, litigation resolved during the preceding year and a status report on pending litigation. This report also provides details concerning settled and pending non-litigated claims.

The Civil Division Director has convened a group to review the need for a full time risk manager position within Ramsey County.

Department Summary



RAMSEY
COUNTY

Matt Bostrom, Sheriff

425 Grove Street, Saint Paul, Minnesota

651-266-9333

SHERIFF'S OFFICE

VISION

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

OFFICE OVERVIEW

Minnesota State Statute requires every county to have an office of the sheriff. Residents elect the sheriff every four year as the highest-ranking law enforcement official and chief law enforcement officer of the county. The Ramsey County Sheriff is Matt Bostrom.

The Ramsey County Sheriff's Office is Minnesota's first law enforcement agency, established in 1849 when Minnesota was a territory. Hundreds of state statutes mandate the duties the sheriff must perform. The most notable statute reads, "the sheriff shall keep and preserve the peace of the county" (§ 387.03).

PROGRAMS / SERVICES

The Sheriff's Office is organized into five service divisions, which provide the following:

- **Administration Division** – warrants; criminal histories; gun permits; budget and accounting; human resources and payroll; training and staff development; grants, contacts, and procurement; internal affairs; fleet management; information technology, including research and development; and, planning and analysis.
- **Court and Security Services Division** – court security; human service security; civil process (orders for protection, foreclosure notices and sales, civil and criminal subpoenas, dissolutions of marriage, and evictions); and, emergency management and homeland security.
- **Detention Services Division** – detention of pre-trial inmates and probation or supervised release (parole) violators at the Adult Detention Center (Ramsey County Jail); transportation of prisoners; and, hospital detention security.
- **Public Safety Services Division** – contract law enforcement (patrol and investigations) services to seven communities; K-9 operations and training; crime scene response; records and property; school resource officers; traffic enforcement; crime prevention; water patrol; dive team; and, volunteer programs and internships, including reserve deputies and community support services.
- **Regional Services Division** – law enforcement and public safety services that involve multiple agencies, joint investigations, and regional partners that have a county-wide impact; watch commander operations; contract negotiations and labor and union relations; and, special projects and programs.

Department Summary



RAMSEY
COUNTY

Matt Bostrom, Sheriff

425 Grove Street, Saint Paul, Minnesota

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SHERIFF'S OFFICE

GOALS & STRATEGIES

Strengthen individual, family and community health, safety, and well-being

- Create a safe, secure, and humane environment for detainees and staff, and promote public safety together with other agencies
- Promote public safety through awareness, enforcement, and education
- Deliver specialized law enforcement capabilities within the Sheriff's Office and support other agencies throughout the region with those capabilities
- Protect and serve both the public and the judiciary system with skill and integrity, to ensure a safe and just community.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty

- Deliver specialized law enforcement capabilities within the Sheriff's Office and support other agencies throughout the region with those capabilities

Enhance access to opportunity and mobility for all residents and businesses

- Promote public safety through awareness, enforcement, and education
- Create a safe, secure, and humane environment for detainees and staff, and promote public safety together with other agencies

Model forward-thinking investment, fiscal accountability, and transparency

- Create a safe, secure, and humane environment for detainees and staff, and promote public safety together with other agencies
- Promote public safety through awareness, enforcement, and education

Department Summary



**RAMSEY
COUNTY**

Matt Bostrom, Sheriff

425 Grove Street, Saint Paul, Minnesota

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SHERIFF'S OFFICE

2015 ORGANIZATION CHART

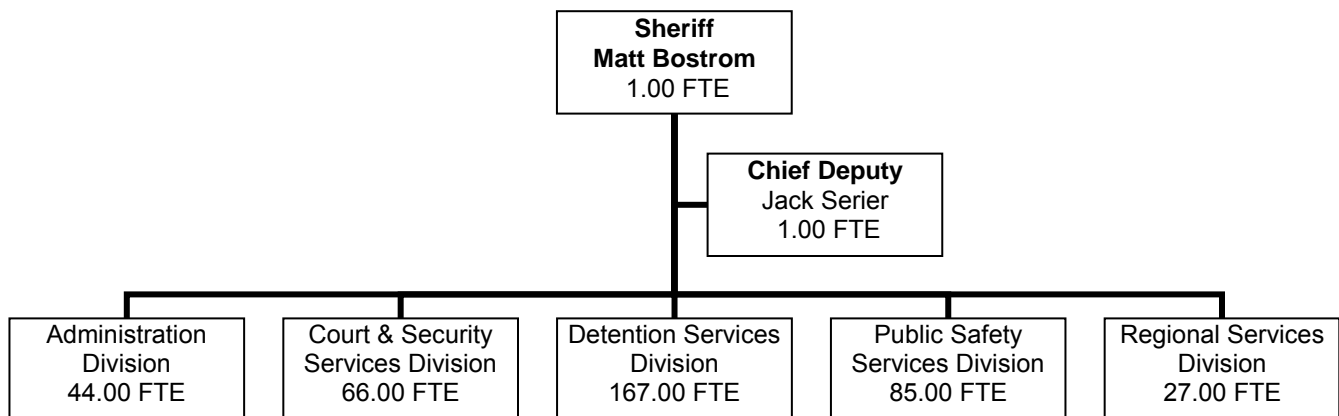
Personnel - FTE

2014 Budget - 390.00

2015 Budget - 391.00

2016 Approved - 395.00

2017 Approved - 395.00



Department Summary



BUDGET SUMMARY

Sheriff's Office

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	50,264,929	50,970,264	53,124,771	54,890,705
Expenditure / Appropriation - Grants / Projects	639,573	480,755	936,447	938,430
Revenue / Est. Revenue - Operating Budget	12,612,611	12,569,685	12,213,582	12,110,442
Revenue / Est. Revenue - Grants / Projects	858,024	480,755	936,447	938,430
Use of Fund Balance	-	-	-	-
County Tax Levy	37,433,867	38,400,579	40,911,189	42,780,263
Inc/(Dec) from Previous Year			2,510,610	1,869,074
% Inc/(Dec) from Previous Year			6.5%	4.6%
Inc/(Dec) for 2 Years				4,379,684
% Inc/(Dec) for 2 Years				11.4%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Sheriff's Office

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	10,219,048	10,433,185	10,072,553	10,069,413
Intergovernmental Revenue				
Federal	443,428	60,000	435,269	435,269
State	2,134,662	2,003,755	2,188,707	2,190,690
Local / Other	-	-	-	-
Total Intergovernmental Revenue	2,578,090	2,063,755	2,623,976	2,625,959
Use of Money, Property & Sales	90,601	61,500	61,500	61,500
Other Revenue & Taxes	582,896	492,000	392,000	292,000
Property Tax Levy	37,433,867	38,400,579	40,911,189	42,780,263
Total Revenue / Estimated Revenue	<u>50,904,502</u>	<u>51,451,019</u>	<u>54,061,218</u>	<u>55,829,135</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	40,368,512	40,916,544	42,304,736	43,701,599
Professional Services	8,624,992	8,569,745	9,660,852	10,025,781
Client Services	-	-	-	-
Supplies	1,264,097	1,438,100	1,379,692	1,385,817
Capital Outlay	305,345	286,710	476,018	476,018
Contingent	149,308	-	-	-
Intergovernmental Payments	192,248	239,920	239,920	239,920
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>50,904,502</u>	<u>51,451,019</u>	<u>54,061,218</u>	<u>55,829,135</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Sheriff's Office

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Support Services	7,626,596	7,718,660	8,926,848	9,272,473
Volunteers in Public Safety	60,452	81,952	82,254	84,097
Court Services	1,771,696	1,699,910	1,664,193	1,716,922
Court Security	5,285,281	5,210,890	5,450,050	5,634,507
Investigations	2,972,544	3,064,052	3,178,896	3,250,725
Gun Permits	185,510	165,054	172,842	180,855
Law Enforcement Center	17,157,075	17,322,635	17,965,695	18,661,461
Firearms Range	61,938	60,060	63,160	66,260
Public Safety Services	4,495,204	4,657,260	4,727,933	4,860,873
Transportation/Hospital	3,588,825	3,657,146	3,595,497	3,684,689
Law Enforcement Services	6,932,662	7,205,499	7,157,880	7,325,940
Impound Lot	127,146	127,146	139,524	151,903
Total Operating Budget	50,264,929	50,970,264	53,124,771	54,890,705
Inc/(Dec) from Previous Year			2,154,507	1,765,934
% Inc/(Dec) from Previous Year			4.2%	3.3%
	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
Traffic Initiative Grant (G208071)	198,416	-	375,269	375,269
Violent Crime Enforcement Team Grant (G208076)	436,157	480,755	561,178	563,161
Off Highway Vehicle Enforcement Grant (G216012)	5,000	-	-	-
Total Grants / Projects	639,573	480,755	936,447	938,430
Total Expenditure / Appropriation	50,904,502	51,451,019	54,061,218	55,829,135
Inc/(Dec) from Previous Year			2,610,199	1,767,917
% Inc/(Dec) from Previous Year			5.1%	3.3%
Inc/(Dec) for 2 Years				4,378,116
% Inc/(Dec) for 2 Years				8.5%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Sheriff's Office

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Support Services	456,972	395,500	542,268	542,268
Court Services	402,018	570,060	508,900	509,000
Court Security	1,177,000	1,036,992	1,040,000	1,070,000
Investigations	236,107	150,000	150,000	150,000
Gun Permits	233,525	160,000	160,000	160,000
Law Enforcement Center	1,211,908	1,459,200	1,072,200	767,800
Firearms Range	89,805	60,060	63,160	66,260
Public Safety Services	1,513,386	1,366,374	1,353,174	1,353,174
Transportation/Hospital	238,004	166,000	166,000	166,000
Law Enforcement Services	7,053,886	7,205,499	7,157,880	7,325,940
Total Operating Budget	12,612,611	12,569,685	12,213,582	12,110,442

Inc/(Dec) from Previous Year			(356,103)	(103,140)
% Inc/(Dec) from Previous Year			(2.8)%	(0.8)%

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Grants / Projects				
Traffic Initiative Grant (G208071)	375,269	-	375,269	375,269
Violent Crime Enforcement Team Grant (G208076)	482,755	480,755	561,178	563,161
Total Grants / Projects	858,024	480,755	936,447	938,430

Total Revenue / Estimated Revenue	13,470,635	13,050,440	13,150,029	13,048,872
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Inc/(Dec) from Previous Year			99,589	(101,157)
% Inc/(Dec) from Previous Year			0.8%	(0.8)%

Inc/(Dec) for 2 Years				(1,568)
% Inc/(Dec) for 2 Years				-

Department Summary



PERSONNEL SUMMARY BY DIVISION

SHERIFF'S OFFICE

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Support Services	44.00	44.00	44.00	45.00
Volunteers in Public Safety	1.00	1.00	1.00	1.00
Court Services	13.00	13.00	13.00	13.00
Court Security	52.00	52.00	52.00	53.00
Investigations	25.00	25.00	25.00	25.00
Gun Permits	2.00	2.00	2.00	2.00
Law Enforcement Center	136.00	136.00	136.00	138.00
Public Safety Services	31.00	32.00	32.00	32.00
Transportation/Hospital	31.00	31.00	31.00	31.00
Law Enforcement Services	53.00	53.00	53.00	53.00
Total Operating Budget	388.00	389.00	389.00	393.00

Department Summary



PERSONNEL SUMMARY BY DIVISION

SHERIFF'S OFFICE

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
Violent Crime Enforcement Team Grant (G208076)	2.00	2.00	2.00	2.00
Total Existing Permanent FTE	390.00	391.00	391.00	395.00

	2016 Approved	2017 Approved
<u>New FTEs</u>		
Deputy	1.00	-
Deputy	1.00	-
Correctional Officer	2.00	-
Total New FTE	4.00	-
Total FTE	395.00	395.00
Inc/(Dec) From Previous Year	4.00	-
Inc/(Dec) for 2 Years		4.00

Department Summary



PROGRAM/SERVICE ALLOCATION (2016 APPROVED)

SHERIFF'S OFFICE

Program/Service	Mand./ Discr.	2016 Approved				
		FTEs	Budget	Financing	Levy	
Court Security	M	53.00	5,450,050	1,040,000	4,410,050	
Court Services	M	13.00	1,664,193	508,900	1,155,293	
Support Services	M/D	45.00	8,926,848	542,268	8,384,580	
Investigations	M	25.00	3,178,896	150,000	3,028,896	
Violent Crime Enforcement Team	M	2.00	561,178	561,178	-	
Gun Permits	M	2.00	172,842	160,000	12,842	
Law Enforcement Center	M	138.00	17,965,694	1,072,200	16,893,494	
Transportation/Hospital	M	31.00	3,595,497	166,000	3,429,497	
Public Safety Services						
County Patrol	M/D	32.00	4,727,933	1,353,174	3,374,759	
Traffic Initiative	M/D	0.00	375,269	375,269.00	-	
Contract Patrol	D/M	53.00	7,157,880	7,157,880	-	
Impound Lot	D/M	0.00	139,524	-	139,524	
Firearms Range	D/M	0.00	63,160	63,160	-	
Volunteers in Public Safety	D	1.00	82,254	-	82,254	
		395.00	54,061,218	13,150,029	40,911,189	
SUMMARY						
		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	70.71%	264.00	32,588,350	3,658,278	28,930,072
Total Mandated/Discretionary	M/D	28.74%	77.00	14,030,050	2,270,711	11,759,339
Total Discretionary/Mandated	D/M	0.34%	53.00	7,360,564	7,221,040	139,524
Total Discretionary	D	0.20%	1.00	82,254	-	82,254
			395.00	54,061,218	13,150,029	40,911,189
2015 Budget			391.00	51,451,019	13,050,440	38,400,579
Inc./(Dec.) from 2015 Budget			4.00	2,610,199	99,589	2,510,610
% Inc./(Dec.) from 2015 Budget				5.1%	0.8%	6.5%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM/SERVICE ALLOCATION (2016 APPROVED)
CHANGE FROM 2015 BUDGET**

SHERIFF'S OFFICE

Program/Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Court Security	1.00	239,160	3,008	236,152
Court Services	0.00	(35,717)	(61,160)	25,443
Support Services	1.00	1,208,188	146,768	1,061,420
Investigations	0.00	114,844	-	114,844
Violent Crime Enforcement Team	0.00	80,423	80,423	-
Gun Permits	0.00	7,788	-	7,788
Law Enforcement Center	2.00	643,059	(387,000)	1,030,059
Transportation/Hospital	0.00	(61,649)	-	(61,649)
Public Safety Services				
County Patrol	0.00	70,673	(13,200)	83,873
Traffic Initiative	0.00	375,269	375,269	-
Contract Patrol	0.00	(47,619)	(47,619)	-
Impound Lot	0.00	12,378	-	12,378
Firearms Range	0.00	3,100	3,100	-
Volunteers in Public Safety	0.00	302	-	302
Inc./(Dec.) from 2015 Budget	4.00	2,610,199	99,589	2,510,610
% Inc./(Dec.) from 2015 Budget		5.1%	0.8%	6.5%

Department Summary



PROGRAM/SERVICE ALLOCATION (2017 APPROVED)

SHERIFF'S OFFICE

Program/Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Court Security	M	53.00	5,634,507	1,070,000	4,564,507
Court Services	M	13.00	1,716,922	509,000	1,207,922
Support Services	M/D	45.00	9,272,473	542,268	8,730,205
Investigations	M	25.00	3,250,725	150,000	3,100,725
Violent Crime Enforcement Team	M	2.00	563,161	563,161	-
Gun Permits	M	2.00	180,855	160,000	20,855
Law Enforcement Center	M	138.00	18,661,461	767,800	17,893,661
Transportation/Hospital	M	31.00	3,684,689	166,000	3,518,689
Public Safety Services					
County Patrol	M/D	32.00	4,860,873	1,353,174	3,507,699
Traffic Initiative	M/D	0.00	375,269	375,269	-
Contract Patrol	D/M	53.00	7,325,940	7,325,940	-
Impound Lot	D/M	0.00	151,903	-	151,903
Firearms Range	D/M	0.00	66,260	66,260	-
Volunteers in Public Safety	D	1.00	84,097	-	84,097
		395.00	55,829,135	13,048,872	42,780,263

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	70.84%	264.00	33,692,320	3,385,961	30,306,359
Total Mandated/Discretionary	M/D	28.61%	77.00	14,508,615	2,270,711	12,237,904
Total Discretionary/Mandated	D/M	0.36%	53.00	7,544,103	7,392,200	151,903
Total Discretionary	D	0.20%	1.00	84,097	-	84,097
			395.00	55,829,135	13,048,872	42,780,263

2016 Approved Budget			395.00	54,061,218	13,150,029	40,911,189
Inc./(Dec.) from 2016 Approved Budget			0.00	1,767,917	(101,157)	1,869,074
% Inc./(Dec.) from 2016 Approved Budget				3.3%	(0.8)%	4.6%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM/SERVICE ALLOCATION (2017 APPROVED)
CHANGE FROM 2016 APPROVED BUDGET**

SHERIFF'S OFFICE

Program/Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Court Security	0.00	184,457	30,000	154,457
Court Services	0.00	52,729	100	52,629
Support Services	0.00	345,625	-	345,625
Investigations	0.00	71,829	-	71,829
Violent Crime Enforcement Team	0.00	1,983	1,983	-
Gun Permits	0.00	8,013	-	8,013
Law Enforcement Center	0.00	695,767	(304,400)	1,000,167
Transportation/Hospital	0.00	89,192	-	89,192
Public Safety Services				
County Patrol	0.00	132,940	-	132,940
Traffic Initiative	0.00	-	-	-
Contract Patrol	0.00	168,060	168,060	-
Impound Lot	0.00	12,379	-	12,379
Firearms Range	0.00	3,100	3,100	-
Volunteers in Public Safety	0.00	1,843	-	1,843
Inc./(Dec.) from 2016 Approved Budget	0.00	1,767,917	(101,157)	1,869,074
% Inc./(Dec.) from 2016 Approved Budget		3.3%	(0.8)%	4.6%

GOAL

1. Strengthen individual, family and community health, safety, and well-being

through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

A. Create a safe, secure, and humane environment for detainees and staff, and promote public safety together with other agencies

The Ramsey County Sheriff's Office is mandated by Minnesota State Statute to provide detention services and operate the county jail (§387.03; §387.11; §641.14). Statute requires the sheriff to have "charge and custody of the county jail and receive and safely keep therein all persons lawfully committed thereto and not release any person therefrom unless discharged by due course of law." Statute also states "the sheriff of each county is responsible for the operation and condition of the jail."

The Detention Services Division provides detention services and operates the Adult Detention Center, commonly referred to as the county jail. The mission of the Detention Services Division is to create a safe, secure, and humane environment for detainees and staff, and promote public safety together with other agencies. The Adult Detention Center (ADC) is a 500-bed pre-trial facility operating 24 hours a day, seven days a week. As a pre-trial facility, the ADC provides services to law enforcement agencies, the courts, and individuals following their arrest until a court disposition is reached. This also includes individuals who are being held for probation or supervised release (parole) violations.

B. Promote public safety through awareness, enforcement, and education

The Ramsey County Sheriff's Office is mandated by Minnesota State Statute to provide water patrol services (§387.03; §86B.105; §86B.121; §86B.341). Statute requires the sheriff to "keep and preserve the peace of the county... including investigating recreational vehicle accidents involving personal injury or death that occur outside the boundaries of a municipality, searching and dragging for drowned bodies, and searching and looking for lost persons." Statute further requires the sheriff to "maintain a program of search, rescue, buoying and marking, patrol, removal of hazards to navigation, and inspection of watercraft for rent, lease or hire" and "investigate watercraft accidents and drownings and report findings."

The Public Safety Services Division provides water patrol services. The mission of the Public Safety Services Division is to promote public safety through awareness, enforcement, and education. Water patrol services include law enforcement, safety instruction, and promotion of safe boating and riding habits on the county's lakes, rivers, and trails as well as responding to incidents on the water (such as disabled boats, complaints), conducting rescue efforts, and recovering victims of water related incidents.

Ramsey County has 82 lake basins, of which, 23 are accessible for recreational use. Additionally, 18 miles of the Mississippi and Minnesota Rivers reside within Ramsey County boundaries.

C. Deliver specialized law enforcement capabilities within the Sheriff's Office and support other agencies throughout the region with those capabilities

The Ramsey County Sheriff's Office is mandated by Minnesota State Statute to provide warrant and special investigative (apprehension) services (§387.03; §387.04; §299C.115). Statute requires the sheriff to "keep and preserve the peace of the county... pursue and apprehend all felons, execute all processes, writs, precepts, and orders issued or made by lawful authority... [and] attend upon the terms of the district court." Statute further states "the county shall enter the warrant information [in the state database]... and at no charge to the state, shall make the warrant information accessible..." The Sheriff's Office does not issue warrants.

A warrant, which calls for the immediate apprehension and arrest of a person, is issued by a Judge as a result of a commission of a crime and/or failure to follow an order of the Court, such as a violation of probation or pre-trial supervision. Warrant services include entering and removing warrants into and from state and federal databases while providing timely, accurate, and unbiased information to the community and law enforcement agencies regarding individuals with active (outstanding) warrants. Special investigative (apprehension) services include pursuing and apprehending fugitives.

D. Protect and serve both the public and the judiciary system with skill and integrity, to ensure a safe and just community

The Ramsey County Sheriff's Office is mandated by Minnesota State Statute to provide security for the court system (§387.03; §488A.06(1); §484.92; §546.13; §609.66). The Ramsey County Sheriff's Office is also mandated by Minnesota State Statute to provide civil process services (§387.03; §387.04; §387.07; §518B.01; §580.06).

Statute requires the sheriff, with approval of a majority of the judges, to "assign to the court a sufficient number of deputy sheriffs who shall act as bailiffs of the court." Statute further requires that a "bailiff shall be in attendance for all sessions of the court involving traffic or criminal matters, and serve all process and warrants and perform such other duties as may be directed by the judges of the court." Statute also requires the sheriff to "execute all processes, writs, precepts, and orders issued" by the court. Statute further mandates the sheriff to "serve all papers, post all notices named by law to be served or posted in behalf of the state or of the county."

The Court & Security Services Division provides court services. The mission of the Court & Security Services Division is to protect and serve both the public and the judiciary system with skill and integrity, to ensure a safe and just community. Court security services include providing law enforcement and security services to the Second Judicial District (Ramsey County) by securing courtrooms, maintaining order during court, escorting and transporting in-custody persons to and from court, and ensuring the safety of all persons in and around courthouses, including victims, witnesses, judges, prosecutors, defense attorneys, and court staff. The Sheriff's Office responds to numerous calls for service at the county's court locations, including medical emergencies, duress alarms, bomb threats, threatening phone calls/letters, and suspicious items/mail. In addition, the Sheriff's Office provides security services for the Office of the Ramsey County Attorney (Metro Square Building and Lowry Building) and the Ramsey County Community Human Services Department (Government Center East building).

Civil process services include processing and serving legal papers; conducting sales of personal and real property, including mortgage foreclosure sales; and, performing evictions of tenants and seizing money through bank levies and wage garnishments. The Sheriff's Office serves over 300 different types of civil papers on behalf of individuals, private attorneys, the court, county departments, and other agencies. Papers processed and served most frequently include orders for protection, foreclosures, civil and criminal subpoenas, petitions for dissolution of marriage, and eviction notices.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

SHERIFF'S OFFICE

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Detention Services

- The number of inmates booked has decreased in recent years. However, mentally ill inmates, especially those suffering from serious mental illness, continue to make up a significant portion of those being booked.
- Discipline and self-injury incidents involving inmates increased significantly in 2014. This is due in part to increasing local and national trends of incarcerated mentally ill inmates.

Water Patrol Services

- Boat and water safety patrol hours decreased despite an increased demand for service. For example, the Sheriff's Office conducted 644 boat safety checks and assisted 89 boaters in 2014. Seven search and rescue operations were also conducted, including a search for a drowning victim and numerous victims who jumped off a bridge into the Mississippi River. These search and rescue operations required 213 staffing hours

Warrant Services

- The number of warrants issued is trending downward due to policy changes related to how and when warrants are issued.
- The number of arrests of fugitives by the Sheriff's Office Special Investigations/Apprehension Unit continues to decrease due to reduced staffing.

Court Security Services

- The number of criminal court appearances has increased slightly.
- Civil commitment court proceedings continue to increase.

Civil Process Services

- Mortgage foreclosure sales have decreased as local and national foreclosure rates begin to level out following the mortgage crisis.
- The Sheriff's Office continues to serve nearly 10,000 papers annually.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016-17 Estimate
Detention Services						
A1	Total Inmates Served	21,282	20,226	20,714	20,447	20,247
A2	Number of People Booked	20,924	19,847	20,228	20,007	19,857
A3	Average Length of Stay: Ramsey County Inmates	5.74	5.90	6.70	6.30	6.00
A4	Average Daily Population: Total	390.75	346.67	373.00	360.00	358.00
A5	Average Daily Population: Ramsey County Inmate	351	323	353	338	328
A6	Average Daily Population: Boarder (contract inmates)	38	22.58	20	20	20
A7	Male Gross Misdemeanor & Felony Inmates Booked <i>% of Total Inmates</i>	11,347 53%	10,680 53%	10,471 51%	10,575 52%	10,575 52%
A8	Discipline Incidents <i>% of Total Inmates</i>	407 1.9%	438 2.2%	637 3.1%	538 2.6%	538 2.6%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

SHERIFF'S OFFICE

#	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016-17 Estimate
A9	Self-Injury Incidents % of Total Inmates	31 .15%	79 .39%	119 .57%	99 .48%	99 .48%
Water Patrol Services						
B1	Boat and water safety patrol hours	10,979	9,566	9,757	9,700	9,600
B2	Watercraft warnings: verbal and written	425	761	629	610	600
B3	Watercraft citations / arrests	420	179	237	205	420
Warrant Services						
C1	Number of Warrants Processed: Warrants Issued	10,707	10,799	10,621	10,250	10,200
C2	Number of Warrants Processed: Warrants Cleared	10,904	11,426	10,449	11,500	11,800
C3	Total Number of Warrants Processed	21,611	22,225	21,070	21,000	21,000
C4	Warrants Cleared by Arrest	8,217	6,609	7,986	6,700	6,700
C5	Fugitives Arrested by Sheriff's Office Special Investigations/Apprehension Unit	556	485	371	380	380
C6	Total Number Active/Outstanding Warrants at 12/31	10,734	8,683	9,581	8,250	8,200
Court Security Services						
D1	Court appearances at LEC	15,954	15,031	15,288	15,500	15,500
D2	Court appearances at JFJC	2,467	2,227	2,362	2,200	2,200
D3	Domestic abuse hearings at JFJC	1,653	1,712	1,819	1,650	1,650
D4	Suburban Courthouse hearings	14,682	14,842	10,535	14,500	14,500
D5	Regions / 402 Building (Civil Commitment Court) hearings	2,006	2,181	2,697	2,100	2,100
Civil Process Services						
D6	Orders for protection	1,007	1,682*	1,524	1,550	1,550
D7	Mortgage foreclosure sales	1,666	1,171	832	850	850
D8	Total papers served	12,223	10,219	9,962	10,000	10,000

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Performance Measure A1

Total Inmates. This measure represents the total number of inmates served by the Sheriff's Office at the Adult Detention Center. This number includes inmates that were in-custody at the start of the year plus those inmates that were booked.

Performance Measure A2

Number of People Booked. This measure represents the number of people booked into the Adult Detention Center by the Sheriff's Office. Each booking includes fingerprinting and photographing, medical and mental health screening, person property inventory, and issuance of a uniform.

Performance Measure A3

Average Length of Stay: Ramsey County Inmates. This measure represents the average number of days Ramsey County inmates were housed by the Sheriff's Office. Ramsey County inmates are defined as inmates the Sheriff's Office has the legal responsibility to hold in-custody and does not include boarders (contract inmates).

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

SHERIFF'S OFFICE

Performance Measure A4

Average Daily Population: Total. This measure represents the average number of inmates housed per day by the Sheriff's Office

Performance Measure A5

Average Daily Population: Ramsey County Inmate. This measure represents the average number of Ramsey County inmates housed by the Sheriff's Office.

Performance Measure A6

Average Daily Population: Boarder (contract inmates). This measure represents the average number of boarder (contract) inmates that were housed by the Sheriff's Office.

Performance Measure A7

Male Gross Misdemeanor & Felony Inmates. This measure represents the number of male inmates housed for gross misdemeanor and felony offenses. The percentage is a representation of the total inmate population.

Performance Measure A8

Discipline Incidents. This measure represents the number of discipline incidents. The percentage is a representation of the total inmate population. A discipline incident is a documented event that requires an inmate be reassigned to specialized housing following a major rule violation, such as assaulting or threatening staff or inmates, failing to follow orders, or causing a disturbance.

Performance Measure A9

Self-Injury Incidents. This measure represents the number of inmates who had self-injury incidents. The percentage is a representation of the total inmate population. A self-injury incident is a documented event where an inmate intentionally injured. This also includes reports of any incident where an inmate was placed in any type of restraints with the purpose of preventing self-injury.

Performance Measure B1

Boat and water safety patrol hours. This measure represents the number of hours the Sheriff's Office conducted high visibility proactive patrols of the county's lakes and rivers. Patrols are generally conducted from May through September during peak water usage times (weekends, holidays, and special events). The presence of a marked Sheriff's patrol boat encourages safe boating habits and compliance with boating regulations. While conducting patrols, staff frequently answer citizen questions about safe boat operations as well as provide information regarding boating laws and local boating ordinances.

The Sheriff's Office also participates in a Minnesota Department of Natural Resources (DNR) sponsored program that allows staff to issue certificates to children who are wearing their life jackets. Certificates are redeemable for a free Dairy Queen ice cream cone, reinforcing model boating behavior.

Performance Measure B2

Watercraft warnings: verbal and written. This measure represents the number of verbal and written watercraft warnings issued by the Sheriff's Office. Warnings are non-punitive, used to educate the public about boating safety laws and local ordinances, and serve as a friendly reminder for correcting behavior for minor violations. Many times, minor violators were misinformed or unaware of specific regulations.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

SHERIFF'S OFFICE

Performance Measure B3

Watercraft citations / arrests. This measure represents the number of watercraft citations issued and arrests made by the Sheriff's Office. Citations and arrests are in response to serious boating violations, which are likely to endanger life or damage property or the environment. Common violations include boating while intoxicated (BWI), careless operation, overloaded watercraft, no wake violation, and improper or lack of flotation devices (life jackets).

Performance Measure C1

Number of Warrants Processed: Warrants Issued. This measure represents the number of warrants issued by the Court that the Sheriff's Office processed.

Performance Measure C2

Number of Warrants Processed: Warrants Cleared. This measure represents the number of warrants that were cleared (or resolved) that the Sheriff's Office processed.

Performance Measure C3

Total Number of Warrants Processed. This measure represents the total number of warrants processed (issued and cleared) by the Sheriff's Office.

Performance Measure C4

Warrants Cleared by Arrest. This measure represents the number of warrants that were cleared by arrest.

Performance Measure C5

Fugitives Arrested by Sheriff's Office Special Investigations/Apprehension Unit. This measure represents the number of fugitives arrested by the Sheriff's Office (Special Investigations/Apprehension Unit) as a result of performing special investigative (apprehension) services. This number has decreased in recent years due to staffing reductions.

Performance Measure C6

Total Number Active/Outstanding Warrants at 12/31. This measure represents the number of active warrants Ramsey County had on December 31.

Performance Measure D1

Court appearances at LEC. This measure represents the number of court appearances at Arraignment Court for which the Sheriff's Office provided security services.

Performance Measure D2

Court appearances at JFJC. This measure represents the number of court appearances at the Juvenile and Family Justice Center for which the Sheriff's Office provided security services. Since the JFJC is connected to the Juvenile Detention Center (JDC), transportation of juveniles to and from court is not required.

Performance Measure D3

Domestic abuse hearings at JFJC. This measure represents the number of domestic abuse court hearings at the Juvenile and Family Justice Center for which the Sheriff's Office provided security services.

Performance Measure D4

Suburban Courthouse hearings. This measure represents the number of court hearings at the Suburban Courthouse for which the Sheriff's Office provided security services.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

SHERIFF'S OFFICE

Performance Measure D5

Regions / 402 Building Civil Commitment Court hearings. This measure represents the number of court hearings at the Regions and the 402 Building for which the Sheriff's Office provided security services.

Performance Measure D6

Orders for protection. This measure represents the number of orders for protection processed and served by the Sheriff's Office. Order for protection papers are the highest priority and are synonymous with emergency ex parte orders, orders for protection hearings, orders for domestic assault hearings and orders for dismissal. *Note: the increase in orders for protection from 2012 to 2013 is due to a change in the way the number of papers are calculated. When a petitioner has more than one respondent to be served, previously multiple respondents were calculated under one case number. With this change implemented in 2013, when a petitioner has more than one respondent to be served, each respondent is calculated as a separate paper service.*

Performance Measure D7

Mortgage foreclosure sales. This measure represents the number of mortgage foreclosure sales conducted by the Sheriff's Office.

Performance Measure D8

Total papers served. This measure represents the number of civil papers processed and served by the Sheriff's Office. This includes mortgage foreclosure sales, orders for protection, summons, complaints, and writ of recoveries. It does not include the number of attempts per papers served.

Department Summary



GOALS, STRATEGIES, & PERFORMANCE MEASURES

SHERIFF'S OFFICE

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. **Deliver specialized law enforcement capabilities within the Sheriff's Office and support other agencies throughout the region with those capabilities**

The Sheriff's Office serves as the lead agency for the Violent Crime Enforcement Team (VCET), which is an east metro multi-agency taskforce comprised of officers from Saint Paul, Roseville, Maplewood, White Bear Lake, and New Brighton Police Departments and deputies from the Ramsey County Sheriff's Office. VCET, working with the United States Drug Enforcement Administration and the Bureau of Alcohol, Tobacco and Firearms, targets enforcement efforts on narcotics distributors, violent offenders, gang members, and career criminals to stop the flow of narcotics and weapons to the region.

VCET works in partnership with the Ramsey County Attorney's Office and the Minnesota National Guard's counter-drug taskforce. VCET also provides assistance to other agencies and offers community education on drug, gang and violent offender awareness to the community. To reduce the likelihood of childhood criminal behavior and improve outcomes for at-risk youth, the Sheriff's Office contracts with community providers for gang prevention and intervention services. The cost of these contracted services are funded by the Minnesota Department of Public Safety, Office of Justice Programs.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- The number of contracted service providers has remained steady due to limited funding.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016-17 Estimate
Violent Crime Enforcement Services						
A1	Number of community-based contracts for youth gang prevention and intervention services	3	3	3	3	3

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Performance Measure A1

This measure represents the number of contracts with community providers to provide youth gang prevention and intervention services. The cost of these contracted services are funded by the Minnesota Department of Public Safety, Office of Justice Programs.

Department Summary



GOALS, STRATEGIES, & PERFORMANCE MEASURES

SHERIFF'S OFFICE

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment, and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

A. Promote public safety through awareness, enforcement, and education

The Ramsey County Sheriff's Office is authorized by Minnesota State Statute to provide contract services on behalf of communities who do not operate a local police department (§436.05; §471.59). For over 50 years, the Sheriff's Office has provided contract services. Today, the communities of Arden Hills, Gem Lake, Little Canada, North Oaks, Shoreview, Vadnais Heights, and White Bear Township contract with the Sheriff's Office for law enforcement and public safety services.

The Public Safety Services Division provides contract crime prevention services. The mission of the Public Safety Services Division is to promote public safety through awareness, enforcement, and education. Crime prevention services include working closely with all community members, schools, apartment complexes, manufactured home communities, organizations, and businesses to prevent and reduce crime and victimization through a wide-variety of community policing, crime prevention, and public education programs.

Crime prevention programs include Neighborhood Watch, Night to Unite, Crime Free Multi-Housing, and Crime Prevention Through Environmental Design (CPTED) and are designed to decrease criminal activity through a partnership between the Sheriff's Office and the community. An informed and engaged community is a force multiplier, and working in partnership with the Sheriff's Office ensures that the community remains a safe place to live, work, and play.

B. Create a safe, secure, and humane environment for detainees and staff, and promote public safety together with other agencies

The Ramsey County Sheriff's Office is mandated by Minnesota State Statute to provide transportation services for persons in-custody (§387.12; §252.06; §243.17; §629.27; §641.15; §253B.10). Statute requires the sheriff to convey arrested persons "to the place commanded by the [court] process" and "to take charge of, transport, and deliver any person who has been committed by the district court of any county to the care and custody of the commissioner of human services." Statute also requires the sheriff "to demand of the executive authority of any state or territory any fugitive from justice or any person charged with a felony or other crime in this state."

The Detention Services Division provides transportation services. The mission of the Detention Services Division is to create a safe, secure, and humane environment for detainees and staff, and promote public safety together with other agencies. Transportation services include transporting persons to and from court, detention and correctional institutions, medical facilities, and other locations ordered by the court. Transportation services also include performing extraditions (the process where one county transfers a suspected or convicted criminal to another county) and maintaining security of detained persons admitted to Regions Hospital for medical care.

Department Summary



GOALS, STRATEGIES, & PERFORMANCE MEASURES

SHERIFF'S OFFICE

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Crime Prevention Services

- The demand for community and crime prevention services remain steady. The addition of a contract-funded position for public communications and crime prevention has been able to meet current service demands.

Water Patrol Services

- The number of water safety presentations/displays has increased due to community requests.

Court Security Services

- The number of inmates transported to/from the Main Courthouse for court appearances has remained steady.

Transport Services

- The number medical related trips is reflective of the number of inmates that have medical needs.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016-17 Estimate
Crime Prevention Services						
A1	Neighborhood Watch Groups	189	200	200	200	200
A2	Crime Free Multi-Housing	45	45	50	50	50
A3	Community Education	152	155	155	155	155
Water Patrol Services						
A4	Water safety presentations / displays	10	15	26	20	20
Court Security Services						
A5	Inmates transported to/from the Main Courthouse for court appearances	5,540	5,334	5,073	5,400	5,400
Transport Services						
B1	Transport: Court related trips	6,089	6,639	6,539	6,800	6,800
B2	Transport: Medical related trips	905	1,164	1,049	1,100	1,100
B3	Total Inmates Transported: Court/Medical	11,396	10,222	10,347	10,800	10,800
B4	In-custody Patients: Regions Hospital	2,260	2,358	2,430	2,550	2,550

Department Summary



GOALS, STRATEGIES, & PERFORMANCE MEASURES

SHERIFF'S OFFICE

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Performance Measure A1

Neighborhood Watch Groups. This measure represents the number of Neighborhood Watch Groups the Sheriff's Office coordinates. Neighborhood Watch is an association of neighbors who contribute to the safety and security of their neighborhood by working together with the Sheriff's Office. Together, the Sheriff's Office and the neighborhood volunteers work to implement the principles of crime deterrence and detection while encouraging the active reporting of crimes and suspicious activity.

Through the Neighborhood Watch program, neighbors are encouraged to attend block group meetings and discuss topics of concern. Block Captains attend quarterly meetings at the Sheriff's Office to discuss concerns and learn about new topics. This program works in single-family residential and multi-housing neighborhoods.

Performance Measure A2

Crime Free Multi-Housing. This measure represents the number of facilities enrolled in the Minnesota Crime Free Multi-Housing (CFMH) program. CFMH is a partnership between law enforcement and rental property owners, managers, and tenants to keep drugs and illegal activity out of rental property. Through training, premise surveys, tenant participation, and a lease addendum that spells out acceptable behavior, this program enables property management to identify and respond to criminal behavior. This program also attracts responsible tenants through lower crime rates and active, engaged management.

Performance Measure A3

Community Education. This measure represents the number of community presentations made by the Sheriff's Crime Prevention Unit. Numerous community groups, schools, event organizers, and media outlets call upon the Sheriff's Office to provide education and information for citizens of all ages. These opportunities discuss current crime trends, ways to combat them, and to educate people on how they can protect themselves from a variety of crimes.

Performance Measure A4

Water safety presentations / displays. This measure represents the number of community presentations and displays the Sheriff's Office provided on water safety. Presentations and displays are provided at open houses, Night to Unite, scouting groups, safety camps, and community events and serve as a friendly way to promote safe boat operation and boating laws. During these events, staff answer questions and distribute Minnesota Boating Guides and brochures on ice safety, hypothermia, and invasive species. When possible, presentations include a patrol boat, which allows staff to demonstrate proper display of boat registration, lighting requirements, life jacket stowage, and required emergency equipment. The boat provides a great way to connect with youth by allowing them to "board" the boat, try on a life jacket, and receive boating safety education.

Performance Measure A5

Inmates transported to/from the Main Courthouse for court appearances. Every inmate in-custody at the jail scheduled for a court appearance at the Main Courthouse must be transported. Similarly, every person arrested at the Main Courthouse must be transported to the jail. This measure represents both types of inmate transports the Sheriff's Office completed.

Performance Measure B1

Transport: Court related trips. This measure represents the number of transports (trips) of inmates for court related appearances the Sheriff's Office completed. This measure includes adult and juvenile transports, extraditions, and trips to state facilities.

Department Summary



GOALS, STRATEGIES, & PERFORMANCE MEASURES

SHERIFF'S OFFICE

Performance Measure B2

Transport: Medical related trips. This measure represents the number of transports (trips) of inmates from Regions Hospital to Probate (Civil Commitment) Court (402 Building) and from Detox to Regions Hospital for medical related appointments the Sheriff's Office completed. It should be noted Probate Court is not a criminal proceeding and is considered a medical matter. The increase in medial related transports are attributed in part to changing the location of Probate Court to the 402 Building. Prior to 2012, Probate Court was held at Regions Hospital.

Performance Measure B3

Total Inmates Transported: Court/Medical. This measure represents the number of inmates transported by the Sheriff's Office for court related appearances and medical related appointments. Note: each transport (trip) oftentimes includes more than one inmate; therefore, measures one and two do not total this measure.

Performance Measure B4

In-custody Patients: Regions Hospital. This measure represents the number of inmates seen as patients at Regions Hospital for medical care and treatment, mental health services, and in the emergency room that the Sheriff's Office provided supervision and security services.

Department Summary



GOALS, STRATEGIES, & PERFORMANCE MEASURES

SHERIFF'S OFFICE

GOAL

- 4. Model forward-thinking investment, fiscal accountability, and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

A. Create a safe, secure, and humane environment for detainees and staff, and promote public safety together with other agencies

In 2004, a policy decision was made to use the Adult Detention Center as a revenue source by housing prisoners for other agencies. The county began housing contracted inmates (boarders) for a fee from Immigration and Customs Enforcement (ICE) in 2004, the Minnesota Department of Corrections (DOC) in 2006, and Dakota County in 2004. Initially, this decision resulted in significant but unpredictable revenue. It was later decided this revenue should be factored into the Sheriff's operating budget. However, in recent years, this revenue has continued to dramatically decrease.

In 2011, the Sheriff's Office began to evaluate strategies to reduce the costs associated with inmate healthcare and more efficiently utilize personnel. This resulted in four significant changes:

- In 2011, the Sheriff's Office stopped accepting custody of arrestees at Regions Hospital. As a result, healthcare costs are no longer billed to the county.
- In 2012, agreements among several counties (Ramsey, Dakota, Washington, Mille Lacs, Sherburne, Olmsted, and Scott) were formed to continue to reduce travel costs.
- In 2013, the Hospital Security Unit was merged with the Transportation Unit.
- In 2014, the Sheriff's Office collaborated with the Public Health Department increase mental health services. A practitioner meets with inmates to discuss their mental health needs and helps to create release plans for vulnerable inmates. This provides better service to the growing mentally ill inmate population and reduces behavioral emergencies and hospital trips in the jail.

B. Promote public safety through awareness, enforcement, and education

The Ramsey County Sheriff's Office is authorized by Minnesota State Statute to provide contract services on behalf of communities who do not operate a local police department (§436.05; §471.59). For over 50 years, the Sheriff's Office has provided contract services.

Today, the communities of Arden Hills, Gem Lake, Little Canada, North Oaks, Shoreview, Vadnais Heights, and White Bear Township contract with the Sheriff's Office for law enforcement and public safety services. The combined population of these cities is over 75,000 people, placing the Ramsey County Sheriff's Office in the top ten of police departments in the state in terms of population served. Geographically these seven cities occupy 59 square miles, or approximately one-third of the county.

Providing management and oversight of an independent police department can be demanding, especially for smaller communities. Contracting law enforcement services with the Ramsey County Sheriff's Office can offer many advantages. These advantages include cost savings by sharing personnel and resources. For example, shared supervision and administrative costs, facilities, vehicles, equipment, and training help control operating costs.

Department Summary



GOALS, STRATEGIES, & PERFORMANCE MEASURES

SHERIFF'S OFFICE

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Detention Services

- Boarder revenue continues to decrease as national policy changes related to Immigration and Customs Enforcement (ICE) detainees have changed.

Contract Services

- The Contract Communities continue to fund the cost for providing police services, including costs associated personnel, insurance, technology, etc. In 2015, the Contract Communities added a position dedicated to public communications and crime prevention.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016-17 Estimate
Detention Services						
A1	Total Boarder Revenue	\$1,201,535	\$819,840	\$623,006	\$650,720	\$250,000
Contract Services						
B1	Contract Communities Budget	\$6,543,105	\$6,773,501	\$6,902,682	\$7,010,907	\$7,260,847

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Performance Measure A1

Total Boarder Revenue. This measure represents the amount of revenue received for housing boarder inmates.

Performance Measure B1

Contract Communities Budget. This measure represents the amount charged for providing contract police services (patrol, investigative, and community/crime prevention) to the cities Arden Hills, Gem Lake, Little Canada, North Oaks, Shoreview, Vadnais Heights, and White Bear Township. This amount is paid to the Sheriff's Office from the seven contract communities.

Department Summary



RAMSEY
COUNTY

Heather Kendall, Court Administrator

15 W. Kellogg Blvd

(651) 266-8276

COURT – COUNTY COURT FUNCTIONS

VISION

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

The mission of the courts of Ramsey County, Minnesota Second Judicial District, is to provide a fair, impartial, accessible and open judicial forum for the efficient resolution of criminal, civil, juvenile, family, and probate legal matters.

To carry out this mission, we will adhere to the following goals:

- To resolve cases in a responsible manner.
- To be fiscally responsible.
- To have an open process.
- To provide a fair and impartial judicial forum.
- To anticipate trends and promote innovation.

PROGRAMS / SERVICES

- Manage the financial resources in a fiscally responsible manner.
- Develop and manage information systems and technologies to promote operational efficiencies for the courts.
- Coordinate and provide direct litigant services to fulfill client needs and statutory requirements.
- Facilitate property management of court facilities.
- Provide resources to the court so that the mission of the court is accomplished.

Department Summary



RAMSEY
COUNTY

Heather Kendall, Court Administrator

15 W. Kellogg Blvd

(651) 266-8276

GOALS & STRATEGIES

COURT – COUNTY COURT FUNCTIONS

Strengthen individual, family and community health, safety and well-being.

- Strengthen family and community well-being by increasing the percentage of CHIPS cases reaching permanency within 18 months.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Strengthen problem solving courts to provide inclusive services to engage and bolster individuals and their communities.

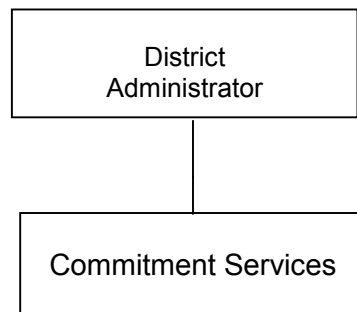
Enhance access to opportunity and mobility for all residents and businesses.

- Provide accessible court services to residents throughout the County.

Model forward-thinking investment, fiscal accountability and transparency.

- Increase fiscal accountability and efficiency by reducing the number of sexual psychopathic personality and sexually dangerous person (SPP/SD) cases that exceed \$4,000 in case costs to County.

2015 ORGANIZATION CHART



Department Summary



BUDGET SUMMARY

Court - County Court Functions

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	3,006,751	3,006,903	3,358,112	3,492,199
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	124,496	118,843	192,761	192,761
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	2,882,255	2,888,060	3,165,351	3,299,438
Inc/(Dec) from Previous Year			277,291	134,087
% Inc/(Dec) from Previous Year			9.6%	4.2%
Inc/(Dec) for 2 Years				411,378
% Inc/(Dec) for 2 Years				14.2%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Court - County Court Functions

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	124,496	118,843	120,761	120,761
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	72,000	72,000
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	72,000	72,000
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	2,882,255	2,888,060	3,165,351	3,299,438
Total Revenue / Estimated Revenue	<u>3,006,751</u>	<u>3,006,903</u>	<u>3,358,112</u>	<u>3,492,199</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	-	-	-	-
Professional Services	3,006,751	3,006,903	3,358,112	3,492,199
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>3,006,751</u>	<u>3,006,903</u>	<u>3,358,112</u>	<u>3,492,199</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Court - County Court Functions

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Court Counsel and Rent	3,006,751	3,006,903	3,358,112	3,492,199
Total Operating Budget	3,006,751	3,006,903	3,358,112	3,492,199
Inc/(Dec) from Previous Year			351,209	134,087
% Inc/(Dec) from Previous Year			11.7%	4.0%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Court - County Court Functions

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Court Counsel and Rent	124,496	118,843	192,761	192,761
Total Operating Budget	124,496	118,843	192,761	192,761
Inc/(Dec) from Previous Year			73,918	-
% Inc/(Dec) from Previous Year			62.2%	-

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

COURT - COUNTY COURT FUNCTIONS

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Court Counsel and Rent	M	-	3,358,112	192,761	3,165,351
		-	3,358,112	192,761	3,165,351

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	100.00%	-	3,358,112	192,761	3,165,351
Total Mandated/Discretionary	M/D					
Total Discretionary/Mandated	D/M					
Total Discretionary	D					
			-	3,358,112	192,761	3,165,351
2015 Budget			-	3,006,903	118,843	2,888,060
Inc/(Dec.) from 2015 Budget			-	351,209	73,918	277,291
% Inc/-Dec. from 2015 Budget				11.7%	62.2%	9.6%

CHANGE FROM 2015 BUDGET

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Court Counsel and Rent	-	351,209	73,918	277,291
Inc/(Dec.) from 2015 Budget	-	351,209	73,918	277,291
% Inc/-Dec. from 2015 Budget		11.7%	62.2%	9.6%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

COURT - COUNTY COURT FUNCTIONS

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Court Counsel and Rent	M	-	3,492,199	192,761	3,299,438
		-	3,492,199	192,761	3,299,438

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	100.00%	-	3,492,199	192,761	3,299,438
Total Mandated/Discretionary	M/D					
Total Discretionary/Mandated	D/M					
Total Discretionary	D					
			-	3,492,199	192,761	3,299,438
2016 Approved Budget			-	3,358,112	192,761	3,165,351
Inc/(Dec.) from 2016 Approved Budget			-	134,087	-	134,087
% Inc/-Dec. from 2016 Approved Budget				4.0%	0.0%	4.2%

CHANGE FROM 2016 APPROVED BUDGET

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Court Counsel and Rent	-	134,087	-	134,087
Inc/(Dec.) from 2016 Approved Budget	-	134,087	-	134,087
% Inc/-Dec. from 2016 Approved Budget		4.0%	0.0%	4.2%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COURT – COUNTY COURT FUNCTIONS

GOAL

- 1. Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- Strengthen family and community well-being by increasing the percentage of CHIPS cases reaching permanency within 18 months.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

The Juvenile Court continues to strive to resolve child protection (CHIPS) cases within 18 months, and has increased this number to over 90% in recent years. The estimate for 2015 shows a significant decrease as of June 2015, which may be due in part to an increase in CHIPS cases. This measure will continue to be monitored to ensure the best outcomes possible and to maintain the high percentage of cases that reach permanency within 18 months.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Percent of CHIPS cases reaching permanency within 18 months	88%	93%	92%	69%	No Estimate Provided

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COURT – COUNTY COURT FUNCTIONS

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Strengthen problem solving courts to provide inclusive services to engage and bolster individuals and their communities.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

The four problem solving courts – Veterans, DWI, Mental Health and Substance Abuse – allow for the court to provide proactive and inclusive services to address the needs of individuals who come into contact with justice system. The County provides support to these courts through prosecution and probation. These courts have not previously been tracked in these budget reports and going forward, the success rates for these programs will be reported on.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Number of cases heard in problem solving courts	*	*	*	New measure	New measure
A2	Successful completion rate for problem solving courts	*	*	*	New measure	New measure

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COURT – COUNTY COURT FUNCTIONS

GOAL

3. **Enhance access to opportunity and mobility for all residents and businesses**
through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Provide accessible court services to residents throughout the County.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Currently the County provides space for the Courts to operate at four locations, which strives to provide accessible court services both geographically and based on needs of the individuals involved in the justice system. This includes court facilities in St. Paul and Maplewood, plus a juvenile facility, Civil Commitment Court, and courts rooms at the adult detention center.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Actual	Estimate
A1	Number of court buildings/locations maintained by Courts and County	5	5	5	5	5

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COURT – COUNTY COURT FUNCTIONS

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Increase fiscal accountability and efficiency by reducing the number of sexual psychopathic personality and sexually dangerous person (SPP/SD) cases that exceed \$4,000 in case costs to County.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

The new cases that exceed \$4,000 for SPP/SD cases has reduced in recent years, indicating in part an increased efficiency in the system to process these cases.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Number of new SPP/SD cases that exceeded \$4,000 in case costs to County	3	5	2	2	4

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary

Scott Williams, Director

388 13th Street, St. Paul MN



VISION

EMERGENCY COMMUNICATIONS

A vibrant community where all are valued and thrive.

DEPARTMENT OVERVIEW

The Department strives to provide outstanding emergency communications services to our communities and first responders in a manner that gives the appearance, from a customer point of view, of a seamless continuum of public safety service between County, City, and State resources. This requires close collaboration and cooperation on operational and technical issues with our 18 public safety partner agencies. Our 24/7/365 public safety call center handles over one million calls per year and is the largest in the State. The Department also manages critical public safety technology systems, including the County's public safety radio system, the 9-1-1 telephone system, the Computer Aided Dispatch system, and the emergency mass notification system. The Department is a leader in metropolitan and statewide public safety collaboration.

PROGRAMS / SERVICES

- Answer 9-1-1 and non-emergency telephone calls arriving at the Ramsey County Emergency Communications Center.
- Provide multi-agency dispatching services for law enforcement, fire, and emergency medical responders in the County.
- Operate and maintain the County's 800 MHz interoperable radio system.
- Provide technical support for over 4,700 mobile and portable 800 MHz radio users.
- Maintain the County's Computer Aided Dispatch and Mobiles System.

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being.

- **Our emergency communications services are designed to help protect all people in the County, regardless of culture, race, age, ability, or income, from injury and property loss by enabling, from a customer point of view, an effective and seamless continuum of public safety services of closely coordinated County, City, and State resources.**

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- **Our proactive outreach to residents with our public safety partners is designed to further trust in public safety services, to foster a neighborhood climate that encourages investment and safety, and to encourage cultural competency for improved customer service.**
- **Our levels of service are defined through collaborative governance with the cities and agencies we serve, who share responsibility to maintain, coordinate, and finance upgrades to public safety infrastructure as service level requirements and technological capabilities evolve.**

Enhance access to opportunity and mobility for all residents and businesses.

- **Our community outreach to residents with our public safety agency partners helps promote public safety career opportunities to residents, regardless of culture, race, age, or income.**

Department Summary



RAMSEY COUNTY

Scott Williams, Director

388 13th Street, St. Paul MN

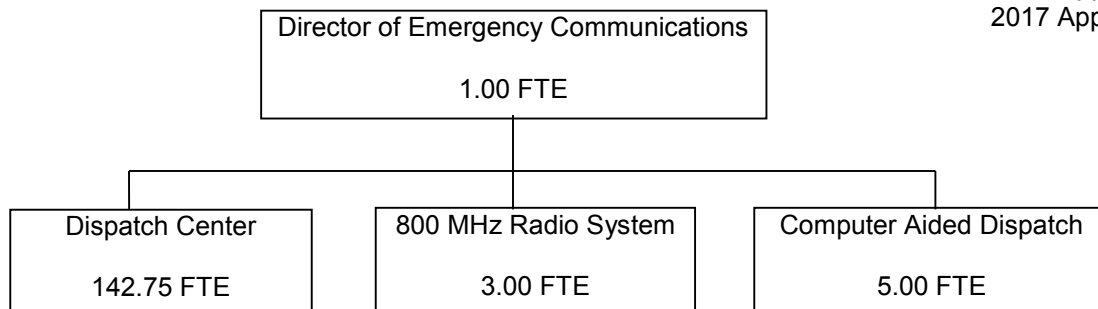
(651) 266-7700

Model forward-thinking investment, fiscal accountability and transparency.

- Our sustainable funding for capital equipment is shaped by community input to fit investment to technology advancements and requirements.
- Our efforts toward operational excellence and extended staff tenure include training and support for stressful and difficult shift work.

2015 ORGANIZATION CHART

<u>Personnel - FTE</u>	
2014 Budget	- 146.75
2015 Budget	- 151.75
2016 Approved	- 151.75
2017 Approved	- 151.75



Department Summary



BUDGET SUMMARY

Emergency Communications

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	14,407,860	18,020,942	17,825,295	18,309,834
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	6,535,644	7,213,515	7,155,781	7,318,803
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	408,000	500,000	530,000
County Tax Levy	7,872,216	10,399,427	10,169,514	10,461,031
Inc/(Dec) from Previous Year			(229,913)	291,517
% Inc/(Dec) from Previous Year			(2.2)%	2.9%
Inc/(Dec) for 2 Years				61,604
% Inc/(Dec) for 2 Years				0.6%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Emergency Communications

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	5,835,291	6,523,864	6,466,130	6,629,152
Intergovernmental Revenue				
Federal	-	-	-	-
State	689,651	689,651	689,651	689,651
Local / Other	-	-	-	-
Total Intergovernmental Revenue	689,651	689,651	689,651	689,651
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	10,702	-	-	-
Property Tax Levy	7,872,216	10,399,427	10,169,514	10,461,031
Emergency Communications Fund Balance	-	408,000	500,000	530,000
Total Revenue / Estimated Revenue	14,407,860	18,020,942	17,825,295	18,309,834

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	12,172,151	13,899,663	13,530,121	13,928,220
Professional Services	2,136,262	2,778,204	2,999,174	3,048,114
Client Services	-	-	-	-
Supplies	57,860	116,575	121,000	121,000
Capital Outlay	41,587	1,226,500	1,175,000	1,212,500
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	14,407,860	18,020,942	17,825,295	18,309,834

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Emergency Communications

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Dispatch Center	12,955,314	14,616,259	14,284,335	14,677,101
800 MHz System	887,724	939,844	957,819	1,004,802
CAD Operating Budget	564,822	2,464,839	2,583,141	2,627,931
Total Operating Budget	14,407,860	18,020,942	17,825,295	18,309,834
Inc/(Dec) from Previous Year			(195,647)	484,539
% Inc/(Dec) from Previous Year			(1.1)%	2.7%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Emergency Communications

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Dispatch Center	6,199,507	6,053,652	5,912,025	6,055,931
800 MHz System	168,948	173,927	174,000	174,000
CAD Operating Budget	167,189	985,936	1,069,756	1,088,872
Total Operating Budget	6,535,644	7,213,515	7,155,781	7,318,803
Inc/(Dec) from Previous Year			(57,734)	163,022
% Inc/(Dec) from Previous Year			(0.8)%	2.3%

Department Summary



PERSONNEL SUMMARY BY DIVISION

EMERGENCY COMMUNICATIONS

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Dispatch Center	142.75	143.75	142.75	142.75
800 MHz System	3.00	3.00	3.00	3.00
CAD Operating Budget	1.00	5.00	6.00	6.00
Total Operating Budget	146.75	151.75	151.75	151.75
<u>Grants / Projects</u>				
None				
Total Existing Permanent FTE	146.75	151.75	151.75	151.75

	2016 Approved	2017 Approved
New FTEs		
None		
Total New FTE	-	-
Total FTE	151.75	151.75
Inc/(Dec) From Previous Year	-	-
Inc/(Dec) for 2 Years	-	-

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

Emergency Communications

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Dispatch Center	D/M	142.75	14,284,335	6,412,025	7,872,310
800 MHz System	D/M	3.00	957,819	174,000	783,819
CAD Operations	D/M	6.00	2,583,141	1,069,756	1,513,385
		<u>151.75</u>	<u>17,825,295</u>	<u>7,655,781</u>	<u>10,169,514</u>

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M					
Total Mandated/Discretionary	M/D					
Total Discretionary/Mandated	D/M	100%	151.75	17,825,295	7,655,781	10,169,514
Total Discretionary	D					
			<u>151.75</u>	<u>17,825,295</u>	<u>7,655,781</u>	<u>10,169,514</u>
2015 Budget			151.75	18,020,942	7,621,515	10,399,427
Inc/(Dec.) from 2015 Budget			-	(195,647)	34,266	(229,913)
% Inc/-Dec. from 2015 Budget				-1.1%	0.4%	-2.2%

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Dispatch Center	(1.00)	(331,924)	(49,627)	(282,297)
800 MHz System	-	17,975	73	17,902
CAD Operations	1.00	118,302	83,820	34,482
Inc/(Dec.) from 2015 Budget	<u>-</u>	<u>(195,647)</u>	<u>34,266</u>	<u>(229,913)</u>
% Inc/-Dec. from 2015 Budget		-1.1%	0.4%	-2.2%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

Emergency Communications

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Dispatch Center	D/M	142.75	14,677,101	6,585,931	8,091,170
800 MHz System	D/M	3.00	1,004,802	174,000	830,802
CAD Operations	D/M	6.00	2,627,931	1,088,872	1,539,059
		<u>151.75</u>	<u>18,309,834</u>	<u>7,848,803</u>	<u>10,461,031</u>

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M					
Total Mandated/Discretionary	M/D					
Total Discretionary/Mandated	D/M	100%	151.75	18,309,834	7,848,803	10,461,031
Total Discretionary	D					
			<u>151.75</u>	<u>18,309,834</u>	<u>7,848,803</u>	<u>10,461,031</u>
2016 Approved Budget			151.75	17,825,295	7,655,781	10,169,514
Inc/(Dec.) from 2016 Approved Budget			-	484,539	193,022	291,517
% Inc/-Dec. from 2016 Approved Budget				2.7%	2.5%	2.9%

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Dispatch Center	-	392,766	173,906	218,860
800 MHz System	-	46,983	-	46,983
CAD Operations	-	44,790	19,116	25,674
Inc/(Dec.) from 2016 Approved Budget	-	484,539	193,022	291,517
% Inc/-Dec. from 2016 Approved Budget		2.7%	2.5%	2.9%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

EMERGENCY COMMUNICATIONS

GOAL

- Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- Our emergency communication services are designed to help protect all people in the County, regardless of culture, race, age, ability, or income, from injury and property loss by enabling, from a customer point of view, an effective and seamless continuum of public safety services of closely coordinated County, City, and State resources.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

To ensure that all people in Ramsey County can trust the public safety net to rapidly and reliably respond to their emergency, the Department’s 9-1-1/Dispatch Center exceeds national answer-time guidelines and maintains “five nines” public safety communications uptime. The Center represents 94 percent of the Department’s employees and 80 percent of its operating budget. The Department has become a point of collaboration for shared public safety technology services (computer aided dispatch (CAD), interoperable 800 MHz radio, and emergency mass notification) with our partner agencies and cities for enhanced capabilities.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Percent of 9-1-1 calls answered within 10 seconds during the weekly busy hour period	96.3%	94.5%	93.7%	92%	93%
A2	Percent of 9-1-1 calls answered within 20 seconds during the weekly busy hour period	98.8%	98%	98.6%	96.5%	98%
A3	9-1-1 Average Speed of Answer in seconds	4.0 sec.	4.3 sec.	4.2 sec.	4.5	4.4
A4	Average time in seconds to dispatch a first responder to a call requiring an urgent response	53 sec.	52 sec.	57 sec.	57 sec.	57 sec.
A5	800 MHz Radio System Availability (percent of time available)	99.999%	99.999%	99.999%	99.999%	99.999%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

During 2014, calculation of “answer time” (measures one and two) was changed to include the two to three seconds required to set up a 9-1-1 call prior to ringing to a 9-1-1 operator.

During 2015, the Department is experiencing the most significant change of its technology systems since consolidation eight years ago. A slight drop in efficiencies is expected as employees adjust to new CAD, 9-1-1 telephone, and data reporting systems.

In 2014, Fire Departments in Ramsey County jointly implemented dispatch protocols, which adjusted the priority for some incident types. This change affected the calculation of the average dispatch time for the most urgent response calls.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

EMERGENCY COMMUNICATIONS

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Our proactive outreach to residents with our public safety partners is designed to further trust in public safety services, to foster a neighborhood climate that encourages investment and safety, and to encourage cultural competency for improved customer service.
- B. Our levels of service are defined through collaborative governance with the cities and agencies we serve, who share responsibility to maintain, coordinate, and finance upgrades to public safety infrastructure as service level requirements and technological capabilities evolve.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Employers and residents are more likely to invest in neighborhoods perceived as safe and where their engagement reflects trust in public safety services. The Department will review available measures of community confidence in public safety response and/or identify possible measures for development with our public safety partner agencies.

Through inclusive and collaborative governance, enhancements to the ECC Back Up Center and acquisition and roll-out of the emergency mass notification system were agreed to and implemented in 2015.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Community confidence in public safety response	Measure(s) for “confidence in public safety response” are under development for 2015 Estimate.				
B1	Inclusive/Collaborative Governance	See “Highlights” above				

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

EMERGENCY COMMUNICATIONS

GOAL

3. **Enhance access to opportunity and mobility for all residents and businesses**
through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Our community outreach to residents with our public safety agency partners helps promote public safety career opportunities to residents, regardless of culture, race, age, or income.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Public safety agencies throughout the metropolitan region have entry-level jobs, that do not require post-secondary education, and that would find added value from employees with second language and/or cross-cultural abilities. The Department can most effectively reach potential entry-level employees with these valued qualities through coordinated outreach to residents with our public safety partners in the County and throughout the metropolitan region.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Share of ECC floor staff with second language ability	19%	20%	22%	21%	22%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

EMERGENCY COMMUNICATIONS

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Our sustainable funding for capital equipment is shaped by community input to fit investment to technology advancements and requirements.
- B. Our efforts toward operational excellence and extended staff tenure include training and support for stressful and difficult shift work.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

The Department is developing a measure comparing projected annual future capital equipment needs to the anticipated level of available funds.

Nationally, dispatch center turnover rates have a very weak relationship with work satisfaction and retention, indicating that factors most likely outside the control of management (shift work, family demands, and schooling) are largely responsible for turnover. The Department is developing options to mitigate the family burden of shift work as a means to increase retention and tenure. The Department's turnover rates are above the 11 percent floor turnover average for large U.S. dispatch centers, but below the national 19% average for emergency communication departments and the 16.5 percent for state and local government.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Sustainable Funding Measure	Measure(s) for "sustainable funding" are under development for 2015 Estimate.				
B1	Non-Supervisory ECC Floor Turnover Rate	9.3%	20.8%	18.4%	15%	15%
B2	Department Turnover Rate	8.2%	16.6%	14.8%	13%	13%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the Sustainable Funding Measure is required.

Staff turnover rates at the Department closely track the number of new hires, as 40 percent of new hires do not complete their probationary year. The 27 new hires in 2013 and 16 in 2014 exceeded our 13 annual new-hire average, resulting in higher than normal turnover rates. A higher than average number of retirements in 2014 are possibly due to the disruptive influence of changes to the fundamental technologies used on the floor as new CAD and 9-1-1 phone systems are implemented.

Department Summary



RAMSEY
COUNTY

Michael B. McGee, M.D.

300 East University Ave.

(651) 266-1700

VISION

A vibrant community where all are valued and thrive.

MEDICAL EXAMINER

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

The mission of the Medical Examiner's Office is to investigate deaths occurring within Ramsey County and to provide a truthful, unbiased and professional account to residents, law enforcement and all appropriate agencies as well as the judicial system within Ramsey County.

The primary purpose of the Medical Examiner's Office is to provide state-of-the-art, competent and professional death investigations for the citizens of Ramsey County. The Office by statute is an independent agency which determines cause and manner of death in an objective manner. The Office has taken steps to promote partnerships by continuing in a joint powers agreement with Washington County for death investigations. In addition, the continued services offered to outstate coroner and medical examiner offices throughout Minnesota, Wisconsin and South Dakota provides a vital service in death investigation while assisting in the financial and operational management of the Office.

In order to continue this trend of excellence in forensic services, the Office has sought certification by the National Association of Medical Examiners, which included an extensive review of the Office and its procedures and culminated with on-site inspection by the accrediting agency. Full accreditation for the Office was received in 2010 with only 61 other offices throughout the United States achieving this goal.

Due to the history of providing forensic services to coroner and medical examiner offices throughout the area, additional certification was sought from the International Association of Coroners and Medical Examiners. After a separate extensive review of the Office and its procedures, as well as on-site inspection by the accrediting agency, the Office was granted full accreditation. Currently, there is only one other forensic office in the United States that holds this joint certification.

PROGRAMS / SERVICES

- Provide high quality death investigations, including complete autopsies, toxicological and laboratory analyses.
- Respond to death scenes and conduct investigations daily, at all hours.
- Assist law enforcement in active investigations by interpreting and disseminating accurate information to investigating agencies in a timely manner.

Department Summary



RAMSEY COUNTY

Michael B. McGee, M.D.

300 East University Ave.

(651) 266-1700

GOALS & STRATEGIES

MEDICAL EXAMINER

Strengthen individual, family and community health, safety and well-being.

- Increase public safety through high rate of homicides cleared.
- Further community health and well-being through education and increased participation in donor programs.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Proactive engagement with partner organizations to report on trends in Ramsey County that impact economic prosperity.
- Provide fair and equitable access to services regardless of religious beliefs or financial ability.

Enhance access to opportunity and mobility for all residents and businesses.

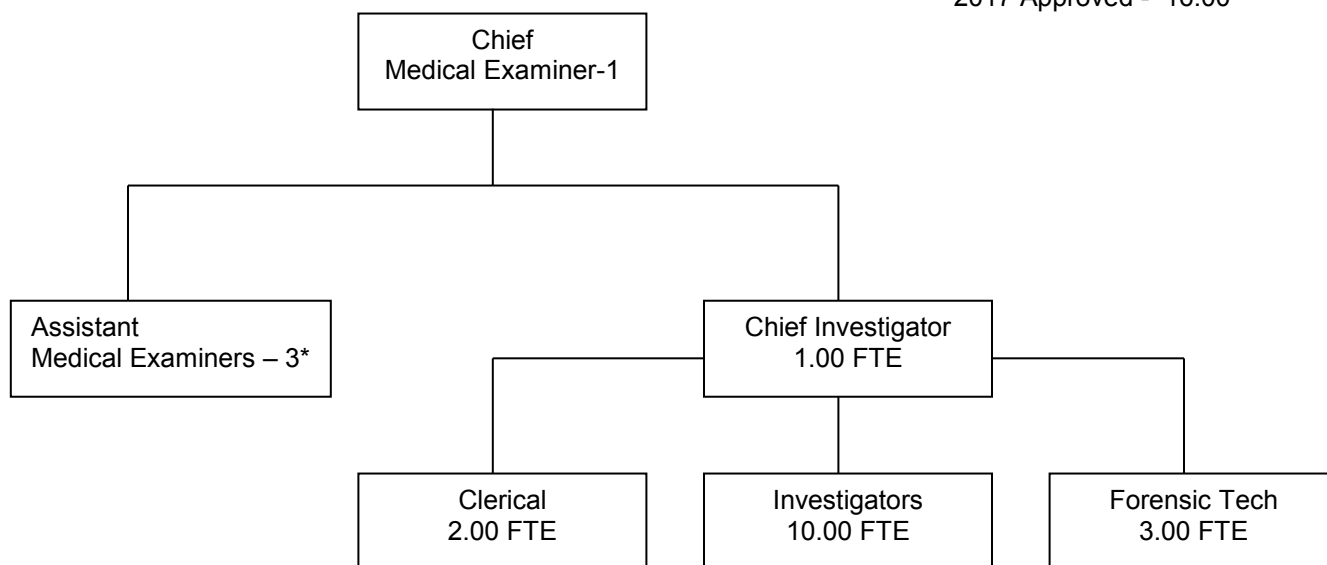
- Enhance collaboration and outreach with county departments and regional partners to increase awareness and education.

Model forward-thinking investment, fiscal accountability and transparency.

- Maintain fiscal accountability by following Medical Examiner guidelines.
- Continue operational excellence through accreditation by the office and investigators.

2015 ORGANIZATION CHART

Personnel - FTE
 2014 Budget - 16.00
 2015 Budget - 16.00
 2016 Approved - 16.00
 2017 Approved - 16.00



*Contracted Service

Department Summary



BUDGET SUMMARY

Medical Examiner

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	2,548,637	2,532,248	2,618,932	2,730,277
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	1,393,228	1,476,500	1,474,753	1,474,753
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	1,155,409	1,055,748	1,144,179	1,255,524
Inc/(Dec) from Previous Year			88,431	111,345
% Inc/(Dec) from Previous Year			8.4%	9.7%
Inc/(Dec) for 2 Years				199,776
% Inc/(Dec) for 2 Years				18.9%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Medical Examiner

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	1,303,853	1,387,000	1,375,253	1,369,753
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	89,375	89,500	99,500	105,000
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	1,155,409	1,055,748	1,144,179	1,255,524
Total Revenue / Estimated Revenue	<u>2,548,637</u>	<u>2,532,248</u>	<u>2,618,932</u>	<u>2,730,277</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	1,357,501	1,369,353	1,338,962	1,410,748
Professional Services	1,110,982	1,072,783	1,193,020	1,225,479
Client Services	-	-	-	-
Supplies	80,154	90,112	86,950	94,050
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>2,548,637</u>	<u>2,532,248</u>	<u>2,618,932</u>	<u>2,730,277</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Medical Examiner

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Medical Examiner	2,548,637	2,532,248	2,618,932	2,730,277
Total Operating Budget	2,548,637	2,532,248	2,618,932	2,730,277
Inc/(Dec) from Previous Year			86,684	111,345
% Inc/(Dec) from Previous Year			3.4%	4.3%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Medical Examiner

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Medical Examiner	1,393,228	1,476,500	1,474,753	1,474,753
Total Operating Budget	1,393,228	1,476,500	1,474,753	1,474,753
Inc/(Dec) from Previous Year			(1,747)	-
% Inc/(Dec) from Previous Year			(0.1)%	-

Department Summary



PERSONNEL SUMMARY BY DIVISION

Medical Examiner

Permanent FTE	2014 Budget	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u> Medical Examiner	16.00	16.00	16.00	16.00
Total Operating Budget	16.00	16.00	16.00	16.00

Grants / Projects

None

Total Existing Permanent FTE	16.00	16.00	16.00	16.00
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	2016 Approved	2017 Approved
<u>New FTEs</u> None		
Total New FTE	-	-
Total FTE	16.00	16.00
Inc/(Dec) From Previous Year	-	-
Inc/(Dec) for 2 Years		-

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

MEDICAL EXAMINER

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Medical Examiner Services	M	16.00	2,618,932	1,474,753	1,144,179
		<u>16.00</u>	<u>2,618,932</u>	<u>1,474,753</u>	<u>1,144,179</u>

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	100.00%	16.00	2,618,932	1,474,753	1,144,179
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.00%	0.00	-	-	-
Total Discretionary	D	0.00%	0.00	-	-	-
			<u>16.00</u>	<u>2,618,932</u>	<u>1,474,753</u>	<u>1,144,179</u>

2015 Budget			16.00	2,532,248	1,476,500	1,055,748
Inc./(Dec.) from 2015 Budget			0.00	86,684	(1,747)	88,431
% Inc./(Dec.) from 2015 Budget				3.4%	(0.1)%	8.4%

CHANGE FROM 2015 BUDGET

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Medical Examiner Services	0.00	86,684	(1,747)	88,431
Inc./(Dec.) from 2015 Budget	<u>0.00</u>	<u>86,684</u>	<u>(1,747)</u>	<u>88,431</u>
% Inc./(Dec.) from 2015 Budget		3.4%	(0.1)%	8.4%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

MEDICAL EXAMINER

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Medical Examiner Services	M	16.00	2,730,277	1,474,753	1,255,524
		16.00	2,730,277	1,474,753	1,255,524

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	100.00%	16.00	2,730,277	1,474,753	1,255,524
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.00%	0.00	-	-	-
Total Discretionary	D	0.00%	0.00	-	-	-
			16.00	2,730,277	1,474,753	1,255,524

2016 Approved Budget			16.00	2,618,932	1,474,753	1,144,179
Inc./(Dec.) from 2016 Approved Budget			0.00	111,345	-	111,345
% Inc./(Dec.) from 2016 Approved Budget				4.3%	0.0%	9.7%

CHANGE FROM 2016 APPROVED BUDGET

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Medical Examiner Services	0.00	111,345	-	111,345
Inc./(Dec.) from 2016 Approved Budget	0.00	111,345	-	111,345
% Inc./(Dec.) from 2016 Approved Budget		4.3%	0.0%	9.7%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

MEDICAL EXAMINER

GOAL

1. **Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Increase public safety through high rate of homicides cleared.
- B. Further community health and well-being through education and increased participation in donor programs.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- The national average for homicide clearance is 64.1% and we maintain a consistently higher average in Ramsey County.
- The number of eye donors in 2013 resulted in 60 cornea transplants and 19 corneas/eyes used for research, which had the potential for over 1800 lives to be enhanced through the partnership between the Medical Examiner’s Office and Lifesource.
- The number of eye donations in 2014 resulted in 36 cornea transplants and 13 corneas/eyes used for research, which had the potential for over 1500 lives to be enhanced.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	% of homicides cleared	83%	93.3%	92.3%	95%	95%
A2	# of homicides cleared	14 of 17	14 of 15	12 of 13		
B1	# of tissue donations	35	30	25	35	40
B2	# of eye donations	44	42	28	35	40

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

MEDICAL EXAMINER

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Proactive engagement with partner organizations to report on trends in Ramsey County that impact economic prosperity.
- B. Provide fair and equitable access to services regardless of religious beliefs or financial ability.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Ramsey County is seeing an increase of deaths due to drug overdose, which is negatively impacting economic prosperity. The Medical Examiner is working with partner organizations to accurately report on these trends and raise public awareness in order to work toward reversing this negative trend.
- As of July 1, 2015, the Ramsey County Medical Examiner was compliant with MN Statutes 390.11 and 390.32, which requires that information about religious objections concerning autopsies be publicly available to all residents.
- Ramsey County Medical Examiner started charging for autopsy reports in March 2014. The fee can be waived if a family has financial hardship. The Medical Examiner will begin tracking this number to determine if the fees are creating a barrier to access.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	# of drug overdose cases	88	93	97	100	100
B1	Implementation of MN State Statutes 390.11 and 390.32				In place 7/1/15	
B2	# of requested autopsy reports			168	250	300

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

MEDICAL EXAMINER

GOAL

- 3. Enhance access to opportunity and mobility for all residents and businesses**
through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Enhance collaboration and outreach with county departments and regional partners to increase awareness and education.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Medical Examiner continues to provide training and outreach with partners across the county and with additional jurisdictional counties and regional partners. These trainings and outreach increase awareness of Medical Examiner’s work and public health and safety trends.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Medical Examiner’s Office will work to develop performance measures for this strategy over the next year, which may increase the number of trainings or outreach events.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

MEDICAL EXAMINER

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Maintain fiscal accountability by following Medical Examiner guidelines.
- B. Continue operational excellence through accreditation by the office and investigators.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Medical Examiner guidelines provide an objective framework to determine when an autopsy is necessary and prudent.
- All Medical Examiner Investigators have been certified by ABMDI (American Board of Medicolegal Death Investigators).
- The Medical Examiner’s Office is certified by both NAME (National Association of Medical Examiners) and IACME (International Association of Coroners and Medical Examiners).

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	% of autopsies to accepted cases	71%	69.7%	66.1%	68%	68%
B1	ABMDI # of certified employees	2	8	10	10	10
B2	NAME accreditation	X	X	X	X	X
B3	IACME accreditation	X	X	X	X	X

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

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ECONOMIC GROWTH & COMMUNITY INVESTMENT

Department Summary

Susan Nemitz, Library Director

4570 North Victoria Street



LIBRARY

VISION

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

Ramsey County Library was formed in 1951 to provide service to suburban Ramsey County. It is governed by a seven-member Board of Trustees who are appointed by the Ramsey County Board of Commissioners. Most of the funding for Library operations comes from a suburban-only property-tax levy. More than 1.6 million people visit the suburban Ramsey County libraries annually.

PROGRAMS / SERVICES

Ramsey County Library provides free access to nearly one million items including books, e-books, DVDs, CDs, magazines, maps, newspapers, business directories, large print books and audio books. The Library also offers countless resources available through the Internet, including access to more than 25 online databases. In addition to loaning library materials in a variety of formats, Ramsey County Library offers the following services:

- Personal assistance to answer questions and to help locate books and materials in person, by phone, and via e-mail.
- Events and classes for adults, teens and children.
- Copy machines and printers.
- Telephone or e-mail request notification.
- Community rooms for public use.
- Study rooms.
- Internet computers with Microsoft Office 2007.
- Wireless Internet access.

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being.

- The Library's Strategic Plan includes a strategy to "nurture the learning and creativity of children and youth." The Library has reallocated staff to children and teen services; enlarged early literacy programming; expanded outreach to schools; grown summer and school break programming to prevent learning loss, focused on developing strategic partnerships and community involvement; and developed state-of-art facilities and services for youth.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- The Library's mission is to provide free access for all to the knowledge and ideas that transform lives. Technology skills have often been one of the greatest barriers to this access. The Library, using grants from the Friends and MELSA, has developed a robust curriculum to teach basic computing – as well as offering one-on-one tech assistance. RCL also partnered with Metro Libraries to provide JobNow, an online employment coaching service. Twenty percent of our computer users say they have used library computers to apply for jobs. The Library has also begun to partner with community organizations to offer life skills programs. These offerings include Conversation Circles for English language learners, housing programs, budgeting, small business counseling, tax help, and MNsure enrollment assistance.

Department Summary

Susan Nemitz, Library Director

4570 North Victoria Street



LIBRARY

Enhance access to opportunity and mobility for all residents and businesses.

- The Library’s mission is to provide free access for all to the knowledge and ideas that transform lives. The Library does this in traditional ways by lending its collection of materials and in new ways through programming. In addition, the Library is a learning center that provides physical access for lifelong education through physical spaces, community program rooms, and study rooms. Development of key partnerships provides users access to additional learning opportunities.

Model forward-thinking investment, fiscal accountability and transparency.

- The Library’s Strategic Plan includes a strategy to “build organizational capacity through responsible stewardship and strategic partnerships.”

Department Summary

Susan Nemitz, Library Director

4570 North Victoria Street

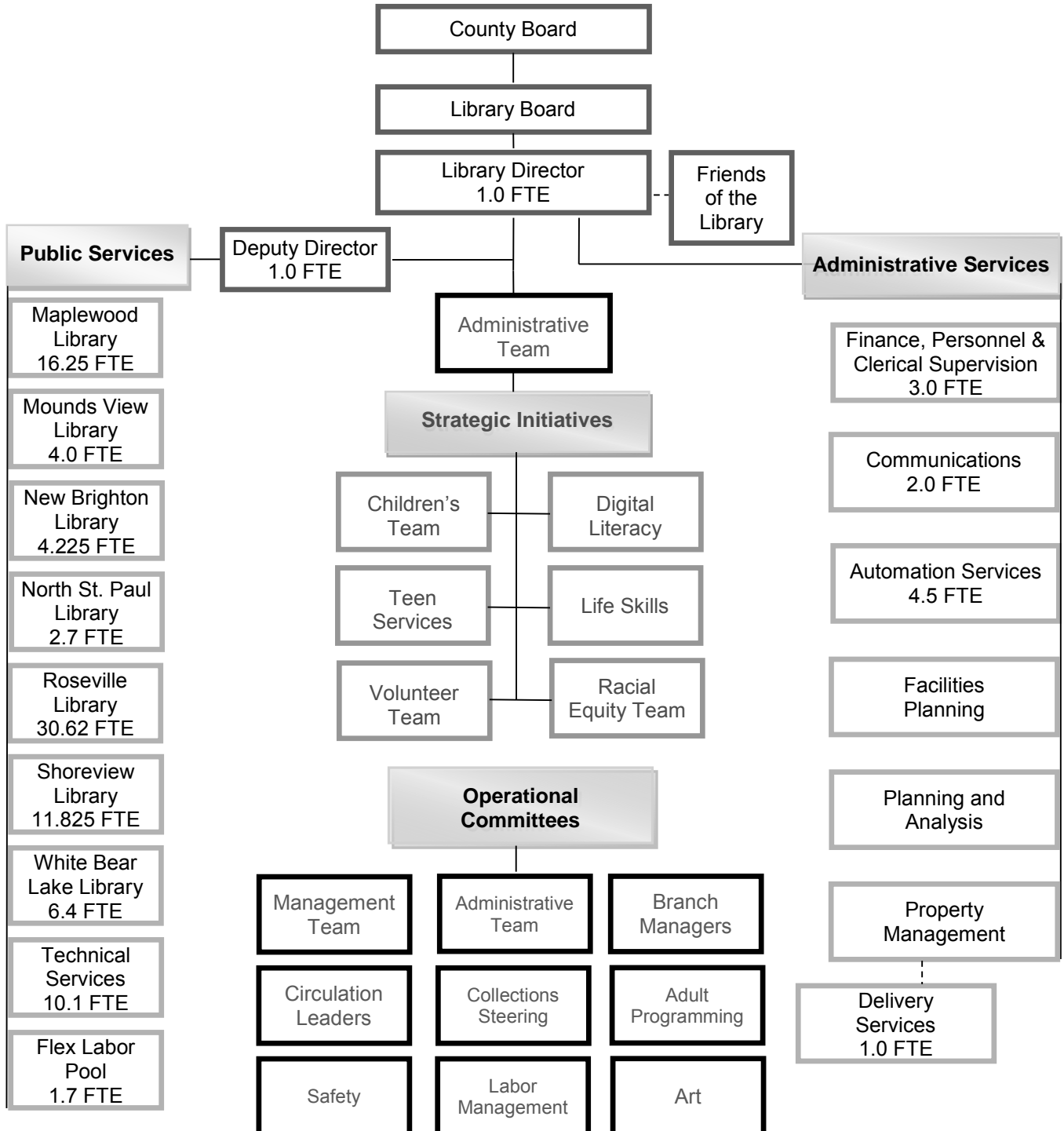


LIBRARY

2015 ORGANIZATION CHART

Personnel - FTE

2014 Budget	-	100.32
2015 Budget	-	100.32
2016 Approved	-	101.17
2017 Approved	-	103.37



Department Summary



BUDGET SUMMARY

Library

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	10,306,816	10,563,711	11,077,180	11,616,801
Expenditure / Appropriation - Grants / Projects	135,400	-	-	-
Revenue / Est. Revenue - Operating Budget	1,071,252	1,021,152	1,006,652	981,652
Revenue / Est. Revenue - Grants / Projects	271,000	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	9,099,964	9,542,559	10,070,528	10,635,149
Inc/(Dec) from Previous Year			527,969	564,621
% Inc/(Dec) from Previous Year			5.5%	5.6%
Inc/(Dec) for 2 Years				1,092,590
% Inc/(Dec) for 2 Years				11.4%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Library

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	561,318	600,000	575,000	550,000
Intergovernmental Revenue				
Federal	-	-	-	-
State	21,652	21,652	21,652	21,652
Local / Other	489,608	200,000	215,000	215,000
Total Intergovernmental Revenue	511,260	221,652	236,652	236,652
Use of Money, Property & Sales	176,110	199,500	195,000	195,000
Other Revenue & Taxes	93,564	-	-	-
Property Tax Levy	9,099,964	9,542,559	10,070,528	10,635,149
Total Revenue / Estimated Revenue	10,442,216	10,563,711	11,077,180	11,616,801

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	7,061,166	7,350,863	7,613,478	7,955,792
Professional Services	2,178,607	2,175,678	2,425,702	2,623,009
Client Services	-	-	-	-
Supplies	120,251	130,000	133,000	133,000
Capital Outlay	1,082,192	907,170	905,000	905,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	10,442,216	10,563,711	11,077,180	11,616,801

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Library

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Library Administration	4,274,265	4,157,811	4,376,810	4,593,593
Automation Services	411,457	417,094	442,572	457,937
Technical Services	707,813	732,778	689,067	707,408
New Brighton Library	290,565	251,720	302,168	310,929
Maplewood Library	1,045,946	1,178,706	1,165,595	1,201,114
Mounds View Library	258,270	249,310	264,922	274,738
North St. Paul Library	155,526	182,256	192,250	197,655
Roseville Library	2,083,804	2,296,986	2,369,319	2,439,861
Shoreview Library	682,007	695,227	803,434	947,444
White Bear Lake Library	397,163	401,823	471,043	486,122
Total Operating Budget	10,306,816	10,563,711	11,077,180	11,616,801
Inc/(Dec) from Previous Year			513,469	539,621
% Inc/(Dec) from Previous Year			4.9%	4.9%
	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
Metro Library Service Agency Grant (G401001)	135,400	-	-	-
Total Grants / Projects	135,400	-	-	-
Total Expenditure / Appropriation	10,442,216	10,563,711	11,077,180	11,616,801
Inc/(Dec) from Previous Year			513,469	539,621
% Inc/(Dec) from Previous Year			4.9%	4.9%
Inc/(Dec) for 2 Years				1,053,090
% Inc/(Dec) for 2 Years				10.0%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Library

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Library Administration	1,071,252	1,021,152	1,006,652	981,652
Total Operating Budget	1,071,252	1,021,152	1,006,652	981,652

Inc/(Dec) from Previous Year			(14,500)	(25,000)
% Inc/(Dec) from Previous Year			(1.4)%	(2.5)%

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
Metro Library Service Agency Grant (G401001)	271,000	-	-	-
Total Grants / Projects	271,000	-	-	-

Total Revenue / Estimated Revenue	1,342,252	1,021,152	1,006,652	981,652
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Inc/(Dec) from Previous Year			(14,500)	(25,000)
% Inc/(Dec) from Previous Year			(1.4)%	(2.5)%

Inc/(Dec) for 2 Years				(39,500)
% Inc/(Dec) for 2 Years				(3.9)%

Department Summary



PERSONNEL SUMMARY BY DIVISION

LIBRARY

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Library Administration	8.00	8.00	9.40	9.40
Automation Services	4.00	4.00	4.50	4.50
Technical Services	10.20	10.20	10.11	10.11
New Brighton Library	3.00	3.00	4.13	4.98
Maplewood Library	17.70	17.70	16.25	16.25
Mounds View Library	4.00	4.00	4.10	4.10
North St. Paul Library	2.90	2.90	2.80	2.80
Roseville Library	30.92	30.92	31.03	31.03
Shoreview Library	12.64	12.64	11.60	11.60
White Bear Lake Library	6.96	6.96	6.40	6.40
Total Operating Budget	100.32	100.32	100.32	101.17

Department Summary



PERSONNEL SUMMARY BY DIVISION

LIBRARY

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
None				
Total Existing Permanent FTE	100.32	100.32	100.32	101.17

	2016 Approved	2017 Approved
<u>New FTEs</u>		
Clerk Typist 2 - New Brighton Library	0.20	-
Librarian 2 - New Brighton Library	0.27	-
Library Page - New Brighton Library	0.38	-
Library Page - Shoreview Library	-	1.20
Librarian 2 - Shoreview Library	-	1.00
Total New FTE	0.85	2.20
Total FTE	101.17	103.37
Inc/(Dec) From Previous Year	0.85	2.20
Inc/(Dec) for 2 Years		3.05

Department Summary



PROGRAM/SERVICE ALLOCATION (2016 APPROVED)

LIBRARY

Program/Service	Mand./ Discr.	2016 Approved Budget			
		FTEs	Budget	Financing	Levy
Maplewood Library	M/D	16.25	1,504,434	136,717	1,367,717
Mounds View Library	M/D	4.10	320,809	29,154	291,655
New Brighton Library	M/D	4.98	334,120	30,364	303,756
North St. Paul Library	M/D	2.80	235,383	21,391	213,992
Roseville Library	M/D	31.03	2,921,782	265,520	2,656,262
Shoreview Library	M/D	11.60	910,866	82,776	828,090
White Bear Lake Library	M/D	6.40	521,665	47,407	474,258
Administration	D	9.40	1,185,713	107,753	1,077,960
Automation Services	D	4.50	997,029	90,606	906,423
Technical Services	D	10.11	897,825	81,591	816,234
Property Management	D	0.00	1,247,554	113,373	1,134,181
		101.17	11,077,180	1,006,652	10,070,528

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.0%	0.00	-	-	-
Total Mandated/Discretionary	M/D	76.3%	77.16	6,749,059	613,329	6,135,730
Total Discretionary/Mandated	D/M	0.0%	0.00	-	-	-
Total Discretionary	D	23.7%	24.01	4,328,121	393,323	3,934,798
			101.17	11,077,180	1,006,652	10,070,528
2015 Budget			100.32	10,563,711	1,021,152	9,542,559
Inc/(Dec.) from 2015 Budget			0.85	513,469	(14,500)	527,969
% Inc/-Dec. from 2015 Budget				4.86%	(1.4)%	5.53%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM/SERVICE ALLOCATION (2016 APPROVED)
CHANGE FROM 2015 BUDGET**

LIBRARY

Program/Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Maplewood Library	(1.45)	69,736	(1,970)	71,706
Mounds View Library	0.10	14,871	(420)	15,291
New Brighton Library	1.98	15,488	(437)	15,925
North St. Paul Library	(0.10)	10,911	(308)	11,219
Roseville Library	0.11	135,435	(3,825)	139,260
Shoreview Library	(1.04)	42,222	(1,192)	43,414
White Bear Lake Library	(0.56)	24,181	(683)	24,864
Administration	1.40	54,962	(1,552)	56,514
Automation Services	0.50	46,216	(1,305)	47,521
Technical Services	(0.09)	41,618	(1,175)	42,793
Property Management	0.00	57,829	(1,633)	59,462
Inc/(Dec) from 2015 Budget	0.85	513,469	(14,500)	527,969
% Inc/(Dec) from 2015 Budget		4.86%	(1.4)%	5.53%

Department Summary



PROGRAM/SERVICE ALLOCATION (2017 APPROVED)

LIBRARY

Program/Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Maplewood Library	M/D	16.25	1,577,722	133,322	1,444,400
Mounds View Library	M/D	4.10	336,437	28,430	308,007
New Brighton Library	M/D	4.98	350,396	29,609	320,787
North St. Paul Library	M/D	2.80	246,849	20,859	225,990
Roseville Library	M/D	31.03	3,064,116	258,927	2,805,189
Shoreview Library	M/D	13.80	955,239	80,720	874,519
White Bear Lake Library	M/D	6.40	547,078	46,230	500,848
Administration	D	9.40	1,243,475	105,077	1,138,398
Automation Services	D	4.50	1,045,599	88,356	957,243
Technical Services	D	10.11	941,562	79,565	861,997
Property Management	D	0.00	1,308,328	110,557	1,197,771
		<u>103.37</u>	<u>11,616,801</u>	<u>981,652</u>	<u>10,635,149</u>

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.0%	0.00	-	-	-
Total Mandated/Discretionary	M/D	69.9%	79.36	7,077,837	598,097	6,479,740
Total Discretionary/Mandated	D/M	0.0%	0.00	-	-	-
Total Discretionary	D	30.1%	24.01	4,538,964	383,555	4,155,409
			<u>103.37</u>	<u>11,616,801</u>	<u>981,652</u>	<u>10,635,149</u>
2016 Approved Budget			101.17	11,077,180	1,006,652	10,070,528
Inc/(Dec.) from 2016 Approved Budget			2.20	539,621	(25,000)	564,621
% Inc/-Dec. from 2016 Approved Budget				4.87%	(2.5)%	5.61%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM/SERVICE ALLOCATION (2017 APPROVED)
CHANGE FROM 2016 APPROVED BUDGET**

LIBRARY

Program/Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Maplewood Library	0.00	73,288	(3,395)	76,683
Mounds View Library	0.00	15,628	(724)	16,352
New Brighton Library	0.00	16,276	(755)	17,031
North St. Paul Library	0.00	11,466	(532)	11,998
Roseville Library	0.00	142,334	(6,593)	148,927
Shoreview Library	2.20	44,373	(2,056)	46,429
White Bear Lake Library	0.00	25,413	(1,177)	26,590
Administration	0.00	57,762	(2,676)	60,438
Automation Services	0.00	48,570	(2,250)	50,820
Technical Services	0.00	43,737	(2,026)	45,763
Property Management	0.00	60,774	(2,816)	63,590
Inc/(Dec) from 2016 Approved Budget	2.20	539,621	(25,000)	564,621
% Inc/(Dec) from 2016 Approved Budget		4.87%	(2.5)%	5.61%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LIBRARY

GOAL

- 1. Strengthen individual, family and community health, safety and well-being**
through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. The Library’s Strategic Plan includes a strategy to “nurture the learning and creativity of children and youth.” The Library has reallocated staff to children and teen services; enlarged early literacy programming; expanded outreach to schools; grown summer and school break programming to prevent learning loss, focused on developing strategic partnerships and community involvement; and developed state-of-art facilities and services for youth.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Children’s circulation is softening but remains above peer libraries. Attendance of youth at Library programs continues to grow. Attendance at teen programming grew more than 24% in 2014. The Summer Reading program was redesigned in 2013 and program completion was selected as the outcome measure instead of participation. Legacy funding reductions may adversely affect programming numbers.

PERFORMANCE MEASURES – DATA

#	Performance Measures	Library System	2012	2013	2014	2015	2016-17
			Actual	Actual	Actual	Estimate	Estimate
A1	Children’s items circulated		1,859,451	1,760,216	1,683,059	Maintain	Maintain
A2	Children’s circulation per capita benchmarked against other area libraries	Ramsey County	7.9	7.7	7.3	Maintain	Maintain
		St. Paul	4.7	3.9	3.7		
		MELSA Average	5.2	5.0	4.8		
A3	Children’s program attendance		60,614	60,584	63,908	Increase	Increase
A4	Teen program attendance		10,527	10,263	12,799	Increase	Increase
A5	Summer Reading Program participation		14,101	6,461	6,056	Increase	Increase
A6	Online tutoring sessions		4,462	3,896	2,236	Maintain	Maintain

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LIBRARY

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. The Library’s mission is to provide free access for all to the knowledge and ideas that transform lives. Technology skills have often been one of the greatest barriers to this access. The Library, using grants from the Friends and MELSA, has developed a robust curriculum to teach basic computing – as well as offering one-on-one tech assistance. RCL also partnered with Metro Libraries to provide JobNow, an online employment coaching service. Twenty percent of our computer users say they have used library computers to apply for jobs. The Library has also begun to partner with community organizations to offer life skills programs. These offerings include Conversation Circles for English language learners, housing programs, budgeting, small business counseling, tax help, and MNsure enrollment assistance.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Digital literacy class attendance has been flat. Online employment coaching demand has decreased as the economy has recovered. Life Skills programming attendance is up significantly as offerings grow.

Demand for public internet service is still high, but peaked in 2012 as some of the internet usage has now transitioned to wireless. Demand for wireless is growing, as is demand for table space and power outlets to accommodate laptop users. Wireless usage has grown 207% since 2009.

