Ramsey County Manager’s
2019 Recommended Supplemental Budget
(Presented to the Ramsey County Board for their consideration)

Ryan T. O’Connor
Ramsey County Manager

August 7, 2018
Moving Ramsey County Forward
Proposed 2019 Supplemental Budget

- The proposed 2019 Supplemental Budget advances the County Board’s vision, mission, goals and strategic priorities while balancing our residents’ and businesses’ ability to pay.

- This budget reflects a Residents-First approach through prioritized investments that will modernize and improve our programs and services to meet emerging community needs.

- Our Performance Management System focuses on reviewing performance metrics and progress towards the county’s four goals. It also sets the foundation for the 2020-2021 budget and assesses progress toward advancing our county’s strategic priorities.
Challenges and opportunities anticipated in 2019

• As our communities change, so do expectations of government for responsive, high-quality service delivered in real-time.
• Of metro counties, we have the highest share of neighborhoods experiencing concentrated financial poverty.
• Our population is growing, unemployment is low, the economy is improving and property values continue to rebound, but disparities and service gaps exist.
• Shifting how we interact with our community for influence in our decision-making requires us to adopt a broad spectrum of community engagement methods.
• Competition is increasing for talented employees and contractors.
• Labor costs and inflation are expected to rise.
• We are not immune to changing economic cycles.

View community indicators online at openperformance.ramseycounty.us
Driving excellence in our organization

• The Ramsey County Board has established a clear vision, mission and goals.

• The 2018 Strategic Planning Process was discussed at the board’s January 23, 2018 workshop.

• 2018 - 2019 is the first full budget to incorporate the realignment from departments into Service Teams.

• The collaborative ability of the Service Teams is now being leveraged to implement our strategic priorities.

• Managers and staff want to continue using this momentum to benefit our residents, businesses and visitors.

• These efforts provide a structure to attract and retain the top talent in the region to deliver improved, innovative, efficient and inclusive public services.
Using performance metrics in our budget process

• We focused on a shared understanding and definitions of objectives, strategies and performance metrics and tethering them to the four countywide goals of well-being, prosperity, opportunity and accountability.

• We focused on quality rather than the quantity of the performance metrics and ensured alignment across our teams.

• We were thoughtful in ensuring that racial equity and community engagement was woven throughout our thought process.

• We challenged ourselves to be forward-thinking in our metrics by thinking ahead one generation in 2040 targets.
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 through effective safety-net services, innovative programming, prevention and early intervention, and environmental stewardship.

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.

Enhance access to opportunity and mobility for all residents and businesses through connections to education, employment and economic development throughout our region.

Model fiscal accountability, transparency and strategic investments through professional operations and financial management.
2019 Supplemental Budget supports our strategic priorities

1. Inclusive, Effective and Meaningful Community Engagement.
2. Talent Attraction, Retention and Promotion.
3. Expand Contract Opportunities for Diverse Businesses.
4. Advancing Racial and Health Equity in All Decision-Making.
5. Enhance the Continuum of Care for Youth.
6. Stability Starts with a Place to Call Home.
8. Accessible Service Delivery and Facilities.
10. Integrated Approach to Health and Justice.
11. Effective and Efficient Operations that Put Residents First.

View the strategic plan online at ramseycounty.us/strategicplan
Continuing our responsible budgeting approach

• Each biennium provides a unique opportunity to recalibrate the budget to meet changing community needs and improve services.

• Service Teams prioritized departmental spending to align with the Board’s vision, mission, goals and strategic priorities.

• Departments have reviewed programs and services for effectiveness, efficiency and inclusiveness.

• Cost increases driven by wages and general inflation are covered in this budget.

• The budget is fiscally prudent and in our tradition of predictable budgeting and financial management.
The 2019 Supplemental Budget

- Ramsey County adopted a biennial budgeting approach in 2005.
- The second year of our biennial budgets focuses on reviewing performance measures and progress towards the county's goals. This also facilitates planning for the 2020-2021 budget cycle.
- 2019 is the second year of the 2018-2019 biennial budget cycle.
- The board approved the 2018-2019 budget in December 2017.
- The approved 2018-2019 budget includes a 4.3 percent property tax levy increase in each year.

No new or additional significant changes are proposed.
The 2019 budget bottom line

• A 3.3% **total** budget increase of $23.8 million is proposed in 2019.

• A 4.3% **property tax levy** increase of $13.3 million is proposed in 2019.

• A 7.8% increase of $1.7 million in the Regional Railroad Authority levy is proposed in 2019.

• No property tax levy is proposed for the Housing and Redevelopment Authority in 2019.
Where the county dollar comes from

Total 2019 revenue: $737,799,770

- Property Taxes: 42%, $312,426,797
- Charges for Services: 22%, $159,654,069
- Intergovernmental Revenue: 27%, $200,291,801
- Use of Money, Property & Sales: 4%, $32,241,714
- Other Revenue & Taxes: 5%, $32,368,349
- Fund Balance: 0.1%, $817,040
Where the county dollar comes from
Total 2019 revenue: $737,799,770