Open labs allow users to get technological assistance on a walk-in basis on any issue of their choosing. Demand for this service is increasing. The number of these session offered last year was 214. Attendance at these sessions has grown more than 26% over just two years.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Digital Literacy class attendance	2,716	2,704	2,612	Increase	Increase
A2	Online employment coaching	8,280	6,508	3,152	Decrease	Decrease
A3	Life Skills programming attendance	173	268	941	Increase	Increase
A4	Public computing hours used	337,543	322,445	296,657	Decrease	Decrease
A5	Wireless users	190,871	251,086	310,392	Increase	Increase
A6	Open lab attendance	983	1,004	1,243	Increase	Increase

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LIBRARY

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

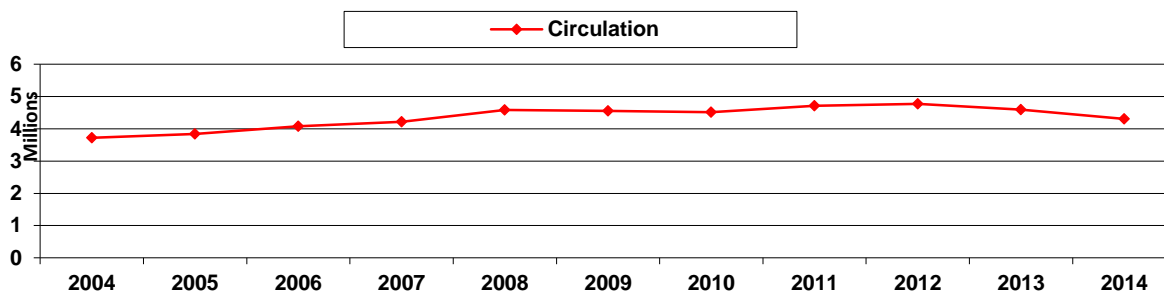
through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. The Library's mission is to provide free access for all to the knowledge and ideas that transform lives. The Library does this in traditional ways by lending its collection of materials and in new ways through programming. In addition, the Library is a learning center that provides physical access for lifelong education through physical spaces, community program rooms, and study rooms. Development of key partnerships provides users access to additional learning opportunities.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

The facilities within the Ramsey County Library remain busy and active community gathering spots. Circulation is the most commonly used indicator of library activity. Circulation is up 16% over 10 years and peaked in 2012.



Physical visits are down but virtual visits have grown. Ramsey County still has the highest visits per capita in the Metro region.

Ramsey County Libraries are open fewer hours per capita than the MELSA average, resulting in diminished access to computers and other in-house resources. The number of hours open relates strongly to the number of staff.

The Library continues to develop partnerships both locally and regionally.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LIBRARY

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016-17 Estimate	
A1	Number of items circulated	4,772,566	4,596,085	4,308,599	Decrease	Decrease	
A2	Visits	Physical	1,804,943	1,706,338	1,601,495	Decrease	Decrease
		Virtual	1,978,579	2,015,851	2,073,274	Increase	Increase
A3	Visits per capita benchmarked against other area libraries	Ramsey County	8.1	7.6	7.0	Increase	Maintain
		St. Paul	8.1	7.4	7.0		
		MELSA Average	5.4	5.2	4.9		
A4	Hours open per week	16,538	16,391	15,397	Increase	Increase	
A5	Adult program attendance	6,929	6,467	7,246	Increase	Increase	
A6	Hours open per capita benchmarked against other area libraries	Ramsey County	0.07	0.07	0.07	Maintain	Maintain
		St. Paul	0.12	0.12	0.12		
		MELSA Average	0.10	0.10	0.10		
A7	Develop Partnerships in the Community						
	Collections						
	MELSA	Databases, audio books, Legacy collections, e-books, delivery					
	State of Minnesota	ELM databases, ILL					
	Friends of the Library	\$100,000+ materials donated annually; Gatsby proceeds					
	Infrastructure						
	City of North St. Paul	Space, janitorial, utilities, fiber access					
	City of New Brighton	Space, fiber access, public computing					
	Friends of the Library*	Art, Children's interactives					
	City of Roseville	Fiber					
	City of Shoreview	Grounds keeping, snow removal, fiber access					
	City of White Bear Lake	Fiber access					
	City of Maplewood	Support of a police substation					
	City of Mounds View	Fiber access					
	Suburban Cities, CCTV, SCC	I-Net connections and use; program recording					
	State of Minnesota	MNLink Gateway server, Revenue Recapture program					
	St. Paul Public Library/Anoka County Library	Website hosting, staff training, skill sharing					
	MELSA/State Library/IMLS	Catalog discovery layer, mobile phone app., event calendar, technology funding, crossover reimbursement, staff training					
	Ramsey County Correctional Facility	Provide collections, surplus furniture, programming, plants for volunteer recognition					
	Patrons, 501 st Legion, Children's Home Society, ISD #621, ISD #622, ISD #623, ISD #624, ISD #625, National Honor Societies, Medtronic, School Ambassadors, Ramsey County Courts and Community Service, Ramsey County Care Center, TSE, White Bear Diversion programs, White Bear Rotary	Volunteer time					
	AmeriCorps CTEP Program	3 FTE technology staff members					

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LIBRARY

	Adult Programming/Services	
	MELSA	Legacy programs and funding, Job seeking resources -JobNow, Winter Jackets
	MELSA, Science Museum	Digital Literacy classes
	Friends of the Library*	Digital Literacy classes
	St. Paul Public Library, IMLS, Otto Bremer Foundation, Community Literacy Consortium, CLUES, Lifetrack Resources, MN Literacy Council, Neighborhood House, Hubbs Center, ISD #623 ABE, Workforce Solutions, St. Paul College, Metro State University	Northstar Digital Literacy standards and assessment
	Minnesota Historical Society, Ramsey County Historical Society, White Bear Lake Historical Society, Maplewood Historical Society, Roseville Historical Society, Shoreview Historical Society, New Brighton Historical Society,	Legacy history programs
	National Endowment for the Humanities	Program grants
	American Library Association	Program grants
	Minnesota Humanities Center	Program grants
	Lake Country Booksellers	Programs
	City of Mounds View, Mounds View Community Center, Recovery Resource Center	Outreach
	Mounds View Community Theatre	Programs
	Pike Lake Education Center, MN Literacy Council, Century College	English language learner conversation circles
	AARP, Accountability MN	Tax help
	Health Access MN	MNSure counseling
	ISD 622 (North St. Paul/Maplewood)	Project Family Connect
	ISD 623 (Roseville)	Adult basic education
	Keystone Community Services, Roseville Housing and Redevelopment Authority	Adult life skills programming
	Ramsey County Workforce Solutions	Job seeker programs
	Osher Lifelong Learning Institute, U of M	Adult programming
	SPPL, Ramsey County Law Library, Legal Aid, Volunteer Lawyers Network	Adult life skills legal programming, website
	Twin Cities Media Alliance	Digital Literacy programming
	SCORE	Business start up counseling
	JobConnect	Job seeker programs
	Women Venture	Job seeker programs
	Goodwill Easter Seals	Job seeker programs
	Comcast	Digital literacy program sponsorship
	Rosepointe Senior Living Center, Eagle Crest Senior Housing, Fairview Senior Center, Roseville Area Senior Program	Senior Outreach
	Gallery 96	Art Show
	State of MN, Federal Government	Tax forms
	Ramsey County Elections	Polling site

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LIBRARY

	Youth Programming/Services	
	MELSA	Legacy programs and funding, Homework Rescue
	Friends of the Library*	Youth and children's programs and funding
	Friends of the Library*, CPY, ECFE, Garden View Resident Services, Head Start	Reading Friends Outreach to low income youth
	Ramsey County Public Health Visiting nurses	At risk teen programming
	Education Equity Alliance	Teen programs, homework help
	Service dog owners	Paws to Read program
	CTV	Girls' technology camp, programming
	SCC	Teen film making, film festival
	ISD #621 (Mounds View)	Summer Reading , kindergarten sign-up, teen programming
	ISD #622 (North St. Paul/Maplewood)	Summer Reading , kindergarten sign-up, teen programming, after school bus program
	ISD #623 (Roseville)	Summer Reading, summer book exchange, teen refugee program, teen programming, after school bus program
	ISD #624 (White Bear Lake)	Summer Reading, kindergarten sign-up, teen programming, ECFE
	St Rose of Lima, St. Odilia, St. Mary's on the Lake, St. Peter, St. John the Baptist, Gethsemane, Presentation, St. Jerome, St. John the Evangelist, St. Pius, Harambee	Summer Reading, kindergarten sign-up, teen programming
	Waterpark of America, State Fair, Culvers	Summer Reading prizes
	White Bear Center for the Arts	Teen programs
	Harmony ALC –Maplewood	Teen programs
	Harmony ALC-White Bear Lake	Teen programs
	Phoenix Recovery High – Maplewood	Teen programs
	St. Paul Parks and Rec.	Teen programs
	Job Connect, Suburban Ramsey Family Collaborative, Soup it up for Kids, NWWYFS	Jobs 101 training for teens
	NWWYFS	Teen technology programs,
	Totem Town	Teen programs, book talk videos
	North St. Paul Community School	Teen tech programs, classes
	Karen Refugee program	Tech class
	Children's Museum	Smart Play spot at MP, Programming
	Children's Theatre Company, MN Astronomical Society, Ramsey County Historical Society, Maplewood Nature Center, MN Center for Book Arts, City of Roseville, Cub Scouts	Children's programs
	Battle Creek Headstart, Swede Hollow Headstart, Maplewood KinderCare, North Como Preschool, White Bear Lake ECFE	Outreach
	Lakeshore Players, Linder's, SISU Foundation, MV High Volunteer Club, St. Catherine's University ASL Department, U of MN Early Learning Center, Shoreview-Einhausen Sister City Association, Tamarack Nature Center, Chemistry in the Library, Abrakadoodle, Campfire MN, 501 st Star Wars Battalion	Children's programs

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LIBRARY

	Youth Programming/Services (continued)	
	Minnesota Department of Natural Resources	Children's programs, I can camp!
	Storytime guest stars:	Authors, Artists, DNR, Zaraawar Mistry; Pastry Chef Ali, WBL Police, Tamarack, Wes Erwin, RV Fire, MV Fire, MP Fire, SV Fire, NB Fire, Dr. Kavathekar, Lifecore Yoga, 88 Notes, Roe Family Singes, MP Nature Center, Learning Tree Yoga, Nothando Zulu, the Beez Kneez, Music Together, Miss Tara, metro Dance Center, NSP Fire, Northview Dental, WB Dance Center
	Legacy Partners:	ArtScraps, ArtStart, Authors, Artists, Como Zoo, Creative Canvas, Gibbs Farm, Groth Music, Lakeshore Players, MacPhail, MN Center for Book Arts, MN Historical Society, RADZoo, Ramsey County Parks and Rec., Raptor Center, St. Paul Intercultural Institute, White Bear Center for the Arts, New Brighton Historical Society, North St. Paul Historical Society, Ramsey County Historical Society, Anime Twin Cities, Growing Green Hearts
	Agape School for teen moms	Outreach

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

2014 numbers are depressed due to the construction project on the White Bear Lake facility, which resulted in closure for the final 7 months of 2014.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LIBRARY

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. The Library's Strategic Plan includes a strategy to "build organizational capacity through responsible stewardship and strategic partnerships."

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

RCL has the highest workload per FTE staff person in the metro area with a circulation workload that is 56% higher than the MELSA average. It would take an additional 55 FTE to achieve the average MELSA workload. The Library has a large volunteer program valued at \$544,376 in 2014.

PERFORMANCE MEASURES

		Library System	2012	2013	2014	2015	2016-17
#	Performance Measures		Actual	Actual	Actual	Estimate	Estimate
A1	Return on taxpayer investment – per \$1 invested		\$10.17	\$8.41	\$6.71	Maintain	Maintain
A2	Circulation per FTE benchmarked against other area libraries	Ramsey County	48,057	46,313	43,403	Maintain	Maintain
		St. Paul	17,682	17,474	16,441		
		MELSA Average	31.631	29,888	28,123		
A3	Volunteer hours		27,724	24,342	24,846	Maintain	Maintain
A4	Friends of the Library donors and members		979	940	991	Maintain	Maintain
A5	Friends of the Library grants to the library		\$87,920	\$114,587	\$209,467	Increase	Increase
A6	Value of materials donated to the Library's collection		\$105,766	\$94,319	\$113,528	Maintain	Maintain

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LIBRARY

PERFORMANCE MEASURES – ADDITIONAL INFORMATION

Library Use	Library Services	Estimated Retail Value	Rationale	Value to Customers
1,008,781	Adult book borrowed	\$17.00	Amazon.com avg. price	\$17,149,277
1,199,239	Children's books borrowed	\$12.00	Amazon.com avg. price	\$14,390,868
59,635	Magazines and journals borrowed	\$5.00	Avg est purchase price	\$298,175
1,247,484	DVD borrowed	\$3.99	download average	\$4,989,936
185,086	Music CD borrowed	\$12.00	iTunes album average	\$2,221,032
146,866	Audiobook borrowed	\$20.00	Amazon.com avg. price	\$2,937,320
24,461	Video game borrowed	\$30.00	Amazon.com avg. price	\$733,830
5,192	Kit borrowed	\$50.00	estimated value	\$259,600
210,969	eBook download	\$9.99	avg Amazon download	\$2,107,580
39,820	eAudiobook download	\$15.00	audible.com download	\$597,300
3,795,141	Online database searches	\$2.00	typical price per article	\$7,590,282
14,201	Online tutoring per hour	\$35.00	estimated value	\$497,035
16,620	Interlibrary loan (incoming)	\$25.00	Amazon avg plus shipping	\$415,500
1,801	Meeting room use	\$50.00	estimated value	\$90,050
1,369	Computer classes	\$70.00	estimated value	\$95,830
1,243	One-on-one tech coaching	\$25.00	estimated value	\$31,075
7,748	Adult programs attended	\$10.00	estimated value	\$77,480
63,908	Children's programs attended	\$10.00	estimated value	\$639,080
12,799	Teen programs attended	\$10.00	estimated value	\$127,990
296,657	Computer use (hours)	\$15.00	FedEx-Kinko's price	\$4,449,855
269,295	Reference question	\$10.00	estimated value	\$2,692,950
				\$61,944,745
	Service population			231,811
	Suburban Ramsey County households			92,850
	Local tax levy			\$9,234,923
	Local tax levy per capita			\$39.84
	Local tax levy per household			\$99.46
	Per capita service value			\$267.22
	Per household service value			\$667.15
	Return on each dollar spent			\$6.71

This Value of Library Service Calculator was initially developed by the Massachusetts Library Assoc. Household data from Metropolitan Council 2013

Department Summary

Jon Oyanagi, Director

2015 Van Dyke Street



VISION

A vibrant community where all are valued and thrive.

PARKS & RECREATION

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

The Ramsey County Parks and Recreation Department is responsible for planning, developing, and maintaining a system of regional parks and trails, county parks and trails, open space, golf courses, ice arenas and special use areas. This system encompasses over 6,500 acres of land and serves over 5 million visitors annually. Each park and trail corridor has unique charm and includes facilities for one or more of the following: hiking, biking, cross-country skiing and running, picnicking, children's play, nature study, swimming, boating, fishing, sledding, archery and off-leash dog activity. Eleven indoor arenas provide year-round venues for ice skating, hockey, curling, roller-derby, graduations, flea markets and other large events. For outdoor fun, we manage five golf courses, five guarded beaches, three unguarded beaches and an aquatic center. Or for anytime of the year, we provide educational and recreational opportunities at our nature center complete with an early learning center, nature school and day camp.

PROGRAMS / SERVICES

The majority of visitors are engaged in self-directed recreational activity; however, programs are offered to enhance recreational skills and promote a positive environmental ethic. The following department activities support a county of excellence by providing quality control, planning and development, management, natural resources, recreational opportunities, education and partnerships that work to enhance our quality of life.

- Manage the business affairs of the department including human resources, procurement of commodities and services and finance and accounting, in a manner consistent with established County policies, rules and procedures.
- Plan, design and manage capital improvements within parks and recreation areas in order to preserve, maintain and/or improve services.
- Manage the natural resources within the parks and recreation system, consistent with the Parks and Recreation Department's Natural Resources Management Plan, which focuses on protection of high quality environmentally sensitive areas, restoration of degraded areas and maintenance of critical natural processes.
- Provide high-quality facilities and customer service while maximizing revenue through the management of special recreation facilities, including golf courses, ice arenas, an aquatic center and a nature center.
- Maintain high-quality county and regional parks and trails that are attractive, safe and accessible to all.
- Provide high-quality environmental education and outdoor recreation experiences (programs and self-directed services) that increase awareness and appreciation of nature.
- Partner with other governmental entities, schools, non-profit groups and youth organizations to provide a wide variety of educational and recreational programs for people of all ages, including early childhood development.
- Contribute positively to improve overall health in the community by coordinating programs that create and promote safe, convenient environments for people to integrate physical activity into their lives.

Department Summary

Jon Oyanagi, Director

2015 Van Dyke Street



GOALS & STRATEGIES

PARKS & RECREATION

Strengthen individual, family and community health, safety and well-being.

- The Parks and Recreation Department provides access to well-maintained county and regional parks, offering a variety of services and facilities that promote healthy and active living for all residents of Ramsey County.
- The Parks and Recreation Department provides early learning opportunities with a nature-based curriculum.
- The Parks and Recreation Department promotes environmental stewardship through preservation and restoration of natural resources.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- The Parks and Recreation Department engages community members in decisions related to the future direction of the departments' facilities and programs.
- The Parks and Recreation Department offers programming that reaches across economic levels and allows opportunities for all residents.

Enhance access to opportunity and mobility for all residents and businesses.

- The Parks and Recreation Department offers educational programming and opportunities, including the classes offered at Tamarack Nature Center, and provides a field trip destination for schools throughout the region.
- The Parks and Recreation Department builds, promotes, and improves pedestrian bike and trail systems that are accessible to all residents of Ramsey County and connect the County to other regional systems.
- The Parks and Recreation Department develops and maintains a regional park system, accessible to all residents of the county and the surrounding areas.

Model forward-thinking investment, fiscal accountability and transparency.

- The Parks and Recreation Department invests in the development and maintenance of parks and trail systems, ice arenas and golf courses through grant opportunities and regional maintenance funding.
- The Parks and Recreation Department implements cost and energy saving measures at the various parks facilities and buildings, taking advantage of available programs and funding sources, including capital improvement funding.
- The Parks and Recreation Department reaches out to residents of Ramsey County through social media and other methods to provide information on the many available parks opportunities.
- The Parks and Recreation Department strives to be accredited through the Commission for Accreditation for Park and Recreation Agencies (CAPRA).
- The Parks and Recreation Department actively recruits and engages volunteers to serve in a variety of capacities throughout the park system.

Department Summary



RAMSEY COUNTY

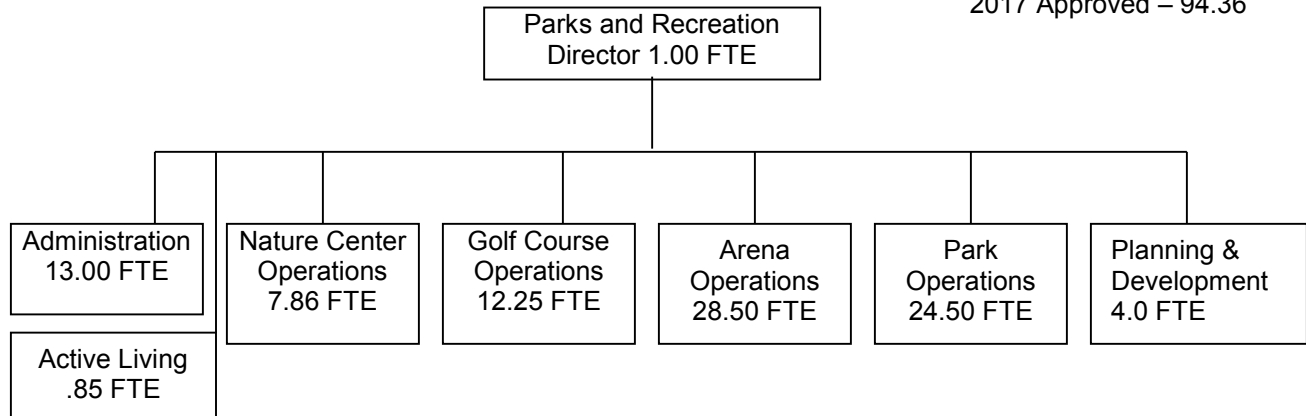
Jon Oyanagi, Director

2015 Van Dyke Street

(651) 748-2500

2015 ORGANIZATION CHART

Personnel - FTE
2014 Budget - 91.96
2015 Budget - 91.96
2016 Approved - 94.46
2017 Approved - 94.36



Department Summary



BUDGET SUMMARY

Parks and Recreation

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	19,956,547	12,092,420	12,601,688	12,760,368
Expenditure / Appropriation - Grants / Projects	165,364	643,200	408,938	408,938
Revenue / Est. Revenue - Operating Budget	6,363,999	8,074,243	8,345,391	8,411,994
Revenue / Est. Revenue - Grants / Projects	-	643,200	408,938	408,938
Use of Fund Balance	9,626,608	234,251	281,898	286,559
County Tax Levy	4,131,304	3,783,926	3,974,399	4,061,815
Inc/(Dec) from Previous Year			190,473	87,416
% Inc/(Dec) from Previous Year			5.0%	2.2%
Inc/(Dec) for 2 Years				277,889
% Inc/(Dec) for 2 Years				7.3%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Parks and Recreation

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	5,634,725	7,121,609	7,401,419	7,450,497
Intergovernmental Revenue				
Federal	-	-	-	-
State	27,804	451,254	24,000	24,000
Local / Other	264,299	578,085	698,938	708,938
Total Intergovernmental Revenue	292,103	1,029,339	722,938	732,938
Use of Money, Property & Sales	358,694	439,560	451,528	454,728
Other Revenue & Taxes	78,477	126,935	178,444	182,769
Property Tax Levy	4,131,304	3,783,926	3,974,399	4,061,815
General Fund Balance	9,626,608	234,251	281,898	286,559
Total Revenue / Estimated Revenue	<u>20,121,911</u>	<u>12,735,620</u>	<u>13,010,626</u>	<u>13,169,306</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	6,872,072	7,652,372	8,087,703	8,261,357
Professional Services	2,692,090	2,991,897	3,058,653	3,062,467
Client Services	741	750	750	750
Supplies	713,462	716,340	757,861	754,350
Capital Outlay	9,843,546	944,711	424,359	372,707
Debt Service	-	429,550	450,000	490,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	231,300	227,675
Total Expenditure / Appropriation	<u>20,121,911</u>	<u>12,735,620</u>	<u>13,010,626</u>	<u>13,169,306</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Parks and Recreation

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Parks & Recreation Administration	1,424,690	1,656,589	1,948,173	1,990,097
Central Maintenance and Service	366,763	444,506	383,921	393,302
Central Store	203,399	244,680	-	-
Active Living Ramsey County	72,249	94,118	102,806	89,398
Public Ice Arenas	1,185,907	1,221,376	1,236,740	1,260,194
Aldrich Arena	368,034	360,267	412,966	419,007
Highland Arena	504,751	498,296	517,094	525,591
Biff Adams Arena	24,457	27,500	26,000	26,000
Pleasant Arena	228,612	240,117	258,610	261,878
Vadnais Sports Center	10,304,536	1,687,388	1,786,000	1,786,000
Goodrich Golf Course	468,942	536,441	597,774	601,324
Keller Golf Course	778,145	874,750	799,897	810,799
Manitou Ridge Golf Course	7,457	4,562	7,182	7,182
Ponds at Battle Creek Golf Course	455,350	706,045	743,528	748,189
Goodrich Clubhouse	-	-	13,477	13,477
Keller Clubhouse	-	-	67,578	67,578
Beaches	152,446	163,412	189,318	190,383
Battle Creek Waterworks	170,592	178,439	142,132	142,132
Park Maintenance and Operations	2,166,198	2,109,168	2,148,787	2,180,071
County Fair	1,445	2,158	2,000	2,000
Nature Interpretive Programs	598,301	601,440	651,639	664,281
Planning and Development	474,273	441,168	566,066	581,485
Total Operating Budget	19,956,547	12,092,420	12,601,688	12,760,368
Inc/(Dec) from Previous Year			509,268	158,680
% Inc/(Dec) from Previous Year			4.2%	1.3%

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Parks and Recreation

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
PK SDNR Invasive Sps Removal	-	-	103,938	103,938
Parks & Rec DNR TNC Prairie Enhancement (G216023)	23,414	-	-	-
PRK DNR Lower Fish Creek (G216024)	-	175,000	-	-
PRK DNR NW Bluffs Wildlife (G216025)	-	288,200	-	-
PK TNC Volunteer Program	22,232	70,000	70,000	70,000
PK Legacy MN Conserv Corps	97,389	110,000	110,000	110,000
Outdoor Recreation Programming (G224035)	-	-	125,000	125,000
PK PH MOU SHIP Grant	22,329	-	-	-
Total Grants / Projects	165,364	643,200	408,938	408,938
Total Expenditure / Appropriation	20,121,911	12,735,620	13,010,626	13,169,306
Inc/(Dec) from Previous Year			275,006	158,680
% Inc/(Dec) from Previous Year			2.2%	1.2%
Inc/(Dec) for 2 Years				433,686
% Inc/(Dec) for 2 Years				3.4%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Parks and Recreation

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Parks & Recreation Administration	112,140	135,133	145,000	145,000
Central Maintenance and Service	3	-	-	-
Public Ice Arenas	235	147	-	-
Aldrich Arena	355,062	328,615	358,118	369,278
Highland Arena	700,460	653,451	751,059	751,059
Oscar Johnson Memorial Arena	189,679	221,899	208,442	208,442
Shoreview Arena	187,614	232,645	202,160	202,160
Ken Yackel West Side Arena	172,975	188,737	187,854	187,854
Biff Adams Arena	24,893	27,500	26,000	26,000
Pleasant Arena	441,562	504,325	473,060	473,060
White Bear Arena	190,756	209,157	208,123	208,123
Harding Arena	175,124	189,609	181,370	181,370
Gustafson-Phalen Arena	178,095	201,148	194,319	194,319
Vadnais Sports Center	707,306	1,680,415	1,786,000	1,786,000
Goodrich Golf Course	576,383	608,587	636,709	636,709
Keller Golf Course	667,406	1,096,796	1,117,324	1,155,664
Manitou Ridge Golf Course	274,425	327,349	301,867	301,867
Ponds at Battle Creek Golf Course	425,972	478,767	461,630	461,630
Beaches	4,257	10,393	4,800	4,800
Battle Creek Waterworks	115,541	163,109	122,000	122,000
Park Maintenance and Operations	550,943	512,492	516,016	526,016
Nature Interpretive Programs	227,020	203,373	262,022	262,749
Planning and Development	86,148	100,596	201,518	207,894
Total Operating Budget	6,363,999	8,074,243	8,345,391	8,411,994
Inc/(Dec) from Previous Year			271,148	66,603
% Inc/(Dec) from Previous Year			3.4%	0.8%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Parks and Recreation

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
PK SDNR Invasive Sps Removal	-	-	103,938	103,938
PRK DNR Lower Fish Creek (G216024)	-	175,000	-	-
PRK DNR NW Bluffs Wildlife (G216025)	-	288,200	-	-
PK TNC Volunteer Program	-	70,000	70,000	70,000
PK Legacy MN Conserv Corps	-	110,000	110,000	110,000
Outdoor Recreation Programming (G224035)	-	-	125,000	125,000
Total Grants / Projects	-	643,200	408,938	408,938
<hr/>				
Total Revenue / Estimated Revenue	6,363,999	8,717,443	8,754,329	8,820,932
<hr/>				
Inc/(Dec) from Previous Year			36,886	66,603
% Inc/(Dec) from Previous Year			0.4%	0.8%
<hr/>				
Inc/(Dec) for 2 Years				103,489
% Inc/(Dec) for 2 Years				1.2%

Department Summary



PERSONNEL SUMMARY BY DIVISION

PARKS AND RECREATION

Permanent FTE	2014 Budget	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Parks & Recreation Administration	10.00	10.00	14.00	14.00
Central Maintenance and Service	4.75	4.75	4.25	4.25
Central Store	1.00	1.00	-	-
Active Living Ramsey County	0.65	0.65	0.85	0.75
Public Ice Arenas	11.55	11.55	12.00	12.00
Aldrich Arena	3.32	3.32	3.50	3.50
Highland Arena	4.62	4.62	4.50	4.50
Pleasant Arena	1.42	1.42	1.50	1.50
Vadnais Sports Center	7.00	7.00	7.00	7.00
Goodrich Golf Course	3.06	3.06	4.00	4.00
Keller Golf Course	5.26	5.26	4.50	4.50
Ponds at Battle Creek Golf Course	4.00	4.00	3.75	3.75
Beaches	0.50	0.50	0.50	0.50
Battle Creek Waterworks	0.50	0.50	-	-
Park Maintenance and Operations	21.96	21.96	19.75	19.75
Nature Interpretive Programs	7.37	7.37	6.86	7.36
Planning and Development	4.00	4.00	4.00	5.00
Total Operating Budget	90.96	90.96	90.96	92.36

Department Summary



PERSONNEL SUMMARY BY DIVISION

PARKS AND RECREATION

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
PK TNC Volunteer Program	1.00	1.00	1.00	1.00
Outdoor Recreation Programming (G224035)	-	-	-	1.00
Total Existing Permanent FTE	91.96	91.96	91.96	94.36

	2016 Approved	2017 Approved
<u>New FTEs</u>		
Naturalist	0.50	-
Landscape Architect	1.00	-
Outdoor Recreation Program Specialist	1.00	-
Total New FTE	2.50	-
Total FTE	94.46	94.36
Inc/(Dec) From Previous Year	2.50	(0.10)
Inc/(Dec) for 2 Years		2.40

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

PARKS & RECREATION

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Administration	D	14.00	1,948,173	145,000	1,803,173
Central Store	D	0.00	-	-	-
Active Living Ramsey Communitie	D	0.85	102,806	-	102,806
Maintenance & Operation					
Facility Maintenance & Service	D	4.25	383,921	-	383,921
Parks Maintenance & Operation	D	19.75	2,148,787	516,016	1,632,771
County Fair	D	0.00	2,000	-	2,000
Ice Arenas					
Public Ice Arenas	D	12.00	1,236,740	1,182,268	54,472
Aldrich Arena	D	3.50	412,966	358,118	54,848
Highland Arena	D	4.50	517,094	751,059	(233,965)
Biff Adams	D	0.00	26,000	26,000	-
Pleasant Arena	D	1.50	258,610	473,060	(214,450)
Vadnais Sports Center		7.00	1,786,000	1,786,000	
Golf Courses					
Goodrich Golf Course	D	4.00	597,774	636,709	(38,935)
Goodrich Clubhouse			13,477	-	13,477
Keller Golf Course	D	4.50	799,897	1,117,324	(317,427)
Keller Clubhouse			67,578	-	67,578
Manitou Ridge Golf Course	D	0.00	7,182	301,867	(294,685)
The Ponds at Battle Creek		3.75	743,528	743,528	-
Recreation Services					
Beaches	D	0.50	189,318	4,800	184,518
Battle Creek Waterworks	D	0.00	142,132	122,000	20,132
Nature Interpretive Services	D	7.36	651,639	262,022	389,617
Planning & Development	D	5.00	566,066	201,518	364,548
Grants/Projects					
Tamarack Nature Center Volunteer	D	1.00	70,000	70,000	-
MN Conservation Corps	D	0.00	110,000	110,000	-
DNR Environmental Grants	D	0.00	-	-	-
Aquatic Invasive Species	M/D	0.00	103,938	103,938	-
Outdoor Recreation Programming	D	1.00	125,000	125,000	-
		94.46	13,010,626	9,036,227	3,974,399

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.0%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.0%	0.00	103,938	103,938	-
Total Discretionary/Mandated	D/M	0.0%	0.00	-	-	-
Total Discretionary	D	100.0%	94.46	12,906,688	8,932,289	3,974,399
			94.46	13,010,626	9,036,227	3,974,399
2015 Budget			91.96	12,735,620	8,951,694	3,783,926
Inc/(Dec.) from 2015 Budget			2.50	275,006	84,533	190,473
% Inc/-Dec. from 2015 Budget				2.2%	0.9%	5.0%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED) CHANGE FROM 2015 BUDGET

PARKS & RECREATION

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Administration	4.00	286,584	9,867	276,717
Central Store	(1.00)	(244,680)	-	(244,680)
Active Living Ramsey Communities	0.20	8,688	-	8,688
Maintenance & Operation				
Facility Maintenance & Service	(1.00)	(60,585)	-	(60,585)
Parks Maintenance & Operation	(2.21)	39,619	3,524	36,095
County Fair	0.00	(158)	-	(158)
Ice Arenas				
Public Ice Arenas	0.45	15,364	(61,074)	76,438
Aldrich Arena	1.18	52,699	29,503	23,196
Charles M Schulz Highland Arena	(0.12)	18,798	97,608	(78,810)
Biff Adams Arena	0.00	(1,500)	(1,500)	-
Pleasant Arena	0.08	18,493	(31,265)	49,758
Vadnais Sports Center	0.00	98,612	98,612	-
Golf Courses				
Goodrich Golf Course	(0.06)	61,333	28,122	33,211
Goodrich Clubhouse	0.00	13,477	-	13,477
Keller Golf Course	(0.76)	(74,853)	20,528	(95,381)
Keller Clubhouse	0.00	67,578	-	67,578
Manitou Ridge Golf Course	0.00	2,620	(25,482)	28,102
The Ponds at Battle Creek	(0.25)	37,483	37,483	-
Recreation Services				
Beaches	0.50	25,906	(5,593)	31,499
Battle Creek Waterworks	(0.50)	(36,307)	(41,109)	4,802
Nature Interpretive Services	(0.01)	50,199	58,649	(8,450)
Planning & Development	1.00	124,898	100,922	23,976
Grants/Projects				
Tamarack Nature Center Volunteer Program	0.00	-	-	-
MN Conservation Corps	0.00	-	-	-
DNR Environmental Grants	0.00	(463,200)	(463,200)	-
Aquatic Invasive Species	0.00	103,938	103,938	-
Inc/(Dec.) from 2015 Budget	2.50	145,006	(40,467)	185,473
% Inc-/Dec. from 2015 Budget		2.2%	0.9%	5.0%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

PARKS & RECREATION

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Administration	D	14.00	1,985,097	145,000	1,840,097
Central Store	D	0.00	-	-	-
Active Living Ramsey Communities	D	0.75	89,398	-	89,398
Maintenance & Operation					
Facility Maintenance & Service	D	4.25	393,302	-	393,302
Parks Maintenance & Operation	D	19.75	2,180,071	526,016	1,654,055
County Fair	D	0.00	2,000	-	2,000
Ice Arenas					
Public Ice Arenas	D	12.00	1,260,194	1,182,268	77,926
Aldrich Arena	D	3.50	419,007	369,278	49,729
Charles M Schulz Highland Arena	D	4.50	525,591	751,059	(225,468)
Biff Adams Arena	D	0.00	26,000	26,000	-
Pleasant Arena	D	1.50	261,878	473,060	(211,182)
Vadnais Sports Center	D	7.00	1,786,000	1,786,000	-
Golf Courses					
Goodrich Golf Course	D	4.00	601,324	636,709	(35,385)
Goodrich Clubhouse	D	0.00	13,477	-	13,477
Keller Golf Course	D	4.50	810,799	1,155,664	(344,865)
Keller Clubhouse	D	0.00	67,578	-	67,578
Manitou Ridge Golf Course	D	0.00	7,182	301,867	(294,685)
The Ponds at Battle Creek	D	3.75	748,189	748,189	-
Recreation Services					
Beaches	D	0.50	190,383	4,800	185,583
Battle Creek Waterworks	D	0.00	142,132	122,000	20,132
Nature Interpretive Services					
	D	7.36	664,281	262,749	401,532
Planning & Development					
	D	5.00	581,485	207,894	373,591
Grants/Projects					
Tamarack Nature Center Volunteer Program	D	1.00	70,000	70,000	-
MN Conservation Corps	D	0.00	110,000	110,000	-
DNR Environmental Grants	D	0.00	-	-	-
Aquatic Invasive Species	M/D	0.00	103,938	103,938	-
Outdoor Recreation Programming	D	1.00	125,000	125,000	-
		94.36	13,164,306	9,107,491	4,056,815

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.0%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.0%	0.00	125,000	125,000	-
Total Discretionary/Mandated	D/M	0.0%	0.00	-	-	-
Total Discretionary	D	100.0%	94.36	13,039,306	8,982,491	4,056,815
			94.36	13,164,306	9,107,491	4,056,815
2016 Approved Budget			94.46	13,005,626	9,036,227	3,969,399
Inc/(Dec.) from 2016 Approved Budget			(0.10)	158,680	71,264	87,416
% Inc/-Dec. from 2016 Approved Budget				1.2%	0.8%	2.2%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2017 APPROVED)
CHANGE FROM 2016 PROPOSED BUDGET**

PARKS & RECREATION

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Administration	0.00	41,924	-	41,924
Central Store	0.00	-	-	-
Active Living Ramsey Communities	(0.10)	(13,408)	-	(13,408)
Maintenance & Operation				
Facility Maintenance & Service	0.00	9,381	-	9,381
Parks Maintenance & Operation	0.00	31,284	10,000	21,284
County Fair	0.00	-	-	-
Ice Arenas				
Public Ice Arenas	0.00	23,454	-	23,454
Aldrich Arena	0.00	6,041	11,160	(5,119)
Charles M Schulz Highland Arena	0.00	8,497	-	8,497
Biff Adams Arena	0.00	-	-	-
Pleasant Arena	0.00	3,268	-	3,268
Vadnais Sports Center	0.00	-	-	-
Golf Courses				
Goodrich Golf Course	0.00	3,550	-	3,550
Goodrich Clubhouse	0.00	-	-	-
Keller Golf Course	0.00	10,902	38,340	(27,438)
Keller Clubhouse	0.00	-	-	-
Manitou Ridge Golf Course	0.00	-	-	-
The Ponds at Battle Creek	0.00	4,661	4,661	-
Recreation Services				
Beaches	0.00	1,065	-	1,065
Battle Creek Waterworks	0.00	-	-	-
Nature Interpretive Services	0.00	12,642	727	11,915
Planning & Development	0.00	15,419	6,376	9,043
Grants/Projects				
Tamarack Nature Center Volunteer Program	0.00	-	-	-
MN Conservation Corps	0.00	-	-	-
DNR Environmental Grants	0.00	-	-	-
Outdoor Recreation Programming	0.00	-	-	-
Inc/(Dec.) from 2016 Approved Budget	(0.10)	158,680	71,264	87,416
% Inc/-Dec. from 2016 Approved Budget		1.2%	0.8%	2.2%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PARKS & RECREATION

GOAL

1. **Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. The Parks and Recreation Department provides access to well-maintained county and regional parks, offering a variety of services and facilities that promote healthy and active living for all residents of Ramsey County.
- B. The Parks and Recreation Department provides early learning opportunities with a nature-based curriculum.
- C. The Parks and Recreation Department promotes environmental stewardship through preservation and restoration of natural resources.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- A. User surveys are conducted for picnic shelter and pavilion rentals. Qualitative results are obtained that measure satisfaction with cleanliness, safety, well maintained among other customer service points. The goal is to rate at 90% good or excellent.
- B. RCPR operates a Nature Preschool at the Tamarack Nature Center in partnership with the White Bear Lake Area School District. An evaluation of preschool student's social & emotional development, language & literacy, physical development, and mathematical / cognitive abilities are measured at the beginning and ending of each school year.
- C. The Parks and Recreation Department will follow the Natural Resources Strategic Plan to restore and maintain the rich environmental resources of Ramsey County in their parks and open spaces. The department will measure the quantity of acres maintained and restored during the calendar year. Examples of these activities include prairie burns, invasive species removal, woodland restoration, shoreline restoration, native plant restoration, and wildlife management.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PARKS & RECREATION

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	% of Users Who Consider Facilities to be Clean / Very Clean	89%	93%	90%	90%	90%
A2	% of Users Who Feel Facilities are Safe	92%	95%	99%	95%	95%
A3	% of Users Who Feel Facilities are Functional and Well Maintained	87%	91%	89%	90%	90%
B1	Social Emotional Development (change from pre-test to post-test)					
	<ul style="list-style-type: none"> • 3 year old (pre-test to post-test) • 4 year olds (pre-test to post-test) 	30%	39%	35%	35%	35%
		28%	25%	28%	28%	28%
C1	Acres maintained of new or enhanced prairie	33	40	133	60	120
C2	Acres of prescribed burning	33	40	133	60	120
C3	Pockets of trees identified and treated for Oak Wilt Disease	100%	100%	90%	100%	95%
C4	Deer per square miles on County property	N/A	29	29	25	25
C5	Acres of woodland enhancements	55	45	195	218	510
C6	Emerald Ash Borer (EAB) removal and replacement of infected trees	N/A	N/A	N/A	*300	*300

* Ash tree removal and replacement will only occur if a special appropriation is provided by the County Board or through other funding sources.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PARKS & RECREATION

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. The Parks and Recreation Department engages community members in decisions related to the future direction of the departments' facilities and programs.
- B. The Parks and Recreation Department offers programming that reaches across economic levels and allows opportunities for all residents.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- A1. The Department tracks public engagement for design and development projects. Public feedback is incorporated to strengthen decisions and policies.
- A2. The Parks and Recreation Department will complete an Arena Task Force Study that will include recommendations based on public feedback, industry analysis and operational efficiencies.
- A3. The Parks and Recreation Department will complete a Winter Recreation Area analysis with the support of a volunteer committee that will seek additional public feedback through stakeholder and project champions. The group will create a plan to secure private funding needed in order to build the facility.
- A4. The Department will conduct a Golf Course Operational analysis in conjunction with neighboring municipalities to develop a long range strategy recommendation for all five Ramsey County Golf Courses.
- B1. Number of programs and events that are offered at a discount or free of charge are tracked, recording the event/program and attendance, including Outdoor Movie Series, Waterworks Aquatics Park and Tamarack nature programs.
- B2. The Parks and Recreation Department offers a free public beach program at five locations throughout the county with lifeguard staff during the summer months.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016-17 Estimate
A1	Number of public engagement meetings for design & development projects	N/A	2	4	7	8
A2	Number Arena Task Force meetings	N/A	N/A	N/A	10	2
A3	Number of Winter Recreation area meetings	N/A	N/A	N/A	10	12
A4	Number of participants in golf surveys	N/A	N/A	305	400	400
A4	Number of participants in golf engagement meetings	N/A	N/A	N/A	N/A	8
B1	Participants receiving reduced or free programming at Tamarack Nature Center	N/A	N/A	N/A	50	100
B1	Attendance at Summer Outdoor Movie Series	N/A	150	N/A	625	750

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PARKS & RECREATION

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
B1	Participants receiving reduced or free Waterworks passes	1,000	1,000	1,000	1,000	1,000
B2	Number of operational hours with lifeguards provided	2,280	2,560	2,600	2,840	2,800

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PARKS & RECREATION

GOAL

- 3. Enhance access to opportunity and mobility for all residents and businesses**
through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. The Parks and Recreation Department offers educational programming and opportunities, including the classes offered at Tamarack Nature Center, and provides a field trip destination for schools throughout the region.
- B. The Parks and Recreation Department builds, promotes, and improves pedestrian bike and trail systems that are accessible to all residents of Ramsey County and connect the County to other regional systems.
- C. The Parks and Recreation Department develops and maintains a regional park system, accessible to all residents of the county and the surrounding areas.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- A. Attendance and performance are measured for the nature pre-school program. This tracks the growth of the program.
- B. Pedestrian and biking trails throughout the county provide residential access to amenities of the parks and a route of mobility. Some of these trails also connect to city and state trail systems thereby increasing access across the region.
- C. The number of regional park improvements and regional trail improvements will be tracked. This impacts the regional system and benefits residents who utilize the regional parks and trails.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Number of school program experiences provided at TNC	N/A	N/A	N/A	15	20
B1	Miles of regional trails	23	23.68	25.22	24.25	TBD
C1	Number of regional park master plans completed	1	1	0	3	3

*Decrease in miles of regional trails from 2014 – 15 due to data correction

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PARKS & RECREATION

GOAL

- 4. Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. The Parks and Recreation Department invests in the development and maintenance of parks and trail systems, ice arenas and golf courses through grant opportunities and regional maintenance funding.
- B. The Parks and Recreation Department implements cost and energy saving measures at the various parks facilities and buildings, taking advantage of available programs and funding sources, including capital improvement funding.
- C. The Parks and Recreation Department reaches out to residents of Ramsey County through social media and other methods to provide information on the many available parks opportunities.
- D. The Parks and Recreation Department strives to be accredited through the Commission for Accreditation for Park and Recreation Agencies (CAPRA).
- E. The Parks and Recreation Department actively recruits and engages volunteers to serve in a variety of capacities throughout the park system.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- A. Documentation is kept for grant funding and other regional maintenance funding received including number and type of grant applications awarded and amount of regional maintenance funding received.
- B. Energy savings measures are implemented through development and rehabilitation of existing facilities by replacing and installing equipment that has an energy rating or is more efficient. Our goal is 3% reduction of energy consumption for electric and gas per year.
- C. The Department will provide a transparent flow of information to the public utilizing earned media, paid media, digital marketing, database marketing and social media. Methods will be adapted based on public engagement and response.
- D. The Department reviews CAPRA requirements annually to remain compliant with accreditation standards.
- E. The Department utilizes volunteers for various activities to help support and supplement services throughout the park system.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PARKS & RECREATION

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016-17 Estimate
A1	Parks & Trails Legacy Amendment funding and projects (p) completed	1,180,000 (4 p)	1,280,000 (5 p)	1,229,000 (4 p)	1,273,000 (7 p)	2,814,000 (10 p)
A2	Metropolitan Council Regional Park and Trail Capital Improvement funding and projects completed	\$635,000 (2 p)		\$555,000 (1 p)		1,560,000 (2 p)
A3	DNR Conservation Partners Legacy Grants funding and projects completed	\$177,390 (2 p)	\$20,000 (1 p)	\$23,500 (1 p)	\$437,000 (2 p)	\$200,000 (2 p)
A4	Aquatic Invasive Species funding	N/A	N/A	\$46,710	\$104,000	\$104,000
A5	Lottery in-lieu Regional Rehabilitation funding	502,688	501,190	527,096	500,000	510,000
A6	Regional Operation & Maintenance Funding	254,033	253,349	264,299	275,000	280,000- 290,000
A7	CCAMP funding	490,450	490,450	490,450	490,450	490,450
A8	County CIP funding	364,000	1,143,474	278,400	738,500	TBD
A9	Equipment Replacement Program funding	415,200	360,900	329,100	338,100	TBD
B1	Value of energy grants received	73,245	305,457	20,807	0	TBD
B2	Value of non-grant energy projects and investment	337,680	13,608	17,672	60,000	TBD
B3	Building natural gas usage	20,749	25,393	25,047	23,796	TBD
B4	Building electrical usage	4,702,938	4,398,257	4,372,941	4,322,327	TBD
B5	Fleet fuel usage	34,058	33,447	34,501	N/A	TBD
C1	Website news briefs posted	6	36	72	60	60
C2	Average E-blast open rate	N/A	N/A	24%	20%	20%
C3	Social media followers (Facebook + Twitter)	N/A	N/A	5,179	7,000	8,000
C4	Advertisements purchased	N/A	64	60	60	65
C5	Press releases sent to local media	N/A	37	29	25	30
D1	CAPRA accreditation	N/A	N/A	Passed	N/A	N/A
E1	Number of volunteer hours contributed	21,349	19,913	21,338	22,000	22,000

Department Summary

James Tolaas, Director

1425 Paul Kirkwold Dr, Arden Hills



PUBLIC WORKS

VISION

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

The Public Works Department is responsible for construction, operation and maintenance of a 293 mile roadway system which serves as an arterial network connecting neighborhoods, homes and businesses to the trunk and interstate highway system. Enhancing the quality and functionality of that network within the context of comprehensive multi-modal transportation planning is of the highest importance.

Public commitment to build and maintain adequate transportation infrastructure will continue to be tested through 2016 and beyond. While it is clear that current investment levels are not keeping pace with deterioration or growing demands, traditional funding mechanisms continue to atrophy and will likely weaken further with the return of inflationary pressures on the heavy construction industry. The magnitude of funding shortfalls will continue to grow as demographic trends heighten interest in truly multi-modal systems and more stringent environmental requirements are enacted. More than ever, collaboration will be necessary to stretch limited resources. The Public Works Department will work aggressively with state and local partners to secure outside funding sources, identify strategic high value investments, and rebalance priorities between construction and maintenance alternatives. Development and implementation of a comprehensive enterprise based asset management system is now underway to optimize investment strategies and fiscal accountability.

Program decisions and priorities will continue to be influenced by the goal adopted by the County Board in 2013 to “Cultivate Economic Prosperity and Combat Areas of Financial Poverty.” Organizational realignment into service teams will also lay a new foundation for more collaborative efforts with other departments. This exciting new paradigm creates new opportunities and calls upon staff to think in broader terms than ever before -- to recognize the fundamental role a fully developed multimodal transportation system plays in healthy, vibrant, economically thriving communities for all of our citizens regardless of age, ethnicity and abilities. Strategic and collaborative transportation infrastructure investments provide mobility and connections critical to reviving neighborhoods, creating jobs and acting as a catalyst or synergistic force to capture private investment. It will require thinking outside the traditional transportation landscape. Helping staff and partners navigate this new course will take the collective resolve and leadership of department supervisors.

PROGRAMS / SERVICES

- **Operate, Maintain, Construct County Road System**
- **High Quality Lakes and Water Resources**
- **Transportation Planning**
- **Land Survey Records**
- **Geographic Information System Database**

Department Summary



RAMSEY COUNTY

James Tolaas, Director

1425 Paul Kirkwold Dr, Arden Hills

651-266-7100

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being.

- Public Works' transportation program is developed and implemented with the full engagement of communities to ensure transportation infrastructure optimizes a wide array of friendly, safe, accessible, environmentally sensitive mode alternatives for users of all abilities and incomes.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Enhance and expand public outreach using context appropriate communication strategies and tools during all aspects of program and project development to help ensure all views and ideas are heard and genuinely considered during planning, scoping, design, and implementation.

Enhance access to opportunity and mobility for all residents and businesses.

- Work collaboratively with federal, state, municipal and private sector partners to develop safe and efficient high quality transportation programs, projects, operations, and management strategies to incorporate a complete array of multimodal transportation features in Ramsey County and the surrounding region.

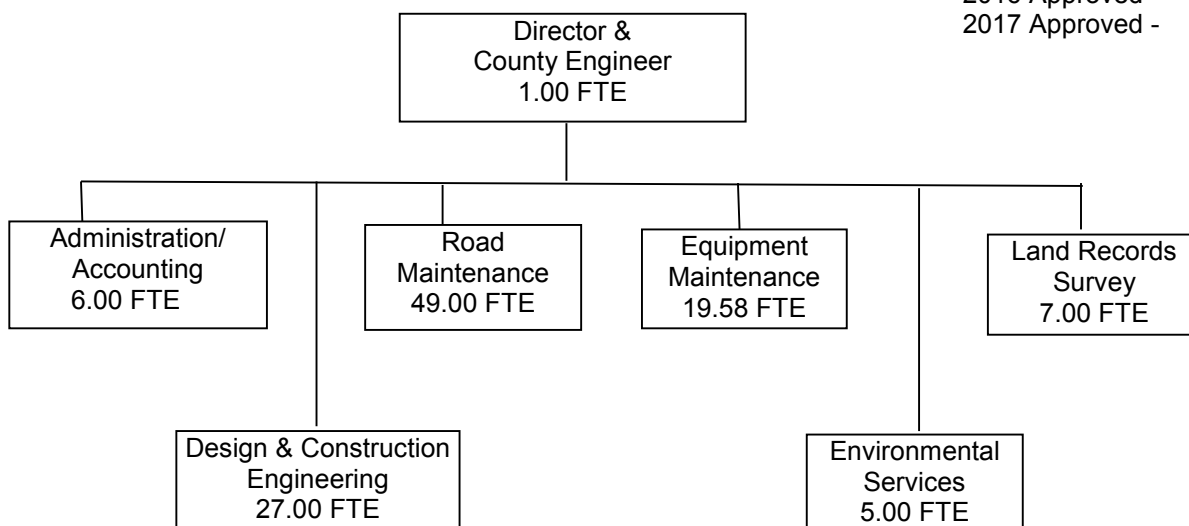
Model forward-thinking investment, fiscal accountability and transparency.

- Prepare and implement transportation programs using asset management principles and tools to support proactive strategies, optimize investments, improve operations, reduce maintenance costs, minimize waste, promote environmental stewardship, improve public access/reporting, and be responsive to changing demographic and social needs.

PUBLIC WORKS

2015 ORGANIZATION CHART

<u>Personnel - FTE</u>	
2014 Budget	- 114.58
2015 Budget	- 114.58
2016 Approved	- 117.58
2017 Approved	- 117.58



Department Summary



BUDGET SUMMARY

Public Works

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	17,155,981	17,958,852	18,696,002	19,243,464
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	9,915,957	10,433,661	10,843,819	11,224,597
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	7,240,024	7,525,191	7,852,183	8,018,867
Inc/(Dec) from Previous Year			326,992	166,684
% Inc/(Dec) from Previous Year			4.3%	2.1%
Inc/(Dec) for 2 Years				493,676
% Inc/(Dec) for 2 Years				6.6%

Department Summary



Public Works

REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	1,012,080	936,000	1,016,000	1,029,800
Intergovernmental Revenue				
Federal	-	-	-	-
State	8,099,544	8,425,841	8,943,439	9,246,367
Local / Other	12,570	206,000	206,000	206,000
Total Intergovernmental Revenue	8,112,114	8,631,841	9,149,439	9,452,367
Use of Money, Property & Sales	738,429	807,170	628,380	692,430
Other Revenue & Taxes	53,334	58,650	50,000	50,000
Property Tax Levy	7,240,024	7,525,191	7,852,183	8,018,867
Total Revenue / Estimated Revenue	<u>17,155,981</u>	<u>17,958,852</u>	<u>18,696,002</u>	<u>19,243,464</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	9,906,908	10,725,768	11,118,808	11,480,902
Professional Services	4,180,264	4,318,403	4,743,095	4,851,823
Client Services	-	-	-	-
Supplies	2,885,042	2,731,328	2,570,926	2,729,386
Capital Outlay	183,767	183,353	263,173	181,353
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>17,155,981</u>	<u>17,958,852</u>	<u>18,696,002</u>	<u>19,243,464</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Public Works

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Public Works Administration	1,237,566	1,478,670	1,751,886	1,787,926
Building Operations	921,904	921,904	1,018,240	1,113,144
Central Motor Equipment	3,403,698	3,664,775	3,537,343	3,666,235
Road Maintenance	7,507,427	7,428,446	7,726,401	7,835,754
Environmental Services	680,908	766,359	727,462	743,950
Land Survey	729,124	720,043	711,285	742,589
Design and Construction	2,675,354	2,978,655	3,223,385	3,353,866
Total Operating Budget	17,155,981	17,958,852	18,696,002	19,243,464
Inc/(Dec) from Previous Year			737,150	547,462
% Inc/(Dec) from Previous Year			4.1%	2.9%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Public Works

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Public Works Administration	451,097	461,950	456,700	456,700
Building Operations	82,400	82,400	82,400	82,400
Central Motor Equipment	1,629,334	1,758,070	1,633,130	1,710,980
Road Maintenance	5,980,927	6,194,015	6,735,363	7,038,291
Environmental Services	58,222	55,000	55,000	55,000
Land Survey	35,810	36,500	33,500	33,500
Design and Construction	1,678,167	1,845,726	1,847,726	1,847,726
Total Operating Budget	9,915,957	10,433,661	10,843,819	11,224,597
Inc/(Dec) from Previous Year			410,158	380,778
% Inc/(Dec) from Previous Year			3.9%	3.5%

Department Summary



PERSONNEL SUMMARY BY DIVISION

PUBLIC WORKS

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Public Works Administration	7.00	7.00	7.00	8.00
Central Motor Equipment	19.00	19.58	19.58	19.58
Road Maintenance	49.58	49.00	49.00	50.00
Environmental Services	6.00	5.00	5.00	5.00
Land Survey	7.00	7.00	7.00	7.00
Design and Construction	26.00	27.00	27.00	28.00
Total Operating Budget	114.58	114.58	114.58	117.58
<u>Grants / Projects</u>				
None				
Total Existing Permanent FTE	114.58	114.58	114.58	117.58

	2016 Approved	2017 Approved
New FTEs		
Enterprise Fleet Asset Manager	1.00	-
Assistant General Supervisor - Road Maintenance	1.00	-
Traffic Engineer	1.00	-
Total New FTE	3.00	-
Total FTE	117.58	117.58
Inc/(Dec) From Previous Year	3.00	-
Inc/(Dec) for 2 Years		3.00

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

PUBLIC WORKS

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Road & Bridge Maintenance	D/M	50.00	7,726,401	6,735,363	991,038
Engineering	D/M	28.00	3,223,385	1,847,726	1,375,659
Fleet Management	D/M	19.58	3,537,343	1,633,130	1,904,213
Administration & Accounting	D	8.00	1,751,886	456,700	1,295,186
Facilities Maintenance & Operations	D/M	-	1,018,240	82,400	935,840
Environmental Services	D/M	5.00	727,462	55,000	672,462
Land Survey / GIS	D/M	7.00	711,285	33,500	677,785
Total Public Works		117.58	18,696,002	10,843,819	7,852,183

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M		-	-	-	-
Total Mandated/Discretionary	M/D		-	-	-	-
Total Discretionary/Mandated	D/M	83.51%	109.58	16,944,116	10,387,119	6,556,997
Total Discretionary	D	16.49%	8.00	1,751,886	456,700	1,295,186
			117.58	18,696,002	10,843,819	7,852,183
2015 Budget			114.58	17,958,852	10,433,661	7,525,191
Inc/(Dec.) from 2015 Budget			3.00	737,150	410,158	326,992
% Inc-/Dec. from 2015 Budget				4.1%	3.9%	4.3%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2016 APPROVED)
CHANGE FROM 2015 BUDGET**

PUBLIC WORKS

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Road & Bridge Maintenance	1.00	297,955	541,348	(243,393)
Engineering	1.00	244,730	2,000	242,730
Fleet Management	-	(127,432)	(124,940)	(2,492)
Administration & Accounting	1.00	273,216	(5,250)	278,466
Facilities Maintenance & Operations	-	96,336	-	96,336
Environmental Services	-	(38,897)	-	(38,897)
Land Survey / GIS	-	(8,758)	(3,000)	(5,758)
Inc/(Dec.) from 2015 Budget	3.00	737,150	410,158	326,992
% Inc-/Dec. from 2015 Budget		4.1%	3.9%	4.3%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

PUBLIC WORKS

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Road & Bridge Maintenance	D/M	50.00	7,835,754	7,038,291	797,463
Engineering	D/M	28.00	3,353,866	1,847,726	1,506,140
Fleet Management	D/M	19.58	3,666,235	1,710,980	1,955,255
Administration & Accounting	D	8.00	1,787,926	456,700	1,331,226
Facilities Maintenance & Operations	D/M	-	1,113,144	82,400	1,030,744
Environmental Services	D/M	5.00	743,950	55,000	688,950
Land Survey / GIS	D/M	7.00	742,589	33,500	709,089
		117.58	19,243,464	11,224,597	8,018,867

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M		-	-	-	-
Total Mandated/Discretionary	M/D		-	-	-	-
Total Discretionary/Mandated	D/M	83.40%	109.58	17,455,538	10,767,897	6,687,641
Total Discretionary	D	16.60%	8.00	1,787,926	456,700	1,331,226
			117.58	19,243,464	11,224,597	8,018,867
2016 Approved Budget			117.58	18,696,002	10,843,819	7,852,183
Inc/(Dec.) from 2016 Approved Budget			-	547,462	380,778	166,684
% Inc/-Dec. from 2016 Approved Budget				2.9%	3.5%	2.1%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2017 APPROVED)
CHANGE FROM 2016 APPROVED BUDGET**

PUBLIC WORKS

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Road & Bridge Maintenance	-	109,353	302,928	(193,575)
Engineering	-	130,481	-	130,481
Fleet Management	-	128,892	77,850	51,042
Administration & Accounting	-	36,040	-	36,040
Facilities Maintenance & Operations	-	94,904	-	94,904
Environmental Services	-	16,488	-	16,488
Land Survey / GIS	-	31,304	-	31,304
Inc/(Dec.) from 2016 Approved Budget	-	547,462	380,778	166,684
% Inc-/Dec. from 2016 Approved Budget		2.9%	3.5%	2.1%

GOAL

1. **Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

A. STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

Public Works' transportation program is developed and implemented with the full engagement of communities to ensure transportation infrastructure optimizes a wide array of friendly, safe, accessible, environmentally sensitive mode alternatives for users of all abilities and incomes.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

A1&2. Economic Growth/Stability

Transit and Transportation play a vital role in supporting the economy. Ramsey County's roadway system connects local streets, neighborhoods, and businesses to other county systems and the trunk highway/interstate system. Congestion, poor access, and deteriorated infrastructure can undermine private investment, while robust transportation can help support stability and stimulate growth. Many of our projects are directly tied to development or become a catalyst to spur growth and redevelopment. Measuring changes in building permits and associated investments in private development as a result of transportation improvements can be challenging. Ramsey County must rely heavily on municipal partners to gather pertinent data. We are continuing to work with the cities to collect data for recently completed projects and those that will be constructed in the near future.

A3. High Visibility Regulatory Signs

Regulatory and warning signs on Ramsey County roads are made of "Diamond Grade" material with high retro reflective properties, which are more visible at night and in poor visibility conditions. This is especially helpful for aging drivers with deteriorating vision.

A4. Pedestrian Countdown Timers

Countdown timers allow pedestrians to view the number of seconds remaining to cross the intersection. The pedestrian is then able to make an informed decision on whether to start crossing the street depending on the remaining time allowed. Many pedestrians find this reassuring. Countdown timers have been installed on all new traffic control signals since 2004. As resources permit, existing signals are also retrofitted with countdown timers.

A5. Investment in Non-motorized Transportation Features

Historically investment in transportation has been heavily weighted toward motorized vehicle traffic. This indicator is tied to a broader commitment to build and maintain truly multi-modal transportation infrastructure including transit enhancements and non-motorized transportation options. This is particularly important to help ensure mobility for all citizens, including elderly, economically disadvantaged, and physically challenged. Pedestrian and bike accommodations such as sidewalks, trails, shoulders (bikeways), crosswalks, ADA curb ramps, pedestrian push buttons, APS systems, countdown timers, and bus lanes/turnouts are important elements to be considered and included in developing our transportation projects. Most local partners have a strong commitment to construction of bike/pedestrian facilities and other non-motorized transportation features.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PUBLIC WORKS

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Permit Growth/Reduction	-11%	NA	NA	NA	NA
A2	Investment Growth/Reduction*	NA	NA	NA	NA	NA
A3	Retro reflective signs	100%	100%	100%	100%	100%
A4	Percentage of pedestrian countdown timers installed compared to total traffic signals.	36%	38%	50%	55%	60%
A5	Value of investment for all transit and non-motorized mode features as a percentage of total investment in transportation construction on County system**	12.4%	16.3%	18.4%	17%	17.5%

* The city does not track the total cost of the investment for each permit issued.

** LRT/BRT projects are not included

PERFORMANCE MEASURES – ADDITIONAL INFORMATION

- A1. The performance measure tracks the number of commercial and residential building permits issued. The targeted timeframe is a 3 year period following construction of the roadway improvements. The data would be compared to data from a period of 3 years prior to the start of roadway construction. The year reported is the third year of data collection following construction completion. The reported measure represents the average percentage growth and/or reduction in permit numbers for all projects completed in that same period. The area of measurement for each project will be determined on the basis of local land use, classification of the roadway(s) improved, and the project limits.
- A2. The performance measure tracks the aggregate value of permitted improvements. The targeted timeframe is a 3 year period following construction of the roadway improvements. The data would be compared to data from a period of 3 years prior to the start of roadway construction. The year reported is the third year of data collection following construction completion. The reported measure represents the average percentage growth and/or reduction in investments made for all projects completed in that same period. The area of measurement for each project will be determined on the basis of local land use, classification of the roadway(s) improved, and the project limits. The 2012 data was collected from the City of Maplewood for the White Bear Avenue and County Road D improvement projects. Due to the depressed economy starting in 2008 the investment rate has slowed in the community.
- A5. Transit and non-motorized investments include sidewalks, trails, shoulders (bikeways), crosswalks, ADA curb ramps, pedestrian push buttons, APS systems, countdown timers, and bus lanes/turnouts. Percentages account for construction projects and major maintenance for each year indicated. One or more large projects in a given year can cause significant shifts in annual percentages reported. A reasonable expectation regarding non-motorized feature investment compared to total investment in transportation construction is between 8 and 9%.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PUBLIC WORKS

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

A. STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

Enhance and expand public outreach using context appropriate communication strategies and tools during all aspects of program and project development to help ensure all views and ideas are heard and genuinely considered during planning, scoping, design, and implementation.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

A1-3. Context Sensitive Design

Transportation systems and the maintenance required to preserve their function have a large impact on the environment and the community in which they are located. Impacts can be both positive and negative and include visual, noise, air quality, access, mobility, connectivity, health, safety, and property. It is critical that project development include public outreach and incorporate design considerations and project elements which fit within and compliment physical, historical, and social attributes of the surrounding community. Every project is unique and good solutions may vary considerably. Considerations may include right-sizing to limit property impacts; special water treatment features such as created wetlands or rainwater gardens; landscape elements; enhanced pedestrian accommodations; and interpretive/artistic features depicting community history or values. The governing principal is that community input helps to shape the project so that it fits into the physical and social environment.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Percent of Respondents Rating Good	65%	69%	70%	71%	71%
A2	Percent of Respondents Rating Fair	30%	26%	25%	24%	24%
A3	Percent of Respondents Rating Poor	6%	5%	5%	4%	4%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION

- A1-3. It is a long standing Public Works policy to seek the input of the community during the development of a project. We have begun to actively seek feedback via electronic distribution of a survey following project completion to gage whether we have achieved established project goals. The survey covers several aspects of a project and whether the resulting improvements were sensitive to and reflect physical and social surroundings.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PUBLIC WORKS

GOAL

3. **Enhance access to opportunity and mobility for all residents and businesses** through connections to education, employment and economic development throughout our region.

A. STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

Work collaboratively with federal, state, municipal and private sector partners to develop safe and efficient high quality transportation programs, projects, operations, and management strategies to incorporate a complete array of multimodal transportation features in Ramsey County and the surrounding region.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

A1. **Crash Rates**

The crash rate is the annual number of crashes on the County's roads for each million vehicle miles traveled. Variables, such as weather conditions and many other factors, can cause fluctuations in the crash rate but the goal is its continuous reduction even as the number of miles driven on our system continues to increase. Many County projects are implemented primarily as safety initiatives and all projects include safety aspects designed to help achieve the goal of crash reduction. Compared to other metro counties our crash rate is somewhat higher. This is due to the density and complete urban nature of Ramsey County. Interestingly our fatality rate is lower than other metro counties. Our urban nature may result in more crashes but are less severe due to lower speeds. The Department, in cooperation with the Minnesota Department of Transportation completed a transportation safety plan for Ramsey County in 2013 to identify low cost, high benefit, safety investments. Additional measures will be considered to provide greater detail and differentiation of where and why various crash types or patterns occur.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Estimate	Estimate	Estimate
A1	<i>Crash Rate*</i>	3.51	3.56	3.55	3.25	3.25

PERFORMANCE MEASURES – ADDITIONAL INFORMATION

No additional detail about the data is required

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PUBLIC WORKS

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

A. **STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL**

Prepare and implement transportation programs using asset management principles and tools to support proactive strategies, optimize investments, improve operations, reduce maintenance costs, minimize waste, promote environmental stewardship, improve public access/reporting, and be responsive to changing demographic and social needs.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

A1. **De-icing Chemicals**

The Public Works Department uses salt for snow and ice control on County roadways. Salt is an effective and affordable means of de-icing. However, it is also a highly corrosive chemical which damages local water bodies, roadside vegetation, the roadway infrastructure and vehicles which use the roadway. The County has reduced its salt usage while still maintaining the safety and mobility of the roadway users. Through conservation efforts, salt usage has steadily decreased. The Public Works Department continues to evaluate alternative methods of de-icing, including de-icing chemicals and application techniques.

A1-5. **Pavement Management**

The Public Works Department uses a pavement rating system which utilizes a mechanized data collection system developed and managed by the Minnesota Department of Transportation (MnDOT). The MnDOT system provides an objective, consistent, and economical method of data collection and provides a mechanism to compare Ramsey County pavements with other governmental agencies' pavements across the state. Ratings were collected in 2008, 2010, and 2012, and are scheduled to be collected during the summer of 2015. The three data sets comprise a fairly limited amount of information. As future data are collected, analysis strategies will evolve and become more meaningful. It is apparent that our urban pavements will never rate as high as freeway or rural pavements. The numerous underground utilities with manholes and high density of intersecting streets and driveways cause our road to have more cracks and more variation in vertical alignment reducing ride quality. Public Works will be migrating its pavement data into a countywide asset management system. The new system will develop and refine life cycle costs for pavements, and forecast future needs. The system output will predict the right timing and optimization of when to perform work to get the best results.

A6&7. **Storm Sewer Structures Inspected**

These measures reflect the County's efforts to inspect storm sewer system structures and repair those structures classified in "Poor" condition. Storm sewer system maintenance represents a significant cost to the County and directly impacts Maintenance Division staffing and budget requirements. Effective management reduces costs associated with diminished storm sewer system effectiveness, undetected structure failure, and unscheduled structure replacement. The Public Works Department is working on integration of structure inventory data into a full function Asset Management System. The system will provide more extensive information, improved analytical tools and predictive modeling. Better information will help refine and improve investment decisions and become an underlying tool for budgeting, as well as reporting to constituents.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PUBLIC WORKS

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Pounds of Salt applied per lane mile per event	404	607	428	450	450
A2	Average Pavement Rating	58	59	61	62	62
A3	Percentage of Roads in Good Condition	44%	47%	53%	54%	54%
A4	Percentage of Roads in Fair Condition	40%	39%	36%	38%	38%
A5	Percentage of Roads in Poor Condition	16%	14%	11%	8%	8%
A6	Number of Storm Sewer Structures Inspected During Year	749	709	569	600	700
A7	Number of Inspected Structures Classified in “Poor” Condition During Year	28	39	85	50	65

PERFORMANCE MEASURES – ADDITIONAL INFORMATION

- A1. The Public Works Department will continue to use new materials, equipment, and operational practices to lessen the effects from snow and ice control operations on the environment. The winter of 2013/2014 was a severe winter and the 10th coldest on record and this caused more salt to be applied to the roadways.
- A2. Chart values are reported on a scale of 0 to 100 and represent standardized rating methodology developed by MnDOT. Standardized ratings provide consistency and allow opportunities for comparison to pavements of other (urban) agencies. Public Works evaluates pavement performance as it relates to new construction, routine maintenance, and pavement resurfacing.
- A3&4. The goal of the Public Works Department is to have 95% or more of the county road system in fair or good condition and to have 70% or more rated good.
- A5. The goal is to have no more than 5% of roads in poor condition.
- A6&7. The County storm sewer system includes many outlets, culverts, drop inlet structures and short pipe sections (called “leads”) connected to system outfalls. Outfalls may include pipe connections to city storm sewer systems or direct discharges to upland areas, ditches, basins, or natural water resources such as lakes, wetlands or streams. The precise number of structures within the County storm sewer system is estimated to be more than 11,000 with many manhole structures uncounted. As an owner and operator of a storm sewer system, the County is a NPDES MS4 permit holder and is required to develop a Stormwater Pollution Prevention Plan (SWPPP) to reduce water quality impacts.

Department Summary



Ann WhiteEagle, Administrator

RAMSEY CONSERVATION DISTRICT

VISION

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

The Ramsey Conservation District (RCD) is one of eighty-nine Soil and Water Conservation Districts (SWCDs) in Minnesota. SWCDs are special purpose local units of government established to manage and direct natural resource programs at the local level. Each of these SWCDs has an elected board of Supervisors, who provide governance to the organization.

The RCD provides programs and services, whose focus is to promote long-term sustainability of the County's natural resources, including and especially our rich reserves of groundwater and our lakes, rivers, and wetlands.

We are committed to being fiscally responsible with the public funds entrusted to us and to pursue grant funding to maximize resources and promote intergovernmental cooperative efforts for increased cost-efficiency.

PROGRAMS / SERVICES

Groundwater Protection – Through a grant from the Clean Water Fund, the RCD provides cost share assistance to Ramsey County landowners to seal unused wells. Priority is given to wells located in drinking water supply and wellhead protection areas. This effort is foundational for groundwater and drinking water protection.

NATURE Program – NATURE is a program to improve the natural resources in Ramsey County with projects that include raingardens, shoreline restorations, and native plantings. With funding from Water Management Organizations, the RCD provides free technical assistance to landowners in capturing storm water, as well as landscape design assistance for projects. Additional funding from Clean Water Legacy grants, as well as cost share from the Water Management Organizations is available to landowners to install the projects.

Erosion Control Program – The RCD assists the cities of Arden Hills and Shoreview, as well as the Rice Creek Watershed District with inspections of construction sites to insure storm water control to prevent sediments and other pollutants from ending up in rivers, streams and lakes.

Environmental GIS Program – This program assists surrounding local government units with the mapping of water quality data and bathymetric surveys of Ramsey County lakes.

Wetland Conservation Act Administration – The Wetland Conservation Act (WCA) was passed in 1991, with the ultimate goal of “no net loss of wetlands”. The RCD serves on technical evaluation panels to ensure WCA compliance. This service provides protection of wetland sites within Ramsey County and is funded in part through grants from the Board of Soil and Water Resources.

Ob-Well Monitoring – In partnership with the Department of Natural Resources (DNR), the RCD monitors 18 observation wells in Ramsey County for groundwater levels. The DNR uses this data for an ongoing study.

Watershed Assessment Services – With a grant from the Clean Water Fund and matching funding from local government units, the RCD is completing a number of comprehensive watershed retrofit analysis studies to identify optimal sites for the installation of water quality improvement projects.

Department Summary



Ann WhiteEagle, Administrator

RAMSEY CONSERVATION DISTRICT

Education & Outreach – RCD staff and Board participate regularly in events, such as the Blue Thumb Landscape Restoration Fair, the Ramsey-Washington Metro Watershed District Waterfest, the High School Envirothon, and the Children’s Waterfest to promote conservation practices. The RCD also maintains both Facebook and Twitter accounts to educate the public and give event updates.

Rain Gauge Network – There are over 60 volunteers collecting precipitation levels in Ramsey County, which is nearly twice as many rain gauge volunteers than any other county in the state. The RCD staff enters precipitation levels collected by the rain gauge volunteers and reports this information to the State Climatology Office.

Invasive Weed Management – The RCD is one of 10 partners with the Ramsey County Cooperative Weed Management Area to control invasive plants that negatively impact natural lands, parks, and open spaces. The RCD is also assisting with the efforts to improve and restore lakes that have been infested by invasive aquatic species, such as Eurasian water milfoil, Curly leaf pondweed, and Zebra mussels.

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being.

- Promote cleaner water for the health of our communities
- Improve the natural resources for all people in Ramsey County
- Protect the quality of groundwater through targeted projects
- Monitor activities that will impact surface water quality
- Host events for sharing new conservation information, discussion and possible collaboration among organizations throughout Ramsey County that are working on water issues

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Our partnerships with other organizations creates increased opportunities for all neighborhoods
- Continue to grow partnerships with local organizations that provide opportunities in targeted neighborhoods

Enhance access to opportunity and mobility for all residents and businesses.

- Target environmental education and outreach efforts with ways to connect people with opportunities for conservation
- Offer internships for students to have access to natural resource field experience
- Leveraging involvement with other Soil and Water Conservation Districts (SWCD) to advance efforts in our community and the region as a whole

Model forward-thinking investment, fiscal accountability and transparency.

- Maximize services provided while remaining within the budget
- Target grant writing efforts with prioritized projects
- Maintain a fund balance equal to or greater than 25% of the current budget

Department Summary

Ann WhiteEagle, Administrator



RAMSEY CONSERVATION DISTRICT

2015 ORGANIZATION CHART

No County Employees



Department Summary



BUDGET SUMMARY

Ramsey Conservation District

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	329,555	395,830	406,285	420,094
Expenditure / Appropriation - Grants / Projects	30,484	82,000	115,000	115,000
Revenue / Est. Revenue - Operating Budget	270,135	366,036	376,225	389,765
Revenue / Est. Revenue - Grants / Projects	190,090	82,000	100,000	100,000
Use of Fund Balance	-	-	15,000	15,000
County Tax Levy	(100,186)	29,794	30,060	30,329
Inc/(Dec) from Previous Year			266	269
% Inc/(Dec) from Previous Year			0.9%	0.9%
Inc/(Dec) for 2 Years				535
% Inc/(Dec) for 2 Years				1.8%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Ramsey Conservation District

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	200,115	284,036	299,225	307,765
Intergovernmental Revenue				
Federal	-	-	-	-
State	260,110	164,000	177,000	182,000
Local / Other	-	-	-	-
Total Intergovernmental Revenue	260,110	164,000	177,000	182,000
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	(100,186)	29,794	30,060	30,329
General Fund Balance	-	-	15,000	15,000
Total Revenue / Estimated Revenue	<u>360,039</u>	<u>477,830</u>	<u>521,285</u>	<u>535,094</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	278,726	344,066	342,921	351,528
Professional Services	75,365	126,214	172,214	173,496
Client Services	-	-	-	-
Supplies	2,307	2,050	2,550	2,550
Capital Outlay	3,641	5,500	3,600	7,520
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>360,039</u>	<u>477,830</u>	<u>521,285</u>	<u>535,094</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Ramsey Conservation District

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Ramsey Conservation District	329,555	395,830	406,285	420,094
Total Operating Budget	329,555	395,830	406,285	420,094
Inc/(Dec) from Previous Year			10,455	13,809
% Inc/(Dec) from Previous Year			2.6%	3.4%

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
CD BWSR Clean Water Well Seal (G223008)	30,484	-	-	-
CD BWSR Wetland Conserv Act (G223011)	-	15,000	-	-
CD-CWF Clean Water Assistance (G223012)	-	67,000	-	-
CD Conservation Delivery (G223017)	-	-	100,000	100,000
Unsealed Wells Inventory (P081033)	-	-	15,000	15,000
Total Grants / Projects	30,484	82,000	115,000	115,000

Total Expenditure / Appropriation	360,039	477,830	521,285	535,094
Inc/(Dec) from Previous Year			43,455	13,809
% Inc/(Dec) from Previous Year			9.1%	2.6%
Inc/(Dec) for 2 Years				57,264
% Inc/(Dec) for 2 Years				12.0%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Ramsey Conservation District

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Ramsey Conservation District	270,135	366,036	376,225	389,765
Total Operating Budget	270,135	366,036	376,225	389,765
Inc/(Dec) from Previous Year			10,189	13,540
% Inc/(Dec) from Previous Year			2.8%	3.6%

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
CD BWSR Cost Share Grant	10,163	-	-	-
CD BWSR Clean Water Well Seal	52,750	-	-	-
CD FY2012 CWMA Grant	7,500	-	-	-
CD BWSR Wetland Conserv Act	16,677	15,000	-	-
CD-CWF Clean Water Assistance	-	67,000	-	-
CD-CWF Community Partners	75,000	-	-	-
CD CWF Installation Wakefield	28,000	-	-	-
G223017	-	-	100,000	100,000
Total Grants / Projects	190,090	82,000	100,000	100,000

Total Revenue / Estimated Revenue	460,225	448,036	476,225	489,765
Inc/(Dec) from Previous Year			28,189	13,540
% Inc/(Dec) from Previous Year			6.3%	2.8%
Inc/(Dec) for 2 Years				41,729
% Inc/(Dec) for 2 Years				9.3%

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

RAMSEY CONSERVATION DISTRICT

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
NATURE Program	M	0.00	127,000	127,000	-
Mun. Erosion Control Program	M	0.00	37,000	37,000	-
GIS Program	M	0.00	35,000	35,000	-
Wetland Conservation Act	M	0.00	21,000	21,000	-
DNR Groundwater Wells	M	0.00	7,000	7,000	-
Watershed Assessment Services	M	0.00	26,000	26,000	-
Education & Outreach	D	0.00	34,000	34,000	-
Rain Gauge Network	D	0.00	7,000	7,000	-
Groundwater Protection	M	0.00	50,000	50,000	-
Cooperative Weed Mgmt Area	D	0.00	7,000	7,000	-
General Soil & Water Program	M/D	0.00	170,285	140,225	30,060
		0.00	521,285	491,225	30,060

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.0%	0.00	303,000	303,000	-
Total Mandated/Discretionary	M/D	100.0%	0.00	170,285	140,225	30,060
Total Discretionary	D	0.0%	0.00	48,000	48,000	-
			0.00	521,285	491,225	30,060
2015 Budget			0.00	477,830	448,036	29,794
Inc/(Dec.) from 2015 Budget			0.00	43,455	43,189	266
% Inc-/Dec. from 2015 Budget				9.1%	9.6%	0.9%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2016 APPROVED)
CHANGE FROM 2015 BUDGET**

RAMSEY CONSERVATION DISTRICT

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
NATURE Program	0.00	17,000	17,000	-
Mun. Erosion Control Program	0.00	(18,000)	(18,000)	-
GIS Program	0.00	-	-	-
Wetland Conservation Act	0.00	(9,000)	(9,000)	-
DNR Groundwater Wells	0.00	-	-	-
Watershed Assessment Services	0.00	(16,000)	(16,000)	-
Education & Outreach	0.00	14,000	14,000	-
Rain Gauge Network	0.00	-	-	-
Groundwater Protection	0.00	35,000	35,000	-
Cooperative Weed Mgmt Area	0.00	-	-	-
General Soil & Water Program	0.00	20,455	20,189	266
Inc/(Dec.) from 2015 Budget	0.00	43,455	43,189	266
% Inc-/Dec. from 2015 Budget		9.1%	9.6%	0.9%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

RAMSEY CONSERVATION DISTRICT

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
NATURE Program	M	0.00	127,000	127,000	-
Mun. Erosion Control Program	M	0.00	37,000	37,000	-
GIS Program	M	0.00	35,000	35,000	-
Wetland Conservation Act	M	0.00	21,000	21,000	-
DNR Groundwater Wells	M	0.00	7,000	7,000	-
Watershed Assessment Services	M	0.00	26,000	26,000	-
Education & Outreach	D	0.00	40,000	40,000	-
Rain Gauge Network	D	0.00	7,000	7,000	-
Groundwater Protection	M	0.00	50,000	50,000	-
Cooperative Weed Mgmt Area	D	0.00	7,000	7,000	-
General Soil & Water Program	M/D	0.00	178,094	147,765	30,329
		0.00	535,094	504,765	30,329

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.0%	0.00	303,000	303,000	-
Total Discretionary/Mandated	M/D	100.0%	0.00	178,094	147,765	30,329
Total Discretionary	D	0.0%	0.00	54,000	54,000	-
			0.00	535,094	504,765	30,329
2016 Approved Budget			0.00	521,285	491,225	30,060
Inc/(Dec.) from 2016 Approved Budget			0.00	13,809	13,540	269
% Inc-/Dec. from 2016 Approved Budget				2.6%	2.8%	0.9%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2017 APPROVED)
CHANGE FROM 2016 APPROVED BUDGET**

RAMSEY CONSERVATION DISTRICT

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
NATURE Program	0.00	-	-	-
Mun. Erosion Control Program	0.00	-	-	-
GIS Program	0.00	-	-	-
Wetland Conservation Act	0.00	-	-	-
DNR Groundwater Wells	0.00	-	-	-
Watershed Assessment Services	0.00	-	-	-
Education & Outreach	0.00	6,000	6,000	-
Rain Gauge Network	0.00	-	-	-
Groundwater Protection	0.00	-	-	-
Cooperative Weed Mgmt Area	0.00	-	-	-
General Soil & Water Program	0.00	7,809	7,540	269
Inc/(Dec.) from 2016 Approved Budget	0.00	13,809	13,540	269
% Inc-/Dec. from 2016 Approved Budget		2.6%	2.8%	0.9%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

RAMSEY CONSERVATION DISTRICT

GOAL

1. **Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Promote cleaner water for the health of our communities
- B. Improve the natural resources for all people in Ramsey County
- C. Protect the quality of groundwater through targeted projects
- D. Monitor activities that will impact surface water quality
- E. Host events for sharing new conservation information, discussion and possible collaboration among organizations throughout Ramsey County that are working on water issues

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- The Conservation District works effectively with landowners and other local government units to carry out conservation efforts throughout Ramsey County.
- Lake surveys were completed on six lakes in Ramsey County to better quantify the amount of aquatic vegetation in the lakes and identify all vegetation, including invasive species. Sonar technology was used to determine the bottom contour of the lakes. These studies assist with long term planning and lake management.
- The RCD completed the East Kittsondale Subwatershed Study, which identified a prioritized list of the most cost-effective locations for retrofitting water quality improvement projects. Over 200 projects were identified, which will provide benefit to the Mississippi River, by reducing the amount of total phosphorus from entering the river. These projects were modeled to quantify the storm water volume captured and to calculate pollution reductions.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1, B1, C1	MN Wetland Conservation Act (WCA) protection activities	23	39	50	50	100
C2	Assist citizens with cost share for sealing unused wells	62	40	52	50	100
D1	Construction site erosion permit inspections for the cities of Arden Hills and Shoreview, also for the Rice Creek Watershed District	161	387	392	380	760
E1	Annual State of the Waters Event and Tours		x	x	x	x

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES**RAMSEY CONSERVATION DISTRICT****PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)****Performance Measure A1, B1. C1**

One of the statutory obligations for SWCDs, including the RCD, is to serve on Technical Evaluation Panels (TEP) under WCA. These TEPs provide forums to discuss site-specific interpretation of law, rules, and technical data. Wetlands protect water quality, recharge groundwater, and provide critical habitat for wildlife. Because over 80% of Ramsey County's pre-settlement wetlands have been destroyed, the number of protection activities are not expected to exceed 50-60 per year.

Performance Measure C2

Sealing abandoned/unused wells is foundational for groundwater protection. The RCD estimates that Ramsey County has over 13,000 abandoned/unused wells in the county. The current RCD goal is to seal approximately 50 wells per year. Priority is given to wells located in targeted wellhead protection areas and in drinking water supply areas. The RCD has sealed a total of 271 wells and the majority of the wells were located in Drinking Water Supply Management Areas.

Performance Measure D1

The RCD partners with the cities of Shoreview and Arden Hills to conduct inspections on active construction sites, to ensure compliance measures are being taken to prevent sediment from eroding and moving into surrounding water bodies. The RCD also conducts inspections for the Rice Creek Watershed District. The regulations are set forth in the municipalities' storm water pollution prevention plans and are enforced to ensure cleaner lakes and streams.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

RAMSEY CONSERVATION DISTRICT

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communicates in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Our partnerships with other organizations creates increased opportunities for all neighborhoods
- B. Continue to grow partnerships with local organizations that provide opportunities in targeted neighborhoods

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- The most requested service for the RCD is the site visits and raingarden/clean water designs to landowners interested in preventing flooding and erosion due to storm water runoff. This program is fully funded by the water management organizations in Ramsey County and this coordinated effort promotes the efficient use of resources. There continues to be a waiting list for this service and even though 2014 shows a decrease in number, the projects have increased in size and scope, so that the number of hours spent in this program have increased, even though the number of site visits slightly decreased.
- Site visits to include projects with the Inspiring Communities Program in Saint Paul. The program focus is on investing in neighborhoods most impacted by foreclosure and vacant properties – with the rehab of vacant properties as an opportunity for neighborhood transformation.
- The RCD has received \$450,000 from three Community Partner grants from Clean Water Legacy, for the implementation of larger scale infiltration basins. The funding is targeting schools, faith organizations, and businesses. The installed projects are expected to reduce an estimated 9 million gallons of storm water runoff, 27 pounds of phosphorus, and 7.5 tons of sediment annually.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Site visits and clean water designs completed for water quality protection and erosion control practices	289	447	412	400	800
B1	Inspiring Communities Program designs	5	9	51	30	80

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

RAMSEY CONSERVATION DISTRICT

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Target environmental education and outreach efforts with ways to connect people with opportunities for conservation
- B. Offer internships for students to have access to natural resource field experience
- C. Leveraging involvement with other Soil and Water Conservation Districts (SWCD) to advance efforts in our community and the region as a whole

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Environmental education and outreach efforts are a critical component in our conservation efforts. The RCD annually hosts a number of events, as well as assists with events and workshops given by other water management organizations. Events such as the Lake Phalen Waterfest, the Children’s Waterfest, and the Envirothon (a problem solving natural resources competition for high school students) are examples of successful outreach efforts, which connect multi-generational and multi-cultural groups to opportunities for conservation.
- The RCD has been a host site for Conservation Corp members to work alongside our natural resource professionals, which provides meaningful and much needed work experience for young people.
- Over 60 rain gauge volunteers record the precipitation at their location daily and the information is entered into a database maintained by the State Climatology Office. This continues to be the largest rain gauge network in the state.
- As a member of the Metro Conservation District (with 11 metro SWCDs), the RCD Board and staff participate in monthly meetings for natural resource planning.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Workshops and participation in environmental educational events	15	20	18	25	50
B1	Host site for Conservation Corp	Yes	Yes	Yes	Yes	Yes
A2	Volunteer hours			1,560	1,600	3,200
C1	Board and staff hours spent on regional planning efforts			140	140	280

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

RAMSEY CONSERVATION DISTRICT

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Maximize services provided while remaining within the budget
- B. Target grant writing efforts with prioritized projects
- C. Maintain a fund balance equal to or greater than 25% of the current budget

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- In the last four consecutive years, the RCD has continued to increase the fund balance, demonstrating financial and operational excellence. The RCD has supplemented the budget with successful grant applications, specifically grants resulting from the 2008 Clean Water, Land and Legacy Amendment.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
B1	State grant funding provided to landowners through the RCD for conservation practices	\$246,082	\$251,354	\$152,046	\$200,000	\$200,000 /year
B2	State grant funding awarded to the RCD from grant applications	\$67,326	\$267,420	\$371,500	\$365,357	\$275,000 /year
C1	Fund Balance	\$120,314	\$188,028	\$217,804	\$230,000	\$250,000 /year
A1	Return on taxpayer investment, per \$1 investment			\$11		

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Performance Measure B1

The RCD currently offers cost share to landowners for well sealing and for the design and installation of water quality projects, such as raingardens.

Performance Measure B2

In 2015 the RCD applied for and received \$209,766 in funding for two Clean Water Fund grants. In addition, the RCD received \$95,591 in disaster relief funding, which will repair any damage to projects (raingardens, shoreline restorations) that occurred as a result of the record setting flooding in June, 2014. The RCD is providing some of this funding to Ramsey County Parks to repair projects. The RCD also receives grant funding from the Metro Conservation District, which is a joint powers organization with the eleven metro SWCDs. The Board of Water and Soil Resources provides funding of approximately \$50,000 in annual non-competitive grants.

Performance Measure C1

Since 2011, the RCD fund balance has increased to achieve the RCD Board goal of maintaining a minimum fund balance of 25% of the budget. The RCD is currently exceeding this goal.

Performance Measure A1

For every dollar that the RCD received in tax levy in 2014 from Ramsey County, the RCD returned \$11 on the investment in natural resource projects. The RCD leveraged a total of \$169,625 as the match for grant funding in 2014.

Department Summary

Chad Roberts, Director

75 West 5th Street



VISION

RAMSEY COUNTY HISTORICAL SOCIETY

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

Ramsey County Historical Society inspires current and future generations to learn from and value their history by engaging in a diverse program of presenting, publishing and preserving.

DEPARTMENT OVERVIEW

Established in 1949 to save the Gibbs family farmstead, (now a National Register of Historic Places site) the Ramsey County Historical Society (RCHS) is a premier experiential educational partner to more than 100 schools throughout Ramsey County, the East Metro, and Western Wisconsin - serving 18,000 - 20,000 students and thousands of educators annually. RCHS preserves an extensive collection of artifacts (14,000), archival materials (2.5 million items), and the Gibbs museum, all of which document the remarkable heritage of Ramsey County. In addition to youth education and preservation, RCHS shares the history of our capital county through robust publishing and exhibits programs, a professionally staffed Research Center, and a variety of other programs that reach more than 20,000 individuals every year.

PROGRAMS / SERVICES

Education: The Gibbs Museum of Pioneer and Dakota Life has become a premier school and family attraction in the Twin Cities and surrounding region, providing on-site and off-site programs that meet or exceed State Education Standards. In 2014, the Gibbs Museum served **14,334 schoolchildren** on-site and another **4,628 students** via outreach programming.

Exhibits & Programs: RCHS presents three exhibits annually in Landmark Center and at any time has 1-3 traveling exhibits rotating in locations across the county. In addition, RCHS presents family and adult-focused lectures, workshops, hands-on activities that reach more than 23,000 individuals every year.

Research Center: RCHS' artifacts, archival materials, and library are increasingly used by the public through the Research Center. Staff provides free/low-cost archival research assistance responding to more than **1,167 research requests and visits** in 2014. RCHS upholds collection care standards to preserve its collection of more than **14,000 artifacts and millions of archival documents**.

Publishing: The award-winning magazine, *Ramsey County History*, continues to carry on a distinguished tradition of assembling original, local history articles that detail important and engaging stories that might otherwise be lost. RCHS also publishes books on a variety of subjects, including the 2014 publication, *The German Friend* by John W. Larson.

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being.

- RCHS Goal 1: increase outreach programming by 10% annually over next three years.
 - Background: RCHS has many education programs for youth improve academic achievement, helping ensure today's youth become healthy and productive citizens. These include on-site school tours, offsite outreach to schools, in-depth co-teaching in three schools, and a new museum-based summer school program beginning in 2015.

Department Summary

Chad Roberts, Director

75 West 5th Street



RAMSEY COUNTY HISTORICAL SOCIETY

- Strategy: Continue expansion of outreach programming to meet educator needs with a particular focus on expanding the successful Montessori school model.
- RCHS Goal 2: Fully develop summer school program and track results/impact on achievement gap, “summer slump”, and competencies in literacy, math, and social studies.
 - Strategy: Complete three-year summer school pilot program.
- RCHS Goal 3: Expand adult education program to serve an additional 2,000 adults on-site at Gibbs Museum in 2016, including stand-alone and integrated memory-loss programming beginning in 2016.
 - Background: RCHS adult education programs, including the new 55+ program this summer at our Gibbs site, help adults remain both physically and mentally active. These efforts are part of a movement nation-wide in which museums help combat memory loss among older adults while keeping them connected to things that they hold dear.
 - Strategy: Complete first year of “Farm Fridays” program and revise based on audience feedback.
 - Strategy: Develop specific memory-loss programming based on both the Hill House and national models.
- RCHS Goal 4: Ensure a positive and community-embraced transition of the Savage Lake name to something more appropriate.
 - Background: RCHS is assisting Ramsey County in the renaming process for Savage Lake, having researched the origin of the name and ensuring that local preservation concerns are addressed. This is an opportunity for a community to have a positive conversation about race and come together to bestow a new, positive name on an important wetland.
 - Strategy: Complete community engagement process that has been identified by RCHS and Ramsey County to secure local government, organization, and individual support.
 - Strategy: Continue expansion of outreach programming to meet educator needs with a particular focus on expanding the successful Montessori school model.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- RCHS Goal 5: Continue to prioritize the deployment of unique RCHS assets to support education, narrow the achievement gap, and improve the academic achievement of students.
 - Strategy: Maintain and continuously improve school tour program.
 - Strategy: Expand educational outreach programming using the AIMS model.
 - Strategy: Complete a three-year pilot (2015-2017) of a museum-based summer school program created in partnership with the Saint Paul City School and four other museums.

Department Summary

Chad Roberts, Director

75 West 5th Street



RAMSEY COUNTY HISTORICAL SOCIETY

- RCHS Goal 6: Expand existing partnerships and develop strong new partnerships with communities of color to ensure that all RCHS constituents are being served.
 - Background: RCHS has been proactively reaching out to communities of color over the past two years and is committed to racial equity. This outreach has resulted in RCHS being invited to participate more fully in the equity movement in Minnesota, including: participating in the 50th anniversary of Bloody Sunday (pilgrimage by 70 community leaders to Selma, Alabama), providing counsel for Rondo heritage projects, an archives project at Hallie Q. Brown Community Center, assisting The Saint Paul Foundation with the “I Am Saint Paul” campaign, invitation to present to Dakota and Ojibwe educators at the Prairie Island Indian Community, hosting training and programming sessions for Dakota Wicohan, American Association for State and Local History, and the Margaret Cargill Philanthropies, and planning and installing the Red Cap exhibit at the Union Depot.
 - Strategy: Continue to expand the reach of the Selma project via a year-long *Selma 70* series of programs and exhibits.
 - Strategy: Continue to develop relationships with different communities in Ramsey County through direct outreach, listening sessions, working closely with partners, and providing resources (archives, exhibit consulting, oral history projects, etc.) for community-identified cultural projects and programs.
 - Strategy: As requested by some members of the Dakota and Rondo communities, act as a connector organization, specifically by hosting a new RCHS event, *Celebrating Our Past, Present, and Future – Together* in fall 2015 and 2016 (hosting up to 40 organizations working on equity issues at CHS field for a public event focused on equity and civil rights in Minnesota).

Enhance access to opportunity and mobility for all residents and businesses.

- RCHS Goal 7: Ensure all communities in Ramsey County have access to their historical and cultural resources.
 - Strategy: Continue to provide low-cost or free (subsidized) access to RCHS resources and programs
 - Strategy: Maintain consistent access points to cultural resources (e.g. Research Center, Gibbs, Landmark Center gallery, etc.).
 - Strategy: Engage communities in the preservation of their own cultural resources and support access points local to these communities.
- RCHS Goal 8: Become more representative of the communities we serve.
 - Strategy: Continue to increase recruitment of people of color to serve on the board, advisory committees, and staff of RCHS.
 - Strategy: Create more welcoming experiences for diverse audiences in exhibits and programs.

Department Summary

Chad Roberts, Director

75 West 5th Street



RAMSEY COUNTY HISTORICAL SOCIETY

- RCHS Goal 9: Ensure economic development activities integrate cultural resources.
 - Strategy: Work with partners (e.g. Ramsey County/TCAAP) to incorporate cultural resources to help maintain or create a sense of place for future residents and businesses. A strong sense of place and community identity have been demonstrated to strengthen communities with results including lower crime rates, family-friendly neighborhoods, more local investment, and all the ancillary benefits those three results make possible.

Model forward-thinking investment, fiscal accountability and transparency.

- RCHS Goal 10: Identify more efficient models for general administration and securing specialized skills/services.
 - Strategy: Complete shared services feasibility study now underway and being led by RCHS with eight partner organizations and present findings at several non-profit and museum conferences.
 - Strategy: Complete new shared staffing model pilot program now underway and being led by RCHS with three partner organizations and present findings at the Minnesota Museum conference
- RCHS Goal 11: Implement most efficient financial and fundraising models in 2015.
 - Strategy: Complete multi-year re-development of all financial practices to reduce costs, staff resource needs, and increase accuracy and transparency.
 - Strategy: Complete integration of new CRM to support fundraising and implement new fundraising practices to reduce costs, increase accuracy, improve results, and improve service to members, donors, and the public.

Department Summary

Chad Roberts, Director

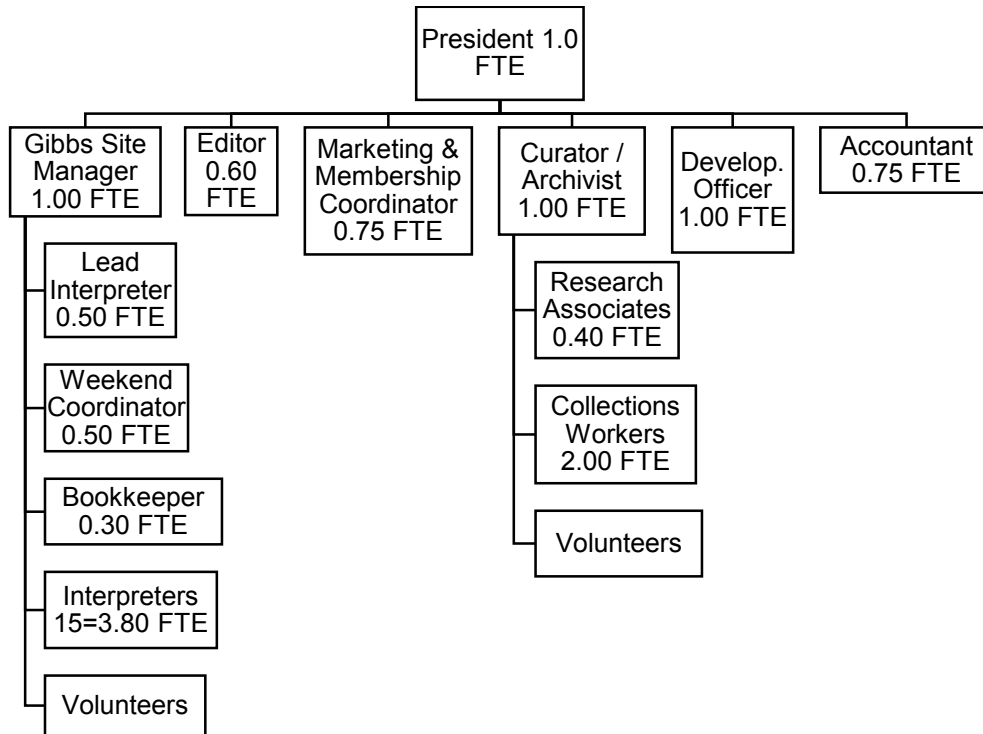
75 West 5th Street



RAMSEY COUNTY HISTORICAL SOCIETY

2015 ORGANIZATION CHART

No County Employees



Department Summary



BUDGET SUMMARY

Ramsey County Historical Society

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	79,391	77,803	88,581	89,367
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	-	-	-	-
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	10,000	10,000
County Tax Levy	79,391	77,803	78,581	79,367
Inc/(Dec) from Previous Year			778	786
% Inc/(Dec) from Previous Year			1.0%	1.0%
Inc/(Dec) for 2 Years				1,564
% Inc/(Dec) for 2 Years				2.0%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Ramsey County Historical Society

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	79,391	77,803	78,581	79,367
General Fund Balance	-	-	10,000	10,000
Total Revenue / Estimated Revenue	<u>79,391</u>	<u>77,803</u>	<u>88,581</u>	<u>89,367</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	-	-	-	-
Professional Services	79,391	77,803	88,581	89,367
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>79,391</u>	<u>77,803</u>	<u>88,581</u>	<u>89,367</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Ramsey County Historical Society

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Ramsey County Historical Society	79,391	77,803	88,581	89,367
Total Operating Budget	79,391	77,803	88,581	89,367
Inc/(Dec) from Previous Year			10,778	786
% Inc/(Dec) from Previous Year			13.9%	0.9%

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

RAMSEY COUNTY HISTORICAL SOCIETY

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Administration/Maintenance	D	0.00	88,581	10,000	78,581
		0.00	88,581	10,000	78,581

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.00%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.00%	0.00	-	-	-
Total Discretionary	D	100.00%	0.00	88,581	10,000	78,581
			0.00	88,581	10,000	78,581
2015 Budget			0.00	77,803	-	77,803
Inc/(Dec.) from 2015 Budget			0.00	10,778	10,000	778
% Inc-/Dec. from 2015 Budget				13.9%		1.0%

CHANGE FROM 2015 BUDGET

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Administration/Maintenance	0.00	10,778	10,000	778
Inc/(Dec.) from 2015 Budget	0.00	10,778	10,000	778
% Inc-/Dec. from 2015 Budget		13.9%		1.0%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

RAMSEY COUNTY HISTORICAL SOCIETY

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Administration/Maintenance	D	0.00	89,367	10,000	79,367
		0.00	89,367	10,000	79,367

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.00%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.00%	0.00	-	-	-
Total Discretionary	D	100.00%	0.00	89,367	10,000	79,367
			0.00	89,367	10,000	79,367
2016 Approved Budget			0.00	88,581	10,000	78,581
Inc/(Dec.) from 2016 Approved Budget			0.00	786	-	786
% Inc/-Dec. from 2016 Approved Budget				0.9%		1.0%

CHANGE FROM 2016 PROPOSED BUDGET

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Administration/Maintenance	0.00	786	-	786
Inc/(Dec.) from 2016 Approved Budget	0.00	786	-	786
% Inc/-Dec. from 2016 Approved Budget		0.9%		1.0%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

RAMSEY COUNTY HISTORICAL SOCIETY

GOAL

1. **Strengthen individual, family and community health, safety and well-being**

through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Increase outreach programming by 10% annually over next three years.
- Background: RCHS many education programs for youth improve academic achievement, helping ensure today's youth become healthy and productive citizens. (On-site school tours, off-site outreach to schools, in-depth co-teaching in three schools, and a new, museum-based summer school program beginning in 2015.)
 - Strategy: Continue expansion of outreach programming to meet educator needs with a particular focus on expanding the successful Montessori school model.
- B. Fully develop summer school program and track results/impact on achievement gap, "summer slump", and competencies in literacy, math, and social studies.
- Strategy: Complete three-year summer school pilot program.
- C. Expand adult education program to serve an additional 2,000 adults on-site at Gibbs Museum in 2016, including stand-alone and integrated memory-loss programming beginning in 2016.
- Background: RCHS adult education programs, including the new 55+ program this summer at our Gibbs site, help adults remain both physically and mentally active. These efforts are part of a movement nation-wide in which museums help combat memory loss among older adults while keeping them connected to things that they hold dear.
 - Strategy: Complete first year of "Farm Fridays" program and revise based on audience feedback.
 - Strategy: Develop specific memory-loss programming based on both the Hill House and national models.
- D. Ensure a positive and community-embraced transition of the Savage Lake name to something more appropriate.
- Background: RCHS is assisting Ramsey County in the renaming process for Savage Lake, having researched the origin of the name and ensuring that local preservation concerns are addressed. This is an opportunity for a community to have a positive conversation about race and come together to bestow a new, positive name on an important wetland.
 - Strategy: Complete community engagement process that has been identified by RCHS and Ramsey County to secure local government, organization, and individual support.
 - Strategy: Continue expansion of outreach programming to meet educator needs with a particular focus on expanding the successful Montessori school model.

Department Summary



PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Internal assessments received directly from educators indicate that 95% “agree” or “strongly agree” that our tours and outreach programs address state education standards.

Testing by Saint Paul City School evaluators demonstrate statistically significant improvement in academic performance by Summer School participants.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	95% Agree/Strongly Agree tours address standards	N/A	N/A	98%	99%	98%
A2, B1	Testing shows student improvement	N/A	N/A	N/A	5%	7%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Measure B1 estimates are estimated average overall improvement that will aggregate reading, math, and cultural content measures.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

RAMSEY COUNTY HISTORICAL SOCIETY

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Continue to prioritize the deployment of unique RCHS assets to support education, narrow the achievement gap, and help improve the academic achievement of students.
- Strategy: Maintain and continuously improve school tour program.
 - Strategy: Expand educational outreach programming using the AIMS model.
 - Strategy: Complete a three-year pilot (2015-2017) of a museum-based summer school program created in partnership with the Saint Paul City School and four other museums.
- B. Expand existing partnerships and develop strong new partnerships with communities of color to ensure that all RCHS constituents are being served.
- Background: RCHS has been proactively reaching out to communities of color over the past two years. This outreach has resulted in RCHS being invited to participate in: the 50th Anniversary of Bloody Sunday (pilgrimage by 70 community leaders to Selma, Alabama), providing counsel for Rondo heritage projects, an archives project at Hallie Q. Brown Community Center, assisting The Saint Paul Foundation with the “I Am Saint Paul” campaign, an invitation to present to Dakota and Ojibwe educators at the Prairie Island Indian Community, hosting training and programming sessions for Dakota Wicohan, American Association for State and Local History, and the Margaret Cargill Philanthropies, and planning and installing the Red Cap exhibit at the Union Depot.
 - Strategy: Continue to expand the reach of the Selma project via a year-long *Selma 70* series of programs and exhibits.
 - Strategy: Continue to develop relationships with different communities in Ramsey County through direct outreach, listening sessions, working closely with partners, and providing resources (archives, exhibit consulting, oral history projects, etc.) for community-identified cultural projects and programs.
 - Strategy: As requested by some members of the Dakota and Rondo communities, act as a connector organization, specifically by hosting a new RCHS event, *Celebrating Our Past, Present, and Future – Together* in fall 2015 and 2016 (hosting up to 40 organizations working on equity issues at CHS field for a public event focused on equity and civil rights in Minnesota).

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Internal assessments received directly from educators indicate that 95% “agree” or “strongly agree” that our tours and outreach programs address state education standards.

Testing by Saint Paul City School evaluators demonstrate statistically significant improvement in academic performance by Summer School participants.

Internal assessments received directly from participants in the *Selma 70* projects and *Celebrating Our Past, Present, and Future – Together* events indicate that 95% “agree” or “strongly agree” that they learned something of significance about the Civil Rights Movement by participating.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

RAMSEY COUNTY HISTORICAL SOCIETY

Internal assessments received directly from participants in the *Selma 70* projects and *Celebrating Our Past, Present, and Future – Together* events indicate that 90% “agree” or “strongly agree” that RCHS is playing an appropriate role in our diverse community.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	95% Agree/Strongly Agree tours address standards	N/A	N/A	98%	99%	98%
A2	Testing shows student improvement	N/A	N/A	N/A	5%	7%
B1	Learning about the CRA	N/A	N/A	N/A	N/A	95%
B2	Appropriate role in diverse community	N/A	N/A	95%	90%	90%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

“Internal Assessment” at RCHS is almost universally a written or online survey of participants with occasional performance interviews. For programs like the Summer School, more robust, externally executed assessment is planned.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

RAMSEY COUNTY HISTORICAL SOCIETY

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

A. Ensure all communities in Ramsey County have access to their historical and cultural resources.

- Strategy: Continue to provide low-cost or free (subsidized) access to RCHS resources and programs.
- Strategy: Maintain consistent access points to cultural resources (e.g. Research Center, Gibbs, Landmark Center gallery, etc.).
- Strategy: Engage communities in the preservation of their own cultural resources and support access points local to these communities.

B. Become more representative of the communities we serve.

- Strategy: Continue to increase recruitment of people of color to serve on the board, advisory committees, and staff of RCHS.
- Strategy: Create more welcoming experiences for diverse audiences in exhibits and programs.

C. Ensure economic development activities integrate cultural resources.

- Strategy: Work with partners (e.g. Ramsey County/TCAAP) to incorporate cultural resources to help maintain or create a sense of place for future residents and businesses. A strong sense of place and community identity have been demonstrated to strengthen communities with results including lower crime rates, family-friendly neighborhoods, more local investment, and all the ancillary benefits those three results make possible.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Maintain 55% tour subsidization and maintain accessible admission pricing.

Increase board participation by people of color by 200% in 2016 and 100% in 2017.

Internal assessments received directly from people of color that participate in RCHS programming indicate that 80% “agree” or “strongly agree” that our exhibits and programs are “welcoming”.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Tour subsidization	50%	52%	55%	58%	55%
B1	Board diversity (# / %)	0 / 0%	0 / 0%	1 / 5%	1 / 5%	6 / 20%
C1	Welcoming for diverse audiences	N/A	N/A	N/A	50%	80%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

RCHS has no historical data for measure C1 above.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

RAMSEY COUNTY HISTORICAL SOCIETY

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Identify more efficient models for general administration and securing specialized skills/services.
 - Strategy: Complete shared services feasibility study now underway and being led by RCHS with eight partner organizations and present findings at several non-profit and museum conferences.
 - Strategy: Complete new shared staffing model pilot program now underway that is being led by RCHS with three partner organizations and present findings at Minnesota museum conference.

- B. Implement most efficient financial and fundraising models in 2015.
 - Strategy: Complete multi-year re-development of all financial practices to reduce costs, staff resource needs, and increase accuracy and transparency.
 - Strategy: Complete integration of new CRM to support fundraising and implement new fundraising practices to reduce costs, increase accuracy, improve results, and improve service to members, donors, and the public.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Final report is unanimously adopted by 9-member collaborative conducting the “back office” study.

Partners in shared staffing model pilot program complete qualitative assessment of the process and results; all “agree” or “strongly agree” that the program was worthwhile and advanced their missions.

Reduce financial management cost by at least \$36,000 from 2013 levels.

Reduce staff resources expended on administrative work related to fundraising by 40% by 2017.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Final report is unanimously adopted by 9-member collaborative conducting the “back office” study	N/A	N/A	N/A	N/A	100%
A2	Partners in shared staffing pilot all “agree” or “strongly agree” program was successful	N/A	N/A	N/A	N/A	100%
B1	Reduce general financial management cost by \$36,000 from 2013 levels.	N/A	98,000	94,658	51,000	48,000
B2	Reduce staff resources expended on admin work related to fundraising by 40% by 2017	N/A	N/A	N/A	N/A	(13,000)

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Historical data for measures A1, A2 and B2 is not available.

Department Summary

Amy Mino, Executive Director

75 West 5th Street



VISION

LANDMARK CENTER

A vibrant community where all are valued and thrive.

MISSION

The mission of Minnesota Landmarks is to preserve and maintain Landmark Center as an historic monument, as well as to serve the public both by initiating a variety of programs which showcase the building as a primary cultural center, and by providing a setting for organizations and activities which enhance the quality of life in our community.

DEPARTMENT OVERVIEW

Minnesota Landmarks, an incorporated, nonprofit organization, preserves and manages Landmark Center as a dynamic, historic cultural center. It initiates programs and partnerships that celebrate the cultural diversity and collective history of the community and provides a central gathering place for organizations and activities that enhance the quality of life in our community.

PROGRAMS / SERVICES

Minnesota Landmarks carries out its mission through:

- Preserving, managing and developing the beauty and artistic nature of Landmark Center in its role as a premier central gathering place, in partnership with Ramsey County and for community use;
- Implementing an annual calendar of quality programs that educate and enhance the experience of visitors and celebrate the cultural life and history of our region;
- Initiating partnerships with civic, governmental and community organizations that bring a diverse array of experiences to Landmark Center and provide strength and stability to its role as a cultural center; and
- Building on and sharing the experience of Minnesota Landmarks in managing and programming an historic property to further the community's understanding of the merits, values and potential of other historic places.

True to its original charter, Minnesota Landmarks is open to a future of preserving, managing and adaptively reusing historic properties in creative ways.

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being.

- Minnesota Landmarks provides a wide range of social, historical, cultural, educational, artistic and related programs, exhibits and other events and activities that spread the benefits of the programming to a wide range of county residents.
- Minnesota Landmarks secures non-County funding to support community program initiatives.
- Minnesota Landmarks provides Landmark Center as an open, accessible community center on regular hours seven days a week (excepting major holidays).

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Minnesota Landmarks provides Landmark Center as a well maintained community resource and accessible arts and cultural center in the heart of the downtown area.

Department Summary

Amy Mino, Executive Director

75 West 5th Street



RAMSEY
COUNTY
(651) 292-3285

LANDMARK CENTER

Enhance access to opportunity and mobility for all residents and businesses.

- Minnesota Landmarks' mission is to provide Landmark Center as a free and openly accessible center for all community members, easily reached by mass transit, pedestrians, and vehicles, on regular hours seven days a week (excepting major holidays).
- Minnesota Landmarks provides visibility and access for area business through the Visitor Information Center and facilities and services for non-profit community organizations.
- Minnesota Landmarks provides opportunities for community members to get involved and support their community through volunteerism by being part of the Landmark Center Volunteer Association.

Model forward-thinking investment, fiscal accountability and transparency.

- Minnesota Landmarks practices a model of fiscal responsibility that initiates regular reviews of expenses, explores new ways of conducting our mission and implements best practices that govern our fiscal accountability and transparency of work.

Department Summary

Amy Mino, Executive Director

75 West 5th Street



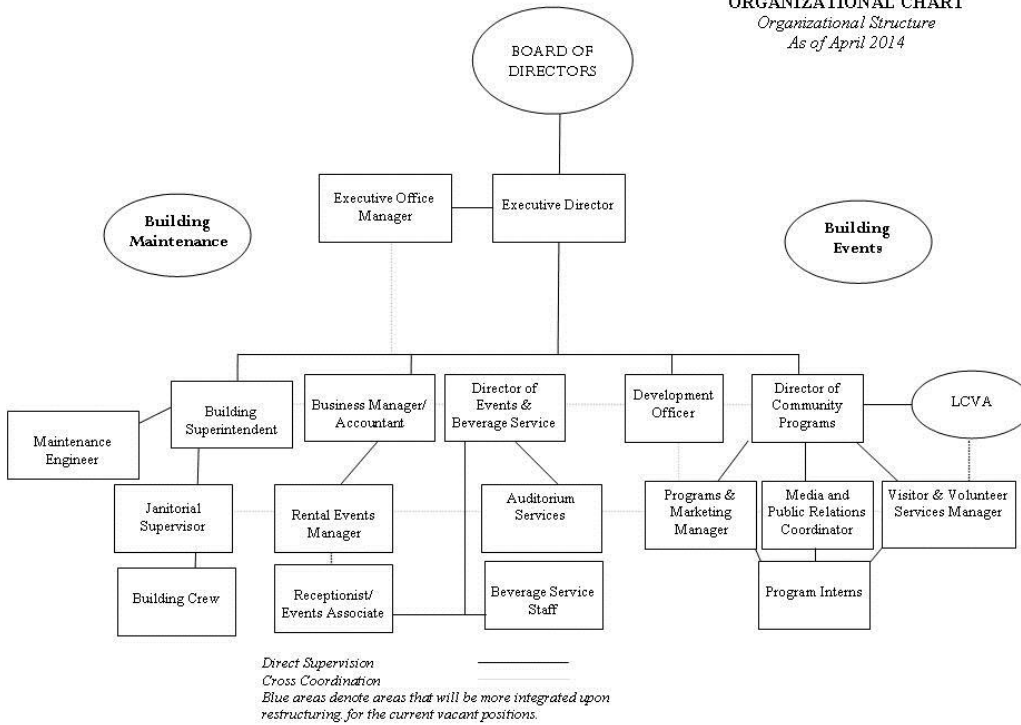
2015 ORGANIZATIONAL CHART

LANDMARK CENTER

Personnel FTE listed are building operations only.
Minnesota Landmarks employs another 8 FTEs in other areas of its operating budget.

No County Employees

MINNESOTA LANDMARKS
ORGANIZATIONAL CHART
*Organizational Structure
As of April 2014*



Department Summary



BUDGET SUMMARY

Landmark Center

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	857,540	861,880	879,118	896,700
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	-	-	-	-
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	857,540	861,880	879,118	896,700
Inc/(Dec) from Previous Year			17,238	17,582
% Inc/(Dec) from Previous Year			2.0%	2.0%
Inc/(Dec) for 2 Years				34,820
% Inc/(Dec) for 2 Years				4.0%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Landmark Center

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	857,540	861,880	879,118	896,700
Total Revenue / Estimated Revenue	<u>857,540</u>	<u>861,880</u>	<u>879,118</u>	<u>896,700</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	-	-	-	-
Professional Services	857,540	861,880	879,118	896,700
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>857,540</u>	<u>861,880</u>	<u>879,118</u>	<u>896,700</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Landmark Center

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Landmark Center	857,540	861,880	879,118	896,700
Total Operating Budget	857,540	861,880	879,118	896,700
Inc/(Dec) from Previous Year			17,238	17,582
% Inc/(Dec) from Previous Year			2.0%	2.0%

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

LANDMARK CENTER

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Administration/Maintenance	D	0.00	879,118	-	879,118
		0.00	879,118	-	879,118

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.00%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.00%	0.00	-	-	-
Total Discretionary	D	100.00%	0.00	879,118	-	879,118
			0.00	879,118	-	879,118
2015 Budget			0.00	861,880	-	861,880
Inc/(Dec.) from 2015 Budget			0.00	17,238	-	17,238
% Inc/-Dec. from 2015 Budget				2.0%	0.0%	2.0%

CHANGE FROM 2015 BUDGET

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Administration/Maintenance	0.00	17,238	-	17,238
Inc/(Dec.) from 2015 Budget	0.00	17,238	-	17,238
% Inc/-Dec. from 2015 Budget		2.0%	0.0%	2.0%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

LANDMARK CENTER

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Administration/Maintenance	D	0.00	896,700	-	896,700
		0.00	896,700	-	896,700

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.00%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.00%	0.00	-	-	-
Total Discretionary	D	100.00%	0.00	896,700	-	896,700
			0.00	896,700	-	896,700
2016 Approved Budget			0.00	879,118	-	879,118
Inc/(Dec.) from 2016 Approved Budget			0.00	17,582	-	17,582
% Inc/-Dec. from 2016 Approved Budget				2.0%	0.0%	2.0%

CHANGE FROM 2016 APPROVED BUDGET

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Administration/Maintenance	0.00	17,582	-	17,582
Inc/(Dec.) from 2016 Approved Budget	0.00	17,582	-	17,582
% Inc/-Dec. from 2016 Approved Budget		2.0%	0.0%	2.0%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LANDMARK CENTER

GOAL

1. **Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Minnesota Landmarks provides a wide range of social, historical, cultural, educational, artistic and related programs, exhibits and other events and activities that spread the benefits of the programming to a wide range of county residents.
- B. Minnesota Landmarks secures non-County funding to support community program initiatives.
- C. Minnesota Landmarks provides Landmark Center as an open, accessible community center on regular hours seven days a week (excepting major holidays).

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Minnesota Landmarks operates and maintains Landmark Center and actively participates in neighborhood improvement initiatives and coordinates with many community partners to offer excellent programming at the Center. Considerable focus is made to ensure that programming is free, where possible.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
B1	Provide non-County program funding	\$317,307	\$315,159	\$315,197	\$342,544	\$350,000
A1	Present full calendar of ML public programs	77	69	75	82	82
A2	Multicultural-specific ML community programs	7	8	8	8	7
A3, C1	Weekly tours/neighborhood tours	115	115	115	114	114

PERFORMANCE MEASURES – ADDITIONAL INFORMATION

All performance measures are number of presented programs unless noted as a dollar (\$) figure.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LANDMARK CENTER

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Minnesota Landmarks provides Landmark Center as a well maintained community resource and accessible arts and cultural center in the heart of the downtown area.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Minnesota Landmarks operates and maintains Landmark Center and actively participates in neighborhood improvement initiatives and coordinates with many community partners to offer excellent programming at the Center. Considerable focus is made to ensure that programming is free, where possible.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Operate/Maintain Landmark Center (LC)	\$1.39M	\$1.37M	\$1.32M	\$1.35M	\$1.38M
A2	Improve LC infrastructure (projects/equip) (includes county and non-county funding)	\$180K	\$1.73M	\$2.2M	\$270K	\$550K
A3	Secure community program partners	51	50	63	65	65

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

A major exterior tower/masonry restoration project was conducted on Landmark Center in 2013/2014 that impacts Performance Measure A2.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LANDMARK CENTER

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Minnesota Landmarks' mission is to provide Landmark Center as a free and openly accessible center for all community members, easily reached by mass transit, pedestrians, and vehicles, on regular hours seven days/week (excepting major holidays).
- B. Minnesota Landmarks provides visibility and access for area businesses through the Visitor Information Center and facilities and services for non-profit community organizations.
- C. Minnesota Landmarks provides opportunities for community members to get involved and support their community through volunteerism by being part of the Landmark Center Volunteer Association.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Minnesota Landmarks provides staff to operate the center on a daily basis and to provide staff for the Visitor's Center six days a week. The Visitor's Center provides visibility and access to office facilities for 15 arts and cultural organizations that provide a range of services for the public. In addition, Minnesota Landmark maintains a volunteer corps that provides considerable services to programs offered at the center and helps to keep operating costs to a minimum.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Maintain regular daily hours (in days open)	358	358	358	358	358
B1	Provide nonprofit business facilities	16	17	17	15	17
C1	Maintain volunteer corps (# of members)	100	100	90	90	90

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail regarding the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LANDMARK CENTER

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Minnesota Landmarks practices a model of fiscal responsibility that initiates regular reviews of expenses, explores new ways of conducting our mission and implements best practices that govern our fiscal accountability and transparency of work.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Minnesota Landmarks’ fiscal and managerial oversight processes include:

- Review of financial statements by Board/Executive Committee monthly.
- Annual audit processes and action implemented on auditor’s recommendations.
- Internal audit control reviews every 3-5 years.
- Conflict of Interest and Whistleblowers Policies revised and verified yearly.
- Strategic planning process carried out by Board/Staff on a five-year cycle; five-year strategic plan adopted by Board.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Conduct annual audit reviews	1	1	1	1	1
A2	Conduct internal control reviews	1	0	0	0	1
A3	Annual board reviews of policies	1	1	1	1	1
A4	Strategic Plan Review	1	1	1	1	1

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail regarding the data is required.

Department Summary



Jill Eck, Regional Director

550 Bunker Lake Blvd, Andover, MN

763-767-3838

VISION

COUNTY EXTENSION SERVICES

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

The University of Minnesota Extension's mission is ***“Connecting community needs and University resources to address critical issues in Minnesota.”*** These two missions are well-aligned as both organizations strive to engage in work that is intentionally inclusive of community members, and that improves quality of life.

DEPARTMENT OVERVIEW

The University of Minnesota Extension is an educational partnership between Ramsey County and the University of Minnesota. State, regional and local Extension programs provide research-based education and information to local people to assist them in developing skills, solving problems and making better decisions for themselves, their families, their businesses and communities. Program content and design is supported by University of Minnesota researchers and educators to ensure that materials are based on high quality evidence and best practices. Work is done directly in the community and with community partners, which helps to facilitate the exchange of information between the University of Minnesota and the community, advancing the positive impacts of informal, non-credit, research-based education.

Approximately 20 Extension staff work directly in Ramsey County, with office support based at the historic Ramsey County Barn. With the exception of a 0.75 FTE Master Gardener program coordinator and a 0.25 FTE custodian, the costs for these staff are paid by the University using funding sources other than Ramsey County.

Extension programs are designed and intended to address all members of the community. In Ramsey County most programs are delivered directly in the community through workshops, cooking demonstrations, small group activities, after school meetings, Q & A booths at summer markets and events – just to name a few. Trained and screened volunteers assist with many of these events. Special efforts are made to involve and engage members from diverse communities, and populations that have historically been underserved. For example, the Health and Nutrition program primarily works with limited income families, and information is shared in more than five languages. Extension resources and information are also available on the web (www.extension.umn.edu) allowing 24/7 access to research-based information and advice on many topics.

Extension provides on-going program development, management, supervision and evaluation that ensure high-quality educational services and the effective use of volunteers. Supervisors and staff promote a workplace that is safe and respectful for all employees and participants, and that efficiently and effectively works with residents of Ramsey County to assist them in making thoughtful and healthy decisions.

PROGRAMS / SERVICES

Through statewide, regional and local program, University of Minnesota Extension staff provide people in Ramsey County high-quality, timely and trusted information to address the most pressing issues they face. Most Ramsey County Extension programs are concentrated in the following three areas:

Environmental, Water Quality and Horticulture Education: Program activities are community-based and concentrate on education to protect water resources, reduce yard waste and unnecessary chemical use, grow local food and practice environmental stewardship. In addition to the Extension staff, 155 trained Master Gardeners provide education throughout the county.

Health and Nutrition Education: Programs are targeted to limited-resource families and children. Emphasis is on understanding healthy eating, food safety and food budgeting, and increasing physical activity. The program typically involves participants in six or more educational sessions, focusing on hands-on learning and experiential

Department Summary



Jill Eck, Regional Director

550 Bunker Lake Blvd, Andover, MN

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COUNTY EXTENSION SERVICES

education. Education is provided in at least five languages. Work is also done to make changes in policies, systems and the physical environment to help provide greater support for positive behaviors.

4-H Youth Development: Extension provides numerous positive youth development programs and activities for youth K-13. Programs are designed to help youth develop mastery, independence, belonging and generosity/service. The use of activities related to science, technology, engineering, arts and math are often linked with developing mastery. Activities and immersion experiences such as group activities, service events, field trips, campus visits and mentoring experiences with adults promote independence, belonging and service. Outreach is to all youth. The current participation in Ramsey 4-H reflects the racial and ethnic diversity of Ramsey County. Approximately 190 trained and screened volunteers help to deliver the program.

Additional Programs: State and regional Extension staff also occasionally deliver educational programs within Ramsey County to address: family resource management, parenting education, commercial food service safety, leadership and civic engagement, urban storm water management and community economic assessment.

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being.

- Extension Environmental and Horticulture Education programs will focus on teaching participants behaviors that protect surface water, reduce yard waste, reduce the unnecessary use of horticulture chemicals and increase participation in safely growing home produce.
- Extension 4-H Youth Development will focus on enhancing the development of skills and behaviors that correlate with positive youth success (mastery, independence, belonging and service/generosity), particularly for youth from limited resource families and communities of color.
- Extension Health and Nutrition Education programs provide direct nutrition education to low-income residents with a focus on increasing their consumption of healthy foods, promoting greater levels of physical activity to reduce health disparities, and engage other institutions to effect positive changes in policies, systems and the environment.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Extension Environmental and Horticulture Education programs will expand contacts and hire a cultural liaison to strengthen environmental education, knowledge exchange and local support in the Frogtown-Rondo neighborhoods.
- Extension 4-H Youth Development will target its resources with communities where data indicates there is the greatest need (using the Office of Juvenile Justice and Delinquency Prevention - Community Distress Index – CDI). In addition, the racial diversity of 4-H participants will reflect the diversity of Ramsey County.
- Extension 4-H Youth Development will enhance the focus on fostering community ownership and volunteer support of 4-H programs in Ramsey County.
- Extension Health and Nutrition Education programs invest in areas of poverty by targeting individuals and families at 185% or below of federal poverty guidelines.

Enhance access to opportunity and mobility for all residents and businesses.

- To more adequately reach people in Ramsey County who do not have easy access to transportation Extension Environmental and Horticulture Education programs will increase the numbers of events and locations of where education is delivered.

Department Summary

COUNTY EXTENSION SERVICES

- Extension 4-H Youth Development will expand participation in “WeConnect” a global citizenship curriculum, and increase participation in exchange trips between urban 4-H clubs and youth from 4-H clubs and Native American reservations outside of Ramsey County.
- Extension 4-H Youth Development will increase the number of Ramsey youth of color attending state and national 4-H events.
- Extension Health and Nutrition Education programs increase the number of opportunities for low-income residents to improve their health literacy and to support behavior change.

Model forward-thinking investment, fiscal accountability and transparency.

- Extension 4-H Youth Development will focus on increasing the number of volunteers (youth and adult volunteers, as well as partners from community organizations) in order to enhance the sustainability programs, and improve leveraging of financial support.
- Following the recent statewide reorganization of Health and Nutrition Education programs, an intentional focus will be made to recruit and retain Health and Nutrition staff with language skills that allow for programs to be delivered in five or more languages, and with a high degree of cultural competence.

Department Summary



Jill Eck, Regional Director

550 Bunker Lake Blvd, Andover, MN

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COUNTY EXTENSION SERVICES

2015 ORGANIZATIONAL STRUCTURE

University of Minnesota Extension provides educational programs and staff from campus, regional centers and at the Ramsey Extension office. Extension programs conducted directly in Ramsey County include:

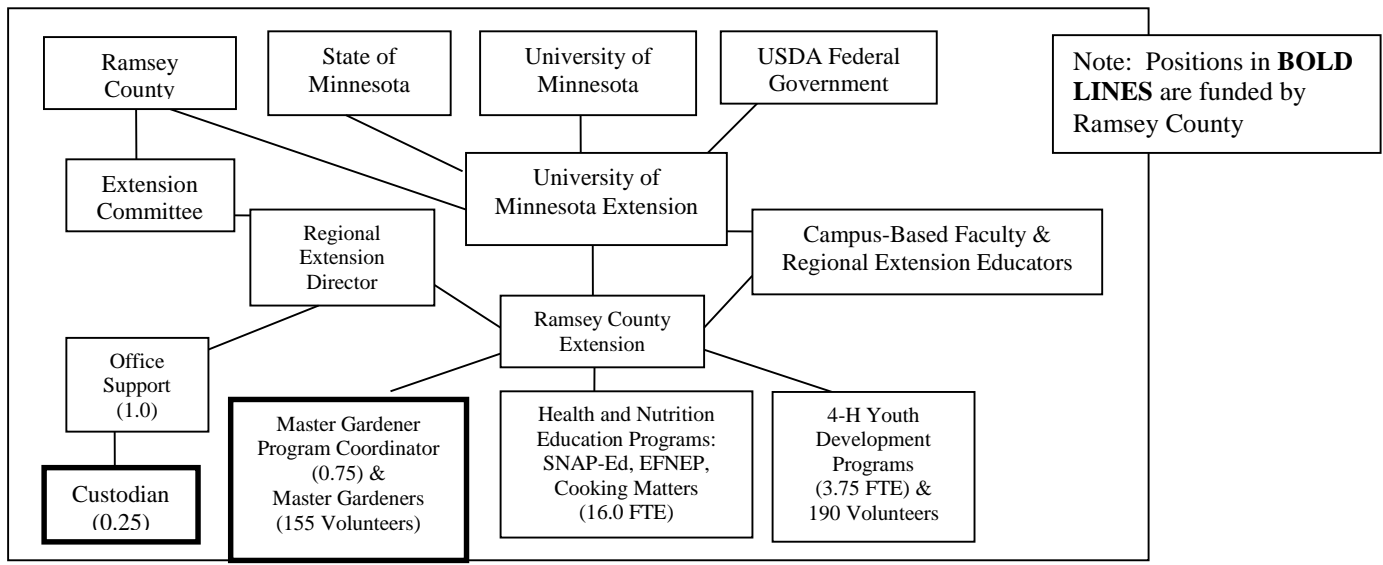
Environmental, Water Quality and Horticulture Education: A 75% time Master Gardener program coordinator is funded by St. Paul-Ramsey County Public Health: Environmental Health. An additional 155 Master Gardener volunteers provide research-based community education through this program.

Health and Nutrition Education: Sixteen full time Extension staff provide community-based nutrition education to limited resources families and children through the Supplemental Nutrition Assistance Program (SNAP-Ed), the Expanded Food and Nutrition Education Program (EFNEP) and through Cooking Matters. All staff are U of MN employees and are funded through federal and state grants, with no direct funding coming from Ramsey County.

4-H Youth Development: Three U of MN staff and six part-time interns provide community-based youth development education and activities. Currently all funding for these positions comes from a combination of state Extension funds and grants. An additional 190 community volunteers assist with the program. The 2016 budget includes a request to have Ramsey County fund up to a full time local 4-H Program Coordinator position.

Building and Facilities: A 25% time custodial position is funded through the County budget. Beginning in 2014 a full-time support position was added to the office and is funded through University of Minnesota Extension.

2015 ORGANIZATIONAL CHART



Personnel - FTE	
2014 Budget	- 0.25
2015 Budget	- 0.25
2016 Approved	- 0.25
2017 Approved	- 0.25

Department Summary



BUDGET SUMMARY

County Extension Services

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	42,134	44,347	44,774	45,221
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	4,293	-	-	-
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	37,841	44,347	44,774	45,221
Inc/(Dec) from Previous Year			427	447
% Inc/(Dec) from Previous Year			1.0%	1.0%
Inc/(Dec) for 2 Years				874
% Inc/(Dec) for 2 Years				2.0%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

County Extension Services

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	4,293	-	-	-
Property Tax Levy	37,841	44,347	44,774	45,221
Total Revenue / Estimated Revenue	<u>42,134</u>	<u>44,347</u>	<u>44,774</u>	<u>45,221</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	7,850	8,531	8,747	8,973
Professional Services	29,717	32,556	33,027	33,248
Client Services	-	-	-	-
Supplies	4,567	3,260	3,000	3,000
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>42,134</u>	<u>44,347</u>	<u>44,774</u>	<u>45,221</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

County Extension Services

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
County Extension Services	42,134	44,347	44,774	45,221
Total Operating Budget	42,134	44,347	44,774	45,221
Inc/(Dec) from Previous Year			427	447
% Inc/(Dec) from Previous Year			1.0%	1.0%

Department Summary



PERSONNEL SUMMARY BY DIVISION

COUNTY EXTENSION SERVICES

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
County Extension Services	0.25	0.25	0.25	0.25
Total Operating Budget	0.25	0.25	0.25	0.25
<u>Grants / Projects</u>				
None				
Total Existing Permanent FTE	0.25	0.25	0.25	0.25

	2016 Approved	2017 Approved
New FTEs		
None		
Total New FTE	-	-
Total FTE	0.25	0.25
Inc/(Dec) From Previous Year	-	-
Inc/(Dec) for 2 Years		-

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

COUNTY EXTENSION SERVICES

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Administration/Maintenance	D	0.25	44,774	-	44,774
		0.25	44,774	-	44,774

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.00%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.00%	0.00	-	-	-
Total Discretionary	D	100.00%	0.25	44,774	-	44,774
			0.25	44,774	-	44,774
2015 Budget			0.25	44,347	-	44,347
Inc/(Dec.) from 2015 Budget			0.00	427	-	427
% Inc/-Dec. from 2015 Budget				1.0%	0.0%	1.0%

CHANGE FROM 2015 BUDGET

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Administration/Maintenance	0.00	427	-	427
Inc/(Dec.) from 2015 Budget	0.00	427	-	427
% Inc/-Dec. from 2015 Budget		1.0%	0.0%	1.0%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

COUNTY EXTENSION SERVICES

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Administration/Maintenance	D	0.25	45,221	-	45,221
		0.25	45,221	-	45,221

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.00%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.00%	0.00	-	-	-
Total Discretionary	D	100.00%	0.25	45,221	-	45,221
			0.25	45,221	-	45,221
2016 Approved Budget			0.25	44,774	-	44,774
Inc/(Dec.) from 2016 Approved Budget			0.00	447	-	447
% Inc/-Dec. from 2016 Approved Budget				1.0%	0.0%	1.0%

CHANGE FROM 2016 APPROVED BUDGET

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Administration/Maintenance	0.00	447	-	447
Inc/(Dec.) from 2016 Approved Budget	0.00	447	-	447
% Inc/-Dec. from 2016 Approved Budget		1.0%	0.0%	1.0%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY EXTENSION SERVICES

GOAL

- 1. Strengthen individual, family and community health, safety and well-being**
through effective safety-net services, innovative programming, prevention and early intervention, and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Extension Environmental and Horticulture Education programs will focus on teaching participants behaviors that protect surface water, reduce yard waste, reduce the unnecessary use of horticulture chemicals and increase participation in safely growing home produce.
- B. Extension 4-H Youth Development will focus on enhancing the development of skills and behaviors that correlate with positive youth success (mastery, independence, belonging and service/generosity), particularly for youth from limited resource families and communities of color.
- C. Extension Health and Nutrition Education programs provide direct nutrition education to low-income residents with a focus on increasing their consumption of healthy foods, promoting greater levels of physical activity to reduce health disparities, and engage other institutions to effect positive changes in policies, systems and the environment.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Most Extension programs are focused on prevention and early intervention education. Participation is voluntary, so the performance measures for this goal concentrate on the numbers of people reached as well as the reported positive change in participant’s behavior. Recent statewide changes in the 4-H Youth Development and the Health and Nutrition programs have introduced new evaluations so there is not comparable data from earlier years. Layoffs and reorganization also impacted the level of participation in nutrition education during the past few years.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Number of citizens educated at Ramsey County yard waste sites	2,336	1,785	3,846	4,750	4,900
A2	Master Gardener volunteer hours in Ramsey County	7,460	8,306	10,231	11,000	12,000
B1	% of youth identifying and practicing skills in topic of interest	N/A	N/A	N/A	75%	85%
B2	% of youth engaging in activities with STEAM professionals	12%	25%	33%	40%	50%
B3	% of youth indicating they can (1) resolve differences with others in positive ways, (2) engaged in activities which contribute to their community	N/A	N/A	N=40 1) 97% 2) 90%	N=50 1) 85% 2) 85%	N=100 1) 80% 2) 80%
C1	Number of participants receiving direct nutrition education	2,008	687	879	900	1,100
C2	Number of participants reporting positive behavior changes in their nutrition	N/A	N/A	74%	80%	85%

Department Summary



PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

B1: This is a new measure to better assess degree of youth engagement, so no data from 2012-2014 is available.

B3: These measures come from a national 4-H Common Measures survey evaluation, which we only recently began to implement and only had 40 respondents. Results may have been skewed by the types of clubs that were surveyed. As the number of respondents increases, and a better representation of clubs is surveyed, the overall percentage of the indicator may decrease, and this is reflected in the estimates.

C1: Program reorganization and staff reductions account for these variations in numbers of participants.

C2: Due to changes Health and Nutrition data collection processes and databases, the retrieval of comparable data for 2012 and 2013 are not possible at this time.

GOAL

- 2. Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Extension Environmental and Horticulture Education programs will expand contacts and hire a cultural liaison to strengthen environmental education, knowledge exchange and local support in the Frogtown-Rondo neighborhoods.
- B. Extension 4-H Youth Development will target its resources with communities where data indicates there is the greatest need (using the Office of Juvenile Justice and Delinquency Prevention - Community Distress Index – CDI). In addition, the racial diversity of 4-H participants will reflect the diversity of Ramsey County.
- C. Extension 4-H Youth Development will enhance the focus on fostering community ownership and volunteer support of 4-H programs in Ramsey County.
- D. Extension Health and Nutrition Education programs invest in areas of poverty by targeting individuals and families at 185% or below of federal poverty guidelines.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Extension programs have historically concentrated their work in neighborhoods and areas of the county with concentrated financial poverty. These performance measures reflect examples of the targeted attention of Extension programs and the intention to invest in communities that have been historically underrepresented. Several measures illustrate attention on actively engaging community members to be in roles where they lead community activities and help educate/inform members of their communities.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012	2013	2014	2015	2016-17
		Actual	Actual	Actual	Estimate	Estimate
A1	Horticulture education events held in the Frogtown-Rondo neighborhoods	30	32	44	62	66
A2, B1	Trained and screened Master Gardeners from communities of color	8	9	10	16	18
B2	% of Ramsey 4-H programs directed for work in communities with a CDI of 7 or more	70%	75%	80%	80%	80%
B3	Ethnic and racial diversity of Ramsey County 4-H participants will reflect the diversity of Ramsey County	Native: 2% Asian: 12% Black: 34% White: 33% Multi: 15% Latino: 17% Not reported: 4%	Native: 7% Asian: 10% Black: 32% White: 42% Multi: 5% Latino: 19% Not reported: 4%	Native: 2% Asian: 13% Black: 32% White: 42% Multi: 7% Latino: 17% Not reported: 4%	Native: 5% Asian: 15% Black: 35% White: 31% Multi: 10% Latino: 20% Not reported: 4%	Native: 5% Asian: 15% Black: 35% White: 31% Multi: 10% Latino: 20% Not reported: 4%
C1	% of urban 4-H programs primarily led by 4-H youth, volunteers, interns or partners; with Extension staff guiding rather than directly delivering programming	75%	81%	81%	85%	90%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY EXTENSION SERVICES

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
D1	Number of low-income family members reached through Health and Nutrition programs	1,181	4,612	2,958	3,600	4,200

PERFORMANCE MEASURES – ADDITIONAL INFORMATION

D1: The EFNEP program tracks eating habits for entire families of program participants, so these data are typically greater than the number of direct education participants.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY EXTENSION SERVICES

GOAL

- 3. Enhance access to opportunity and mobility for all residents and businesses**
through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. To more adequately reach people in Ramsey County who do not have easy access to transportation Extension Environmental and Horticulture Education programs will increase the numbers of events and locations of where education is delivered.
- B. Extension 4-H Youth Development will expand participation in “WeConnect” a global citizenship curriculum, and increase participation in exchange trips between urban 4-H clubs and youth from 4-H clubs and Native American reservations outside of Ramsey County.
- C. Extension 4-H Youth Development will increase the number of Ramsey youth of color attending state and national 4-H events.
- D. Extension Health and Nutrition Education programs increase the number of opportunities for low-income residents to improve their health literacy and to support behavior change.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Extension performance measures for these strategies concentrate on increasing and expanding community locations for Extension environmental/horticulture education and for nutrition classes. These strategies bring the education to people in the community, which provides easier access to education. In the 4-H youth education area attention is given to enhancing opportunities for urban youth to participate in geographic and cultural exchanges, as well as state and national youth leadership experiences – and to carefully reflect on what they have learned from these opportunities.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012	2013	2014	2015	2016-17
		Actual	Actual	Actual	Estimate	Estimate
A1	Number of season-long horticulture/gardening education booths in Ramsey County – and number of residents taught at these booths	6 3,313	7 3,136	8 3,156	9 3,215	10 3,350
B1	As a result of 4-H WeConnect; % of youth rating themselves at a 4 or higher (on a scale from 1-5) on their ability to: 1) think from diverse perspectives, 2) value the contributions of other people, and 3) be comfortable in new situations.	N/A	N/A	N=13 1: 92% 2: 92% 3: 85%	N=24 1: 95% 2: 95% 3: 90%	N=50 1: 100% 2: 100% 3: 100%
C1	% of Ramsey youth attending state and national 4-H events who are youth of color	37%	45%	56%	60%	65%
D1	Number of Health and Nutrition classes provided to low-income residents	1278	3164	4855	5200	5500

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

B1: WeConnect is a new youth development curriculum, so there is no data prior to 2014.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COUNTY EXTENSION SERVICES

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Extension 4-H Youth Development will focus on increasing the number of volunteers (youth and adult volunteers, as well as partners from community organizations) in order to enhance the sustainability programs, and improve leveraging of financial support.
- B. Following the recent statewide reorganization of Health and Nutrition Education programs, an intentional focus will be made to recruit and retain Health and Nutrition staff with language skills that allow for programs to be delivered in five or more languages, and with a high degree of cultural competence.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Recruiting, training and retaining talented and culturally competent volunteers and staff is a very important investment for Extension. For example, volunteers are important in the 4-H to help extend the scope and scale of the program and to better leverage the limited Extension staff and funds used to support the program. Engaged volunteers build capacity in their communities which is an important investment. In addition, because of the significant ethnic and racial diversity within Ramsey County, recruiting and retaining Extension staff skilled in delivering nutrition education in languages other than English, and with a strong understanding of cultural differences, is very important for effective education and participant success.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012	2013	2014	2015	2016-17
		Actual	Actual	Actual	Estimate	Estimate
A1	Number of trained and screened 4-H volunteers with leadership roles in direct program delivery	166	179	190	215	240
B1	Number of Ramsey Extension nutrition education staff fluent in languages other than English/number of languages used to deliver programs	7/5	7/5	6/5	7/5	9/5

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail regarding the data is required.

Department Summary



RAMSEY
COUNTY

Bruce T. Thompson, Director 121 Seventh Place East

(651) 266-2262

VISION

PROPERTY MANAGEMENT

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

To provide direct and indirect services for safe, clean, and pleasant properties; to direct and assist in the effective and efficient operation of all County owned and leased buildings integrating present and future technologies; to evaluate and make recommendations by assessing present and future needs to enable the planning, development and maintenance of County properties in a manner that has a positive impact for the citizens and employees utilizing the County's properties, while embodying the County's rich and diverse cultural heritage.

PROGRAMS / SERVICES

- To maintain the County's high-quality of services and maximize return on its public investment by developing, implementing, and maintaining a Comprehensive Capital Assets Management and Preservation Plan for all County buildings and grounds.
- To integrate the base line data contained in the Comprehensive Capital Assets Management and Preservation Plan into a County Facilities Master Plan to ensure adequate facilities to meet current and future program needs by long-range strategic planning of facility use, site selection, and the delivery of County services.
- To provide integrated facility and project management services in order to ensure consistent and effective operations countywide.
- To continue to standardize a preventative maintenance program in an effort to lower operating cost and extend the life cycle of the structures and equipment for buildings managed by Property Management.
- To plan, develop, and maintain the County's buildings in a manner that has a positive impact on the services provided and on the comfort, health, and safety of the people using the buildings.

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being.

- Property Management focuses on incorporating environmental stewardship in the design, construction, and maintenance of County facilities to reduce energy consumption and minimize adverse environmental impacts.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Property Management focuses on the development of a County Strategic Facility Plan that will allow the County to cultivate economic prosperity through the centralized delivery of services.

Enhance access to opportunity and mobility for all residents and businesses.

- Property Management focuses on increasing CERT SBE participation in procurement of department discretionary expenditures and on achieving workforce participation goals in all construction projects to increase opportunities and to promote economic prosperity for all residents and businesses.

Model forward-thinking investment, fiscal accountability and transparency.

- Property Management focuses on enhancing fiscal accountability and transparency through comparisons with the private sector, development and implementation of cost savings measures, and to investment of capital to maintain and improve our facilities.

Department Summary

Bruce T. Thompson, Director

121 Seventh Place East



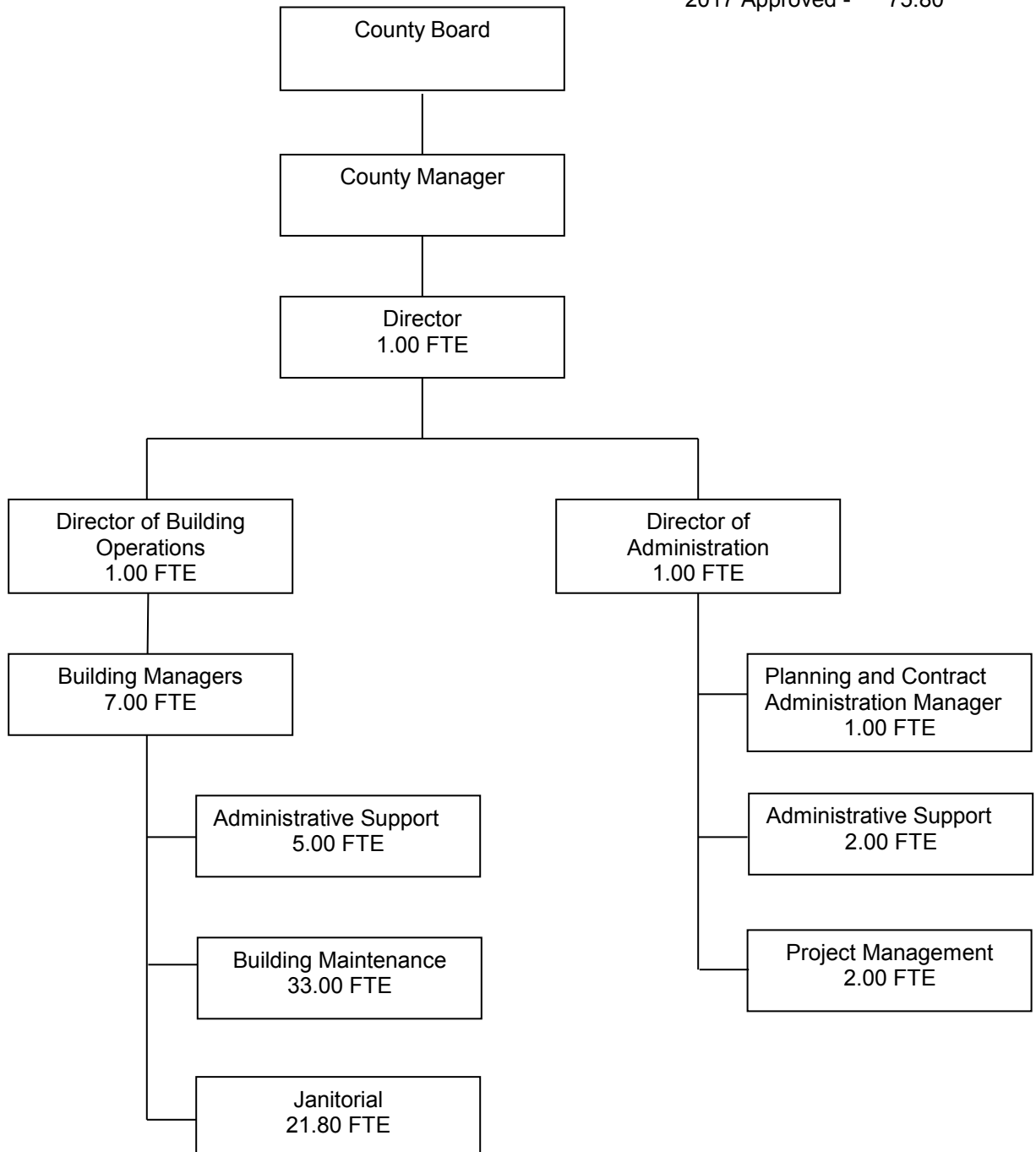
RAMSEY COUNTY

(651) 266-2262

PROPERTY MANAGEMENT

2015 ORGANIZATION CHART

Personnel - FTE	
2014 Budget	- 74.80
2015 Budget	- 74.80
2016 Approved	- 75.80
2017 Approved	- 75.80



Department Summary



BUDGET SUMMARY

Property Management

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	22,180,317	21,547,920	25,675,164	25,762,504
Expenditure / Appropriation - Grants / Projects	-	12,000	11,000	11,000
Revenue / Est. Revenue - Operating Budget	19,023,504	18,870,755	20,511,315	21,734,549
Revenue / Est. Revenue - Grants / Projects	10,718	12,000	11,000	11,000
Use of Fund Balance	3,004,020	2,425,473	4,907,783	3,768,001
County Tax Levy	142,075	251,692	256,066	259,954
Inc/(Dec) from Previous Year			4,374	3,888
% Inc/(Dec) from Previous Year			1.7%	1.5%
Inc/(Dec) for 2 Years				8,262
% Inc/(Dec) for 2 Years				3.3%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Property Management

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	861,708	890,351	1,177,117	1,219,617
Intergovernmental Revenue				
Federal	-	-	-	-
State	7,446	8,208	7,446	7,446
Local / Other	-	-	-	-
Total Intergovernmental Revenue	7,446	8,208	7,446	7,446
Use of Money, Property & Sales	18,043,902	17,972,196	19,326,752	20,507,486
Other Revenue & Taxes	121,166	12,000	11,000	11,000
Property Tax Levy	142,075	251,692	256,066	259,954
Building Fund Balance	3,004,020	2,425,473	4,907,783	3,768,001
Total Revenue / Estimated Revenue	<u>22,180,317</u>	<u>21,559,920</u>	<u>25,686,164</u>	<u>25,773,504</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	5,924,188	6,772,381	6,490,281	6,726,357
Professional Services	9,844,624	10,661,519	10,736,914	11,047,761
Client Services	-	-	-	-
Supplies	612,511	772,174	653,441	659,090
Capital Outlay	5,798,994	3,353,846	7,805,528	7,340,296
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>22,180,317</u>	<u>21,559,920</u>	<u>25,686,164</u>	<u>25,773,504</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Property Management

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Property Management Administration	978,367	1,114,174	1,141,594	1,176,786
Televising Public Meetings	46,441	49,500	49,500	49,500
Parking Operations	18,039	51,925	19,585	19,684
Family Service Center	42,948	62,382	62,382	62,382
ADC (Operations)	31,498	20,000	-	-
PRMG Project Mgmt Services	-	-	4,083,668	3,239,187
CH/CH Maintenance	3,864,482	4,083,535	4,887,509	4,714,237
RCGC-East Operations	2,475,324	3,147,482	2,641,869	2,896,216
RCGC-West Operations	92,713	-	-	-
Juvenile Family Justice Center	1,289,754	1,173,781	1,206,607	1,316,478
Law Enforcement Center (Operations)	2,190,182	2,647,030	2,175,536	2,364,183
Public Works Facility	1,473,611	1,228,368	1,814,143	1,779,342
Library Facilities	1,173,049	1,364,340	1,529,062	1,704,161
Suburban Courts Facility	191,957	203,499	168,849	179,694
90 West Plato Building	442,715	728,240	491,945	543,690
911 Dispatch Center	204,709	329,099	205,902	216,823
Metro Square Facility	4,937,063	2,569,413	2,572,327	2,708,762
402 University Avenue East	237,021	274,117	284,362	308,152
5 South Owasso Boulevard West	197,983	163,323	116,348	130,311
Correctional Facility	2,170,200	2,227,166	1,809,091	1,930,335
Medical Examiner Facility	122,261	110,546	103,035	110,731
555 Cedar	-	-	311,850	311,850
Total Operating Budget	22,180,317	21,547,920	25,675,164	25,762,504
Inc/(Dec) from Previous Year			4,127,244	87,340
% Inc/(Dec) from Previous Year			19.2%	0.3%
	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
Ellerbe Memorial Hall Grant (G306031)	-	12,000	11,000	11,000
Total Grants / Projects	-	12,000	11,000	11,000
Total Expenditure / Appropriation	22,180,317	21,559,920	25,686,164	25,773,504
Inc/(Dec) from Previous Year			4,126,244	87,340
% Inc/(Dec) from Previous Year			19.1%	0.3%
Inc/(Dec) for 2 Years				4,213,584
% Inc/(Dec) for 2 Years				19.5%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Property Management

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Property Management Administration	739,714	771,805	762,511	793,914
Parking Operations	192,102	192,102	192,102	192,102
Family Service Center	62,970	62,382	62,382	62,382
ADC (Operations)	62,427	20,000	-	-
PRMG Project Mgmt Services	-	-	296,060	307,157
CH/CH Maintenance	3,133,095	3,071,569	3,185,341	3,383,348
RCGC-East Operations	2,829,413	2,824,828	3,001,948	3,179,699
Juvenile Family Justice Center	1,252,559	1,252,559	1,329,699	1,407,007
Law Enforcement Center (Operations)	2,300,817	2,262,953	2,429,012	2,561,972
Public Works Facility	1,323,235	1,321,044	1,447,996	1,574,947
Library Facilities	1,200,699	1,192,620	1,301,829	1,482,368
Suburban Courts Facility	123,039	123,039	130,617	138,211
90 West Plato Building	663,631	663,567	704,527	745,487
911 Dispatch Center	129,452	113,982	121,002	128,037
Metro Square Facility	3,064,023	3,060,014	3,171,973	3,279,423
402 University Avenue East	301,877	301,369	319,971	338,574
5 South Owasso Boulevard West	133,586	133,586	146,361	159,138
Correctional Facility	1,411,806	1,411,806	1,498,954	1,586,103
Medical Examiner Facility	99,059	91,530	97,180	102,830
555 Cedar	-	-	311,850	311,850
Total Operating Budget	19,023,504	18,870,755	20,511,315	21,734,549
Inc/(Dec) from Previous Year			1,640,560	1,223,234
% Inc/(Dec) from Previous Year			8.7%	6.0%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Property Management

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
Ellerbe Memorial Hall Grant (G306031)	10,718	12,000	11,000	11,000
Total Grants / Projects	10,718	12,000	11,000	11,000
<hr/>				
Total Revenue / Estimated Revenue	19,034,222	18,882,755	20,522,315	21,745,549
<hr/>				
Inc/(Dec) from Previous Year			1,639,560	1,223,234
% Inc/(Dec) from Previous Year			8.7%	6.0%
Inc/(Dec) for 2 Years				2,862,794
% Inc/(Dec) for 2 Years				15.2%

Department Summary



PERSONNEL SUMMARY BY DIVISION

PROPERTY MANAGEMENT

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Property Management Administration	8.00	8.00	9.00	9.00
PRMG Project Mgmt Services	-	-	2.00	2.00
CH/CH Maintenance	19.00	19.00	18.00	18.00
RCGC-East Operations	17.00	17.00	16.00	16.00
Juvenile Family Justice Center	3.00	3.00	3.00	3.00
Law Enforcement Center (Operations)	6.00	6.00	6.00	6.00
Public Works Facility	5.00	5.00	6.00	6.00
Library Facilities	4.80	4.80	4.80	4.80
Metro Square Facility	6.00	6.00	5.00	5.00
Correctional Facility	6.00	6.00	5.00	5.00
555 Cedar	-	-	-	1.00
Total Operating Budget	74.80	74.80	74.80	75.80

Department Summary



PERSONNEL SUMMARY BY DIVISION

PROPERTY MANAGEMENT

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
None				
Total Existing Permanent FTE	74.80	74.80	74.80	75.80

	2016 Approved	2017 Approved
<u>New FTEs</u>		
Building Operations Supervisor-555 Cedar	1.00	-
Total New FTE	1.00	-
Total FTE	75.80	75.80
Inc/(Dec) From Previous Year	1.00	-
Inc/(Dec) for 2 Years		1.00

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

PROPERTY MANAGEMENT

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Administration	D	9.00	1,141,594	762,511	379,083
Televising Public Meetings	D	0.00	49,500	-	49,500
Parking Operations	D	0.00	19,585	192,102	(172,517)
Family Service Center	D	0.00	62,382	62,382	-
ADC (Operations)	D	0.00	-	-	-
Public Works Facility	D	6.00	1,814,143	1,814,143	-
Library Facilities	D	4.80	1,529,062	1,529,062	-
CH/CH Maintenance	D	18.00	4,887,509	4,887,509	-
Project Management Services	D	2.00	4,083,668	4,083,668	-
RCGC East	D	16.00	2,641,869	2,641,869	-
RCGC West	D	0.00	-	-	-
Juvenile Family Justice Center	D	3.00	1,206,607	1,206,607	-
Law Enforcement Center (Operations)	D	6.00	2,175,536	2,175,536	-
Suburban Courts	D	0.00	168,849	168,849	-
90 West Plato	D	0.00	491,945	491,945	-
911 Dispatch Center	D	0.00	205,902	205,902	-
Metro Square Facility	D	5.00	2,572,327	2,572,327	-
402 University	D	0.00	284,362	284,362	-
5 South Owasso Boulevard West	D	0.00	116,348	116,348	-
Correctional Facility - RCCF	D	5.00	1,809,091	1,809,091	-
Medical Examiner	D	0.00	103,035	103,035	-
555 Cedar	D	1.00	311,850	311,850	-
CH/CH Memorial Hall Grant	D	0.00	11,000	11,000	-
		75.80	25,686,164	25,430,098	256,066

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0%	0.00	-	-	-
Total Discretionary	D	100%	75.80	25,686,164	25,430,098	256,066
			75.80	25,686,164	25,430,098	256,066
2015 Budget			74.80	21,559,920	21,308,228	251,692
Inc/(Dec.) from 2015 Budget			1.00	4,126,244	4,121,870	4,374
% Inc/-Dec. from 2015 Budget				19.1%	19.3%	1.7%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2016 APPROVED)
CHANGE FROM 2015 BUDGET**

PROPERTY MANAGEMENT

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Administration	1.00	27,420	(9,294)	36,714
Televising Public Meetings	0.00	-	-	-
Parking Operations	0.00	(32,340)	-	(32,340)
Family Service Center	0.00	-	-	-
ADC (Operations)	0.00	(20,000)	(20,000)	-
Public Works Facility	1.00	585,775	585,775	-
Library Facilities	0.00	164,722	164,722	-
CH/CH Maintenance	(1.00)	803,974	803,974	-
Project Management Services	2.00	4,083,668	4,083,668	-
RCGC East	(1.00)	(505,613)	(505,613)	-
RCGC West	0.00	-	-	-
Juvenile Family Justice Center	0.00	32,826	32,826	-
Law Enforcement Center (Operations)	0.00	(471,494)	(471,494)	-
Suburban Courts	0.00	(34,650)	(34,650)	-
90 West Plato	0.00	(236,295)	(236,295)	-
911 Dispatch Center	0.00	(123,197)	(123,197)	-
Metro Square Facility	(1.00)	2,914	2,914	-
402 University	0.00	10,245	10,245	-
5 South Owasso Boulevard West	0.00	(46,975)	(46,975)	-
Correctional Facility - RCCF	(1.00)	(418,075)	(418,075)	-
Medical Examiner	0.00	(7,511)	(7,511)	-
555 Cedar	1.00	311,850	311,850	-
CH/CH Memorial Hall Grant	0.00	(1,000)	(1,000)	-
Inc/(Dec.) from 2015 Budget	1.00	4,126,244	4,121,870	4,374
% Inc/-Dec. from 2015 Budget		19.1%	19.3%	1.7%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

PROPERTY MANAGEMENT

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Administration	D	9.00	1,176,786	793,914	382,872
Televising Public Meetings	D	0.00	49,500	-	49,500
Parking Operations	D	0.00	19,684	192,102	(172,418)
Family Service Center	D	0.00	62,382	62,382	-
ADC (Operations)	D	0.00	-	-	-
Public Works Facility	D	6.00	1,779,342	1,779,342	-
Library Facilities	D	4.80	1,704,161	1,704,161	-
CH/CH Maintenance	D	18.00	4,714,237	4,714,237	-
Project Management Services	D	2.00	3,239,187	3,239,187	-
RCGC East	D	16.00	2,896,216	2,896,216	-
RCGC West	D	0.00	-	-	-
Juvenile Family Justice Center	D	3.00	1,316,478	1,316,478	-
Law Enforcement Center (Operations)	D	6.00	2,364,183	2,364,183	-
Suburban Courts	D	0.00	179,694	179,694	-
90 West Plato	D	0.00	543,690	543,690	-
911 Dispatch Center	D	0.00	216,823	216,823	-
Metro Square Facility	D	5.00	2,708,762	2,708,762	-
402 University	D	0.00	308,152	308,152	-
5 South Owasso Boulevard West	D	0.00	130,311	130,311	-
Correctional Facility - RCCF	D	5.00	1,930,335	1,930,335	-
Medical Examiner	D	0.00	110,731	110,731	-
555 Cedar	D	1.00	311,850	311,850	-
CH/CH Memorial Hall Grant	D	0.00	11,000	11,000	-
		75.80	25,773,504	25,513,550	259,954

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0%	0.00	-	-	-
Total Discretionary	D	100%	75.80	25,773,504	25,513,550	259,954
			75.80	25,773,504	25,513,550	259,954
2016 Approved Budget			75.80	25,686,164	25,430,098	256,066
Inc/(Dec.) from 2016 Approved Budget			0.00	87,340	83,452	3,888
% Inc/-Dec. from 2016 Approved Budget				0.3%	0.3%	1.5%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2017 APPROVED)
CHANGE FROM 2016 APPROVED BUDGET**

PROPERTY MANAGEMENT

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Administration	0.00	35,192	31,403	3,789
Televising Public Meetings	0.00	-	-	-
Parking Operations	0.00	99	-	99
Family Service Center	0.00	-	-	-
ADC (Operations)	0.00	-	-	-
Public Works Facility	0.00	(34,801)	(34,801)	-
Library Facilities	0.00	175,099	175,099	-
CH/CH Maintenance	0.00	(173,272)	(173,272)	-
Project Management Services	0.00	(844,481)	(844,481)	-
RCGC East	0.00	254,347	254,347	-
RCGC West	0.00	-	-	-
Juvenile Family Justice Center	0.00	109,871	109,871	-
Law Enforcement Center (Operations)	0.00	188,647	188,647	-
Suburban Courts	0.00	10,845	10,845	-
90 West Plato	0.00	51,745	51,745	-
911 Dispatch Center	0.00	10,921	10,921	-
Metro Square Facility	0.00	136,435	136,435	-
402 University	0.00	23,790	23,790	-
5 South Owasso Boulevard West	0.00	13,963	13,963	-
Correctional Facility - RCCF	0.00	121,244	121,244	-
Medical Examiner	0.00	7,696	7,696	-
CH/CH Memorial Hall Grant	0.00	-	-	-
Inc/(Dec.) from 2016 Approved Budget	0.00	87,340	83,452	3,888
% Inc/-Dec. from 2016 Approved Budget		0.3%	0.3%	1.5%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PROPERTY MANAGEMENT

GOAL

1. **Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Property Management focuses on incorporating environmental stewardship in the design, construction, and maintenance of County facilities to reduce energy consumption and minimize adverse environmental impacts.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

In 2014, Property Management adopted the State of Minnesota B3 Sustainable Building (“SB 2030”) standard in all major construction projects. The goal of SB 2030 is to achieve net zero energy by 2030. Since 2014, all major construction projects have included SB 2030.

In addition, Property Management actively manages energy consumption and implements energy conservation measures to reduce overall energy consumption. The result of these strategies helps minimize adverse environmental impacts by reducing CO2 emissions, greenhouse emissions, and fossil fuel consumption.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	SB 2030	N/A	N/A	100%	100%	100%
A2	Actual Energy consumption in Property Management managed facilities – Reported in total MBtu – 2012 Base Year	177,020	186,331	174,744	N/A	N/A
A3	Normalized Energy consumption in Property Management managed facilities – Reported in total MBtu – 2012 Base Year	211,812	183,514	169,103	167,420	165,754 & 164,104
A4	% of Change to Previous Year	N/A	(13.36%)	(7.85%)	(1.00%)	(1.00%) & (1.00%)
A5	% of Change to 2012 Base Year	N/A	(13.36%)	(20.16%)	(20.96%)	(21.74%) & (22.52%)

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PROPERTY MANAGEMENT

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Property Management focuses on the development of a County Strategic Facility Plan that will allow the County to cultivate economic prosperity through the centralized delivery of services.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

In April of 2014, Ramsey County commissioned the consultant team, led by RSPi-SPACE to assist in developing a County Strategic Facility Plan to provide a framework for facility-related decisions over the next ten years.

In February of 2015, Ramsey County commissioned services of Wold Architects, Inc. to develop a Building Program and a Planning Report for creation of a Ramsey County Service Center, “A single-source location from which County residents can receive multiple County services.”

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Develop a County Strategic Facility Plan	N/A	N/A	Completed		
A2	Develop a complete Building Program for the proposed Service Center.	N/A	N/A	N/A	To Be Completed	
A3	Study three (3) possible site options including downtown, urban, and suburban locations.	N/A	N/A	N/A	To Be Completed	
A4	Analyze access issues at each site including public transportation, parking, and freeway access.	N/A	N/A	N/A	To Be Completed	
A5	Analyze client density or “hot spots” to determine optimal site options for access by clients.	N/A	N/A	N/A	To Be Completed	

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PROPERTY MANAGEMENT

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

A. Property Management focuses on increasing CERT SBE participation in procurement of department discretionary expenditures and on achieving workforce participation goals in all construction projects to increase opportunities and to promote economic prosperity for all residents and businesses.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Property Management measures expenditures to CERT SBE vendors as a comparison to the departments discretionary spending (spending to vendors to which the department has a choice). CERT SBE participation has steadily increased since 2011.

In 2015, Property Management has adopted the State of Minnesota workforce participation goals. These goals are included in all major construction contracts and vendors are required to submit workforce participation reports on a monthly basis.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	CERT SBE PARTICIPATION					
	Discretionary Spending	\$5,899,982	\$4,668,178	\$4,348,242	TBD	TBD
	CERT SBE Spending	\$502,994	\$525,460	\$729,088	TBD	TBD
	CERT SBE %	8.53%	11.26%	16.77%	17.5%	20%
A2	WORKFORCE PARTICIPATION GOALS					
	Minority Participation	N/A	N/A	N/A	32%	32% & 32%
	Female Participation	N/A	N/A	N/A	6%	6% & 6%
	CERT SBE	N/A	N/A	N/A	11.4%	11.4% & 11.4%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PROPERTY MANAGEMENT

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Property Management focuses on enhancing fiscal accountability and transparency through comparisons with the private sector, development and implementation of cost savings measures, and to investment of capital to maintain and improve our facilities.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Property Management compares their operating costs to BOMA (Building Owners Managers Association) costs to gauge the operational efficiency of the buildings it manages. Operating costs continue to rise, but remain under BOMA operating costs.

Property Management actively works to preserve and protect the County's three million square feet of building stock (capital assets) by aligning facilities maintenance (for routine day-to-day repairs and replacement) and capital planning (Comprehensive Capital Assets Management Plan). The continued funding for both facilities maintenance and capital planning increases the useful life and efficiencies of our facilities.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Average operational cost per net rentable square foot of space.	\$6.50	\$6.79	\$6.73	\$7.50	\$7.11 & \$7.29
	BOMA – (Source: 2015 Office EER – St. Paul) * Estimate based on a 2% escalator using 2014 actuals as the base.	\$7.40*	\$7.55*	\$7.70	\$7.85*	\$8.01* & \$8.17*
A2	Current need for long-term maintenance per gross square foot.	\$1.82	\$1.62	\$1.62	\$1.62	TBD
	Capital funds budgeted per net rentable square foot for Property Management internal service fund facilities	\$0.65	\$.60	\$2.55	\$1.46	\$3.36 & \$3.14

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



RAMSEY
COUNTY

Patricia Brady, Director

2098 11th Ave E North Saint Paul

651-770-4499

VISION

A vibrant community where all are valued and thrive.

WORKFORCE SOLUTIONS

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

Workforce Solutions provides employment services to over 13,000 job seekers and businesses annually within Ramsey County. Programs target low-income youth, families, and dislocated workers to increase their employability and ensure successful entry and/or movement into the workforce. Residents receive career coaching, basic skills development, job search skills development, occupational skills training, support services and job placement help.

Workforce Solutions also provides hiring and retention services and incumbent (current) worker services to area businesses. In addition, Workforce Solutions provides administrative support to the Ramsey County Workforce Innovation Board that provides leadership and policy oversight of the public workforce system in Ramsey County.

In the next budget biennium, Workforce Solutions will experience a number of changes that will impact services. The first is the reauthorization of its primary legislation, the Workforce Investment and Opportunity Act. Implementation begins July 1, 2015, and includes some significant changes to programs; for example, 75% of youth must now be out of school. Second, the two Workforce Centers, of which Ramsey County is a major partner, will consolidate. As we invest less dollars into bricks and mortars, there is opportunity to expand services further into high need communities. Finally, program participation is down 10% over the past year, reflective of a good economy in Minnesota. On one hand, this allows us to focus more on higher need groups such as offenders, immigrants, those with disabilities and those living in high-poverty areas. On the other hand, our funding continues to decrease and is anticipated to decrease further over the next two years.

PROGRAMS / SERVICES

Workforce Solutions administers the following state and federally funded programs:

- Business Services – for area employers
- Diversionary Work Program (DWP) - for low-income families with children under 18 in the home
- Minnesota Family Investment Program (MFIP) – for low-income families with children under 18 in the home
- Workforce Investment Act (WIA) Adult Program – for low-income individuals
- Workforce Investment Act (WIA) & State Dislocated Worker Program (DW) – for individuals laid off from work
- Workforce Investment Act (WIA) & State Youth Program - for low-income young adults ages 14-24

These programs are provided through county administered direct employment services as well as contracted employment services with nine community-based organizations.

Department Summary



RAMSEY COUNTY
651-770-4499

Patricia Brady, Director

2098 11th Ave E North Saint Paul

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being

- Collaborate with other service disciplines to provide wrap-around employment and well-being services to populations with specialized needs
- Ensure that low-income and at risk youth are prepared to obtain future careers with living wages

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty

- Ensure that residents who live in neighborhoods with concentrated financial poverty develop skills and have access to opportunities to increase their employability

Enhance access to opportunity and mobility for all residents and businesses

- Ensure that employers in high-growth industries have a skilled workforce to support their advancement
- Assist unemployed and displaced workers to quickly reenter the workplace
- Promote equity in employment access and opportunities for all racial groups

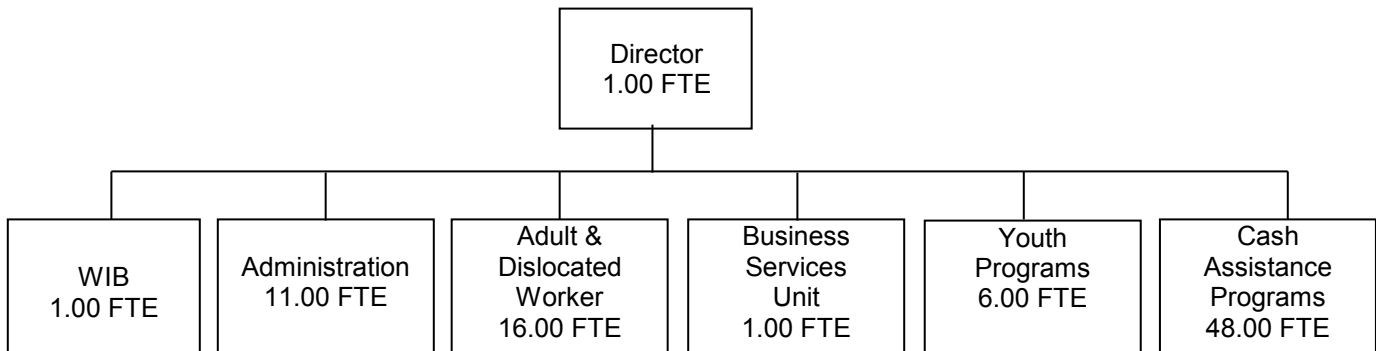
Model forward-thinking investment, fiscal accountability and transparency

- Meet or exceed all required federal and state performance standards

WORKFORCE SOLUTIONS

2015 ORGANIZATION CHART

Personnel - FTE
 2014 Budget - 84.00
 2015 Budget - 84.00
 2016 Approved - 85.00
 2017 Approved - 85.00



Department Summary



BUDGET SUMMARY

Workforce Solutions

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	2,265,717	2,806,955	2,803,183	2,830,632
Expenditure / Appropriation - Grants / Projects	17,210,385	20,034,202	19,710,204	19,482,231
Revenue / Est. Revenue - Operating Budget	836,075	2,446,191	2,434,966	2,457,419
Revenue / Est. Revenue - Grants / Projects	18,267,890	19,754,202	19,710,204	19,482,232
Use of Fund Balance	30,000	280,000	-	-
County Tax Levy	342,137	360,764	368,217	373,212
Inc/(Dec) from Previous Year			7,453	4,995
% Inc/(Dec) from Previous Year			2.1%	1.4%
Inc/(Dec) for 2 Years				12,448
% Inc/(Dec) for 2 Years				3.5%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Workforce Solutions

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	855,018	2,736,819	2,492,623	2,516,850
Intergovernmental Revenue				
Federal	14,531,466	17,597,674	17,263,211	17,110,345
State	3,563,208	1,755,404	2,218,430	2,218,430
Local / Other	79,179	89,611	-	-
Total Intergovernmental Revenue	18,173,853	19,442,689	19,481,641	19,328,775
Use of Money, Property & Sales	94	-	-	-
Other Revenue & Taxes	75,000	20,885	-	-
Property Tax Levy	342,137	360,764	464,123	467,238
Workforce Solutions Fund Balance	30,000	280,000	-	-
Total Revenue / Estimated Revenue	<u>19,476,102</u>	<u>22,841,157</u>	<u>22,438,387</u>	<u>22,312,863</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	6,499,257	8,020,927	8,100,691	8,314,684
Professional Services	4,825,238	14,087,398	14,199,099	13,862,118
Client Services	7,851,264	606,534	23,562	23,562
Supplies	57,023	56,115	70,035	67,500
Capital Outlay	243,320	70,183	45,000	45,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>19,476,102</u>	<u>22,841,157</u>	<u>22,438,387</u>	<u>22,312,863</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Workforce Solutions

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Workforce Solutions Administration	2,265,717	2,806,955	2,803,183	2,830,632
Total Operating Budget	2,265,717	2,806,955	2,803,183	2,830,632
Inc/(Dec) from Previous Year			(3,772)	27,449
% Inc/(Dec) from Previous Year			(0.1)%	1.0%
	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
JT SDHS MFIP - ES	13,698,244	14,962,044	14,964,256	14,992,284
WS SDHS SSI	-	250,000	-	-
WS SDHS MFIP Innovation Project	145,866	-	-	-
WS DHS Innovation	250,000	250,000	-	-
WFS Racial & Ethnic Disparity (G201525)	16,810	-	-	-
JT SDES WIA Title I Youth	976,974	1,047,246	829,263	829,263
WD SDES WIA Title 1 Adult	445,599	827,585	729,129	729,129
WD SDES MN Youth Program	233,914	390,764	405,185	405,185
WS DEED Teen Parent Proj-TANF	29,945	-	-	-
WS Juv Delinq Admin Init	27,298	-	-	-
WFS WIA Incentive (G210069)	20,196	-	-	-
WD DTED WIA Title 1 Disl Wrkr	176,769	760,799	559,668	559,668
WD DTED State Disl Wrkr	1,048,078	1,105,268	1,803,873	1,803,873
WS DEED Youth at Work (G221016)	-	-	75,000	-
WS Everybody In	54,764	30,000	-	-
WIB General Operations	85,671	110,496	95,906	94,026
WS DEED MN Job Skills Prtnrshp	-	-	180,895	-
WS BSU JobConnect	257	300,000	67,029	68,803
Total Grants / Projects	17,210,385	20,034,202	19,710,204	19,482,231
Total Expenditure / Appropriation	19,476,102	22,841,157	22,513,387	22,312,863
Inc/(Dec) from Previous Year			(327,770)	(200,524)
% Inc/(Dec) from Previous Year			(1.4)%	(0.9)%
Inc/(Dec) for 2 Years				(528,294)
% Inc/(Dec) for 2 Years				(2.3)%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Workforce Solutions

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Workforce Solutions Administration	836,075	2,446,191	2,434,966	2,457,419
Total Operating Budget	836,075	2,446,191	2,434,966	2,457,419

Inc/(Dec) from Previous Year			(11,225)	22,453
% Inc/(Dec) from Previous Year			(0.5)%	0.9%

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
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Grants / Projects

JT SDHS MFIP - ES	14,657,519	14,962,044	14,964,256	14,992,285
WS SDHS SSI	-	250,000	-	-
WS DHS Innovation	373,976	-	-	-
JT SDES WIA Title I Youth	652,819	1,047,246	829,263	829,263
WD SDES WIA Title 1 Adult	278,929	827,585	729,129	729,129
WD SDES MN Youth Program	280,626	390,764	405,185	405,185
WS DEED Teen Parent Proj-TANF	29,945	-	-	-
WS Juv Delinq Admin Init	22,615	-	-	-
WFS WIA Incentive (G210069)	20,196	-	-	-
WD DTED WIA Title 1 Disl Wrkr	153,598	760,799	559,668	559,668
WD DTED State Disl Wrkr	1,637,694	1,105,268	1,803,873	1,803,873
WS DEED Youth at Work (G221016)	-	-	75,000	-
WS Everybody In	75,094	-	-	-
WIB General Operations	79,179	110,496	95,906	94,026
WS DEED MN Job Skills Prtnrshp	-	-	180,895	-
WS BSU JobConnect	5,700	300,000	67,029	68,803
Total Grants / Projects	18,267,890	19,754,202	19,710,204	19,482,232

Total Revenue / Estimated Revenue	19,103,965	22,200,393	22,145,170	21,939,651
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Inc/(Dec) from Previous Year			(55,223)	(205,519)
% Inc/(Dec) from Previous Year			(0.2)%	(0.9)%

Inc/(Dec) for 2 Years				(260,742)
% Inc/(Dec) for 2 Years				(1.2)%

Department Summary



PERSONNEL SUMMARY BY DIVISION

WORKFORCE SOLUTIONS

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Workforce Solutions Administration	84.00	84.00	84.00	85.00
Total Operating Budget	84.00	84.00	84.00	85.00
<u>Grants / Projects</u>				
None				
Total Existing Permanent FTE	84.00	84.00	84.00	85.00

	2016 Approved	2017 Approved
New FTEs		
Employment Guidance Counselor Aide	1.00	-
Total New FTE	1.00	-
Total FTE	85.00	85.00
Inc/(Dec) From Previous Year	1.00	-
Inc/(Dec) for 2 Years		1.00

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

WORKFORCE SOLUTIONS

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Administration					
General Administration	D/M	12.00	2,803,183	2,434,966	368,217
Dislocated Worker Services					
Federal & State Grants	D/M	15.00	2,363,541	2,363,541	-
Youth Services					
Federal & State Grants	D/M	6.00	1,309,448	1,309,448	-
Adult Services					
Federal & State Grants	D/M	1.00	729,129	729,129	-
Mn Family Investment Prgrm					
MFIP/DWP	M	49.00	15,145,151	15,145,151	-
Business Services					
Business Services Unit	D	1.00	67,029	67,029	-
WIB					
WIB Operations	D/M	1.00	95,906	95,906	-
		85.00	22,513,387	22,145,170	368,217

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.00%	49.00	15,145,151	15,145,151	-
Total Mandated/Discretionary	M/D	0.00%	-	-	-	-
Total Discretionary/Mandated	D/M	100.00%	35.00	7,301,207	6,932,990	368,217
Total Discretionary	D	0.00%	1.00	67,029	67,029	-
			85.00	22,513,387	22,145,170	368,217
2015 Budget			84.00	22,841,157	22,480,393	360,764
Inc/(Dec.) from 2015 Budget			1.00	(327,770)	(335,223)	7,453
% Inc/-Dec. from 2015 Budget				-1.4%	-1.5%	2.1%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2016 APPROVED)
CHANGE FROM 2015 BUDGET**

WORKFORCE SOLUTIONS

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Administration				
General Administration	-	(3,772)	(11,225)	7,453
Dislocated Worker Services				
Federal & State Grants	-	497,474	497,474	-
Youth Services				
Federal & State Grants	-	(128,562)	(128,562)	-
Adult Services				
Federal & State Grants	-	(98,456)	(98,456)	-
Mn Family Investment Prgrm				
MFIP/DWP	1.00	(316,893)	(316,893)	-
Business Services				
Business Services Unit	-	(232,971)	(232,971)	-
WIB				
WIB Operations	-	(44,590)	(44,590)	-
Inc/(Dec.) from 2015 Budget	1.00	(327,770)	(335,223)	7,453
% Inc/-Dec. from 2015 Budget		-1.4%	-1.5%	2.1%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

WORKFORCE SOLUTIONS

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Administration					
General Administration	D/M	12.00	2,830,632	2,457,419	373,213
Dislocated Worker Services					
Federal & State Grants	D/M	15.00	2,363,541	2,363,541	-
Youth Services					
Federal & State Grants	D/M	6.00	1,234,448	1,234,448	-
Adult Services					
Federal & State Grants	D/M	1.00	729,129	729,129	-
Mn Family Investment Prgrm					
MFIP/DWP	M	49.00	14,992,284	14,992,284	-
Business Services					
Business Services Unit	D	1.00	68,803	68,803	-
WIB					
WIB Operations	D/M	1.00	94,026	94,026	-
		85.00	22,312,863	21,939,650	373,213

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M		49.00	14,992,284	14,992,284	-
Total Mandated/Discretionary	M/D		-	-	-	-
Total Discretionary/Mandated	D/M		35.00	7,251,776	6,878,563	373,213
Total Discretionary	D		1.00	68,803	68,803	-
			85.00	22,312,863	21,939,650	373,213
2016 Approved Budget			85.00	22,513,387	22,145,170	368,217
Inc/(Dec.) from 2016 Approved Budget			-	(200,524)	(205,520)	4,996
% Inc/-Dec. from 2016 Approved Budget				-0.9%	-0.9%	1.4%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2017 APPROVED)
CHANGE FROM 2016 APPROVED BUDGET**

WORKFORCE SOLUTIONS

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Administration				
General Administration	-	27,449	22,453	4,996
Dislocated Worker Services				
Federal & State Grants	-	-	-	-
Youth Services				
Federal & State Grants	-	(75,000)	(75,000)	-
Adult Services				
Federal & State Grants	-	-	-	-
Mn Family Investment Prgrm				
MFIP/DWP	-	(152,867)	(152,867)	-
Business Services				
Business Services Unit	-	1,774	1,774	-
WIB				
WIB Operations	-	(1,880)	(1,880)	-
Inc/(Dec.) from 2016 Approved Budget	-	(200,524)	(205,520)	4,996
% Inc/-Dec. from 2016 Approved Budget		-0.9%	-0.9%	1.4%

GOAL

1. **Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Collaborate with other service disciplines to provide wrap-around employment and well-being services to populations with specialized needs
- B. Ensure that low-income and at-risk youth are prepared to obtain future careers with living wages

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Improvements in our performance measures are the result of significant changes in service delivery over the past few years. We adopted a model to address the entire family’s well-being with the goal to create long-term education and employment success for the individual. Research and experience show that an individual will be more successful in the workplace if stress due to illness or well-being of a dependent family member is mitigated. This approach requires us to partner with social service providers, such as mental health and public health workers, to stabilize the family so the head of the household can retain work. In addition, our youth programs allow us to make early interventions to help youth get directed onto a long-term career path. These approaches have earned us awards from the Minnesota Department of Human Services, regional replication, and national attention.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	% of teen parents in the MFIP-Public Health project who graduate from high school or complete a GED	67.1%	69.5%	61.5%	70%	71%
A2	% of MFIP participants who met the 3-year self-support index	58.2%	61.9%	64%	65%	66%
A3	% of persons in the WIA younger youth (14-18) program who graduate from high school or complete a GED	82%	84.2%	NA	85%	85%
B1	% of persons in the WIA younger youth (14-18) program who met a basic skills or work-readiness goal	92%	90.7%	NA	91%	92%
B2	% of person working in the FAST program	25.3%	29.2%	26.5%	30%	32%
	- Test group	21.2%	20.5%	29.6%	30%	30%
	- Control group					

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

WORKFORCE SOLUTIONS

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Performance Measure #A1: The decrease in the teen parent GED completion rate is most likely due to the new GED standards released last year which set the standards higher than previously.

Performance Measure #A2: The Minnesota Department of Human Services, that administers the Minnesota Family Investment program, defines the self-support index as the percentage of MFIP and DWP cases that are either no longer receiving cash assistance or working 30 or more hours per week three years after a baseline quarter.

Performance Measure A#3 & #B1: As the WIA program year 2014 runs April 2014- March 2015, 2014 data is not available yet.

Performance Measure #B2: Families Achieving Success Today (FAST) serves MFIP clients with serious disabilities by using an adult mental health supported employment model. It is currently under evaluation through a randomized controlled study.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

WORKFORCE SOLUTIONS

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Ensure that residents who live in neighborhoods with concentrated financial poverty develop skills and have access to opportunities to increase their employability.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Around 80% of our program funding is invested in developing skills and opportunities of people living in high poverty. State guidelines for MFIP require a family to be below 115% of the federal poverty line (\$22,760 a year for a family of three). For the Adult program resources must be directed to families at 175% of the federal poverty guidelines (\$25,151 a year for a family of three). Increases in employment rates are the result of both a recovering economy and program changes identified under Goal 1 on the previous page.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	% of persons employed in the Adult program	77.4%	83.3%	NA	84%	85%
A2	% of persons employed in the WIA older youth (18-24) program	87.7%	76.5%	NA	78%	79%
A3	% of MFIP persons working while on MFIP in a month	28.6%	29.2%	31.6%	32%	33%
	-<87 hours/month	12.3%	12.5%	12.9%		
	-at least 87 hours/month	16.3%	16.7%	18.7%		
A4	% of the total number of annual MFIP cases exiting at least one month with wages	8.1%	9.9%	10.0%	10%	11%
	- # served any month during year	8,952	8,385	7,789		
	- # employed in the last month before leaving MFIP	727	832	781		

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Performance Measures #A1 & #A2: As the WIA program year 2014 runs April 2014- March 2015, 2014 data is not available yet.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

WORKFORCE SOLUTIONS

GOAL

- 3. Enhance access to opportunity and mobility for all residents and businesses**
through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Ensure that employers in high-growth industries have a skilled workforce to support their advancement
- B. Assist unemployed and displaced workers to quickly reenter the workplace
- C. Promote equity in employment access and opportunities for all racial groups

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

At 3.9% unemployment in 2014, Ramsey County was at full employment. While higher employment signals a recovering economy to those who landed the job, finding a family-sustaining wage is challenging. Jobs recovered are not representative of jobs lost. Lower-wage industries accounted for 22% of job losses (2 million) during the recession but 44% (3.8 million added) of employment growth since the recovery started; this is reflected in the performance measures. Whereas, typically higher-skilled dislocated workers found employment at a lower rate due to their jobs not being replaced and lower-skilled workers in the diversionary worker program had increasing employment rates. Also issues of persistent inequality in employment opportunities are illustrated. Over the past three years, all groups have improved on the SSI-measures, yet whites retain work at a rate faster than African Americans and American Indians, widening the gap. Moving forward these issues will affect service needs. This means lengthened time on caseloads, more training, more support, and more supportive services will be needed.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

WORKFORCE SOLUTIONS

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016-17 Estimate
A1	% of persons employed through the Diversionary Work Program - # served - # employed	33% 2,503 810	37% 2,127 787	39% 1,976 779	40%	41%
B1	% of persons employed through the WIA Dislocated Worker Program	83.2%	78.7%	NA	80%	82%
C1	% of total MFIP participants that met the Three-Year Self-Support Index	58.2%	61.9%	Jan-Sep 64.0%	65%	67%
	Whites	60.3%	63.8%	65.2%		
	African Americans	45.7%	48.4%	49.4%		
	disparity from Whites	-14.6	-15.4	-15.9		
	American Indians	39.3%	41.1%	42.1%		
	disparity from Whites	-20.9	-22.7	-23.1		
	Asian Americans	80.3%	82.7%	86.1%		
	difference from Whites	20.0	18.9	20.9		
	Hmong	74.3%	74.2%	76.5%		
	difference from Whites	14.0	10.4	11.3		
	Latinos/Hispanics	55.4%	60.0%	62.7%		
	difference from Whites	-4.9	-3.9	-2.5		
	Other Asian Immigrants	86.8%	87.9%	89.1%		
	difference from Whites	26.6	24.1	23.9		
	Other Black Immigrants	72.5%	78.8%	79.4%		
	difference from Whites	12.2	15.0	14.2		
	Somali	63.2%	70.1%	72.8%		
	difference from Whites	2.9	6.2	7.6		

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (*If necessary*)

Performance Measures #A1 & #A2: As the WIA program year 2014 runs April 2014- March 2015, 2014 data is not available yet.

Performance Measure #C1?: The Minnesota Department of Human Services, that administers the Minnesota Family Investment program, defines the self-support index as the percentage of MFIP and DWP cases that are either no longer receiving cash assistance or working 30 or more hours per week three years after a baseline quarter.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

WORKFORCE SOLUTIONS

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Pass all federal and state financial audits with unqualified or clear opinions.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Workforce Solutions goes through annual financial statement audits with the State of Minnesota and receives unqualified or clear opinions. The Federal government and State of Minnesota also perform fiscal and service audits annually for specific grants. These audits consistently show that Workforce Solutions performs to the standards set by the grant and that money is appropriately spent on specific services.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Passed all state and federal financial audits with unqualified or clear opinions.	Yes	Yes	Yes	Yes	Yes

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

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HEALTH & WELLNESS

Department Summary

Director, Meghan Mohs 160 E. Kellogg Blvd. Saint Paul, MN



VISION

A vibrant community where all are valued and thrive.

COMMUNITY HUMAN SERVICES

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

The Community Human Services (CHS) Department aspires to provide to Ramsey County residents the highest quality of service available in the State of Minnesota. Community Human Services is responsible for helping persons, families, and communities of Ramsey County to survive and thrive. Community Human Services is also the local authority for mental health services, child and adult protection, and medical, financial and food assistance.

In 2016 and beyond, the Community Human Services Department will continue to strive to meet increased and unmet community need by engaging the communities to identify needs, improving access and quality of its services, and the efficiency in how it provides those services. The Department's work will be challenging given the slow economic recovery, an aging County population, increased diversity in County's population, and the increase in persons and families with complex needs.

PROGRAMS / SERVICES

CHS's target populations include:

- Families who have experienced child abuse and neglect
- Adults experiencing mental illness
- Children experiencing emotional disturbance
- People experiencing chemical dependency
- Senior residents
- People who are experiencing homelessness
- Children and adults who experience a developmental disability
- Children and adults experiencing a physical disability
- Low income people in need of financial and medical assistance

Services provided to the above target populations include:

- Information and referral
- Assessment
- Case Management
- Community Support Services
- Residential Treatment
- Outpatient Treatment
- Crisis Services

Department Summary

Director, Meghan Mohs 160 E. Kellogg Blvd. Saint Paul, MN



COMMUNITY HUMAN SERVICES

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being.

- Provide assistance to individuals and families of all ages to meet their basic needs for safety, food, health and shelter in a respectful, equitable and timely manner.
- Implement best or promising practices to provide assistance, resources, and supports to individuals and families to reduce the need for more intensive services.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Work or partner with communities to provide the support they need to improve economic prosperity in their communities.
- Concentrate CHS's economic contribution to the community through contracting with agencies located, and hiring employees who reside, in areas of concentrated financial poverty.
- Collaborate with the departments of the Health & Wellness Service Team to improve inclusiveness in contracting and to increase contracts with agencies located in areas of concentrated financial poverty.

Enhance access to opportunity and mobility for all residents and businesses.

- Increase equitable distribution of CHS resources in the community through improvements in capacity and support for community vendors of all cultures.
- Become an anti-racism organization that promotes equity, values and respects the diversity of our community members regardless of race, ethnicity, gender, religion, sexual orientation, age, and/or ability.

Model forward-thinking investment, fiscal accountability and transparency.

- Achieve excellence in fiscal stewardship by actively pursuing and maximizing alternative funding streams while increasing effectiveness in the use of current resources.
- Anticipate resource and technology needs to improve the efficiency, effectiveness and equity of CHS services and operations.