<table>
<thead>
<tr>
<th>Category</th>
<th>2018</th>
<th>%</th>
<th>2019</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for services</td>
<td>$153,893,651</td>
<td>21.6%</td>
<td>$159,654,069</td>
<td>21.6%</td>
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<tr>
<td>Intergovernmental revenues</td>
<td>$195,605,872</td>
<td>27.4%</td>
<td>$200,291,801</td>
<td>27.2%</td>
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<tr>
<td>Use of money, property &amp; sales</td>
<td>$32,155,127</td>
<td>4.5%</td>
<td>$32,241,714</td>
<td>4.4%</td>
</tr>
<tr>
<td>Other revenue &amp; taxes</td>
<td>$28,826,777</td>
<td>4%</td>
<td>$32,368,349</td>
<td>4.4%</td>
</tr>
<tr>
<td>Property taxes</td>
<td>$299,301,751</td>
<td>41.9%</td>
<td>$312,426,797</td>
<td>42.3%</td>
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<tr>
<td>Fund balance</td>
<td>$4,203,216</td>
<td>0.6%</td>
<td>$817,040</td>
<td>0.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$713,986,394</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>$737,799,770</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>
Where the county dollar goes

Total 2019 spending: $737,799,770

- **Health and Wellness**: 49%, $363,010,073
- **Safety and Justice**: 18%, $134,617,661
- **Economic Growth and Community Investment**: 18%, $128,710,338
- **Information and Public Records**: 7%, $51,924,125
- **Strategic Team and general county purposes**: 8%, $59,537,573
Where the county dollar goes

Total 2019 spending: $737,799,770

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<thead>
<tr>
<th>Category</th>
<th>2018 Amount</th>
<th>2018 %</th>
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<th>2019 %</th>
</tr>
</thead>
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<tr>
<td>Information and Public Records</td>
<td>$47,998,059</td>
<td>6.7%</td>
<td>$51,924,125</td>
<td>7%</td>
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<tr>
<td>Safety and Justice</td>
<td>$129,428,915</td>
<td>18.1%</td>
<td>$134,617,661</td>
<td>18.2%</td>
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<tr>
<td>Economic Growth and Community Investment</td>
<td>$125,470,004</td>
<td>17.7%</td>
<td>$128,710,338</td>
<td>17.4%</td>
</tr>
<tr>
<td>Health and Wellness</td>
<td>$351,591,526</td>
<td>49.2%</td>
<td>$363,010,073</td>
<td>49.3%</td>
</tr>
<tr>
<td>Strategic and general county purposes</td>
<td>$59,497,890</td>
<td>8.3%</td>
<td>$59,537,573</td>
<td>8.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$713,986,394</strong></td>
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Funding Community Services

• Meet demand for increasing foster care placement costs.

• Reduce homelessness through funding for a cross-sector effort (RUSH program) to transition long-term shelter users to permanent housing.

• Increase Public Health services from nurses and family health educators.
Funding Improvements in Public Safety

• Sustain full staff complement and add system updates to improve security at the Adult Detention Center (ADC).

• Continue and expand “Start by Believing” criminal sexual assault prevention initiative.

• Replace and update portable and mobile radios in Sheriff’s Dept.

• Improve safety and security of our Courts.
Enhancing our ability to serve residents

- Advance talent attraction, retention and promotion initiatives.
- Expand early voting and election services.
- Provide improved and timely appraiser services.
- Update critical county technology systems for property valuation, financial and human resources management, and related staff support.
- Improve data integration between electronic records systems.
Funding Capital Assets and Economic Development

- **Advance transit corridor planning** (Gold Line, Rush Line, Riverview).

- **Expand maintenance and construction projects** for county roads and bridges.

- **Advance our County Strategic Facilities** planning process.

- **Improve infrastructure and green ice initiatives** at Aldrich, Shoreview and White Bear Lake ice arenas.
### Important dates in the budget process

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>Aug. 7</td>
<td>County Manager presents 2019 budget during County Board meeting followed by presentations by Policy &amp; Planning Director, County Assessor and County Auditor/Treasurer.</td>
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<tr>
<td>Aug. 13-28</td>
<td>Department budget hearings.</td>
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<tr>
<td>Sept. 11</td>
<td><strong>Public Hearing #1</strong> (1:00 p.m. at Saint Paul City Hall – Ramsey County Courthouse).</td>
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<tr>
<td>Sept. 18</td>
<td>County Board certifies 2019 maximum property tax levy.</td>
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<tr>
<td>Sept. 24</td>
<td>Joint Property Tax Advisory Committee sets overall property tax levy.</td>
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<tr>
<td>Nov. 10 – Nov. 24</td>
<td>Truth-in-Taxation Notices of estimated taxes mailed.</td>
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<tr>
<td>Nov. 26</td>
<td><strong>Public Hearing #2</strong> (6:00 p.m. at Union Depot, Red Cap Room).</td>
</tr>
<tr>
<td>Nov. 27</td>
<td>Supplemental Budget Addenda.</td>
</tr>
<tr>
<td>Dec. 11</td>
<td>County Board approval of 2019 Supplemental Budget and 2019 property tax levy.</td>
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Visit ramseycounty.us/chiefclerk to sign up to testify at public hearings.
Recap: Moving Ramsey County Forward

- The proposed 2019 Supplemental Budget advances the County Board’s vision, mission, goals and strategic priorities while **balancing our residents’ and businesses’ ability to pay**.

- This budget advances the **Residents-First approach** through prioritized investments that will modernize and improve our programs and services responsively to emerging community needs.

- Recommendations will promote **talent attraction, retention and employee development** to build a resilient, adaptive workforce to deliver improved, innovative and efficient public services.

- We focused on a shared understanding and definitions of objectives, strategies and performance metrics based on quality rather than quantity.
Additional information on the 2019 Recommended Supplemental Budget is available on Ramsey County’s website:

ramseycounty.us/budget