Department Summary



**RAMSEY
COUNTY**

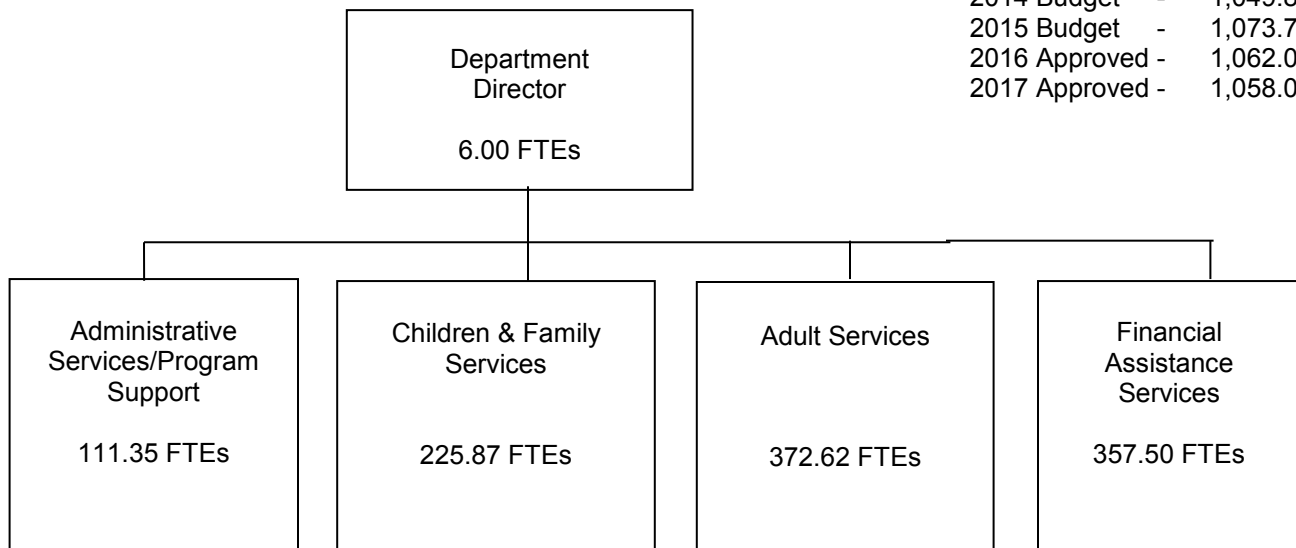
Director, Meghan Mohs 160 E. Kellogg Blvd. Saint Paul, MN

651-266-4417

COMMUNITY HUMAN SERVICES

2015 ORGANIZATION CHART

<u>Personnel - FTE</u>	
2014 Budget	- 1,049.84
2015 Budget	- 1,073.74
2016 Approved	- 1,062.04
2017 Approved	- 1,058.04



Department Summary



BUDGET SUMMARY

Community Human Services

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	140,778,960	154,848,773	165,157,085	167,563,090
Expenditure / Appropriation - Grants / Projects	13,867,607	18,788,421	18,669,929	18,732,965
Revenue / Est. Revenue - Operating Budget	71,952,638	74,541,507	83,330,363	84,590,693
Revenue / Est. Revenue - Grants / Projects	11,467,863	16,452,232	16,231,981	16,237,938
Use of Fund Balance	-	-	-	-
County Tax Levy	71,226,066	82,643,455	84,264,670	85,467,424
Inc/(Dec) from Previous Year			1,621,215	1,202,754
% Inc/(Dec) from Previous Year			2.0%	1.4%
Inc/(Dec) for 2 Years				2,823,969
% Inc/(Dec) for 2 Years				3.4%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Community Human Services

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	10,499,568	8,924,184	8,170,144	8,137,288
Intergovernmental Revenue				
Federal	39,103,995	44,641,715	46,890,920	47,393,772
State	28,374,848	32,573,477	39,761,917	40,558,208
Local / Other	-	20,000	20,000	20,000
Total Intergovernmental Revenue	67,478,843	77,235,192	86,672,837	87,971,980
Use of Money, Property & Sales	186,040	155,000	155,000	155,000
Other Revenue & Taxes	5,256,050	4,679,363	4,564,363	4,564,363
Property Tax Levy	71,226,066	82,643,455	84,264,670	85,467,424
Total Revenue / Estimated Revenue	<u>154,646,567</u>	<u>173,637,194</u>	<u>183,827,014</u>	<u>186,296,055</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	83,645,589	94,524,703	101,866,108	103,505,931
Professional Services	14,109,082	18,656,428	20,702,279	21,307,233
Client Services	55,169,239	59,656,807	60,553,956	60,778,220
Supplies	519,968	629,486	565,401	565,401
Capital Outlay	1,202,689	169,770	139,270	139,270
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>154,646,567</u>	<u>173,637,194</u>	<u>183,827,014</u>	<u>186,296,055</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Community Human Services

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Community Human Services Administration	2,807,819	2,837,040	3,473,550	3,583,403
Controller	2,377,666	2,840,273	2,575,290	2,660,551
Planning	651,185	775,932	891,464	923,024
CHS - Support Services	5,680,708	4,833,546	5,049,091	5,305,350
Information Support	8,292,533	10,005,230	10,684,228	11,113,377
Income Maintenance	26,631,810	31,413,030	27,958,371	27,874,737
CHS - Social Services	61,461,492	66,795,628	80,032,516	81,129,905
Social Services - Purchase of Services	664,654	607,198	720,954	743,134
Social Services - Community Corrections	4,939,256	1,459,773	1,459,773	1,459,773
Social Services - Child Placement	12,157,580	16,133,160	15,633,160	15,633,160
Clinical Services	11,957,109	13,966,560	13,240,269	13,612,586
Detox Center	3,157,148	3,181,403	3,438,419	3,524,090
Total Operating Budget	140,778,960	154,848,773	165,157,085	167,563,090
Inc/(Dec) from Previous Year			10,308,312	2,406,005
% Inc/(Dec) from Previous Year			6.7%	1.5%

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Community Human Services

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
Shelter Plus (G102801)	534,010	-	-	-
Continuum of Care (G102802)	-	93,882	97,529	102,631
Support for Emancipated Living Funct (G201106)	25,584	50,000	50,000	50,000
Time Limited Reunification (G201116)	132,936	140,641	245,390	251,347
Alternative Response (G201117)	111,233	202,463	202,463	202,463
Parent Support Grant (G201125)	153,055	200,000	200,000	200,000
Respite Care (G201129)	36,457	75,000	75,000	75,000
Maternal Child Substance Abuse (G201203)	648,790	1,119,654	1,217,766	1,269,743
Rule 78 Adult (G201302)	11,731,666	13,063,608	13,063,608	13,063,608
Pre-Admission Screening (G201303)	12,472	20,000	20,000	20,000
Mental Health Screening (G201313)	439,426	388,783	388,783	388,783
Mn Housing - Family Homeless (G206001)	-	3,046,262	3,046,262	3,046,262
Homeless Initiative (G206003)	-	300,000	-	-
U-Care Needs Assessment (G304013)	-	25,000	-	-
Work Resource Hubs (P061019)	41,978	51,128	51,128	51,128
Juvenile Prostitution (P070002)	-	12,000	12,000	12,000
Total Grants / Projects	13,867,607	18,788,421	18,669,929	18,732,965
Total Expenditure / Appropriation	154,646,567	173,637,194	183,827,014	186,296,055
Inc/(Dec) from Previous Year			10,189,820	2,469,041
% Inc/(Dec) from Previous Year			5.9%	1.3%
Inc/(Dec) for 2 Years				12,658,861
% Inc/(Dec) for 2 Years				7.3%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Community Human Services

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Community Human Services Administration	3,420	2,600	2,600	2,600
Controller	2,620	2,000	2,000	2,000
CHS - Support Services	216,948	156,000	156,000	156,000
Information Support	-	33,799	33,799	33,799
Income Maintenance	16,991,694	19,966,929	17,876,929	17,829,956
CHS - Social Services	42,449,438	41,021,909	52,712,836	54,052,132
Social Services - Purchase of Services	14,082	116,000	116,000	116,000
Social Services - Community Corrections	1,665,856	1,459,773	1,459,773	1,459,773
Social Services - Child Placement	2,830,716	3,095,000	3,095,000	3,095,000
Clinical Services	6,012,144	6,412,200	6,171,526	6,140,154
Detox Center	1,765,720	2,275,297	1,703,900	1,703,279
Total Operating Budget	71,952,638	74,541,507	83,330,363	84,590,693
Inc/(Dec) from Previous Year			8,788,856	1,260,330
% Inc/(Dec) from Previous Year			11.8%	1.5%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Community Human Services

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
Shelter Plus (G102801)	364,010	-	-	-
Continuum of Care (G102802)	-	93,882	93,882	93,882
Support for Emancipated Living Funct (G201106)	25,584	50,000	50,000	50,000
Time Limited Reunification (G201116)	140,641	140,641	245,390	251,347
Alternative Response (G201117)	211,482	202,463	202,463	202,463
Parent Support Grant (G201125)	248,913	200,000	200,000	200,000
Respite Care (G201129)	26,420	75,000	75,000	75,000
Maternal Child Substance Abuse (G201203)	202,500	900,000	900,000	900,000
Rule 78 Adult (G201302)	9,577,051	11,012,201	11,012,201	11,012,201
Pre-Admission Screening (G201303)	3,084	6,000	6,000	6,000
Mental Health Screening (G201313)	552,117	388,783	388,783	388,783
Mn Housing - Family Homeless (G206001)	-	3,046,262	3,046,262	3,046,262
Homeless Initiative (G206003)	-	300,000	-	-
U-Care Needs Assessment (G304013)	-	25,000	-	-
Juvenile Prostitution (P070002)	5,061	12,000	12,000	12,000
Transition to Community (P070090)	111,000	-	-	-
Total Grants / Projects	11,467,863	16,452,232	16,231,981	16,237,938
Total Revenue / Estimated Revenue	83,420,501	90,993,739	99,562,344	100,828,631
Inc/(Dec) from Previous Year			8,568,605	1,266,287
% Inc/(Dec) from Previous Year			9.4%	1.3%
Inc/(Dec) for 2 Years				9,834,892
% Inc/(Dec) for 2 Years				10.8%

Department Summary



PERSONNEL SUMMARY BY DIVISION

COMMUNITY HUMAN SERVICES

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Community Human Services Administration	6.00	6.00	6.00	6.00
Controller	28.00	28.00	28.00	28.00
Planning	8.00	8.00	7.00	7.00
CHS - Support Services	8.00	8.00	7.00	7.00
Information Support	49.00	46.85	44.85	44.85
Income Maintenance	363.50	360.50	360.50	359.50
CHS - Social Services	414.32	442.47	536.17	534.17
Social Services - Purchase of Services	7.00	7.00	7.50	7.50
CHS Social Services-Trst/Agcy	3.00	3.00	3.00	3.00
Clinical Services	113.22	112.72	112.22	111.22
Detox Center	31.80	31.80	31.80	31.80
Total Operating Budget	1,031.84	1,054.34	1,144.04	1,140.04

Department Summary



PERSONNEL SUMMARY BY DIVISION

COMMUNITY HUMAN SERVICES

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
Continuum of Care (G102802)	-	1.00	1.00	1.00
Time Limited Reunification (G201116)	2.00	2.00	2.00	2.00
Maternal Child Substance Abuse (G201203)	11.00	11.00	11.00	11.00
Mental Health Screening (G201313)	4.00	4.00	4.00	4.00
Mn Housing - Family Homeless (G206001)	1.00	1.00	-	-
Total Existing Permanent FTE	1,049.84	1,073.34	1,162.04	1,158.04

	2016 Approved	2017 Approved
New FTEs		
None		
Total New FTE	-	-
Total FTE	1,162.04	1,158.04
Inc/(Dec) From Previous Year	88.70	(4.00)
Inc/(Dec) for 2 Years		84.70

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 Approved)

COMMUNITY HUMAN SERVICES

Program / Service	Mand./ Discr.	Performance Measure(s)	2016 Approved			
			FTEs	Budget	Financing	Levy
Children & Family Services		#1				
<u>Child Protection</u>						
Assessment and Intake CP	M/D		41.00	5,044,357	1,166,026	3,878,331
Community Based Support CP	M/D			377,042	70,392	306,650
Community Based Support CP	D			1,094,988	204,428	890,560
Emergency Treatment	M/D			285,498	43,216	242,283
Emergency Treatment	D			233,034	35,274	197,759
Outpatient Treatment CP	M/D			550,692	83,358	467,334
Out of Home Placement	M/D			16,893,884	11,949,597	4,944,287
Out of Home Placement	D			65,054	46,015	19,039
Case Management CP	M/D		113.87	14,796,201	7,764,611	7,031,590
Total Child Protection			154.87	39,340,750	21,362,917	17,977,833
<u>Child Welfare</u>						
Information and Referral CW	M/D			127,000	31,224	95,776
Case Management CW	M/D		28.00	2,809,192	1,305,732	1,503,460
Case Management CW	D			62,194	28,908	33,286
Total Child Welfare			28.00	2,998,385	1,365,864	1,632,521
Total Children & Family Services			182.87	42,339,135	22,728,781	19,610,354
Child Care		#2				
Child Care	M/D		10.00	1,608,533	835,200	773,333
Child Care	D			25,000	-	25,000
Total Child Care			10.00	1,633,533	835,200	798,333
Chemical Health Services		#3				
Information and Referral	M/D			184,529	-	184,529
Assessment and Intake	M/D		10.50	1,204,558	755,488	449,070
Residential Treatment	M/D		31.30	5,155,835	1,703,900	3,451,935
Total Chemical Health Services			41.80	6,544,922	2,459,388	4,085,534
Adult Mental Health Services		#4				
Assessment and Intake	M/D		26.80	3,683,820	6,000	3,677,820

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 Approved)

COMMUNITY HUMAN SERVICES

Program / Service	Mand./ Discr.	Performance Measure(s)	2016 Approved			
			FTEs	Budget	Financing	Levy
Housing	M/D			2,714,000	2,013,696	700,304
Community Integration	M/D			3,966,190	1,006,848	2,959,342
Community Integration	D			89,442	-	89,442
Emergency/Crisis Treatment	M/D		11.70	1,253,962	-	1,253,962
Outpatient Treatment	M/D		48.09	6,374,105	3,279,316	3,094,789
Residential Treatment	M/D			4,012,987	2,796,800	1,216,187
Case Management	M/D		35.63	8,275,448	8,262,066	13,382
Total Adult Mental Health Services			122.22	30,369,954	17,364,726	13,005,228
Children's Mental Health Services		#5				
Assessment and Intake	M/D		8.00	891,069	213,225	677,844
Community Based Support	M/D			763,639	150,313	613,326
Community Based Support	D			140,954	27,745	113,209
Outpatient Treatment	M/D			176,641	-	176,641
Out of Home Placement	M/D			1,896,500	302,000	1,594,500
Case Management	M/D		22.00	3,841,575	1,509,979	2,331,596
Total Children's Mental Health Services			30.00	7,710,378	2,203,262	5,507,116
Developmental Disabilities Svcs		#6				
Assessment and Intake	M/D			28,788	-	28,788
Vocational	M/D			589,003	-	589,003
Community Integration	M/D			1,412,508	1,351,810	60,698
Outpatient Treatment	M/D			1,481,756	-	1,481,756
Residential Treatment	M/D			548,212	-	548,212
Case Management	M/D		84.10	8,238,821	5,155,721	3,083,100
Total Developmental Disabilities Svcs			84.10	12,299,088	6,507,531	5,791,557
Adult Services		#7				
<u>Low Income Homeless</u>						
Assessment and Intake	D			-	-	-
Housing	M/D			3,046,262	3,046,262	-
Residential/Shelters	D			1,264,506	573,750	690,756
Total Low Income Homeless			0.00	4,310,768	3,620,012	690,756
<u>Elderly</u>						
Assessment and Intake	M/D			161,105	44,386	116,719
Community Integration	D			216,442	-	216,442
Case Management	M/D		31.00	3,206,676	3,204,684	1,992

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 Approved)

COMMUNITY HUMAN SERVICES

Program / Service	Mand./ Discr.	Performance Measure(s)	2016 Approved			
			FTEs	Budget	Financing	Levy
Total Elderly			31.00	3,584,223	3,249,070	335,153
<u>Adult Services</u>						
Assessment and Intake	M/D		12.00	1,124,104	170,155	953,949
Community Integration	M/D			937,528	141,913	795,615
Case Management	M/D		5.00	586,626	479,746	106,880
Total Adult Services			17.00	2,648,258	791,814	1,856,444
<u>Waiver</u>						
Assessment and Intake	M/D		156.70	15,510,417	15,221,355	289,062
Community Integration	M/D			5,202	787	4,415
Residential/Shelters	M/D			1,186,000	-	1,186,000
Case Management	M/D		10.00	971,288	909,000	62,288
Total Waiver			166.70	17,672,906	16,131,142	1,541,764
Total Adult Services			214.70	28,216,155	23,792,038	4,424,117
<u>Income Maintenance Services #8</u>						
Assessment and Intake	M/D		92.50	6,844,001	5,959,684	884,317
Child Care	M/D		12.00	919,137	91,914	827,223
Case Management	M/D		264.00	21,404,714	8,109,995	13,294,719
Total Income Maintenance Services			368.50	29,167,853	14,161,593	15,006,260
<u>Program Support</u>						
Program Support	M/D		107.85	25,222,212	9,498,040	15,724,172
Program Support	D			323,784	11,785	311,999
Total Program Support			107.85	25,545,996	9,509,825	16,036,171
Total			1162.04	183,827,014	99,562,344	84,264,670

<u>SUMMARY</u>		Levy %	FTE's	Budget	Financing	Levy
Total Mandated	M		-	-	-	-
Total Mandated/Discretionary	M/D	100%	1,162.04	180,311,617	98,634,439	81,677,178
Total Discretionary/Mandated	D/M		-	-	-	-
Total Discretionary	D		-	3,515,397	927,905	2,587,492

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 Approved)

COMMUNITY HUMAN SERVICES

Program / Service	Mand./ Discr.	Performance Measure(s)	2016 Approved			
			FTEs	Budget	Financing	Levy
		100%	1,162.04	183,827,014	99,562,344	84,264,670
2015 Budget			1,073.34	173,637,194	90,993,738	82,643,456
Inc/(Dec) from 2015 Budget			88.70	10,189,820	8,568,606	1,621,214
% Inc/(Dec) from 2015 Budget				5.9%	9.4%	2.0%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary.

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 Approved)
CHANGE FROM 2015 BUDGET

COMMUNITY HUMAN SERVICES

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Children & Family Services				
<u>Child Protection</u>				
Assessment and Intake CP	(11.00)	(34,039)	(147,524)	113,485
Community Based Support CP		25,850	(36,631)	62,481
Emergency Treatment		10,167	(12,713)	22,880
Outpatient Treatment CP		10,798	(13,501)	24,299
Out of Home Placement		544,305	1,887,352	(1,343,047)
Case Management CP	3.50	439,086	(1,200,618)	1,639,704
Total Child Protection	(7.50)	996,167	476,365	519,803
<u>Child Welfare</u>				
Information and Referral CW		10,000	(1,766)	11,766
Case Management CW	6.50	1,143,205	124,597	1,018,608
Total Child Welfare	6.50	1,153,205	122,831	1,030,374
Total Children & Family Services	(1.00)	2,149,373	599,196	1,550,177
Child Care				
Child Care	(2.00)	(206,370)	(247,400)	41,030
Total Child Care	(2.00)	(206,370)	(247,400)	41,030
Chemical Health Services				
Information and Referral		3,618	-	3,618
Assessment and Intake	1.00	93,609	-	93,609
Residential Treatment	1.00	377,133	(596,397)	973,530
Total Chemical Health Services	2.00	474,360	(596,397)	1,070,757
Adult Mental Health Services				
Assessment and Intake	8.60	1,287,003	-	1,287,003
Housing	(1.00)	-	-	-
Community Integration		-	(0)	0
Emergency/Crisis Treatment	(11.00)	(788,679)	-	(788,679)
Outpatient Treatment	(1.10)	(807,312)	(190,674)	(616,638)
Residential Treatment		(304,677)	-	(304,677)
Case Management	(2.00)	(189,620)	(110,000)	(79,620)
Total Adult Mental Health Services	(6.50)	(803,284)	(300,674)	(502,610)

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 Approved)
CHANGE FROM 2015 BUDGET

COMMUNITY HUMAN SERVICES

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Children's Mental Health Services				
Assessment and Intake	(1.00)	(12,163)	-	(12,163)
Community Based Support		(886,672)	-	(886,672)
Outpatient Treatment		3,464	-	3,464
Out of Home Placement		(500,000)	(227,219)	(272,781)
Case Management	1.00	1,079,162	542,249	536,913
Total Children's Mental Health Services	0.00	(316,209)	315,030	(631,240)
Developmental Disabilities Svcs				
Assessment and Intake	(24.50)	(2,259,412)	-	(2,259,412)
Vocational		11,549	-	11,549
Community Integration		15,860	(36,754)	52,614
Outpatient Treatment		201,020	-	201,020
Residential Treatment		110,000	-	110,000
Case Management	24.30	2,186,876	610,000	1,576,876
Total Developmental Disabilities Svcs	(0.20)	265,892	573,246	(307,354)
Adult Services				
<u>Low Income Homeless</u>				
Assessment and Intake	(3.00)	(266,462)	(47,804)	(218,658)
Housing		(204,738)	(200,000)	(4,738)
Residential/Shelters		24,738	(26,250)	50,988
Total Low Income Homeless	(3.00)	(446,462)	(274,054)	(172,408)
<u>Elderly</u>				
Assessment and Intake	(3.00)	-	(4,517)	4,517
Community Integration		4,244	(38,069)	42,313
Case Management	2.00	(381,598)	(471,578)	89,980
Total Elderly	(1.00)	(377,354)	(514,164)	136,810
<u>Adult Services</u>				
Assessment and Intake	(2.00)	(389,252)	(101,348)	(287,904)
Community Integration		18,383	(22,986)	41,369
Case Management	(9.00)	(712,659)	(501,411)	(211,248)
Total Adult Services	(11.00)	(1,083,528)	(625,745)	(457,783)

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 Approved)
CHANGE FROM 2015 BUDGET

COMMUNITY HUMAN SERVICES

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
<u>Waiver</u>				
Assessment and Intake	111.70	11,474,380	14,497,272	(3,022,892)
Community Integration		102	(128)	230
Residential/Shelters		(107,120)	(231,992)	124,872
Case Management	(1.80)	(73,744)	(500,000)	426,256
Total Waiver	109.90	11,293,618	13,765,152	(2,471,534)
Total Adult Services	94.90	9,386,273	12,351,189	(2,964,916)
Income Maintenance Services				
Assessment and Intake		141,804	(700,000)	841,804
Child Care	(1.00)	11,486	(790,686)	802,173
Case Management	12.00	(1,834,727)	(1,155,664)	(679,063)
Total Income Maintenance Services	11.00	(1,681,436)	(2,646,350)	964,914
Program Support				
Program Support	(9.50)	921,221	(1,479,234)	2,400,455
Total Program Support	(9.50)	921,221	(1,479,234)	2,400,455
Inc/(Dec.) from 2015 Budget	88.70	10,189,820	8,568,606	1,621,214
% Inc/-Dec. from 2015 Budget		5.9%	9.4%	2.0%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 Approved)

COMMUNITY HUMAN SERVICES

Program / Service	Mand./ Discr.	Performance Measure(s)	2017 Approved			
			FTEs	Budget	Financing	Levy
Children & Family Services		#1				
<u>Child Protection</u>						
Assessment and Intake CP	M/D		41.00	5,118,107	1,169,779	3,948,328
Community Based Support CP	M/D			377,072	69,850	307,222
Community Based Support CP	D			1,095,075	202,857	892,218
Emergency Treatment	M/D			285,610	42,819	242,791
Emergency Treatment	D			233,125	34,951	198,174
Outpatient Treatment CP	M/D			550,908	82,593	468,315
Out of Home Placement	M/D			16,851,113	11,907,141	4,943,972
Out of Home Placement	D			64,889	45,851	19,038
Case Management CP	M/D		112.87	14,997,620	7,570,530	7,427,090
Total Child Protection			153.87	39,573,519	21,126,371	18,447,148
<u>Child Welfare</u>						
Information and Referral CW	M/D			127,000	31,040	95,960
Case Management CW	M/D		28.00	2,889,986	1,313,778	1,576,208
Case Management CW	D			63,982	29,086	34,896
Total Child Welfare			28.00	3,080,968	1,373,904	1,707,064
Total Children & Family Services			181.87	42,654,487	22,500,275	20,154,212
Child Care		#2				
Child Care	M/D		10.00	1,658,166	835,200	822,966
Child Care	D			-	-	-
Total Child Care			10.00	1,658,166	835,200	822,966
Chemical Health Services		#3				
Information and Referral	M/D			184,601	-	184,601
Assessment and Intake	M/D		10.50	1,233,525	755,488	478,037
Residential Treatment	M/D		31.30	5,201,119	1,703,279	3,497,840
Total Chemical Health Services			41.80	6,619,245	2,458,767	4,160,478
Adult Mental Health Services		#4				
Assessment and Intake	M/D		26.80	3,629,094	6,000	3,623,094
Housing	M/D			2,714,000	2,013,697	700,303
Community Integration	M/D			3,966,190	1,006,848	2,959,342

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 Approved)

COMMUNITY HUMAN SERVICES

Program / Service	Mand./ Discr.	Performance Measure(s)	2017 Approved			
			FTEs	Budget	Financing	Levy
Community Integration	D			89,442	-	89,442
Emergency/Crisis Treatment	M/D		11.70	1,302,538	-	1,302,538
Outpatient Treatment	M/D		47.09	6,567,087	3,247,944	3,319,143
Residential Treatment	M/D			4,012,993	2,796,800	1,216,193
Case Management	M/D		35.63	8,389,737	8,262,066	127,671
Total Adult Mental Health Services			121.22	30,671,081	17,333,355	13,337,726
Children's Mental Health Services		#5				
Assessment and Intake	M/D		8.00	901,772	213,225	688,547
Community Based Support	M/D			751,945	150,313	601,632
Community Based Support	D			138,795	27,745	111,050
Outpatient Treatment	M/D			176,710	-	176,710
Out of Home Placement	M/D			1,896,500	302,000	1,594,500
Case Management	M/D		22.00	3,911,179	1,515,936	2,395,243
Total Children's Mental Health Services			30.00	7,776,901	2,209,219	5,567,682
Developmental Disabilities Svcs		#6				
Assessment and Intake	M/D			28,799	-	28,799
Vocational	M/D			589,234	-	589,234
Community Integration	M/D			1,412,825	1,349,812	63,013
Outpatient Treatment	M/D			1,481,776	-	1,481,776
Residential Treatment	M/D			548,212	-	548,212
Case Management	M/D		83.10	8,378,516	5,101,079	3,277,437
Total Developmental Disabilities Svcs			83.10	12,439,362	6,450,891	5,988,471
Adult Services		#7				
<u>Low Income Homeless</u>						
Assessment and Intake	D			-	-	-
Housing	M/D			3,046,262	3,046,262	-
Residential/Shelters	D			1,265,001	526,777	738,224
Total Low Income Homeless			0.00	4,311,263	3,573,039	738,224
<u>Elderly</u>						
Assessment and Intake	M/D			161,105	44,153	116,952
Community Integration	D			216,527	-	216,527
Case Management	M/D		31.00	3,298,187	3,212,898	85,289
Total Elderly			31.00	3,675,819	3,257,051	418,768
<u>Adult Services</u>						
Assessment and Intake	M/D		12.00	1,165,838	174,784	991,054

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 Approved)

COMMUNITY HUMAN SERVICES

Program / Service	Mand./ Discr.	Performance Measure(s)	2017 Approved			
			FTEs	Budget	Financing	Levy
Community Integration	M/D			937,896	140,611	797,285
Case Management	M/D		5.00	592,823	478,384	114,439
Total Adult Services			17.00	2,696,557	793,779	1,902,778
<u>Waiver</u>						
Assessment and Intake	M/D		156.70	15,685,348	15,636,799	48,549
Community Integration	M/D			5,204	780	4,424
Residential/Shelters	M/D			1,186,000	-	1,186,000
Case Management	M/D		10.00	997,486	909,000	88,486
Total Waiver			166.70	17,874,038	16,546,579	1,327,459
Total Adult Services			214.70	28,557,677	24,170,448	4,387,229
Income Maintenance Services		#8				
Assessment and Intake	M/D		92.50	6,818,178	5,959,684	858,494
Child Care	M/D		12.00	921,021	91,914	829,107
Case Management	M/D		263.00	21,422,733	8,109,995	13,312,738
Total Income Maintenance Services			367.50	29,161,932	14,161,593	15,000,339
Program Support						
Program Support	M/D		107.85	26,418,069	10,696,476	15,721,593
Program Support	D			339,135	12,407	326,728
Total Program Support			107.85	26,757,204	10,708,883	16,048,321
Total			1,158.04	186,296,055	100,828,631	85,467,424

		Levy %	FTEs	Budget	Financing	Levy
SUMMARY						
Total Mandated	M		-	-	-	-
Total Mandated/Discretionary	M/D	100%	1,158.04	182,790,084	99,948,958	82,841,126
Total Discretionary/Mandated	D/M		-	-	-	-
Total Discretionary	D		-	3,505,971	879,673	2,626,298
		100%	1,158.04	186,296,055	100,828,631	85,467,424

2016 Budget	1,162.04	183,827,014	99,562,344	84,264,670
Inc/(Dec) from 2016 Approved Budget	(4.00)	2,469,041	1,266,287	1,202,754
% Inc/(Dec) from 2016 Approved Budget		1.3%	1.3%	1.4%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 Approved)

COMMUNITY HUMAN SERVICES

Program / Service	Mand./ Discr.	Performance Measure(s)	2017 Approved			Levy
			FTEs	Budget	Financing	

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary.

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 Approved)
CHANGE FROM 2016 BUDGET

COMMUNITY HUMAN SERVICES

Program / Service	Change from 2016 Budget			
	FTEs	Budget	Financing	Levy
Children & Family Services				
<u>Child Protection</u>				
Assessment and Intake CP		73,750	3,753	69,997
Community Based Support CP		117	(2,113)	2,230
Emergency Treatment		203	(720)	923
Outpatient Treatment CP		216	(765)	981
Out of Home Placement		(42,936)	(42,620)	(316)
Case Management CP	(1.00)	201,419	(194,081)	395,500
Total Child Protection	(1.00)	232,769	(236,546)	469,315
<u>Child Welfare</u>				
Information and Referral CW		-	(184)	184
Case Management CW		82,583	8,224	74,359
Total Child Welfare	-	82,583	8,040	74,543
Total Children & Family Services	(1.00)	315,352	(228,506)	543,858
Child Care				
Child Care		24,633	-	24,633
Total Child Care	0.00	24,633	-	24,633
Chemical Health Services				
Information and Referral		72	-	72
Assessment and Intake		28,967	-	28,967
Residential Treatment		45,284	(621)	45,905
Total Chemical Health Services	0.00	74,323	(621)	74,944
Adult Mental Health Services				
Assessment and Intake		(54,726)	-	(54,726)
Housing		-	1	(1)
Community Integration		0	-	0
Emergency/Crisis Treatment		48,576	-	48,576
Outpatient Treatment	(1.00)	192,982	(31,372)	224,354
Residential Treatment		6	-	6
Case Management		114,289	-	114,289
Total Adult Mental Health Services	(1.00)	301,127	(31,371)	332,498

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 Approved)
CHANGE FROM 2016 BUDGET

COMMUNITY HUMAN SERVICES

Program / Service	Change from 2016 Budget			
	FTEs	Budget	Financing	Levy
Children's Mental Health Services				
Assessment and Intake		10,703	-	10,703
Community Based Support		(13,853)	-	(13,853)
Outpatient Treatment		69	-	69
Out of Home Placement		-	-	-
Case Management		69,604	5,957	63,647
Total Children's Mental Health Services	0.00	66,523	5,957	60,566
Developmental Disabilities Svcs				
Assessment and Intake		11	-	11
Vocational		231	-	231
Community Integration		317	(1,998)	2,315
Outpatient Treatment		20	-	20
Residential Treatment		-	-	-
Case Management	(1.00)	139,695	(54,642)	194,337
Total Developmental Disabilities Svcs	(1.00)	140,274	(56,640)	196,914
Adult Services				
<u>Low Income Homeless</u>				
Assessment and Intake		-	-	-
Housing		-	-	-
Residential/Shelters		495	(46,973)	47,468
Total Low Income Homeless	0.00	495	(46,973)	47,468
<u>Elderly</u>				
Assessment and Intake		-	(233)	233
Community Integration		85	-	85
Case Management		91,511	8,214	83,297
Total Elderly	0.00	91,596	7,981	83,615
<u>Adult Services</u>				
Assessment and Intake		41,734	4,629	37,105
Community Integration		368	(1,302)	1,670
Case Management		6,197	(1,362)	7,559
Total Adult Services	0.00	48,299	1,965	46,334

Department Summary



**PROGRAM / SERVICE ALLOCATION (2017 Approved)
CHANGE FROM 2016 BUDGET**

COMMUNITY HUMAN SERVICES

Program / Service	Change from 2016 Budget			
	FTEs	Budget	Financing	Levy
<u>Waiver</u>				
Assessment and Intake		174,931	415,444	(240,513)
Community Integration		2	(7)	9
Residential/Shelters		-	-	-
Case Management		26,198	-	26,198
Total Waiver	0.00	201,132	415,437	(214,305)
Total Adult Services	0.00	341,522	378,410	(36,888)
Income Maintenance Services				
Assessment and Intake		(25,823)	-	(25,823)
Child Care		1,884	-	1,884
Case Management	(1.00)	18,019	-	18,019
Total Income Maintenance Services	(1.00)	(5,921)	-	(5,921)
Program Support				
Program Support		1,211,208	1,199,058	12,150
Total Program Support	0.00	1,211,208	1,199,058	12,150
Inc/(Dec.) from 2016 Approved Budget	(4.00)	2,469,041	1,266,287	1,202,754
% Inc/(Dec.) from 2016 Approved Budget		1.3%	1.3%	1.4%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COMMUNITY HUMAN SERVICES

GOAL

1. Strengthen individual, family and community health, safety and well-being

through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Provide assistance to individuals and families of all ages to meet their basic needs for safety, food, health and shelter in a respectful, equitable and timely manner.

- B. Implement best or promising practices to provide assistance, resources, and supports to individuals and families to reduce the need for more intensive services.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	% of timely initiation of child protection assessments or investigations	90%	92%	92%	91%	91%
A2	% of adopted children who were adopted within 24 months	31%	34%	45%	40%	40%
A3	% of Cash and Food Support applications that have an initial action within 30 days	74%	74%	75%	77%	80%
A4	% of Health Care applications that have an initial action within 45 days	70%	70%	52%	70%	70%
B1	% of maltreated children who were found to have been maltreated in the previous twelve months	2%	3%	2%	2%	2%
B2	% of CP reports that do not result in out of home placements	*	*	*	New Measure	New Measure
B3	% of repeat Vulnerable Adult reports	*	*	*	New Measure	New Measure
B4	% of children reunited who re-enter foster care within 12 month.	39%	34%	29%	28%	27%
B5	# of Vulnerable Adult Case Management cases	257	326	271	300	375
B6	% of adult mental health consumers in the Partial Hospitalization Program who are discharged with an improved level of functioning	68%	64%	98%	98%	98%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COMMUNITY HUMAN SERVICES

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
B7	% of adult mental health consumers served by the Community Recovery Team who are not hospitalized at a State of MN Regional Treatment Center	96%	96%	98%	98%	98%
B8	% of individuals receiving Disability Services engaged in individual employment	17%	19%	18%	19%	20%

The indicators of Community Human Services (CHS) actions contributing to individuals and families meeting their basic needs show that overall CHS's contribution has been improving and it expected to continue to improve.

PERFORMANCE MEASURES – DATA

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Unlike the trends for most of the measures for Goal #1, Measure A4 shows a substantial drop in timeliness of healthcare applications in 2014. The drop in timeliness is attributed to the significant processing difficulties associated with the new Curam system developed by the Minnesota Department of Human Services. It is expected that as the system is improved the timeliness of the services provided by CHS will also improve.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COMMUNITY HUMAN SERVICES

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Work or partner with communities to provide the support they need to improve economic prosperity in their communities.
- B. Concentrate CHS's economic contribution to the community through contracting with agencies located, and hiring employees who reside, in areas of concentrated financial poverty.
- C. Collaborate with the departments of the Health & Wellness Service Team to improve inclusiveness in contracting and to increase contracts with agencies located in areas of concentrated financial poverty.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

CHS's strategies to contribute to achieving this goal are new to CHS; new measures will need to be developed as the strategies are turned into specific actions.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Implementation of processes for engaging communities in decision-making and monitoring the success of those processes in terms of attendance, active participation, and assuming leadership roles	*	*	*	New Measure	New Measure
A2	% of identified CHS stakeholder communities that CHS has an established means of communication and input	*	*	*	New Measure	New Measure
A3	Participant reports that describe the types of successful community support: (e.g., effective information exchange, trust/confidence, engagement in planning and decision making)	*	*	*	New Measure	New Measure
B1	% of CHS vendors that are locally owned, operated, or staffed	*	*	*	New Measure	New Measure
B2	% purchase of service funds spent on vendor contracts in concentrated areas of poverty	*	*	*	New Measure	New Measure
B3	% of new employees who reside in areas of concentrated financial poverty	*	*	*	New Measure	New Measure
C1	To be developed in 2015	*	*	*	New Measure	New Measure

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COMMUNITY HUMAN SERVICES

PERFORMANCE MEASURES – ADDITIONAL INFORMATION *(if necessary)*

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COMMUNITY HUMAN SERVICES

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Increase equitable distribution of CHS resources in the community through improvements in capacity and support for community vendors of all cultures.
- B. Become an anti-racism organization that promotes equity, values and respects the diversity of our community members regardless of race, ethnicity, gender, religion, sexual orientation, age, and/or ability.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Although CHS has had objectives of supporting community vendors and becoming an anti-racism organization, CHS has not had measures associated with those objectives. However, CHS has several measures of racial equity in the services provided and outcomes experienced by CHS clients. Prior to the 2016 report, CHS will develop a measure that serves as an indicator of the overall success of CHS to reduce or eliminate disparity in access and outcomes of CHS services.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	% of improved service capacity in those geographic areas identified as underserved (including culturally specific service need)	*	*	*	New Measure	New Measure
A2	% of CHS vendors that are community-based	*	*	*	New Measure	New Measure
B1	Combined indicator of racial disparity in services	*	*	*	New Measure	New Measure
B2	% of CHS full-time staff who are from communities of color (as of January 1)	33%	34%	38%	40%	46%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COMMUNITY HUMAN SERVICES

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Achieve excellence in fiscal stewardship by actively pursuing and maximizing alternative funding streams while increasing effectiveness in the use of current resources.
- B. Anticipate resource and technology needs to improve the efficiency, effectiveness and equity of CHS services and operations.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

The four new measures are yet to be fully developed. They are intended to capture the success of four unique elements of CHS’s strategies to model forward-thinking investment, fiscal accountability and transparency: (1) Maximizing our acquisition of funds available through grants etc.; (2) Ensuring CHS retains and recovers funds; (3) Systematically including service consumer perspectives of the services and service delivery and; (4) Being more strategic in anticipating changes in resource and technology needs and planning for those changes.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012	2013	2014	2015	2016-17
		Actual	Actual	Actual	Estimate	Estimate
A1	Level of success in dollars of active efforts by CHS to gain access to non-levy funds (e.g., grants, waivers, pilot projects).	*	*	*	New Measure	New Measure
A2	% of funds recovered from reduced billing errors/overpayments and improved revenue claiming.	*	*	*	New Measure	New Measure
B1	% of service areas with a current assessment of needs, including consumer input	*	*	*	New Measure	New Measure
B2	% of changes in resources and technology as prescribed in the CHS 5 year plan that have been completed.	*	*	*	New Measure	New Measure

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary

Leon Boeckermann, Director

250 Courthouse



VISION

A vibrant community where all are valued and thrive.

HEALTH CARE SERVICES

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

Correctional Health provides statutorily mandated medical and behavioral health care to detainees held in the Adult Detention Center, Ramsey County Correctional Facility, Boys Totem Town and the Juvenile Detention Center. The budget also provides for charges by emergency medical facilities and physicians for evidentiary examinations of victims of criminal sexual assault, and costs for civil commitments.

PROGRAMS / SERVICES

- Minnesota Statutes, Section 641.15, Subdivision 2, provides that
Except that as provided in section 466.101, the County Board shall pay the costs of medical services provided to prisoners pursuant to this section. In the absence of a contract, the amount paid by the County board for medical services shall not exceed the maximum allowed Medical Assistance payment rate for the service, as determined by the Commissioner of Human Services.
- Minnesota Statutes, Section 466.101, provides that
When costs are assessed against a municipality for injuries incurred or other medical expenses connected with the arrest of individuals violating Minnesota Statutes, the municipality responsible for the hiring, firing, training, and control of the law enforcement and other employees involved in the arrest is responsible for those costs.
- Minnesota Statutes, Section 466.191, provides that
Costs incurred by a county, city or private hospital or other emergency medical facility or by a private physician for the examination of a victim of criminal sexual conduct when the examination is performed for the purpose of gathering evidence shall be paid by the county in which the criminal sexual conduct occurred. These costs include, but are not limited to, full cost of the rape kit examination, associated tests relating to the complainant's sexually transmitted disease status, and pregnancy status.
- Minnesota Statutes, 256G.08, Subdivision 1, provides that
In cases of voluntary admission or commitment to state or other institution, the committing county shall initially pay for all costs. This includes the taking into custody, confinement, emergency holds under section 253B.05, subdivisions 1 and 2, and 253B.07, examination, commitment, conveyance to the place of detention, rehearing, and hearings under section 253B.092, including hearings held under those sections which are venued outside the county of commitment.

Department Summary



RAMSEY COUNTY

Leon Boeckermann, Director

250 Courthouse

651-266-8020

GOALS & STRATEGIES

HEALTH CARE SERVICES

Strengthen individual, family and community health, safety and well-being.

- Correctional Health promotes community health and safety by providing statutorily mandated health care services to detainees. These services provide an opportunity to affect the course of various epidemics and address factors that contribute to criminal behavior and the cycle of repeated incarceration. Correctional Health also impedes the progression of disease so that chronic conditions can be managed in a more cost-effective manner when the inmate is released in the community.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- The Affordable Care Act (ACA) provides Correctional Health Care an opportunity to invest in neighborhoods with concentrated financial poverty since it has been found that ninety percent of people who enter county jails have no health insurance. Ramsey County has partnered with a nonprofit health and human services organization (Portico Healthnet) to provide health care enrollment assistance at the RCCF. Many of those who cycle in and out of county jails may now be able to obtain health insurance through the Health Insurance Marketplace or expanded Medicaid.

Enhance access to opportunity and mobility for all residents and businesses.

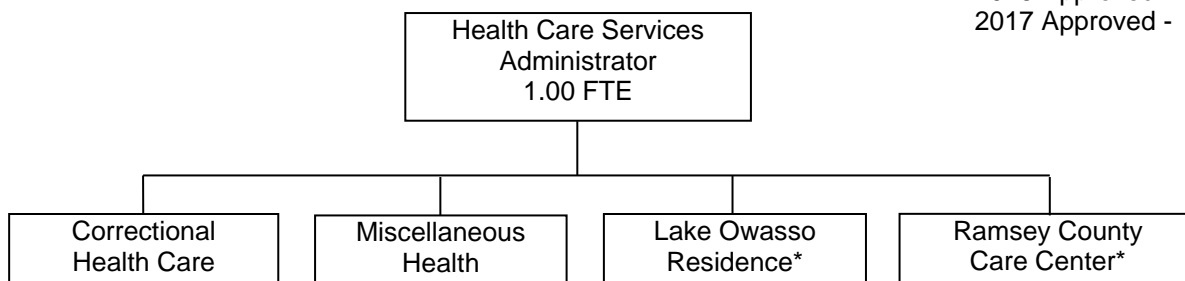
- Correctional Health is often confronted with significant challenges in recruiting qualified vendors and staff to provide medical and behavior health care services within correctional facilities. There often exists a general perception that employment within a correctional facility is accompanied by excessive personal risk and an inherent conflict of roles. In an effort to enhance our workforce and provide greater opportunity for all residents and businesses, Correctional Health staff will conduct informational seminars to post-secondary educational students studying health services professions with special emphasis on students of color. In addition, staff will reach out to colleges and universities in order to offer a presence at various healthcare employment fairs.

Model forward-thinking investment, fiscal accountability and transparency.

- In an effort to improve efficiency and enhance the financial management of health care services within the Ramsey County Correctional Facility (RCCF) and Adult Detention Center (ADC), Correctional Health will decrease the volume of routine medical procedures referred to outside specialty clinics. Expanding care provided within the facilities will improve public safety and reduce related health care costs including transportation and security.

2015 ORGANIZATION CHART

<u>Personnel - FTE</u>	
2014 Budget	- 1.00
2015 Budget	- 1.00
2016 Approved	- 1.00
2017 Approved	- 1.00



* Budgets for these two divisions appear later in this section.

Department Summary



BUDGET SUMMARY

Health Care Services

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	7,210,098	8,063,899	7,351,701	7,472,189
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	78,996	150,000	75,000	75,000
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	7,131,102	7,913,899	7,276,701	7,397,189
Inc/(Dec) from Previous Year			(637,198)	120,488
% Inc/(Dec) from Previous Year			(8.1)%	1.7%
Inc/(Dec) for 2 Years				(516,710)
% Inc/(Dec) for 2 Years				(6.5)%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Health Care Services

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	18,682	25,000	25,000	25,000
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	60,314	125,000	50,000	50,000
Property Tax Levy	7,131,102	7,913,899	7,276,701	7,397,189
Total Revenue / Estimated Revenue	<u>7,210,098</u>	<u>8,063,899</u>	<u>7,351,701</u>	<u>7,472,189</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	139,017	140,376	143,679	147,466
Professional Services	5,031,593	5,944,040	5,544,177	5,665,656
Client Services	1,962,819	1,887,831	1,572,193	1,567,415
Supplies	76,669	91,652	91,652	91,652
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>7,210,098</u>	<u>8,063,899</u>	<u>7,351,701</u>	<u>7,472,189</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Health Care Services

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Miscellaneous Health	428,248	378,248	378,248	378,248
Correctional Health	6,781,850	7,685,651	6,973,453	7,093,941
Total Operating Budget	7,210,098	8,063,899	7,351,701	7,472,189
Inc/(Dec) from Previous Year			(712,198)	120,488
% Inc/(Dec) from Previous Year			(8.8)%	1.6%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Health Care Services

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Correctional Health	78,996	150,000	75,000	75,000
Total Operating Budget	78,996	150,000	75,000	75,000
Inc/(Dec) from Previous Year			(75,000)	-
% Inc/(Dec) from Previous Year			(50.0)%	-

Department Summary



PERSONNEL SUMMARY BY DIVISION

HEALTH CARE SERVICES

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Correctional Health	1.00	1.00	1.00	1.00
Total Operating Budget	1.00	1.00	1.00	1.00
<u>Grants / Projects</u>				
None				
Total Existing Permanent FTE	1.00	1.00	1.00	1.00

	2016 Approved	2017 Approved
New FTEs		
None		
Total New FTE	-	-
Total FTE	1.00	1.00
Inc/(Dec) From Previous Year	-	-
Inc/(Dec) for 2 Years	-	-

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

HEALTH CARE SERVICES

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Correctional Health	M	1.00	6,973,453	75,000	6,898,453
Sexual Assault Assessments	M	-	378,248	-	378,248
		<u>1.00</u>	<u>7,351,701</u>	<u>75,000</u>	<u>7,276,701</u>

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	100.00%	1.00	7,351,701	75,000	7,276,701
Total Mandated/Discretionary	M/D	0.00%				
Total Discretionary/Mandated	D/M	0.00%				
Total Discretionary	D	0.00%				
			<u>1.00</u>	<u>7,351,701</u>	<u>75,000</u>	<u>7,276,701</u>
2015 Budget			1.00	8,063,899	150,000	7,913,899
Inc./ (Dec.) from 2015 Budget			-	(712,198)	(75,000)	(637,198)
% Inc./ (Dec.) from 2015 Budget				(8.8)%	(50.0)%	(8.1)%

CHANGE FROM 2015 BUDGET

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Correctional Health	-	(712,198)	(75,000)	(637,198)
Sexual Assault Assessments	-	-	-	-
Inc./ (Dec.) from 2015 Budget	<u>-</u>	<u>(712,198)</u>	<u>(75,000)</u>	<u>(637,198)</u>
% Inc./ (Dec.) from 2015 Budget		(8.8)%	(50.0)%	(8.1)%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

HEALTH CARE SERVICES

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Correctional Health	M	1.00	7,093,941	75,000	7,018,941
Sexual Assault Assessments	M	-	378,248	-	378,248
		<u>1.00</u>	<u>7,472,189</u>	<u>75,000</u>	<u>7,397,189</u>

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	100.00%	1.00	7,472,189	75,000	7,397,189
Total Mandated/Discretionary	M/D	0.00%				
Total Discretionary/Mandated	D/M	0.00%				
Total Discretionary	D	0.00%				
			<u>1.00</u>	<u>7,472,189</u>	<u>75,000</u>	<u>7,397,189</u>

2016 Approved Budget			1.00	7,351,701	75,000	7,276,701
Inc./ (Dec.) from 2016 Approved Budget			-	120,488	-	120,488
% Inc./ (Dec.) from 2016 Approved Budget				1.6%	0.0%	1.7%

CHANGE FROM 2016 APPROVED BUDGET

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Correctional Health	-	120,488	-	120,488
Sexual Assault Assessments	-	-	-	-
Inc./ (Dec.) from 2016 Approved Budget	<u>-</u>	<u>120,488</u>	<u>-</u>	<u>120,488</u>
% Inc./ (Dec.) from 2016 Approved Budget		1.6%	0.0%	1.7%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

GOAL

1. **Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Correctional Health promotes community health and safety by providing statutorily mandated health care services to detainees. These services provide an opportunity to affect the course of various epidemics and address factors that contribute to criminal behavior and the cycle of repeated incarceration. Correctional Health also impedes the progression of disease so that chronic conditions can be managed in a more cost-effective manner when the inmate is released in the community.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Minnesota Statutes 144.445, Subdivision 1 requires that all persons detained for 14 consecutive days in a correctional facility shall be screened for tuberculosis in order to assure that proper control measures are implemented. Detainees are at a greater risk of TB than the overall population. Effective prevention and control measures in correctional facilities include early identification, treatment, precautions and comprehensive discharge planning. It is also necessary to conduct a thorough contact investigation when a TB case has been identified. It is expected that all inmates of the RCCF receive a timely mantoux test.
- Detainees often require specialized services and programs to address a variety of needs at time of release. Discharge planning refers to the process of providing sufficient medications and arranging for necessary follow-up services before the inmate’s release to the community. Discharge planning should include a linkage with community-based organizations, lists of community health professionals and discussions with the detainee that emphasize the importance of appropriate follow-up and aftercare.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	% of RCCF detainees screened or having a current documentation of screening for Tuberculosis by day 14 of incarceration	NA	100%	100%	100%	100%
A2	% of RCCF detainees seen in the medical clinics receiving continued service referrals at time of release	NA	NA	80%	85%	90%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail regarding the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

HEALTH CARE SERVICES

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. The Affordable Care Act (ACA) provides Correctional Health Care an opportunity to invest in neighborhoods with concentrated financial poverty since it has been found that ninety percent of people who enter county jails have no health insurance. Ramsey County has partnered with a nonprofit health and human services organization (Portico Healthnet) to provide health care enrollment assistance at the RCCF. Many of those who cycle in and out of county jails may now be able to obtain health insurance through the Health Insurance Marketplace or expanded Medicaid.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Successful access to needed health services for people involved with the criminal justice system may help to reduce recidivism, decrease corrections expenditures for health care services, increase federal funding for health services delivered in the community, and decrease safety risks within the corrections system. The ACA allows greater access to community health care for people involved with the criminal justice system by removing financial barriers to obtaining health insurance. Ramsey County will likely increase the number of detainees screened for health care coverage as information pertaining to the program is more widely disseminated and the service may possibly be expanded to the Adult Detention Center.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	# of RCCF detainees screened for health care coverage	NA	NA	251	300	350

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail regarding the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

HEALTH CARE SERVICES

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Correctional Health is often confronted with significant challenges in recruiting qualified vendors and staff to provide medical and behavior health care services within correctional facilities. There often exists a general perception that employment within a correctional facility is accompanied by excessive personal risk and an inherent conflict of roles. In an effort to enhance our workforce and provide greater opportunity for all residents and businesses, Correctional Health staff will conduct informational seminars to post-secondary educational students studying health services professions with special emphasis on students of color. In addition, staff will reach out to colleges and universities in order to offer a presence at various healthcare employment fairs.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Correctional Health staff will conduct a minimum of four quarterly informational sessions with post-secondary students pursuing degrees in health care services including Registered Nursing, Physician Assistance and Physicians. Staff will also pursue opportunities to participate in at least two health care employment fairs annually at various colleges and universities.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	# of informational sessions provided for post-secondary students	NA	NA	NA	2	4
A2	# of employment fairs participated in annually	NA	NA	NA	1	2

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Informational sessions and employment fairs are new strategies established to enhance access to opportunity for all residents and businesses.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

HEALTH CARE SERVICES

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. In an effort to improve efficiency and enhance the financial management of health care services within the Ramsey County Correctional Facility (RCCF) and Adult Detention Center (ADC), Correctional Health will decrease the volume of routine medical procedures referred to outside specialty clinics. Expanding care provided within the facilities will improve public safety and reduce related health care costs including transportation and security.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Increasing the spectrum of medical procedures conducted within the correctional facilities as a cost containment measure is a new strategy to enhance fiscal accountability. The primary focus of this effort will be on the routine procedures which can be provided safely and more efficiently within the facility. This performance measure will be assessed with continuous quality improvement audits.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	# of off-site medical clinic referrals	NA	NA	203	185	165

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Expanding medical procedures conducted within the facilities is a new strategy to increase fiscal accountability.

Department Summary



RAMSEY
COUNTY

Dana Castonguay, Administrator 210 N. Owasso Blvd.

(651) 765-7700

VISION

LAKE OWASSO RESIDENCE

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

The mission of Lake Owasso Residence is *to encourage the growth and development of people with disabilities through respect, collaboration and high quality programs and services*. Lake Owasso is a leader in developing innovative ways to support people to live the best life possible. We adapt to the changing needs of diverse people and financial challenges. Our dedicated team of professionals proudly illustrates Communication, Honesty, Accountability, Respect and Teamwork as our core values.

PROGRAMS / SERVICES

Lake Owasso Residence provides licensed residential services for 64 persons with intellectual and/or physical disabilities that ensures 24 hour supervision and quality of life. We create individualized treatment and training plans related to increasing independence, strengthening relationships and daily living skills. Our staff promote person centered decision making by residents for their programs and health care needs. The specialized health care services include medical services for the treatment, maintenance and support of intermittent or chronic health issues intended to prevent the loss of functional ability and increase independent living.

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being.

- Offer supplemental services that support independence and/or keep people in their primary residence.
- If a person currently in a Supervised Living Site (SLS) or family home is in need of behavior analyst services, functional behavior assessments and crisis intervention training, we will offer those services through the 245D license waiver program.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Commit to having talented and well trained support staff by investing in professional development and ensuring access to benefits.

Enhance access to opportunity and mobility for all residents and businesses.

- Our quality assurance plan includes transition planning for residents that desire more independent living options. We will assist people to move into more independent settings in the community of their choice.
- Utilize community resources to ready individuals looking for community placement; transportation, medical and psychological services.

Model forward-thinking investment, fiscal accountability and transparency.

- Lake Owasso is committed to good financial stewardship in the capital improvement/replacement process and will work closely with property management to make decisions in line with industry standards.

Department Summary



RAMSEY COUNTY

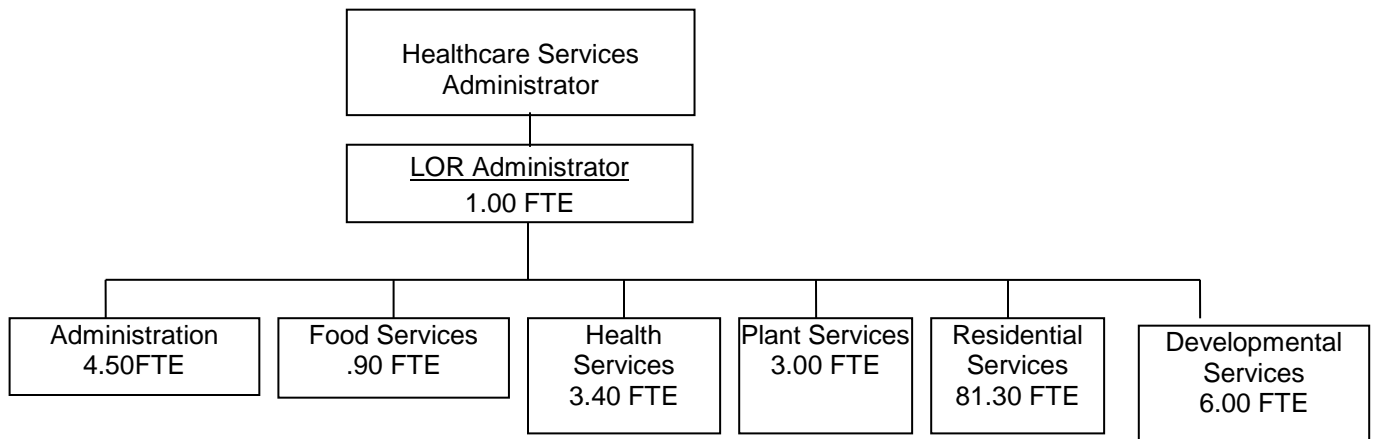
Dana Castonguay, Administrator 210 N. Owasso Blvd.

(651) 765-7700

LAKE OWASSO RESIDENCE

2015 ORGANIZATION CHART

Personnel - FTE
2014 Budget - 98.80
2015 Budget - 100.10
2016 Approved - 100.10
2017 Approved - 100.10



Department Summary



BUDGET SUMMARY

Lake Owasso Residence

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	9,277,922	9,595,094	9,785,299	9,785,299
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	8,268,469	8,278,135	8,468,340	8,468,340
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	1,009,453	1,316,959	1,316,959	1,316,959
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Inc/(Dec) for 2 Years				-
% Inc/(Dec) for 2 Years				-

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Lake Owasso Residence

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	7,706,515	7,783,518	7,942,520	7,942,520
Intergovernmental Revenue				
Federal	538,802	450,000	505,852	505,852
State	19,968	19,968	19,968	19,968
Local / Other	-	-	-	-
Total Intergovernmental Revenue	558,770	469,968	525,820	525,820
Use of Money, Property & Sales	-	1,000	-	-
Other Revenue & Taxes	3,184	23,649	-	-
Property Tax Levy	1,009,453	1,316,959	1,316,959	1,316,959
Total Revenue / Estimated Revenue	9,277,922	9,595,094	9,785,299	9,785,299

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	7,122,874	7,654,410	7,600,005	7,595,734
Professional Services	1,216,082	1,192,465	1,390,501	1,398,440
Client Services	6,168	-	-	-
Supplies	384,916	391,070	403,335	404,385
Capital Outlay	219,632	26,149	56,958	55,490
Debt Service	328,250	331,000	334,500	331,250
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	9,277,922	9,595,094	9,785,299	9,785,299

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Lake Owasso Residence

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Lake Owasso Residence Administration	2,116,190	1,892,334	2,080,611	2,101,747
Food Services	295,772	302,353	305,860	309,795
Health Services	401,678	391,757	435,844	448,449
Plant Operations & Maintenance	420,782	422,537	443,288	448,994
Residential Services	5,475,156	5,945,711	5,833,754	5,783,976
Developmental Services	568,344	640,402	685,942	692,338
Total Operating Budget	9,277,922	9,595,094	9,785,299	9,785,299
Inc/(Dec) from Previous Year			190,205	-
% Inc/(Dec) from Previous Year			2.0%	-

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Lake Owasso Residence

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Lake Owasso Residence Administration	8,268,469	8,278,135	8,468,340	8,468,340
Total Operating Budget	8,268,469	8,278,135	8,468,340	8,468,340
Inc/(Dec) from Previous Year			190,205	-
% Inc/(Dec) from Previous Year			2.3%	-

Department Summary



PERSONNEL SUMMARY BY DIVISION

LAKE OWASSO RESIDENCE

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Lake Owasso Residence Administration	5.30	5.30	5.30	5.30
Food Services	0.90	0.90	0.90	0.90
Health Services	3.40	3.40	3.40	3.40
Plant Operations & Maintenance	3.00	3.00	3.00	3.00
Residential Services	80.20	81.20	81.20	81.20
Developmental Services	6.00	6.30	6.30	6.30
Total Operating Budget	98.80	100.10	100.10	100.10
<u>Grants / Projects</u>				
None				
Total Existing Permanent FTE	98.80	100.10	100.10	100.10

	2016 Approved	2017 Approved
New FTEs		
None		
Total New FTE	-	-
Total FTE	100.10	100.10
Inc/(Dec) From Previous Year	-	-
Inc/(Dec) for 2 Years		-

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

LAKE OWASSO RESIDENCE

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Lake Owasso Residence					
Administration	D/M	5.30	2,080,611	763,652	1,316,959
Food Service	D/M	0.90	305,860	305,860	-
Heath Service	D/M	3.40	435,844	435,844	-
Plant Operations & Maintenance	D/M	3.00	443,288	443,288	-
Residential Services	D/M	81.20	5,833,754	5,833,754	-
Developmental Services	D/M	6.30	685,942	685,942	-
		<u>100.10</u>	<u>9,785,299</u>	<u>8,468,340</u>	<u>1,316,959</u>

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.0%				
Total Mandated/Discretionary	M/D	0.0%				
Total Discretionary/Mandated	D/M	100.0%	100.10	9,785,299	8,468,340	1,316,959
Total Discretionary	D	0.0%				
			<u>100.10</u>	<u>9,785,299</u>	<u>8,468,340</u>	<u>1,316,959</u>
2015 Budget			100.10	9,595,094	8,278,135	1,316,959
Inc/(Dec.) from 2015 Budget			0.00	190,205	190,205	-
% Inc/-Dec. from 2015 Budget				2.0%	2.3%	0.0%

CHANGE FROM 2015 BUDGET

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Lake Owasso Residence				
Administration	0.00	188,277	188,277	-
Food Service	0.00	3,507	3,507	-
Heath Service	0.00	44,087	44,087	-
Plant Operations & Maintenance	0.00	20,751	20,751	-
Residential Services	0.00	(111,957)	(111,957)	-
Developmental Services	0.00	45,540	45,540	-
Inc/(Dec.) from 2015 Budget	<u>0.00</u>	<u>190,205</u>	<u>190,205</u>	<u>-</u>
% Inc/-Dec. from 2015 Budget		2.0%	2.3%	0.0%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2016 APPROVED)
CHANGE FROM 2015 BUDGET**

LAKE OWASSO RESIDENCE

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Lake Owasso Residence				
Administration	0.00	188,277	188,277	-
Food Service	0.00	3,507	3,507	-
Heath Service	0.00	44,087	44,087	-
Plant Operations & Maintenance	0.00	20,751	20,751	-
Residential Services	0.00	(111,957)	(111,957)	-
Developmental Services	0.00	45,540	45,540	-
Inc/(Dec.) from 2015 Budget	0.00	190,205	190,205	-
% Inc/-Dec. from 2015 Budget		2.0%	2.3%	0.0%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

LAKE OWASSO RESIDENCE

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Lake Owasso Residence					
Administration	D/M	5.30	2,101,747	784,788	1,316,959
Food Service	D/M	0.90	309,795	309,795	-
Heath Service	D/M	3.40	448,449	448,449	-
Plant Operations & Maintenance	D/M	3.00	448,994	448,994	-
Residential Services	D/M	81.20	5,783,976	5,783,976	-
Developmental Services	D/M	6.30	692,338	692,338	-
		100.10	9,785,299	8,468,340	1,316,959

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.00%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	100.00%	100.10	9,785,299	8,468,340	1,316,959
Total Discretionary	D	0.00%	0.00	-	-	-
			100.10	9,785,299	8,468,340	1,316,959
2016 Approved Budget			100.10	9,785,299	8,468,340	1,316,959
Inc/(Dec.) from 2016 Approved Budget			0.00	-	-	-
% Inc/-Dec. from 2016 Approved Budget				0.0%	0.0%	0.0%

CHANGE FROM 2016 APPROVED BUDGET

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Lake Owasso Residence				
Administration	0.00	21,136	21,136	-
Food Service	0.00	3,935	3,935	-
Heath Service	0.00	12,605	12,605	-
Plant Operations & Maintenance	0.00	5,706	5,706	-
Residential Services	0.00	(49,778)	(49,778)	-
Developmental Services	0.00	6,396	6,396	-
Inc/(Dec.) from 2016 Approved Budget	0.00	-	-	-
% Inc/-Dec. from 2016 Approved Budget		0.0%	0.0%	0.0%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2017 PROPOSED)
CHANGE FROM 2016 APPROVED BUDGET**

LAKE OWASSO RESIDENCE

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Lake Owasso Residence				
Administration	0.00	21,136	21,136	-
Food Service	0.00	3,935	3,935	-
Heath Service	0.00	12,605	12,605	-
Plant Operations & Maintenance	0.00	5,706	5,706	-
Residential Services	0.00	(49,778)	(49,778)	-
Developmental Services	0.00	6,396	6,396	-
Inc/(Dec.) from 2016 Approved Budget	0.00	-	-	-
% Inc/-Dec. from 2016 Approved Budget		0.0%	0.0%	0.0%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LAKE OWASSO RESIDENCE

GOAL

1. **Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Offer supplemental services that support independence and/or keep people in their primary residence.
- B. If a person currently in a Supervised Living Site (SLS) or family home is in need of behavior analyst services, functional behavior assessments and crisis intervention training, we will offer those services through the 245D license waiver program.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

LOR continuously assesses services to ensure they meet the market demand and community expectations. LOR promotes independence by utilizing Person Centered Planning to move people into community based settings and allow the Lake Owasso beds to be used for those that are in crisis or have not been successful in other community placements. LOR collaborates with other providers to bring specialized behavior analyst services when and where appropriate for individual, family and community safety.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	# of people provided supplemental services by contract				3	10
B1	# of people receiving behavior analyst services				2	4

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional information required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LAKE OWASSO RESIDENCE

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Commit to having talented and well trained support staff by investing in professional development and ensuring access to benefits.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

The whole community benefits from staff that are assets to their field and employable in other areas of the county. By investing in our employees, we ensure quality services for our residents.

In 2014 and 2015, there were significant changes to the statute regulating how staff can respond to a resident in a behavior crisis or dangerous situation. The rules now state that a person must be in imminent danger before a staff person can physically intervene. This means that staff focus their interventions techniques to the escalation and prevention of crisis behavior.

Specialist in the areas of behavior management have been and will be used as resources and trainers for staff at LOR to increase their competence in behavior management and behavior modification.

The staff have had many opportunities to learn new skills that enhance their ability to keep people safe. All staff at LOR have had training in Positive Support techniques and how to deescalate challenging behaviors. Quality programming and increased staff proficiency in this area not only benefit the staff's retention in their position, it also increases the likelihood that residents will be well served and stay in residential placements. LOR's ability to support people through challenging behaviors helps to provide stability and quality of life for people with intellectual disabilities.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	# of staff that receive supplemental training				16	60

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional information required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LAKE OWASSO RESIDENCE

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Our quality assurance plan includes transition planning for residents that desire more independent living options. We will assist people to move into more independent settings in the community of their choice.
- B. Utilize community resources to ready individuals looking for community placement; transportation, medical and psychological services.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

The state's Olmstead plan provides that every disabled person in the state currently being served by the Department of Human Services receive Person Centered services and a Person Centered Plan for those services. These plans are created by the individual being served along with their Interdisciplinary team. Lake Owasso has created those plans for all 64 residents and will review and update them annually.

When a Person Centered Plan includes a goal to live in a community based setting, Lake Owasso staff will develop a transition plan that helps to teach skills necessary to be successful in the community setting. Transitions plans include skills based training in how to access community resources, like transportation. Plans may also include budgeting, bill paying, banking and medical care.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	# of people with Person Centered Plans				64	64
B1	# of people with Transition Plans				5	10

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional information required

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LAKE OWASSO RESIDENCE

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Lake Owasso is committed to good financial stewardship in the capital improvement/replacement process and will work closely with property management to make decisions in line with industry standards.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

As an Enterprise Fund, LOR has not had the replacement options comparable to other departments. By working with the property management division, we can benefit from their expertise and get the facility on track for repairs and replacements that will keep the facility running smoothly and safely.

For 2016 and 2017, resources have been allocated for asset repair and replacement.

Lake Owasso Maintenance staff will have a schedule of asset repair/replacement consistent with industry standards and in alignment with the budgeted resources.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	# of Projects completed and fully funded				100%	100%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional information required.

Department Summary

Frank Robinson, Administrator

2000 White Bear Avenue



RAMSEY COUNTY CARE CENTER

VISION

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

Ramsey County Care Center (RCCC) is a 178 bed, 100% Medicare and Medicaid certified skilled nursing facility in Maplewood comprised of 28 Transitional Care and 150 Long Term Care beds. For over 100 years, RCCC has provided quality care with compassion and respect for human dignity for those residents who need long term care or rehabilitation care that cannot be provided in their home.

PROGRAMS / SERVICES

Older adults are an asset and an integral part of the communities in which we live and work. At Ramsey County Care Center (RCCC), we believe each individual has the right to age with dignity and autonomy. RCCC's programs and services are designed to provide both long term care and short term transitional care to adults who require rehabilitation after surgery or an acute illness. Sustainability for the care center will be achieved through the integrated balance of resident-centered care and proactive programming to actively address the needs of residents today and in the future.

Services:

- **Administrative and Business Office:** The care center, under new leadership including Frank Robinson, Licensed Nursing Home Administrator, and Renee Vought, Accountant 3, is implementing improved internal processes to plan for the future, communicate operational expectations, and allocate resources among competing demands within the organization. Our increasing use of technology is helping us improve care delivery and health outcomes while reducing total cost of care as well as improving billing practices with our payer sources.
- **Nursing:** Registered and Licensed Practical Nurses, Trained Medication Aides and Nursing Assistants comprise the nursing department. The nursing department has been involved in multiple quality of life and quality of care improvement programs including those that focus on dementia and behavioral care, palliative and end of life care, pain management, and the management of chronic and acute illnesses and injuries, including but not limited to diabetes, heart disease, pneumonia, infections of the urinary tract, joint replacements and post fracture care.
- **Nutritional Services:** Food and the experience of dining are important and unique to each of us. Nutritional services not only provides nutritious foods and therapeutic diets, but also works to provide an experience that is as homelike as possible. Identifying a resident's food preferences and dining times are all important in the development of an individualized approach to eating.
- **Psychosocial Services:** Social Workers at the care center are an integral part of the interdisciplinary team, working with residents and their families or significant others to identify each residents' social, psychological and spiritual needs and preferences.

Department Summary

Frank Robinson, Administrator

2000 White Bear Avenue



RAMSEY COUNTY CARE CENTER

- Activities: Providing a program that is well-balanced consisting of planned, informal, and spontaneous events that empower, maintain and support residents' needs, interests, and desires.
- Environmental Services and Housekeeping/Laundry: Assisting to maintain a safe, clean and homelike environment, both inside the building and on the property grounds, as well as providing respectful/careful laundry services for the resident's clothing, and general use linens.
- Physical, Occupational and Speech Therapy services for residents including those with acute and chronic medical conditions. Conditions treated include but are not limited to cardiac rehabilitation, post-surgical and orthopedic care.
- Volunteers: The care center has a robust volunteer program, allowing opportunities for individuals of all ages in the community to actively participate in serving the residents of Ramsey County Care Center, benefiting themselves and the residents who live here.

Programs:

- Partnerships with HealthEast, HealthPartners, Medica, and Geriatric Services of Minnesota. Physician/Nurse Practitioner teams from each of these healthcare systems work collaboratively with the staff of the care center to provide quality, evidenced-based care.
- Care Center participation in HealthEast Linkage team meetings. This committee works to improve hospital, nursing home and clinic relationships.
- Quality Improvement Programs including a federal grant through the Center for Medicare and Medicaid Services (CMS) Innovation program, and funding from the Minnesota Department of Human Services Performance Based Incentive Payment Program and Quality Incentive Payment Program. These quality improvement programs provide additional funding to organizations that attain measurable improvements in select quality of care or quality of life indicators.
- Fiscal Responsibility is enhanced through RCCC's membership in CareChoice, a consortium of non-profit facilities that assists in negotiating contracts with managed care providers to enhance member revenues and operational performance, contain or reduce operating costs, develop and share best practices through education and collaboration.

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being.

- Reduce risk of influenza and tuberculosis for Care Center residents, staff, and visitors. All residents and staff are screened, tested and offered vaccinations which are administered in accordance with the Center for Disease Control (CDC) guidelines. Education is provided to residents, staff and community members. Utilizing on-line education, computerized learning modules, classroom education, bedside audits, environmental rounds, and handouts.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Nursing home residents have long been an under-represented group. The Care Center will focus on increasing input on health, environment, facility infrastructure and educational opportunities from this

Department Summary

Frank Robinson, Administrator

2000 White Bear Avenue



RAMSEY COUNTY CARE CENTER

group. The Care Center focus falls into three primary groups: Adult Chronically Ill, Short term Rehabilitation, and those with Mental Health and/or Dementia diagnosis. This group has significant challenges in obtaining access to programs and services within the community, especially related to transportation. This includes but is not limited to specialty medical care, psychiatric and psychological appointments, and support groups.

Enhance access to opportunity and mobility for all residents and businesses.

- The Ramsey County Care Center focuses on enhancing this initiative by providing employment opportunities to an immigrant and culturally diverse population group which represent our community. Our employees include individuals of many ethnic backgrounds including African American, Hmong, African, Middle Eastern and Hispanic.

Model forward-thinking investment, fiscal accountability and transparency.

- The Ramsey County Care Center's strategy for addressing this goal is to utilize technology to enhance our resident's discharge planning process to maintain and improve their health care and billing information/processing.
- Improve care and safety of post-acute (post-hospitalization) patients. Ramsey County Care Center is participating in a federally sponsored Care Innovation Grant. This program, called *Engage*, involves effective transition planning to enhance successful post-discharge patient outcomes.
- Assist patients/residents in evaluating their current and future living environments and support systems. RCCC staff will work with residents, their families, and designated organizations to allow residents to return home with the appropriate programs in place, thereby reducing re-hospitalizations.

Department Summary

Frank Robinson, Administrator

2000 White Bear Avenue

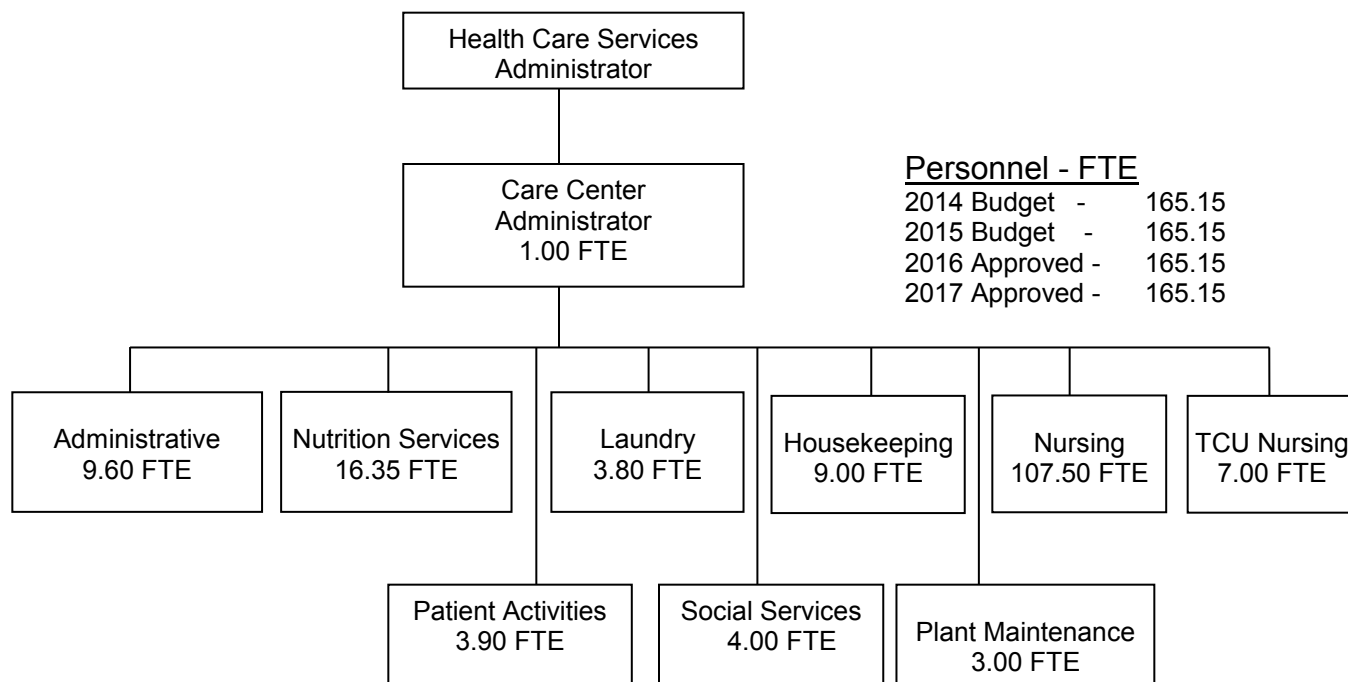


RAMSEY COUNTY

(651) 777-7486

RAMSEY COUNTY CARE CENTER

2015 ORGANIZATION CHART



Personnel - FTE

2014 Budget	-	165.15
2015 Budget	-	165.15
2016 Approved	-	165.15
2017 Approved	-	165.15

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LAKE OWASSO RESIDENCE

GOAL

1. **Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Offer supplemental services that support independence and/or keep people in their primary residence.
- B. If a person currently in a Supervised Living Site (SLS) or family home is in need of behavior analyst services, functional behavior assessments and crisis intervention training, we will offer those services through the 245D license waiver program.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

LOR continuously assesses services to ensure they meet the market demand and community expectations. LOR promotes independence by utilizing Person Centered Planning to move people into community based settings and allow the Lake Owasso beds to be used for those that are in crisis or have not been successful in other community placements. LOR collaborates with other providers to bring specialized behavior analyst services when and where appropriate for individual, family and community safety.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	# of people provided supplemental services by contract				3	10
B1	# of people receiving behavior analyst services				2	4

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional information required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LAKE OWASSO RESIDENCE

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Commit to having talented and well trained support staff by investing in professional development and ensuring access to benefits.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

The whole community benefits from staff that are assets to their field and employable in other areas of the county. By investing in our employees, we ensure quality services for our residents.

In 2014 and 2015, there were significant changes to the statute regulating how staff can respond to a resident in a behavior crisis or dangerous situation. The rules now state that a person must be in imminent danger before a staff person can physically intervene. This means that staff focus their interventions techniques to the escalation and prevention of crisis behavior.

Specialist in the areas of behavior management have been and will be used as resources and trainers for staff at LOR to increase their competence in behavior management and behavior modification.

The staff have had many opportunities to learn new skills that enhance their ability to keep people safe. All staff at LOR have had training in Positive Support techniques and how to deescalate challenging behaviors. Quality programming and increased staff proficiency in this area not only benefit the staff's retention in their position, it also increases the likelihood that residents will be well served and stay in residential placements. LOR's ability to support people through challenging behaviors helps to provide stability and quality of life for people with intellectual disabilities.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	# of staff that receive supplemental training				16	60

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional information required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LAKE OWASSO RESIDENCE

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Our quality assurance plan includes transition planning for residents that desire more independent living options. We will assist people to move into more independent settings in the community of their choice.
- B. Utilize community resources to ready individuals looking for community placement; transportation, medical and psychological services.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

The state's Olmstead plan provides that every disabled person in the state currently being served by the Department of Human Services receive Person Centered services and a Person Centered Plan for those services. These plans are created by the individual being served along with their Interdisciplinary team. Lake Owasso has created those plans for all 64 residents and will review and update them annually.

When a Person Centered Plan includes a goal to live in a community based setting, Lake Owasso staff will develop a transition plan that helps to teach skills necessary to be successful in the community setting. Transitions plans include skills based training in how to access community resources, like transportation. Plans may also include budgeting, bill paying, banking and medical care.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	# of people with Person Centered Plans				64	64
B1	# of people with Transition Plans				5	10

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional information required

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

LAKE OWASSO RESIDENCE

GOAL

4. Model forward-thinking investment, fiscal accountability and transparency
through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

A. Lake Owasso is committed to good financial stewardship in the capital improvement/replacement process and will work closely with property management to make decisions in line with industry standards.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

As an Enterprise Fund, LOR has not had the replacement options comparable to other departments. By working with the property management division, we can benefit from their expertise and get the facility on track for repairs and replacements that will keep the facility running smoothly and safely.

For 2016 and 2017, resources have been allocated for asset repair and replacement.

Lake Owasso Maintenance staff will have a schedule of asset repair/replacement consistent with industry standards and in alignment with the budgeted resources.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	# of Projects completed and fully funded				100%	100%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional information required.

Department Summary



BUDGET SUMMARY

Ramsey County Care Center

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	15,874,167	16,280,204	16,247,559	16,686,252
Expenditure / Appropriation - Grants / Projects	-	-	-	-
Revenue / Est. Revenue - Operating Budget	14,459,169	14,895,229	16,247,559	16,686,252
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	1,414,998	1,384,975	-	-
Inc/(Dec) from Previous Year			(1,384,975)	-
% Inc/(Dec) from Previous Year			(100.0)%	-
Inc/(Dec) for 2 Years				(1,384,975)
% Inc/(Dec) for 2 Years				(100.0)%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Ramsey County Care Center

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	14,349,034	14,780,891	16,151,026	16,589,719
Intergovernmental Revenue				
Federal	-	-	-	-
State	33,778	33,778	33,778	33,778
Local / Other	-	-	-	-
Total Intergovernmental Revenue	33,778	33,778	33,778	33,778
Use of Money, Property & Sales	-	45,560	30,500	30,500
Other Revenue & Taxes	76,357	35,000	32,255	32,255
Property Tax Levy	1,414,998	1,384,975	-	-
Total Revenue / Estimated Revenue	15,874,167	16,280,204	16,247,559	16,686,252

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	11,507,692	11,919,026	11,813,419	12,227,657
Professional Services	3,283,106	3,344,692	3,320,259	3,349,157
Client Services	-	-	-	-
Supplies	960,642	895,231	978,000	992,650
Capital Outlay	11,472	10,000	24,626	5,533
Debt Service	111,255	111,255	111,255	111,255
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	15,874,167	16,280,204	16,247,559	16,686,252

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Ramsey County Care Center

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Ramsey County Care Center Administration	2,393,507	2,571,777	2,457,850	2,499,251
Nutritional Services	1,565,551	1,591,847	1,562,295	1,609,225
Laundry Services	264,234	273,476	290,651	300,152
Housekeeping Services	562,693	599,576	452,171	467,044
Nursing	7,926,869	8,100,260	8,063,186	8,298,654
Transitional Care Unit Nursing	1,313,510	1,387,375	1,380,886	1,423,441
Plant Maintenance	1,171,146	1,059,481	1,297,067	1,303,584
Patient Activities	255,194	265,179	318,241	334,043
RCCC - Social Services	421,463	431,233	425,212	450,858
Total Operating Budget	15,874,167	16,280,204	16,247,559	16,686,252
Inc/(Dec) from Previous Year			(32,645)	438,693
% Inc/(Dec) from Previous Year			(0.2)%	2.7%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Ramsey County Care Center

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Ramsey County Care Center Administration	14,459,169	14,895,229	16,247,559	16,686,252
Total Operating Budget	14,459,169	14,895,229	16,247,559	16,686,252
Inc/(Dec) from Previous Year			1,352,330	438,693
% Inc/(Dec) from Previous Year			9.1%	2.7%

Department Summary



PERSONNEL SUMMARY BY DIVISION

RAMSEY COUNTY CARE CENTER

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Ramsey County Care Center Administration	10.60	10.60	10.60	10.60
Nutritional Services	16.35	16.35	16.35	16.35
Laundry Services	3.80	3.80	3.80	3.80
Housekeeping Services	9.00	9.00	9.00	9.00
Nursing	107.50	107.50	107.50	107.50
Transitional Care Unit Nursing	7.40	7.40	7.40	7.00
Plant Maintenance	3.00	3.00	3.00	3.00
Patient Activities	3.50	3.50	3.50	3.90
RCCC - Social Services	4.00	4.00	4.00	4.00
<u>Grants / Projects</u>				
None				
Total Existing Permanent FTE	165.15	165.15	165.15	165.15

	2016 Approved	2017 Approved
New FTEs		
None		
Total New FTE	-	-
Total FTE	165.15	165.15
Inc/(Dec) From Previous Year	-	-
Inc/(Dec) for 2 Years	-	-

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

RAMSEY COUNTY CARE CENTER

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Ramsey County Care Center					
Administration	D/M	10.60	2,457,850	2,457,850	-
Nutritional Services	D/M	16.35	1,562,295	1,562,295	-
Laundry	D/M	3.80	290,651	290,651	-
Houskeeping	D/M	9.00	452,171	452,171	-
Nursing	D/M	107.50	8,063,186	8,063,186	-
Nursing TCU	D/M	7.00	1,380,886	1,380,886	-
Plant Maintenance	D/M	3.00	1,297,067	1,297,067	-
Activities	D/M	3.90	318,241	318,241	-
Social Services	D/M	4.00	425,212	425,212	-
		165.15	16,247,559	16,247,559	-

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.00%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.00%	165.15	16,247,559	16,247,559	-
Total Discretionary	D	0.00%	0.00	-	-	-
			165.15	16,247,559	16,247,559	-
2015 Budget			165.15	16,280,204	14,895,229	1,384,975
Inc/(Dec.) from 2015 Budget			0.00	(32,645)	1,352,330	(1,384,975)
% Inc-/Dec. from 2015 Budget				(0.2)%	9.1%	(100.0)%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2016 APPROVED)
CHANGE FROM 2015 BUDGET**

RAMSEY COUNTY CARE CENTER

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Ramsey County Care Center				
Administration	0.00	(113,927)	1,094,963	(1,384,975)
Nutritional Services	0.00	(29,552)	(11,700)	-
Laundry	0.00	17,175	20,767	-
Houskeeping	0.00	(147,405)	(138,642)	-
Nursing	0.00	(37,074)	86,187	-
Nursing TCU	0.00	(6,489)	762	-
Plant Maintenance	0.00	237,586	241,982	-
Activities	0.00	53,062	57,111	-
Social Services	0.00	(6,021)	900	-
Inc/(Dec.) from 2015 Budget	0.00	(32,645)	1,352,330	(1,384,975)
% Inc/-Dec. from 2015 Budget		(0.2)%	9.1%	(100.0)%

Department Summary



**PROGRAM / SERVICE ALLOCATION (2017 APPROVED)
CHANGE FROM 2016 APPROVED BUDGET**

RAMSEY COUNTY CARE CENTER

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Ramsey County Care Center				
Administration	0.00	41,401	41,401	-
Nutritional Services	0.00	46,930	46,930	-
Laundry	0.00	9,501	9,501	-
Houskeeping	0.00	14,873	14,873	-
Nursing	0.00	235,468	235,468	-
Nursing TCU	0.00	42,555	42,555	-
Plant Maintenance	0.00	6,517	6,517	-
Activities	0.00	15,802	15,802	-
Social Services	0.00	25,646	25,646	-
Inc/(Dec.) from 2016 Approved Budget	0.00	438,693	438,693	-
% Inc-/Dec. from 2016 Approved Budget		2.7%	2.7%	0.0%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

RAMSEY COUNTY CARE CENTER

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Ramsey County Care Center					
Administration	D/M	10.60	2,499,251	2,499,251	-
Nutritional Services	D/M	16.35	1,609,225	1,609,225	-
Laundry	D/M	3.80	300,152	300,152	-
Houskeeping	D/M	9.00	467,044	467,044	-
Nursing	D/M	107.50	8,298,654	8,298,654	-
Nursing TCU	D/M	7.00	1,423,441	1,423,441	-
Plant Maintenance	D/M	3.00	1,303,584	1,303,584	-
Activities	D/M	3.90	334,043	334,043	-
Social Services	D/M	4.00	450,858	450,858	-
		165.15	16,686,252	16,686,252	-

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	0.00%	0.00	-	-	-
Total Mandated/Discretionary	M/D	0.00%	0.00	-	-	-
Total Discretionary/Mandated	D/M	0.00%	165.15	16,686,252	16,686,252	-
Total Discretionary	D	0.00%	0.00	-	-	-
			165.15	16,686,252	16,686,252	-
2016 Approved Budget			165.15	16,247,559	16,247,559	-
Inc/(Dec.) from 2016 Approved Budget			0.00	438,693	438,693	-
% Inc-/Dec. from 2016 Approved Budget				2.7%	2.7%	0.0%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

RAMSEY COUNTY CARE CENTER

GOAL

1. Strengthen individual, family and community health, safety and well-being

through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

The Care Center and community at large are exposed to a multitude of infectious diseases including influenza, Tuberculosis, and drug resistant organisms including but not limited to MRSA, VRE, and C-Diff.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Reduce risk of influenza and tuberculosis for Care Center residents, staff, and visitors. All residents and staff are screened, tested and offered vaccinations which are administered in accordance with the Center for Disease Control (CDC) guidelines. Education is provided to residents, staff and community members. Utilizing on-line education, computerized learning modules, classroom education, bedside audits, environmental rounds, and handouts.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Provide vaccinations/screening to all residents and staff (not limited by payer source). Vaccinations are administered in accordance with the CDC protocol. Challenges faced in collecting this data is attempting to assure that all residents and staff provide notification outside of the Care Center (private health providers) to our data collectors.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	% Influenza vaccine administered - residents	98%	98%	97.3%	97.5%	97.8%
A2	% Influenza vaccine administered - employees	39%	50.75%	48%	49%	49.5%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

RAMSEY COUNTY CARE CENTER

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Nursing home residents have long been an underrepresented group. The Care Center will focus on increasing input on health, environment, facility infrastructure and educational opportunities from this group. The Care Center focus falls into three primary groups: Adult Chronically Ill, Short Term Rehabilitation, and those with Mental Health and/or Dementia diagnosis. This group has significant challenges in obtaining access to programs and services within the community, especially related to transportation. This includes but is not limited to specialty medical care, psychiatric and psychological appointments, and support groups.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Percentage of Care Center residents involved in internal committees and the utilization of Care Center provided transportation.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Number of residents involved in internal committees	197	203	233	250	260
A2	Usage of facility transportation	-	-	-	175	400

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

RAMSEY COUNTY CARE CENTER

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

A. The Ramsey County Care Center focuses on enhancing this initiative by providing employment opportunities to an immigrant and culturally diverse population group. Our employees include individuals of many ethnic backgrounds including African American, Hmong, African, Middle Eastern and Hispanic.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- The percentage of immigrant and non-white employees currently employed by the Ramsey County Care Center.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	American Indian	-	0%	0%	.81%	1.0%
A2	Hispanic	-	4.29%	4.10%	3.63%	3.7%
A3	Asian	-	12.02%	13.93%	14.92%	15.1%
A4	Black	-	22.75%	25.41%	25.40%	25.4%
A5	White	-	60.94%	56.56%	55.24%	54.8%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

RAMSEY COUNTY CARE CENTER

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

Value-Based Purchasing (VBP) is a Centers for Medicare & Medicaid Services (CMS) initiative to improve the quality and efficiency of care given to beneficiaries. What began in hospitals now includes post-acute care with skilled nursing, home health, hospice and long-term care. The VBP is not just a new program; it is the way post-acute health care organizations will do business from now on.

CMS, Medical Providers and consumer oriented experts believe that high quality facilities will have lower levels of potentially avoidable hospitalizations or re-hospitalizations. The Care Center's strategy includes providing exceptional clinical care based on current standards of practice by utilizing technology to support and enhance monitoring of the residents clinical condition and financial data. The strategy also includes assisting patients/residents to evaluate their current and future living environments in order to promote the highest functional and psychosocial status possible and reduce inappropriate or avoidable re-hospitalizations.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. The Ramsey County Care Center's strategy for addressing this goal is to utilize technology to enhance our resident's discharge planning process to maintain and improve their health care and billing information/processing.
- B. Improve care and safety of post-acute (post-hospitalization) patients. Ramsey County Care Center is participating in a federally sponsored Care Innovation Grant. This program, called *Engage*, involves effective transition planning to enhance successful post-discharge patient outcomes.
- C. Assist patients/residents in evaluating their current and future living environments and support systems. RCCC staff will work with residents, their families, and designated organizations to allow residents to return home with the appropriate programs in place, thereby reducing re-hospitalizations.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Tracking the re-hospitalization of discharged residents.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Number and percent of re-hospitalizations of RCCC's discharged residents	N = 77 % = 1.29	N = 69 % = 1.18	N = 97 % = 1.64	N = 60 % = 2.47	N = 97 % = 1.64
B2	% of Discharged Education Completed				75%	90%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary

Marina McManus

90 West Plato Blvd



VISION

PUBLIC HEALTH

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

Saint Paul - Ramsey County Public Health is the local public health agency serving all of the cities and townships in Ramsey County. It is the largest stand-alone local public health department in the state. The department works in concert with residents, community partners, and other units of government to protect and improve the health of the community.

PROGRAMS / SERVICES

- Assure an adequate Public Health Infrastructure – maintaining the capacity to assess and respond to local health issues including the investigation of health threats and the containment of disease outbreaks.
- Promote healthy communities and healthy behaviors – encouraging healthy choices and behaviors, preventing and managing chronic disease, promoting the health of all residents, working to prevent injuries and violence and looking for ways to eliminate disparities in health status among all populations.
- Prevent the spread of infectious diseases – maintaining adequate levels of vaccination through education and outreach and by providing selected clinical services for the diagnosis and treatment of tuberculosis and sexually transmitted infections.
- Protect against environmental hazards – minimizing and controlling risks from exposure to environmental hazards through a variety of regulatory, consultative, information and educational programs.
- Prepare for and respond to disasters – planning and exercises to prepare to respond to the public health issues that are present in all kinds of emergencies and disasters, including natural disasters, infectious disease outbreaks, chemical spills and acts of terrorism.
- Assure the quality and accessibility of health services – collaborating with health care providers, social service agencies and other community partners to eliminate the barriers that prevent some residents of Ramsey County from accessing appropriate and timely health services.

Department Summary

Marina McManus

90 West Plato Blvd



GOALS & STRATEGIES

PUBLIC HEALTH

Strengthen individual, family and community health, safety and well-being.

- Improve the health and safety of people of all ages and backgrounds and the environment in Ramsey County through community partnerships, outreach and education, and direct services.
- Encourage environmental stewardship by working with County residents to manage household hazardous waste (HHW). Management services will be provided at a level of convenience and accessibility to assure proper management while at the same time promoting the reduction in the amount of HHW generated.
- Prevent the spread of disease using appropriate public health interventions.
- Screen all clients for health care coverage and provide health care enrollment assistance and referral for continuing care.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Increase economic prosperity in communities through efforts with residents and partner organizations to improve the condition of housing and create healthy housing conditions.
- Work with residents and across community systems, including schools, business and healthcare agencies to achieve public health goals related to economic prosperity.
- Collaborate with departments of the Health & Wellness Service Team to improve inclusiveness in contracting.

Enhance access to opportunity and mobility for all residents and businesses.

- Collaborate with other community agencies and County departments to strengthen educational achievement.
- Provide information and opportunities for public health careers and employment.

Model forward-thinking investment, fiscal accountability and transparency.

- Pursue and achieve national accreditation and professional recognition to demonstrate operational and financial excellence.
- Communicate in an accessible manner to ensure that residents can easily obtain information on programs, services and public health issues.
- Provide critical public health advisories to community partners and the public in a timely manner.

Department Summary

Marina McManus

90 West Plato Blvd



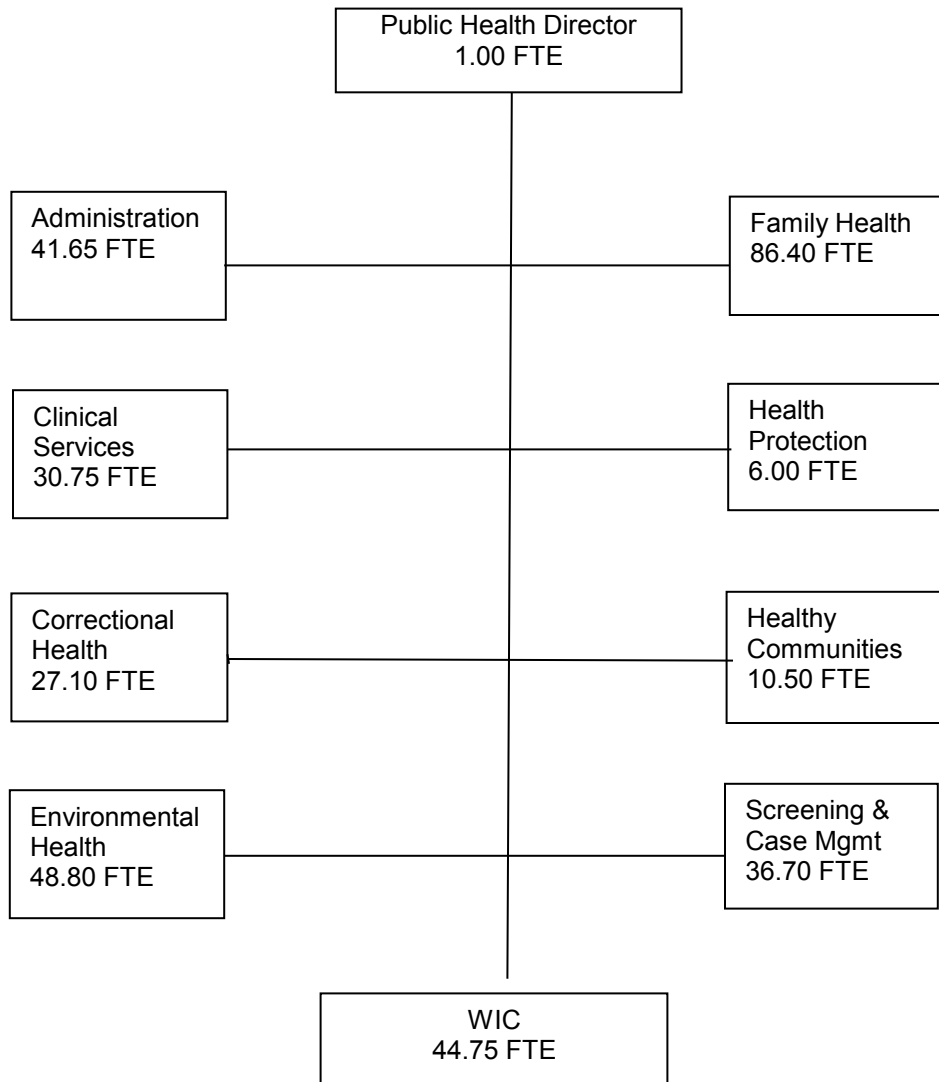
RAMSEY COUNTY

651-266-2400

PUBLIC HEALTH

2015 ORGANIZATION CHART

Personnel - FTE	
2014 Budget	- 333.90
2015 Budget	- 333.65
2016 Approved	- 291.75
2017 Approved	- 290.75



Department Summary



BUDGET SUMMARY

Public Health

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	21,387,901	24,727,656	20,536,320	21,034,264
Expenditure / Appropriation - Grants / Projects	6,279,123	11,774,211	11,197,907	11,206,249
Revenue / Est. Revenue - Operating Budget	13,634,639	15,572,336	12,089,236	12,463,346
Revenue / Est. Revenue - Grants / Projects	5,423,546	11,599,556	11,012,821	11,013,308
Use of Fund Balance	-	-	-	-
County Tax Levy	8,608,839	9,329,975	8,632,170	8,763,859
Inc/(Dec) from Previous Year			(697,805)	131,689
% Inc/(Dec) from Previous Year			(7.5)%	1.5%
Inc/(Dec) for 2 Years				(566,116)
% Inc/(Dec) for 2 Years				(6.1)%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Public Health

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	8,754,264	10,884,487	6,790,584	7,004,848
Intergovernmental Revenue				
Federal	6,029,468	10,901,935	10,396,224	10,387,877
State	3,107,683	4,014,395	4,288,745	4,282,745
Local / Other	179,453	247,000	83,000	83,000
Total Intergovernmental Revenue	9,316,604	15,163,330	14,767,969	14,753,622
Use of Money, Property & Sales	37,725	32,000	39,000	39,120
Other Revenue & Taxes	949,592	1,092,075	1,504,504	1,679,064
Property Tax Levy	8,608,839	9,329,975	8,632,170	8,763,859
Total Revenue / Estimated Revenue	<u>27,667,024</u>	<u>36,501,867</u>	<u>31,734,227</u>	<u>32,240,513</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	20,989,126	27,384,004	24,179,812	24,922,813
Professional Services	5,802,257	8,023,880	6,599,987	6,382,212
Client Services	229,252	239,743	193,715	180,615
Supplies	515,682	694,741	630,132	638,932
Capital Outlay	130,707	159,499	130,581	115,941
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>27,667,024</u>	<u>36,501,867</u>	<u>31,734,227</u>	<u>32,240,513</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Public Health

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Operating Budget</u>				
Family Health	5,128,906	6,257,994	6,122,601	6,214,747
Screening Case Management & PCA Assessment	3,210,246	4,335,218	724,828	724,575
Healthy Communities	762,714	992,951	815,779	833,578
Correctional Healthcare	2,702,191	2,796,231	3,043,514	3,137,693
Sexual Health - Non Title X	137,881	268,438	198,414	205,479
Communicable Disease Control	1,664,568	1,745,558	1,540,189	1,584,412
Public Health Administration	3,507,810	4,149,586	4,357,484	4,393,144
Uncompensated Care	2,244,714	1,810,861	941,700	941,700
Laboratory 555	263,914	291,005	315,422	322,186
Vital Records	442,755	612,376	436,539	445,237
Housecalls	322,920	332,048	339,214	347,390
Health Protection	-	-	389,748	401,501
Lead Hazard Control	217,517	275,555	446,788	583,061
Community Sanitation	781,765	859,835	864,100	899,561
Total Operating Budget	21,387,901	24,727,656	20,536,320	21,034,264
Inc/(Dec) from Previous Year			(4,191,336)	497,944
% Inc/(Dec) from Previous Year			(16.9)%	2.4%

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
HRA-FHUD St Paul	-	83,000	83,000	83,000
Lead Paint Hazard Control - Hennepin Co. (G102703)	87,545	500,000	150,000	-
Child & Teen Check Up (G103015)	1,480,195	1,930,233	1,925,025	1,925,025
Medical Reserve Corp (G103019)	3,500	9,000	3,500	3,500
Healthy Teen (G103025)	110,905	244,000	244,000	244,000
Early Childhood Home Visits (G103026)	110,913	200,000	200,000	210,000
Family Planning ?Title X (G103027)	626,293	613,000	655,300	668,710
Eliminating Health Disparities (G103028)	117,942	180,000	-	-
HIV Testing (G103030)	71,746	76,400	76,400	76,400
Refugee Health Screening (G103031)	-	20,000	-	-
TB Outreach (G103032)	7,500	20,177	11,500	11,500
Early Childhood Home Visits ?Expansion (G103034)	1,213,878	1,786,119	1,434,000	1,434,000
Metro Medical Response System (G106011)	56,325	-	-	-
Sexual Offense Services (G202007)	229,003	312,565	321,086	328,941
Maternal / Child Health (G211001)	735,203	927,084	927,084	927,084
Women Infants and Children (WIC) (G211009)	1,032,844	3,368,298	3,491,980	3,620,480
Emergency Preparedness (G211016)	293,262	537,535	409,500	409,500

Department Summary



	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Breastfeeding-Peer Support (G211020)	28,722	36,500	138,752	141,905
State Health Improvement (G211023)	-	700,000	879,350	873,350
Perinatal Hepatitis B Prevention (G211024)	32	122,500	122,500	122,500
Health Disparities Initiative (G211026)	-	48,500	48,500	48,500
Metro Alliance Healthy Families (G306020)	73,315	59,300	76,430	77,854
Total Grants / Projects	6,279,123	11,774,211	11,197,907	11,206,249
Total Expenditure / Appropriation	27,667,024	36,501,867	31,734,227	32,240,513
Inc/(Dec) from Previous Year			(4,767,640)	506,286
% Inc/(Dec) from Previous Year			(13.1)%	1.6%
Inc/(Dec) for 2 Years				(4,261,354)
% Inc/(Dec) for 2 Years				(11.7)%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Public Health

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Family Health	2,998,980	3,230,364	3,082,348	3,185,278
Screening Case Management & PCA Assessment	2,482,943	3,593,000	-	-
Correctional Healthcare	2,698,722	2,797,912	3,043,514	3,137,693
Sexual Health - Non Title X	57,690	100,000	25,344	25,344
Communicable Disease Control	240,345	475,000	262,900	262,900
Public Health Administration	3,692,707	3,686,645	3,802,731	3,806,476
Laboratory 555	43,089	68,000	48,000	48,000
Vital Records	430,401	438,000	428,000	428,000
Housecalls	169,797	164,000	170,000	170,000
Health Protection	-	-	30,310	31,700
Lead Hazard Control	52,815	167,825	331,989	468,394
Community Sanitation	767,150	851,590	864,100	899,561
Total Operating Budget	13,634,639	15,572,336	12,089,236	12,463,346
Inc/(Dec) from Previous Year			(3,483,100)	374,110
% Inc/(Dec) from Previous Year			(22.4)%	3.1%

Grants / Projects	2014 Actual	2015 Budget	2016 Approved	2017 Approved
HRA-FHUD St Paul	-	83,000	83,000	83,000
Lead Paint Hazard Control - Hennepin Co. (G102703)	87,274	500,000	150,000	-
Child & Teen Check Up (G103015)	1,474,021	1,930,233	1,925,025	1,925,025
Medical Reserve Corp (G103019)	3,500	9,000	3,500	3,500
Healthy Teen (G103025)	22,136	244,000	244,000	244,000
Early Childhood Home Visits (G103026)	92,746	200,000	200,000	210,000
Family Planning ?Title X (G103027)	651,916	613,000	655,300	668,710
Eliminating Health Disparities (G103028)	44,254	180,000	-	-
HIV Testing (G103030)	74,672	76,400	76,400	76,400
Refugee Health Screening (G103031)	-	20,000	-	-
TB Outreach (G103032)	7,500	20,177	11,500	11,500
Early Childhood Home Visits ?Expansion (G103034)	1,017,521	1,786,119	1,434,000	1,434,000
Metro Medical Response System (G106011)	56,324	-	-	-
Sexual Offense Services (G202007)	45,026	137,910	136,000	136,000
Maternal / Child Health (G211001)	729,664	927,084	927,084	927,084
Women Infants and Children (WIC) (G211009)	774,419	3,368,298	3,491,980	3,620,480
Emergency Preparedness (G211016)	219,466	537,535	409,500	409,500
Breastfeeding-Peer Support (G211020)	-	36,500	138,752	141,905

Department Summary



	2014 Actual	2015 Budget	2016 Approved	2017 Approved
State Health Improvement (G211023)	-	700,000	879,350	873,350
Perinatal Hepatitis B Prevention (G211024)	-	122,500	122,500	122,500
Health Disparities Initiative (G211026)	49,428	48,500	48,500	48,500
Metro Alliance Healthy Families (G306020)	73,679	59,300	76,430	77,854
Total Grants / Projects	5,423,546	11,599,556	11,012,821	11,013,308
Total Revenue / Estimated Revenue	19,058,185	27,171,892	23,102,057	23,476,654
Inc/(Dec) from Previous Year			(4,069,835)	374,597
% Inc/(Dec) from Previous Year			(15.0)%	1.6%
Inc/(Dec) for 2 Years				(3,695,238)
% Inc/(Dec) for 2 Years				(13.6)%

Department Summary



PERSONNEL SUMMARY BY DIVISION

PUBLIC HEALTH

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Family Health	52.65	48.40	45.20	44.20
Screening Case Management & PCA Assessment	38.70	57.70	-	-
Healthy Communities	7.00	5.00	5.00	5.00
Correctional Healthcare	27.10	27.03	27.10	27.70
Sexual Health - Non Title X	2.90	1.70	1.50	1.50
Communicable Disease Control	17.20	16.50	14.10	14.10
Public Health Administration	30.95	32.95	29.80	29.80
Laboratory 555	2.60	2.60	2.60	2.60
Vital Records	6.10	6.10	6.10	6.10
Housecalls	3.00	3.00	3.00	3.00
Health Protection	-	2.50	2.50	2.50
Lead Hazard Control	2.80	2.00	4.30	4.30
Community Sanitation	7.25	7.25	7.25	7.25
Solid Waste Management	37.25	37.25	37.25	37.25
Total Operating Budget	235.50	249.98	185.70	185.30

Department Summary



PERSONNEL SUMMARY BY DIVISION

PUBLIC HEALTH

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
<u>Grants / Projects</u>				
Women Infants and Children (WIC) (G211009)	43.00	43.00	43.00	43.00
Breastfeeding-Peer Support (G211020)	-	1.75	1.75	1.75
Child & Teen Check Up (G103015)	16.30	16.30	16.50	16.50
Early Childhood Home Visits (G103026)	2.50	4.00	4.00	4.00
Eliminating Health Disparities (G103028)	0.15	0.15	-	-
Early Childhood Home Visits - Expansion (G103034)	11.00	12.90	12.90	12.90
Maternal / Child Health (G211001)	3.20	3.00	3.20	4.20
Metro Alliance Healthy Families (G306020)	0.60	0.60	0.60	0.60
Healthy Teen (G103025)	0.50	0.50	0.50	0.50
State Health Improvement (G211023)	3.00	4.80	5.80	6.80
Family Planning - Title X (G103027)	4.80	5.80	4.60	4.60
HIV Testing (G103030)	0.50	0.50	0.50	0.50
Refugee Health Screening (G103031)	0.20	0.20	0.20	0.20
TB Outreach (G103032)	0.30	0.30	0.30	0.30
Sexual Offense Services (G202007)	3.00	3.00	3.00	4.00
Perinatal Hepatitis B Prevention (G211024)	1.35	1.25	1.35	1.35
Health Disparities Initiative (G211026)	0.50	0.40	0.50	0.50
Metro Medical Response System (G106011)	1.00	-	-	-
Emergency Preparedness (G211016)	5.00	6.00	3.75	3.75
Health Disparities Initiative (G211026)	-	-	-	-
Lead Paint Hazard Control - Hennepin Co. (G102703)	1.50	1.50	-	-
Total Existing Permanent FTE	333.90	355.93	288.15	290.75

Department Summary



PERSONNEL SUMMARY BY DIVISION

PUBLIC HEALTH

	2016 Approved	2017 Approved
New FTEs		
Nurse	0.60	-
Health Educator 2	1.00	-
Public Health Nurse	1.00	-
SOS Program Assistant	1.00	-
Total New FTE	3.60	-
Total FTE	291.75	290.75
Inc/(Dec) From Previous Year	(64.18)	(1.00)
Inc/(Dec) for 2 Years		(65.18)

Department Summary



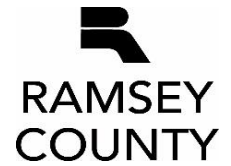
PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

PUBLIC HEALTH

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Administration					
Departmental Administration	M/D	38.50	5,109,445	4,278,731	830,714
Screening & Case Management					
PCA Assessment/Case Management	M	-	724,828	-	724,828
Correctional Health					
	M	27.70	3,043,514	3,043,514	-
Environmental Health					
Solid & Hazardous Waste Regulation	M	15.10	6,069,203	6,069,203	-
Lead Based Paint Inspection	M	1.50	177,624	62,825	114,799
Solid & Hazardous Waste Regulation	M/D	11.65	7,063,528	7,063,528	-
Resource Recovery Project	M/D	-	6,210,921	6,210,921	-
Community Sanitation	D/M	7.25	864,100	864,100	-
Solid & Hazardous Waste Regulation	D/M	10.50	-	-	-
Lead/Healthy Homes	D	2.80	419,164	419,164	-
Health Protection					
	M/D	6.25	802,748	443,310	359,438
Healthy Communities					
	M/D	12.30	1,939,129	1,123,350	815,779
Healthy Families					
Maternal Child Health Grant	M/D	4.20	927,084	927,084	-
Child & Teen Check-up	D/M	16.50	1,925,025	1,925,025	-
Home Visiting	D/M	65.70	8,172,245	4,962,778	3,209,467
Preventive Health Services					
Sexual Health	D/M	6.60	930,114	757,044	173,070
Disease Investigation & Control	M/D	16.45	1,722,689	445,400	1,277,289
Sexual Offense Services	D/M	4.00	321,086	136,000	185,086
Uncompensated Care					
Regions Subsidy	D	-	-	-	-
Community Clinics/Block Nurse	D	-	1,024,700	83,000	941,700
Supplemental Food (WIC)					
	D/M	44.75	3,630,732	3,630,732	-
		<u>291.75</u>	<u>51,077,879</u>	<u>42,445,709</u>	<u>8,632,170</u>

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

PUBLIC HEALTH

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	9.7%	44.30	10,015,169	9,175,542	839,627
Total Mandated/Discretionary	M/D	38.0%	89.35	23,775,544	20,492,324	3,283,220
Total Discretionary/Mandated	D/M	41.3%	151.30	15,843,302	12,275,679	3,567,623
Total Discretionary	D	10.9%	6.80	1,443,864	502,164	941,700
			291.75	51,077,879	42,445,709	8,632,170
2015 Budget			333.65	55,813,785	46,483,810	9,329,975
Inc/(Dec) from 2015 Budget			(41.90)	(4,735,906)	(4,038,101)	(697,805)
% Inc/-Dec from 2015 Budget				-8.5%	-8.7%	-7.5%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2016 APPROVED)
CHANGE FROM 2015 BUDGET**

PUBLIC HEALTH

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Administration				
Departmental Administration	(1.15)	56,478	86,086	(29,608)
Screening & Case Management				
PCA Assessment/Case Management	(36.70)	(3,610,390)	(3,593,000)	(17,390)
Correctional Health				
	0.60	247,283	245,602	1,681
Environmental Health				
Solid & Hazardous Waste Regulation	-	709,694	717,939	(8,245)
Lead Based Paint Inspection	-	7,069	-	7,069
Solid & Hazardous Waste Regulation	-	631,119	631,119	-
Resource Recovery Project	-	(1,309,079)	(1,309,079)	-
Community Sanitation	-	4,265	4,265	-
Solid & Hazardous Waste Regulation	-	-	-	-
Lead/Healthy Homes	-	(185,836)	(185,836)	-
Health Protection				
	0.25	256,213	(103,225)	359,438
Healthy Communities				
	1.80	2,178	179,350	(177,172)
Healthy Families				
Maternal Child Health Grant	1.00	-	-	-
Child & Teen Check-up	0.20	(5,208)	(5,208)	-
Home Visiting	(4.20)	(643,216)	(657,005)	13,789
Preventive Health Services				
Sexual Health	(2.95)	(27,724)	(32,356)	4,632
Disease Investigation & Control	(1.75)	(234,046)	(240,777)	6,731
Sexual Offense Services	1.00	8,521	(1,910)	10,431
Uncompensated Care				
Regions Subsidy	-	(869,161)	-	(869,161)
Community Clinics/Block Nurse	-	-	-	-
Supplemental Food (WIC)				
	-	225,934	225,934	-
Inc/(Dec) from 2015 Budget	(41.90)	(4,735,906)	(4,038,101)	(697,805)
% Inc/-Dec from 2015 Budget		-8.5%	-8.7%	-7.5%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

PUBLIC HEALTH

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Administration					
Departmental Administration	M/D	38.50	5,160,567	4,282,476	878,091
Screening & Case Management					
PCA Assessment/Case Management	M	-	724,575	-	724,575
Correctional Health					
	M	27.70	3,137,693	3,137,693	-
Environmental Health					
Solid & Hazardous Waste Regulation	M	15.10	6,302,063	6,302,063	-
Lead Based Paint Inspection	M	1.50	177,492	62,825	114,667
Solid & Hazardous Waste Regulation	M/D	11.65	7,858,266	7,858,266	-
Resource Recovery Project	M/D	-	6,146,123	6,146,123	-
Community Sanitation	D/M	7.25	899,561	899,561	-
Solid & Hazardous Waste Regulation	D/M	10.50	-	-	-
Lead/Healthy Homes	D	2.80	405,569	405,569	-
Health Protection					
	M/D	6.25	814,501	444,700	369,801
Healthy Communities					
	M/D	12.30	1,950,928	1,117,350	833,578
Healthy Families					
Maternal Child Health Grant	M/D	4.20	927,084	927,084	-
Child & Teen Check-up	D/M	16.50	1,925,025	1,925,025	-
Home Visiting	D/M	64.70	8,283,991	5,077,132	3,206,859
Preventive Health Services					
Sexual Health	D/M	6.60	950,589	770,454	180,135
Disease Investigation & Control	M/D	16.45	1,766,912	445,400	1,321,512
Sexual Offense Services	D/M	4.00	328,941	136,000	192,941
Uncompensated Care					
Regions Subsidy	D	-	-	-	-
Community Clinics/Block Nurse	D	-	1,024,700	83,000	941,700
Supplemental Food (WIC)					
	D/M	44.75	3,762,385	3,762,385	-
		<u>290.75</u>	<u>52,546,965</u>	<u>43,783,106</u>	<u>8,763,859</u>

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

PUBLIC HEALTH

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	9.6%	44.30	10,341,823	9,502,581	839,242
Total Mandated/Discretionary	M/D	38.8%	89.35	24,624,381	21,221,399	3,402,982
Total Discretionary/Mandated	D/M	40.8%	150.30	16,150,492	12,570,557	3,579,935
Total Discretionary	D	10.7%	6.80	1,430,269	488,569	941,700
			290.75	52,546,965	43,783,106	8,763,859
2016 Approved Budget			291.75	51,077,879	42,445,709	8,632,170
Inc/(Dec) from 2016 Approved Budget			(1.00)	1,469,086	1,337,397	131,689
% Inc/-Dec from 2016 Approved Budget				2.9%	3.2%	1.5%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2017 APPROVED)
CHANGE FROM 2016 APPROVED BUDGET**

PUBLIC HEALTH

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Administration				
Departmental Administration	-	51,122	3,745	47,377
Screening & Case Management				
PCA Assessment/Case Management	-	(253)	-	(253)
Correctional Health	-	94,179	94,179	-
Environmental Health				
Solid & Hazardous Waste Regulation	-	232,860	232,860	-
Lead Based Paint Inspection	-	(132)	-	(132)
Solid & Hazardous Waste Regulation	-	794,738	794,738	-
Resource Recovery Project	-	(64,798)	(64,798)	-
Community Sanitation	-	35,461	35,461	-
Solid & Hazardous Waste Regulation	-	-	-	-
Lead/Healthy Homes	-	(13,595)	(13,595)	-
Health Protection	-	11,753	1,390	10,363
Healthy Communities	-	11,799	(6,000)	17,799
Healthy Families				
Maternal Child Health Grant	-	-	-	-
Child & Teen Check-up	-	-	-	-
Home Visiting	(1.00)	111,746	114,354	(2,608)
Preventive Health Services				
Sexual Health	-	20,475	13,410	7,065
Disease Investigation & Control	-	44,223	-	44,223
Sexual Offense Services	-	7,855	-	7,855
Uncompensated Care				
Regions Subsidy	-	-	-	-
Community Clinics/Block Nurse	-	-	-	-
Supplemental Food (WIC)	-	131,653	131,653	-
Inc/(Dec) from 2016 Approved Budget	(1.00)	1,469,086	1,337,397	131,689
% Inc-/Dec from 2016 Approved Budget		2.9%	3.2%	1.5%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PUBLIC HEALTH

GOAL

1. **Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Improve the health and safety of people of all ages and backgrounds and the environment in Ramsey County through community partnerships, outreach and education, and direct services.
- B. Encourage environmental stewardship by working with County residents to manage household hazardous waste (HHW). Management services will be provided at a level of convenience and accessibility to assure proper management while at the same time promoting the reduction in the amount of HHW generated.
- C. Prevent the spread of disease using appropriate public health interventions.
- D. Screen all clients for health care coverage and provide health care enrollment assistance and referral for continuing care.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Promote the health children and families by providing home visiting services to pregnant and parenting women who are at higher risk for adverse health and behavioral outcomes. Visits by public health nurses support healthy parent-child relationships, inform the parent on infant care, child growth and development, parenting approaches, disease prevention, preventing exposure to environmental hazards and support services available in the community.
- Club Mom is a community health group for women historically disenfranchised from traditional medical and health systems. This program, led by Saint Paul - Ramsey County Public Health, Family Health division, works with other organizations that share the goals of reducing health disparities among African-American women, and improving birth outcomes for African-American children. In addition to positive impacts on participants, Club Mom conveys community-level benefits related to prevention and improved longer-term health outcomes. Participants gain tools and learn how to collaboratively make an impact on maternal and child health outcomes and infant mortality.
- Access to and utilization of appropriate health services is key to individual, family and community health. The Affordable Care Act (ACA) provides an opportunity enroll individuals and families with providers of health insurance and to connect them to a health care home.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PUBLIC HEALTH

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012	2013	2014	2015	2016-17
		Actual	Actual	Actual	Estimate	Estimate
A1	Percent of Family Home Visiting (FHV) mothers enrolled prenatally in FHV services	29%	35%	40%	45%	47%
A2	Percent of infants/children ages 0-5 receiving FHV who complete well child check-ups within appropriate timeframes	93%	96%	97%	98%	98%
A3	Percent of eligible Ramsey County children, ages 0-21, participating in the Child & Teen Checkup Program	72%	77%	NA	80%	80%
A4	Breastfeeding (BF) in WIC and FHV programs: % WIC mothers initiating BF: % of FHV prenatal clients initiating BF:	64.7% 74%	68.3% NA	71.9% 81%	75.0% 82%	78.0% 85%
A5	Number of Medical Reserve Corps volunteers registered and oriented	421	525	525	550	580
A6	# of women who participate in Club Mom	•	•	•	50	50
B1	Number of RC households participating in household hazardous waste collection, including pharmaceutical collection	27,077	28,424	31,172	33,000	35,000
B2	Number of visits to yard waste sites to deposit yard waste, brush, source separated organics	436,021	417,249	397,176	425,000	425,000
C1	% of RCCF detainees screened or having a current documentation of screening for Tuberculosis by day 14 of incarceration	NA	NA	100%	100%	100%
C2	Average number of critical violations per routine inspection of Ramsey County food establishments	1.25	1.16	1.10	1.0	1.0
D1	Percent of Ramsey County residents who are uninsured at some point in year	15.7%	NA	NA	NA	NA
D2	Clients screened for health care coverage # of RCCF detained screened for health care coverage:	NA	NA	251	300	350
D3	% of RCCF detainees seen in the medical clinics receiving continued service referrals at time of release	NA	NA	80%	85%	90%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES**PUBLIC HEALTH****PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)**

D1. With the implementation of the Affordable Care Act, there has been a decline in the percentage of Minnesotans who are uninsured. According to the State Health Access Data Assistance Center (SHADAC), between September 30, 2013 and May 1, 2014, the percentage of uninsured Minnesotans decreased from 8.2% of the population to 4.9% of the population. At this time, County-specific data is not yet available to identify the specific impact on the Ramsey County population.

D2 & D3. Public Health programs routinely screen clients for health care coverage and provide enrollment assistance to clients. At this point, comprehensive data has not been collected to identify the number of clients who are screened and assisted with enrollment. Beginning in 2015 this data is being collected for the RCCF. In addition to assisting clients with appropriate enrollment, referrals are also made for obtaining primary medical care and identifying a medical home. The RCCF is tracking the level to which detainees who received medical services receive continued service referrals at the time of release for their ongoing medical care.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PUBLIC HEALTH

GOAL

- 2. Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Increase economic prosperity in communities through efforts with residents and partner organizations to improve the condition of housing and create healthy housing conditions.
- B. Work with residents and across community systems, including schools, business and healthcare agencies to achieve public health goals related to economic prosperity.
- C. Collaborate with departments of the Health & Wellness Service Team to improve inclusiveness in contracting.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Maintaining safe and healthy housing stock contributes to the economic prosperity of communities. Healthy homes result in healthier people, leading to lower health care costs from common housing related illnesses and injuries. A “whole homes” approach, using well documented, evidence based interventions will be used to address housing related health issues.
- Public Health works with residents, community agencies, schools, and health care agencies to achieve goals of the State Health Improvement Partnership (SHIP) and Ramsey County Community Health Improvement Plan (CHIP). The focus of these efforts is to increase health and well-being through individual, policy, systems, and environment change, which ultimately also lead to economic prosperity.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Number of homes receiving window replacement as a result of the county’s lead hazard reduction program	77	75	48	52	36
A2	Number of homes receiving a healthy homes assessment and intervention	25	0	0	50	80
B1	Ramsey County Healthy Meals Program # organizations participating: # policy, systems, environment changes:	20	22	20	28	32
		19	15	14	27	30
B2	# of operational Action Teams to work with residents and community partners to implement the Community Health Improvement Plan (CHIP)	NA	NA	2	3	5

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PUBLIC HEALTH

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
B3	Dollar value of WIC vouchers issued by RC and redeemed (in millions)	\$15.0M	\$15.2M	\$15.3M	\$15.35M	\$15.4M
B4	Maintain an active, effective Community Health Services Advisory Committee	.	.	.	New Measure	New Measure
C1	Inclusiveness in contracting measure to be developed in 2015	.	.	.	New Measure	New Measure

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

B1 – The Healthy Meals program works to develop and implement practices that enable Ramsey County shelters and meal programs to provide health, culturally responsive and cost-effective meals. The program is focused on nutrition in order to produce changes for better health for the clients served.

B2 – In 2014, the Access to Health Services and Nutrition, Weight and Active Living action teams for the CHIP began meeting. In 2015 the Social Determinants of Health action team got underway and will address issues related to poverty, education, employment, and transportation. It is anticipated that the Violence Prevention and Mental Health/Mental Disorders/Behavioral Health action teams will begin work in 2016.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PUBLIC HEALTH

GOAL

- 3. Enhance access to opportunity and mobility for all residents and businesses**
through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Collaborate with other community agencies and County departments to strengthen educational achievement.
- B. Provide information and opportunities for public health careers and employment.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Educational achievement is an important component leading to employment and economic prosperity. Direct work to assist residents with educational achievement occurs through the Family Home Visiting program, and in partnership with Workforce Solutions.
- Public Health has an extensive history of providing educational internships and student worker experiences. We have not, however, captured this data in a consistent manner throughout the department. The data identified in B1 will be first available in 2015.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	High school graduation and GED completion rates of teen parents who are Family Health MFIP clients	67%	69%	62%	65%	70%
B1	# of Internships # of information sessions/employment fairs	.	.	.	New Measure	New Measure

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

GOALS, STRATEGIES & PERFORMANCE MEASURES

PUBLIC HEALTH

GOAL

- 4. Model forward-thinking investment, fiscal accountability, and transparency**
through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Pursue and achieve national accreditation and professional recognition to demonstrate operational and financial excellence.
- B. Communicate in an accessible manner to ensure that residents can easily obtain information on programs, services and public health issues.
- C. Provide critical public health advisories to community partners and the public in a timely manner.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Obtaining national accreditation is recognition of a high level of achievement on an operational and fiscal basis. Public Health has submitted application for national Public Health accreditation to the Public Health Accreditation Board (PHAB). It is anticipated that a site visit will be scheduled in early fall 2015, with accreditation being obtained by year end 2015.
- Program level recognition has been received in several areas. Public Health has achieved recognition for meeting standards in two program models which utilize evidence based practices for family home visiting. Additionally, the Cities Readiness Initiative Audit received a perfect score of 100 in 2014, and as such will not be subject to audits in future years
- Communication and the access to information has consistently been a priority for Public Health. Maintaining a comprehensive and accessible website and participating in the Health Alert Network have been primary tools to make information available to residents and community partners in a timely manner.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Attain and maintain national accreditation status with Public Health Accreditation Board	NA	NA	In progress	Achieve	Maintain
A2	Achieve and maintain Healthy Families America accreditation	NA	NA	Achieved	Maintain	Maintain
A3	Maintain fidelity to Nurse Family Partnership model & expectations	Achieved	Achieved	Achieved	Achieved	Achieved
A4	Cities Readiness Initiative Audit Result (CRI audits terminated in 2015 for Jurisdictions scoring 100)	94	99	100	Not scheduled for audit	Not scheduled for audit

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

PUBLIC HEALTH

		2012	2013	2014	2015	2016-17
#	Performance Measure	Actual	Actual	Actual	Estimate	Estimate
B1	Number of web hits (total number of unique sessions per year) to various Public Health web pages: Yard Waste Sites Household Hazardous Waste Marriage Licenses WIC Immunizations Community Health Assessment	.	.	.	New Measure	New Measure
C1	Percent of Health Alerts transmitted to community partners within 1 hour for alerts and within 24 hours for advisories	100% N = 30	100% N = 18	100% N = 19	100%	100%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



RAMSEY
COUNTY

Maria Wetherall, Director

90 W. Plato Blvd, St Paul

651-266-2545

VISION

VETERANS SERVICES

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

Ramsey County Veterans Services provides assistance, counseling and advocacy for veterans, their dependents and survivors who are entitled to benefits from the United States Department of Veterans Affairs (VA), the Minnesota Department of Veterans Affairs (MDVA), and other agencies as applicable. Veterans Services provides high quality customer service and continuously adapts and improves how information and services are delivered to the citizens of Ramsey County to ensure that veterans of all eras are provided with guidance, answers and resources. Intensive, on-going focus on marketing of the department's services ensures that elderly veterans and their survivors and veterans returning from Iraq and Afghanistan are made aware we are here to help them navigate the complex eligibility and application processes. Veterans Services continuously cultivates new working relationships and builds on existing partnerships with federal, state and local community partners who share our vision of promoting economic vitality and health in the communities of Ramsey County.

PROGRAMS / SERVICES

- Counsel and educate veterans and their survivors seeking federal and state veterans benefits.
- Clarify and advise veterans and advocates how federal and state programs such as Medicare, Medicaid and Social Security/SSI benefits impact and affect veteran and survivor benefit eligibility.
- Facilitate and assist veterans and their survivors in the accurate and timely completion of federal and state veterans benefits claims and applications required to determine eligibility for disability, health care and death benefits.
- Provide guidance and direction to veterans and their survivors in obtaining and providing verification and documentation needed to file claims and applications.
- Build and maintain partnerships with community agencies, non-profits, faith-based and local businesses offering programs, services and activities to veterans in Ramsey County.
- Work directly with Ramsey County Health and Wellness Service Team departments to maximize and enhance how we work together to serve the citizens and communities of Ramsey County.
- Create, implement and operate volunteer programs that engage the citizens of Ramsey County and the surrounding area in direct service to veterans as part of the Ramsey County Veterans Court Mentor Program and the Ramsey County Veterans Services Volunteer program.

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being.

- Assist qualified veterans with enrollment in the VA Medical Care system which provides access to basic health care, specialty care, and programs providing targeted services to specific populations such as homeless veterans and veterans in need of mental health services.
- Complete required documentation to facilitate eligibility for Dental and Optical benefits provided to low income veterans and their widows by the Minnesota Department of Veterans Affairs.

Department Summary



RAMSEY COUNTY

Maria Wetherall, Director

90 W. Plato Blvd, St Paul

651-266-2545

VETERANS SERVICES

- Partner with federal, state and local agencies and programs in efforts seeking to end Veteran Homelessness by 2015.
- Collaborate with Ramsey County Attorney, Ramsey County Corrections, Minnesota 2nd District Courts and other internal and external partners assigned to the Ramsey County Veterans Court.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Assist veterans and their survivors with accessing Veterans Administration disability and pension benefits which bring increased income to individuals and households residing in the communities of Ramsey County.
- Facilitate and complete applications for Special Needs assistance from the Minnesota Department of Veterans Affairs to assist veterans and their families faced with financial crises.

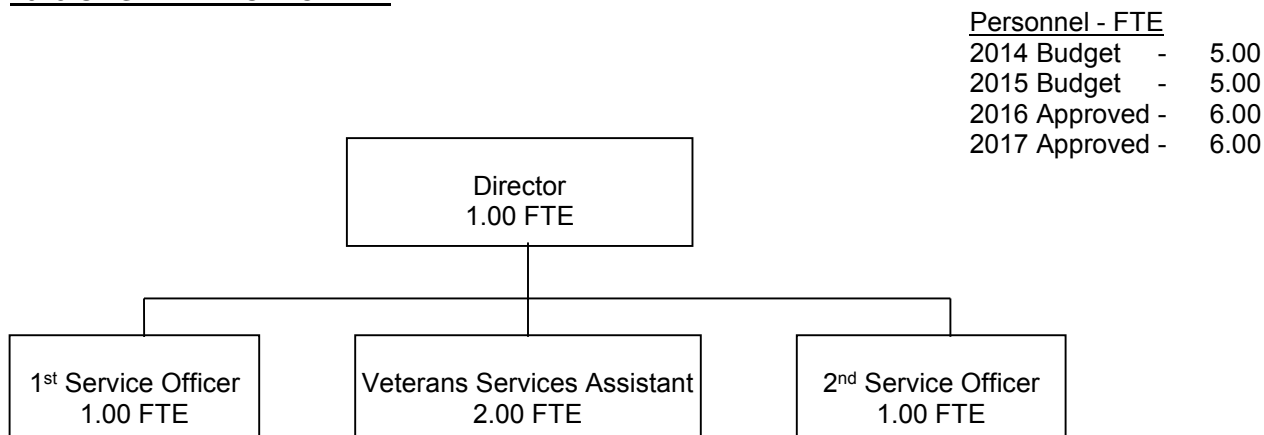
Enhance access to opportunity and mobility for all residents and businesses.

- Conduct intensive outreach and marketing of the department's expertise to ensure that veterans, survivors and advocates are made aware of our services.
- Provide support and expertise to veterans seeking to use the GI Bill benefits they earned by serving in the US Armed Forces.
- Educate and refer local veterans to employment resources and programs provided by the Minnesota Department of Veterans Affairs, Minnesota Department of Employment and Economic Development, Minnesota Department of Corrections and Work Force Centers in the communities of Ramsey County.

Model forward-thinking investment, fiscal accountability and transparency.

- Implement and operate VA Work Study and Volunteer programs that offer interested citizens and students with a way to actively support our work with veterans.

2015 ORGANIZATION CHART



Department Summary



BUDGET SUMMARY

Veterans Services

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	443,254	506,486	588,903	611,883
Expenditure / Appropriation - Grants / Projects	1,296	-	22,500	22,500
Revenue / Est. Revenue - Operating Budget	-	-	-	-
Revenue / Est. Revenue - Grants / Projects	22,500	-	22,500	22,500
Use of Fund Balance	-	-	-	-
County Tax Levy	422,050	506,486	588,903	611,883
Inc/(Dec) from Previous Year			82,417	22,980
% Inc/(Dec) from Previous Year			16.3%	3.9%
Inc/(Dec) for 2 Years				105,397
% Inc/(Dec) for 2 Years				20.8%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Veterans Services

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	22,500	-	22,500	22,500
Local / Other	-	-	-	-
Total Intergovernmental Revenue	22,500	-	22,500	22,500
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	422,050	506,486	588,903	611,883
Total Revenue / Estimated Revenue	444,550	506,486	611,403	634,383

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	389,424	448,028	511,424	538,755
Professional Services	50,961	56,458	80,694	76,343
Client Services	-	-	-	-
Supplies	3,784	2,000	13,900	13,900
Capital Outlay	381	-	5,385	5,385
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	444,550	506,486	611,403	634,383

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Veterans Services

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Operating Budget				
Veterans Services	443,254	506,486	588,903	611,883
Total Operating Budget	443,254	506,486	588,903	611,883
Inc/(Dec) from Previous Year			82,417	22,980
% Inc/(Dec) from Previous Year			16.3%	3.9%
Grants / Projects				
Vet Svcs MDVS Operational Enhancement (G214007)	1,296	-	22,500	22,500
Total Grants / Projects	1,296	-	22,500	22,500
Total Expenditure / Appropriation	444,550	506,486	611,403	634,383
Inc/(Dec) from Previous Year			104,917	22,980
% Inc/(Dec) from Previous Year			20.7%	3.8%
Inc/(Dec) for 2 Years				127,897
% Inc/(Dec) for 2 Years				25.3%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Veterans Services

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Total Operating Budget	-	-	-	-
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Grants / Projects				
Vet Svcs MDVS Operational Enhancement (G214007)	22,500	-	22,500	22,500
Total Grants / Projects	22,500	-	22,500	22,500
Total Revenue / Estimated Revenue	22,500	-	22,500	22,500
Inc/(Dec) from Previous Year			22,500	-
% Inc/(Dec) from Previous Year			-	-
Inc/(Dec) for 2 Years				22,500
% Inc/(Dec) for 2 Years				-

Department Summary



PERSONNEL SUMMARY BY DIVISION

VETERANS SERVICES

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Veterans Services	5.00	5.00	5.00	6.00
Total Operating Budget	5.00	5.00	5.00	6.00
 <u>Grants / Projects</u>				
None				
Total Existing Permanent FTE	5.00	5.00	5.00	6.00

	2016 Approved	2017 Approved
New FTEs		
Second Veterans Assistance Officer	1.00	-
Total New FTE	1.00	-
Total FTE	6.00	6.00
Inc/(Dec) From Previous Year	1.00	-
Inc/(Dec) for 2 Years		1.00

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

VETERANS SERVICES

Program / Service	Mand./ Discr.	2016 APPROVED			
		FTEs	Budget	Financing	Levy
Veterans Services					
Client Services	M	6.00	609,403	22,500	586,903
Subsidies to Other Entities					
Memorial Day Activities	D	-	2,000	-	2,000
		<u>6.00</u>	<u>611,403</u>	<u>22,500</u>	<u>588,903</u>

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	99.67%	6.00	609,403	22,500	586,903
Total Mandated/Discretionary	M/D		-	-	-	-
Total Discretionary/Mandated	D/M		-	-	-	-
Total Discretionary	D	0.33%	-	2,000	-	2,000
			<u>6.00</u>	<u>611,403</u>	<u>22,500</u>	<u>588,903</u>

2015 Budget			5.00	506,486	-	506,486
Inc/(Dec.) from 2015 Budget			1.00	104,917	22,500	82,417
% Inc/-Dec. from 2015 Budget				20.7%	-	16.3%

CHANGE FROM 2015 BUDGET

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Veterans Services				
Client Services	1.00	104,917	22,500	82,417
Subsidies to Other Entities				
Memorial Day Activities	-	-	-	-
Inc/(Dec.) from 2015 Budget	<u>1.00</u>	<u>104,917</u>	<u>22,500</u>	<u>82,417</u>
% Inc/-Dec. from 2015 Budget		20.7%	-	16.3%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

VETERANS SERVICES

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Veterans Services					
Client Services	M	6.00	632,383	22,500	609,883
Subsidies to Other Entities					
Memorial Day Activities	D	-	2,000	-	2,000
		6.00	634,383	22,500	611,883

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	99.68%	6.00	632,383	22,500	609,883
Total Mandated/Discretionary	M/D		-	-	-	-
Total Discretionary/Mandated	D/M		-	-	-	-
Total Discretionary	D	0.32%	-	2,000	-	2,000
			6.00	634,383	22,500	611,883

2016 APPROVED Budget		6.00	611,403	22,500	588,903
Inc/(Dec.) from 2016 Approved Budget		-	22,980	-	22,980
% Inc/-Dec. from 2016 Approved Budget			3.8%	0.0%	3.9%

CHANGE FROM 2016 APPROVED BUDGET

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Veterans Services				
Client Services		22,980	-	22,980
Subsidies to Other Entities				
Memorial Day Activities				
Inc/(Dec.) from 2016 Approved Budget	-	22,980	-	22,980
% Inc/-Dec. from 2016 Approved Budget		3.8%	0.0%	3.9%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary; D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

VETERANS SERVICES

GOAL

- 1. Strengthen individual, family and community health, safety and well-being** through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- Assist qualified veterans with enrollment in the VA Medical Care system which provides access to basic health care, specialty care, and programs providing targeted services to specific populations such as homeless veterans and veterans in need of mental health services.
- Complete required documentation to facilitate eligibility for Dental and Optical benefits provided to low income veterans and their widows by the Minnesota Department of Veterans Affairs.
- Partner with federal, state and local agencies and programs in efforts seeking to end Veteran Homelessness by 2015.
- Collaborate with Ramsey County Attorney, Ramsey County Corrections, Minnesota 2nd District Courts and other internal and external partners assigned to the Ramsey County Veterans Court.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Ramsey County Veterans Services understands that vibrant, healthy communities begin with healthy, stable citizens. We connect veterans to the programs and services that help them build and maintain health and safety throughout their lives.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016-17 Estimate
A1	Number of Ramsey County Veterans Enrolled in VA Medical Care System	6,676	6,669	6,746	6,746	6,746
A2	Value in dollars of healthcare received by Ramsey County Veterans from the VA Medical Care System	\$61,454,000	\$75,501,000	\$81,607,000	\$81,607,000	\$81,607,000
B1	Value in dollars of dental and optical benefits paid by Minnesota Department of Veterans Affairs	\$249,491	\$156,105	\$157,028	\$157,028	\$157,028

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Our department provides direct service to many homeless veterans and others at risk of homelessness. We connect those we serve with federal and state programs that offer services and benefits to veterans who do not have stable housing. In addition we work in cooperation with federal, state and local partners as active members of the Heading Home Ramsey/Continuum of Care and Minnesota Department of Veterans Affairs Homeless Registry.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES**VETERANS SERVICES**

The Mission Statement of the Ramsey County Veterans Court is To promote public safety through enhanced supervision and individual accountability. The purpose of the program is to assist and support veterans by creating a coordinated response through collaboration with the Department of Veterans Affairs (VA), community-based services, and the criminal justice system. Our role is to connect participants to resources that help them access healthcare, stabilize in housing and connect with support services as part of the Veterans Court team. Performance Measures for strategies C and D are still being developed.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

VETERANS SERVICES

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Assist veterans and their survivors with accessing Veterans Administration disability and pension benefits which bring increased income to the individuals and households that reside in the communities of Ramsey County.
- B. Facilitate and complete applications for Special Needs assistance from the Minnesota Department of Veterans Affairs to assist veterans and their families faced with financial crises.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Eligibility for the benefits provided by the Veterans Administration and Minnesota Department of Veterans Affairs is in most cases based on disability and/or financial need. Benefits delivered to qualifying households are used to pay for basic needs including food, shelter, utilities, healthcare and other goods and services. Steady increases in federal benefits received by veterans and their survivors reflect a combination of the demographics of the aging veteran population and the departments focus on outreach and education. The decline in state benefits during the same timeframe is likely a result of an improving economy and a steady decline in the number of unemployed veterans faced with crises they are unable to resolve.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Federal benefit dollars paid annually to Ramsey County veterans and survivors for pension and disability benefits.	\$52,620,000	\$60,852,000	\$70,612,000	\$70,612,000	\$70,612,000
B1	State benefit dollars paid annually to assist Ramsey County households in crisis.	\$196,177	\$182,656	\$148,354	\$148,354	\$148,354

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

VETERANS SERVICES

GOAL

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Conduct intensive outreach and marketing of the department's expertise to ensure that veterans, survivors and advocates are made aware of our services.
- B. Provide support and expertise to veterans seeking to use the GI Bill benefits they earned by serving in the US Armed Forces.
- C. Educate and refer local veterans to employment resources and programs provided by the Minnesota Department of Veterans Affairs, Minnesota Department of Employment and Economic Development, Minnesota Department of Corrections and Work Force Centers in the communities of Ramsey County.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Ramsey County Veterans Services understands the importance of keeping the public informed that we are here to assist them. Our focus on outreach has increased office visits by 76% and phone contact by 187% between 2010 and 2014. This astounding increase has challenged the department to focus in on finding better, more efficient ways to respond to the public. Increased use of technology in all aspects of daily business and on-going improvements to systems and procedures used to manage the increased demand for our services has enabled the department to maintain high quality customer service.

We develop relationships with the veterans and survivors that we serve and they depend on us to help them navigate life's challenges. When they find themselves without employment or going back to school they will often turn to us for answers. We are ready with referrals and resources that will help them to navigate the bureaucratic processes and get them connected with employment services and supports to help them succeed. Working in cooperation with regional Educational Representatives employed by the Minnesota Department of Veterans Affairs, Veterans Services ensures that guidance and assistance are provided to Ramsey County veterans attending local colleges, universities and trade schools.

Performance Measures verifying engagement with our partners in the employment industry are being developed.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	# of Office Visits to Ramsey County Veterans Services	3,187	3,022	3,024	3,024	3,024
A2	# of calls Received by Ramsey County Veterans Services	11,566	10,081	10,234	11,000	11,000
B1	Federal benefits paid annually to Ramsey County Veterans attending school or training programs using the GI Bill	\$13,175,000	\$13,956,000	\$15,209,000	\$15,209,000	15,209,000

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

VETERANS SERVICES

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Implement and operate VA Work Study and Volunteer programs that offer interested citizens and students with a way to actively support our work with veterans.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Additional staff provided by the Veterans Administration Work Study Program and the contribution of outstanding volunteers have enabled the department to continue with initiatives and projects that improve how we do business.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	Total VA Work Study hours worked for Ramsey County Veterans Services	928	876	1,389	1,200	1,200
A2	Total Volunteer/Mentor hours worked for Ramsey County Veterans Services	227	409	411	400	400

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

Veterans Services applied for and was granted two federally funded VA Work Study positions. VA Work Study staff are students who attend local trade schools, colleges and universities using their GI Bill benefits. Work Study Staff are assigned a great variety of tasks and projects that support the operation of the department.

Our volunteer program began with volunteers working in our offices to assist us with efforts to transition to paperless work flow. More recently volunteers have provided hands on support in our implementation of written and online surveys asking for feedback from those we serve to continue to improve and enhance service delivery to the public. In 2014 Ramsey County Veterans Services implemented the Ramsey County Veterans Court Mentor program. This program pairs volunteer Veteran Mentors with Ramsey County Veterans Court Participants to provide support and act as a role model to veterans who need help to get their lives back on track. Statistics tracking the contribution of volunteers and mentors are being refined to provide a more accurate picture of their value in future budgets.

Department Summary

John Klavins, Director

121 7th Place E.



**RAMSEY
COUNTY**
(651) 266-2384

VISION

COMMUNITY CORRECTIONS

A vibrant community where all are valued and thrive.

MISSION

A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

The mission of the Community Corrections Department is “Building safe and healthy communities through interventions that promote personal change and accountability.” The department holds offenders accountable for their actions while providing opportunities for growth and change for individuals so that they are able to become law abiding. The department does this by using research-based correctional strategies.

Core to our work is the use of risk assessment instruments that provide information on the likelihood that an individual will reoffend, identify risk factors that influence their criminal behavior, and specify needs to be addressed. With this information the department determines the appropriate level of supervision and develops a plan to assist the individual to become law abiding. Individual’s whose risk of reoffending is low are supervised on larger caseloads; individual’s whose risk of reoffending is high receive close supervision and services. This approach allows the department to target offenders, provide supervision to individuals who are risks to the community, and to use our resources wisely.

The department has developed policies and procedures that create a consistent approach to supervision across probation officers. In addition, the department is developing customized performance appraisals for probation officers and supervisors that focus on implementation of effective correctional practices and set clear expectations for staff and supervisors.

PROGRAMS / SERVICES

Adult Probation

The Adult Services Division supervises those offenders that were 18 years or older when they committed crimes and have either been placed on probation or released from Minnesota prisons. In 2014, 19,554 adult offenders were served.

The goal of the division is to protect the community, hold offenders accountable, and provide supervision and services to help offenders live pro-social, productive, and crime-free lives. This often includes monitoring compliance with court ordered conditions; drug testing; community work service; and referrals to treatment, programming, and alternative sanctions that are attuned to the needs and individual characteristics of the offender.

The division is committed to a supervision model that utilizes Effective Supervision Practices which are shown in the research literature to reduce recidivism. These practices include:

- Assessing offender risk and targeting criminogenic needs
- Prioritizing interventions and targeting resources to higher risk offenders
- Employing Motivational Interviewing skills and processes to establish an effective working alliance with the offender and to enhance the offender's intrinsic motivation to change

Department Summary

John Klavins, Director

121 7th Place E.



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COMMUNITY CORRECTIONS

- Utilizing cognitive behavioral coaching and programming to increase the offender's skills and illustrate the connection between their thoughts, attitudes, and behavior
- Responding to offender misconduct in a timely and proportional manner, taking into account both the severity of the misconduct and the risk level of the offender
- Measuring performance and outcomes in order to inform and improve service delivery

The Division partners with community organizations to augment our services and respond to the diverse cultural needs of the community. Some of the programs used to supplement Adult Probation Services include:

- GED and vocation services
- Sentence to Service work crews and individual community service work
- Cognitive-behavioral groups such as Thinking for Change
- Driving with Care program for DWI offenders
- Re-entry planning and support
- Treatment programs for sex offenders, domestic abusers, and chemically dependent offenders
- Adult community based alternatives to incarceration – relapse recovery programs, day treatment, check in accountability program, mentoring and motivational enhancement therapy

Juvenile Probation

Juvenile Probation serves youth (ages 18 and under) who have been assigned to probation, investigation or other services. For youth assigned to Juvenile Probation, specific services are determined by the Court with recommendations from probation staff, which are based on the level of the youth's offense, prior delinquency history, and risk factors. In 2014, 1,064 youth were served by Juvenile Probation.

Throughout the youth's supervision, probation officers carry out the tasks necessary to protect the community, promote behavioral change and healthy development, hold the young person accountable to probation rules and court orders, and foster positive youth outcomes that are fair and equitable. These tasks include:

- Assessing client risk factors and needs to inform supervision strategies, case planning, and referrals to community based programming and treatment services
- Monitoring compliance with court ordered conditions such as restitution repayment, out of home placement, community work service, and program attendance
- Ensuring that youth follow home, school, and probation rules

Some of the programs used to supplement our basic services include:

- Out of home placement for youth involved in the Justice System
- Educational, employment readiness and vocational training for youth
- Cognitive-behavioral groups such as Aggression Replacement Training
- Functional Family Therapy, a treatment program for juvenile offenders and their families
- Evening and weekend programs for youth
- Electronic home monitoring

Juvenile Detention Center

The Juvenile Detention Center (JDC) is a facility that provides secure detention for youth. The Detention Center provides a safe, secure, and structured setting for juveniles, ages 10-17, who are charged with committing an

Department Summary

John Klavins, Director

121 7th Place E.



**RAMSEY
COUNTY**
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COMMUNITY CORRECTIONS

offense, or are on warrant or in violation of their probation on a previous offense. Youth are admitted to detention when there is a reason to believe they:

- Would not appear for their next court hearing
- Are at risk to re-offend
- Are awaiting court or placement

Ramsey County Community Corrections began implementing the Juvenile Detention Alternatives Initiative in 2005. At the end of 2011, JDC reduced its licensed capacity from 86 beds to 44 beds based on the consistently low number of youth admitted over the past several years.

Boys Totem Town

Boys Totem Town (BTT) is a residential correctional treatment center providing services for up to 36 adolescent (15 – 18 year old) boys who have been adjudicated delinquent by the Juvenile Court. The residential program at BTT operates on a therapeutic philosophy and includes the aspects of risk assessment, strength identification, skill building, counseling and case management. BTT places a high priority on bringing about positive changes towards healthy living.

BTT also offers a Day Treatment program for middle school and high school youth which lasts between 6 and 8 months. Youth attend school, treatment and therapy on site and return home in the evenings.

Ramsey County Correctional Facility

The Ramsey County Correctional Facility (RCCF) is a 556 bed, minimum to medium security facility housing adult male and female offenders sentenced by the courts to a maximum of one year. RCCF provides educational, cognitive and life improvement program opportunities for offenders. In addition to facility and contract staff, over 120 volunteers help support these programs.

RCCF requires all medically capable inmates to perform work. Work opportunities such as the nursery/greenhouse operation and the golf course maintenance crews provide inmates with realistic work experience that has been used by inmates to obtain gainful employment upon their release. Many of these programs generate revenue and offset operational costs such as the golf course, food service, and laundry services. Offenders who are authorized by the courts and meet the RCCF eligibility criteria may participate in the work and school release program or serve their time on home confinement under electronic surveillance. In addition, educational programs, cognitive programs, religious services and chemical dependency treatment are available to offenders.

RCCF provides mental health services to inmates. The Mental Health Services unit staff work in collaboration with the custody staff to identify needs of inmates. They provide inmates with individual services, groups, crisis assessments, and consulting services. Staff also work with probation officers and offenders released on probation.

Department Summary

John Klavins, Director

121 7th Place E.



**RAMSEY
COUNTY**
(651) 266-2384

COMMUNITY CORRECTIONS

GOALS & STRATEGIES

Strengthen individual, family and community health, safety and well-being

- Ensure that risk to reoffend is accurately assessed.
- Target interventions towards offenders who are most likely to reoffend.
- Ensure that department staff are proficient in strength based interventions.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Monitor continued impact of the Juvenile Justice System reform on youth from neighborhoods of concentrated financial poverty.
- Address systemic issues in the adult criminal justice system that differentially impact neighborhoods with concentrated financial poverty.
- Ensure that all individuals have equal access to employment opportunities in Community Corrections.
- Collaborate with the Health and Safety Service Team to improve inclusiveness in contracting and to increase contracts with agencies located in areas of concentrated financial poverty.

Enhance access to opportunity and mobility for all residents and businesses.

- Collaborate with other organizations and educational institutions to increase access to education, employment and opportunity for offenders.
- Assist individuals to transition from the Ramsey County Correctional Facility to the community.

Model forward-thinking investment, fiscal accountability and transparency.

- Fully implement the Prison Rape Elimination Act to ensure the department is in compliance with federal law.
- Collaborate with other jurisdictions in Minnesota to implement the Correctional Program Checklist to ensure the quality of placements and programs for adult and juvenile offenders.
- Evaluate the feasibility of a joint juvenile facility with Hennepin County which would be cost effective and ensure a full range of services for youth in their community.

Department Summary

John Klavins, Director

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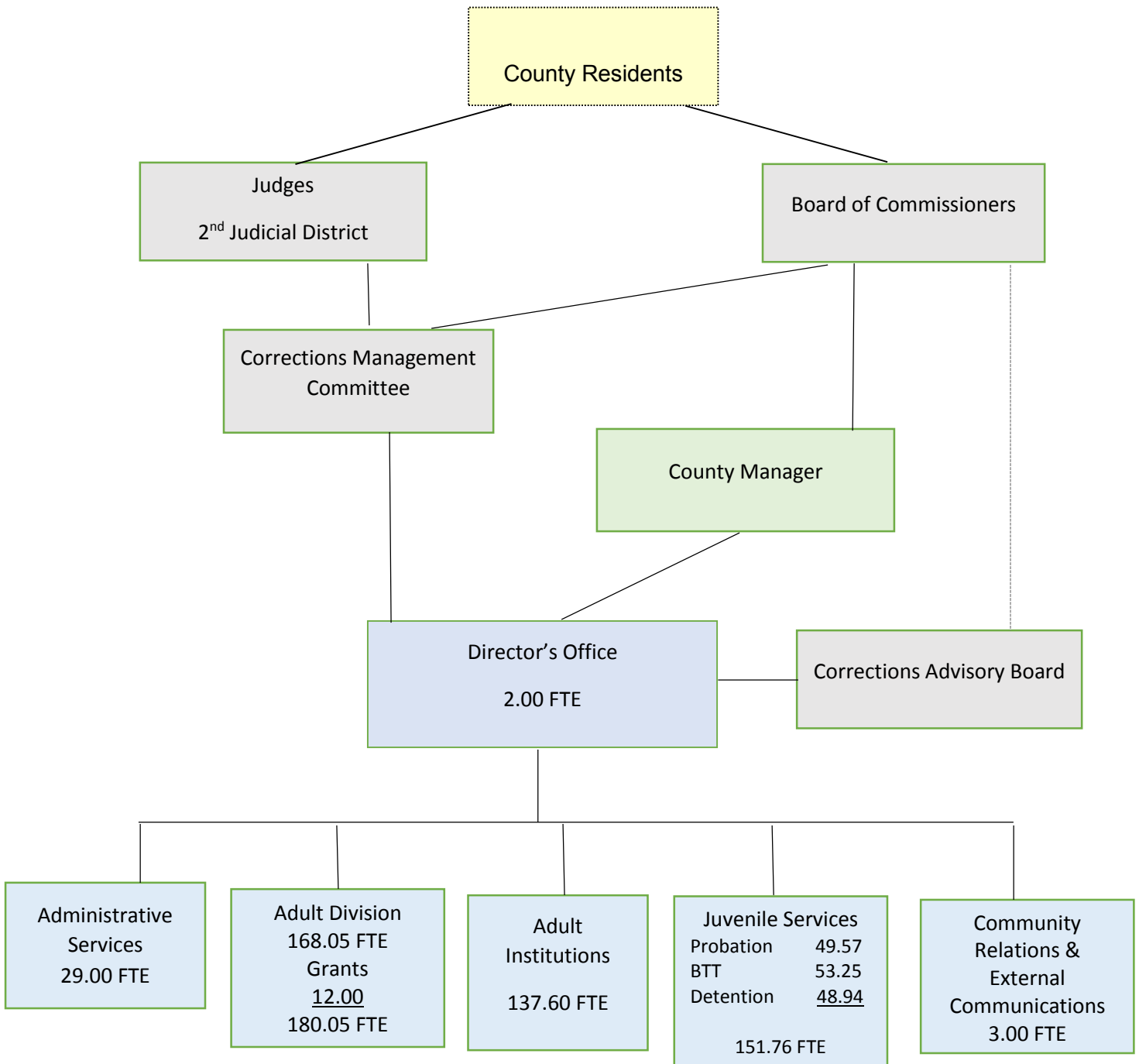
RAMSEY COUNTY

(651) 266-2384

COMMUNITY CORRECTIONS

2015 ORGANIZATION CHART

Personnel - FTE	
2014 Budget	- 500.41
2015 Budget	- 503.41
2016 Approved	- 507.91
2017 Approved	- 507.91



Department Summary



BUDGET SUMMARY

Community Corrections

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation - Operating Budget	62,094,157	64,894,129	66,206,966	67,787,950
Expenditure / Appropriation - Grants / Projects	648,038	1,011,750	1,079,778	1,081,692
Revenue / Est. Revenue - Operating Budget	13,651,805	13,655,279	13,875,802	14,047,333
Revenue / Est. Revenue - Grants / Projects	479,549	1,011,750	1,079,778	1,081,692
Use of Fund Balance	-	-	-	-
County Tax Levy	48,610,841	51,238,850	52,331,164	53,740,617
Inc/(Dec) from Previous Year			1,092,314	1,409,453
% Inc/(Dec) from Previous Year			2.1%	2.7%
Inc/(Dec) for 2 Years				2,501,767
% Inc/(Dec) for 2 Years				4.9%

Department Summary



REVENUE / ESTIMATED REVENUE & EXPENDITURE / APPROPRIATION BY CATEGORY

Community Corrections

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Revenue / Estimated Revenue				
Charges for Services / Fines	3,894,404	3,835,223	3,649,121	3,671,226
Intergovernmental Revenue				
Federal	139,974	215,012	215,536	215,302
State	9,856,193	10,434,794	10,871,723	11,023,297
Local / Other	590	-	-	-
Total Intergovernmental Revenue	9,996,757	10,649,806	11,087,259	11,238,599
Use of Money, Property & Sales	222,100	180,000	217,000	217,000
Other Revenue & Taxes	18,093	2,000	2,200	2,200
Property Tax Levy	48,610,841	51,238,850	52,331,164	53,740,617
Total Revenue / Estimated Revenue	<u>62,742,195</u>	<u>65,905,879</u>	<u>67,286,744</u>	<u>68,869,642</u>

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Expenditure / Appropriation				
Personnel Services	48,384,015	50,877,150	51,074,486	52,977,679
Professional Services	12,095,974	13,011,289	14,050,905	13,679,246
Client Services	-	-	-	-
Supplies	1,787,881	1,857,114	1,964,353	2,010,717
Capital Outlay	474,325	160,326	197,000	202,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	<u>62,742,195</u>	<u>65,905,879</u>	<u>67,286,744</u>	<u>68,869,642</u>

Department Summary



EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Community Corrections

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Operating Budget				
Community Corrections Administration	6,297,646	6,714,686	7,379,275	7,463,106
Adult Probation	20,391,995	21,112,787	21,652,009	22,264,234
Correctional Facility	16,145,469	16,832,296	16,780,801	17,418,064
Juvenile Probation	7,781,512	8,182,421	8,484,387	8,273,696
Boys Totem Town	5,716,656	5,888,067	6,024,133	6,186,676
Juvenile Detention Center	5,760,879	6,163,872	5,886,361	6,182,174
Total Operating Budget	62,094,157	64,894,129	66,206,966	67,787,950
Inc/(Dec) from Previous Year			1,312,837	1,580,984
% Inc/(Dec) from Previous Year			2.0%	2.4%
	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Grants / Projects				
Justice Assistance Grant (G101023)	-	27,878	27,878	27,878
Intensive Supervision (G202002)	568,285	812,900	981,900	983,814
Electronic Alcohol Monitoring (G202011)	19,692	70,000	70,000	70,000
Casey Foundation (G208067)	247	10,000	-	-
DWI Court Project (G219003)	-	90,972	-	-
Problem Solving Courts (G219004)	59,814	-	-	-
Total Grants / Projects	648,038	1,011,750	1,079,778	1,081,692
Total Expenditure / Appropriation	62,742,195	65,905,879	67,286,744	68,869,642
Inc/(Dec) from Previous Year			1,380,865	1,582,898
% Inc/(Dec) from Previous Year			2.1%	2.4%
Inc/(Dec) for 2 Years				2,963,763
% Inc/(Dec) for 2 Years				4.5%

Department Summary



REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Community Corrections

Division	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Community Corrections Administration	601,460	597,530	622,308	636,197
Adult Probation	5,471,514	5,775,819	5,723,342	5,772,328
Correctional Facility	4,728,385	4,476,519	4,745,196	4,806,572
Juvenile Probation	1,586,024	1,553,458	1,477,340	1,496,333
Boys Totem Town	642,262	629,955	659,826	673,655
Juvenile Detention Center	622,160	621,998	647,790	662,248
Total Operating Budget	13,651,805	13,655,279	13,875,802	14,047,333
Inc/(Dec) from Previous Year			220,523	171,531
% Inc/(Dec) from Previous Year			1.6%	1.2%

	2014 Actual	2015 Budget	2016 Approved	2017 Approved
Grants / Projects				
Justice Assistance Grant (G101023)	-	27,878	27,878	27,878
Intensive Supervision (G202002)	406,450	812,900	981,900	983,814
Electronic Alcohol Monitoring (G202011)	14,843	70,000	70,000	70,000
Casey Foundation (G208067)	247	10,000	-	-
DWI Court Project (G219003)	-	90,972	-	-
Problem Solving Courts (G219004)	58,009	-	-	-
Total Grants / Projects	479,549	1,011,750	1,079,778	1,081,692
Total Revenue / Estimated Revenue	14,131,354	14,667,029	14,955,580	15,129,025
Inc/(Dec) from Previous Year			288,551	173,445
% Inc/(Dec) from Previous Year			2.0%	1.2%

Inc/(Dec) for 2 Years				461,996
% Inc/(Dec) for 2 Years				3.1%

Department Summary



PERSONNEL SUMMARY BY DIVISION

COMMUNITY CORRECTIONS

	2014 Budget	2015 Budget	2016 Approved	2017 Approved
Permanent FTE				
<u>Operating Budget</u>				
Community Corrections Administration	33.00	34.00	34.00	35.00
Adult Probation	168.05	168.05	169.05	169.55
Correctional Facility	137.60	137.60	137.60	137.60
Juvenile Probation	49.57	49.57	49.57	49.57
Boys Totem Town	53.25	53.25	53.25	54.75
Juvenile Detention Center	48.94	48.94	48.94	48.94
Total Operating Budget	490.41	491.41	492.41	495.41
<u>Grants / Projects</u>				
Justice Assistance Grant (G101023)	1.00	1.00	1.00	1.00
Intensive Supervision (G202002)	8.00	8.00	8.00	9.50
DWI Court Project (G219003)	1.00	1.00	-	-
Problem Solving Courts (G219004)	-	2.00	2.00	2.00
Total Existing Permanent FTE	500.41	503.41	503.41	507.91

	2016 Approved	2017 Approved
New FTEs		
Investigator	1.00	-
Probation Officer	0.50	-
(G202002) Probation Officer	1.50	-
Assistant Probation Officer	1.50	-
Total New FTE	4.50	-
Total FTE	507.91	507.91

Department Summary



PERSONNEL SUMMARY BY DIVISION

COMMUNITY CORRECTIONS

	2016	2017
New FTEs	Approved	Approved
Inc/(Dec) From Previous Year	4.50	-
Inc/(Dec) for 2 Years		4.50

Department Summary



PROGRAM / SERVICE ALLOCATION (2016 APPROVED)

COMMUNITY CORRECTIONS

Program / Service	Mand./ Discr.	2016 Approved			
		FTEs	Budget	Financing	Levy
Administrative Services	M/D	35.00	7,379,275	622,308	6,756,967
Services to Adults					
Adult Services	M/D	169.55	19,438,679	5,581,766	13,856,913
Drug Testing	M/D	0.00	250,000	-	250,000
Pre-Trial Services	M	0.00	1,275,000	-	1,275,000
Sentence to Service	D	0.00	195,000	141,576	53,424
Adult Purchase of Service	D	0.00	190,000	-	190,000
Adult Alternatives to Incarceration	D	0.00	303,330	-	303,330
Ramsey County Correctional Facility	M	137.60	16,780,801	4,745,196	12,035,605
Adult Justice Assistance Grant	D	1.00	27,878	27,878	-
Adult DWI Court Project Grant	D	0.00	-	-	-
Adult Problem Solving Courts Grant	D	2.00	-	-	-
Adult Intensive Supervision Grant	D	9.50	981,900	981,900	-
Adult REAM Grant	D	0.00	70,000	70,000	-
Services to Juveniles					
Juvenile Services	M/D	49.57	5,818,387	1,477,340	4,341,047
Juvenile Placements/Shelter	M	0.00	1,800,000	-	1,800,000
Juvenile Svcs to Families and Children	D	0.00	866,000	-	866,000
Boys Totem Town	D/M	54.75	6,024,133	659,826	5,364,307
Juvenile Detention Center	M	48.94	5,886,361	647,790	5,238,571
Juv SPDS Casey Foundation Grant	D	0.00	-	-	-
		507.91	67,286,744	14,955,580	52,331,164

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	38.9%	186.54	25,742,162	5,392,986	20,349,176
Total Mandated/Discretionary	M/D	48.2%	254.12	32,886,341	7,681,414	25,204,927
Total Discretionary/Mandated	D/M	10.3%	54.75	6,024,133	659,826	5,364,307
Total Discretionary	D	2.7%	12.50	2,634,108	1,221,354	1,412,754
			507.91	67,286,744	14,955,580	52,331,164
2015 Budget			503.41	65,905,879	14,667,029	51,238,850
Inc/(Dec.) from 2015 Budget			4.50	1,380,865	288,551	1,092,314
% Inc/-Dec. from 2015 Budget				2.1%	2.0%	2.1%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2016 APPROVED)
CHANGE FROM 2015 BUDGET**

COMMUNITY CORRECTIONS

Program / Service	Change from 2015 Budget			
	FTEs	Budget	Financing	Levy
Administrative Services	1.00	664,589	24,778	639,811
Services to Adults				
Adult Services	1.50	460,612	(13,092)	473,704
Drug Testing	0.00	100,000	-	100,000
Pre-Trial Services	0.00	13,280	-	13,280
Sentence to Service	0.00	(5,000)	(39,385)	34,385
Adult Purchase of Service	0.00	10,000	-	10,000
Adult Alternatives to Incarceration	0.00	(39,670)	-	(39,670)
Ramsey County Correctional Facility	0.00	(51,495)	268,677	(320,172)
Adult Justice Assistance Grant	0.00	-	-	-
Adult DWI Court Project Grant	(1.00)	(90,972)	(90,972)	-
Adult Problem Solving Courts Grant	0.00	-	-	-
Adult Intensive Supervision Grant	1.50	169,000	169,000	-
Adult REAM Grant	0.00	-	-	-
Services to Juveniles				
Juvenile Services	0.00	95,966	(76,118)	172,084
Juvenile Placements/Shelter	0.00	100,000	-	100,000
Juvenile Svcs to Families and Children	0.00	106,000	-	106,000
Boys Totem Town	1.50	136,066	29,871	106,195
Juvenile Detention Center	0.00	(277,511)	25,792	(303,303)
Juv SPDS Casey Foundation Grant	0.00	(10,000)	(10,000)	-
Inc/(Dec.) from 2015 Budget	4.50	1,380,865	288,551	1,092,314
% Inc/-Dec. from 2015 Budget		2.1%	2.0%	2.1%

Department Summary



PROGRAM / SERVICE ALLOCATION (2017 APPROVED)

COMMUNITY CORRECTIONS

Program / Service	Mand./ Discr.	2017 Approved			
		FTEs	Budget	Financing	Levy
Administrative Services	M/D	35.00	7,463,106	636,197	6,826,909
Services to Adults					
Adult Services	M/D	169.55	20,191,030	5,630,752	14,560,278
Drug Testing	M/D	0.00	260,000	-	260,000
Pre-Trial Services	M	0.00	1,284,000	-	1,284,000
Sentence to Service	D	0.00	200,000	141,576	58,424
Adult Purchase of Service	D	0.00	142,000	-	142,000
Adult Alternatives to Incarceration	D	0.00	187,204	-	187,204
Ramsey County Correctional Facility	M	137.60	17,418,064	4,806,572	12,611,492
Adult Justice Assistance Grant	D	1.00	27,878	27,878	-
Adult DWI Court Project Grant	D	0.00	-	-	-
Adult Problem Solving Courts Grant	D	2.00	-	-	-
Adult Intensive Supervision Grant	D	9.50	983,814	983,814	-
Adult REAM Grant	D	0.00	70,000	70,000	-
Services to Juveniles					
Juvenile Services	M/D	49.57	6,022,668	1,496,333	4,526,335
Juvenile Placements/Shelter	M	0.00	1,379,075	-	1,379,075
Juvenile Svcs to Families and Children	D	0.00	871,953	-	871,953
Boys Totem Town	D/M	54.75	6,186,676	673,655	5,513,021
Juvenile Detention Center	M	48.94	6,182,174	662,248	5,519,926
Juv SPDS Casey Foundation Grant	D	0.00	-	-	-
		507.91	68,869,642	15,129,025	53,740,617

SUMMARY

		Levy %	FTEs	Budget	Financing	Levy
Total Mandated	M	38.7%	186.54	26,263,313	5,468,820	20,794,493
Total Mandated/Discretionary	M/D	48.7%	254.12	33,936,804	7,763,282	26,173,522
Total Discretionary/Mandated	D/M	10.3%	54.75	6,186,676	673,655	5,513,021
Total Discretionary	D	2.3%	12.50	2,482,849	1,223,268	1,259,581
			507.91	68,869,642	15,129,025	53,740,617
2016 Approved Budget			507.91	67,286,744	14,955,580	52,331,164
Inc/(Dec.) from 2016 Approved Budget			0.00	1,582,898	173,445	1,409,453
% Inc/-Dec. from 2016 Approved Budget				2.4%	1.2%	2.7%

KEY: M = Program and Service Level is Mandated; M/D = Program is Mandated, Service Level is Discretionary;
D/M = Program is Discretionary, Service Level is Mandated; D = Program and Service Level is Discretionary

Department Summary



**PROGRAM / SERVICE ALLOCATION (2017 APPROVED)
CHANGE FROM 2016 APPROVED BUDGET**

COMMUNITY CORRECTIONS

Program / Service	Change from 2016 Approved Budget			
	FTEs	Budget	Financing	Levy
Administrative Services	0.00	83,831	13,889	69,942
Services to Adults				
Adult Services	0.00	752,351	48,986	703,365
Drug Testing	0.00	10,000	-	10,000
Pre-Trial Services	0.00	9,000	-	9,000
Sentence to Service	0.00	5,000	-	5,000
Adult Purchase of Service	0.00	(48,000)	-	(48,000)
Adult Alternatives to Incarceration	0.00	(116,126)	-	(116,126)
Ramsey County Correctional Facility	0.00	637,263	61,376	575,887
Adult Justice Assistance Grant	0.00	-	-	-
Adult DWI Court Project Grant	0.00	-	-	-
Adult Problem Solving Courts Grant	0.00	-	-	-
Adult Intensive Supervision Grant	0.00	1,914	1,914	-
Adult REAM Grant	0.00	-	-	-
Services to Juveniles				
Juvenile Services	0.00	204,281	18,993	185,288
Juvenile Placements/Shelter	0.00	(420,925)	-	(420,925)
Juvenile Svcs to Families and Children	0.00	5,953	-	5,953
Boys Totem Town	0.00	162,543	13,829	148,714
Juvenile Detention Center	0.00	295,813	14,458	281,355
Juv SPDS Casey Foundation Grant	0.00	-	-	-
Inc/(Dec.) from 2016 Approved Budget	0.00	1,582,898	173,445	1,409,453
% Inc/-Dec. from 2016 Approved Budget		2.4%	1.2%	2.7%

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COMMUNITY CORRECTIONS

GOAL

1. Strengthen individual, family and community health, safety and well-being

through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Ensure that risk to reoffend is accurately assessed.
- B. Target interventions towards offenders who are most likely to reoffend.
- C. Ensure that Department staff are proficient in strength based interventions.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Interventions with offenders are based on an assessment instrument that identifies the risk of reoffending and what needs should be addressed. Accurate assessments are the basis for effective interventions. The increasing accuracy of our probation officers is positive.
- Targeting interventions towards the greatest need is a core strategy. Individuals who are the most likely to reoffend are served more intensively. The chart below demonstrates that while the rate for low risk adults has remained stable the overall rate for high risk adults is worsening. Please see Additional Information for a further discussion. Figures for juveniles are more variable, potentially as the result of lower population numbers.
- The Department trains staff and assesses their proficiency in using strength-based interventions. Continuous quality assurance and feedback promotes skill development. 73% of probation officers demonstrated skills with strength-based interventions in 2014.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	% scoring accuracy on the adult risk assessment	82%	80%	90%	90%	90%
B1	a) % of <u>low risk</u> adult offenders who did not reoffend during their first year of probation	93%	91%	89%	90%	90%
	b) % of <u>high risk</u> adult offenders who did not reoffend during their first year of probation	81%	77%	67%	70%	70%
B2	a) % of <u>low risk</u> juveniles who did not reoffend during their first year of probation	75%	84%	75%	80%	80%
	b) % of <u>high risk</u> juveniles who did not reoffend during their first year of probation	63%	72%	64%	65%	65%
C1	% of probation officers at beginning proficiency or higher at strength-based interventions with offenders	76%	64%	73%	75%	80%

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

(B1) The Department believes that the higher percentage of offenders' recidivating is because the composition of the three Adult Probation Field Units has changed over time. Offenders served in the three high risk units are

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COMMUNITY CORRECTIONS

more likely to be high risk for reoffending than they were in the past. This is because low risk cases have been moved out of these caseloads. The proportion of low risk cases has declined for the following three reasons:

- a) Low risk cases have been transferred to the Probation Reporting Center. Over 4,000 low-risk offenders are now supervised in our Probation Reporting Center,
- b) The number of 1st and 2nd time DWI offenders being kept by judges on probation to the court has increased by between 800 and 1,000 over the past few years,
- c) The overall number of offenders on supervision throughout the state is in a slight decline.

The Department will continue to monitor these numbers and is looking at data to gain a better understanding of who is recidivating, with what type of crime and in what time period. The results of this analysis will allow the Department to evaluate different strategies and to target interventions based on the likelihood of further criminality.

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COMMUNITY CORRECTIONS

GOAL

2. **Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty** through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Monitor continued impact of the Juvenile Justice System reform on youth from neighborhoods of concentrated financial poverty.
- B. Address systemic issues in the adult criminal justice system that differentially impact neighborhoods with concentrated financial poverty.
- C. Ensure that all individuals have equal access to employment opportunities in Community Corrections.
- D. Collaborate with the Health and Safety Service Team to improve inclusiveness in contracting and to increase contracts with agencies located in areas of concentrated financial poverty.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- Since JDAI began, there has been a dramatic decrease in the number of youth in detention from 3,374 youth admitted in 2005 compared to 950 youth in 2014. There has also been a significant decrease in the number of youth of color admitted to detention, however; the percentage of youth of color admitted remains high.
- The Department has been exploring the growth of individuals on probation for Domestic Abuse (DA) and the interventions available. There was a 142% increase in individuals of color on the DA caseload between 2006 and today. This exploration has raised many questions about the individuals served, the impact of legislative changes on individuals, our strategies for intervening and resulted in changes in service delivery.
- Community Corrections changed its hiring process in 2014 to increase the pool of eligible candidates which resulted in a significant increase in both the number and percent of people of color hired.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	# of youth admitted to detention	1,039	1,017	950	925	925
A2	a) # of youth of color admitted to detention	886	898	850	800	800
	b) % of youth of color admitted to detention	85%	88%	90%	86%	86%
B1	a) # of adults on supervision for Domestic Abuse (DA)	1,400	1,453	1,526	1,550	1,550
	b) % of adults of color on supervision for DA	71%	72%	73%	73%	73%
C1	% of Correctional Officer candidates of color hired	33%	23%	50%	50%	50%
D1	Improve inclusiveness in contracting	NA	NA	NA	Under Development	

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COMMUNITY CORRECTIONS

GOAL

3. **Enhance access to opportunity and mobility for all residents and businesses**
through connections to education, employment and economic development throughout our region.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Collaborate with other organizations and educational institutions to increase access to education, employment and opportunities for offenders.
- B. Assist individuals to transition from the Ramsey County Correctional Facility to the community.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- RCCF has established relationships with employers so that individuals graduating from the Culinary Skills and Nursery Programs can obtain employment upon release.
- The Department is piloting an intensive job placement services program for adult offenders in collaboration with Workforce Solution. Performance measures will be developed.
- The Department provides a Work Readiness Program with Workforce Solutions for youth on probation. 66% of youth successfully completed the program in 2014.
- Transition services assist offenders who are exiting the facility with employment, housing and other resources.

PERFORMANCE MEASURES – DATA

#	Performance Measures	2012	2013	2014	2015	2016-17
		Actual	Actual	Actual	Estimate	Estimate
A1	a) # of inmates successfully completing the Culinary Skills Program and Nursery Program	*	9	34	35	35
	b) # of inmates employed after completion of Culinary Skills Program and Nursery Program	*	8	20	20	20
A2	Adult Probation/WorkForce Solution Collaboration	*	*	*	Under Development	50
A3	% of youth successfully completing the Work Readiness Program	61%	62%	66%	68%	70%
B1	# of individuals who received transition services at RCCF	*	328	492	500	500

*Program not operating

PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required

Department Summary



GOALS, STRATEGIES & PERFORMANCE MEASURES

COMMUNITY CORRECTIONS

GOAL

4. **Model forward-thinking investment, fiscal accountability and transparency** through professional operational and financial management.

STRATEGY OR STRATEGIES TO MAKE PROGRESS TOWARDS THIS GOAL

- A. Fully implement the Prison Rape Elimination Act to ensure the Department is in compliance with federal law.
- B. Collaborate with other jurisdictions in Minnesota to implement the Correctional Program Checklist to ensure the quality of placements and programs for adult and juvenile offenders.
- C. Evaluate the feasibility of a joint facility with Hennepin County which would be cost effective and ensure a full range of services for youth in their community.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- The number of investigations will continue to grow as the Department moves to full implementation of PREA.
- The Correctional Program Checklist collaborative is being coordinated by Ramsey County Corrections and will provide information about placements/programs throughout the state.
- A joint juvenile facility with Hennepin County increases efficiency, expands the services for youth and reduces expenses for the two counties.

PERFORMANCE MEASURES – DATA

		2012	2013	2014	2015	2016-17
#	Performance Measures	Actual	Actual	Actual	Estimate	Estimate
A1	a) # of staff trained as first responders	NA	NA	4	25	25
	b) # of investigations	NA	20	74	125	150
B1	a) # of staff trained in the Evidence-Based Correctional Program Checklist (CPC)	NA	NA	6	10	10
	b) # of site visits/assessments completed	NA	NA	NA	2	6
C1	Joint Juvenile Facility	Completed Huskey Report	Decision to explore collaboration	Joint planning – Phase I Feasibility Analysis	Decision regarding collaboration	Under Development

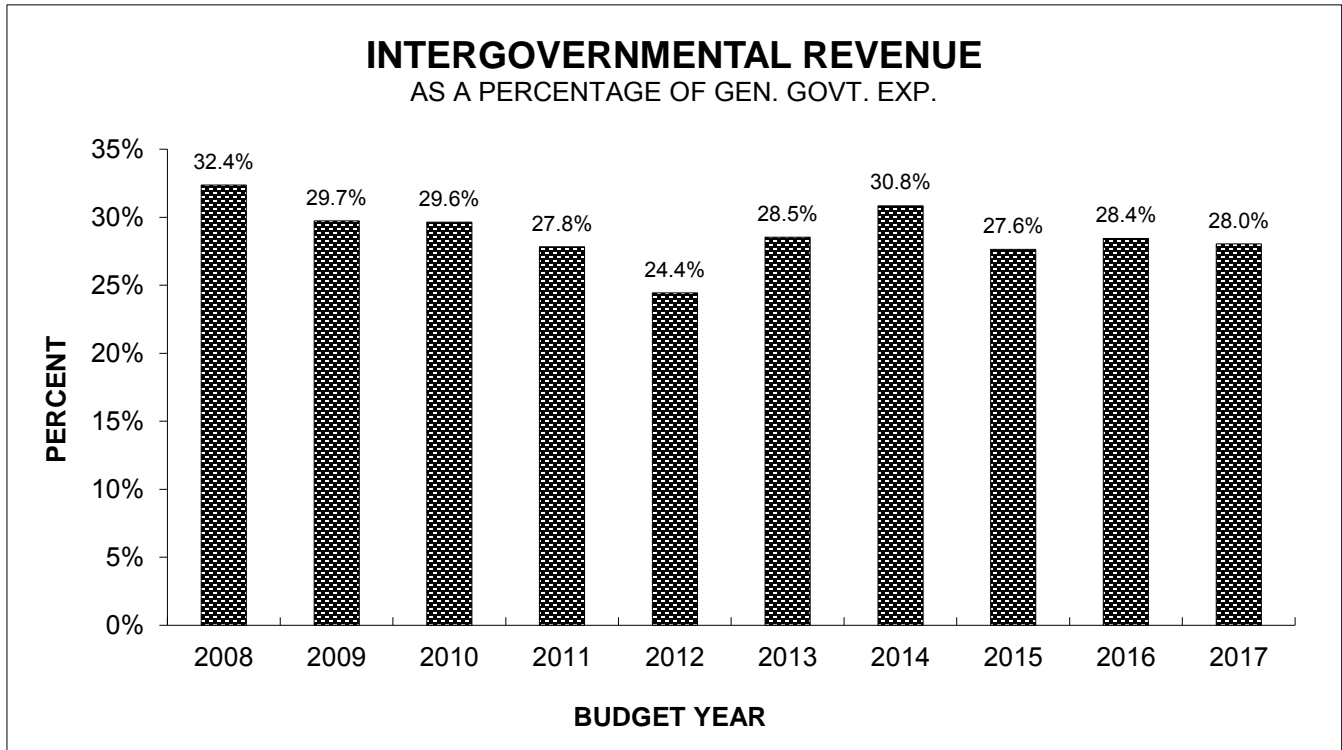
PERFORMANCE MEASURES – ADDITIONAL INFORMATION (if necessary)

No additional detail about the data is required

SUPPLEMENTAL INFORMATION

FINANCIAL TRENDS AND FINANCIAL INFORMATION

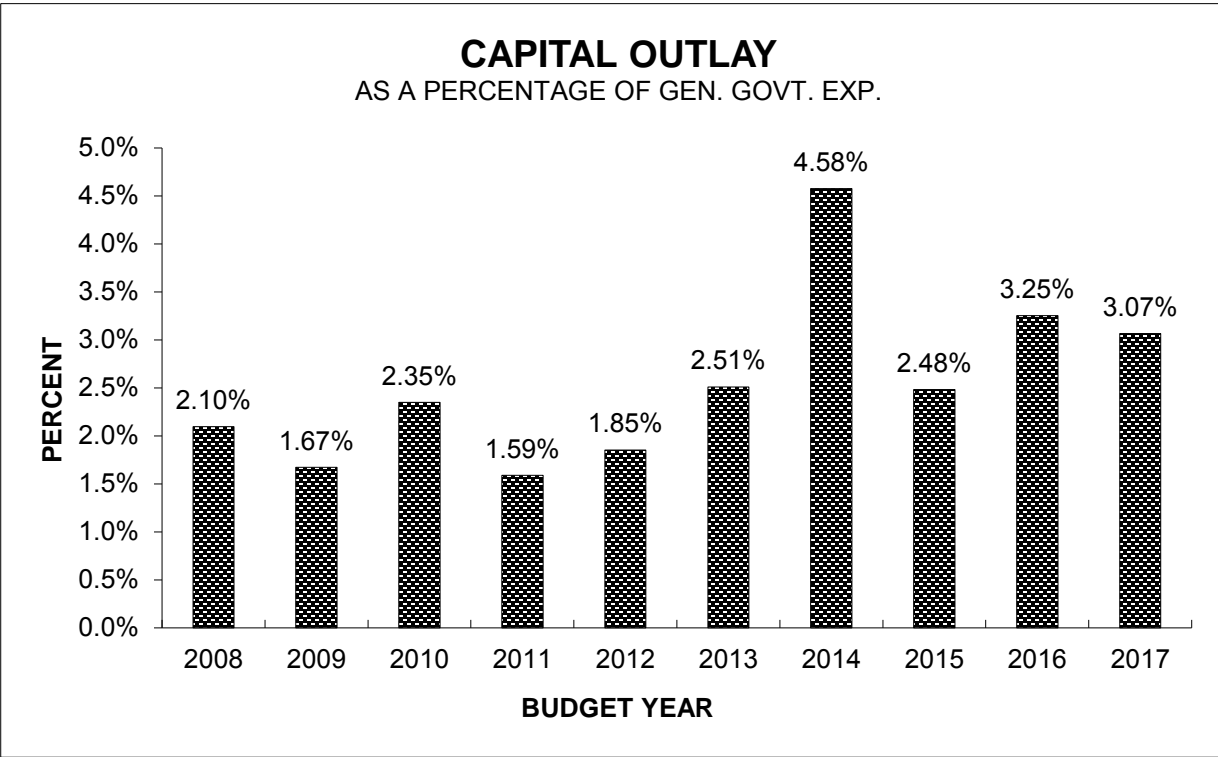
History shows us that the economy runs in cycles. Therefore, it is beneficial to examine the County's financial indicators over a period of years. The following graphs illustrate some of the most important financial trends for Ramsey County over a period of ten years. Also included is a section showing financial information for the County for the past ten years.



INTERGOVERNMENTAL REVENUE

Revenue from the State and Federal government has remained fairly steady since the state budget shortfalls in 2003 with the exception of 2012 when the state reduced county program aid. County program aid has been increasing slightly each year since then. Intergovernmental revenues currently finances 28.4% of the 2016 approved budget and 28.0% of the 2017 approved budget.

The information shown on the graph for the years 2008-2014 is based on actual revenues for those years. The numbers for the years 2015 through 2017 are based on the operating budget for each year.

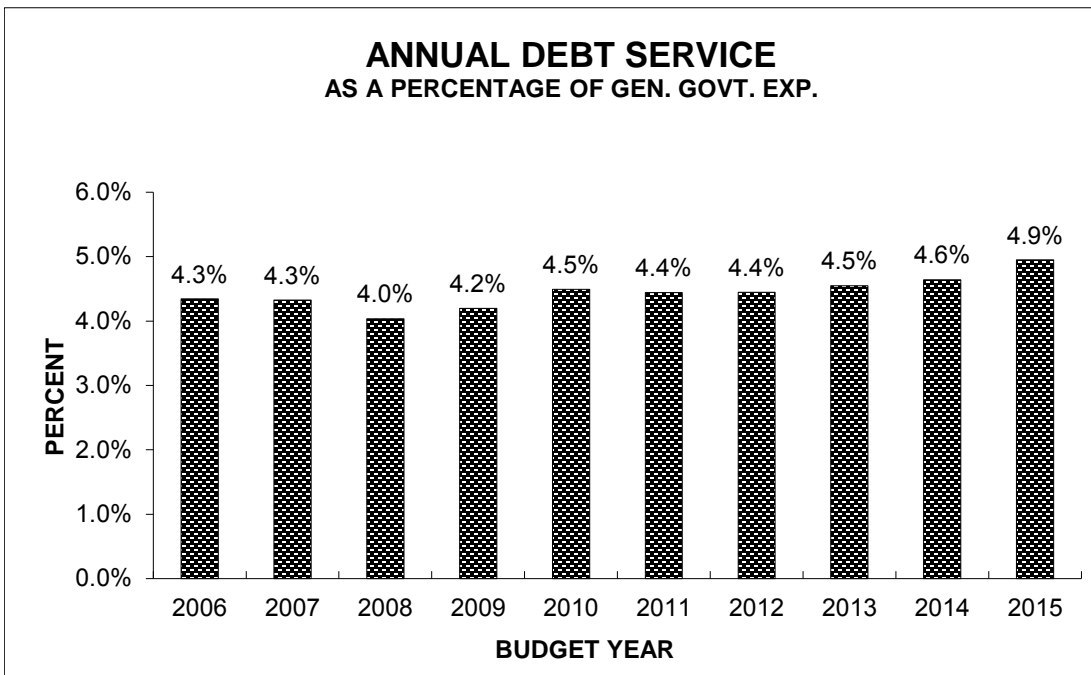


CAPITAL OUTLAY EXPENDITURES

Capital expenditures that are financed through the sale of bonds are not included in this graph presentation.

The percentage for 2014 are higher than other years due to the acquisition of the Vadniais Sports Center Complex. The increase in 2016 and 2017 is due to the increase in the Building Maintenance surcharge increased from \$.50 to \$1.00 in 2016 and \$1.50 in 2017.

The information shown on the graph for the years 2008-2014 is based on actual expenditures for those years. The numbers for the years 2015 through 2017 are estimates based on the operating budget for each year.



DEBT SERVICE

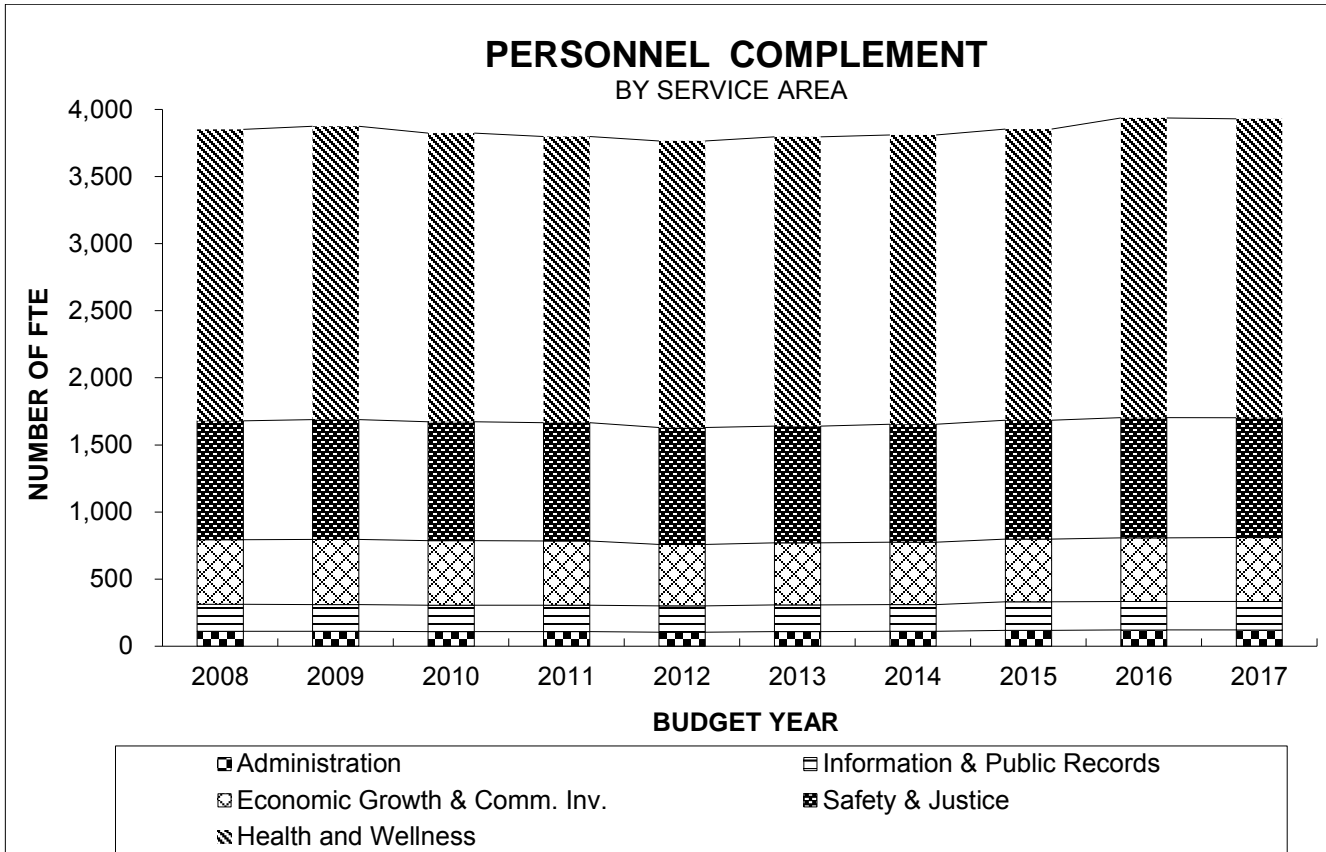
Ramsey County issues bonds for its Capital Improvement Program under authorities in the Ramsey County Charter.

Following is a listing of Capital Improvement Bonds that have been issued for the years 2006 - 2013 and the amounts approved to be issued in 2014 and 2015.

<u>YEAR</u>	<u>REGULAR CIP PROJECTS</u>	<u>MAJOR / OTHER PROJECTS</u>	<u>TOTAL BONDS</u>
2006	2,500,000	4,250,000	6,750,000
2007	2,500,000	18,360,000	20,860,000
2008	2,500,000	3,600,000	6,100,000
2009	2,500,000	19,550,000	22,050,000
2010	2,500,000	14,000,000	16,500,000
2011	2,500,000	16,000,000	18,500,000
2012	2,500,000	16,000,000	18,500,000
2013	3,500,000	31,200,000	34,700,000
2014	3,500,000	30,750,000	34,250,000
2015	3,500,000	14,000,000	17,500,000

The County's goal is to keep its debt ratios within the low to moderate range per the Credit Rating Agency benchmarks for "Triple A" Counties. The low range for this benchmark is 0%-5%.

The information shown on the graph for the years 2006-2012 is based on actual expenditures for those years. The numbers for the years 2013 through 2015 are based on the approved operating budgets for those years.



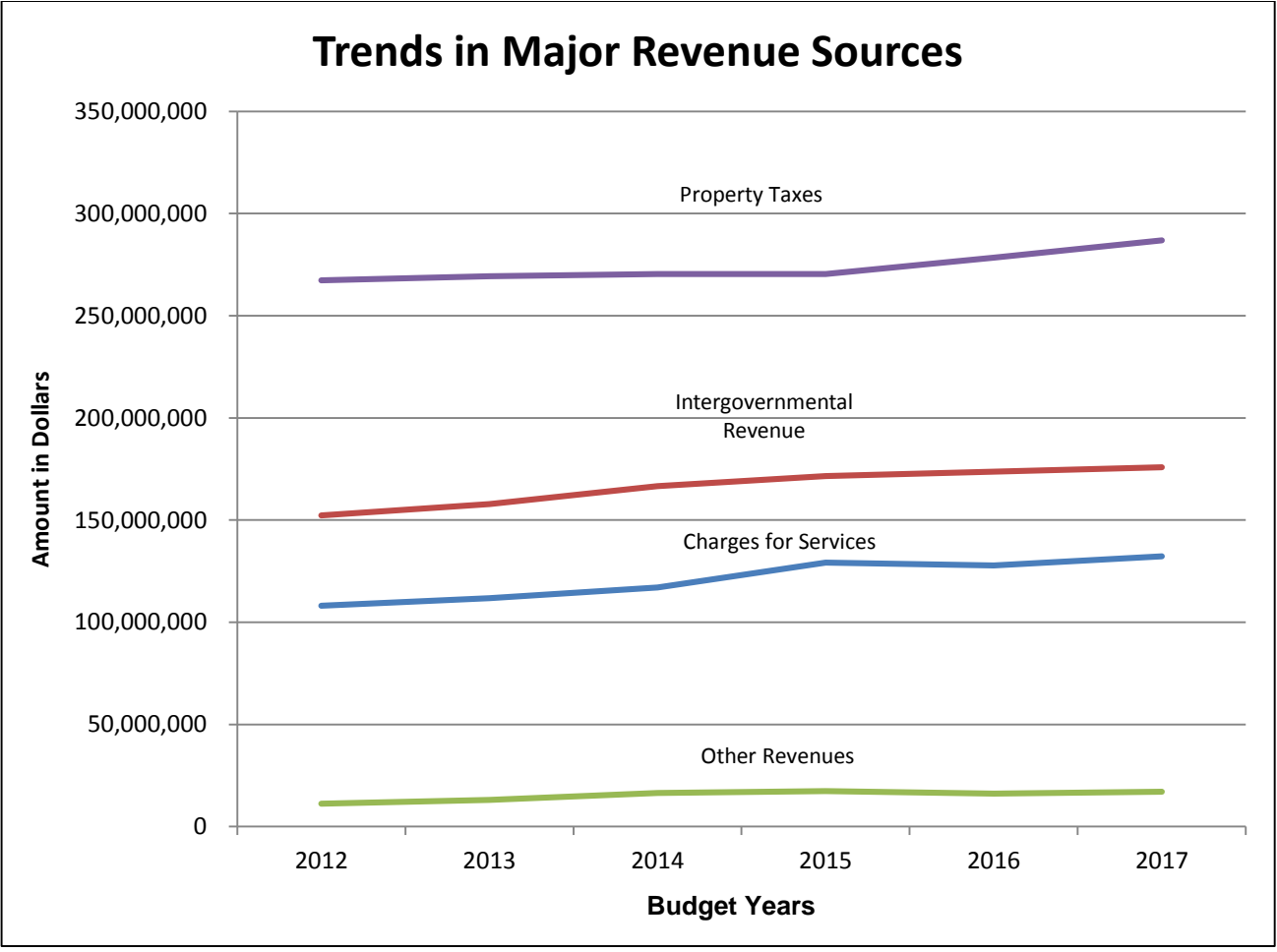
COUNTY'S PERSONNEL COMPLEMENT

In the 2016-2017 budget, Ramsey County realigned organizationally from Functional Areas to Service Teams. The data presented above is by Service Team for 2008-2017 for comparative purposes. The increase of 63 FTEs in Health and Wellness in 2016 is predominantly due to the implementation of MnChoices

<u>SERVICE AREA</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Total H&W	2,172	2,187	2,151	2,133	2,135	2,156	2,154	2,170	2,233	2,228
Total S & J	885	892	884	881	871	870	879	886	897	893
Total E.G. & C.I.	482	485	483	479	458	462	466	466	474	476
Total I & P.R.	200	199	196	196	196	198	199	213	211	212
Total Admin	112	112	109	110	105	110	111	118	122	122
Total FTE	<u>3,851</u>	<u>3,875</u>	<u>3,823</u>	<u>3,799</u>	<u>3,765</u>	<u>3,796</u>	<u>3,809</u>	<u>3,853</u>	<u>3,936</u>	<u>3,931</u>

**RAMSEY COUNTY
ESTIMATED REVENUE PROJECTIONS
2016 – 2017 BIENNIAL BUDGET**

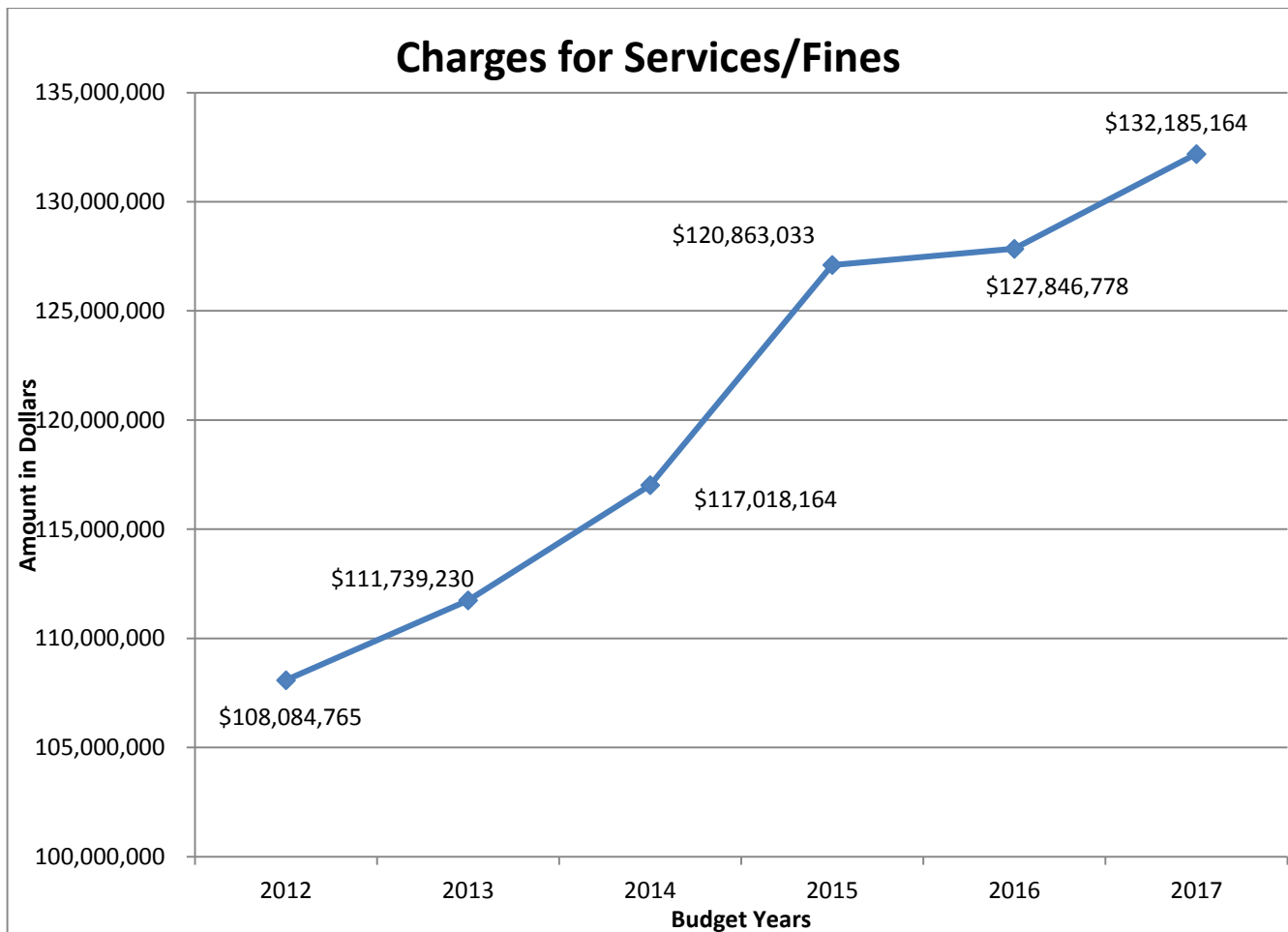
Property taxes continue to make up the largest source of revenues used to finance Ramsey County’s budget. Intergovernmental revenues, primarily from the Federal government and the State of Minnesota, which had declined in 2003 and 2004, began to increase in 2014. These increases, while critical to keeping property tax increases low, are not enough to offset higher costs. The State of Minnesota, like many other states, has had significant budget deficits continuing into 2015 that resulted in reductions in funding essential Ramsey County programs. The graph below illustrates the trend of the major revenue sources from 2012 to 2017. It shows that an increase in intergovernmental revenue is flattening the line for property taxes. As revenue from other sources increases, the dependence on property taxes is lessened.



2016 - 2017 ESTIMATED REVENUE (CONTINUED)

Charges for Services are revenues paid by users of various County services. These fees are established charges paid for by the individuals that use specific government services. This gives the County the means to provide a fair method to fund governmental services without charging the population as a whole. In other words, you pay for what you use. The County will charge user fees where it is appropriate and permitted by law, as laid out in Minnesota Statutes 383B.118. This Statute authorizes counties to establish these costs, after public hearings, based upon the cost of providing each specific service. These fees are restructured biennially, as part of the County's two-year budget process. Departments within the County are instructed to review their fee schedules to determine where possible changes could be made. For more information on Ramsey County's Charges for Services, please refer to the Fee Report established for budget years 2016 and 2017, located on the Ramsey County website.

Fines and Forfeitures are mostly fines collected by the library system. For example, late fees associated with media rentals would fall into this category. Revenue from library fines are budgeted to decrease \$25,000 per year in 2016 and 2017.

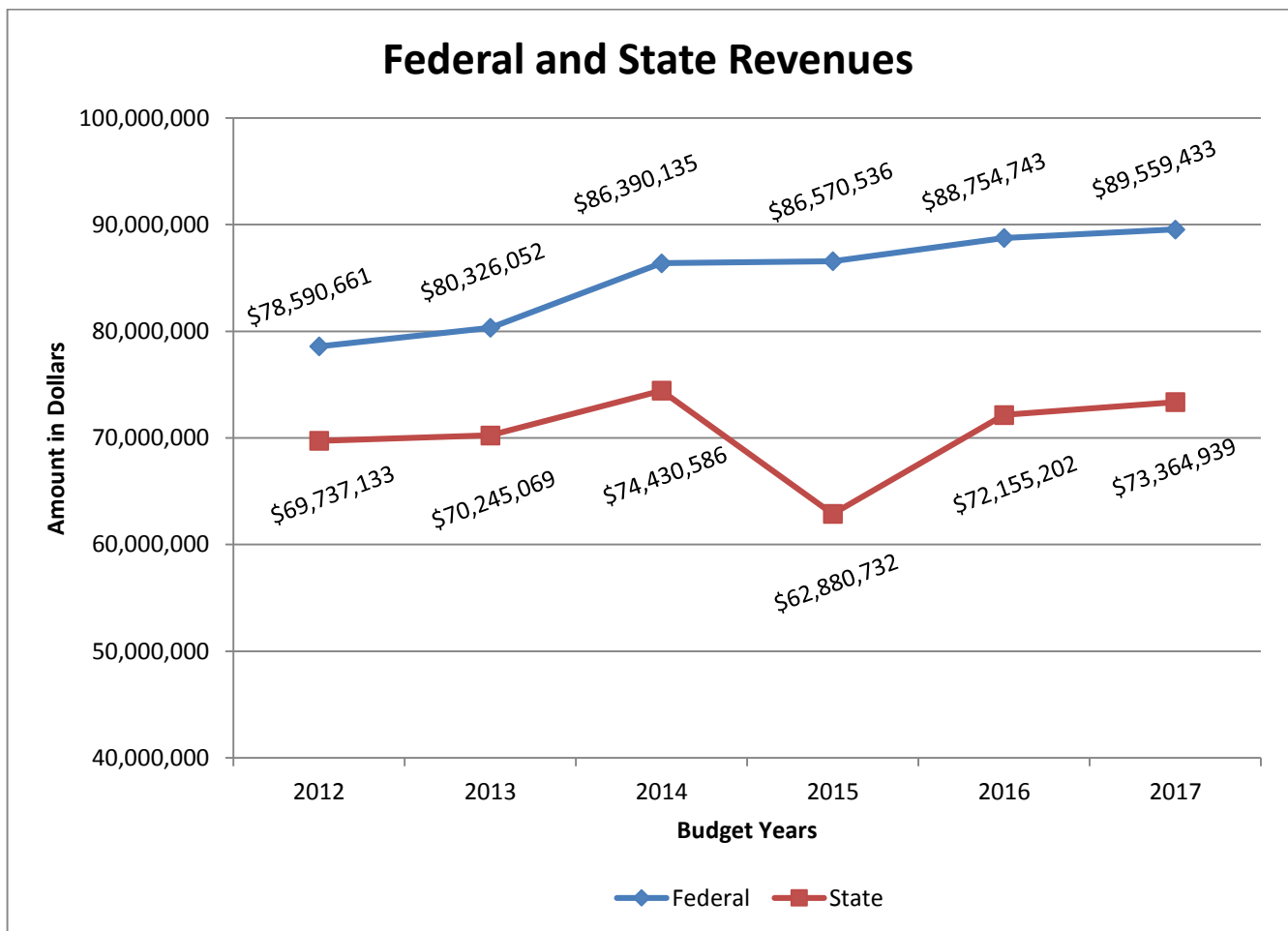


2016 - 2017 ESTIMATED REVENUE (CONTINUED)

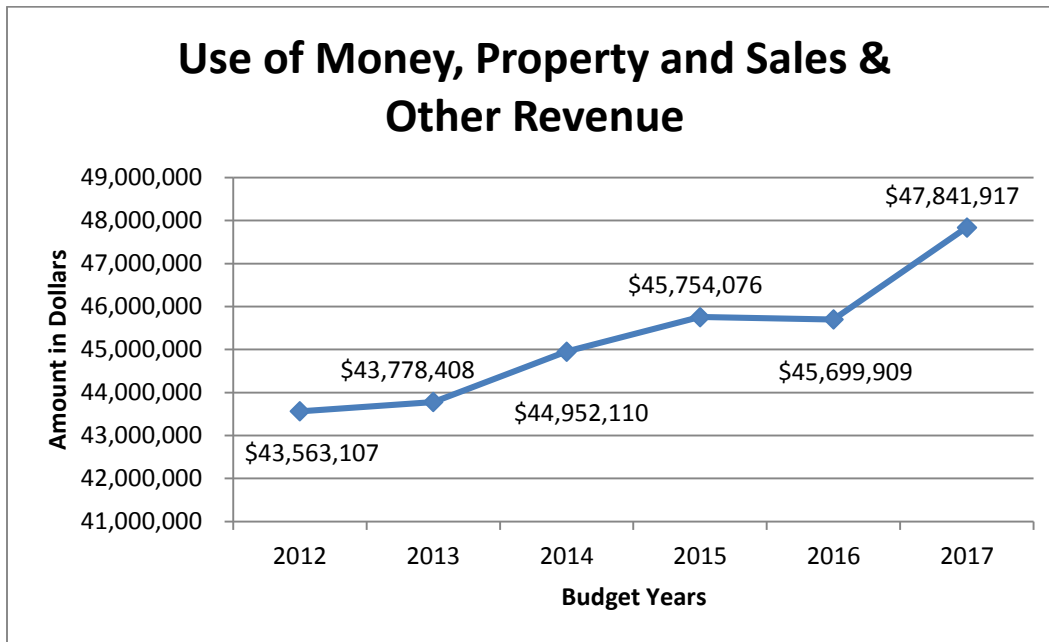
Intergovernmental Revenues are revenues from other governments for local, state and federal grants and programs, property tax relief, and participation in road and building construction.

Revenues from the Federal government include grants and reimbursements, primarily for programs in Human Services, Public Health, Child Support Enforcement and Workforce Solutions Job Training Programs. Estimated revenues from the Federal government are projected to increase by \$2,184,207, or 2.52% in 2016 and \$804,690, or 0.91% in 2017.

Revenues from the State of Minnesota are estimated to increase by \$9,274,470 or 14.75% in 2016 and \$1,209,737 or 1.68% in 2017. This classification includes subsidies for Community Corrections and Public Health, Criminal Justice Programs, Human Services programs, highway construction and maintenance projects, and Workforce Solutions programs and services.



2016 – 2017 ESTIMATED REVENUE (CONTINUED)



Use of Money and Property is revenue from interest on investments and rentals of County property. A \$54,167 or 0.12% decrease is budgeted for 2016 and a \$2,142,008, or 4.69% increase is budgeted in 2017.

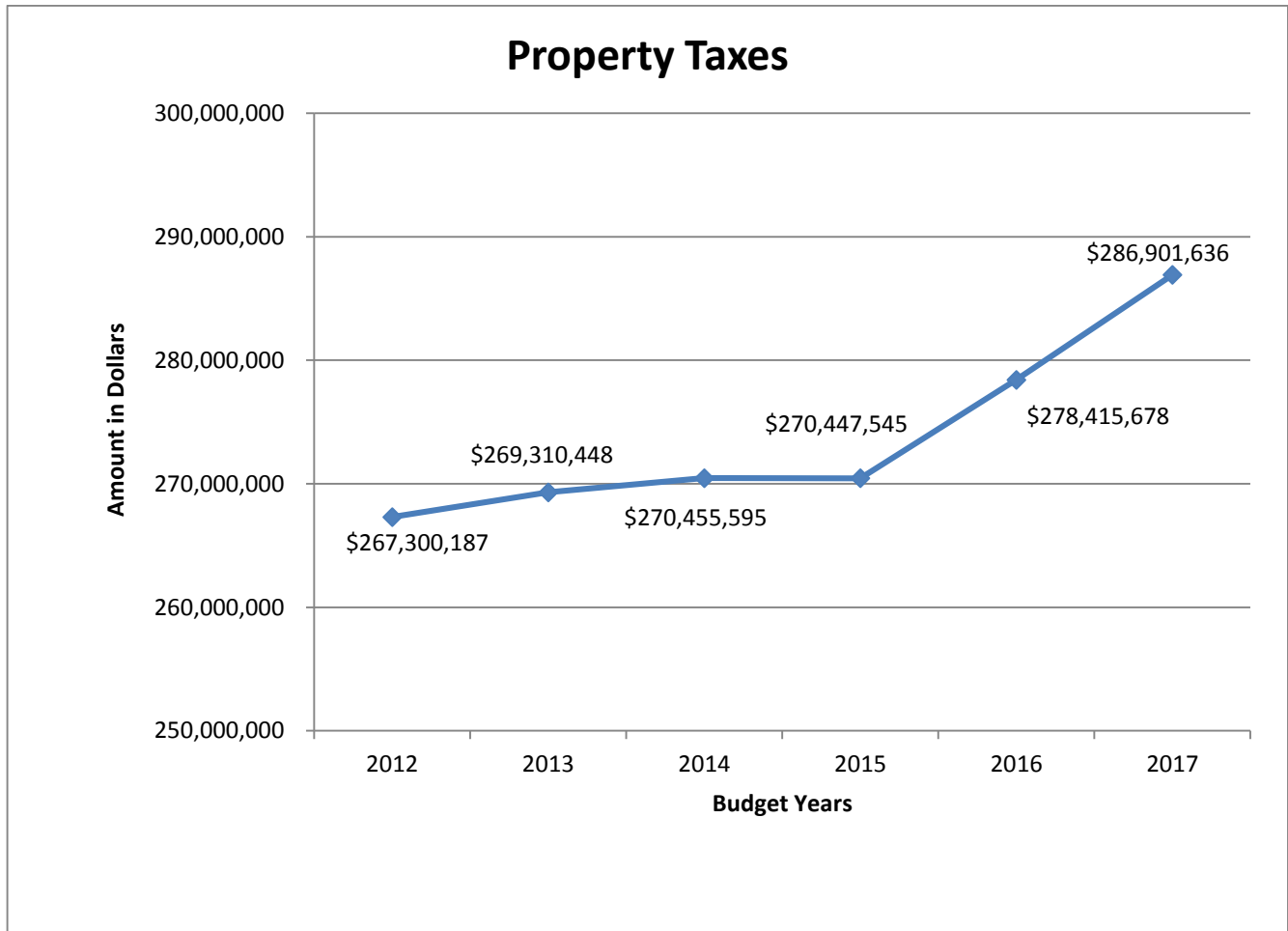
Sales are revenues from the sale of gasoline to County departments, sale of plants from the productive day nursery program at the County Correctional Facility, sale of bus passes to employees, sale of forfeited tax properties, and sale of information sheets, maps, surplus equipment or property by various County departments.

Licenses and Permits, a subset of Sales, are fees collected from licenses for hazardous waste, solid waste, food establishment, marriage, and other various licenses. Permit revenue is received from applicants for gun permits issued by the Sheriff's Department to help finance the cost of background checks on the applicants as required by state law.

Other Revenues includes recovery of payments made in 2013 and prior years, and recoveries in the Community Human Services Department for various programs, including recovery of shelter costs from the Community Corrections Department for juvenile placement costs, and several of the income maintenance or public assistance programs. Other revenues also include other tax collections and transfers-in.

2016 - 2017 ESTIMATED REVENUE (CONTINUED)

Property Taxes Net of Uncollectibles reflect an increase of \$7,968,133 in 2016 and an increase of \$8,485,958 in 2017. Property taxes represent the amount that is needed to finance operations that are not provided for by other sources of revenues. Property taxes remained relatively flat from 2012 to 2015, including two years with minimal property tax increases in 2014 and 2015. It is anticipated that property taxes will increase in 2016 and 2017 at a rate of 2.8% per year.



Fund Balance is the excess of the assets of a fund over liabilities and reserves. It results from receiving more revenue than estimated and/or expending less than budgeted appropriations in prior years. The budget typically appropriates a portion of fund balances from prior fiscal years to finance one-time expenditures within the current budget year. This reduces the burden that is put on other forms of revenue including property taxes. Overall, the use of fund balance appropriations increased dramatically in the 2016 budget, rising by \$3,907,954 or 65.9% over 2015. The use of fund balance is projected to decrease by \$1,241,336, or 12.6% in 2017.

RAMSEY COUNTY MANDATED / DISCRETIONARY SERVICES & LEGAL OBLIGATION COSTS

A report is prepared for each budget which allocates the County's approved budget and tax levy by mandated / discretionary services and legal obligations. Each County service or program is allocated to one of the five categories:

- Mandated – A service or program that the County must provide due to Federal Law, Federal Regulations, Minnesota Statutes, Court Order, Consent Decree, or Minnesota State Rules and Regulations. The law or regulation must clearly state that the County is required to provide the service or program.
- Mandated – Level or Method Discretionary – A service or program that the County must provide due to Federal Law, Federal Regulations, Minnesota Statutes, Court Order, Consent Decree, or Minnesota State Rules and Regulations. The law or regulation must clearly state that the County is required to provide the service or program. How the service or program is provided is determined by the County.
- Discretionary – Level or Method Mandated – A discretionary service or program, which, if provided by the County, involves a specific level or method which is mandated by Federal Law, Federal Regulations, Minnesota Statutes, Court Order, or Minnesota State Rules and Regulations. A specific level would be a minimum standard (for example, ratio of staff to clients). A specific method would mandate how the service must be provided (for example, Public Works environmental services for the county in the area of lake improvement).
- Discretionary – A service or program where the decision to provide the service, and how it is provided, rests completely with the County.
- Legal Obligation – These represent debt service costs. The authority to issue bonds or notes is discretionary. However, when the County Board approves the issuance of the bonds or notes, the tax levies for the total principal and interest costs become legal obligations until the bonds or notes are retired.

Below is a summary of the County's 2016 and 2017 approved tax levies allocated by the five categories:

	2016	% of	2017	% of
	<u>Tax Levy</u>	<u>Tax Levy</u>	<u>Tax Levy</u>	<u>Tax Levy</u>
Mandated	86,813,614	31.2%	90,617,456	31.6%
Mandated -				
Level or Method Discretionary	122,557,947	44.0%	126,083,508	43.9%
Discretionary -				
Level or Method Mandated	25,610,376	9.2%	26,035,058	9.1%
Discretionary	20,192,193	7.2%	20,914,754	7.3%
Legal Obligations	<u>23,241,548</u>	8.4%	<u>23,250,860</u>	8.1%
	278,415,678	100.0%	286,901,636	100.0%

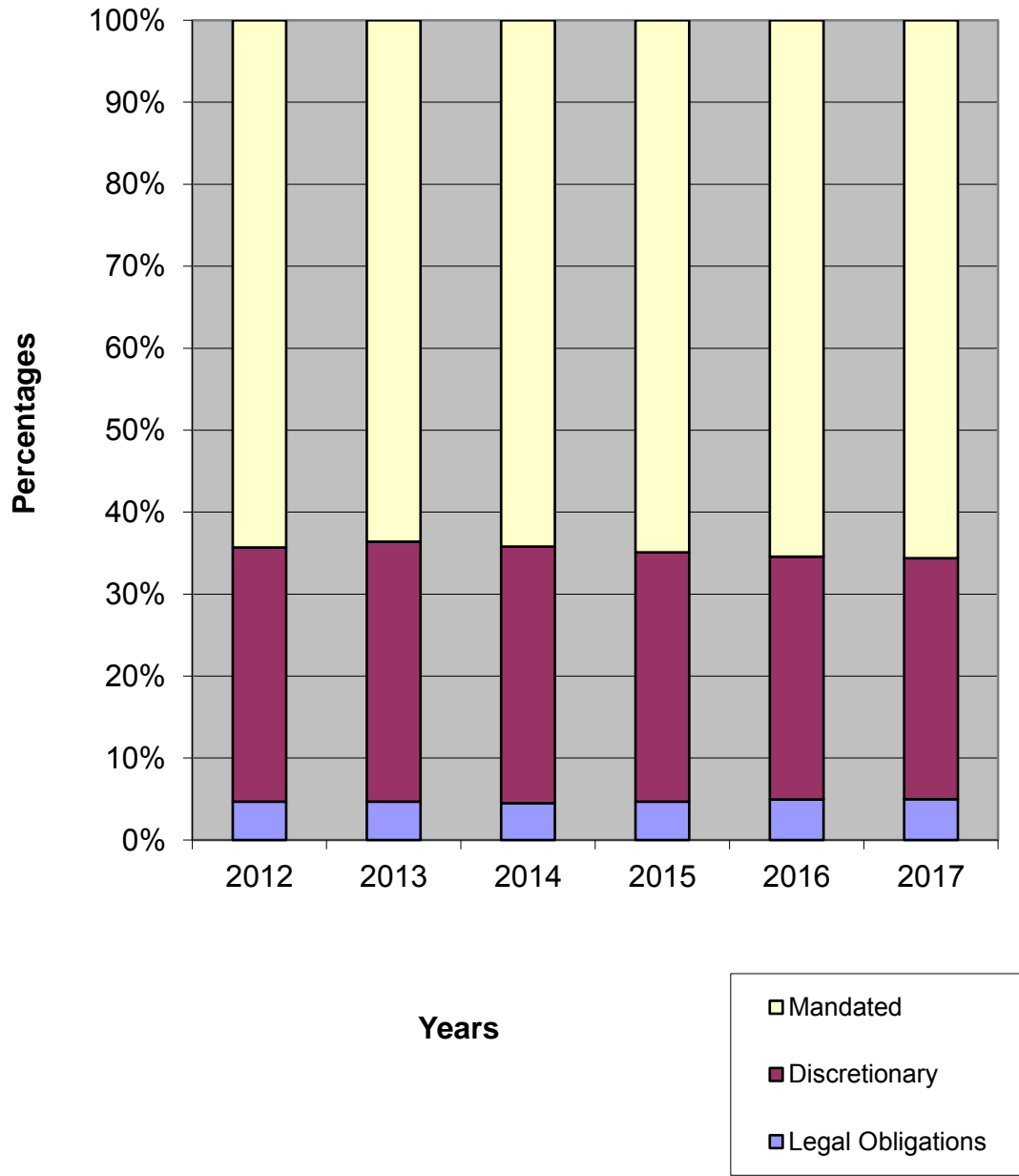
The Changes in Mandated / Discretionary Services & Legal Obligations Summary reflects that percentages have been relatively stable since 2012.

RAMSEY COUNTY
CHANGES IN MANDATED / DISCRETIONARY SERVICES & LEGAL OBLIGATIONS

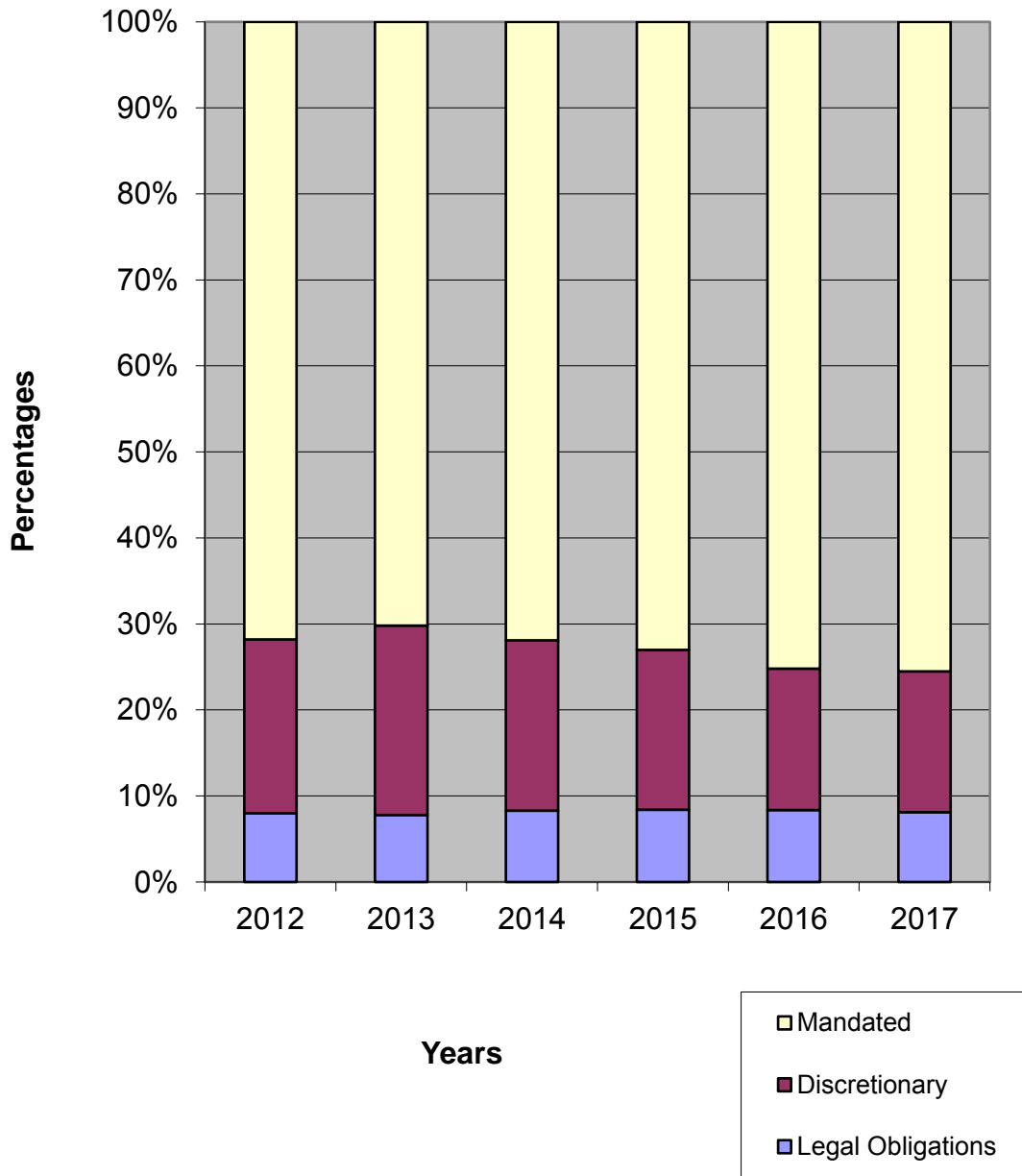
	<u>Percentage of Approved Budget</u>							
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
MANDATED	24.2%	24.4%	24.0%	24.2%	25.0%	25.3%	24.0%	24.4%
MANDATED Level / Method Discretionary	42.1%	42.1%	40.3%	39.4%	39.2%	39.6%	41.4%	41.2%
TOTAL MANDATED	66.3%	66.5%	64.3%	63.6%	64.2%	64.9%	65.4%	65.6%
DISCRETIONARY Level / Method Mandated	16.8%	17.1%	17.5%	18.6%	17.2%	16.7%	19.2%	19.0%
DISCRETIONARY	12.5%	11.9%	13.5%	13.1%	14.1%	13.7%	10.4%	10.4%
TOTAL DISCRETIONARY	29.3%	29.0%	31.0%	31.7%	31.3%	30.4%	29.6%	29.4%
LEGAL OBLIGATIONS	4.4%	4.5%	4.7%	4.7%	4.5%	4.7%	5.0%	5.0%
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

	<u>Percentage of Approved Tax Levy</u>							
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
MANDATED	30.1%	30.1%	30.0%	29.7%	30.4%	30.8%	31.2%	31.6%
MANDATED Level / Method Discretionary	45.5%	45.1%	41.8%	40.5%	41.5%	42.2%	44.0%	43.9%
TOTAL MANDATED	75.6%	75.2%	71.8%	70.2%	71.9%	73.0%	75.2%	75.5%
DISCRETIONARY Level / Method Mandated	12.5%	12.7%	13.4%	15.4%	12.8%	11.7%	9.2%	9.1%
DISCRETIONARY	4.6%	4.5%	6.8%	6.6%	7.0%	6.9%	7.3%	7.3%
TOTAL DISCRETIONARY	17.1%	17.2%	20.2%	22.0%	19.8%	18.6%	16.5%	16.4%
LEGAL OBLIGATIONS	7.3%	7.6%	8.0%	7.8%	8.3%	8.4%	8.3%	8.1%
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Mandated / Discretionary Services as a Percentage of Approved Budget



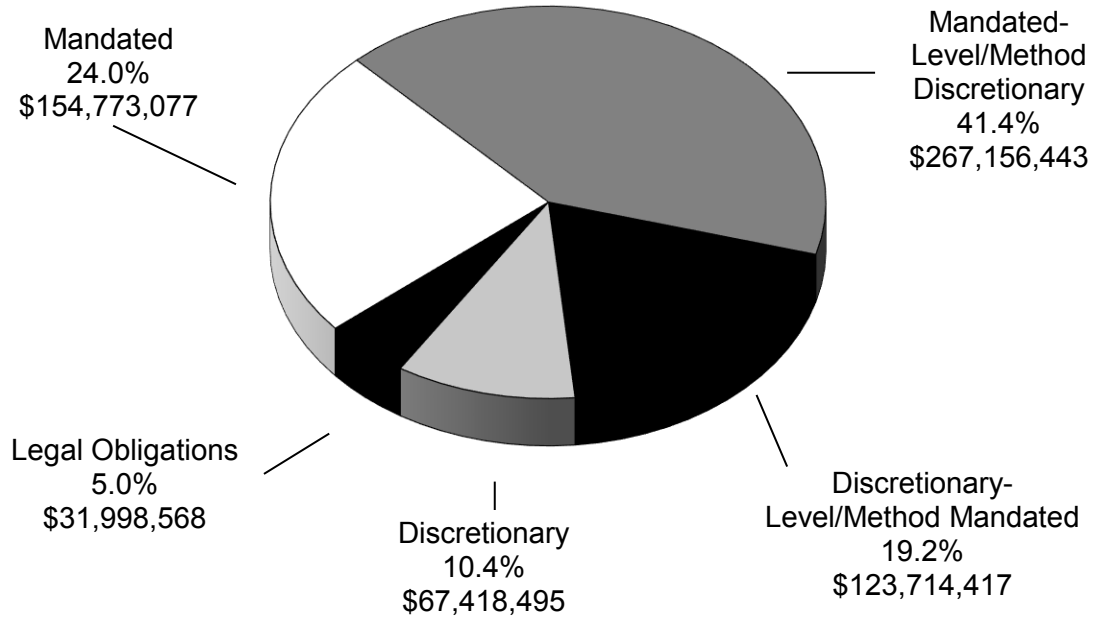
Mandated / Discretionary Services as a Percentage of Approved Tax Levy



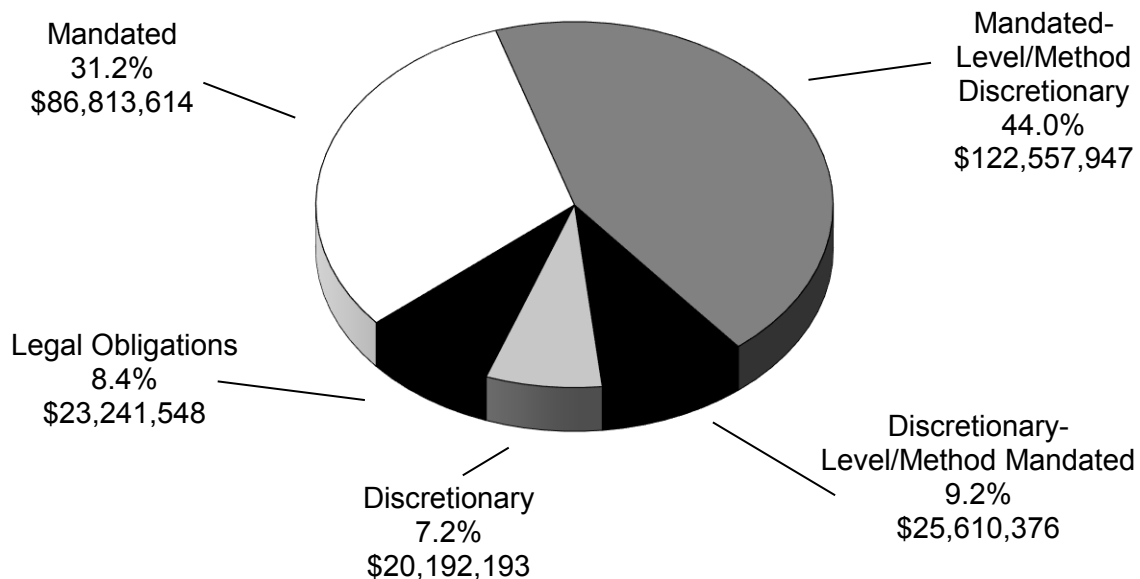
APPROVED

RAMSEY COUNTY - YEAR 2016

Mandated/Discretionary Services by 2016 County Budget - \$645,061,000



Mandated/Discretionary Services by 2016 County Tax Levy - \$278,415,678



**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY
MANDATED / DISCRETIONARY SERVICES & LEGAL OBLIGATIONS**

	ADMIN. & GENERAL COUNTY PURPOSES	INFORMATION & PUBLIC RECORDS	SAFETY & JUSTICE	ECONOMIC GROWTH & COMMUNITY INVESTMENT	HEALTH & WELLNESS	UNALLOCATED REVENUES & FUND BALANCE	TOTALS	% COUNTY'S TOTAL BUDGET/ TAX LEVY
MANDATED								
Budget	154,949	14,742,827	80,708,715	15,448,151	43,718,435	-	154,773,077	24.0%
Revenue/Fund Balance	434,000	5,075,341	22,757,740	15,448,151	14,666,028	9,578,203	67,959,463	
Tax Levy	(279,051)	9,667,486	57,950,975	-	29,052,407	(9,578,203)	86,813,615	31.2%
MANDATED-LEVEL/ METHOD DISCRETIONARY								
Budget	9,015,507	-	14,144,152	7,023,282	236,973,502	-	267,156,443	41.4%
Revenue/Fund Balance	1,026,120	-	2,384,813	857,492	126,808,177	13,521,895	144,598,497	
Tax Levy	7,989,387	-	11,759,339	6,165,790	110,165,325	(13,521,895)	122,557,947	44.0%
DISCRETIONARY- LEVEL/METHOD MANDATED								
Budget	696,778	-	25,185,859	49,931,487	47,900,293	-	123,714,417	19.2%
Revenue/Fund Balance	-	-	14,876,821	42,750,207	37,651,404	2,825,609	98,104,041	
Tax Levy	696,778	-	10,309,038	7,181,280	10,248,889	(2,825,609)	25,610,376	9.2%
DISCRETIONARY								
Budget	14,274,824	25,351,851	82,254	20,114,197	7,595,369	-	67,418,495	10.5%
Revenue/Fund Balance	1,408,862	22,551,851	-	9,907,341	2,651,423	10,706,825	47,226,302	
Tax Levy	12,865,962	2,800,000	82,254	10,206,856	4,943,946	(10,706,825)	20,192,193	7.3%
LEGAL OBLIGATIONS								
Budget	31,998,568	-	-	-	-	-	31,998,568	5.0%
Revenue/Fund Balance	8,757,020	-	-	-	-	-	8,757,020	
Tax Levy	23,241,548	-	-	-	-	-	23,241,548	8.4%
TOTAL								
Budget	56,140,626	40,094,678	120,120,980	92,517,117	336,187,599	-	645,061,000	100.0%
Revenue/Fund Balance	11,626,002	27,627,192	40,019,374	68,963,191	181,777,032	36,632,532	366,645,323	
Tax Levy	44,514,624	12,467,486	80,101,606	23,553,926	154,410,567	(36,632,532)	278,415,679	100.0%

DEFINITIONS

MANDATED - A service or program that the County must provide due to Federal Law, Federal Regulations, Minnesota Statutes, Court Order, Consent Decree, or Minnesota State Rules and Regulations. The law or regulation must clearly state that the County is required to provide the service or program.

MANDATED-LEVEL/METHOD DISCRETIONARY - A service or program that the County must provide due to Federal Law, Federal Regulations, Minnesota Statutes, Court Order, Consent Decree, or Minnesota State Rules and Regulations. The law or regulation must clearly state that the County is required to provide the service or program. How the service or program is provided is determined by the County.

DISCRETIONARY-LEVEL OR METHOD MANDATED - A discretionary service or program which, if provided by the County, involves a specific level or method which is mandated by Federal Law, Federal Regulations, Minnesota Statutes, Court Order, or Minnesota State Rules and Regulations. A specific level would be a minimum standard (for example, ratio of staff to clients). A specific method would mandate how the service must be provided (for example, Public Works environmental services for the County in the area of lake improvement).

DISCRETIONARY - A service or program where the decision to provide the service, and how it is provided, rests completely with the County.

LEGAL OBLIGATION - These represent debt service costs. The authority to issue bonds or notes is discretionary. However, when the County Board approves the issuance of the bonds or notes, the tax levies for the total principal and interest costs become legal obligations until the bonds or notes are retired.

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division		Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy
	Budget	Revenue	Budget	Tax Levy	Budget	Revenue	Budget	Revenue	Budget	Tax Levy	
SUMMARY BY FUNCTION											
	154,949	434,000	9,015,507	7,989,387	696,778	-	14,274,824	1,408,862	14,274,824	12,865,982	21,273,076
ADMINISTRATION & GENERAL COUNTY PURPOSES	14,712,827	5,075,311	14,144,152	11,759,339	25,185,869	14,876,821	25,351,851	22,551,851	25,351,851	2,800,000	11,467,486
INFORMATION & PUBLIC RECORDS	80,708,715	22,757,740	7,023,262	6,165,790	49,931,467	42,760,207	20,114,197	9,807,341	20,114,197	82,234	80,101,606
SAFETY & JUSTICE	15,446,151	14,666,028	236,973,502	126,866,177	857,492	37,651,404	7,595,369	2,651,423	7,595,369	10,206,856	23,353,926
ECONOMIC GROWTH & COMMUNITY INVESTMENT	43,716,435	9,378,203	-	(13,521,895)	-	2,825,609	-	10,706,625	-	4,943,946	154,410,567
HEALTH & WELLNESS	-	-	-	-	-	-	-	-	-	(10,706,625)	(6,632,532)
UNALLOCATED REVENUES & FUND BAL.	-	-	-	-	-	-	-	-	-	-	-
TOTAL COUNTY BUDGET w/o Legal Oth.	154,773,077	67,959,463	267,156,443	122,557,946	123,714,417	98,104,041	67,418,495	47,226,302	67,418,495	20,192,193	255,174,129
% COUNTY'S TOTAL BUDGET/TAX LEVY	24.0%		41.4%	44.0%	19.2%	9.2%	10.5%		10.5%	7.3%	91.7%

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Total Levy
		Budget	Revenue	Budget	Revenue	Budget	Revenue	
ADMINISTRATION & GENERAL COUNTY PURPOSES								
110000 LEGISLATIVE								
110101	Board of Ramsey County Commissioners	-	-	1,029,897	3,700	1,026,197	-	1,026,197
	County Commissioners	-	-	-	-	-	-	799,999
	Commissioner Assistants	-	-	-	-	-	-	373,163
	Secretarial	-	-	-	-	-	-	1,173,162
	Total	-	-	1,029,897	3,700	1,026,197	-	2,199,559
120101	Ramsey County Charter Commission	1,000	-	-	-	-	-	1,000
	RC Charter Commission	1,000	-	-	-	-	-	1,000
	Total	1,000	-	-	-	-	-	2,000,359
LEGISLATIVE TOTAL								
		1,000	-	1,029,897	3,700	1,026,197	-	2,200,359
210000 GENERAL ADMINISTRATION								
210101	County Manager	-	-	539,844	277,694	262,150	-	262,150
	County Administration	-	-	296,381	-	296,381	-	296,381
	Chief Clerk to the County Board	-	-	-	-	-	-	317,065
	Administrative	-	-	-	-	-	-	328,144
	Legislative Unit	-	-	-	-	-	-	78,884
	Policy Analysis & Planning	-	-	-	-	-	-	38,928
	Public Information	-	-	-	-	-	-	300,194
	Total	-	-	836,225	277,694	558,531	-	1,344,828
210104	Emergency Mgmt. & Homeland Sec.	-	-	544,804	200,000	344,804	-	344,804
	Total	-	-	544,804	200,000	344,804	-	344,804
210180	Domestic Preparedness Grants	-	-	-	-	-	-	-
	Domestic Preparedness Grants	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
210301	Finance	148,651	14,000	1,171,285	155,146	1,016,139	-	1,344,651
	Investment Function	-	-	-	-	-	-	-
	Accounting & Finl Reporting	-	-	599,029	92,000	507,029	-	507,029
	Budgeting & Finl Mgmt Analysis	-	-	-	-	-	-	506,214
	Financial Management	-	-	414,599	9,140	405,459	-	405,459
	Payroll	-	-	-	-	-	-	696,778
	Procurement / Incl. in Contracting	-	-	-	-	-	-	261,816
	ERP Management	-	-	-	-	-	-	623,852
	Aspen / Hyperion ERP	-	-	-	-	-	-	1,391,862
	Total	148,651	14,000	2,184,913	286,286	1,928,627	-	4,191,936
210501	Human Resources	-	-	501,337	288,440	898,623	-	898,623
	Administration	-	-	415,691	-	415,691	-	415,691
	Benefits Administration	-	-	903,470	-	903,470	-	903,470
	Labor Relations	-	-	847,450	-	847,450	-	847,450
	Classification / Compensation	-	-	564,457	-	564,457	-	564,457
	Recruitment / Selection	-	-	-	-	-	-	871,558
	Diversity, Learning & Org. Dev.	-	-	-	-	-	-	518,448
	Worker's Comp / Safety Mgmt.	-	-	-	-	-	-	1,390,006
	Summit ERP	-	-	-	-	-	-	5,521,234
	Total	-	-	4,419,668	288,440	4,131,228	-	5,298
210601	Personnel Review Board	5,298	-	-	-	-	-	5,298
	Personnel Review Board	5,298	-	-	-	-	-	5,298
	Total	5,298	-	-	-	-	-	10,596
	Total	153,949	14,000	7,995,610	1,022,420	6,963,190	-	12,496,627
GENERAL ADMINISTRATION TOTAL								
390101 UNALLOCATED GENERAL EXPENSES / REVENUE								
	Medicare B Coverage	-	-	-	-	-	-	250,020
	Fire & Ext. Coverage-Ins.	-	-	-	-	-	-	470
	Countywide Memberships	-	-	-	-	-	-	192,100
	Post Employment Benefits-Liability	-	-	-	-	-	-	-
	State of MN	-	-	-	-	-	-	-
	PERA Rate Increase Aid	-	-	-	-	-	-	-
	Rental Revenue	-	-	-	-	-	-	-
	Other Professional Services	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	(420,000)
	Total	-	-	-	-	-	-	1,665,500
	Total	-	-	-	-	-	-	1,120,000
	Total	-	-	-	-	-	-	1,396,090

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy
		Budget	Revenue	Budget	Tax Levy	Budget	Revenue	Budget	Revenue	
400101	CONTINGENT ACCOUNT Contingent Appropriations	-	-	-	-	-	-	2,000,000	-	2,000,000
	CONTINGENT ACCOUNT TOTAL	-	-	-	-	-	-	2,000,000	-	2,000,000
490000	CAPITAL IMPROVEMENT/EQUIP. REPL. CIP Projects / Equipment Repl.	-	-	-	-	-	-	3,600,000	-	3,600,000
	CAP. IMPROVEMENT/EQUIP. REPL. TOTAL	-	-	-	-	-	-	3,600,000	-	3,600,000
	TOTAL ADMIN & GENERAL COUNTY PURPOSES	154,949	434,000	9,015,507	1,026,120	696,778	0	14,274,324	1,408,862	21,273,076
			(279,051)		7,989,387		696,778		12,865,962	

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Mandated		Mandated-Level/Method, Disc.		Discretionary-Level/Method, Mand.		Total Levy
		Budget	Revenue	Budget	Tax Levy	Budget	Revenue	
INFORMATION & PUBLIC RECORDS								
450000 INFORMATION SERVICES								
450101	IT Services	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
450101	User Department HW/SW Maint	-	-	-	-	-	-	-
	User Department HW/SW Maint	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
450201	ERP Programs	-	-	-	-	-	-	-
	ERP Programs	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
450580	HW/SW Replacement	-	-	-	-	-	-	-
	HW/SW Replacement	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
450901	Telecommunications	-	-	-	-	-	-	-
	Telecommunications	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
INFORMATION SERVICES TOTAL								
450401	TECHNOLOGY	-	-	-	-	-	-	-
450401	Technology Applications	-	-	-	-	-	-	-
	Technology Applications	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
TECHNOLOGY TOTAL								
240000 PROPERTY RECORDS & REVENUE								
240101	Administration	918,100	138,749	-	-	-	-	-
	Administration	2,179,675	479,142	-	-	-	-	-
	Technology Support Services	3,097,775	617,891	-	-	-	-	-
	Total	-	-	-	-	-	-	-
240201	County Assessor	2,234,306	100	-	-	-	-	-
	Residential	1,369,374	-	-	-	-	-	-
	Commercial	1,217,290	11,500	-	-	-	-	-
	Assessing	387,816	-	-	-	-	-	-
	Services / Homesteads / Abatelements	5,208,786	11,600	-	-	-	-	-
	Land Records / Mapping	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
240401	Property Tax Services	851,345	486,731	-	-	-	-	-
	County Recorder	557,745	90,000	-	-	-	-	-
	Abstract & Torrens Recording	195,089	-	-	-	-	-	-
	Computer Equipment Replacement	966,785	329,700	-	-	-	-	-
	Permanent Document Imaging	2,570,964	906,431	-	-	-	-	-
	Total	-	-	-	-	-	-	-
240601	Elections - County	2,148,357	2,516,943	-	-	-	-	-
	Elections	733,394	397	-	-	-	-	-
	Fund Balance	733,394	360,536	-	-	-	-	-
	Total	-	-	-	-	-	-	-
240680	Elections - St. Paul City / School	-	-	-	-	-	-	-
	Elections	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
240701	Tax Forfeited Land	481,940	481,940	-	-	-	-	-
	Tax Forfeited Land	-	-	-	-	-	-	-
	Loan from Fund Balance	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
240901	Tax Forfeited - 4R Program	-	-	-	-	-	-	-
	Tax Forfeited - 4 R Program	-	-	-	-	-	-	-
	Examiner of Titles	501,611	180,000	-	-	-	-	-
	Examiner of Titles	501,611	180,000	-	-	-	-	-
	Total	-	-	-	-	-	-	-
PROPERTY RECORDS & REVENUE TOTAL								
		14,742,827	5,075,341	-	-	-	-	9,667,486
TOTAL INFORMATION & PUBLIC RECORDS								
		14,742,827	5,075,341	-	-	-	-	9,667,486

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Mandated		Mandated-Level/Method/Disc.		Discretionary-Level/Method/Mand.		Discretionary Revenue	Tax Levy	Total Levy
		Budget	Revenue	Budget	Revenue	Budget	Revenue			
SAFETY & JUSTICE										
300000	COUNTY ATTORNEY									
300101	Law Office	24,600,436	4,965,503	-	-	-	-	-	19,724,993	19,724,993
300301	Child Support	17,452,825	12,466,445	114,102	114,102	-	-	-	4,986,360	4,986,360
	Crime Victim Services (VOCA)	-	-	-	-	-	-	-	-	-
	Veteran's Court Track	-	-	-	-	-	-	-	-	-
	JAG Grant	-	-	-	-	-	-	-	-	-
	Safe Harbor Grant	-	-	-	-	-	-	-	-	-
	Auto Theft Prevention Grant	-	-	-	-	-	-	-	-	-
	Women's Foundation of MN	-	-	-	-	-	-	-	-	-
COUNTY ATTORNEY TOTAL		42,143,321	17,431,948	114,102	114,102	-	-	-	24,711,373	24,711,373
480000	SHERIFF									
480202	Court Security	5,450,050	1,040,000	-	-	-	-	-	4,410,050	4,410,050
	Court Security	5,450,050	1,040,000	-	-	-	-	-	4,410,050	4,410,050
480201	Court Services	1,664,193	508,900	-	-	-	-	-	1,155,293	1,155,293
	Court Services	1,664,193	508,900	-	-	-	-	-	1,155,293	1,155,293
480101	Support Services	-	-	8,926,848	542,268	-	-	-	8,384,580	8,384,580
	Support Services	-	-	8,926,848	542,268	-	-	-	8,384,580	8,384,580
480203	Investigations	3,178,896	150,000	-	-	-	-	-	3,028,896	3,028,896
	Investigations	3,178,896	150,000	-	-	-	-	-	3,028,896	3,028,896
	Violent Crime Enforcement Team	561,178	561,178	-	-	-	-	-	-	-
	Violent Crime Enforcement Team	561,178	561,178	-	-	-	-	-	-	-
480204	Gun Permits	3,740,074	711,178	-	-	-	-	-	3,028,896	3,028,896
	Gun Permits	3,740,074	711,178	-	-	-	-	-	3,028,896	3,028,896
	Gun Permits	172,842	160,000	-	-	-	-	-	12,842	12,842
	Gun Permits	172,842	160,000	-	-	-	-	-	12,842	12,842
480300	Law Enforcement Center	17,965,694	1,072,200	-	-	-	-	-	16,893,494	16,893,494
	Law Enforcement Center	17,965,694	1,072,200	-	-	-	-	-	16,893,494	16,893,494
480404	Transportation / Hospital	3,595,497	166,000	-	-	-	-	-	3,429,497	3,429,497
	Transportation / Hospital	3,595,497	166,000	-	-	-	-	-	3,429,497	3,429,497
480401	Public Safety Services	4,727,933	1,353,174	-	-	-	-	-	3,374,759	3,374,759
	Public Safety Services	4,727,933	1,353,174	-	-	-	-	-	3,374,759	3,374,759
	County Patrol	375,269	375,269	-	-	-	-	-	-	-
	Traffic Initiative	-	-	-	-	7,157,880	7,157,880	-	-	-
	Contract Patrol	-	-	-	-	139,524	139,524	-	-	139,524
	Impound Lot	-	-	-	-	7,297,404	7,157,880	-	-	139,524
	Impound Lot	-	-	5,103,202	1,728,443	3,374,759	3,374,759	-	-	3,514,283
480303	Firearms Range	-	-	-	-	63,160	63,160	-	-	-
	Firearms Range	-	-	-	-	63,160	63,160	-	-	-
480104	Volunteers in Public Safety	-	-	-	-	-	-	82,254	82,254	82,254
	Volunteers in Public Safety	-	-	-	-	-	-	82,254	82,254	82,254
	Volunteers in Public Safety	-	-	-	-	-	-	-	-	-
SHERIFF TOTAL		32,588,350	3,658,278	14,030,050	2,270,711	7,360,564	7,221,040	-	82,254	40,911,189
180000	COURT - COUNTY COURT FUNCTIONS									
180601	Court - County Court Functions	3,358,112	192,761	-	-	-	-	-	3,165,351	3,165,351
	Commitments, Counsel, Rent	3,358,112	192,761	-	-	-	-	-	3,165,351	3,165,351
COURT - COUNTY COURT FUNC. TOTAL		3,358,112	192,761	-	-	-	-	-	3,165,351	3,165,351
490100	GENERAL ADMINISTRATION									
490101	Emergency Communications	-	-	-	-	14,284,335	6,412,025	-	7,872,310	7,872,310
	Dispatch Center	-	-	-	-	957,819	174,000	-	783,819	783,819
490102	800 MHz System	-	-	-	-	2,583,141	1,069,756	-	1,513,385	1,513,385
490103	CAD Operations	-	-	-	-	17,825,295	7,655,781	-	10,169,514	10,169,514
EMERGENCY COMMUNICATIONS TOTAL		-	-	-	-	17,825,295	7,655,781	-	10,169,514	10,169,514

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy
		Budget	Revenue	Budget	Tax Levy	Budget	Revenue	Budget	Tax Levy	
510000 OTHER PUBLIC SAFETY										
510101 Medical Examiner										
	Medical Examiner Services	2,618,932	1,474,753	-	-	-	-	-	-	1,144,179
		2,618,932	1,474,753	-	-	-	-	-	-	1,144,179
MEDICAL EXAMINER TOTAL										
		80,708,715	22,757,740	14,144,152	2,384,813	25,185,859	14,876,821	82,254	-	80,101,606
TOTAL SAFETY & JUSTICE										

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary Revenue	Tax Levy	Total Levy
		Budget	Revenue	Budget	Revenue	Budget	Revenue			
ECONOMIC GROWTH & COMMUNITY INVESTMENT										
660101	LIBRARIES									
	Maplewood Library	-	136,717	1,504,434	1,367,717	-	-	-	-	1,367,717
	Mounds View Library	-	23,154	320,809	291,655	-	-	-	-	291,655
	New Brighton Library	-	30,364	354,120	303,756	-	-	-	-	303,756
	North St. Paul Library	-	21,591	235,353	213,992	-	-	-	-	213,992
	Roseville Library	-	285,520	2,921,762	2,696,262	-	-	-	-	2,696,262
	Shoreview Library	-	910,866	910,866	828,090	-	-	-	-	828,090
	White Bear Lake Library	-	47,407	521,665	474,258	-	-	-	-	474,258
	Administration	-	-	-	-	-	-	-	1,077,960	1,077,960
	Automation Services	-	-	-	-	-	-	-	90,606	90,606
	Technical Services	-	-	-	-	-	-	-	81,591	81,591
	Property Management	-	-	-	-	-	-	-	113,373	113,373
	COUNTY LIBRARIES TOTAL	-	613,329	6,135,730	5,613,730	-	-	-	3,934,798	10,070,528
660000	PARKS & RECREATION									
	Administration	-	-	-	-	-	-	-	145,000	1,803,173
660101	Administration	-	-	-	-	-	-	-	145,000	1,803,173
	Total	-	-	-	-	-	-	-	145,000	1,803,173
660103	Central Store	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-
660104	Active Living/Ramsey Communities	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-
660102	Maintenance & Operation	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-
660101	Facility Maintenance & Service	-	-	-	-	-	-	-	383,921	383,921
660501	Parks Maintenance & Operation	-	-	-	-	-	-	-	516,016	1,632,771
660601	County Fair	-	-	-	-	-	-	-	2,000	2,000
	Total	-	-	-	-	-	-	-	2,018,692	2,018,692
	Ice Arenas									
660201	Public Ice Arenas	-	-	-	-	-	-	-	1,182,268	54,472
660202	Albion Arena	-	-	-	-	-	-	-	359,118	54,848
660202	Les M. Schulz Highland Arena	-	-	-	-	-	-	-	517,904	(233,965)
660207	Bluff Adams Arena	-	-	-	-	-	-	-	26,000	-
660208	Pleasant Arena	-	-	-	-	-	-	-	268,610	(214,450)
660212	Vandals Sports Center	-	-	-	-	-	-	-	1,766,000	(339,095)
	Total	-	-	-	-	-	-	-	4,376,305	(339,095)
	Golf Courses									
660301	Goodron Golf Course	-	-	-	-	-	-	-	636,709	(38,935)
660305	Goodron Clubhouse	-	-	-	-	-	-	-	13,477	13,477
660302	Keller Golf Course	-	-	-	-	-	-	-	1,117,324	(317,427)
660306	Keller Clubhouse	-	-	-	-	-	-	-	67,578	67,578
660303	Manitou Ridge Golf Course	-	-	-	-	-	-	-	7,182	301,867
660304	The Ponds at Battle Creek	-	-	-	-	-	-	-	743,528	743,528
	Total	-	-	-	-	-	-	-	2,229,436	(569,992)
	Recreation Services									
660402	Beaches	-	-	-	-	-	-	-	189,318	184,518
660403	Battle Creek Waterworks	-	-	-	-	-	-	-	142,132	20,132
	Total	-	-	-	-	-	-	-	331,450	204,650
	Nature Interpretive Services									
660701	Nature Interpretive Services	-	-	-	-	-	-	-	651,639	262,022
	Total	-	-	-	-	-	-	-	651,639	262,022
	Planning & Development									
660801	Planning & Development	-	-	-	-	-	-	-	566,066	201,518
	Total	-	-	-	-	-	-	-	566,066	201,518
	Grants / Projects									
660980	Tamarack Nature Center Volunteer	-	-	-	-	-	-	-	70,000	-
660980	MN Conservation Corps	-	-	-	-	-	-	-	110,000	-
660980	DNR Environmental Grants	-	-	-	-	-	-	-	-	-
660980	Aquatic Invasive Species	-	-	-	-	-	-	-	-	-
660980	Outdoor Recreation Programming	-	-	-	-	-	-	-	125,000	-
	Total	-	-	-	-	-	-	-	305,000	-
	PARKS & RECREATION TOTAL	-	103,938	103,938	103,938	-	-	-	8,932,289	3,974,399

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Mandated		Mandated-Level/Method/Disc.		Discretionary-Level/Method/Mand.		Discretionary		Total Levy
		Budget	Revenue	Budget	Tax Levy	Budget	Revenue	Budget	Revenue	
550000 PUBLIC WORKS										
550401	Road & Bridge Maintenance	-	-	-	-	7,726,401	6,735,363	-	-	991,038
550901	Engineering	-	-	-	-	3,223,365	1,847,726	-	-	1,375,639
550301	Fleet Management	-	-	-	-	3,537,343	1,633,130	-	-	1,904,213
550101	Administration & Accounting	-	-	-	-	-	-	1,751,866	456,700	1,295,166
550201	Facilities Maintenance & Operations	-	-	-	-	1,016,240	82,400	-	-	933,840
550601	Environmental Services	-	-	-	-	727,462	55,000	-	-	672,462
550701	Land Survey/GIS	-	-	-	-	711,285	33,500	-	-	677,785
PUBLIC WORKS TOTAL		-	-	-	-	16,944,116	10,387,119	1,751,866	456,700	1,295,166
750000 CONSERVATION OF NATURAL RESOURCES										
750101 Ramsey Conservation District										
	NATURE Program	127,000	127,000	-	-	-	-	-	-	-
	Mun. Erosion Control Program	37,000	37,000	-	-	-	-	-	-	-
	GIS Program	35,000	35,000	-	-	-	-	-	-	-
	Wetland Conservation Act	21,000	21,000	-	-	-	-	-	-	-
	DNR Groundwater Wells	7,000	7,000	-	-	-	-	-	-	-
	Watershed Assessment Services	26,000	26,000	-	-	-	-	-	-	-
	Education & Outreach	-	-	-	-	-	-	-	-	-
	Rain Gauge Network	-	-	-	-	-	-	34,000	34,000	-
	Groundwater Protection	50,000	50,000	-	-	-	-	7,000	7,000	-
	Cooperative Weed Mgmt. Area	-	-	-	-	-	-	7,000	7,000	-
	General Soil & Water Program	-	-	170,285	140,225	-	-	-	-	30,060
CONSERVATION OF NATURAL RESOURCES TOTAL		303,000	303,000	170,285	140,225	30,060	-	48,000	48,000	30,060
700000 CULTURAL & SCIENTIFIC										
710101 Historical Society										
	Administration/Maintenance	-	-	-	-	-	-	-	-	-
720101	Landmark Center Management	-	-	-	-	-	-	88,551	10,000	78,551
	Administration/Maintenance	-	-	-	-	-	-	879,118	-	879,118
CULTURAL & SCIENTIFIC TOTAL		-	-	-	-	-	-	967,669	10,000	957,669
760000 CONSERVATION OF NATURAL RESOURCES										
760101 Extension Administration/Facilities										
	Administration/Maintenance	-	-	-	-	-	-	44,774	-	44,774
	Total	-	-	-	-	-	-	44,774	-	44,774
COUNTY EXTENSION TOTAL		-	-	-	-	-	-	44,774	-	44,774
350000 PROPERTY MANAGEMENT										
350101	Administration	-	-	-	-	1,141,594	762,511	-	-	379,083
350102	Televising Public Meetings	-	-	-	-	49,500	-	-	-	49,500
350104	Parking Operations	-	-	-	-	19,385	192,102	-	-	(172,717)
350105	Family Service Center	-	-	-	-	62,382	62,382	-	-	-
350106	ADC (Operations)	-	-	-	-	-	-	-	-	-
350901	Public Works Facility	-	-	-	-	1,814,143	1,814,143	-	-	-
351001	Library Facilities	-	-	-	-	1,529,062	1,529,062	-	-	-
350201	CH/CH Maintenance	-	-	-	-	4,887,509	4,887,509	-	-	-
350201	Project Management Services	-	-	-	-	4,083,668	4,083,668	-	-	-
350301	RCGC East	-	-	-	-	2,641,869	2,641,869	-	-	-
350401	RCGC West	-	-	-	-	1,206,607	1,206,607	-	-	-
350601	Juvenile Family Justice Center	-	-	-	-	2,175,536	2,175,536	-	-	-
350701	Law Enforcement Center (Operations)	-	-	-	-	168,849	168,849	-	-	-
351101	Suburban Courts	-	-	-	-	491,945	491,945	-	-	-
351201	90 West Plato	-	-	-	-	205,902	205,902	-	-	-
351301	911 Dispatch Center	-	-	-	-	2,572,327	2,572,327	-	-	-
351501	Meiro Square Facility	-	-	-	-	284,362	284,362	-	-	-
351601	402 University	-	-	-	-	116,348	116,348	-	-	-
351701	5 South Owasso Boulevard West	-	-	-	-	1,809,091	1,809,091	-	-	-
351801	Correctional Facility - RCCF	-	-	-	-	103,035	103,035	-	-	-
351901	Medical Examiner	-	-	-	-	311,850	311,850	-	-	-
352001	555 Cedar	-	-	-	-	11,000	11,000	-	-	-
350280	CH/CH Memorial Hall Grant	-	-	-	-	-	-	-	-	-
PROPERTY MANAGEMENT TOTAL		-	-	-	-	25,686,164	25,430,098	-	-	256,066

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Mandated		Mandated-Level/Method/Disc.		Discretionary-Level/Method/Mand.		Discretionary		Total Levy	
		Budget	Revenue	Budget	Revenue	Budget	Revenue	Budget	Revenue		Tax Levy
810000	WORKFORCE SOLUTIONS										
	Administration										
	General Administration					2,803,183	2,434,966	368,217			368,217
	Total					2,803,183	2,434,966	368,217			368,217
	Disabled Worker Services										
	Federal & State Grants					2,363,541	2,363,541				
	Total					2,363,541	2,363,541				
	Youth Services										
	Federal & State Grants					1,309,448	1,309,448				
	Total					1,309,448	1,309,448				
	Adult Services										
	Federal & State Grants					729,129	729,129				
	Total					729,129	729,129				
	MN Family Investment Program										
	MIFIP / DWP	15,145,151	15,145,151								
	Total	15,145,151	15,145,151								
	Business Services										
	Business Services Unit								67,029	67,029	
	Total								67,029	67,029	
	WIB										
	WIB Operations					95,906	95,906				
	Total					95,906	95,906				
	WORKFORCE SOLUTIONS TOTAL	15,145,151	15,145,151			7,301,207	6,932,990	368,217	67,029	67,029	368,217
	TOTAL ECONOMIC GROWTH & COMMUNITY INVESTMENT	15,448,151	15,448,151	7,023,282	857,492	49,831,487	42,750,207	7,181,280	20,114,197	9,907,341	10,206,856
											23,553,926

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total	
		Budget	Tax Levy	Budget	Tax Levy	Budget	Revenue	Budget	Tax Levy		
HEALTH & WELLNESS											
600000 COMMUNITY HUMAN SERVICES DEPARTMENT											
<i>Family & Children Services</i>											
<i>Child Protection</i>											
	Assessment and Intake CP	-	-	5,044,357	1,166,026	3,878,331	-	-	-	3,878,331	
	Community Based Support CP	-	-	377,042	70,392	306,650	-	-	-	306,650	
	Emergency Treatment	-	-	285,498	43,216	242,282	-	-	204,428	890,560	
	Outpatient Treatment CP	-	-	550,892	83,358	467,534	-	-	35,274	197,759	
	Out of Home Placement	-	-	16,893,884	11,949,597	4,944,287	-	-	-	467,334	
	Case Management CP	-	-	14,796,201	7,764,611	7,031,590	-	-	46,015	19,039	
	Total	-	-	37,947,874	21,077,200	16,870,374	-	-	1,383,076	285,717	1,107,358
<i>Child Welfare</i>											
	Information and Referral CW	-	-	127,000	31,224	95,776	-	-	-	95,776	
	Case Management CW	-	-	2,809,192	1,305,732	1,503,460	-	-	-	1,503,460	
	Case Management CW	-	-	2,936,192	1,336,956	1,599,236	-	-	62,194	28,908	33,286
	Total	-	-	5,872,384	2,973,912	3,098,472	-	-	62,194	28,908	33,286
<i>Child Care</i>											
	Child Care	-	-	1,608,533	835,200	773,333	-	-	-	773,333	
	Child Care	-	-	1,608,533	835,200	773,333	-	-	-	25,000	25,000
	Total	-	-	3,217,066	1,670,400	1,546,666	-	-	25,000	798,333	798,333
<i>Chemical Health Services</i>											
	Information and Referral	-	-	184,529	-	184,529	-	-	-	184,529	
	Assessment and Intake	-	-	1,204,558	755,488	449,070	-	-	-	449,070	
	Residential Treatment	-	-	5,155,835	1,703,900	3,451,935	-	-	-	3,451,935	
	Total	-	-	6,544,922	2,459,388	4,086,534	-	-	-	4,086,534	
<i>Adult Mental Health Services</i>											
	Assessment and Intake	-	-	3,683,820	6,000	3,677,820	-	-	-	3,677,820	
	Housing	-	-	2,714,000	2,013,696	700,304	-	-	-	700,304	
	Community Integration	-	-	3,986,190	1,006,848	2,979,342	-	-	-	2,979,342	
	Community Integration	-	-	-	-	-	-	-	89,442	89,442	
	Emergency / Crisis Treatment	-	-	1,253,962	-	1,253,962	-	-	-	1,253,962	
	Outpatient Treatment	-	-	6,374,105	3,279,316	3,094,789	-	-	-	3,094,789	
	Residential Treatment	-	-	4,012,987	2,796,800	1,216,187	-	-	-	1,216,187	
	Case Management	-	-	8,275,448	8,262,066	13,382	-	-	-	13,382	
	Total	-	-	30,280,512	17,364,726	12,915,786	-	-	89,442	13,005,228	
<i>Children's Mental Health Services</i>											
	Assessment and Intake	-	-	891,069	213,225	677,844	-	-	-	677,844	
	Community Based Support	-	-	763,639	150,313	613,326	-	-	-	613,326	
	Community Based Support	-	-	176,641	-	176,641	-	-	27,745	113,209	
	Outpatient Treatment	-	-	1,896,500	302,000	1,594,500	-	-	-	1,594,500	
	Out of Home Placement	-	-	3,841,575	1,509,979	2,331,596	-	-	-	2,331,596	
	Case Management	-	-	7,589,424	2,175,517	5,393,907	-	-	140,954	5,507,116	
	Total	-	-	14,162,208	4,151,024	10,011,187	-	-	27,745	113,209	
<i>Developmental Disabilities Svcs</i>											
	Assessment and Intake	-	-	28,788	-	28,788	-	-	-	28,788	
	Vocational	-	-	589,003	-	589,003	-	-	-	589,003	
	Community Integration	-	-	1,412,608	1,351,810	60,698	-	-	-	60,698	
	Outpatient Treatment	-	-	1,481,765	-	1,481,765	-	-	-	1,481,765	
	Residential Treatment	-	-	548,412	-	548,412	-	-	-	548,412	
	Case Management	-	-	8,238,821	5,185,721	3,053,100	-	-	-	3,053,100	
	Total	-	-	12,299,088	6,507,551	5,791,357	-	-	-	5,791,357	

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total
		Budget	Revenue	Budget	Tax Levy	Budget	Revenue	Budget	Tax Levy	
600000	COMMUNITY HUMAN SERVICES DEPARTMENT (Continued)									
	Adult Services									
	Low Income Homelss									
	Assessment and Intake	-	-	-	-	-	-	-	-	-
	Housing	-	-	3,046,262	-	-	-	-	-	-
	Residential / Shelters	-	-	3,046,262	-	-	-	1,264,506	573,750	680,756
	Total	-	-	3,046,262	-	-	-	1,264,506	573,750	680,756
	Elderly									
	Assessment and Intake	-	-	161,105	116,719	-	-	-	-	116,719
	Community Integration	-	-	3,206,676	-	3,204,684	1,992	-	-	216,442
	Case Management	-	-	3,367,781	118,711	-	-	216,442	-	1,992
	Total	-	-	1,124,104	170,155	983,949	-	-	-	983,949
	Adult Services									
	Assessment and Intake	-	-	937,528	141,913	795,615	-	-	-	795,615
	Community Integration	-	-	586,626	479,746	106,880	-	-	-	106,880
	Case Management	-	-	2,648,258	791,814	1,856,444	-	-	-	1,856,444
	Total	-	-	15,510,417	15,221,355	289,062	-	-	-	289,062
	Walker									
	Assessment and Intake	-	-	5,202	787	4,415	-	-	-	4,415
	Community Integration	-	-	1,186,000	-	1,186,000	-	-	-	1,186,000
	Residential/Shelters	-	-	971,288	909,000	62,288	-	-	-	62,288
	Case Management	-	-	17,672,907	16,131,142	1,541,765	-	-	-	1,541,765
	Total	-	-	6,844,001	5,959,684	884,317	-	-	-	884,317
	Income Maintenance Services									
	Assessment and Intake	-	-	919,137	91,914	827,223	-	-	-	827,223
	Child Care	-	-	21,404,714	8,109,995	13,294,719	-	-	-	13,294,719
	Case Management	-	-	29,167,852	14,181,593	15,006,259	-	-	-	15,006,259
	Total	-	-	25,222,212	9,498,040	15,724,172	-	-	-	15,724,172
	Program Support									
	Program Support	-	-	25,222,212	9,498,040	15,724,172	-	-	-	15,724,172
	Total	-	-	160,311,617	98,694,439	81,677,178	-	-	-	81,677,178
	COMM. HUMAN SERVICES TOTAL									
		-	-	3,515,397	927,905	2,587,492	-	-	-	2,587,492
	590100 HEALTH CARE SERVICES									
	590101 Correctional Health	6,973,453	75,000	-	-	-	-	-	-	6,898,453
	590101 Sexual Assault Assessments	378,248	-	-	-	-	-	-	-	378,248
	HEALTH CARE SERVICES TOTAL									
		7,351,701	75,000	-	-	-	-	-	-	7,276,701
	620000 LAKE OWASSO RESIDENCE									
	620101 Administration	-	-	-	-	-	-	-	-	-
	620201 Food Service	-	-	-	-	-	-	-	-	-
	620301 Health Service	-	-	-	-	-	-	-	-	-
	620401 Plant Operations & Maintenance	-	-	-	-	-	-	-	-	-
	620501 Residential Services	-	-	-	-	-	-	-	-	-
	620601 Developmental Services	-	-	-	-	-	-	-	-	-
	LAKE OWASSO RESIDENCE TOTAL									
		-	-	9,785,299	8,468,340	1,316,959	-	-	-	1,316,959
	610000 RAMSEY COUNTY CARE CENTER									
	610101 Administration	-	-	-	-	-	-	-	-	-
	610201 Nutritional Services	-	-	2,457,850	2,457,850	-	-	-	-	-
	610301 Laundry	-	-	1,562,295	1,562,295	-	-	-	-	-
	610401 Housekeeping	-	-	290,651	290,651	-	-	-	-	-
	610501 Nursing	-	-	452,171	452,171	-	-	-	-	-
	610502 Nursing TCU	-	-	8,063,186	8,063,186	-	-	-	-	-
	610601 Plant Maintenance	-	-	1,380,886	1,380,886	-	-	-	-	-
	610701 Activities	-	-	1,297,067	1,297,067	-	-	-	-	-
	610801 Social Services	-	-	318,241	318,241	-	-	-	-	-
	Total	-	-	425,212	425,212	-	-	-	-	-
	RAMSEY COUNTY CARE CENTER TOTAL									
		-	-	16,247,559	16,247,559	-	-	-	-	-

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Mandated		Mandated-Level/Method, Disc.		Discretionary-Level/Method, Mand.		Discretionary		Total Levy
		Budget	Revenue	Budget	Revenue	Budget	Revenue	Budget	Revenue	
580000 PUBLIC HEALTH										
580700 Administration	Departmental Administration	-	-	5,109,445	4,278,731	-	-	-	-	830,714
	Total	-	-	5,109,445	4,278,731	-	-	-	-	830,714
580300 Screening & Case Management	PCA Assessment/Case Mgmt.	724,828	-	-	-	-	-	-	-	724,828
	Total	724,828	-	-	-	-	-	-	-	724,828
580500 Correctional Health	Correctional Health	3,043,514	3,043,514	-	-	-	-	-	-	-
	Total	3,043,514	3,043,514	-	-	-	-	-	-	-
581000 Environmental Health	Solid & Hazardous Waste Regulation	6,069,203	6,069,203	-	-	-	-	-	-	-
	Lead Based Paint Inspection	177,624	62,825	-	-	-	-	-	-	114,799
	Solid & Hazardous Waste Regulation	-	-	7,063,528	7,063,528	-	-	-	-	-
	Resource Recovery Project	-	-	6,210,921	6,210,921	-	-	-	-	-
	Community Sanitation	-	-	-	-	864,100	864,100	-	-	-
	Solid & Hazardous Waste Regulation	-	-	-	-	-	-	-	-	-
	Lead/Healthy Homes	-	-	-	-	-	-	-	-	-
	Total	6,246,827	6,132,028	13,274,449	13,274,449	864,100	864,100	419,164	419,164	114,799
580801 Health Protection	Health Protection	-	-	802,748	443,310	-	-	-	-	359,438
	Total	-	-	802,748	443,310	-	-	-	-	359,438
580400 Healthy Communities	Healthy Communities	-	-	1,939,129	1,123,350	-	-	-	-	815,779
	Total	-	-	1,939,129	1,123,350	-	-	-	-	815,779
580200 Healthy Families	Maternal Child Health Grant	-	-	927,084	927,084	-	-	-	-	-
	Child & Teen Check-up	-	-	-	-	-	-	-	-	-
	Home Visiting	-	-	-	-	1,925,025	1,925,025	-	-	-
	Total	-	-	927,084	927,084	1,925,025	1,925,025	-	-	3,209,467
580600 Preventive Health Services	Sexual Health	-	-	930,114	757,044	-	-	-	-	173,070
	Disease Investigation & Control	-	-	1,722,689	445,400	-	-	-	-	1,277,289
	Sexual Offense Services	-	-	-	-	321,086	136,000	-	-	185,086
	Total	-	-	1,722,689	445,400	1,251,200	893,044	-	-	1,635,445
580780 Uncompensated Care	Regions Subsidy	-	-	-	-	-	-	-	-	-
	Community Clinics/Block Nurse	-	-	-	-	-	-	1,024,700	83,000	941,700
	Total	-	-	-	-	-	-	1,024,700	83,000	941,700
580100 Supplemental Food (WIC)	Women/Infants/Children Program	-	-	-	-	3,630,732	3,630,732	-	-	-
	Total	-	-	-	-	3,630,732	3,630,732	-	-	-
PUBLIC HEALTH TOTAL		10,015,169	9,175,542	23,775,544	20,492,324	15,843,302	12,275,679	1,443,864	502,164	8,632,170

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Mandated		Mandated-Level/Method/Disc.		Discretionary-Level/Method/Mand.		Discretionary		Total Levy
		Budget	Revenue	Budget	Tax Levy	Budget	Revenue	Budget	Revenue	
380000 OTHER ACTIVITIES										
380101 Veterans Services										
Client Services		609,403	22,500	-	-	-	-	-	-	586,903
Memorial Day Activities		-	-	-	-	-	-	-	-	2,000
OTHER ACTIVITIES TOTAL		609,403	22,500	-	-	-	-	-	-	588,903
500000 COMMUNITY CORRECTIONS										
500101 Administrative Services										
Administrative Services		-	-	7,379,275	622,308	6,756,967	6,756,967	-	-	6,756,967
Total		-	-	7,379,275	622,308	6,756,967	6,756,967	-	-	6,756,967
Services to Adults										
500201 Adult Services										
Drug Testing		-	-	19,438,679	5,581,766	13,856,913	13,856,913	-	-	13,856,913
Pre-Trial Services		-	-	250,000	-	250,000	-	-	-	250,000
500201 Adult Purchase of Service		1,275,000	-	-	-	-	-	-	-	1,275,000
Sentence to Service		-	-	-	-	-	-	-	-	53,424
Adult Alternatives to Incarceration		-	-	-	-	-	-	-	-	190,000
500401 Ramsey County Correctional Facility		16,780,801	4,745,196	-	-	-	-	-	-	190,000
Adult Justice Assistance Grant		-	-	-	-	-	-	-	-	303,330
500280 Adult DWI Court Project Grant		-	-	-	-	-	-	-	-	303,330
Adult Problem Solving Courts Grant		-	-	-	-	-	-	-	-	27,878
500280 Adult Intensive Supervision Grant		-	-	-	-	-	-	-	-	27,878
500280 Adult RE/Mt Grant		-	-	-	-	-	-	-	-	981,900
Total		18,065,801	4,745,196	19,688,679	5,581,766	14,106,913	14,106,913	1,768,108	1,221,354	27,984,272
Services to Juveniles										
500501 Juvenile Services										
Juvenile Placements / Shelter		-	-	5,818,387	1,477,340	4,341,047	4,341,047	-	-	4,341,047
500501 Juvenile Svcs to Families & Children		1,800,000	-	-	-	-	-	-	-	1,800,000
Boys Totem Town		-	-	-	-	-	-	-	-	866,000
500701 Juvenile Detention Center		5,886,361	647,790	-	-	6,024,133	659,826	6,024,133	5,364,307	5,364,307
500580 Juv SPUS Casey Foundation Grant		7,666,361	647,790	5,818,387	1,477,340	4,341,047	4,341,047	-	-	5,238,571
Total		25,742,162	5,392,986	32,886,341	7,681,414	25,204,927	25,204,927	6,024,133	659,826	17,609,925
COMMUNITY CORRECTIONS TOTAL		43,718,435	14,666,628	47,900,283	37,651,404	47,900,283	47,900,283	12,651,423	2,651,423	4,943,946
TOTAL HEALTH & WELLNESS		43,718,435	14,666,628	47,900,283	37,651,404	47,900,283	47,900,283	12,651,423	2,651,423	4,943,946

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy
		Budget	Revenue	Budget	Tax Levy	Budget	Tax Levy	Revenue	Tax Levy	
UNALLOCATED REVENUES & FUND BALANCE										
	Admin. Costs	-	1,497,302	-	2,113,796	-	441,710	-	479,970	(479,970)
	Interest on Investments	-	-	-	(2,113,796)	-	(441,710)	-	7,400,000	(7,400,000)
	Special Taxes	-	1,564,192	-	2,208,225	-	461,443	-	501,412	(501,412)
	Bond Interest Credit	-	-	-	-	-	-	-	236,470	(236,470)
	County Program Aid	-	5,608,307	-	7,917,451	-	1,654,474	-	1,797,779	(1,797,779)
	City of St. Paul TIF Agreement	-	908,402	-	1,282,423	-	267,962	-	291,194	(291,194)
	Fund Balance-County General Fund	-	-	-	-	-	-	-	-	-
	TOTAL UNALLOCATED REV/FUND BAL.	-	9,578,203	-	13,521,895	-	2,825,609	-	10,706,825	(10,706,825)
TOTAL COUNTY BUDGET w/o Legal OH.		154,773,077	67,959,463	267,156,443	144,598,497	123,714,417	98,104,041	67,418,495	47,226,302	20,182,193
			88,813,614		122,557,947		25,610,376			255,174,129

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

LEGAL OBLIGATIONS

Code	Department/Division	Budget	Revenue/ Fund Balance	Tax Levy
GENERAL COUNTY PURPOSES				
DEBT SERVICE - COUNTY				
840000	BOND PRINCIPAL & INTEREST	28,202,241	7,502,241	20,700,000
MPFA PEDESTRIAN CONNECTION LOAN DEBT SERVICE				
840301	LOAN PRINCIPAL & INTEREST	390,545	390,545	-
DEBT SERVICE - LIBRARY				
850101	BOND PRINCIPAL & INTEREST	3,405,782	627,180	2,778,602
CERTIFICATES OF PARTICIPATION - DEBT SERVICE				
860401	RAMSEY ACTION PROGRAMS	-	-	-
54700 RICE CREEK WATERSHED - DEBT SERVICE				
54701	RICE CREEK WATERSHED IMPROVEMENTS	-	-	-
*****		31,998,568	8,519,966	23,478,602
UNALLOCATED REVENUES				
	OTHER TAX COLLECTIONS	-	19,695	(19,695)
	COUNTY PROGRAM AID	-	217,359	(217,359)
		-	237,054	(237,054)
\$\$\$\$\$	TOTAL LEGAL OBLIGATIONS	31,998,568	8,757,020	23,241,548

**RAMSEY COUNTY
2016 APPROVED BUDGET / REVENUE / TAX LEVY**

LEGAL OBLIGATIONS

Code	Department/Division	Budget	Revenue/ Fund Balance	Tax Levy
DEBT SERVICE				
840000	Debt Service-County	28,202,241	7,502,241	20,700,000
840301	MPFA Pedestrian Connection	390,545	390,545	-
850101	Debt Service-Library	3,405,782	627,180	2,778,602
860401	Community Action Partnership	-	-	-
	Debt Service - Paying Agent	-	-	-
	TOTAL DEBT SERVICE	31,998,568	8,519,966	23,478,602

SUMMARY BY FUNCTION

GENERAL COUNTY PURPOSES	31,998,568	8,519,966	23,478,602
UNALLOCATED REVENUES	-	237,054	(237,054)
TOTAL COUNTY	31,998,568	8,757,020	23,241,548
% COUNTY'S TOTAL BUDGET/TAX LEVY	5.0%		8.4%

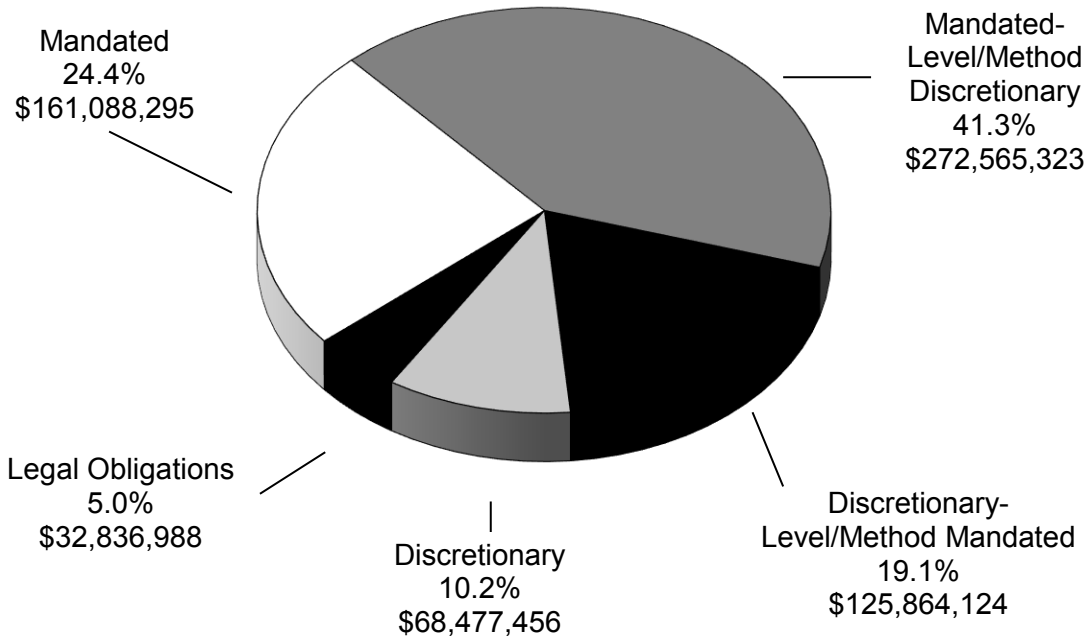
LEGAL OBLIGATION:

These represent debt service costs. The authority to issue bonds or notes is discretionary. However, when the County Board approves the issuance of the bonds or notes, the tax levies for the total principal and interest costs become legal obligations until the bonds or notes are retired.

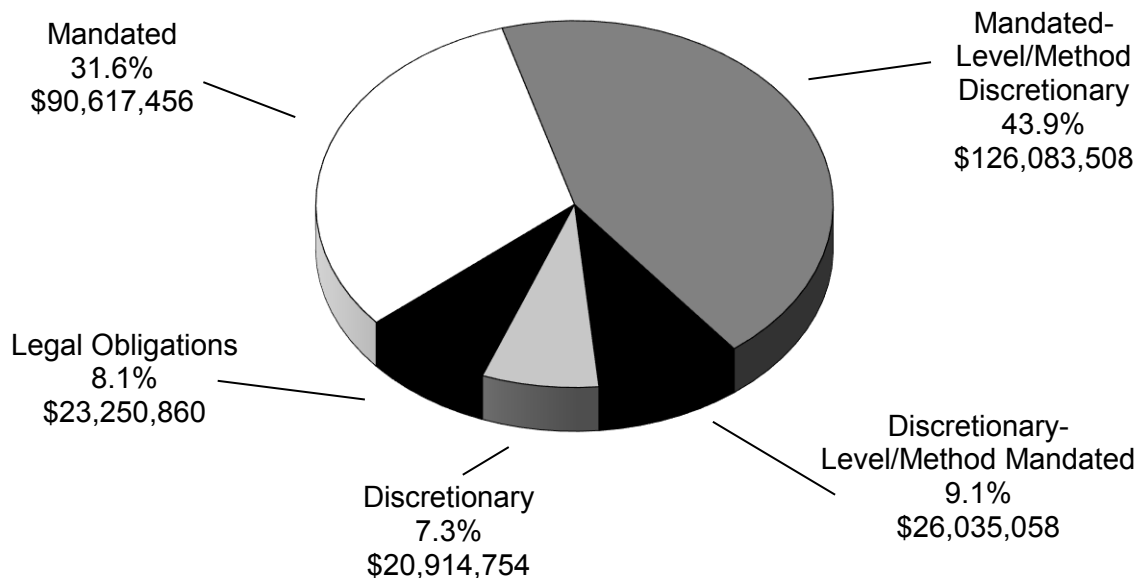
APPROVED

RAMSEY COUNTY - YEAR 2017

Mandated/Discretionary Services by 2017 County Budget - \$660,832,186



Mandated/Discretionary Services by 2017 County Tax Levy - \$286,901,636



**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY
MANDATED / DISCRETIONARY SERVICES & LEGAL OBLIGATIONS**

	ADMIN. & GENERAL COUNTY PURPOSES	INFORMATION & PUBLIC RECORDS	SAFETY & JUSTICE	ECONOMIC GROWTH & COMMUNITY INVESTMENT	HEALTH & WELLNESS	UNALLOCATED REVENUES & FUND BALANCE	TOTALS	% COUNTY'S TOTAL BUDGET/ TAX LEVY
MANDATED								
Budget	158,181	17,216,659	83,708,463	15,295,284	44,709,708	-	161,088,295	24.4%
Revenue/Fund Balance	434,000	7,072,335	22,961,531	15,295,284	15,068,901	9,638,787	70,470,838	
Tax Levy	(275,819)	10,144,324	60,746,932	-	29,640,807	(9,638,787)	90,617,456	31.6%
MANDATED-LEVEL/ METHOD DISCRETIONARY								
Budget	9,231,468	-	14,622,717	7,359,869	241,351,269	-	272,565,323	41.2%
Revenue/Fund Balance	902,329	-	2,384,813	849,800	128,933,638	13,411,235	146,481,815	
Tax Levy	8,329,139	-	12,237,904	6,510,069	112,417,631	(13,411,235)	126,083,508	43.9%
DISCRETIONARY- LEVEL/METHOD MANDATED								
Budget	720,649	-	25,853,937	24,707,314	48,808,719	-	100,090,619	15.1%
Revenue/Fund Balance	-	-	15,241,003	17,646,460	38,398,804	2,769,294	74,055,561	
Tax Levy	720,649	-	10,612,934	7,060,854	10,409,915	(2,769,294)	26,035,058	9.1%
DISCRETIONARY								
Budget	13,596,387	26,829,534	84,097	46,319,853	7,421,089	-	94,250,960	14.3%
Revenue/Fund Balance	550,490	24,029,534	-	35,490,161	2,591,511	10,674,510	73,336,206	
Tax Levy	13,045,897	2,800,000	84,097	10,829,692	4,829,578	(10,674,510)	20,914,754	7.3%
LEGAL OBLIGATIONS								
Budget	32,836,988	-	-	-	-	-	32,836,988	5.0%
Revenue/Fund Balance	9,586,128	-	-	-	-	-	9,586,128	
Tax Levy	23,250,860	-	-	-	-	-	23,250,860	8.1%
TOTAL								
Budget	56,543,673	44,046,193	124,269,214	93,682,320	342,290,785	-	660,832,185	100.0%
Revenue/Fund Balance	11,472,947	31,101,869	40,587,347	69,281,705	184,992,854	36,493,826	373,930,548	
Tax Levy	45,070,726	12,944,324	83,681,867	24,400,615	157,297,931	(36,493,826)	286,901,637	100.0%

DEFINITIONS

MANDATED - A service or program that the County must provide due to Federal Law, Federal Regulations, Minnesota Statutes, Court Order, Consent Decree, or Minnesota State Rules and Regulations. The law or regulation must clearly state that the County is required to provide the service or program.

MANDATED-LEVEL/METHOD DISCRETIONARY - A service or program that the County must provide due to Federal Law, Federal Regulations, Minnesota Statutes, Court Order, Consent Decree, or Minnesota State Rules and Regulations. The law or regulation must clearly state that the County is required to provide the service or program. How the service or program is provided is determined by the County.

DISCRETIONARY-LEVEL OR METHOD MANDATED - A discretionary service or program which, if provided by the County, involves a specific level or method which is mandated by Federal Law, Federal Regulations, Minnesota Statutes, Court Order, or Minnesota State Rules and Regulations. A specific level would be a minimum standard (for example, ratio of staff to clients). A specific method would mandate how the service must be provided (for example, Public Works environmental services for the County in the area of lake improvement).

DISCRETIONARY - A service or program where the decision to provide the service, and how it is provided, rests completely with the County.

LEGAL OBLIGATION - These represent debt service costs. The authority to issue bonds or notes is discretionary. However, when the County Board approves the issuance of the bonds or notes, the tax levies for the total principal and interest costs become legal obligations until the bonds or notes are retired.

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Total		Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy			
		FTE		Budget	Revenue	Budget	Tax Levy	Budget	Revenue	Budget	Tax Levy		Revenue	Tax Levy	
SUMMARY BY FUNCTION															
	ADMINISTRATION & GENERAL COUNTY PURPOSES	121.60	168,181	434,000	(275,819)	9,231,468	902,329	8,329,139	720,649	-	720,649	13,596,937	550,490	13,046,447	21,819,866
	INFORMATION & PUBLIC RECORDS	212.00	17,216,659	7,072,335	10,144,324	-	-	-	-	-	-	26,829,534	24,029,534	2,800,000	12,944,324
	SAFETY & JUSTICE	890.05	83,708,463	22,961,531	60,746,932	14,622,717	2,384,813	12,237,904	25,659,937	15,241,003	10,612,934	84,097	-	84,097	83,861,867
	ECONOMIC GROWTH & COMMUNITY INVESTMENT	474.16	15,295,284	15,295,284	-	7,359,869	849,800	6,510,069	24,707,314	17,646,460	7,060,854	46,319,653	35,490,161	10,829,692	24,400,615
	HEALTH & WELLNESS	2,228.95	44,709,708	15,068,901	29,640,807	241,351,269	128,833,638	112,417,631	48,808,719	38,398,804	10,409,915	7,421,089	2,591,511	4,829,578	157,297,931
	UNALLOCATED REVENUES & FUND BAL.	0.00	-	9,638,787	(9,638,787)	-	13,411,235	(13,411,235)	-	2,769,294	(2,769,294)	-	1,0674,510	(10,674,510)	(86,483,826)
	TOTAL COUNTY BUDGET w/o Legal Obl.	3,926.76	161,088,295	70,470,838	90,617,456	272,565,323	146,481,815	126,085,508	100,090,619	74,055,561	26,035,058	94,250,960	73,336,206	20,914,754	283,650,777
	% COUNTY'S TOTAL BUDGET/TAX LEVY			24.4%	31.6%	41.3%	43.9%	15.2%	8.1%	14.3%	7.3%			91.9%	

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Total FTE	Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Total Levy
			Budget	Revenue	Budget	Revenue	Budget	Revenue	
ADMINISTRATION & GENERAL COUNTY PURPOSES									
110000 LEGISLATIVE									
110101	Board of Board County Commissioners								
	County Commissioners	7.00			1,053,950	3,700			1,050,250
	Commissioner Assistants	7.00						829,410	829,410
	Secretarial	4.00						393,133	393,133
	Total	18.00			1,053,950	3,700		1,222,543	2,272,793
120101	Ramsey County Charter Commission								
	RC Charter Commission	0.00	1,000						1,000
	Total	0.00	1,000						1,000
LEGISLATIVE TOTAL		18.00	1,000		1,053,950	3,700		1,222,543	2,272,793
210000 GENERAL ADMINISTRATION									
210101	County Manager								
	County Administration	2.00			521,494	79,529			441,965
	Chief Clerk to the County Board	2.00			286,056				286,056
	Administrative Support	3.00						309,243	309,243
	Legislative Unit	2.00						78,884	311,328
	Policy Analysis & Planning	6.00						984,145	924,217
	Public Information	2.00						296,347	296,347
	Total	17.30			807,552	79,529		1,975,963	2,667,158
210104	Emergency Mgmt. & Homeland Sec.								
	Emergency Mgmt.	4.00			548,868	200,000			348,868
	Total	4.00			548,868	200,000			348,868
210180	Domestic Preparedness Grants								
	Domestic Preparedness Grants	1.00							
	Total	1.00							
210301	Finance								
	Account Function	1.00	151,830	14,000					137,830
	Accounting & Fin Reporting	10.00			1,181,055	229,860			951,195
	Budgeting & Fin Mgmt Analysis	5.00			619,728	83,000			526,728
	Financial Management	3.00							
	Payroll	4.00			426,480	7,800			418,680
	Procurement / Incl. in Contracting	6.00					720,649		720,649
	ERP Management	2.00							
	Aspen / Hypertion ERP	5.00							
	Total	36.00	151,830	14,000	2,227,263	330,660	720,649	1,445,159	4,200,241
210501	Human Resources								
	Administration	3.05			516,170				516,170
	Benefits Administration	7.50			1,230,174	288,440			941,734
	Compensation	8.00			846,154				846,154
	Recruitment / Selection	8.70			840,628				840,628
	Diversity, Learning & Org. Dev.	7.90			880,057				880,057
	Workers Comp / Safety Mgmt.	4.70			587,694				587,694
	Summit ERP	4.00							
	Total	45.30			4,593,835	288,440		1,443,263	5,746,558
210801	Personnel Review Board								
	Personnel Review Board	0.00	5,351						5,351
	Total	0.00	5,351						5,351
GENERAL ADMINISTRATION TOTAL		103.60	157,181	14,000	8,177,518	898,629	720,649	3,890,690	12,872,276
390001 UNALLOCATED GENERAL EXPENSES / REVENUE									
	Medicare B Coverage	0.00							
	Fire & Ext. Coverage-Ins.	0.00						250,020	250,020
	Countywide Memberships	0.00						470	470
	Professional Services-Liability	0.00						193,207	193,207
	State of MN	0.00							
	PERA Rate Increase Aid	0.00		420,000					(420,000)
	Rental Revenue	0.00						169,900	(169,900)
	Other Professional Services	0.00						1,220,000	1,220,000
UNALLOC. GENERAL EXPENSES / REVENUE TOTAL		0.00		420,000				1,663,697	1,075,797

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Total FTE	Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy
			Budget	Revenue	Budget	Tax Levy	Budget	Tax Levy	Revenue	Tax Levy	
40001	CONTINGENT ACCOUNT Contingent Appropriations	0.00	-	-	-	-	-	-	2,000,000	-	2,000,000
	CONTINGENT ACCOUNT	0.00	-	-	-	-	-	-	2,000,000	-	2,000,000
40000	CAPITAL IMPROVEMENT/EQUIP. REPL. CIP Projects/Equipment Repl.	0.00	-	-	-	-	-	-	3,600,000	-	3,600,000
	CAP. IMPROVEMENT/EQUIP. REPL.	0.00	-	-	-	-	-	-	3,600,000	-	3,600,000
	TOTAL ADMIN & GENERAL COUNTY PURPOSES	121.60	156,181	434,000	9,237,468	902,329	8,329,139	720,649	13,596,387	550,460	13,045,897

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Total		Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy
		FTE	Revenue	Budget	Revenue	Budget	Revenue	Budget	Revenue	Tax Levy	Tax Levy	
INFORMATION & PUBLIC RECORDS												
450000 INFORMATION SERVICES												
450101	IT Services											
	Total	77.00	-	-	-	-	-	-	-	14,363,632	14,363,632	-
450101	User Department HW/SW Maint	77.00	-	-	-	-	-	-	-	14,363,632	14,363,632	-
	User Department HW/SW Maint	0.00	-	-	-	-	-	-	-	1,200,000	1,200,000	-
	Total	0.00	-	-	-	-	-	-	-	1,200,000	1,200,000	-
450201	ERP Programs	0.00	-	-	-	-	-	-	-	2,299,650	2,299,650	-
	Total	0.00	-	-	-	-	-	-	-	2,299,650	2,299,650	-
450680	HW/SW Replacement	0.00	-	-	-	-	-	-	-	2,850,000	2,850,000	-
	HW/SW Replacement	0.00	-	-	-	-	-	-	-	2,850,000	2,850,000	-
	Total	0.00	-	-	-	-	-	-	-	2,850,000	2,850,000	-
450901	Telecommunications	7.00	-	-	-	-	-	-	-	1,781,252	1,781,252	-
	Total	7.00	-	-	-	-	-	-	-	1,781,252	1,781,252	-
	INFORMATION SERVICES TOTAL	84.00	-	-	-	-	-	-	-	22,494,534	22,494,534	-
450401 TECHNOLOGY												
450401	Technology Applications	0.00	-	-	-	-	-	-	-	2,800,000	2,800,000	2,800,000
	Total	0.00	-	-	-	-	-	-	-	2,800,000	2,800,000	2,800,000
	TECHNOLOGY TOTAL	0.00	-	-	-	-	-	-	-	2,800,000	2,800,000	2,800,000
240000 PROPERTY RECORDS & REVENUE												
240101	Administration	3.50	602,501	147,336	815,165	-	-	-	-	-	-	815,165
	Administration	4.50	2,208,696	617,744	1,590,952	-	-	-	-	-	-	1,590,952
	Technology Support Services	8.00	3,171,197	765,080	2,406,117	-	-	-	-	-	-	2,406,117
	Total	21.75	2,423,971	100	2,423,871	-	-	-	-	-	-	2,423,871
240201	County Assessor	12.75	1,402,418	-	1,402,418	-	-	-	-	-	-	1,402,418
	Residential	0.00	-	-	-	-	-	-	-	-	-	-
	Commercial	0.00	-	-	-	-	-	-	-	-	-	-
	Assessing	13.75	1,271,804	11,500	1,280,304	-	-	-	-	-	-	1,280,304
	Services / Homesteads / Abatements	4.75	402,493	-	402,493	-	-	-	-	-	-	402,493
	Land Records / Mapping	53.00	5,500,686	11,600	5,489,086	-	-	-	-	-	-	5,489,086
	Total	11.50	894,506	486,731	407,775	-	-	-	-	-	-	407,775
240401	Property Tax Services	5.50	578,334	90,000	488,334	-	-	-	-	-	-	488,334
	Delinquent Tax	4.50	209,417	-	209,417	-	-	-	-	-	-	209,417
	IT/LAR	1.00	896,634	329,700	667,134	-	-	-	-	-	-	667,134
	Local Government Services	29.00	2,878,091	969,431	1,772,660	-	-	-	-	-	-	1,772,660
	Total	25.00	2,225,606	2,516,943	(291,337)	-	-	-	-	-	-	(291,337)
240501	County Recorder	0.00	-	-	-	-	-	-	-	120,000	120,000	-
	Abstract & Torrens Recording	0.00	-	-	-	-	-	-	-	295,000	295,000	-
	Computer Equipment Replacement	25.00	2,225,606	2,516,943	(291,337)	-	-	-	-	415,000	415,000	-
	Permanent Document Imaging	0.00	-	-	-	-	-	-	-	-	-	-
	Total	25.00	2,225,606	2,516,943	(291,337)	-	-	-	-	415,000	415,000	(291,337)

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Total FTE	Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy
			Budget	Revenue	Budget	Tax Levy	Budget	Tax Levy	Revenue	Tax Levy	
240601	Elections - County	2.50	432,455	795	-	-	-	-	-	-	431,660
	Fund Balance	0.00	-	-	-	-	-	-	-	-	-
	Total	2.50	432,455	795	-	-	-	-	-	-	431,660
240680	Elections - St. Paul City / School	4.50	1,707,009	1,707,009	-	-	-	-	-	-	-
	Elections	4.50	1,707,009	1,707,009	-	-	-	-	-	-	-
	Total	4.50	1,707,009	1,707,009	-	-	-	-	-	-	-
240680	Elections - Suburban City / School	2.00	502,537	502,537	-	-	-	-	-	-	-
	Elections	2.00	502,537	502,537	-	-	-	-	-	-	-
	Total	2.00	502,537	502,537	-	-	-	-	-	-	-
240701	Tax Forfeited Land	0.00	481,940	481,940	-	-	-	-	-	-	-
	Tax Forfeited Land	0.00	481,940	481,940	-	-	-	-	-	-	-
	Loan from Fund Balance	0.00	-	-	-	-	-	-	-	-	-
	Total	0.00	481,940	481,940	-	-	-	-	-	-	-
240801	Tax Forfeited - 4 R Program	0.00	-	-	-	-	-	-	-	-	-
	Tax Forfeited - 4 R Program	0.00	-	-	-	-	-	-	-	-	-
	Total	0.00	-	-	-	-	-	-	-	-	-
240901	Examiner of Titles	4.00	516,138	180,000	-	-	-	-	-	-	336,138
	Examiner of Titles	4.00	516,138	180,000	-	-	-	-	-	-	336,138
	Total	4.00	516,138	180,000	-	-	-	-	-	-	336,138
PROPERTY RECORDS & REVENUE TOTAL											
		128.00	17,216,659	7,072,335	-	-	-	-	1,535,000	1,535,000	10,144,324
TOTAL INFORMATION & PUBLIC RECORDS											
		212.00	17,216,659	7,072,335	-	-	-	-	24,029,534	24,029,534	12,844,324

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Total FTE	Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary Revenue	Budget	Tax Levy	Total Levy
			Budget	Revenue	Budget	Revenue	Budget	Revenue				
SAFETY & JUSTICE												
300000 COUNTY ATTORNEY												
300101	Law Office	177.30	25,652,563	4,987,058	-	-	-	-	-	-	-	20,665,505
300301	Child Support	145.20	18,141,104	12,940,998	-	-	-	-	-	-	-	5,200,106
300301	Crime Victim Services (VOCA)	1.00	-	-	114,102	114,102	-	-	-	-	-	-
300301	Veteran's Court Track	0.00	-	-	-	-	-	-	-	-	-	-
300301	JAG Grant	0.80	-	-	-	-	-	-	-	-	-	-
300301	Safe Harbor Grant	0.00	-	-	-	-	-	-	-	-	-	-
300301	Auto Theft Prevention Grant	3.00	-	-	-	-	-	-	-	-	-	-
300301	Women's Foundation of MN	0.00	-	-	-	-	-	-	-	-	-	-
COUNTY ATTORNEY TOTAL		327.30	43,793,667	17,928,056	114,102	114,102	-	-	-	-	-	25,885,611
480000 SHERIFF												
480202	Court Security	53.00	5,634,507	1,070,000	-	-	-	-	-	-	-	4,564,507
480201	Court Services	53.00	3,634,307	1,070,000	-	-	-	-	-	-	-	4,564,307
480201	Court Services	13.00	1,716,922	509,000	-	-	-	-	-	-	-	1,207,922
480201	Court Services	13.00	1,716,922	509,000	-	-	-	-	-	-	-	1,207,922
480101	Support Services	45.00	-	-	9,272,473	542,268	8,730,205	-	-	-	-	8,730,205
480203	Investigations	45.00	-	-	9,272,473	542,268	8,730,205	-	-	-	-	8,730,205
480203	Investigations	25.00	3,250,725	150,000	-	-	-	-	-	-	-	3,100,725
480203	Violent Crime Enforcement Team	2.00	563,161	563,161	-	-	-	-	-	-	-	-
480203	Violent Crime Enforcement Team	27.00	3,813,886	713,161	-	-	-	-	-	-	-	3,100,725
480204	Gun Permits	2.00	180,855	160,000	-	-	-	-	-	-	-	20,855
480204	Gun Permits	2.00	180,855	160,000	-	-	-	-	-	-	-	20,855
480300	Law Enforcement Center	138.00	18,661,461	767,800	-	-	-	-	-	-	-	17,893,661
480302	Law Enforcement Center	138.00	18,661,461	767,800	-	-	-	-	-	-	-	17,893,661
480404	Transportation/Hospital	31.00	3,684,689	166,000	-	-	-	-	-	-	-	3,518,689
480401	Public Safety Services	31.00	3,684,689	166,000	-	-	-	-	-	-	-	3,518,689
480401	County Patrol	32.00	-	-	4,860,873	1,353,174	3,507,699	-	-	-	-	3,507,699
480401	Traffic Initiative	0.00	-	-	375,269	375,269	-	-	-	-	-	-
480401	Contract Patrol	53.00	-	-	-	-	7,325,940	-	-	-	-	7,325,940
480401	Impound Lot	0.00	-	-	-	-	151,903	-	-	-	-	151,903
480303	Firearms Range	85.00	-	-	5,236,142	1,728,443	3,507,699	-	-	-	-	3,507,699
480303	Firearms Range	0.00	-	-	-	-	66,260	-	-	-	-	66,260
480303	Firearms Range	0.00	-	-	-	-	66,260	-	-	-	-	66,260
480104	Volunteers in Public Safety	1.00	-	-	-	-	-	84,097	-	84,097	-	84,097
480104	Volunteers in Public Safety	1.00	-	-	-	-	-	84,097	-	84,097	-	84,097
SHERIFF TOTAL		395.00	33,692,320	3,385,961	14,508,615	2,270,711	12,237,904	-	84,097	84,097	-	42,780,263

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Total FTE	Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy
			Budget	Revenue	Budget	Tax Levy	Budget	Tax Levy	Revenue	Tax Levy	
180000 COURT-COUNTY COURT FUNCTIONS											
18000	Court-County Court Hearings	0.00	3,492,199	182,761	-	-	-	-	-	-	3,299,438
	Commissioners, County Board	0.00	3,492,199	182,761	-	-	-	-	-	-	3,299,438
	Total										
	COURT - COUNTY COURT FUNG. TOTAL	0.00	3,492,199	182,761	-	-	-	-	-	-	3,299,438
490000 GENERAL ADMINISTRATION											
Emergency Communications											
490101	Dispatch Center	142.75	-	-	-	-	14,677,101	6,595,931	-	-	8,091,170
490102	800 MHz System	3.00	-	-	-	-	1,004,802	174,000	-	-	830,802
490103	CAD Operations	6.00	-	-	-	-	2,627,931	1,086,872	-	-	1,539,059
	EMERGENCY COMMUNICATIONS TOTAL	151.75	-	-	-	-	18,309,834	7,846,803	-	-	10,461,031
510000 OTHER PUBLIC SAFETY											
Medical Examiner Services											
510101	Medical Examiner	16.00	2,730,277	1,474,753	-	-	-	-	-	-	1,255,524
	MEDICAL EXAMINER TOTAL	16.00	2,730,277	1,474,753	-	-	-	-	-	-	1,255,524
	TOTAL SAFETY & JUSTICE	890.05	83,708,463	22,861,631	14,622,717	2,384,813	15,241,003	10,612,934	84,097	84,097	83,881,867

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Total		Mandated		Discretionary-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy
		FTE	Budget	Revenue	Tax Levy	Budget	Revenue	Tax Levy	Budget	Revenue	Tax Levy	
ECONOMIC GROWTH & COMMUNITY INVESTMENT												
660101	LIBRARIES											
	Menowood Library	16.25	-	-	133,322	1,444,400	-	-	-	-	-	1,444,400
	Mounds View Library	4.10	-	-	336,437	28,430	-	-	-	-	-	308,007
	New Brighton Library	4.98	-	-	350,396	29,609	-	-	-	-	-	320,787
	North St. Paul Library	2.80	-	-	246,849	20,859	-	-	-	-	-	225,990
	Roseville Library	31.03	-	-	3,064,116	258,927	-	-	-	-	-	2,805,189
	Shoreview Library	11.60	-	-	955,239	80,720	-	-	-	-	-	874,519
	White Bear Lake Library	6.40	-	-	547,078	46,230	-	-	-	-	-	500,848
	Administration	9.40	-	-	-	-	1,243,475	-	105,077	-	1,138,398	1,138,398
	Automation Services	4.50	-	-	-	-	1,045,599	-	88,356	-	957,243	957,243
	Technical Services	10.11	-	-	-	-	941,562	-	73,665	-	861,997	861,997
	Property Management	0.00	-	-	-	-	1,308,326	-	110,557	-	1,197,771	1,197,771
	COUNTY LIBRARIES TOTAL	101.17	-	-	7,077,837	598,097	6,479,740	-	-	383,555	4,155,409	10,935,149
660000	PARKS & RECREATION											
	Administration	14.00	-	-	-	-	1,960,097	-	145,000	-	1,845,097	1,845,097
	Central Store	0.00	-	-	-	-	1,960,097	-	145,000	-	1,845,097	1,845,097
	Active Living Ramsey Communities	0.75	-	-	-	-	89,398	-	-	-	89,398	89,398
	Maintenance & Operation	4.25	-	-	-	-	393,302	-	-	-	393,302	393,302
	Facility Maintenance & Service	0.75	-	-	-	-	2,160,071	-	526,016	-	1,634,055	1,634,055
	County Fair	24.00	-	-	-	-	2,575,573	-	526,016	-	2,049,557	2,049,557
	Ice Arenas											
	Public Ice Arenas	12.00	-	-	-	-	1,260,194	-	1,182,268	-	77,926	77,926
	Aldrich Arena	3.50	-	-	-	-	419,007	-	369,278	-	49,729	49,729
	Charles M. Schulz Highland Arena	4.50	-	-	-	-	525,591	-	751,059	-	(225,468)	(225,468)
	Bliff Adams Arena	0.00	-	-	-	-	26,000	-	26,000	-	-	-
	Pleasant Arena	1.50	-	-	-	-	261,878	-	473,060	-	(211,182)	(211,182)
	Vadnais Sports Center	7.00	-	-	-	-	1,786,000	-	1,786,000	-	-	-
	Golf Courses											
	Goodrich Golf Course	4.00	-	-	-	-	691,324	-	636,709	-	(55,385)	(55,385)
	Keeler Clubhouse	0.00	-	-	-	-	810,769	-	1,155,664	-	(344,895)	(344,895)
	Keeler Golf Course	4.50	-	-	-	-	67,578	-	7,182	-	60,396	60,396
	Keeler Clubhouse	0.00	-	-	-	-	7,182	-	301,867	-	(294,685)	(294,685)
	Manitou Ridge Golf Course	0.00	-	-	-	-	748,189	-	748,189	-	-	-
	The Ponds at Battle Creek	3.75	-	-	-	-	2,248,549	-	2,842,429	-	(593,880)	(593,880)
	Total	122.25	-	-	-	-	22,485,449	-	2,842,429	-	(593,880)	(593,880)

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Total		Mandated		Discretionary-Level/Method		Discretionary-Level/Method		Discretionary		Total Levy
		FTE	Budget	Revenue	Tax Levy	Budget	Revenue	Tax Levy	Budget	Revenue	Tax Levy	
Recreation Services												
660402	Beaches	0.50	-	-	-	-	-	-	-	190,383	4,600	186,583
660403	Battle Creek Waterworks	0.00	-	-	-	-	-	-	-	48,600	126,800	281,132
	Total	0.50	-	-	-	-	-	-	-	322,515	262,749	2,627,715
Nature Interpretive Services												
660701	Nature Interpretive Services	7.36	-	-	-	-	-	-	-	664,281	262,749	401,532
	Total	7.36	-	-	-	-	-	-	-	664,281	262,749	401,532
Planning & Development												
660801	Planning & Development	5.00	-	-	-	-	-	-	-	581,485	207,894	373,591
	Total	5.00	-	-	-	-	-	-	-	581,485	207,894	373,591
Grants / Projects												
660980	Tamarack Nature Center Volunteer	1.00	-	-	-	-	-	-	-	70,000	70,000	-
660980	MN Conservation Corps	0.00	-	-	-	-	-	-	-	110,000	110,000	-
660980	DNR Environmental Grants	0.00	-	-	-	-	-	-	-	-	-	-
660980	Aquatic Invasive Species	1.00	-	-	103,938	-	-	-	-	-	-	-
660980	Outdoor Recreation Programming	1.00	-	-	-	-	-	-	-	125,000	125,000	-
	Total	2.00	-	-	103,938	-	-	-	-	325,000	325,000	-
PARKS & RECREATION TOTAL		94.36	-	-	103,938	-	-	-	-	13,065,968	9,003,553	4,061,815
550000 PUBLIC WORKS												
550401	Road & Bridge Maintenance	50.00	-	-	-	-	-	-	-	-	-	-
550901	Engineering	28.00	-	-	-	-	-	-	-	7,835,754	7,038,291	797,463
550301	Fleet Management	19.58	-	-	-	-	-	-	-	3,353,866	1,847,726	1,506,140
550101	Administration & Accounting	8.00	-	-	-	-	-	-	-	3,666,235	1,710,960	1,955,255
550201	Facilities Maintenance & Operations	0.00	-	-	-	-	-	-	-	-	-	-
550801	Environmental Services	5.00	-	-	-	-	-	-	-	1,113,144	82,400	1,030,744
550701	Land Survey/GIS	7.00	-	-	-	-	-	-	-	743,950	55,000	688,950
	Total	117.58	-	-	-	-	-	-	-	17,456,538	10,767,897	6,887,641
PUBLIC WORKS TOTAL		117.58	-	-	-	-	-	-	-	17,456,538	10,767,897	6,887,641
750000 CONSERVATION OF NATURAL RESOURCES												
750101	Ramsey Conservation District		127,000	-	-	-	-	-	-	-	-	-
	NATURE Program	0.00	127,000	-	-	-	-	-	-	-	-	-
	GIS Program	0.00	35,000	-	-	-	-	-	-	-	-	-
	Erosion Control Program	0.00	35,000	-	-	-	-	-	-	-	-	-
	Wetland Conservation Act	0.00	21,000	-	-	-	-	-	-	-	-	-
	DNR Groundwater Wells	0.00	7,000	-	-	-	-	-	-	-	-	-
	Watershed Assessment Services	0.00	26,000	-	-	-	-	-	-	-	-	-
	Education & Outreach	0.00	-	-	-	-	-	-	-	40,000	40,000	-
	Rain Gauge Network	0.00	-	-	-	-	-	-	-	7,000	7,000	-
	Groundwater Protection	0.00	50,000	-	-	-	-	-	-	-	-	-
	Cooperative Weed Mgmt Area	0.00	-	-	-	-	-	-	-	-	-	-
	General Soil & Water Program	0.00	-	-	176,094	-	-	-	-	7,000	7,000	-
	Total	0.00	303,000	-	176,094	-	-	-	-	54,000	54,000	30,329
CONSERVATION OF NATURAL RESOURCES TOTAL		0.00	303,000	-	176,094	-	-	-	-	54,000	54,000	30,329
700000 CULTURAL & SCIENTIFIC												
701001	Historical Society		-	-	-	-	-	-	-	-	-	-
	Administration/Maintenance	0.00	-	-	-	-	-	-	-	89,367	10,000	79,367
720101	Landmark Center Management		-	-	-	-	-	-	-	-	-	-
	Administration/Maintenance	0.00	-	-	-	-	-	-	-	896,700	-	896,700
	Total	0.00	-	-	-	-	-	-	-	986,067	10,000	976,067
CULTURAL & SCIENTIFIC TOTAL		0.00	-	-	-	-	-	-	-	986,067	10,000	976,067
760000 CONSERVATION OF NATURAL RESOURCES												
760101	Extension Administration/Facilities		-	-	-	-	-	-	-	-	-	-
	Administration/Maintenance	0.25	-	-	-	-	-	-	-	45,221	-	45,221
	Total	0.25	-	-	-	-	-	-	-	45,221	-	45,221
COUNTY EXTENSION TOTAL		0.25	-	-	-	-	-	-	-	45,221	-	45,221
350000 PROPERTY MANAGEMENT												
350101	Administration	9.00	-	-	-	-	-	-	-	1,176,786	783,914	382,872
350102	Televising Public Meetings	0.00	-	-	-	-	-	-	-	49,500	-	49,500
350104	Parking Operations	0.00	-	-	-	-	-	-	-	19,694	192,102	(172,418)
350105	Family Service Center	0.00	-	-	-	-	-	-	-	62,382	62,382	-
350106	ADC (Operations)	0.00	-	-	-	-	-	-	-	-	-	-
350901	Public Works Facility	6.00	-	-	-	-	-	-	-	1,779,342	1,779,342	-
350101	Library Facilities	4.80	-	-	-	-	-	-	-	1,704,161	1,704,161	-
350200	CHCH Maintenance	2.00	-	-	-	-	-	-	-	4,714,237	4,714,237	-
350301	Public Works Management Services	16.00	-	-	-	-	-	-	-	3,743,816	3,743,816	-
350301	RCSC East	0.00	-	-	-	-	-	-	-	2,886,216	2,886,216	-
350401	RCSC West	0.00	-	-	-	-	-	-	-	-	-	-
350601	Juvenile Family Justice Center	3.00	-	-	-	-	-	-	-	1,316,478	1,316,478	-
350701	Law Enforcement Center (Operations)	6.00	-	-	-	-	-	-	-	2,364,183	2,364,183	-
351101	Suburban Courts	0.00	-	-	-	-	-	-	-	179,694	179,694	-
351201	90 West Plato	0.00	-	-	-	-	-	-	-	543,690	543,690	-
351301	911 Dispatch Center	0.00	-	-	-	-	-	-	-	216,823	216,823	-
351501	Metro Square Facility	5.00	-	-	-	-	-	-	-	2,708,762	2,708,762	-
351601	402 University	0.00	-	-	-	-	-	-	-	308,152	308,152	-
351701	5 South Owasso Boulevard West	0.00	-	-	-	-	-	-	-	130,311	130,311	-
351801	Correctional Facility - RCUF	5.00	-	-	-	-	-	-	-	1,930,335	1,930,335	-
352001	Medical Examiner	1.00	-	-	-	-	-	-	-	110,000	110,000	-
352001	565 Memorial Hall	0.00	-	-	-	-	-	-	-	31,650	31,650	-
352020	CHCH Memorial Hall Grant	0.00	-	-	-	-	-	-	-	11,000	11,000	-
	Total	75.80	-	-	-	-	-	-	-	25,773,504	25,513,550	2,591,954
PROPERTY MANAGEMENT TOTAL		75.80	-	-	-	-	-	-	-	25,773,504	25,513,550	2,591,954

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Total FTE	Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy
			Budget	Tax Levy	Budget	Tax Levy	Budget	Tax Levy	Revenue	Tax Levy	
510000 WORKFORCE SOLUTIONS											
Administration											
	General Administration	12.00	-	-	-	-	2,830,632	2,457,419	373,213	-	373,213
	Dislocated Worker Services	12.00	-	-	-	-	2,830,632	2,457,419	373,213	-	373,213
	Federal & State Grants	15.00	-	-	-	-	2,363,541	2,363,541	-	-	-
	Total	15.00	-	-	-	-	2,363,541	2,363,541	-	-	-
Youth Services											
	Federal & State Grants	6.00	-	-	-	-	1,234,448	1,234,448	-	-	-
	Total	6.00	-	-	-	-	1,234,448	1,234,448	-	-	-
Adult Services											
	Federal & State Grants	1.00	-	-	-	-	726,129	726,129	-	-	-
	Total	1.00	-	-	-	-	726,129	726,129	-	-	-
MN Family Investment Program											
	MIF / DYP	49.00	14,992,284	-	14,992,284	-	-	-	-	-	-
	Total	49.00	14,992,284	-	14,992,284	-	-	-	-	-	-
Business Services											
	Business Services Unit	1.00	-	-	-	-	-	-	-	68,803	-
	Total	1.00	-	-	-	-	-	-	-	68,803	-
WIB											
	WIB Operations	1.00	-	-	-	-	94,026	94,026	-	-	-
	Total	1.00	-	-	-	-	94,026	94,026	-	-	-
	WORKFORCE SOLUTIONS TOTAL	85.00	14,992,284	-	14,992,284	-	7,251,776	6,876,563	373,213	68,803	373,213
TOTAL ECONOMIC GROWTH & COMMUNITY INVESTMENT											
		474.16	15,295,284	-	15,295,284	-	7,358,869	849,800	7,060,854	35,490,161	10,829,692
											24,400,615

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy
		Budget	Tax Levy	Revenue	Tax Levy	Revenue	Tax Levy	Revenue	Tax Levy	
HEALTH & WELLNESS										
600000 COMMUNITY HUMAN SERVICES DEPARTMENT										
Family & Children Services										
	Child Protection	41.00	-	5,118,107	1,169,779	3,948,328	-	-	-	3,948,328
	Assessment and Intake CP	0.00	-	377,072	69,850	307,222	-	-	-	307,222
	Community Based Support CP	0.00	-	-	-	-	-	1,095,075	892,218	892,218
	Emergency Treatment	0.00	-	285,610	42,819	242,791	-	-	-	242,791
	Emergency Treatment CP	0.00	-	-	-	-	-	233,125	34,951	198,174
	Outpatient Treatment CP	0.00	-	550,908	82,593	468,315	-	-	-	468,315
	Out of Home Placement	0.00	-	16,851,113	11,907,141	4,943,972	-	-	-	4,943,972
	Out of Home Placement CP	42.87	-	14,697,620	5,870,630	7,427,090	-	-	-	7,427,090
	Case Management CP	153.87	-	30,100,430	20,842,712	17,337,718	-	-	-	17,337,718
	Total							1,393,089	283,659	1,109,430
	Information and Referral CW	0.00	-	127,000	31,040	95,960	-	-	-	95,960
	Case Management CW	28.00	-	2,889,986	1,313,778	1,576,208	-	-	-	1,576,208
	Case Management CW	0.00	-	-	-	-	-	63,982	29,086	34,896
	Total	28.00	-	3,016,986	1,344,818	1,672,168	-	-	-	1,707,064
	Child Care	10.00	-	1,658,166	835,200	822,966	-	-	-	822,966
	Child Care	0.00	-	1,658,166	835,200	822,966	-	-	-	822,966
	Total	10.00	-	1,658,166	835,200	822,966	-	-	-	822,966
	Chemical Health Services	0.00	-	184,601	755,488	184,601	-	-	-	184,601
	Information and Referral	0.00	-	1,033,315	4,703,279	3,497,830	-	-	-	3,497,830
	Assessment and Intake	31.30	-	5,200,419	4,703,279	3,497,830	-	-	-	3,497,830
	Residential Treatment	41.80	-	6,619,245	2,458,767	4,160,478	-	-	-	4,160,478
	Total	41.80	-	6,619,245	2,458,767	4,160,478	-	-	-	4,160,478
	Adult Mental Health Services	26.80	-	3,629,094	6,000	3,629,094	-	-	-	3,629,094
	Housing	0.00	-	2,714,000	2,013,697	700,303	-	-	-	700,303
	Community Integration	0.00	-	3,966,190	1,006,848	2,959,342	-	-	-	2,959,342
	Community Integration	0.00	-	-	-	-	-	89,442	89,442	89,442
	Emergency / Crisis Treatment	11.70	-	1,302,538	-	1,302,538	-	-	-	1,302,538
	Outpatient Treatment	47.09	-	6,967,087	3,247,944	3,319,143	-	-	-	3,319,143
	Residential Treatment	0.00	-	4,012,993	2,796,800	1,216,193	-	-	-	1,216,193
	Case Management	35.63	-	8,387,337	8,282,066	127,671	-	-	-	127,671
	Total	121.22	-	30,381,639	17,333,355	13,248,284	-	-	-	13,337,726
	Children's Mental Health Services	8.00	-	901,772	213,225	688,547	-	-	-	688,547
	Assessment and Intake	0.00	-	751,945	150,313	601,632	-	-	-	601,632
	Community Based Support	0.00	-	-	-	-	-	27,745	111,050	111,050
	Outpatient Treatment	0.00	-	176,710	-	176,710	-	-	-	176,710
	Out of Home Placement	0.00	-	1,896,500	302,000	1,594,500	-	-	-	1,594,500
	Case Management	22.00	-	3,911,179	1,515,936	2,395,243	-	-	-	2,395,243
	Total	30.00	-	7,638,106	2,181,474	5,456,632	-	-	-	5,657,682
	Developmental/Disabilities Svcs	0.00	-	28,799	-	28,799	-	-	-	28,799
	Vocational	0.00	-	989,234	-	989,234	-	-	-	989,234
	Community Integration	0.00	-	1,412,828	1,349,812	63,013	-	-	-	63,013
	Outpatient Treatment	0.00	-	1,487,775	-	1,487,775	-	-	-	1,487,775
	Residential Treatment	0.00	-	549,212	-	549,212	-	-	-	549,212
	Case Management	83.10	-	8,378,516	5,101,079	3,277,437	-	-	-	3,277,437
	Total	83.10	-	12,439,362	6,450,891	5,988,471	-	-	-	5,988,471

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Total		Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy
		FTE	Budget	Revenue	Tax Levy	Budget	Revenue	Tax Levy	Budget	Revenue	Tax Levy	
500000 COMMUNITY HUMAN SERVICES DEPARTMENT (Continued)												
<i>Adult Services - Nonresidents</i>												
	Assessment and Intake	0.00	-	-	-	3,046,262	3,046,262	-	-	-	-	-
	Housing	0.00	-	-	-	-	-	-	-	-	-	-
	Residential / Shelters	0.00	-	-	-	3,046,262	3,046,262	-	-	-	-	7,38,224
	Total	0.00	-	-	-	3,046,262	3,046,262	-	-	-	-	7,38,224
<i>Elderly</i>												
	Assessment and Intake	0.00	-	-	-	161,105	44,153	116,952	-	-	-	116,952
	Community Integration	0.00	-	-	-	3,298,187	3,212,898	85,289	-	-	-	216,527
	Case Management	31.00	3,459,292	3,257,051	202,241	-	-	-	216,527	-	216,527	65,289
	Total	31.00	3,459,292	3,257,051	202,241	3,459,292	3,257,051	85,289	216,527	-	216,527	418,768
<i>Adult Services</i>												
	Assessment and Intake	13.00	1,165,939	691,054	174,794	1,165,939	174,794	691,054	-	-	-	691,054
	Community Integration	0.00	132,986	140,641	140,641	132,986	140,641	140,641	-	-	-	79,295
	Case Management	5.00	592,823	478,384	478,384	592,823	478,384	114,439	-	-	-	114,439
	Total	13.00	1,891,748	1,310,079	793,799	1,891,748	793,799	1,310,079	-	-	-	1,002,778
<i>Welder</i>												
	Assessment and Intake	156.70	15,685,348	15,636,799	48,549	15,685,348	15,636,799	48,549	-	-	-	48,549
	Community Integration	0.00	5,204	780	4,424	5,204	780	4,424	-	-	-	4,424
	Residential/Shelters	0.00	1,186,000	-	1,186,000	1,186,000	-	1,186,000	-	-	-	1,186,000
	Case Management	10.00	997,486	909,000	88,486	997,486	909,000	88,486	-	-	-	88,486
	Total	166.70	17,874,038	16,546,579	1,327,459	17,874,038	16,546,579	1,327,459	-	-	-	1,327,459
<i>Income Maintenance Services</i>												
	Assessment and Intake	92.50	6,816,176	5,959,684	658,494	6,816,176	5,959,684	658,494	-	-	-	658,494
	Child Care	242.00	921,021	811,914	109,107	921,021	811,914	109,107	-	-	-	825,107
	Case Management	267.50	291,632	141,613	150,019	291,632	141,613	150,019	-	-	-	13,016,339
	Total	402.00	7,028,829	6,913,211	917,620	7,028,829	6,913,211	917,620	-	-	-	13,016,339
<i>Program Support</i>												
	Program Support	107.85	26,418,069	10,696,476	15,721,593	26,418,069	10,696,476	15,721,593	-	-	-	15,721,593
	Total	107.85	26,418,069	10,696,476	15,721,593	26,418,069	10,696,476	15,721,593	-	-	-	16,046,321
	COMM. HUMAN SERVICES TOTAL	1,158.04	-	-	-	182,790,084	99,548,957	82,841,127	-	-	2,626,207	85,467,424
590000 HEALTH CARE SERVICES												
	Correctional Health	1.00	7,093,941	75,000	7,018,941	-	-	-	-	-	-	7,018,941
	Sexual Assault Assessments	0.00	378,248	-	378,248	-	-	-	-	-	-	378,248
	HEALTH CARE SERVICES TOTAL	1.00	7,472,189	75,000	7,397,189	-	-	-	-	-	-	7,397,189
620000 LAKE OWASSO RESIDENCE												
	Administration	5.30	-	-	-	-	-	-	2,101,747	764,788	1,316,959	-
	Food Service	0.90	-	-	-	-	-	-	308,795	308,795	-	1,316,959
	Health Service	3.40	-	-	-	-	-	-	448,449	448,449	-	-
	Plant Operations & Maintenance	81.00	-	-	-	-	-	-	5,748,994	46,994	-	-
	Residential Services	6.30	-	-	-	-	-	-	692,338	692,338	-	-
	Developmental Services	6.30	-	-	-	-	-	-	692,338	692,338	-	-
	LAKE OWASSO RESIDENCE TOTAL	100.10	-	-	-	-	-	-	9,785,259	8,468,340	1,316,959	-
610000 RAMSEY COUNTY CARE CENTER												
	Administration	10.60	-	-	-	-	-	-	2,499,251	2,499,251	-	-
	Nutritional Services	16.35	-	-	-	-	-	-	1,609,225	1,609,225	-	-
	Laundry	3.80	-	-	-	-	-	-	300,152	300,152	-	-
	Housekeeping	9.00	-	-	-	-	-	-	467,044	467,044	-	-
	Nursing	107.50	-	-	-	-	-	-	8,298,654	8,298,654	-	-
	Nursing TCU	7.00	-	-	-	-	-	-	1,423,441	1,423,441	-	-
	Plant Maintenance	3.00	-	-	-	-	-	-	1,303,584	1,303,584	-	-
	Activities	3.90	-	-	-	-	-	-	334,043	334,043	-	-
	Social Services	4.00	-	-	-	-	-	-	450,868	450,868	-	-
	RAMSEY COUNTY CARE CENTER TOTAL	165.15	-	-	-	-	-	-	16,886,252	16,886,252	-	-

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Total		Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy
		FTE	Budget	Revenue	Tax Levy	Budget	Revenue	Tax Levy	Budget	Revenue	Tax Levy	
50000 PUBLIC HEALTH												
500700 Administration	Departmental Administration	38.50	-	-	5,160,567	4,282,476	878,091	-	-	-	-	878,091
	Total	38.50	-	-	5,160,567	4,282,476	878,091	-	-	-	-	878,091
500300 Screening & Case Management	PCA Assessment/Case Mgmt.	0.00	724,575	-	724,575	-	-	-	-	-	-	724,575
	Total	0.00	724,575	-	724,575	-	-	-	-	-	-	724,575
500600 Correctional Health	Correctional Health	27.70	3,137,693	3,137,693	-	-	-	-	-	-	-	-
	Total	27.70	3,137,693	3,137,693	-	-	-	-	-	-	-	-
501000 Environmental Health	Solid & Hazardous Waste Regulation	15.10	6,302,063	6,302,063	-	-	-	-	-	-	-	-
	Lead Based Paint Inspection	1.50	177,492	62,825	114,667	-	-	-	-	-	-	114,667
	Solid & Hazardous Waste Regulation	1.65	-	7,858,266	-	-	-	-	-	-	-	-
	Lead Based Paint Project	0.95	-	6,146,123	-	-	-	-	-	-	-	-
	Community Sanitation	7.25	-	-	-	-	-	899,581	899,581	-	-	899,581
	Solid & Hazardous Waste Regulation	10.50	-	-	-	-	-	-	-	-	-	-
	Lead/Healthy Homes	2.80	-	-	-	-	-	-	-	-	-	-
	Total	48.80	6,479,555	6,364,888	114,667	14,004,389	-	899,581	899,581	405,569	405,569	114,667
500801 Health Protection	Health Protection	6.25	-	-	814,501	444,700	369,801	-	-	-	-	369,801
	Total	6.25	-	-	814,501	444,700	369,801	-	-	-	-	369,801
500400 Healthy Communities	Healthy Communities	12.30	-	-	1,950,928	1,117,350	833,578	-	-	-	-	833,578
	Total	12.30	-	-	1,950,928	1,117,350	833,578	-	-	-	-	833,578
500200 Health/Families	Home Child Health Grant	4.20	-	-	927,084	927,084	-	-	-	-	-	-
	Child & Check-up	16.50	-	-	-	-	-	1,925,095	1,925,095	-	-	1,925,095
	Home Visiting	64.70	-	-	-	-	-	8,283,981	5,077,132	3,206,859	-	3,206,859
	Total	85.40	-	-	927,084	927,084	-	10,208,016	7,002,187	3,206,859	-	3,206,859
500600 Preventive Health Services	Sexual Health	6.60	-	-	1,766,912	445,400	1,321,512	950,589	770,454	180,135	-	180,135
	Disease Investigation & Control	16.45	-	-	-	-	-	328,941	136,000	192,941	-	192,941
	Sexual Offense Services	4.00	-	-	1,766,912	445,400	1,321,512	1,279,530	906,454	373,076	-	192,941
	Total	27.05	-	-	1,766,912	445,400	1,321,512	3,762,385	3,762,385	-	-	1,894,588
500790 Uncompensated Care	Regions Subsidy	0.00	-	-	-	-	-	-	-	-	-	-
	Community Clinics/Book Nurse	0.00	-	-	-	-	-	-	-	-	-	-
	Total	0.00	-	-	-	-	-	-	-	-	-	-
500100 Supplemental Food (WIC) Program	Women/Infants/Children Program	44.75	-	-	-	-	-	-	-	-	-	-
	Total	44.75	-	-	-	-	-	-	-	-	-	-
PUBLIC HEALTH TOTAL		290.75	10,341,823	9,932,581	839,242	24,624,381	21,221,399	3,402,982	16,159,482	12,570,557	3,579,935	8,763,859
380000 OTHER ACTIVITIES												
380101 Veterans Services	Veterans Services	6.00	632,383	22,500	609,883	-	-	-	-	-	-	609,883
	Client Services	0.00	-	-	-	-	-	-	2,000	-	2,000	2,000
	Memorial Day Activities	0.00	-	-	-	-	-	-	-	-	-	-
	Total	6.00	632,383	22,500	609,883	-	-	-	2,000	-	2,000	611,883
OTHER ACTIVITIES TOTAL		6.00	632,383	22,500	609,883	-	-	-	2,000	-	2,000	611,883
500000 COMMUNITY CORRECTIONS												
500101 Administrative Services	Administrative Services	35.00	-	-	7,463,106	636,197	6,826,909	-	-	-	-	6,826,909
	Total	35.00	-	-	7,463,106	636,197	6,826,909	-	-	-	-	6,826,909
500201 Adult Services	Services to Adults	169.55	-	-	20,181,030	5,630,752	14,550,278	-	-	-	-	14,550,278
	Drug Court	0.00	-	-	20,000,000	-	200,000	-	-	-	-	200,000
	Pre-Trial Services	0.00	-	-	-	-	-	-	-	-	-	-
	Sentence to Service	0.00	1,284,000	-	-	-	-	-	-	-	-	1,284,000
	Adult Purchase of Service	0.00	-	-	-	-	-	-	-	-	-	-
	Adult Alternatives to Incarceration	0.00	-	-	-	-	-	-	-	-	-	-
	Ramsey County Correctional Facility	137.60	17,418,064	4,806,572	12,611,492	-	-	-	-	-	-	12,611,492
	Adult Justice Assistance Grant	1.00	-	-	-	-	-	-	-	-	-	-
	Adult DWI Court Project Grant	2.00	-	-	-	-	-	-	-	-	-	-
	Adult Problem Solving Courts Grant	0.00	-	-	-	-	-	-	-	-	-	-
	Adult Intensive Supervision Grant	9.50	-	-	-	-	-	-	-	-	-	-
	Adult REAM Grant	0.00	-	-	-	-	-	-	-	-	-	-
	Total	319.65	18,702,064	4,806,572	13,895,492	20,451,030	5,630,752	14,820,278	16,159,482	12,570,557	3,579,935	8,763,859
500501 Juvenile Services	Services to Juveniles	49.57	-	-	6,022,688	1,496,333	4,526,355	-	-	-	-	4,526,355
	Juvenile Placements / Shelter	0.00	1,379,075	-	-	-	-	-	-	-	-	1,379,075
	Juvenile Svcs to Families & Children	0.00	-	-	-	-	-	-	-	-	-	-
	Boys Tolem Town	54.75	-	-	-	-	-	6186,676	673,655	5,513,021	-	5,513,021
	Juvenile Detention Center	48.94	6,182,174	682,248	5,519,926	-	-	-	-	-	-	5,519,926
	Juv SPDS Casey Foundation Grant	0.00	-	-	-	-	-	-	-	-	-	-
	Total	153.26	7,561,249	682,248	6,899,001	6,022,688	1,496,333	4,526,355	6,186,676	673,655	5,513,021	17,810,310
COMMUNITY CORRECTIONS TOTAL		507.91	26,263,313	5,468,820	20,794,493	33,936,804	7,763,282	26,173,522	6,186,676	673,655	5,513,021	23,949,581
TOTAL HEALTH & WELLNESS		2,228.95	44,709,708	15,688,901	29,640,807	24,351,269	128,033,638	112,417,631	48,808,719	38,396,804	10,409,915	157,297,631

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

Code	Department/Division	Total		Mandated		Mandated-Level/Method Disc.		Discretionary-Level/Method Mand.		Discretionary		Total Levy			
		FTE		Budget	Tax Levy	Budget	Revenue	Budget	Revenue	Budget	Revenue		Tax Levy		
UNALLOCATED REVENUES & FUND BALANCE															
	Admin Costs	0.00		1,559,489	(1,559,489)	-	2,169,845	(2,169,845)	-	448,053	(448,053)	-	491,372	(491,372)	(4,668,759)
	Interest on Investments	0.00		-	-	-	-	-	-	-	-	-	7,400,000	(7,400,000)	(7,400,000)
	Special Taxes	0.00		1,481,665	(1,481,665)	-	2,061,562	(2,061,562)	-	425,693	(425,693)	-	466,851	(466,851)	(4,435,771)
	Bond Interest Credit	0.00		-	-	-	-	-	-	-	-	-	237,470	(237,470)	(237,470)
	County Program Aid	0.00		5,712,462	(5,712,462)	-	7,948,218	(7,948,218)	-	1,641,232	(1,641,232)	-	1,789,913	(1,789,913)	(17,101,825)
	City of St. Paul TIF Agreement	0.00		885,171	(885,171)	-	1,231,610	(1,231,610)	-	254,316	(254,316)	-	278,904	(278,904)	(2,650,001)
	Fund Balance-County General Fund	0.00		-	-	-	-	-	-	-	-	-	-	-	-
	TOTAL UNALLOCATED REV/FUND BAL.	0.00		9,638,787	(9,638,787)	-	13,411,235	(13,411,235)	-	2,769,294	(2,769,294)	-	10,674,510	(10,674,510)	(36,493,826)
TOTAL COUNTY BUDGET w/o Legal Obl.															
		3,926,76	161,088,295	70,470,838	90,617,457	272,565,323	146,481,815	126,085,508	100,090,619	74,055,561	26,035,058	94,250,960	73,336,206	20,914,754	263,650,777

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

LEGAL OBLIGATIONS

Code	Department/Division	Budget	Revenue/ Fund Balance	Tax Levy
GENERAL COUNTY PURPOSES				
DEBT SERVICE - COUNTY				
840000	BOND PRINCIPAL & INTEREST	29,059,410	8,359,410	20,700,000
MPFA PEDESTRIAN CONNECTION LOAN DEBT SERVICE				
840301	LOAN PRINCIPAL & INTEREST	392,288	392,288	-
DEBT SERVICE - LIBRARY				
850101	BOND PRINCIPAL & INTEREST	3,385,290	601,688	2,783,602
*****	TOTAL GENERAL COUNTY PURPOSES	32,836,988	9,353,386	23,483,602
UNALLOCATED REVENUES				
	OTHER TAX COLLECTIONS	-	19,197	(19,197)
	COUNTY PROGRAM AID	-	213,545	(213,545)
		-	232,742	(232,742)
\$\$\$\$\$\$	TOTAL LEGAL OBLIGATIONS	32,836,988	9,586,128	23,250,860

**RAMSEY COUNTY
2017 APPROVED BUDGET / REVENUE / TAX LEVY**

LEGAL OBLIGATIONS

Code	Department/Division	Budget	Revenue/ Fund Balance	Tax Levy
DEBT SERVICE				
840000	Debt Service-County	29,059,410	8,359,410	20,700,000
840301	MPFA Pedestrian Connection	392,288	392,288	-
850101	Debt Service-Library	3,385,290	601,688	2,783,602
	TOTAL DEBT SERVICE	32,836,988	9,353,386	23,483,602

S U M M A R Y B Y F U N C T I O N

GENERAL COUNTY PURPOSES	32,836,988	9,353,386	23,483,602
UNALLOCATED REVENUES	-	232,742	(232,742)
TOTAL COUNTY	32,836,988	9,586,128	23,250,860
% COUNTY'S TOTAL BUDGET/TAX LEVY	5.0%		8.1%

LEGAL OBLIGATION: These represent debt service costs. The authority to issue bonds or notes is discretionary. However, when the County Board approves the issuance of the bonds or notes, the tax levies for the total principal and interest costs become legal obligations until the bonds or notes are retired.

**RAMSEY COUNTY
FUND BALANCE/RETAINED EARNINGS FOR BUDGETARY FUNDS
PROJECTION OF FINANCIAL CONDITION AS OF DECEMBER 31, 2016**

Following is a summary of the projected financial condition of the various budgetary funds as of December 31, 2015 and December 31, 2016:

Fund Balance	Audited	2015		Estimated	2016		Estimated
	12/31/2014	Expenditures	+ Revenues =	12/31/2015	Expenditures	+ Revenues =	12/31/2016
General Fund - Restricted	20,225,014	436,455,680	436,455,680	20,225,014	449,627,383	448,189,244	18,786,875
- Unrestricted	208,933,461			208,933,461			208,933,461
Total General Fund	<u>229,158,475</u>	<u>436,455,680</u>	<u>436,455,680</u>	<u>229,158,475</u>	<u>449,627,383</u>	<u>448,189,244</u>	<u>227,720,336</u>
Special Revenue Funds							
Library	4,050,827	10,563,711	10,563,711	4,050,827	11,077,180	11,077,180	4,050,827
Solid Waste Management	20,659,619	17,697,394	17,971,952	20,934,177	17,543,020	19,436,000	22,827,157
Workforce Solutions	1,663,763	22,841,157	22,561,157	1,383,763	22,513,387	22,513,387	1,383,763
Forfeited Tax Properties	75,000	384,225	384,225	75,000	481,940	481,940	75,000
Forfeited Tax 4R	1,038,321	1,260,000	1,260,000	1,038,321	120,000	120,000	1,038,321
Ramsey Conservation District	-	477,830	477,830	-	521,285	506,285	(15,000)
Emergency Communications	9,928,881	18,020,942	17,612,942	9,520,881	17,825,295	17,325,295	9,020,881
LEC Firing Range	71,296	60,060	60,060	71,296	63,160	63,160	71,296
Total Special Revenue Funds	<u>37,487,707</u>	<u>71,305,319</u>	<u>70,891,877</u>	<u>37,074,265</u>	<u>70,145,267</u>	<u>71,523,247</u>	<u>38,452,245</u>
Restricted for Debt Service							
Debt Service Funds							
General County	31,450,878	25,768,362	23,268,362	28,950,878	28,202,241	23,874,753	24,623,390
MPFA Pedestrian Conn. Loan	-	393,623	393,623	-	390,545	390,545	-
Griffin Building Revenue Debt	-	-	-	-	-	-	-
Library	1,183,797	2,560,094	2,420,787	1,044,490	3,405,782	3,349,389	988,097
Total Debt Service Funds	<u>32,634,675</u>	<u>28,722,079</u>	<u>26,082,772</u>	<u>29,995,368</u>	<u>31,998,568</u>	<u>27,614,687</u>	<u>25,611,487</u>
Unrestricted Retained Earnings							
Enterprise Funds							
Care Center	(3,466,431)	16,280,204	16,280,204	(3,466,431)	16,247,559	16,247,559	(3,466,431)
Lake Owasso Residence	(982,579)	9,595,094	9,595,094	(982,579)	9,785,299	9,785,299	(982,579)
Ponds at Battle Creek	(3,074,668)	706,045	478,767	(3,301,946)	743,528	461,630	(3,583,844)
Law Enforcement Services	(448,174)	7,205,499	7,205,499	(448,174)	7,157,880	7,157,880	(448,174)
Vadnais Sports Center	(9,622,527)	1,687,388	1,680,415	(9,629,500)	1,786,000	1,786,000	(9,629,500)
Total Enterprise Funds	<u>(17,594,379)</u>	<u>35,474,230</u>	<u>35,239,979</u>	<u>(17,828,630)</u>	<u>35,720,266</u>	<u>35,438,368</u>	<u>(18,110,528)</u>
Internal Service Funds							
Information Services	7,182,754	19,935,303	19,722,009	6,969,460	22,016,851	21,816,851	6,769,460
Public Works Facility	3,321,463	1,228,368	1,321,044	3,414,139	1,814,143	1,447,996	3,047,992
Courthouse & City Hall	1,939,926	4,083,535	3,071,569	927,960	4,887,509	3,185,341	(774,208)
Ramsey County Buildings	8,246,574	15,032,418	13,526,235	6,740,391	17,773,833	14,934,365	3,900,923
Union Depot Facility	86,282	-	-	86,282	-	-	86,282
Library Facilities	566,074	10,563,711	10,563,711	566,074	11,077,180	11,077,180	566,074
Total Internal Service Funds	<u>21,343,073</u>	<u>50,843,335</u>	<u>48,204,568</u>	<u>18,704,306</u>	<u>57,569,516</u>	<u>52,461,733</u>	<u>13,596,523</u>
TOTAL ALL FUNDS	<u>303,029,551</u>	<u>622,800,643</u>	<u>616,874,876</u>	<u>297,103,784</u>	<u>645,061,000</u>	<u>635,227,279</u>	<u>287,270,063</u>

A COMPARISON OF EXPENDITURES/APPROPRIATIONS FOR 2014 - 2017
BY MAJOR OBJECT OF EXPENDITURES
INDICATING THE AMOUNT OF CHANGE FROM 2015 TO 2016
AND THE PERCENTAGE OF CHANGE FOR EACH CATEGORY

Major Expenditures Class	2014	2015	2016	2017	2016	
	Actual	Approved	Approved	Approved	Incl/(Dec) Over 2015	% Change
Personnel Services	322,400,875	357,995,388	366,698,618	378,796,948	8,703,230	2.4%
Other Services & Charges	111,559,271	135,807,807	142,077,541	144,378,923	6,269,734	4.6%
Supplies	10,340,100	11,008,588	10,783,168	11,041,486	(225,420)	(2.0)%
Capital Outlay	25,829,447	15,175,859	20,981,033	20,081,056	5,805,174	38.3%
Indiv/Fam Soc Srvs-Client Spec	65,219,483	62,391,665	62,344,176	62,550,562	(47,489)	(0.1)%
Contingent Appropriations	-	2,000,000	2,000,000	2,000,000	-	-
Transfers	-	600,000	831,300	1,827,675	231,300	38.6%
Intergovernmental Payments	7,373,288	8,227,452	6,450,841	6,386,043	(1,776,611)	(21.6)%
Remittance To Municipalities	149,308	-	-	-	-	-
Bond Principal	30,456,255	21,356,255	23,581,255	24,736,255	2,225,000	10.4%
Bond Interest	8,771,892	8,237,629	9,313,068	9,033,238	1,075,439	13.1%
TOTAL	582,099,919	622,800,643	645,061,000	660,832,186	22,260,357	3.6%

A COMPARISON OF EXPENDITURES/APPROPRIATIONS FOR 2015 - 2017
BY MAJOR OBJECT OF EXPENDITURE
WITH MAJOR OBJECT OF EXPENDITURE AS PERCENTAGE OF THE TOTAL BUDGET

Title	2015 Approved	% of Total	2016 Approved	% of Total	2017 Approved	% of Total
Personnel Services	357,995,388	57.5%	366,698,618	56.8%	378,796,948	57.3%
Other Services & Charges	135,807,807	21.8%	142,077,541	22.0%	144,378,923	21.8%
Supplies	11,008,588	1.8%	10,783,168	1.7%	11,041,486	1.7%
Capital Outlay	15,175,859	2.4%	20,981,033	3.3%	20,081,056	3.0%
Indiv/Fam Soc Srvs-Client Spec	62,391,665	10.0%	62,344,176	9.7%	62,550,562	9.5%
Contingent Appropriations	2,000,000	0.3%	2,000,000	0.3%	2,000,000	0.3%
Transfers	600,000	0.1%	831,300	0.1%	1,827,675	0.3%
Intergovernmental Payments	8,227,452	1.3%	6,450,841	1.0%	6,386,043	1.0%
Bond Principal	21,356,255	3.4%	23,581,255	3.7%	24,736,255	3.7%
Bond Interest	8,237,629	1.3%	9,313,068	1.4%	9,033,238	1.4%
TOTAL	622,800,643	100.0%	645,061,000	100.0%	660,832,186	100.0%

**COMPARISON OF EXPENDITURES/APPROPRIATIONS
FOR THE YEARS 2014 THROUGH 2017**

SUMMARY BY FUND

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
General Revenue	246,988,413	271,862,055	275,893,827	284,417,722	4,031,772	1.5%
Community Human Services	154,646,567	173,637,194	183,827,014	186,296,055	10,189,820	5.9%
Solid Waste Management	18,526,468	19,311,918	19,343,652	20,306,452	31,734	0.2%
Workforce Solutions	19,476,102	22,841,157	22,513,387	22,312,863	(327,770)	(1.4)%
Forfeited Tax Properties	473,674	384,225	481,940	481,940	97,715	25.4%
Forfeited Tax 4R	1,191,079	1,260,000	120,000	1,120,000	(1,140,000)	(90.5)%
Ramsey Conservation District	360,039	477,830	521,285	535,094	43,455	9.1%
Emergency Communication	14,407,860	18,020,942	17,825,295	18,309,834	(195,647)	(1.1)%
County Debt Service	30,259,642	25,768,362	28,202,241	29,059,410	2,433,879	9.4%
MPFA Pedestrian Conn Loan Debt Service	391,341	393,623	390,545	392,288	(3,078)	(0.8)%
Care Center	15,874,167	16,280,204	16,247,559	16,686,252	(32,645)	(0.2)%
Lake Owasso Residence	9,277,922	9,595,094	9,785,299	9,785,299	190,205	2.0%
Ponds at Battle Creek-Golf	455,350	706,045	-	-	(706,045)	(100.0)%
RC Vadnais Sports Center	10,304,536	1,687,388	1,786,000	1,786,000	98,612	5.8%
Law Enforcement Services Contract	6,932,662	7,205,499	7,157,880	7,325,940	(47,619)	(0.7)%
Information Services Fund	11,157,170	18,180,880	22,016,851	22,494,534	3,835,971	21.1%
Tele-communications	1,546,836	1,754,423	-	-	(1,754,423)	(100.0)%
Law Enforcement Center Firearms Range	61,938	60,060	63,160	66,260	3,100	5.2%
Public Works Facility	1,473,611	1,228,368	1,814,143	1,779,342	585,775	47.7%
Courthouse and City Hall	3,864,482	4,083,535	4,887,509	4,714,237	803,974	19.7%
Ramsey County Buildings	14,551,882	13,573,696	16,171,389	16,256,412	2,597,693	19.1%
Library Operations	10,442,216	10,563,711	11,077,180	11,616,801	513,469	4.9%
Library Facilities	1,173,049	1,364,340	1,529,062	1,704,161	164,722	12.1%
Library Debt Service	8,262,913	2,560,094	3,405,782	3,385,290	845,688	33.0%
Total Expenditures/Appropriations	582,099,919	622,800,643	645,061,000	660,832,186	22,260,357	3.6%

**Summary of Countywide Personnel Services
For the Years 2014 Through 2017**

Summary by Fund

	2014	2015	2016	2017	2016	
					Inc/(Dec) Over 2015	Percent Change
	Actual	Approved	Approved	Approved		
General Revenue	174,299,718	190,071,216	190,839,592	198,967,199	768,376	0.4%
Community Human Services	83,645,589	94,524,703	101,866,108	103,505,931	7,341,405	7.8%
Solid Waste Management	3,301,748	3,260,468	3,439,512	3,533,438	179,044	5.5%
Workforce Solutions	6,499,257	8,020,927	8,122,691	8,314,684	101,764	1.3%
Forfeited Tax Properties	264,101	200,000	260,000	260,000	60,000	30.0%
Forfeited Tax 4R	110,262	150,000	10,999	149,998	(139,001)	(92.7)%
Ramsey Conservation District	278,726	344,066	342,921	351,528	(1,145)	(0.3)%
Emergency Communication	12,172,151	13,899,663	13,530,121	13,928,220	(369,542)	(2.7)%
Care Center	11,507,692	11,919,026	11,813,419	12,227,657	(105,607)	(0.9)%
Lake Owasso Residence	7,122,874	7,654,410	7,600,005	7,595,734	(54,405)	(0.7)%
Ponds at Battle Creek-Golf	251,482	270,708	-	-	(270,708)	(100.0)%
RC Vadnais Sports Center	152,720	481,966	484,725	495,532	2,759	0.6%
Law Enforcement Services Contract	5,306,981	5,684,711	5,553,875	5,721,935	(130,836)	(2.3)%
Information Services Fund	4,781,707	7,717,670	9,749,052	10,114,294	2,031,382	26.3%
Tele-communications	621,105	674,236	-	-	(674,236)	(100.0)%
Public Works Facility	453,547	481,671	591,239	614,153	109,568	22.7%
Courthouse and City Hall	1,327,343	1,562,211	1,351,615	1,397,499	(210,596)	(13.5)%
Ramsey County Buildings	2,884,599	3,335,732	3,110,191	3,227,980	(225,541)	(6.8)%
Library Operations	7,061,166	7,350,863	7,613,478	7,955,792	262,615	3.6%
Library Facilities	358,107	391,141	419,075	435,375	27,934	7.1%
Total Personnel Services:	322,400,875	357,995,388	366,698,618	378,796,948	8,703,230	2.4%

**Summary of Countywide Personnel Services
For the Years 2014 Through 2017
Comparison by Object of Expenditure**

Title	2014	2015	2016	2017	2016	
	Actual	Approved	Approved	Approved	Inc/(Dec) Over 2015	Percent Change
Salaries Permanent	218,742,254	248,571,311	255,613,516	264,095,726	7,042,205	2.8%
Workers Comp-Wage Replace	478,448	222,804	134,751	134,751	(88,053)	(39.5)%
Salaries Temporary	4,270,655	1,732,791	2,303,510	2,307,470	570,719	32.9%
Salaries Overtime	5,855,265	3,821,431	4,318,847	4,301,016	497,416	13.0%
Reserve Salary Increase	-	127,440	-	-	(127,440)	(100.0)%
Salaries Perm-St P Cont Empl	4,986,500	5,944,229	5,551,969	5,697,086	(392,260)	(6.6)%
Salaries Otime-St P Cont Empl	545,841	300,000	250,000	250,000	(50,000)	(16.7)%
Vacancy Factor	-	(1,330,639)	(1,427,461)	(1,471,771)	(96,822)	7.3%
Deferred Compensation	561,331	632,119	705,753	810,758	73,634	11.6%
Intermittent Salaries	1,835,360	819,155	876,562	900,138	57,407	7.0%
Pera	18,086,856	19,281,818	21,618,821	22,440,817	2,337,003	12.1%
Fica - Oasdi	12,648,950	14,091,007	14,682,730	15,282,410	591,723	4.2%
FICA - Hi	3,194,752	3,533,754	3,819,119	3,956,243	285,365	8.1%
Health & Welfare Insurance	33,930,793	40,584,785	40,898,156	42,255,313	313,371	0.8%
Dental Insurance	1,490,024	1,603,786	(99,791)	(114,854)	(1,703,577)	(106.2)%
Medicare B Coverage	365,880	440,254	387,537	387,537	(52,717)	(12.0)%
Retirees Health And Welfare	-	122,589	-	-	(122,589)	(100.0)%
Early Retirees Health & Welf	-	67,500	-	-	(67,500)	(100.0)%
Life Insurance	300,170	327,296	343,621	354,579	16,325	5.0%
Long-Term Disability	236,724	259,797	284,889	294,880	25,092	9.7%
Unemployment Compensation	329,641	313,566	347,901	348,201	34,335	10.9%
Health Care Savings Plan	463,093	403,535	486,879	514,157	83,344	20.7%
Payroll Surcharge	11,833,136	13,250,944	13,003,359	13,426,580	(247,585)	(1.9)%
Transportation Allowance	24,665	33,000	25,900	26,000	(7,100)	(21.5)%
Admin Allowance - Unreimbursed Expense	80,065	82,315	86,251	85,983	3,936	4.8%
Uniforms & Clothing Allowance	94,350	111,501	117,791	120,791	6,290	5.6%
Canine Allowance	8,400	5,880	5,880	5,880	-	-
Fringe Benefits-St P Cont Empl	1,883,449	2,542,996	2,214,763	2,237,040	(328,233)	(12.9)%
Cell Phone Allowance	154,273	98,424	147,366	150,217	48,942	49.7%
Total Personnel Services:	322,400,875	357,995,388	366,698,618	378,796,948	8,703,230	2.4%

**SUMMARY OF OPERATING CAPITAL OUTLAY
FOR THE YEARS 2014 THROUGH 2017**

SUMMARY BY FUND

	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
General Revenue	4,801,655	3,513,073	4,775,468	4,680,663	1,262,395	35.9%
Community Human Services	1,202,689	169,770	139,270	139,270	(30,500)	(18.0)%
Solid Waste Management	26,811	26,810	326,810	26,810	300,000	1,119.0%
Workforce Solutions	243,320	70,183	45,000	45,000	(25,183)	(35.9)%
Forfeited Tax Properties	129	-	-	-	-	-
Ramsey Conservation District	3,641	5,500	3,600	7,520	(1,900)	(34.5)%
Emergency Communication Care Center	41,587	1,226,500	1,175,000	1,212,500	(51,500)	(4.2)%
Lake Owasso Residence	11,472	10,000	24,626	5,533	14,626	146.3%
RC Vadnais Sports Center	219,632	26,149	56,958	55,490	30,809	117.8%
Law Enforcement Services Contract	9,843,546	481,511	317,421	265,769	(164,090)	(34.1)%
Information Services Fund	259,222	252,715	252,715	252,715	-	-
Tele-communications	2,069,925	4,920,000	5,203,485	5,194,233	283,485	5.8%
Public Works Facility	256,632	256,632	-	-	(256,632)	(100.0)%
Courthouse and City Hall	426,000	126,346	593,952	519,903	467,606	370.1%
Ramsey County Buildings	790,000	570,000	1,668,009	1,395,249	1,098,009	192.6%
Library Operations	4,471,994	2,444,500	5,215,101	4,994,164	2,770,601	113.3%
Library Facilities	1,082,192	907,170	905,000	905,000	(2,170)	(0.2)%
Total Operating Capital Outlay	79,000	169,000	278,618	381,237	109,618	64.9%
	25,829,447	15,175,859	20,981,033	20,081,056	5,805,174	38.3%

COMPARISON BY OBJECT OF EXPENDITURE

	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Office Furniture & Equipment	2,817,366	2,187,203	4,314,600	3,447,134	2,127,397	97.3%
Communications Equipment	8,500	55,760	20,574	7,710	(35,186)	(63.1)%
Facility Operations/Maintenance	13,530	25,500	-	-	(25,500)	(100.0)%
Grounds Operations/Maint	36,190	34,190	77,100	36,190	42,910	125.5%
Data Processing Equipment	2,947,946	3,866,945	3,756,855	3,745,855	(110,090)	(2.8)%
Automotive Equipment	1,883,474	1,488,049	2,055,500	2,186,500	567,451	38.1%
Software	712,124	1,445,700	1,474,800	1,469,720	29,100	2.0%
Land	1,776,230	-	-	-	-	-
Telecommunications Systems	240,462	241,632	233,485	224,233	(8,147)	(3.4)%
Buildings/Remodeling	14,317,594	4,496,707	8,073,208	7,988,803	3,576,501	79.5%
Erosion Control/Road Construction	13,133	20,973	20,973	20,973	-	-
Improvements Other than Building	131,573	463,200	103,938	103,938	(359,262)	(77.6)%
Library Books	931,325	850,000	850,000	850,000	-	-
Total Operating Capital Outlay	25,829,447	15,175,859	20,981,033	20,081,056	5,805,174	38.3%

**CLASSIFICATION OF ESTIMATED REVENUES & FUND BALANCE
FOR THE YEARS 2014 THROUGH 2017**

SUMMARY BY FUND

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
General Revenue	246,988,413	271,862,055	275,893,827	284,417,722	4,031,772	1.5%
Community Human Services	154,646,567	173,637,194	183,827,014	186,296,055	10,189,820	5.9%
Solid Waste Management	18,526,468	19,311,918	19,343,652	20,306,452	31,734	0.2%
Workforce Solutions	19,476,102	22,841,157	22,513,387	22,312,863	(327,770)	(1.4)%
Forfeited Tax Properties	473,674	384,225	481,940	481,940	97,715	25.4%
Forfeited Tax 4R	1,191,079	1,260,000	120,000	1,120,000	(1,140,000)	(90.5)%
Ramsey Conservation District	360,039	477,830	521,285	535,094	43,455	9.1%
Emergency Communication	14,407,860	18,020,942	17,825,295	18,309,834	(195,647)	(1.1)%
County Debt Service	30,259,642	25,768,362	28,202,241	29,059,410	2,433,879	9.4%
MPFA Pedestrian Conn Loan Debt Service	391,341	393,623	390,545	392,288	(3,078)	(0.8)%
Care Center	15,874,167	16,280,204	16,247,559	16,686,252	(32,645)	(0.2)%
Lake Owasso Residence	9,277,922	9,595,094	9,785,299	9,785,299	190,205	2.0%
Ponds at Battle Creek-Golf	455,350	706,045	-	-	(706,045)	(100.0)%
RC Vadnais Sports Center	10,304,536	1,687,388	1,786,000	1,786,000	98,612	5.8%
Law Enforcement Services Contract	6,932,662	7,205,499	7,157,880	7,325,940	(47,619)	(0.7)%
Information Services Fund	11,157,170	18,180,880	22,016,851	22,494,534	3,835,971	21.1%
Tele-communications	1,546,836	1,754,423	-	-	(1,754,423)	(100.0)%
Law Enforcement Center Firearms Range	61,938	60,060	63,160	66,260	3,100	5.2%
Public Works Facility	1,473,611	1,228,368	1,814,143	1,779,342	585,775	47.7%
Courthouse and City Hall	3,864,482	4,083,535	4,887,509	4,714,237	803,974	19.7%
Ramsey County Buildings	14,551,882	13,573,696	16,171,389	16,256,412	2,597,693	19.1%
Library Operations	10,442,216	10,563,711	11,077,180	11,616,801	513,469	4.9%
Library Facilities	1,173,049	1,364,340	1,529,062	1,704,161	164,722	12.1%
Library Debt Service	8,262,913	2,560,094	3,405,782	3,385,290	845,688	33.0%
Total Revenue & Fund Balance	582,099,919	622,800,643	645,061,000	660,832,186	22,260,357	3.6%

FEDERAL REVENUES SUMMARY

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Workforce Solutions Program - Various	14,531,466	17,597,674	17,263,211	17,110,345	(334,463)	(1.9)%
Title IV-D Incentive Revenues	959,361	993,000	975,000	975,000	(18,000)	(1.8)%
Child & Community Services Block Grant	3,547,980	3,618,954	3,618,954	3,618,954	-	-
DD Waiver Case Management & Screening	1,846,711	2,215,416	2,090,416	1,985,774	(125,000)	(5.6)%
AFDC IV-E Reimbursements	2,329,671	2,470,000	2,470,000	2,470,000	-	-
MN Family Investment Prog Child Care	967,321	1,000,000	1,000,000	1,000,000	-	-
TANF Block Grant	2,705,535	2,918,116	2,918,116	2,918,116	-	-
Federal Share - Admin Costs	11,818,733	20,158,007	10,780,177	10,778,735	(9,377,830)	(46.5)%
Federal Share - Admin Costs - IV-E	1,842,099	1,415,847	1,415,847	1,415,847	-	-
Federal Share - Admin Costs - IV-D	9,908,283	10,638,157	10,910,631	11,385,184	272,474	2.6%
Child Welfare Targeted Case Management	3,433,037	4,067,686	4,108,106	3,905,249	40,420	1.0%
Justice Benefits, Inc.	73,938	110,000	110,000	110,000	-	-
Various Other Programs & Grants						
Public Safety & Justice Programs	963,738	734,692	1,216,220	1,222,214	481,528	65.5%
Public Health Grants	5,258,105	7,539,387	6,807,742	6,667,742	(731,645)	(9.7)%
Public Health WIC Grant	771,363	3,362,548	3,588,482	3,720,135	225,934	6.7%
CHS-Social Service Information System	176,921	200,000	200,000	200,000	-	-
CHS Social Service Grants/Programs	893,472	1,613,997	1,718,746	1,724,703	104,749	6.5%
Mental Health Case Management	1,121,216	2,000,000	2,000,000	2,000,000	-	-
CADI EW & TBI Case Mgmt	554,596	805,163	605,163	605,163	(200,000)	(24.8)%
Various Other Grants/Programs	8,815,794	3,111,892	14,957,932	15,746,271	11,846,040	380.7%
Total Federal Revenues	72,519,340	86,570,536	88,754,743	89,559,432	2,184,207	2.5%

State Revenues Summary

Title	2014 Actual	2015 Approved	2016 Proposed	2017 Proposed	2016	
					Inc/Dec Over 2015	Percent Change
County Program Aid	16,415,954	16,666,959	17,195,370	17,315,370	528,411	3.2%
PERA Rate Increase Aid	822,657	789,992	819,344	819,344	29,352	3.7%
State Aid - Police Pensions	1,559,373	1,404,000	1,508,529	1,508,529	104,529	7.4%
Community Corrections Subsidy	6,438,905	6,438,905	9,586,189	9,735,856	3,147,284	48.9%
Road Maintenance-Regular & Municipal	8,345,702	8,668,292	9,182,197	9,506,425	513,905	5.9%
Community Health Services	2,949,091	2,957,645	2,957,645	2,957,645	-	-
Office Of Waste Mgmt (SCORE)	1,257,383	1,251,518	1,437,626	1,437,626	186,108	14.9%
Watercraft Registration	-	36,000	36,000	36,000	-	-
DD Waiver Case Management & Screening	1,414,273	1,575,305	1,575,305	1,575,305	-	-
Adult & Child Comm Support Programs	9,100,363	11,012,201	11,012,201	11,012,201	-	-
<u>Various Other Programs & Grants</u>						
County Attorney	511,349	351,000	537,043	548,704	186,043	53.0%
Sheriff	574,743	563,755	644,178	646,161	80,423	14.3%
Community Corrections	3,417,288	3,995,889	1,285,534	1,287,441	(2,710,355)	(67.8)%
Emergency Communications	689,651	689,651	689,651	689,651	-	-
Public Health	158,592	1,056,750	1,347,750	1,347,750	291,000	27.5%
CHS - Other	17,491,784	19,728,543	22,515,930	23,169,203	2,787,387	14.1%
Workforce Solutions Programs & Services	3,553,836	1,746,032	2,209,058	2,209,058	463,026	26.5%
Various Other Grants/Programs	524,190	615,254	220,500	225,500	(394,754)	(64.2)%
Total State Revenues	75,225,134	79,547,691	84,760,050	86,027,769	5,212,359	6.6%

**CLASSIFICATION OF ESTIMATED REVENUES & FUND BALANCE
FOR THE YEARS 2014 THROUGH 2017**

SUMMARY BY FUND

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
General Revenue	246,988,413	271,862,055	275,893,827	284,417,722	4,031,772	1.5%
Community Human Services	154,646,567	173,637,194	183,827,014	186,296,055	10,189,820	5.9%
Solid Waste Management	18,526,468	19,311,918	19,343,652	20,306,452	31,734	0.2%
Workforce Solutions	19,476,102	22,841,157	22,513,387	22,312,863	(327,770)	(1.4)%
Forfeited Tax Properties	473,674	384,225	481,940	481,940	97,715	25.4%
Forfeited Tax 4R	1,191,079	1,260,000	120,000	1,120,000	(1,140,000)	(90.5)%
Ramsey Conservation District	360,039	477,830	521,285	535,094	43,455	9.1%
Emergency Communication	14,407,860	18,020,942	17,825,295	18,309,834	(195,647)	(1.1)%
County Debt Service	30,259,642	25,768,362	28,202,241	29,059,410	2,433,879	9.4%
MPFA Pedestrian Conn Loan Debt Service	391,341	393,623	390,545	392,288	(3,078)	(0.8)%
Care Center	15,874,167	16,280,204	16,247,559	16,686,252	(32,645)	(0.2)%
Lake Owasso Residence	9,277,922	9,595,094	9,785,299	9,785,299	190,205	2.0%
Ponds at Battle Creek-Golf	455,350	706,045	-	-	(706,045)	(100.0)%
RC Vadnais Sports Center	10,304,536	1,687,388	1,786,000	1,786,000	98,612	5.8%
Law Enforcement Services Contract	6,932,662	7,205,499	7,157,880	7,325,940	(47,619)	(0.7)%
Information Services Fund	11,157,170	18,180,880	22,016,851	22,494,534	3,835,971	21.1%
Tele-communications	1,546,836	1,754,423	-	-	(1,754,423)	(100.0)%
Law Enforcement Center Firearms Range	61,938	60,060	63,160	66,260	3,100	5.2%
Public Works Facility	1,473,611	1,228,368	1,814,143	1,779,342	585,775	47.7%
Courthouse and City Hall	3,864,482	4,083,535	4,887,509	4,714,237	803,974	19.7%
Ramsey County Buildings	14,551,882	13,573,696	16,171,389	16,256,412	2,597,693	19.1%
Library Operations	10,442,216	10,563,711	11,077,180	11,616,801	513,469	4.9%
Library Facilities	1,173,049	1,364,340	1,529,062	1,704,161	164,722	12.1%
Library Debt Service	8,262,913	2,560,094	3,405,782	3,385,290	845,688	33.0%
Total Revenue & Fund Balance	582,099,919	622,800,643	645,061,000	660,832,186	22,260,357	3.6%

FEDERAL REVENUES SUMMARY

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Workforce Solutions Program - Various	14,531,466	17,597,674	17,263,211	17,110,345	(334,463)	(1.9)%
Title IV-D Incentive Revenues	959,361	993,000	975,000	975,000	(18,000)	(1.8)%
Child & Community Services Block Grant	3,547,980	3,618,954	3,618,954	3,618,954	-	-
DD Waiver Case Management & Screening	1,846,711	2,215,416	2,090,416	1,985,774	(125,000)	(5.6)%
AFDC IV-E Reimbursements	2,329,671	2,470,000	2,470,000	2,470,000	-	-
MN Family Investment Prog Child Care	967,321	1,000,000	1,000,000	1,000,000	-	-
TANF Block Grant	2,705,535	2,918,116	2,918,116	2,918,116	-	-
Federal Share - Admin Costs	11,818,733	20,158,007	10,780,177	10,778,735	(9,377,830)	(46.5)%
Federal Share - Admin Costs - IV-E	1,842,099	1,415,847	1,415,847	1,415,847	-	-
Federal Share - Admin Costs - IV-D	9,908,283	10,638,157	10,910,631	11,385,184	272,474	2.6%
Child Welfare Targeted Case Management	3,433,037	4,067,686	4,108,106	3,905,249	40,420	1.0%
Justice Benefits, Inc.	73,938	110,000	110,000	110,000	-	-
Various Other Programs & Grants						
Public Safety & Justice Programs	963,738	734,692	1,216,220	1,222,214	481,528	65.5%
Public Health Grants	5,258,105	7,539,387	6,807,742	6,667,742	(731,645)	(9.7)%
Public Health WIC Grant	771,363	3,362,548	3,588,482	3,720,135	225,934	6.7%
CHS-Social Service Information System	176,921	200,000	200,000	200,000	-	-
CHS Social Service Grants/Programs	893,472	1,613,997	1,718,746	1,724,703	104,749	6.5%
Mental Health Case Management	1,121,216	2,000,000	2,000,000	2,000,000	-	-
CADI EW & TBI Case Mgmt	554,596	805,163	605,163	605,163	(200,000)	(24.8)%
Various Other Grants/Programs	8,815,794	3,111,892	14,957,932	15,746,271	11,846,040	380.7%
Total Federal Revenues	72,519,340	86,570,536	88,754,743	89,559,432	2,184,207	2.5%

**COMPARISON OF REVENUES/ESTIMATED REVENUES
BY MAJOR CLASSIFICATION OF REVENUES
FOR THE YEAR 2014 THROUGH 2017**

Title	2016					Inc/(Dec) Over 2015	Percent Change
	2014 Actual	2015 Approved	2016 Approved	2017 Approved			
Charges for Services:							
Fees & Services - Legal	3,952,926	4,396,735	4,476,818	4,558,284	80,083	1.8%	
Fees & Services - Recreational	2,028,162	2,230,985	2,880,306	2,904,606	649,321	29.1%	
Fees & Services - Property	5,604,188	7,731,273	7,022,177	7,039,877	(709,096)	(9.20)%	
Fees & Services - Medical	30,163,813	29,528,295	30,239,698	30,756,875	711,403	2.4%	
Other Service	4,121,794	6,841,597	3,957,482	5,975,225	(2,884,115)	(42.2)%	
County Environmental Charge	17,664,630	17,000,000	18,500,000	19,000,000	1,500,000	8.8%	
Commissions	1,355,450	1,225,564	1,266,641	1,278,641	41,077	3.4%	
Engineering	-	-	-	-	-	-	
Other County Services	30,815,402	32,009,554	31,001,926	31,619,319	(1,007,628)	(3.1)%	
Nursing/Health Services	6,390,140	7,719,777	4,233,465	4,331,389	(3,486,312)	(45.2)%	
Telecommunications Services	21,088	1,753,171	1,780,000	1,780,000	26,829	1.5%	
Data Processing Services	12,697,078	17,948,752	21,797,265	22,274,948	3,848,513	21.4%	
Total Charges for Services	114,814,671	128,385,703	127,155,778	131,519,164	(1,229,925)	(1.0)%	
Fines & Forfeitures	619,739	716,000	691,000	666,000	(25,000)	(3.5)%	
Intergovernmental Revenue:							
Other Governmental Units	5,638,546	5,453,325	5,159,599	5,071,342	(293,726)	(5.4)%	
Federal	72,519,340	86,570,536	88,754,743	89,559,432	2,184,207	2.5%	
State	58,809,180	62,880,732	72,155,202	73,364,939	9,274,470	14.7%	
County Program Aid	16,415,954	16,666,959	17,195,370	17,315,370	528,411	3.2%	
Total Intergovernmental Revenue	153,383,020	171,571,552	183,264,914	185,311,083	11,693,362	6.8%	
Private Grants & Donations	200,801	107,575	97,430	98,854	(10,145)	(9.4)%	
Licenses & Permits	1,638,440	1,688,063	1,698,500	1,728,841	10,437	0.6%	
Sales	3,366,039	1,754,147	1,725,570	1,790,240	(28,577)	(1.6)%	
Use of Money/Property:							
Use of Money (Interest)	2,673,411	7,655,060	7,432,000	7,432,000	(223,060)	(2.9)%	
Rentals	19,115,196	19,011,607	20,351,370	21,543,704	1,339,763	7.0%	
Total Use of Money/Property	21,788,607	26,666,667	27,783,370	28,975,704	1,116,703	4.2%	
Other Revenues:							
Recovery of Expenses	16,617,647	4,064,858	4,641,508	4,759,145	576,650	14.2%	
CHS - Program Recoveries	4,546,349	4,236,117	4,145,259	4,145,884	(90,858)	(2.1)%	
Total Other Revenues	21,163,996	8,300,975	8,786,767	8,905,029	485,792	5.9%	
Other Taxes & Penalties	7,116,394	5,165,000	4,638,468	4,338,468	(526,532)	(10.2)%	
Property Tax Levy	240,999,464	270,447,545	278,415,678	286,901,636	7,968,133	2.9%	
Transfer from Other Funds	3,645,646	2,071,649	969,804	2,004,781	(1,101,845)	(53.2)%	
Fund Balance	13,363,102	5,925,767	9,833,721	8,592,385	3,907,954	65.9%	
Total Revenues & Fund Balance	582,099,919	622,800,643	6,450,610,000	660,832,186	22,260,357	3.6%	

General Revenue Fund

County General Revenue Fund

This fund includes judicial, general administration, property records and appraisal, legal, general government buildings, public safety, health, parks & recreation, public works and several other activities. These services are financed mostly from charges and fees, intergovernmental revenue and property taxes.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	174,299,718	190,071,216	190,839,592	198,967,199	768,376	0.4%
Other Services & Charges	57,384,844	65,761,107	68,495,319	68,766,911	2,734,212	4.2%
Supplies	7,313,496	7,680,883	7,545,570	7,786,574	(135,313)	(1.8%)
Capital Outlay	4,801,655	3,513,073	4,775,468	4,680,663	1,262,395	35.9%
Indiv/Fam Soc Srvs-Client Spec	2,192,812	2,128,324	1,766,658	1,748,780	(361,666)	(17.0%)
Contingent Appropriations	-	2,000,000	2,000,000	2,000,000	-	-
Transfers	-	-	231,300	227,675	231,300	-
Intergovernmental Payments	846,580	707,452	239,920	239,920	(467,532)	(66.1%)
Remittance To Municipalities	149,308	-	-	-	-	-
Total Appropriations	246,988,413	271,862,055	275,893,827	284,417,722	4,031,772	1.5%

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	35,419,018	41,484,840	36,194,999	38,796,819	(5,289,841)	(12.8%)
Intergovernmental Revenue - Other	4,150,663	4,311,085	4,017,938	3,927,938	(293,147)	(6.8%)
Intergovernmental Revenue - Federal	18,169,259	23,614,254	23,844,545	24,317,745	230,291	1.0%
Intergovernmental Revenue - State	24,108,546	25,851,039	27,204,390	27,666,536	1,353,351	5.2%
County Program Aid	15,790,646	15,704,659	17,195,370	17,315,370	1,490,711	9.5%
Private Grants & Donations	125,801	74,575	89,430	90,854	14,855	19.9%
Licenses	991,283	993,530	1,003,500	1,026,841	9,970	1.0%
Revenue From Sales	1,616,666	1,125,622	1,006,330	1,071,000	(119,292)	(10.6%)
Use of Money (Interest)	2,669,205	7,600,000	7,400,000	7,400,000	(200,000)	(2.6%)
Rentals	1,016,061	1,000,408	1,089,102	1,100,702	88,694	8.9%
Recovery of Expenses	1,331,440	1,410,245	1,230,058	1,353,200	(180,187)	(12.8%)
CHS - Program Recoveries	240,163	99,886	99,028	99,653	(858)	(0.9%)
Other Taxes	6,886,792	5,165,000	4,518,468	4,218,468	(646,532)	(12.5%)
Property Taxes	133,962,007	142,811,912	148,717,128	155,133,930	5,905,216	4.1%
Operating Transfers In	510,863	615,000	563,504	602,106	(51,496)	(8.4%)
Use of Fund Balance	-	-	1,720,037	296,559	1,720,037	-
Total Financing	246,988,413	271,862,055	275,893,827	284,417,722	4,031,772	1.5%

AUTHORIZED PERSONNEL: (FTE)

1,926.45	1,938.70	1,947.15	1,944.45	8.45
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Community Human Services Fund

Community Human Services Fund - This fund is to account for public assistance administration and payments, social services administration and disability categories, clinical services, detoxification services, department financial and support services and special social services grants.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	83,645,589	94,524,703	101,866,108	103,505,931	7,341,405	7.8%
Other Services & Charges	14,109,082	18,656,428	20,702,279	21,307,233	2,045,851	11.0%
Supplies	519,968	629,486	565,401	565,401	(64,085)	(10.2%)
Capital Outlay	1,202,689	169,770	139,270	139,270	(30,500)	(18.0%)
Indiv/Fam Soc Srvs-Client Spec	55,169,239	59,656,807	60,553,956	60,778,220	897,149	1.5%
Total Appropriations	154,646,567	173,637,194	183,827,014	186,296,055	10,189,820	5.9%

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	10,494,507	8,912,184	8,158,144	8,125,288	(754,040)	(8.5%)
Fines And Forfeitures	5,061	12,000	12,000	12,000	-	-
Intergovernmental Revenue - Other	52,618	20,000	20,000	20,000	-	-
Intergovernmental Revenue - Federal	39,103,995	44,641,715	46,890,920	47,393,772	2,249,205	5.0%
Intergovernmental Revenue - State	28,342,947	32,573,477	39,761,917	40,558,208	7,188,440	22.1%
Private Grants & Donations	-	33,000	8,000	8,000	(25,000)	(75.8%)
Revenue From Sales	186,040	155,000	155,000	155,000	-	-
Recovery of Expenses	652,047	335,132	335,132	335,132	-	-
CHS - Program Recoveries	4,306,186	4,136,231	4,046,231	4,046,231	(90,000)	(2.2%)
Other Taxes	9,560	-	-	-	-	-
Property Taxes	71,195,789	82,643,455	84,264,670	85,467,424	1,621,215	65.2%
Operating Transfers In	297,817	175,000	175,000	175,000	-	-
Total Financing	154,646,567	173,637,194	183,827,014	186,296,055	10,189,820	5.9%

AUTHORIZED PERSONNEL:

(FTE)	1,049.84	1,061.34	1,054.84	1,050.84	(6.50)
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Solid Waste Management Fund

Waste Mgmt Service Charge Fund - This fund is to account for collection of the County Environmental Charge, which is imposed on the sales prices of Waste Management Services. Funds are used to license and inspect all solid waste facilities and solid waste haulers; to provide yard waste, household hazardous waste and problem waste management services; provide public education and technical assistance on waste issues; and also includes the processing of solid waste. The Counties of Ramsey and Washington, have jointly entered into a service agreement with Resource Recovery Technology (RRT) to process solid waste at its resource recovery facility in Newport, Minnesota.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	3,301,748	3,260,468	3,439,512	3,533,438	179,044	5.5%
Other Services & Charges	8,653,465	7,889,640	8,749,409	8,983,081	859,769	10.9%
Supplies	17,736	15,000	17,000	17,000	2,000	13.3%
Capital Outlay	26,811	26,810	326,810	26,810	300,000	1,119.0%
Transfers	-	600,000	600,000	1,600,000	-	-
Intergovernmental Payments	6,526,708	7,520,000	6,210,921	6,146,123	(1,309,079)	(17.4%)
Total Appropriations	<u>18,526,468</u>	<u>19,311,918</u>	<u>19,343,652</u>	<u>20,306,452</u>	<u>31,734</u>	<u>0.2%</u>

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	17,664,750	17,162,316	18,665,000	19,165,000	1,502,684	8.8%
Intergovernmental Revenue - Other	447,260	439,006	439,006	439,006	-	-
Intergovernmental Revenue - State	1,261,101	1,251,518	1,437,626	1,437,626	186,108	14.9%
Licenses	647,157	694,533	695,000	702,000	467	0.1%
Use of Money (Interest)	3,536	-	-	-	-	-
Rentals	-	39,103	-	-	(39,103)	(100.0%)
Recovery of Expenses	184,029	-	-	-	-	-
Other Taxes	1,249	-	-	-	-	-
Property Taxes	(1,682,614)	-	-	-	-	(513.0%)
Use of Fund Balance	-	(274,558)	(1,892,980)	(1,437,180)	(1,618,422)	589.5%
Total Financing	<u>18,526,468</u>	<u>19,311,918</u>	<u>19,343,652</u>	<u>20,306,452</u>	<u>31,734</u>	<u>0.2%</u>

AUTHORIZED PERSONNEL:

<u>(FTE)</u>	<u>37.25</u>	<u>37.25</u>	<u>37.25</u>	<u>37.25</u>	<u>-</u>
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Workforce Solutions Fund

Workforce Solutions - This fund is to account for revenues received from the Federal and State governments for the Workforce Incentive Act (WIA) which was enacted in 1973 under the Comprehensive Employment and Training Act. This was revised in 1982 by the Federal Government to provide job training and employment opportunities for the economically disadvantaged, unemployed and under-employed persons. The Board of County Commissioners approved Ordinance No. 2000 204 on June 13, 2000 which authorized the creation of a new county department called Workforce Solutions. Activities include the management of the Consolidated Program created by Joint Powers Agreement dated March 16, 2000, between Ramsey County and the City of Saint Paul, through a merger of the Ramsey County Job Training Program, the City of Saint Paul Workforce Development Program, and the Ramsey County Minnesota Family Investment Program - Employment Services (MFIP-ES). This merger became effective on July 1, 2000.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	6,499,257	8,020,927	8,122,691	8,314,684	101,764	1.3%
Other Services & Charges	4,825,238	14,087,398	14,250,599	13,862,118	163,201	1.2%
Supplies	57,023	56,115	71,535	67,500	15,420	27.5%
Capital Outlay	243,320	70,183	45,000	45,000	(25,183)	(35.9%)
Indiv/Fam Soc Srvs-Client Spec	7,851,264	606,534	23,562	23,562	(582,972)	(96.1%)
Total Appropriations	19,476,102	22,841,157	22,513,387	22,312,863	(327,770)	(1.4%)

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	855,018	2,736,819	2,492,623	2,516,850	(244,196)	(8.9%)
Intergovernmental Revenue - Other	79,179	89,611	77,110	77,110	(12,501)	(14.0%)
Intergovernmental Revenue - Federal	14,531,466	17,597,674	17,263,211	17,110,345	(334,463)	(1.9%)
Intergovernmental Revenue - State	3,563,208	1,755,404	2,293,430	2,218,430	538,026	30.6%
Private Grants & Donations	75,000	-	-	-	-	-
Use of Money (Interest)	94	-	-	-	-	-
Recovery of Expenses	-	20,885	18,796	16,916	(2,089)	(10.0%)
Property Taxes	342,137	360,764	368,217	373,212	7,453	102.7%
Use of Fund Balance	30,000	280,000	-	-	(280,000)	(100.0%)
Total Financing	19,476,102	22,841,157	22,513,387	22,312,863	(327,770)	(1.4%)

AUTHORIZED PERSONNEL:

(FTE)	84.00	84.00	84.00	84.00	-
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Forfeited Tax Properties Fund

Tax Forfeited Land Fund - This fund is to account for the fiscal activities of managing properties forfeited to the State of Minnesota for non-payment of taxes. The primary goal is to return these properties to the tax rolls through auctions, sales to local governments, and repurchase by prior owners.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	264,101	200,000	260,000	260,000	60,000	30.0%
Other Services & Charges	207,744	182,025	220,040	220,040	38,015	20.9%
Supplies	1,700	2,200	1,900	1,900	(300)	(13.6%)
Capital Outlay	129	-	-	-	-	-
Total Appropriations	473,674	384,225	481,940	481,940	97,715	25.4%

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	11,436	7,200	11,200	11,200	4,000	55.6%
Revenue From Sales	1,418,209	362,025	450,740	450,740	88,715	24.5%
Rentals	31,992	15,000	20,000	20,000	5,000	33.3%
Recovery of Expenses	4,677	-	-	-	-	-
Property Taxes	(992,640)	-	-	-	-	(88.0%)
Total Financing	473,674	384,225	481,940	481,940	97,715	25.4%

AUTHORIZED PERSONNEL:

(FTE)	-	-	-	-	-	-
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Forfeited Tax 4R Fund

Tax Forfeited 4R Fund - Ramsey County established the Reuse, Recycle, and Renovate for Reinvestment Program (the "4R Program" for short) in April 2010. Its mission is 1) to promote productive reuse of old building materials from deconstructed buildings in order to keep those materials out of landfills thereby minimizing the effect on our natural resources and environment, and 2) to renovate dilapidated structures back to being appealing, taxable properties with an emphasis on using sustainable building practices and incorporating sustainable components in each renovation project. Through this mission, the 4R Program reduces the County's ecological footprint and promotes livelier, healthier neighborhoods.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	110,262	150,000	10,999	149,998	(139,001)	(92.7%)
Other Services & Charges	1,080,718	1,110,000	109,001	970,002	(1,000,999)	(90.2%)
Supplies	99	-	-	-	-	-
Total Appropriations	<u>1,191,079</u>	<u>1,260,000</u>	<u>120,000</u>	<u>1,120,000</u>	<u>(1,140,000)</u>	<u>(90.5%)</u>

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Recovery of Expenses	5,002	-	-	-	-	-
Other Taxes	126,943	-	120,000	120,000	120,000	-
Property Taxes	59,134	-	-	-	-	9.5%
Operating Transfers In	<u>1,000,000</u>	<u>1,260,000</u>	-	<u>1,000,000</u>	<u>(1,260,000)</u>	<u>(100.0%)</u>
Total Financing	<u>1,191,079</u>	<u>1,260,000</u>	<u>120,000</u>	<u>1,120,000</u>	<u>(1,140,000)</u>	<u>(90.5%)</u>

AUTHORIZED PERSONNEL:
(FTE)

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Ramsey Conservation District Fund

Ramsey Conservation District Fund - This fund is to account for the fiscal activities of the District. The District encourages the protection and improvement of Ramsey County's natural resources.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	278,726	344,066	342,921	351,528	(1,145)	(0.3%)
Other Services & Charges	75,365	126,214	172,214	173,496	46,000	36.4%
Supplies	2,307	2,050	2,550	2,550	500	24.4%
Capital Outlay	3,641	5,500	3,600	7,520	(1,900)	(34.5%)
Total Appropriations	<u>360,039</u>	<u>477,830</u>	<u>521,285</u>	<u>535,094</u>	<u>43,455</u>	<u>9.1%</u>

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	200,115	284,036	299,225	307,765	15,189	5.3%
Intergovernmental Revenue - State	139,447	164,000	177,000	182,000	13,000	7.9%
Property Taxes	20,477	29,794	30,060	30,329	266	(4.2%)
Use of Fund Balance	-	-	15,000	15,000	15,000	-
Total Financing	<u>360,039</u>	<u>477,830</u>	<u>521,285</u>	<u>535,094</u>	<u>43,455</u>	<u>9.1%</u>

**AUTHORIZED PERSONNEL:
(FTE)**

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Emergency Communication Fund

Emergency Communications Fund - This fund is used to account for funds provided by member cities and the County for multi-agency dispatching services for law enforcement, fire, and emergency medical responders.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	12,172,151	13,899,663	13,530,121	13,928,220	(369,542)	(2.7%)
Other Services & Charges	2,136,262	2,778,204	2,999,174	3,048,114	220,970	8.0%
Supplies	57,860	116,575	121,000	121,000	4,425	3.8%
Capital Outlay	41,587	1,226,500	1,175,000	1,212,500	(51,500)	(4.2%)
Total Appropriations	<u>14,407,860</u>	<u>18,020,942</u>	<u>17,825,295</u>	<u>18,309,834</u>	<u>(195,647)</u>	<u>(1.1%)</u>

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	5,835,291	6,523,864	6,466,130	6,629,152	(57,734)	(0.9%)
Intergovernmental Revenue - State	689,651	689,651	689,651	689,651	-	-
Recovery of Expenses	10,702	-	-	-	-	-
Property Taxes	7,872,216	10,399,427	10,169,514	10,461,031	(229,913)	(22.7%)
Use of Fund Balance	-	408,000	500,000	530,000	92,000	22.5%
Total Financing	<u>14,407,860</u>	<u>18,020,942</u>	<u>17,825,295</u>	<u>18,309,834</u>	<u>(195,647)</u>	<u>(1.1%)</u>

AUTHORIZED PERSONNEL:

<u>(FTE)</u>	<u>146.75</u>	<u>151.75</u>	<u>151.75</u>	<u>151.75</u>	<u>-</u>
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County Debt Service Fund

General Debt Service Fund - This fund is used to account for the payment of principal, interest and related costs on general County long-term debt.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Other Services & Charges	64,444	-	-	-	-	-
Bond Principal	22,645,000	18,820,000	20,370,000	21,420,000	1,550,000	8.2%
Bond Interest	7,550,198	6,948,362	7,832,241	7,639,410	883,879	12.7%
Total Appropriations	<u>30,259,642</u>	<u>25,768,362</u>	<u>28,202,241</u>	<u>29,059,410</u>	<u>2,433,879</u>	<u>9.4%</u>

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Intergovernmental Revenue - Other	13,881	-	-	-	-	-
Intergovernmental Revenue - Federal	71,507	66,106	59,690	52,990	(6,416)	(9.7%)
Intergovernmental Revenue - State	266,603	242,451	238,758	260,058	(3,693)	(1.5%)
Rentals	158,875	-	-	-	-	-
Recovery of Expenses	7,966,784	2,259,805	2,645,005	2,641,380	385,200	17.0%
Other Taxes	3,620	-	-	-	-	-
Property Taxes	18,746,826	20,700,000	20,700,000	20,700,000	-	(69.5%)
Operating Transfers In	1,781,546	-	231,300	227,675	231,300	-
Use of Fund Balance	1,250,000	2,500,000	4,327,488	5,177,307	1,827,488	73.1%
Total Financing	<u>30,259,642</u>	<u>25,768,362</u>	<u>28,202,241</u>	<u>29,059,410</u>	<u>2,433,879</u>	<u>9.4%</u>

AUTHORIZED PERSONNEL:

<u>(FTE)</u>	-	-	-	-	-
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MPFA Pedestrian Conn Loan Debt Service Fund

MPFA Loan Debt Service Fund - This fund is to provide the appropriations to pay principal and interest due to the Minnesota Public Facilities Authority (MPFA). In April 2001, the MPFA approved a loan to Ramsey County in the amount of \$6,782,000 with an interest rate of 3.59% for construction of a pedestrian connection between the RiverCentre Complex and the existing skyway system beginning in the Landmark Tower in downtown Saint Paul. The MPFA loan was supported by the issuance of Ramsey County General Obligation Notes Series 2000A. The principal and interest on this loan is paid from revenues from the City of Saint Paul in accordance with a facility lease between Ramsey County and the City of Saint Paul.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Bond Principal	215,000	225,000	230,000	240,000	5,000	2.2%
Bond Interest	176,341	168,623	160,545	152,288	(8,078)	(4.8%)
Total Appropriations	<u>391,341</u>	<u>393,623</u>	<u>390,545</u>	<u>392,288</u>	<u>(3,078)</u>	<u>(0.8%)</u>

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Intergovernmental Revenue - Other	391,341	393,623	390,545	392,288	(3,078)	(0.8%)
Total Financing	<u>391,341</u>	<u>393,623</u>	<u>390,545</u>	<u>392,288</u>	<u>(3,078)</u>	<u>(0.8%)</u>

AUTHORIZED PERSONNEL:

<u>(FTE)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
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Care Center Fund

Ramsey County Care Center Fund - This is an enterprise fund to account for health care services designed to provide long-term and short-term transitional care to adult patients/residents. The operations are financed and operated in a manner similar to private business enterprises where the intent is that the costs (including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	11,507,692	11,919,026	11,813,419	12,227,657	(105,607)	(0.9%)
Other Services & Charges	3,283,106	3,344,692	3,320,259	3,349,157	(24,433)	(0.7%)
Supplies	960,642	895,231	978,000	992,650	82,769	9.2%
Capital Outlay	11,472	10,000	24,626	5,533	14,626	146.3%
Bond Principal	111,255	111,255	111,255	111,255	-	-
Total Appropriations	15,874,167	16,280,204	16,247,559	16,686,252	(32,645)	(0.2%)

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	14,349,034	14,780,891	16,151,026	16,589,719	1,370,135	9.3%
Intergovernmental Revenue - State	33,778	33,778	33,778	33,778	-	-
Revenue From Sales	-	-	500	500	500	-
Use of Money (Interest)	-	45,560	30,000	30,000	(15,560)	(34.2%)
Recovery of Expenses	74,190	35,000	32,255	32,255	(2,745)	(7.8%)
Property Taxes	1,414,998	1,384,975	-	-	(1,384,975)	32.5%
Operating Transfers In	2,167	-	-	-	-	-
Total Financing	15,874,167	16,280,204	16,247,559	16,686,252	(32,645)	(0.2%)

**AUTHORIZED PERSONNEL:
(FTE)**

165.15	165.15	165.15	165.15	-
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Lake Owasso Residence Fund

Lake Owasso Residence Fund - This is an enterprise fund used to account for health care and safety services provided to developmentally disabled residents ranging in age from 16 through adult.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	7,122,874	7,654,410	7,600,005	7,595,734	(54,405)	(0.7%)
Other Services & Charges	1,216,082	1,192,465	1,390,501	1,398,440	198,036	16.6%
Supplies	384,916	391,070	403,335	404,385	12,265	3.1%
Capital Outlay	219,632	26,149	56,958	55,490	30,809	117.8%
Indiv/Fam Soc Srvs-Client Spec	6,168	-	-	-	-	-
Bond Principal	245,000	260,000	270,000	280,000	10,000	3.8%
Bond Interest	83,250	71,000	64,500	51,250	(6,500)	(9.2%)
Total Appropriations	<u>9,277,922</u>	<u>9,595,094</u>	<u>9,785,299</u>	<u>9,785,299</u>	<u>190,205</u>	<u>2.0%</u>

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	7,706,515	7,783,518	7,942,520	7,942,520	159,002	2.0%
Intergovernmental Revenue - Federal	538,802	450,000	505,852	505,852	55,852	12.4%
Intergovernmental Revenue - State	19,968	19,968	19,968	19,968	-	-
Revenue From Sales	-	1,000	-	-	(1,000)	(100.0%)
Recovery of Expenses	3,184	2,000	-	-	(2,000)	(100.0%)
Property Taxes	1,009,453	1,316,959	1,316,959	1,316,959	-	287.5%
Operating Transfers In	-	21,649	-	-	(21,649)	(100.0%)
Total Financing	<u>9,277,922</u>	<u>9,595,094</u>	<u>9,785,299</u>	<u>9,785,299</u>	<u>190,205</u>	<u>2.0%</u>

AUTHORIZED PERSONNEL:

<u>(FTE)</u>	<u>98.80</u>	<u>100.10</u>	<u>100.10</u>	<u>100.10</u>	<u>-</u>
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Ponds at Battle Creek-Golf Fund

Ponds at Battle Creek Fund - This is an enterprise fund to account for the operations of an instructionally oriented golf facility featuring a regulation length nine hole course and a significant teaching/practice range that appeals to golfers of all ages and abilities. The facility is maintained primarily with low risk inmates from the Ramsey County Adult Correctional Institution as part of the Productive Day Program.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	251,482	270,708	-	-	(270,708)	(100.0%)
Other Services & Charges	155,797	159,507	-	-	(159,507)	(100.0%)
Supplies	48,071	46,280	-	-	(46,280)	(100.0%)
Bond Principal	-	160,000	-	-	(160,000)	(100.0%)
Bond Interest	-	69,550	-	-	(69,550)	(100.0%)
Total Appropriations	<u>455,350</u>	<u>706,045</u>	-	-	<u>(706,045)</u>	<u>(100.0%)</u>

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	354,292	398,692	-	-	(398,692)	(100.0%)
Rentals	70,873	78,284	-	-	(78,284)	(100.0%)
Recovery of Expenses	807	1,791	-	-	(1,791)	(100.0%)
Property Taxes	-	-	-	-	-	300.0%
Use of Fund Balance	<u>29,378</u>	<u>227,278</u>	-	-	<u>(227,278)</u>	<u>(100.0%)</u>
Total Financing	<u>455,350</u>	<u>706,045</u>	-	-	<u>(706,045)</u>	<u>(100.0%)</u>

**AUTHORIZED PERSONNEL:
(FTE)**

	<u>4.00</u>	<u>4.00</u>	<u>3.75</u>	<u>3.75</u>	<u>(0.25)</u>
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Law Enforcement Services Contract Fund

Law Enforcement Services Fund - This is an internal service fund to account for law enforcement services provided on a contract basis to certain municipalities in Ramsey County in addition to the services normally provided or available to all municipalities within Ramsey County.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	5,306,981	5,684,711	5,553,875	5,721,935	(130,836)	(2.3%)
Other Services & Charges	1,163,086	1,047,873	1,131,090	1,131,090	83,217	7.9%
Supplies	203,373	220,200	220,200	220,200	-	-
Capital Outlay	259,222	252,715	252,715	252,715	-	-
Total Appropriations	<u>6,932,662</u>	<u>7,205,499</u>	<u>7,157,880</u>	<u>7,325,940</u>	<u>(47,619)</u>	<u>(0.7%)</u>

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	6,538,468	6,811,499	6,763,880	6,931,940	(47,619)	(0.7%)
Fines And Forfeitures	53,360	104,000	104,000	104,000	-	-
Intergovernmental Revenue - State	335,206	250,000	250,000	250,000	-	-
Revenue From Sales	73,489	40,000	40,000	40,000	-	-
Recovery of Expenses	53,363	-	-	-	-	-
Property Taxes	(121,224)	-	0	0	0	0.0%
Total Financing	<u>6,932,662</u>	<u>7,205,499</u>	<u>7,157,880</u>	<u>7,325,940</u>	<u>(47,619)</u>	<u>(0.7%)</u>

AUTHORIZED PERSONNEL:

<u>(FTE)</u>	<u>53.00</u>	<u>53.00</u>	<u>53.00</u>	<u>53.00</u>	<u>-</u>
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Information Services Fund Fund

Information Services Fund - This is an internal service fund to account for electronic data processing services provided to county departments and other governmental units.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	4,781,707	7,717,670	9,749,052	10,114,294	2,031,382	26.3%
Other Services & Charges	4,284,192	5,505,210	7,019,614	7,141,307	1,514,404	27.5%
Supplies	21,346	38,000	44,700	44,700	6,700	17.6%
Capital Outlay	2,069,925	4,920,000	5,203,485	5,194,233	283,485	5.8%
Total Appropriations	<u>11,157,170</u>	<u>18,180,880</u>	<u>22,016,851</u>	<u>22,494,534</u>	<u>3,835,971</u>	<u>21.1%</u>

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	12,697,078	17,948,752	21,797,265	22,274,948	3,848,513	21.4%
Intergovernmental Revenue - State	19,586	18,334	19,586	19,586	1,252	6.8%
Revenue From Sales	-	500	-	-	(500)	(100.0%)
Recovery of Expenses	272	-	-	-	-	-
Property Taxes	(892,759)	-	-	-	-	99.1%
Use of Fund Balance	(667,007)	213,294	200,000	200,000	(13,294)	(6.2%)
Total Financing	<u>11,157,170</u>	<u>18,180,880</u>	<u>22,016,851</u>	<u>22,494,534</u>	<u>3,835,971</u>	<u>21.1%</u>

AUTHORIZED PERSONNEL:

<u>(FTE)</u>	<u>63.00</u>	<u>77.00</u>	<u>77.00</u>	<u>77.00</u>	<u>-</u>
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Tele-communications Fund

Telecommunications Fund -

This is an internal service fund to account for the service charges received and to pay the expenses incurred in operating and maintaining the telecommunications services. Services are provided to the occupants of the Ramsey County Courthouse and City Hall, Government Center-East Building, Government Center-West Building, 90 West Plato and the Law Enforcement Center. Effective January 1, 2016, this fund will merge with the Information Services Internal Service fund and be reflected there.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	621,105	674,236	-	-	(674,236)	(100.0%)
Other Services & Charges	668,374	818,616	-	-	(818,616)	(100.0%)
Supplies	725	4,939	-	-	(4,939)	(100.0%)
Capital Outlay	256,632	256,632	-	-	(256,632)	(100.0%)
Total Appropriations	<u>1,546,836</u>	<u>1,754,423</u>	-	-	<u>(1,754,423)</u>	(100.0%)

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	1,783,796	1,753,171	-	-	(1,753,171)	(100.0%)
Intergovernmental Revenue - State	-	1,252	-	-	(1,252)	(100.0%)
Property Taxes	(236,960)	-	-	-	-	100.0%
Total Financing	<u>1,546,836</u>	<u>1,754,423</u>	-	-	<u>(1,754,423)</u>	(100.0%)

AUTHORIZED PERSONNEL:

<u>(FTE)</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	-
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Public Works Facility Fund

Public Works Facility Fund - This internal service fund is used to account for rents received from occupants of the Ramsey County Public Works Facility and to pay the expenses incurred in operating and maintaining the facility.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	453,547	481,671	591,239	614,153	109,568	22.7%
Other Services & Charges	555,252	564,701	581,904	598,238	17,203	3.0%
Supplies	38,812	55,650	47,048	47,048	(8,602)	(15.5%)
Capital Outlay	426,000	126,346	593,952	519,903	467,606	370.1%
Total Appropriations	<u>1,473,611</u>	<u>1,228,368</u>	<u>1,814,143</u>	<u>1,779,342</u>	<u>585,775</u>	<u>47.7%</u>

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	65,464	63,446	63,446	63,446	-	-
Rentals	1,257,598	1,257,598	1,384,550	1,511,501	126,952	10.1%
Recovery of Expenses	173	-	-	-	-	-
Property Taxes	-	-	-	-	-	532.7%
Use of Fund Balance	150,376	(92,676)	366,147	204,395	458,823	(495.1%)
Total Financing	<u>1,473,611</u>	<u>1,228,368</u>	<u>1,814,143</u>	<u>1,779,342</u>	<u>585,775</u>	<u>47.7%</u>

**AUTHORIZED PERSONNEL:
(FTE)**

<u>5.00</u>	<u>5.00</u>	<u>6.00</u>	<u>6.00</u>	<u>1.00</u>
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Courthouse and City Hall Fund

Courthouse / City Hall Fund - This internal service fund is used to account for rents received from occupants of the Courthouse & City Hall Facility and to pay the expenses incurred in operating and maintaining the facility.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	1,327,343	1,562,211	1,351,615	1,397,499	(210,596)	(13.5%)
Other Services & Charges	1,687,348	1,887,664	1,811,990	1,865,594	(75,674)	(4.0%)
Supplies	59,791	63,660	55,895	55,895	(7,765)	(12.2%)
Capital Outlay	790,000	570,000	1,668,009	1,395,249	1,098,009	192.6%
Total Appropriations	3,864,482	4,083,535	4,887,509	4,714,237	803,974	19.7%

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	30	4,000	-	-	(4,000)	(100.0%)
Intergovernmental Revenue - State	4,146	4,654	4,146	4,146	(508)	(10.9%)
Rentals	3,058,410	3,062,915	3,181,195	3,379,202	118,280	3.9%
Recovery of Expenses	70,509	-	-	-	-	-
Property Taxes	-	-	-	-	-	58.5%
Use of Fund Balance	731,387	1,011,966	1,702,168	1,330,889	690,202	68.2%
Total Financing	3,864,482	4,083,535	4,887,509	4,714,237	803,974	19.7%

AUTHORIZED PERSONNEL:

(FTE)	19.00	19.00	18.00	18.00	(1.00)
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Ramsey County Buildings Fund

Ramsey County Buildings Fund -

This internal service fund is used to account for rents received from occupants and to pay the expenses incurred in operating and maintaining various County facilities. The following County buildings are included in this fund: RCGC East, Juvenile Family Justice Center, Law Enforcement Center, Suburban Courts, 90 West Plato, 911 Dispatch Center, Metro Square, 402 University Avenue East, 5 South Owasso Boulevard West, Correctional Facility, Medical Examiner Facility, and 555 Cedar.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	2,884,599	3,335,732	-	-	(3,335,732)	(100.0%)
Other Services & Charges	6,766,555	7,246,425	-	-	(7,246,425)	(100.0%)
Supplies	428,734	547,039	-	-	(547,039)	(100.0%)
Capital Outlay	4,471,994	2,444,500	-	-	(2,444,500)	(100.0%)
Total Appropriations	<u>14,551,882</u>	<u>13,573,696</u>	-	-	<u>(13,573,696)</u>	<u>(100.0%)</u>

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Charges for Services	57,080	51,100	-	-	(51,100)	(100.0%)
Intergovernmental Revenue - State	3,300	3,554	-	-	(3,554)	(100.0%)
Rentals	12,218,363	12,184,579	-	-	(12,184,579)	(100.0%)
Recovery of Expenses	30,519	-	-	-	-	-
Property Taxes	92,713	-	-	-	-	300.0%
Use of Fund Balance	2,149,907	1,334,463	-	-	(1,334,463)	(100.0%)
Total Financing	<u>14,551,882</u>	<u>13,573,696</u>	-	-	<u>(13,573,696)</u>	<u>(100.0%)</u>

AUTHORIZED PERSONNEL:

<u>(FTE)</u>	<u>38.00</u>	<u>38.00</u>	<u>38.00</u>	<u>38.00</u>	-
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Library Operations Fund

Library Fund - This fund provides for a public library system where governmental units do not maintain their own library. The tax levy is on suburban property only as the City of Saint Paul provides library services.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	7,061,166	7,350,863	7,613,478	7,955,792	262,615	3.6%
Other Services & Charges	2,178,607	2,175,678	2,425,702	2,623,009	250,024	11.5%
Supplies	120,251	130,000	133,000	133,000	3,000	2.3%
Capital Outlay	1,082,192	907,170	905,000	905,000	(2,170)	(0.2%)
Total Appropriations	10,442,216	10,563,711	11,077,180	11,616,801	513,469	4.9%

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Fines And Forfeitures	561,318	600,000	575,000	550,000	(25,000)	(4.2%)
Intergovernmental Revenue - Other	491,115	200,000	215,000	215,000	15,000	7.5%
Intergovernmental Revenue - State	21,686	21,652	21,652	21,652	-	-
County Program Aid	513,573	801,111	-	-	(801,111)	(100.0%)
Revenue From Sales	68,630	70,000	73,000	73,000	3,000	4.3%
Use of Money (Interest)	576	9,500	2,000	2,000	(7,500)	(78.9%)
Rentals	106,904	120,000	120,000	120,000	-	-
Recovery of Expenses	93,564	-	-	-	-	-
Other Taxes	71,420	-	-	-	-	-
Property Taxes	8,513,430	8,741,448	10,070,528	10,635,149	1,329,080	176.2%
Total Financing	10,442,216	10,563,711	11,077,180	11,616,801	513,469	4.9%

AUTHORIZED PERSONNEL:

<u>(FTE)</u>	100.32	100.32	100.32	102.52	-
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Library Facilities Fund

Library Facilities Fund - This internal service fund is used to account for rents received from occupants of the Ramsey County Public Library Facilities and to pay the expenses incurred in operating and maintaining the facilities.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Personnel Services	358,107	391,141	419,075	435,375	27,934	7.1%
Other Services & Charges	656,068	714,249	739,913	790,444	25,664	3.6%
Supplies	79,874	89,950	91,456	97,105	1,506	1.7%
Capital Outlay	79,000	169,000	278,618	381,237	109,618	64.9%
Total Appropriations	<u>1,173,049</u>	<u>1,364,340</u>	<u>1,529,062</u>	<u>1,704,161</u>	<u>164,722</u>	<u>12.1%</u>

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Rentals	1,192,620	1,192,620	1,301,829	1,482,368	109,209	9.2%
Recovery of Expenses	8,079	-	-	-	-	-
Property Taxes	-	-	-	-	-	(29.4%)
Use of Fund Balance	(27,650)	171,720	227,233	221,793	55,513	32.3%
Total Financing	<u>1,173,049</u>	<u>1,364,340</u>	<u>1,529,062</u>	<u>1,704,161</u>	<u>164,722</u>	<u>12.1%</u>

AUTHORIZED PERSONNEL:

<u>(FTE)</u>	<u>4.80</u>	<u>4.80</u>	<u>4.80</u>	<u>4.80</u>	<u>-</u>
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Library Debt Service Fund

Library Debt Service Fund - This fund is to account for payments of principal and interest on bonds issued for construction or renovation of Ramsey County Public Libraries. The payments are to be made from the collection of ad valorem taxes levied on suburban Ramsey County only.

APPROPRIATION SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Other Services & Charges	60,810	-	-	-	-	-
Bond Principal	7,240,000	1,580,000	2,150,000	2,195,000	570,000	36.1%
Bond Interest	962,103	980,094	1,255,782	1,190,290	275,688	28.1%
Total Appropriations	<u>8,262,913</u>	<u>2,560,094</u>	<u>3,405,782</u>	<u>3,385,290</u>	<u>845,688</u>	<u>33.0%</u>

FINANCING SUMMARY:

Title	2014 Actual	2015 Approved	2016 Approved	2017 Approved	2016	
					Inc/(Dec) Over 2015	Percent Change
Intergovernmental Revenue - Other	293	-	-	-	-	-
Intergovernmental Revenue - Federal	104,311	200,787	190,525	178,728	(10,262)	(5.1%)
Intergovernmental Revenue - State	7	-	-	-	-	-
County Program Aid	111,735	161,189	-	-	(161,189)	(100.0%)
Recovery of Expenses	6,228,954	-	380,262	380,262	380,262	-
Other Taxes	15,609	-	-	-	-	-
Property Taxes	1,629,270	2,058,811	2,778,602	2,783,602	719,791	197.7%
Operating Transfers In	53,253	-	-	-	-	-
Use of Fund Balance	119,481	139,307	56,393	42,698	(82,914)	(59.5%)
Total Financing	<u>8,262,913</u>	<u>2,560,094</u>	<u>3,405,782</u>	<u>3,385,290</u>	<u>845,688</u>	<u>33.0%</u>

AUTHORIZED PERSONNEL:

<u>(FTE)</u>	-	-	-	-	-	-
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**RAMSEY COUNTY, MINNESOTA
CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
LAST TEN FISCAL YEARS**

(modified accrual basis of accounting)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Revenues										
Property taxes	\$ 197,333,878	\$ 216,674,650	\$ 239,785,933	\$ 249,861,620	\$ 260,402,097	\$ 270,417,546	\$ 276,637,814	\$ 292,649,414	\$ 297,006,997	\$ 302,405,799
Licenses and permits	1,410,846	1,394,880	1,471,701	1,639,971	1,625,056	1,604,772	1,684,066	1,916,780	2,153,560	1,998,108
Intergovernmental	216,905,306	242,690,517	237,252,980	225,621,020	215,862,442	233,823,832	258,138,049	226,312,391	198,201,205	216,279,971
Private grants and donations	621,000	422,816	1,133,959	1,468,043	877,888	836,528	844,288	600,814	476,655	377,992
Charges for services	64,869,125	62,043,508	61,155,215	68,393,453	67,244,221	68,575,275	70,931,808	71,022,943	71,563,871	71,446,921
Fines and forfeitures	761,722	745,971	845,968	733,550	923,871	807,505	951,329	1,073,697	884,816	1,070,054
Sales	2,804,900	2,850,049	2,568,428	2,486,445	2,552,113	2,321,665	3,219,897	2,940,134	3,274,937	4,218,275
Rental income	1,387,051	1,658,210	1,500,716	1,559,640	1,590,902	1,653,421	2,255,610	1,353,884	1,684,955	2,613,375
Investment earnings	9,187,327	17,560,179	22,514,136	16,012,013	5,720,578	4,439,391	5,658,590	2,912,916	(322,081)	3,020,220
Program recoveries	3,948,060	3,790,928	4,021,196	3,919,001	5,921,413	5,133,919	3,266,715	4,615,256	4,649,593	3,234,327
Miscellaneous	7,104,859	5,529,616	8,816,301	8,813,756	7,257,163	7,394,250	8,172,571	8,468,698	8,470,337	11,456,683
Total revenues	506,334,074	555,361,324	581,066,533	580,508,512	569,977,745	597,008,104	631,760,737	613,866,927	588,044,845	618,122,175
Expenditures										
General government	88,857,578	87,579,800	136,147,236	99,922,521	88,827,004	98,837,741	101,887,173	93,682,790	97,216,767	110,964,540
Public safety	89,586,294	93,978,150	103,852,517	116,561,185	117,216,770	114,767,782	115,360,087	118,643,759	120,450,958	128,945,012
Transportation	14,321,647	14,898,949	15,308,044	15,352,544	34,207,811	53,379,274	106,867,710	19,948,611	46,168,113	52,116,088
Sanitation	17,852,048	17,027,293	20,578,256	21,216,560	20,234,092	17,853,654	20,232,552	18,620,998	19,574,566	20,790,288
Health	26,459,940	27,620,672	27,845,829	29,674,278	29,780,411	36,557,504	39,364,298	34,309,365	35,985,653	37,830,992
Human services	174,403,870	178,479,898	179,473,226	179,189,088	158,512,154	155,917,420	154,412,108	158,943,945	157,930,908	156,782,826
Culture and recreation	17,452,152	17,816,393	18,832,863	19,911,185	19,738,837	20,314,246	21,372,191	21,752,535	20,816,960	24,058,742
Conservation of natural resources	438,555	406,016	51,254	71,516	50,943	52,899	44,626	42,286	39,225	42,133
Economic development and assistance	22,734,910	22,915,902	23,650,189	26,146,647	32,645,070	32,245,092	26,774,013	25,001,606	25,256,316	23,051,049
Capital outlay	38,959,892	50,134,804	66,777,129	35,478,085	42,417,173	48,901,523	55,988,264	97,658,647	58,460,610	20,175,812
Debt service										
Bond issuance costs	134,111	70,093	86,872	66,371	171,873	296,715	390,268	390,598	352,841	298,047
Principal	11,913,241	11,835,252	16,298,102	24,429,453	28,525,650	14,699,286	15,330,998	25,710,000	35,035,000	31,576,666
Payment to refunded bond escrow agent										
Interest	9,660,213	9,373,553	9,651,318	9,166,915	8,379,746	8,793,587	8,909,317	8,724,816	8,475,272	9,166,373
Total expenditures	512,774,451	532,136,775	618,552,835	577,186,348	580,707,534	602,616,728	666,933,605	665,509,956	625,763,189	615,798,568
Excess of revenues over (under) expenditures	(6,440,377)	23,224,549	(37,486,302)	3,322,164	(10,729,789)	(5,608,624)	(35,172,868)	(51,643,029)	(37,718,344)	2,323,607
Other Financing Sources (Uses):										
Contract for Deed	-	-	45,278,408	-	-	-	-	-	-	-
Xcel Energy Loan Proceeds	-	76,940	-	-	-	-	-	-	-	-
Bonds issued	17,575,000	6,750,000	18,610,000	6,100,000	22,050,000	16,500,000	18,500,000	18,500,000	34,700,000	12,800,000
Loans Issued	-	-	-	-	-	-	-	20,000,000	-	-
Discount/premium on bonds	1,057,776	31,046	690,659	122,772	66,911	508,367	7,408,586	5,065,614	2,718,398	1,236,900
Sale of capital assets	756,306	6,000,000	3,300,000	3,531,806	-	-	497,594	-	-	-
Refunding Bonds Issued	(10,505,000)	-	(8,510,000)	(7,355,000)	-	(7,390,000)	-	16,340,000	-	12,550,000
Redemption of refunded bonds	226,989	2,331,539	5,894,151	8,875,286	13,776,186	5,438,950	27,317,878	11,038,983	14,625,426	23,011,728
Transfers in	(805,676)	(2,950,973)	(29,567,348)	(13,681,743)	(15,927,674)	(8,082,975)	(31,214,839)	(19,319,325)	(23,412,538)	(27,895,119)
Transfers out	8,305,395	12,238,552	35,695,870	(2,406,879)	19,965,423	13,924,342	58,484,219	51,625,272	28,631,286	21,703,509
Total other financing sources (uses)	-	-	-	-	-	-	-	-	-	-
Special Item:										
Capital Lease Forgiveness	-	-	-	-	-	-	2,279,995	-	-	-
Net change in fund balances	\$ 1,865,018	\$ 35,463,101	\$ (1,790,432)	\$ 915,285	\$ 9,235,634	\$ 8,315,718	\$ 25,591,346	\$ (17,757)	\$ (9,087,058)	\$ 24,027,116
Debt service as a percentage of noncapital expenditures	4.61%	4.40%	4.61%	6.25%	6.97%	4.17%	4.47%	5.76%	7.61%	7.61%

Unaudited

**RAMSEY COUNTY, MINNESOTA
NET TAX CAPACITY AND MARKET VALUE OF PROPERTY
LAST TEN FISCAL YEARS**

PAYABLE FISCAL PERIOD	REAL ESTATE				PERSONAL PROPERTY			NET FISCAL DISPARITY (1)	LESS		TOTAL		PERCENT OF TAXABLE MARKET VALUE
	RESIDENTIAL	COMMERCIAL	INDUSTRIAL	NET TAX CAPACITY	TAXABLE MARKET VALUE	NET TAX CAPACITY	TAXABLE MARKET VALUE		TAX CAPTURED CAPACITY (2)	NET TAX	DIRECT TAX RATE	TAXABLE MARKET VALUE	
2006	\$ 343,211,827	\$ 146,572,708	\$ 489,784,535	\$ 489,784,535	\$ 40,782,233,700	\$ 9,166,212	\$ 462,162,600	\$ 12,982,394	\$ 33,549,332	\$ 478,383,799	46.623	\$ 41,244,396,300	1.16%
2007	382,683,298	164,138,472	546,821,770	546,821,770	45,462,936,100	9,300,648	468,551,900	12,882,615	40,581,499	528,423,534	44.943	45,931,488,000	1.15%
2008	404,185,641	184,897,196	589,082,837	589,082,837	48,590,277,100	10,017,460	505,113,100	15,266,511	47,852,805	566,514,003	44.023	49,095,390,200	1.15%
2009	392,447,216	194,114,329	586,561,545	586,561,545	47,879,498,400	9,871,164	498,208,500	18,713,524	47,183,423	596,432,709	46.546	48,377,706,900	1.23%
2010	368,364,207	190,868,511	559,232,718	559,232,718	45,426,036,700	9,797,013	495,033,100	19,029,175	44,851,268	543,207,638	50.248	45,921,069,800	1.18%
2011	347,641,653	176,530,778	524,172,431	524,172,431	42,921,549,600	10,566,921	534,322,500	20,063,169	41,314,153	513,488,368	54.678	43,219,897,400	1.19%
2012	311,038,207	169,547,611	480,585,818	480,585,818	38,746,044,100	9,821,259	498,346,000	17,187,329	39,567,567	468,026,839	61.317	39,244,390,100	1.19%
2013	288,413,459	163,778,574	452,192,033	452,192,033	36,230,777,100	10,342,110	524,899,200	17,227,066	36,112,751	443,648,468	65.240	36,755,676,300	1.21%
2014	290,467,832	164,323,739	454,791,571	454,791,571	36,478,781,600	10,383,426	528,025,300	17,915,338	34,987,307	448,103,028	63.735	37,006,806,900	1.21%
2015	314,379,211	169,713,969	484,093,180	484,093,180	39,369,536,700	10,791,542	548,879,800	19,567,837	33,529,754	480,922,805	58.922	39,918,416,500	1.20%

(1) Fiscal Disparity Net Tax Capacity is the increase in the tax base distributed to Ramsey County by the Other metropolitan counties pursuant to M.S. Chapter

473.F - Metropolitan Revenue distribution. There are no provisions in the law for calculating a market value for the Fiscal Disparity Net Tax Capacity.

(2) All taxable property in Minnesota is listed annually and reappraised at least once every four years with reference to its value on January 2 of that year. Property is currently appraised at "Market Value," defined as the usual selling price of the property which would be obtained at private sale and not at a forced or auction sale. Statutory percentages are then applied to this value to determine a property's "Taxable Net Tax Capacity," upon which taxes are levied, extended, and collected. The total net tax capacity is reduced by the amount of the tax increment financing captured net tax capacity.

Unaudited

**RAMSEY COUNTY, MINNESOTA
PROPERTY TAX RATES AND TAX LEVIES
LAST TEN FISCAL YEARS**

LEVY YEAR	PAYABLE YEAR	GENERAL FUND		GENERAL DEBT SERVICE	TOTAL GENERAL COUNTY	COUNTY LIBRARY REVENUE (1)	COUNTY LIBRARY DEBT (1)	TOTAL
		GENERAL SERVICES	HUMAN SERVICES					
<u>TAX RATE AS A PERCENTAGE OF NET TAX CAPACITY (2)</u>								
2005	2006	25.541	14.465	3.548	43.554	2.819	0.250	46.623
2006	2007	24.454	14.294	3.219	41.967	2.746	0.230	44.943
2007	2008	24.808	13.339	3.011	41.158	2.577	0.288	44.023
2008	2009	26.450	13.623	3.098	43.171	2.768	0.607	46.546
2009	2010	28.075	15.198	3.325	46.598	3.051	0.599	50.248
2010	2011	31.119	15.968	3.714	50.801	3.255	0.622	54.678
2011	2012	35.119	17.319	4.507	56.945	3.675	0.697	61.317
2012	2013	37.652	18.265	4.721	60.638	3.875	0.727	65.240
2013	2014	35.999	18.275	4.831	59.105	3.828	0.802	63.735
2014	2015	33.190	16.813	4.459	54.462	3.593	0.867	58.922
<u>TAX LEVIES</u>								
2005	2006	\$ 122,936,213	\$ 69,623,923	\$ 17,077,462	\$ 209,637,598	\$ 7,184,837	\$ 637,049	\$ 217,459,485
2006	2007	129,778,535	75,859,525	17,080,720	222,718,780	7,569,452	633,671	230,921,903
2007	2008	140,864,381	75,739,837	17,093,059	233,697,277	7,526,427	839,346	242,063,050
2008	2009	149,151,376	76,820,820	17,466,895	243,439,091	7,853,393	1,720,703	253,013,187
2009	2010	150,599,548	81,523,673	17,835,097	249,958,318	8,368,534	1,644,197	259,971,049
2010	2011	157,450,244	80,792,540	18,791,880	257,034,664	8,467,470	1,618,118	267,120,252
2011	2012	161,283,136	79,536,358	20,699,607	261,519,101	8,637,079	1,638,676	271,794,856
2012	2013	165,256,698	80,169,289	20,721,123	266,147,110	8,750,861	1,640,380	276,538,351
2013	2014	161,969,193	82,223,771	21,735,000	265,927,964	8,771,373	1,839,014	276,538,351
2014	2015	161,798,020	81,960,308	21,735,000	265,493,328	8,897,462	2,147,561	276,538,351

- (1) Tax Levy on suburban property only.
- (2) Tax rates may be lower in certain tax areas due to Disparity Reduction Aid paid by the state to governmental units in certain state determined tax areas.
- (3) To make comparable to prior year levies, amount for HIACA aid has been added to County's certified levy.

Unaudited

**RAMSEY COUNTY, MINNESOTA
PROPERTY TAX LEVIES AND COLLECTIONS
LAST TEN FISCAL YEARS**

Payable Fiscal Year	Taxes Levied for the Fiscal Year (Original Levy)	Property Tax Credits (1)	Taxes Levied on Taxpayer	Adjustments	Total Adjusted Levy	Collected within the Fiscal Year of the Levy		Collections in Subsequent Years	Total Collections to Date	
						Amount	Percentage of Original Levy on Taxpayer		Amount	Percentage of Adjusted Levy
2005	206,554,660	11,636,585	194,918,075	1,128,554	193,789,521	191,406,457	98.20%	2,362,186	193,768,643	99.99%
2006	217,459,484	10,143,743	207,315,741	797,442	206,518,299	203,455,200	98.14%	3,023,710	206,478,910	99.98%
2007	230,929,535	9,162,260	221,767,275	842,256	220,925,019	217,124,442	97.91%	3,733,260	220,857,702	99.97%
2008	242,075,699	8,758,281	233,317,418	984,308	232,333,110	227,391,319	97.46%	4,816,122	232,207,441	99.95%
2009	252,760,267	8,855,957	243,904,310	638,535	243,265,775	238,336,998	97.72%	4,652,655	242,989,653	99.89%
2010	259,971,049	9,196,053	250,774,996	684,747	250,090,249	244,384,790	97.45%	5,382,185	249,766,975	99.87%
2011	267,120,252	9,736,705	257,383,547	1,311,894	256,071,653	252,154,167	97.97%	3,534,965	255,689,132	99.85%
2012	271,794,856	281,830	271,513,026	1,069,739	270,443,287	266,990,571	98.33%	2,846,266	269,836,837	99.78%
2013	276,538,351	262,647	276,275,704	1,022,703	275,253,001	272,492,451	98.63%	2,045,844	274,538,295	99.74%
2014	276,538,351	262,056	276,276,295	1,244,889	275,031,406	272,522,340	98.64%	-	272,522,340	99.09%

Source: County Department of Records and Revenue
1) Payments made by the State for Property Tax relief.

Unaudited

RAMSEY COUNTY, MINNESOTA
RATIO OF GENERAL OUTSTANDING DEBT BY TYPE
TO ASSESSED VALUE, DEBT PER CAPITA AND PERSONAL INCOME
LAST TEN FISCAL YEARS

YEAR	GOVERNMENTAL ACTIVITIES					BUSINESS-TYPE ACTIVITIES					NET TAX CAPACITY	PERCENT OF DEBT TO TAXABLE VALUE	DEBT PER CAPITA	PERCENTAGE OF PERSONAL INCOME
	GENERAL OBLIGATION BONDS	PUBLIC FACILITY LEASE REV. BONDS	CAPITAL LEASES	NOTES PAYABLE	LOANS PAYABLE	GENERAL OBLIGATION BONDS	TOTAL PRIMARY GOVERNMENT	NET TAX CAPACITY	PERCENT OF DEBT TO TAXABLE VALUE	DEBT PER CAPITA				
2005	195,507,000	13,375,000	156,111	6,407,000	10,694	9,725,000	225,180,805	429,416,560	52.44%	424.57	1.08%			
2006	190,962,000	12,895,000	107,512	6,242,000	70,895	9,430,000	219,707,407	478,383,799	45.93%	432.66	1.00%			
2007	189,327,000	12,400,000	55,551	6,072,000	52,420	11,370,000	219,276,971	528,423,534	41.50%	426.40	0.94%			
2008	176,187,000	11,890,000	-	5,897,000	35,935	7,840,000	201,849,935	566,514,003	35.63%	390.72	0.85%			
2009	185,882,000	11,360,000	-	5,712,000	20,284	7,420,000	210,394,284	567,962,810	37.04%	404.25	0.91%			
2010	186,548,781	10,810,000	-	5,522,000	5,998	7,240,897	210,127,676	544,866,274	38.56%	413.12	0.92%			
2011	233,404,604	10,235,000	-	5,327,000	-	8,909,134	257,875,738	513,488,368	50.22%	501.03	1.10%			
2012	213,939,833	-	-	5,122,000	20,000,000	6,254,875	245,316,708	468,026,839	52.42%	471.63	1.02%			
2013	204,482,000	-	-	4,912,000	20,000,000	5,750,382	235,144,382	444,175,623	52.94%	446.44	0.96%			
2014	201,655,000	-	-	4,697,000	16,740,000	5,210,889	228,302,889	448,103,028	50.95%	428.61	0.91%			

Unaudited

**RAMSEY COUNTY, MINNESOTA
DIRECT AND OVERLAPPING GOVERNMENTAL ACTIVITIES DEBT
AS OF DECEMBER 31, 2014**

<u>Government Unit</u>	<u>Debt Outstanding*</u>	<u>Estimated Percentage Application **</u>	<u>Estimated Share of Direct and Overlapping Debt</u>
Debt repaid with property taxes			
City of Spring Lake Park	\$ 1,126,000	2.5%	\$ 28,150
City of St. Anthony	11,545,000	29.6%	3,417,320
City of Blaine	26,060,000	1.0%	260,600
School District #624	90,960,000	78.4%	71,312,641
School District #622	132,230,000	53.1%	70,214,130
School District #282	21,160,000	39.3%	8,315,880
Metro Council	196,680,000	15.0%	29,502,000
Ramsey-Washington Metro Watershed District	1,394,386	100.0%	1,394,386
Capital Region Watershed	4,150,000	100.0%	4,150,000
City of Falcon Heights	750,000	100.0%	750,000
City of Gem Lake	760,000	100.0%	760,000
City of Little Canada	3,400,000	100.0%	3,400,000
City of St. Paul	135,226,932	100.0%	135,226,932
City of Maplewood	9,050,000	100.0%	9,050,000
City of Mounds View	848,928	100.0%	848,928
City of New Brighton	1,610,000	100.0%	1,610,000
City of North St. Paul	7,375,000	100.0%	7,375,000
City of Roseville	30,780,000	100.0%	30,780,000
City of Shoreview	19,370,000	100.0%	19,370,000
City of Vadnais Heights	6,810,000	100.0%	6,810,000
Town of White Bear	1,160,000	100.0%	1,160,000
School District #621	109,550,000	100.0%	109,550,000
School District #623	41,585,000	100.0%	41,585,000
School District #625	362,056,172	100.0%	362,056,172
Port Authority	30,100,000	100.0%	30,100,000
Ramsey County Regional Rail Authority	16,703,334	100.0%	16,703,334
Subtotal, overlapping debt			965,730,473
Ramsey County Direct Debt	206,362,000	100.0%	206,362,000
Total direct and overlapping debt	<u>\$ 1,468,802,752</u>		<u>\$1,172,092,473</u>

* Debt Outstanding - That portion of the debt which is financed by tax levies.

** Determined by ratio of net tax capacity of property subject to taxation in overlapping unit to net tax capacity of property subject to taxation in reporting unit.

Unaudited

**RAMSEY COUNTY, MINNESOTA
LEGAL DEBT MARGIN INFORMATION
LAST TEN FISCAL YEARS**

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Debt limit	\$ 734,902,804	\$ 824,887,926	\$ 918,629,760	\$ 1,472,861,706	\$ 1,451,331,207	\$ 1,380,674,082	\$ 1,296,596,922	\$ 1,177,331,703	\$ 1,103,751,567	\$ 1,110,204,207
Total net debt applicable to limit	169,487,622	163,878,123	172,812,304	163,445,374	171,896,695	174,350,538	159,522,467	166,444,305	185,142,847	181,362,000
Legal debt margin	\$ 565,415,182	\$ 661,009,803	\$ 745,817,456	\$ 1,309,416,332	\$ 1,279,434,512	\$ 1,206,323,544	\$ 1,137,074,455	\$ 1,010,887,398	\$ 918,608,720	\$ 928,842,207

Legal Debt Margin Calculation for Fiscal Year 2014

Assessed value	\$ 37,006,806,900
Debt Limit (3% of assessed value)	1,110,204,207
Debt applicable to limit:	
General obligation bonds	206,362,000
Less: Amount set aside for repayment of general obligation bonds	(25,000,000)
Total net debt applicable to limit	181,362,000
Legal debt margin	\$ 928,842,207

Note: Limit on debt - Minnesota Statutes, Section 475.53, Subdivision 1 - "Except as otherwise provided -- no municipality, --, shall incur or be subject to a net debt in excess of 3 percent of the market value of taxable property in the municipality."

Unaudited

**RAMSEY COUNTY, MINNESOTA
PRINCIPAL PROPERTY TAXPAYERS
CURRENT YEAR AND NINE YEARS AGO**

Taxpayer	Type of Business	Payable 2014		Payable 2005			
		Taxable Net Tax Capacity	Rank	Percentage of Total Taxable Net Tax Capacity	Taxable Net Tax Capacity	Rank	Percentage of Total Taxable Net Tax Capacity
NorthernStates Power (Xcel Energy)	Utility	\$ 10,219,441	1	2.20%	\$ 7,116,500	1	1.59%
3M	Industrial and Commercial Products	4,425,458	2	0.95%	5,360,598	2	1.20%
Compass Retail, Inc	Rosedale Center	3,308,742	3	0.71%	2,119,250	3	0.47%
St Paul Fire and Marine Ins Co (St Paul Travelers)	Insurance	2,603,554	4	0.56%			0.00%
CSM Corporation & Investors	Property Management/ Real Estate Investing (Commercial/ Office/ Hotel/ Townhome)	2,451,838	5	0.53%	1,708,284	4	0.38%
Medtronic	Surgical & Medical Instrument Manufacturing	2,294,058	6	0.49%			0.00%
Minnesota Mutual life Ins Co.	Insurance	2,103,226	7	0.45%	1,679,904	5	0.37%
Maplewood Mall	Real Estate	1,654,274	8	0.36%	1,479,250	7	0.33%
Target Corporation	Retail	1,666,322	9	0.36%	1,189,684	9	0.27%
Unilev Management Corporation	Property Management	1,545,500	10	0.33%			0.00%
Guidant (Cardiac Pacemakers, Inc.)	Medical Manufacturing				1,569,250	6	0.35%
US Bank Corp	Corp Office Bldg and Banking				1,476,943	8	0.33%
Heritage Property investment Trust Inc. (Bradley Operating LP)	Real estate investing				1,136,340	10	0.25%
	Total	32,272,413		6.94%	24,836,003		5.54%

Source: Ramsey County Department of Property Records and Revenue

Unaudited

**RAMSEY COUNTY, MINNESOTA
DEMOGRAPHIC AND ECONOMIC STATISTICS
LAST TEN FISCAL YEARS**

Year	Population^a	Personal Income (millions of dollars)^b	Per Capita Personal Income^b	Public School Enrollment (K-12)^c	Annual Average Unemployment Rate^d
2005	515,258	\$ 20,232	\$ 40,883	82,843	4.0%
2006	493,215	21,306	42,798	84,039	3.8%
2007	499,891	22,528	45,180	82,658	4.4%
2008	501,428	22,960	45,790	82,466	5.3%
2009	506,278	22,469	44,381	84,542	7.8%
2010	508,640	22,897	44,962	84,403	7.0%
2011	514,696	23,349	45,365	82,953	6.6%
2012	520,152	23,991	46,124	85,234	5.8%
2013	526,714	24,507	46,529	86,903	5.0%
2014	532,655	*	*	87,405	4.2%

* - Figure for this period is not yet available.

^a Source for 2010 is U.S. Census Bureau; all other years are estimates from the Metropolitan Council or U.S. Census Bureau.

^b U.S. Department of Commerce, Bureau of Economic Analysis.

^c State Department of Education.

^d Minnesota Department of Economic Security, Research and Planning.

Unaudited

**RAMSEY COUNTY, MINNESOTA
PRINCIPAL EMPLOYERS
CURRENT YEAR AND NINE YEARS AGO**

<u>Taxpayer</u>	<u>Fiscal Year 2014</u>			<u>2005</u>				
	<u>Approximate Number of Employees</u>	<u>Rank</u>	<u>Percentage of Total County Employment</u>	<u>Approximate Number of Employees</u>	<u>Rank</u>	<u>Percentage of Total County Employment</u>		
Medtronic	45,000	a,c	1	16.93%	-	-	0.00%	
University of Minnesota	22,929	b	2	8.63%	-	-	0.00%	
State of Minnesota	15,427	b	3	5.81%	18,171	1	6.88%	
3M Company	11,000		4	4.14%	14,960	e	2	5.67%
Land O' Lakes	10,000		5	3.76%	-	-	0.00%	
HealthEast/St. John's Hospital	7,200	c,d	6	2.71%	5,080	4	1.92%	
Indep. School District #625	6,255	b	7	2.35%	6,567	3	2.49%	
Regions Hospital	4,442		8	1.67%	4,000	t-7	1.52%	
Ramsey County	4,433	b	9	1.67%	4,297	6	1.63%	
United Hospital (Saint Paul)	3,400		10	1.28%	3,300	10	1.25%	
Marsden	-	-	-	-	4,000	t-7	1.52%	
US Bancorp	-	-	-	-	4,700	5	1.78%	
City of Saint Paul	-	-	-	-	3,400	9	1.29%	
	<u>130,086</u>			<u>48.96%</u>	<u>68,475</u>		<u>25.94%</u>	

a: Worldwide employment.

b: Includes full- and part-time employees.

c: As of November 2012; most recent information available

d: Reflects total number of employees in HealthEast network.

e: Includes employees in Saint Paul and Maplewood, excludes employees in Cottage Grove and Eagan.

Source: Minnesota Department of Employment and Economic Security,
County's Official Statement

Unaudited

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BUDGET PROCESS

DESCRIPTION OF THE 2016 - 2017 BUDGETING PROCESS RAMSEY COUNTY, MINNESOTA

Ramsey County's budget is prepared biennially. Following is a description of the budgeting process:

Preparation - In January and February, the County Manager met with budget staff to discuss preparations for next year's budget. The County Board held a 2016 – 2017 Budget Workshop on January 27 to provide strategic direction. A basic budget strategy is developed at this time. Also, if new types of information are requested by the County Board or the County Manager, plans are made as to how this should be obtained from departments. All target budget materials are reviewed and any changes or additions are decided upon.

Distribution of Budget Information to Departments - In February, target budget materials were sent out to departments. Included is a letter of instruction from the County Manager giving specific details on preparation of each type of budget form. Each department is provided with a four-year history of all appropriations and revenues for the department. Actual figures are given for three previous years, along with budgeted figures for the current year. A salary projection report is provided to assist departments in estimating salary budgets.

Target Budget Deadline - Departments are required to submit their target budgets April 10 through May 4.

Department Budget Meetings - Each department presents their budget to the County Manager, the Finance Director, and appropriate budget staff. Department operations may also be discussed at this meeting especially as they relate to the budget. The budget meetings are scheduled for April 15 through May 7.

Budget Deliberations - After all departments have presented their 2016 - 2017 budgets, the requests for appropriations and operating revenues will be reviewed and finalized on a County-wide basis by the County Manager, the Finance Director, and appropriate budget staff. Departments will then be contacted on the proposed amounts for their department.

County Manager's Proposed Budget - The proposed budget is presented to the County Board in August. All budget recommendations, resulting from the department budget meetings and deliberations, are compiled in detail and distributed to the County Board.

County Board Budget Hearings - The County Board holds formal hearings on the budget proposal. These occur in August and September. The public, department heads, department staff, the County Manager, the Finance Director, and appropriate budget staff attend the hearings. Public testimony will be taken on the County budget on September 15, 2015, and on November 30, 2015. By state law, the County Board must adopt the 2016 final budget and property tax levy for the coming year on or before five business days of December 20, 2015.

**DESCRIPTION OF THE 2016 - 2017 BUDGETING PROCESS
RAMSEY COUNTY, MINNESOTA**

<u>DATE</u>	<u>2016 - 2017 BUDGET CALENDAR</u>
January & February	County Manager formulates budget strategy.
February 23	Distribution of budget information to Departments.
April 10 – May 4	Department target budgets due.
April 15 – May 7	Department Budget Meetings - Department Heads present their budgets to the County Manager, the Finance Director, and appropriate budget staff.
May 5 – June 5	Budget Deliberations – The 2016 - 2017 budget will be finalized on a county-wide basis.
August 4	County Manager presents proposed budget to the County Board.
August 11 – Sept. 15	County Board holds formal budget hearings on proposed Department budgets. Public testimony will be taken at the budget hearing on September 15.
September 22	County Board certifies the 2016 maximum property tax levy to the Department of Property Records & Revenue (County Auditor). The amount certified will be used in the Truth-in-Taxation Notice.
September 28	Joint Property Tax Advisory Committee, comprised of Ramsey County, the City of St. Paul, and St. Paul School District #625, agree on an appropriate level of overall property tax levy for the three jurisdictions and publicly report such to the governing bodies of each jurisdiction for ratification or modification by resolution.
Between November 10 & November 24	Parcel Specific Notice of estimated taxes is mailed to each property owner within the County.
November 30	Public Hearing
December 15	County Board adopts its 2016 - 2017 budget and property tax levy for 2016 and certifies these amounts to the Department of Property Records & Revenue (County Auditor).
January 1	Implementation of adopted budget.

2016 - 2017 BUDGET SCHEDULE

- 1/27/15 County Board 2016-2017 Budget Workshop for Strategic Direction
- 2/23/15 2016 - 2017 Budget Kick-off Meeting & budget materials distributed
- 2/26/15 Aligning Department Strategies with County Vision, Mission and Goals for the 2016-2017 Budget Cycle
- 4/10/15 - Target budgets due to Finance Department
5/4/15
- 4/15/15 - Department budget meetings with County Manager and
5/7/15 Finance Director
- 6/5/15 Preliminary proposed budget set by County Manager
- 6/22/15 - Proposed budget forms due to Finance Department
6/29/15
- 8/4/15 County Manager presents proposed budget to County Board
- 8/4/15 2016 - 2017 County Board Budget Workshop & budget books distributed
- 8/11/15 - County Board formal budget hearings on proposed
9/15/15 departmental budgets
- 9/22/15 County Board certifies 2016 maximum property tax levy
- 9/28/15 Joint Property Tax Advisory Committee (Ramsey County, City of St. Paul, and St. Paul School District #625) set overall property tax levy
- 11/10/15 - Proposed Tax Notices of estimated taxes mailed
11/24/15
- 11/30/15 Public Hearing
- 12/1/15 Budget Addenda
- 12/15/15 County Board adoption of 2016 & 2017 budgets and 2016 property tax levy
- 12/23/15 Approved budget forms due to Finance Department

Feb. 2015

MEMORANDUM

DATE: February 23, 2015
TO: Department Directors
FROM: Julie Kleinschmidt, County Manager
SUBJECT: 2016-2017 Budget Instructions

The 2016-2017 Budget Instructions have been prepared to provide guidance to departments for our upcoming budget cycle. As in past years, we will experience both opportunities and challenges as we attempt to fund service needs within available revenues and the community's ability to pay through program fees and the property tax levy. Prioritization is at the heart of the budget process, so we must choose our budget priorities wisely to optimize programs and services that contribute to a vibrant community where all are valued and thrive. We are also entering a unique time in which Ramsey County is undergoing evolutions to its organizational structure and strategic foundation that will provide new opportunities to better serve Ramsey County's residents and businesses. Department leadership will be vital to our organization's future success, and I therefore ask that you engage in and think about these significant developments and their relationship to your department's budget and work.

County Board Resolution 2015-055 includes the County Board's recently approved vision, mission, and goals. This is the first time the County has had a vision statement, and its mission statement was slightly revised to highlight the important efforts we continually put forth to ensure that this is an organization of excellence in every way possible. The County Board also chose to reduce the number of goals from seven to four while also broadening the applicability of the remaining four goals so that all departments can find relevance in each of the goals. All departments will be expected to identify specific strategies that they will employ to make progress on each of the goals, and there will be opportunities during the budget development process for departments to participate in training workshops around the new goals and expectations to ensure that all can successfully showcase their work in the budget documents.

Ramsey County's Vision

A vibrant community where all are valued and thrive

Ramsey County's Mission

A county of excellence working with you to enhance our quality of life

Ramsey County's Goals

1. Strengthen individual, family and community health, safety and well-being through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.

2. Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty

through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

3. Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

4. Model forward-thinking investment, fiscal accountability and transparency

through professional operational and financial management.

My priorities for this budget cycle are firmly embedded in the County's updated vision, mission and goals. The work around Ramsey County's organizational realignment into service teams reflects my belief that further improving service to our community and making progress toward our vision will require new relationships and partnerships. Structural changes in how we interact across departments and lines of business is an important part of that evolution. I therefore am particularly interested in service delivery, programming and operational proposals within this budget cycle that seek to leverage the new service team structure in order to make significant progress, especially as it relates to achieving outcomes that are strongly tied to the organization's goals.

For the 2016-2017 budget, departments are again requested to submit a Target Budget with Programs/Services Not Funded forms. **Departments should submit target budgets equal to or less than department total estimated revenue plus the department levy target amount.** The levy target amounts are based on a 1% increase for 2016 with an additional 1% increase for 2017, for a total increase of 2% by the end of the biennium. Any reductions in State categorical aids or Federal funds will need to be absorbed in department budgets along with inflationary costs and the 2016 and 2017 salary adjustments. The 2016-2017 Schedule of Levy Targets lists amounts by department, within major functional area, and is available on RamseyNet.

Please submit your 2016-2017 Target Budget to the Finance Department no later than three days prior to your department's budget meeting with the County Manager. The County Manager, Finance Director, and Finance Department staff will meet with departments

to review the Target Budgets in April and May 2015. A schedule of County Manager/Department Meetings for the 2016-2017 Budget is available on RamseyNet.

Please contact your Budget Analyst if you have questions.

The following schedules, instructions, and forms are on RamseyNet. Go to the Finance Department page and follow the Budget Forms link, or click on this link. Budget Forms

- 2016-2017 Budget Schedule
- 2016-2017 Budget Meetings Schedule
- 2016-2017 Budget Hearing Schedule
- 2016-2017 Budget Instructions
- 2016-2017 Budget Forms Checklist
- 2016-2017 Schedule of Levy Targets
- 2016-2017 Budget – Expense Guidelines
- 2016-2017 Budget Forms

cc: Department Budget Liaisons
Budget Analysts

RAMSEY COUNTY
2016 – 2017
BUDGET INSTRUCTIONS

COUNTY MANAGER AND
FINANCE DEPARTMENT
FEBRUARY, 2015

This handout includes the instructions for the preparation of the 2016 - 2017 operating budget forms.

IMPORTANT BUDGET DUE DATES

2016 - 2017 budget forms are due to the Finance Department on the following dates:

Target Budget – 3 days prior to County Manager / Department Budget Meeting

Budget Meeting Packet – 4 paper copies due 3 days prior to County Manager / Department Budget Meeting

Proposed Budget – summary forms by **June 22** and narrative forms by **June 29**

(The County Manager will present the Proposed Budget to the County Board on August 4 and Workbooks will be distributed.)

Approved Budget - **December 23**

2016 - 2017 BUDGET FORMS CHECKLIST

A checklist of the various budget forms is available at the RamseyNet, Departments and Divisions, Finance, Intranet site. This checklist lists the budget forms and spreadsheets that are due throughout the 2016 - 2017 budget process.

ASSISTANCE IN PREPARING THE BUDGET

The Excel and Word sample budget forms can be found at the RamseyNet, Departments and Divisions, Finance, Intranet site. For any questions on the 2016 - 2016 budget forms, please contact your Budget Analyst. Please follow the guidelines below for all budget forms:

- Standard font is Arial; font size 10
- For all 0 amounts, use a dash “-“
- For all decreased amounts, use parenthesis around the amount “()”
- For all decreased percentages, use parenthesis around the percentage number “(%)”

Since the timeframe for Budget Analysts to analyze each department’s budget is very short, please consult with and inform your Budget Analyst as much as possible in the

coming months as you form your budget. This facilitates the Finance Department's understanding and review.

Suggestions as to how to improve the budget process are encouraged in order to make budget preparation easier. Please submit these suggestions along with the 2016 - 2017 budget.

COMMUNICATION BETWEEN DEPARTMENTS

Departments should work together to ensure interdepartmental charges and service assumptions are clear and consistent between departments. Your Budget Analyst can assist with communication; please keep them informed. Some examples of services provided by other departments are Information Services, County Attorney's services, security services, and nursing services. Copies of any communications on interdepartmental charges should also be sent to the Finance Department.

2016 - 2017 TARGET BUDGET

TARGET BUDGET FORMS THAT ARE NOT IN HYPERION NEED TO BE SENT ELECTRONICALLY TO THE BUDGET ANALYST

DEPARTMENT DIRECTOR TRANSMITTAL LETTER

Department Directors should provide a transmittal letter that highlights the important aspects of the Department's 2016 - 2017 budget. The purpose of this letter is to provide an executive overview of the significant issues in the department budget. This information will be used as a reference for department budget meetings, for the County Manager's proposed budget message, in the budget book introduction, and in the development of significant issues. The transmittal letter should address:

- how the 2016 - 2017 budget achieves the County's Vision, Mission, and Goals. (To set the strategic direction for the 2016 - 2017 budget, the County Board reviewed and approved their Vision, Mission, and Goals. The resolution will be filed at the RamseyNet, Departments and Divisions, Finance, Intranet site.);
- how performance measures were considered in the allocation of resources within their department's budget;
- how programs and services were prioritized (i.e. the process, principles, research, etc. used); and
- what the significant budget changes are in dollars and positions.

BUDGET SUMMARY (Hyperion)

Levy targets have been determined for each department, office or agency. See the Schedule of 2016 - 2017 Levy Target Amounts. **Departments should submit a target budget equal to or less than the department levy target amounts for 2016 and 2017.**

EXPENDITURE / APPROPRIATION SUMMARY (Hyperion)

On March 2, 2015, the amounts for the “2012, 2013 and 2014 Actual” columns and the “2015 Budget” column will be updated in Hyperion from Aspen for the Expenditure / Appropriation Summary. The Actual columns will include amounts expended and encumbered prior to March 2nd. The “2015 Budget” column will include any revisions made prior to March 2nd.

The requested amounts for each appropriation account should be included under the “Budget 2016 Baseline Requested” and “Budget 2017 Baseline Requested” columns. The 2016 and 2017 Budget – Expense Guidelines lists the rate increases and procedures to follow for Personnel Related Costs and Other Operating Costs.

REVENUE / ESTIMATED REVENUE SUMMARY (Hyperion)

On March 2, 2015, the amounts for the “2012, 2013 and 2014 Actual” columns and the “2015 Budget” column will be updated in Hyperion from Aspen for the Revenue / Estimated Revenue Summary. The Actual columns and “2015 Budget” column will include any revenues received and revisions made to Estimated Revenue prior to March 2nd.

The estimated amounts for each revenue account should be included under the “Budget 2016 Baseline Requested” and “Budget 2017 Baseline Requested” columns. Use the best estimate known at the time the budget is prepared. Please thoroughly document the basis for the revenue estimates.

A public hearing will be held during the 2016 - 2017 County Board’s budget hearings to consider establishing or changing fees charged for services. Proposed fee increases should be discussed with the County Manager and the Finance Director at the department budget meetings. Any proposed fee changes must be identified by departments at budget submission, along with the rationale for the change. Proposed fee changes, if approved, will be incorporated into the 2016 and 2017 Budget Resolutions.

GRANT BUDGETING

Grant reporting will now be done in the same way that the operating budget is done. Actual expenditures and actual revenues will be reported for both single-year and multi-year grants for 2014 and 2015. FTEs need to appear in any year on the Personnel Summary for which you have grant funding.

If a department anticipates applying for and receiving grants for 2016 and/or 2017, both the appropriations and anticipated revenue should be included in the target budget. On the Personnel Summary, departments should include the positions supported by the grants. During the course of the year, authorization to apply for and accept the grant must still be obtained per the Administrative Code 3.40.39.

PERSONNEL SUMMARY (Hyperion)

List the number of FTEs budgeted for 2014, 2015 (include additional FTEs that the County Board approved subsequent to budget approval), 2016 and 2017 in the FTE Entry form in Hyperion. In the Starred Positions form in Hyperion list the description of all starred positions and list the number of FTEs budgeted for 2014, 2015, 2016 and 2017.

SALARY PROJECTION REPORTS (Hyperion)

In February the Finance Department entered salary projection assumptions into Hyperion. 2016 and 2017 salary projections were run for all County departments based on data extracted from Summit. These projections include salary step increases and fringe benefit accounts that are based on salaries (PERA, FICA-OASDI, FICA-HI, life insurance, long-term disability) as well as deferred compensation, and health care savings plan. Built into the spreadsheets are the projected rate increases provided in the 2016 - 2017 Budget – Expense Guidelines.

During February departments can adjust their department's salary projections. In late February a county-wide salary projection report will be produced and the amounts for salary and fringe accounts for 2016 and 2017 will be uploaded to the 41xxxx accounts in the Budget Worksheet.

Departments will need to request 2016 and 2017 appropriations for Salaries Temporary and Unemployment Compensation if needed in the Budget Worksheet. The Vacancy Factor, Health / Dental Insurance, and Payroll Surcharge accounts will be automatically calculated in the Budget Worksheet based on the amounts in the other 41xxxx accounts.

COMPUTER EQUIPMENT AND SOFTWARE

For the 2016 - 2017 budget, all computer equipment and software will be budgeted centrally in the Information Services' Technology - Computer Equipment & Software Budget (except for Libraries). Hardware / software funds will no longer be allocated to departments. The computer hardware and software replacement program will be financed through the Information Services rate.

NEW PROGRAMS

If the department has a new funding source and requests new programs or initiatives or projects major growth or change in existing programs, it must specifically relate to the County-wide Mission Statement, Goals and Critical Success Indicators. The program requested for new funding must clearly describe the results or outcomes to be achieved and how they relate to an outcome for the community and/or how the specific results of the program will improve the health and well-being of the overall community in the Major Changes.

PROGRAMS / SERVICES NOT FUNDED (Summary from Hyperion)

Departments are asked to use the Programs / Services Not Funded form to list those programs or services that could not be funded within the levy target. The program or service having the highest priority should be listed first. The Programs / Services Not Funded form does not need to include all unfunded items. On the Explanations of Programs / Services Not Funded form for each priority state the program / service and number of FTEs to be affected and the amount of levy needed. Explanations should be provided for each item to explain the consequences of the program / service not being funded.

For each item on the Programs / Services Not Funded detail the 2016 and 2017 amounts in the expenditure and revenue accounts in the Programs Services Not Funded (PSNF) form in Hyperion. The amounts in the PSNF form will automatically update the "Budget 2016 / 2017 Baseline Dept PSNF" and "Budget 2016 / 2017 Total Budget Target" columns in the Budget Worksheet.

A Hyperion Report can be printed for the Summary listing of Programs / Services Not Funded. However, a separate Word or Excel document will be needed for the narrative explanations.

2016 - 2017 BUDGET MEETING PACKET

Departments need to prepare the 2016 - 2017 packet of information for the budget meeting with the County Manager. Please submit four copies of the packet for the County Manager, Finance Director, Budget Manager, and Budget Analyst with the Target Budget. Bring additional copies of the packets for your departmental staff to the Budget Meeting.

2016 - 2017 PROPOSED BUDGET

PROPOSED BUDGET FORMS THAT ARE NOT IN HYPERION NEED TO BE SENT ELECTRONICALLY TO THE BUDGET ANALYST

VISION, MISSION, DEPARTMENT OVERVIEW, PROGRAMS / SERVICES, GOALS & STRATEGIES AND 2015 ORGANIZATION CHART

The County's Vision, Mission, Department Overview, Programs / Services and Goals & Strategies are needed for the 2016 - 2017 budget.

The Department Overview section should describe what the department does and what are the department's functional responsibilities. Discuss in this section any future challenges, issues, and opportunities.

Please include the organizational chart for 2015 showing the title of the activity or program, and the number of full-time equivalents (FTEs) for each activity or program. Personnel shown should be only those currently authorized in the 2015 budget. In the Personnel – FTE section detail the number of FTEs for: 2014 Budget, 2015 Budget, 2016 Proposed and 2017 Proposed.

BUDGET SUMMARY (Hyperion)

EXPENDITURE / APPROPRIATION SUMMARY (Hyperion)

REVENUE / ESTIMATED REVENUE SUMMARY (Hyperion)

There should be no changes to the "2014 Actual" and "2015 Budget" columns from the amounts that were in the target budget. The "2016 Proposed" and "2017 Proposed" columns should show the amounts proposed by the County Manager. (The target amounts for 2016 and 2017 will not be shown.)

PERSONNEL SUMMARY (Hyperion)

Adjust the FTE Entry form in Hyperion for 2015 if FTE changes have been approved by the County Board subsequent to submittal of the 2016 – 2017 target budget. Also, adjust the FTE Entry form in Hyperion if the number of FTEs changed due to the County Manager's proposed budget. Adjust the Starred Positions form in Hyperion for any changes in 2015, 2016 and 2017.

MAJOR CHANGES

After the 2016 - 2017 proposed budget is completed, list the major items and explain in narrative form the items that have contributed to changes in the department's appropriations and estimated revenues from the 2015 budget and the 2016 proposed budget.

PROGRAMS / SERVICES NOT FUNDED (Summary from Hyperion)

The Programs / Services Not Funded form should list those programs or services that could not be funded within the levy target and are not proposed. The program or service having the highest priority should be listed first. On the Explanations of Programs / Services Not Funded form for each priority state the program / service and number of FTEs to be affected and the amount of levy needed. Explanations should be provided for each item to explain the consequences of the program / service not being funded.

The "Budget 2016 / 2017 Total Budget Target" columns in the Budget Worksheet will be updated by the Budget Analyst for funding of items on departments' Programs / Services Not Funded list or other adjustments as proposed by the County Manager. The "Budget 2016 / 2017 Total Budget Proposed" columns will be created.

A Hyperion Report can be printed for the Summary listing of Programs / Services Not Funded. However, a separate Word or Excel document will be needed for the narrative explanations.

PROGRAM / SERVICE ALLOCATION

After your proposed budget is completed, break down the department's budget by Program / Service on the Program / Service Allocation form. This budget form has been developed to provide meaningful data for the County Board, the general public and staff to see how budget units propose to achieve organizational goals with the funding they receive. A program budget format can facilitate this purpose.

This form needs to be completed for the 2016 and 2017 proposed budgets. Identify the program / service, whether it is mandated or discretionary, number of FTEs, Budget, Financing (i.e. Revenue, Fund Balance), and Levy. The 2016 Proposed Program / Service Allocation form will show the changes in programs / services from the 2015 Budget. The 2017 Proposed Program / Service Allocation form will show the changes in programs / services from the 2016 Proposed Budget.

GOALS, STRATEGIES & PERFORMANCE MEASURES

For the 2016 - 2017 budget, departments should prepare this form for each of the four County Board Goals as follows:

Performance Measures – Analysis Highlights

- This is the most important section of the form. Highlight or summarize the most significant information from your performance measures and how it relates to the Goal.
- Explain how performance measures influenced how resources were allocated in the budget.

Performance Measures - Data

- Definition: Measures are concrete, measurable units into which a program or service can be broken down. They are the way we measure progress towards achieving the County Board's Goals.
- Actual results for performance measures should be listed for 2012, 2013, and 2014 if available. Estimates for 2015 and 2016-2017 should be included for each performance measure.

Performance Measures – Additional Information (if necessary)

- This section should put into perspective the Highlights and Performance Measures sections described above and provide a context for understanding them. The measures discussed in this section should support the Highlights section.

If you have any questions preparing this form, please contact a Policy Analyst in the County Manager's Office.



2016 - 2017 APPROVED BUDGET

APPROVED BUDGET FORMS THAT ARE NOT IN HYPERION NEED TO BE SENT ELECTRONICALLY TO THE BUDGET ANALYST

ADDENDA ADJUSTMENTS (Hyperion)

For each Addenda item detail the 2016 and 2017 amounts in the expenditure and revenue accounts in the Administrative Addenda Year 1 form in Hyperion. The amounts in this form will automatically change the “Budget 2016 / 2017 Total Budget Proposed” columns for the “Budget 2016 / 2017 Total Budget Approved” columns in the Budget Worksheet.

VISION, MISSION, DEPARTMENT OVERVIEW, PROGRAMS / SERVICES, GOALS & STRATEGIES AND 2015 ORGANIZATION CHART

The only change that needs to be made to this form for the approved budget is to change the Personnel – FTE section. The number of FTEs approved for 2016 and 2017 should be shown. (Do not show the number of FTEs proposed for 2016 and 2017.)

BUDGET SUMMARY (Hyperion)

EXPENDITURE / APPROPRIATION SUMMARY (Hyperion)

REVENUE / ESTIMATED REVENUE SUMMARY (Hyperion)

No changes should be made to the “2014 Actual” and “2015 Budget” columns. The “2016 Approved” and “2017 Approved” columns should show the amounts approved by the County Board. (The target and proposed amounts for 2016 and 2017 will not be shown.)

PERSONNEL SUMMARY (Hyperion)

Adjust the FTE Entry form in Hyperion for 2016 and 2017 to show the number of FTEs approved by the County Board. Adjust the Starred Positions form in Hyperion for any changes in 2016 and 2017.

PROGRAM / SERVICE ALLOCATION

After your 2016-2017 approved budget is completed, break down the department's budget by Program / Service on the Program / Service Allocation form. This form needs to be completed for the 2016 and 2017 approved budgets. Identify the program / service, whether it is mandated or discretionary, number of FTEs, Budget, Financing (i.e. Revenue, Fund Balance), and Levy. The 2016 Approved Program / Service Allocation form will show the changes in programs / services from the 2015 Budget. The 2017 Approved Program / Service Allocation form will show the changes in programs / services from the 2016 Approved Budget.

GOALS , STRATEGIES & PERFORMANCE MEASURES

Revise the Goals, Strategies & Performance Measures form based on decisions made by the County Board for the 2016 – 2017 budget.

2016 - 2017 BUDGET – EXPENSE GUIDELINES

(February 2015)

Listed below are the rate increases and procedures to follow for preparing the 2016 - 2017 budget. If you feel some of these guidelines do not apply to your department, please contact Kathy Kapoun at 266-8059.

411000-PERSONNEL RELATED COSTS

The projected rate increases for 2016 and 2017 were provided by the Human Resources Department. Personnel related costs (except for, Salaries Temporary, Severance Pay, retiree insurances, and Unemployment Compensation) are projected in the Hyperion salary projection provided for each department. The Hyperion salary projection projects personnel costs for each Full-Time and Part-Time employee and begins with salaries and hours from the Summit system.

411101 – SALARIES PERMANENT

2016 - The 2016 Hyperion salary projection report includes the 2.0% salary adjustment that became effective on January 1, 2015 and the 2.5% salary increase that will become effective January 1, 2016. The report also includes 2016 Step, Longevity, and Career Development increases.

2017 - The 2017 Hyperion salary projection report includes the 2.0% salary adjustment that became effective on January 1, 2015, the 2.5% salary increase that will become effective January 1, 2016, and the 2.6% salary increase that will become effective January 1, 2017. The report also includes 2016 and 2017 Step, Longevity, and Career Development increases.

411106 – RESERVE FOR SALARY INCREASE

This account should no longer be used. All salary increases calculated in Hyperion will be included in Salaries Permanent (411101).

411105 – SEVERANCE PAY

Departments do not need to budget for Severance Pay in 2016 & 2017. The budget for Severance Pay is included in the Payroll Surcharge. See instructions for Account 411310 – Payroll Surcharge.

411111 – VACANCY FACTOR

2016 & 2017 –The Hyperion salary projection calculates the vacancy factor by using the Total Salaries Permanent (411101) + PERA (411201) + FICA-OASDI (411202) + FICA-HI (411203) for each employee multiplied by (.5%). The Vacancy Factor will be calculated in the Hyperion Budget Worksheets for each Entity, Project / Grant, and Program. If an employee is funded by a project or a grant, you will need to zero out the calculation for that employee.

411112 – DEFERRED COMPENSATION

2016 -The Hyperion salary projection includes the approved employer contribution for deferred compensation. Estimate a contribution of \$300 per year for any new participant.

2017 -The Hyperion salary projection includes the approved employer contribution for deferred compensation. Estimate a contribution of \$360 per year for any new participant.

411201 – PERA

The Hyperion salary projection uses the Total Salary column for each employee and multiplies this total by:

2016 – 7.75% (Coordinated Plan) and 16.2% (Police & Fire) and 8.75% (Correctional)

2017 – 7.75% (Coordinated Plan) and 16.2% (Police & Fire) and 8.75% (Correctional)

411202 – FICA-OASDI

2016 & 2017 – The Hyperion salary projection uses the Total Salary column + Deferred Compensation (411112) for each employee x 6.2%.

2016 – Estimated maximum FICA-OASDI taxable salary is \$118,500

2017 – Estimated maximum FICA-OASDI taxable salary is \$118,500

411203 – FICA-HI

2016 & 2017 – The Hyperion salary projection uses the Total Salary column + Deferred Compensation (411112) for each employee x 1.45%.

411301 – HEALTH & DENTAL INSURANCE

Departments do not need to budget for Health & Dental Insurance in 2016 & 2017 for each employee. The County Board authorized the establishment of an Internal Services Fund for Employee Health and Dental Insurance to account for health and dental premiums. Beginning in 2016 the budget for Health & Dental Insurance will be calculated in Hyperion Budget Worksheets for each, Entity, Project / Grant, and Program. Hyperion will calculate 16% of Salaries Permanent (411101).

411302 – DENTAL INSURANCE

Departments do not need to budget for Dental Insurance in 2016 & 2017 for each employee. See 411301 (Health & Dental Insurance).

411303 – MEDICARE B COVERAGE

2016 - Use 2014 expenditures.

2017 - Use 2014 expenditures.

411304 & 411305 – RETIREES HEALTH INSURANCE & EARLY RETIREES HEALTH INSURANCE

Departments do not need to budget for Retirees Health Insurance or Early Retirees Health Insurance in 2016 & 2017. The budget for Retiree Health Insurance and Early Retiree Health Insurance is included in the Payroll Surcharge. See instructions for Account 411310 – Payroll Surcharge.

411306 – LIFE INSURANCE

The Hyperion salary projection uses the following calculations for each Permanent employee:

2016 - Use \$0.155 per \$1,000 of salaries permanent x 12 months. (Limited to \$50,000)

2017 - Use \$0.155 per \$1,000 of salaries permanent x 12 months. (Limited to \$50,000)

411307 – LONG-TERM DISABILITY

The Hyperion salary projection uses the following calculations for each Permanent employee:

2016 - Use total salaries permanent divided by \$100 x \$0.112.

2017 - Use total salaries permanent divided by \$100 x \$0.112.

411308 – UNEMPLOYMENT COMPENSATION

2016 & 2017 - Use 2014 expenditures as a base. However, if the department needs to include existing-filled positions on the Programs / Services Not Funded form, please provide for an estimated maximum payment of \$10,000 per employee and add it to the 2014 base.

411309 – HEALTH CARE SAVINGS PLAN

2016 & 2017 - For employees hired between 7/1/92 and 12/31/05 who chose to opt out of the retiree benefit and participate in the Health Care Savings Plan (HCSP) option and for new hires on or after 1/1/06, the County will contribute the following amounts per year on a per pay period basis on the first full pay period following the employee’s anniversary date, whichever is later:

	<u>2016</u>	<u>2017</u>
5 years of employment	\$525	\$530
10 years of employment	\$629	\$634
15 years of employment	\$733	\$738

These amounts have been projected for each eligible Permanent employee included on the Hyperion salary projection.

411310 – PAYROLL SURCHARGE

2016 & 2017 – A surcharge calculated on Salaries Permanent (411101) + Work Comp Salaries (411102) + Salaries Overtime (411104) for each employee x 5.0%. The Payroll Surcharge will be calculated in Hyperion Budget Worksheets for each Entity, Project / Grant, and Program. The surcharge will be used to pay for severance pay outs, retiree and early retiree insurance, and fund the OPEB liability.

OTHER

Check union contracts for updated rates for each of these categories.

Include funding requests for:

- Temporary (add FICA-OASDI and FICA-HI)
- Overtime (add PERA, FICA-OASDI and FICA-HI as appropriate)
- Saturday, Sunday, night differentials (add PERA, FICA-OASDI and FICA-HI as appropriate)
- On-call pay (add PERA, FICA-OASDI and FICA-HI as appropriate)
- Tuition reimbursement (budget in 423101 – Tuition)
- Parking reimbursement (budget in 424501 – Mileage / Parking)
- Other allowances (administrative, transportation, uniform, canine, tool, etc.) - (add FICA-OASDI and FICA-HI)
- Other differentials (medication, extra weekend, etc.) - (add PERA, FICA-OASDI and FICA-HI as appropriate)
- Full-Time and Part-Time staff exchange sick for vacation pay (add FICA-OASDI and FICA-HI)

NOTE: Your department Human Resources Payroll contact can run the Summit query “RC-BUDG_ERNCD_BY_DEPT_BY_JOB” for the pay period ending dates of 01/20/14 through 12/19/14 to get detail of 2014 paid amounts by Summit Department ID for these other pay categories. There is also a query named “RC_BUDG_ERNCD_BY_DEPT_BY_EMPID” which will give detail for each employee. These queries will provide information for 26.0 pay periods. The 2016 and 2017 Budget should include estimates for 26.1 pay periods for each year.

VACANCIES SHOULD BE TAKEN INTO CONSIDERATION

CALCULATION OF FRINGE BENEFITS FOR VACANT POSITIONS

The projections above are based on current biweekly or monthly expenditures based on the current complement. If you have any positions that are vacant or not included above, use the following rates or amounts to add to the projections made above.

2016

- 411201-PERA - Salary x 7.75% Coordinated Plan Rate; Use other rates if applicable)
- 411202-FICA-OASDI - Salary (up to \$118,500 est.) x 6.2%
- 411203-FICA-HI - Salary x 1.45%
- 411306-LIFE INSURANCE - Use \$0.155/\$1,000 of permanent salary x 12
- 411307-LONG TERM DISABILITY - Use permanent salary divided by \$100 x \$0.112

2017

- 411201-PERA - Salary x 7.75% (Coordinated Plan Rate; Use other rates if applicable)
- 411202-FICA-OASDI - Salary (up to \$118,500 est.) x 6.2%
- 411203-FICA-HI - Salary x 1.45%
- 411306-LIFE INSURANCE - Use \$0.155/\$1,000 of permanent salary x 12
- 411307-LONG TERM DISABILITY - Use permanent salary divided by \$100 x \$0.112

OTHER OPERATING COSTS

When using the following guidelines, please take into consideration any program or activity changes that may impact your operating costs for 2016 and 2017.

421512 – PURCHASING

Department do not need to budget for Purchasing.

421701 – POSTAGE

2016 - Use 2014 expenditures x 1.05%. Rate increases are anticipated in 2016 and 2017.

2017 - Use 2014 expenditures x 1.10%.

421706 – TELEPHONE-LONG DISTANCE CHARGES

2016 & 2017 – County Departments not on the County system - Use 2014 average monthly expenditures x 12.

County Departments on the County system - Beginning January 1, 2009, long distance service is included in the monthly rate. Please note that personal long distance use is addressed in the Telephone Use – Long Distance Policy.

421707 – TELEPHONE-LOCAL SERVICE

2016 & 2017 - Departments located in RCGC-East, Court House, the Law Enforcement Center, Metro Square, Juvenile Family Justice Center, Correctional Facility, Workhouse, Boys Totem Town, Mental Health 1919 University, Corrections 1021 Marion, Corrections 555 Park, East Metro Behavioral Health Crisis Center, Public Health 555 Cedar, Environmental Health 2785 N. White Bear Avenue and 90 W. Plato:

- use \$22.75/month/station
- use \$12.95/month/data line (i.e. fax machines & modems)
- use \$35 per move for any telephone moves requiring cabling services or on-site assistance. Software changes and moves are included in the monthly rate.

Outlying Ramsey County department locations, which buy service through the State of Minnesota on their Centrex contract, can expect the rates for 2016 and 2017 to be \$20.27/telephone plus \$8 for voice mail.

Use 2014 average monthly expenditures x 12 for other Ramsey County locations being served and billed directly from Qwest for standard business lines or trunks.

421801 – WORKERS' COMPENSATION-SELF-INSURED

Affected departments will be provided with cost estimates from the Human Resources Department.

422202 – RUBBISH REMOVAL

422304 – WASTE DISPOSAL

For 2016 and 2017, departments do not need to budget any funds for trash and recycling collection. Beginning July 1, 2009, the Environmental Health Division of the Public Health Department began receiving and paying invoices for rubbish disposal and recycling on behalf of departments utilizing Solid Waste funds.

422207 – HAZARDOUS WASTE DISPOSAL

422208 – MEDICAL WASTE REMOVAL

For 2016 and 2017, departments will continue to be responsible for budgeting and paying for disposal of hazardous waste and medical waste.

422300 – UTILITIES

422301 – GAS

2016 - Use 2014 expenditures

2017 - Use 2014 expenditures

422302 – ELECTRICITY

2016 - Use 2014 expenditures x 1.06% (Anticipate 2015 rate increase of 6.0%)

2017 - Use 2014 expenditures x 1.06% (Anticipate no 2016 rate increase)

422402 – BUILDINGS & OFFICE SPACE

Departments paying rent in buildings managed by Property Management should budget the same amount as the 2015 Budget for 2016 and 2017.

423101 – TUITION

Maximum tuition reimbursement per year for employees:

2016 - \$1,300

2017 - \$1,300

424100 – INSURANCE

424101-AUTOMOBILE & TRUCK INSURANCE

424102-FIRE & EXTENDED COVERAGE INSURANCE

424103-WORKERS' COMPENSATION INSURANCE

424104-MONEY & SECURITY INSURANCE

424105-FIDELITY & FORGERY INSURANCE

424107-LIABILITY & PROPERTY DAMAGE

424108-TORT LIABILITY SELF-INSURANCE

424109-MALPRACTICE INSURANCE

424110-PUBLIC LIABILITY INSURANCE

NOTE: Affected departments will be provided with cost estimates from the County Attorney's Office.

424305 – VOLUNTEER / COMMITTEE MEETING EXPENSE

When budgeting an amount for this account, remember that meeting expenses for citizen committees and volunteers are limited to the amount budgeted by the County Board. Resolution No. 84-376 states that Ramsey County department heads are authorized as the sole authority in each department to approve meeting expenditures for citizen committees and volunteers and limited to the amount budgeted by the County Board for each department. (Department heads cannot delegate this authority to anyone else in the department under any circumstances.) All supplemental appropriations shall be submitted to the County Board prior to incurring the expense.

424501 – MILEAGE / PARKING

2016 - Estimate \$0.575 per mile

2017 - Estimate \$0.575 per mile

See Summit query info under Salaries – Other for total number of miles reimbursed per employee for 2014.

424606 – ADMINISTRATIVE OVERHEAD

2016 – 2017 - Indirect Cost Allocation Estimates will be provided to affected departments from the Finance Department.

431602 – GASOLINE

	<u>2016</u>	<u>2017</u>
Estimated price per gallon	<u>Unleaded</u>	<u>Unleaded</u>
Purchased from Public Works	\$2.92	\$3.21
Purchased from service station	\$3.47	\$3.81

431604 – DIESEL FUEL

Estimated price per gallon		
Purchased from Public Works	\$3.70	\$4.90
Purchased from service station	\$4.50	\$5.95

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GLOSSARY

Glossary of Terms Used In Budget Document

Accrual Basis – The recording of financial effects on the County of transactions and other events that have cash consequences for the County in the period in which those transactions occur rather than only in the period in which cash is received or paid by the County.

Administration & General County Purposes Service Area – For the 2016 – 2017 Budget, this Service Area includes: Board of Ramsey County Commissioners, Ramsey County Charter Commission, County Manager, Unallocated General Expense / Revenue, Contingent Account, Capital Improvement & Equipment Replacement Levy, County Debt Service, MPFA Pedestrian Connection Loan Debt Service, and Library Debt Service.

Appropriation – An authorization made by the County Board of Commissioners, which permits the County to incur obligations and make expenditures of resources.

Approved Budget – The budget as adopted by the County Board of Commissioners each fiscal year.

Assessed Valuation – A value that is established for real or personal property for use as a basis for levying property taxes.

Budget – A financial plan for a specified period of time (two years) that matches all planned revenues and expenditures with various county services.

Budget Adjustment – A procedure used by the County Board of Commissioners and county staff to revise a budget appropriation.

Budget Document – The instrument used by the County Manager to present his recommendations for a comprehensive financial program to the County Board of Commissioners.

Budget Message – The opening section of the budget document, which provides the County Board of Commissioners and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, an outline of major policy concerns, and the view and recommendations of the County Manager.

Budgetary Control – The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues

Capital Improvement Program – Pursuant to the Ramsey County Home Rule Charter, a six-year Capital Improvement Plan is to be prepared each year. Departments request major capital items such as land, buildings, building improvements, and equipment purchases over \$50,000. These items are not included as part of the regular operating budget. The Capital Improvement Program Advisory Committee members and County Manager's staff rate the requests. The annual Capital Improvement Plan and six-year Capital Improvement Program (CIP) Budget is presented at the same time as the Operating Budget. This is done to emphasize the importance of long-range capital planning as a necessary adjunct to the annual operating budget. The operating budget provides for the funding mechanism, while the Capital Improvement Program Plan document provides the detailed background and analysis for the proposed capital expenditures.

Capital Projects Funds – The capital projects funds account for financial resources to be used for the acquisition or construction of major capital facilities and infrastructure (other than those financed by proprietary funds).

Care Center Fund – This is an enterprise fund to account for health care services provided primarily for the elderly who may be physically or mentally handicapped. The operations are financed and operated in a manner similar to private business enterprises -- where the intent is that the costs (including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Community Human Services Fund – This fund is to account for public assistance administration and payments, social services administration, and disability categories, clinical services, detoxification services, department financial and support services and special social services grants.

County Debt Service Fund – This fund is used to account for the payment of principal, interest, and related costs on general County long-term debt.

County Program Aid – Financial assistance from the State of Minnesota from income and sales tax collections to counties to reduce the amount to be collected through property taxes. Funds are allocated based on a complex formula, which includes social services and public safety needs and property tax burden relative to population.

County Revenue Fund – See General Revenue Fund.

Courthouse and City Hall Fund – This internal service fund is used to account for rents received from occupants of the Courthouse & City Hall Facility and to pay the expenses incurred in operating and maintaining the facility.

Debt Service – The County's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Department – A major administrative division of the County, which has overall management responsibility for an operation or a group of related operations within a functional area.

Disbursement – Payment for goods or services in cash or by check.

Discretionary Service – A service or program where the decision to provide the service, and how it is provided, rests completely with the County.

Discretionary Service-Level or Method Mandated – A discretionary service or program which, if provided by the County, involves a specific level or method which is mandated by Federal Law, Federal Regulations, Minnesota Statutes, Court Order, or Minnesota State Rules and Regulations. A specific level would be a minimum standard (for example, ratio of staff to clients). A specific method would mandate how the service must be provided (for example, Public Works environmental services for the County in the area of lake improvement).

Division – See Organizational Unit.

Economic Growth & Community Investment Service Team – For the 2016 – 2017 Budget, this Service Team includes: Library, Parks & Recreation, Public Works, Ramsey Conservation District, Ramsey County Historical Society, Landmark Center, County Extension Services, Property Management and Workforce Solutions.

Emergency Communications Fund – This fund is used to account for funds provided by member cities and the County for multi-agency dispatching services for law enforcement, fire, and emergency medical responders.

Encumbrances – Obligations incurred in the form of purchase orders, contracts, and similar items that will become payable when goods are delivered or services rendered.

Enterprise Funds – Funds that account for operations that are financed and operated in a manner similar to private business enterprises. Enterprise Funds in the County are Nursing Home, Lake Owasso Residence, Ponds at Battle Creek Golf Course, and Law Enforcement Services that are financed or recovered primarily through user charges.

Estimated Market Value – Local assessors determine a value for each home for tax purposes. The estimate is based on tax assessor's judgment of what the home would sell for in an arm's-length transaction.

Estimated Revenue – Funds that the County expects to receive as income. In departmental budget presentations, all revenues other than property tax revenues are shown as estimated revenues. This includes fees for services, sales and rental, and interest income.

Expenditures – The outflow of funds for an asset obtained or goods and services obtained. Note: An encumbrance is not an expenditure, but reserves funds to be expended.

Fiduciary Funds – Funds that are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement or budget because the resources of those funds are not available to support the County's own programs.

Fiscal Year – The time period used for the recording of financial transactions for a given budget year. The County's fiscal year runs from January 1 to December 31.

Fixed Assets – Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Forfeited Tax Properties Fund – This fund is to account for the fiscal activities of managing properties forfeited to the State of Minnesota for non-payment of taxes. The primary goal is to return these properties to the tax rolls through auctions, sales to local governments, and repurchase by prior owners.

Forfeited Tax 4R Fund – Ramsey County established the Reuse, Recycle and Renovate for Reinvestment Program – the "4R Program" for short – in April 2010. Its mission is two-fold – 1) to promote productive reuse of old building materials from deconstructed buildings in order to keep those materials out of landfills thereby minimizing the effect on our natural resources and environment, and 2) to renovate dilapidated structures back to being appealing, taxable properties with an emphasis on using sustainable building practices and incorporating sustainable components in each renovation project. Through this mission, the 4R Program reduces the County's eco-footprint and promotes livelier, healthier neighborhoods.

Full-Time Equivalent (FTE) – The amount of time a position has been budgeted for in terms of the amount of time a full-time permanent employee normally works in a year. Most permanent full-time employees are paid for 2,088 hours in a year. A position which has been budgeted to work full-time for only six months would be 0.5 FTE.

Fund – A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The County, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the County can be divided into three categories: (1) governmental funds, (2) proprietary funds, and (3) fiduciary funds.

Fund Balance – The excess of the assets of a fund over liabilities and reserves.

General Fund – The general fund is the government’s primary operating fund. It accounts for all financial resources of the general government, except those accounted for in another fund.

General Revenue Fund – This fund includes judicial, general administration, property records and appraisal, legal, general government buildings, public safety, health, parks & recreation, public works, and several other activities. These services are financed mostly from charges and fees, intergovernmental revenue, and property taxes.

Goals – The Ramsey County Board transitioned to four broad, organization-wide goals for the 2016-2017 budget development process.

1. Strengthen individual, family and community health, safety and well-being through effective safety-net services; innovative programming; prevention and early intervention; and environmental stewardship.
2. Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.
3. Enhance access to opportunity and mobility for all residents and businesses through connections to education, employment and economic development throughout our region.
4. Model forward-thinking investment, fiscal accountability and transparency through professional operational and financial management.

Governmental Funds – Funds that are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. The County maintains three governmental fund types: General, Special Revenue, and Debt Service.

Grant – A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed by the grantor.

Health & Dental Insurance Surcharge - Beginning in 2016, all department budgets that have County personnel budget for a Health & Dental Insurance Surcharge of 16.0% of Salaries Permanent to fund health and dental premiums.

Health & Wellness Service Team – For the 2016 – 2017 Budget, this Service Team includes: Community Human Services, Health Care Services (Correctional Health, Lake Owasso Residence and Ramsey County Care Center), Public Health, Veterans Services and Community Corrections.

Home Rule Charter – A constitution-like document, which spells out the duties and responsibilities of the County government. Ramsey County's Home Rule Charter was approved by 58% of voters in the general election on November 6, 1990, and became effective November 6, 1992. Ramsey County is the first and only Minnesota County to be governed by Home Rule; state statutes govern all other counties.

Information & Public Records Service Team – For the 2016 – 2017 Budget, this Service Team includes: Information Services, Technology and Property Records & Revenue.

Information Services Fund – This is an internal service fund to account for electronic data processing services provided to county departments and other governmental units.

Intergovernmental Revenue – Revenue received from another governmental unit for a specified purpose.

Internal Service Funds – Funds that account for data processing and property management services provided to other departments or agencies of the government, or to other governments on a cost reimbursement basis.

Lake Owasso Residence Fund – This is an enterprise fund used to account for health care and safety services provided to developmentally delayed residents ranging in age from 16 through adult.

Law Enforcement Center Firearms Range Fund – This is an internal service fund used to account for the operations of the firearms range located at the Ramsey County Law Enforcement Center.

Law Enforcement Services Contract Fund – This is an internal service fund to account for law enforcement services provided on a contract basis to certain municipalities in Ramsey County in addition to the services normally provided or available to all municipalities within Ramsey County.

Legal Obligations – These represent debt service costs. The authority to issue bonds or notes is discretionary. However, when the County Board approves the issuance of the bonds or notes, the tax levies for the total principal and interest costs become legal obligations until the bonds or notes are retired.

Levy – To impose taxes, special assessments, or service charges for the support of county activities.

Liabilities – Obligations incurred in past or current transactions requiring a present or future settlement.

Library Debt Service Fund – This fund is to account for payments of principal and interest on bonds issued for construction or renovation of Ramsey County Public Libraries. The payments are to be made from the collection of ad valorem taxes levied on suburban Ramsey County only.

Library Facilities Fund – This internal service fund is used to account for rents received from occupants of the Ramsey County Public Library Facilities and to pay the expenses incurred in operating and maintaining the facilities.

Library Operations Fund – This fund provides for a public library system where governmental units do not maintain their own library. The tax levy is on suburban property only as the City of Saint Paul provides library services.

Line Item – Classifications established to account for expenditures from the approved budget.

Mandated Service – A service or program that the County must provide due to Federal Law, Federal Regulations, Minnesota Statutes, Court Order, Consent Decree, or Minnesota State Rules and Regulations. The law or regulation must clearly state that the County is required to provide the service or program.

Mandated Service-Level or Method Discretionary – A service or program that the County must provide due to Federal Law, Federal Regulations, Minnesota Statutes, Court Order, Consent Decree, or Minnesota State Rules and Regulations. The law or regulation must clearly state that the County is required to provide the service or program. The County determines how the service or program is provided.

Mill Rate – The amount of tax stated in terms of a unit of the tax base expressed as dollars per \$1,000 of assessed valuation.

Mission – Ramsey County's Mission, "A county of excellence working with you to enhance our quality of life," was updated by the Ramsey County Board for the 2016-2017 budget development process. The mission statement is the highest level declaration of how the organization will begin to take its vision and transform it through behavior into action. The mission statement has general applicability to all work the County does, and it is often where departments can start when trying to align and prioritize work around the County's strategic direction.

Mission Statement – A statement for each organizational unit of county government, which tells what services it provides, to whom they are provided, and with what intended results.

Modified Accrual Basis – Under this basis of accounting, revenues, and other financial resources, are recognized when they become susceptible to accrual, that is when they both become "measurable" and "available" to finance expenditures in the current period. "Available" means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred.

MPFA Pedestrian Connection Loan Debt Service Fund – This fund is to provide the appropriations to pay principal and interest due to the Minnesota Public Facilities Authority (MPFA). In April 2001, the MPFA approved a loan to Ramsey County in the amount of \$6,782,000 with an interest rate of 3.59% for construction of a pedestrian connection between the RiverCentre Complex and the existing skyway system beginning in the Landmark Tower in downtown Saint Paul. The MPFA loan was supported by the issuance of Ramsey County General Obligation Notes Series 2000A.

Object Code – A number assigned to each expenditure account used to record each type of expenditure the County incurs. Several major object codes are used to include large groups of object codes:

Personal Services – Salaries and fringe benefits paid to county employees.

Other Services & Charges – All expenditures not recorded under other major object codes.

Supplies – Various types of supplies purchased for county operations.

Capital Outlay – Expenditures for capital costs for such items as land, buildings, machinery, furniture, and equipment.

Debt Service – Payments made by the County on all debt it has issued.

Operating Budget – The portion of the budget that pertains to the daily operations that provide basic governmental services. The operating budget contains appropriations for such items as personnel, supplies, utilities, travel, and fuel.

Organizational Unit – The accounting unit established to account for the operations of a specific county program or service. There may be one or more organizational units for each county department or agency.

Payroll Surcharge – Beginning in 2014, all department budgets that have County personnel budget for a 5.0% Payroll Surcharge annually which will be used to fund severance payments and retiree / early retiree insurance premiums.

Personnel Complement – The total number of full-time equivalent positions that are authorized for each department or organizational unit.

Performance Measure – Concrete, measurable unit into which a program or service can be broken down. Performance measures will be used to measure progress toward a particular strategy.

Ponds at Battle Creek Golf Course Fund – This is an enterprise fund to account for the operations of an instructionally oriented golf facility featuring a regulation length nine hole course and a significant teaching/practice range that appeals to golfers of all ages and abilities. The facility is maintained primarily with low risk inmates from the Ramsey County Adult Correctional Institution as part of the Productive Day Program.

Programs / Services Not Funded – An explanation given by county departments of the consequences of not funding items listed on their Programs / Services Not Funded list. It shows which programs are affected, how they are affected, and by what amount.

Proposed Budget – The budget as recommended by the County Manager to the County Board of Commissioners.

Public Works Facility Fund – This internal service fund is used to account for rents received from occupants of the Ramsey County Public Works Facility and to pay the expenses incurred in operating and maintaining the facility.

Ramsey Conservation District Fund – This fund is to account for the fiscal activities of the District. The District encourages the protection and improvement of Ramsey County's natural resources.

Ramsey County Buildings Fund – This internal service fund is used to account for rents received from occupants and to pay the expenses incurred in operating and maintaining various County facilities. The following County buildings are included in this fund: Government Center-East, Juvenile Family Justice Center, Law Enforcement Center, Suburban Courts, 90 West Plato, 911 Dispatch Center, Metro Square Facility, 402 University, 5 So. Owasso Blvd. W., Correctional Facility, Medical Examiner, and 555 Cedar.

Reserves – Encumbrance accounting is employed in governmental funds. Encumbrances (e.g., purchase orders, contracts, capital reserves, and other commitments for the expenditure of monies) outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures or liabilities because the commitments will be re-appropriated and honored during the subsequent year.

Revenue – Funds that the County receives as income. It includes such items as property taxes, fees for services, intergovernmental revenues, fines, forfeitures, grants, revenue from sales and rentals, and interest income.

Safety & Justice Service Team – For the 2016 – 2017 Budget, this Service Team includes: County Attorney's Office, County Sheriff's Office, Court – County Court Functions, Emergency Communications and Medical Examiner.

Solid Waste Management Fund – This fund is to account for collection of the County Environmental Charge, which is imposed on the sales prices of Waste Management Services. Funds are used to license and inspect all solid waste facilities and solid waste haulers; to provide yard waste, household hazardous waste and problem waste management services; provide public education and technical assistance on waste issues; and also includes the processing of solid waste.

Special Revenue Funds– Funds used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital project(s) that are legally restricted to expenditures for specified purposes.

Strategy – A carefully developed plan or method for achieving a goal. For the 2016-2017 budget development process, departments were asked to develop one or more strategies under each of the County Boards four goals. The strategies are the department's place to link the County's broad goals to the specific work of the department that will then be assessed by performance measures.

Tax Capacity – The tax capacity reflects how much of a property's taxable market value is subject to taxation. The amount of value that is taxable is determined by the class rates set by the Legislature for each type of property. For example, for property owned and occupied for homestead purposes, one percent of the first \$500,000 of a home's taxable market value is taxable. Any home value over \$500,000 has a class rate of 1.25 percent.

Tax-Capacity Rates – Formerly known as mill rates, the tax-capacity rates indicate how much local units of government decided to tax the property in their boundaries. The rate is the result of dividing the amount local governments need to raise by their tax base. The tax rate, multiplied by the home's tax capacity, produces the gross tax.

Tax Levy – The amount levied by the County in property taxes to finance operations that are not provided for by other sources, such as intergovernmental revenue, charges for services, fines, forfeitures, and interest income.

Taxes – A mandatory charge levied by a governmental unit for the purpose of financing services performed for the common benefit.

Telecommunications Fund – This is an internal service fund to account for the service charges received and to pay expenses incurred in operating and maintaining the telecommunications services. Services are provided to the occupants of the Ramsey County Courthouse & City Hall, Government Center-East Building, 90 West Plato and the Law Enforcement Center.

Undesignated Fund Balance – Available expendable financial resources in a governmental fund that are not the object of tentative management plans (e.g., designations).

Unencumbered Balance – The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

Vadnais Sports Center Fund – This is an enterprise fund to account for the operations of the Vadnais Sports Center.

Vision – Ramsey County's first Vision statement, "A vibrant community where all are valued and thrive," was adopted by the Ramsey County Board to coincide with the development of the 2016 – 2017 budget. The vision statement is intended to be inspiring, broad and shared with the entire community. The emphasis on every individual's worth and importance in a thriving community recognizes that while the County operates from a large-scale, long-range perspective, it is ultimately how the County's programs, services and initiatives support and empower individuals of all races, cultures, income levels, ages and abilities that will determine the success of the organization's work.

Workforce Solutions Fund – This fund is to account for revenues received from the Federal and State governments for the Workforce Incentive Act (WIA), which was enacted in 1973 under the Comprehensive Employment and Training Act and revised in 1982 by the Federal Government to provide job training and employment opportunities for the economically disadvantaged, unemployed, and under-employed persons.

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Ramsey County goals



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY