

2024-2025 Biennial Budget

Proposed



PROSPERITY



OPPORTUNITY



WELL-BEING



ACCOUNTABILITY



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

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2024-2025 BIENNIAL BUDGET

Ramsey County, Minnesota

Proposed by the County Manager on August 22nd, 2023.

RAMSEY COUNTY BOARD OF COMMISSIONERS



Nicole Joy Frethem
District 1



Rafael E. Ortega
District 5



Mary Jo McGuire
District 2



Mai Chong Xiong
District 6



Rena Moran
District 4



Victoria Reinhardt
District 7



Trista Martinson
District 3, Chair

RAMSEY COUNTY MANAGER



Ryan T. O'Connor

CHIEF FINANCIAL OFFICER



Alex Kotze

Prepared by the Finance department

Ramsey County Finance Department
Budget Preparation Team

Chief Financial Officer
Alex Kotze

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Budget System Support
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This document was prepared by Ramsey County Finance Department.
More budget information can be found at www.ramseycounty.us/budget

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Metro Square
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St. Paul, MN 55101
 651-266-8041 |  651-266-8066
www.ramseycounty.us/your-government/budget-finance

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



WELL-BEING

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

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



PROSPERITY

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.



OPPORTUNITY

Enhance access to opportunity and mobility for all residents and businesses

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



ACCOUNTABILITY

Model fiscal accountability, transparency and strategic investments

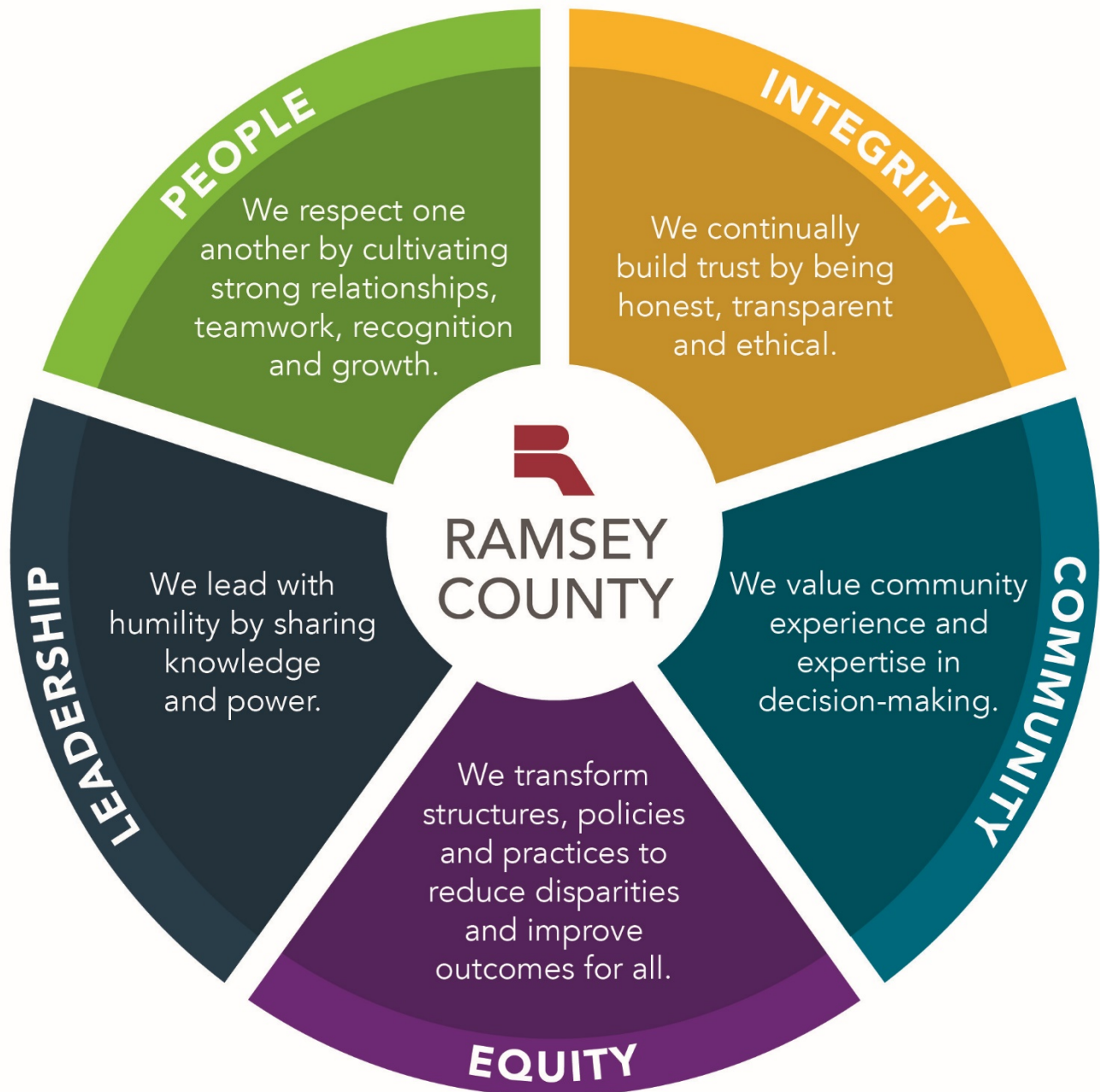
through professional operations and financial management.

Information about how the county is pursuing its mission and goals is available in the county's strategic plan at ramseycounty.us/SrategicPlan

Information about performance measures related to the county's mission and goals is available in the county's Open Data Portal at opendata.ramseycounty.us

RAMSEY COUNTY VALUES

Ramsey County is a welcoming, accessible and inclusive organization. Our core values define our culture. They guide who we are as a county, our individual behaviors and operational decision-making.





County programs

Ramsey County serves residents, businesses and visitors through a variety of programs and services, including:

- Maintaining more than 6,500 acres of parks and recreational facilities, including 14 parks, four golf courses and 11 ice arenas.
- Connecting residents to assistance and support programs.
- Providing law enforcement and public safety and legal services.
- Registering voters and managing elections.
- Operating recycling and yard waste facilities.
- Managing a library system with seven locations.
- Operating an emergency call center (911).
- Connecting veterans to benefits.
- Processing birth records and marriage licenses.
- Maintaining and improving county roads, bridges and related infrastructure.
- Planning and developing public transportation services.
- Inspecting food establishments and vendors.
- Supporting an active workforce through job readiness services.
- Responding to natural disasters and public health emergencies.



Community profile

Ramsey County is the only fully urbanized county in Minnesota. It is also the most diverse - the largest minority populations are Asian (15%), African American (12%) and non-white Hispanic or Latino (8%). Approximately 23% of residents ages five and older live in homes where a language other than English is spoken.

Approximately 42 percent of county residents have a bachelor's degree or higher and 90% have completed high school. The average household income exceeds \$60,000.

Ramsey County is part of a vibrant local and statewide economy and is home to tens of thousands of businesses, including Fortune 500 companies 3M, Ecolab and Land O'Lakes.



Learn more at ramseycounty.us
and opendata.ramseycounty.us


Tamarack Nature Center Day Camp

Community indicators

Community indicators are measurements that provide information about past and current trends and show community progress toward achieving the county's vision, mission and goals. They also assist planners and community leaders in making decisions that affect future outcomes.

The county tracks 16 indicators, with four measurements corresponding to each of Ramsey County's four goals. Each measure was chosen based upon the quality of the data source, the measure's comparability with the seven county Twin Cities metro region, and the availability of trend data. None of the indicators is intended to comprehensively capture community progress on any given goal, but to provide information-rich metrics designed to speak clearly and directly about the community's progress toward community well-being, prosperity, opportunity and accountability.



Learn more about the indicators and track progress at opendata.ramseycounty.us.

Strategic priorities for a vibrant community

Ramsey County's Strategic Plan outlines a set of strategic priorities aligned with the county's vision for a vibrant community where all are valued and thrive. The strategic priorities and associated action plans further the county's four goals to strengthen well-being, cultivate prosperity, enhance opportunity, and model accountability. The plan sets the stage for countywide strategic investment conversations, strengthening the interconnections between strategy, planning, implementation, funding and evaluation.

The 2023 Strategic Plan is a fully integrated component of the biennial budget and performance measurement process and is the third strategic plan update and biennial budget process since the County Manager announced the realignment of the organization from departments into service teams in 2015.



Read the plan at ramseycounty.us/StrategicPlan.

Connect with us!



Ramsey County,
Minnesota



@ramseycounty



@ramseycountymn



Ramsey County



ramseycounty.us/updates

RAMSEY COUNTY COMMUNITY INDICATORS

AFFORDABILITY, WEALTH CREATION, EARLY CHILDHOOD, HEALTH AND PUBLIC SAFETY

[Community Indicators | Data | Ramsey County](https://data.ramseycounty.us/stories/s/Community-Indicators/6nwb-jvw2/)

(<https://data.ramseycounty.us/stories/s/Community-Indicators/6nwb-jvw2/>)

Community indicators set the long-term direction for the county's strategic planning and budget. Indicators were selected during two rounds of community engagement conducted in the fall of 2021 and spring of 2022 as part of Ramsey County's participation in the [Urban Institute's Upward Mobility Cohort](#) and are directly connected to the county's resulting [Mobility Action Plan](#) and [Economic Competitiveness and Inclusion Plan](#). These plans are both focused on cultivating inclusive prosperity and narrowing the racial and ethnic wealth gap.

While departmental performance measures track advancement of the county's [vision, mission and goals](#) by directly measuring the output of county services, community indicators measure communitywide outcomes. No single indicator can capture all progress toward a goal, but together these metrics help track the overall health of our community in the areas of affordability, wealth creation, early childhood, health and public safety, helping the county:

- Provide information about past and current trends.
- Track disaggregated data highlighting key racial and ethnic disparities.
- Develop its strategic plans and budget priorities.
- Show progress toward achieving the county's vision, mission and goals.

Additional Cited Links:

- Urban Institute's Upward Mobility Cohort: <https://upward-mobility.urban.org/>
- Mobility Action Plan: <https://www.ramseycounty.us/sites/default/files/Departments/Policy%20and%20Planning/FINAL%20Mobility%20Action%20Plan.pdf>
- Economic Competitiveness and Inclusion Plan: <https://www.ramseycounty.us/your-government/projects-initiatives/economic-development-initiatives/economic-competitiveness-inclusion-plan>
- Ramsey County's vision, mission and goals: <https://www.ramseycounty.us/your-government/leadership/board-commissioners/vision-mission-and-goals>



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Ramsey County
Minnesota**

For the Biennium Beginning

January 01, 2022

Christopher P. Morill
Executive Director



**The Government Finance Officers Association
of the United States and Canada**

presents this

CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION
to

**Finance Department
Ramsey County, Minnesota**



The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards.

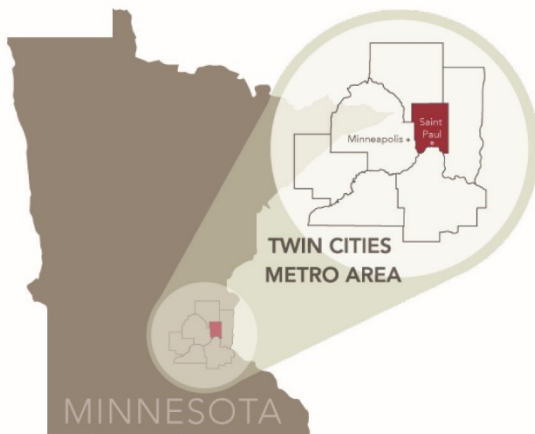
Executive Director

Christopher P. Merrill

Date: **June 22, 2022**

ABOUT RAMSEY COUNTY

Home to nearly 550,000 people – about 10% of Minnesota’s residents – Ramsey County is the second-most populous county in the state and the most densely populated of Minnesota’s 87 counties, spanning 170 square miles in the heart of the Twin Cities metropolitan area.



One of the most diverse counties in Minnesota, Ramsey County is nationally known for its attractive, livable communities, rich in history, diversity and opportunity - including the state capital and county seat, Saint Paul.

Ramsey County offers residents and visitors numerous opportunities for education, cultural events and spectator sports, as well as a county parks and recreation system totaling more than 6,500 acres, providing year-round recreational opportunities to explore the outdoors and stay active.

Fiscal responsibility

Ramsey County is the only county in Minnesota – and one of only 65 counties nationwide – to hold Triple A bond ratings from both Moody’s and Standard & Poor’s. The county has held the highest rating from both agencies since 2001.

The Government Finance Officers Association has recognized Ramsey County for excellence in financial reporting each year since 1973.

County governance

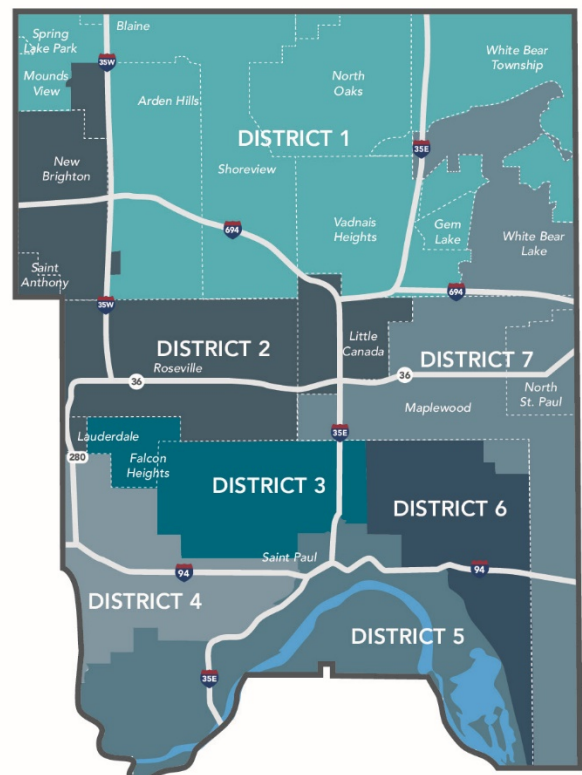
Ramsey County is governed by an elected board of commissioners who establish the county’s strategy, create policies and adopt a biennial budget.

Commissioner Nicole Joy Frethem (District 1)
 Commissioner Mary Jo McGuire (District 2)
 Commissioner Trista Martinson, Chair (District 3)
 Commissioner Rena Moran (District 4)
 Commissioner Rafael E. Ortega (District 5)
 Commissioner Mai Chong Xiong (District 6)
 Commissioner Victoria Reinhardt (District 7)

The County Attorney and Sheriff are also elected by the residents of Ramsey County. County Attorney John J. Choi currently serves as the county’s chief legal officer and Sheriff Bob Fletcher serves as the county’s chief law enforcement officer.

The County Manager makes recommendations to the board of commissioners, implements the board’s policies, provides leadership and direction to executive leaders and staff, and develops and implements the county budget. County Manager Ryan O’Connor was appointed by the board of commissioners in July 2018.

Since 1992, Ramsey County has been the only county in the state governed by a home rule charter, which defines its duties and responsibilities.



Visit ramseycounty.us/about for more information on history, population, income, education and jobs.

INTRODUCTION

August 22nd, 2023

The Honorable Board of County Commissioners

Ramsey County, Minnesota

Dear Commissioners:

I am respectfully submitting the proposed 2024-2025 Biennial Budget for Ramsey County for your consideration. With this proposed budget, the county will continue to advance its vision to be a vibrant community where all are valued and thrive.

As we all know, an enormous pressure was placed on the community and county during the immediate and ongoing response to the COVID-19 pandemic. In May, the Peacetime Emergency declared by the Federal government ended starting a new phase for us all as we think about a post-pandemic future in a changed world. The proposed budget reflects this inflection point for our community and the county as we move beyond the emergency and into the creation of a more equitable and sustainable future for all by investing in people, partnerships, and service delivery.

First and foremost, this budget invests in people – our employees, residents, and businesses. The implementation of employee contracts, improved compensation for hard-to-fill positions, and a potential increase in paid parental leave are just some of the ways this budget prioritizes employees so they can be at their best in their work to support our residents. The budget also invests in residents and business by setting spending priorities through a residents-first and racial equity lens, transforming systems, using performance measures to drive decisions, and ensuring community engagement remains a key component in the county's decision making.

This budget reflects the results of ever deepening partnerships and collaborations with our community. We are enhancing partnerships, sharing power, and co-creating in new ways that require continued and enhanced investments. The pandemic accelerated our trajectory towards deeper partnerships and created an opportunity to push us in new, innovative directions. Nowhere is that more evident than through our work to ensure our entire community is safe and all individuals and families are supported in their efforts to grow and prosper. The work being done on bail reform, non-law enforcement traffic stops, the welfare of children and families and workforce services depends on partnerships among county departments and power sharing with community to achieve meaningful, sustainable results.

As we move to a new phase of life for so many, our service delivery must also evolve to meet the needs and expectations of our community. In some cases, the past few years have fast-tracked a move to digital service delivery; in other areas, it has confirmed the importance of in-person connection as indispensable during times of great need. This budget advances innovative and flexible uses of office space, service delivery centers, and technology to deliver services to residents. These foundational elements – high-quality physical spaces and improved technology infrastructure – will enable improved collaboration within and among service teams, departments, and ultimately, with our entire community.

All of these pieces together respond to the changing needs of our community and support the hard work that Ramsey County employees do every day, regardless of external circumstance. Our county is the most diverse in the State and has unique needs that require innovative approaches. All of this comes with a financial cost to support this important work, and this budget ensures that Ramsey County is on a solid fiscal footing coming out of the pandemic period and looking toward the future.

This budget includes a proposed property tax levy increase of 6.75% in 2024 and a proposed ceiling of 4.75% in 2025 that will be reduced by future local government revenue from cannabis sales that remain too uncertain to project at this time. This proposed levy increase was mitigated by a \$6 million increase in county program aid from the State of Minnesota, that represents a 1.72% decrease from initial budget planning targets, and that property tax relief from the state is greatly appreciated.

During the pandemic, Ramsey County kept its property tax growth extremely low, leveraging one-time federal dollars and forcing the organization to manage with minimal increases to budgets. Those tools were never intended to be permanent, but they did provide relief to residents and businesses during a time of significant social and economic upheaval. Ultimately, in order to adequately provide the level of service the community expects and deserves as we exit the pandemic period and look toward a more prosperous future, and to ensure the county's budget is built on a sustainable foundation for the foreseeable future, responsible decisions must be made. I understand the significance of this proposed budget and its potential impact on residents and businesses. However, the alternative of inadequately resourcing the organization is a far more detrimental option that would have long term ramifications for the organization and community. Looking forward, we will continue to pursue non-levy funding sources, strive for additional efficiencies, and look to partner with the state legislature to find additional opportunities to modernize funding formulas so that Ramsey County residents do not carry an inequitable property tax burden in the years ahead.

I look forward to conversations with the Board of Commissioners and our community on this proposed budget through the fall as we work towards final approval of our 2024-2025 biennial budget.

Respectfully submitted,



Ryan T. O'Connor
Ramsey County Manager

BUDGET – ESTIMATED REVENUE – FUND BALANCE = TAX LEVY

Service Area	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
	Budget	Revenue	Fund Balance	Tax Levy			
Strategic Team & General County Purposes	70,832,922	5,614,009	(113,491)	65,332,404	75,497,098	(10,164,694)	(13.5)%
Information & Public Records	75,793,149	46,905,687	2,000,000	26,887,462	23,056,442	3,831,020	16.6%
Safety & Justice	160,275,540	53,547,813	-	106,727,727	94,310,371	12,417,356	13.2%
Economic Growth & Community Investment	138,285,005	92,931,727	736,611	44,616,667	37,833,233	6,783,434	17.9%
Health & Wellness	368,208,576	191,277,442	-	176,931,134	157,436,229	19,494,905	12.4%
	813,395,192	390,276,678	2,623,120	420,495,394	388,133,373	32,362,021	8.3%
Admin Costs-Reimbursement	-	8,500,000	-	(8,500,000)	(6,023,603)	(2,476,397)	41.1%
Interest on Investments	-	6,290,000	-	(6,290,000)	(5,590,000)	(700,000)	12.5%
Other Taxes	-	5,435,000	-	(5,435,000)	(2,235,000)	(3,200,000)	143.2%
Build America Bonds Rebate	-	-	-	-	-	-	-
County Program Aid	-	26,526,306	-	(26,526,306)	(20,586,504)	(5,939,802)	28.9%
City of St Paul TIF Agreement	-	3,000,000	-	(3,000,000)	(3,000,000)	-	-
Other General Revenues	-	-	-	-	(4,500,000)	4,500,000	(100.0)%
	-	49,751,306	-	(49,751,306)	(41,935,107)	(7,816,199)	18.6%
Subtotal	813,395,192	440,027,984	2,623,120	370,744,088	346,198,266	24,545,822	7.10%
Plus Allowance for Uncollectibles				7,290,458	7,925,324	(634,866)	-8.71%
				378,034,546	354,123,590	23,910,956	6.75%

BUDGET – ESTIMATED REVENUE – FUND BALANCE = TAX LEVY

Service Area	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
	Budget	Revenue	Fund Balance	Tax Levy			
Strategic Team & General County Purposes	80,808,583	5,649,256	(2,977,197)	78,136,524	65,332,404	12,804,120	19.6%
Information & Public Records	79,018,819	52,474,357	-	26,544,462	26,887,462	(343,000)	(1.3)%
Safety & Justice	163,747,109	55,211,775	-	108,535,334	106,727,727	1,807,607	1.7%
Economic Growth & Community Investment	145,307,615	98,771,657	722,091	45,813,867	44,616,667	1,197,200	2.7%
Health & Wellness	372,911,046	192,570,811	-	180,340,235	176,931,134	3,409,101	1.9%
	841,793,172	404,677,856	(2,255,106)	439,370,423	420,495,394	18,875,029	4.5%
Admin Costs-Reimbursement	-	9,057,170	-	(9,057,170)	(8,500,000)	(557,170)	6.6%
Interest on Investments	-	6,990,000	-	(6,990,000)	(6,290,000)	(700,000)	11.1%
Other Taxes	-	5,435,000	-	(5,435,000)	(5,435,000)	-	-
Build America Bonds Rebate	-	-	-	-	-	-	-
County Program Aid	-	26,526,306	-	(26,526,306)	(26,526,306)	-	-
City of St Paul TIF Agreement	-	3,000,000	-	(3,000,000)	(3,000,000)	-	-
Other General Revenues	-	-	-	-	-	-	-
	-	51,008,476	-	(51,008,476)	(49,751,306)	(1,257,170)	2.5%
Subtotal	841,793,172	455,686,332	(2,255,106)	388,361,947	370,744,088	17,617,859	4.80%
Plus Allowance for Uncollectibles				7,598,771	7,290,458	308,313	4.23%
				395,960,718	378,034,546	17,926,172	4.74%

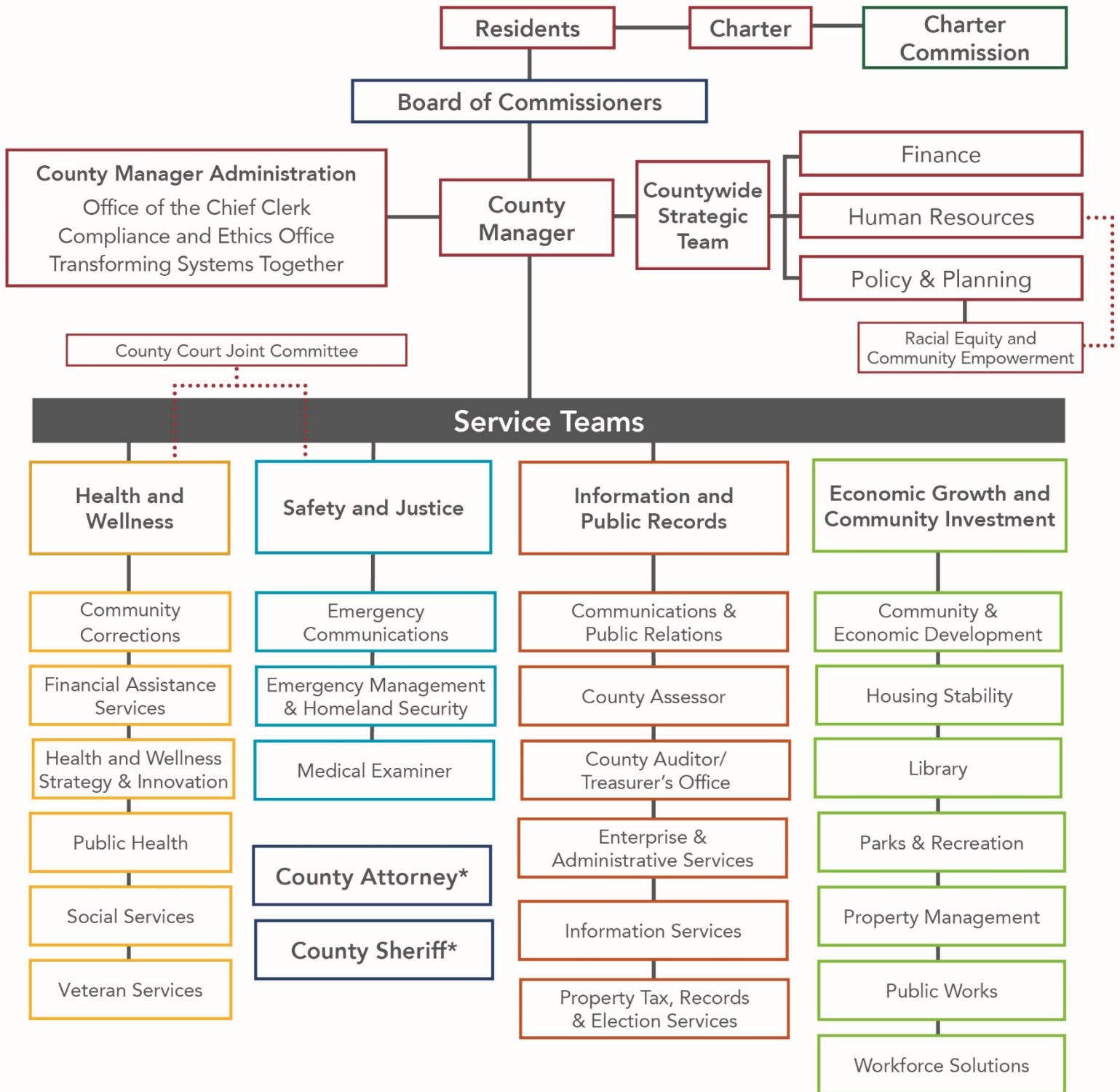
ORGANIZATIONAL STRUCTURE

Ramsey County's operational departments are organized in a Service Team structure to improve service delivery for our residents and create efficiencies.



ORGANIZATIONAL STRUCTURE

cont.



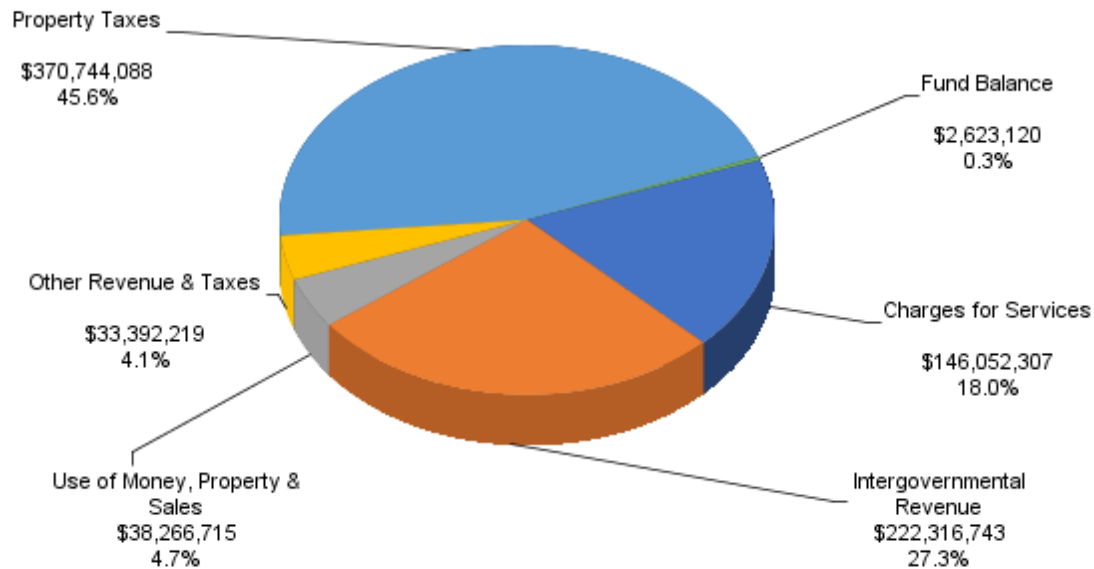
BUDGET & PERSONNEL SUMMARY BY SERVICE TEAM

Ramsey County Budget
Comparison of FY23 Approved with FY24 Proposed

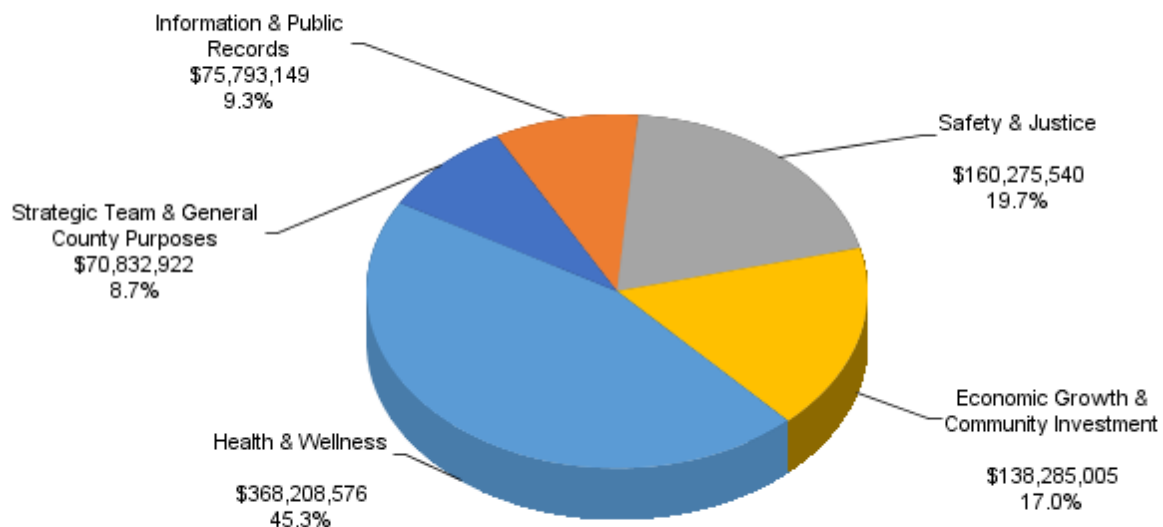
	FY23		FY24	
	Approved		Proposed	
<u>WHERE THE COUNTY DOLLAR COMES FROM</u>	<u>Amount</u>	%	<u>Amount</u>	%
Charges for Services	160,889,177	20.5%	146,052,307	18.0%
Intergovernmental Revenue				
Federal	105,855,239	13.5%	104,194,112	12.8%
State	84,055,024	10.7%	85,800,984	10.5%
State Aids	20,586,504	2.6%	26,526,306	3.3%
Other	6,491,039	0.8%	5,795,341	0.7%
Total Intergovernmental Revenue	216,987,806	27.6%	222,316,743	27.3%
Use of Money, Property & Sales	31,482,331	4.0%	38,266,715	4.7%
Other Revenue & Taxes	33,516,814	4.3%	33,392,219	4.1%
Property Taxes	346,198,266	44.0%	370,744,088	45.6%
Fund Balance	(3,006,007)	(0.4)%	2,623,120	0.3%
<i>Total</i>	<u>786,068,387</u>	<u>100.0%</u>	<u>813,395,192</u>	<u>100.0%</u>
<u>WHERE THE COUNTY DOLLAR GOES</u>	<u>Amount</u>	%	<u>Amount</u>	%
Strategic Team & General County Purposes	76,109,911	9.7%	70,832,922	8.7%
Information & Public Records	70,758,932	9.0%	75,793,149	9.3%
Safety & Justice	143,975,884	18.3%	160,275,540	19.7%
Economic Growth & Community Investment	128,539,867	16.4%	138,285,005	17.0%
Health & Wellness	366,683,793	46.6%	368,208,576	45.3%
<i>Total</i>	<u>786,068,387</u>	<u>100.0%</u>	<u>813,395,192</u>	<u>100.0%</u>

Proposed RAMSEY COUNTY - YEAR 2024

Where The County Dollar Comes From Total \$813,395,192



Where The County Dollar Goes Total \$813,395,192

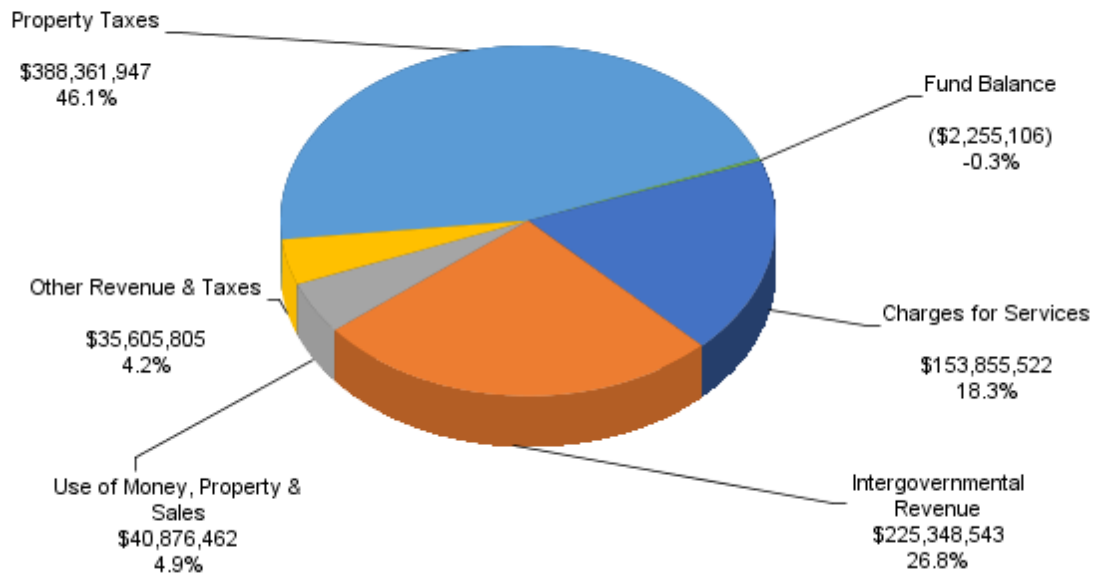


Ramsey County Budget
Comparison of FY24 Proposed with FY25 Proposed

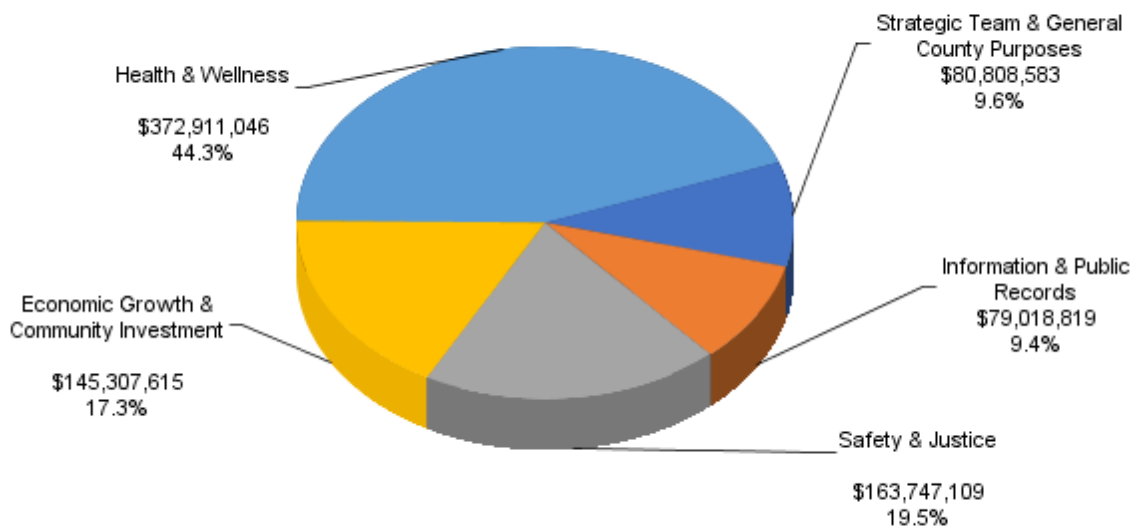
	<u>FY24</u>		<u>FY25</u>	
	<u>Proposed</u>		<u>Proposed</u>	
<u>WHERE THE COUNTY DOLLAR COMES FROM</u>	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
Charges for Services	146,052,307	18.0%	153,855,522	18.3%
Intergovernmental Revenue				
Federal	104,194,112	12.8%	104,413,746	12.4%
State	85,800,984	10.5%	88,605,134	10.5%
State Aids	26,526,306	3.3%	26,526,306	3.2%
Other	5,795,341	0.7%	5,803,357	0.7%
Total Intergovernmental Revenue	222,316,743	27.3%	225,348,543	26.8%
Use of Money, Property & Sales	38,266,715	4.7%	40,876,462	4.9%
Other Revenue & Taxes	33,392,219	4.1%	35,605,805	4.2%
Property Taxes	370,744,088	45.6%	388,361,947	46.1%
Fund Balance	2,623,120	0.3%	(2,255,106)	(0.3)%
<i>Total</i>	<u>813,395,192</u>	<u>100.0%</u>	<u>841,793,172</u>	<u>100.0%</u>
<u>WHERE THE COUNTY DOLLAR GOES</u>	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
Strategic Team & General County Purposes	70,832,922	8.7%	80,808,583	9.6%
Information & Public Records	75,793,149	9.3%	79,018,819	9.4%
Safety & Justice	160,275,540	19.7%	163,747,109	19.5%
Economic Growth & Community Investment	138,285,005	17.0%	145,307,615	17.3%
Health & Wellness	368,208,576	45.3%	372,911,046	44.3%
<i>Total</i>	<u>813,395,192</u>	<u>100.0%</u>	<u>841,793,172</u>	<u>100.0%</u>

Proposed RAMSEY COUNTY - YEAR 2025

Where The County Dollar Comes From Total \$841,793,172



Where The County Dollar Goes Total \$841,793,172



Summary of Budget by Department
FY23 - FY25

DEPARTMENT	FY23 Approved Budget	FY24 Proposed Budget	FY25 Proposed Budget
Ramsey County Board of Commissioners	2,541,896	2,682,070	2,712,941
Ramsey County Charter Commission	849	750	775
County Manager	4,749,068	6,344,142	6,333,539
Finance	5,765,267	6,723,568	7,063,429
Human Resources	8,327,945	10,843,396	11,103,916
Countywide Initiatives	5,946,225	5,547,479	5,540,847
Unallocated General Expense	23,174,762	9,220,321	21,443,446
Contingent Account	2,000,000	2,000,000	2,000,000
CIP/Equipment Replacement Levy	1,100,000	1,100,000	1,100,000
General County Debt Service	19,791,411	23,656,283	21,485,577
Library Debt Service	2,712,488	2,714,913	2,024,113
Office of Information and Public Records	4,475,041	4,603,815	4,899,244
Enterprise and Admin Services	10,710,062	11,945,921	12,024,174
Communications & Public Relations	2,408,587	3,162,745	3,206,599
Information Services	27,708,682	32,137,004	33,161,236
Technology	7,200,000	5,300,000	4,800,000
Property Tax, Records and Election Services	12,908,839	12,303,924	14,524,588
County Assessor	5,347,721	6,339,740	6,402,978
Office of Safety and Justice	672,991	1,045,335	1,520,006
Emergency Management & Homeland Security	968,155	1,277,835	1,295,353
County Attorney	51,361,446	53,424,259	54,554,239
Sheriff	64,647,159	75,087,340	76,100,706
Second Judicial District Court (Ramsey County)	3,953,969	5,273,753	5,273,753
Emergency Communications	18,925,965	20,257,203	20,991,804
Medical Examiner	3,446,199	3,909,815	4,011,248
Office of Economic Growth and Community Investment	2,644,898	3,135,123	3,435,333
Library	13,316,195	14,871,252	15,337,013
Parks & Recreation	13,194,286	14,407,930	14,805,909
Public Works	28,715,120	30,394,086	32,717,627
Central Fleet	8,062,650	9,317,963	9,502,688
Property Management	26,142,785	30,057,782	31,591,810
Workforce Solutions	21,271,257	23,903,184	23,158,184
Community & Economic Development	3,787,840	3,405,941	3,415,019
Housing Stability	11,404,836	8,791,744	11,344,032
Office of Health and Wellness	2,174,943	2,546,164	2,554,149
Health and Wellness Administration	30,330,036	33,437,590	34,096,428
Financial Assistance Services	33,111,382	36,340,766	36,727,332
Social Services	134,137,880	134,469,210	135,868,971
Lake Owasso Residence	10,038,400	11,721,075	11,834,359
Former Ramsey County Care Center	18,509,892	-	-
Public Health	68,460,330	72,287,626	73,357,632
Veterans Services	824,660	1,012,371	1,025,535
Community Corrections	69,096,270	76,393,774	77,446,640
TOTAL	786,068,387	813,395,192	841,793,172

SUMMARY OF PERSONNEL BY SERVICE TEAM
FY22 - FY25

<u>SERVICE AREA</u>	<u>FY22 Approved Budget</u>	<u>FY23 Approved Budget</u>	<u>FY24 Proposed Budget</u>	<u>FY25 Proposed Budget</u>	<u>FY24 Inc./ Dec.)</u>	<u>FY25 Inc./ Dec.)</u>
Strategic Team & General County Purposes	177.01	193.81	226.00	228.00	32.19	2.00
Information & Public Records	279.00	278.00	297.00	299.00	19.00	2.00
Safety & Justice	998.45	1,004.65	1,003.10	1,005.10	(1.55)	2.00
Economic Growth & Community Investment	544.36	543.36	565.51	571.61	22.15	6.10
Health & Wellness	2,294.50	2,323.50	2,087.11	2,086.11	(236.39)	(1.00)
TOTAL COUNTY FTE	4,293.32	4,343.32	4,178.72	4,189.82	(164.60)	11.10

STRATEGIC TEAM & GENERAL COUNTY PURPOSES

Ramsey County Board of Commissioners	18.00	18.00	18.00	18.00	-	-
County Manager	30.81	32.81	40.80	40.80	7.99	-
Finance	47.00	47.00	50.00	50.00	3.00	-
Human Resources	60.00	76.00	83.70	84.70	7.70	1.00
Countywide Initiatives	-	-	4.50	4.50	4.50	-
Unallocated General Expense	21.20	20.00	29.00	30.00	9.00	1.00
TOTAL	177.01	193.81	226.00	228.00	32.19	2.00

INFORMATION & PUBLIC RECORDS

Office of Information and Public Records	19.00	18.00	7.00	7.00	(11.00)	-
Enterprise and Admin Services	35.00	35.00	43.00	43.00	8.00	-
Communications & Public Relations	20.00	20.00	23.00	23.00	3.00	-
Information Services	82.00	82.00	90.00	92.00	8.00	2.00
Property Tax, Records and Election Services	74.00	74.00	85.00	85.00	11.00	-
County Assessor	49.00	49.00	49.00	49.00	-	-
TOTAL	279.00	278.00	297.00	299.00	19.00	2.00

SAFETY & JUSTICE

Office of Safety and Justice	5.00	5.00	5.00	6.00	-	1.00
Emergency Management & Homeland Security	6.50	6.50	6.50	6.50	-	-
County Attorney	366.20	367.40	369.60	369.60	2.20	-
Sheriff	453.00	455.00	451.00	451.00	(4.00)	-
Emergency Communications	149.75	152.75	153.00	153.00	0.25	-
Medical Examiner	18.00	18.00	18.00	19.00	-	1.00
TOTAL	998.45	1,004.65	1,003.10	1,005.10	(1.55)	2.00

ECONOMIC GROWTH & COMMUNITY INVESTMENT

Office of Economic Growth and Community Investment	26.00	23.00	24.00	24.00	1.00	-
Library	100.37	100.37	101.37	101.37	1.00	-
Parks & Recreation	92.61	92.61	96.76	97.76	4.15	1.00
Public Works	110.75	110.75	114.65	115.75	3.90	1.10
Central Fleet	26.58	26.58	26.58	27.58	-	1.00
Property Management	75.05	75.05	79.05	82.05	4.00	3.00
Workforce Solutions	75.00	77.00	79.00	79.00	2.00	-
Community & Economic Development	12.00	12.00	13.00	13.00	1.00	-
Housing Stability	26.00	26.00	31.10	31.10	5.10	-
TOTAL	544.36	543.36	565.51	571.61	22.15	6.10

HEALTH & WELLNESS

Office of Health and Wellness	13.50	50.50	15.50	15.50	(35.00)	-
Health and Wellness Administration	125.85	125.85	130.85	129.85	5.00	(1.00)
Financial Assistance Services	365.50	362.50	379.50	379.50	17.00	-
Social Services	683.24	683.24	628.00	628.00	(55.24)	-
Lake Owasso Residence	102.60	101.60	107.70	107.70	6.10	-
Former Ramsey County Care Center	161.75	160.75	-	-	(160.75)	-
Public Health	345.80	343.80	337.80	337.80	(6.00)	-
Veterans Services	7.00	7.00	8.00	8.00	1.00	-
Community Corrections	489.26	488.26	479.76	479.76	(8.50)	-
TOTAL	2,294.50	2,323.50	2,087.11	2,086.11	(236.39)	(1.00)

NOTE: Full-Time Equivalent Positions (FTE's) reflected above show a comprehensive view of countywide staffing. Please note that the dollars budgeted for staffing in the Housing and Redevelopment Authority and Regional Rail Authority are reported in their individual fund statements and are not included in the other countywide reports.

Major Changes

Strategic Team

County Manager's Office

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	1,595,074	1,584,471
Revenues	126,952	102,984
Fund Balance	-	-
Levy	-	-
FTEs	7.99	7.99

1) Major Change: Operating Cost Increases

Fund: 11101: General Fund

Description: Costs of doing business such as personnel, rental rates, and internal service charges increase in this budget vs. 2023. Specifically, the base costs for personnel, rental rates, and Information Services (IS) rates have increased vs. 2023.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	1,246,312	1,229,197
Revenue Impact	25,000	25,000
Fund Balance Impact		
Levy Impact	1,246,312	1,229,197
FTE Impact		

2) Major Change: Ramsey County Care Center - FTE addition

Fund: 11101: General Fund

Major Changes

Strategic Team

County Manager's Office

Description: Addition of 1.8 FTE staff from the Ramsey County Care Center to the County Manager's Office budget. The 0.8 FTE will move into a 1.0 FTE vacant position in the Chief Clerk and Administration area. A 1.0 FTE increase and funding is needed to support data practices requests, health records, and records management in the Compliance and Ethics Office.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	110,000	111,100
Revenue Impact		
Fund Balance Impact		
Levy Impact	110,000	111,100
FTE Impact	1.80	1.80

3) Major Change: Staff Investigator

Fund: 11101: General Fund

Description: Addition of 1.0 FTE staff investigator to Compliance and Ethics and \$110,000 to the County Manager's Office budget.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	107,292	109,200
Revenue Impact		
Fund Balance Impact		
Levy Impact	107,292	109,200
FTE Impact	1.00	1.00

Major Changes

Strategic Team

County Manager's Office

4) Major Change: Two Staff Lobbyists

Fund: 11101: General Fund

Description: Addition of 2.0 FTE staff lobbyist to Government Relations and \$240,000 to the County Manager's Office budget.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	240,000	240,000

Revenue Impact

Fund Balance Impact

Levy Impact	240,000	240,000
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FTE Impact	1.00	1.00
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5) Major Change: Addition of 0.25 FTE to Compliance and Ethics

Fund: 11101: General Fund

Description: 0.25 FTE increase to bring an investigator position from 0.75 to 1.0 FTE

	<u>2024</u>	<u>2025</u>
Expenditure Impact	25,000	25,000

Revenue Impact

Fund Balance Impact

Levy Impact	25,000	25,000
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FTE Impact	0.25	0.25
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Major Changes

Strategic Team	County Manager's Office
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6) Major Change:	TST Reallocation
Fund:	11101: General Fund
Description:	In 2024-25, the Strategic Team is proposing to repurpose \$1 million of TST's \$3 million funds to support overall operations. This will leave \$2 million in funding for TST's important work, which aligns more closely with the actual spending for TST. The areas that this \$1 million of repurposed funding supports – including HR and CMO – will work closely with TST to support the work they do daily in service to community.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	1,000,000	1,000,000
Revenue Impact		
Fund Balance Impact		
Levy Impact	1,000,000	1,000,000
FTE Impact	1.00	1.00

Major Changes

Strategic Team

Finance

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	958,301	1,298,162
Revenues	121,008	153,023
Fund Balance	-	-
Levy	-	-
FTEs	3.00	3.00

1) Major Change: Operating Cost Increases

Fund: 11101: General Fund

Description:

	<u>2024</u>	<u>2025</u>
Expenditures	605,955	641,293
Revenues	-	-
Fund Balance	-	-
Levy	605,955	641,293
FTE Impact	-	-

2) Major Change: Operational Support Services

Fund: 11101: General Fund

Description: The budget funds half of the operational support services director position with American Rescue Plan Act (ARPA) funds, a recognition of the work of that position to support ARPA work across the county. The other half of the position is funded by funds allocated to procurement modernization.

Major Changes

Strategic Team	Finance
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	<u>2024</u>	<u>2025</u>
Expenditures	203,856	205,896
Revenues	-	-
Fund Balance	-	-
Levy	203,856	205,896
FTE Impact	-	-

3) Major Change: Additional Risk Management FTE

Fund: 11101: General Fund

Description: The 2024-25 budget adds 1.0 FTE to the risk management area of finance. This position will focus on supporting the implementation of the enterprise risk management strategy, including identifying and planning for our top risks as an organization.

	<u>2024</u>	<u>2025</u>
Expenditures	107,292	109,200
Revenues	-	-
Fund Balance	-	-
Levy	107,292	109,200
FTE Impact	1.00	1.00

4) Major Change: P Plus Revenues

Fund: 11101: General Fund

Description: This budget operationalizes the discontinuation of the P Plus program and removes the associated revenue as the program was not aligned with Finance or Ramsey County values. This program allowed vendors to borrow against payments from the county at a cost, extracting wealth from our community at a time we are seeking to do the opposite, particularly for historically disadvantaged communities.

Major Changes

Strategic Team	Finance
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	<u>2024</u>	<u>2025</u>
Expenditures	-	-
Revenue Impact	(280,246)	(280,246)
Fund Balance Impact	-	-
Levy Impact	280,246	280,246
FTE Impact	-	-

5) Major Change: Enterprise Risk Management Revenue

Fund: 11101: General Fund

Description: The 2024-25 budget recognizes additional revenue to support the risk management operation. Per board resolution, this work is funded from the risk management fund. The 2024-25 budget more clearly allocates costs to service teams to support cost of the risk management program, including both premiums/direct costs and administrative cost. A 1.00 FTE has also been added to the budget in 2024.

	<u>2024</u>	<u>2025</u>
Expenditures	-	-
Revenues	151,304	183,319
Fund Balance	-	-
Levy Impact	151,304	183,319
FTE Impact	1.00	1.00

6) Major Change: Additional Foundational Excellence Investment

Fund: 11101: General Fund

Major Changes

Strategic Team

Finance

Description: The 2024-25 Budget includes funding to support additional investment in Foundational Excellence. Specifically, funding will support the establishment of a county grants office, invest in continued procurement modernization work, fund a county safety officer, allocate funds to adequately staff a treasury function in the finance department, and add an additional FTE to the personnel and benefits transaction assistant team in human resources. These funds are budgeted in the county's unallocated general budget.

	<u>2024</u>	<u>2025</u>
Expenditures	1,000,000	1,200,000
Revenues	-	-
Fund Balance	-	-
Levy Impact	1,000,000	1,200,000
FTE Impact	9.00	10.00

7) Major Change: Evaluation Capacity

Fund: 11101: General Fund

Description: The 2024-25 budget adds \$300,000 in funding to increase countywide evaluation capacity. These funds will support efforts across the county to better understand our work and align our resources to our values.

	<u>2024</u>	<u>2025</u>
Expenditures	-	-
Revenues	-	300,000
Fund Balance	-	-
Levy Impact	-	300,000
FTE Impact	-	-

Major Changes

Strategic Team

Human Resources

Total Change		
	<u>2024</u>	<u>2025</u>
Expenditures	2,515,451	2,775,971
Revenues	(415,411)	(415,411)
Fund Balance	-	-
Levy	2,930,862	3,191,382
FTEs	7.70	8.70

1) Major Change: Operating Cost Increases

Fund: 11101: General Fund

Description: Costs of doing business such as personnel, rental rates, and internal service charges increase in this budget vs. 2023. Specifically, the base costs for personnel, rental rates, and Information Services (IS) rates have increased vs. 2023.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	2,465,451	2,665,971
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	2,465,451	2,665,971
FTE Impact	7.70	8.70

2) Major Change: New Commuting Policy

Fund: 11101: General Fund

Description: The county has implemented a new commuting policy. As such, Human Resources will no longer receive cost share revenue from employees purchasing a MetroPass. Revenue from parking fees at the East Building are also discontinued.

Major Changes

Strategic Team		Human Resources	
	<u>2024</u>	<u>2025</u>	
Expenditure Impact	50,000	50,000	
Revenue Impact	(415,411)	(415,411)	
Fund Balance Impact	-	-	
Levy Impact	465,411	465,411	
FTE Impact	-	-	

- 3) Major Change: Employee Survey
- Fund: 11101
- Description: In 2025, HR will be the lead in conducting a countywide employee survey. This survey will support the County's talent attraction, retention, and promotion efforts.

Major Changes

IPR Service Team

Office of Information & Public Records

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	1,256,007	1,261,752
Revenues	-	-
Fund		
Balance	-	-
Levy	-	-
FTE Impact	-	-

- 1) Major Change: ECRM & Tax Software Maintenance
- Fund: 11101: General Fund
- Description: Operationalizing software Maintenance expense for the Enterprise Cashiering and Tax systems.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	967,782	1,028,360
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

- 2) Major Change: Rent
- Fund: 11101: General Fund
- Description: Inflationary increases related to rent.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	112,002	138,231
Revenue Impact	-	-

Major Changes

IPR Service Team	Office of Information & Public Records
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Levy Impact	-	-
FTE Impact	-	-

- 3) Major Change: General Liability Tort Claims
- Fund: 11101: General Fund
- Description: Inflationary increases related to Tort Claims.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	64,221	68,932
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

- 4) Major Change: IS rate increase
- Fund: 11101: General Fund
- Description: Increase related to Information Services core service fees.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	112,002	26,229
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

IPR Service Team

Communications and Public Relations

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	370,378	377,558
Revenues	-	-
Fund		
Balance	-	-
Levy	-	-
FTE Impact	3.00	3.00

1) Major Change: Graphic and Digital Specialist

Fund: 11101: General Fund

Description: Ramsey County receives over 7.7 million visits to our website each year making it the digital front door to the entire county. The county's website platform will not be supported after 2025 which means we need to replatform Ramseycounty.us, RamseyNet.us, and HeadingHomeRamsey.org before 2025. Regardless of the vendor or platform selected, this replatform will require a manual move of all existing web content from these three websites to the new platform. This is a significant undertaking. While we have many employees who do website edits, it is very unusual for an organization of Ramsey County's size to not have an entire team dedicated to website development, maintenance, and governance as their primary function. CPR is requesting the addition of 1 FTE dedicated to website and other digital communications. This website specialist will allow us to develop much needed internal knowledge back-up, which would mitigate existing risk while providing day to day support, strategy and expertise to the communications associates who make minor website edits on behalf of departments. This model has us working towards the similar model used with the county's Open Data Portal program which has two dedicated FTEs. The website specialist would cross train with the Open Data Portal team and the Digital Specialis, creating additional cross-training and back-ups per best practices and required Continuity of Operation Plans in case of staff illness, vacation, and/or other needs.

	<u>2024</u>	<u>2025</u>
Expenditure		
Impact	93,924	94,848

Major Changes

IPR Service Team		Communications and Public Relations	
Revenue Impact	-	-	
Fund Balance Impact	-	-	
Levy Impact	-	-	
FTE Impact	1.00	1.00	

2) Major Change: Graphic and Digital Specialist

Fund: 11101: General Fund

Description: As Ramsey County builds out its Residents First commitment, departments across the county are working to ensure that they are offering accessible communications and content. This has resulted in a significant increase in the request for graphic design services including building signage, materials, and campaigns in multiple languages. Additionally, as a result of building moves, new buildings opening such as the three Service Centers there is a need to update and create new building signage, stationary, and communication pieces to ensure that community can continue to easily find what they need when they need it. These are all very exciting changes. To keep pace, CPR is requesting a second Graphic and Digital Specialist to bring on a second graphic designer to the team. Currently, with a single graphic designer and all the additional requests, including building signage and interior artistic enhancements, we are not able to keep pace. A second designer is needed to meet existing demand and what all trends point to as continuing future demand with the large projects like the website project, the most recent building purchase, and day-to-day opportunities to make engaging visuals for social media and all our Ramsey channels that currently we often have to request an outside vendor to do for us at a cost to the county.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	93,924	94,848
Revenue Impact	-	-
Fund Balance Impact	-	-

Major Changes

IPR Service Team	Communications and Public Relations	
Levy Impact	-	-
FTE Impact	1.00	1.00

3) Major Change: Public Information Officer

Fund: 11101: General Fund

Description: Ramsey County is unique for an organization of its size to not have a dedicated media relations position. When media relations inquiries come in, the department director, deputy or a manager manages the media inquiry. This requires other work to temporarily be put on pause which can have negative impact on other projects, initiatives and/or strategic upstream work. With dedicated capacity to media relations, we would also have the opportunity to tell so many more Ramsey County stories, share outcomes, reach deeper into community and cultural media to develop deep relationships that we are unable to do now as we do not have the time to dedicate which creates an inequity in how news is covered and ultimately shared and who receives information. Media relations is a 24/7 position with inquiries coming in outside of business hours which means we have an on-call Public Information Officer at all times. Currently, this often falls mainly to one individual to be always on call which is unsustainable. With a dedicated media relations position, CPR would be able to create a more equitable on-call schedule shared by multiple individuals with the on-call status as an expected part of their position when they accept the job.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	122,928	124,140
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	1.00	1.00

Major Changes

IPR Service Team

Communications and Public Relations

4) Major Change:	Buildings & Office Space	
Fund:	11101: General Fund	
Description:	New to 2024, the County Manager's office will be charging rent to CPR for the utilization of space at the courthouse.	
	<u>2024</u>	<u>2025</u>
Expenditure Impact	59,602	63,722
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

IPR Service Team

Enterprise and Administrative Services

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	869,008	889,574
Revenues	-	-
Fund Balance	-	-
Levy	-	-
FTE Impact	4.00	4.00

1) Major Change: Proposed Levy funded 1 FTE in EPMO department

Fund: 11101: General Fund

Description: EAS will make the salary for one FTE in EMPO levy funded, versus funding through the internal service fund of EPMO. This move in funding source will create a more sustainable and consistent funding structure for the EPMO going forward. This shift in funding source will result in \$150,000 annually in additional levy dollars starting in 2024.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	150,000	150,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	1.00	1.00

2) Major Change: Proposed 2 new FTEs in ESD

Fund: 11101: General Fund

Major Changes

IPR Service Team	Enterprise and Administrative Services
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Description:	As Enterprise Services grows with expanded Service Centers and Navigator services, the role of the Enterprise Services Manager is expanding, to meet this need, EAS is creating an Enterprise Services Division Director position which will have oversight of the Service Centers and Navigator services and a new Service Center Manager position. The additional expenditure for these positions are \$311,928 in 2024 and \$315,012 in 2025.
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	<u>2024</u>	<u>2025</u>
Expenditure Impact	311,928	315,012
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	2.00	2.00

3) Major Change: Proposed 1 new FTEs in IPR Administrative Services

Fund: 11101: General Fund

Description:	Starting in 2024, EAS in repurposing a vacant FTE to continue building the countywide Resident Experience capability and proposing to create one new FTE to provide Residents First program management and oversight, along with planning and management of building the county's Residents First capabilities. The total new expenditure for these positions is \$149,412 in 2024 and \$150,888 in 2025.
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	<u>2024</u>	<u>2025</u>
Expenditure Impact	149,412	150,888
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-

Major Changes

IPR Service Team	Enterprise and Administrative Services
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FTE Impact	1.00	1.00
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4) Major Change: ESD Rent

Fund: 11101: General Fund

Description: Starting in 2024, EAS has included budget to operate the Service Centers, which was not previously included in the EAS budget. These costs include costs for Service Center spaces totaling \$207,668 in 2024 and \$223,674 in 2025.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	207,668	223,674
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

5) Major Change: Resident Parking

Fund: 11101: General Fund

Description: Starting in 2024, EAS has included budget to operate the Service Centers, which was not previously included in the EAS budget. These costs include funding for resident parking and transit of \$50,000 annually. This cost was previously funded through Residents First project funds in 2022 and 2023.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	50,000	50,000
Revenue Impact	-	-
Fund Balance Impact	-	-

Major Changes

IPR Service Team		Enterprise and Administrative Services	
Levy Impact	-	-	
FTE Impact	-	-	

Major Changes

IPR Service Team

Information Services

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	3,928,322	4,952,554
Revenues	2,678,322	4,702,554
Fund		
Balance	250,000	(250,000)
Levy	1,000,000	500,000
FTE Impact	5.00	5.00

1) Major Change: Cyber Security Tools - Maintenance

Fund: 22102: Information Services Fund

Description: In 2021, the County Board approved \$3M to enhance the county's cyber security. Since then we have added numerous tools that have greatly improved the county's ability to ward off security threats. One FTE is included here which is funded by savings we will realize by not needing to pay to an outside vendor to support the Palo Alto system's daily support and enhancements.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	475,800	475,800
Revenue Impact	475,800	475,800
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	1.00	1.00

2) Major Change: ERP/Enterprise Systems - Maintenance

Fund: 22102: Information Services Fund

Description: Expansion, enhancement, and general costs increases related to software systems that are used throughout the county and paid for from the IS Budget. Laserfiche and Peopleoft experienced the largest cost increases.

Major Changes

IPR Service Team

Information Services

	<u>2024</u>	<u>2025</u>
Expenditure Impact	470,000	638,000
Revenue Impact	470,000	638,000
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

3) Major Change: Enterprise Content Management (ECM) team

Fund: 11101: General Fund

Description: The TGC approved creating 2 FTE positions within the ECM team in June 2021 based on the increased ECM workload associated with expanding its licensing to support full enterprise deployment. One position, an ECM technical specialist, assists in supporting the ECM tools and infrastructure as well as building and configuring automated workflows to meet business needs such as the expansion of MNbenefit applications for services associated with the state's Department of Humans Services. The other position, an ECM business specialist, is focused on training users, coordinating ECM projects, and working with the businesses to identify ways in which ECM tools can modernize their work processes. Both also provide direct user support through resolving business service tickets.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	210,000	215,000
Revenue Impact	210,000	215,000
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	2.00	2.00

Major Changes

IPR Service Team

Information Services

- 4) Major Change: Data Architect
- Fund: 22102: Information Services Fund
- Description: Data Architect responsible for defining the policies, procedures, models and technologies to be used in collecting, organizing, storing and accessing county information. This position will be pivotal in county organizing the data in a manner so that it is accessible when needed in a secure manner.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	153,000	189,000
Revenue Impact	153,000	189,000
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	1.00	1.00

- 5) Major Change: Solutions Architect
- Fund: 22102: Information Services Fund
- Description: This position will help us respond faster to need for solutions across the county and also ensure that we choose and implement the solutions in an architected manner. The Solutions Architect will create and manage a specific solution that fits the county's environment, meets business goals, and enables optimal user and resident experience.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	189,000
Revenue Impact	-	189,000
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	1.00	1.00

Major Changes

IPR Service Team

Information Services

6) Major Change: IS Sr Bus Analyst - Solution Design

Fund: 22102: Information Services Fund

Description: In conjunction with the Solutions Architect, this position will organize and lead the Service Design Team to work with business partners to understand needs, determine path, coordinate implementation.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	50,000	155,000
Revenue Impact	50,000	155,000
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

7) Major Change: IS Tech Svcs Spec 2 - Collaboration Tools Support

Fund: 22102: Information Services Fund

Description: Provide support, administration, backup and direction for M365, AdobeSign, PowerShell, other collaboration tools allowing us to shift left and be better prepared for virtual services in future. This will allow us to better utilize the technologies that we have already invested in and explore their use to the maximum possible limits.

Expenditure Impact	62,500	129,000
Revenue Impact	62,500	129,000
Fund Balance Impact		
Levy Impact		
FTE Impact	1.00	1.00

Major Changes

IPR Service Team	Information Services
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8) Major Change:	Deputy Director of Information Services	
Fund:	22102: Information Services Fund	
Description:	Having a deputy position will allow IS to be more intentional as we can focus appropriately on Operational and Strategic items. Currently the CIO is spending too much time on day to day operations and not able to focus on big picture strategies to move the county forward.	
Expenditure Impact	195,700	
Revenue Impact	195,700	
Fund Balance Impact		
Levy Impact		
FTE Impact	1.00	

9) Major Change:	Service Management Sr Analyst	
Fund:	22102: Information Services Fund	
Description:	Adding a service management analyst will improve the IS service delivery (making IS more efficient) and reduce unplanned downtime making the business more efficient. This position will help us will improve over overall standard of services and bring more efficiencies eventually allowing us to do more with what we have.	
Expenditure Impact	150,000	155,000
Revenue Impact	150,000	155,000
Fund Balance Impact		
Levy Impact		
FTE Impact	1.00	1.00

Major Changes

IPR Service Team		Information Services	
10) Major Change:	Data Capability Manager		
Fund:	22102: Information Services Fund		
Description:	The Data Capability Manager creates the environment in which expert knowledge and innovative ideas create a continually improved data capability; they own the capability business processes that optimize the County's investment; monitors, and provides input into the development and implementation of integrated information systems; facilitates information sharing across departments and projects, eliminates redundant data collection and entry, improves the quality of information and maximizes the use of county systems in order to improve the quality and efficiency of County services. Funding for this position will be zero impact to the IS budget. The Recorder's fund will fund GIS position(s) in IS while the funding in the IS Salary budget not used for the GIS position will fund this position.		
Expenditure Impact			
Revenue Impact			
Fund Balance Impact			
Levy Impact			
FTE Impact	1.00	1.00	

Major Changes

IPR Service Team		Technology
11) Major Change:	Information Technology Portfolio (ITP) Changes	
Fund:	11101: General Fund	
Description:	<p>The 2024-25 budget reduces the funds available for Information Technology Portfolio (ITP) by \$1.5 million in 2024 and \$2 million in 2025.</p> <p>\$300,000 is added to the budget to create an operating bridge fund to help departments cover initial operating costs of new projects funded through ITP until the costs can be built into the next subsequent biennial budget.</p>	
Expenditure Impact	(1,200,000) (1,700,000)	
Revenue Impact		
Fund Balance Impact		
Levy Impact	(1,200,000) (1,700,000)	
FTE Impact		

Major Changes

IPR Service Team

Property Tax, Records and Election Services

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	2,810,000	850,000
Revenues	570,000	570,000
Fund		
Balance	-	0
Levy	-	0
FTE Impact	5.00	5

1) Major Change: Presidential Year

Fund: 11101: General Fund

Description: There will be three, high-turnout, elections held in 2024 and anticipate serving over 750,000 total voters. In 2023 we will serve around 90,000 total voters. Since 2016, the County has seen a dramatic increase in the use of vote-by-mail and early voting. Both of these activities are County obligations. The growth of these activities was expected and our service model has changed, this budget request reflects these changes. Additionally, the Minnesota state legislature has extended the early voting period from starting seven days before an election to now starting 18 days before an election. This new legislation also includes required weekend and nighttime hours beyond what the County has previously provided. This budget request accounts for the extended days and hours to operate six countywide early voting locations. A reduction of this budget request would reduce the number of early voting locations the County can operate.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	2,400,000	440,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

IPR Service Team	Property Tax, Records and Election Services
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2) Major Change: Electronic Image Fee

Fund: 11101: General Fund

Description: Historically the County charges \$0.12 per page for bulk digitized documents such as torrens and abstract documents filed with the County. In 2024 the fee per page will increase to \$.015 per page resulting in an increase to revenue.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	-
Revenue Impact	160,000	160,000
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

3) Major Change: Vital Records division merge

Fund: 11101: General Fund

Description: Vital Records department will be moving from Public Health to Information and Pubilc Records service team.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	410,000	410,000
Revenue Impact	410,000	410,000
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	5.00	5.00

Major Changes

IPR Service Team

County Assessor

Total Change		
	<u>2024</u>	<u>2025</u>
Expenditures	434,048	432,238
Revenues	-	-
Fund		
Balance	-	-
Levy	-	-
FTE Impact	-	-

1) Major Change: Vacancy Factor

Fund: 11101: General Fund

Description: This budget increase is related to decreasing the vacancy factor from 14% to 4%. 4% is consistent across the IPR service team and County.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	434,048	432,238
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

Safety and Justice Service Team

Office of Safety & Justice

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	243,008	500,588
Revenues	69,359	70,476
Fund Balance	-	-
Levy	-	-
FTEs	-	1.00

1.) Major Change: Addition of Accountant 2 in 2025

Fund: General Fund

Description: In 2025, the addition of the accountant will expand the ability to train, create fiscal reports, financial forecasts, and assist in ensuring compliance, transparency and fiscal accountability.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	106,404
Revenue Impact	-	-
Fund Balance Impact		
Levy Impact		
FTE Impact	-	1.00

2.) Major Change: Account Specialist 2

Fund: General Fund

Description: In 2023, to maximize resources and meet immediate needs of 5 departments (ECC, EMHS, CRTS, PUBDF, OSJ), the controller collaborated with them to consolidate the financial management and accounting duties for these 5 departments. All 5 departments started to contribute to fund one centralized account specialist to process and meet fiscal needs.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	73,008	74,184

Major Changes

Safety and Justice Service Team		Office of Safety & Justice
Revenue Impact	69,359	70,476
Fund Balance Impact		
Levy Impact		
FTE Impact	-	1.00

3.) Major Change: Service Team Wide Strategic Priorities

Fund: General Fund

Description: OSJ is requesting funding to create capacity to drive transformational change at the service team level. This will reduce dependence on one time funds or reliance on community engagement and strategic priority funding requests to operationalize strategic priorities.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	150,000	300,000
Revenue Impact	-	-
Fund Balance Impact		
Levy Impact		
FTE Impact	-	-

Major Changes

Safety and Justice Service Team		Office of Safety & Justice	
4.) Major Change:	Rent		
Fund:	General Fund		
Description:	Budgeting and anticipating contribution to the county manager's office for space in 210		
	<u>2024</u>	<u>2025</u>	
Expenditure Impact	20,000	20,000	
Revenue Impact	-	-	
Fund Balance Impact			
Levy Impact			
FTE Impact	-	-	

Major Changes

Safety and Justice Service Team

Emergency Management & Homeland Security

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	377,480	378,480
Revenues	207,840	207,840
Fund Balance	-	-
Levy	-	-
FTEs	-	-

- 1.) Major Change:
- Grant reporting change
- Fund:
- 11101: General Fund
11112: Grant Fund
- Description:
- Shifting in 2024 to increase transparency for grants, changing from reporting grants in fund 11101 to fund 11112 and including any mandatory in-kind match created a major change in the budgeting of the grants. Mandatory in-kind match from levy is now shown both in the levy operating budget as well as in the grant fund as a transfer. As the match is with personnel, it will also appear that the FTE funding distribution will shift to grant funded; however, it is a levy funded match.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	207,840	207,840
Revenue Impact	207,840	207,840
Fund Balance Impact		
Levy Impact		
FTE Impact	-	-

Major Changes

Safety and Justice Service Team	Emergency Management & Homeland Security
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Description:	As EMHS is a small department that is 64% grant funded, the budget does not have much room to absorb large indirect cost changes easily. IS and Rent charges increased by \$69,640 (502% from 2023 to 2024). Much of this was included in the rebasing. The service team controller collaborated with the department and EMHS was able to realign and redistribute expenditures and resources to optimize every dollar and improve clarity between the grants.
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	<u>2024</u>	<u>2025</u>
Expenditure Impact	69,640	69,640
Revenue Impact	-	-
Fund Balance Impact		
Levy Impact		
FTE Impact	-	-

3.) Major Change: Market Rate Adjustment

Fund:	11101: General Fund 11112: Grant Fund
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Description:	In collaboration with Market Analysis, Talent Attraction, Retention, and Promotion county goals, EMHS is estimating personnel costs at rates matching the market average.
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	<u>2024</u>	<u>2025</u>
Expenditure Impact	100,000	101,000
Revenue Impact	-	-
Fund Balance Impact		
Levy Impact		
FTE Impact	-	-

Major Changes

Safety and Justice Service Team

Ramsey County Attorney's Office

Total Change		
	<u>2024</u>	<u>2025</u>
Expenditures	2,770,265	3,127,640
Revenues	(93,669)	(93,669)
Fund		
Balance	-	-
Levy	-	-
FTEs	3.40	3.40

1) Major Change: Increased Personnel Services for estimated salary and fringe benefit costs

Fund: 11101: General Fund

Description: The department full-time equivalents (FTE) for the 2024 and 2025 personnel services budget were increased by 3.4 FTE in 2024 and 2025. 1.2 FTE Attorneys were budgeted in 2023 in the Finance Department have been transferred to the County Attorney's budget for the 2024 and 2025 biennium to better meet the legal needs for contract and procurement management. An additional 1.0 FTE Attorney is added to 2024 and 2025 to support County's increased demand for housing and real estate matters. 1.2 FTE positions were added in anticipation of funding these positions with one-time funding. The total personnel services budget increased in 2024 by \$3,102,296 and in 2025 by \$3,180,350 due to changed budget assumptions for estimated salary increases and fringe benefit costs. In total, 6.2 FTEs are budgeted in the department budget with the expectation that one-time funding will fund these positions. Attorney services will begin to be charged to the tort fund to better reflect the full costs of tort matters in the tort fund which results in the County Attorney's budget recognizing \$500,000 in revenue for both 2024 and 2025.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	3,102,296	3,180,350
Revenue Impact	500,000	500,000
Fund Balance Impact	-	-
Levy Impact	-	-

Major Changes

Safety and Justice Service Team	Ramsey County Attorney's Office
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FTE Impact	3.40	3.40
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2) Major Change: Increased internal charges for Information Services

Fund: 11101: General Fund

Description: Internal charges for information services increased in 2024 by \$467,260 and in 2025 by \$656,644. The rate increases was approved so IS could better support the County's technology needs.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	467,260	656,644
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

3) Major Change: Increased internal charges for Property Management

Fund: 11101: General Fund

Description: County space rental rates have been increased significantly in both 2024 and 2025 compared to the 2023 space rental rates so property management can better support the county's space needs. The County Attorney's Office is moving into County owned space in 2024 to consolidate staff from two locations into one and will no longer lease space from a privately owned management company. The result is space rental costs for the County Attorney's Office budget is decreasing in 2024 by \$115,316 and in 2025 by \$25,379.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(115,316)	(25,379)
Revenue Impact	-	-

Major Changes

Safety and Justice Service Team		Ramsey County Attorney's Office	
Fund Balance Impact	-	-	
Levy Impact	-	-	
FTE Impact	-	-	

4) Major Change: Decreased Child Support Services revenues

Fund: 11101: General Fund

Description: After several years of declining revenues due to decreased case work, the 2024 and 2025 Child Support incentive and aids were decreased by \$593,669 and the child support attorney legal services were decreased by \$683,975 to reflect expected revenue and expenditure budget estimates.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(683,975)	(683,975)
Revenue Impact	(593,669)	(593,669)
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

Safety and Justice Service Team

Ramsey County Sheriff's Office

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	10,440,181	11,453,547
Revenues	4,181,463	4,194,829
Fund Balance	-	-
Levy	6,258,718	7,258,718
FTE	(4)	(4)

- 1) Major Change: Ramsey County Internal Service Fees Increases
- Fund: 11101: General Fund
F22101: Law Enforcement Services Fund
- Description: Increases in information services fees, rent (property management), insurance costs, administrative overhead, and workers compensation.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	2,680,000	2,680,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

- 2) Major Change: Personnel Services and New Labor Contract Cost Increases
- Fund: 11101: General Fund
F22101: Law Enforcement Services Fund
- Description: New collective bargaining agreements have increased personnel costs for Deputies, Sergeants, Commanders, and Correctional Officers plus support staff.

Major Changes

Safety and Justice Service Team

Ramsey County Sheriff's Office

	<u>2024</u>	<u>2025</u>
Expenditure Impact	4,600,000	4,600,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

3) Major Change: General Inflationary Cost Increases for Providing Services - Highlighting Body-Worn Cameras and Records Systems

Fund: 11101: General Fund
F22101: Law Enforcement Services Fund

Description: Inflation has increased the cost of doing business generally for inmate food services, jail cleaning services, and supplies. Highlighting body-worn cameras and records systems cost.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	-
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

Safety and Justice Service Team

Second Judicial District Court

Total Change		
	<u>2024</u>	<u>2025</u>
Expenditures	1,271,569	1,271,569
Revenues	256,000	256,000
Fund		
Balance	-	-
Levy	-	-
FTEs	-	-

1.) Major Change:

Title IV-E

Fund:

11101: General Fund

Description:

Collaboration with DHS and HWST, RC will be participating in the Title IV-E reporting and revenue recapture options. The added revenue is a reimbursement model of actuals at mandated rates and requirements and is calculated off CHIPS expenditures on eligible cases. The added expenditure impact is the cost of supporting added administrative work on HWST for the required reports.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	145,000	145,000
Revenue Impact	256,000	256,000
Fund Balance Impact		
Levy Impact		
FTE Impact	-	-

Major Changes

Safety and Justice Service Team	Second Judicial District Court
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2.) Major Change:	CHIPS and Commitment Courts contract		
Fund:	11101: General Fund		
Description:	CHIPS and Commitment Courts contracts are up for renewal and are anticipated to move towards an hourly rate that is comparable to the market rate of these services to other counties and municipalities. Currently the contracts are at a straight annual fee.		
	<u>2024</u>	<u>2025</u>	
Expenditure Impact	605,396	605,396	
Revenue Impact	-	-	
Fund Balance Impact			
Levy Impact			
FTE Impact	-	-	

3.) Major Change:	Rent		
Fund:	11101: General Fund		
Description:	Rent rate increase District Courts		
	<u>2024</u>	<u>2025</u>	
Expenditure Impact	521,173	521,173	
Revenue Impact	-	-	
Fund Balance Impact			
Levy Impact			
FTE Impact	-	-	

Major Changes

Safety and Justice Service Team

Emergency Communications

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	520,000	725,200
Revenues	200,000	282,000
Fund Balance	-	-
Levy	-	-
FTEs	0.25	0.25

1.) Major Change:

Staffing Costs

Fund:

14001: Emergency Communications Fund

Description:

In December of 2022, Ramsey County approved the market rate increase of wages for 9-1-1 telecommunicators and public safety dispatcher job classifications to ensure competitiveness and parity to the economic job market in Minnesota. These increases have impact on the proposed 2024/2025 budget.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	500,000	505,000
Revenue Impact	200,000	202,000
Fund Balance Impact		
Levy Impact		
FTE Impact	-	-

2.) Major Change:

Contribution to Capital Equipment Reserve

Fund:

14001: Emergency Communications Fund

Description:

During the worldwide pandemic, use of fund balance was needed to sustain the department operating budget and contributions to the capital equipment reserve was halted. ECC has gradually worked to increase contributions back to a sustainable level. The increase in 2025 represents progress but is about half of what is needed for long term sustainability.

Major Changes

Safety and Justice Service Team

Emergency Communications

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	200,000
Revenue Impact	-	80,000
Fund Balance Impact		
Levy Impact		
FTE Impact	-	-

3.) Major Change: Additional 0.25 FTE

Fund: 14001: Emergency Communications Fund

Description: Request to add 0.25 FTE to allow a 0.75 FTE to become a full 1.0 FTE to meet departmental operational needs.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	20,000	20,200
Revenue Impact	-	-
Fund Balance Impact		
Levy Impact		
FTE Impact	0.25	0.25

Major Changes

Safety and Justice Service Team

Medical Examiner

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	275,400	394,154
Revenues	5,160	389,500
Fund		
Balance	-	-
Levy	-	-
FTEs	-	1.00

1.) Major Change:

Staffing Costs

Fund:

11101: General Fund

Description:

In 2023, Medical Examiners office is working in collaboration with Human Resources on a market rate adjustment for staff. A salary study shows they are significantly below market rate. These positions require highly specialized skills and are difficult to fill.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	275,400	278,154
Revenue Impact	-	-
Fund Balance Impact		
Levy Impact		
FTE Impact	-	-

2.) Major Change:

Added FTE - Investigator

Fund:

11101: General Fund

Description:

The Medical Examiner operates a 24 hr. 365 day a year office with at least 2 investigators on staff at all times. Ten investigators is insufficient for covering two posts in a 24 hour schedule. Adding an additional investigator position in 2025 will provide the necessary shift relief factor for this coverage. The additional FTE would be covered by the increased Revenue for the office.

Major Changes

Safety and Justice Service Team

Medical Examiner

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	116,000
Revenue Impact	-	-
Fund Balance Impact		
Levy Impact		
FTE Impact	-	1.00

Major Change: Fee increase

Fund: 11101: General Fund

Description: There has not been a fee increase for medical examiners office since 2014. The increases were analyzed to ensure converge of general operating costs and supply chain increases. No increased fee is charged to the resident, but are charges to outside agencies for Ramsey County Medical Examiner Services.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	-
Revenue Impact	5,160	389,500
Fund Balance Impact		
Levy Impact		
FTE Impact	-	-

Major Changes

Economic Growth and Community Investment

EGCI Administration

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	490,225	790,435
Revenues	48,312	59,743
Fund Balance	-	-
Levy	441,913	730,692
FTEs	1.00	1.00

- 1) Major Change:

Add 1.00 FTE Accountant 2 to EGCI Finance
- Fund:

General Fund (11101)
- Description:

Add 1.00 FTE in an accountant position to EGCI Finance to support the current workload and enable the organization to move from more costly temporary accountant support.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	100,000	100,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	100,000	100,000
FTE Impact	1.00	1.00

- 2) Major Change:

Add EGCI Service Team Wide Funds
- Fund:

General Fund (11101)
- Description:

EGCI Administration had several requests for one-time funds. We propose to manage and prioritize these requests at the Service Team level and financially support through a central pool.

<u>2024</u>	<u>2025</u>
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Major Changes

Economic Growth and Community Investment	EGCI Administration
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Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	81,999	342,639
FTE Impact	-	-

3) Major Change: Payroll Increase

Fund: General Fund (11101)

Description: EGCI Administration salary and benefit costs went up by \$251,117 in 2024 and by \$278,930 in 2025 compared to the 2023 budget. The increases are mainly due to COLA, payroll and benefits.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	251,117	278,930
Revenue Impact	48,312	59,743
Fund Balance Impact	-	-
Levy Impact	202,805	219,187
FTE Impact	-	-

4) Major Change: Internal Cost Increase

Fund: General Fund (11101)

Description: Payments to other Ramsey County Departments increased from 2023 to 2024. The increases include; IT/Managed Print Charges (\$56,663); and new Office Rent Charges of (\$21,147). Additional increases from 2024 to 2025 total \$11,757.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	77,810	89,567

Major Changes

Economic Growth and Community Investment		EGCI Administration
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	77,810	89,567
FTE Impact	-	-

Major Changes

Economic Growth and Community Investment

Library

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	1,555,057	2,020,818
Revenues	(87,345)	(70,345)
Fund		
Balance	100,000	100,000
Levy	1,542,402	1,991,163
FTEs	1.00	1.00

1) Major Change: Increase the Collections and Program Services Budget

Fund: Library Fund (12101)

Description: This proposed investment buys back previous budget reductions of \$300,000 in 2021 and 2022. Additional pressures include inflation in the cost of materials and the structure of costs for increasingly popular e-content. Support for this priority would return \$200,000 in 2024 and \$400,000 in 2025.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	200,000	400,000
Revenue Impact	-	-
Fund Balance Impact	100,000	100,000
Levy Impact	100,000	300,000
FTE Impact	-	-

2) Major Change: Add an Additional Programming Specialist Position

Fund: Library Fund (12101)

Description: This investment creates 1.00 funded FTE for a former care center employee to provide library system-wide leadership with volunteers, training and development support to staff and volunteers and alignment in department programs and services.

Major Changes

Economic Growth and Community Investment	Library
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	<u>2024</u>	<u>2025</u>
Expenditure Impact	99,600	100,593
Revenue Impact	60,000	60,000
Fund Balance Impact	-	-
Levy Impact	39,600	40,593
FTE Impact	1.00	1.00

3) Major Change: Payroll Increase

Fund: Library Fund (12101)

Description: Personnel costs for 2024 and 2025 increased by \$181,184 and \$269,347 respectively over 2023. The increases are mainly due to COLA, payroll and benefits.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	181,184	269,347
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	181,184	269,347
FTE Impact	-	-

4) Major Change: Internal Cost Increase

Fund: Library Fund (12101)

Description: Payments to other Ramsey County departments for internal charges increased significantly from 2023 to 2024. The increases include: Information Services (\$469,020); Managed Print Services (\$29,413); Worker's Compensation (\$3,710); Property Management (\$306,783); Automobile Lease/Fleet Charge (\$16,000);

Major Changes

Economic Growth and Community Investment

Library

Property Insurance & Claims (\$2,333); Cyber & Crime Insurance (\$1,317); General Liability/Tort Claims (\$10,390); and Administrative Overhead (\$158,622). Additional increases from 2024 to 2025 total \$150,528.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	997,588	1,148,116
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	997,588	1,148,116
FTE Impact	-	-

Major Changes

Economic Growth and Community Investment

Parks and Recreation

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	1,213,644	1,611,623
Revenues	106,587	1,008,111
Fund Balance	-	-
Levy	1,107,057	603,512
FTEs	4.15	5.15

- 1) Major Change: Add 1.90 FTE new Janitor/Building Guard Positions
- Fund: General Fund (11101)
- Description: This investment creates 1.90 FTE funded janitor positions for two former care center employees.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	163,861	163,861
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	163,861	163,861
FTE Impact	1.90	1.90

- 2) Major Change: Add a new Natural Resource Specialist position in the Parks - SWCD
- Fund: Soil & Water Fund (13901)
- Description: Workload increases driven by increased grant funding require 1.00 new FTE in Parks & Recreation to manage the current workload in natural resource management. Half the position will be funded by levy funding and half of the position will be funded by state operations and maintenance funding.

Major Changes

Economic Growth and Community Investment

Parks and Recreation

	<u>2024</u>	<u>2025</u>
Expenditure Impact	80,000	80,000
Revenue Impact	40,000	40,000
Fund Balance Impact	-	-
Levy Impact	40,000	40,000
FTE Impact	1.00	1.00

3) Major Change: Add .25 FTE for Parks Administrative Work

Fund: General Fund (11101)

Description: 0.25 FTE is needed to meet department administrative needs; the gap is the outcome of the centralization of PBTA and financial staff.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	15,000	15,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	15,000	15,000
FTE Impact	0.25	0.25

4) Major Change: Add one new Maintenance & Operations Position (2025)

Fund: General Fund (11101)

Description: 1.00 additional Maintenance and Operations position is needed to support parks operations, reflecting the significant increase in residents' usage of county parks and the community's desire for expanded off-season arena usage.

Major Changes

Economic Growth and Community Investment

Parks and Recreation

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	60,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	60,000
FTE Impact	-	1.00

5) Major Change: Payroll Increase

Fund: 11101 & 13901

Description: Personnel costs for 2024 and 2025 increased by \$660,849 and \$805,763 respectively over 2023. The increases are mainly due to COLA, payroll and benefits.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	660,849	805,763
Revenue Impact	110,000	110,000
Fund Balance Impact	-	-
Levy Impact	550,849	695,763
FTE Impact	-	-

6) Major Change: Internal Cost Increase

Fund: 11101 & 13901

Description: There is a decrease in internal cost from 2023 to 2024 mainly due to the decrease of Data Proc Serv, Print Management and Software maintenance , cumulative amount of \$ 27,299. Property Insurance claims had a slight increase of \$ 817. From 2024 to 2025 mainly we show internal cost increase due to the Data Proc Srv-Mtce increase.

Major Changes

Economic Growth and Community Investment

Parks and Recreation

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(26,482)	(8,906)
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	(26,482)	(8,906)
FTE Impact	-	-

7) Major Change: Goodrich Golf Course Business Interruption

Fund: General Fund (11101)

Description: There is an anticipated business interruption in 2024 at Goodrich Golf Course for a capital improvement project that will include replacing irrigation systems and bunkers, resulting in a temporary loss of revenue while work is being performed. One-time levy funding was budgeted to make up for a portion of the loss of to mitigate business interruption projects.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	-
Revenue Impact	(380,791)	-
Fund Balance Impact	-	-
Levy Impact	380,791	-
FTE Impact	-	-

8) Major Change: Manitou Ridge Golf Course Business Interruption

Fund: General Fund (11101)

Major Changes

Economic Growth and Community Investment

Parks and Recreation

Description: There is an anticipated business interruption in 2025 at Manitou Ridge Golf Course for a capital improvement project that will include replacing irrigation systems, bunkers and the development of forward tees, resulting in a temporary loss of revenue while work is being performed. One-time levy funding was budgeted to make up for a portion of the loss of to mitigate business interruption projects.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	-
Revenue Impact	-	(191,000)
Fund Balance Impact	-	-
Levy Impact	-	191,000
FTE Impact	-	-

9) Major Change: Additional 2023 Legislative Funds

Fund: General Fund (11101)

Description: Parks is receiving an additional \$198,905 per year in Lottery funded Regional Rehab funds. \$70,000 of these recurring funds will be used to add an additional Maintenance & Operations worker (1.00 FTE). \$40,000 of these recurring funds will be used to fund half of the 1.00 FTE Environmental Specialist Position. The rest will be received into the Regional Rehab account which isn't part of the operating budget.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	70,000	70,000
Revenue Impact	70,000	70,000
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	1.00	1.00

Major Changes

Economic Growth and Community Investment

Public Works General

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	3,398,966	4,002,507
Revenues	2,165,862	2,398,286
Fund Balance	-	-
Levy	1,233,104	1,604,221
FTEs	4.00	5.00

1) Major Change: Add Two New EAM Support Positions (In conjunction with PM)

Fund: General Fund (11101)

Description: Enterprise Asset Management (EAM) support was not fully funded in previous budget cycles, slowing implementation. This proposal for two additional FTEs fulfills the initial ask (which was aligned to the CIO's support recommendation), will meet current workload needs and better positions EGCI to transform to a capability team, which would more effectively support all multi-department software systems in the service team.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	105,000	210,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	105,000	210,000
FTE Impact	1.00	2.00

2) Major Change: Add a new Contract Manager

Fund: General Fund (11101)

Description: A contract manager (1.00 FTE) is needed to support substantial contracting work in the department, reflecting

Major Changes

Economic Growth and Community Investment

Public Works General

	<u>2024</u>	<u>2025</u>
Expenditure Impact	105,000	105,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	105,000	105,000
FTE Impact	1.00	1.00

3) Major Change: Add a new Redevelopment Manager (in conjunction with CED)

Fund: General Fund (11101)

Description: A Redevelopment Manager (1.00 FTE) position is needed to support the body of PW work associated with Rice Creek Commons development. This position was recommended by CED based on JDA conversations and expectations to date.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	120,000	120,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	120,000	120,000
FTE Impact	1.00	1.00

4) Major Change: Add a new Engineering staff member

Fund: General Fund (11101)

Description: Delivering a robust program that meets policy-maker and resident expectations will include seeking additional funds, many from federal sources. Federalizing some projects adds significant additional requirements. Additionally, there is an increased need for engineering support and coordination between PW and RRA projects - most notably the Purple Line. As such, RRA will fund 50% of this position.

Major Changes

Economic Growth and Community Investment

Public Works General

	<u>2024</u>	<u>2025</u>
Expenditure Impact	120,000	120,000
Revenue Impact	60,000	60,000
Fund Balance Impact	-	-
Levy Impact	60,000	60,000
FTE Impact	1.00	1.00

5) Major Change: Payroll Increase

Fund: General Fund (11101)

Description: Personnel costs for 2024 and 2025 increased by \$525,000 and \$687,000 respectively over 2023. The increases are mainly due to COLA, payroll and benefits.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	525,000	687,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	525,000	687,000
FTE Impact	-	-

6) Major Change: Internal Cost Increase

Fund: General Fund (11101)

Description: Payments to other Ramsey County departments for internal charges increased from 2023 to 2024. The increases include: Information Services (\$74,500); Managed Print Services (\$18,00); Property Management (\$175,00); and Administrative Overhead (\$55,000). Additional increases from 2024 to 2025 total (\$116,500).

Major Changes

Economic Growth and Community Investment		Public Works General
	<u>2024</u>	<u>2025</u>
Expenditure Impact	323,500	440,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	323,500	440,000
FTE Impact	-	-

Major Changes

Economic Growth and Community Investment

Public Works Fleet

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	1,255,313	1,440,038
Revenues	485,072	507,572
Fund Balance	-	-
Levy	770,241	932,466
FTEs	1.00	1.00

1) Major Change: Add a new Mechanic (2025 only)

Fund: Internal Service Fund (22118)

Description: County fleet operations are significantly under-resourced. 1.00 FTE is requested as a fleet technician to mitigate current workload pressures. Funded by county levy.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	100,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	100,000
FTE Impact	-	1.00

2) Major Change: Increase in Automotive Equipment

Fund: Internal Service Fund (22118)

Description: Automotive Equipment cost increased in 2024 and 2025 by \$433,000 and \$518,000 respectively over 2023.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	433,000	518,000
Revenue Impact	-	-

Major Changes

Economic Growth and Community Investment	Public Works Fleet
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Fund Balance Impact	-	-
Levy Impact	433,000	518,000
FTE Impact	-	-

3) Major Change: Increase in Gasoline

Fund: Internal Service Fund (22118)

Description: The cost of Gasoline increased in 2024 and 2025 by \$275,000 and \$302,000 respectively over 2023.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	275,000	302,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	275,000	302,000
FTE Impact	-	-

4) Major Change: Increase in Automotive Truck Repairs

Fund: Internal Service Fund (22118)

Description: Automotive Truck Repairs increased by \$98,000 in both 2024 and 2025 over 2023.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	98,000	98,000
Revenue Impact	-	-
Fund Balance Impact	-	-

Major Changes

Economic Growth and Community Investment	Public Works Fleet
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Levy Impact	98,000	98,000
FTE Impact	-	-

5) Major Change:	Increase in Diesel Fuel	
Fund:	Internal Service Fund (22118)	
Description:	Diesel Fuel costs increased in 2024 and 2025 by \$80,000 and \$91,000 respectively over 2023.	
	<u>2024</u>	<u>2025</u>
Expenditure Impact	80,000	91,000
Revenue Impact		
Fund Balance Impact		
Levy Impact	80,000	91,000
FTE Impact		

6) Major Change:	Payroll Increase	
Fund:	Internal Service Fund (22118)	
Description:	Personnel costs for 2024 and 2025 increased by \$216,000 and \$246,000 respectively over 2023. The increases are mainly due to COLA, payroll and benefits.	
	<u>2024</u>	<u>2025</u>
Expenditure Impact	216,000	246,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	216,000	246,000

Major Changes

Economic Growth and Community Investment		Public Works Fleet
FTE Impact	-	-
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7) Major Change:	Internal Cost Increase	
Fund:	Internal Service Fund (22118)	
Description:	<p>Payments to other Ramsey County departments for internal charges decreased slightly from 2023 to 2024. The decreases include: IT/Managed Print (-\$78,419); and an increase to Administrative Overhead (\$74,526). Additional decreases from 2024 to 2025 total (-\$62,413).</p>	
	<u>2024</u>	<u>2025</u>
Expenditure Impact	(3,893)	(66,306)
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	(3,893)	(66,306)
FTE Impact	-	-
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Major Changes

Economic Growth and Community Investment

Property Management

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	3,914,997	5,449,025
Revenues	4,231,494	5,729,690
Fund		
Balance	(793,085)	(807,604)
Levy	476,588	526,939
FTEs	4.00	7.00

1) Major Change: Add 7 New Positions in 2024 and 2025 (4 in 2024, 3 more in 2025)

Fund: Building Fund (22113)

Description: Enhance and expand services to departments. Establish 1.0 Physical Security Manager position; 1.0 Enterprise Asset Management analyst FTE; 3.0 FTE to manage drop in centers and maintain common use audio visual equipment and 2.0 FTE Space and Furniture Management to replace ad hoc work by departments. Centralization of these functions will ensure best practices are followed and investments are made consistently across the county.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	290,000	773,000
Revenue Impact	290,000	773,000
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	4.00	7.00

2) Major Change: Create an Apprentice Program

Fund: General Fund (11101)

Description: Establish an apprenticeship program to provide job training and experience as a pathway to county employment in

Major Changes

Economic Growth and Community Investment

Property Management

	<u>2024</u>	<u>2025</u>
Expenditure Impact	100,000	100,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	100,000	100,000
FTE Impact	-	-

3) Major Change: Payroll Increase

Fund: 22109, 22110, 22112, & 22113

Description: Personnel costs for 2024 and 2025 increased by \$392,499 and \$164,804, respectively over 2023. The increases are mainly due to COLA, payroll and benefits and position.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	392,499	557,303
Revenue Impact	392,499	557,303
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

4) Major Change: Internal Cost Increase

Fund: 22109, 22110, 22112, 22113 & 22114

Description: Payments to other Ramsey County Departments for internal charges decreased slightly from 2023 to 2024. These decreases include; Insurance (-\$29,584); IS Rates (-\$273,489); and an increase in Indirect Costs (\$216,736). Additional increases from 2024 to 2025 total \$54,091.

Major Changes

Economic Growth and Community Investment

Property Management

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(86,337)	(32,246)
Revenue Impact	(86,337)	(32,246)
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

5) Major Change: Contracted Services Cost Increase

Fund: 22109, 22110, 22112, 22113 & 22114

Description: For 2024, costs for contracted services increased for security (subcontractors and Deputies) by \$506K while janitorial, gas, and electrical/mechanical services increased by \$491K, 338K, \$203K, respectively. The total costs for 2025 in the same categories increased by \$157K.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	1,537,753	1,694,985
Revenue Impact	1,537,753	1,694,985
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

6) Major Change: Landmark Allocation/Cost Increase

Fund: 11101

Description: Landmark Center's allocation increased by \$221,415 in 2024 compared to 2023. 2025 increased by \$48,737. The proposed allocation will cover building costs better aligned to the contract terms with Minnesota Landmarks.

Major Changes

Economic Growth and Community Investment		Property Management
	<u>2024</u>	<u>2025</u>
Expenditure Impact	221,415	270,153
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	221,415	270,153
FTE Impact	-	-

Major Changes

Economic Growth and Community Investment

Workforce Solutions

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	2,631,927	1,886,927
Revenues	1,826,927	781,927
Fund		
Balance	500,000	500,000
Levy	305,000	605,000
FTEs	2.00	2.00

1) Major Change: Hire 2 new Planning and Evaluation Specialists

Fund: Workforce Solution Fund (13301)

Description: 2.00 FTE for additional Planning Specialist and Planning and Evaluation Analyst positions are requested. One FTE creates a funded position for a former care center employee. The other invests in a Full Family planner to collaborate with other departments and community partners to support families moving off MFIP into livable wage jobs.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	275,000	275,000
Revenue Impact	-	-
Fund Balance Impact	275,000	275,000
Levy Impact	-	-
FTE Impact	2.00	2.00

2) Major Change: Add funds for an Inclusive Economy Strategic Projects in Partnership with CED.

Fund: Workforce Solutions Fund (13301)

Major Changes

Economic Growth and Community Investment

Workforce Solutions

Description: This priority focuses on the tactical tools needed to build a more inclusive economy aligning with the county's strategic priority of intergenerational wealth building. In order for Ramsey County to create pathways to intergenerational prosperity for racially and ethnically diverse communities that have historically experienced wealth extraction, there must be intentional and strategic investments in residents and businesses. There continues to be intersecting opportunities within EGCI, particularly WFS-CED.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	231,126	504,239
Revenue Impact	-	-
Fund Balance Impact	231,126	204,239
Levy Impact	-	300,000
FTE Impact	-	-

3) Major Change: Payroll Increase

Fund: Workforce Solutions Fund (13301)

Description: Personnel costs for 2024 and 2025 increased by \$74,392 and \$28,312 respectively over 2023. The increases are mainly due to COLA, payroll and benefits.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	74,392	28,312
Revenue Impact	74,392	28,312
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

Economic Growth and Community Investment	Workforce Solutions
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- 4) Major Change: Internal Cost Increase
- Fund: Workforce Solutions Fund (13301)
- Description: Payments to other Ramsey County Departments for internal charges increased form 2023 to 2024. The increases include; Cost Allocation (\$268,874); Office Space Rent (Decrease of - \$76,032); IT/Managed Print Charges (\$44,379); and Insurance (\$6,990). Additional increase from 2024 to 2025 total \$76,366.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	246,236	322,602
Revenue Impact	246,236	322,602
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

- 5) Major Change: Add 2023 Legislative Grant Revenue and Changes to Other Grant Amounts.

Fund: Workforce Solutions Fund (13301)

Description: WFS grant revenue budget increased by \$950,000 for FY24 only. Two new grants were received from the State of Minnesota: \$475,000 Milestone Community Development and \$475,000 Tech Training Initiatives.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	950,000	-
Revenue Impact	950,000	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

Economic Growth and Community Investment	Community & Economic Development
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	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	(381,899)	(372,821)
Revenues	(538,750)	(538,750)
Fund Balance	-	-
Levy	156,851	165,929
FTEs	-	-

1) Major Change: Payroll Increase

Fund: CED General Fund (11101-800701)

Description: Personnel costs for 2024 and 2025 increased by \$468 and \$3,298 respectively over 2023. The increases are mainly due to COLA, payroll and benefits.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	468	3,298
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	468	3,298
FTE Impact	-	-

2) Major Change: Internal Cost Increase

Fund: CED General Fund (11101-800701)

Description: Payments to other Ramsey County departments for internal charges decreased from 2023 to 2024. The decreases include: IT/Managed Print (-\$64,272); and an increase in Office Rent (\$46,156). Additional increases from 2024 to 2025 total \$4,240

Major Changes

Economic Growth and Community Investment Community & Economic Development

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(18,116)	(13,876)
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	(18,116)	(13,876)
FTE Impact	-	-

- 3) Major Change: Decrease to grant
- Fund: CED General Fund (11101-800701)
- Description: Community and Economic Developments CDBG and HOME grant amounts decreased from 2023 to 2024 and again in 2025.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(538,750)	(529,672)
Revenue Impact	(538,750)	(529,672)
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

Economic Growth and Community Investment

Housing Stability

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	(2,613,092)	(60,804)
Revenues	(3,363,370)	(881,514)
Fund Balance	-	-
Levy	750,278	820,710
FTEs	5.10	5.10

1) Major Change: Add 3.10 FTEs and Funding for Care Center Staff

Fund: General Fund (11101)

Description: This investment creates 3.10 funded FTES for former care center employees. The staff is providing navigation services at SPOC.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	210,381	210,381
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	210,381	210,381
FTE Impact	3.10	3.10

2) Major Change: Additional 2.00 FTE

Fund: General Fund (11101)

Description: A position was added for a Research & Eval Analyst to replace the position that was being utilized from the H&W Evaluation, Research, and Reporting unit. This position is no longer available to HSD and a new position number is needed so that HSD can hire their own staff into this role. There has historically been a budget of \$50k to fund this position for a partial FTE. Utilizing a full FTE will mean \$50k will be contributed from levy funds. A Housing

Major Changes

Economic Growth and Community Investment

Housing Stability

	<u>2024</u>	<u>2025</u>
Expenditure Impact	50,000	50,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	50,000	50,000
FTE Impact	2.00	2.00

3) Major Change: Payroll Increase

Fund: General Fund (11101)

Description: Payroll and benefits increased in 2024 and 2025 by \$489,306 and \$519,472 respectively from 2023. The increases are mainly due to COLA, payroll and benefits.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	489,306	519,472
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	489,306	519,472
FTE Impact	-	-

Major Changes

Economic Growth and Community Investment		Housing Stability
4) Major Change:	Internal Cost Increase	
Fund:	General Fund (11101)	
Description:	Internal costs for IS fees and rent are decreasing from 2023 to 2024 mostly due to the decreased IS fees which offset the increase in rent costs. However, additional increases in 2025 result in an increased cost of \$24,007 over 2023.	
	<u>2024</u>	<u>2025</u>
Expenditure Impact	(17,829)	24,007
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	(17,829)	24,007
FTE Impact	-	-

Major Changes

Health and Wellness Service Team

	Total Change	
	2024	2025
Expenditures	1,524,783	6,277,253
Revenues	(18,793,206)	(17,499,837)
Fund		
Balance	910,893	910,893
Levy	19,494,905	22,904,006
FTEs	(236.39)	(237.39)

- 1) Major Change: Reduction of Full-Time Equivalents (FTEs)
- Fund: 11101 & 11102: General Fund
21101: Former Ramsey County Care Center
21102: Lake Owasso Residence
- Description: The reduction of (236.39) FTEs for the Service Team include the following:
- Corrections: reduction of (8.50) FTEs, (1.00) transferred to Health and Wellness Administration and eliminating (7.50) vacant FTEs, the Proposed Budget reflects the actual number the budget can support
 - FAS: increase 17.00 FTEs, transitioning ARPA funded positions permanent positions
 - HWAD: increase 5.00 FTEs in 2024 through transfers within HWST to better align with the Better Together initiative, reducing (1.00) FTE in 2025 through attrition
 - Office of H&W: reduction of (35.00) to reflect the reduction of (37.00) ARPA positions which should not be reflected in the operating budget, increase 2.00 FTEs for the transfer of racial equity liaisons within the Service Team, reduction of (1.00) FTE for transfers with the Service Team and addition of 1.00 FTE to assist the Food Security Program and the community
 - Public Health: reduction of (6.00) FTEs, (1.00) to Veterans Services and (5.00) to PTRES for Vital Records
 - SSD: reduction of (55.24) FTEs, (7.00) transferred to other departments with the Service Team and Housing Stability, eliminating (48.24) vacant FTEs the budget reflects the actual number of positions the budget can support
 - Veterans Services: increase 1.00 FTE from Public Health
 - RCCC: reduction of (160.75) FTEs in 2022 the Care Center was closed
 - LOR: increase 6.10 FTEs, positions needed for staff transferred from RCCC that cannot be placed into vacant positions

Major Changes

Health and Wellness Service Team

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(12,671,464)	(12,864,963)
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	(236.39)	(237.39)

- 2) Major Change: Closure of Ramsey County Care Center (RCCC)
- Fund: 21101: RCCC
- Description: Ramsey County Care Center closed in 2022, the Proposed Budget reflects this change

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(18,509,892)	(18,509,892)
Revenue Impact	(18,509,892)	(18,509,892)
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	(160.75)	(160.75)

- 3) Major Change: Increase in Internal Service Funds
- Fund: 11101, 11102: General Fund
- Description: This budget reflects a shift in levy which invests in the county-wide Internal Service Funds for much needed services and equipment to better serve the county as a whole.

Major Changes

Health and Wellness Service Team

	<u>2024</u>	<u>2025</u>
Expenditure Impact	4,075,521	5,366,494
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

- 4) Major Change: Transfer HS System Modernization Technology Project to fund 11102 to increase revenue for Financial Assistance Services and Social Services.

Fund: 11101, 11102: General Fund

Description: The HS System Modernization technology project costs are charged to the Information Services project budget. If the project costs and budget are transferred to the Health and Wellness Administration project fund, it would increase the allocation of Indirect Administrative costs Financial Assistance Services and Social Services. The overall increase in expenses would result in a subsequent increase in revenue.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	2,500,000	900,000
Revenue Impact	963,000	616,000
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

Health and Wellness Service Team

Office of Health and Wellness

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	371,221	379,206
Revenues	(1,206,771)	(1,206,771)
Fund Balance		
Levy	1,577,992	1,585,977
FTEs	(35.00)	(35.00)

1) Major Change: Decrease in FTEs

Fund: 11102 - Community Human Services

Description: The reduction of 35.00 FTEs is the net effect of the following:

- Reduction of (37.00) limited duration positions which should not be reflected in the operating budget
- Transfer 2.00 Racial Equity Liaisons to support racial equity work occurring across HWST
- Net reduction (1.00) FTE for transferred positions
- Add 1.00 FTE to assist the Food Security Program and community, there is no levy impact as it was funded within the Service Team

	<u>2024</u>	<u>2025</u>
Expenditure Impact	212,000	212,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	212,000	212,000
FTE Impact	(35.00)	(35.00)

Major Changes

Health and Wellness Service Team		Office of Health and Wellness	
2) Major Change:	Reduction in Revenue		
Fund:	11102 - Community Human Services		
Description:	Revenues included in the 2023 Budget were for payments to be made to Ramsey County which are not part of the Office of H&W, a reduction of (\$956,771) are limited duration positions for Public Health and revenue will be received from St Paul-Ramsey County Community Health Board, and a reduction of (\$250,000) was an offset within the Service Team		
	<u>2024</u>	<u>2025</u>	
Expenditure Impact			
Revenue Impact	(1,206,771)	(1,206,771)	
Fund Balance Impact	-	-	
Levy Impact	-	-	
FTE Impact			

Major Changes

Health and Wellness Service Team

Health and Wellness Administration

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	3,107,554	3,766,392
Revenues	21,850	21,850
Fund Balance	-	-
Levy	3,085,704	3,744,542
FTEs	5.00	(1.00)

1) Major Change: Service Delivery Team

Fund: 11102 - Community Human Services

Description: This budget reallocates staff to create a new team, the Service Delivery Team. The Service Delivery team will bring technology and business into alignment to support service delivery. There are no new staff. Five FTEs will be shifted to this team: 3.0 from the Human Services Technology Team, 1.0 FTE from Fiscal Services, and 1.0 from Contract Management. No fiscal impact only structural at this time.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	-
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

2) Major Change: Align with Better Together Initiative

Fund: 11102 - Community Human Services

Description: To align with the Better Together Initiative, 3.0 FTEs are shifted to Fiscal Services from Facilities Management and 1.0 FTE is shifted from Facilities Management to the Human Services Technology team. No overall Fiscal impact only structural.

Major Changes

Health and Wellness Service Team

Health and Wellness Administration

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	-
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

3) Major Change: Transfer of positions to HWAD

Fund: 11102 - Community Human Services

Description: To align the needs of the department to support the operations of the HWST, the HWAD complement was increased by 5.00 FTE during 2022-2023 budget cycle. The transfer of an Accountant 3 position from RCCC into HWAD. The transfer of an Accountant IV position and a Principle Financial Management Analyst were both transferred from the Office of HWST into HWAD. Two positions were transferred from Social Services to fill a Contract Manager and Accountant II positions in HWAD.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	659,688	666,270
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	5.00	5.00

4) Major Change: Positions not supported by the budget

Fund: 11102 - Community Human Services

Major Changes

Health and Wellness Service Team

Health and Wellness Administration

Description: In order to help obtain the target levy for 2024-2025, 3.00 FTE are not supported by the budget.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	289,808	297,054
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	(3.00)	(3.00)

5) Major Change: Countywide Internal Service Fund

Fund: 11102 - Community Human Services

Description: This budget reflects a shift in levy for the County-wide internal service funds to align the County as a whole. The shared expenses of the internal costs are held in HWAD as per the Cost allocation Plan and are allocated as follows: SSD 55% \$1.98 million, FAS 34 % \$1.224 million and HWAD 11% \$396,000. An increase of \$3.6 million in 2024 and \$3.6 million in 2025 of those costs are based on the change from the 2023 operational budget.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	3,600,000	3,600,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

Health and Wellness Service Team

Financial Assistance Services

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	3,229,384	3,615,950
Revenues	1,631,822	1,725,646
Fund		
Balance	(500,000)	(500,000)
Levy	2,097,526	2,390,304
FTEs	7.00	5.00

- 1) Major Change: Add FTE which were formerly funded by ARPA
- Fund: 11102 - Community Human Services
- Description: Transitioning 17.00 FTE (Clerical Typists) APRA funded position to permanent positions into the operating budget for both 2024 and 2025.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	1,096,584	1,107,504
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	17.00	17.00

- 2) Major Change: Administrative Overhead increase impacts revenue.
- Fund: 11102 - Community Human Services
- Description: The Administrative Overhead increase of \$3.6 million in both 2024 & 2025 will be reported on the quarterly cost reports to MN DHS. The projection on the return on costs of approximately \$1.2 million in both 2024 and 2025.

Major Changes

Health and Wellness Service Team

Financial Assistance Services

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	-
Revenue Impact	1,200,000	1,200,000
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

3) Major Change: Change in fund accounts impacts revenue

Fund: 11102 - Community Human Services

Description: Changing the fund for FAS Modernization from Information Services to Health and Wellness Administration, will allow those expenses to be reported on the quarterly cost reports to MN DHS. This will increase the return on cost revenue for Financial Assistance Services by a projected \$800,000 in 2024 and 2025.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	-
Revenue Impact	800,000	800,000
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

4) Major Change: Medical Assistance Renewals Impact on Revenue

Fund: 11102 - Community Human Services

Description: The legislature and Governor appropriated \$36.0 million to assist counties with Medical Assistance renewals. The amount allocated to Financial Assistance Services will generate revenue through the quarterly cost report and random moments.

Major Changes

Health and Wellness Service Team		Financial Assistance Services	
	<u>2024</u>	<u>2025</u>	
Expenditure Impact	-	-	
Revenue Impact	450,000	450,000	
Fund Balance Impact	-	-	
Levy Impact	-	-	
FTE Impact	-	-	

Major Changes

Health and Wellness Service Team

Social Services

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	331,330	1,731,091
Revenues	(3,919,870)	(3,261,829)
Fund Balance	-	-
Levy	4,339,009	5,080,729
FTEs	(55.24)	(55.24)

1) Major Change: Reduction of FTEs

Fund: 11102: Community Human Services Fund

Description: There are 7.00 FTEs transferred to other departments: Finance, Health and Wellness Administration, Office of HWST and Finance. The number of positions in the Proposed Budget reflect the actual number of positions the budget can support, this eliminates 48.24 vacant FTEs.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(812,000)	(812,000)
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	(55.24)	(55.24)

2) Major Change: Expansion of Mental Health Urgent Care

Fund: 11102: Community Human Services Fund

Description: Social Services is working with DHS to develop a pilot project that will focus services to African American youth by addressing emergency mental health needs at an urgent care facility that will be used as a first contact resource. Sustaining the program beyond the pilot with 7.0 FTEs will cost \$700,000 annually, this will be accomplished by shifting existing staff and resources in the Proposed Budget.

Major Changes

Health and Wellness Service Team

Social Services

	<u>2024</u>	<u>2025</u>
Expenditure Impact	700,000	700,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	7.00	7.00

3) Major Change: Organizational Changes in Mental Health Division

Fund: 11102: Community Human Services Fund

Description: The Mental Health Division is shifting staff to support diversion from jail and state operated services when community treatment and placement is an option. Revenue generating social worker(s) will move to the front end of programming to assess and support individuals with quicker access to services; a grant funded project manager will develop a training series for community residential providers to increase housing options for clients leaving state operated facilities; and the project manager and training coordinator will facilitate focus groups with community housing providers and case managers to better understand what is needed to provide housing to justice-involved clients. The shift in staff coupled with the recent legislation has shifted the burden from Ramsey County to the State of Minnesota for individuals who are determined to be Mentally Ill and Dangerous. This will result in savings estimated at (\$1,200,000) annually

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(1,200,000)	(1,200,000)
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

Health and Wellness Service Team

Social Services

4) Major Change: Maximizing Child Protection Allocation Project Funds

Fund: 11102: Community Human Services Fund

Description: In 2021-2022, the Child Protection Allocation Project funded 7.00 FTEs. In 2023, an additional 20.00 FTEs were moved to the project to support new child protection/child welfare programming. The 27.00 FTEs charged to this project will result in a cost savings to the operating budget of (\$2,320,000) in both 2024 and 2025.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(2,320,000)	(2,320,000)
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

5) Major Change: Revenue Optimization and Revision

Fund: 11102: Community Human Services Fund

Description: Revenue has been adjusted based on recalibration of revenue projections in Detoxification Center, Withdrawal Management, Waiver, Targeted Case Management (TCM) and Random Moments. The revenue assumptions are representative of current trends and environment. The total impact is a reduction in revenue of (\$4.0) million in 2024 and (\$3.3) million in 2025

Detoxification Center and Withdrawal Management – additional resources & training to assist patients to obtain Medical Assistance

Waiver and Targeted Case Management (TCM) – increased review of caseloads to meet DHS compliance standards

Random Moments – increased internal service charges and shifting HS System Modernization project funds to the HS fund will increase reimbursement cost pools which in turn increase revenue

Major Changes

Health and Wellness Service Team		Social Services
	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	-
Revenue Impact	(3,919,870)	(3,261,829)
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

Health and Wellness Service Team

Public Health

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	3,827,296	4,897,302
Revenues	(256,682)	284,846
Fund		
Balance	1,410,893	1,410,893
Levy	2,673,085	3,201,563
FTEs	(6.00)	(6.00)

1) Major Change: Opioid Settlement

Fund: 13520: Opioid Settlement

Description: As the Chief Strategist, Public Health is responsible for the planning and coordination associated with Opioid Settlement funds. Due to timing, settlement funds were not included in the published 2022- 2023 budget. Funding received was first added to the Public Health budget in November 2022.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	1,049,652	1,056,264
Revenue Impact	1,049,652	1,056,264
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

2) Major Change: Lead Hazard and Community Sanitation Merger

Fund: 11101: General Fund
12901: Solid Waste Fund

Description: The Lead Hazard Control and Community Sanitation programs have been merged into the Solid Waste Fund. The Solid Waste Fund has been the primary source of internal funds for the Lead Hazard Control and Community Sanitation programs for at least a decade. This shift clarifies the internal source of funding.

Major Changes

Health and Wellness Service Team

Public Health

	<u>2024</u>	<u>2025</u>
Expenditure Impact	1,391,811	1,372,756
Revenue Impact	(1,391,811)	(1,372,756)
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

3) Major Change: Women Infants and Children (WIC) Salary Rebasing

Fund: 11101: General Fund

Description: To provide equitable pay in comparison with surrounding counties, salaries within the WIC program were rebased at the end of 2022 with Board approval.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	535,121	575,760
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	535,121	535,121
FTE Impact	-	-

4) Major Change: Veterans Services Position Transfer

Fund: 11101: General Fund

Description: Public Health transferred 1.0 FTE and \$106,000 to Veteran Services.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(106,000)	(106,000)

Major Changes

Health and Wellness Service Team	Public Health
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Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	(106,000)	(106,000)
FTE Impact	(1.00)	(1.00)

5) Major Change: Vital Records Transfer

Fund: 11101: General Fund

Description: Vital Records services transferred from Public Health to Property Tax, Records, and Election Services (PTRES) in June 2023. The budget reflects a decrease in 5.0 FTE which were transferred, as well as associated revenue and expenditures.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(446,384)	(452,825)
Revenue Impact	(446,384)	(452,825)
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	(5.00)	(5.00)

6) Major Change: Internal Services

Fund: 11101: General Fund

Description: This budget reflects a shift in levy which enables departments like Property Management and Information Services to fund much needed services and equipment to better serve the county as a whole.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	827,619	1,037,558
Revenue Impact	-	-

Major Changes

Health and Wellness Service Team		Public Health
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

Health and Wellness Service Team

Veterans Services

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	187,711	200,875
Revenues	-	-
Fund Balance	-	-
Levy	187,711	200,875
FTEs	1.00	1.00

1) Major Change: Add 1.00 FTE

Fund: 11101: General Fund

Description: Based upon survey results from Veterans, the additional position will assist in providing the level of service Veterans need and deserve. This will enable the Department to meet the increasing needs of the Veteran Community.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	106,000	106,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	1.00	1.00

Major Changes

Health and Wellness Service Team

Community Corrections

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	7,297,504	8,350,370
Revenues	2,512,158	2,512,134
Fund Balance	-	-
Levy	4,785,346	5,838,236
FTEs	(8.50)	(8.50)

1) Major Change: Compensation

Fund: 11101: County General Revenue

Description: To keep all authorized positions, salaries increased \$5.8 million in 2024 and \$6.3 million in 2025. The number of positions in the Proposed Budget reflect the actual number the budget can support; this includes the following: an increase for the APO compensation regrade of \$400,000, the elimination of (7.50) full-time vacant positions the savings is \$731,000 in 2024 and \$739,000 in 2025, 3.00 full-time vacant positions will not be budgeted the savings is \$333,000 in 2024 and \$336,000 in 2025, a reduction to intermittent staff of \$400,000 and a transfer of (1.00) full-time equivalent to Office of HWST a savings of \$122,000 in 2024 and \$124,000 in 2025

	<u>2024</u>	<u>2025</u>
Expenditure Impact	4,162,381	4,656,134
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	(8.50)	(8.50)

2) Major Change: Vacate leased space at Spruce Tree Center

Fund: 11101: County General Revenue

Major Changes

Health and Wellness Service Team

Community Corrections

Description: The department continues to consolidate its office footprint to reflect the flexible workplace policy. The majority of field services staff is designated community mobile and are meeting clients in community. Working with Property Management, we will move out of leased space at Spruce Tree by the end of 2023. This change will result in savings of \$206,000 a year.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(205,831)	(205,831)
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

3) Major Change: Increase for Juvenile out-of-home placements

Fund: 11101: County General Revenue

Description: Appropriations for juvenile out of home displacements have increased \$331,000 a year for each budget year to reflect 2022 spending levels.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	330,909	330,909
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

4) Major Change: Increase for JusticePoint pre-trial services contract

Major Changes

Health and Wellness Service Team

Community Corrections

Fund: 11101: County General Revenue

Description: As part of its effort to reduce disparities and keep clients safely in the community, the department contracts with Justice Point for pretrial services. In 2022, there was an increase in the number of pre-trial defendants placed on conditional release and the length of time defendants were supervised. To keep up with higher demand and need, the department has increased the budget by \$500,000 in each year.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	500,000	500,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

5) Major Change: Increase for electronic home monitoring

Fund: 11101: County General Revenue

Description: Over the last several years Community Corrections has expanded our Electronic Home Monitoring (EHM) program that keeps clients safely in the community. The department has allocated an additional \$216,000 a year to meet the higher demand for this service.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	215,571	215,571
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

Health and Wellness Service Team

Community Corrections

6) Major Change: Increase for Services to Families and Children

Fund: 11101: County General Revenue

Description: To build an array of community based services aimed at reducing incarceration.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	592,827	599,903
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

7) Major Change: Client Services/Programming

Fund: 11101: County General Revenue

Description: Other changes to Client Services and Programming include: elimination of fees for resident phone calls \$90,000, body camera software maintenance fee of \$109,000, increased programming to further justice transformation and community stabilization \$481,000 in 2024 and \$473,000 in 2025, increase in court ordered psychological evaluations for youth \$55,000.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	735,000	727,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

Major Changes

Health and Wellness Service Team

Community Corrections

8) Major Change: Community Engagement contracts

Fund: 11101: County General Revenue

Description: Community Corrections is committed to intentional Community Engagement and Race Equity. To support department effort to include community voice in all initiatives, the proposed budget includes \$75,000 a year in this budget. Up to \$10,000 a year of this allocation is earmarked for community engagement and planning around potential changes to the Juvenile Detention Center. The current Juvenile Detention Center is old and difficult to update, and the department will partner with community as it considers alternatives.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	75,000	75,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

9) Major Change: Decrease in supply appropriations

Fund: 11101: County General Revenue

Description: This budget includes a reduction in supply appropriations for all divisions in the department. In 2021, Community Corrections initiated a paperless project to leverage available technology to reduce use of paper, those efforts coupled with a lower population in the correctional facility, and reduced office footprints allowed for this change.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(373,570)	(331,850)
Revenue Impact	-	-

Major Changes

Health and Wellness Service Team		Community Corrections
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

- 10) Major Change: Increase in capital appropriations
- Fund: 11101: County General Revenue
- Description: This budget increases capital appropriations for anticipated capital needs at our facilities such as washing machines, security key cabinets, resident pod furniture etc.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	337,628	347,094
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

- 11) Major Change: Increase for county internal service fund allocations
- Fund: 11101: County General Revenue
- Description: This budget reflects a shift in levy to fund Internal Services to better serve the county as a whole.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	1,121,426	1,634,164
Revenue Impact	-	-
Fund Balance Impact	-	-

Major Changes

Health and Wellness Service Team		Community Corrections	
Levy Impact	-	-	
FTE Impact	-	-	

12) Major Change: Increase State Community Corrections Subsidy Revenue

Fund: 11101: County General Revenue

Description: The Public Safety & Judiciary Omnibus bill was passed in the 2023 Legislative Session, authorizing an additional \$43.0 million for community supervision (Community Corrections Act subsidy) along with changes to the funding formula. Ramsey County's share of this increase is \$3,079,678 for 2024 and 2025.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	-
Revenue Impact	3,079,678	3,079,678
Fund Balance Impact	-	-
Levy Impact	-	-
FTE Impact	-	-

13) Major Change: Reduce Correctional Facility Revenue for Dakota County

Fund: 11101: County General Revenue

Description: In 2022 the per diem contract with Dakota County to house female residents ended. This represents a decrease of \$450,000 per year in revenue for the department.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	-	-
Revenue Impact	(450,000)	(450,000)
Fund Balance Impact	-	-

Major Changes

Health and Wellness Service Team		Community Corrections
Levy Impact	-	-
FTE Impact	-	-

Major Changes

Economic Growth and Community Investment

Regional Rail Authority

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	(2,134,671)	(19,900,757)
Revenues	280,869	316,043
Fund Balance (Use)	(6,209,334)	(26,093,776)
Levy (RRA)	3,758,913	5,878,551
FTEs	-	-

1) Major Change: Internal Cost Increase

Fund: Rail Authority (14102)

Description: The Regional Rail Authority Levy is estimated to increase from \$30,408,198 in 2023 to \$34,167,111 in 2024 and then to \$36,286,749 in 2025. These funds were budgeted into our Major Capital Projects and will be banked until needed.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	(2,134,671)	(19,900,757)
Revenue Impact	280,869	316,043
Fund Balance Impact	(6,209,334)	(26,093,776)
Levy Impact	3,758,913	5,878,551
FTE Impact	-	-

Major Changes

Economic Growth and Community Investment

Housing and Redevelopment Authority

	Total Change	
	<u>2024</u>	<u>2025</u>
Expenditures	1,400,041	2,190,565
Revenues	-	-
Fund Balance	-	-
Levy (HRA)	1,400,041	2,190,565
FTEs	0.55	0.55

- 1) Major Change: Add a Deputy Director
- Fund: HRA Levy (12207)
- Description: Add 1.00 FTE Deputy Director position to oversee the Affordable Housing and Grant area of the Department. Note, we didn't add this full FTE to the HRA Levy FTE change mentioned above because 0.45 of an FTE was budgeted in the Environmental Response Fund (ERF).

	<u>2024</u>	<u>2025</u>
Expenditure Impact	190,000	192,000
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	190,000	192,000
FTE Impact	1.00	1.00

- 2) Major Change: Payroll Increase
- Fund: HRA Levy (12207)
- Description: Personnel costs for 2024 and 2025 increased by \$151,150 and \$162,140 respectively over 2023. The increases are mainly due to COLA, payroll and benefits.

Major Changes

Economic Growth and Community Investment	Housing and Redevelopment Authority
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	<u>2024</u>	<u>2025</u>
Expenditure Impact	151,150	162,140
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	151,150	162,140
FTE Impact	-	-

3) Major Change: Internal Cost Increase

Fund: HRA Levy (12207)

Description: Payments to other Ramsey County departments for internal charges increased significantly from 2023 to 2024. The increases include: Managed Print (\$5,000), Web Services (\$10,000), Administration Overhead (\$29,686), Additional increases in funding for communication and Finance charges (45,368). Internal charges increased by \$10,928 in 2025.

	<u>2024</u>	<u>2025</u>
Expenditure Impact	92,730	103,658
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	92,730	103,658
FTE Impact	-	-

4) Major Change: Increase to New Construction projects

Fund: HRA Levy (12207)

Major Changes

Economic Growth and Community Investment	Housing and Redevelopment Authority
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Description:	Allocation of cost to approved new construction and affordable housing. The increase of HRA Levy revenue will be allocated to Wealth Generation, Housing Infrastructure, Critical Corridors, and Emerging Developers grants.
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	<u>2024</u>	<u>2025</u>
Expenditure Impact	761,080	1,505,662
Revenue Impact	-	-
Fund Balance Impact	-	-
Levy Impact	761,080	1,505,662
FTE Impact	-	-

STRATEGIC TEAM & GENERAL COUNTY PURPOSES

To advance the County's Vision, Mission, Goals and Values, the County Manager hereby submits the 2024-2025 budget for the Strategic Team.

The Strategic Team serves at the core of the entire organization, providing the overall framework, structure, fluidity, and balance of the county. We implement the County Manager's administrative policies, operational directives, and strategic initiatives. We also build talented leaders and staff, drive strategic investments, model financial responsibility, and help guide the overall direction of the County through our strategic visioning and goals. Our focus is both inward and outward facing. We provide quality service delivery to residents at the point of contact and are responsive to the community's needs while ensuring effective county operations and good stewardship of taxpayer dollars.

Below you will find the proposed 2024-25 Strategic Team budget, which reflects the work of our team. The budget demonstrates our focus on the creation, advancement and implementation of Ramsey County's strategic plan, strategic priorities, and performance measures.

Strategic Team Budgeting Process and Outcomes

For 2024-2025, the Strategic Team took a collaborative approach to the budget. The Chief Human Resources Officer (CHRO), Chief Financial Officer (CFO), and Director of Policy and Planning set the framework and parameters for the budget.

Our budget was developed by first engaging our budget action team (BAT), including our Racial and Health Equity Administrator (RHEA), the Chief Compliance and Ethics Officer, the Finance and Human Resources (HR) deputies, the Strategic Team Controller, Transforming Systems Together (TST) leaders, and the Chief Clerk. Then, each area – Finance, Human Resources (HR) and County Manager's Office (CMO) – worked to address any pressures and set their own priorities.

Next, we identified the highest needs for consideration for each area in the team. We prioritized funding to make key investments in risk management, investigations, government relations and data analysis. These investments reflect our future direction as a Strategic Team. We are focused on data driven work and continuing to invest in innovation and strategies that support all the service teams and residents of Ramsey County.

Finally, we held a virtual Strategic Team town hall on April 18, 2023. More than 100 employees attended, including many from outside the Strategic Team for a robust discussion and Q&A. We presented our approach to the budget and outlined the key investment areas. We asked for input and ideas from everyone, specifically around new revenues. We received several follow up ideas and emails that are being considered for the future. We will continue to find ways to engage all Strategic Team staff in the budget process.

We are proud of the work we have done together and believe you will see our shared priorities reflected in the Strategic Team budget.

Key Investments

As we right size our departments and make key investments, the countywide strategic priorities are at the center of our approach. These priorities guide what we do every day. Below is a summary of the adjustments made in our budget.

1. **Right Sizing Personnel:** Each department is holding vacant positions open and/or finding non-levy funding sources to fund personnel to achieve the budget. This includes 2.5 positions in Finance, one of which is being funded through other revenue sources, 5.0 positions in HR and 3.0 positions in CMO. These positions remain in our budget to add flexibility but are unfunded. All Ramsey County Care Center employees are included and funded in our 2024-25 budget. Finance maintains a 4% vacancy assumption in both 2024-25, while HR and CMO assume a 4.2% and 5.3% vacancy rate respectively. This will require holding vacancies to achieve savings beyond the 4% assumed due to typical turnover in an organization our size.
2. **Countywide Revenues:** The Strategic Team reviewed all revenues within the budget and there are two adjustments being made based on countywide policy changes. First, HR has historically included all metro pass costs and revenue for the County and parking revenue for the East building. Due to changes in the new Commuting Policy, HR will no longer be generating these revenues and the cost to the county for the metropass program will increase. Additional funding of \$508,000 annually was included to address these changes. Second, the P-Plus program in Finance has been eliminated since it does not align with Finance and Ramsey County values. This program allowed vendors to borrow against payments from the County at a cost, extracting wealth from our community when we are working to do the opposite, particularly for historically disadvantaged communities. Eliminating this program reduced revenue for Finance by \$280,000 annually.
3. **Consolidation:** This budget operationalizes the consolidation of funds to support Strategic Team vouchering and countywide contract administration support. There is no FTE impact compared to 2023, but Strategic Team funds are being prioritized to maintain full time funding for a position that would have otherwise been reduced to part time. This position will be leveraged to support invoicing work in all areas of the service team.
4. **Additional Investments:** The 2024-25 budget adds 1.0 FTE to the Risk Management area of Finance to focus on supporting the implementation of the enterprise risk management strategy, including identifying and planning for our top risks as an organization. The budget also includes 1.0 FTE in the Investigations area to address an increased workload, 1.0 FTE in Government Relations to augment our legislative advocacy and lobbying work and 1.0 FTE starting in 2025 for a data analyst within HR. Finally, the Strategic Team is including \$60,000 in funding in 2025 to conduct a countywide employee survey. These investments reflect the priorities of the Strategic Team overall.
5. **Transforming Systems Together (TST) –** TST has continued to share power with community, engage in and with community, and build trusting relationships to support healthy and safe communities. In the past year, they have worked in collaboration with multiple areas of the County to issue over \$1 million in community grants. This work continues to evolve and be an innovative space for community partnership focused on their Northstar of child welfare. For 2024-25, we reviewed their spending and historic use of funds as part of the budget process. In 2024-25, the Strategic Team is proposing to repurpose \$1 million of TST's \$3 million funds to support overall operations. This will leave \$2 million in funding for TST's important work, which aligns more closely with the actual spending for TST. The areas that this \$1 million of repurposed funding supports – including HR and CMO – will work closely with TST to support the work they do daily in service to community.

Foundational Excellence 2.0

One of the major initiatives in the 2022-23 budget was Foundational Excellence. Ramsey County invested over \$1.2 million each year to help support the work of all policy areas by ensuring the foundational areas were strong. This included investments in internal auditing, procurement, HR, and investigations. As a result of these investments, personnel benefits and transactions assistants (PBTAs) across the county were consolidated within HR for streamlined customer service, the County Attorney's Office hired additional contract attorneys, and investigations was consolidated under the Chief Compliance and Ethics Officer. More resources have been dedicated to this work, and HR has also invested in their ADA (Americans with Disabilities Act) and Equal Opportunity work. One of the major areas of investment in foundational excellence was internal audits. The Compliance & Ethics area has been working with the Ramsey County Audit Committee to thoughtfully develop strategies and an appropriate structure for this critical function which will continue to evolve in 2024-2025.

In 2024-25, the Strategic Team proposes that the County make an additional investment in foundational excellence, which is essential as we work toward ensuring there are adequate resources and staff capacity to support the strategic work happening across the County. The proposed budget includes an additional investment of \$1.0 million in 2024 and \$1.2 million in 2025 to make investments in transformative change and establish new areas to continue this important work as follows:

- **Grants Office:** The County has many opportunities to identify and apply for federal, state and other grants that can resource our work but lacks expertise and dedicated staff to help service teams pursue these grants. An investment of \$250,000 in 2024 and \$325,000 in 2025 is proposed to support 1.0 FTE in 2024 and 2.0 FTEs in 2025 and funding for contracts to create a central office within the Strategic Team for grant applications and to work on identifying new and innovative grant opportunities.
- **Procurement Modernization:** This work has been ongoing for nearly two years and we will be implementing changes starting in 2024. The procurement modernization efforts focus on creating a relational, transparent, efficient and transformational process. To achieve this we need additional staffing and support. Funding of \$400,000 annually is being proposed for Finance to support these efforts, organizational change management, systems investments and training that will be needed to make this initiative a success.
- **Safety Officer:** A cross-functional team of staff have been working to review safety needs across the County. It was determined that a Safety Officer function is needed to focus on loss prevention and mitigating risk across the organization. We request \$150,000 for 1.0 FTE to do this work.
- **Treasury Functions:** In 2024-25 the Treasury area will be consolidated within Finance. This transfers the existing function from Information IPR to the Strategic Team. Bank reconciliation and receipting have been under invested in historically in Ramsey County and in order to ensure we are being good stewards of taxpayer dollars, we need an additional investment of 2.0 FTEs for a total cost of \$225,000 annually.
- **Personnel Benefits and Transactions:** In 2022, the Personnel Benefits and Transactions staff across the organization were consolidated to form a new unit within HR for alignment and consistency of services to all county departments. Due to the expanded scope and workload of this unit, HR is requesting \$100,000 annually for 1.0 additional FTE to ensure efficient and quality customer service, timely timesheet processing, accurate auditing and management of personnel data.

Conclusion

The Strategic Team's 2024-25 budget is a balance of right sizing our operations, investing in key priority areas and continuing to support the strategic and innovative work happening across Ramsey County. Our budget and countywide priorities reflect sustained progress that is being made to ensure that Ramsey County is a county of excellence working to enhance our quality of life through our goals of well-being, prosperity, opportunity and accountability. On behalf of the Strategic Team, we are happy to present our 2024-25 budget that will help us ensure a vibrant community where all are valued and thrive.

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D110000	Board Of Co Comm (D110000)							
D110101	Board Of County Commissioners	2,682,070	13,700	-	2,668,370	2,438,196	230,174	9.4%
D120101	Ramsey County Charter Comm	750	-	-	750	849	(99)	(11.7)%
	Board Of Co Comm (D110000) Total	2,682,820	13,700	-	2,669,120	2,439,045	230,075	9.4%
D210000	County Manager (D210000)							
D210101	Co Mgr Administration	5,996,406	25,000	-	5,971,406	4,387,802	1,583,604	36.1%
D210180	ARPA Administration Grant (G111017)	245,784	-	-	245,784	-	245,784	-
D210180	Strategic Plan (P070502)	101,952	101,952	-	-	-	-	-
	County Manager (D210000) Total	6,344,142	126,952	-	6,217,190	4,387,802	1,829,388	41.7%
D210300	Ramsey County Finance Deptmnt (D210300)							
D210301	Co Mgr Finance Department	6,723,568	675,260	-	6,048,308	5,211,015	837,293	16.1%
	Ramsey County Finance Deptmnt (D210300) Total	6,723,568	675,260	-	6,048,308	5,211,015	837,293	16.1%
D210500	Human Resources (D210500)							
D210501	Co Mgr Human Resources	10,834,396	101,797	-	10,732,599	7,805,471	2,927,128	37.5%
D210601	Personnel Review Board	9,000	-	-	9,000	5,266	3,734	70.9%
	Human Resources (D210500) Total	10,843,396	101,797	-	10,741,599	7,810,737	2,930,862	37.5%
D224200	Countywide Initiatives (D224200)							
D224202	Public Sector Career Pathways	500,000	25,000	-	475,000	475,000	-	-
D224203	Community Engagement Investment	1,000,000	-	-	1,000,000	1,000,000	-	-
D224204	Countywide Modernization	2,000,000	-	-	2,000,000	2,000,000	-	-
D224205	Integrated Approach to Health, Wellness and Public Safety	1,747,479	-	-	1,747,479	2,446,225	(698,746)	(28.6)%
D224280	PH St Paul Healing Streets (G404012)	300,000	300,000	-	-	-	-	-
	Countywide Initiatives (D224200) Total	5,547,479	325,000	-	5,222,479	5,921,225	(698,746)	(11.8)%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D390000	<u>Unallocated Gen Exps (D390000)</u>							
D390101	Unallocated General Expenses / Revenues	9,220,321	176,970	2,400,000	6,643,351	22,997,792	(16,354,441)	(71.1)%
	Unallocated Gen Exps (D390000) Total	9,220,321	176,970	2,400,000	6,643,351	22,997,792	(16,354,441)	(71.1)%
D400000	<u>Contingent Account (D400000)</u>							
D400101	Contingent	2,000,000	-	-	2,000,000	2,000,000	-	-
	<u>Capital Improvement Levy</u>							
	Capital Improvement Levy	1,100,000	-	-	1,100,000	1,100,000	-	-
D840000	<u>Gen County Debt (D840000)</u>							
D840000	Bond Expenditures	23,227,378	3,514,025	(2,047,522)	21,760,875	20,700,000	1,060,875	5.1%
D840301	<u>MPFA Pedestrian Connection Loan Debt Service</u>							
D840301	MPFA Pedestrian Connection Loan Debt Service	428,905	428,905	-	-	-	-	-
D850000	<u>Library Debt Service (D850000)</u>							
D850105	Library 2015B - Shoreview	1,039,638	251,400	-	788,238	1,261,132	(472,894)	(37.5)%
D850107	Library 2014A Refunding	695,275	-	-	695,275	695,525	(250)	-
D850108	LIB Series 2018B Ref	980,000	-	(465,969)	1,445,969	972,825	473,144	48.6%
	Library Debt Service (D850000) Total	2,714,913	251,400	(465,969)	2,929,482	2,929,482	-	-
Total Strategic Team & General County Purposes		70,832,922	5,614,009	(113,491)	65,332,404	75,497,098	(10,164,694)	(13.5)%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D110000	<u>Board Of Co Comm (D110000)</u>							
D110101	Board Of County Commissioners	2,712,941	13,700	-	2,699,241	2,668,370	30,871	1.2%
D120101	Ramsey County Charter Comm	775	-	-	775	750	25	3.3%
	Board Of Co Comm (D110000) Total	2,713,716	13,700	-	2,700,016	2,669,120	30,896	1.2%
		-	-	-	-	-	-	-
D210000	<u>County Manager (D210000)</u>							
D210101	Co Mgr Administration	5,982,299	25,000	-	5,957,299	5,971,406	(14,107)	(0.2)%
D210180	ARPA Administration Grant (G111017)	248,256	-	-	248,256	245,784	2,472	1.0%
D210180	Strategic Plan (P070502)	102,984	102,984	-	-	-	-	-
	County Manager (D210000) Total	6,333,539	127,984	-	6,205,555	6,217,190	(11,635)	(0.2)%
D210300	<u>Ramsey County Finance Deptmnt (D210300)</u>							
D210301	Co Mgr Finance Department							
	Ramsey County Finance Deptmnt (D210300) Total	7,063,429	707,275	-	6,356,154	6,048,308	307,846	5.1%
D210500	<u>Human Resources (D210500)</u>							
D210501	Co Mgr Human Resources	11,094,916	101,797	-	10,993,119	10,732,599	260,520	2.4%
D210601	Personnel Review Board	9,000	-	-	9,000	9,000	-	-
	Human Resources (D210500) Total	11,103,916	101,797	-	11,002,119	10,741,599	260,520	2.4%
D224200	<u>Countywide Initiatives (D224200)</u>							
D224202	Public Sector Career Pathways	500,000	25,000	-	475,000	475,000	-	-
D224203	Community Engagement Investment	1,000,000	-	-	1,000,000	1,000,000	-	-
D224204	Countywide Modernization	2,000,000	-	-	2,000,000	2,000,000	-	-
D224205	Integrated Approach to Health, Wellness and Public Safety	1,740,847	-	-	1,740,847	1,747,479	(6,632)	(0.4)%
D224280	PH St Paul Healing Streets (G404012)	300,000	300,000	-	-	-	-	-
	Countywide Initiatives (D224200) Total	5,540,847	325,000	-	5,215,847	5,222,479	(6,632)	(0.1)%
D390000	<u>Unallocated Gen Exps (D390000)</u>							
D390101	Unallocated General Expenses / Revenues	21,443,446	176,970	2,400,000	18,866,476	6,643,351	12,223,125	184.0%
	Unallocated Gen Exps (D390000) Total	21,443,446	176,970	2,400,000	18,866,476	6,643,351	12,223,125	184.0%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
<u>D400000</u>	<u>Contingent Account (D400000)</u>							
D400101	Contingent	2,000,000	-	-	2,000,000	2,000,000	-	-
	<u>Capital Improvement Levy</u>							
	Capital Improvement Levy	1,100,000	-	-	1,100,000	1,100,000	-	-
<u>D840000</u>	<u>Gen County Debt (D840000)</u>							
D840000	Bond Expenditures	21,053,672	3,513,225	(4,220,428)	21,760,875	21,760,875	-	-
<u>D840301</u>	<u>MPFA Pedestrian Connection Loan Debt Service</u>							
D840301	MPFA Pedestrian Connection Loan Debt Service	431,905	431,905	-	-	-	-	-
<u>D850000</u>	<u>Library Debt Service (D850000)</u>							
D850105	Library 2015B - Shoreview	1,047,113	251,400	-	795,713	788,238	7,475	0.9%
D850107	Library 2014A Refunding	-	-	-	-	695,275	(695,275)	(100.0)%
D850108	LIB Series 2018B Ref	977,000	-	(1,156,769)	2,133,769	1,445,969	687,800	47.6%
	Library Debt Service (D850000) Total	2,024,113	251,400	(1,156,769)	2,929,482	2,929,482	-	-
Total Strategic Team & General County Purposes		80,808,583	5,649,256	(2,977,197)	78,136,524	65,332,404	12,804,120	19.6%

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

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

The County Board meets in the Council Chambers on the third floor of the City Hall/County Court House, at 9:00 a.m. each Tuesday, with the exception of fifth Tuesdays of a month or otherwise meetings cancelled in advance by the County Board. All policy discussion and approval takes place at the County Board meetings. The County Board also meets as the Housing and Redevelopment Authority and the Regional Railroad Authority.

Standing Committees

The County Board appoints County Commissioners to serve on the following County committees: Audit; Budget; County Facilities; Finance, Personnel and Management; Health Services; Human Services/Workforce Solutions; Legislative; Public Safety and Justice; and Public Works, Parks and Solid Waste. Committee meetings are held on an as needed basis and are open to the public. 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 <http://74.208.173.231:8080/agenda/ramsey>.

Ramsey County Committees

The County Board appoints County Commissioners to serve on the following outside Boards, Committees and Commissions: Active Living Ramsey Communities; Board / Bench Committee; Community Action Partnership of Ramsey/Washington Counties; County-Court Joint Committee; Court House / City Hall Committee; Criminal Justice Coordinating Committee; Generation Next; Greater MSP Regional Partnership, I-35W Corridor Committee, ITASCA Project; Joint Property Tax Advisory Committee; Juvenile Detention Alternatives Initiative; Law Library Trustee; Metro Alliance for Health families Home Visiting; Metro Conservation Districts Joint Powers Board; Metro Emergency Services Board; Metro GIS Board; Metro Library Services Agency; Metro Mosquito Control District Board; Metro Transportation Advisory Board; Greater Metropolitan Workforce Councils; Minnesota Landmarks; Minnesota Workforce Council Association; Ramsey County Children's Mental Health Collaborative; Ramsey County Dispatch/800 MHz Subsystem Policy Committee; Ramsey County Extension Committee; Ramsey County League of Local Governments; Ramsey County Library Board of Trustees Liaison; Recycling and Energy Board; Regional Haulers Licensing Board; Regions Hospital Board; Re-thinking I-94 Committee; Saint Paul Promise Neighborhood; St. Paul Children's Collaborative; State Community Health Services Advisory Committee; Statewide Radio Board; Suburban Ramsey Family Collaborative Joint Powers Board; TCAAP Joint Development Authority; and Workforce Innovation Board.

Regional Railroad Authority

As the Ramsey County Regional Railroad Authority, County Commissioners are appointed to the following: Gateway Corridor (Gold Line) Commission; Minnesota High Speed Rail Association; Red Rock Corridor; Riverview Corridor; Robert Street Corridor; Rush Line Task Force.

Other County Associations

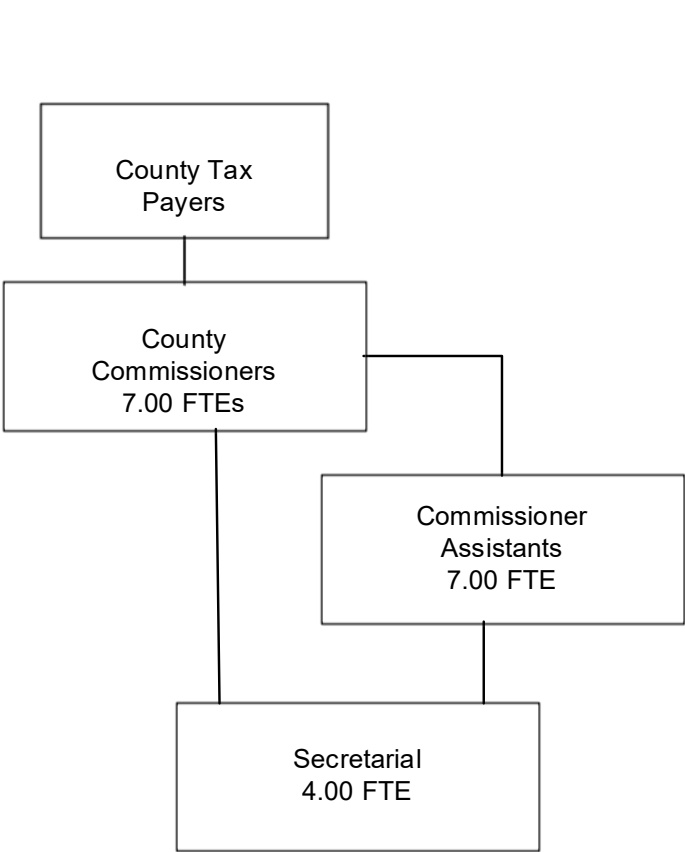
The County Board appoints County Commissioners to the Association of Minnesota Counties Board of Directors, District Ten Executive Committee and as District Ten Representative. County Commissioners are

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

also actively involved in various Association of Minnesota Counties and the National Association of Counties committees.

Department Organizational Chart

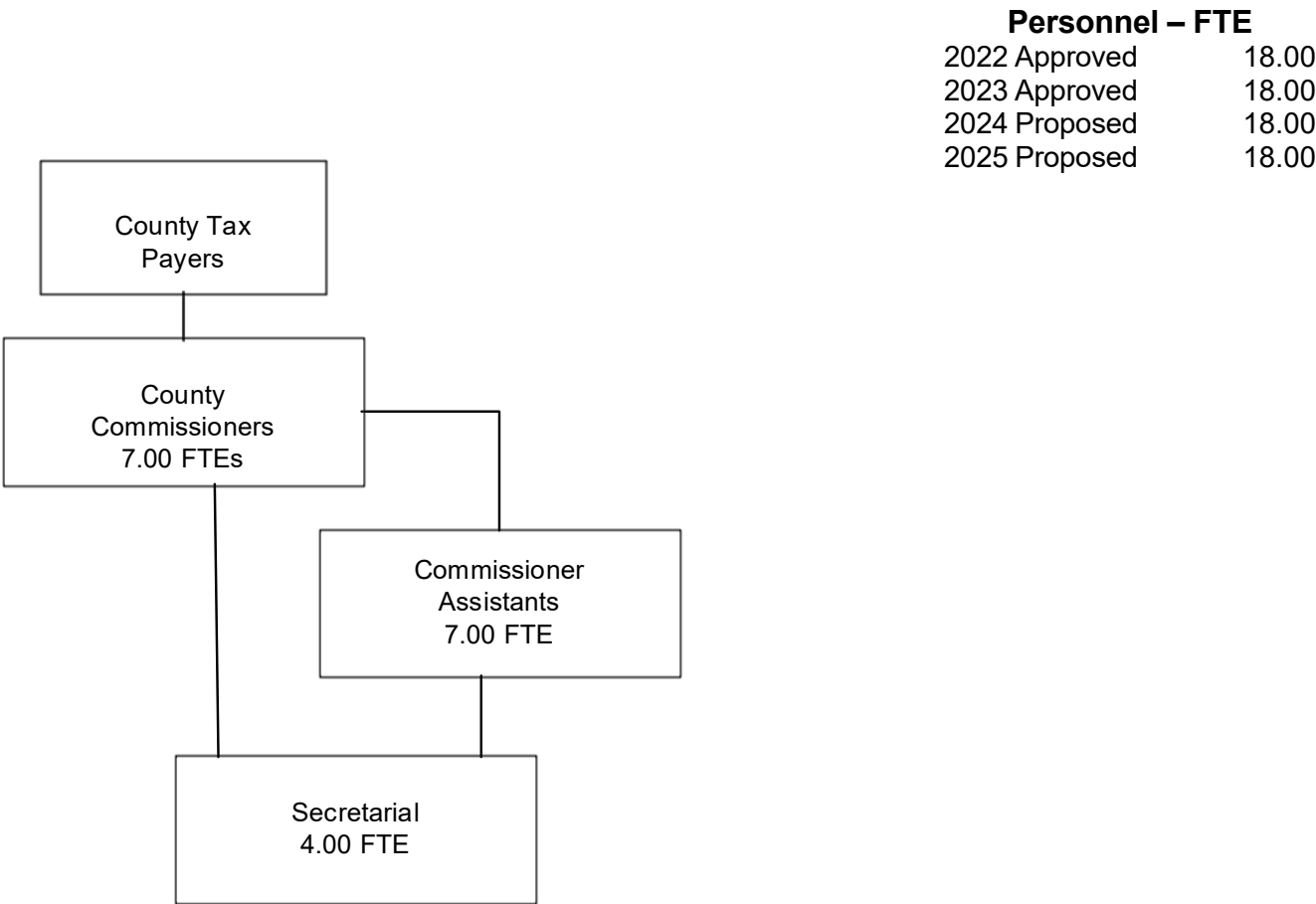
Department 2024 Organizational Chart



Personnel – FTE	
2022 Approved	18.00
2023 Approved	18.00
2024 Proposed	18.00
2025 Proposed	18.00

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department 2025 Organizational Chart



Department Summary

BUDGET SUMMARY

Ramsey County Board of Commissioners

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	2,492,712	2,541,896	2,682,070	2,712,941
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	3,100	13,700	13,700	13,700
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	90,000	-	-
County Tax Levy	2,489,612	2,438,196	2,668,370	2,699,241
Inc/(Dec) from Previous Year			230,174	30,871
% Inc/(Dec) from Previous Year			9.4%	1.2%
Inc/(Dec) from Two Years				261,045
% Inc/(Dec) from Two Years				10.7%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Ramsey County Board of Commissioners

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	100	12,000	12,000	12,000
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	3,000	1,700	1,700	1,700
Property Tax Levy	2,489,612	2,438,196	2,668,370	2,699,241
Use of Fund Balance	-	90,000	-	-
Total Revenue / Estimated Revenue	2,492,712	2,541,896	2,682,070	2,712,941

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	2,131,515	2,153,355	2,195,914	2,217,731
Professional Services	357,261	381,221	482,506	491,560
Client Services	-	-	-	-
Supplies	3,936	7,320	3,650	3,650
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	2,492,712	2,541,896	2,682,070	2,712,941

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Ramsey County Board of Commissioners County General Revenue Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	100	12,000	12,000	12,000
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	3,000	1,700	1,700	1,700
Property Tax Levy	2,489,612	2,438,196	2,668,370	2,699,241
Use of Fund Balance	-	90,000	-	-
Total Revenue / Estimated Revenue	2,492,712	2,541,896	2,682,070	2,712,941

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	2,131,515	2,153,355	2,195,914	2,217,731
Professional Services	357,261	381,221	482,506	491,560
Client Services	-	-	-	-
Supplies	3,936	7,320	3,650	3,650
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	2,492,712	2,541,896	2,682,070	2,712,941

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	18.00	18.00	18.00	18.00

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Ramsey County Board of Commissioners

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Board Of County Commissioners	3,100	13,700	13,700	13,700
Total Operating Budget	3,100	13,700	13,700	13,700
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	3,100	13,700	13,700	13,700

Inc/(Dec) from Previous Year	-	-
% Inc/(Dec) from Previous Year	-	-
Inc/(Dec) from Two Years	-	-
% Inc/(Dec) from Two Years	-	-

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Ramsey County Board of Commissioners

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Board Of County Commissioners	2,492,712	2,541,896	2,682,070	2,712,941
Total Operating Budget	2,492,712	2,541,896	2,682,070	2,712,941
Inc/(Dec) from Previous Year			140,174	30,871
% Inc/(Dec) from Previous Year			5.5%	1.2%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	2,492,712	2,541,896	2,682,070	2,712,941

Inc/(Dec) from Previous Year			140,174	30,871
% Inc/(Dec) from Previous Year			5.5%	1.2%
Inc/(Dec) from Two Years				171,045
% Inc/(Dec) from Two Years				6.7%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Ramsey County Board of Commissioners

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>				
Board Of County Commissioners	18.00	18.00	18.00	18.00
Total Operating Budget	18.00	18.00	18.00	18.00

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Projects / Grants				
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-

Total Existing Permanent FTE	18.00	18.00	18.00	18.00
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	FY24 Proposed	FY25 Proposed
FTE Changes		
None	-	-
Total FTE Changes	-	-

Total FTE	18.00	18.00
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Inc/(Dec) from Previous Year	-	-
Inc/(Dec) from Two Years		-

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The Ramsey County Home Rule Charter became effective on November 6, 1992 by majority vote of the Ramsey County residents. The Home Rule Charter (Charter) prescribes the Charter Commission, which is made up of 17 members, with two representatives from each of the seven county commissioner districts, and three at large representatives. All members are residents of Ramsey County and are appointed by the Chief Judge of the Second Judicial District Court of Minnesota.

The Charter Commission meets four times per year to review the Charter and proposals for amending the Charter. The 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 of Commissioners shall provide the necessary funds for the Charter Commission to operate and provides funds for referendums. The County Attorney shall be the attorney for the Charter Commission. The County Manager's Office provides clerical support to the Charter Commission.

Department Summary

BUDGET SUMMARY

Ramsey County Charter Commission

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	16	849	750	775
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	-	-	-	-
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	16	849	750	775
Inc/(Dec) from Previous Year			(99)	25
% Inc/(Dec) from Previous Year			(11.7)%	3.3%
Inc/(Dec) from Two Years				(74)
% Inc/(Dec) from Two Years				(8.7)%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Ramsey County Charter Commission

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	16	849	750	775
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	16	849	750	775

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	-	733	700	725
Professional Services	16	116	50	50
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	16	849	750	775

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Ramsey County Charter Commission County General Revenue Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	16	849	750	775
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	16	16	16	16

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	-	733	700	725
Professional Services	16	116	50	50
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	16	849	750	775

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	-	-	-	-

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Ramsey County Charter Commission

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
None	-	-	-	-
Total Operating Budget	-	-	-	-
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	-	-	-	-
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Inc/(Dec) from Two Years				-
% Inc/(Dec) from Two Years				-

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Ramsey County Charter Commission

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Ramsey County Charter Comm	16	849	750	775
Total Operating Budget	16	849	750	775
Inc/(Dec) from Previous Year			(99)	25
% Inc/(Dec) from Previous Year			(11.7)%	3.3%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	16	849	750	775

Inc/(Dec) from Previous Year			(99)	25
% Inc/(Dec) from Previous Year			(11.7)%	3.3%
Inc/(Dec) from Two Years				(74)
% Inc/(Dec) from Two Years				(8.7)%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Ramsey County Charter Commission

	FY22	FY23	FY24	FY25
Permanent FTE	Approved	Approved	Proposed	Proposed

Operating Budget

None	-	-	-	-
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Total Operating Budget	-	-	-	-
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	FY22	FY23	FY24	FY25
Projects / Grants	Approved	Approved	Proposed	Proposed

Projects / Grants

None	-	-	-	-
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Total Projects / Grants	-	-	-	-
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Total Existing Permanent FTE	-	-	-	-
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	FY24	FY25
FTE Changes	Proposed	Proposed

None	-	-
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Total FTE Changes	-	-
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Total FTE	-	-
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County Manager
Ryan O'Connor, County Manager

15 W. Kellogg Blvd.
651-266-8000

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The County Manager's Office consists of the following areas:

Chief Clerk and Administration provides administrative oversight and board meeting support to the County Manager and the Ramsey County Board of Commissioners. In addition to supporting board meetings, the Chief Clerk's Office oversees recruitment and appointment for board-appointed advisory boards and committees throughout the county.

The **Compliance and Ethics Office** provides independent and objective review and evaluation of compliance and ethics matters throughout the organization. The office promotes countywide compliance with relevant federal, state, and local regulations in alignment with the county's vision, mission, and goals. The office is responsible for ensuring that departments across the organization adopt a common approach to compliance in order to promote an ethical and transparent culture. The office also helps ensure that departments protect the privacy of client and employee data. The office works closely with Policy & Planning, Human Resources, the County Attorney's Office, the Chief Financial Officer, and other functions to develop policies, procedures, and guidelines – including training and performance measurement – that are clearly communicated and enforced at all levels of the organization.

Policy & Planning provides high level strategic support to county leadership and in-depth research and analysis support for county operations. The team coordinates, convenes and leads multi-sector and multi-department projects that help the organization align practice with the county's vision, mission, and goals. Policy & Planning provides support for countywide strategic alignment, development and review of departmental and countywide policies and leads the county's strategic planning process including its strategic priorities and ongoing operation of the performance management system. Policy & Planning also coordinates the county's government relations work with federal, state, and local governments fostering constructive partnerships and platforms that further positions established by the Ramsey County Board of Commissioners.

Transforming Systems Together (TST) is a shared decision-making initiative of community members and Ramsey County to rethink how the county delivers services and invests in community. TST is intended to change the way the county makes decisions about priorities, approaches, budgets, and program design by having community members at the table as an equal voice. TST has engaged with community to co-design grant opportunities available to the community with a focus centered on child protection and foster care.

DEPARTMENT SUMMARY



County Manager
Ryan O’Connor, County Manager

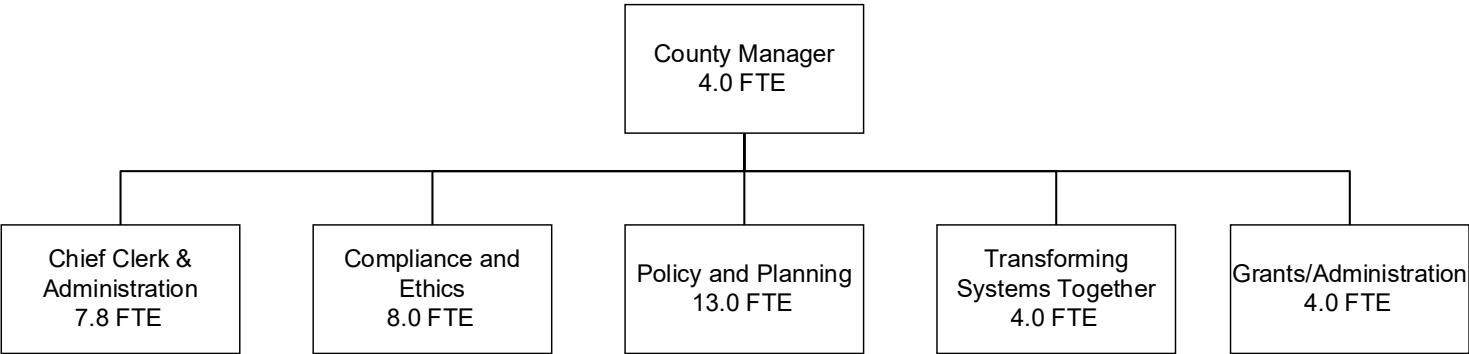
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

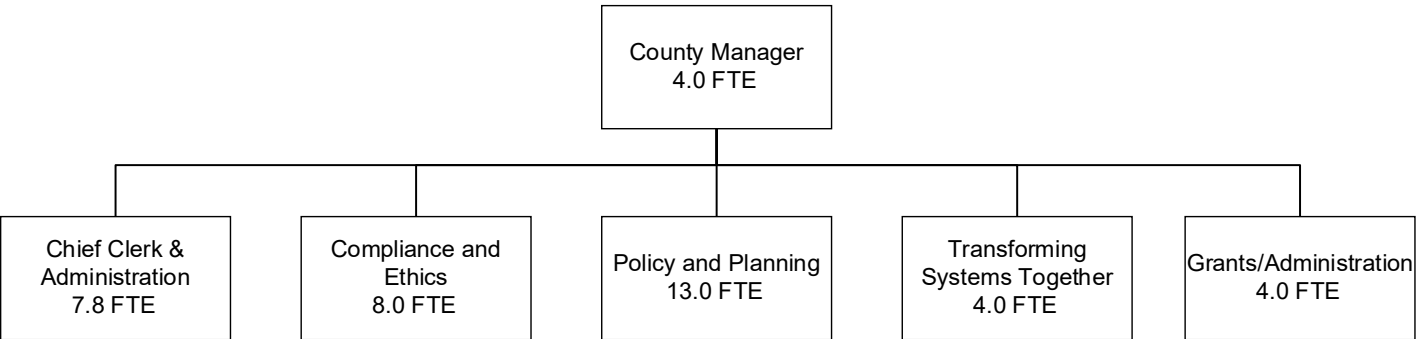
Department 2024 Organizational Chart

Personnel – FTE	
2022 Approved	30.81
2023 Approved	32.81
2024 Proposed	40.80
2025 Proposed	40.80



Department 2025 Organizational Chart

Personnel – FTE	
2022 Approved	30.81
2023 Approved	32.81
2024 Proposed	40.80
2025 Proposed	40.80



DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

- Government Relations moved from Communications & Public Relations into the Policy & Planning area of the County Manager's Office. This move provided increased opportunities for collaboration and alignment between Ramsey County's lobbying and policy efforts, further ensuring the county's legislative work is reflective of its top strategic priorities and initiatives. It also provides Government Relations with closer access to policy research and analysis to inform the county's legislative efforts. This change added 2.00 FTE and \$453,000 in levy to the County Manager's Office budget.
- A 2.0 FTE staff lobbyists will be added to Government Relations and \$170,000 to the County Manager's Office budget.
- A 0.75 FTE from the Ramsey County Care Center was added to the Chief Clerk and Administration area.
- A 1.0 FTE increase and funding is needed to support data practices requests, health records, and records management in the Compliance and Ethics Office for 2024 and 2025.
- A 1.0 FTE staff investigator will be added to the Compliance and Ethics Office and \$110,000 to the County Manager's Office budget.
- A 0.25 FTE increase to bring an investigator position from 0.75 to 1.0 FTE.
- The 4.0 FTE under Grants/Administration are funded as follows: 1.5 FTE are allocated under ARPA Administration Grant, 0.50 FTE is levy funded, and the remaining 2.0 FTE are allocated under the ARPA Violence Prevention Grant.
- A \$1m repurposing of TST funds to support overall operations. This will leave \$2 million in funding for TST's important work, which aligns more closely with the actual spending for TST.

Performance Measures

Policy & Planning leads countywide efforts on anti-racist results-based accountability performance measures and supports departments in the County Manager's Office. Information on service team and department performance measures is updated regularly and can be found on [Ramsey County's Open Performance](#) platform. Ramsey County uses performance measures to advance the vision, mission and goals established by the Ramsey County Board of Commissioners and to assess our progress toward advancing the strategic priorities outlined in the county's Strategic Plan. The performance measures established by the County Manager's Office aligned with three of the county's strategic priorities during 2022.

Ramsey County is a growing and increasingly diverse community. Today, about 42% of Ramsey County residents are racially and/or ethnically diverse or American Indian compared to about 33% a decade ago. As the community diversifies, Ramsey County continues to build on its commitment of becoming a more equitable and inclusive organization from leadership to front-line staff to better reflect and serve the diverse community. There are opportunities for the county to support, enhance and maximize the employee experience that align with its values as well as the [Talent Attraction, Retention and Promotion](#) strategic priority. In 2022, Ramsey County developed countywide performance measures highlighting each department's contributions to increasing the diversity of staff and leaders while also tracking turnover across each county department. This countywide approach to accountability is further advanced by the Strategic Team's measure of staff who

County Manager
Ryan O'Connor, County Manager

15 W. Kellogg Blvd.
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

identify as racially and/or ethnically diverse or American Indian across the entire organization. The established goal is to increase the diversity of county staff to 42% by 2025 and to 47% by 2030.

The full demographic breakdown of Ramsey County's staff, leadership and turnover is available in the [2022 Workforce Statistics Report](#). This measure is woven into the fabric of the County Manager's budget with ongoing investments in Racial and Health Equity Administrators (RHEAs) working with Human Resources and partners across the organization to inspire a countywide culture of growth, inclusion and innovation, while developing and growing strategic partnerships and modernizing policies and rules. New investments in Compliance and Ethics and Government Relations will further ensure accountability to our policies and procedures and more opportunities for Ramsey County to influence other levels of government to align more closely with its strategic priorities and initiatives.

Ramsey County is committed to addressing systemic and institutional racism that has created barriers to workforce participation, family sustaining wages and affordable housing by cultivating economic prosperity and investing in neighborhoods that have historically experienced wealth extraction. Black, Latinx, American Indian, and People of Color experience deep disparities in homeownership, income, business opportunities and business ownership that were exacerbated by the COVID-19 pandemic. It is imperative that Ramsey County work with community to eliminate the racial and ethnic wealth gap and create new prosperity that can be passed down to future generations. Ramsey County is investing directly with small business enterprises awarding procurement dollars to small, women, veteran and minority owned businesses. These are direct investments to businesses and residents in our communities building prosperity and directly supporting our strategic priority of [Intergenerational Prosperity for Racial and Economic Inclusion](#).

At the height of the COVID-19 pandemic during 2021, the percentage of procurement dollars awarded to small, disadvantaged businesses fell to 7%, a low point since the establishment of the measure in 2017. The Procurement and Contracting Action Team (PCAT), including leaders from across the county and in coordination with Racial and Health Equity Administrators, is building on momentum from 2022, where the percentage exceeded 10%. This is lower than the high point achieved in 2019 of 13% and remains far from the goal of 15% in 2025 and 35% in 2030. Each department now reports the percentage of small business spending as a countywide performance measure with support from the County Manager's Office. Departments are expected to develop strategies and work with their PCAT representatives to improve their percentage of spending with disadvantaged businesses.

Ramsey County is committed to improving race-based outcomes with residents. People who serve on formal boards and commissions and the county staff supporting them do not currently have a full understanding of race equity and racial disparities when they develop and make recommendations to decision makers. In support of the [Advancing Racial and Health Equity and Shared Community Power](#) strategic priority, the County Manager's Office developed a performance measure to track the percentage of community members serving on formal county boards and commissions who complete Ramsey County's racial equity framework training. By 2025, 50% of members are expected to complete the training and a 100% completion rate is expected by 2030. The training is adapted from an internal training series available to new and current county employees and is supported by ongoing funding included in this budget.

Community Engagement

County Manager
Ryan O'Connor, County Manager

15 W. Kellogg Blvd.
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

The County Manager's Office provides leadership, resources, consultancy, technical support, and investment to support meaningful community engagement across the county. County Manager's Office staff are active members, conveners and attendees of several advisory groups, community councils and ongoing engagements in the community leading to direct impacts on budget decisions and how budget resources are used and allocated. The County Manager's Office continues to engage with community partners such as the Equity Action Circle (EAC), Saint Paul Indians in Action (SIA), Economic Development Summits, Criminal Justice Coordinating Council, Appropriate Response Initiative (ARI), Budget Listening Sessions, Employee Resource Groups (ERGs), Transforming Systems Together (TST) and many more. County Manager's Office leaders and RHEAs disseminate, monitor, evaluate and oversee the process for community engagement funds that is accessible by service teams across the county and ensure that the investments align with Ramsey County's vision, mission, goals and core values.

Racial Equity

The County Manager's Office continues to lift up the strategic priority, [Advancing Racial and Health Equity and Shared Community Power](#), as driving principles for countywide operations. Racial equity is integral to the work of the Strategic Team and the County Manager's Office. Two RHEAs reside in the County Manager's Office to structurally and holistically advance equity across the county with an emphasis on fair, inclusive and transparent processes and policies. As racial equity and community engagement take on an increasingly prominent role in every line of business across the county, dedicated leadership and support with accountability is needed to carry out the work countywide in partnership with RHEAs and HR Diversity, Inclusion and Organizational Development. The team provides strategic direction, support and leadership to the racial equity action teams (REAT) within each service team to provide training and support, leadership development, cultural awareness training, change management for employees, and support ERGs at all levels of the organization.

RHEAs worked with staff and leaders across the organization to build the employee budgeting tool, advance strategies and recommendations from the first Burn's Institute cohort and are now building out similar strategies from the second cohort, developed and delivered foundational racial equity training, better aligned racial equity resources across the organization including the community engagement funding administered by the County Manager's Office. Community engagement funding is being used to improve services across the county and on key initiatives, including bail reform, 21st century parks plan, workforce programming requests for proposals, building relationships with community-based organization and residents and building learnings from these engagements into improved county policies and programming.

The County Manager's Office incorporates racial equity directly into budget decisions through these community engagements and ongoing racial equity programming. The base budget continues to support the core racial equity work and additions to the budget will enhance accountability (investment in Compliance and Ethics) and visibility (investment in Government Relations) of the work being done to improve racial equity in Ramsey County.

Update on Recent Initiatives

The County Manager's Office will continue to provide leadership guidance and sustain countywide initiatives and strategic priorities amidst a dynamically changing workforce and budget pressures.

County Manager
Ryan O'Connor, County Manager

15 W. Kellogg Blvd.
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Transforming Systems Together (TST)

In the fall of 2021, TST developed a process in partnership with community for determining how Ramsey County will provide support and invest resources for African American, American Indian, and Latinx children and families disproportionately impacted by child protection and foster care systems. The community partners involved in shaping this process acknowledged the need for monetary resources to be distributed to residents and community organizations with appropriate spending flexibility to be able to provide essential services and supports to impacted children and families.

They worked closely with county system leaders, including those in Finance and the Ramsey County Attorney's Office, to develop and launch an innovative grant-making process using TST funds. As of April 2023, \$732,650 total in innovation grants were awarded to established organizations (ranging between \$50,000 and \$100,000 each), \$84,870 total in individual grants were awarded to residents (up to \$10,000 each) and \$230,900 total in micro grants (between \$10,000 and \$35,000 each) were awarded to new/grass roots organizations to serve youth and elders with a focus on mental health and eliminating fines and fees. Given the current and future North Stars of TST and to sustain the ongoing work of sharing power with community with accountability and transparency, it is important that TST become a functional part of the County Manager's Office where shared resources, budgets, and support can be aligned, integrated, evaluated, and implemented effectively and efficiently.

Flexible Work, Commuting, and Mobile Device Policies

In the last biennium, not only did Ramsey County address the global pandemic amidst local and national racial reckoning, but the organization also implemented its first ever Flexible Work Policy and phased return to the office environment which resulted in changes in work habits, environments, and how teams interact with one another in the course and scope of their work duties. Given these changing working environments, the county implemented its first flexible work and commuting policy and updated its mobile device policy in response to a dynamically changing workforce and flexible work environment that aligns with the county's mission, vision, values, goals, and strategic priorities. The cost-benefit financial analysis, change management and impacts of these policies will require the next biennium to assess, evaluate and adapt within a changing work environment.

Revenues

The County Manager's Office continues to report and collect revenue from the Minnesota Council on Local Results and Innovation's Performance Measurement Program. One of the benefits from participating in the Program is a reimbursement of up to \$25,000 from the state of Minnesota. In past years, the funds have been used to fund the work of the county's Policy & Planning Division in the County Manager's Office to maintain and refine the county's performance measurement processes, and to fund the county's Progressive Internship Program.

In addition, to help meet budget targets from the County Manager's Office, it was recommended that the County Manager's Office charge office rent to departments and service teams utilizing the suites in 210, 270 and 250. While this was fully covered by the County Manager's Office in the last biennium, allocating rent will result in revenue and savings of \$130,000 per year in the County Manager's Office.

County Manager
Ryan O'Connor, County Manager

15 W. Kellogg Blvd.
651-266-8000

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Long Term Budget Pressures

The base budget continues to support ongoing engagement efforts and coordination in the County Manager's Office and across the Strategic Team. Additions to the budget are being allocated to Government Relations to further ensure the county's legislative work is reflective of the county's top strategic priorities and initiatives. The additional lobbyist will also provide Government Relations with closer access to policy research and analysis to inform the county's legislative efforts.

Office of Chief Clerk

With a new and diverse Ramsey County Board and two new Commissioners onboarded this year and a potential for a future changing board, the priorities of Ramsey County's policies and strategic work is at an unprecedented pace, and level of expectations in terms of policy prioritization, political astuteness, and countywide execution. With one of the Commissioners becoming President of the National Association of Counties (NACo) and Association of Minnesota Counties (AMC), Ramsey County is at a national spotlight and statewide leader in county policies, governance, and representation. Showcasing Ramsey County's strategic priorities and being a leader in resident service delivery, implementation, and accountability is more important than ever in this upcoming biennium. Ongoing investments in conferences/trainings and technology for constituent management software for the county board office will be important for organizational alignment and residents first service delivery.

Organizational Culture, Policies and Well-Being

Organizational and leadership changes and staff transitions continue to happen at a constant pace. Organizational well-being, employee engagement, mental health, and recruitment and retention of talented leaders and staff remain key organizational themes while balancing competing priorities and pressures. In addition, as the county develops and updates stronger policies countywide and with greater communication, training and technology in implementation, there will be a natural increase in investigations, compliance, and ethical considerations across the county. An additional investigator to the Chief Compliance and Ethics Office will enhance the county's foundational excellence through increased transparency and accountability to our policies and procedures across the enterprise.

Record Management Modernization

The Compliance and Ethics office accepted responsibility for records management, shifting this function from the Information Services department. This function is a strategic fit with related functions within the compliance domain, such as Data Practices and health records management. As we adjust to our hybrid model and resulting reallocation of workspace, we will be modernizing and automating the records management function to reduce our records' physical footprint. This may require additional staffing to manage the increased responsibility, but we will need time to survey the scope of the county's records management needs, and research the statutory and legal requirements to meet those needs.

Chief of Staff

With the addition of a Chief of Staff in the County Manager's Office to support the County Manager, prioritize and execute against countywide priorities and organizational culture, this creates budget pressures and constraints within the County Manager's Office that will require shared resources and alignment across the Strategic Team to maintain position complements, vacancies, and meet budget targets within the next and ongoing biennium.

Department Summary

BUDGET SUMMARY

County Manager

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	4,407,882	4,387,802	5,996,406	5,982,299
Expenditure / Appropriation - Projects / Grants	6,134,325	361,266	347,736	351,240
Revenue / Est. Revenue - Operating Budget	136,925	-	25,000	25,000
Revenue / Est. Revenue - Projects / Grants	65,121	-	101,952	102,984
Use of Fund Balance	-	361,266	-	-
County Tax Levy	10,340,161	4,387,802	6,217,190	6,205,555
Inc/(Dec) from Previous Year			1,829,388	(11,635)
% Inc/(Dec) from Previous Year			41.7%	(0.2)%
Inc/(Dec) from Two Years				1,817,753
% Inc/(Dec) from Two Years				41.4%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

County Manager

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	64,800	-	-	-
State	25,000	-	25,000	25,000
Local / Other	100,000	-	-	-
Total Intergovernmental Revenue	189,800	-	25,000	25,000
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	12,246	-	101,952	102,984
Property Tax Levy	10,340,161	4,387,802	6,217,190	6,205,555
Use of Fund Balance	-	361,266	-	-
Total Revenue / Estimated Revenue	10,542,207	4,749,068	6,344,142	6,333,539

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	8,854,996	4,060,610	5,539,101	5,396,153
Professional Services	1,397,831	683,158	802,491	934,836
Client Services	-	-	-	-
Supplies	2,672	5,300	2,550	2,550
Capital Outlay	286,708	-	-	-
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	10,542,207	4,749,068	6,344,142	6,333,539

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

County Manager
County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	64,800	-	-	-
State	25,000	-	25,000	25,000
Local / Other	100,000	-	-	-
Total Intergovernmental Revenue	189,800	-	25,000	25,000
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	12,246	-	101,952	102,984
Property Tax Levy	10,340,161	4,387,802	5,971,406	5,957,299
Use of Fund Balance	-	361,266	-	-
Total Revenue / Estimated Revenue	10,542,207	10,542,207	10,542,207	10,542,207

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	8,854,996	4,060,610	5,293,317	5,147,897
Professional Services	1,397,831	683,158	802,491	934,836
Client Services	-	-	-	-
Supplies	2,672	5,300	2,550	2,550
Capital Outlay	286,708	-	-	-
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	10,542,207	4,749,068	6,098,358	6,085,283

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

County Manager
Grant Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	-	-	245,784	248,256
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	-	-	-	-

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	-	-	245,784	248,256
Professional Services	-	-	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	-	-	245,784	248,256

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

County Manager

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Co Mgr Administration	125,000	-	25,000	25,000
Government Relations	11,925	-	-	-
Total Operating Budget	136,925	-	25,000	25,000
Inc/(Dec) from Previous Year			25,000	-
% Inc/(Dec) from Previous Year			-	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
ARPA Administration Grant (G111017)	321	-	-	-
PH St Paul Healing Streets (G404012)	-	-	-	-
Saint Paul Public Schools Gift Cards (G406019)	64,800	-	-	-
Strategic Plan (P070502)	-	-	101,952	102,984
Total Projects / Grants	65,121	-	101,952	102,984
Total Revenue / Estimated Revenue	202,046	-	126,952	127,984

Inc/(Dec) from Previous Year			126,952	1,032
% Inc/(Dec) from Previous Year			-	0.8%
Inc/(Dec) from Two Years				127,984

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

County Manager

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Co Mgr Administration	4,147,357	4,387,802	5,996,406	5,982,299
Government Relations	260,525	-	-	-
Total Operating Budget	4,407,882	4,387,802	5,996,406	5,982,299

Inc/(Dec) from Previous Year			1,608,604	(14,107)
% Inc/(Dec) from Previous Year			36.7%	(0.2)%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
ARPA Administration Grant (G111017)	58,398	-	245,784	248,256
ARPA Violence Prevention Grant (G111020)	-	-	-	-
ARPA Employee Recognition Payments (G111025)	4,020,750	-	-	-
ARPA Furniture, Equipment, and Technology (G111026)	1,316,466	-	-	-
PH St Paul Healing Streets (G404012)	-	-	-	-
FIN COVID Contingency (P070116)	-	-	-	-
Strategic Plan (P070502)	638,711	361,266	101,952	102,984
Support of Immigrants and Refugees (P070511)	100,000	-	-	-
Total Projects / Grants	6,134,325	361,266	347,736	351,240

Total Expenditure / Appropriation	10,542,207	4,749,068	6,344,142	6,333,539
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Inc/(Dec) from Previous Year			1,595,074	(10,603)
% Inc/(Dec) from Previous Year			33.6%	(0.2)%

Inc/(Dec) from Two Years				1,584,471
% Inc/(Dec) from Two Years				33.4%

Department Summary

PERSONNEL SUMMARY BY DIVISION

County Manager

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>				
Co Mgr Administration	26.75	30.75	33.55	33.55
Government Relations	2.00	-	-	-
Total Operating Budget	28.75	30.75	33.55	33.55

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Projects / Grants				
<u>Projects / Grants</u>				
ARPA Administration Grant (G111017)	-	-	1.50	1.50
ARPA Violence Prevention Grant (G111020)	-	-	2.00	2.00
Strategic Plan (P070502)	2.06	2.06	0.50	0.50
Total Projects / Grants	2.06	2.06	4.00	4.00

Total Existing Permanent FTE	30.81	32.81	37.55	37.55
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	FY24 Proposed	FY25 Proposed
FTE Changes		
Administrative Investigator (0.25 FTE); Investigator (Compliance) (1.00 FTE); Government Relations Specialist (1.00 FTE)	2.25	2.25
County Manager Decision: Add 1.0 Govt Relations Specialist to CMO budget.	1.00	1.00
	3.25	3.25
Total FTE	40.80	40.80

Inc/(Dec) from Previous Year	7.99	-
Inc/(Dec) from Two Years	-	7.99

DEPARTMENT SUMMARY



Finance
Alexandra Kotze, Chief Financial Officer

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

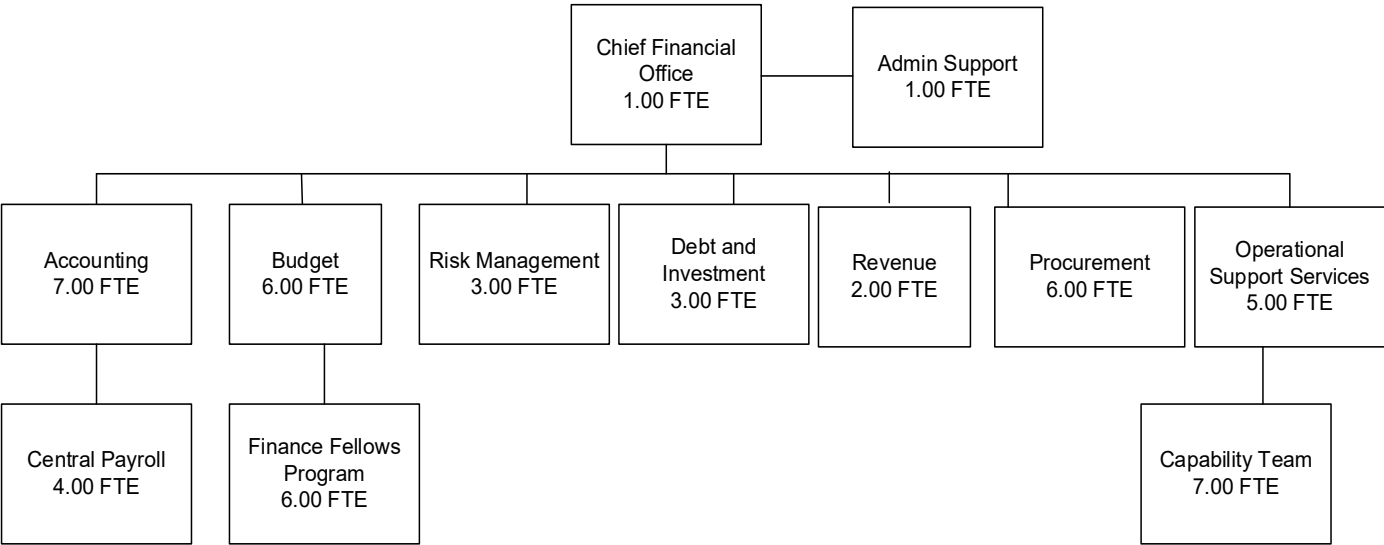
The Ramsey County Finance department is made up of the following divisions: accounting (including payroll), budget, risk management, debt and investment, procurement, and operational support (including the finance capability team). Finance is responsible for countywide budgeting, accounting, analysis, reporting, payroll, procurement, risk management, and managing the county's bond and investment portfolios.

In the 2024-25 budget, Finance is focused on deepening the county’s risk management work, continuing to advance the county’s foundational excellence work, and more efficiently leveraging resources to maximize our ability to serve residents.

Department Organizational Chart

Department 2024 Organizational Chart

Personnel – FTE	
2022 Approved	47.00
2023 Approved	47.00
2024 Approved	50.00
2025 Approved	50.00



DEPARTMENT SUMMARY

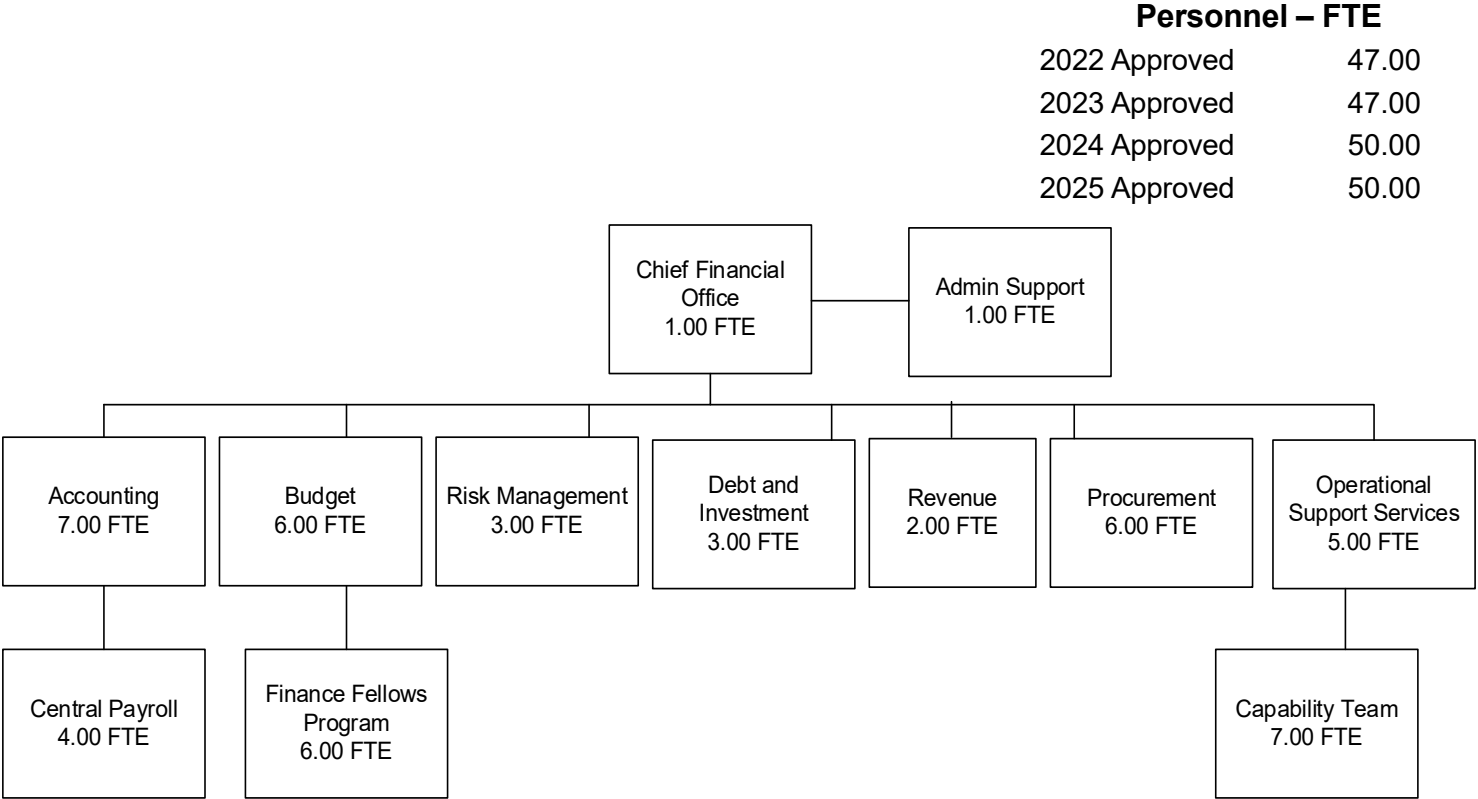


Finance
Alexandra Kotze, Chief Financial Officer

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department 2025 Organizational Chart



2024-25 Major Changes

- **Operating Cost Increases** – Costs of doing business such as personnel, rental rates, and internal service charges increase in this budget vs. 2023. Specifically, cost increases for personnel are budgeted at \$525,240 in 2024 and \$526,810 in 2025. Rental costs declined by \$55,477 and \$47,137, respectively, versus 2023 budgeted costs due to space consolidation with Human Resources but somewhat offset by growth in costs and expansion of services provided by property management. Information Services (IS) rates have also increased by \$136,192 in 2024 and \$161,620 in 2025, reflecting a countywide investment in additional IS services in that area.
- **Additional Risk Management FTE** - The 2024-25 budget adds 1.0 FTE to the risk management area of finance. The cost is \$107,292 in 2024 and \$109,200 in 2025. This position will focus on supporting the implementation of the enterprise risk management strategy, including identifying and planning for our top risks as an organization.
- **Revenue Analyst Positions move from HW** – 2.0 FTE and \$250,000 were moved into the Finance budget from the Health & Wellness Service Team. The positions will focus on maximizing revenue across State programs and identifying new revenue opportunities.
- **Consolidated Clerk IV Funding** – This budget operationalizes the consolidation of funds to support strategic team vouchering and countywide contract administration support in the strategic team. There is no FTE impact compared to 2023, but strategic team funds were prioritized in order to maintain full

DEPARTMENT SUMMARY



Finance
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

time funding for a position that would have otherwise been reduced to part time. This position will be leveraged to support invoicing work in all areas of the service team.

- **Operational Support Services** – The budget funds half of the operational support services director position with American Rescue Plan Act (ARPA) funds, a recognition of the work of that position to support ARPA work across the county. The other half of the position is funded by funds allocated to procurement modernization.
- **P Plus Program Discontinuation** – This budget operationalizes the discontinuation of the P Plus program and removes the associated revenue as the program was not aligned with Finance or Ramsey County values. This program allowed vendors to borrow against payments from the county at a cost, extracting wealth from our community at a time we are seeking to do the opposite, particularly for historically disadvantaged communities. This was budgeted at \$280,246 in 2023 but is removed in 2024 and beyond.
- **Enterprise Risk Management Revenue** – The 2024-25 budget recognizes an additional \$151,304 and \$183,319, respectively, to support the risk management operation. Per board resolution, this work is funded from the risk management fund. The 2024-25 budget more clearly allocates costs to service teams to support cost of the risk management program, including both premiums/direct costs and administrative cost. 1.00 additional FTE was added to the 2024-2025 budget.
- **Additional Foundational Excellence Investment** - The 2024-25 Budget includes funding to support additional investment in Foundational Excellence. Specifically, funding will support the establishment of a county grants office, invest in continued procurement modernization work, fund a county safety officer, allocate funds to adequately staff a treasury function in the finance department, and add an additional FTE to the personnel and benefits transaction assistant team in human resources. 9.00 FTEs in 2024 and 10.00 FTEs in 2025 have been added. These funds are budgeted in the county's unallocated general budget.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

Among the strategic team priorities tracked on the county's Open Performance platform, Finance tracks the procurement dollars awarded to small, women, veteran, and minority-owned businesses. This measure supports the strategic priority of intergenerational prosperity for racial and economic inclusion.

The Finance budget supports this work through investments in the procurement division. This area is undergoing a significant initiative through procurement modernization. Anticipated changes in 2024-2025 are included in the finance budget and funded through Foundational Excellence and community engagement funds. Procurement modernization focuses on the entire purchasing process from start to finish with a focus on efficient, effective, relational and transparent processes that build wealth in our community all through an anti-racist lens. Work will continue in 2024-25 to centralize procurement functions and to strengthen the voice of community in our procurement practice and policy making.

Additionally, finance tracks our county bond rating. We continue to be rated AAA by both Moody's and S&P, demonstrating a strong financial position and ongoing financial management of the organization. The

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

countywide debt service narrative discusses bonding and our bond rating further, but the rating speaks to more than just debt and investment. Finance continues to prioritize financial management across the organization and monitoring this external evaluation of our financial positions and management is an important measure for the department. In 2024-2025, Finance plans to look for opportunities to align both our debt issuance and investments with our goal of building wealth in community. This will include looking for more diverse and local financial institutions to partner with and looking at ways to strategically issue bonds in alignment with our values.

Community Engagement

Through the procurement modernization work, Finance has focused on community engagement to really understand the barriers to doing business with Ramsey County. We have solicited feedback in multiple forums including through the EAC policy and planning committee. We also created an advisory team that includes community members and makes recommendations to the Executive Steering Team for procurement modernization. In addition, we have done a number of proof of concepts with much community engagement, most notably with Transforming Systems Together community grants, and this work is informing the final processes for procurement modernization.

We are also continuing to incorporate meaningful community engagement into the budget process and decision making. Our vision for community centered budgeting is that Ramsey County's budget will be developed with meaningful, actionable, and timely community engagement. Power is shared with residents to determine spending priorities. All community participation, feedback, and expertise shared with the county is ultimately about the budget and service delivery. This feedback may be direct through specific budget related events, meetings, or communications, or indirect as feedback on programs, community needs, and priorities.

It is up to us as the county to take what our community generously shares with us and translate that into resource allocation via the budget. We continue to move this work forward by hosting budget specific engagement opportunities, partnering with the Policy and Planning division of the County Manager's Office to collect, consolidate, and document community engagement efforts and feedback across the organization, and holding ourselves accountable by providing updates to our community on progress on budget initiatives. We continue to work to embed community engagement in all budget discussions and to incorporate community voice in all resource allocations decisions. Finally, we are partnering with several departments to make budget and other engagement events more accessible by providing consistent and easily accessible translation services, improving the timing and location of events, and eliminating other barriers (such as childcare and transportation) to allow for participation particularly by those who have been historically excluded from resource allocation conversations.

Racial Equity

A decision fully operationalized in this budget is the discontinuation of the P Plus program. This program formerly allowed vendors to borrow against payments from the county for a fee. While we do not have data on the businesses who utilized this program, it is reasonable to assume that newer, small businesses were more likely to participate. It is also more likely that these businesses are owned by women or people of color. We also have been encouraging payment through ACH which allows suppliers and community quicker access to funds. This has been a joint effort with finance and communications.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

The 2024-25 budget also continues to support small, diverse, women-owned businesses through procurement modernization. In partnering with programs across the county, finance supports continuous improvement to make contracting more accessible to the totality of the Ramsey County community, not just those with systemic and historical advantages. In addition, Ramsey County is taking part in a Disparity Study with the State of Minnesota that will allow for more procurement options and opportunities to specifically contract with diverse vendors in communities that have historically been disadvantaged.

Funds to support staff training and development are also included in the Finance budget. Resources are prioritized each year to support deepening our understanding of racism and the impacts of structural inequality on the systems we run and the services we provide.

Update on Recent Initiatives

One of the major initiatives in the 2022-2023 budget was Foundational Excellence. Ramsey County invested over \$1 million each year to help support the work of all policy areas by ensuring the foundational areas were strong. This included investments in internal auditing, procurement, human resources, and investigations. As a result of these investments, the payroll and benefits transactions divisions were consolidated within human resources, the County Attorney's Office hired additional contract attorneys, and the investigations work was consolidated under the Chief Compliance & Ethics Officer. More resources have been dedicated to this work, and human resources has also invested in their ADA and Equal Opportunity work. One of the major areas of investment in foundational excellence was internal audits. The Chief Compliance & Ethics Officer has been working with the Ramsey County Audit Committee to develop strategies and structure for this function. This work requires a thoughtful, deliberate approach to ensure the appropriate structure is built for this critical function. While this work has not moved as quickly as we hoped, we engaged a contractor in 2023 to help build the program, build a staffing plan, and develop an audit plan for 2024.

Another major initiative in the 2022-23 budget was adding 1.0 FTE and dedicating the associated funding to begin to build a permanent Operational Support Services team focused on creating standards for managing and monitoring contracts and grant agreements. Since the creation of this position and team, the division has focused on supporting ARPA resources and grants. The operational support services division director has supported the procurement modernization efforts, and the team has supported innovative grant approaches in the Transforming Systems Together program as well as others across the enterprise. The 2024-25 budget builds on this work, aligns resources appropriately to reflect the ongoing support of APRA funded programs in 2024 and 2025, and sets up the division for long term stability to support the county's goals around innovative procurement practices and support of community vendors and partners in the next biennium and beyond as part of the procurement modernization efforts.

Revenues

Direct revenue opportunities in the department are limited. However, as noted in the major changes sections above, the 2024-25 budget includes an administrative recovery of funds for the risk management area and aligns funding of the operational support services division to appropriate, non-levy funding sources for the next biennium. Finance continues to seek outside grant opportunities to advance our work, particularly around racial equity.

DEPARTMENT SUMMARY

Finance
Alexandra Kotze, Chief Financial Officer



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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

The 2024-25 budget also removes revenues from the discontinued P Plus program as the wealth extraction aspect of the program does not align with Finance or County values.

Long Term Budget Pressures

The largest ongoing pressure in the Finance operating budget is staffing. The same is true for the greater strategic team. One way this budget addresses these pressures is by combining resources to gain efficiencies in financial processes within the service team. This budget consolidates vouchering for the entire service team within the finance department. We continue to look for ways to consolidate resources and gain efficiencies within the strategic team to manage this ongoing cost pressure.

Department Summary

BUDGET SUMMARY

Finance

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	5,643,538	5,765,267	6,723,568	7,063,429
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	2,131,531	554,252	675,260	707,275
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	3,512,007	5,211,015	6,048,308	6,356,154
Inc/(Dec) from Previous Year			837,293	307,846
% Inc/(Dec) from Previous Year			16.1%	5.1%
Inc/(Dec) from Two Years				1,145,139
% Inc/(Dec) from Two Years				22.0%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Finance

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	218,995	274,006	425,260	457,275
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	1,912,536	280,246	250,000	250,000
Property Tax Levy	3,512,007	5,211,015	6,048,308	6,356,154
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	5,643,538	5,765,267	6,723,568	7,063,429

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	4,797,740	5,022,780	5,880,312	5,885,964
Professional Services	839,876	728,487	837,256	1,171,465
Client Services	-	-	-	-
Supplies	5,922	9,000	6,000	6,000
Capital Outlay	-	5,000	-	-
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	5,643,538	5,765,267	6,723,568	7,063,429

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Finance
County General Revenue Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	218,995	274,006	425,260	457,275
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	1,912,536	280,246	250,000	250,000
Property Tax Levy	3,512,007	5,211,015	6,048,308	6,356,154
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	5,643,538	5,765,267	6,723,568	7,063,429

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	4,797,740	5,022,780	5,880,312	5,885,964
Professional Services	839,876	728,487	837,256	1,171,465
Client Services	-	-	-	-
Supplies	5,922	9,000	6,000	6,000
Capital Outlay	-	5,000	-	-
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	5,643,538	5,765,267	6,723,568	7,063,429

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	47.00	47.00	50.00	50.00

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Finance

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Co Mgr Finance Department	2,131,531	554,252	675,260	707,275
Total Operating Budget	2,131,531	554,252	675,260	707,275
Inc/(Dec) from Previous Year			121,008	32,015
% Inc/(Dec) from Previous Year			21.8%	4.7%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
-	-	-	-	-
Total Revenue / Estimated Revenue	2,131,531	554,252	675,260	707,275

Inc/(Dec) from Previous Year			121,008	32,015
% Inc/(Dec) from Previous Year			21.8%	4.7%
Inc/(Dec) from Two Years				153,023
% Inc/(Dec) from Two Years				27.6%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Finance

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Co Mgr Finance Department	5,643,538	5,765,267	6,723,568	7,063,429
Total Operating Budget	5,643,538	5,765,267	6,723,568	7,063,429
Inc/(Dec) from Previous Year			958,301	339,861
% Inc/(Dec) from Previous Year			16.6%	5.1%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	5,643,538	5,765,267	6,723,568	7,063,429

Inc/(Dec) from Previous Year			958,301	339,861
% Inc/(Dec) from Previous Year			16.6%	5.1%
Inc/(Dec) from Two Years				1,298,162
% Inc/(Dec) from Two Years				22.5%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Finance

	FY22	FY23	FY24	FY25
Permanent FTE	Approved	Approved	Proposed	Proposed
<u>Operating Budget</u>				
Co Mgr Finance Department	47.00	47.00	47.00	47.00
Total Operating Budget	47.00	47.00	47.00	47.00
	FY22	FY23	FY24	FY25
Projects / Grants	Approved	Approved	Proposed	Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Existing Permanent FTE	47.00	47.00	47.00	47.00

	FY24	FY25
FTE Changes	Proposed	Proposed
Risk Manager (1.00 FTE)	1.00	1.00
County Manager Decision: Move 2.0 Revenue positions from HWST	2.00	2.00
Total FTE Changes		
Total FTE	50.00	50.00
Inc/(Dec) from Previous Year	3.00	-
Inc/(Dec) from Two Years		3.00

DEPARTMENT SUMMARY



Human Resources
Annie Porbeni, Chief Human Resources Officer

121 7th Place East, Suite 4000
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

Human Resource management seeks to ensure that the individual employee is satisfied with both the working environment and the compensation and benefits that he or she receives. Human Resources provides service and support to departments and employees. Human Resources supports county departments by offering Human Resources consultation and direction that ensures compliance, transparency, efficiency and mitigates risk. Human Resources provides the framework that will link people management and development practices to long-term goals and outcomes.

This includes:

- Coordinating countywide recruitment, hiring, and training.
- Conducting contract negotiations and providing consultation on employee/department issues.
- Administering employee benefits, compensation, and job classification.
- Promoting and maintaining a diverse employee population. Defining our desired organization-wide culture.
- Position the HR organization as its strategic partner with Service Teams.
- Update Personnel Rules/Policies to align with our culture and values.
- Update job classification and compensation plans.
- Update & Implement System Tools to support HR functions.
- Leading Talent Priorities focused on Onboarding, Classification and Compensation, and Performance Management initiatives.
- Leading the Public Pathways initiative.
- Assessment of our data to inform operational and strategic decision making.

DEPARTMENT SUMMARY



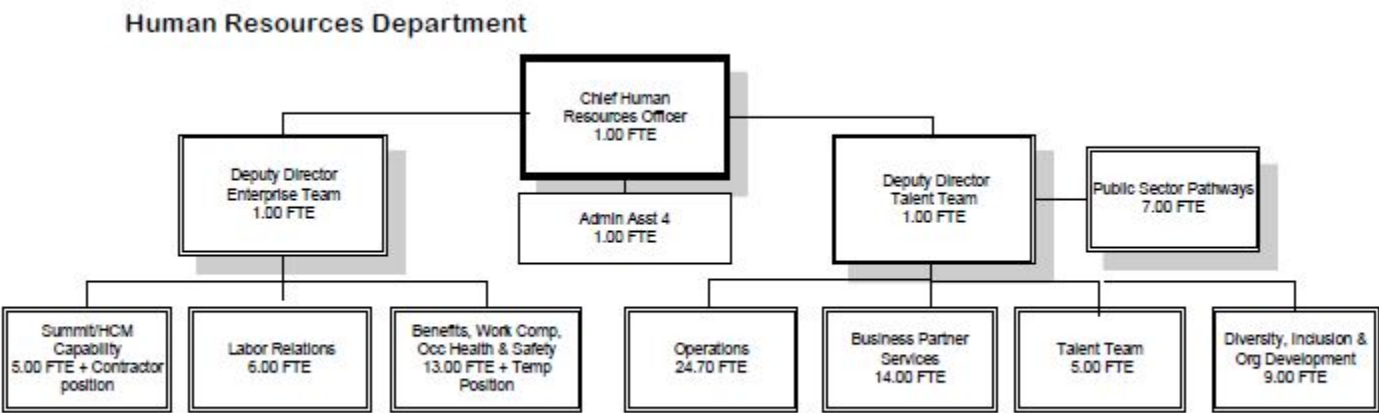
Human Resources
Annie Porbeni, Chief Human Resources Officer

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

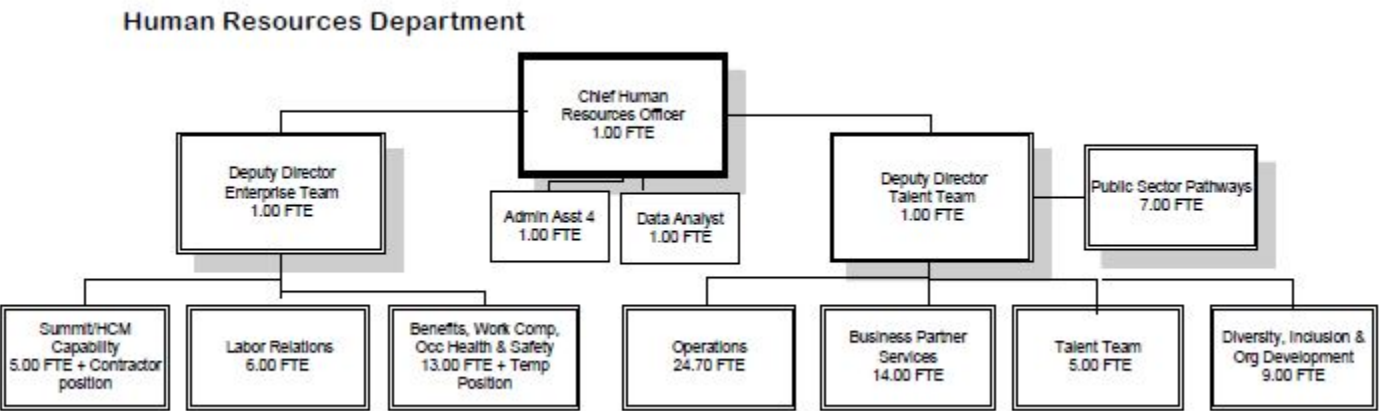
Department 2024 Organizational Chart

Personnel – FTE	
2022 Approved	60.00
2023 Approved	76.00
2024 Proposed	83.70
2025 Proposed	84.70



Department 2025 Organizational Chart

Personnel – FTE*	
2022 Approved	60.00
2023 Approved	76.00
2024 Proposed	83.70
2025 Proposed	84.70



DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

1. Operating cost increases - Costs of doing business such as personnel, rental rates, and internal service charges increase in this budget vs. 2023. Specifically, the base costs for personnel, rental rates, and Information Services (IS) rates have increased vs. 2023. In total, these increases are \$2.5m in 2024 and \$2.7m in 2025 for HR.
2. New Commuting Policy - The county has implemented a new commuting policy. As such, Human Resources will no longer receive cost share revenue from employees purchasing a MetroPass. Revenue from parking fees at the East Building are also discontinued. HR will also budget for the cost of their employee's parking allowances. These changes increase HR spending by \$50,000 and decrease revenues by \$415,000.
3. Employee Survey - In 2025, HR will be the lead in conducting a countywide employee survey. This survey will support the County's talent attraction, retention, and promotion efforts.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

- Document the work of the Operations Unit and clarify how it aligns/overlays the other divisions in HR and central payroll. HR is proposing structured and required People Leaders learning and development opportunities infused with inclusion, equity, diversity, and social justice.
- Process improvement aimed at improving payroll cycle processing accuracy.
- Develop a total rewards strategy to expand options for employee and retiree benefit products. Develop an employee communication and education strategy for expected 2024 benefit program changes.
- Establish county supervisor training outlining their role related to payroll.
- Strengthen and rebuild relationships with labor groups. Engage with roundtable information sharing sessions.
- In 2023 HR is adding racial equity and community impact analyses to HR policies that are created and updated. This includes the following:
 - Proposed Compensation Structure
 - Proposed Performance Tools and Management Systems
 - Proposed Onboarding and Offboarding Tools and System
 - HR is proposing a finalized Racial Equity Tool and Community Compensation for individuals serving on Interview Panels.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Community Engagement

Through our outreach, internship and recruitment activities, the Human Resources organization routinely engages with the communities we serve and partners with community organizations to attract and recruit talent for positions internal to Ramsey County.

- HR is collaborating with EAC to start the planning process for community members to serve on interview panels.
- HR consistently met with the Equity Action Circle (EAC) Workforce committee in 2021 and 2022 and 2023 to incorporate equitable community-based recommendations in the hiring process. HR will continue our work to positively impact the communities we serve in 2024 and 2025.
- In 2024 and 2025 HR will continue our work with the EAC Workforce committee to strengthen community relationships that will support the awareness of public sector careers in racially and ethnically diverse communities through Public Sector Pathways.

Racial Equity

In collaboration with our strategic partners human resources will apply an equity lens to policy review, implementation of new programming, and as a part of Talent Priority work to ensure we make progress to remove barriers and create more equitable outcomes for all employees. Below is a listing of our efforts to ensure racial equity as we conduct our work:

- To advance racial equity in Ramsey County, HR worked with the Racial and Health Equity Administrators and the Racial and Health Equity Liaisons from the HWST to develop and launch a "Hiring for Equity Guide".
- In 2022, 687 unique employees completed 1669 learning and development sessions of Race Equity in Action (REiA). REiA is a 6-hour foundational racial equity training that comprises of three 2-hour sessions. The sessions are led by the DIOD Specialists.
- In 2022, 161 employees completed 284 sessions of micro-aggression and/or bias training that was offered by DIOD through our Learning Management System (LMS). *This does not include employees who attend micro-aggression or bias training that was not tracked in LMS.*
- HR is represented on Ramsey County's Racial Equity Leadership Team.
- In 2022 the HR Benefits team incorporated racial equity, diversity, and inclusion questions into the RFP application and evaluation for insurance benefits. This information is used as part of the scoring by those vendors by the evaluation teams.
- In 2022 the Racial and Health Equity Administrators partnered with DIOD to fund Employee Resource Groups in the amount of \$50k from the Race Equity budget. In 2022 HR Labor Relations added the Strategic Team RHEA to the Labor and Management Committee (LMC) to foster collaboration with RHEA and Union reps, and to ensure racial equity is being addressed in the LMC.
- In 2023 the HR department participated in Center for Economic Inclusion's Anti-Racism and Economic Justice Trust cohort focusing on shared accountability to dismantling systemic racism with the purpose of closing the racial income gap amongst Ramsey Counties employees.
- In 2023 HR is adding racial equity and community impact analyses to HR policies that are created and updated.
- In 2023-2024 HR is proposing to begin a discussion regarding the process by which we may offer "Language pay" for employees who are required to possess bilingual skills for their position classification.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Update on Recent Initiatives

The Human Resources organization is actively preparing for 2025 contract negotiations, managing the RFP process for the 2025 Benefits program, implementing new system tools to better serve supervisors, working to improve our processes and service levels, and soon will begin updating our HR policies to ensure their impact to county employees is positive while reducing inequities amongst employees. Other key initiatives include:

(1) Talent Priority

In partnership with the Strategic Team, operationalization of Talent Priority began in 2023, led by the HR organization. The focus of this work is concentrated on the following three areas and will continue into 2024 and 2025:

- **Onboarding** - Implement an enterprise onboarding process for employees who are new to their role in Ramsey County. The goal is to create a simplified and organized onboarding process that allows new hires, hiring managers, and HR to understand their roles, responsibilities, and timelines. The system will assign new hires a to-do list so they know what needs to be completed and when. Employees can then log into their employee self-service portal and use HR onboarding tools, like digital signatures, to complete required paperwork before their first day. This effort includes role-based training for hiring managers, administrators, and technical staff.
- **Classification and Compensation** - Streamline the classification and compensation systems in ways that reflect county values and makes Ramsey County an employer of choice. Conduct an in-depth review of the classification specifications and structure. The purpose of the review is to ensure that every job is classified appropriately (driven by an employee's authority, autonomy, and skill sets); is internally equitable; and matches comparable market positions.
- **Performance Management** - The goal of the performance management system is to create a consistent, fair, and equitable process for establishing performance standards across the organization and provide leaders with a process by which to help employees meet those standards. This process is fundamental to a high-performing organization. It is a dynamic process, requiring consistent feedback throughout the year and leads to better employee performance and engagement.

(2) Public Sector Pathways

In 2023 the program efforts have focused on the following four areas:

- **Outreach and engagement** - Successful examples include increased county representation and engagement at job fairs, collaboratives, community events and through workforce partnerships. Aspiring efforts include department ambassadors at all levels of the organization, internal career exploration events, county wide mentorship program.
- **Better defining metrics and performance measures** - Successful examples include current countywide participation tracking. Aspiring efforts include process improvements in all areas listed above.
- **More centralized pathway programming by implementing a centralized and clear process for entry points and training initiatives.** - Successful examples include supporting emerging pathway initiatives: Young Adult Career Academy, Public Health Career Pathways program, Progressive internship, and

DEPARTMENT SUMMARY



Human Resources
Annie Porbeni, Chief Human Resources Officer

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

- consistent fellowship opportunities.
- Focusing on hiring, retention, and innovative approaches to creative developments for barrier removal.
 - Successful examples include the additional supplemental question to support further consideration for pathways participants, networking, and professional development events for current pathways participants. Aspiring efforts include development and collaboration in an inclusive hiring workshop for supervisors.

As Ramsey County strives to be an organization that attracts, retains, and advances a diverse and talented workforce, Human Resources will continue the efforts above in 2024/2025 to support the dynamically changing workforce needs of our community.

Revenues

In the past, Metropass generated revenue. This will end in 2024. HR will continue to receive revenue from select departments to pay for the costs of PBTAs consolidated into the department in 2022.

Long Term Budget Pressures

Higher anticipated wage rates and job market competition will place pressure on our ability to remain wage and benefits competitive, to stabilize and retain our complement of employees. Retaining talent will be key to serving our employees well and ultimately the community at large.

Department Summary

BUDGET SUMMARY

Human Resources

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	8,518,376	8,327,945	10,923,396	11,103,916
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	106,797	517,208	101,797	101,797
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	8,411,579	7,810,737	10,821,599	11,002,119
Inc/(Dec) from Previous Year			3,010,862	180,520
% Inc/(Dec) from Previous Year			38.5%	1.7%
Inc/(Dec) from Two Years				3,191,382
% Inc/(Dec) from Two Years				40.9%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Human Resources

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	89,797	252,248	89,797	89,797
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	258,960	-	-
Other Revenue & Taxes	17,000	6,000	12,000	12,000
Property Tax Levy	8,411,579	7,810,737	10,821,599	11,002,119
Total Revenue / Estimated Revenue	8,518,376	8,327,945	10,923,396	11,103,916

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	6,932,672	7,241,725	9,151,789	9,232,695
Professional Services	1,575,125	1,067,570	1,759,557	1,859,171
Client Services	-	-	-	-
Supplies	10,579	16,150	11,050	11,050
Capital Outlay	-	2,500	1,000	1,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	8,518,376	8,327,945	10,923,396	11,103,916

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Human Resources County General Revenue Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	89,797	252,248	89,797	89,797
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	258,960	-	-
Other Revenue & Taxes	17,000	6,000	12,000	12,000
Property Tax Levy	8,411,579	7,810,737	10,821,599	11,002,119
Total Revenue / Estimated Revenue	8,518,376	8,327,945	10,923,396	11,103,916

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	6,932,672	7,241,725	9,151,789	9,232,695
Professional Services	1,575,125	1,067,570	1,759,557	1,859,171
Client Services	-	-	-	-
Supplies	10,579	16,150	11,050	11,050
Capital Outlay	-	2,500	1,000	1,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	8,518,376	8,327,945	10,923,396	11,103,916

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	60.00	76.00	83.70	84.70

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Human Resources

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Co Mgr Human Resources	106,797	517,208	101,797	101,797
Total Operating Budget	106,797	517,208	101,797	101,797
Inc/(Dec) from Previous Year			(415,411)	-
% Inc/(Dec) from Previous Year			(80.3)%	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	106,797	517,208	101,797	101,797

Inc/(Dec) from Previous Year	(415,411)	-
% Inc/(Dec) from Previous Year	(80.3)%	-
Inc/(Dec) from Two Years	(415,411)	
% Inc/(Dec) from Two Years	(80.3)%	

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Human Resources

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Co Mgr Human Resources	8,492,414	8,322,679	10,914,396	11,094,916
Personnel Review Board	25,962	5,266	9,000	9,000
Total Operating Budget	8,518,376	8,327,945	10,923,396	11,103,916

Inc/(Dec) from Previous Year			2,595,451	180,520
% Inc/(Dec) from Previous Year			31.2%	1.7%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	8,518,376	8,327,945	10,923,396	11,103,916

Inc/(Dec) from Previous Year			2,595,451	180,520
% Inc/(Dec) from Previous Year			31.2%	1.7%

Inc/(Dec) from Two Years				2,775,971
% Inc/(Dec) from Two Years				33.3%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Human Resources

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>				
Co Mgr Human Resources	60.00	76.00	83.70	83.70
Total Operating Budget	60.00	76.00	83.70	83.70

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Projects / Grants				
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-

Total Existing Permanent FTE	60.00	76.00	83.70	83.70
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	FY24 Proposed	FY25 Proposed
FTE Changes		
Data Analyst (1.00 FTE)	-	1.00
Total FTE Changes	1.00	1.00

Total FTE	83.70	84.70
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Inc/(Dec) from Previous Year	7.70	1.00
Inc/(Dec) from Two Years		8.70

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The Strategic Team's key priorities have countywide impact and directly relate to Ramsey County's strategic priorities of [Residents First: Effective, Efficient and Accessible Operations](#); [Advancing Racial and Health Equity and Shared Community Power](#); [Aligning Justice System Outcomes with Community Values](#); [Advancing a Holistic Approach to Strengthen Families](#); and [Talent Attraction, Retention and Promotion](#).

1. Advancing Talent Attraction, Retention and Promotion efforts to distinguish Ramsey County as a Public Employer of Choice – Given the dynamically changing workforce needs of our community, Ramsey County must be an organization that attracts, retains and advances a diverse and talented workforce. In the past budget biennium, Ramsey County has invested significantly in initiatives for talent attraction, retention and promotion by engaging staff internally, conducting assessments and partnering with our stakeholders to build pathways into public sector careers.

In the 2024-2025 biennium, we seek to build upon this investment through (a) continued investment in modernizing our personnel rules, job classification, and compensation plans; (b) building a countywide public sector program that would diversify our workforce; align and streamline internship, fellowship and pathways programs across the organization; and develop advancement or lateral opportunities for key classifications within the county for leveraging staff talent, broadening of skills and promoting development; and (c) developing in a vision, structure and capacity to build a strategic and high performing Human Resources Department that will leverage talent acquisition and overall enterprise operations.

2. Building an organization where all are valued and thrive through community engagement and race and health equity – Ramsey County is the most racially and ethnically diverse county in Minnesota. As such, the Strategic Team must transform structures, policies and practices to reduce disparities and improve outcomes for all with a focus on those communities most harmed by our county systems. The Strategic Team must also value the experiences and expertise of our community in the county's operational decision-making. The Strategic Team's request in this priority involves (a) a significant investment in pooled community engagement funds that service teams can leverage to implement their initiatives and strategies for meaningful community impact and (b) investing in staff capacity to lead, support and advance the county's racial and health equity work countywide.

3. Ensuring accountability, transparency, and ethical leadership at all levels – Led by the Compliance and Ethics Office, the Strategic Team is investing in internal audit capacity, investigations and building stronger policy management and training systems. Established in 2019, the Compliance and Ethics Office provides independent and objective review and evaluation of compliance and ethics matters throughout the organization. It promotes countywide compliance with relevant federal, state, and local regulations, including ensuring that departments are protecting private client and employee data. It is responsible for ensuring that departments across the organization adopt a common, impartial application of policies and communicate and train employees to understand and uphold county policies, thus reducing the cost of noncompliance and promoting an ethical and transparent culture. In 2024-25, two major focuses will be the establishment of an internal audit office and supporting improvements to the County Investigations Unit.

4. Transforming Systems Together – When together we share power with community, engage in and with community, and connect by building trusting relationships, we can support healthy and safe communities. In

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

partnership with the community and by integrating work across Ramsey County by upending traditional models of service delivery, Ramsey County will transform health, wellbeing, and justice systems to achieve better outcomes. By creating shared decision-making across county system and community leaders, Ramsey County will fund, measure, and scale innovative, equitable, and integrated approaches to service delivery that prevent the need for costly community wellbeing and justice system responses.

The County Manager's Office will lead and support the development and implementation of Transforming Systems Together. The Director reports to the County Manager to elevate and integrate these cross-systems efforts, and the funding for the internal grant-making will be placed in a countywide fund that will be overseen and managed by the Director in alignment with the direction established and managed by a county-community governance table. In total, the Transforming Systems Together program and budget represents 4.0 FTEs, \$2.3 million in 2024, and \$2.3 million in 2025 that will be dedicated towards work that will rebuild and reshape how the county works with its community to build a stronger future.

The Strategic Team's incorporation of Community Engagement and Racial Equity

The Strategic Team's priority in building an organization where all are valued and thrive directly advances and reflects our organization's vision and commitment to advancing racial equity and inclusive and meaningful community engagement. By investing in staff capacity to lead and implement racial equity work countywide from the County Manager's Office, the Strategic Team is setting a charge and expectation that our organizational culture, individual behaviors and operational decision-making has a lens of racial equity. One of the greatest learnings during the pandemic has been sharing power with community. Continued and sustained investments in trusted messengers, connecting and contracting with community, cultural-specific media messaging and community engagement funds are important to sustain and community empowered tables such as Transforming Systems Together and Equity Action Circle require continued investments. Access to leadership who have decision-making authority as well as access to technology-based community townhalls has also increased engagement and participation of community members. The Finance area has begun a series of community engagement activities around the budget process to seek community input. The goal of this is to continually have meaningful engagement with the community around the budget and priorities as we move towards participatory budgeting.

Through a significant increase in dedicated funding for community engagement, the Strategic Team is building a support structure including resources, trainings and tools for service teams to build staff skills and development as well as leverage talent, engagement methods and processes countywide for community impact. Further, the Strategic Team is helping lead and support service action teams in five keys areas: budgeting, policies/performance measures, racial equity, community engagement, and contracting/procurement. Racial Equity and Community Engagement is also embedded in the Request for Board Action process where community impact is being assessed to ensure that our actions authentically reflect the community's needs.

Department Summary

BUDGET SUMMARY

Countywide Initiatives

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	2,390,685	5,946,225	5,247,479	5,240,847
Expenditure / Appropriation - Projects / Grants	-	-	300,000	300,000
Revenue / Est. Revenue - Operating Budget	31,250	25,000	25,000	25,000
Revenue / Est. Revenue - Projects / Grants	-	-	300,000	300,000
Use of Fund Balance	-	-	-	-
County Tax Levy	2,359,435	5,921,225	5,222,479	5,215,847
Inc/(Dec) from Previous Year			(698,746)	(6,632)
% Inc/(Dec) from Previous Year			(11.8)%	(0.1)%
Inc/(Dec) from Two Years				(705,378)
% Inc/(Dec) from Two Years				(11.9)%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Countywide Initiatives

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	25,000	-	-
Local / Other	-	-	300,000	300,000
Total Intergovernmental Revenue	-	25,000	300,000	300,000
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	31,250	-	25,000	25,000
Property Tax Levy	2,359,435	5,921,225	5,222,479	5,215,847
Total Revenue / Estimated Revenue	2,390,685	5,946,225	5,547,479	5,540,847

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	79,231	-	435,415	436,756
Professional Services	2,080,179	5,946,225	5,086,864	5,078,891
Client Services	-	-	-	-
Supplies	42,473	-	25,200	25,200
Capital Outlay	188,802	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	2,390,685	5,946,225	5,547,479	5,540,847

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Countywide Initiatives County General Revenue Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	25,000	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	25,000	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	31,250	-	25,000	25,000
Property Tax Levy	2,359,435	5,921,225	5,222,479	5,215,847
Total Revenue / Estimated Revenue	2,390,685	5,946,225	5,247,479	5,240,847

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	79,231	-	135,415	136,756
Professional Services	2,080,179	5,946,225	5,086,864	5,078,891
Client Services	-	-	-	-
Supplies	42,473	-	25,200	25,200
Capital Outlay	188,802	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	2,390,685	5,946,225	5,247,479	5,240,847

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	-	-	1.00	1.00

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Countywide Initiatives Grant Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	300,000	300,000
Total Intergovernmental Revenue	-	-	300,000	300,000
-	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Total Revenue / Estimated Revenue	-	-	300,000	300,000

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	-	-	300,000	300,000
Professional Services	-	-	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	-	-	300,000	300,000

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	-	-	3.50	3.50

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Countywide Initiatives

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Public Sector Career Pathways	31,250	25,000	25,000	25,000
Total Operating Budget	31,250	25,000	25,000	25,000
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
PH St Paul Healing Streets (G404012)	-	-	300,000	300,000
Total Projects / Grants	-	-	300,000	300,000
Total Revenue / Estimated Revenue	31,250	25,000	325,000	325,000

Inc/(Dec) from Previous Year	300,000	-
% Inc/(Dec) from Previous Year	1,200.0%	-
Inc/(Dec) from Two Years		300,000
% Inc/(Dec) from Two Years		1,200.0%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Countywide Initiatives

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Public Sector Career Pathways	184,606	500,000	500,000	500,000
Community Engagement Investment	895,198	1,000,000	1,000,000	1,000,000
Countywide Modernization	-	2,000,000	2,000,000	2,000,000
Integrated Approach to Health, Wellness and Public Safety	1,310,881	2,446,225	1,747,479	1,740,847
Total Operating Budget	2,390,685	5,946,225	5,247,479	5,240,847
Inc/(Dec) from Previous Year			(698,746)	(6,632)
% Inc/(Dec) from Previous Year			(11.8)%	(0.1)%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
PH St Paul Healing Streets (G404012)	-	-	300,000	300,000
Total Projects / Grants	-	-	300,000	300,000
Total Expenditure / Appropriation	2,390,685	5,946,225	5,547,479	5,540,847

Inc/(Dec) from Previous Year			(398,746)	(6,632)
% Inc/(Dec) from Previous Year			(6.7)%	(0.1)%
Inc/(Dec) from Two Years				(405,378)
% Inc/(Dec) from Two Years				(6.8)%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Countywide Initiatives

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>				
Integrated Approach to Health, Wellness and Public Safety	-	-	1.00	1.00
Total Operating Budget	-	-	1.00	1.00

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Projects / Grants				
<u>Projects / Grants</u>				
PH St Paul Healing Streets (G404012)	-	-	3.50	3.50
Total Projects / Grants	-	-	3.50	3.50

Total Existing Permanent FTE	-	-	4.50	4.50
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	FY24 Proposed	FY25 Proposed
FTE Changes		
None	-	-
Total FTE Changes	-	-

Total FTE	4.50	4.50
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Inc/(Dec) from Previous Year	4.50	-
Inc/(Dec) from Two Years		4.50

DEPARTMENT SUMMARY



Unallocated General Account
Alexandra Kotze, CFO

Metro Square, 121 7th Place East, Suite 4000
651-266-8040

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

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), St. Paul Downtown Alliance and Greater MSP – Minneapolis Saint Paul Regional Economic Development Partnership.

Department Summary

BUDGET SUMMARY

Unallocated General Expense

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	8,161,277	23,174,762	9,220,321	21,443,446
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	188,000	176,970	176,970	176,970
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	2,400,000	2,400,000
County Tax Levy	7,973,277	22,997,792	6,643,351	18,866,476
Inc/(Dec) from Previous Year			(16,354,441)	12,223,125
% Inc/(Dec) from Previous Year			(71.1)%	184.0%
Inc/(Dec) from Two Years				(4,131,316)
% Inc/(Dec) from Two Years				(18.0)%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Unallocated General Expense

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	188,000	176,970	176,970	176,970
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	7,973,277	22,997,792	6,643,351	18,866,476
Use of Fund Balance	-	-	2,400,000	2,400,000
Total Revenue / Estimated Revenue	8,161,277	23,174,762	9,220,321	21,443,446

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	209,639	200,000	100,000	100,000
Professional Services	6,163,958	21,990,867	9,120,321	21,343,446
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	1,787,680	983,895	-	-
Total Expenditure / Appropriation	8,161,277	23,174,762	9,220,321	21,443,446

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Unallocated General Expense County General Revenue Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	188,000	176,970	176,970	176,970
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	7,973,277	22,997,792	6,643,351	18,866,476
Use of Fund Balance	-	-	2,400,000	2,400,000
Total Revenue / Estimated Revenue	8,161,277	23,174,762	9,220,321	21,443,446

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	209,639	200,000	100,000	100,000
Professional Services	6,163,958	21,990,867	9,120,321	21,343,446
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	1,787,680	983,895	-	-
Total Expenditure / Appropriation	8,161,277	23,174,762	9,220,321	21,443,446

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	21.20	20.00	29.00	30.00

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Unallocated General Expense

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Unallocated General Expenses / Revenues	188,000	176,970	176,970	176,970
Total Operating Budget	188,000	176,970	176,970	176,970
Inc/(Dec) from Previous Year	-	-	-	-
% Inc/(Dec) from Previous Year	-	-	-	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	188,000	176,970	176,970	176,970

Inc/(Dec) from Previous Year	-	-
% Inc/(Dec) from Previous Year	-	-
Inc/(Dec) from Two Years	-	-
% Inc/(Dec) from Two Years	-	-

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Unallocated General Expense

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Unallocated General Expenses / Revenues	8,161,277	23,174,762	6,820,321	19,043,446
Total Operating Budget	8,161,277	23,174,762	6,820,321	19,043,446
Inc/(Dec) from Previous Year	-	-	(16,354,441)	12,223,125
% Inc/(Dec) from Previous Year	-	-	(70.6)%	179.2%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	8,161,277	23,174,762	6,820,321	19,043,446

Inc/(Dec) from Previous Year	(16,354,441)	12,223,125
% Inc/(Dec) from Previous Year	(70.6)%	179.2%
Inc/(Dec) from Two Years	(4,131,316)	
% Inc/(Dec) from Two Years	(17.8)%	

Department Summary

PERSONNEL SUMMARY BY DIVISION

Unallocated General Expense

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>				
Unallocated General Expenses / Revenues	21.20	20.00	20.00	20.00
Total Operating Budget	21.20	20.00	20.00	20.00

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Projects / Grants				
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
	-	-	-	-
Total Existing Permanent FTE	21.20	20.00	20.00	20.00

	FY24 Proposed	FY25 Proposed
FTE Changes		
County Manager Decision: Foundational Excellence 2.0	9.00	10.00
Total FTE Changes	9.00	10.00

Total FTE	29.00	30.00
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Inc/(Dec) from Previous Year	9.00	1.00
Inc/(Dec) from Two Years		10.00

DEPARTMENT SUMMARY



CONTINGENT ACCOUNT
Alexandra Kotze, CFO

Metro Square, 121 7th Place East, Suite 4000
651-266-8040

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

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.

In an effort to keep the budget at the lowest practical limit, some “if this should happen items” in service team budgets have been reduced or removed over time. As this trend continues, the Contingent Account remains important and necessary to the overall financial health of the County.

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 to the County Board.
- 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 County Board.

Department Summary

BUDGET SUMMARY

Contingent Account

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	-	2,000,000	2,000,000	2,000,000
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	-	-	-	-
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
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) from Two Years				-
% Inc/(Dec) from Two Years				-

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Contingent Account

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
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
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	-	2,000,000	2,000,000	2,000,000

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	-	-	-	-
Professional Services	-	-	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
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

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Contingent Account
County General Revenue Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
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
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	-	2,000,000	2,000,000	2,000,000

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	-	-	-	-
Professional Services	-	-	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
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

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	-	-	-	-

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Contingent Account

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
None	-	-	-	-
Total Operating Budget	-	-	-	-
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	-	-	-	-
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Inc/(Dec) from Two Years				-
% Inc/(Dec) from Two Years				-

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Contingent Account

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>	-	-	-	-
Contingent	-	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	-	-	-	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>	-	-	-	-
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	-	2,000,000	2,000,000	2,000,000

Inc/(Dec) from Previous Year	-	-
% Inc/(Dec) from Previous Year	-	-
Inc/(Dec) from Two Years	-	-
% Inc/(Dec) from Two Years	-	-

Department Summary

PERSONNEL SUMMARY BY DIVISION

Contingent Account

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
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Permanent FTE

Operating Budget

None	-	-	-	-
Total Operating Budget	-	-	-	-

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
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Projects / Grants

None	-	-	-	-
Total Projects / Grants	-	-	-	-

Total Existing Permanent FTE	-	-	-	-
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	FY24 Proposed	FY25 Proposed
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FTE Changes

None	-	-
Total FTE Changes	-	-

Total FTE	-	-
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Inc/(Dec) from Previous Year	-	-
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Inc/(Dec) from Two Years	-	-
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DEPARTMENT SUMMARY



Capital Improvement Levy
Alexandra Kotze, CFO

Metro Square, 121 7th Place East, Suite 4000
651-266-8040

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

This area provides \$1.1 million annually in funding for the 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.

This levy includes funding for Building Improvements/Repairs, which is for buildings and grounds that are not currently recorded in separate Internal Services Funds and not managed by the Property Management Department. The funding for Building Improvements/Repairs is based on predictable life cycle and replacement schedules of capital assets. This funding enables Ramsey County to maintain high-quality services and maximize return on the public investment in the County's capital assets. The buildings/departments receiving the funding are: Extension Barn, Landmark Center, and the Parks & Recreation department.

The overall funding is calculated based on square footage of each building/department. The Property Management Department assists with managing and accessing the respective needs for asset preservation. The approved amounts of \$1,100,000 for 2022 and \$1,100,000 for 2023, equates to a rate of \$1.50/square foot.

Department Summary

BUDGET SUMMARY

Capital Improvement Levy

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	6,744	1,100,000	1,100,000	1,100,000
Revenue / Est. Revenue - Operating Budget	-	-	-	-
County Tax Levy	6,744	1,100,000	1,100,000	1,100,000
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Inc/(Dec) from Two Years				-
% Inc/(Dec) from Two Years				-

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Capital Improvement Levy

	FY22	FY23	FY24	FY25
Revenues	Actual	Budget	Proposed	Proposed
Charges for Services / Fines	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local/Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	6,744	1,100,000	1,100,000	1,100,000
Total Revenues	6,744	1,100,000	1,100,000	1,100,000

	FY22	FY23	FY24	FY25
Expenditures	Actual	Budget	Proposed	Proposed
Personal Services	-	-	-	-
Professional Services	-	-	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	6,744	1,100,000	1,100,000	1,100,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditures	6,744	1,100,000	1,100,000	1,100,000

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Capital Improvement Levy

Division	FY22 Actual	FY23 Budget	FY24 Approved	FY25 Proposed
<u>Operating Budget</u>				
None	-	-	-	-
Total Operating Budget	-	-	-	-
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	-	-	-	-
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Inc/(Dec) from Two Years				-
% Inc/(Dec) from Two Years				-

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Capital Improvement Levy

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Capital Improvement & Equipment Replacement	6,744	1,100,000	1,100,000	1,100,000
Total Expenditure / Appropriation	6,744	1,100,000	1,100,000	1,100,000
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Inc/(Dec) from Two Years				-
% Inc/(Dec) from Two Years				-

DEPARTMENT SUMMARY



Debt Service – County
Alexandra Kotze, CFO

Metro Square, 121 7th Place East, Suite 4000
651-266-8040

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The Finance Department is responsible for all debt issuance for the County and for the timely payment of any principal and interest due on County debt.

This approved County debt service budget includes appropriations to pay the principal and interest due in 2024 and 2025 on outstanding County bond issues and on approved and potential new County bond issuance in 2024 and 2025. County debt service is a countywide levy.

As of June 30, 2023, Ramsey County had the following outstanding bonds:

<u>Issue</u>	<u>Outstanding</u>	<u>Final Maturity</u>
2012C CIP Bonds	1,370,000	February 1, 2028
2014A Library Bonds	1,350,000	February 1, 2024
2014D CIP Bonds	1,580,000	February 1, 2024
2015A CIP Bonds	995,000	February 1, 2025
2015B Library Bonds	11,020,000	February 1, 2035
2016A Solid Waste Bonds	14,700,000	February 1, 2041
2016B CIP Bonds	2,690,000	February 1, 2026
2016C Refunding	5,885,000	February 1, 2027
2018A CIP Bonds	8,775,000	February 1, 2038
2018B Library Bonds	6,140,000	February 1, 2029
2018C CIP Bonds	9,945,000	February 1, 2030
2019A CIP Bonds	8,545,000	February 1, 2039
2020A CIP Bonds	14,550,000	February 1, 2033
2020B CIP Bonds	26,715,000	February 1, 2034
2021A REB CIP Bonds	32,720,000	February 1, 2041
2021B CIP Bonds	13,770,000	February 1, 2041
2021C CIP Housing Bonds	4,945,000	February 1, 2041
2022A CIP Bonds	19,000,000	February 1, 2042
2023A CIP Bonds	19,000,000	February 1, 2042
2023B CIP Bonds	40,000,000	February 1, 2043

Minnesota governmental entities are subject to Minnesota Statutes, Section 475.53, Subd. 1. which establishes a legal limit on the amount of debt that can be incurred by any such entity. The statutory debt limit is 3% of the estimated market value of all taxable property in the County. The computation of Ramsey County's legal debt limit as of December 31, 2022, was 3% of \$62,891,827,200 or \$1,886,754,816. Ramsey County's debt subject to this limit was \$227,820,000 leaving a legal debt margin of \$1,809,935,435.

The County has maintained the highest possible bond ratings since 2001 from Moody's Investors Service (Aaa) and Standard & Poor's Corporation (AAA). Ratings are provided to the County each time bonds are issued.

DEPARTMENT SUMMARY



Debt Service – County
Alexandra Kotze, CFO

Metro Square, 121 7th Place East, Suite 4000
651-266-8040

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Ramsey County received Very Strong scores from both S&P and Moody's for Net Debt as a Percentage of Operating Revenues (S&P and Moody's) for the most recent bond rating. This ratio measures the total burden debt places on the County's revenue position and can show the potential budgetary impact of future debt service. Ramsey County's measurement by S&P was 24% and Moody's was 36%.

Ramsey County officials plan to continue issuing moderate amounts of debt annually to finance various projects in the county's multiyear Capital Improvement Plan. Ramsey County's fixed cost ratio is at 6% of revenues.

The County continues to receive Strong and Very Strong scores on its debt profile from the rating agencies. This approved debt service budget includes appropriations for estimated principal and interest payments in 2024 and 2025 to provide for this potential new bonding.

Department Impact

Ramsey County may use debt to finance capital projects included in the County's annual Capital Improvement Plan (CIP) or for other County Board approved projects. The use of debt financing provides funding for the county's strategic capital investments which enhance community access to opportunities, programs and services, and cultivate economic development.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

Ramsey County has maintained the highest possible bond ratings from both Moody's (Aaa) and Standard & Poor's (AAA) since 2001. The Aaa/AAA ratings result in reduced interest costs on bonds sold to finance the county's capital projects. The high ratings reflect the county's vibrant local economy, growing tax base and low unemployment rate. The rating agencies also noted the significant redevelopment projects, very strong management support, stable operations, healthy reserves, low debt burden, and strong budgeting practices and performance. To increase transparency the County has begun to provide more information regarding bond issuance on its website. This information includes rating reports and official statements.

In order to implement the strategies of the Finance Department, there will be a continued focus on maintaining the current credit rating even in the midst of recovering from a pandemic and related economic downturn. In addition, Finance plans to explore options to capitalize on current investment strategies that allow Ramsey County to invest in the communities that it serves and consider financing options that further the Mission and Vision.

Community Engagement

Ramsey County may use debt to finance capital projects included the County's annual CIP or for other County Board approved projects. The County's CIP is developed with public participation through the

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Capital Improvement Program Advisory Committee (CIPAC), an advisory committee composed of up to 14 residents, appointed by the County Board, to ensure community involvement in the decision-making process. The County Board also holds a public hearing as part of the Bond Ordinance process to afford the public an opportunity to comment on each proposed project. Direct community participation is also incorporated through the County departments in the development of the program and services associated with each capital project.

Racial Equity

The payment of debt service by itself does not have a measurable racial equity impact. The County uses debt to finance numerous capital improvement projects for multiple county departments, each of which provides programs and services to the community. The racial equity impact is considered by the County departments during the development of the associated programs and services for each capital project. Finance is exploring ways to consider racial equity in future CIP projects more directly. In addition, Ramsey County is analyzing current bond issuance practices with a racial equity lens and will focus on building community wealth by identifying and reducing barriers that have historically prevented small, minority-owned banks or financial institutions from participating in the bond issuance process.

Update on Recent Initiatives

Ramsey County is committed to diversity and inclusion in its bond issuance process. The goal is to ensure the county bond issuance is represented by our communities creating broader opportunities and competition in the marketplace, building stronger relationships, and engagements within our communities. Processes that may be changed, removed, or created could include, but is not limited to public announcements, intent to Pre-Bid, bond issuance, and solicitation processes.

Revenues

For certain bond issuances there is an associated revenue source. Those funds are reflected on the reports on the following pages.

Long Term Budget Pressures

The finance department is looking towards strategic initiatives that encompass equality, inclusivity, and access to resources. Through CIP projects, the finance department is looking to implement new asset strategies to assist with countywide initiatives. This includes both regular and major projects. Finance is also planning to continually engage the public through town halls, board hearings, and feedback to ensure the needs of the community are being met.

Department Summary

BUDGET SUMMARY

General County Debt

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	22,092,633	19,791,411	23,656,283	21,485,577
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	1,321,246	3,444,904	3,942,930	3,945,130
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	(4,353,493)	(2,047,522)	(4,220,428)
County Tax Levy	20,771,387	20,700,000	21,760,875	21,760,875
Inc/(Dec) from Previous Year			1,060,875	-
% Inc/(Dec) from Previous Year			5.1%	-
Inc/(Dec) from Two Years				1,060,875
% Inc/(Dec) from Two Years				5.1%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

General County Debt

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	248,758	246,558	-	-
Local / Other	52,988	390,746	428,905	431,905
Total Intergovernmental Revenue	301,746	637,304	428,905	431,905
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	1,019,500	2,807,600	3,514,025	3,513,225
Property Tax Levy	20,771,387	20,700,000	21,760,875	21,760,875
Use of Fund Balance	-	(4,353,493)	(2,047,522)	(4,220,428)
Total Revenue / Estimated Revenue	22,092,633	19,791,411	23,656,283	21,485,577

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	-	-	-	-
Professional Services	-	-	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	22,092,633	19,791,411	23,656,283	21,485,577
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Expenditure / Appropriation	22,092,633	19,791,411	23,656,283	21,485,577

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

General County Debt

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
CIP 2012C Ref	248,758	246,558	-	-
CIP 2016C Ref	-	95,000	-	-
CIP 2016A REB	1,019,500	2,712,600	1,019,475	1,021,175
CIP 2021A	-	-	2,494,550	2,492,050
MPFA Pedestrian Connection Loan Debt Service	52,988	390,746	428,905	431,905
Total Operating Budget	1,321,246	3,444,904	3,942,930	3,945,130
Inc/(Dec) from Previous Year			498,026	2,200
% Inc/(Dec) from Previous Year			14.5%	0.1%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	1,321,246	3,444,904	3,942,930	3,945,130

Inc/(Dec) from Previous Year			498,026	2,200
% Inc/(Dec) from Previous Year			14.5%	0.1%
Inc/(Dec) from Two Years				500,226
% Inc/(Dec) from Two Years				14.5%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

General County Debt

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
CIP 2011B Ref	3,059,625	-	-	-
CIP 2012B Ref	1,546,875	1,558,000	-	-
CIP 2012C Ref	250,958	246,558	242,158	242,708
CIP 2014D Ref	811,025	815,700	812,000	-
CIP 2016C Ref	1,494,825	1,477,950	1,322,975	1,312,475
CIP Series 2018C Ref	898,800	1,503,175	1,509,800	1,508,300
CIP Series 2020A Ref	3,764,919	3,824,419	1,484,169	1,483,294
CIP Series 2020B Ref	1,245,268	2,623,524	2,606,617	2,640,837
CIP 2012A	1,060,800	-	-	-
CIP 2014B TCAAP	425,733	-	-	-
CIP 2015A	350,900	353,400	350,400	351,900
CIP 2016A REB	1,019,500	1,022,251	1,019,475	1,021,175
CIP 2016B	728,850	723,225	729,400	732,400
CIP 2018A	997,413	1,000,037	996,038	990,538
CIP 2019A	915,063	920,938	915,313	913,313
CIP 2021A	1,295,595	1,837,200	1,987,200	1,980,950
CIP 2021B	1,437,038	1,178,375	1,182,625	1,175,125
CIP Series 2021C Ref	398,469	315,913	316,563	317,113
CIP Series 2022A Ref	-	-	1,637,919	1,638,919
CIP Series 2023A	-	-	2,151,374	1,713,975
CIP Series 2023B	-	-	3,963,352	3,030,650
MPFA Pedestrian Connection Loan Debt Service	390,977	390,746	428,905	431,905
Total Operating Budget	22,092,633	19,791,411	23,656,283	21,485,577
Inc/(Dec) from Previous Year			3,864,872	(2,170,706)
% Inc/(Dec) from Previous Year			19.5%	(9.2)%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	22,092,633	19,791,411	23,656,283	21,485,577
Inc/(Dec) from Previous Year			3,864,872	(2,170,706)
% Inc/(Dec) from Previous Year			19.5%	(9.2)%
Inc/(Dec) from Two Years				1,694,166
% Inc/(Dec) from Two Years				8.6%

Debt Service – MPFA Pedestrian Connection Loan Metro Square, 121 7th Place East, Ste 4000
Alexandra Kotze, CFO 651-266-8040

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The approved debt service budget includes appropriations to pay the principal and interest due on a loan the County received from the Minnesota Public Facilities Authority (MPFA). It also includes revenue received from the City of St. Paul which offsets the County's loan payments. There is no levy in this proposed budget.

In April 2001, the MPFA approved a loan to Ramsey County in the amount of \$6,872,000 to partially fund construction of the pedestrian tunnel connection between the RiverCentre complex and the existing downtown skyway system at the Landmark Tower. The MPFA loan was supported by the issuance of Ramsey County General Obligation Notes Series 2000A.

Debt service payments due on the MPFA loan are paid from equivalent revenues received from the City of St. Paul in accordance with a facility lease agreement between Ramsey County and the City.

As of June 20, 2023, the loan had an outstanding balance of \$3,227,000. The County's final payment on the MPFA loan is due in August 2030.

Department Summary

BUDGET SUMMARY

MPFA Pedestrian Connection Loan Debt Service

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	390,977	390,746	428,905	431,905
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	52,988	390,746	428,905	431,905
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	337,989	-	-	-
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Inc/(Dec) from Two Years				-
% Inc/(Dec) from Two Years				-

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

MPFA Pedestrian Connection Loan Debt Service

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	52,988	390,746	428,905	431,905
Total Intergovernmental Revenue	52,988	390,746	428,905	431,905
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	337,989	-	-	-
Total Revenue / Estimated Revenue	390,977	390,746	428,905	431,905

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	-	-	-	-
Professional Services	-	-	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	390,977	390,746	428,905	431,905
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	390,977	390,746	428,905	431,905

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION		MPFA Pedestrian Connection Loan Debt Service			
Division		FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>					
MPFA Pedestrian Connection Loan Debt Service		52,988	390,746	428,905	431,905
Total Operating Budget		52,988	390,746	428,905	431,905
Inc/(Dec) from Previous Year				38,159	3,000
% Inc/(Dec) from Previous Year				9.8%	0.7%
Projects / Grants		FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>					
None		-	-	-	-
Total Projects / Grants		-	-	-	-
Total Revenue / Estimated Revenue		52,988	390,746	428,905	431,905
Inc/(Dec) from Previous Year				38,159	3,000
% Inc/(Dec) from Previous Year				9.8%	0.7%
Inc/(Dec) from Two Years				-	41,159
% Inc/(Dec) from Two Years				-	10.5%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

MPFA Pedestrian Connection Loan Debt Service

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
MPFA Pedestrian Connection Loan Debt Service	390,977	390,746	428,905	431,905
Total Operating Budget	390,977	390,746	428,905	431,905

Inc/(Dec) from Previous Year			38,159	3,000
% Inc/(Dec) from Previous Year			9.8%	0.7%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>	-	-	-	-
None	-	-	-	-
Total Projects / Grants	-	-	-	-

Total Expenditure / Appropriation	390,977	390,746	428,905	431,905
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Inc/(Dec) from Previous Year	-	-	38,159	3,000
% Inc/(Dec) from Previous Year	-	-	9.8%	0.7%

Inc/(Dec) from Two Years				41,159
% Inc/(Dec) from Two Years				10.5%

DEPARTMENT SUMMARY



Debt Service – Library
Alexandra Kotze, CFO

Metro Square, 121 7th Place East, Suite 4000
651-266-8040

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

Library debt service is levied on property in suburban Ramsey County only. Following is a summary of outstanding Library bond issues - In 2014, the county issued \$5,680,000 of Library bonds to refund a 2004 Library bond issue which financed a new facility located within the North St. Paul Community Center, construction of the Maplewood Library, and purchase of land for the Roseville Library. Also in 2014, the county issued \$3,310,000 in Library bonds to finance renovation and expansion of the White Bear Lake Library. In 2015, the County issued \$14,445,000 in Library bonds to finance the Shoreview Library project. In 2018, the County issued \$8,750,000 in Library bonds to refund a 2009 Library bond issue which financed the renovation and expansion of the Roseville Library.

The proposed debt service budget includes appropriations for estimated principal and interest payments in 2024 and 2025.

As of June 1, 2023, Ramsey County Library had the following outstanding bonds:

<u>Issue</u>	<u>Outstanding</u>	<u>Maturity Date</u>
Series 2014A NSP Maplewood Ref	\$ 1,390,800	February 1, 2024
Series 2015B Shoreview	\$13,582,831	February 1, 2035
Series 2018B Roseville Ref	\$ 6,876,675	February 1, 2029
Total	\$21,850,306	

Department Summary

BUDGET SUMMARY

Library Debt Service

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	2,851,213	2,712,488	2,714,913	2,024,113
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	251,400	251,400	251,400	251,400
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	(468,394)	(465,969)	(1,156,769)
County Tax Levy	2,599,813	2,929,482	2,929,482	2,929,482
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Inc/(Dec) from Two Years				-
% Inc/(Dec) from Two Years				-

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Library Debt Service

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	101,433	-	-	-
Other Revenue & Taxes	149,967	251,400	251,400	251,400
Property Tax Levy	2,599,813	2,929,482	2,929,482	2,929,482
Use of Fund Balance	-	-468,394	(465,969)	(1,156,769)
Total Revenue / Estimated Revenue	2,851,213	2,712,488	2,714,913	2,024,113

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	-	-	-	-
Professional Services	-	-	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	2,851,213	2,712,488	2,714,913	2,024,113
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	2,851,213	2,712,488	2,714,913	2,024,113

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Library Debt Service Library Debt Service Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	101,433	-	-	-
Other Revenue & Taxes	149,967	251,400	251,400	251,400
Property Tax Levy	2,599,813	2,929,482	2,929,482	2,929,482
Use of Fund Balance	-	(468,394)	(465,969)	(1,156,769)
Total Revenue / Estimated Revenue	2,851,213	2,712,488	2,714,913	2,024,113

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	-	-	-	-
Professional Services	-	-	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	2,851,213	2,712,488	2,714,913	2,024,113
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	2,851,213	2,712,488	2,714,913	2,024,113

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	-	-	-	-

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Library Debt Service

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Operating Budget				
Library 2015B - Shoreview	251,400	251,400	251,400	251,400
Total Operating Budget	251,400	251,400	251,400	251,400
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Projects / Grants				
None				
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	251,400	251,400	251,400	251,400

Inc/(Dec) from Previous Year	-	-
% Inc/(Dec) from Previous Year	-	-
Inc/(Dec) from Two Years	-	-
% Inc/(Dec) from Two Years	-	-

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Library Debt Service

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Library 2014C - White Bear Lk	142,100	-	-	-
Library 2015B - Shoreview	1,042,013	1,044,138	1,039,638	1,047,113
Library 2014A Refunding	686,250	695,525	695,275	-
LIB Series 2018B Ref	980,850	972,825	980,000	977,000
Total Operating Budget	2,851,213	2,712,488	2,714,913	2,024,113

Inc/(Dec) from Previous Year	2,425	(690,800)
% Inc/(Dec) from Previous Year	0.1%	(25.4)%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	2,851,213	2,712,488	2,714,913	2,024,113

Inc/(Dec) from Previous Year	2,425	(690,800)
% Inc/(Dec) from Previous Year	0.1%	(25.4)%

Inc/(Dec) from Two Years	(688,375)
% Inc/(Dec) from Two Years	(25.4)%

INFORMATION & PUBLIC RECORDS

To advance the County's Vision, Mission and Goals, the County Manager hereby submits the 2022-2023 biennial budget for the Information and Public Records Service Team.

Priorities – The 2024-2025 proposed budget has been developed with a clear set of countywide priorities. These were identified hoping to ensure a budget that could meet today's needs and position IPR and Ramsey County to advance the Strategic Priority of *Residents First: Effective, Efficient and Accessible Operations*. These priorities include:

- **Enterprise and Administrative Services** – A major initiative of EAS continues to be building the work of Enterprise Services. The 2024-25 budget represents this continued focus by allocating existing funding and proposing increased funding to Service Center operations. This area continues to grow and provide a the critical “front door” to the county for residents and will continue to grow as staff and residents are navigating in the new hybrid work environment which offers us opportunities to refine in-person services and grow virtual services.
- **Property Tax, Records and Election Services-** There will be three, high-turnout, elections held in 2024 and we anticipate serving over 750,000 total voters. In 2023 we will serve around 90,000 total voters. Since 2016, the County has seen a dramatic increase in the use of vote-by-mail and early voting. Both activities are County obligations. Additionally, the Minnesota state legislature has extended the early voting period from starting seven days before an election to now starting 18 days before an election. This new legislation also includes required weekend and nighttime hours beyond what the County has previously provided. This budget request accounts for the extended days and hours to operate six countywide early voting locations.
- **Information Services** – The proposed I.S. budget includes several new positions to be added over the 2024-25 budget period. Our objective is to provide expanded data services to the organization in support of this important strategic asset, and to provide a better level of service and support for collaboration tools such as Teams and Power Apps. Other positions will improve our overall standard of services and increase efficiencies.
- **Communications and Public Relations** – CPR is strategic partner to all other departments. The department continually works to increase the reach and engagement across all county-managed channels to best reach community with news, information, and resources from departments. CPR is requesting three full time equivalents to build out key functions with the department where service gaps and risk have been identified.

Community Engagement and Racial Equity – IPR will have continue to have greater focus on community engagement and racial equity. We will continue to increase efforts to racially diversify our staff to reflect the diversity in Ramsey County; and build race and cultural awareness among our staff to better serve all residents and other customers. We are more committed than ever through our strategic investments to ensure IPR and countywide community participation in decision-making that impacts the lives of all our residents. Our strategic investments will promote community engagement and racial equity in the following ways:

- A key element of the IPR strategy is to ingrain racial equity into the fabric of the Service Team. This manifests in several ways, including our performance metrics, talent acquisition and development, and partnerships with county organizations that provide direct services.

- Cybersecurity is an example where our focus on improving the security of resident data has the greatest benefit in communities of greatest need for our county services. A disproportionate share of the personally identifiable data we house in county systems comes from these communities and a security breach therefore has a higher impact on residents in these communities, impacting our focus to mitigate this risk. The addition of public wi-fi in county facilities enhances the work toward digital equity. A digital gap is seen widely across racial divides. Providing this service will help to lessen the gap.
- Community plays a critical role in all IPR activities. The elections office is continuing this work by seeking new partnerships through the formal soliciting process and urging community partners to build upon their past elections community engagement work and seek to develop new ways to educate and inform their communities. The Productive Property, Unified Team and Navigators are collaborating on new ways to improve outreach to the Community. The program seeks to form community partnerships that will assist in educating residents on paying property taxes and available assistance aimed at keeping them in their homes while also working with these same community partners to involve them and residents in policy setting and program direction.

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

		<u>FY24 Proposed</u>				FY23	Inc/(Dec)	%Inc/(Dec)
CODE	ACTIVITY/DEPARTMENT	Budget	Revenue	Fund Balance	Tax Levy	Approved Tax Levy	over FY23 Tax Levy	over FY23 Tax Levy
<u>D222100</u>	<u>Ofc Information & Public Rcrds (D222100)</u>							
D222101	Office of Information & Public Records	4,039,083	-	-	4,039,083	3,396,603	642,480	18.9%
D240180	Computer Equipment Replacement (P070071)	120,000	120,000	-	-	-	-	-
D240180	Permanent Document Imaging (P070072)	144,732	144,732	-	-	-	-	-
D240180	System Upgrade and Enhancement (P070101)	300,000	300,000	-	-	-	-	-
	<u>Ofc Information & Public Rcrds (D222100) Total</u>	<u>4,603,815</u>	<u>564,732</u>	<u>-</u>	<u>4,039,083</u>	<u>3,396,603</u>	<u>642,480</u>	<u>18.9%</u>
<u>D222100</u>	<u>Enterprise and Admin Services</u>							
D222103	Project Management Office	7,740,309	7,590,309	-	150,000	-	150,000	-
D222104	Enterprise Service Delivery	3,184,416	-	-	3,184,416	3,000,000	184,416	6.1%
D222105	IPR Administrative Services	1,021,196	-	-	1,021,196	-	1,021,196	-
	<u>Enterprise and Admin Services Total</u>	<u>11,945,921</u>	<u>7,590,309</u>	<u>-</u>	<u>4,355,612</u>	<u>3,000,000</u>	<u>1,355,612</u>	<u>45.2%</u>
<u>D222200</u>	<u>Communications Public Relation (D222200)</u>							
D222201	Countywide Communications	3,075,320	767,850	-	2,307,470	1,600,572	706,898	44.2%
D710101	Historical Soc Of Ramsey Co	87,425	-	-	87,425	87,425	-	-
	<u>Communications Public Relation (D222200) Total</u>	<u>3,162,745</u>	<u>767,850</u>	<u>-</u>	<u>2,394,895</u>	<u>1,687,997</u>	<u>706,898</u>	<u>41.9%</u>
<u>D450000</u>	<u>Information Svcs (D450000)</u>							
D450101	Information Services	23,156,004	30,637,004	500,000	(7,981,000)	(3,660,000)	(4,321,000)	118.1%
D450201	Enterprise Resource Planning	5,881,000	-	-	5,881,000	2,660,000	3,221,000	121.1%
D450401	Computer Equipment and Software	3,100,000	-	-	3,100,000	1,000,000	2,100,000	210.0%
	<u>Information Svcs (D450000) Sub Total</u>	<u>32,137,004</u>	<u>30,637,004</u>	<u>500,000</u>	<u>1,000,000</u>	<u>-</u>	<u>1,000,000</u>	<u>-</u>
<u>D450500</u>	<u>Software Application Systems (D450500)</u>							
D450501	Technology Applications	5,300,000	-	-	5,300,000	6,500,000	(1,200,000)	(18.5)%
	<u>Software Application Systems (D450500) Sub Total</u>	<u>5,300,000</u>	<u>-</u>	<u>-</u>	<u>5,300,000</u>	<u>6,500,000</u>	<u>(1,200,000)</u>	<u>(18.5)%</u>
	<u>Information Svcs (D450000) Total</u>	<u>37,437,004</u>	<u>30,637,004</u>	<u>500,000</u>	<u>6,300,000</u>	<u>6,500,000</u>	<u>(200,000)</u>	<u>(3.1)%</u>

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
<u>D240000</u>	<u>IPR / PTRES / Assessor (D240000)</u>							
D222102	Unified Team	3,836,961	2,372,840	-	1,464,121	1,363,415	100,706	7.4%
D240401	Property Tax Services	1,812,217	1,364,885	-	447,332	201,003	246,329	122.5%
D240601	Elections - County	3,385,915	781,800	1,500,000	1,104,115	1,173,421	(69,306)	(5.9)%
D240701	Productive Properties	1,189,155	1,189,155	-	-	-	-	-
D240901	Examiner of Titles	557,564	110,000	-	447,564	391,282	56,282	14.4%
D240580	Recorder Unallocated (P070102)	1,094,864	1,094,864	-	-	-	-	-
D240680	Elections City / School (P070035)	-	-	-	-	-	-	-
D240680	Elections Suburban City / School (P070058)	-	-	-	-	-	-	-
D240680	Voting System Replacement (P070096)	-	-	-	-	-	-	-
D240780	Tax Forfeited - 4 R (P070076)	427,248	427,248	-	-	-	-	-
	<u>IPR / PTRES / Assessor (D240000) Total</u>	<u>12,303,924</u>	<u>7,340,792</u>	<u>1,500,000</u>	<u>3,463,132</u>	<u>3,129,121</u>	<u>334,011</u>	<u>10.7%</u>
<u>D240200</u>	<u>County Assessor'S Office (D240200)</u>							
D240201	County Assessor	6,339,740	5,000	-	6,334,740	5,342,721	992,019	18.6%
	<u>County Assessor'S Office (D240200) Total</u>	<u>6,339,740</u>	<u>5,000</u>	<u>-</u>	<u>6,334,740</u>	<u>5,342,721</u>	<u>992,019</u>	<u>18.6%</u>
Total Information & Public Records		75,793,149	46,905,687	2,000,000	26,887,462	23,056,442	3,831,020	16.6%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D222100	<u>Ofc Information & Public Rcrds (D222100)</u>							
D222101	Office of Information & Public Records	4,333,060	-	-	4,333,060	4,039,083	293,977	7.3%
D240180	Computer Equipment Replacement (P070071)	120,000	120,000	-	-	-	-	-
D240180	Permanent Document Imaging (P070072)	146,184	146,184	-	-	-	-	-
D240180	System Upgrade and Enhancement (P070101)	300,000	300,000	-	-	-	-	-
	<u>Ofc Information & Public Rcrds (D222100) Total</u>	<u>4,899,244</u>	<u>566,184</u>	<u>-</u>	<u>4,333,060</u>	<u>4,039,083</u>	<u>293,977</u>	<u>7.3%</u>
D222100	<u>Enterprise and Admin Services</u>							
D222103	Project Management Office	7,765,792	7,615,792	-	150,000	150,000	-	-
D222104	Enterprise Service Delivery	3,227,198	-	-	3,227,198	3,184,416	42,782	1.3%
D222105	IPR Administrative Services	1,031,184	-	-	1,031,184	1,021,196	9,988	1.0%
	<u>Enterprise and Admin Services Total</u>	<u>12,024,174</u>	<u>7,615,792</u>	<u>-</u>	<u>4,408,382</u>	<u>4,355,612</u>	<u>52,770</u>	<u>1.2%</u>
D222200	<u>Communications Public Relation (D222200)</u>							
D222201	Countywide Communications	3,119,174	799,043	-	2,320,131	2,307,470	12,661	0.5%
D710101	Historical Soc Of Ramsey Co	87,425	-	-	87,425	87,425	-	-
	<u>Communications Public Relation (D222200) Total</u>	<u>3,206,599</u>	<u>799,043</u>	<u>-</u>	<u>2,407,556</u>	<u>2,394,895</u>	<u>12,661</u>	<u>0.5%</u>
D450000	<u>Information Svcs (D450000)</u>							
D450101	Information Services	24,012,236	32,661,236	-	(8,649,000)	(7,981,000)	(668,000)	8.4%
D450201	Enterprise Resource Planning	6,049,000	-	-	6,049,000	5,881,000	168,000	2.9%
D450401	Computer Equipment and Software	3,100,000	-	-	3,100,000	3,100,000	-	-
	<u>Information Svcs (D450000) Sub Total</u>	<u>33,161,236</u>	<u>32,661,236</u>	<u>-</u>	<u>500,000</u>	<u>1,000,000</u>	<u>(500,000)</u>	<u>(50.0)%</u>
D450500	<u>Software Application Systems (D450500)</u>							
D450501	Technology Applications	4,800,000	-	-	4,800,000	5,300,000	(500,000)	(9.4)%
	<u>Software Application Systems (D450500) Sub Total</u>	<u>4,800,000</u>	<u>-</u>	<u>-</u>	<u>4,800,000</u>	<u>5,300,000</u>	<u>(500,000)</u>	<u>(9.4)%</u>
	<u>Information Svcs (D450000) Total</u>	<u>37,961,236</u>	<u>32,661,236</u>	<u>-</u>	<u>5,300,000</u>	<u>6,300,000</u>	<u>(1,000,000)</u>	<u>(15.9)%</u>
D240000	<u>IPR / PTRES / Assessor (D240000)</u>							
D222102	Unified Team	3,875,053	2,379,082	-	1,495,971	1,464,121	31,850	2.2%
D240401	Property Tax Services	1,823,290	1,364,885	-	458,405	447,332	11,073	2.5%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D240601	Elections - County	1,371,118	82,500	-	1,288,618	1,104,115	184,503	16.7%
D240701	Productive Properties	1,197,045	1,197,045	-	-	-	-	-
D240901	Examiner of Titles	564,492	110,000	-	454,492	447,564	6,928	1.5%
D240580	Recorder Unallocated (P070102)	1,116,836	1,116,836	-	-	-	-	-
D240680	Elections City / School (P070035)	2,811,592	2,811,592	-	-	-	-	-
D240680	Elections Suburban City / School (P070058)	1,015,698	1,015,698	-	-	-	-	-
D240680	Voting System Replacement (P070096)	322,216	322,216	-	-	-	-	-
D240780	Tax Forfeited - 4 R (P070076)	427,248	427,248	-	-	-	-	-
	IPR / PTRES / Assessor (D240000) Total	14,524,588	10,827,102	-	3,697,486	3,463,132	234,354	6.8%
D240200	County Assessor'S Office (D240200)	-	-	-	-	-	-	-
D240201	County Assessor	6,402,978	5,000	-	6,397,978	6,334,740	63,238	1.0%
	County Assessor'S Office (D240200) Total	6,402,978	5,000	-	6,397,978	6,334,740	63,238	1.0%
Total Information & Public Records		79,018,819	52,474,357	-	26,544,462	26,887,462	(343,000)	(1.3)%

Office of Information and Public Records – Administration Services
Karen Francois, Deputy County Manager

90 Plato Blvd W
651-266-2010

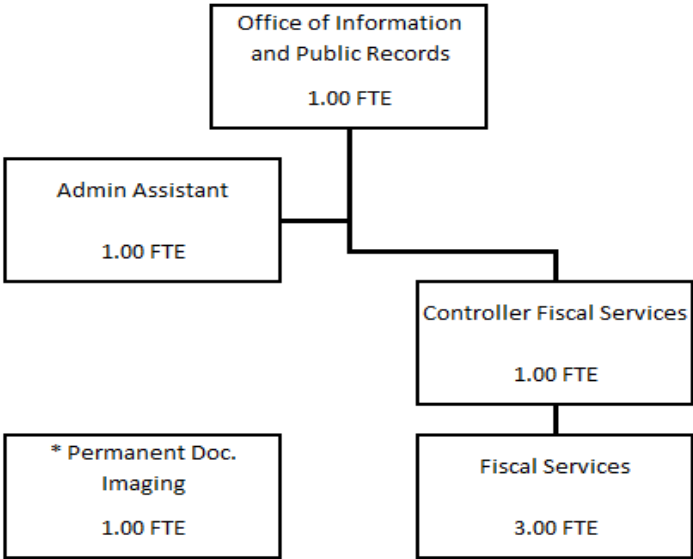
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The Office of Information and Public Records consists of the Deputy County Manager (DCM), administrative support for the DCM and the Controller team. The Controller team offers internal financial support to the Information and Public Records Service Team. Many of the service team expenses are centralized in this department, these expenses include rent, IS core service fees, insurance, and software maintenance expense.

Department Organizational Chart

Office of IPR 2024 Organizational Chart



Personnel – FTE	
2022 Approved	6.00
2023 Approved	6.00
2024 Proposed	7.00
2025 Proposed	7.00

* Funding and FTE's reside in Office of IPR but report through PTRES.

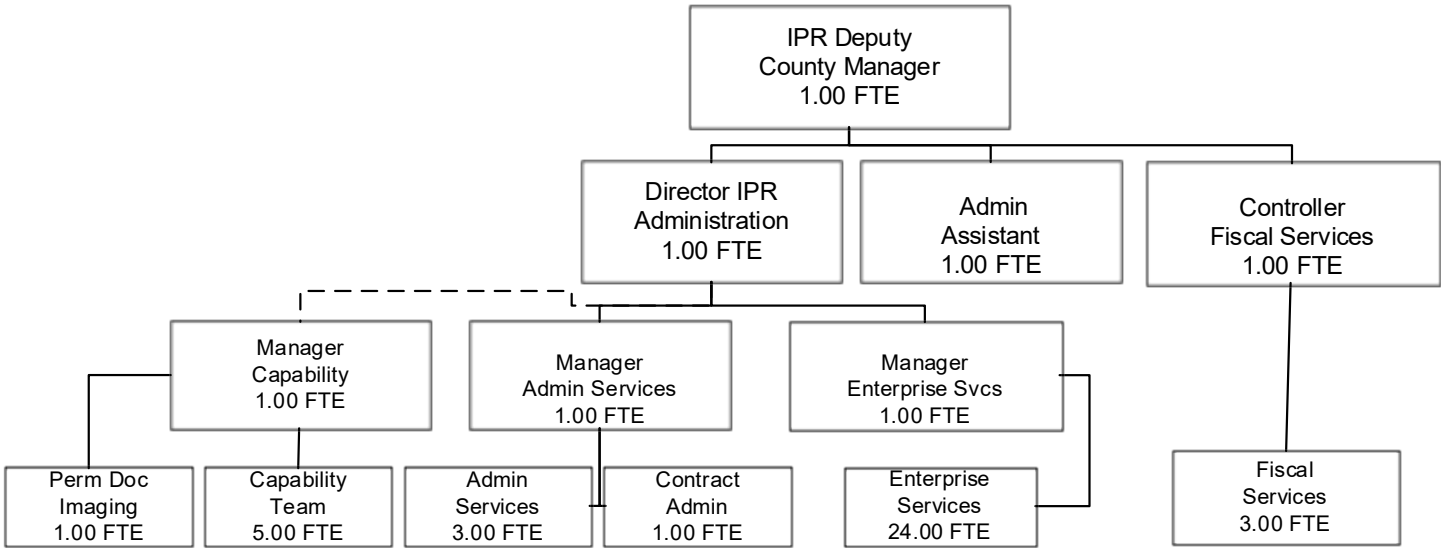
Office of Information and Public Records – Administration Services
Karen Francois, Deputy County Manager

90 Plato Blvd W
651-266-2010

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Office of IPR 2025 Organizational Chart

Personnel – FTE	
2022 Approved	6.00
2023 Approved	6.00
2024 Proposed	7.00
2025 Proposed	7.00



2024-25 Major Changes

- Operationalizing Software Maintenance expense related to Tax and Enterprise Cashiering systems.
- Inflationary expenses related to rent, IS core service fees and insurance.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County’s Open Performance platform. Ramsey County’s Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

Department did not provide further information.

Community Engagement

DEPARTMENT SUMMARY



Office of Information and Public Records – Administration Services
Karen Francois, Deputy County Manager

90 Plato Blvd W
651-266-2010

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Reflected in other IPR department narratives.

Racial Equity

Reflected in other IPR department narratives.

Update on Recent Initiatives

Reflected in other IPR department narratives.

Revenues

Reflected in other IPR department narratives.

Long Term Budget Pressures

Reflected in other IPR department narratives.

Department Summary

BUDGET SUMMARY

Office of Information and Public Records

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	3,485,469	3,927,114	4,039,083	4,333,060
Expenditure / Appropriation - Projects / Grants	134,458	547,927	564,732	566,184
Revenue / Est. Revenue - Operating Budget	50,437	530,511	-	-
Revenue / Est. Revenue - Projects / Grants	-	547,927	564,732	566,184
Use of Fund Balance	-	-	-	-
County Tax Levy	3,569,490	3,396,603	4,039,083	4,333,060
Inc/(Dec) from Previous Year			642,480	293,977
% Inc/(Dec) from Previous Year			18.9%	7.3%
Inc/(Dec) from Two Years				936,457
% Inc/(Dec) from Two Years				27.6%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Office of Information and Public Records

Revenue / Estimated Revenue	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Charges for Services	50,437	530,511	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	547,927	564,732	566,184
Property Tax Levy	3,569,490	3,396,603	4,039,083	4,333,060
Total Revenue / Estimated Revenue	3,619,927	4,475,041	4,603,815	4,899,244

Expenditure / Appropriation	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Personnel Services	842,109	2,050,744	1,014,134	1,024,436
Professional Services	2,646,955	2,276,279	3,460,181	3,745,308
Client Services	-	-	-	-
Supplies	10,863	28,018	9,500	9,500
Capital Outlay	120,000	120,000	120,000	120,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	3,619,927	4,475,041	4,603,815	4,899,244

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Office of Information and Public Records County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	50,437	530,511	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	547,927	564,732	566,184
Property Tax Levy	3,569,490	3,396,603	4,039,083	4,333,060
Total Revenue / Estimated Revenue	3,619,927	4,475,041	4,603,815	4,899,244

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	842,109	2,050,744	1,014,134	1,024,436
Professional Services	2,646,955	2,276,279	3,460,181	3,745,308
Client Services	-	-	-	-
Supplies	10,863	28,018	9,500	9,500
Capital Outlay	120,000	120,000	120,000	120,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	3,619,927	4,475,041	4,603,815	4,899,244

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Office of Information and Public Records

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Office of Information & Public Records	50,437	530,511	-	-
Total Operating Budget	50,437	530,511	-	-
Inc/(Dec) from Previous Year			(530,511)	-
% Inc/(Dec) from Previous Year			(100.0)%	-

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Computer Equipment Replacement (P070071)	-	120,000	120,000	120,000
Permanent Document Imaging (P070072)	-	127,927	144,732	146,184
System Upgrade and Enhancement (P070101)	-	300,000	300,000	300,000
Total Projects / Grants	-	547,927	564,732	566,184
Total Revenue / Estimated Revenue	50,437	1,078,438	564,732	566,184

Inc/(Dec) from Previous Year			(513,706)	1,452
% Inc/(Dec) from Previous Year			(47.6)%	0.3%
Inc/(Dec) from Two Years				(512,254)
% Inc/(Dec) from Two Years				(47.5)%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Office of Information and Public Records

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Office of Information & Public Records	3,485,469	3,927,114	4,039,083	4,333,060
Total Operating Budget	3,485,469	3,927,114	4,039,083	4,333,060
Inc/(Dec) from Previous Year			111,969	293,977
% Inc/(Dec) from Previous Year			2.9%	7.3%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Computer Equipment Replacement (P070071)	120,000	120,000	120,000	120,000
Permanent Document Imaging (P070072)	-	127,927	144,732	146,184
System Upgrade and Enhancement (P070101)	14,458	300,000	300,000	300,000
Total Projects / Grants	134,458	547,927	564,732	566,184
Total Expenditure / Appropriation	3,619,927	4,475,041	4,603,815	4,899,244

Inc/(Dec) from Previous Year			128,774	295,429
% Inc/(Dec) from Previous Year			2.9%	6.4%
Inc/(Dec) from Two Years				424,203
% Inc/(Dec) from Two Years				9.5%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Office of Information and Public Records

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>				
Office of Information & Public Records	18.00	17.00	6.00	6.00
Total Operating Budget	18.00	17.00	6.00	6.00

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Permanent Document Imaging (P070072)	1.00	1.00	1.00	1.00
Total Projects / Grants	1.00	1.00	1.00	1.00
Total Existing Permanent FTE	19.00	18.00	7.00	7.00

	FY24 Proposed	FY25 Proposed
FTE Changes		
Total FTE Changes	-	-
Total FTE	7.00	7.00
Inc/(Dec) from Previous Year	(11.00)	-
Inc/(Dec) from Two Years		(11.00)

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

Enterprise and Administrative Services (EAS) works across the IPR service team and countywide to provide effective and efficient operations, a Residents First service model, continuous improvement, project and program management, organizational change management, and transparency and accountability in all business operations and practices.

EAS includes three divisions:

- **Enterprise Project Management Office (EPMO)** is an internal service organization that provides strategic leadership for the management of both technology and business projects through staff and consulting expertise. EPMO services include process improvement, business analysis, project and program management, and organizational change management. By applying structured project management principals and disciplines to our most important strategic initiatives, the County can accelerate the delivery of improvements to business processes and supporting technologies, which in turn provides greater efficiencies and better services to residents.

Since the EMPO was established in 2019 in its current structure, the office has been funded through a surcharge on contracting services and has not used direct levy funding. This model has resulted in a budget deficit every year. Starting in 2024, EAS is proposing that one position within the EPMO is levy funded, and the remaining positions continue to be funded through the contract surcharge, in order to work towards a sustainable and more consistent budget model for EMPO.

- **Enterprise Services** includes Navigator Services and Service Center staff and operations, including working at community partner sites and offering in-person, virtual, phone, and electronic access to services across the county. The team embodies the Residents First strategic priority by assisting residents in navigating the county to access services, taking the bureaucratic complexity off the resident. Enterprise Services works with community and across the county to innovate and transform service delivery to improve resident and community outcomes.

Starting in 2024, EAS is proposing that the budget to operate the Service Centers is distinct from Navigator Services. In addition to operations costs for the Service Centers, the 2024-25 budget proposal includes creating a new position to manage Service Center operations and a new Division Director position to oversee Service Centers and Navigator services.

- **IPR Administrative and Contracting Services** includes IPR hiring and onboarding, administrative support, contracting, COOP planning, office space/facilities coordination, and administration of various Service Team and cross-County initiatives. In addition to all IPR contracting, this team provides oversight of countywide technology-related contracting.

In 2022, EAS further consolidated administrative and contracting services across IPR and was able to gain efficiencies and maximize contracting services by reclassifying an administrative position to provide an additional position on the contracting services team.

In addition to the three Divisions of EAS, the EAS Director is the Chair of the Residents First Advisory

Enterprise and Administrative Services
Katrina Mosser, Director

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

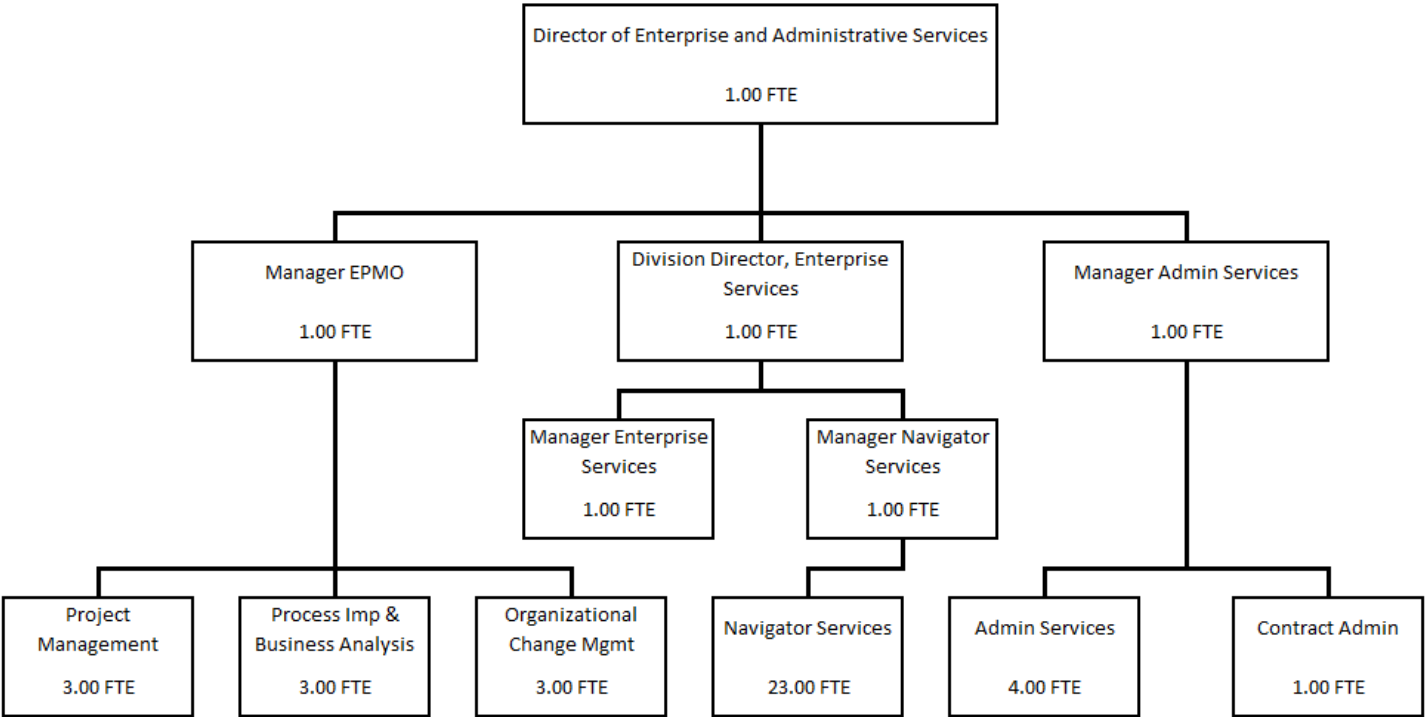
Board (R1AB), a lead role in moving this important strategic priority forward. Starting in 2023, EAS had 1.5 limited duration positions that are leading Residents First program management and development of the county's Resident Experience capabilities. These positions are funded through one-time project funds in 2023 and intentionally created to give the R1AB time to determine how to best structure this work for the future. Starting in 2024, EAS is repurposing a vacant FTE to continue building the countywide Resident Experience capability and proposing to create one new FTE to provide Resident First program management and oversight of building the county's Residents First capabilities.

Department Organizational Chart

Department 2024 Organizational Chart

Personnel – FTE

2022 Approved	41.00
2023 Approved	40.00
2024 Proposed	43.00
2025 Proposed	43.00



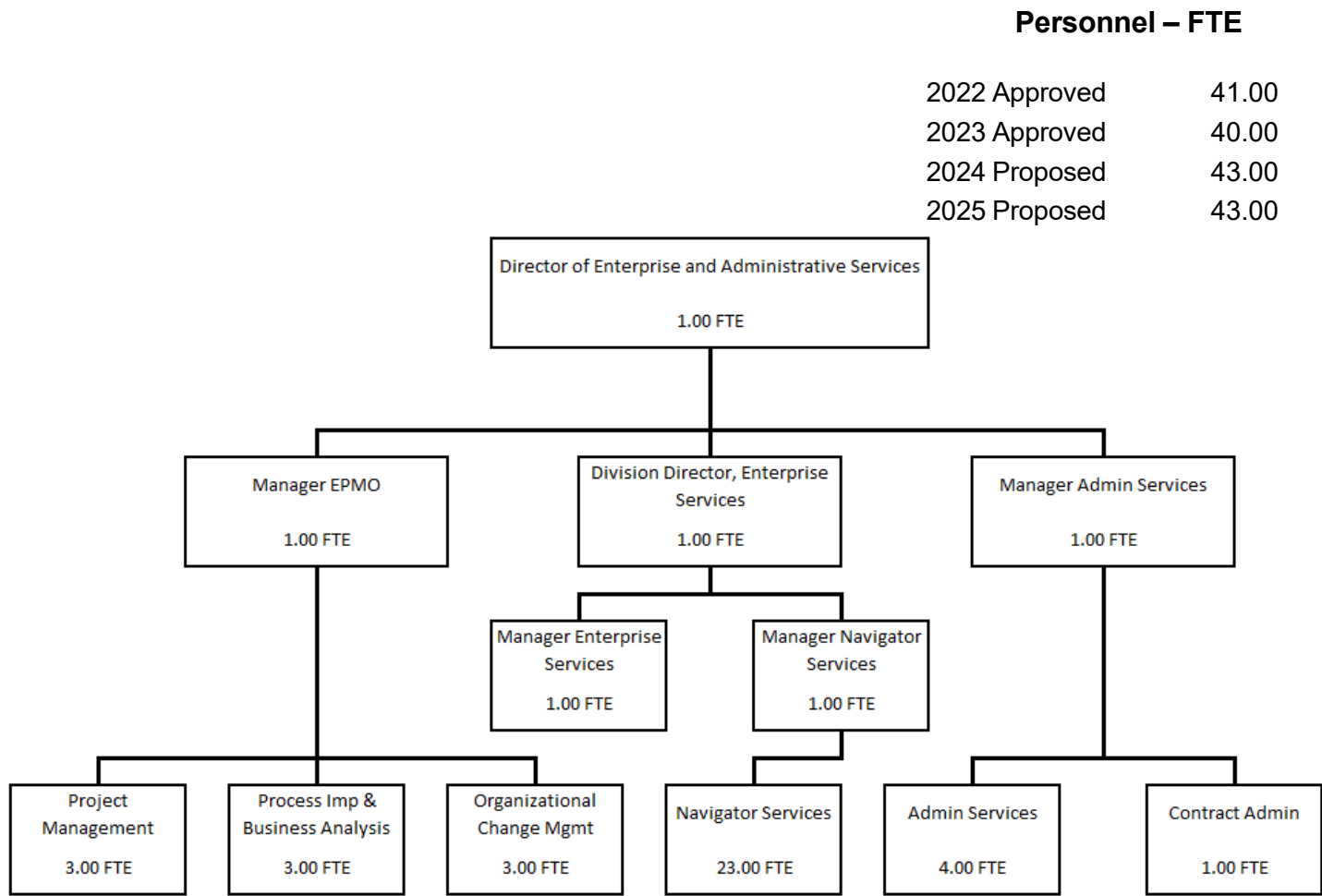
DEPARTMENT SUMMARY

Enterprise and Administrative Services
Katrina Mosser, Director

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department 2023 Organizational Chart



Department Impact

2024-25 Major Changes

- **EPMO** - 1 levy funded FTE: EAS will make the salary for one FTE in EMPO levy funded, versus funding through the internal service fund of EPMO. This move in funding source will create a more sustainable and consistent funding structure for the EPMO going forward. This shift in funding source will result in \$150,000 annually in additional levy dollars starting in 2024.
- **Enterprise Services** – Service Center Operations and 2 new levy funded FTEs:
 - **Service Center Operations:** Starting in 2024, EAS has included budget to operate the Service Centers, which was not previously included in the EAS budget, beyond a portion of the current rent costs for Service Center spaces. The Service Center operating costs include rent,

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

maintenance, operational staff, evaluation, resident parking and transit costs, and additional operating costs to run the Service Centers that provide a wide array of services for residents from across the county, spanning all service teams. The operating budget totals approximately \$600,000 annually. This includes approximately \$250,000 annually in funds in the existing EAS budget for Enterprises Services, including rent, maintenance, and other operational costs. Approximately \$350,000 additional levy funding is needed to operate Service Centers in 2024 and 2025, this includes funding for additional rental costs, maintenance, evaluation, and a Service Center Manager.

- As Enterprise Services grows with expanded Service Centers and Navigator services, the role of the Enterprise Services Manager is expanding and requiring division director level experience and expertise. To meet this need, EAS is creating an **Enterprise Services Division Director** position which will have oversight of the Service Centers and Navigator services. The additional expenditure for this position is \$161,928 in 2024 and \$165,012 in 2025.
- 1 new FTE: Starting in 2024, EAS is repurposing a vacant FTE to continue building the countywide **Resident Experience** capability and proposing to create one new FTE to provide Residents First program management and oversight, along with planning and management of building the county's **Residents First capabilities**.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

Procurement spending to small businesses, woman owned businesses, minority owned businesses and/or veteran owned businesses

- Increasing the number of FTEs for contracting services and a focus on hiring permanent staff within the EPMD are crucial to ensuring we continue to increase procurement spending to small businesses, women owned businesses, minority owned businesses, and/or veteran owned businesses.

Percent of incoming calls answered in under one minute and positive interactions with staff

- Maintaining and increasing the percent of calls answered in a timely manner and residents who have a positive interaction staff is crucial to ensuring that residents achieve the outcome they are seeking, and the success of the county's relatively new Service Centers and Navigator Services. The 2024-25 budget proposal for Enterprise Services represents continued investment in these services through Service Center operations, management, technology, and evaluation.

Community representation within the hiring process

- EAS continues to include community members in our hiring processes for Enterprise Services, and will do with any new or vacant positions in 2024 and beyond, including new positions focused on the Residents First strategic priority.

Community Engagement

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Resident feedback through direct resident facing services every day, biannual surveys at Service Centers and community partner sites, and the newly formed Resident Experience Advisory Council is crucial to continuous improvement and expanding the services provided by EAS. Much of the community engagement EAS conducts within the Service Centers and on the Resident Experience Advisory Council is with residents who come from historically marginalized communities and disproportionately access safety net services provided through the Service Centers. The success we have seen through improved resident experiences at the Service Centers impacted EAS budget decisions to increase funding for the Service Centers and Residents First work in the 2024-25 biennial budget.

Racial Equity

Racial equity is central to all the work within EAS, including increasing procurement with minority owned businesses, increasing the diversity of consultants we work with through the EPMO, and improving outcomes for all residents through Enterprise Services. Ensuring the stability of the EPMO through the addition of levy funding will help EPMO increase and maintain relationships with a diverse pool of consultants. Dedicated funding to Service Center operations and continuing to grow Enterprise Services demonstrates the focus the county puts on helping residents navigate county services and improve outcomes so all can thrive.

Update on Recent Initiatives

A major initiative of EAS continues to be building the work of Enterprise Services. The 2024-25 budget represents this continued focus by allocating existing funding and proposing increased funding to Service Center operations. This area continues to grow and provide a the critical “front door” to the county for residents, and will continue to

grow as staff and residents are navigating in the new hybrid work environment which offers us opportunities to refine in-person services and grow virtual services.

Starting in 2022, EAS acquired Residents First project funding to create a new position dedicated to the resident experience and building this capability across the county, as well as a permanent (versus consultant) structure for Residents First program management. This budget represents a reallocation of existing resources and new funding to continue to build and solidify this work to put the resident experience at the center of work across the county.

Revenues

EAS does not generate revenue.

Long Term Budget Pressures

The structure, services offered, and locations of Service Centers and community partner sites continues to change and evolve as we build these services. This budget represents the first time that Service Center operations are funded distinctly from Navigator Services, which provides services beyond Service Centers. The Service Centers operations have put significant budget pressures on EAS and IPR as a whole in this

DEPARTMENT SUMMARY



Enterprise and Administrative Services
Katrina Mosser, Director

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

budget. As we look to the longer term, the ever changing landscape of Service Centers as we build and tailor services to meet residents where they are, leaves an unknown budget future. Residents First project funds have provided the ability to innovate and grow within existing budget constraints, but this funding is not sustainable and when we see innovations positively impact resident outcomes we want to continue to provide those services.

Department Summary

BUDGET SUMMARY

Enterprise and Admin Services

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	9,312,284	10,710,062	11,945,921	12,024,174
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	6,396,524	7,710,062	7,590,309	7,615,792
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	2,915,760	3,000,000	4,355,612	4,408,382
Inc/(Dec) from Previous Year			1,355,612	52,770
% Inc/(Dec) from Previous Year			45.2%	1.2%
Inc/(Dec) from Two Years				1,408,382
% Inc/(Dec) from Two Years				46.9%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Enterprise and Admin Services

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	6,396,464	7,710,062	7,590,309	7,615,792
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	60	-	-	-
Property Tax Levy	2,915,760	3,000,000	4,355,612	4,408,382
Total Revenue / Estimated Revenue	9,312,284	10,710,062	11,945,921	12,024,174

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	2,821,735	3,738,661	4,895,311	4,945,714
Professional Services	6,489,347	6,957,901	7,030,610	7,058,460
Client Services	-	-	-	-
Supplies	910	8,500	15,000	15,000
Capital Outlay	292	5,000	5,000	5,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	9,312,284	10,710,062	11,945,921	12,024,174

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Enterprise and Admin Services County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	6,396,464	7,710,062	7,590,309	7,615,792
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	60	-	-	-
Property Tax Levy	2,915,760	3,000,000	4,355,612	4,408,382
Total Revenue / Estimated Revenue	9,312,284	10,710,062	11,945,921	12,024,174

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	2,821,735	3,738,661	4,895,311	4,945,714
Professional Services	6,489,347	6,957,901	7,030,610	7,058,460
Client Services	-	-	-	-
Supplies	910	8,500	15,000	15,000
Capital Outlay	292	5,000	5,000	5,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	9,312,284	10,710,062	11,945,921	12,024,174

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Enterprise and Admin Services

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Project Management Office	6,396,464	7,710,062	7,590,309	7,615,792
Enterprise Service Delivery	60	-	-	-
Total Operating Budget	6,396,524	7,710,062	7,590,309	7,615,792
Inc/(Dec) from Previous Year			(119,753)	25,483
% Inc/(Dec) from Previous Year			(1.6)%	0.3%
Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None				
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	6,396,524	7,710,062	7,590,309	7,615,792
Inc/(Dec) from Previous Year			(119,753)	25,483
% Inc/(Dec) from Previous Year			(1.6)%	0.3%
Inc/(Dec) from Two Years				(94,270)
% Inc/(Dec) from Two Years				(1.2)%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Enterprise and Admin Services

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Project Management Office	6,505,537	7,710,062	7,740,309	7,765,792
Enterprise Service Delivery	2,094,101	3,000,000	3,184,416	3,227,198
IPR Administrative Services	712,646	-	1,021,196	1,031,184
Total Operating Budget	9,312,284	10,710,062	11,945,921	12,024,174

Inc/(Dec) from Previous Year			1,235,859	78,253
% Inc/(Dec) from Previous Year			11.5%	0.7%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None				
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	9,312,284	10,710,062	11,945,921	12,024,174

Inc/(Dec) from Previous Year			1,235,859	78,253
% Inc/(Dec) from Previous Year			11.5%	0.7%

Inc/(Dec) from Two Years				1,314,112
% Inc/(Dec) from Two Years				12.3%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Enterprise and Admin Services

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>				
Project Management Office	10.00	10.00	10.00	10.00
Enterprise Service Delivery	25.00	25.00	24.00	24.00
IPR Administrative Services	-	-	6.00	6.00
Total Operating Budget	35.00	35.00	40.00	40.00

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None				
Total Projects / Grants	-	-	-	-
Total Existing Permanent FTE	35.00	35.00	40.00	40.00

	FY24 Proposed	FY25 Proposed
FTE Changes		
Manager-Inform & Pub Rec (1.00 FTE); Dep Dir of Property Tax, Rec, Ele, U (1.00 FTE)	2.00	2.00
Manager-Inform & Pub Rec (1.00 FTE)	1.00	1.00
Total FTE Changes	3.00	3.00
Total FTE	43.00	43.00
Inc/(Dec) from Previous Year	8.00	
Inc/(Dec) from Two Years	-	8.00

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

Communications & Public Relations (CPR) is the strategic partner to county leaders and departments working together to provide timely, accessible Ramsey County news, information, and resources to residents, businesses, visitors, employees and other county partners and stakeholders.

As the internal communications and public relations partner to county leadership and departments we organize our work to provide the following core services and functions:

- **Communications strategy** – Work with departments to develop communications campaigns from start to finish including campaign development with clear goal setting, defined audiences, key message development, creative development (video, print, digital, etc.), translations, implementation, and analytics. We provide consultation on best practices, trends, accessibility and throughout our process work to ultimately meet residents where they are at with county news and program information.
- **Crisis/emergency communications** – Work across organization with executive leadership and emergency management to get the right information out at the right time to the right people both out externally and internally. This may mean large, extended responses like COVID-19 or annual, anticipated responses like flooding along the Mississippi River in Saint Paul. It may also be leaning in and working with leadership and employees to provide clear communications and support following a racially charged or other traumatic event to center employee's wellbeing and care.
- **Media relations** – All media inquiries are directed through CPR. Additionally, we develop releases/advisories, talking points, media training, press events, assembly weekly news clips, etc.
- **Steward of county brand** - Maintain the county's brand including logo usage, fonts, colors, etc. so partners can easily identify anything associated with the county. We work with departments to create accessible signage, wayfinding, promotional items, and anything brand related.
- **Manage county channels** – Manage and grow engagement across all county-owned channels including our public website Ramseycounty.us, Open Data Portal, social media channels, and public newsletter.
- **Internal/employee communications** – Manage employee intranet, produce employee newsletter, and provide strategic support to leadership, departments, employee resource groups, and others focused on internal/employee messaging.
- **Manage partners** – Manage a variety of contracted partners that expand the services we offer including media buying/advertising, translations, photography, videography, and other ways to meet community where they are to raise awareness of programs and services of the county.

Additional major programs and initiatives

- **Open data portal:** Launched in 2017, the award-winning [Ramsey County Open Data Portal](#) makes county data available to the public to increase transparency, accountability and comparability while promoting economic development and research, and improving internal performance management. Information is presented through a combination of datasets, visualizations, and storytelling.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

- **Volunteer services program:** Transferred to CPR in 2021 and launched as a countywide resource in 2022, the Volunteer Services provides strategic, countywide support for the recruitment, onboarding, and training of volunteers by:
 - Promoting volunteer opportunities.
 - Administering volunteer management software.
 - Leading the Volunteer Services Network, a cross-departmental team of employees who manage volunteer programs.
 - Strengthening community relationships through volunteerism.

Additionally, support is provided through branded outreach and engagement tools to all departments participating in community engagement activities. Information on volunteer activities and ways to engage with department in community are shared across county-owned channels. Through our partnership with the Ramsey County Historical Society, we can also arrange tours in-person or virtual for the Ramsey County Courthouse and Union Depot.

- **Ramsey County Historical Society and University of Minnesota Extension Services:** CPR provides administrative and communications support to these partner organizations that offer resident-facing resources and educational services such as Gibbs Farm, 4-H, the Master Gardeners program, Ramsey County historic building tours, and other educational and outreach offerings.

Major initiatives for 2024-2025

CPR is requesting three full time equivalents to build out key functions with the department where service gaps and risk have been identified. Detailed information on each of these positions is outlined in the Major Changes section below.

DEPARTMENT SUMMARY

Communications & Public Relations
Rose Lindsay, Director

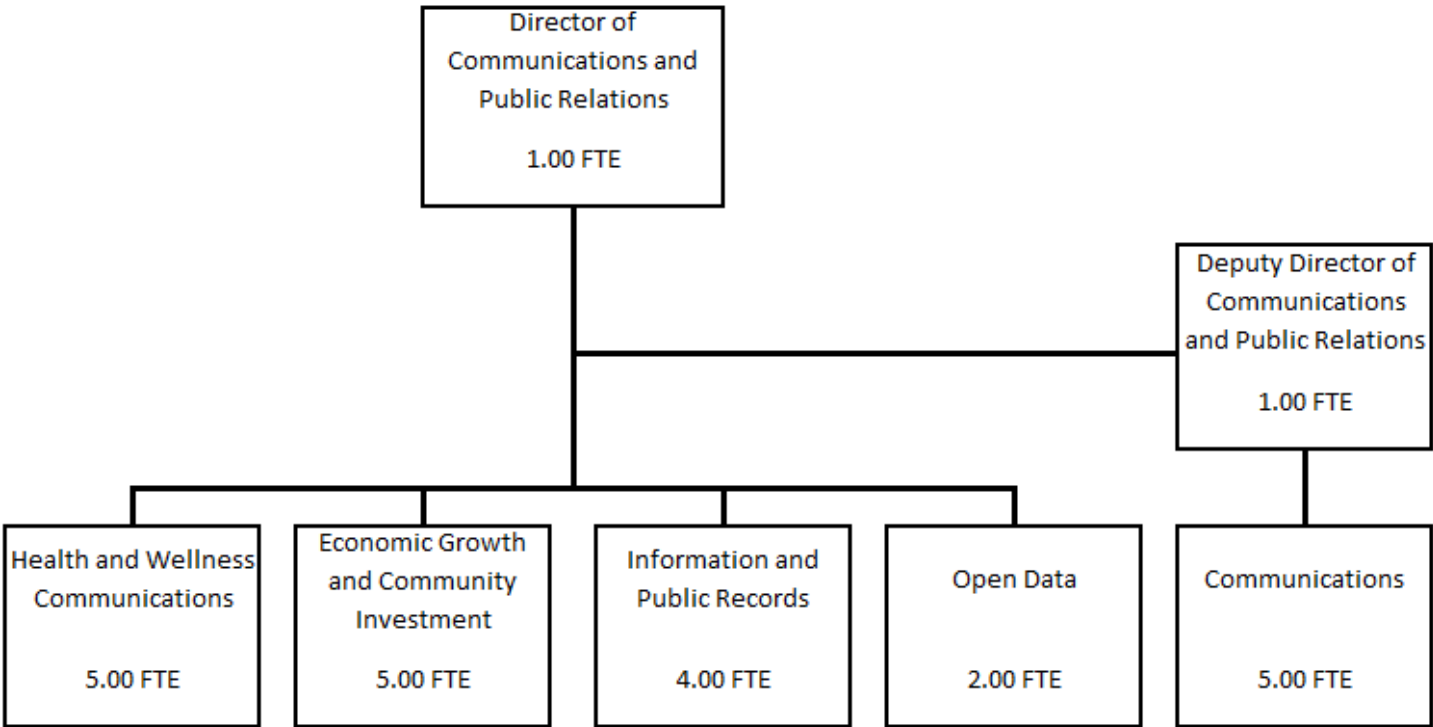
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Communications and Public Relations 2024 Organizational Chart

Personnel – FTE	
2022 Approved	20.00
2023 Approved	20.00
2024 Proposed	23.00
2025 Proposed	23.00



DEPARTMENT SUMMARY



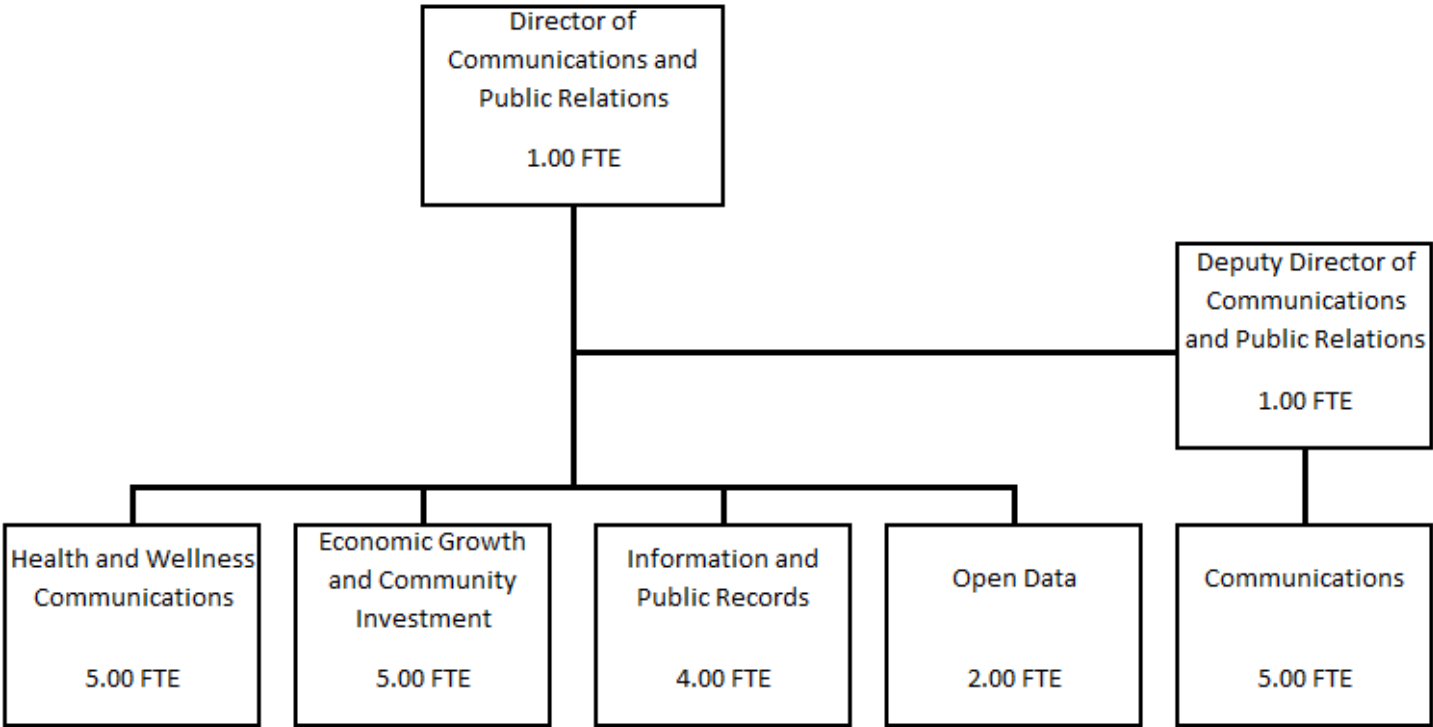
Communications & Public Relations
Rose Lindsay, Director

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Communications and Public Relations 2025 Organizational Chart

Personnel – FTE	
2022 Approved	20.00
2023 Approved	20.00
2024 Proposed	23.00
2025 Proposed	23.00



DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Impact

2024-25 Major Changes

CPR is requesting three FTEs to build out key functions within the department where service gaps and risks have been identified. Additionally, it has been determined to charge CPR rent for use of the Courthouse space which was not included in previous budgets.

- Public Information Officer – Media Relations

Ramsey County is unique for an organization of its size to not have a dedicated media relations position. When media relations inquiries come in, the department director, deputy or a manager manages the media inquiry. This requires other work to temporarily be put on pause which can have negative impact on other projects, initiatives and/or strategic upstream work. With dedicated capacity to media relations, we would also have the opportunity to tell so many more Ramsey County stories, share outcomes, reach deeper into community and cultural media to develop deep relationships that we are unable to do now as we do not have the time to dedicate which creates an inequity in how news is covered and ultimately shared and who receives information. Media relations is a 24/7 position with inquiries coming in outside of business hours which means we have an on-call Public Information Officer at all times. Currently, this often falls mainly to one individual to be always on call which is unsustainable. With a dedicated media relations position, CPR would be able to create a more equitable on-call schedule shared by multiple individuals with the on-call status as an expected part of their position when they accept the job.

- Graphic and Digital Specialist – Website Specialist

Ramsey County receives over 7.7 million visits to our website each year making it the digital front door to the entire county. The county's website platform will not be supported after 2025 which means we need to replatform Ramseycounty.us, RamseyNet.us, and HeadingHomeRamsey.org before 2025. Regardless of the vendor or platform selected, this replatform will require a manual move of all existing web content from these three websites to the new platform. This is a significant undertaking. While we have many employees who do website edits, it is very unusual for an organization of Ramsey County's size to not have an entire team dedicated to website development, maintenance, and governance as their primary function. CPR is requesting the addition of 1 FTE dedicated to website and other digital communications. This website specialist will allow us to develop much needed internal knowledge back-up, which would mitigate existing risk while providing day to day support, strategy and expertise to the communications associates who make minor website edits on behalf of departments. This model has us working towards the similar model used with the county's Open Data Portal program which has two dedicated FTEs. The website specialist would cross train with the Open Data Portal team and the Digital Specialist, creating additional cross-training and back-ups per best practices and required Continuity of Operation Plans in case of staff illness, vacation, and/or other needs.

- Graphic and Digital Specialist – Graphic Design Specialist

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

As Ramsey County builds out its Residents First commitment, departments across the county are working to ensure that they are offering accessible communications and content. This has resulted in a significant increase in the request for graphic design services including building signage, materials, and campaigns in multiple languages. Additionally, as a result of building moves, new buildings opening such as the three Service Centers there is a need to update and create new building signage, stationary, and communication pieces to ensure that community can continue to easily find what they need when they need it. These are all very exciting changes. To keep pace, CPR is requesting a second Graphic and Digital Specialist to bring on a second graphic designer to the team. Currently, with a single graphic designer and all the additional requests, including building signage and interior artistic enhancements, we are not able to keep pace. A second designer is needed to meet existing demand and what all trends point to as continuing future demand with the large projects like the website project, the most recent building purchase, and day-to-day opportunities to make engaging visuals for social media and all our Ramsey channels that currently we often have to request an outside vendor to do for us at a cost to the county.

- Rent – New to 2024 the County Manager’s Office to charge CPR rent for use of the Courthouse space which was not included in previous budgets.

Performance Measures

Information on Service Team and department performance measures is updated regularly and can be found on Ramsey County’s Open Performance platform. Ramsey County’s Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

CPR is strategic partner to all other departments. We continually work to increase the reach and engagement across all county-managed channels to best reach community with news, information, and resources from departments. Below are some performance highlights that focus on reach/engagement and customer service.

County goal: Well-being, prosperity, and opportunity

1. Performance measure - Percent change in organic digital communication impressions*
 - You will note a slight decrease in impressions from 2020-2021, however this should not be viewed as unsuccessful. 2020 was a unique year with the COVID-19 pandemic and civil unrest following the murder of George Floyd. Many folks were isolated or quarantined at home in the very beginning and the only way to get information was online. Our 2020 digital impressions were 36.2 million. As the pandemic continued, and folks determined their risk-aversion, digital only communication may have declined slightly. However, our highly impactful digital efforts for the COVID-19 vaccine rollout garnered 36 million impressions in 2021 still surpassing 2017-2019 impressions by an average of 11 million impressions but not quite reaching the height of 2020’s 36.2 million impressions.
 - We anticipate numbers to continue to increase with the web rollout and as we continue to engage folks on social media and add CPR positions that can support our proactive strategic work.
2. Performance measure - Social media engagement rate

DEPARTMENT SUMMARY

Communications & Public Relations
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

- We continued to see a solid engagement rate within the social media channels of Facebook, Instagram, Twitter, and LinkedIn. Beginning in 2021, the way in which we calculated our social media engagement shifted due to a change in analytic availability from our content management system.

County goal: Accountability

3. Performance measure - Average score on internal client quality

Performance Measure	County Goal	2021 Actual	2022 Actual	2023 Estimate	2024 Estimate
Percent change in digital communications impressions. *	Well-being, prosperity, opportunity.	-.3%	3.6%	4%	6%
Social media engagement rate.	Well-being, prosperity, opportunity.	16.1%	25.3%	18%	20%
Average internal client quality service score (out of 5).	Accountability.	4.49	4.6	4.75	4.75

**All numbers are organic (not paid).*

Additional 2022 measurements

Paid Campaigns

- We worked with departments on 16 paid, integrated media campaigns.
- Resulting in a combined 1.2 billion impressions.
- Over 30 racially and ethnically diverse community media partners were engaged in the campaigns.
- Campaign materials were translated in 13 different languages (each campaign varied depending on intended audience).

Website

- Our public website is the county's digital front door and the single most frequently visited "place" in the county.
- 7.7+ million page views.
- 6.3+ million unique page views.
- 3.9+ million visitors.
- Translated content: The website has language hubs in five additional languages: Spanish, Hmong, Somali, Oromo, and Karen with content translated by certified translators selected by departments. The content within these hubs continue to grow with new campaigns and program launches.

Open Data Portal

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

- Transparency, accessibility, and accountability are core values of Ramsey County, and we accomplish these all by proactively providing county data through the Open Data Portal program.
- Published 62 new datasets and views for a total of 563 datasets and views available.
- Over 100,000 page views in 2022.
- Most visited dashboards: COVID-19 Case Dashboard, Unclaimed Money, and Absentee Voting Turnout.

Community Engagement

Each year dedicated people volunteer thousands of hours in Ramsey County and the county, and its residents, benefit greatly from community members who contribute their time, skills, passion, and expertise.

To offer a more enhanced volunteer experience and better coordination across the organization an official Volunteer Services Program was centralized into CPR in 2020.

Through the Volunteer Services Program support is provided to both community and departments. Community is connected to volunteer opportunities that match their skills and interests and departments have a streamline way to share the volunteer opportunities they have available to the community.

Support is also provided to departments and staff doing community engagement through a branded outreach toolkit and by sharing events and activities across county-owned channels so community know when and where to find us.

Through our partnership with the Ramsey County Historical Society, virtual or in-person tours can be arranged for the Ramsey County Courthouse and Union Depot.

Racial Equity

Racial equity is at the heart of our service delivery as we recognize that Ramsey County is one of the most diverse counties in the state. Established as a division in 2017, and recognized as a department in 2019, CPR has since worked to develop a foundational digital-first strategy focused on being highly adaptable, multi-lingual, and accessible to meet people where they are and offer two-way engagement and feedback. However, we know that many of our residents prefer other methods of communication, trusted communications channels beyond the county's channels, and it really matters to them who delivers the message. This is why we work closely with departments to always identify audiences as part of our strategic planning work so that we can bring in contracted vendors, including trusted messengers through the Public Health Department, to meet people where they are which may be in a digital space or may be in radio, TV, newspaper, outdoor media, and/or other identified medium.

In 2022, in addition to communications going out over our Ramsey County managed channels, we developed 16 comprehensive integrated campaigns with paid advertising components. Collectively, these campaigns achieved over 1.6 billion impressions. The campaigns included COVID-19, Ramsey Recycles, Ramsey County recruiting, Property Tax Refund, Transforming Systems Together grants, Veterans Services, and Elections to

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

name a few. Over 30 racially and ethnically diverse community media were used for media purchases and materials were translated in 13 different languages.

CPR also manages internal communications providing support to Human Resources, Finance, Policy and Planning and all other departments and initiatives like the Employee Resource Groups. CPR supports the work of the Strategic Departments to make sure employees are aware of the opportunities and resources available to them. At present, CPR is working in partnership with Policy and Planning and the RELT team on a crisis response toolkit and crisis communications plan to respond to racially charged and hate-based events. These traumatic events impact us all differently and it is critical for an organization to have resources ready for both leaders and employees to ensure a supportive workplace culture.

The three specialized positions CPR is requesting will allow us to invest in the communications department infrastructure to support the work above more intentionally and efficiently.

It will also allow us to focus on increasing our ability to ensure county news and information goes beyond current county-owned digital channels which we know are not reaching everyone in the community. The media relations position will be able to develop relationships with community and cultural owned media so they can be at the table, the website position will help us identify additional content to manually translate and add to our language hub to increase community access, and the graphic design specialist will provide much needed capacity to ensure our Ramsey County building signage, wayfinding, print and digital communications collateral are all visually accessible and appropriately reflecting the Ramsey County community in a timely fashion. These are just a few of the examples that will help Ramsey County Communications and Public Relations close existing equity gaps in information access and power sharing.

Update on Recent Initiatives

Volunteer Services Program

Officially launched at the end of 2019, resources to the volunteer program were required to be redeployed to support providing public communications during the height of the county's COVID-19 response. In 2022, as we continued to learn more about COVID and vaccines and boosters become widely available, we were able to redeploy dedicated resources to the Volunteer Program. We are pleased to support that countywide organization is occurring resulting in enhanced services to volunteers and departments. We anticipate this program to continue to grow and evolve.

Open Data Portal

In the last budget cycle, CPR requested a Program Analyst position to support the growth of the Open Data Portal program. The position was first posted in 2022 and ultimately hired in January 2023. With this additional capacity, we are now able to meet the organizational demand.

Revenues

While communications and public relations functions have been centralized at Ramsey County since 2017, as an internal service department, CPR continues to receive and rely upon internal revenue from other departments to fund staff positions.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Long Term Budget Pressures

Website Replatform

CPR is undergoing a discovery with funding from TGC for the necessary replatform of the website by 2025. The purpose of the discovery work is to determine the best timeline, resources, and investment needed to replatform the websites ramseycounty.us and ramseynet.us. Following this work, we will work with the Project Manager identified to issue an RFP and hire a vendor.

The next phase of this work will require us to return to TGC to request full funding for the vendor to replatform the website as well as temporary employees to support the manual content move of the website in the short time frame required as the existing communications department employees will not be able to add this to existing workloads without the need to reprioritize and pause on other critical, timeline driven work for departments.

Ramsey County Historical Society and University of Minnesota Extension Services

CPR provides contracted support to the Ramsey County Historical Society and the University of Minnesota Extension Services to provide resident-facing resources such as Gibbs Farm, 4-H, tours, the Master Gardeners program, and other educational and outreach offerings. The budget allocated to CPR directly goes to these organizations via a Memorandum of Understanding (MOU). If budget were not to continue these partners would feel the financial impact and their ability to offer the educational program to the community impacted. The 2024-2025 CPR budget includes the MOU funding requests for each organization.

Department Summary

BUDGET SUMMARY

Communications and Public Relations

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	2,505,075	2,408,587	3,162,745	3,206,599
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	700,497	720,590	767,850	799,043
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	1,804,578	1,687,997	2,394,895	2,407,556
Inc/(Dec) from Previous Year			706,898	12,661
% Inc/(Dec) from Previous Year			41.9%	0.5%
Inc/(Dec) from Two Years				719,559
% Inc/(Dec) from Two Years				42.6%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Communications and Public Relations

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	700,497	720,590	767,850	799,043
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	1,804,578	1,687,997	2,394,895	2,407,556
Total Revenue / Estimated Revenue	2,505,075	2,408,587	3,162,745	3,206,599

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	2,030,804	1,978,195	2,583,226	2,608,989
Professional Services	473,159	427,892	576,519	594,610
Client Services	-	-	-	-
Supplies	1,112	2,500	3,000	3,000
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	2,505,075	2,408,587	3,162,745	3,206,599

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Communications and Public Relations

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	700,497	720,590	767,850	799,043
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	1,804,578	1,687,997	2,394,895	2,407,556
Total Revenue / Estimated Revenue	2,505,075	2,408,587	3,162,745	3,206,599

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	2,030,804	1,978,195	2,583,226	2,608,989
Professional Services	473,159	427,892	576,519	594,610
Client Services	-	-	-	-
Supplies	1,112	2,500	3,000	3,000
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	2,505,075	2,408,587	3,162,745	3,206,599

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Communications and Public Relations

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Operating Budget				
Countywide Communications	700,497	720,590	767,850	799,043
Total Operating Budget	700,497	720,590	767,850	799,043
Inc/(Dec) from Previous Year			47,260	31,193
% Inc/(Dec) from Previous Year			6.6%	4.1%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None				
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	700,497	720,590	767,850	799,043

Inc/(Dec) from Previous Year			47,260	31,193
% Inc/(Dec) from Previous Year			6.6%	4.1%
Inc/(Dec) from Two Years				78,453
% Inc/(Dec) from Two Years				10.9%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Communications and Public Relations

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Countywide Communications	2,417,650	2,321,162	3,075,320	3,119,174
Historical Soc Of Ramsey Co	87,425	87,425	87,425	87,425
Total Operating Budget	2,505,075	2,408,587	3,162,745	3,206,599
Inc/(Dec) from Previous Year			754,158	43,854
% Inc/(Dec) from Previous Year			31.3%	1.4%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None				
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	2,505,075	2,408,587	3,162,745	3,206,599

Inc/(Dec) from Previous Year			754,158	43,854
% Inc/(Dec) from Previous Year			31.3%	1.4%
Inc/(Dec) from Two Years				798,012
% Inc/(Dec) from Two Years				33.1%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Communications and Public Relations

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>				
Countywide Communications	20.00	20.00	20.00	20.00
Total Operating Budget	20.00	20.00	20.00	20.00

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None				
Total Projects / Grants	-	-	-	-
Total Existing Permanent FTE	20.00	20.00	20.00	20.00

	FY24 Proposed	FY25 Proposed
FTE Changes		
Graphic and Digital Specialist (2.00 FTE); Public Information Officer (1.00 FTE)	3.00	3.00
Total FTE Changes	3.00	3.00
Total FTE	23.00	23.00
Inc/(Dec) from Previous Year	3.00	-

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

Information Services, within the Information and Public Records Service Team, provides technology services and support county-wide. As technology continues to play a larger role in the lives of Ramsey County residents and in the work performed by Ramsey County staff, the Department of Information Services (IS) continues to evolve our skill sets and transform the services we provide. The IS department is passionate about the county's goals and values, working to support and enable achievement of racial equity as we move toward the vision of a vibrant community where all are valued and thrive.

Key aspects of the services and support provided by Information Services include:

- Technology infrastructure, including voice and data networks; hosting of applications and data; backup and recovery of systems and data; integration with State systems.
- Core support services, including service desk; mobile device acquisition and support; moves/adds/changes as staff get promoted or transfer to a new department or building.
- Technology project engagement, where we assist Service Teams in selecting, implementing and supporting applications that increase productivity and / or improve the resident experience.
- Designing' deploying and supporting technologies that enhance the productivity of the staff and, aspirationally, unleashing their creativity.
- Acquiring and supporting collaboration tools that enhance team effectiveness, for example email, file sharing, video conferencing, virtual group workspaces, voice and data integration.
- Network and data security, including the policies, tools and processes to mitigate the risks associated with cybersecurity.
- Financial management related to IS operations and technology acquisition and refresh.

DEPARTMENT SUMMARY



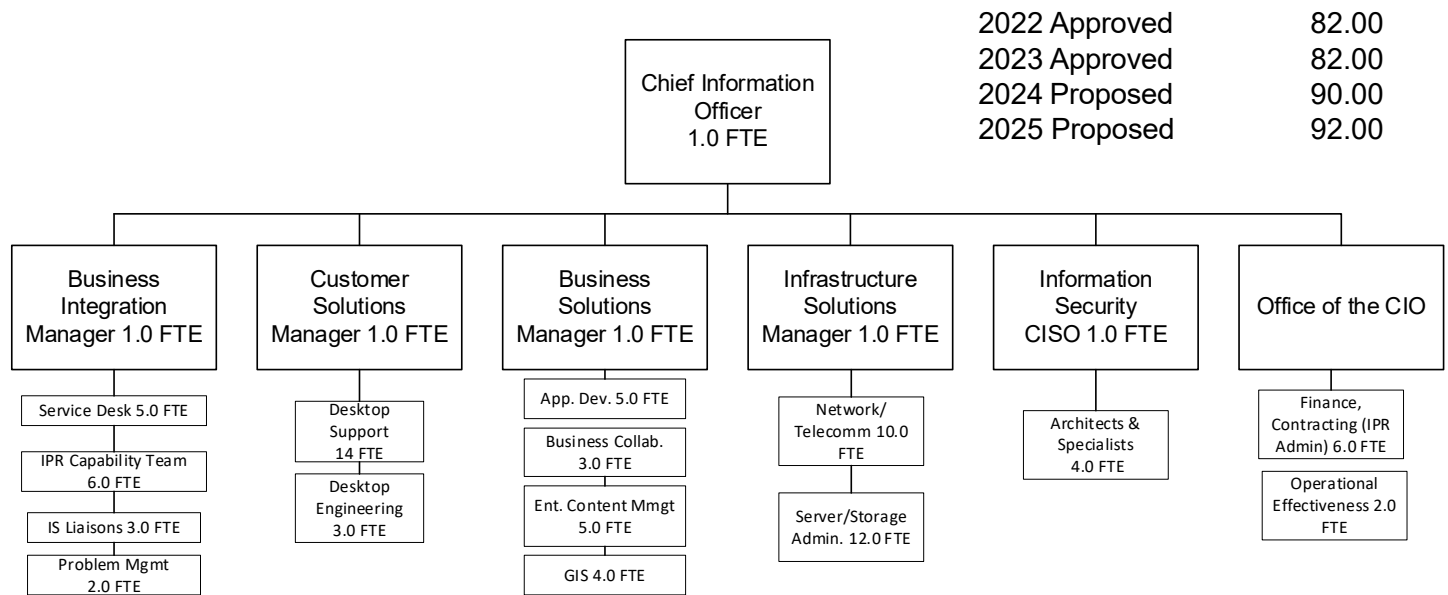
Information Services
Chetan Ganatra, CIO

121 7th Place E., Suite 2300
Phone Number 651-266-3400

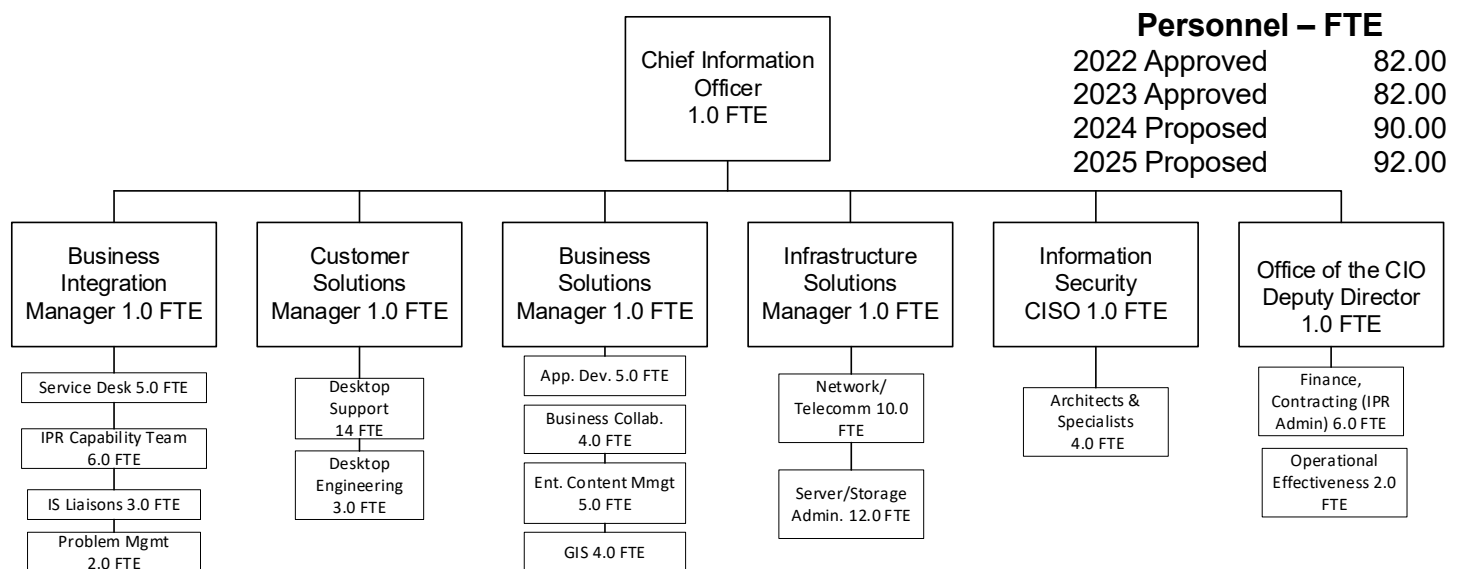
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Information Services 2024 Organizational Chart



Information Services 2025 Organizational Chart



DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

Major Budget Increases:

- Cyber Security Tools
- ERP Enterprise Software Maintenance

New FTE:

- Enterprise Content Mgmt Team – 2.0 FTE
- Security Architect – 1.0 FTE
- Data Architect – 1.0 FTE
- Solutions Architect – 1.0 FTE
- Solutions Design Analyst – 1.0 FTE
- Collaborations Tools Support – 1.0 FTE
- Deputy Director of IS – 1.0 FTE
- Service Mgmt Sr. Analyst – 1.0 FTE
- Data Capability Mgr – 1.0 FTE

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

Information Services' performance measures highlight the department's focus on the County's strategic priorities.

- One of the measures that illustrates efforts in Talent Attraction, Retention, and Promotion is the department's workforce diversity statistics as we strive to increase diversity within our technical talent pool.
- Effectiveness in intergenerational prosperity for racial and economic inclusion is measured through the department's procurement and contracting spending to small businesses, woman owned businesses, minority owned businesses and/or veteran owned businesses and efforts to increase those amounts.
- Our work in support of Residents First: effective, efficient, and accessible operations is illustrated by customer service metrics, including service desk ticket volume, average call wait times, and customer satisfaction ratings. This efficient and effective delivery of services to our business partners directly impacts their ability to provide Residents First services.
- In support of advancing racial equity, Information Services employs both high school and college interns with a focus on increasing the percentage of students hired who are racially and ethnically diverse. Through these efforts, we expose a diverse and talented pool of young people to a career in the public sector technology field.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Community Engagement

Feedback from the community has impacted the Information Services' budget in several ways:

- Community feedback was collated and included in the residents first business technology architecture work, which drove several of our 2024-2025 budget priorities, including data architecture, collaboration, and service management.
- I.S. business projects (such as Human Services Modernization) rely heavily on community involvement when setting goals, priorities, and project plans. The proposed budget funds the personnel working on these projects.
- I.S. is engaging with the newly created resident experience design capability to ensure that vendor forms do not discourage smaller businesses from working with us.
- I.S. is working to make public wi-fi available at Ramsey County sites that have Ramsey County network connections. The first six locations to receive this service are WIC clinics. This will allow the community to use wi-fi free of charge when visiting those facilities.

Racial Equity

A key element of the IS strategy is to ingrain racial equity into the fabric of the department. This manifests in several ways, including our performance metrics, talent acquisition and development, and partnerships with county organizations that provide direct services. Cybersecurity is an example where our focus on improving the security of resident data has the greatest benefit in communities of greatest need for our county services. A disproportionate share of the personally identifiable data we house in county systems comes from these communities and a security breach therefore has a higher impact on residents in these communities, impacting our focus to mitigate this risk. The addition of public wi-fi in county facilities enhances the work toward digital equity. A digital gap is seen widely across racial divides. Providing this service will help to lessen the gap.

Update on Recent Initiatives

Major initiatives that will be our focus for this budget period include:

- Advancing our One IT strategy – this strategy was designed to create a common language and operating model for Information Technology across the county. By creating standard processes and procedures and adopting industry best practices, we can seamlessly operate across service teams to maximize the use of technology to solve business problems.
- Resident Relationship Management is key to our Residents First Strategy - a resident relationship management solution will allow us to better serve our residents.
- Data Management - one of the key projects needed to achieve our Residents First vision is to build out a data management capability. Data is a core strategic asset. We need to manage it by creating a centralized warehouse for integrated data so end users may easily source a single, comprehensible, usable view of important county data.
- ERP – I.S. will be working with Finance to prepare for the replacement of the county's Enterprise Resource Planning system, critical to managing the County's business processes.
- Public Wi-Fi - I.S. is working to make public wi-fi available at Ramsey County sites that have Ramsey County network connections. The first six locations to receive this service are WIC clinics.

DEPARTMENT SUMMARY



Information Services
Chetan Ganatra, CIO

121 7th Place E., Suite 2300
Phone Number 651-266-3400

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Revenues

The Information Services department is primarily funded by IS fees charged back to county departments. The charges each department receives are based on the number of FTEs, equipment needs for that department, and to a smaller extent the size of their budget. In collaboration with the Finance department, these fees were shifted from a more budget heavy allocation in the past for the 2024-25 budget.

Long Term Budget Pressures

With the ever-increasing reliance on technology to support county staff in delivery of services, the cost to support those technologies is also increasing. Long range technology planning that forecasts and accounts for the ongoing costs and any offsetting reductions in operating expense is an area for growth throughout the county. The IS department works hard to balance cost versus benefit for all existing and planned technologies, but we do have to compete within the county and the private sector for these resources, driving up costs.

Department Summary

BUDGET SUMMARY

Information Services

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	26,607,756	27,708,682	32,137,004	33,161,236
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	26,612,345	27,458,682	30,637,004	32,661,236
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	250,000	500,000	-
County Tax Levy	(4,589)	-	1,000,000	500,000
Inc/(Dec) from Previous Year			1,000,000	(500,000)
% Inc/(Dec) from Previous Year				(50.0)%
Inc/(Dec) from Two Years				500,000
% Inc/(Dec) from Two Years				-

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Information Services

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	26,587,949	27,458,682	30,637,004	32,661,236
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	24,396	-	-	-
Property Tax Levy	-	-	1,000,000	500,000
Use of Fund Balance	(4,589)	250,000	500,000	-
Total Revenue / Estimated Revenue	26,607,756	27,708,682	32,137,004	33,161,236

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	10,818,822	12,042,632	13,169,054	14,184,536
Professional Services	11,328,149	11,176,050	12,634,950	12,636,200
Client Services	-	-	-	-
Supplies	10,785	40,000	33,000	33,000
Capital Outlay	4,450,000	4,450,000	6,300,000	6,307,500
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Information Services Information Services Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	26,587,949	27,458,682	30,637,004	32,661,236
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	24,396	-	-	-
Property Tax Levy	(4,589)	-	1,000,000	500,000
Use of Fund Balance	-	250,000	500,000	-
Total Revenue / Estimated Revenue	26,607,756	27,708,682	32,137,004	33,161,236

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	10,818,822	12,042,632	13,169,054	14,184,536
Professional Services	11,328,149	11,176,050	12,634,950	12,636,200
Client Services	-	-	-	-
Supplies	10,785	40,000	33,000	33,000
Capital Outlay	4,450,000	4,450,000	6,300,000	6,307,500
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	26,607,756	27,708,682	32,137,004	33,161,236

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	82.00	82.00	90.00	92.00

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Information Services

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Information Services	26,612,345	27,458,682	30,637,004	32,661,236
Total Operating Budget	26,612,345	27,458,682	30,637,004	32,661,236
Inc/(Dec) from Previous Year			3,178,322	2,024,232
% Inc/(Dec) from Previous Year			11.6%	6.6%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None				
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	26,612,345	27,458,682	30,637,004	32,661,236
Inc/(Dec) from Previous Year			3,178,322	2,024,232
% Inc/(Dec) from Previous Year			11.6%	6.6%
Inc/(Dec) from Two Years				5,202,554
% Inc/(Dec) from Two Years				18.9%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Information Services

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Information Services	22,729,958	24,048,682	23,156,004	24,012,236
Enterprise Resource Planning	2,559,480	2,660,000	5,881,000	6,049,000
Computer Equipment and Software	1,318,318	1,000,000	3,100,000	3,100,000
Total Operating Budget	26,607,756	27,708,682	32,137,004	33,161,236
Inc/(Dec) from Previous Year			4,428,322	1,024,232
% Inc/(Dec) from Previous Year			16.0%	3.2%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None				
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	26,607,756	27,708,682	32,137,004	33,161,236

Inc/(Dec) from Previous Year			4,428,322	1,024,232
% Inc/(Dec) from Previous Year			16.0%	3.2%
Inc/(Dec) from Two Years				5,452,554
% Inc/(Dec) from Two Years				19.7%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Information Services

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>				
Information Services	82.00	82.00	82.00	82.00
Total Operating Budget	82.00	82.00	82.00	82.00

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None				
Total Projects / Grants	-	-	-	-
-				
Total Existing Permanent FTE	82.00	82.00	82.00	82.00

	FY24 Proposed	FY25 Proposed
FTE Changes		

Service Mgmt Sr Analyst (1.00 FTE); Data Architect (1.00 FTE); IS Tech Svcs Spec 2 (1.00 FTE); IS Sr Bus Analyst (1.00 FTE); Solution Architect (1.00 FTE); Deputy Dir of IS (1.00 FTE); Security Specialist (1.00 FTE); Laserfiche Bus Analyst (1.00 FTE); Laserfiche App Dev (1.00 FTE); Data Capability Mgr (1.00 FTE)	8.00	10.00
Total FTE Changes	8.00	10.00

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The technology budget for 2024-2025 includes only the Information Technology Portfolio (ITP). There are no FTE's or budget line items, and all funding goes towards each year's approved ITP projects.

Programs and Services

Technology Applications Program:

The Board created this program 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.

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 Applications

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	-	7,200,000	5,300,000	4,800,000
Expenditure / Appropriation - Projects / Grants	1,507,432	-	-	-
Revenue / Est. Revenue - Operating Budget	-	-	-	-
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	700,000	-	-
County Tax Levy	1,507,432	6,500,000	5,300,000	4,800,000
Inc/(Dec) from Previous Year			(1,200,000)	(500,000)
% Inc/(Dec) from Previous Year			(18.5)%	(9.4)%
Inc/(Dec) from Two Years				(1,700,000)

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Technology Applications

Revenue / Estimated Revenue	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	1,507,432	6,500,000	5,300,000	4,800,000
Use of Fund Balance	-	700,000	-	-
Total Revenue / Estimated Revenue	1,507,432	7,200,000	5,300,000	4,800,000

Expenditure / Appropriation	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Personnel Services	26,774	-	-	-
Professional Services	1,380,750	7,200,000	5,300,000	4,800,000
Client Services	-	-	-	-
Supplies	99,908	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	1,507,432	7,200,000	5,300,000	4,800,000

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Technology Applications County General Revenue Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	1,507,432	6,500,000	5,300,000	4,800,000
Use of Fund Balance	-	700,000	-	-
Total Revenue / Estimated Revenue	1,507,432	7,200,000	5,300,000	4,800,000

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	26,774	-	-	-
Professional Services	1,380,750	7,200,000	5,300,000	4,800,000
Client Services	-	-	-	-
Supplies	99,908	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	1,507,432	7,200,000	5,300,000	4,800,000

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	0.00	0.00	0.00	0.00

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Technology Applications

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
None				
Total Operating Budget	-	-	-	-
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			0.0%	0.0%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None				
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	-	-	-	-

Inc/(Dec) from Previous Year	-	-
% Inc/(Dec) from Previous Year	-	-

Inc/(Dec) from Two Years	-
% Inc/(Dec) from Two Years	-

** There are no budgeted Revenues in this Department

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Technology Applications

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Technology Applications	-7,200,000	5,300,000	4,800,000	
Total Operating Budget	-7,200,000	5,300,000	4,800,000	
Inc/(Dec) from Previous Year		(1,900,000)	(500,000)	
% Inc/(Dec) from Previous Year		(26.4)%	(9.4)%	

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Enterprise Cashiering and Receipting Management (P062146)	268,336	-	-	-
People Performance Management for Operational Effectiveness (P062169)	72,119	-	-	-
IPR Res 1st Service Trans (P062175)	-	-	-	-
IPR Res 1st Career Lab (P062176)	-	-	-	-
Customer Relationship Management Implementation Project (P062180)	321,512	-	-	-
Mobile Inmate Activity and Welfare Document System (P062192)	90,324	-	-	-
ITP Reporting, Case, Policy Mgt (P062193)	53,343	-	-	-
ITP LOR Technology (P062194)	30,668	-	-	-
ITP Small Project Coordinator (P062195)	43,505	-	-	-
ITP S&J ID System (P062196)	499	-	-	-
Data Request Management Tool (P062197)	42,016	-	-	-
Enterprise Wide Reservation System Project (P062198)	7,420	-	-	-
Enterprise-Wide Project Management Software Solution Project (P062199)	20,701	-	-	-
ITP Lake Owasso Residence Electronic Health Records Project (P062201)	39,300	-	-	-
IPR R1 Downtown Service Center (P070526)	490,915	-	-	-
Resident Experience Design Project (P070527)	26,774	-	-	-
Total Projects / Grants	1,507,432	-	-	-

Total Expenditure / Appropriation

1,507,432 7,200,000 5,300,000 4,800,000

Inc/(Dec) from Previous Year	(1,900,000)	(500,000)	
% Inc/(Dec) from Previous Year	(26.4)%	(9.4)%	

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

Property Tax, Records, and Election Services primarily provides information and services related to property tax, property ownership, elections and money receipted by the county that are assigned to the statutory offices of the County Auditor, County Treasurer, County Recorder, and Examiner of Titles. Functional teams include: Unified Team, Property Tax Services, Elections Services and Examiner of Titles.

Some of the department responsibilities include:

- Front-line, customer service support for the Information and Public Records service team. Calculation, billing, distribution, adjustment, and reporting of the county's largest revenue source – property taxes.
- Cultivating productive properties for residents, the environment and the community through preserving homeownership, acting as environmental stewards, investing in the surrounding community and sustaining the local tax base through the administration of tax-forfeited lands.
- Administers city and school district elections for most jurisdictions in the county under contracts for election services, including voter registration, absentee voting, polling places, election judges, ballots, election results, accurate and timely election information, and candidate filing.
- Maintains official real estate documents as well as retrieval and reproductions services for the public.
- Examines titles and issues reports to the court to register title to land, hears related Torrens cases, supervises all Torrens proceedings, issues directives and certifications in administrative proceedings and serves as legal advisor to the Registrar of Titles.

Major budget initiatives for the 2024/2025 budget include:

- The 2024 Presidential election.
- Pre-forfeiture work, a collaboration across departments.
- Recalibrating team dynamics.
- Driving awareness around the State Property Tax Refund program.

DEPARTMENT SUMMARY



Property Tax, Records and Election Services
Tracy West, Director

90 Plato Blvd West
651-266-2008

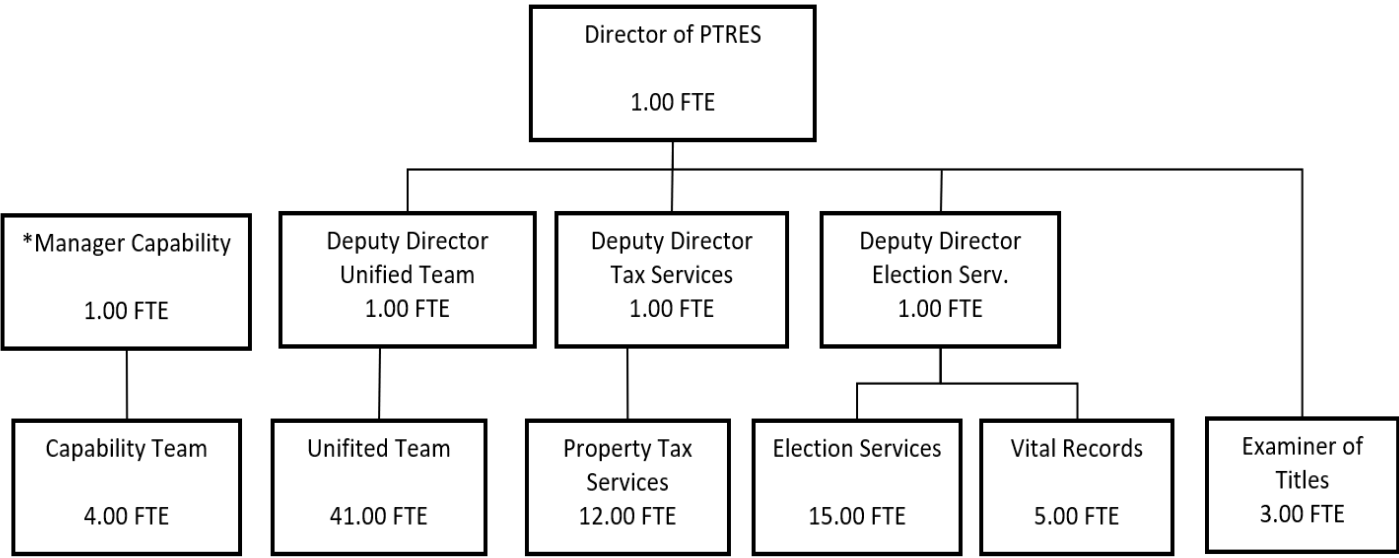
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Department 2024 Organizational Chart

Personnel – FTE

2022 Approved	78.00
2023 Approved	78.00
2024 Proposed	85.00
2025 Proposed	85.00



*Funding and FTEs reside in PTRES but Manager and Team report through IS

DEPARTMENT SUMMARY



Property Tax, Records and Election Services
Tracy West, Director

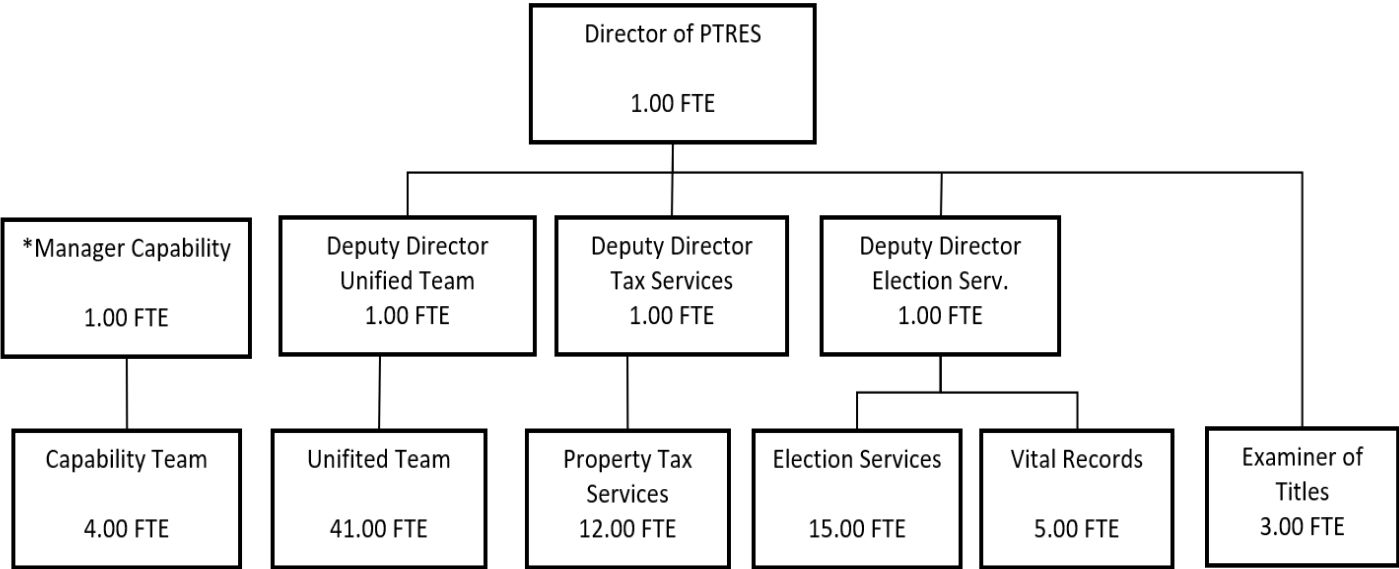
90 Plato Blvd West
651-266-2008

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department 2025 Organizational Chart

Personnel – FTE

2022 Approved	78.00
2023 Approved	78.00
2024 Proposed	85.00
2025 Proposed	85.00



*Funding and FTEs reside in PTRES but Manager and Team report through IS

2024-25 Major Changes

- Presidential Election
 - There will be 3 high-turnout elections held in 2024 which includes the Presidential election. We anticipate serving over 750,000 total voters, 90,000 total voters are expected in 2023.
 - Additionally, the Minnesota state legislature has extended the early voting period from starting seven days before an election to now starting 18 days before an election. This new legislation also includes required weekend and nighttime hours beyond what the County has previously provided.
- Increase in the Electronic Image Fee
 - Historically the County charges \$0.12 per page for bulk digitized documents such as torrens and abstract documents filed with the County. In 2024 the fee per page will increase to \$.015 per page resulting in an increase to revenue.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

- Vital Records
 - Vital Records will be transferred from Public Health to Information and Public Records service team.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

Retaining property ownership: Properties with delinquent tax reaching tax forfeiture.

This measure supports Intergenerational prosperity for racial and economic inclusion. Home ownership provides opportunities for building intergenerational wealth. Preventing residential forfeitures decreases housing instability. Future prevention work connects residents with services to retain housing stability and reduce racial disparities.

Productive Properties, Unified Team and Navigators have been working together to help our residents avoid tax forfeiture. With the creation of a Pre-Forfeiture Collaboration Team, efforts to help or residents avoid tax forfeiture have increased through multiple mailing, phone calls and home visits. This will continue to be a priority in the 2024/2025 budget.

Community Engagement

The elections office expanded its community engagement program through offering two rounds of engagement funding and working with other County departments to form new relationships with community groups. The elections office is continuing this work by seeking new partnerships through the formal soliciting process and urging community partners to build upon their past elections community engagement work and seek to develop new ways to educate and inform their communities. The Productive Property, Unified Team and Navigators are collaborating on new ways to improve outreach to the Community. The program seeks to form community partnerships that will assist in educating residents on paying property taxes and available assistance aimed at keeping them in their homes while also working with these same community partners to involve them and residents in policy setting and program direction.

Racial Equity

PTRES has taken a multi-faceted approach to advancing racial equity through renewing and expanding work with community partners, emphasizing the use of minority owned small businesses and supporting non-profit job training programs, and prioritizing hiring a diverse workforce. In elections, these efforts have resulted in recruiting a more diverse election judge pool, increased in-person language support, and a better informed and engaged electorate. Operationalizing these practices will be a multi-year effort requiring consistency of purpose and effort, and creativity in finding new approaches. Connections need to be solidified with community groups that have outreach to population groups that our efforts have not yet reached. Harder yet will be reaching residents that are not affiliated with any community groups. Ultimately, these efforts will result in engaged and informed residents, a workforce that reflects the diversity of the County, and programs that reflect the priorities of the entire diverse community.

DEPARTMENT SUMMARY



Property Tax, Records and Election Services
Tracy West, Director

90 Plato Blvd West
651-266-2008

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Revenues

Major Sources of Revenue:

- Recording Fee
- Recording Image Fee
- Election Contracts
- Forfeiture Sales

Long Term Budget Pressures

- Pre-forfeiture work and pending legislation.
- Variability of Elections expense.

Department Summary

BUDGET SUMMARY

Property Tax, Records and Election Services

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	7,560,808	7,208,121	10,781,812	8,830,998
Expenditure / Appropriation - Projects / Grants	1,075,349	5,700,718	1,522,112	5,693,590
Revenue / Est. Revenue - Operating Budget	3,925,515	4,079,000	5,818,680	5,133,512
Revenue / Est. Revenue - Projects / Grants	2,768,611	5,700,718	1,522,112	5,693,590
Use of Fund Balance	-	-	1,500,000	-
County Tax Levy	1,942,031	3,129,121	3,463,132	3,697,486
Inc/(Dec) from Previous Year			334,011	234,354
% Inc/(Dec) from Previous Year			10.7%	6.8%
Inc/(Dec) from Two Years				568,365
% Inc/(Dec) from Two Years				18.2%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Property Tax, Records and Election Services

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	5,537,915	8,052,783	5,598,269	9,021,089
Intergovernmental Revenue	-	-	-	-
Federal	146,876	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	146,876	-	-	-
Use of Money, Property & Sales	990,754	994,274	1,247,275	1,255,165
Other Revenue & Taxes	18,581	732,661	495,248	550,848
Property Tax Levy	1,942,031	3,129,121	3,463,132	3,697,486
Use of Fund Balance	-	-	1,500,000	-
Total Revenue / Estimated Revenue	8,636,157	12,908,839	12,303,924	14,524,588

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	6,833,199	9,533,457	9,545,563	11,666,070
Professional Services	1,604,031	3,187,228	2,555,557	2,761,458
Client Services	-	-	-	-
Supplies	23,444	88,946	151,304	81,932
Capital Outlay	175,483	99,208	51,500	15,128
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	8,636,157	12,908,839	12,303,924	14,524,588

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Property Tax, Records and Election Services County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	5,535,121	8,044,083	5,594,569	9,017,389
Intergovernmental Revenue	-	-	-	-
Federal	146,876	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	146,876	-	-	-
Use of Money, Property & Sales	3,021	1,996	61,820	61,820
Other Revenue & Taxes	15,773	305,413	68,000	123,600
Property Tax Levy	2,060,377	3,129,121	3,463,132	3,697,486
Use of Fund Balance	-	-	1,500,000	-
Total Revenue / Estimated Revenue	7,761,168	11,480,613	10,687,521	12,900,295

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	6,222,896	8,841,712	8,661,986	10,775,523
Professional Services	1,344,079	2,494,414	1,836,893	2,041,874
Client Services	-	-	-	-
Supplies	18,710	75,279	137,642	68,270
Capital Outlay	175,483	69,208	51,000	14,628
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	7,761,168	11,480,613	10,687,521	12,900,295

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Property Tax, Records and Election Services Tax Forfeited Land Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	2,794	8,700	3,700	3,700
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	987,733	992,278	1,185,455	1,193,345
Other Revenue & Taxes	2,808	-	-	-
Property Tax Levy	(292,754)	-	-	-
Total Revenue / Estimated Revenue	700,581	1,000,978	1,189,155	1,197,045

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	536,008	612,348	804,180	811,150
Professional Services	159,839	346,880	372,730	373,650
Client Services	-	-	-	-
Supplies	4,734	11,750	11,745	11,745
Capital Outlay	-	30,000	500	500
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	700,581	1,000,978	1,189,155	1,197,045

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Property Tax, Records and Election Services Tax Forfeited 4R Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
-	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	427,248	427,248	427,248
Property Tax Levy	174,408	-	-	-
Total Revenue / Estimated Revenue	174,408	427,248	427,248	427,248

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	74,295	79,397	79,397	79,397
Professional Services	100,113	345,934	345,934	345,934
Client Services	-	-	-	-
Supplies	-	1,917	1,917	1,917
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	174,408	427,248	427,248	427,248

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Property Tax, Records and Election Services

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Unified Team	1,594,626	2,006,998	2,372,840	2,379,082
Property Tax Services	1,221,986	947,862	1,364,885	1,364,885
County Recorder	60	-	-	-
Elections - County	12,609	7,503	781,800	82,500
Productive Properties	993,335	1,000,978	1,189,155	1,197,045
Examiner of Titles	102,899	115,659	110,000	110,000
Total Operating Budget	3,925,515	4,079,000	5,818,680	5,133,512
Inc/(Dec) from Previous Year			1,739,680	(685,168)
% Inc/(Dec) from Previous Year			42.6%	(11.8)%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
PTRES COVID-19 Elections (G222003)	4,287	-	-	-
Help America Vote Act Grant (G222004)	142,589	-	-	-
Elections City / School (P070035)	1,364,732	2,811,592	-	2,811,592
Elections Suburban City / School (P070058)	507,848	1,015,698	-	1,015,698
Tax Forfeited - 4 R (P070076)	-	427,248	427,248	427,248
Voting System Replacement (P070096)	-	502,454	-	322,216
Recorder Unallocated (P070102)	749,155	943,726	1,094,864	1,116,836
Total Projects / Grants	2,768,611	5,700,718	1,522,112	5,693,590
Total Revenue / Estimated Revenue	6,694,126	9,779,718	7,340,792	10,827,102

Inc/(Dec) from Previous Year			(2,438,926)	3,486,310
% Inc/(Dec) from Previous Year			(24.9)%	47.5%
Inc/(Dec) from Two Years				1,047,384

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Property Tax, Records and Election Services

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Unified Team	3,387,322	3,370,413	3,836,961	3,875,053
Property Tax Services	1,185,369	1,148,865	1,812,217	1,823,290
Elections - County	1,786,120	1,180,924	3,385,915	1,371,118
Productive Properties	700,581	1,000,978	1,189,155	1,197,045
Examiner of Titles	501,416	506,941	557,564	564,492
Total Operating Budget	7,560,808	7,208,121	10,781,812	8,830,998

Inc/(Dec) from Previous Year			3,573,691	(1,950,814)
% Inc/(Dec) from Previous Year			49.6%	(18.1)%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Help America Vote Act Grant (G222004)	142,589	-	-	-
Elections City / School (P070035)	-	2,811,592	-	2,811,592
Elections Suburban City / School (P070058)	-	1,015,698	-	1,015,698
Tax Forfeited - 4 R (P070076)	174,408	427,248	427,248	427,248
Voting System Replacement (P070096)	-	502,454	-	322,216
Recorder Unallocated (P070102)	758,352	943,726	1,094,864	1,116,836
Total Projects / Grants	1,075,349	5,700,718	1,522,112	5,693,590
Total Expenditure / Appropriation	8,636,157	12,908,839	12,303,924	14,524,588

Inc/(Dec) from Previous Year			(604,915)	2,220,664
% Inc/(Dec) from Previous Year			(4.7)%	18.0%

Inc/(Dec) from Two Years				1,615,749
% Inc/(Dec) from Two Years				12.5%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Property Tax, Records and Election Services

Permanent FTE	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Unified Team	42.00	42.00	42.00	42.00
Property Tax Services	7.00	7.00	8.00	8.00
Elections - County	16.00	16.00	16.00	16.00
Productive Properties	6.00	6.00	6.00	6.00
Examiner of Titles	3.00	3.00	3.00	3.00
Total Operating Budget	74.00	74.00	75.00	75.00

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Recorder Unallocated (P070102)	-	-	5.00	5.00
Total Projects / Grants	-	-	5.00	5.00
Total Existing Permanent FTE	74.00	74.00	80.00	80.00

FTE Changes	FY24 Proposed	FY25 Proposed
5 Vital Records transfer from H&W	5.00	5.00
Total FTE Changes	5.00	5.00
Total FTE	85.00	85.00

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The County Assessor Department is responsible for setting fair, accurate and equitable values, and tax classifications for the 167,000 + parcels located in Ramsey County.

Department staff maintain the completeness and accuracy of all property records. Doing so allows for accurate valuations and for records to be made available to the residents of Ramsey County. Department staff research, utilize and maintain sales information on properties. Open market property sales serve as the main check by the Minnesota Department of Revenue and the public as to the quality of our valuation work.

Property values are determined by a mass appraisal system, rather than on an individual basis. The mass appraisal system is a way to put fairness into the entire assessment process. The valuation models within the department's complex mass appraisal system are recalibrated annually using the latest techniques and guidance of department data analysts.

The department encourages property owners to review their proposed value notices, and appeal if necessary. When necessary and warranted, many department resources are dedicated to defending values and protecting the tax base.

The department includes the Land Records division, which ensures that legally described parcels exist correctly in the tax system by processing all parcel splits, combinations, easements, plats and vacations in a timely and accurate manner.

Besides playing a core role in maintaining valuation models, analytical staff play a key role in informing the residents of Ramsey County, and other users of our data. They provide things such as requested data sets, market data, summary valuation reports and the many annual reports our office produces and maintains.

Below is a summary of the core Programs and Services of the County Assessor Department:

- Ensures all properties are accurately valued and classified each assessment year.
- Maintains accurate land records via electronic parcel data and tax map records.
- Engages with residents and property owners to answer their questions and concerns.
- Creates, maintains, reports, and provides property information in a timely and accurate manner.
- Reviews challenges to the assessment, adjusts the assessment whenever warranted, and defends the assessment when justified.
- Considers and resolves tax court challenges to the assessment.

DEPARTMENT SUMMARY

County Assessor Department
Patrick Chapman, County Assessor

90 Plato Blvd W
651-266-2159

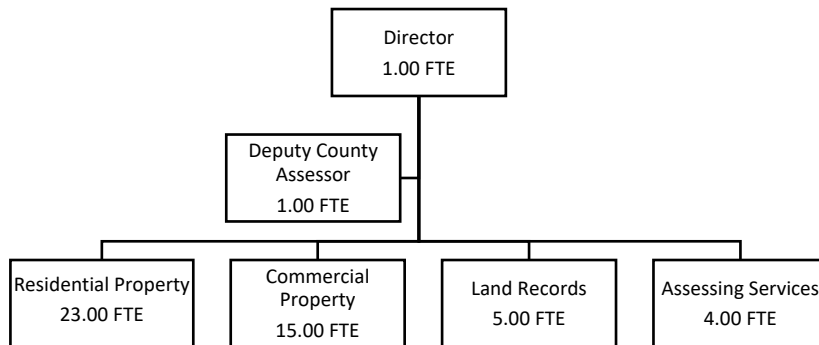
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Department 2024 Organizational Chart

Personnel – FTE

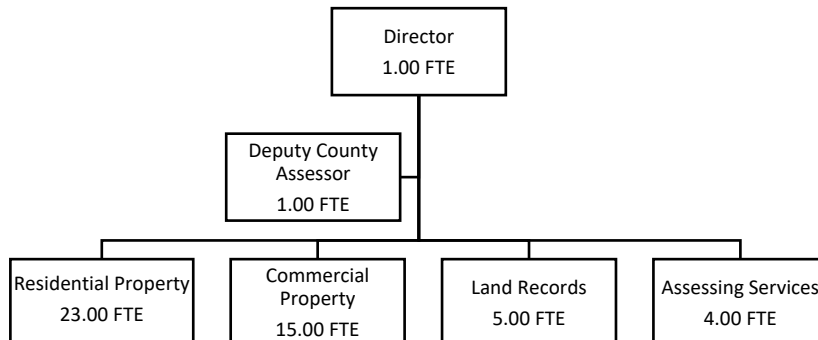
2020 Approved	49.00
2021 Approved	49.00
2022 Approved	49.00
2023 Approved	49.00



Department 2025 Organizational Chart

Personnel – FTE

2020 Approved	49.00
2021 Approved	49.00
2022 Approved	49.00
2023 Approved	49.00



DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

This budget increase is related to decreasing the vacancy factor from 14% to 4%. 4% is consistent across the IPR service team and County.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

To ensure that the workforce in the department reflects the racial demographics of Ramsey County, the department has made addressing the **talent, attraction, retention and promotion** of its workforce from within the community a top priority.

The department is committed to improving the diversity of qualified applicants, by continuing to offer internships to such candidates, thereby helping to create a future pool of qualified diverse candidates for assessing careers. The department has found success with this strategy in recent years, and is confident that with a greater focus on this effort, the diversity of employees in assessing careers will continue to improve.

A high-quality property tax assessment is only possible with a highly trained staff. To successfully defend the tax base, it is very important to have highly trained staff who have attained a high level of certification. We plan to continue to encourage the department staff to set goals of attaining higher licensure and designation levels. The department will begin tracking the level of staff who have the following appraisal designations: SAMA, CAE, MAS, CMS, AAS, MAI and SRA – and the following appraisal licensures: Certified General and Certified Residential.

The department will continue to strive towards a high-quality property tax assessment for all residents of Ramsey County. The primary measures of our success in this regard are the Assessment Quality or Sales Ratio and the Assessment Equity or Price Related Differential (PRD) measurement (defined in Additional Notes section). The department Performance Measure for this category measures the percentage of 24 specific Sales Ratios and PRDs, for which the department is compliant, based on International Association of Assessing Officers guidelines (the 24 measures are listed in the Additional Notes section). The baseline measure has improved to 98% for the most recent assessment due to improved analytical tools.

Community Engagement

We have had many interactions with all sectors of the Ramsey County community. We have had feedback from every corner and will strive to have community at the center of our operations.

Racial Equity

The County Assessor Department has several strategies in place to improve our performance measures. Related to our goal of achieving race equity in our hiring pool, we will fully employ our established community

DEPARTMENT SUMMARY



County Assessor Department
Patrick Chapman, County Assessor

90 Plato Blvd W
651-266-2159

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

engagement educational partners at local colleges to recruit interns who reflect the diversity of our community. The internship is designed to be a resume-building experience that may lead to opportunities for permanent employment at Ramsey County or other counties and cities.

Update on Recent Initiatives

We have had extraordinary success with the recent use of high-quality street level imagery. We now have a completely integrated tax and CAMA system.

Revenues

We are 97% levy funded. We are always on the look for other revenues.

Long Term Budget Pressures

The pressure on our long-term budget is salary for employees. We have a highly trained and skilled work force that has salaries that will have to keep pace with expectations and the market pressures in a very competitive metro area.

Department Summary

BUDGET SUMMARY

County Assessor

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	5,425,149	5,347,721	6,339,740	6,402,978
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	3,890	5,000	5,000	5,000
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	5,421,259	5,342,721	6,334,740	6,397,978
Inc/(Dec) from Previous Year			992,019	63,238
% Inc/(Dec) from Previous Year			18.6%	1.0%
Inc/(Dec) from Two Years				1,055,257
% Inc/(Dec) from Two Years				19.8%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

County Assessor

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	3,570	5,000	5,000	5,000
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	320	-	-	-
Property Tax Levy	5,421,259	5,342,721	6,334,740	6,397,978
Total Revenue / Estimated Revenue	5,425,149	5,347,721	6,339,740	6,402,978

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	5,325,379	5,183,921	6,170,090	6,231,328
Professional Services	95,075	157,800	161,650	163,650
Client Services	-	-	-	-
Supplies	3,911	6,000	8,000	8,000
Capital Outlay	784	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	5,425,149	5,347,721	6,339,740	6,402,978

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

County Assessor
County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	3,570	5,000	5,000	5,000
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	320	-	-	-
Property Tax Levy	5,421,259	5,342,721	6,334,740	6,397,978
Total Revenue / Estimated Revenue	5,425,149	5,347,721	6,339,740	6,402,978

	FY22	Budget	Proposed	Proposed
Expenditure / Appropriation	Actual	5,183,921	6,170,090	6,231,328
Personnel Services	5,325,379	157,800	161,650	163,650
Professional Services	95,075	-	-	-
Client Services	-	6,000	8,000	8,000
Supplies	3,911	-	-	-
Capital Outlay	784	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	5,425,149	5,347,721	6,339,740	6,402,978

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

County Assessor

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
County Assessor	3,890	5,000	5,000	5,000
Total Operating Budget	3,890	5,000	5,000	5,000
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None				
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	3,890	5,000	5,000	5,000
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-
Inc/(Dec) from Two Years				-
% Inc/(Dec) from Two Years				-

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

County Assessor

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
County Assessor	5,425,149	5,347,721	6,339,740	6,402,978
Total Operating Budget	5,425,149	5,347,721	6,339,740	6,402,978
Inc/(Dec) from Previous Year			992,019	63,238
% Inc/(Dec) from Previous Year			18.6%	1.0%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None				
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	5,425,149	5,347,721	6,339,740	6,402,978

Inc/(Dec) from Previous Year			992,019	63,238
% Inc/(Dec) from Previous Year			18.6%	1.0%
Inc/(Dec) from Two Years				1,055,257
% Inc/(Dec) from Two Years				19.7%

Department Summary

PERSONNEL SUMMARY BY DIVISION

County Assessor

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>				
County Assessor	49.00	49.00	49.00	49.00
Total Operating Budget	49.00	49.00	49.00	49.00

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None				
Total Projects / Grants	-	-	-	-
Total Existing Permanent FTE	49.00	49.00	49.00	49.00

	FY24 Proposed	FY25 Proposed
FTE Changes		
None		
Total FTE Changes	-	-
Total FTE	49.00	49.00
Inc/(Dec) from Previous Year	-	-

SAFETY & JUSTICE

To advance the County's Vision, Mission and Goals, the County Manager hereby submits the 2024-2025 biennial budget for the Safety and Justice Service Team.

It has been a challenging year to craft a budget that both maintains essential services and sustains our transformational work. While none of our departments got everything they asked for, we believe this proposed budget will maintain essential services and allow us to attract and retain employees in a competitive labor market.

Inflationary pressure in the Courts budget has been one of our biggest challenges. Since the largest portion of this budget is rent for courtroom and related spaces, the increase in Property Management rates has an outsized impact. Also, the contract for Children In Need of Protective Services (CHIPS) parent attorneys, which locked in favorable rates for several years, expires at the end of this year. Although we plan to do an RFP for the next contract, we believe the rates will mirror what we see for contracts in other counties. This would result in an increase cost for this contracted service even though CHIPS case numbers have been stable. Much of the additional levy for Safety and Justice is going to non-discretionary cost increases for Courts that do not add new services or capacity for transformational work.

The Emergency Communications Department budget had to absorb significant market adjustments for 9-1-1 call takers and dispatchers. The increased salaries appear to be effective in recruiting candidates and filling vacancies, but the additional costs mean restoring contributions to fund future capital equipment needs is taking longer than we would like. Ideally, we would like to see an additional \$400,000 in capital equipment reserves for 2024 and \$200,000 in 2025 to return the department to a sustainable fund balance projection that it had prior to the pandemic. However, we made an intentional decision to preserve some capacity for community engagement and continued employee development in race equity rather than fully restore capital equipment needs. On a positive note, we have not tapped the department fund balance for operating costs in this budget cycle as we have in the past.

The Medical Examiner's Office budget reflects increases in salaries to address market adjustments that are undergoing review in HR. A compensation study has been completed and shows many positions in the department are significantly below market. These jobs are highly specialized, and vacancies can be difficult to fill. Significant additional revenue is included in the 2025 budget to help offset anticipated market adjustments and to fund an additional investigator position that is needed to handle the workload of increasingly complex death investigations and to provide better 24 by 7 shift coverage. Opportunities to increase revenue in 2024 are limited due to the timing of contract renewals.

Emergency Management and Homeland Security (EMHS) required additional levy support to address long overdue market adjustments in wages. Information Services rate increases had an outsized impact for this department due to the amount of equipment that is staged/maintained at the public works facility in Arden Hills for the emergency operations center. The department is reviewing the quantity of equipment necessary and will likely reduce the number of devices in a manner that minimizes the impact on readiness. The service team controller has realigned several line-item expenditures between operations and grants to improve clarity and transparency to the department budget.

The Office of Safety and Justice has carried an accountant FTE for several years without the ability to fund it. Previously, accounts payable for Courts, Public Defender and Office of Safety and Justice was processed with help from staff in Central Finance, Human Resources, and the County Managers Office. EMHS vouchers were covered by employees in the Emergency Communications Department. In 2023, we converted the accountant position to an Account Specialist II in order to consolidate and centralize fiscal services for ECC, EMHS, Courts, Public Defender and Office of Safety and Justice and meet other departmental administrative needs. Costs to fund this position is now being charged to the various departments at the percentage based on workload by department.

Last year the board approved significant market adjustment for deputies, sergeants, and commanders to remain competitive with other metro counties and cities. This investment has been highly successful in filling vacancies for sworn positions. In order to absorb these market adjustments and maintain essential services, the Sheriff's Office proposed budget has a 12.7 percent levy increase for 2024. Similarly, wage and cost pressures in the County Attorneys Office resulted in a proposed levy increase of 11.8 percent for 2024.

Cost pressures from wages, contracts, and internal service charges has limited our ability to provide funding for systems transformation initiatives at the service team level. Therefore, our goal for the coming months will be to work with our teams and partners to look for ways to leverage new funding from the State of Minnesota to keep our transformation work moving forward.

We look forward to meeting with the board in September to present our proposed service team budget.

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D223100	<u>Office Of Safety And Justice (D223100)</u>							
D223101	Safety & Justice	1,045,335	69,359	-	975,976	672,991	302,985	45.0%
	Office Of Safety And Justice (D223100) Total	1,045,335	69,359	-	975,976	672,991	302,985	45.0%
D223200	<u>Emergency Management (D223200)</u>							
D223201	Emergency Management	452,655	-	-	452,655	360,045	92,610	25.7%
D223280	EMHS SDPS UASI Grant (G208088)	409,500	409,500	-	-	-	-	-
D223280	Emergency Management Performance Grant (G208089)	415,680	415,680	-	-	-	-	-
	Emergency Management (D223200) Total	1,277,835	825,180	-	452,655	360,045	92,610	25.7%
D300000	<u>County Attorney (D300000)</u>							
D300101	Law Office	33,398,294	6,511,875	-	26,886,419	24,039,618	2,846,801	11.8%
D300301	Co Atty Child Support Enforcem	19,608,917	12,952,649	-	6,656,268	5,972,397	683,871	11.5%
D300180	Auto Theft Prosecution (G207001)	165,912	165,912	-	-	-	-	-
D300180	Crime Victim Services (G208044)	223,356	223,356	-	-	-	-	-
D300180	Justice Assistance Grant (G404007)	27,780	27,780	-	-	-	-	-
	County Attorney (D300000) Total	53,424,259	19,881,572	-	33,542,687	30,012,015	3,530,672	11.8%
D480000	<u>Sheriff (D480000)</u>							
D480101	Support Services	10,960,854	2,057,255	-	8,903,599	6,812,297	2,091,302	30.7%
D480104	Volunteers in Public Safety	92,861	-	-	92,861	88,141	4,720	5.4%
D480201	Court Services	2,805,094	739,579	-	2,065,515	1,846,266	219,249	11.9%
D480202	Court Security	7,323,459	1,100,000	-	6,223,459	5,832,736	390,723	6.7%
D480203	Felony Apprehension	4,785,118	137,500	-	4,647,618	4,047,755	599,863	14.8%
D480204	Gun Permits	245,882	388,000	-	(142,118)	(147,175)	5,057	(3.4)%
D480302	Law Enforcement Center (LEC)	24,790,988	1,308,000	-	23,482,988	21,420,324	2,062,664	9.6%
D480303	Firearms Range	113,562	113,562	-	-	-	-	-
D480401	Public Safety Services	6,042,163	1,811,100	-	4,231,063	3,709,657	521,406	14.1%
D480404	Transportation/Hospital	4,197,795	30,000	-	4,167,795	3,836,311	331,484	8.6%
D480405	Law Enforcement Services	12,075,422	12,075,422	-	-	-	-	-
D480406	Impound Lot	207,220	-	-	207,220	174,970	32,250	18.4%
D480480	Justice Assistance Grant (G101023)	24,000	24,000	-	-	-	-	-

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D480480	High Intensity Drug Trafficking (G110001)	289,656	289,656	-	-	-	-	-
D480480	Auto Theft Prevention Grant (G207002)	43,340	43,340	-	-	-	-	-
D480480	Dedicated Investigator Auto Theft Prevent Grant (G207003)	103,780	103,780	-	-	-	-	-
D480480	Auto Theft Prevention Overtime Grant (G207004)	90,000	90,000	-	-	-	-	-
D480480	Traffic Initiative Grant (G208071)	116,192	116,192	-	-	-	-	-
D480480	Violent Crime Enforcement Team Grant (G208076)	495,000	495,000	-	-	-	-	-
D480480	RCSO DUI Officer Grant (G208103)	125,125	125,125	-	-	-	-	-
D480480	Metro EMS Region for Opiate Antagonist (G211038)	18,000	18,000	-	-	-	-	-
D480480	Off Highway Vehicle Enforcement Grant (G216012)	11,356	11,356	-	-	-	-	-
D480480	SHRF DNR Snowmobile Safety Enf (G216026)	8,908	8,908	-	-	-	-	-
D480480	Boat and Water Safety Enforcement (G216031)	53,810	53,810	-	-	-	-	-
D480480	Boat Safety Equipment (G216035)	67,755	67,755	-	-	-	-	-
	Sheriff (D480000) Total	75,087,340	21,207,340	-	53,880,000	47,621,282	6,258,718	13.1%
D180000	Courts (D180000)	5,273,753	395,990	-	4,877,763	3,815,148	1,062,615	27.9%
D180601	Commitments, Counsel, and Rent	5,273,753	395,990	-	4,877,763	3,815,148	1,062,615	27.9%
	Courts (D180000) Total	5,273,753	395,990	-	4,877,763	3,815,148	1,062,615	27.9%
D490000	Emergency Services (D490000)							
D490101	Dispatch Center	17,043,445	7,882,978	-	9,160,467	8,365,767	794,700	9.5%
D490102	800 MHz System	887,772	190,000	-	697,772	736,720	(38,948)	(5.3)%
D490103	CAD Operating Budget	2,325,986	930,394	-	1,395,592	1,407,517	(11,925)	(0.8)%
	Emergency Services (D490000) Total	20,257,203	9,003,372	-	11,253,831	10,510,004	743,827	7.1%
D480480	Medical Examiner (D510000)							
D480480	Medical Examiner	3,909,815	2,165,000	-	1,744,815	1,318,886	425,929	32.3%
	Medical Examiner (D510000) Total	3,909,815	2,165,000	-	1,744,815	1,318,886	425,929	32.3%
Total Safety & Justice		160,275,540	53,547,813	-	106,727,727	94,310,371	12,417,356	13.2%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

		<u>FY25 Proposed</u>				<u>FY24 Proposed Tax Levy</u>	<u>Inc/(Dec) over FY24 Tax Levy</u>	<u>%Inc/(Dec) over FY24 Tax Levy</u>
<u>CODE</u>	<u>ACTIVITY/DEPARTMENT</u>	<u>Budget</u>	<u>Revenue</u>	<u>Fund Balance</u>	<u>Tax Levy</u>			
D223100	<u>Office Of Safety And Justice (D223100)</u>	-	-	-	-	-	-	-
D223101	Safety & Justice	1,520,006	70,476	-	1,449,530	975,976	473,554	48.5%
	Office Of Safety And Justice (D223100) Total	1,520,006	70,476	-	1,449,530	975,976	473,554	48.5%
D223200	<u>Emergency Management (D223200)</u>	-	-	-	-	-	-	-
D223201	Emergency Management	470,173	-	-	470,173	452,655	17,518	3.9%
D223280	EMHS SDPS UASI Grant (G208088)	409,500	409,500	-	-	-	-	-
D223280	Emergency Management Performance Grant (G208089)	415,680	415,680	-	-	-	-	-
	Emergency Management (D223200) Total	1,295,353	825,180	-	470,173	452,655	17,518	3.9%
D223101	<u>County Attorney (D300000)</u>							
D300101	Law Office	33,573,659	6,512,123	-	27,061,536	26,886,419	175,117	0.7%
D300301	Co Atty Child Support Enforcem	19,781,157	12,952,649	-	6,828,508	6,656,268	172,240	2.6%
D300180	Auto Theft Prosecution (G207001)	948,287	948,287	-	-	-	-	-
D300180	Crime Victim Services (G208044)	223,356	223,356	-	-	-	-	-
D300180	Justice Assistance Grant (G404007)	27,780	27,780	-	-	-	-	-
	County Attorney (D300000) Total	54,554,239	20,664,195	-	33,890,044	33,542,687	347,357	1.0%
	<u>Sheriff (D480000)</u>							
D480101	Support Services	11,171,044	2,057,255	-	9,113,789	8,903,599	210,190	2.4%
D480104	Volunteers in Public Safety	93,724	-	-	93,724	92,861	863	0.9%
D480201	Court Services	2,784,428	667,537	-	2,116,891	2,065,515	51,376	2.5%
D480202	Court Security	7,395,240	1,100,000	-	6,295,240	6,223,459	71,781	1.2%
D480203	Felony Apprehension	4,827,870	137,500	-	4,690,370	4,647,618	42,752	0.9%
D480204	Gun Permits	248,075	388,000	-	(139,925)	(142,118)	2,193	(1.5)%
D480302	Law Enforcement Center (LEC)	25,393,658	1,308,000	-	24,085,658	23,482,988	602,670	2.6%
D480303	Firearms Range	118,708	118,708	-	-	-	-	-
D480401	Public Safety Services	6,025,727	1,830,000	-	4,195,727	4,231,063	(35,336)	(0.8)%
D480404	Transportation/Hospital	4,237,528	30,000	-	4,207,528	4,167,795	39,733	1.0%
D480405	Law Enforcement Services	12,135,740	12,135,740	-	-	-	-	-
D480406	Impound Lot	220,998	-	-	220,998	207,220	13,778	6.6%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D480480	Justice Assistance Grant (G101023)	24,000	24,000	-	-	-	-	-
D480480	High Intensity Drug Trafficking (G110001)	290,700	290,700	-	-	-	-	-
D480480	Auto Theft Prevention Grant (G207002)	43,340	43,340	-	-	-	-	-
D480480	Dedicated Investigator Auto Theft Prevent Grant (G207003)	103,780	103,780	-	-	-	-	-
D480480	Auto Theft Prevention Overtime Grant (G207004)	90,000	90,000	-	-	-	-	-
D480480	Traffic Initiative Grant (G208071)	116,192	116,192	-	-	-	-	-
D480480	Violent Crime Enforcement Team Grant (G208076)	495,000	495,000	-	-	-	-	-
D480480	RCSO DUI Officer Grant (G208103)	125,125	125,125	-	-	-	-	-
D480480	Metro EMS Region for Opiate Antagonist (G211038)	18,000	18,000	-	-	-	-	-
D480480	Off Highway Vehicle Enforcement Grant (G216012)	11,356	11,356	-	-	-	-	-
D480480	SHRF DNR Snowmobile Safety Enf (G216026)	8,908	8,908	-	-	-	-	-
D480480	Boat and Water Safety Enforcement (G216031)	53,810	53,810	-	-	-	-	-
D480480	Boat Safety Equipment (G216035)	67,755	67,755	-	-	-	-	-
	Sheriff (D480000) Total	76,100,706	21,220,706	-	54,880,000	53,880,000	1,000,000	1.9%
D180000	Courts (D180000)							
D180601	Commitments, Counsel, and Rent	5,273,753	395,990	-	4,877,763	4,877,763	-	-
	Courts (D180000) Total	5,273,753	395,990	-	4,877,763	4,877,763	-	-
D490000	Emergency Services (D490000)							
D490101	Dispatch Center	17,712,298	8,334,767	-	9,377,531	9,160,467	217,064	2.4%
D490102	800 MHz System	917,181	190,000	-	727,181	697,772	29,409	4.2%
D490103	CAD Operating Budget	2,362,325	955,961	-	1,406,364	1,395,592	10,772	0.8%
	Emergency Services (D490000) Total	20,991,804	9,480,728	-	11,511,076	11,253,831	257,245	2.3%
D510000	Medical Examiner (D510000)							
D510101	Medical Examiner	4,011,248	2,554,500	-	1,456,748	1,744,815	(288,067)	(16.5)%
	Medical Examiner (D510000) Total	4,011,248	2,554,500	-	1,456,748	1,744,815	(288,067)	(16.5)%
Total Safety & Justice		163,747,109	55,211,775	-	108,535,334	106,727,727	1,807,607	1.7%

Office of Safety and Justice
Scott Williams, Deputy County Manager

15 West Kellogg Blvd
651-266-7721

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

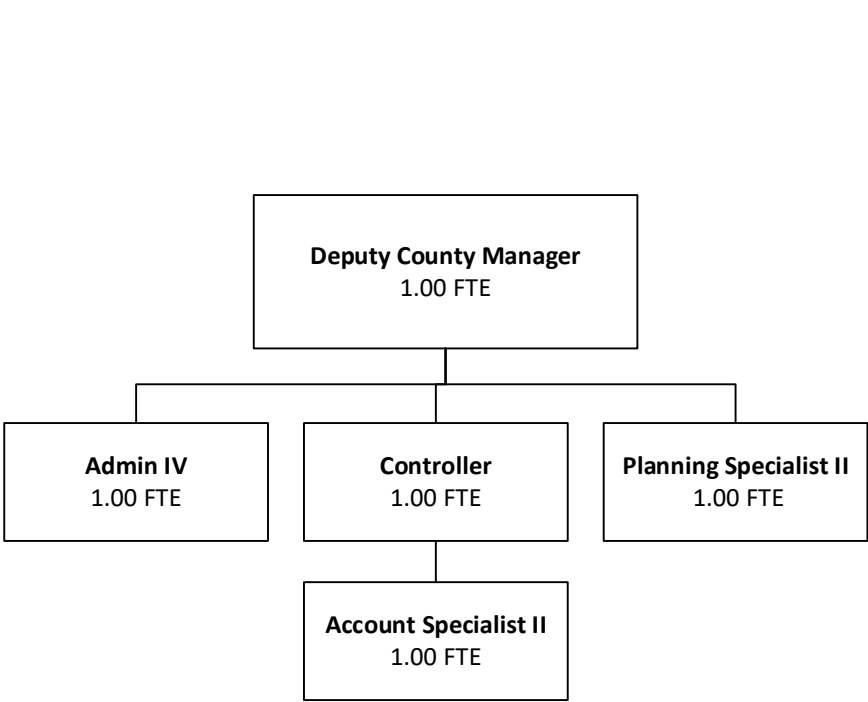
Department Overview

The Safety and Justice Service Team is comprised of Emergency Communications, Emergency Management & Homeland Security, the Medical Examiner’s Office and maintains primary strategic partnerships with and budget oversight for the Offices of the Sheriff, County Attorney, the Second Judicial District Court, and the Public Defenders. The Safety and Justice Service Team works to enhance the wellbeing and safety of Ramsey County residents through priorities aligned with and supporting the county’s strategic priorities. The Service Team strives to align justice system outcomes with community values, strengthen families, advancing racial equity, share power with community in decision-making, and community resilience.

The Office of Safety and Justice provides executive leadership and supports the offices and departments within the Safety and Justice Service Team by coordinating efforts to reform and transform justice system outcomes with an intentional focus on race equity. There is a strong commitment to partner with public health, social services, community corrections and community-based resources as integral parts of redesigned systems. By sharing power and decision making with community, transformative ideas will have an opportunity to be developed and implemented successfully.

Department Organizational Chart

Department 2024 Organizational Chart



Personnel – FTE	
2022 Approved	5.00
2023 Approved	5.00
2024 Proposed	5.00
2025 Proposed	6.00

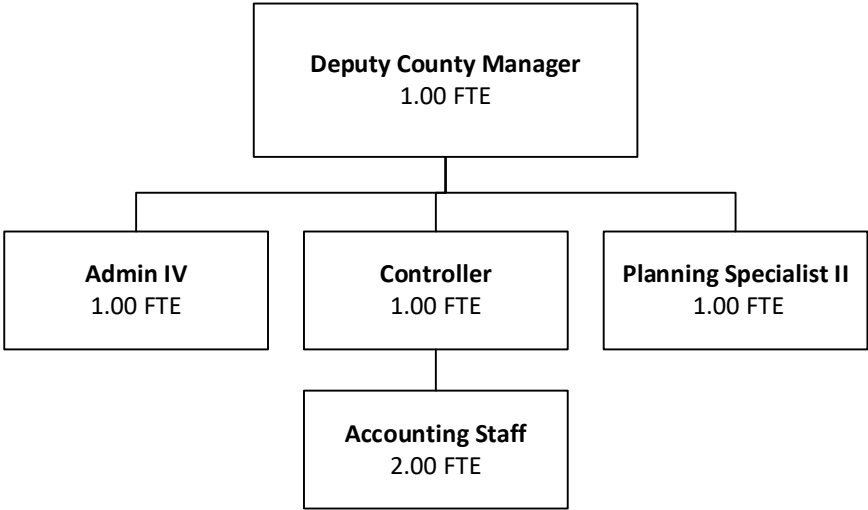
Office of Safety and Justice
Scott Williams, Deputy County Manager

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department 2025 Organizational Chart

Personnel – FTE	
2022 Approved	5.00
2023 Approved	5.00
2024 Proposed	5.00
2025 Proposed	6.00



2024-25 Major Changes

Emergency Communication, Emergency Management and Homeland Security, District Court, Public Defender, and Office of Safety and Justice departments collaborated to maximize resources and meet department administrative needs. In 2023, the controller consolidated the financial management and accounting duties for these five Safety and Justice Departments and is partially being supported by an Account Specialist II. In 2025, the Office of Safety and Justice is requesting one (1) additional FTE as an Accountant II. This person will expand the ability of the Office to train department staff on processes and procedures, generate reports, financial forecasts, and perform other duties related to compliance, transparency, and fiscal accountability.

Office of Safety and Justice has designated funds in 2024 and 2025 specifically to be utilized to create capacity to drive transformational change and continue to engage community on crucial safety and justice reform. Existing strategic priorities that have been funded through community engagement and strategic priority funds will now be operationalized in the Office of Safety and Justice 2024-2025 biennial budget.

In 2024 and 2025, the Office of Safety and Justice will also start financially contributing to the costs of maintaining office space located in the County Manger’s suite.

Office of Safety and Justice
Scott Williams, Deputy County Manager

15 West Kellogg Blvd
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Performance Measures

The Safety and Justice Service Team set performance measures to enhance the wellness of Ramsey County Communities and advance the County's Vision, Mission and Goals. The Service Team is enhancing the wellbeing of Ramsey County residents by focusing on three key strategic priorities: (1) Talent Attraction, Retention and Promotion, (2) Putting Well-being and Community at the Center of Justice System Transformation, and (3) Residents First: Effective, Efficient and Accessible Operations.

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform available here: <https://data.ramseycounty.us/stories/s/Safety-Justice/hk7t-fpn9/>

Community Engagement

Putting wellbeing and community at the center of justice system transformation allows the opportunity for community engagement and co-creation. Community partnership is critical to align justice system decision making with community values. The Safety and Justice Service Team recognizes the need for public health, social services, and community to play a more integral role in public safety responses and is leading justice reform locally, at the state, and at national levels through collaborative efforts with justice partners and impacted communities. It is a top priority of the service team that policies which guide decision making about detention be reformed so people who are not a risk to the public are not detained needlessly.

Safety and Justice Team continues to engage in Bail Reform, Diversion Programs, Re-imagining Justice for Youth, Non-Public Safety Traffic Stops, and Appropriate Responses Initiatives alongside system stakeholders and community members. As the focus of public safety shifts to a community wellness lens, the service team needs to build trusting relationships with influential leaders of communities.

Racial Equity

Racial Equity is key meaningful transformation and alignment of justice system outcomes with community values. Involvement in the justice system disproportionately impacts Black and Brown residents with lifelong consequences. Intentional focus on building relationships with traditionally underserved communities helps build trust with Safety and Justice Service Team departments.

Internally, Office of Safety and Justice is leading with a lens of racial equity. In 2022 and 2023, the Office of Safety and Justice partnered with Health and Wellness and the Strategic Service Teams to develop a framework for Justice System Transformation that has an intentional focus of reducing involvement in the justice system for Black and Brown residents.

Continued partnership with Workforce Solutions, Human Resources, Communications, and a broad network of community partners and schools allows the service team to develop and maintain a diverse staff that is reflective of our communities. A diverse and inclusive workforce is essential to earning trust the service we provide.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Update on Recent Initiatives

Appropriate Response Initiative is transforming the current public safety system will involve reducing the overreliance on traditional responses to 911 and non-emergency calls received by the Emergency Communications Center (ECC). In collaboration with justice partners and impacted communities using co-design to develop an appropriate responses initiative that enhances and transforms the ECC dispatch processes, public wellness systems (Social Services and Public Health) and community institutions will provide a wider range of options in responding to people in need.

The Bail Reform Work Group collaborates with justice system stakeholders, nonprofit groups, and community members to improve our pretrial system by prioritizing community well-being and safety while reducing harm cause by the cash bail system. Actionable steps include implementing a risk assessment tool to ensure only those who pose a risk to the public or failure to appear in court are held in jail, creating supports for people who are released so they are connected with services, and removing barriers to showing up for their court date. As the Bail Reform Work Group continues to expand, this vital work will be budgeted in the office of safety and justice operational budget to ensure sustainability.

Revenues

In line with the County's values of transparency and accountability, the Office of Safety and Justice strives to assist service team departments in recognizing revenue opportunities from additional sources such as grants or foundations. However, while grants can provide much needed funding, we must ensure that the goals of the granting entity are in close alignment with our strategic priorities so grant funded activities can do not become a distraction from progress on those priorities.

Long Term Budget Pressures

Most of the work "Putting Well-Being and Community at the center of Justice System Transformation" undertaken by the Safety and Justice Service Team has been funded by one-time funding or within individual department budgets. Successful systems transformation work that involves other service teams should be driven and resourced at the service team level, which will require additional service team capacity to sustain initiatives from planning to operationalization. Continued reliance on our internal community engagement fund, strategic priority fund, and individual department budgets risks interruptions to the work and breaking trust with community partners.

Department Summary

BUDGET SUMMARY

Office of Safety and Justice

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	727,956	672,991	1,045,335	1,520,006
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	40,000	-	69,359	70,476
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	687,956	672,991	975,976	1,449,530
Inc/(Dec) from Previous Year			302,985	473,554
% Inc/(Dec) from Previous Year			45.0%	48.5%
Inc/(Dec) from Two Years				776,539
% Inc/(Dec) from Two Years				115.4%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Office of Safety and Justice

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	69,359	70,476
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	40,000	-	-	-
Property Tax Levy	687,956	672,991	975,976	1,449,530
Total Revenue / Estimated Revenue	727,956	672,991	1,045,335	1,520,006

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	645,322	637,985	781,228	851,467
Professional Services	81,696	34,223	263,107	667,539
Client Services	-	-	-	-
Supplies	938	783	1,000	1,000
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	727,956	672,991	1,045,335	1,520,006

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Office of Safety and Justice County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	69,359	70,476
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	40,000	-	-	-
Property Tax Levy	687,956	672,991	975,976	1,449,530
Total Revenue / Estimated Revenue	727,956	672,991	1,045,335	1,520,006

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	645,322	637,985	781,228	851,467
Professional Services	81,696	34,223	263,107	667,539
Client Services	-	-	-	-
Supplies	938	783	1,000	1,000
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	727,956	672,991	1,045,335	1,520,006

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	5.00	5.00	5.00	6.00

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Office of Safety and Justice

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Safety & Justice	40,000	-	69,359	70,476
Total Operating Budget	40,000	-	69,359	70,476
Inc/(Dec) from Previous Year			69,359	1,117
% Inc/(Dec) from Previous Year			-	1.6%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	40,000	-	69,359	70,476

Inc/(Dec) from Previous Year			69,359	1,117
% Inc/(Dec) from Previous Year			-	1.6%
Inc/(Dec) from Two Years				70,476
% Inc/(Dec) from Two Years				-

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Office of Safety and Justice

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Safety & Justice	727,956	672,991	1,045,335	1,520,006
Total Operating Budget	727,956	672,991	1,045,335	1,520,006
Inc/(Dec) from Previous Year			372,344	474,671
% Inc/(Dec) from Previous Year			55.3%	45.4%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
ARPA Violence Prevention Grant (G111020)	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	727,956	672,991	1,045,335	1,520,006

Inc/(Dec) from Previous Year			372,344	474,671
% Inc/(Dec) from Previous Year			55.3%	45.4%
Inc/(Dec) from Two Years				847,015
% Inc/(Dec) from Two Years				125.9%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Office of Safety and Justice

	FY22	FY23	FY24	FY25
Permanent FTE	Approved	Approved	Proposed	Proposed
<u>Operating Budget</u>				
Safety & Justice	5.00	5.00	5.00	5.00
Total Operating Budget	5.00	5.00	5.00	5.00

	FY22	FY23	FY24	FY25
Projects / Grants	Approved	Approved	Proposed	Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-

Total Existing Permanent FTE	5.00	5.00	5.00	5.00
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	FY24	FY25
FTE Changes	Proposed	Proposed
Accountant 2 (1.00 FTE)	-	1.00
Total FTE Changes	-	1.00

Total FTE	5.00	6.00
------------------	-------------	-------------

Inc/(Dec) from Previous Year	-	1.00
Inc/(Dec) from Two Years		1.00

DEPARTMENT SUMMARY



Emergency Management & Homeland Security
Judson Freed, Director

90 W. Plato Blvd. Suite 220
651-266-1014

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

Emergency Management and Homeland Security (EMHS) conducts ongoing hazards analyses and coordinates public safety efforts across all county departments and between all municipal governments in Ramsey County. The purpose is to prevent, plan for, respond to, mitigate against, and recover from all-hazards, disasters, and large or complex emergencies, no matter the cause and including acts of terrorism. EMHS responsibilities also include the creation, coordination, maintenance, and operation of the county's Continuity of Operations Plans; working to enhance employee and visitor safety in county facilities; assessing threats to the workplace and employees; and programming to increase overall resilience of Ramsey County, our residents, and our municipal partners.

EMHS carries out specific crisis management activities mandated by the State of Minnesota and by the federal government and coordinates major incident management activities. EMHS is the only county in the upper Midwest to receive national accreditation for our Emergency Management program. Accreditation requires meeting and maintaining 64 specific, measurable standards and only 38 counties in the U.S. have been able to achieve this level of performance.

The department continues to staff the County Duty Officer role 24x7. Through the duty officer, individual county departments, partner agencies, and municipal governments can reach out for service from the EMHS department. The Duty Officer evaluates requests and routes them to appropriate intervention. Typical calls include 100% of all requests for threat assessment of potential threats of violence in the workplace, as well as request for assistance for many other public safety emergencies. All full-time staff rotate through the position.

DEPARTMENT SUMMARY

Emergency Management & Homeland Security
Judson Freed, Director

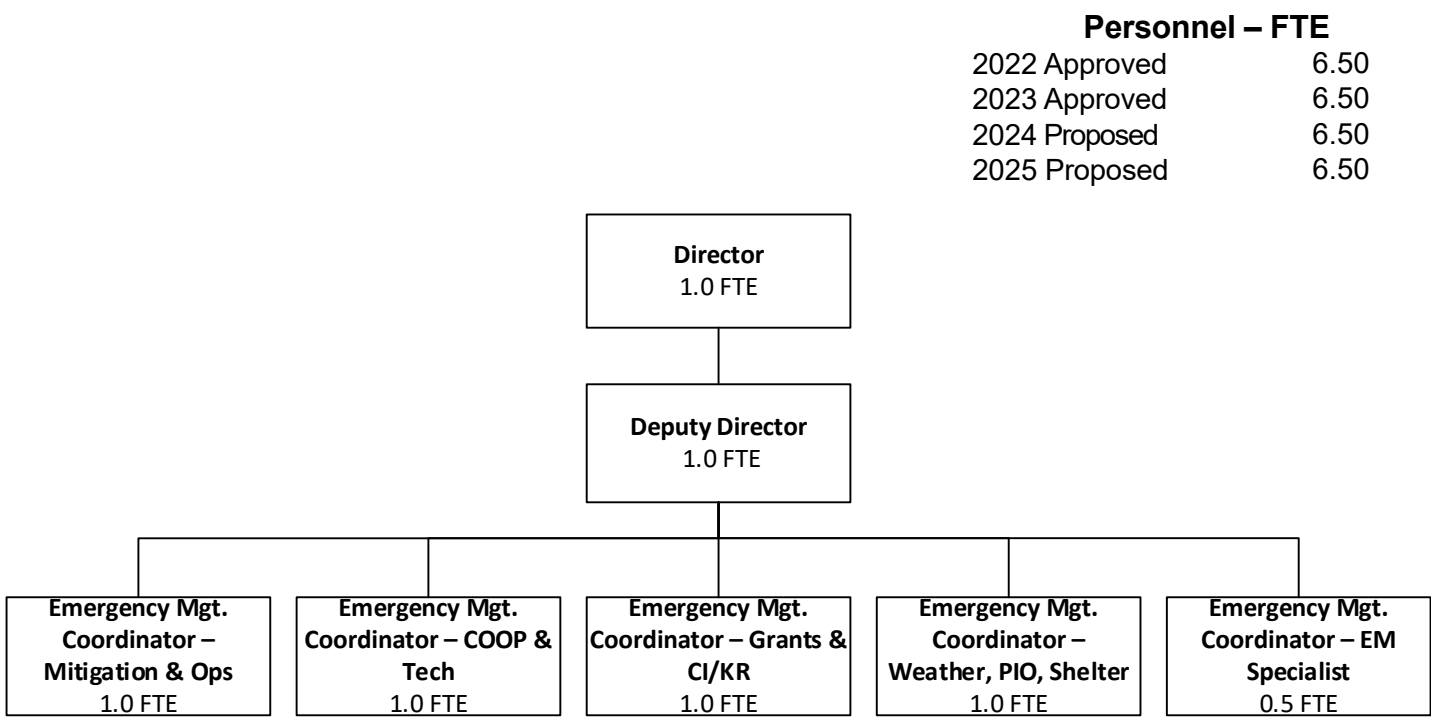


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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Department 2024 Organizational Chart



DEPARTMENT SUMMARY

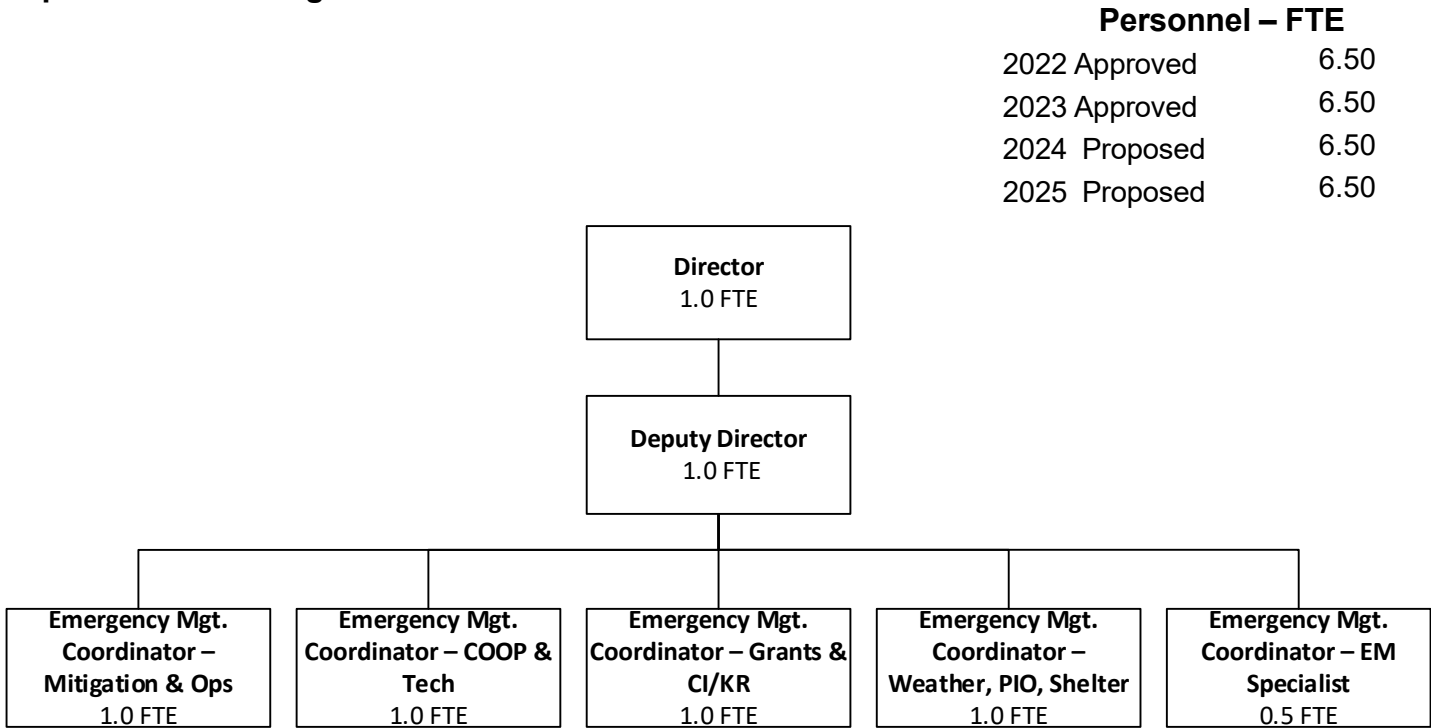


Emergency Management & Homeland Security
Judson Freed, Director

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department 2025 Organizational Chart



2024-25 Major Changes

Increases and restructuring of IS rates has required the department to double its budget for IS technology charges. EMHS maintains standby computers and communications equipment at our facilities to allow any person assigned to incident management duties to work with preconfigured phones and technology. To manage increase costs, EMHS will need to eliminate some these standby computers and phones and require that county personnel assigned to the EOC to bring their own assigned laptops and mobile phones. We will still maintain a few laptops for non-employee partner use. Importantly, the EOC function is most often operated virtually, so we hope to minimize any impacts, and our financial team is working diligently to meet the challenge. However, even with this reduction in the number of computers, additional levy was required to cover the increased IS rates.

Because EMHS is unable to switch to a predominantly remote work model and is required by law to maintain fixed operational facilities, there are no opportunities to make operational changes that reduce the impact of a Property Management rate increase.

Until 2023, salaries scales for all EMHS job classifications were significantly below the market average, creating a challenge in attracting and retaining talent. These positions had not been adjusted for the market in approximately 20 years. The proposed 2024/25 budget includes additional levy funding to accommodate salary scale adjustments that have been approved to date or are in the approval process.

DEPARTMENT SUMMARY



Emergency Management & Homeland Security
Judson Freed, Director

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

The Service Team Controller has worked with the department over the past several months to realign how operational and program costs are charged to funding sources. This restructuring is reflected in several line item being able to shift between levy and grant funds and allows for improved clarity and budget transparency.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

While the department has fewer staff than most urban counties in the nation, Ramsey County complies with 100% of the federal requirements for emergency management agencies, including meeting the requirements of the Superfund Amendments and Reauthorization Act of 1986 Title III, and those of the State of Minnesota as required by law. Ramsey County remains the only county in Minnesota to hold accreditation by the Emergency Management Accreditation Program, the national audit and evaluation of emergency management standards requirements. 85% of the staff concentrate directly on assuring compliance with the laws and rules (all staff contribute in some way to maintaining national accreditation). 1.0 FTE (15%) is primarily dedicated to maintaining compliance with grants and purchasing.

100% of all county department continuity of operations (COOP) plans have been reviewed by EMHS. Regular plan review and update sessions for county departments are now routine and held at least monthly. The goal to thoroughly audit and review at least half of all agency plans continues to be the overarching goal, and EMHS expects to achieve that in 2023, 2024, and 2025.

Community Engagement

Working with Racial and Health Equity Administrator Antonio Montez, EMHS is working (along with the rest of the Service Team) to plan a series of events in the community. Getting to know our community is the first step to building viable and real relationships. The intent is three-fold. First, we hope to educate our residents about our departments – who we are, what we do, and why we do it. The second is to hear from the residents about their perceptions of risk to their communities from the impacts of disasters and what their concerns are in regard to response and recovery. This will allow us to make changes in our response plans and mitigation strategies that are more responsive to the needs of their communities. The third purpose is to present our agencies, and Ramsey County, as potential employers, building stronger bonds between the services we provide, and those who rely on those services.

In 2024, EMHS will begin the mandated revisions to the countywide pre-disaster Hazard Mitigation Plan. For the first time, the City of Saint Paul has asked to integrate into the countywide process, making this plan, one that will represent goals for the entire county. The planning process relies upon (and legally requires) community involvement. We will be holding community meetings, providing surveys and other tools for disparate involvement by our residents (and now including residents of Saint Paul). Our hope is that the community outreach efforts mentioned above will lay the foundation for these engagement opportunities to be better attended and more representative of the whole community.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Racial Equity

The department has led regional research into the impact of social vulnerabilities, including race equity, on survivors of disaster and the resilience of our community.

During times of disaster and crisis, traditionally underserved communities are known to be most vulnerable and least able to take personal protective measures. The result is that the impact of disasters disproportionately impacts these most vulnerable communities, and this informs all EMHS planning activities. In 2023 a new Comprehensive Emergency Operations Plan was developed in consultation with partner agencies and communities to better ensure that emergency response and recovery activities account for social vulnerabilities and to reduce adverse impact to the most vulnerable. While no plan will “fix” social vulnerability, the 2023 CEOP attempts to ensure that actions taken in response to disaster do not add to these vulnerabilities and remain flexible enough to provide aid and assistance where it is most needed. All 2024 and 25 activities (and beyond) therefore, will include this equity lens.

In April 2023, EMHS received an analysis of disparity causes in attracting diverse staff in the future. This will help to inform future recruitment efforts for future open positions or internships.

Update on Recent Initiatives

Two major initiatives began in 2023 and will continue in 2024 and 2025. The first was the creation and adoption of the new countywide Comprehensive Emergency Operations Plan described earlier. This plan, which provides a common concept of operations for all Ramsey County agencies and jurisdictions, was developed specifically using analysis of the major responses undertaken by the county in recent years. Additionally, specific attention to the vulnerabilities present in our county was addressed in the new plan.

Revenues

All revenue, representing approximately 60% of the department budget, comes from federal grants. Opportunities for increased revenue through emergency management grants are rare and most efforts to influence state and federal officials has focused on reducing the pace of cuts to these grants. EMHS has been and remains dependent on federal grants for most of the department’s legally mandated functions and all non-mandated activities. While the overall grant revenue has decreased by more than 50% over the past two decades, the revenue has been largely stable for the past eight years while departmental responsibilities have increased exponentially. Federal grant requirements are rarely directly in line with all the priorities and needs of the county, requiring significant work and oversight to achieve the legal goals, the county priorities, and the terms of grants. A major initiative in budget and finance created improved accounting for grant revenue and expenditures, such that there will now be enhanced transparency in how these interact with the levy-funded budget.

Long Term Budget Pressures

EMHS maintains contracts that provide emergency response, planning, and resilience benefits to Ramsey County departments and our municipalities. One example is the software service used for creating,

DEPARTMENT SUMMARY



Emergency Management & Homeland Security
Judson Freed, Director

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

maintaining, using, and evaluating the continuity of operations (COOP) plans of all Ramsey County departments (and optionally by any municipal departments that choose to do so). The COOP planning system also provides resilient document storage for crisis plans and procedures. Although the department has worked diligently to mitigate cost pressures, these systems continue to cost more over time.

The Department also uses a flexible disaster assessment and situational awareness system that is compatible with the State of Minnesota. Although the city of Saint Paul defrays some costs, and the system is among the lowest cost options on the market, the costs do increase each year. This will place pressure on grants and levy budgets.

For all other critical emergency services support, the department has negotiated cooperative agreements with multiple vendors, which set rates for the various services that are needed during specific scenarios. This methodology has reduced costs overall.

Department Summary

BUDGET SUMMARY

Emergency Management & Homeland Security

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	407,197	360,045	452,655	470,173
Expenditure / Appropriation - Projects / Grants	363,588	608,110	825,180	825,180
Revenue / Est. Revenue - Operating Budget	5,217	-	-	-
Revenue / Est. Revenue - Projects / Grants	47,500	608,110	825,180	825,180
Use of Fund Balance	-	-	-	-
County Tax Levy	718,068	360,045	452,655	470,173
Inc/(Dec) from Previous Year			92,610	17,518
% Inc/(Dec) from Previous Year			25.7%	3.9%
Inc/(Dec) from Two Years				110,128
% Inc/(Dec) from Two Years				30.6%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Emergency Management & Homeland Security

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue				
Federal	47,500	608,110	617,340	617,340
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	47,500	608,110	617,340	617,340
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	5,217	-	207,840	207,840
Property Tax Levy	718,068	360,045	452,655	470,173
Total Revenue / Estimated Revenue	770,785	968,155	1,277,835	1,295,353

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	583,878	711,516	823,896	832,032
Professional Services	182,520	239,592	227,108	244,458
Client Services	-	-	-	-
Supplies	4,387	16,047	17,991	10,023
Capital Outlay	-	1,000	1,000	1,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	207,840	207,840
Total Expenditure / Appropriation	770,785	968,155	1,277,835	1,295,353

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Emergency Management & Homeland Security County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue				
Federal	47,500	608,110	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	47,500	608,110	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	5,217	-	-	-
Property Tax Levy	718,068	360,045	452,655	470,173
Total Revenue / Estimated Revenue	770,785	968,155	452,655	470,173

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	583,878	711,516	184,440	190,380
Professional Services	182,520	239,592	59,775	71,353
Client Services	-	-	-	-
Supplies	4,387	16,047	600	600
Capital Outlay	-	1,000	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	207,840	207,840
Total Expenditure / Appropriation	770,785	968,155	452,655	470,173

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	6.50	6.50	0.90	0.90

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Emergency Management & Homeland Security Grant Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	617,340	617,340
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	617,340	617,340
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	207,840	207,840
Total Revenue / Estimated Revenue	-	-	825,180	825,180

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	-	-	639,456	641,652
Professional Services	-	-	167,333	173,105
Client Services	-	-	-	-
Supplies	-	-	17,391	9,423
Capital Outlay	-	-	1,000	1,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	-	-	825,180	825,180

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	-	-	5.60	5.60

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Emergency Management & Homeland Security

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Emergency Management	5,217	-	-	-
Total Operating Budget	5,217	-	-	-
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
EMHS SDPS UASI Grant (G208088)	47,500	405,000	409,500	409,500
Emergency Management Performance Grant (G208089)	-	203,110	415,680	415,680
Total Projects / Grants	47,500	608,110	825,180	825,180
Total Revenue / Estimated Revenue	52,717	608,110	825,180	825,180

Inc/(Dec) from Previous Year	217,070	-
% Inc/(Dec) from Previous Year	35.7%	-
Inc/(Dec) from Two Years		217,070
% Inc/(Dec) from Two Years		35.7%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Emergency Management & Homeland Security

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Emergency Management	407,197	360,045	452,655	470,173
Total Operating Budget	407,197	360,045	452,655	470,173
Inc/(Dec) from Previous Year			92,610	17,518
% Inc/(Dec) from Previous Year			25.7%	3.9%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
EMHS SDPS UASI Grant (G208088)	130,994	405,000	409,500	409,500
Emergency Management Performance Grant (G208089)	232,594	203,110	415,680	415,680
Total Projects / Grants	363,588	608,110	825,180	825,180
Total Expenditure / Appropriation	770,785	968,155	1,277,835	1,295,353

Inc/(Dec) from Previous Year	309,680	17,518
% Inc/(Dec) from Previous Year	32.0%	1.4%
Inc/(Dec) from Two Years		327,198
% Inc/(Dec) from Two Years		33.8%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Emergency Management & Homeland Security

	FY22	FY23	FY24	FY25
Permanent FTE	Approved	Approved	Proposed	Proposed
<u>Operating Budget</u>				
Emergency Management	2.00	2.00	0.90	0.90
Total Operating Budget	2.00	2.00	0.90	0.90

	FY22	FY23	FY24	FY25
Projects / Grants	Approved	Approved	Proposed	Proposed
<u>Projects / Grants</u>				
EMHS SDPS UASI Grant (G208088)	2.50	2.50	2.40	2.40
Emergency Management Performance Grant (G208089)	2.00	2.00	3.20	3.20
Total Projects / Grants	4.50	4.50	5.60	5.60

Total Existing Permanent FTE	6.50	6.50	6.50	6.50
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	FY24	FY25
FTE Changes	Proposed	Proposed
None	-	-
Total FTE Changes	-	-

Total FTE	6.50	6.50
------------------	-------------	-------------

Inc/(Dec) from Previous Year	-	-
Inc/(Dec) from Two Years		-

ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

Elected Office Overview

Our employees serve 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. We recognize that achieving public safety requires continual re-evaluation and improvement, and see our role as problem-solvers, collaborating with community partners to rethink traditional approaches that have disproportionately impacted people of color and those with lower incomes.

Our work is organized by the variety of services we provide:

- **Pretrial Justice** screens cases referred by law enforcement and determines whether to file a charge in court and which cases are eligible for alternative resolutions.
- **Trial Division** prosecutes adult cases to achieve justice on behalf of victims and our community.
- **Youth Justice & Wellness** responds to children aged 10 to 17 accused of committing a crime, running away from home or chronically missing school.
- **Civil Division** advises the County Board and its departments on a wide array of legal issues.
- **Child Support Services** ensures children can count on both parents for financial and emotional support.
- **Child Protection** represents County Social Services staff in child protection cases.
- **Civil Commitment** represents the State in civil commitment cases.
- **Victim, Witness & Postconviction Justice** supports victims and witnesses and works to alleviate collateral consequences of justice involvement for residents who have rehabilitated and ensure the integrity of convictions and sentences.

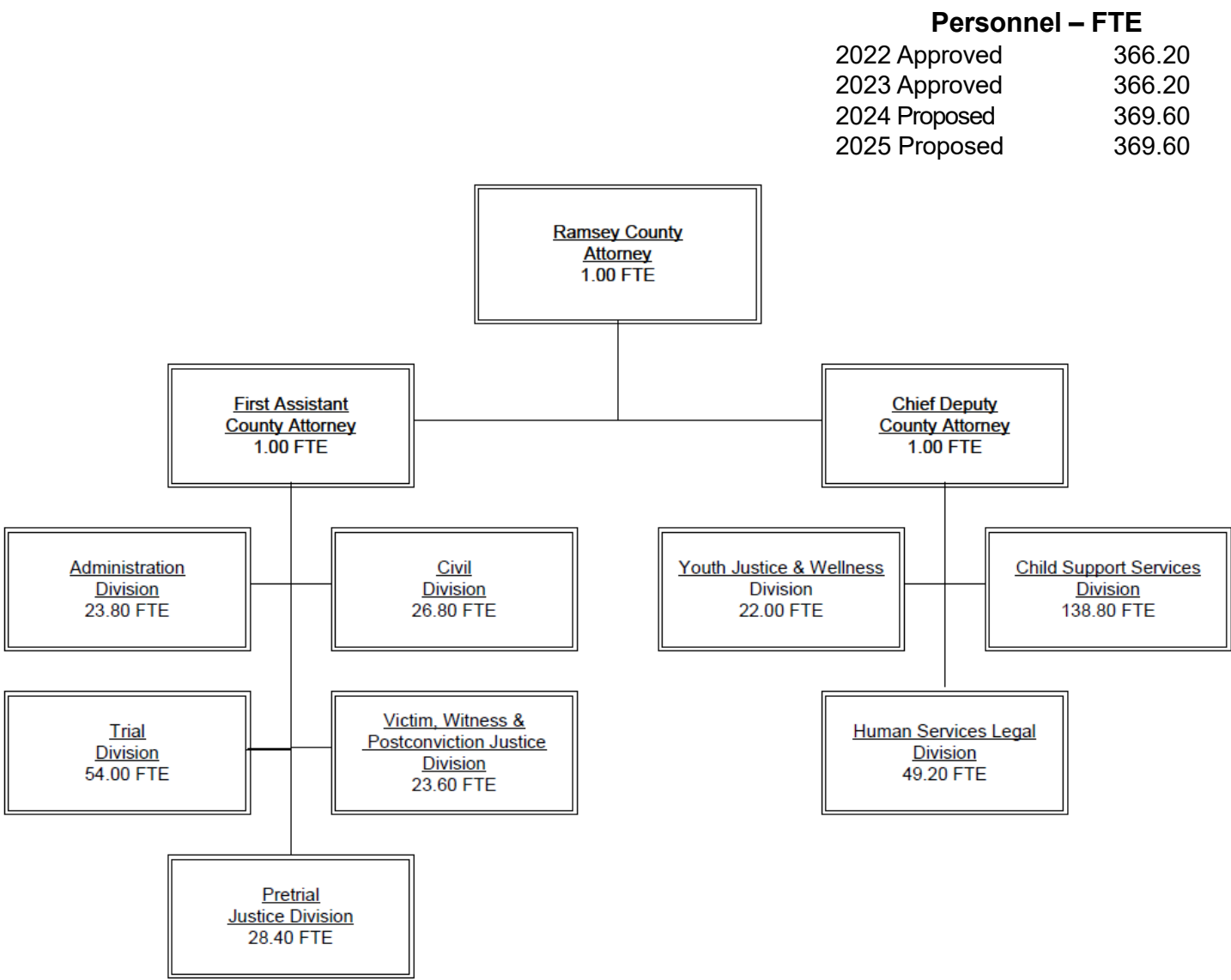
John J. Choi, Ramsey County Attorney
Email: John.Choi@co.ramsey.mn.us

345 Wabasha St. No.

ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Department 2024 Organizational Chart

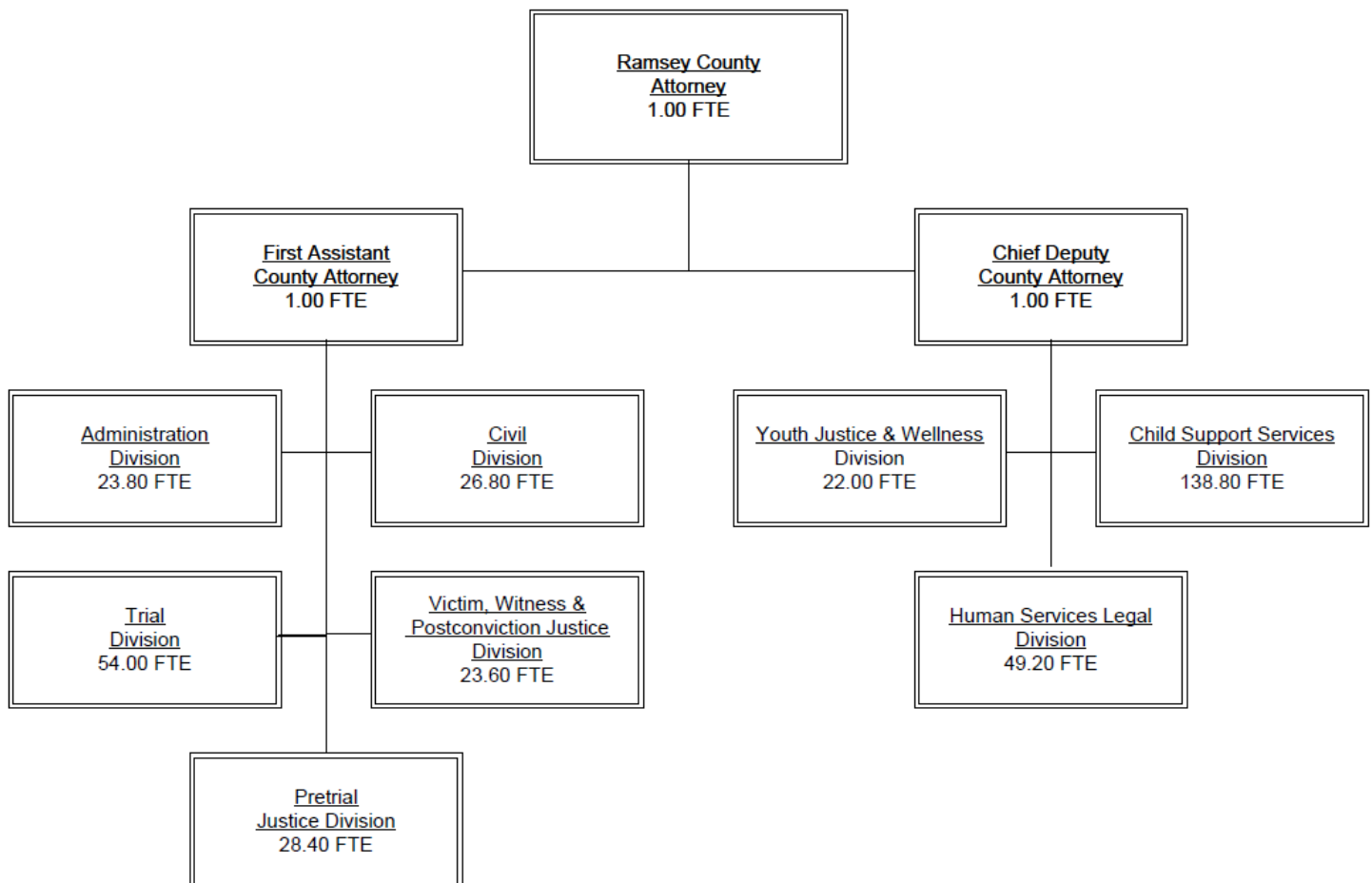


ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

Department 2025 Organizational Chart

Personnel – FTE

2022 Approved	366.20
2023 Approved	366.20
2024 Proposed	369.60
2025 Proposed	369.60



ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

The following are the major changes for 2024 and 2025 budgets compared to 2023 budget:

- Full-time equivalents (FTE) for the 2024 and 2025 personnel services budget increased by 3.4 FTE. 1.2 FTE Attorneys were budgeted in 2023 in the Finance Department budget and are transferred to the County Attorney's budget for the 2024 and 2025 biennium to manage the county's contract and procurement needs. An additional 1.0 FTE Attorney is added to the 2024 and 2025 budget to support the County's increased demand for housing and real estate matters. 1.2 FTE positions were added in anticipation of funding these positions with one-time funding. The total personnel services budget increased in 2024 by \$3,102,296 and in 2025 by \$3,180,350 due to changed budget assumptions for estimated salary increases and fringe benefit costs.
- 6.2 FTEs are recognized in the 2024 and 2025 department budget with the expectation that one-time funding will be provided to fund these positions.
- Attorney services will begin to be charged in 2024 to the county's tort fund to better reflect the full costs of tort matters, resulting in the County Attorney's budget recognizing \$500,000 in revenue for both the 2024 and 2025 budget.
- Internal charges for information services increased in 2024 by \$467,260 and in 2025 by \$656,644 to improve county-wide funding for technology to better leverage technology across the enterprise.
- The office space budget decreased in 2024 by \$115,316 due to moving from privately-owned office space to county-owned office space and by \$25,379 in 2025 as the result of increased county office space rental charges.
- 2024 and 2025 Child Support incentive and aids were decreased by \$593,669 and the child support attorney legal services were decreased by \$683,975 to reflect expected revenue and expenditure budget estimates.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

(NOTE: Leave this first paragraph in all department narratives. Delete this instruction parenthetical.)

The performance measures speak to the urgent need for us to transform our practices and policies in the justice system, to reduce the harm caused and eliminate racial disparities and to build proximity and trust with the communities most impacted by the decisions we make. Our outcomes are not equitable by race. We experience significant disparities in terms of the youth and adults referred to the justice system by law enforcement. A recent analysis of our adult data by Robina suggests that those disparities largely persist through our decision-making. We recently received the University of Minnesota's evaluation of the first year of our efforts to (re)imagine justice for youth and racial disparities both in youth offered and who were successful in community-based accountability decreased significantly. While we are excited about the promise of those findings, the increases in more serious referrals from law enforcement and resulting backlog the past several years has inhibited our ability to resolve a greater portion of incidents outside of the traditional legal system. We also believe our inability to consistently engage parent/caregivers of young people referred to get their input into the decisions we're making is a big gap, both in our ability to make better informed decisions, but also to partner with parents to address some of the challenges they and their young people are facing. That is

ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

why we requested a new position specifically dedicated to engaging parents and victims. For additional explanation of budget additions, please see our memo to the county manager.

Community Engagement

The lingering effects of the pandemic continue to present our community and this office with significant and unprecedented challenges, including historic high volume of cases throughout the office. People of color, those with mental health and/or chemical dependency challenges, and those living in under-resourced communities, who already disproportionately experience health, racial, and socio-economic inequities, have suffered the most due to the loss of loved ones, caregivers, service sector and other jobs, social supports and in-school learning for children. As a result, our communities in Ramsey County continue to be experiencing increased levels of mental health needs, crime and violence, largely concentrated in our most stressed communities. The investments we're making in systemic transformation, together with members of our most impacted communities, are specifically in response to concerns we've heard from community, as well as analysis of our data and better understanding of the impacts of our decisions on our community, especially on those most directly impacted.

Racial Equity

Our efforts to advance racial equity are twofold – centered on our staff and on the communities we serve. Our staff efforts are focused on improving the culture of our office, how we welcome and include colleagues in our efforts, recognize differences and appreciate what each one of us brings to the team, hire and retain employees who reflect the demographics of the communities we serve, and build proximity between our office and those communities. Our community efforts are focused on systemic transformation – identifying the ways the legal system systemically oppresses and disenfranchises people of color and those who are under-resourced and finding ways to change our practices, policies and laws to prevent and undo those impacts, alleviating sometimes lifelong collateral consequences that inhibit people's ability to access safe housing, education loans, and good-paying jobs to meaningfully contribute to our society and build generational wealth and stability for their families. The investments we are asking you to make in our staff capacity specifically impact our ability to advance racial equity through increasing diversity, equity and inclusion; removing systemic barriers to success; and improving the quality of justice for our residents in Ramsey County.

Update on Recent Initiatives

The County Attorney's Office worked both internally and collaboratively with county departments and our community to reduce racial disparities in and caused by our public systems, to reduce harm and improve community safety, well-being and justice in our community. We are committed to transforming our public systems and, with your support, have launched efforts to (re)imagine justice for youth, decrease non-public-safety stops, proactively seal rehabilitated people's records, review past convictions and sentences to ensure integrity, reform our wealth-based pretrial system, prevent disproportionate collateral consequences, and end gender-based violence, whether sex trafficking, domestic violence, or sexual assault.

As articulated in our budget memo, we have requested a dedicated outreach position to enhance our efforts to (re)imagine justice for youth by engaging families of young people referred to our office and hopefully also better engaging victims to get their input and, ideally, participation in accountability processes. We just

ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

released our first year evaluation report and launched a RJY website to promote public transparency and accountability. Please see www.ramseycounty.us/rjy. We have compiled data for our efforts to reduce non-public-safety traffic stops in our community and will be publicly announcing the results on June 7, 2023.

Revenues

The following revenues support the general fund activities of this office, which include attorney legal services, Jarvis hearing fees, welfare fraud prevention intervention, medical assistance collections, and child support services state and federal Title IV-D administrative cost, aid and incentives. The Jarvis hearing fee estimates were increased by \$95,000 for 2024 and 2025 to mirror the actual amounts being collected in the past two years. The 2024 and 2025 Child Support incentive and aids were decreased by \$593,669 and the child support attorney legal services were decreased by \$683,975 to reflect the previous year's actual revenue collections.

We continually look for external sources of revenue so we don't rely exclusively on levy funding to support our efforts. At this point, we have 6.3 FTEs funded through grants from external partners, with funding of \$417,048 in 2024 and \$1,199,423 in 2025.

Long Term Budget Pressures

In the long term, this office needs to attract and retain staff but likely will find that difficult based on the today's labor market. Given current caseload levels and historically high referrals from law enforcement, we may become more reliant on outside counsel and other experts to provide basic core services in future years. In addition, staff are dependent on using technology to manage and perform their duties. However, the Civil Division is using outdated and time-consuming discovery practices due to a lack of standard technology of a document review system. Purchasing a document review software would allow our attorneys and support staff to more efficiently manage litigation and avoid having to engage outside experts with this technology to effectively manage extensive discovery with huge number documents that are difficult to review and compile manually. Given our current caseloads, significant backlog of cases, and transformative efforts, we need to maintain and enhance our current FTE complement, coupled with targeted investments to continue to deliver core services and transformational reform.

Department Summary

BUDGET SUMMARY

County Attorney

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	50,030,438	50,312,077	53,007,211	53,354,816
Expenditure / Appropriation - Projects / Grants	-	1,049,369	417,048	1,199,423
Revenue / Est. Revenue - Operating Budget	15,971,080	19,904,251	19,464,524	19,464,772
Revenue / Est. Revenue - Projects / Grants	-	1,049,369	417,048	1,199,423
Use of Fund Balance	-	395,811	-	-
County Tax Levy	34,059,358	30,012,015	33,542,687	33,890,044

Inc/(Dec) from Previous Year	3,530,672	347,357
% Inc/(Dec) from Previous Year	11.8%	1.0%

Inc/(Dec) from Two Years	3,878,029
% Inc/(Dec) from Two Years	12.9%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

County Attorney

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	4,844,784	5,141,357	5,295,299	5,295,547
Intergovernmental Revenue				
Federal	9,868,351	13,687,965	13,125,285	13,125,285
State	266,080	1,113,955	486,412	1,268,787
Local / Other	-	-	-	-
Total Intergovernmental Revenue	10,134,431	14,801,920	13,611,697	14,394,072
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	991,865	1,010,343	974,576	974,576
Property Tax Levy	34,059,358	30,012,015	33,542,687	33,890,044
Use of Fund Balance	-	395,811	-	-
Total Revenue / Estimated Revenue	50,030,438	51,361,446	53,424,259	54,554,239

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	38,832,471	39,624,964	42,109,739	42,970,168
Professional Services	11,124,339	11,562,482	11,140,520	11,410,071
Client Services	-	-	-	-
Supplies	65,797	164,000	164,000	164,000
Capital Outlay	7,831	10,000	10,000	10,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	50,030,438	51,361,446	53,424,259	54,554,239

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

County Attorney
County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	4,844,784	5,141,357	5,295,299	5,295,547
Intergovernmental Revenue				
Federal	9,868,351	13,687,965	12,887,149	12,887,149
State	266,080	1,113,955	307,500	307,500
Local / Other	-	-	-	-
Total Intergovernmental Revenue	10,134,431	14,801,920	13,194,649	13,194,649
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	991,865	1,010,343	974,576	974,576
Property Tax Levy	34,059,358	30,012,015	33,542,687	33,890,044
Use of Fund Balance	-	395,811	-	-
Total Revenue / Estimated Revenue	50,030,438	51,361,446	53,007,211	53,354,816

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	38,832,471	39,624,964	41,692,691	41,770,745
Professional Services	11,124,339	11,562,482	11,140,520	11,410,071
Client Services	-	-	-	-
Supplies	65,797	164,000	164,000	164,000
Capital Outlay	7,831	10,000	10,000	10,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	50,030,438	51,361,446	53,007,211	53,354,816

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	366.20	367.40	357.10	357.10

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

County Attorney
Grant Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	238,136	238,136
State	-	-	178,912	961,287
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	417,048	1,199,423
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Total Revenue / Estimated Revenue	-	-	417,048	1,199,423

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	-	-	417,048	1,199,423
Professional Services	-	-	-	-
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	-	-	417,048	1,199,423

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	-	-	12.50	12.50

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

County Attorney

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Law Office	6,109,748	6,357,933	6,511,875	6,512,123
Co Atty Child Support Enforcem	9,861,332	13,546,318	12,952,649	12,952,649
Total Operating Budget	15,971,080	19,904,251	19,464,524	19,464,772

Inc/(Dec) from Previous Year			(439,727)	248
% Inc/(Dec) from Previous Year			(2.2)%	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Justice Assistance Grant (G101023)	-	-	-	-
Auto Theft Prosecution (G207001)	-	650,000	165,912	948,287
Crime Victim Services (G208044)	-	372,477	223,356	223,356
Justice Assistance Grant (G404007)	-	26,892	27,780	27,780
Total Projects / Grants	-	1,049,369	417,048	1,199,423

Total Revenue / Estimated Revenue	15,971,080	20,953,620	19,881,572	20,664,195
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Inc/(Dec) from Previous Year			(1,072,048)	782,623
% Inc/(Dec) from Previous Year			(5.1)%	3.9%

Inc/(Dec) from Two Years				(289,425)
% Inc/(Dec) from Two Years				(1.4)%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

County Attorney

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Law Office	31,517,011	30,793,362	33,398,294	33,573,659
Co Atty Child Support Enforcem	18,513,427	19,518,715	19,608,917	19,781,157
Total Operating Budget	50,030,438	50,312,077	53,007,211	53,354,816

Inc/(Dec) from Previous Year			2,695,134	347,605
% Inc/(Dec) from Previous Year			5.4%	0.7%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Justice Assistance Grant (G101023)	-	-	-	-
ARPA Ramsey County Attorney's Office Case Backlog Grant (G111019)	-	-	-	-
Auto Theft Prosecution (G207001)	-	650,000	165,912	948,287
Crime Victim Services (G208044)	-	372,477	223,356	223,356
Violence Against Women Act Sexual Assault Justice Initiative (G208096)	-	-	-	-
Justice Assistance Grant (G404007)	-	26,892	27,780	27,780
The People's Fellowship (G407007)	-	-	-	-
Total Projects / Grants	-	1,049,369	417,048	1,199,423

Total Expenditure / Appropriation	50,030,438	51,361,446	53,424,259	54,554,239
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Inc/(Dec) from Previous Year			2,062,813	1,129,980
% Inc/(Dec) from Previous Year			4.0%	2.1%

Inc/(Dec) from Two Years				3,192,793
% Inc/(Dec) from Two Years				6.2%

Department Summary

PERSONNEL SUMMARY BY DIVISION

County Attorney

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>				
Law Office	215.26	216.10	198.10	193.10
Co Atty Child Support Enforcem	138.44	138.80	126.80	125.80
Total Operating Budget	353.70	354.90	324.90	318.90

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Projects / Grants				
<u>Projects / Grants</u>				
ARPA Ramsey County Attorney's Office Case Backlog Grant (G111019)	5.20	5.20	-	-
Auto Theft Prosecution (G207001)	3.50	3.50	3.50	3.50
Crime Victim Services (G208044)	2.00	2.00	2.00	2.00
Violence Against Women Act Sexual Assault Justice Initiative (G208096)	1.00	1.00	-	-
Justice Assistance Grant (G404007)	0.80	0.80	0.80	0.80
Total Projects / Grants	12.50	12.50	6.30	6.30

Total Existing Permanent FTE	366.20	367.40	331.20	325.20
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	FY24 Proposed	FY25 Proposed
FTE Changes		
Adding back decreased FTE from initial proposed budget:		
- ARPA Case Backlog Grant (G111019): 5.2 FTE in 2024 and 2025	5.20	5.20
Adding back decreased FTE from initial proposed budget:		
- Violence Against Women Act Grant (G208096): 1 FTE in 2024 and 2025	1.00	1.00
Adding back decreased FTE from initial proposed budget:		
- Co Atty Child Support Enforcement: 12 FTE in 2024; 13 FTE in 2025	12.00	13.00
Total FTE Changes	38.40	44.40

Department Summary

PERSONNEL SUMMARY BY DIVISION

County Attorney

FTE Changes	FY24 Proposed	FY25 Proposed
Total FTE	369.60	369.60
Inc/(Dec) from Previous Year	2.20	-
Inc/(Dec) from Two Years		2.20

ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

Elected Office Overview

The Ramsey County Sheriff's Office, an independent elected office of county government, provides public safety and community services in accordance with constitutional and statutory mandates. The office is committed to leadership in public safety through professionalism, partnerships, and community. The office is led by Ramsey County Sheriff Bob Fletcher, who is elected by and directly accountable to, the residents of the county.

To accomplish our mission, our office has six service divisions:

- **Administrative Services** coordinates all functions of the office and supports the delivery of services to the community. The division includes finance and budget; employee relations (liaison to human resources and payroll); training and professional development; policy; internal affairs; fleet management; information technology; body-camera management; planning and policy analysis; procurement and grant management; public information and communications; and employee wellness and union relations.
- **Community Relations & Outreach Services** builds and fosters relationships with all the communities of Ramsey County. The division, established in 2019, leads race and gender equity initiatives as well as efforts to promote a reflective and more diverse workforce. Services provided by this division include community engagement, community relations, youth services and youth crime prevention programs, and recruitment and background investigations. The division also leads partnership development with community groups, non-profits, schools, service providers, and others.
- **Court & Security Services** works closely with the State of Minnesota, including the judicial branch (state courts) to provide a variety of services. Court security includes securing courtrooms, maintaining order during proceedings, escorting and transporting in-custody persons, and ensuring the safety of five court locations across the county. Court services includes civil process (i.e., processing and serving all legal papers, including orders for protection and mortgage foreclosures), warrants, criminal history, summons booking, and gun permits. In doing so, the division manages and processes court orders and papers as well as provides services to the community, such as fingerprinting. The division also transports people to and from court and medical appointments in addition to performing extraditions (the process of transporting a fugitive from justice back to the county).
- **Detention Services** operates the Adult Detention Center (county jail), a pre-trial facility for individuals following their arrest until a court disposition is reached. The division provides a safe, secure, and humane environment that creates an atmosphere conducive for change. This includes providing identification, classification, and housing services. In addition, the division provides food, medical, dental, and mental health services. Programs, provided primarily by volunteers, include family contact visiting, phone calling, video visiting and classes for parenting, chemical dependency, and life skill development.
- **Patrol Services, including Contract Law Enforcement Services (Contract Communities)** provides proactive patrols and has a high level of visibility throughout the county. The division is responsible for delivering law enforcement services to seven communities in Ramsey County: Arden Hills, Falcon

ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

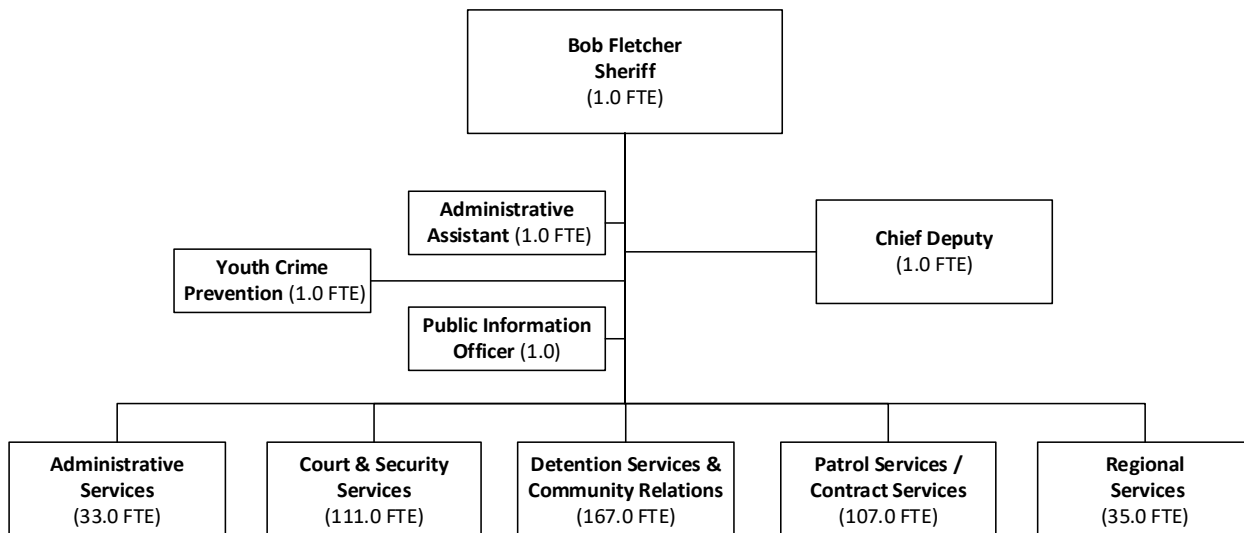
Heights, Little Canada, North Oaks, Shoreview, Vadnais Heights, and White Bear Township. In addition to providing response to 9-1-1 calls for service 24/7/365 and investigating crimes, this division also engages in crime prevention, community outreach, and animal control services. The division also patrols the county's waterways, parks, and trails. A robust volunteer program and School Resource Officers (SRO) are also coordinated by the division as well as security services at Regions Hospital.

- **Regional Services & Felony Apprehension** facilitates county-wide public safety initiatives and directs investigative services, including apprehending wanted fugitives. This includes emergency management and homeland security, joint investigations that have a countywide impact, and includes the Violent Crime Enforcement Team (VCET), the High Intensity Drug Trafficking Areas (HIDTA) program, and the Carjacking & Auto Theft (CAT) Team. The division also coordinates emergency responses, such as the Special Weapons & Tactics (SWAT) Team and Mobile Field Force (MFF), and workplace threat assessments for county departments.

Elected Office Organizational Chart

Elected Office 2024 Organizational Chart

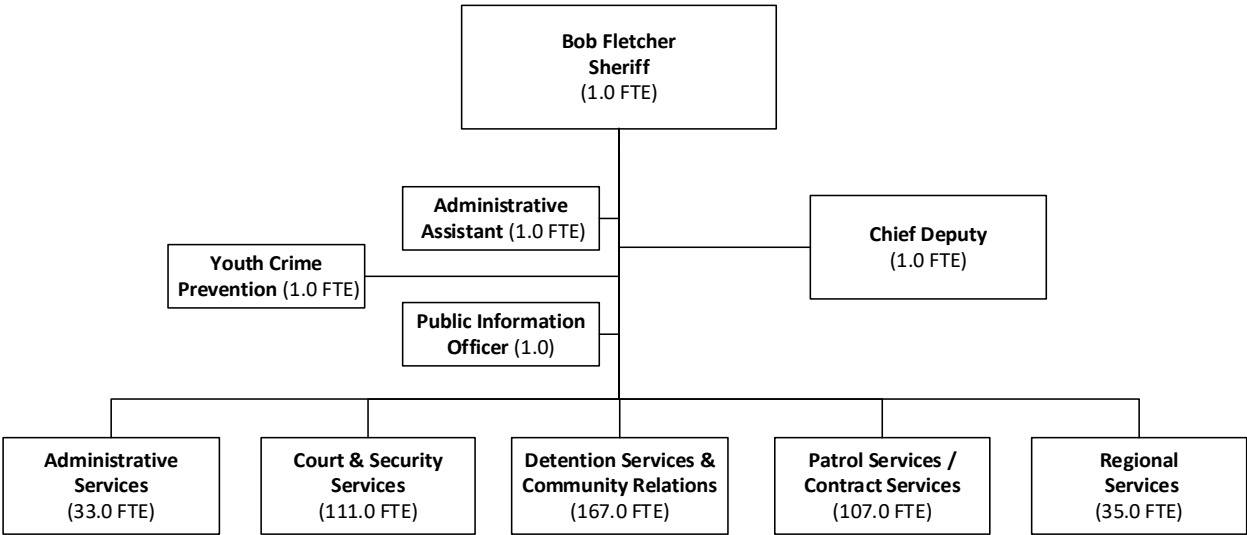
Personnel – FTE	
2022 Approved	458.0
2023 Approved	458.0
2024 Proposed	458.0
2025 Proposed	458.0



ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

Elected Office 2025 Organizational Chart

Personnel – FTE	
2022 Approved	458.0
2023 Approved	458.0
2024 Proposed	458.0
2025 Proposed	458.0



2024-25 Major Changes

The major changes to the 2024-2025 budget include three primary areas:

- Ramsey County internal service fees, which increased \$2.68 million or 41% from 2023.** In 2024, information service fees increased by 32% (\$862,726), totaling \$3.6 million annually; rent (property management) increased by 19% (\$540,075), totaling \$3.4 million annually; and workers compensation expenses increased by 29% (\$166,094), totaling \$740,000 annually. Insurance costs also increased and administrative overhead was added as a new charge. In total, the change between 2023 and 2024 totals an increase of \$2.68 million annually, or 41%. Workers compensation claims related to post-traumatic stress disorder (PTSD) for law enforcement has increased in Minnesota and locally.
- Personnel services and new labor contacts, including Deputies, Sergeants, and Commanders.** The County Board approved new collective bargaining agreements through 2024 for Deputy, Sergeant, and Commander, which included a one-time market adjustment for each job classification to provide more competitive pay consistent with the market and surrounding local governments, annual cost of living adjustments, and a reduction in the number of salary steps and faster progression through each step. In addition, new collective bargaining agreements were also approved Correctional Officers and support staff. In total, the new collective bargaining agreements have increased personnel costs an estimated \$4.6 million from 2023.

ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

3. **General inflationary costs related to providing mandated services.** As experienced across the county and state, inflation has increased the cost of doing business. Included in this budget is funding associated for increases related to inmate food services, jail cleaning services, and supplies, such as inmate clothing and programming. The cost of body-worn cameras and records management systems also continues to increase, which totals approximately \$863,000 annually. Body-worn cameras remain an effective way to ensure transparency and reinforce trust with the community.

The County Manger's proposed budget also includes the following reductions to the Sheriff's Office proposed budget. In total, these reductions total approximately \$2.95 million.

1. **Funding was not provided for eight (8) full-time Correctional Officers to fully staffing the Adult Detention Center (county jail).** This reduction totaled \$750,000. As noted, the Sheriff's Office operates a pre-trial detention facility with the mission of providing safe and secure detention services to individuals following their arrest until a court disposition is reached. The county has faced an increasingly more complex jail population, including individuals with behavior and mental health concerns, in addition to overcrowding concerns. In order to meet state standards and provide for the care and custody of individuals in the county's custody, proper staffing of the jail is required. This requires the addition of eight (8) additional full-time Correctional Officers. Absent an increase in staffing, overtime costs will continue to increase, resulting in mandatory or forced overtime, staff burnout, and retention issue.
2. **Funding was not provided for increased overtime costs associated with new labor contracts, historical trends, and increased mandatory service demands.** This reduction totaled \$1,000,000. Overtime costs have increased due to increased labor costs as well as service demands, especially in the areas of the jail and court security. With recruitment and retention being areas of concern, as well as the time required to fill vacant positions, overtime will be required in 2024 and 2025 to fill mandated positions. The Sheriff's Office will continue to monitor overtimes and service demands.
3. **Funding was not provided to cover all of the costs of internal service fee increases.** This reduction totaled \$1,000,000 and was noted as "non salary spending reductions and/or revenue increases..." As noted, internal service fees increased \$2.68 million or 41% from 2023, and this reduction creates several operational hardships that may impact mandated services.
4. **Funding was not provided for 2.0 full-time equivalent (FTE) technology positions currently in the Sheriff's Office.** This reduction totals \$200,000 and was noted as "Information Services consolidation." The Sheriff's Office does not recommend or support the transfer of the two technology positions currently in the Sheriff's Office to the Information Services Department. The Sheriff's Office has unique and highly specialized technology needs related to criminal justice information systems (i.e., computer aided dispatch, records management system, Portals, etc.) and hardware (i.e., radios, body-worn cameras, fingerprinting devices, building cameras, wireless connection devices, card access, etc.) that require 24-hour support, service, and response. The Information Services Department does not support a 24-hour support model that the Sheriff's Office does. While the Sheriff's Office maintains a partnership with the Information Service Department, any consolidation would result in a decrease in service and negatively impact mandated services.

ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

As the county's largest and most visible public safety agency, the Sheriff's Office directly impacts individual, family and community health, safety and well-being. The services provided by the Sheriff's Office aligns with many of the county's strategic priorities, including resiliency, residents-first, racial and health equity, and justice system reforms.

Since 2019, the Sheriff's Office has been engaged in proactive leadership and inclusive initiatives that engage all communities in decisions about our future. Many of our community outreach efforts brings us to neighborhoods with concentrated financial poverty.

We strive to enhance access to opportunities for all residents, including those in-custody at the Adult Detention Center. In the day-to-day operations of the Sheriff's Office, fiscal accountability, transparency, and strategic investments are commonplace through professional operations and financial management while we focus on keeping and preserving the peace of the county consistent with our statutory mandates.

	<i>Performance Measure</i>	<i>Strategic Priority</i>	<i>2020 Actual</i>	<i>2021 Actual</i>	<i>2022 Actual</i>	<i>2023 Estimate</i>	<i>2024 Estimate</i>
1a	Percentage of staff who are racially and ethnically diverse and/or American Indian	<i>Talent</i>	29%	28%	32%	33%	35%
1b	Percentage of formal leaders who are racially and ethnically diverse and/or American Indian	<i>Talent</i>	UNK	20%	23%	22%	25%
1c	Annual permanent staff turnover rate	<i>Talent</i>	8%	8%	12%	9%	10%
1d	Percentage of staff who are female	<i>Talent</i>	27%	27%	27%	28%	30%
2	Percentage of labor contracts with the salary ranges anchoring pay to the 65 th percentile of the comparator market	<i>Talent</i>					

ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

3	Procurement spending to small businesses, woman owned businesses, minority owned businesses and/or veteran owned businesses	<i>Inter-generational Prosperity</i>	6%	14%	5%	14%	14%
4	Percent of emergency papers, including orders for protection and restraining orders, served within five days.	<i>Residents First</i>	76%	78%	86%	85%	85%
5	Adult Detention Center (jail) daily population for the month of June	<i>Racial Equity</i>	172	271	424	415	415

- The Sheriff's Office remains committed to building and maintaining a workforce that reflects the community served. Our office reports on the percent of employees hired who identified as racially and ethnically diverse and/or gender diverse.
- Orders for protection and restraining orders often involve victims of domestic violence, harassment, and stalking. The service of civil paperwork is often made more challenging by incomplete information and individuals who evade service.
- The population of the Adult Detention Center is a measure of the overall effectiveness of the county's criminal justice in resolving criminal cases. While the population was dramatically reduced during the COVID-19 pandemic, over the last year and a half the population has continued to increase, resulting in jail overcrowding.

Community Engagement

Community is at the core of the Sheriff's Office. The Sheriff's Office has a long history of engaging communities. Following COVID-19, the Sheriff's Office will resume events such as Coffee with a Cop, Hot Dog with a Deputy and Night to Unite. A Citizen Academy will be held to provide a behind-the-scenes journey of the office with hands-on experiences, classroom sessions and tours. In addition, the office sustains robust volunteer programs, including Community Affairs Officers (CAOs), Community Emergency Response Team (CERT), Law Enforcement Explorer Program, Reserve Deputies and Neighborhood Watch. CAOs are trained volunteers who serve as the community liaisons. CERT volunteers are trained to provide information about emergency services following disasters and help neighbors in times of need. Law Enforcement Explorers are youth who are provided with education, training, and first-hand career experience through a variety of leadership and community service opportunities.

Reserve Deputies patrol parks, lakes, and trails as well as help with large-scale events, provide traffic and crowd control, conduct water safety inspections, and respond to emergency callouts. Neighborhood Watch is an association of neighbors who contribute to the safety and security of their neighborhood by working together

ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

with the office. The office continues to engage in public education efforts by providing presentations to community groups on public safety and crime prevention topics throughout the year.

Racial Equity

Since 2019, racial equity has been a focus of the Sheriff's Office. This is referenced by several action steps including:

- Establishing a Community Relations Division, led by Undersheriff Bill Finney.
- Appointing the first Hmong American Inspector.
- Building a more reflective workforce by increasing the percentage of staff hired within the Sheriff's Office that identified as racially and ethnically diverse and/or gender diverse.
- Engaging in racial equity training as well as training designed to deescalate situations.
- Implementing the use of body-worn camera and upgrading in-car squad cameras.
- Affirming the Sheriff's Office will not hold individuals in jail for Immigration and Customs Enforcement (ICE) or charge booking fees.
- Ensuring inclusiveness in contracting beyond small businesses so that women and minority-owned business can serve our community and youth.
- Restoring youth crime prevention programs with the assistance of grant funding.
- Implementing a Bold Blueprint for Detention Reform and leading system reform efforts, including the addition of programs and services designed to support individuals in-custody.
- Forming a "Help Team" as part of our COVID-19 response.
- Securing grants to support community outreach efforts and services to traditionally marginalized and/or excluded communities.

Update on Recent Initiatives

The services provided by the Sheriff's Office strengthens individual, family, and community safety and well-being while meeting the basic public safety needs of Ramsey County residents. This is why our budget focuses on meeting our constitutional and statutory mandates.

- *Response to increases in violent crime.* The Sheriff's Office formed the Carjacking and Auto Theft Unit, "CAT Team," in September of 2021 in response to an increase in violent carjackings and auto thefts in the county. The team is funded through a grant from the Minnesota Department of Commerce. Since the fall of 2021 the CAT Team has, conducted 723 investigations, initiated 261 arrests, executed 64 search warrants, and recovered 325 stolen vehicles (valued at over \$6.8 million). There are financial and emotional impacts to auto thefts. One member of the CAT team is assigned to the Ramsey County Auto Theft Youth Intervention Project, working as a liaison between the Sheriff's Office and the County Attorney's Office, working to identify at risk youth and reach out to them and their families before more serious situation or criminal activity develops.
- *Training for Deputies and Correctional Officers.* The Sheriff's Office continues to advance training for employees, which is now made easier following the COVID-19 global pandemic. Employees complete training on several topics, which are also consistent with state rules and regulations. In addition to

ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

topics such as use of force and emergency vehicle operations, training also includes crisis intervention and mental illness crises; autism; conflict management and mediation; recognizing and valuing community diversity; and, cultural differences to include implicit bias.

- *Pathways to Policing.* The Sheriff's Office recently secured funding from the State of Minnesota for the first pathways to policing grant. This grant is designed to bring diverse populations, especially populations experiencing inequities and/or disparities with non-traditional backgrounds into law enforcement careers, such as deputy sheriff. Grant fund pays for personnel costs and training (including tuition and books) for participants who obtain licensure as a Minnesota peace officer. A main objective of this grant is to continue to diversify public safety in Minnesota so the law enforcement community is more reflective of the communities served.
- *Safety and security enhancements to the Adult Detention Center.* To ensure the safety of residents in the county's care and custody, the Sheriff's Office continues to leverage Capital Improvement Program (CIP) funding for safety and security enhancements, including suicide prevention barriers. This project was in response to the increasing needs of housing individuals with mental health concerns. The upper living units of each housing unit are being outfitting with safety barriers to help prevent individuals from harming themselves or others. By the end of this year, at least four sets of barriers will be place, with the goal to install additional suicide prevention barriers in all ten housing units at a rate of two per year.

Revenues

The major revenue sources for the Sheriff's Office include administrative overhead, state aid, and service fees associated with civil process, gun permit, and security services. In 2024, following the recommendation of the Finance Department from previous years, revenue estimates were increased to align with historical averages. In 2023 and 2024, there has been a loss of revenue from the Minnesota State Fair. In addition, no funding was provided from the American Rescue Plan Act (ARPA) in any year.

The Sheriff's Office continues to apply for and secure a number of grants. Grant funds support a number of critical and community-based services provide by the Sheriff's Office.

Long Term Budget Pressures

As noted, the County Manger's proposed budget include a \$2.95 million reduction to the Sheriff's Office proposed budget. There are many long-term budget pressures and multi-year funding needs. There are ongoing costs associated with operating the Adult Detention Center, which include inmate food service, clothing, cleaning services, and ensuring a sufficient number of staff to meet mandatory staffing levels. The annual costs of operating the facility continue to increase.

In 2019, the Sheriff's Office, with the support of County Board, implemented a comprehensive body-worn and in-car/squad camera program. There are ongoing maintenance, support, storage, and replacement costs associated with both body-worn and in-car/squad cameras. Currently, the next generation of body-worn cameras are being implemented. The contract with the current vendor, Axon, is set expire July 2024. As part of the procurement and subsequent negotiation process, new rate information will be available. At the time of implementation, the Sheriff's Office was state's largest sheriff's office to implement body-worn cameras.

ELECTED OFFICE INFORMATION AND PERFORMANCE MEASURES

The records management system (RMS) is a critical software application and used across our office for patrol, investigations, warrants, civil process, gun permits, etc. The costs each year have totaled \$204,049 (2020), \$214,252 (2021), \$224,964 (2022), and \$236,213 (2023 estimated). The contract approved by the County Board contains up to a 5% increase each year. It is expected that the costs for RMS will increase annually, with the current contract expiring in September 2024.

The Sheriff's Office is mandated by state law to perform civil process services, which includes the processing and service of all harassment restraining orders (HRO), orders for protection (OFP), and domestic abuse no contact orders (DANCO). Victim-related court orders are prioritized for processing and service. There are new federal and state mandates for victim-related protection orders, which require additional data entry and clerical work. We continue to monitor the impact of the new federal and state mandates on staffing and the services provided to residents.

As with every legislative session, state senators and state representatives at the State Capitol consider a variety of new laws and other legislative changes. Currently, there are legislation proposals related to marijuana and expungements under consideration. Should new bills pass, the Sheriff's Office would be required to process a variety of expungements, which is the process of removing an arrest or conviction from a person's record. As a result, there may be a need to provide staffing (one office manager and four clerks) to appropriately meet this new statutory mandate.

Department Summary

BUDGET SUMMARY

Sheriff

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	70,313,529	64,075,119	73,640,418	74,652,740
Expenditure / Appropriation - Projects / Grants	1,043,427	572,040	1,446,922	1,447,966
Revenue / Est. Revenue - Operating Budget	18,928,236	16,453,837	19,760,418	19,772,740
Revenue / Est. Revenue - Projects / Grants	665,286	572,040	1,446,922	1,447,966
Use of Fund Balance	-	-	-	-
County Tax Levy	51,763,434	47,621,282	53,880,000	54,880,000
Inc/(Dec) from Previous Year			6,258,718	1,000,000
% Inc/(Dec) from Previous Year			13.1%	1.9%
Inc/(Dec) from Two Years				7,258,718
% Inc/(Dec) from Two Years				15.2%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Sheriff

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	15,349,876	13,870,438	16,316,218	16,328,540
Intergovernmental Revenue				
Federal	250,669	633,345	691,728	692,772
State	2,459,282	1,681,094	2,555,194	2,555,194
Local / Other	-	-	-	-
Total Intergovernmental Revenue	2,709,951	2,314,439	3,246,922	3,247,966
Use of Money, Property & Sales	7,522	-	5,500	5,500
Other Revenue & Taxes	1,526,173	841,000	1,638,700	1,638,700
Property Tax Levy	51,763,434	47,621,282	53,880,000	54,880,000
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	71,356,956	64,647,159	75,087,340	76,100,706

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	56,150,362	52,277,896	56,900,132	57,139,759
Professional Services	13,115,105	10,384,501	15,252,849	15,992,488
Client Services	-	-	-	-
Supplies	1,426,505	1,209,190	1,725,070	1,760,070
Capital Outlay	392,583	540,652	905,449	905,449
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	272,401	234,920	303,840	302,940
Transfers	-	-	-	-
Total Expenditure / Appropriation	71,356,956	64,647,159	75,087,340	76,100,706

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Sheriff
County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	4,594,073	3,500,474	4,132,234	4,079,092
Intergovernmental Revenue				
Federal	250,669	633,345	55,000	55,000
State	1,969,715	1,681,094	1,745,000	1,745,000
Local / Other	-	-	-	-
Total Intergovernmental Revenue	2,220,384	2,314,439	1,800,000	1,800,000
Use of Money, Property & Sales	-	-	500	500
Other Revenue & Taxes	1,488,800	841,000	1,638,700	1,638,700
Property Tax Levy	51,872,154	47,621,282	53,880,000	54,880,000
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	60,175,411	54,277,195	61,451,434	62,398,292

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	47,574,109	44,306,625	47,214,312	47,391,677
Professional Services	11,203,025	8,723,300	13,021,270	13,755,763
Client Services	-	-	-	-
Supplies	1,125,262	956,350	1,007,850	1,042,850
Capital Outlay	614	56,000	208,002	208,002
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	272,401	234,920	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	60,175,411	54,277,195	61,451,434	62,398,292

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	391.00	392.00	385.00	385.00

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Sheriff
Grant Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	636,728	637,772
State	-	-	810,194	810,194
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	1,446,922	1,447,966
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	-	-	-	-
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	-	-	1,446,922	1,447,966

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	-	-	745,443	747,387
Professional Services	-	-	163,544	163,544
Client Services	-	-	-	-
Supplies	-	-	145,000	145,000
Capital Outlay	-	-	89,095	89,095
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	303,840	302,940
Transfers	-	-	-	-
Total Expenditure / Appropriation	-	-	1,446,922	1,447,966

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	-	-	2.00	2.00

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Sheriff
Law Enforcement Services Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	10,708,921	10,369,964	12,075,422	12,135,740
Intergovernmental Revenue				
Federal	-	-	-	-
State	489,567	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	489,567	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	37,373	-	-	-
Property Tax Levy	(139,453)	-	-	-
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	11,096,408	10,369,964	12,075,422	12,135,740

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	8,576,253	7,971,271	8,940,377	9,000,695
Professional Services	1,844,591	1,661,201	1,967,573	1,967,573
Client Services	-	-	-	-
Supplies	283,595	252,840	559,120	559,120
Capital Outlay	391,969	484,652	608,352	608,352
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	11,096,408	10,369,964	12,075,422	12,135,740

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	62.00	63.00	64.00	64.00

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Sheriff
Firearms Range Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	46,882	-	108,562	113,708
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	7,522	-	5,000	5,000
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	30,733	-	-	-
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	85,137	-	113,562	118,708

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	-	-	-	-
Professional Services	67,489	-	100,462	105,608
Client Services	-	-	-	-
Supplies	17,648	-	13,100	13,100
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	85,137	-	113,562	118,708

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	-	-	-	-

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Sheriff

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Support Services	2,138,330	1,863,569	2,057,255	2,057,255
Court Services	513,452	622,892	739,579	667,537
Court Security	1,040,204	930,001	1,100,000	1,100,000
Felony Apprehension	260,349	40,000	137,500	137,500
Gun Permits	326,759	344,500	388,000	388,000
Law Enforcement Center (LEC)	1,179,188	566,305	1,308,000	1,308,000
Firearms Range	54,404	-	113,562	118,708
Public Safety Services	2,164,257	1,685,662	1,811,100	1,830,000
Transportation/Hospital	15,432	30,944	30,000	30,000
Law Enforcement Services	11,235,861	10,369,964	12,075,422	12,135,740
Total Operating Budget	18,928,236	16,453,837	19,760,418	19,772,740

Inc/(Dec) from Previous Year			3,306,581	12,322
% Inc/(Dec) from Previous Year			20.1%	0.1%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Justice Assistance Grant (G101023)	-	-	24,000	24,000
High Intensity Drug Trafficking (G110001)	133,603	92,040	289,656	290,700
Auto Theft Prevention Grant (G207002)	-	-	43,340	43,340
Dedicated Investigator Auto Theft Prevent Grant (G207003)	-	-	103,780	103,780
Auto Theft Prevention Overtime Grant (G207004)	-	-	90,000	90,000
Traffic Initiative Grant (G208071)	30,691	-	116,192	116,192
Violent Crime Enforcement Team Grant (G208076)	196,545	480,000	495,000	495,000
RCSO Youth Program Supplies (G208102)	1,646	-	-	-
RCSO DUI Officer Grant (G208103)	19,461	-	125,125	125,125
Metro EMS Region for Opiate Antagonist (G211038)	-	-	18,000	18,000
Off Highway Vehicle Enforcement Grant (G216012)	-	-	11,356	11,356
SHRF DNR Snowmobile Safety Enf (G216026)	-	-	8,908	8,908
Boat and Water Safety Enforcement (G216031)	14,000	-	53,810	53,810

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Sheriff

	FY22	FY23	FY24	FY25
Projects / Grants	Actual	Budget	Proposed	Proposed
Boat Safety Equipment (G216035)	-	-	67,755	67,755
RCSO Minnesota State Fair (P070120)	269,340	-	-	-
Total Projects / Grants	665,286	572,040	1,446,922	1,447,966
Total Revenue / Estimated Revenue	19,593,522	17,025,877	21,207,340	21,220,706
Inc/(Dec) from Previous Year			4,181,463	13,366
% Inc/(Dec) from Previous Year			24.6%	0.1%
Inc/(Dec) from Two Years				4,194,829
% Inc/(Dec) from Two Years				24.6%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Sheriff

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Support Services	10,361,567	8,675,866	10,960,854	11,171,044
Volunteers in Public Safety	81,742	88,141	92,861	93,724
Court Services	2,400,276	2,469,158	2,805,094	2,784,428
Court Security	7,062,410	6,762,737	7,323,459	7,395,240
Felony Apprehension	3,999,427	4,087,755	4,785,118	4,827,870
Gun Permits	286,291	197,325	245,882	248,075
Law Enforcement Center (LEC)	24,564,707	21,986,629	24,790,988	25,393,658
Firearms Range	85,137	-	113,562	118,708
Public Safety Services	6,231,835	5,395,319	6,042,163	6,025,727
Transportation/Hospital	3,968,759	3,867,255	4,197,795	4,237,528
Law Enforcement Services	11,096,408	10,369,964	12,075,422	12,135,740
Impound Lot	174,970	174,970	207,220	220,998
Total Operating Budget	70,313,529	64,075,119	73,640,418	74,652,740
Inc/(Dec) from Previous Year			9,565,299	1,012,322
% Inc/(Dec) from Previous Year			14.9%	1.4%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Justice Assistance Grant (G101023)	-	-	24,000	24,000
High Intensity Drug Trafficking (G110001)	201,762	92,040	289,656	290,700
Auto Theft Prevention Grant (G207002)	-	-	43,340	43,340
Dedicated Investigator Auto Theft Prevent Grant (G207003)	-	-	103,780	103,780
Auto Theft Prevention Overtime Grant (G207004)	-	-	90,000	90,000
Traffic Initiative Grant (G208071)	30,691	-	116,192	116,192
Violent Crime Enforcement Team Grant (G208076)	488,916	480,000	495,000	495,000
RCSO Youth Program Supplies (G208102)	6,258	-	-	-
RCSO DUI Officer Grant (G208103)	22,438	-	125,125	125,125
ARPA Innovation in Community Safety Grant (G208104)	10,023	-	-	-

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Sheriff

	FY22	FY23	FY24	FY25
Projects / Grants	Actual	Budget	Proposed	Proposed
Metro EMS Region for Opiate Antagonist (G211038)	-	-	18,000	18,000
Off Highway Vehicle Enforcement Grant (G216012)	-	-	11,356	11,356
SHRF DNR Snowmobile Safety Enf (G216026)	-	-	8,908	8,908
Boat and Water Safety Enforcement (G216031)	14,000	-	53,810	53,810
Boat Safety Equipment (G216035)	-	-	67,755	67,755
RCSO Minnesota State Fair (P070120)	269,339	-	-	-
Total Projects / Grants	1,043,427	572,040	1,446,922	1,447,966
Total Expenditure / Appropriation	71,356,956	64,647,159	75,087,340	76,100,706
Inc/(Dec) from Previous Year			10,440,181	1,013,366
% Inc/(Dec) from Previous Year			16.1%	1.3%
Inc/(Dec) from Two Years				11,453,547
% Inc/(Dec) from Two Years				17.7%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Sheriff

Permanent FTE	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Support Services	38.00	38.00	37.00	37.00
Volunteers in Public Safety	1.00	1.00	1.00	1.00
Court Services	23.00	23.00	23.00	23.00
Court Security	60.00	60.00	59.00	59.00
Felony Apprehension	31.00	31.00	32.00	32.00
Gun Permits	2.00	2.00	2.00	2.00
Law Enforcement Center (LEC)	165.00	165.00	165.00	165.00
Public Safety Services	38.00	39.00	37.00	37.00
Transportation/Hospital	31.00	31.00	31.00	31.00
Law Enforcement Services	62.00	63.00	64.00	64.00
Total Operating Budget	451.00	453.00	451.00	451.00

Projects / Grants	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
High Intensity Drug Trafficking (G110001)	1.00	1.00	1.00	1.00
Violent Crime Enforcement Team Grant (G208076)	1.00	1.00	1.00	1.00
Total Projects / Grants	2.00	2.00	2.00	2.00

Total Existing Permanent FTE	453.00	455.00	453.00	453.00
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FTE Changes	FY24 Proposed	FY25 Proposed
Adult Detention Center (County Jail) Staffing – Correctional Officer (8.00 FTE)	8.00	8.00
Movement of 2 IS FTE	(2.00)	(2.00)
Removal of the Adult Detention Center additional FTE request	(8.00)	(8.00)
Total FTE Changes	(2.00)	(2.00)

Department Summary

PERSONNEL SUMMARY BY DIVISION

Sheriff

FTE Changes	FY24 Proposed	FY25 Proposed
Total FTE	451.00	451.00
Inc/(Dec) from Previous Year	(4.00)	-
Inc/(Dec) from Two Years		(4.00)

Ramsey County District Court, Second Judicial District
Heather Kendall, Judicial District Administrator

15 West Kellogg Blvd

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The mission of the courts of Ramsey County, Minnesota Second Judicial District, is to provide a fair, impartial, accessible, safe and open judicial forum for the timely and efficient resolution of criminal, civil, juvenile, family and probate matters. To carry out this mission the Second Judicial Court District adheres to the following goals:

- Resolve cases in a responsible manner.
- Be fiscally responsible.
- Have an open process.
- Provide a fair and impartial judicial forum.
- Anticipate trends and promote innovation.

In each judicial district, one district court judge is elected as a chief judge by the bench for a two-year term and is responsible for management of the entire judicial district. The chief judge is assisted by a judicial district administrator, who oversees the day-to-day operations of the court. The district administrator oversees the District Administration Office which is responsible for its own general operations to include its budget and accounting, human resources, and maintenance of their computer network. Ramsey County provides contracted facilities to the Second District and is responsible for maintaining these facilities. In addition, to the providing facilities Ramsey County provides funding to attorneys that support child protection and civil commitment cases.

The Second Judicial District is made up of Ramsey County which is the second most populous county in Minnesota. With Saint Paul being the state capital, the Second Judicial District is the venue for many cases filed by state agencies or parties suing state agencies. While the twenty-nine judges in the Second Judicial District represent ten percent of the total State of Minnesota judicial judges. They often handle up to sixteen percent of the state's case load. Certain cases are required by statute to be heard in Ramsey County. Frequently, these cases have statewide importance and add a unique type of judicial responsibility and stress due to the statewide policy implications associated with these cases, public interest, and media scrutiny.

In addition to its Criminal, Family, Juvenile and Civil court calendars, the Second District operates four treatment courts, a DWI Court, Adult Substance Abuse Court, Mental Health Court, and Veterans Treatment Court. The four treatment courts operate as a unit within the Criminal Division; one judge in conjunction with two back-up judges preside over the four courts. Ramsey County's Mental Health Court is a National Learning Site, as designated by the Department of Justice's Bureau of Justice Assistance. As such, it provides insight and guidance to other jurisdictions interested in starting or expanding their treatment courts.

Ramsey County and the Second Judicial District is committed to providing court-related services to external customers in an efficient manner. External customers include litigants, attorneys, jurors, witnesses, victims, media representatives, advocates, appellate courts, criminal justice stakeholders, and members of the public presenting themselves to request a service provided by the trial courts.

DEPARTMENT SUMMARY



Ramsey County District Court, Second Judicial District
Heather Kendall, Judicial District Administrator

15 West Kellogg Blvd

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

Inflationary pressure in the Courts budget has been one of the biggest challenges for the Service Team. Since the largest portion of this budget is rent for courtroom and related spaces, the increase in Property Management rates has had a dramatic and outsized impact. Also, the contract for Child in Need of Protection or Services (CHIPS) attorney representation, which locked in favorable rates for several years, expires at the end of this year. Although CHIPS case numbers have been stable, we believe the cost for this new contract will be significantly higher going forward.

In collaboration with Department of Health and Human Services along with Ramsey County's Health and Wellness Service Team, the Second Judicial District Court will be participating in the Title IV-E reporting and revenue recapture options based and will help offset operating costs.

Department Summary

BUDGET SUMMARY

Second Judicial District Court (Ramsey County)

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	3,909,086	3,953,969	5,273,753	5,273,753
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	142,611	138,821	395,990	395,990
Revenue / Est. Revenue - Projects / Grants	31,415	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	3,735,060	3,815,148	4,877,763	4,877,763
Inc/(Dec) from Previous Year			1,062,615	-
% Inc/(Dec) from Previous Year			27.9%	-
Inc/(Dec) from Two Years				1,062,615
% Inc/(Dec) from Two Years				27.9%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Second Judicial District Court (Ramsey County)

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	142,611	138,821	139,990	139,990
Intergovernmental Revenue				
Federal	-	-	256,000	256,000
State	31,415	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	31,415	-	256,000	256,000
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	3,735,060	3,815,148	4,877,763	4,877,763
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	3,909,086	3,953,969	5,273,753	5,273,753

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	-	-	-	-
Professional Services	3,909,086	3,953,969	5,273,753	5,273,753
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	3,909,086	3,953,969	5,273,753	5,273,753

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Second Judicial District Court (Ramsey County) County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	142,611	138,821	139,990	139,990
Intergovernmental Revenue				
Federal	-	-	256,000	256,000
State	31,415	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	31,415	-	256,000	256,000
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	3,735,060	3,815,148	4,877,763	4,877,763
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	3,909,086	3,953,969	5,273,753	5,273,753

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	-	-	-	-
Professional Services	3,909,086	3,953,969	5,273,753	5,273,753
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	3,909,086	3,953,969	5,273,753	5,273,753

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	-	-	-	-

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Second Judicial District Court (Ramsey County)

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Commitments, Counsel, and Rent	142,611	138,821	395,990	395,990
Total Operating Budget	142,611	138,821	395,990	395,990
Inc/(Dec) from Previous Year			257,169	-
% Inc/(Dec) from Previous Year			185.3%	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
EPCHE Allocation (G201533)	31,415	-	-	-
Total Projects / Grants	31,415	-	-	-
Total Revenue / Estimated Revenue	174,026	138,821	395,990	395,990

Inc/(Dec) from Previous Year			257,169	-
% Inc/(Dec) from Previous Year			185.3%	-
Inc/(Dec) from Two Years				257,169
% Inc/(Dec) from Two Years				185.3%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Second Judicial District Court (Ramsey County)

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Commitments, Counsel, and Rent	3,909,086	3,953,969	5,273,753	5,273,753
Total Operating Budget	3,909,086	3,953,969	5,273,753	5,273,753
Inc/(Dec) from Previous Year			1,319,784	-
% Inc/(Dec) from Previous Year			33.4%	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	3,909,086	3,953,969	5,273,753	5,273,753

Inc/(Dec) from Previous Year			1,319,784	-
% Inc/(Dec) from Previous Year			33.4%	-
Inc/(Dec) from Two Years				1,319,784
% Inc/(Dec) from Two Years				33.4%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Second Judicial District Court (Ramsey County)

	FY22	FY23	FY24	FY25
Permanent FTE	Approved	Approved	Proposed	Proposed

Operating Budget

None	-	-	-	-
Total Operating Budget	-	-	-	-

	FY22	FY23	FY24	FY25
Projects / Grants	Approved	Approved	Proposed	Proposed

Projects / Grants

None	-	-	-	-
Total Projects / Grants	-	-	-	-

Total Existing Permanent FTE	-	-	-	-
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	FY24	FY25
FTE Changes	Proposed	Proposed

None	-	-
Total FTE Changes	-	-

Total FTE	-	-
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Inc/(Dec) from Previous Year	-	-
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Inc/(Dec) from Two Years	-	-
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DEPARTMENT SUMMARY



Emergency Communications
Nancie Pass, Director

388 13th Street, St Paul, MN
651-266-7700

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The Department of Emergency Communications provides emergency communications services to all Ramsey County communities and public safety responders in a manner that, from the customer's experience, is a seamless continuum of service between county, city, and state resources. This requires close operational and technical cooperation with our 20 police, fire, and emergency medical partner agencies throughout the County.

The Department manages and maintains critical public safety communications and allied technology systems utilized by responders throughout the County and are integrated with interrelated systems in the region.

The County's 24/7/365 ECC call center handles nearly one million telephone and text to 911 calls per year and is the largest in the state. Serving approximately 9.7 percent of the state's population, the ECC receives 11 percent of the state's 9-1-1 call volume.

Emergency Communications Center operations and Computer Aided Dispatch services are supported through a hybrid funding model where 60% operating budget is funded by county tax levy and 40% is funded by cities under the terms of a Joint Powers Agreement. Each city's share of the 40% is determined using a rolling 3-year average of their share of 911 calls that require a response by police, fire or EMS.

DEPARTMENT SUMMARY

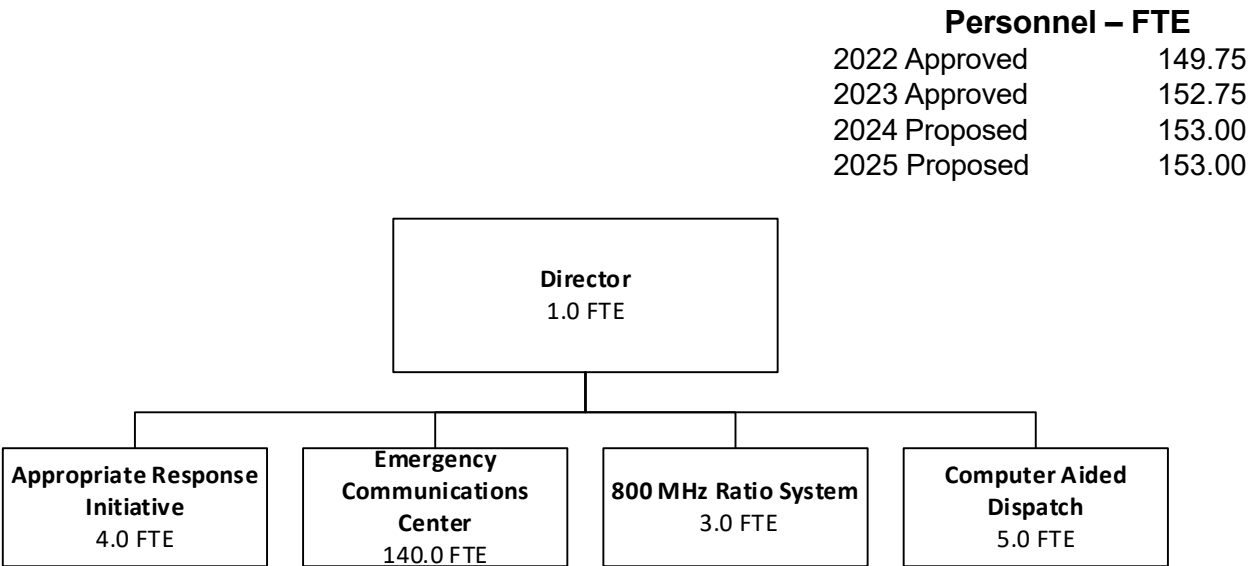
Emergency Communications
Nancie Pass, Director

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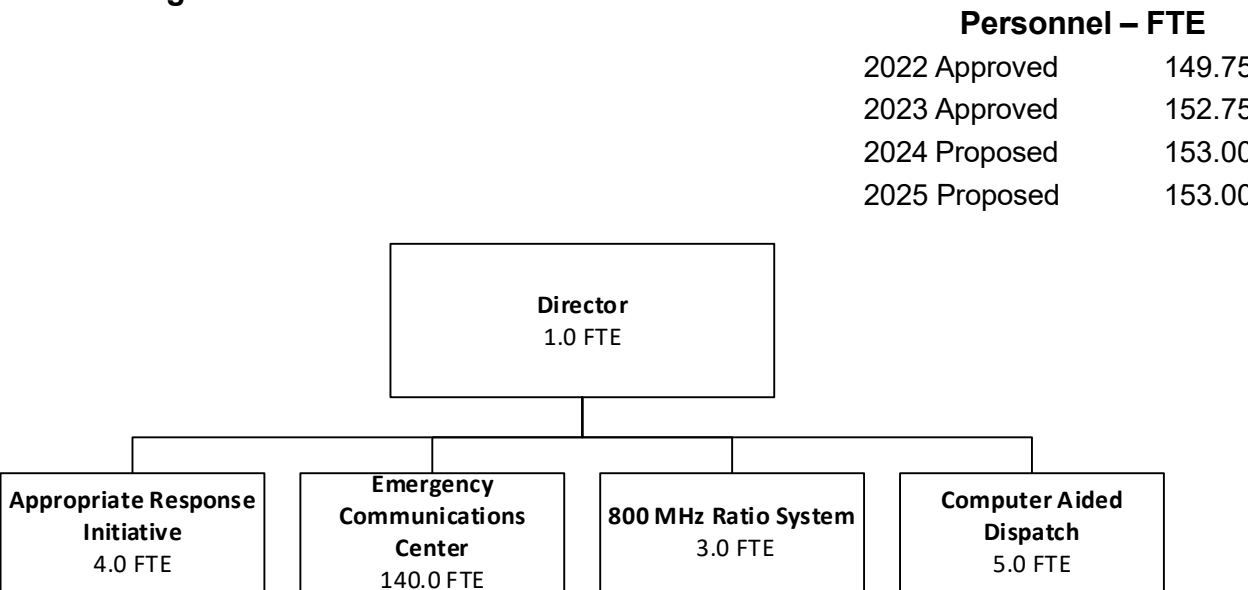
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Department 2024 Organizational Chart



Department 2025 Organizational Chart



DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

Personnel costs are significantly higher for the 2024/25 due to recent market adjustments for wages in the 9-1-1 telecommunicator and public safety dispatcher job classifications. The increase in wage scales was required to remain competitive, fill vacancies and reduce a high turnover rate. In 2024/24 Emergency Communications is also requesting a change of an additional 0.25 FTE to update a 0.75 FTE to a full 1.0 FTE. Finally, during the worldwide pandemic, the use of fund balance was needed to sustain the department's operating budget and contributions to the capital equipment reserve was halted. Starting in 2025, Emergency Communications is systematically and slowly starting to rebuild contributions to the Capital equipment reserve.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

Recruitment, hiring, and retention have been a continued focus to align with the County's Talent Attraction, Retention, and Promotion initiatives. By partnering with Human Resources, we've removed barriers from the hiring process to increase the number of candidates we can interview. We've also shifted to values-based interview questions that reflect the workplace culture we strive to create. For interview panels and hiring decisions, we intentionally seek diverse perspective and decision-makers, and ensure representation of diverse perspectives are present. The Department also worked with Ramsey County Communications and Metre to target recruitment messages to attract more applicants from our communities in Ramsey County. Through efforts to improve retention, the Department received support and approval from the County Board 911 Telecommunicator and public safety dispatcher salary adjustment to better align with current job market conditions. We also engaged an outside vendor to lead discussions and efforts to enhance our workplace culture.

The Department strives to meet and exceed standards set by national organizations including the Association of Public-Safety Communications Officials (APCO), the National Emergency Number Association (NENA), and the National Fire Protection Agency (NFPA). Our performance measure reflecting call answer time continues to meet and exceed the national standards adopted by these organizations.

Emergency Communications plays a central role in the county's process to create different pathways and responses for public safety to the communities of Ramsey County. Developing these new responses through community engagement with under-served communities will help to create racial and health equity.

Community Engagement

Throughout the last year, parallel to the work of the Appropriate Response Initiative, the Emergency Communications began building deeper relationships with multiple racially and ethnically diverse communities that continue to be underserved by county resources. Last summer, we prioritized efforts to appear at events held by our response partners (police and fire departments), city and county-level Parks and Recreation departments, as well as area schools. Some events we attended for the first time ever; for others, it was an

Emergency Communications
Nancie Pass, Director

388 13th Street, St Paul, MN
651-266-7700

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

opportunity to reconnect after a long Pandemic. With each event, our relationship with the community grows. We are intentional about listening to community, eager to share our story, but more focused on how community experiences our services. Listening to community shaped the way we show up in community and helped inform the information we share at events.

Our recent relationship building efforts with the Hmong community and their youth were in response to the ongoing tragic events (domestic violence related) that have continued to occur in communities spanning across Ramsey County. Unfortunately, our staff often have contact with the children of the Hmong community (as with many other ethnic groups) during an emergent 911 call. As a department, we recognize the life-long impact that living in a domestically violent household has on each member of the family. In doing this work, we have already identified tangible needs of the communities that we plan to address through continuing to partner with strong community leaders and organizations.

As we've partnered with community and began to learn about the cultural factors at play, the ECC has recognized we will need to increase community awareness around Domestic Violence within the Hmong community. We have learned about strong cultural dynamics in the Hmong community that prevent people from calling 911 for help. For families that have been victimized by Domestic Violence to feel comfortable calling for help, we must first raise a strong level of awareness to the issue. A project that we are currently working on is a holistic, printed and QR-coded, electronic version of a community + county resource guide for victims of domestic violence and their children. We'll share this information at all our community events, and with our community-based partner organizations to share directly with community. This guide will also be available to all ECC staff while processing incoming 911 and non-emergency calls. We will conduct internal training on this resource guide so our 911 Telecommunicators will be able to assist in the most appropriate way.

Under the umbrella of the Appropriate Response Initiative, the ECC has begun building relationships with both the Karen and American Indian communities. We have attended events such as Nalaxone trainings in the Karen community, a Many Faces, Many Stories meeting, Many Faces, Many Students Wacipi honoring local American Indian students at a traditional powwow, and a multicultural advisory committee held in conjunction with the YMCA and Maplewood police department.

ECC continues to host Young Adult Career Academy interns for cohorts that have taken place. Our staff has enjoyed learning about the interests and experiences of the interns while simultaneously providing valuable, on-the-job experience to carry with them. We have thoroughly enjoyed this work with Youth Works, Workforce Solutions and the Human Resources Talent Acquisition Team.

Looking ahead, we are exploring the possibility of creating an ECC advisory committee that consists of community members, including youth, to make space for discussions about topics such as: community responders for Appropriate Response Initiative, domestic violence, the opioid crisis, and general 911-based public education within each community. In the next 2 years, we also envision holding community-county events to encourage youth and adults to engage in recreational sporting activities that are available at neighborhood parks. Planning for these events will require allocated dollars and is something brand new to the ECC.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

We will also need to invest time and money into our current staff as we prepare for the launch of community responders that will soon be responding to calls for help across the county. Because of the highly structured nature of our work and a work environment shaped by traditional public safety approaches we have staff at the ECC that will need more growth and development to see the true value and impact of the efforts such as the Appropriate Response Initiative. Completing Racial Equity in Action training is only a beginning. We will need to provide more staff trainings and guided conversations that support individual growth of our employees such as: micro-aggression, anti-racism, implicit bias, and self-care topics. The ECC is dedicated to the well-being of staff. A diverse internal peer support team is available to staff 24/7, and an “annual wellness check program” is in development. This program will provide an annual check-in with a mental health professional to all ECC staff.

Racial Equity

Racial Equity is key to much of the work the ECC started in 2021 and 2022. This important work laid the foundation for a culture and operational shift in the way residents will experience our services. From partnering with community to inform the Appropriate Response Initiative, to creating space in the workplace to have foundational racial equity conversations, to workplace culture initiatives, to hiring, racial equity is a part of all that we do. In an emergency, the ECC is often the first point a resident engages with the county. It's important that all residents receive the services they need at the time they need it. We recognize that specific needs for communities may be different from one to another. Our partnership with community and focus on providing services with a race equity lens will ensure that we share power with community, especially our racially and ethnically diverse communities. Our Appropriate Response Initiative will do that. The ability to dispatch an alternative response to an emergency such as a mental health episode, with an appropriate response, which reduces the risk of creating a harmful experience in community. This could lead to a detainment, adding pressure to necessary resources at the Adult Detention Center, County Attorney's Office, and Courts. The ECC has the opportunity to lead with a lens of equity meeting community where they are, with what they need, when they need it.

ECC community engagement is about racial equity and recognizing that our systems have caused harm to community. We have a responsibility to share power with community as we build a system that's equitable and responds to each our individual community needs. Equity is about understanding that we all have different needs, and those different needs will have different solutions. Our partnership with community will allow us to better serve those communities. Our involvement with the Safety and Justice Racial equity and Community Engagement Action Team (RECEAT) has a community engagement plan to build better relationships in the racially and ethnically diverse communities that reside in Ramsey County. As we strengthen those relationships, share power, we'll be sure a racial equity lens is applied to all the decisions we make.

Internally, we are also leading a workplace culture shift with a lens of racial equity. It started with our community partnerships during our Appropriate Response Initiative planning, that led to our department wide effort to ensure all employees of the ECC received the county's racial equity in action training. We've continued that work with our leadership team as we continue to plan for normalizing the importance of racial equity at all levels of our organization. We plan to create an employee led, departmental racial equity and

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

community engagement action team to help create a plan on the next steps and evolution of our workplace culture change with a racial equity lens.

We've also applied a racial equity lens to our operations. We partnered with Human Resources to remove barriers from our application process for our 911 Telecommunicator job. That led to fewer supplemental questions on an application, lowered typing speed requirements (aligned with other local 9-1-1 operations), diversified our interview panels, included values-based interview questions, and initiated a banded interview process. All these changes have led to more candidates referred for interviews, and more hires that align with the county's values and our focus on racial equity. We also recently included a community member on a recent request for quote contracting opportunity we issued because the partnership with community is so valuable to us.

We're working hard to be leaders in racial equity, but it's a long journey, and it's not linear. We're going to stay the course, be courageous enough to make mistakes, and humble enough to own them. We're committed to engaging community, sharing power in decision making, and leading with a racial equity lens with each other and serving community.

Update on Recent Initiatives

Appropriate Response Initiative: The Emergency Communications Center has continued to partner with the County Manager's Office Policy and Planning, Social Services, Public Health, and Community throughout the Appropriate Response Initiative. Currently, a Request for Proposal (RFP) for Community Responders is being finalized and will be made public soon. Additionally, we have been working to identify the potential call triage processes that will be utilized by the community responders. To address the mental health and self-care needs of our own staff during this transitional period, the Emergency Communications Center will also need to identify trainings and seminars. Moreover, we are continuing to develop internal staff trainings that will need to be presented to staff prior to implementation which is tentatively fall 2023.

Embedded Social Workers: We have continued to support Social Services in the development and onboarding of Embedded Social Workers within the ECC. We are committed to the success of the social workers partnering with our staff to better utilize and understand our relationship with Ramsey County Crisis. The deepen understanding of our current processes, we held a mandatory in-person training on the topic of utilizing the social workers that are embedded into our floor staff. Our training team will continue to train the social workers on our equipment (computer programs, phones, terminology, and processes), and partner with them as the experts in mental health crises as we finalize our workflows for ECC staff to follow.

Revenues

There are no immediate changes to Emergency Communications Revenues. 911 Special Revenue funds received from the State of Minnesota increased significantly in recent years but are not expected to change in 2024/25. However, future potential exists and the ECC continues to stay engaged in these areas of discussion from around the region and state.

DEPARTMENT SUMMARY



Emergency Communications
Nancie Pass, Director

388 13th Street, St Paul, MN
651-266-7700

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Metropolitan Emergency Services Board (MESB) efforts to establish a regional CAD-to-CAD hub, allowing improved situational awareness and interoperability between dispatch centers and public safety agencies, are ongoing. This project, coordinated by the, would be supported by funding from participating PSAP's and the funding of a regional system administrator would likely be needed and funded. The ECC was identified as a potential host agency for this Joint Powers Agreement funded position.

The ECC also continues to participate in discussions on legislative initiatives to establish minimum training standards and certification for Public Safety Telecommunicators across the state of Minnesota. This effort would likely be supported with additional funding from the 911 special revenue fund and the ECC would receive funding for those uses to support training our internal staff. We would also explore and pursue the opportunity to provide that training to outside staff for fee, supporting the funding of dedicated ECC training staff to meet the statutory requirements.

Long Term Budget Pressures

The department maintains its own fund balance because of the unique 60/40 hybrid funding model. The fund balance is used over the long term to fund improvements of capital equipment and other major projects. Prior to the COVID 19 pandemic, operating budgets included regular allocations toward long term capital needs identified in the department's capital improvements plan. Due to budget constraints over the last few years, allocations for capital needs were suspended and some fund balance was used temporarily to support operations. The 2024/25 budget does not utilize fund balance for operations and restores a small amount in 2025 toward future capital needs, but more is needed to get to the sustainable level that existed before the pandemic.

Department Summary

BUDGET SUMMARY

Emergency Communications

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	18,019,244	18,925,965	20,257,203	20,991,804
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	8,584,060	8,415,961	9,003,372	9,480,728
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	9,435,184	10,510,004	11,253,831	11,511,076
Inc/(Dec) from Previous Year			743,827	257,245
% Inc/(Dec) from Previous Year			7.1%	2.3%
Inc/(Dec) from Two Years				1,001,072
% Inc/(Dec) from Two Years				9.5%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Emergency Communications

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	7,102,533	7,036,659	7,503,372	7,819,049
Intergovernmental Revenue				
Federal	-	-	-	-
State	1,477,462	1,379,302	1,500,000	1,500,000
Local / Other	-	-	-	-
Total Intergovernmental Revenue	1,477,462	1,379,302	1,500,000	1,500,000
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	4,065	-	-	161,679
Property Tax Levy	9,435,184	10,510,004	11,253,831	11,511,076
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	18,019,244	18,925,965	20,257,203	20,991,804

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	14,753,555	14,849,269	15,804,680	16,138,521
Professional Services	3,170,983	3,428,984	3,866,133	4,055,863
Client Services	-	-	-	-
Supplies	74,739	115,212	71,890	72,920
Capital Outlay	19,967	532,500	514,500	724,500
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	18,019,244	18,925,965	20,257,203	20,991,804

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Emergency Communications Emergency Communications Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	7,102,533	7,036,659	7,503,372	7,819,049
Intergovernmental Revenue				
Federal	-	-	-	-
State	1,477,462	1,379,302	1,500,000	1,500,000
Local / Other	-	-	-	-
Total Intergovernmental Revenue	1,477,462	1,379,302	1,500,000	1,500,000
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	4,065	-	-	161,679
Property Tax Levy	9,435,184	10,510,004	11,253,831	11,511,076
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	18,019,244	18,925,965	20,257,203	20,991,804

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	14,753,555	14,849,269	15,804,680	16,138,521
Professional Services	3,170,983	3,428,984	3,866,133	4,055,863
Client Services	-	-	-	-
Supplies	74,739	115,212	71,890	72,920
Capital Outlay	19,967	532,500	514,500	724,500
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	18,019,244	18,925,965	20,257,203	20,991,804

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	149.75	152.75	149.00	149.00

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Emergency Communications

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Dispatch Center	7,447,606	7,287,617	7,882,978	8,334,767
800 MHz System	202,513	190,000	190,000	190,000
CAD Operating Budget	933,941	938,344	930,394	955,961
Total Operating Budget	8,584,060	8,415,961	9,003,372	9,480,728

Inc/(Dec) from Previous Year			587,411	477,356
% Inc/(Dec) from Previous Year			7.0%	5.3%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-

Total Revenue / Estimated Revenue	8,584,060	8,415,961	9,003,372	9,480,728
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Inc/(Dec) from Previous Year			587,411	477,356
% Inc/(Dec) from Previous Year			7.0%	5.3%

Inc/(Dec) from Two Years				1,064,767
% Inc/(Dec) from Two Years				12.7%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Emergency Communications

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Dispatch Center	15,528,120	15,653,384	17,043,445	17,712,298
800 MHz System	791,137	926,720	887,772	917,181
CAD Operating Budget	1,699,987	2,345,861	2,325,986	2,362,325
Total Operating Budget	18,019,244	18,925,965	20,257,203	20,991,804

Inc/(Dec) from Previous Year			1,331,238	734,601
% Inc/(Dec) from Previous Year			7.0%	3.6%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
ARPA Violence Prevention Grant (G111020)	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	18,019,244	18,925,965	20,257,203	20,991,804

Inc/(Dec) from Previous Year			1,331,238	734,601
% Inc/(Dec) from Previous Year			7.0%	3.6%

Inc/(Dec) from Two Years				2,065,839
% Inc/(Dec) from Two Years				10.9%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Emergency Communications

Permanent FTE	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Dispatch Center	141.75	144.75	140.75	140.75
800 MHz System	3.00	3.00	3.00	3.00
CAD Operating Budget	5.00	5.00	5.00	5.00
Total Operating Budget	149.75	152.75	148.75	148.75

Projects / Grants	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
ARPA Violence Prevention Grant (G111020)	-	-	4.00	4.00
Total Projects / Grants	-	-	4.00	4.00

Total Existing Permanent FTE	149.75	152.75	152.75	152.75
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FTE Changes	FY24 Proposed	FY25 Proposed
Increase .75 FTE to 1.00 FTE	0.25	0.25
Total FTE Changes	0.25	0.25

Total FTE	153.00	153.00
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Inc/(Dec) from Previous Year	0.25	-
Inc/(Dec) from Two Years		0.25

Medical Examiner
Dr. Kelly Mills, Medical Examiner

300 University Avenue East
651-266-1700

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The Ramsey County Medical Examiner’s Office by statute, is an independent agency that determines cause and manner of death for the residents and visitors of Ramsey County and other contracted municipalities. The Medical Examiner Office ensures excellence in forensic services by the use of state-of-the-art technology, techniques and by maintaining the highest level of certification through the National Association of Medical Examiners (NAME) and the International Association of Coroners and Medical Examiners (IACME). The Ramsey County Medical Examiner’s Office has maintained full accreditation since 2010 (NAME) and 2012 (IACME).

The office provides twenty-four hour and seven days a week service to Ramsey County residents and agencies. This service includes investigations, autopsies, toxicological and laboratory analysis. The Medical Examiner’s investigative staff responds to death scenes in order to assist law enforcement in active investigations. The results of the investigation are provided to families through autopsy reports and death certificates. This service is provided regardless of the financial circumstances of our residents.

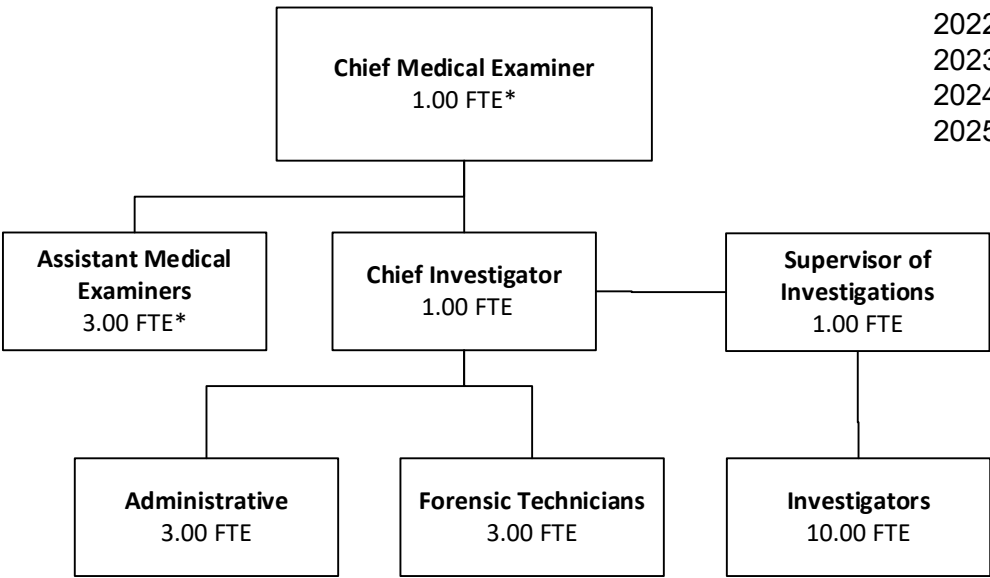
Through partnerships within Ramsey County, the Minnesota Department of Health (MDH) and the Center for Disease Control (CDC) the Medical Examiner’s Office provides current trends on public health issues such as drug overdoses and public health emergencies to county residents and agencies in order to raise public awareness and safety. The Medical Examiner’s Office also works with the Minnesota Adult Abuse Reporting Center (MAARC) a state mandated reporting system for investigating deaths of vulnerable adults.

Department Organizational Chart

Department 2024 Organizational Chart

Personnel – FTE

2022 Approved	18.00
2023 Approved	18.00
2024 Proposed	18.00
2025 Proposed	19.00



* Contractors

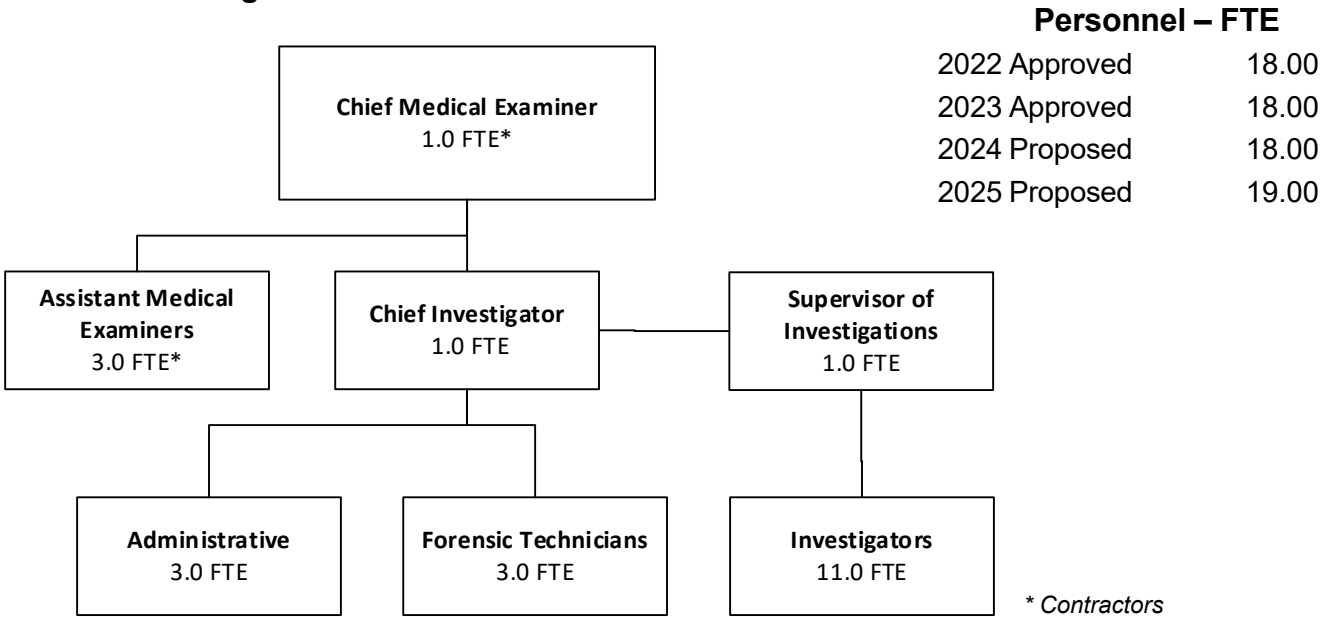
DEPARTMENT SUMMARY

Medical Examiner
Dr. Kelly Mills, Medical Examiner

300 University Avenue East
651-266-1700

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department 2025 Organizational Chart



2024-25 Major Changes

- 2024: Increase in body bag fees.
- 2025: Increase fees to outside agencies, One additional FTE

Through the biennial budget process, it was recognized that there has been no fee increase since 2014. In order to ensure coverage of additional cost pressures due to the supply challenges, inflation, and other general operational cost increases, fees to outside agencies will be increased and phased in years 2024 and 2025.

Due to increased caseloads and maintaining a facility that operates 24 hours a day 365 days a year, the Medical Examiner is seeking one (1) additional FTE in 2025 to aid in autopsy workflow and death investigation processes. The additional FTE will increase expenses by about \$116K (salary and benefits). These costs will be covered by anticipated revenue. The Medical Examiners office also included increased costs in 2024 and 2025 for a market rate adjustment based off a salary study in collaboration with Human Resources and the Service Team Controller.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County’s Open Performance platform. Ramsey County’s Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

One of the Medical Examiner’s Office performance measures includes signing death certificates in a timely fashion. Due to an increase in the case load, the Office is asking for an additional FTE in 2025. This hiring will

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

reduce the amount of time it takes to complete cases and sign death certificates. This in turn, provides residents quicker access to information that facilitates the final arrangement process.

Community Engagement

The Medical Examiner's Office is collaborating with the Safety and Justice team to create events that will aid in building relationships within the community. This requires time, resources, and personnel to coordinate and implement the events. Personnel also continue to give tours of the facility and go into the community to present information about what the medical examiner does. The Medical Examiner's Office is working with the Safety and Justice Racial Health Equity Administrator to set up meet and greets with community to build authentic relationships. The Medical Examiner's Office relies on the funds the County Board has designated for community engagement.

Racial Equity

The Medical Examiner's Office continues to provide multilingual communications to residents who are impacted by events that require our service. This includes the translation and printing of communications about the office and autopsy process. These are also available on the Ramsey County website. Medical Examiner personnel sit on the Racial Equity Action Team, which meets monthly to facilitate the building of relationships both within the service team and with community members. The Medical Examiner staff continue to have daily conversations with families explaining what to expect during the investigation and choices they have regarding the autopsy process. The Office has successfully been able to honor the wishes of families when they have objections to an autopsy based on cultural and religious beliefs.

Update on Recent Initiatives

The Medical Examiner's Office spent 2022 working towards re-accreditation with the International Association of Coroners and Medical Examiners. This accreditation requires the highest level of service to the residents, neighbors, and visitors to Ramsey County. The Medical Examiner's Office has been fully accredited for another 5 years. This is in addition to the National Association of Medical Examiner's Accreditation, which the office also holds. The Medical Examiner's Office is in the contracting process to obtain digital fingerprint scanning equipment for identification. Having access to this technology within the office versus having to utilize outside agencies, will provide a more streamlined and faster process to identify decedents and then notify family.

Revenues

Primary revenue sources for the Medical Examiner's office are from costs charged to other agencies. The Joint Powers Agreement with Washington County provides revenue on a caseload percentage reimbursement model that reflects actual, real-time ratios. The ability to combine resources through the JPA benefits both Washington County and Ramsey County residents. The office also provides medical examiner services for agencies outside of Ramsey and Washington County. These services are charged based on the approved Fee Schedule ensuring transparency and noted in the major changes above.

DEPARTMENT SUMMARY



Medical Examiner
Dr. Kelly Mills, Medical Examiner

300 University Avenue East
651-266-1700

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Long Term Budget Pressures

The Medical Examiner has caseload, staffing, and some multi-year long term budget pressures. The Medical Examiner's office is required to ensure a case per pathologist maximum ratio to maintain licensure. Cases vary by complexity, time commitment, expertise and can span multiple years creating budgeting complexities of staff and resources per estimated case. The staffing pressure currently exists with the Investigator schedule. The Medical Examiner's office is maintaining a 24/7 shift schedule with only 10 FTE. In 2025, they will increase to 11 investigators; however, a standard 24/7 shift coverage is recommended to have at least 13 FTE due to planned and unplanned leave. Finally, the Medical Examiner has multiple large charges that occurs every 3-5 years making biennial budgeting difficult. Critical machine maintenance plans and national and international accreditations are a few examples. The full body x-ray machine (LODOX) maintenance plan is \$55,000 for a 3-year plan and is material to the work performed. While the cost is covered in the 2024 proposed budget, there will be a decrease in expenditures with a large increase again in 2027.

Department Summary

BUDGET SUMMARY

Medical Examiner

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	3,425,460	3,446,199	3,909,815	4,011,248
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	2,106,998	2,127,313	2,165,000	2,554,500
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	1,318,462	1,318,886	1,744,815	1,456,748
Inc/(Dec) from Previous Year			425,929	(288,067)
% Inc/(Dec) from Previous Year			32.3%	(16.5)%
Inc/(Dec) from Two Years				137,862
% Inc/(Dec) from Two Years				10.5%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Medical Examiner

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	1,953,820	1,968,473	2,001,000	2,390,500
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	152,974	158,840	164,000	164,000
Other Revenue & Taxes	204	-	-	-
Property Tax Levy	1,318,462	1,318,886	1,744,815	1,456,748
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	3,425,460	3,446,199	3,909,815	4,011,248

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	1,704,579	1,743,340	2,079,820	2,197,956
Professional Services	1,593,748	1,615,999	1,725,695	1,708,992
Client Services	-	-	-	-
Supplies	94,715	86,860	92,300	92,300
Capital Outlay	32,418	-	12,000	12,000
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	3,425,460	3,446,199	3,909,815	4,011,248

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Medical Examiner County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	1,953,820	1,968,473	2,001,000	2,390,500
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	152,974	158,840	164,000	164,000
Other Revenue & Taxes	204	-	-	-
Property Tax Levy	1,318,462	1,318,886	1,744,815	1,456,748
Use of Fund Balance	-	-	-	-
Total Revenue / Estimated Revenue	3,425,460	3,446,199	3,909,815	4,011,248

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	1,704,579	1,743,340	2,079,820	2,197,956
Professional Services	1,593,748	1,615,999	1,725,695	1,708,992
Client Services	-	-	-	-
Supplies	94,715	86,860	92,300	92,300
Capital Outlay	32,418	-	12,000	12,000
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	3,425,460	3,446,199	3,909,815	4,011,248

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	18.00	18.00	18.00	19.00

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Medical Examiner

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Medical Examiner	2,106,998	2,127,313	2,165,000	2,554,500
Total Operating Budget	2,106,998	2,127,313	2,165,000	2,554,500
Inc/(Dec) from Previous Year			37,687	389,500
% Inc/(Dec) from Previous Year			1.8%	18.0%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	2,106,998	2,127,313	2,165,000	2,554,500

Inc/(Dec) from Previous Year	37,687	389,500
% Inc/(Dec) from Previous Year	1.8%	18.0%
Inc/(Dec) from Two Years		427,187
% Inc/(Dec) from Two Years		20.1%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Medical Examiner

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Medical Examiner	3,425,460	3,446,199	3,909,815	4,011,248
Total Operating Budget	3,425,460	3,446,199	3,909,815	4,011,248
Inc/(Dec) from Previous Year			463,616	101,433
% Inc/(Dec) from Previous Year			13.5%	2.6%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	3,425,460	3,446,199	3,909,815	4,011,248

Inc/(Dec) from Previous Year			463,616	101,433
% Inc/(Dec) from Previous Year			13.5%	2.6%
Inc/(Dec) from Two Years				565,049
% Inc/(Dec) from Two Years				16.4%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Medical Examiner

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>				
Medical Examiner	18.00	18.00	18.00	18.00
Total Operating Budget	18.00	18.00	18.00	18.00

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Projects / Grants				
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-

Total Existing Permanent FTE	18.00	18.00	18.00	18.00
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	FY24 Proposed	FY25 Proposed
FTE Changes		
Investigator 2 - Med Exam Ofc (1.00 FTE)	-	1.00
Total FTE Changes	-	1.00

Total FTE	18.00	19.00
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Inc/(Dec) from Previous Year	-	1.00
Inc/(Dec) from Two Years		1.00

ECONOMIC GROWTH & COMMUNITY INVESTMENT

To advance the County's Vision, Mission, Goals and Values, the County Manager hereby submits the 2024-2025 budget request for the Economic Growth and Community Investment Service Team.

Economic Growth and Community Investment (EGCI) Overview

The EGCI Service Team consists of the following organizations:

- Community and Economic Development Department
- EGCI Administration
- Housing Stability Department
- Library Department
- Parks & Recreation Department
- Property Management Department
- Public Works Department
- Workforce Solutions Department

The work of the EGCI Service Team serves not only our county residents but has regional impacts as well. Our collective work aligns with all the strategic priorities in the county. As we move into a period after COVID-19 and the civil unrest that rocked our local communities and disproportionately impacted our Black, Indigenous and culturally and ethnically diverse communities, we find ourselves at an inflection point to advance our work to ensure that truly opportunity and prosperity are goals that are attainable by all Ramsey County residents.

Whether we are investing in the housing continuum, ensuring high wage, high growth jobs, increasing our spend for small, diverse businesses or creating more public sector pathways, these are just a few of the ways that multiple departments in EGCI must coordinate and align in order to support the overall well-being of our residents. Most recently, all EGCI leaders were part of a Burns Institute cohort visiting Montgomery, AL. Experiencing the history of the Black Americans through the Legacy Museum, the National Memorial for Peace and Justice, and the focused conversations among us has led us all think about how we can continue to do our work differently. The directive to be the catalyst of economic growth as a service team is a significant challenge, but yet we continue to have the ability to influence those outcomes in new ways through more intentional community investments throughout every department in EGCI.

EGCI Priorities

Within this requested 2024-2025 biennial budget, EGCI's priorities are to:

- **Deliver a balanced budget.** Address known revenue shortfalls and be prepared for known risks and needs through the biennium. Hold levy increase to the amount requested by Central Finance.
- **Keep our word.** Fulfill organizational commitments to former care center staff.

- **Strengthen the foundation.** Sustainably support core functions within the base budget; shore up under-resourced functions and address departments' eroded ability to deliver on core services.
- **Advance strategic investments.** Invest in collaborative strategies to create pathways to intergenerational prosperity through establishing an EGCI apprenticeship program, establishing a Full Family planner role, and making intentional investments in residents and businesses through community informed innovative and inclusive strategies.

Prioritization Process

EGCI's strategic prioritization focused on addressing foundational needs before making new investments. Our proposed new investments directly support and advance the county's economic development road map, the Economic Competitiveness and Inclusion Plan, and the *Aligning talent attraction, retention and promotion* and *Advancing a holistic approach to strengthen families* strategic priorities.

Challenges and Opportunities

The availability of unprecedented federal funding through the Infrastructure Investment and Jobs Act (IIJA) and other federal legislation bring great opportunity but also challenges to ensure a cogent, coherent county process to evaluate them and ensure we are pursuing strategic opportunities that we have the organizational capacity to execute and that bring the greatest value to our residents. In addition, there will be an important role for the county to help other organizations in our community to obtain new resources as well. Efforts here will take intentionality, subject matter experts, community partners, and internal supports to reach their transformational potential.

Organizational restructuring to consolidate and centralize functions, both within and outside EGCI, continues to have great promise but challenges remain that need to be addressed. For example, Fleet was centralized under Public Works in 2016. Based on industry standard measures, fleet is under resourced in the number of FTEs and undercapitalized in comparison to other similar counties and cities, to effectively and efficiently meet the demands and needs across the County. In this and other areas we remain challenged to reap the benefits of centralized functions.

Continuing efforts to not only redevelop county properties including Rice Creek Commons, Riversedge, and South Maplewood properties in alignment with the County vision, mission and goals but to find new ways to leverage development toward more workforce inclusion and wealth creation aligned with the Economic Competitiveness and Inclusion Plan is a monumental body of work, as is the effort to consolidate county staff into fewer and more functional spaces while eliminating surplus properties. We lead through these efforts in a time of significant staff turnover and vacancies as we lose staff to opportunities in other organizations and can struggle to fill positions.

Investments in buildings, systems and tools to improve the efficiency and resiliency of our buildings continue with low-cost enhancements nearly completed. Community engagement has also identified the need to modify buildings to improve the flexibility and adaptability of spaces and building systems

to serve more and diverse programming needs. These improvements will only be possible with more significant and strategic investments.

Conclusion

EGCI is a thinly run organization with a proven ability to consistently execute at the highest levels and which is united in dedication to support Ramsey County residents to the very best of our collective ability. Thank you for your consideration of this requested budget.

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
	<u>Ofc Of Econ Growth Comm Invest (D220100)</u>							
D220101	Econ Growth and Community Invt	631,978	128,438	-	503,540	425,899	77,641	18.2%
D220105	EGCI - Accounting Team	2,503,145	1,014,549	-	1,488,596	1,124,324	364,272	32.4%
	<u>Ofc Of Econ Growth Comm Invest (D220100) Total</u>	<u>3,135,123</u>	<u>1,142,987</u>	<u>-</u>	<u>1,992,136</u>	<u>1,550,223</u>	<u>441,913</u>	<u>28.5%</u>
	<u>Library (D650000)</u>							
D650101	Libraries Oper & Facilities	7,009,426	401,500	100,000	6,507,926	5,442,493	1,065,433	19.6%
D650104	Library - Automation Services	686,792	-	-	686,792	651,103	35,689	5.5%
D650106	Library - Technical Services	680,945	-	-	680,945	596,545	84,400	14.1%
D650201	New Brighton Library	399,660	-	-	399,660	389,637	10,023	2.6%
D650301	Maplewood Library	1,212,760	-	-	1,212,760	1,145,393	67,367	5.9%
D650401	Mounds View Library	366,792	-	-	366,792	349,961	16,831	4.8%
D650501	North St Paul Library	203,314	-	-	203,314	198,974	4,340	2.2%
D650601	Roseville Library	2,661,470	-	-	2,661,470	2,551,817	109,653	4.3%
D650701	Shoreview Library	1,165,760	-	-	1,165,760	1,028,189	137,571	13.4%
D650801	White Bear Lake Library	484,333	-	-	484,333	473,238	11,095	2.3%
	<u>Library (D650000) Total</u>	<u>14,871,252</u>	<u>401,500</u>	<u>100,000</u>	<u>14,369,752</u>	<u>12,827,350</u>	<u>1,542,402</u>	<u>12.0%</u>
	<u>Parks & Recreation (D660000)</u>							
D660101	Parks & Rec Administration	1,969,229	101,100	-	1,868,129	1,743,254	124,875	7.2%
D660102	Parks & Rec Cntrl Maint & Srv	594,691	-	-	594,691	526,093	68,598	13.0%
D660201	Parks & Rec Public Ice Arenas	499,509	1,550	-	497,959	522,016	(24,057)	(4.6)%
D660202	Parks & Rec Aldrich Arena	527,895	748,700	-	(220,805)	(165,240)	(55,565)	33.6%
D660203	Parks & Rec Highland Arena	651,888	760,600	-	(108,712)	(148,565)	39,853	(26.8)%
D660204	Oscar Johnson Memorial Arena	139,500	251,700	-	(112,200)	(116,486)	4,286	(3.7)%
D660205	Shoreview Arena	150,254	265,500	-	(115,246)	(84,097)	(31,149)	37.0%
D660206	Ken Yackel West Side Arena	132,144	138,800	-	(6,656)	(10,307)	3,651	(35.4)%
D660207	Clarence (Biff) Adams Arena	58,300	81,700	-	(23,400)	27,350	(50,750)	(185.6)%
D660208	Pleasant Arena	388,281	458,700	-	(70,419)	(143,864)	73,445	(51.1)%
D660209	White Bear Arena	131,285	302,500	-	(171,215)	(129,752)	(41,463)	32.0%
D660210	Harding Arena	136,288	210,650	-	(74,362)	(89,936)	15,574	(17.3)%
D660211	Gustafson-Phalen Arena	160,285	212,700	-	(52,415)	(62,014)	9,599	(15.5)%
D660212	TCO Sports Garden	1,757,782	1,761,900	-	(4,118)	(197,883)	193,765	(97.9)%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D660301	Parks & Rec Golf Goodrich	380,791	-	-	380,791	(283,795)	664,586	(234.2)%
D660302	Parks & Rec Golf Keller	823,171	1,611,000	-	(787,829)	(745,876)	(41,953)	5.6%
D660303	Parks & Rec Golf Manitou Ridge	14,426	189,000	-	(174,574)	(137,568)	(37,006)	26.9%
D660305	Parks & Rec Goodrich Clubhouse	32,448	-	-	32,448	26,115	6,333	24.3%
D660306	Parks & Rec Keller Clubhouse	70,934	-	-	70,934	81,450	(10,516)	(12.9)%
D660402	Parks & Rec Beaches-Park Svcs	36,200	-	-	36,200	35,549	651	1.8%
D660403	Parks & Rec Bat Crk Water Rec	242,931	251,155	-	(8,224)	41,354	(49,578)	(119.9)%
D660404	Battle Creek Winter Recreation	209,319	220,000	-	(10,681)	-	(10,681)	-
D660501	Parks & Rec Parks Maint & Oper	2,361,878	562,400	-	1,799,478	1,538,051	261,427	17.0%
D660701	Parks & Rec Nature Interp Prog	879,616	358,200	-	521,416	526,453	(5,037)	(1.0)%
D660801	Parks & Rec Planning & Dev	916,370	291,554	-	624,816	561,880	62,936	11.2%
D750101	Soil & Water Conservation	935,423	897,122	-	38,301	103,068	(64,767)	(62.8)%
D660980	PK TNC Volunteer Program (G224009)	82,092	82,092	-	-	-	-	-
D660980	PK Legacy MN Conserv Corps (G224014)	-	-	-	-	-	-	-
D660980	PRK Outdoor Rec Programming (G224035)	125,000	125,000	-	-	-	-	-
	Parks & Recreation (D660000) Total	14,407,930	9,883,623	-	4,524,307	3,417,250	1,107,057	32.4%
<u>D550000</u>	<u>Public Works / Central Fleet (D550000)</u>							
D550101	Public Works Administration	1,853,034	872,169	-	980,865	695,015	285,850	41.1%
D550201	Pub Wrks Bldg Maint & Oper	1,496,145	82,400	-	1,413,745	1,245,940	167,805	13.5%
D550401	Road Maintenance	8,371,743	8,151,843	-	219,900	(5,000)	224,900	(4,498.0)%
D550601	Pub Wrks Environmental Srv	972,538	130,000	-	842,538	627,937	214,601	34.2%
D550701	Land Survey	1,032,837	184,188	-	848,649	713,673	134,976	18.9%
D550801	Design and Construction	4,763,424	3,217,340	-	1,546,084	1,213,354	332,730	27.4%
D150101	Multi-Modal Planning Administration	2,816,217	2,298,750	-	517,467	645,225	(127,758)	(19.8)%
D150201	Green Line Operations	6,300,000	6,300,000	-	-	-	-	-
D150301	Union Depot Operations	1,997,912	1,997,912	-	-	-	-	-
D150401	Northeast Diagonal Property - Roseville	2,000	2,000	-	-	-	-	-
D150402	Northeast Corridor Property - St. Paul/Maplewood	27,200	27,200	-	-	-	-	-
D150501	Rush Line Corridor Operations	66,157	66,157	-	-	-	-	-
D150601	Red Rock Corridor Operations	10,500	10,500	-	-	-	-	-

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D150701	Robert St Corridor Operations	7,971	7,971	-	-	-	-	-
D150801	Gold Line Operations	85,000	85,000	-	-	-	-	-
D150901	Passenger Rail Operations	297,146	297,146	-	-	-	-	-
D151001	Riverview Corridor Operations	294,262	294,262	-	-	-	-	-
	Public Works / Central Fleet (D550000) Total	30,394,086	24,024,838	-	6,369,248	5,136,144	1,233,104	24.0%
<u>D550300</u>	<u>Motor Equipment (D550300)</u>							
D550301	Pub Wrks Mtr Equip Srv & Store	9,317,963	1,233,500	-	8,084,463	7,314,222	770,241	10.5%
	Motor Equipment (D550300) Total	9,317,963	1,233,500	-	8,084,463	7,314,222	770,241	10.5%
<u>D350000</u>	<u>Property Management (D350000)</u>							
D350101	Property Management Administration	1,729,661	514,640	-	1,215,021	-	1,215,021	-
D350104	Parking Operations	22,999	-	-	22,999	-	22,999	-
D350105	Family Service Center	118,294	156,130	-	(37,836)	-	(37,836)	-
D350110	PRMG Building Operations	1,744,119	180,000	136,611	1,427,508	-	1,427,508	-
D350201	CH/CH Maintenance	4,210,002	4,210,002	-	-	-	-	-
D350301	RCGC-East Operations	2,514,559	4,194,826	-	(1,680,267)	-	(1,680,267)	-
D350601	Juvenile Family Justice Center	1,429,406	1,856,940	-	(427,534)	-	(427,534)	-
D350701	Law Enforcement Center (Operations)	3,052,184	3,202,428	-	(150,244)	-	(150,244)	-
D350901	Public Works Facility	2,022,646	2,022,646	-	-	-	-	-
D351001	Library Facilities	1,979,620	1,979,620	-	-	-	-	-
D351101	Suburban Courts Facility	216,797	182,408	-	34,389	-	34,389	-
D351201	90 West Plato Building	1,014,868	839,533	-	175,335	-	175,335	-
D351301	911 Dispatch Center	227,657	168,981	-	58,676	-	58,676	-
D351401	Union Depot Facility	164,740	164,740	-	-	-	-	-
D351501	Metro Square Facility	3,965,655	4,364,937	-	(399,282)	-	(399,282)	-
D351601	402 University Avenue East	358,200	446,844	-	(88,644)	-	(88,644)	-
D351701	5 South Owasso Boulevard West	176,346	207,220	-	(30,874)	-	(30,874)	-
D351801	Correctional Facility	2,155,879	2,093,307	-	62,572	-	62,572	-
D351901	Medical Examiner Facility	186,039	135,713	-	50,326	-	50,326	-
D352001	555 Cedar	465,913	462,385	-	3,528	-	3,528	-
D352101	PRMG 360 Wabasha	1,077,910	1,077,910	-	-	-	-	-

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D720101	Landmark Center Mgmt	1,149,724	-	-	1,149,724	928,309	221,415	23.9%
D760101	County Barn	63,564	-	-	63,564	44,064	19,500	44.3%
D350280	Ellerbe Memorial Hall Grant (G306031)	11,000	11,000	-	-	-	-	-
	Property Management (D350000) Total	30,057,782	28,472,210	136,611	1,448,961	972,373	476,588	49.0%
D810000	Workforce Solutions (D810000)							
D810101	Workforce Solutions Admin Cost Pool	2,537,040	2,537,040	-	-	-	-	-
D810102	Work Assistance Service	1,236,565	-	268,874	967,691	556,478	411,213	73.9%
D810180	WIOA Dislocated Worker (G220001)	557,066	567,947	-	(10,881)	-	(10,881)	-
D810180	State Dislocated Worker (G220002)	1,438,490	1,459,094	-	(20,604)	-	(20,604)	-
D810280	WIOA Youth (G210027)	682,194	682,194	-	-	-	-	-
D810280	Minnesota Youth Program (G210029)	962,974	962,974	-	-	-	-	-
D810280	WS DA Milestone Tech Training (G221026)	475,000	475,000	-	-	-	-	-
D810280	WS DA Tech Hub Training (G221027)	475,000	475,000	-	-	-	-	-
D810380	WIOA Adult (G210028)	575,016	575,016	-	-	-	-	-
D810480	Minnesota Family Investment Program (G201508)	13,911,461	13,911,461	-	-	-	-	-
D810480	SNAP (G201512)	380,000	380,000	-	-	-	-	-
D810480	SNAP 50/50 (G201526)	40,000	40,000	-	-	-	-	-
D810480	WFS NextGen (P070524)	-	-	-	-	-	-	-
D810580	TANF Innovation (G210063)	20,000	20,000	-	-	-	-	-
D810580	Inclusive Economy Strategy (P063003)	231,126	-	231,126	-	80,000	(80,000)	(100.0)%
D810580	Workforce Inclusion and Contracting (P070078)	141,052	-	-	141,052	135,780	5,272	3.9%
D810680	Workforce Innovation Board (G406009)	240,200	240,200	-	-	-	-	-
	Workforce Solutions (D810000) Total	23,903,184	22,325,926	500,000	1,077,258	772,258	305,000	39.5%
D800000	Community Econ Devel (D800000)							
D800701	Community & Economic Development Admin	703,441	-	-	703,441	546,590	156,851	28.7%
D800101	CDBG Admin	1,250,000	1,250,000	-	-	-	-	-
D800201	HOME Admin	540,000	540,000	-	-	-	-	-
D800301	Environmental Response Fund	912,500	912,500	-	-	-	-	-
	Community Econ Devel (D800000) Total	3,405,941	2,702,500	-	703,441	546,590	156,851	28.7%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D810480	Housing Stability De (D820000)							
D810480	Housing Stability - Administration	3,308,133	705,084	-	2,603,049	2,863,667	(260,618)	(9.1)%
D810580	Housing Stability - Planning	705,409	-	-	705,409	479,885	225,524	47.0%
D810580	Housing Stability - Operations	2,092,082	350,000	-	1,742,082	1,469,389	272,693	18.6%
D820401	Housing Stability Office of	996,561	-	-	996,561	483,882	512,679	106.0%
D820180	Continuum of Care (G102802)	209,736	209,736	-	-	-	-	-
D820180	Maternal Child Substance Abuse (G201203)	-	-	-	-	-	-	-
D820180	Community Living Infrastructure Grant (G201701)	349,236	349,236	-	-	-	-	-
D820180	MN Housing - Family Homeless (G206001)	-	-	-	-	-	-	-
D820180	Homework Starts With Home Grant (G206006)	444,700	444,700	-	-	-	-	-
D820180	Functional Zero Project Grant (G214008)	100,000	100,000	-	-	-	-	-
D820180	Pohlad Family Foundation Homelessness Prevention (G306051)	-	-	-	-	-	-	-
D820180	Pohlad Foundation Jail Prevention (G306059)	-	-	-	-	-	-	-
D820180	Emergency Solutions Grant (G404013)	585,887	585,887	-	-	-	-	-
	Housing Stability De (D820000) Total	8,791,744	2,744,643	-	6,047,101	5,296,823	750,278	14.2%
Total Economic Growth & Community Investment		138,285,005	92,931,727	736,611	44,616,667	37,833,233	6,783,434	17.9%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
	<u>Ofc Of Econ Growth Comm Invest (D220100)</u>							
D220101	Econ Growth and Community Invt	898,883	129,723	-	769,160	503,540	265,620	52.8%
D220105	EGCI - Accounting Team	2,536,450	1,024,695	-	1,511,755	1,488,596	23,159	1.6%
	<u>Ofc Of Econ Growth Comm Invest (D220100) Total</u>	<u>3,435,333</u>	<u>1,154,418</u>	<u>-</u>	<u>2,280,915</u>	<u>1,992,136</u>	<u>288,779</u>	<u>14.5%</u>
	<u>D650000 Library (D650000)</u>							
D650101	Libraries Oper & Facilities	7,397,171	418,500	100,000	6,878,671	6,507,926	370,745	5.7%
D650104	Library - Automation Services	693,635	-	-	693,635	686,792	6,843	1.0%
D650106	Library - Technical Services	687,683	-	-	687,683	680,945	6,738	1.0%
D650201	New Brighton Library	403,634	-	-	403,634	399,660	3,974	1.0%
D650301	Maplewood Library	1,224,837	-	-	1,224,837	1,212,760	12,077	1.0%
D650401	Mounds View Library	370,382	-	-	370,382	366,792	3,590	1.0%
D650501	North St Paul Library	205,295	-	-	205,295	203,314	1,981	1.0%
D650601	Roseville Library	2,687,882	-	-	2,687,882	2,661,470	26,412	1.0%
D650701	Shoreview Library	1,177,347	-	-	1,177,347	1,165,760	11,587	1.0%
D650801	White Bear Lake Library	489,147	-	-	489,147	484,333	4,814	1.0%
	<u>Library (D650000) Total</u>	<u>15,337,013</u>	<u>418,500</u>	<u>100,000</u>	<u>14,818,513</u>	<u>14,369,752</u>	<u>448,761</u>	<u>3.1%</u>
	<u>D660000 Parks & Recreation (D660000)</u>							
D660101	Parks & Rec Administration	2,011,498	101,100	-	1,910,398	1,868,129	42,269	2.3%
D660102	Parks & Rec Cntrl Maint & Srv	600,764	-	-	600,764	594,691	6,073	1.0%
D660201	Parks & Rec Public Ice Arenas	540,854	1,600	-	539,254	497,959	41,295	8.3%
D660202	Parks & Rec Aldrich Arena	544,426	765,200	-	(220,774)	(220,805)	31	-
D660203	Parks & Rec Highland Arena	667,590	782,100	-	(114,510)	(108,712)	(5,798)	5.3%
D660204	Oscar Johnson Memorial Arena	143,529	266,700	-	(123,171)	(112,200)	(10,971)	9.8%
D660205	Shoreview Arena	154,254	280,600	-	(126,346)	(115,246)	(11,100)	9.6%
D660206	Ken Yackel West Side Arena	135,227	143,800	-	(8,573)	(6,656)	(1,917)	28.8%
D660207	Clarence (Biff) Adams Arena	61,150	86,350	-	(25,200)	(23,400)	(1,800)	7.7%
D660208	Pleasant Arena	400,100	462,700	-	(62,600)	(70,419)	7,819	(11.1)%
D660209	White Bear Arena	134,488	303,050	-	(168,562)	(171,215)	2,653	(1.5)%
D660210	Harding Arena	140,055	221,700	-	(81,645)	(74,362)	(7,283)	9.8%
D660211	Gustafson-Phalen Arena	164,963	215,750	-	(50,787)	(52,415)	1,628	(3.1)%
D660212	TCO Sports Garden	1,792,052	1,800,664	-	(8,612)	(4,118)	(4,494)	109.1%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

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		Budget	Revenue	Fund Balance	Tax Levy			
D660301	Parks & Rec Golf Goodrich	458,151	822,000	-	(363,849)	380,791	(744,640)	(195.6)%
D660302	Parks & Rec Golf Keller	844,368	1,701,000	-	(856,632)	(787,829)	(68,803)	8.7%
D660303	Parks & Rec Golf Manitou Ridge	7,966	-	-	7,966	(174,574)	182,540	(104.6)%
D660305	Parks & Rec Goodrich Clubhouse	34,122	-	-	34,122	32,448	1,674	5.2%
D660306	Parks & Rec Keller Clubhouse	74,176	-	-	74,176	70,934	3,242	4.6%
D660402	Parks & Rec Beaches-Park Srvs	36,220	-	-	36,220	36,200	20	0.1%
D660403	Parks & Rec Bat Crk Water Rec	247,753	256,178	-	(8,425)	(8,224)	(201)	2.4%
D660404	Battle Creek Winter Recreation	213,068	224,400	-	(11,332)	(10,681)	(651)	6.1%
D660501	Parks & Rec Parks Maint & Oper	2,425,414	572,048	-	1,853,366	1,799,478	53,888	3.0%
D660701	Parks & Rec Nature Interp Prog	896,062	372,264	-	523,798	521,416	2,382	0.5%
D660801	Parks & Rec Planning & Dev	926,069	293,434	-	632,635	624,816	7,819	1.3%
D750101	Soil & Water Conservation	943,682	904,600	-	39,082	38,301	781	2.0%
D660980	PK TNC Volunteer Program (G224009)	82,908	82,908	-	-	-	-	-
D660980	PRK Outdoor Rec Programming (G224035)	125,000	125,000	-	-	-	-	-
	Parks & Recreation (D660000) Total	14,805,909	10,785,146	-	4,020,763	4,524,307	(503,544)	(11.1)%
<u>D550000</u>	<u>Public Works / Central Fleet (D550000)</u>							
D550101	Public Works Administration	1,921,996	886,263	-	1,035,733	980,865	54,868	5.6%
D550201	Pub Wrks Bldg Maint & Oper	1,574,254	82,400	-	1,491,854	1,413,745	78,109	5.5%
D550401	Road Maintenance	8,417,290	8,163,113	-	254,177	219,900	34,277	15.6%
D550601	Pub Wrks Environmental Srv	979,020	130,000	-	849,020	842,538	6,482	0.8%
D550701	Land Survey	1,042,606	184,188	-	858,418	848,649	9,769	1.2%
D550801	Design and Construction	4,855,813	3,229,174	-	1,626,639	1,546,084	80,555	5.2%
D150101	Multi-Modal Planning Administration	2,979,690	2,355,166	-	624,524	517,467	107,057	20.7%
D150201	Green Line Operations	6,400,000	6,400,000	-	-	-	-	-
D150301	Union Depot Operations	2,054,301	2,054,301	-	-	-	-	-
D150401	Northeast Diagonal Property - Roseville	2,000	2,000	-	-	-	-	-
D150402	Northeast Corridor Property - St. Paul/Maplewood	27,200	27,200	-	-	-	-	-
D150501	Rush Line Corridor Operations	45,440	45,440	-	-	-	-	-
D150601	Red Rock Corridor Operations	10,500	10,500	-	-	-	-	-
D150701	Robert St Corridor Operations	8,007	8,007	-	-	-	-	-

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D150801	Gold Line Operations	1,805,000	1,805,000	-	-	-	-	-
D150901	Passenger Rail Operations	297,869	297,869	-	-	-	-	-
D151001	Riverview Corridor Operations	296,641	296,641	-	-	-	-	-
	Public Works / Central Fleet (D550000) Total	32,717,627	25,977,262	-	6,740,365	6,369,248	371,117	5.8%
<u>D550300</u>	<u>Motor Equipment (D550300)</u>							
D550301	Pub Wrks Mtr Equip Srv & Store	9,502,688	1,256,000	-	8,246,688	8,084,463	162,225	2.0%
	Motor Equipment (D550300) Total	9,502,688	1,256,000	-	8,246,688	8,084,463	162,225	2.0%
<u>D350000</u>	<u>Property Management (D350000)</u>							
D350101	Property Management Administration	1,869,965	359,727	-	1,510,238	1,215,021	295,217	24.3%
D350104	Parking Operations	22,999	-	-	22,999	22,999	-	-
D350105	Family Service Center	119,608	166,920	-	(47,312)	(37,836)	(9,476)	25.0%
D350110	PRMG Building Operations	2,231,537	185,400	122,091	1,924,046	1,427,508	496,538	34.8%
D350201	CH/CH Maintenance	4,394,809	4,394,809	-	-	-	-	-
D350301	RCGC-East Operations	2,565,708	4,484,292	-	(1,918,584)	(1,680,267)	(238,317)	14.2%
D350601	Juvenile Family Justice Center	1,452,120	1,985,272	-	(533,152)	(427,534)	(105,618)	24.7%
D350701	Law Enforcement Center (Operations)	3,129,071	3,423,142	-	(294,071)	(150,244)	(143,827)	95.7%
D350901	Public Works Facility	2,127,293	2,127,293	-	-	-	-	-
D351001	Library Facilities	2,116,430	2,116,430	-	-	-	-	-
D351101	Suburban Courts Facility	222,831	195,013	-	27,818	34,389	(6,571)	(19.1)%
D351201	90 West Plato Building	1,035,170	897,552	-	137,618	175,335	(37,717)	(21.5)%
D351301	911 Dispatch Center	234,737	180,659	-	54,078	58,676	(4,598)	(7.8)%
D351401	Union Depot Facility	169,682	169,682	-	-	-	-	-
D351501	Metro Square Facility	4,044,296	4,544,745	-	(500,449)	(399,282)	(101,167)	25.3%
D351601	402 University Avenue East	367,917	477,725	-	(109,808)	(88,644)	(21,164)	23.9%
D351701	5 South Owasso Boulevard West	178,226	220,998	-	(42,772)	(30,874)	(11,898)	38.5%
D351801	Correctional Facility	2,207,041	2,237,973	-	(30,932)	62,572	(93,504)	(149.4)%
D351901	Medical Examiner Facility	193,469	145,092	-	48,377	50,326	(1,949)	(3.9)%
D352001	555 Cedar	481,825	494,340	-	(12,515)	3,528	(16,043)	(454.7)%
D352101	PRMG 360 Wabasha	1,152,342	1,152,342	-	-	-	-	-
D720101	Landmark Center Mgmt	1,198,461	-	-	1,198,461	1,149,724	48,737	4.2%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D760101	County Barn	65,273	-	-	65,273	63,564	1,709	2.7%
D350280	Ellerbe Memorial Hall Grant (G306031)	11,000	11,000	-	-	-	-	-
	Property Management (D350000) Total	31,591,810	29,970,406	122,091	1,499,313	1,448,961	50,352	3.5%
D810000	Workforce Solutions (D810000)							
D810101	Workforce Solutions Admin Cost Pool	2,442,040	2,442,040	-	-	-	-	-
D810102	Work Assistance Service	1,265,792	-	295,761	970,031	967,691	2,340	0.2%
D810180	WIOA Dislocated Worker (G220001)	557,318	567,947	-	(10,629)	(10,881)	252	(2.3)%
D810180	State Dislocated Worker (G220002)	1,438,934	1,459,094	-	(20,160)	(20,604)	444	(2.2)%
D810280	WIOA Youth (G210027)	682,194	682,194	-	-	-	-	-
D810280	Minnesota Youth Program (G210029)	962,974	962,974	-	-	-	-	-
D810280	WS DA Milestone Tech Training (G221026)	-	-	-	-	-	-	-
D810280	WS DA Tech Hub Training (G221027)	-	-	-	-	-	-	-
D810380	WIOA Adult (G210028)	575,016	575,016	-	-	-	-	-
D810480	Minnesota Family Investment Program (G201508)	13,911,461	13,911,461	-	-	-	-	-
D810480	SNAP (G201512)	380,000	380,000	-	-	-	-	-
D810480	SNAP 50/50 (G201526)	40,000	40,000	-	-	-	-	-
D810580	TANF Innovation (G210063)	20,000	20,000	-	-	-	-	-
D810580	Inclusive Economy Strategy (P063003)	504,239	-	204,239	300,000	-	300,000	-
D810580	Workforce Inclusion and Contracting (P070078)	138,016	-	-	138,016	141,052	(3,036)	(2.2)%
D810680	Workforce Innovation Board (G406009)	240,200	240,200	-	-	-	-	-
	Workforce Solutions (D810000) Total	23,158,184	21,280,926	500,000	1,377,258	1,077,258	300,000	27.8%
D800000	Community Econ Devel (D800000)							
D800701	Community & Economic Development Admin	712,519	-	-	712,519	703,441	9,078	1.3%
D800101	CDBG Admin	1,250,000	1,250,000	-	-	-	-	-
D800201	HOME Admin	540,000	540,000	-	-	-	-	-
D800301	Environmental Response Fund	912,500	912,500	-	-	-	-	-
	Community Econ Devel (D800000) Total	3,415,019	2,702,500	-	712,519	703,441	9,078	1.3%
D820000	Housing Stability De (D820000)							
D820101	Housing Stability - Administration	3,260,675	639,084	-	2,621,591	2,603,049	18,542	0.7%
D820201	Housing Stability - Planning	712,391	-	-	712,391	705,409	6,982	1.0%
D820301	Housing Stability - Operations	2,129,702	350,000	-	1,779,702	1,742,082	37,620	2.2%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D820401	Housing Stability Office of	1,003,849	-	-	1,003,849	996,561	7,288	0.7%
D820180	Continuum of Care (G102802)	211,824	211,824	-	-	-	-	-
D820180	Community Living Infrastructure Grant (G201701)	352,704	352,704	-	-	-	-	-
D820180	MN Housing - Family Homeless (G206001)	3,087,000	3,087,000	-	-	-	-	-
D820180	Homework Starts With Home Grant (G206006)	-	-	-	-	-	-	-
D820180	Functional Zero Project Grant (G214008)	-	-	-	-	-	-	-
D820180	Emergency Solutions Grant (G404013)	585,887	585,887	-	-	-	-	-
	Housing Stability De (D820000) Total	11,344,032	5,226,499	-	6,117,533	6,047,101	70,432	1.2%
Total Economic Growth & Community Investment		145,307,615	98,771,657	722,091	45,813,867	44,616,667	1,197,200	2.7%

Economic Growth & Community Investment Administration
Johanna Berg, Deputy County Manager

15 W. Kellogg Blvd.
651-266-8000

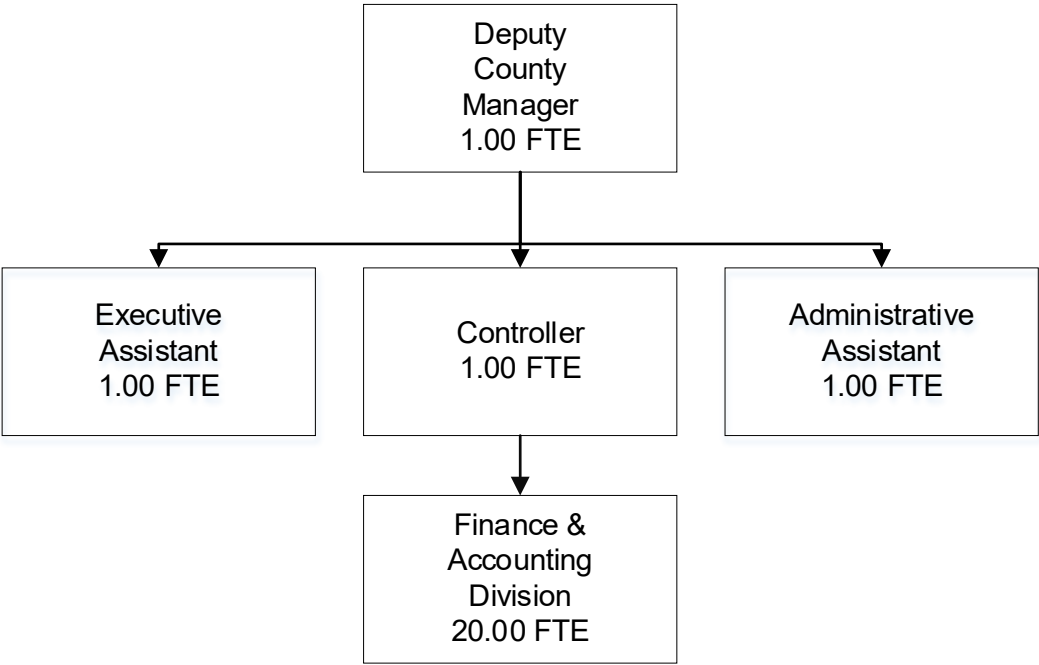
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

Economic Growth and Community Investment (EGCI) Administration provides executive management and oversight for the EGCI Service Team. Staff include a Deputy County Manager (DCM), administrative support to the DCM, a Controller, and the Controller’s Finance & Accounting staff.

Department Organizational Chart

Department 2024 Organizational Chart



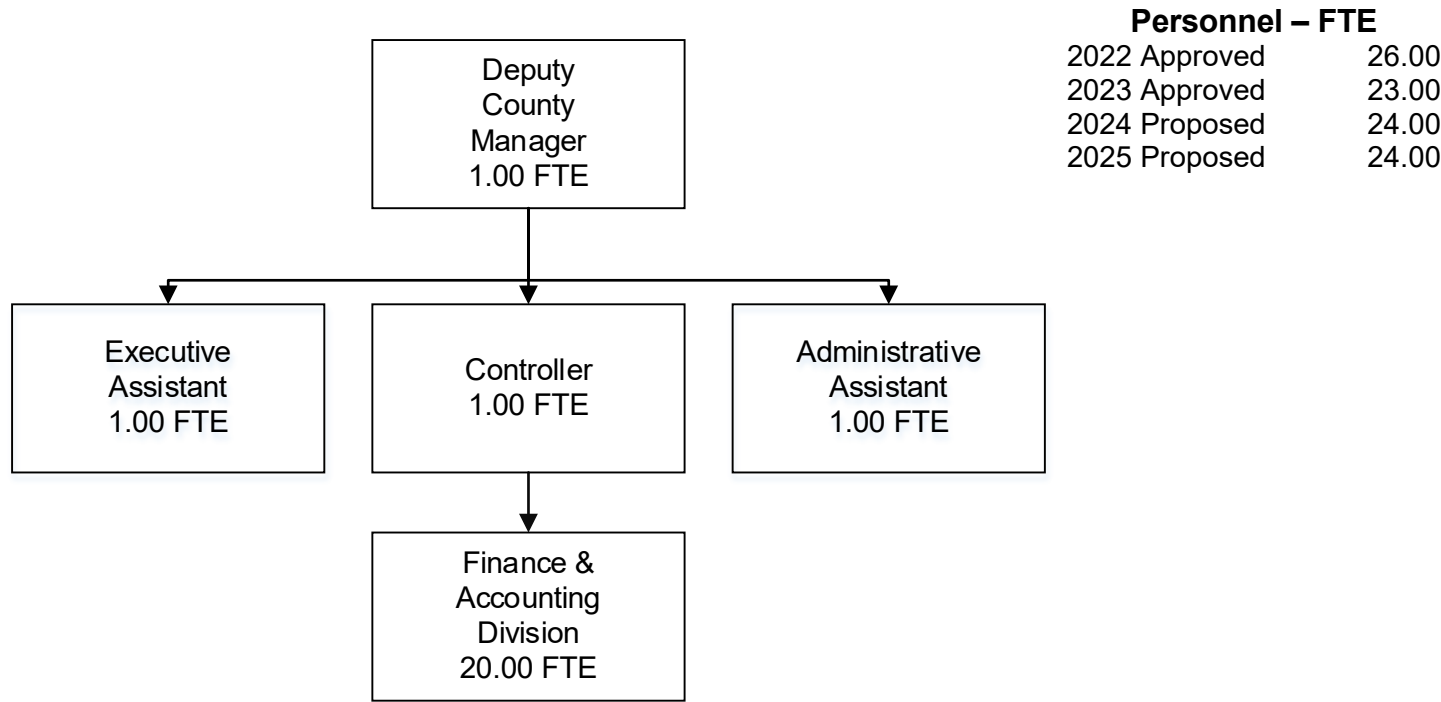
Personnel – FTE	
2022 Approved	26.00
2023 Approved	23.00
2024 Proposed	24.00
2025 Proposed	24.00

Economic Growth & Community Investment Administration
Johanna Berg, Deputy County Manager

15 W. Kellogg Blvd.
651-266-8000

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department 2025 Organizational Chart



2024-25 Major Changes

To support the current workload and enable the organization to move from more costly temporary accountant support, EGCI Administration is adding 1.00 FTE in an accountant position. The expenditure impact is expected to be \$100,000 in 2024 and 2025. There is no impact on revenue.

EGCI Administration had several requests from EGCI departments for one-time funds, for example, funding to support a consultant to advise us how to achieve a modern and adequately capitalized fleet operation. We propose to manage and prioritize these requests at the service team level and financially support through a central pool. The expenditure impact is \$81,999 in 2024, and \$342,639 in 2025. There is no impact on revenue or FTE.

EGCI Administration payroll and benefit costs increased by \$251,117 in 2024 and by \$278,930 in 2025 compared to the 2023 budget. Internal charges went up by \$77,810 in 2024, and by \$89,567 in 2025, compared to the 2023 budget. This was mainly driven by increased Information Services rates and Property Management rent.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

The EGCI Finance & Accounting division is a small team with 21 full-time employees; therefore, any staff changes look considerable and may not be representative of an issue or challenge within the organization. Recruitment of candidates who are racially and ethnically diverse is an ongoing commitment of the division, as well as creating pathways for formal leadership. The EGCI Finance & Accounting Division has filled two of its three manager positions through internal promotions.

The effective delivery of financial support services to EGCI departments directly impacts their ability to provide resident-facing services. An inaugural survey was sent in 2022 to key stakeholders to gauge satisfaction with the service the Division provides. Respondents were neutral to somewhat satisfied. This score is expected to improve as systems and functions across the team and County are modernized, and process and practices are standardized. We plan to send out another survey in the Fall of 2023, to gauge progress made over the past year and seek feedback from our stakeholders on how we can continue to improve.

Community Engagement

EGCI Finance & Accounting does not have a formal program to conduct Community Engagement. The EGCI Budget Action Team (BAT) ensures community feedback received by EGCI departments is reflected in our budget process.

Racial Equity

The EGCI Administration budget contains funds for one progressive finance intern. This internship program is a partnership with St. Paul College and Metro State University to introduce diverse talent to finance and accounting professionals within local government. In addition, the Finance & Accounting Division has partnered with the Finance Department in the Finance Fellow program to give further opportunities for access into Ramsey County professions. To date, these programs have been successful as we've hired two Finance Fellows and one Intern into permanent positions with EGCI Finance, which has increased the diversity of the Division.

EGCI Finance & Accounting continues to participate in the EGCI Racial Equity Action Team and works in partnership with all EGCI departments in this work.

Update on Recent Initiatives

Work continues refining the centralization of the Service Team's Finance & Accounting function which started on January 1, 2022. This includes requesting a new Accountant 2 position to head up the centralized Accounts/Receivable function for the Service Team. This also enables us to continue to focus resources on the development of the PM Web Project Management initiative and the Enterprise Asset Management system

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

initiative. While both initiatives have major operational components, they also offer significant financial planning and reporting improvements. These initiatives will help us continue to implement a best practice which is to cut down the use of manual Excel based worksheets for financial reporting. This enables us to more cost effectively manage increasing resources during an era of scarce financial professionals. Lastly, the Controller and Department Directors will continue to work on roles and responsibilities and benchmarks in 2023, and early in the 2024-2025 budget cycle to set goals and manage expectations.

Revenues

As an internal facing organization, EGCI Administration does not have any external revenue in its budget. We do charge the other departments for services so we can tap into non-levy revenue sources in the departmental budgets. We have budgeted very modest inflationary increases for this internal revenue (3-4% from 2023 to 2024).

Long Term Budget Pressures

By far the top concern in this area is our ability to attract top talent to fulfill our staffing needs in EGCI Finance & Accounting. The market continues to be tight with multiple openings available for every qualified candidate. We don't expect this situation to improve much for quite some time. This is the primary reason why we need to emphasize our internship and fellowship programs to introduce more people to the profession. To date, we've had success in this area, but continue to need to do more including reviewing our compensation.

In addition, our ability to compete for top talent will depend on our ability to offer a good work-life balance and a modern workplace. In this area, it's essential that we continue to modernize our business systems. This includes using systems to better manage common processes like Accounts/Payable and Receivables such as digital scanning and automatic routing of documents. We also need to use Business Intelligence systems to cut down the use of manual worksheets and processes to provide value-added analysis and information to our customer departments in EGCI and beyond. EGCI Finance stands ready to partner with the county's IT initiatives - especially the improvements in data architecture and data administration. This will ensure consistent reporting and a reduced labor demand to help off-set these challenges.

Finally, we do need to closely monitor the overall level of business activity in EGCI. Significant increases in funds managed by the EGCI Departments will need increased investments in finance and accounting resources and related systems

Department Summary

BUDGET SUMMARY

Office of EGCI

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	2,823,197	2,644,898	3,135,123	3,435,333
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	1,201,279	1,094,675	1,142,987	1,154,418
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	1,621,918	1,550,223	1,992,136	2,280,915
Inc/(Dec) from Previous Year			441,913	288,779
% Inc/(Dec) from Previous Year			28.5%	14.5%
Inc/(Dec) from Two Years				730,692
% Inc/(Dec) from Two Years				47.1%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Office of EGCI

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	1,201,279	683,675	1,142,987	1,154,418
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	411,000	-	-
Property Tax Levy	1,621,918	1,550,223	1,992,136	2,280,915
Total Revenue / Estimated Revenue	2,823,197	2,644,898	3,135,123	3,435,333

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	2,538,146	2,508,390	2,858,187	2,886,000
Professional Services	284,198	131,823	276,236	548,633
Client Services	-	-	-	-
Supplies	853	4,685	700	700
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	2,823,197	2,644,898	3,135,123	3,435,333

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Office of EGCI

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	1,201,279	683,675	1,142,987	1,154,418
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	411,000	-	-
Property Tax Levy	1,621,918	1,550,223	1,992,136	2,280,915
Total Revenue / Estimated Revenue	2,823,197	2,644,898	3,135,123	3,435,333

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	2,538,146	2,508,390	2,858,187	2,886,000
Professional Services	284,198	131,823	276,236	548,633
Client Services	-	-	-	-
Supplies	853	4,685	700	700
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	2,823,197	2,644,898	3,135,123	3,435,333

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	26.00	23.00	24.00	24.00

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Office of EGCI

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Econ Growth and Community Invt	117,971	128,438	128,438	129,723
EGCI - Accounting Team	1,083,308	966,237	1,014,549	1,024,695
Total Operating Budget	1,201,279	1,094,675	1,142,987	1,154,418

Inc/(Dec) from Previous Year			48,312	11,431
% Inc/(Dec) from Previous Year			4.4%	1.0%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-

Total Revenue / Estimated Revenue	1,201,279	1,094,675	1,142,987	1,154,418
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Inc/(Dec) from Previous Year			48,312	11,431
% Inc/(Dec) from Previous Year			4.4%	1.0%

Inc/(Dec) from Two Years				59,743
% Inc/(Dec) from Two Years				5.5%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Office of EGCI

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Econ Growth and Community Invt	539,885	554,337	631,978	898,883
EGCI - Accounting Team	2,283,312	2,090,561	2,503,145	2,536,450
Total Operating Budget	2,823,197	2,644,898	3,135,123	3,435,333

Inc/(Dec) from Previous Year			490,225	300,210
% Inc/(Dec) from Previous Year			18.5%	9.6%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	2,823,197	2,644,898	3,135,123	3,435,333

Inc/(Dec) from Previous Year			490,225	300,210
% Inc/(Dec) from Previous Year			18.5%	9.6%

Inc/(Dec) from Two Years				790,435
% Inc/(Dec) from Two Years				29.9%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Office of EGCI

	FY22	FY23	FY24	FY25
Permanent FTE	Approved	Approved	Proposed	Proposed
<u>Operating Budget</u>				
Econ Growth and Community Invt	3.00	3.00	3.00	3.00
EGCI - Accounting Team	23.00	20.00	20.00	20.00
Total Operating Budget	26.00	23.00	23.00	23.00

	FY22	FY23	FY24	FY25
Projects / Grants	Approved	Approved	Proposed	Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-

Total Existing Permanent FTE	26.00	23.00	23.00	23.00
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	FY24	FY25
FTE Changes	Proposed	Proposed
Accountant 2 (1.00 FTE)	1.00	1.00
Total FTE Changes	1.00	1.00

Total FTE	24.00	24.00
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Inc/(Dec) from Previous Year	1.00	-
Inc/(Dec) from Two Years		1.00

Department Summary



Ramsey County Library
Pang Yang, Deputy Director

4560 North Victoria Street, Shoreview
651-486-2200

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

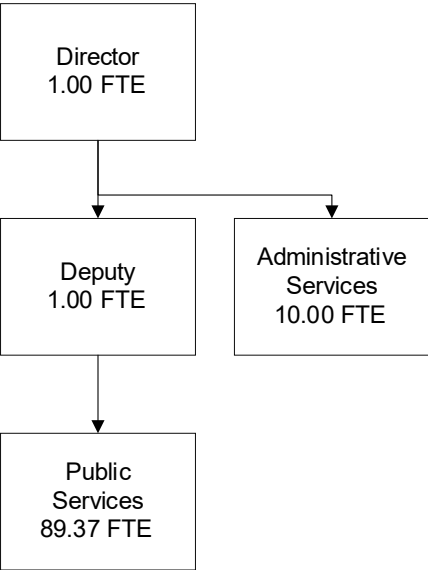
Ramsey County Library is taking action to be more welcoming, anti-racist, equitable and effective for all communities. We are growing partnerships and our community presence to maximize positive impact and are building resources to create positive change, and to reflect and celebrate the diverse cultures across our footprint. The Library is a department in the Economic Growth and Community Investment (EGCI) Service Team. The Library delivers services at seven libraries in suburban Ramsey County, online, and in the community.

Operational funding comes primarily from a suburban-only property tax levy. The Library serves 1.4 million onsite visitors and 7.9 million web visitors annually at www.rclreads.org. In addition to circulating over 2.4 million items including books, audiobooks, electronic books, movies, music, games, and Things, the Library also provides programming with participation exceeding 26,000 people annually. The Library offers digital literacy courses, summer reading programs, Maker Programs for all ages, and access to meeting spaces for the public. In response to community engagement, staff will be pursuing the development of services and resources directly requested from communities historically experiencing marginalization, such homework help programs and strengthening partnerships with correctional facilities to build social infrastructure and create connections to information and people.

The [Ramsey County Library Advisory Board](#) is a seven-member advisory board of residents from suburban Ramsey County, appointed by the [Ramsey County Board of Commissioners](#). The Library Advisory Board provides a resident perspective in making recommendations on matters pertaining to county library services including integration of county service delivery and new library programs and services.

Department Organizational Chart

Department 2024 Organizational Chart



Personnel - FTE	
2022 Approved	100.37
2023 Approved	100.37
2024 Proposed	101.37
2025 Proposed	101.37

Department Summary

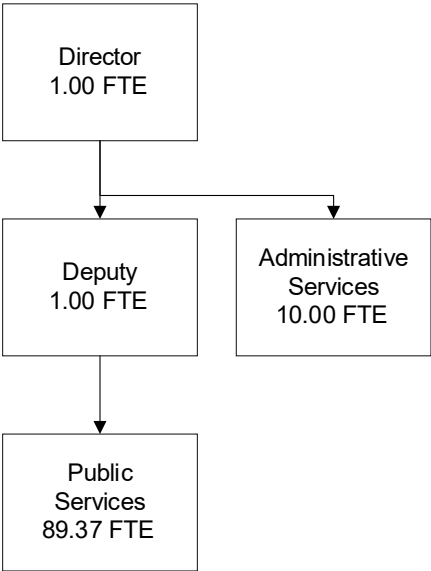
Ramsey County Library
Pang Yang, Deputy Director



4560 North Victoria Street, Shoreview
651-486-2200

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department 2025 Organizational Chart



Personnel - FTE	
2022 Approved	100.37
2023 Approved	100.37
2024 Proposed	101.37
2025 Proposed	101.37

2024-25 Major Changes

Collections and programming. This is a proposed investment of \$200,000 in 2024 and \$400,000 in 2025, with \$100,000 of the 2025 increase proposed to be from the Library’s fund balance. This investment would buy back budget reductions of \$300,000 in 2021 and \$300,000 in 2022, and reflects increased financial pressures such as inflation in the cost of materials and the structure of costs for increasingly popular e-content, and moves to ensure the organization is sustainably funding core functions within its base operating budget

The Library supported two Ramsey County Care Center employees (1.50 FTE) upon its closure. An additional employee (.80 FTE) was subsequently re-placed in the Library. Two employees (1.30 FTE) moved into vacant positions and one employee (1.00 FTE) will continue in the Library as a Programming Specialist, requiring an additional 1.00 FTE and new funding of \$99,600 in 2024 and \$100,593 in 2025.

The Library will experience a payroll/benefits cost increase due to inflation of \$181,184 in 2024 over 2023 and a \$269,347 increase in 2025 over 2023. The Library’s internal cost will increase by \$997,588 in 2024 over 2023, and by \$1,148,116 in 2025 over 2023. This is mainly due to Information Services fee increases, Property Management rental rate increases and administrative overhead.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

The Library remains committed to increasing workforce diversity to be representative of the county's demographics. The Library recently reviewed position requirements added substitutions for positions requiring a master's degree. Substitutions created opportunities internally and externally for individuals with experience working with the public and serving in libraries. Library staff review interview questions and ensure partnership and diversity representation in hiring panels to create an equitable, values based hiring process.

Library card accounts allow residents to access a variety of library resources including checking out library materials and online subscription databases and downloading e-books. Though library cards are not required to access services, this metric identifies points of engagement with library staff in the creation of library cards. This metric does not track race or ethnicity and purges every six years of inactivity.

Annually, the Library purchases approximately \$1 million worth of new materials for the collection including books, magazines, DVDs and e-content. In 2022, juvenile picture books, adult and young adult graphic novels, readers, and book club in a bag materials attributed over 45% of their purchases to content by or about people of color.

Community Engagement

The Library's strategic priorities are a direct result of community engagement. Working with a consultant, three community partner organizations were engaged with and identified as priority communities who do not frequently use library services, including The Arc Minnesota, MORE School and the Urban Village via community conversations and focus groups. Residents who use the library, library staff, the Library Board, and the Ramsey County Library Friends were also engaged in surveys and conversations. As a result of the community engagement process, the Library's strategic priorities and sub priorities were developed.

Priority 1: Extending our welcome

We strive to grow welcoming spaces, to be more anti-racist, equitable, responsive, and effective for all communities by:

- Amplifying the voices of communities that have been marginalized.
- Empowering staff and strengthening customer service.
- Diversifying workforce.

Priority 2: Growing our partnerships and community presence

We will be deliberate in igniting our communities and forging partnerships to maximize positive impact by:

- Learning from current partnerships to build new ones.
- Co-creating library programs and services with partners in a continuous feedback loop.
- Creating programs that bring libraries to community and community to libraries.

Priority 3: Building resources to create positive change

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

We will build our services, programs, spaces, technology, and collections to reflect the needs of the residents we serve, and to celebrate diverse cultures across our communities by:

- Investing in our youth through responsive programming.
- Reflecting the interest and needs of the communities that have been most marginalized.
- Providing dynamic spaces and opportunities that bring people together.

The Library held three community input sessions regarding the Maplewood branch renovation. Engagement with library users shaped the physical landscape of this particular library, which resulted in increased access to 1-2 person study rooms to accommodate virtual learning, virtual interviews, court hearings, and telehealth requests. There is an increased footprint for community gathering and learning opportunities, as well as acoustic fixes and aesthetic refreshes.

A digital equity survey in partnership with MELSA and Wilder Research was completed in 2022, which resulted in feedback noting significant ongoing and increasing needs for Wi-Fi and internet access, technology support, continuation of access to fax/copy/scan capabilities, and spaces to meet with others virtually, particularly from those experiencing economic hardships.

The Library has also been working closely with the Ramsey County Correctional Facility to provide services to individuals who are incarcerated. Extension of Library services to Ramsey County Correctional Facility has resulted in reformation of the library's structure. With direct feedback on subject matter interests, staff are able to directly curate a collection that continues to remain circulating at the correctional facility.

In collection development, the Library of Things will be curated completely through community engagement. This collection provides access to materials such as camping gear, paper shredders and hobby supplies. This resource is an addition to other objects the library circulates such as State Parks passes, snowshoes, energy meters and STEM kits.

The Library prioritizes engaging residents, including youth, and encouraging all to have and use a library account to support lifelong learning. The percentage of active youth accounts reflects the breadth of youth accessing story times and early literacy resources, physical and electronic materials, technology, homework help and more to support literacy and student success. Usage during the modified service period of 2020 was approximately one-half of what would normally be expected. We advanced race equity goals through ConnectEd, a project to register whole school district classes with library accounts. We also expanded programs beyond weekday times to meet the needs of diverse families.

The Library has prioritized increasing active users overall in support of opportunity, well-being, prosperity and accountability. The percentage of service area residents with a library account reflects people in our diverse communities connecting to lifelong learning programs, collections, technology and workplace and meeting resources. The number of accounts dropped in 2020 due to a purge of inactive accounts conducted to better track actual usage going forward. The Library recognizes challenges, including transportation and language barriers, and the lack of awareness or comfort with Library resources. In the baseline years, we began to expand community-based programs and world language collections to address these barriers.

The Library seeks to attract, retain, and promote a racially diverse staff to better reflect and serve our diverse community. Baseline data show that we need to improve. Challenges include a lack of racial diversity in library school graduates and librarian candidate pools as well as relatively low staff turnover. The Library's percentage

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

of racially and ethnically diverse staff has improved over the past five years through changes to recruiting and interviewing, and we seek to move this metric higher.

Racial Equity

The Library has capacity for growth in racial equity. The Library is in pursuit of cultural transformation to identify anti-racist actions to take as a department. With the Library's strategic priorities focused on anti-racism, staff are diving deep into understanding differences between outreach and engagement and how to engage and make data informed decisions with priority communities that have historically experienced marginalization.

Elimination of fines for all library users has created access for 13,000 accounts that have been blocked due to exceeding \$10 late charges. The elimination of these fines impacted account holders residing in areas of higher racial demographics and socioeconomic vulnerability.

The Library's collection manager will start and pursue an equity audit for the whole of the Library collection in 2024. Current metrics in performance measures only track new purchases and does not encompass materials that remain on the shelf or account for items that are discarded.

The Library intentionally partners with departments and organizations including Service Centers, Workforce Solutions, Solid Ground, People Incorporated and school districts to provide integrated services to residents. The Ramsey County Library-North St. Paul continues to serve the nearby North Metro Flex charter school, including many students from new immigrant families. The Library's ConnectEd project, in partnership with school districts, is another effort to address educational disparities by connecting all students to Library cards and resources.

Update on Recent Initiatives

The Library continues to produce programs responsive to resident needs with services divided into three sectors: children's, teens and adults.

The Library continues to do extensive engagement with K-12 educators and visits every single kindergarten classroom in suburban Ramsey County. Additionally, there are also class visits to second graders to encourage participation in the Library's annual Summer Learning Program that provides ongoing literacy and summer learning while on break. Kits that are provided as take home activities remain popular and offer children and teens educational programming that they can complete at their own pace. Teens are increasingly asking for virtual, hybrid and in person opportunities and Library staff continues to cater to these requests when possible, including virtual Dungeons and Dragons programs, Gay Straight Alliance, and Maker Teen. Pop-Up Library remains popular at community organizations including parks and housing complexes.

The Library's expanded services continue to provide sustained support to individuals who are incarcerated. Partnership with Ramsey County Correctional Facility's learning center has grown the Library's user base and created an opportunity to develop the Library's collection to be reflective of the requests made by this community. This engagement has created sustained positive relationships with individuals after release.

The Library received federal funding to support access to 130 hotspots in 2022, with recent renewal through 2024.

Department Summary



Ramsey County Library
Pang Yang, Deputy Director

4560 North Victoria Street, Shoreview
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Ramsey County Library – Maplewood is under renovation and will be completed by the end of 2023. The interior renovation is responsive to requests for increased meeting and room spaces, dynamic digital literacy support, and programming opportunities.

Revenues

A source of revenue eliminated in 2022 was the removal of fines from library card accounts. This revenue was valued at \$200,000 annually. The Library maintains fees for printing, copying, and faxing accounting for \$75,000 historically.

The Library also receives revenues from MELSA, Metropolitan Library Service Agency, in the form of Legacy Funds, RLTA (Regional Library Telecommunications Aid), and RLBSS (Regional Library Basic System Support). This revenue was historically \$200,000 and reduced by \$40,000 in 2021 and 2022.

The 2023 legislature approved an increase of \$4 million in Regional Library Basic System Support funding, with approximately \$1 million anticipated to be allocated to MELSA. MELSA decisions on how to allocate this funding among members, including Ramsey County, are pending;

This budget assumes the continuance of the Service Center at the Ramsey County Library-Roseville location. Facility fees for the Service Centers will be charged by Property Management to the service area and therefore reduce Library rent expenses. This reduction softens the impact of the lost revenue from previous tenants from facilities in Roseville and Maplewood.

Long Term Budget Pressures

The Library will be exploring or renewing two major software applications in 2024-2025. The Integrated Library System (ILS) is a database called Horizon and is used to store library card and book information for staff use, and has an expiring contract in 2023, currently renewed on a year to year basis. The Library's public website interface BiblioCommons expires in 2024. We expect to use some MELSA funding to support these contracts.

The Library also occupies spaces that have not been renovated or updated for decades and have requested capital improvement dollars for renovating the Ramsey County Library – Mounds View and Ramsey County Library – Roseville. The Ramsey County Library – Mounds View has had minor adjustments to meet ADA compliance though has not been renovated for 30 years and currently is limited by layout in being responsive to resident requests for more meeting spaces and engagement opportunities. Ramsey County Library – Roseville is heavily used and demands for meeting spaces and services continue to increase as residents access this facility. Unfortunately, there was not enough funding available to advance these projects at this time. A Digital Learning Lab is being created in the atrium of the facility in response to increasing technology and digital literacy support.

Library staff continue to battle with inflationary pressures of cost of collections, particularly e-content. Costs of books, DVDs, e-content and other library materials continue to increase due to inflation. While books and other physical materials added to the Library collection is able to circulate until the item falls apart or is no longer usable, e-content purchasing structure requires staff to pay for the digital item, allowing the library system to check out the material up to a certain amount of times, or for a certain time period. Once the circulation quota has been reached, the item would need to be repurchased for additional use. MELSA, the consortia Ramsey

Department Summary

Ramsey County Library
Pang Yang, Deputy Director



4560 North Victoria Street, Shoreview
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

County Library is a part of, is the highest circulating consortia in the whole world of digital content through OverDrive.

Department Summary

BUDGET SUMMARY

Library

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	12,809,774	13,316,195	14,871,252	15,337,013
Expenditure / Appropriation - Projects / Grants	120,094	-	-	-
Revenue / Est. Revenue - Operating Budget	416,543	488,845	401,500	418,500
Revenue / Est. Revenue - Projects / Grants	125,400	-	-	-
Use of Fund Balance	-	-	100,000	100,000
County Tax Levy	12,387,925	12,827,350	14,369,752	14,818,513
Inc/(Dec) from Previous Year			1,542,402	448,761
% Inc/(Dec) from Previous Year			12.0%	3.1%
Inc/(Dec) from Two Years			1,542,402	1,991,163
% Inc/(Dec) from Two Years				15.5%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Library

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	56,526	100,000	65,000	70,000
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	279,811	200,000	160,000	160,000
Total Intergovernmental Revenue	279,811	200,000	160,000	160,000
Use of Money, Property & Sales	75,990	107,500	93,500	103,500
Other Revenue & Taxes	129,616	81,345	83,000	85,000
Property Tax Levy	12,387,925	12,827,350	14,369,752	14,818,513
Use of Fund Balance	-	-	100,000	100,000
Total Revenue / Estimated Revenue	12,929,868	13,316,195	14,871,252	15,337,013

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	7,642,756	8,650,635	8,931,819	9,019,982
Professional Services	3,836,389	3,493,635	4,566,933	4,712,931
Client Services	-	-	-	-
Supplies	133,360	166,925	137,500	139,100
Capital Outlay	1,317,363	1,005,000	1,235,000	1,465,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	12,929,868	13,316,195	14,871,252	15,337,013

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Library
Library Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	56,526	100,000	65,000	70,000
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	279,811	200,000	160,000	160,000
Total Intergovernmental Revenue	279,811	200,000	160,000	160,000
Use of Money, Property & Sales	75,990	107,500	93,500	103,500
Other Revenue & Taxes	129,616	81,345	83,000	85,000
Property Tax Levy	12,387,925	12,827,350	14,369,752	14,818,513
Use of Fund Balance	-	-	100,000	100,000
Total Revenue / Estimated Revenue	12,929,868	13,316,195	14,871,252	15,337,013

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	7,642,756	8,650,635	8,931,819	9,019,982
Professional Services	3,836,389	3,493,635	4,566,933	4,712,931
Client Services	-	-	-	-
Supplies	133,360	166,925	137,500	139,100
Capital Outlay	1,317,363	1,005,000	1,235,000	1,465,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	12,929,868	13,316,195	14,871,252	15,337,013

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	100.37	100.37	101.37	101.37

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Library

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Libraries Oper & Facilities	416,543	488,845	401,500	418,500
Total Operating Budget	416,543	488,845	401,500	418,500
Inc/(Dec) from Previous Year			(87,345)	17,000
% Inc/(Dec) from Previous Year			(17.9)%	4.2%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Metro Library Service Agency Grant (G401001)	125,400	-	-	-
Total Projects / Grants	125,400	-	-	-
Total Revenue / Estimated Revenue	541,943	488,845	401,500	418,500

Inc/(Dec) from Previous Year	(87,345)	17,000
% Inc/(Dec) from Previous Year	(17.9)%	4.2%
Inc/(Dec) from Two Years	(70,345)	
% Inc/(Dec) from Two Years	(14.4)%	

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Library

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Libraries Oper & Facilities	5,888,400	5,931,338	7,009,426	7,397,171
Library - Automation Services	608,667	651,103	686,792	693,635
Library - Technical Services	594,367	596,545	680,945	687,683
New Brighton Library	350,580	389,637	399,660	403,634
Maplewood Library	1,048,704	1,145,393	1,212,760	1,224,837
Mounds View Library	304,227	349,961	366,792	370,382
North St Paul Library	189,495	198,974	203,314	205,295
Roseville Library	2,432,146	2,551,817	2,661,470	2,687,882
Shoreview Library	967,254	1,028,189	1,165,760	1,177,347
White Bear Lake Library	425,934	473,238	484,333	489,147
Total Operating Budget	12,809,774	13,316,195	14,871,252	15,337,013

Inc/(Dec) from Previous Year			1,555,057	465,761
% Inc/(Dec) from Previous Year			11.7%	3.1%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Metro Library Service Agency Grant (G401001)	120,094	-	-	-
Total Projects / Grants	120,094	-	-	-
Total Expenditure / Appropriation	12,929,868	13,316,195	14,871,252	15,337,013

Inc/(Dec) from Previous Year			1,555,057	465,761
% Inc/(Dec) from Previous Year			11.7%	3.1%

Inc/(Dec) from Two Years				2,020,818
% Inc/(Dec) from Two Years				15.2%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Library

	FY22	FY23	FY24	FY25
Permanent FTE	Approved	Approved	Proposed	Proposed
<u>Operating Budget</u>				
Libraries Oper & Facilities	5.82	5.82	6.65	6.65
Library - Automation Services	7.00	7.00	7.00	7.00
Library - Technical Services	8.47	8.47	8.82	8.82
New Brighton Library	5.64	5.64	5.30	5.30
Maplewood Library	14.79	14.80	14.89	14.89
Mounds View Library	4.60	4.60	4.76	4.76
North St Paul Library	2.64	2.64	2.30	2.30
Roseville Library	31.36	31.36	30.00	30.00
Shoreview Library	14.11	14.11	14.61	14.61
White Bear Lake Library	5.94	5.94	6.04	6.04
Total Operating Budget	100.37	100.37	100.37	100.37

	FY22	FY23	FY24	FY25
Projects / Grants	Approved	Approved	Proposed	Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Existing Permanent FTE	100.37	100.37	100.37	100.37

	FY24	FY25
FTE Changes	Proposed	Proposed
Program Specialist (1.00 FTE)	1.00	1.00
Total FTE Changes	1.00	1.00
Total FTE	101.37	101.37
Inc/(Dec) from Previous Year	1.00	-
Inc/(Dec) from Two Years		1.00

Parks & Recreation
Mark McCabe, Director

2015 Van Dyke St., Maplewood
651-266-0300

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

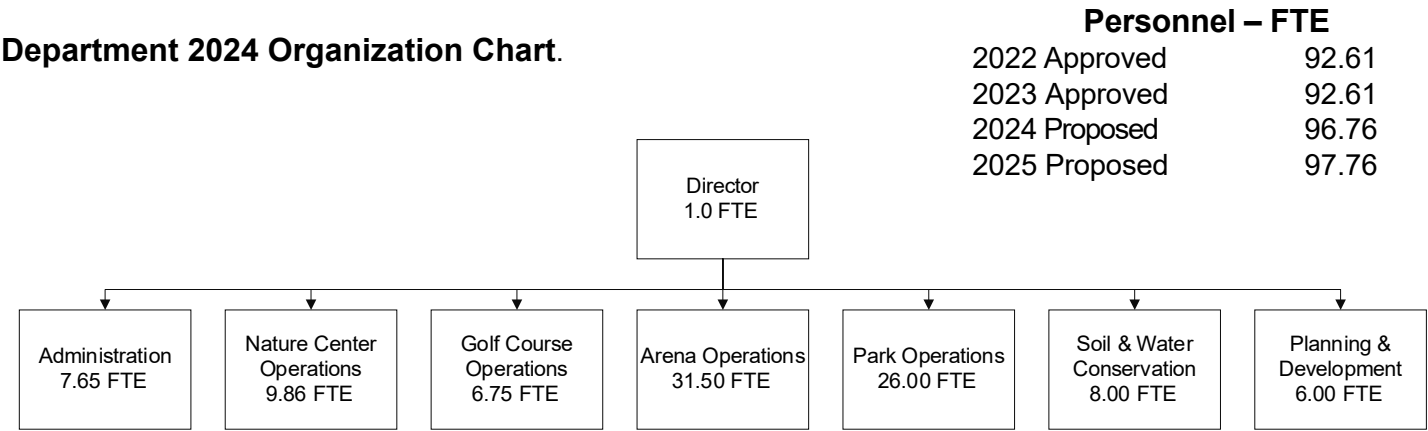
Department Overview

Parks & Recreation designs, develops, operates, and maintains recreational facilities, buildings, and outdoor spaces, such as parks, trails, golf courses, ice arenas, a nature center, a waterpark, a turf fieldhouse and special use areas. Parks & Recreation also actively works to restore and protect soil, vegetation, water and wildlife resources including vital pollinator habitat.

Park’s staff, in partnership with community and industry professionals, conducted significant community engagement to help prepare new and major renovation capital improvement program requests for the 2024-25 budget. Unfortunately, there was not enough funding available to advance these projects at this time. Staff will continue to explore funding options including seeking State appropriations to advance this work. Funding major renovations at Aldrich and Highland Arenas in the future will have significant impacts in advancing racial equity as these facilities will act as community event spaces, offer year-round programming for ice and non-ice events, and have opportunities to yield additional revenues which will allow for the expansion of additional park services. Strategic investments in these arenas would also significantly reduce current energy use making progress towards meeting the county’s energy reduction goals. Obtaining funding for the redevelopment of Beaver Lake County Park would also advance equity work as this park is located within a racially diverse neighborhood and the existing park facilities are not developed to a modern standard in comparison to other county park facilities.

Park staff continue to work on making facilities more welcoming to residents. Efforts are underway to update signage throughout the Parks & Recreation system. Local public artists provided artwork that is being incorporated into signage, intuitive symbols will replace text, and updated maps will be incorporated to better direct residents to services. A capital improvement program request has been recommended for approval that would provide funding necessary to update signs throughout the park’s system.

Department Organizational Chart



DEPARTMENT SUMMARY

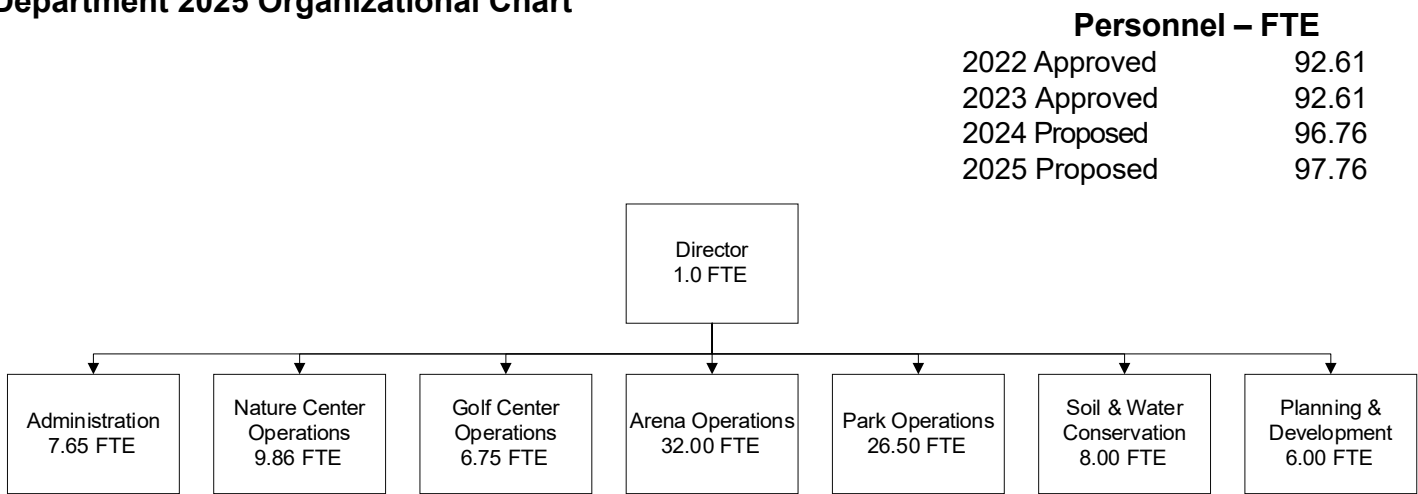
Parks & Recreation
Mark McCabe, Director



2015 Van Dyke St., Maplewood
651-266-0300

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department 2025 Organizational Chart



2024-25 Major Changes

Additional staff resources, including the Environmental Resource Specialist and Intermittent Clerk Typist, will support core functions of the department as is explained in greater detail below. Adding the Janitor Building Guard positions fulfills a commitment to the former Care Center employees and helps Parks provide improved service to customers as increased facility use created a greater need for janitorial services. The addition of Maintenance and Operation positions provides support for both core department services as well as customer support for the expanded use of arenas and parks through the Parks 21st Century initiative.

Major Changes include:

2024 – Anticipated business interruption at Goodrich Golf Course. Parks is preparing for a capital improvement project at Goodrich Golf Course which will include the replacement of irrigation systems and bunkers. Parks anticipates that this work will take place in 2024 and will disrupt business operations resulting in a temporary loss of revenues while work is being performed. Parks requested \$380,791 in levy funding to mitigate business interruption impacts.

2024 - 1.00FTE Environmental Resource Specialist: This position will be in the Soil & Water Conservation division to assist in providing oversight to the maintenance and contract administration of grants for restored natural resources. In the past decade, over three million dollars in grant funding has been awarded for over 1,500 acres of restoration projects on Parks properties resulting in a significant workload increase for writing renewal grants, administering contracts and managing contractors in the field. The addition of this position is needed to ensure the investment that has been made in high quality, environmentally sensitive areas is

DEPARTMENT SUMMARY

Parks & Recreation
Mark McCabe, Director



2015 Van Dyke St., Maplewood
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

maintained. The appropriation is \$40,000 annually in levy funding for roughly half of the position's costs, the remaining funding, approximately \$40,000, needed for this position is provided by the Lottery funded Regional Rehab funds.

2024 - 0.25FTE Administrative Support: As functions for personnel transactions assistants and finance staff were centralized, Parks experienced a decrease in administrative support services that this position will restore. Parks will continue to work with County Service Center leadership to explore opportunities to connect residents to Park services. The appropriation for this position is \$15,000 annually provided by levy funding.

2024 - 1.90FTE Janitor Building Guards: The two employees filling these positions were relocated from the Care Center in 2022. Parks did not have vacant positions at the time of placement and no vacancies currently exist. These positions will be added to Parks until such time that an eligible vacancy occurs within the county. The cost for these positions is \$163,861 annually with funding being provided through the county levy.

2024 – 1.00FTE Maintenance and Operations: This position is being added to provide additional support of maintenance and operations through the parks system. Several buildings, recreational facilities, and land have been added in recent years to the system with limited staffing resource increase to adequately maintain facilities. Funding totaling approximately \$70,000 for this position will come from the Lottery funded Regional Rehab funds.

2025 – Anticipated business interruption at Manitou Ridge Golf Course. Parks is preparing for a capital improvement project at Manitou Ridge Golf Course which will include the replacement of irrigation systems, bunkers, and the development of forward tees. Parks anticipates that this work will take place in 2025 and will disrupt business operations resulting in a temporary loss of revenues while work is being performed. Parks requested \$191,000 in levy funding to mitigate business interruption impacts.

2025 - 1.00FTE Maintenance and Operations: This position is being added to support increased programming at ice arenas and support for expanded programming at park facilities. Funding for this position includes State Operation and Maintenance funding, additional revenue gained from expanding facility usage, as well as \$60,000 annually in county levy funding.

2024 & 2025 Inflation effects: Inflation has caused the cost of payroll and benefits to increase by \$660,849 in 2024, and \$805,763 in 2025, compared to 2023 levels. Parks' internal cost decreased by \$26,482 from 2023 to 2024, mainly due to IS fee reductions. Internal costs grow by \$17,575 from 2023 to 2025, mainly due to the data processing service maintenance increase.

2023 Additional Legislative Funds: Parks is receiving an additional \$198,905 per year in Lottery funded Regional Rehab funds. Part of these funds (\$110,000) will be used to fund a Maintenance and Operations 1.00 FTE and half of the Environmental Specialist position 1.00FTE as described above. The remaining \$88,905 will be received into the Regional Rehab account, which isn't part of the operating budget.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

Parks is tracking progress toward these four performance measures:

- **Improving Workforce Statistics**

Parks continues to improve workforce diversity to be more representative of the county's demographics. Staff have made significant inroads by working with the County's Equity Action Circle to promote vacancies and attract racially diverse candidates for positions. Parks also works with the human resource talent acquisition team to create promotional plans before positions are posted. Park staff continue to work with Racial and Health Equity Officers to diversify interview panels bringing valuable diverse perspectives to the interview process. Finally, the department is continuing to participate in internship programs including Public Sector Pathways, Right Track, AmeriCorps, and Minnesota Conservation Corps to provide students and job seekers opportunities to gain valuable insight into a career within the field of Parks & Recreation.

- **Increasing procurement and contracting diverse spend with Central Certification Program (CERT) vendors**

Parks is working to increase spend with CERT Vendors. Parks staff work with fellow EGCI departments including Workforce Solutions to connect with small business owners and secure their services to perform a variety of work. Parks has been working on implementing a construction project management software tool that will help track the use of subcontractors to provide more accurate details regarding the spend with CERT vendors.

- **Measuring customer satisfaction across services**

Currently, Parks measures overall satisfaction of park shelter facility renters but is limited in terms of measuring the satisfaction of users of other services such as golf, arenas, or general park use. Parks staff is currently conducting community engagement to get a better overall understanding of the racial diversity of Parks & Recreation facility users. Once user audiences are identified, Parks plans on building out more customer evaluations to gather feedback and improve services.

- **Engaging community effectively**

Community engagement informed all new and major renovation capital improvement program requests in this budget cycle. Parks staff have been innovative and proactive in growing capacity for designing and conducting community engagements. Parks is making advances by engaging with community on a wide range of topics, from park design, surveying users about customer satisfaction, program development and more. The department continues to utilize the county centralized community engagement funds to advance this work.

EGCI Performance Measures

Parks is working on reducing energy consumption at ice arenas and is incorporating Net Zero design in park facilities. Parks works in partnership with Property Management in tracking and reporting on facility energy

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

usage. All of Parks new and major renovation capital improvement project requests include improvements that would significantly reduce energy consumption. The Soil & Water Conservation division within Parks is working on implementing climate resilient practices for planting and restoration projects.

Community Engagement

Parks worked with community engagement professionals to conduct robust community engagement that informed 2024-2025 capital improvement requests. A variety of methods including in person engagement, pop-up events, attendance at community events, partnerships with local schools and non-profits and online meetings were utilized with a specific focus on improving representation from racially and ethnically diverse residents. Project requests reflect the information that was gathered from residents and broader community members. The Aldrich Arena renovation, Highland Arena strategic maintenance, West Side Arena program expansion, Beaver Lake County Park Redevelopment, Park Signage updates and the Bruce Vento trail extension all involved significant community engagement efforts. Additionally, many of the community engagement consultants Parks worked with were certified small businesses, women and minority owned CERT vendors.

Racial Equity

One of the primary ways Parks is incorporating racial equity into this budget is through the use of community engagement to gather feedback and incorporate the desires of racially and ethnically diverse residents to inform budget priorities. Capital improvement program requests are reflective of these efforts. Once capital investments are approved for the Aldrich, Highland, and West Side Arenas, the facilities will appeal to a wider and more diverse audience and will be able to be utilized for a much greater variety of programming. Aldrich Arena annually hosts several multicultural events, but Parks cannot accommodate the additional community demand until facility renovations take place. Racially and ethnically diverse users are interested in renting ice-time at Highland Arena during the summer months, but investments need to be made in order to make these ice sheets operational for summertime use. Several racially and ethnically diverse neighborhood residents expressed their desire to access the West Side Arena for ice use and non-ice programming throughout the year. Recommended facility improvements for the West Side Arena reflect resident's feedback.

Racially and ethnically diverse residents expressed their desire for the redevelopment of Beaver Lake County Park and recommended improved amenities and greater access to the lake for activities like fishing and canoeing as well as new facilities for gatherings and recreating in the park.

Staff considered a variety of ways to generate new revenue while focusing on advancing equity. The department decided not to pursue adding parking fees and park entrance fees since that could create barriers to access and have negative equity impacts. Parks staff chose to keep Battle Creek Waterworks waterpark fees flat so families could continue to afford this service. Parks obtained an equity grant and funds are being utilized to provide equipment and programming for the Battle Creek Winter Recreation Area.

Park's staff will continue to work on improving the workforce diversity of the department as well as strive to increase department spend with small business, minority, and women owned CERT vendors.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Community Engagement

In the past, engagement was primarily conducted on a project by project basis. Through the 21st Century Parks & Recreation initiative, engagement is now being conducted to help inform and shape the strategic direction of the department. 21st Century Parks Vision implementation work will continue through this budget cycle. Countywide community engagement resources have been awarded for this initiative and these resources are being utilized to contract with culturally-specific community groups and conduct focused engagement with underrepresented populations.

The department has transitioned to more robust engagement in planning projects and 21st Century Parks work with a greater variety of opportunities for providing feedback, including pop-up events and a variety of notification formats offering messages in multiple languages. Parks is working closely with the Communications team to identify how to use the resources the department receives most effectively.

Update on Recent Initiatives

Parks is still managing through the \$700,000 reduction in levy resources from the past budget cycle. Increased use of park facilities since the COVID-19 pandemic means that the workload for maintenance personnel has increased from subsequent wear and tear. The department is working with metro area park agencies to lobby for increased operations and maintenance funding from the State to address this issue.

Parks staff diligently prepared capital improvement program requests by conducting community engagement, doing preliminary design work, and obtaining professional cost estimates. In cases where projects don't receive funding, major building maintenance needs will be deferred, advances in equity will be slowed and progress towards reducing energy consumption in buildings will be limited.

Successes related to recent initiatives include more robust community engagement, opening the Battle Creek Winter Recreation Area, outperforming revenue goals at golf courses, Soil & Water Conservation division staff installing more best management practices per year than their goal, and arenas being utilized for programming beyond ice use.

The department is making progress on implementing the 21st Century Parks Vision by incorporating community engagement within all department work while focusing on outreach to specific underrepresented communities. This will ensure outcomes that are reflective of the diverse community we serve. During the past budget cycle Park's staff have built capacity by designing and conducting community engagement which has informed and shaped significant capital budget requests as well as operating budget priorities. Park staff are currently working with a community engagement vendor to design and conduct surveys of Parks & Recreation facility users in order to better ascertain the degree to which service is being provided to all segments of our resident's population. The centrally funded community engagement resources have been critical in making funding available to perform this work. Parks will continue to apply for county community engagement funds to advance the 21st Century work throughout the upcoming budget cycle.

Parks staff also obtained grant funding which, when combined with existing operating resources, allowed for the creation of a part-time cultural liaison. This position will provide outreach to community groups, develop additional programming, and connect racially and ethnically diverse residents to parks and recreation services.

DEPARTMENT SUMMARY

Parks & Recreation
Mark McCabe, Director



2015 Van Dyke St., Maplewood
651-266-0300

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

After experiencing a significant levy resource reduction in 2022 and 2023, Parks continues to be strategic by offering select lifeguard services to areas of highest use. Staff are also working on obtaining funding from the State and Metropolitan Council to make capital improvements at Battle Creek Waterworks as the facility is aging and needs significant maintenance. Waterworks continues to serve a racially diverse user group and is utilized as a cooling area when summer temperatures reach extreme highs.

The Park Ordinance was updated during the past budget cycle which resulted in increased access for residents to park facilities via expanded hours of operation. Capital resources are needed to install more modern signs that utilize graphics and intuitive symbols versus text as the primary way of communicating park rules and explaining what amenities exist for user's enjoyment.

The Battle Creek Winter Recreation Area opened during the winter of 2022/2023 and has been profoundly successful. This much needed east metro facility is now accessible to high school cross country ski teams, residents, non-profit winter programming organizations and beyond.

Parks continues to work with EGCI partners in a variety of ways. Parks is aligned with Property Management in working toward the reduction of energy consumption in buildings. Several of Parks new and major renovation capital improvement project requests include improvements that would significantly reduce energy consumption. Parks also continues to work within the EGCI team to implement the Enterprise Asset Management tool that will aid in managing assets across the county.

Revenues

As has been past practice, Parks conducted a market analysis to determine the capacity for increasing fees. The analysis was performed by comparing user fees with similar agencies. Ramsey County fees for ice time and golf courses continue to be in the upper third of the fee range compared to other agencies; fees for Ramsey County Park shelters remain in the upper half of the market. Parks also explored ways in which to increase revenues through non-levy supported avenues. Detail regarding the exploration of additional revenues by division is listed below.

- **Arenas:** New revenues are being realized at ice arenas that serve as multipurpose facilities. Aldrich Arena and Oscar Johnson Arena for example have several clients that are utilizing these facilities for non-ice events. The approval of capital requests is needed for Parks to be able to grow ice and non-ice revenues at Aldrich, West Side, and Highland Arenas. Investments will also reduce operational costs and reduce energy consumption by approximately 30% in these facilities. Parks recently signed a new contract for selling advertising space within ice arenas. This agreement is expected to increase arena advertising revenues by approximately \$25,000 annually which will be utilized within the operating budget. Parks is also working on several ice use agreements with customers which not only guarantees the sale of a significant amount of ice-time but also require customers to make a capital contribution, typically between \$10,000 - \$15,000 annually, to support arena maintenance.
- **Parks & Trails:** Parks staff are also working to try to increase the use of park shelter facilities during weekdays by promoting opportunities in new ways and adjusting fee schedules. Staff are also working

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

on adding programs with participant fees, but efforts are being made to limit barriers to access by keeping participation fees low.

- **Golf:** Goodrich and Manitou Ridge golf courses are scheduled for capital improvements during this budget cycle which will have short term negative operational budget impacts as business interruption takes place but will have long term financial benefits as courses will be more accessible to a wider range of golfers through course improvements as well as improved course assets making facilities more attractive to play. The use of golf courses has grown since the COVID-19 pandemic and golf course professionals are working in a variety of ways to retain these new customers.
- **Soil & Water Conservation:** The Soil & Water Conservation division is working to increase revenues through fee-for-service opportunities as staff work throughout the county to install best management practices on public and private properties.

Long Term Budget Pressures

Production of the refrigerant, R-22, that is utilized in Ramsey County arenas was phased out in 2020. Significant capital resources are needed to replace refrigeration systems in ice arenas. Within the arena portfolio Parks has identified the priority of needed refrigeration system replacements that aligns with the 21st Century Parks Vision. If refrigeration systems are not replaced with a modern refrigerant in the near future there is significant risk that arena facilities will be unable to operate. In addition to seeking funding through the county's capital improvement program, Parks is exploring funding opportunities through State and Federal government programs as well as exploring partnerships with energy companies to examine opportunities to obtain funding and make refrigeration and energy improvements.

The state of Minnesota is obligated to provide 40% of the funding necessary to maintain the regional parks system. Currently the State only provides around 10% of this funding. This equates to roughly two-million-dollars of funding that Ramsey County has to provide to maintain the regional parks and trails system. Ongoing efforts need to be made with the State legislature to fulfill their funding obligations.

As the Enterprise Asset Management system is being implemented and Parks staff are working on entering data pertaining to the condition of facilities, it is apparent that a significant increase in maintenance funds are needed to address a growing backlog of buildings and grounds maintenance needs.

The Soil & Water Conservation division was transferred to the Parks department in 2018 through legislative action. This new division brought with them a reserve fund. The operations of this division are funded through fee-for-service billing of other local government units and grants as well as use of the reserve fund. It was determined at the time, that the reserve would be spent before allocating levy to assist funding the division. The reserve fund has been decreasing over time. If the reserve is completely spent a long-term budget pressure will be to increase levy to the Parks budget to maintain the full set of services this division provides.

According to the Metropolitan Council visitor data, the use of Ramsey County's regional parks has doubled in the last 15 years and use continues to grow. While it's positive that residents are visiting the parks on a higher frequency than ever this additional use leads to a need for increased trash cleanup, wear and tear on trails,

DEPARTMENT SUMMARY

Parks & Recreation
Mark McCabe, Director



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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

turf, buildings, and boat launches. Additional staff resources will be needed to maintain the level of service people are accustomed to currently.

In 2008, Minnesota voters passed the Clean Water, Land, and Legacy Amendment to the state constitution. This amendment, often referred to as the “Legacy Amendment,” increased the state’s sales tax by 3/8ths of 1 percent for 25 years and dedicated receipts to four separate funds including the Parks and Trails fund which currently provides an estimated \$1.5M annually to Parks & Recreation. This amendment will expire in 2034 and with many new State elected officials and voters it is critically important to educate these audiences about the benefits that this amendment has provided to the parks system and work toward passing another amendment for the next 25 years.

Climate change has already had a significant impact on the natural resources in the parks with marked increases in invasive species that threaten native plant species as well as ongoing issues created by flooding and drought. Additional funding will be needed to create a resilient parks system and combat the negative effects of climate change.

Department Summary

BUDGET SUMMARY

Parks and Recreation

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	12,173,493	12,884,286	14,200,838	14,598,001
Expenditure / Appropriation - Projects / Grants	655,144	310,000	207,092	207,908
Revenue / Est. Revenue - Operating Budget	9,682,182	9,467,036	9,676,531	10,577,238
Revenue / Est. Revenue - Projects / Grants	422,734	310,000	207,092	207,908
Use of Fund Balance	-	-	-	-
County Tax Levy	2,723,721	3,417,250	4,524,307	4,020,763
Inc/(Dec) from Previous Year			1,107,057	(503,544)
% Inc/(Dec) from Previous Year			32.4%	(11.1)%
Inc/(Dec) from Two Years				603,513
% Inc/(Dec) from Two Years				17.7%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Parks and Recreation

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	8,489,368	8,441,524	8,655,131	9,316,616
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	491,318	150,000	150,000	150,000
Local / Other	215,901	520,000	487,092	492,108
Total Intergovernmental Revenue	707,219	670,000	637,092	642,108
	-	-	-	-
Use of Money, Property & Sales	644,264	520,400	384,900	617,048
Other Revenue & Taxes	264,065	145,112	206,500	209,374
Property Tax Levy	2,723,721	3,417,250	4,524,307	4,020,763
Total Revenue / Estimated Revenue	12,828,637	13,194,286	14,407,930	14,805,909

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	8,148,562	8,457,219	9,446,929	9,651,843
Professional Services	3,618,242	3,573,279	3,879,366	4,029,606
Client Services	-	1,000	2,000	2,040
Supplies	502,993	652,788	578,635	621,420
Capital Outlay	558,840	20,000	11,000	11,000
Debt Service	-	490,000	490,000	490,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	12,828,637	13,194,286	14,407,930	14,805,909

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Parks and Recreation County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	8,086,829	8,030,524	7,908,009	8,562,016
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	215,901	520,000	280,000	284,200
Total Intergovernmental Revenue	215,901	520,000	280,000	284,200
Use of Money, Property & Sales	614,264	520,400	384,900	617,048
Other Revenue & Taxes	217,655	145,112	206,500	209,374
Property Tax Levy	2,973,212	3,314,182	4,486,006	3,981,681
Total Revenue / Estimated Revenue	12,107,861	12,530,218	13,265,415	13,654,319

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	7,532,023	7,861,763	8,394,564	8,589,362
Professional Services	3,524,609	3,509,317	3,803,976	3,954,057
Client Services	-	1,000	2,000	2,040
Supplies	502,505	650,138	571,875	615,860
Capital Outlay	548,724	18,000	3,000	3,000
Debt Service	-	490,000	490,000	490,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	12,107,861	12,530,218	13,265,415	13,654,319

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	85.61	86.61	86.76	87.76

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Parks and Recreation
Grant Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	207,092	207,908
Total Intergovernmental Revenue	-	-	207,092	207,908
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Total Revenue / Estimated Revenue	-	-	207,092	207,908

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	-	-	202,932	204,948
Professional Services	-	-	-	-
Client Services	-	-	-	-
Supplies	-	-	4,160	2,960
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	-	-	207,092	207,908

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	-	-	2.00	2.00

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Parks and Recreation Ramsey Conservation District Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	402,539	411,000	747,122	754,600
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	491,318	150,000	150,000	150,000
Local / Other	-	-	-	-
Total Intergovernmental Revenue	491,318	150,000	150,000	150,000
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	36,410	-	-	-
Property Tax Levy	(209,491)	103,068	38,301	39,082
Total Revenue / Estimated Revenue	720,776	664,068	935,423	943,682

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	616,539	595,456	849,433	857,533
Professional Services	93,633	63,962	75,390	75,549
Client Services	-	-	-	-
Supplies	488	2,650	2,600	2,600
Capital Outlay	10,116	2,000	8,000	8,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	720,776	664,068	935,423	943,682

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	7.00	6.00	8.00	8.00

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Parks and Recreation

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Parks & Rec Administration	128,067	82,500	101,100	101,100
Parks & Rec Public Ice Arenas	1,564	-	1,550	1,600
Parks & Rec Aldrich Arena	403,113	506,008	748,700	765,200
Parks & Rec Highland Arena	967,945	717,600	760,600	782,100
Oscar Johnson Memorial Arena	297,533	237,506	251,700	266,700
Shoreview Arena	268,131	211,500	265,500	280,600
Ken Yackel West Side Arena	174,110	129,530	138,800	143,800
Clarence (Biff) Adams Arena	56,059	15,000	81,700	86,350
Pleasant Arena	457,711	475,961	458,700	462,700
White Bear Arena	305,387	268,562	302,500	303,050
Harding Arena	199,890	211,550	210,650	221,700
Gustafson-Phalen Arena	203,185	201,847	212,700	215,750
TCO Sports Garden	1,667,365	1,956,541	1,761,900	1,800,664
Parks & Rec Golf Goodrich	885,061	856,199	-	822,000
Parks & Rec Golf Keller	1,680,388	1,520,523	1,611,000	1,701,000
Parks & Rec Golf Manitou Ridge	189,029	149,368	189,000	-
Ponds at Battle Creek Golf	150	-	-	-
Parks & Rec Beaches-Park Srvs	828	1,800	-	-
Parks & Rec Bat Crk Water Rec	254,924	158,000	251,155	256,178
Battle Creek Winter Recreation	32,148	172,291	220,000	224,400
Parks & Rec Parks Maint & Oper	555,920	521,209	562,400	572,048
Parks & Rec Nature Interp Prog	235,141	340,000	358,200	372,264
Parks & Rec Planning & Dev	171,000	172,541	291,554	293,434
Soil & Water Conservation	547,533	561,000	897,122	904,600
Total Operating Budget	9,682,182	9,467,036	9,676,531	10,577,238
Inc/(Dec) from Previous Year			209,495	900,707
% Inc/(Dec) from Previous Year			2.2%	9.3%

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Parks and Recreation

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
PK SDNR Invasive Sps Removal (G216006)	117,502	-	-	-
CD BWSR Cost Share Grant (G223001)	10,163	-	-	-
CD BWSR Clean Water Well Seal (G223008)	57,750	-	-	-
CD FY2012 CWMA Grant (G223010)	15,000	-	-	-
CD BWSR Wetland Conserv Act (G223011)	33,354	-	-	-
Local Capacity (G223017)	110,934	-	-	-
CD Buffer Law & MASWQCP (G223018)	2,500	-	-	-
Conservation Delivery (G223022)	19,343	-	-	-
Local Water Management Grant (G223024)	16,188	-	-	-
PK TNC Volunteer Program (G224009)	-	75,000	82,092	82,908
PK Legacy MN Conserv Corps (G224014)	-	110,000	-	-
PRK Outdoor Rec Programming (G224035)	-	125,000	125,000	125,000
PRK Harding Arena Improvements (P070064)	30,000	-	-	-
Pleasant Arena Improvements (P070110)	10,000	-	-	-
Total Projects / Grants	422,734	310,000	207,092	207,908
Total Revenue / Estimated Revenue	10,104,916	9,777,036	9,883,623	10,785,146
Inc/(Dec) from Previous Year			106,587	901,523
% Inc/(Dec) from Previous Year			1.1%	9.1%
Inc/(Dec) from Two Years				1,008,110
% Inc/(Dec) from Two Years				10.3%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Parks and Recreation

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Parks & Rec Administration	1,685,830	1,825,754	1,969,229	2,011,498
Parks & Rec Cntrl Maint & Srv	441,084	526,093	594,691	600,764
Parks & Rec Public Ice Arenas	559,485	522,016	499,509	540,854
Parks & Rec Aldrich Arena	425,923	340,768	527,895	544,426
Parks & Rec Highland Arena	602,075	569,035	651,888	667,590
Oscar Johnson Memorial Arena	131,966	121,020	139,500	143,529
Shoreview Arena	134,337	127,403	150,254	154,254
Ken Yackel West Side Arena	106,234	119,223	132,144	135,227
Clarence (Biff) Adams Arena	55,430	42,350	58,300	61,150
Pleasant Arena	387,807	332,097	388,281	400,100
White Bear Arena	126,513	138,810	131,285	134,488
Harding Arena	111,374	121,614	136,288	140,055
Gustafson-Phalen Arena	145,122	139,833	160,285	164,963
TCO Sports Garden	1,168,736	1,758,658	1,757,782	1,792,052
Parks & Rec Golf Goodrich	581,895	572,404	380,791	458,151
Parks & Rec Golf Keller	833,544	774,647	823,171	844,368
Parks & Rec Golf Manitou Ridge	9,617	11,800	14,426	7,966
Parks & Rec Goodrich Clubhouse	29,546	26,115	32,448	34,122
Parks & Rec Keller Clubhouse	61,891	81,450	70,934	74,176
Parks & Rec Beaches-Park Srvs	14,551	37,349	36,200	36,220
Parks & Rec Bat Crk Water Rec	208,144	199,354	242,931	247,753
Battle Creek Winter Recreation	108,531	172,291	209,319	213,068
Parks & Rec Parks Maint & Oper	2,043,155	2,059,260	2,361,878	2,425,414
Parks & Rec Nature Interp Prog	857,491	866,453	879,616	896,062
Parks & Rec Planning & Dev	672,033	734,421	916,370	926,069
Soil & Water Conservation	671,179	664,068	935,423	943,682
Total Operating Budget	12,173,493	12,884,286	14,200,838	14,598,001
Inc/(Dec) from Previous Year			1,316,552	397,163
% Inc/(Dec) from Previous Year			10.2%	2.8%

**EXPENDITURE/APPROPRIATION SUMMARY
BY DIVISION**

Parks and Recreation

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Projects / Grants				
PRK DNR CPL West Battle Creek (G216049)	201,864	-	-	-
PRK DNR CPL Pigs Eye Island (G216050)	314,460	-	-	-
PRK DNR Long Lake Shore Woods (G216052)	32,562	-	-	-
PRK DNR Keller Habitat Enhance (G216053)	1,450	-	-	-
Tamarack Nature Center Prairie Expansion and Restoration (G216054)	9,487	-	-	-
CD BWSR Clean Water Well Seal (G223008)	5,933	-	-	-
CD FY2012 CWMA Grant (G223010)	9,406	-	-	-
CD BWSR Wetland Conserv Act (G223011)	16,677	-	-	-
Local Water Management Grant (G223024)	8,094	-	-	-
PK TNC Volunteer Program (G224009)	54,804	75,000	82,092	82,908
PK Legacy MN Conserv Corps (G224014)	-	110,000	-	-
PRK Outdoor Rec Programming (G224035)	407	125,000	125,000	125,000
PRK Cultural Liaison Equity (G224054)	-	-	-	-
Total Projects / Grants	655,144	310,000	207,092	207,908
Total Expenditure / Appropriation	12,828,637	13,194,286	14,407,930	14,805,909

Inc/(Dec) from Previous Year	1,213,644	397,979
% Inc/(Dec) from Previous Year	9.2%	2.8%
Inc/(Dec) from Two Years		1,611,623
% Inc/(Dec) from Two Years		12.2%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Parks and Recreation

Permanent FTE	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Operating Budget				
Parks & Rec Administration	8.00	8.00	7.00	7.00
Parks & Rec Cntrl Maint & Srv	6.00	6.00	6.00	6.00
Parks & Rec Public Ice Arenas	6.00	6.00	5.50	5.50
Parks & Rec Aldrich Arena	2.00	2.00	3.00	3.00
Parks & Rec Highland Arena	4.50	4.50	4.50	4.50
Oscar Johnson Memorial Arena	1.00	1.00	1.00	1.00
Shoreview Arena	1.00	1.00	1.00	1.00
Ken Yackel West Side Arena	1.00	1.00	1.00	1.00
Pleasant Arena	2.50	2.50	2.50	2.50
White Bear Arena	1.00	1.00	1.00	1.00
Harding Arena	1.00	1.00	1.00	1.00
Gustafson-Phalen Arena	1.00	1.00	1.00	1.00
TCO Sports Garden	9.00	9.00	8.50	8.50
Parks & Rec Golf Goodrich	3.25	3.25	3.25	3.25
Parks & Rec Golf Keller	3.50	3.50	3.50	3.50
Ponds at Battle Creek Golf	1.00	1.00	-	-
Parks & Rec Bat Crk Water Rec	0.50	0.50	-	-
Battle Creek Winter Recreation	0.50	0.50	0.50	0.50
Parks & Rec Parks Maint & Oper	17.50	17.50	19.00	19.00
Parks & Rec Nature Interp Prog	8.36	8.36	8.36	8.36
Parks & Rec Planning & Dev	5.00	6.00	6.00	6.00
Soil & Water Conservation	7.00	6.00	7.00	7.00
Total Operating Budget	90.61	90.61	90.61	90.61

Projects / Grants	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Projects / Grants				
PK TNC Volunteer Program (G224009)	1.00	1.00	1.00	1.00
PRK Outdoor Rec Programming (G224035)	1.00	1.00	1.00	1.00
Total Projects / Grants	2.00	2.00	2.00	2.00
Total Existing Permanent FTE	92.61	92.61	92.61	92.61

FTE Changes	FY24 Proposed	FY25 Proposed
Clerk Typist 3 (0.25 FTE); Janitor/Building Guard (0.40 FTE)	0.65	0.65
Maintenance & Oper Wrk 1 (0.50 FTE)	-	0.50
Janitor/Building Guard (0.50 FTE)	0.50	0.50
Janitor/Building Guard (0.50 FTE)	0.50	0.50

Maintenance & Oper Wkr 1 (0.50 FTE)	-	0.50
Janitor/Building Guard (0.50 FTE)	0.50	0.50
Environmental Resources Spclst 1 (1.00 FTE)	1.00	1.00
Add 1 new FTE from additional Lottery Funds received from the '23 Legislature.	1.00	1.00
Total FTE Changes	4.15	5.15
Total FTE	96.76	97.76
Inc/(Dec) from Previous Year	4.15	1.00
Inc/(Dec) from Two Years	-	5.15

DEPARTMENT SUMMARY



Public Works
Brian Isaacson, Director

1425 Paul Kirkwold Dr, Arden Hills
651-266-7100

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

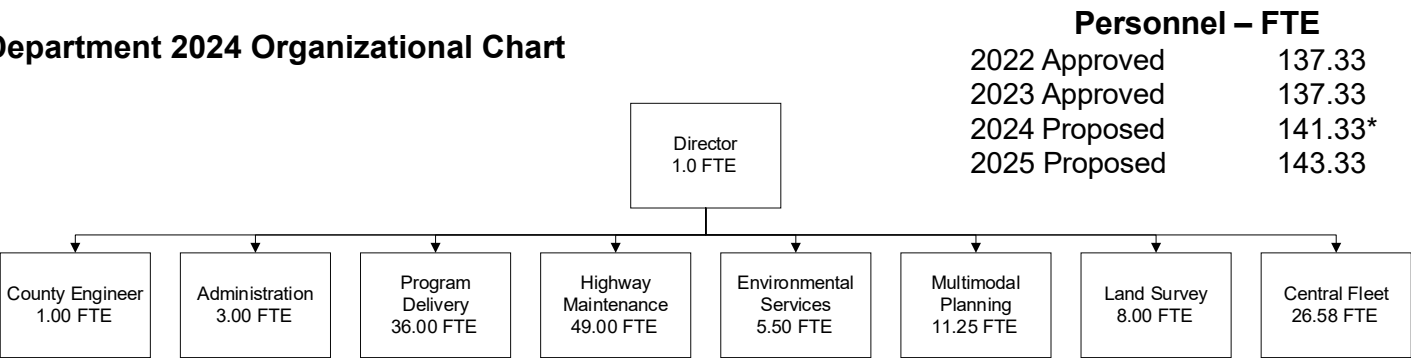
Department Overview

Public Works is responsible for the development and maintenance of a true multimodal transportation system that prioritizes the needs of pedestrians, bicyclists, buses/trains, cars, and trucks to enable people to connect to the places that they want to go within and outside of the County. Enhancing the safety and functionality of that transportation network, for all users and all modes, is of the highest importance.

Public Works provides management and oversight of the Public Works budget, Fleet budget and Regional Railroad Authority budget. While separated for budgeting purposes, these areas are intermixed in their operations with one another. The Regional Rail Authority provides funding for a portion of Public Works' operations and goals related to transitway development. Details on the Regional Railroad Authority budget are provided elsewhere in the budget book.

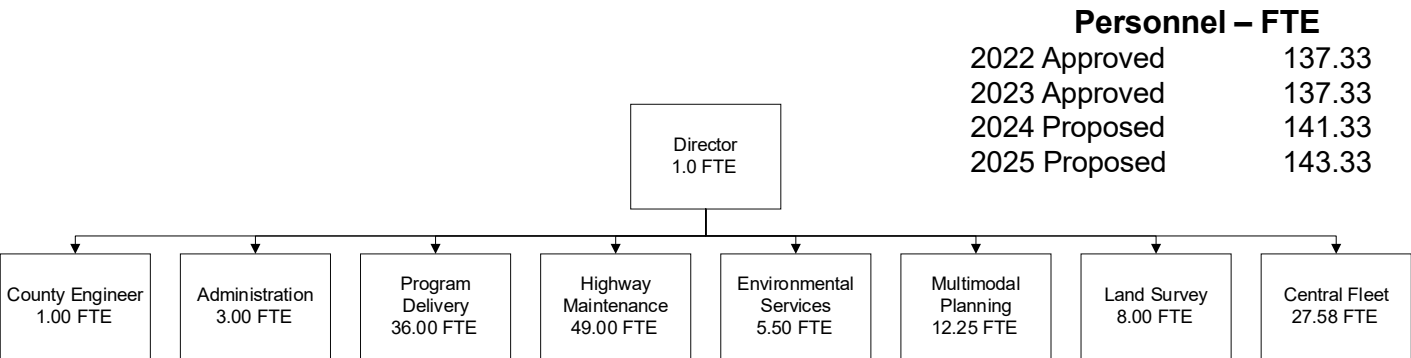
Department Organizational Chart

Department 2024 Organizational Chart



*2024 operating budget is off by 0.1 FTE because that part of the FTE is budgeted in the capital fund.

Department 2025 Organizational Chart



DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

The 2024-2025 proposed Public Works and Fleet budgets include an addition of funds to address inflationary increases we are experiencing across our business. From tree trimming work, to diesel fuel to electricity, the costs for core elements of how we conduct our business are substantially rising. These increases are also adding to the costs for Saint Paul to perform maintenance activities as part of the County Road Maintenance Joint Powers Agreement.

Ramsey County fleet was centralized under Public Works in 2016. However, recent analysis has determined that the centralized fleet is under resourced by 7.50 Full Time Equivalents (FTEs) if it hopes to meet the varying and growing needs. In addition, early results from the enterprise asset management system show that Fleet is undercapitalized by approximately \$2,500,000 annually. The undercapitalization will become a bigger issue as vehicles/equipment are not replaced on the county's established depreciation value schedule. Also, it will become more challenging to meet the county's energy governance goals around the use of hybrid and electric vehicles and the supporting charging infrastructure. We are adding 1.00 FTE in 2025 at \$100,000 to help improve the operating business model to address both capitalization and how Fleet can have a greater positive impact on climate goals.

Public Works' payroll and benefits costs (including Fleet) will increase by \$741,000 in 2024 over 2023, and by \$933,000 in 2025 over 2023, due to inflation. Similarly, internal costs for Public Works (including Fleet) will increase by \$319,607 in 2024 over 2023, and by \$773,694 in 2025 over 2023. This is mainly due to increased Information Services rates, Property Management rent and administrative overhead. In addition, the cost of automotive equipment increased since 2023 by \$433,000 in 2024 and by \$518,000 in 2025. The cost to repair automotive trucks increased by \$98,000 in both 2024 and 2025 over 2023. The cost of fuel has gone up too. Gasoline increased in 2024 and 2025 by \$275,000 and \$302,000 respectively over 2023. Diesel fuel increased in 2024 and 2025 by \$80,000 and \$91,000 respectively over 2023.

In the past, leadership at Public Works has been a combined Director/County Engineer position. In 2022, the County split the Director position in two, with a Director leading the department, and a County Engineer position to fulfill the statutory responsibilities the State requires for State Aid. In creating this role, Public Works will need to add 1.00 unclassified FTE (not budgeted) for this position but will be able to manage funding for the position within the current budget.

Public Works has been seeking (and needs to continue to seek) federal funds to better meet performance goals on the County System. In the past two years, staff have successfully secured over \$25 million in federal funds for a range of projects. While this will help meet performance goals, delivering federally funded projects requires significantly higher levels of resources. Public Works will add 1.00 FTE in engineering to add resources needed to deliver federally funded projects. The levy appropriation is \$60,000; Regional Rail Authority will fund 50% of this position, as it can also aid in the delivery of the Purple Line and Riverview transitways.

Public Works deals with a high volume of agreements as well as construction and professional/technical contracts. Tracking and reporting have gotten to the point where they are impacting the engineering resources needed to deliver our construction program. To address this, we will add 1.00 FTE in 2024 at \$105,000 annually as a contract manager. This position will provide better tracking/reporting on CERT spending as well as construction contractor and workforce goals. It will also allow the engineering staff to fully focus on delivering an increasingly complex program.

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Enterprise Asset Management is moving toward full implementation. As Property Management and Parks & Recreation move through implementation, the EAM team will need to add more support functions to the capability team. Public Works will add 1.00 FTE at \$105,000 in 2024, and a second FTE in 2025 to add implementation and support functions to reach full implementations for all three departments.

Redevelopment management is a significant evolving need with the upcoming body of complex work associated with the Rice Creek Commons project. In 2024, 1.00 FTE at \$120,000 is requested at the strong encouragement of our partners in CED.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

Procurement/CERT spending is trending upward. A couple of major construction contracts have had CERT vendors as the prime contractor. It appears that CERT vendor participation on Ramsey County projects is improving. Public Works has substantial opportunity to positively impact our community through intentional spending and careful contracting. The volume of contracting, increased pressure on our engineering staff and the emphasis on more granular reporting on CERT spending from the Board in our contracting workshop informed the addition of an FTE to add a Contract Manager.

At this moment Public Works has several open positions, many of which are formal leaders. As such, there is a real opportunity to see our percentage of formal leaders who identify as people of color improve. Public Works will make this a priority in the upcoming hiring processes.

Community Engagement

Public Works currently conducts extensive engagement to understand community priorities and needs at a project level and expand our reach into lesser-heard communities. Most recently, we have developed relationships with key community organizations patterned after RECEAT's Trusted Messenger work. While we are extending our reach into a broader range of communities, the pandemic has helped develop more efficient ways to engage with some populations.

The community engagement used to develop the county's transitway projects (Green Line, Gold Line, Purple Line and Riverview) can be used as a model for connecting with and hearing all kinds of different voices and perspectives. This community engagement is embedded into, and occurs throughout the lifecycle of the project to connect with communities on a more personal level and better understand the full range of issues they face. Cross collaboration between the different departments within the county is also key to effective and meaningful community engagement. Different departments have different insights and connections with the community that can be used to develop and ultimately construct better transit and transportation projects. This cross collaboration is occurring and will continue to grow between Public Works, Workforce Solutions, Public Health, Community and Economic Development, Parks & Recreation, Communication and Public Relations, and others. To foster this increased and needed engagement, we are utilizing a variety of options, including existing Public Works staff, other county department staff, community organizations, agency partners and

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

consultant expertise. Public Works continues to prioritize the county's emphasis on small and minority owned businesses in consultant selection.

The most critical element in increasing effectiveness in community engagement will be the establishment of strong strategic partnerships with key community organizations. Building these relationships will ensure that the greatest number of community voices will be heard, and that those voices will be reflected in the final solutions.

A growth area of engagement is for Public Works to engage more communities about how we choose projects and perform maintenance, how we allocate resources across the range of areas under Public Works and what the priority outcomes for the county should be from a community perspective. The Transportation Plan that is currently underway is designed to accomplish two things. First, we need to engage underserved communities about overall priorities for Public Works funds and resources. Second, we need to develop an open and transparent participatory decision-making process that is focused on transportation.

Racial Equity

One critical piece necessary to advancing race equity will be building a deeper engagement with our racially and ethnically diverse communities. To address the needs identified of communities who have not engaged with Public Works in the past, Public Works is partnering with several community organizations, to identify issues and priorities on the county transportation system. Good examples of our work in this area include station area/transit-oriented development planning around the Purple Line.

The business of Public Works involves significant spending on materials/supplies, professional/technical services and construction contracts. Public Works will continue to work closely with the EGCI Purchasing and Contracting Action Team (PCAT) to increase our use of CERT Small Business Enterprise (SBE) companies and identify and implement strategies to expose more racially and ethnically diverse individuals to the work that Public Works does.

Our industry has not been successful in growing labor participation that reflects the diversity of the communities we serve. Public Works is making this a priority and will work to enhance diversity in the following ways:

- Partnering with consultants and contractors that better represent our local resident population.
- Using deeper, more targeted engagement as a tool to grow awareness of the range of careers under our influence.
- Partnering with Workforce Solutions and Human Resources to identify and establish pathways to increase diversity within the Public Works workforce and in the industry.

Update on Recent Initiatives

Public Works is not a diverse industry from a vendor or an employer perspective. Developing a team that reflects the people we serve has been a big challenge. To address this issue, we've put significant effort into connecting with young people through internships, extending visibility of postings, and in establishing a greater

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

presence in the broader industry. Bringing a Care Center employee into our team was a watershed moment leading the department toward developing talent. The person was welcomed to the team and brought through a rotation to four different divisions – engineering, surveys, signals, and construction. At the end of the rotation, two division heads sat with the individual and helped him identify a permanent position. This experience coupled with the team's success with the Young Adult Academy has built excitement for developing a diverse talent pool in Public Works.

EAM implementation is near and the enterprise effort among Property Management, Parks & Recreation and Public Works is improving how we collectively think about asset management and the systems that support our businesses. Fleet and Property Management have moved from implementation into actively using the system. Parks and Public Works will move into implementation next. All the teams working toward EAM implementation are eager to reap the benefits of better information and more efficient management and better tools for capital planning.

Revenues

As referenced above, Public Works needs to supplement existing revenues to maintain the overall transportation system at currently measured performance levels. Material costs, fuel costs and supply chain issues continue to drive significant increases in our capital costs. Historically, normal revenue streams have not kept pace with these increases. Federal funds are more plentiful than they have ever been, and this will have a positive impact from a capital perspective. However, delivering federally funded projects requires more resources as there are more involved and complicated rules and requirements.

Long Term Budget Pressures

There are two long term budget issues under discussion here.

1. Revenues and expectations
2. Fleet undercapitalization/understaffing

Historically, revenues have not kept pace with costs. Through a combination of staff ingenuity and success in securing additional funds we have been able to maintain the performance of the County Transportation system. When it comes to additional funding opportunities, unfortunately, most transportation funds only cover capital costs, and these funds are resource intensive when it comes to delivering. The funds have complex requirements for both time and process. This budget begins to address this issue by adding engineering capacity that is partially funded through the Regional Rail Authority and providing a Contract Manager to relieve some of the administrative pressure on our engineering staff.

Fleet is experiencing significant pressure from a capital and operating perspective. The Fleet operation is both undercapitalized to maintain current equipment levels, and understaffed. Market pressures for Fleet equipment (including material availability, supply chain issues and manufacturer approaches to delivery) amplify the capitalization issue. Fleet has been working toward a change in the funding model. Implementation of Enterprise Asset Management (EAM) should help with efficiency and better tracking of use and lifecycle for

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

equipment. However, being understaffed while implementing EAM has made analyzing and transitioning to a better capitalization model challenging.

In the near term the department will study new models of capitalization and organization for Fleet. Once a model is identified that will work for the Ramsey County specific situation, the department will bring a staffing and capital request forward. The Fleet issue is addressed by providing for staff capacity that assists in managing and maintaining the aging fleet and equipment.

Fuel use continues to trend downward. Fleet's efforts to transition gas powered equipment as well as improved data analysis on usage have contributed to that trend. There is substantial room for accelerating the trend with increased investment in Fleet.

More than ever, collaboration will be key to making coordinated investments. Public Works continues to partner with federal, state, local and community representatives to secure outside funding and identify strategic, high-value investments. These outside funding sources are critical to the development of transportation projects that go beyond just maintaining the existing system. They can provide true and meaningful economic revival in communities along the corridor; provide significant safety benefits for the users and population that need it the most; reduce crime through transportation design; increase job creation through larger construction projects; and provide a more direct connection among transportation, public health and affordability.

Ongoing implementation of an enterprise asset management system will optimize investment strategies, support data driven solutions and improve fiscal accountability to keep our transportation system and all elements related to it working at an acceptable level.

As programs, services and projects are implemented, they are integrated with authentic and robust public engagement designed to foster collaboration across economic status and different racial and cultural identities with the goal of meeting a wide range of transportation needs. With a clear understanding of how transportation impacts our quality of life, we strive to meet the needs of our community, many of whom fall outside the traditional transportation landscape.

Department Summary

BUDGET SUMMARY

Public Works

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	24,967,321	28,715,120	30,394,086	32,717,627
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	23,111,078	23,578,976	24,024,838	25,977,262
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	1,856,243	5,136,144	6,369,248	6,740,365
Inc/(Dec) from Previous Year			1,233,104	371,117
% Inc/(Dec) from Previous Year			24.0%	5.8%
Inc/(Dec) from Two Years				1,604,221
% Inc/(Dec) from Two Years				31.2%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Public Works

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	868,914	762,500	652,575	652,575
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	14,472,222	10,198,110	10,411,510	10,411,510
Local / Other	653,352	212,226	212,226	212,226
Total Intergovernmental Revenue	15,125,574	10,410,336	10,623,736	10,623,736
Use of Money, Property & Sales	2,927,354	93,200	91,500	91,500
Other Revenue & Taxes	4,189,236	12,312,940	12,657,027	14,609,451
Property Tax Levy	1,856,243	5,136,144	6,369,248	6,740,365
Total Revenue / Estimated Revenue	24,967,321	28,715,120	30,394,086	32,717,627

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	11,219,821	11,532,914	13,077,032	13,376,341
Professional Services	12,646,009	15,992,911	16,070,629	18,093,861
Client Services	-	-	-	-
Supplies	1,011,680	1,151,605	1,157,925	1,157,925
Capital Outlay	89,811	37,690	88,500	89,500
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	24,967,321	28,715,120	30,394,086	32,717,627

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Public Works County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	577,889	762,500	652,575	652,575
Intergovernmental Revenue				
Federal	-	-	-	-
State	14,472,222	10,198,110	10,411,510	10,411,510
Local / Other	653,352	212,226	212,226	212,226
Total Intergovernmental Revenue	15,125,574	10,410,336	10,623,736	10,623,736
Use of Money, Property & Sales	95,614	93,200	91,500	91,500
Other Revenue & Taxes	1,581,917	919,143	1,175,989	1,212,226
Property Tax Levy	(677,090)	5,136,144	6,369,248	6,740,365
Total Revenue / Estimated Revenue	16,703,904	17,321,323	18,913,048	19,320,402

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	10,397,207	10,898,097	11,810,172	12,076,883
Professional Services	5,261,303	5,241,131	5,863,951	6,003,594
Client Services	-	-	-	-
Supplies	1,010,204	1,146,905	1,152,925	1,152,925
Capital Outlay	35,190	35,190	86,000	87,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	16,703,904	17,321,323	18,913,048	19,320,402

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	104.06	104.06	106.41	107.41

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Public Works RC Transportation Tax Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	2,831,740	-	-	-
Other Revenue & Taxes	-	6,700,000	6,800,000	8,620,000
Property Tax Levy	2,379,222	-	-	-
Total Revenue / Estimated Revenue	5,210,962	6,700,000	6,800,000	8,620,000

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	-	-	-	-
Professional Services	5,173,841	6,700,000	6,800,000	8,620,000
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	37,121	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	5,210,962	6,700,000	6,800,000	8,620,000

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	-	-	-	-

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Public Works Multi-Modal Planning-Operating Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	291,025	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	2,607,319	4,693,797	4,681,038	4,777,225
Property Tax Levy	154,111	-	-	-
Total Revenue / Estimated Revenue	3,052,455	4,693,797	4,681,038	4,777,225

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	822,614	634,817	1,266,860	1,299,458
Professional Services	2,210,865	4,051,780	3,406,678	3,470,267
Client Services	-	-	-	-
Supplies	1,476	4,700	5,000	5,000
Capital Outlay	17,500	2,500	2,500	2,500
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	3,052,455	4,693,797	4,681,038	4,777,225

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	6.69	6.69	8.25	8.35

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Public Works

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Public Works Administration	1,253,403	883,118	872,169	886,263
Pub Wrks Bldg Maint & Oper	164,800	82,400	82,400	82,400
Road Maintenance	12,027,278	8,214,305	8,151,843	8,163,113
Pub Wrks Environmental Srv	125,553	195,000	130,000	130,000
Land Survey	173,170	188,188	184,188	184,188
Design and Construction	3,704,745	2,724,885	3,217,340	3,229,174
Multi-Modal Planning Administration	4,453,712	2,215,730	2,298,750	2,355,166
Green Line Operations	-	6,200,000	6,300,000	6,400,000
Union Depot Operations	1,139,036	2,103,200	1,997,912	2,054,301
Northeast Diagonal Property - Roseville	-	2,000	2,000	2,000
Northeast Corridor Property - St. Paul/Maplewood	7,504	31,350	27,200	27,200
Rush Line Corridor Operations	4,494	176,700	66,157	45,440
Red Rock Corridor Operations	-	21,000	10,500	10,500
Robert St Corridor Operations	-	11,800	7,971	8,007
Gold Line Operations	32,293	22,000	85,000	1,805,000
Passenger Rail Operations	22,102	274,000	297,146	297,869
Riverview Corridor Operations	2,988	233,300	294,262	296,641
Total Operating Budget	23,111,078	23,578,976	24,024,838	25,977,262

Inc/(Dec) from Previous Year			445,862	1,952,424
% Inc/(Dec) from Previous Year			1.9%	8.1%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	23,111,078	23,578,976	24,024,838	25,977,262

Inc/(Dec) from Previous Year			445,862	1,952,424
% Inc/(Dec) from Previous Year			1.9%	8

Inc/(Dec) from Two Years				2,398,286
% Inc/(Dec) from Two Years				10.2%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Public Works

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Public Works Administration	1,418,299	1,578,133	1,853,034	1,921,996
Pub Wrks Bldg Maint & Oper	1,327,976	1,328,340	1,496,145	1,574,254
Road Maintenance	7,818,480	8,209,305	8,371,743	8,417,290
Pub Wrks Environmental Srv	778,879	822,937	972,538	979,020
Land Survey	845,529	901,861	1,032,837	1,042,606
Design and Construction	4,103,358	3,938,239	4,763,424	4,855,813
Multi-Modal Planning Administration	2,051,448	2,860,955	2,816,217	2,979,690
Green Line Operations	4,987,587	6,200,000	6,300,000	6,400,000
Union Depot Operations	1,310,101	2,103,200	1,997,912	2,054,301
Northeast Diagonal Property - Roseville	-	2,000	2,000	2,000
Northeast Corridor Property - St. Paul/Maplewood	7,504	31,350	27,200	27,200
Rush Line Corridor Operations	23,624	176,700	66,157	45,440
Red Rock Corridor Operations	255	21,000	10,500	10,500
Robert St Corridor Operations	-	11,800	7,971	8,007
Gold Line Operations	76,368	22,000	85,000	1,805,000
Passenger Rail Operations	49,929	274,000	297,146	297,869
Riverview Corridor Operations	167,984	233,300	294,262	296,641
Total Operating Budget	24,967,321	28,715,120	30,394,086	32,717,627

Inc/(Dec) from Previous Year	1,678,966	2,323,541
% Inc/(Dec) from Previous Year	5.8%	7.6%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	24,967,321	28,715,120	30,394,086	32,717,627

Inc/(Dec) from Previous Year	1,678,966	2,323,541
% Inc/(Dec) from Previous Year	5.8%	7.6%

Inc/(Dec) from Two Years	-	4,002,507
% Inc/(Dec) from Two Years	-	13.9%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Public Works

	FY22	FY23	FY24	FY25
Permanent FTE	Approved	Approved	Proposed	Proposed
<u>Operating Budget</u>				
Public Works Administration	5.00	5.00	4.00	4.00
Road Maintenance	50.00	50.00	48.00	48.00
Pub Wrks Environmental Srv	5.00	5.00	5.50	5.50
Land Survey	8.00	8.00	8.00	8.00
Design and Construction	32.00	32.00	35.00	35.00
Multi-Modal Planning Administration	10.75	10.75	7.81	8.06
Union Depot Operations	-	-	0.20	0.20
Rush Line Corridor Operations	-	-	0.20	0.05
Robert St Corridor Operations	-	-	0.02	0.02
Passenger Rail Operations	-	-	0.47	0.47
Riverview Corridor Operations	-	-	1.45	1.45
Total Operating Budget	110.75	110.75	110.65	110.75

	FY22	FY23	FY24	FY25
Projects / Grants	Approved	Approved	Proposed	Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Existing Permanent FTE	110.75	110.75	110.65	110.75

	FY24	FY25
FTE Changes	Approved	Approved
Contract Manager (1.00 FTE); Redevelopment Manager (1.00 FTE)	2.00	2.00
Engineer 2 (0.48 FTE)	0.48	0.48
Management Analyst 2 (2.00 FTE); Engineer 2 (0.52 FTE)	1.52	2.52
Total FTE Changes	4.00	5.00

Total FTE	114.65	115.75
Inc/(Dec) from Previous Year	3.90	1.10
Inc/(Dec) from Two Years	-	5.00

Department Summary

BUDGET SUMMARY

Central Fleet

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	8,457,677	8,062,650	9,317,963	9,502,688
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	1,307,329	748,428	1,233,500	1,256,000
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	7,150,348	7,314,222	8,084,463	8,246,688
Inc/(Dec) from Previous Year			770,241	162,225
% Inc/(Dec) from Previous Year			10.5%	2.0%
Inc/(Dec) from Two Years				932,466
% Inc/(Dec) from Two Years				12.7%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Central Fleet

Revenue / Estimated Revenue	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Charges for Services	292,714	317,000	342,500	353,000
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	899,744	400,000	891,000	903,000
Other Revenue & Taxes	114,871	31,428	-	-
Property Tax Levy	7,150,348	7,314,222	8,084,463	8,246,688
Total Revenue / Estimated Revenue	8,457,677	8,062,650	9,317,963	9,502,688

Expenditure / Appropriation	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Personnel Services	2,483,132	2,619,756	2,835,725	2,963,133
Professional Services	1,163,258	1,136,681	1,301,738	1,235,505
Client Services	-	-	-	-
Supplies	2,204,696	1,849,180	2,289,400	2,326,900
Capital Outlay	2,606,591	2,457,033	2,891,100	2,977,150
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	8,457,677	8,062,650	9,317,963	9,502,688

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Central Fleet Fleet Operations Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	292,714	317,000	342,500	353,000
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	899,744	400,000	891,000	903,000
Other Revenue & Taxes	114,871	31,428	-	-
Property Tax Levy	7,150,348	7,314,222	8,084,463	8,246,688
Total Revenue / Estimated Revenue	8,457,677	8,062,650	9,317,963	9,502,688

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	2,483,132	2,619,756	2,835,725	2,963,133
Professional Services	1,163,258	1,136,681	1,301,738	1,235,505
Client Services	-	-	-	-
Supplies	2,204,696	1,849,180	2,289,400	2,326,900
Capital Outlay	2,606,591	2,457,033	2,891,100	2,977,150
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	8,457,677	8,062,650	9,317,963	9,502,688

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	26.58	26.58	26.58	27.58

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Central Fleet

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Operating Budget				
Pub Wrks Mtr Equip Srv & Store	1,307,329	748,428	1,233,500	1,256,000
Total Operating Budget	1,307,329	748,428	1,233,500	1,256,000
Inc/(Dec) from Previous Year			485,072	22,500
% Inc/(Dec) from Previous Year			64.8%	1.8%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Projects / Grants				
None	-	-	-	-
Total Projects / Grants	-	-	-	-

Total Revenue / Estimated Revenue	1,307,329	748,428	1,233,500	1,256,000
Inc/(Dec) from Previous Year			485,072	22,500
% Inc/(Dec) from Previous Year			64.8%	1.8%
Inc/(Dec) from Two Years				507,572
% Inc/(Dec) from Two Years				67.8%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Central Fleet

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Pub Wrks Mtr Equip Srv & Store	8,457,677	8,062,650	9,317,963	9,502,688
Total Operating Budget	8,457,677	8,062,650	9,317,963	9,502,688
Inc/(Dec) from Previous Year			1,255,313	184,725
% Inc/(Dec) from Previous Year			15.6%	2.0%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-

Total Expenditure / Appropriation	8,457,677	8,062,650	9,317,963	9,502,688
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Inc/(Dec) from Previous Year			1,255,313	184,725
% Inc/(Dec) from Previous Year			15.6%	2.0%
Inc/(Dec) from Two Years				1,440,038
% Inc/(Dec) from Two Years				17.9%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Central Fleet

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>	-	-	-	-
Pub Wrks Mtr Equip Srv & Store	26.58	26.58	26.58	26.58
Total Operating Budget	26.58	26.58	26.58	26.58

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Projects / Grants				
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Existing Permanent FTE	26.58	26.58	26.58	26.58

	FY24 Proposed	FY25 Proposed
FTE Changes		
Fleet Mechanic (1.00 FTE)	-	1.00
Total FTE Changes	-	1.00
Total FTE	26.58	27.58
Inc/(Dec) from Previous Year	-	1.00
Inc/(Dec) from Two Years	-	1.00

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

Property Management provides services for welcoming and accessible properties by utilizing effective and efficient operations and integrating technologies to ensure our properties present in a manner that is consistent with the Residents First priority, are operated and maintained to mitigate impacts on climate change and support the county's rich and diverse cultural heritage. Our buildings are no longer new and now require significant investment to maintain them through on-going capital investment, in addition to the extensive investments necessary at our historic properties. Community engagement continues to identify the need for improvements that make county buildings more accessible and welcoming for both residents and employees and allows in person services to be delivered at Service Centers distributed throughout the county in closer proximity to residents. We seek to be a valued resource to the county departments we support and to provide a positive experience for residents when obtaining in person services!

The Enterprise Asset Management System (EAM) in combination with recent facility condition and accessibility assessments have provided Property Management the tools and data to prioritize expenditures on asset replacement, technology solutions and upgrades, and building accessibility. The EAM System will soon incorporate our Service Request System where employees can submit maintenance and repair requests online and our building teams can respond, track and closeout work efficiently. Our focus on mitigating the impacts of climate change continues by reducing energy consumption through effective use of existing and recently installed building automation systems. Plans for additional LED lighting and building automation system installations at all remaining buildings will be implemented as funding allows along consideration of renewal energy.

The Flexible Workplace Policy implementation provides the opportunity to evaluate and reduce space. The most significant impact will be relocating staff from the East Kellogg building into Metro Square. Management of vacant buildings and surplus properties command a significant amount of staff time as we explore options for disposition which now includes the East Kellogg building in addition to the Maplewood Properties and Boys Totem Town. The Flexible Workplace Policy with hybrid and mobile employee designations provided the impetus to create Drop-In Centers for employee use outside their primary work location. This transition away from department space to county space has created the need for management of space, common conference rooms and audio-visual services by a central organization. Property Management will expand services to these areas through 2024-2025 by the addition of staff and technology. Our team will continue work with other county departments related to the programming, design and construction of Service Centers, Drop-In Centers, Environmental Service Center, public health hub/clinic, and other capital projects.

Department Summary

Property Management
Jean Krueger, Director



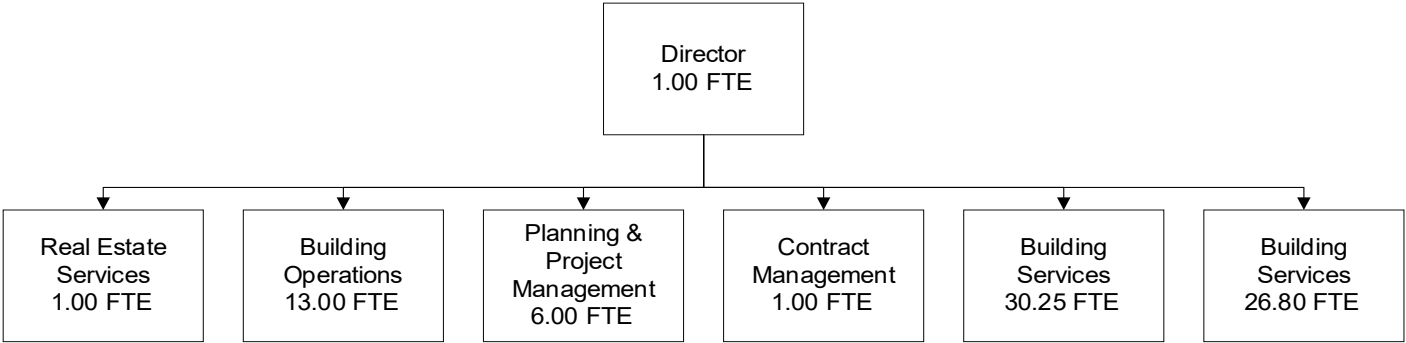
121 7th Place East, St. Paul
651-266-2262

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Department 2024 Organizational Chart

Personnel – FTE	
2022 Approved	75.05
2023 Approved	75.05
2024 Proposed	79.05
2025 Proposed	82.05



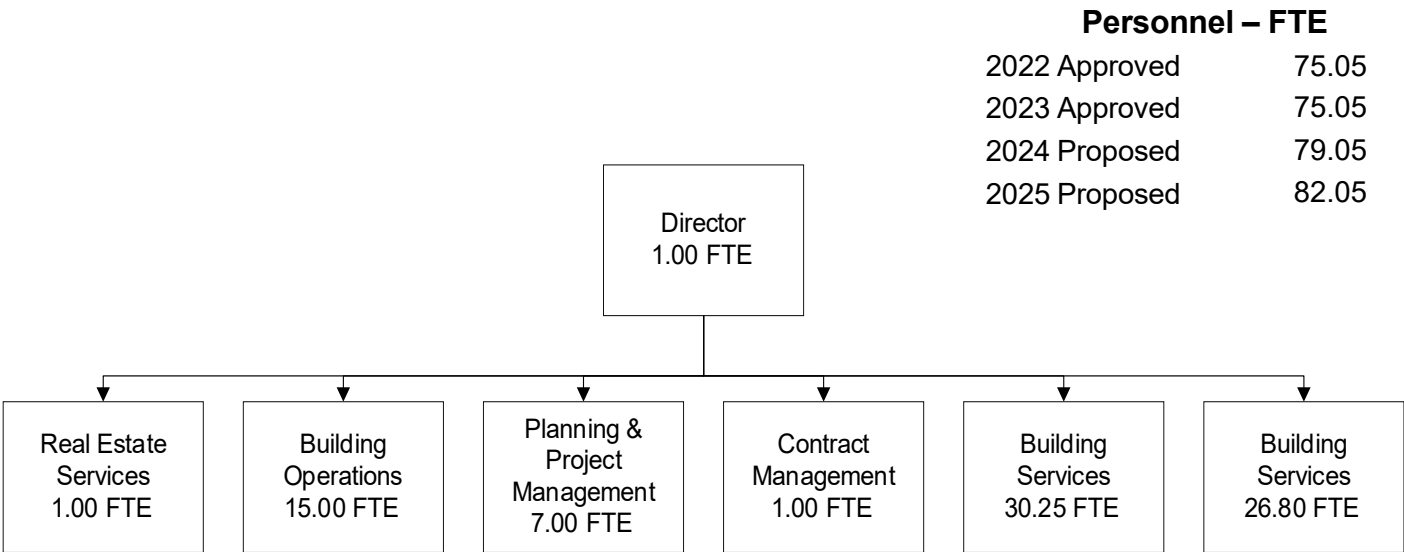
Department Summary

Property Management
Jean Krueger, Director

121 7th Place East, St. Paul
651-266-2262

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department 2025 Organizational Chart



2024-25 Major Changes

For 2024-2025, Property Management has identified the need to increase spending on routine repairs and maintenance to reduce the growth of deferred maintenance items. An additional \$1.16 million dollars per year (\$0.50 per square foot) has been planned in the expenditures budget for these building improvements with an additional \$221,000 in 2024 and an additional \$49,000 in 2025 specifically for the costs associated with operating Landmark Center and the Barn.

New and expanded services are included in the 2024-2025 Property Management budget. These services that require additional staff will be phased in with a budget impact of \$290,000 in 2024 and \$773,000 in 2025 over the base budget and include:

- Dedicated physical security manager (1) in 2024 to develop and implement best practices for building access and video surveillance as well as oversee third party security services.
- Analyst (1) as the department subject matter expert related to the Enterprise Asset Management System in 2024 to ensure consistent and best practices in managing and maintaining county assets.
- Resources (2) to manage space and furniture county wide to ensure maximum utilization of space and develop a furniture replacement program based on condition and standards. One added each year.
- Resources (3) to oversee operation and maintenance of the Drop-In Centers and other common use areas such as the Metro Square lower level to ensure best utilization and the functionality of the audio-visual equipment including new Teams meeting technology. One added in 2024 and two in 2025.

Working with Workforce Solutions and Human Resources, a new apprenticeship program will be created to entice and train individuals for entry into a career as a Property Management building maintenance mechanic, or for other trades or technician positions, by providing longer-term job experience and assistance in completing necessary education/certifications/licenses. The intent is a program where several individuals can

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

concurrently complete a more in-depth learning experience than currently available through existing internship programs and lead to full time employment. Cost included at \$100,000 per year.

The cost of payroll and benefits increased in 2024 and 2025 by \$392,499 and \$164,804 respectively, year over year, due to inflation. Internal costs declined from 2023 primarily due to decreases in the Information Services rates. Overall, internal costs declined by \$86,000 from 2023 to 2024 and then increased by \$54,000 in 2025. In 2024, costs for contracted services increased for security (contractors and deputies) by \$506,000, while janitorial, gas, and electrical/mechanical services increased by \$491,000, \$338,000 and \$203,000 respectively. The total costs for 2025 in the same categories increased by \$157,000 from 2024.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

Property Management, Parks & Recreation and Public Works have joined with Workforce Solutions in support of the Public Sector Pathways program as a potential resource for attracting and hiring young people of diverse backgrounds as our department workforce diversity trails that of the county overall. Interns have been and will continue to be brought into the department. To do more to attract and provide training to individuals that have the desire to pursue careers in Property Management, we are implementing an apprenticeship program in 2024. The goal is to foster interest and provide educational and job opportunities for more young people whether it be with Ramsey County or elsewhere. We know there is a shortage of labor resources particularly in the building trades and our mechanic positions. We view this program, providing longer term training and development time, as an opportunity to improve the diversity in our team and improve the access to wealth generation for more young people. We also continue to seek and utilize Certified Small Business Enterprise (CERT SBE) contractors and strive to achieve the workforce inclusion goals included in construction contracts.

Property Management has been tracking energy consumption in our buildings since 2008 and began reporting county wide data in 2022. This is in alignment with the county's strategic priority to mitigate the effects of climate change and with the EGCI Service Team performance measure to reduce county energy consumption and reduce our carbon footprint. Our energy usage is also compared to local and national peers through the State of Minnesota Buildings, Benchmarks and Beyond (B3) program and the national Energy Star Portfolio Manager program. The residents of Ramsey County benefit from these energy reductions through reduced greenhouse gas emissions and lower energy costs within county buildings. Property Management has redirected staff resources to the Energy and Technology Team to increase their bandwidth and ensure best practices are in use at all buildings. As of 2022, Property Management has achieved a 41.3 % reduction in energy consumption since 2008, exceeding the goals established in the Strategic Energy Plan to reduce consumption 30 % by 2025. The 2050 reduction target of 80 % remains a realistic goal with continued year over year reductions of 2%. Several of our largest capital projects being completed are for LED lighting and building automation systems, both of which provide significant reductions in energy consumption.

Community Engagement

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

As an internal service provider, Ramsey County Property Management's community is made up of both internal and external organizations/community partners. Property Management has and continues to participate in a variety of activities with various community organizations, some of which are as follows:

- Capital Improvement Program Citizen's Advisory Committee (CIPAC).
- Saint Paul Building Owners and Managers Association (BOMA).
- Minnesota City/County Facility Management Association.
- Saint Paul Downtown Alliance.
- Ramsey County's SBE Procurement Fairs, trade events and the recently established CERT Connect program to meet and talk with CERT SBE vendors.
- Equity Action Circle.

Through these engagement activities, Property Management receives input on the needs and priorities of our residents, in addition to gaining insights on the investments and building trends among other public and private entities. It is through these engagement platforms that the dire need for labor resources in the building trades and building maintenance areas has been affirmed. This labor shortage has directly impacted our decision to put forward an apprenticeship program in 2024-2025.

Property Management has participated in community engagement activities as a component of the Service Centers and Residents First Facilities initiative. Community Engagement is and will be a part of any new building construction projects such as is the case with the Environmental Service Center for Public Health. Property Management will continue to participate in these efforts to solicit input from a diverse section of visitors and the broader community to inform building design using the experiences of those who use our buildings or experiential design concepts. Input on the delivery of in person services, building appearance and amenities, ease of access and potential improvements will inform investments to make facilities more welcoming and accessible. Additional investments are planned to improve the signage, accessibility, aesthetics of our buildings and to incorporate gender neutral restrooms, lactation rooms and generally improve amenity spaces.

Racial Equity

We continue to explore the use of CERT SBE vendors and strive to improve workforce participation by racially and ethnically diverse people in our construction projects, but more work is required. Property Management will continue to partner with the EGCI Procurement and Contracting Team (PCAT), Finance and Procurement to focus on the following areas:

- Participation on a disparity study to identify communities disproportionately impacted by current contracting practices.
- Pursuing an increase of the CERT direct purchase threshold to \$75,000 to simplify contracting.
- Evaluating recent changes to the Project Labor Agreement policy to ensure we have maximum ability to achieve workforce participation goals.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

- Pursuing alternate procurement methods such as “Best Value” to forge new alliances with businesses and community and including workforce participation as a criterion in the selection of contractors.
- Exploring the possibility of using past performance in workforce participation as a criterion for bidding on projects if a bid process continues to be required or including incentives in contracts.
- Developing and implementing strategies with community partners and contractors to promote hiring and training of racially and ethnically diverse workers who reside in concentrated areas of poverty within Ramsey County.
- Working with the Hubert H. Humphrey Job Corps Center to arrange for students in their program to obtain job training and experience working at our buildings.

Property Management will actively promote the county’s economic development goals and strategies by using procurement as a tool to achieve contracting equity within Property Management.

Update on Recent Initiatives

Operation and maintenance of our buildings has been anything but routine. Although many of the COVID-19 measures taken in buildings have ended, we continue to focus on indoor air quality as related to our heating, air conditioning and ventilation system and the safety and security of our occupants. Occupant comfort and energy management are often in conflict, but our improved monitoring capabilities will provide the data necessary to evaluate and troubleshoot concerns that arise. The past year has seen a higher-than-average number of non-routine events including water intrusion into several different buildings, vehicle fires and crashes into buildings, preparations for civil unrest, failures of transformers and emergency generators. All of these demanding immediate and sometimes prolonged engagement from staff beyond the daily operation of buildings. Additional capital and human resources requested for Property Management will allow us address failing equipment and more proactively address employee concerns in the workplace.

Property Management has aligned our resources to provide a heightened focus on energy management through the Energy and Technology Team. Their ability to focus on building operational efficiency has and will continue to drive reductions in consumption, will provide ability to implement capital projects for new equipment and systems, and ensure that new buildings (360 Wabasha, Environmental Service Center, Public Health hub) and major renovation projects incorporate resilient design concepts.

Real estate initiatives continue related to disposition of current vacant properties including Maplewood North and South, Boys Totem Town, and the Ramsey County Care Center and to plan for the disposition of the East Kellogg Building and 555 Cedar. Maintaining the vacant properties to minimize on-going costs while ensuring the property is not detrimental to the surrounding community remains a significant challenge and a significant use of staff resources.

Property Management continues to implement improvements to our buildings to make them more accessible and welcoming to residents and employees. There is much more to do as we continue to improve signage, accessibility, and aesthetics outside and inside. Progress will be continued as funding allows to ensure there are gender neutral restrooms, lactation rooms, wellness room and improved amenity areas.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Revenues

Property Management revenue, \$30 million and \$31.6 million, respectively in the two years is primarily from the rent charged to departments (82%) and accounted for in building funds. This internal rate will increase to offset the increased “business as usual” costs for staff, supplies and services at 3.3% and 3.6% per year respectively. The internal rate also needs to cover the costs identified above in the Major Changes section specifically for the new and expanded services and an additional \$0.50 per square foot for building improvements. The new internal rental rate per square foot will increase from \$10.06 in 2023 to \$12.01 in 2024 and \$12.84 in 2025. The budget assumes continued costs for the East Kellogg Building and 555 Cedar for the two years without consideration of being vacated or sold during these two years.

Several changes to our other sources of revenue for 2024-2025 include:

- As we consolidate county staff in Metro Square within our strategic facilities direction, the loss of external revenue with the termination of State leases at Metro Square, \$1.1 million per year.
- Loss of external revenue with the elimination of employee paid parking at the East Kellogg Building and the Law Enforcement Campus, \$300,000 per year.
- Increase in levy to support costs at Landmark Center and the Barn, \$180,000 per year.
- Increase in levy to support the new apprenticeship program, \$100,000 per year.

External revenue is now less than 10% of total revenue. Levy is 5% of revenue.

Long Term Budget Pressures

Property Management strives to operate and maintain buildings efficiently and at costs below market while incurring inflationary cost increases in all areas, labor, supplies and services, as well as significant increases in utility rates. While the internal rental rates have had to increase to absorb these cost impacts, they remain significantly less than market rates (adjusted for property taxes).

Deferred maintenance on our buildings continues to increase. Capital needs for deferred maintenance and planned asset repair/replacement projects average \$20 million per year in accordance with the next six-year capital plan. Even with the increase in funding for building improvement costs that is included in the internal rental rate, \$0.50 per square foot, only 22% of the needs will be met. Additional funding through the Capital Improvement Program (CIP) is essential to not only allow the preservation of our building assets such as roofs, elevators, and life safety systems, but also to make further strides in energy efficiency through LED lighting and building automation system installation and continue to improve the accessibility and welcoming environment in our buildings.

Department Summary

BUDGET SUMMARY

Property Management

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	21,694,514	26,131,785	30,046,782	31,580,810
Expenditure / Appropriation - Projects / Grants	1,430,669	11,000	11,000	11,000
Revenue / Est. Revenue - Operating Budget	23,622,916	24,229,716	28,461,210	29,959,406
Revenue / Est. Revenue - Projects / Grants	64,958	11,000	11,000	11,000
Use of Fund Balance	-	929,696	136,611	122,091
County Tax Levy	(562,691)	972,373	1,448,961	1,499,313
Inc/(Dec) from Previous Year			476,588	50,352
% Inc/(Dec) from Previous Year			49.0%	3.5%
Inc/(Dec) from Two Years				526,940
% Inc/(Dec) from Two Years				54.2%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Property Management

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	173,835	1,501,529	694,640	545,127
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	52,629	-	-	-
Local / Other	60,943	-	-	-
Total Intergovernmental Revenue	113,572	-	-	-
Use of Money, Property & Sales	23,330,396	22,717,187	27,766,570	29,414,279
Other Revenue & Taxes	70,071	22,000	11,000	11,000
Property Tax Levy	(562,691)	972,373	1,448,961	1,499,313
Use of Fund Balance	-	929,696	136,611	122,091
Total Revenue / Estimated Revenue	23,125,183	26,142,785	30,057,782	31,591,810

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	6,918,467	7,859,931	8,541,762	9,086,423
Professional Services	13,533,911	14,220,118	15,932,022	16,789,319
Client Services	-	-	-	-
Supplies	527,352	567,114	712,169	844,239
Capital Outlay	2,145,453	3,495,622	4,871,829	4,871,829
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	23,125,183	26,142,785	30,057,782	31,591,810

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Property Management County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	8,139	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	2,351,877	972,373	1,213,288	1,263,734
Total Revenue / Estimated Revenue	2,351,877	980,512	1,213,288	1,263,734

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	8,437	10,869	13,048	13,200
Professional Services	960,995	966,926	1,197,441	1,247,652
Client Services	-	-	-	-
Supplies	1,080	2,717	2,799	2,882
Capital Outlay	1,381,365	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	2,351,877	980,512	1,213,288	1,263,734

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	0.25	0.25	0.25	0.25

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Property Management Public Works Facility Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	617	62,746	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	1,784,942	1,776,793	2,022,646	2,127,293
Other Revenue & Taxes	230	-	-	-
Property Tax Levy	(536,187)	-	-	-
Use of Fund Balance	-	(249,308)	-	-
Total Revenue / Estimated Revenue	1,249,602	1,590,231	2,022,646	2,127,293

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	477,831	471,743	504,574	511,037
Professional Services	604,866	709,664	973,671	1,070,758
Client Services	-	-	-	-
Supplies	52,905	27,986	36,617	37,714
Capital Outlay	114,000	380,838	507,784	507,784
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	1,249,602	1,590,231	2,022,646	2,127,293

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	4.00	4.00	4.00	4.00

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Property Management Library Facilities Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	1,658,200	1,658,200	1,979,620	2,116,430
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	(4,269)	-	-	-
Use of Fund Balance	-	(27,315)	-	-
Total Revenue / Estimated Revenue	1,653,931	1,630,885	1,979,620	2,116,430

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Professional Services	953,557	885,169	1,163,457	1,294,584
Client Services	-	-	-	-
Supplies	36,255	43,993	40,802	42,230
Capital Outlay	225,850	247,246	329,662	329,662
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	1,653,931	1,630,885	1,979,620	2,116,430

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	4.80	4.80	4.80	4.80

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Property Management Courthouse / City Hall Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	3,649,968	3,670,949	4,210,002	4,394,809
Other Revenue & Taxes	13,513	11,000	11,000	11,000
Property Tax Levy	(263,318)	-	-	-
Use of Fund Balance	-	507,034	-	-
Total Revenue / Estimated Revenue	3,400,163	4,188,983	4,221,002	4,405,809

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	1,148,848	1,277,153	1,399,796	1,413,761
Professional Services	2,094,074	2,321,430	2,057,344	2,224,986
Client Services	-	-	-	-
Supplies	80,057	83,679	91,900	95,100
Capital Outlay	77,184	506,721	671,962	671,962
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	3,400,163	4,188,983	4,221,002	4,405,809

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	16.00	16.00	17.00	17.00

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Property Management Ramsey County Buildings Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	173,218	1,438,783	694,640	545,127
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	52,629	-	-	-
Local / Other	60,943	-	-	-
Total Intergovernmental Revenue	113,572	-	-	-
Use of Money, Property & Sales	16,077,527	15,443,164	19,389,562	20,606,065
Other Revenue & Taxes	56,328	11,000	-	-
Property Tax Levy	(2,051,076)	-	235,673	235,579
Use of Fund Balance	-	699,285	136,611	122,091
Total Revenue / Estimated Revenue	14,369,569	17,592,232	20,456,486	21,508,862

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	4,748,408	5,490,045	6,034,011	6,552,485
Professional Services	8,917,052	9,332,631	10,520,003	10,927,643
Client Services	-	-	-	-
Supplies	357,055	408,739	540,051	666,313
Capital Outlay	347,054	2,360,817	3,362,421	3,362,421
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	14,369,569	17,592,232	20,456,486	21,508,862

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	49.00	49.00	52.00	55.00

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Property Management Union Depot Facility Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	159,759	159,942	164,740	169,682
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	(59,718)	-	-	-
Total Revenue / Estimated Revenue	100,041	159,942	164,740	169,682

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	96,674	155,644	144,634	145,986
Professional Services	3,367	4,298	20,106	23,696
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	100,041	159,942	164,740	169,682

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	1.00	1.00	1.00	1.00

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Property Management

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Property Management Administration	-	1,122,603	514,640	359,727
Parking Operations	82,066	217,770	-	-
Family Service Center	69,269	62,382	156,130	166,920
PRMG Building Operations	173,218	316,180	180,000	185,400
CH/CH Maintenance	3,651,152	3,670,949	4,210,002	4,394,809
RCGC-East Operations	3,658,810	3,623,725	4,194,826	4,484,292
Juvenile Family Justice Center	1,555,438	1,555,438	1,856,940	1,985,272
Law Enforcement Center (Operations)	2,827,788	2,787,678	3,202,428	3,423,142
Public Works Facility	1,785,789	1,839,539	2,022,646	2,127,293
Library Facilities	1,658,200	1,658,200	1,979,620	2,116,430
Suburban Courts Facility	152,814	152,791	182,408	195,013
90 West Plato Building	824,168	824,132	839,533	897,552
911 Dispatch Center	141,544	152,544	168,981	180,659
Union Depot Facility	159,759	159,942	164,740	169,682
Metro Square Facility	4,047,608	3,274,025	4,364,937	4,544,745
402 University Avenue East	374,293	374,293	446,844	477,725
5 South Owasso Boulevard West	206,156	174,970	207,220	220,998
Correctional Facility	1,753,428	1,753,428	2,093,307	2,237,973
Medical Examiner Facility	113,778	113,678	135,713	145,092
555 Cedar	387,638	387,310	462,385	494,340
PRMG 360 Wabasha	-	-	1,077,910	1,152,342
County Barn	-	8,139	-	-
Total Operating Budget	23,622,916	24,229,716	28,461,210	29,959,406
Inc/(Dec) from Previous Year			4,231,494	1,498,196
% Inc/(Dec) from Previous Year			17.5%	5.3%

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Property Management

	FY22	FY23	FY24	FY25
Projects / Grants	Actual	Budget	Proposed	Proposed
<u>Projects / Grants</u>				
Safe and Secure Courthouse Initiative at JFJC Grant (G219005)	52,629	-	-	-
Ellerbe Memorial Hall Grant (G306031)	12,329	11,000	11,000	11,000
Total Projects / Grants	64,958	11,000	11,000	11,000
	-	-	-	-
Total Revenue / Estimated Revenue	23,687,874	24,240,716	28,472,210	29,970,406
Inc/(Dec) from Previous Year			4,231,494	1,498,196
% Inc/(Dec) from Previous Year			17.5%	5.3%
Inc/(Dec) from Two Years				5,729,690
% Inc/(Dec) from Two Years				23.6%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Property Management

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Property Management Administration	1,488,332	1,477,914	1,729,661	1,869,965
Parking Operations	17,622	22,999	22,999	22,999
Family Service Center	33,539	106,156	118,294	119,608
PRMG Building Operations	1,111,904	867,253	1,744,119	2,231,537
CH/CH Maintenance	3,400,163	4,177,983	4,210,002	4,394,809
RCGC-East Operations	2,154,049	3,471,661	2,514,559	2,565,708
Juvenile Family Justice Center	888,386	1,273,113	1,429,406	1,452,120
Law Enforcement Center (Operations)	2,384,281	2,759,887	3,052,184	3,129,071
Public Works Facility	1,249,602	1,590,231	2,022,646	2,127,293
Library Facilities	1,653,931	1,630,885	1,979,620	2,116,430
Suburban Courts Facility	524,354	564,404	216,797	222,831
90 West Plato Building	484,491	633,379	1,014,868	1,035,170
911 Dispatch Center	168,450	209,160	227,657	234,737
Union Depot Facility	100,041	159,942	164,740	169,682
Metro Square Facility	2,614,060	3,271,702	3,965,655	4,044,296
402 University Avenue East	250,757	318,151	358,200	367,917
5 South Owasso Boulevard West	108,461	173,616	176,346	178,226
Correctional Facility	1,575,694	1,908,411	2,155,879	2,207,041
Medical Examiner Facility	120,871	120,063	186,039	193,469
555 Cedar	395,014	414,363	465,913	481,825
PRMG 360 Wabasha	-	-	1,077,910	1,152,342
Landmark Center Mgmt	928,309	928,309	1,149,724	1,198,461
County Barn	42,203	52,203	63,564	65,273
Total Operating Budget	21,694,514	26,131,785	30,046,782	31,580,810
Inc/(Dec) from Previous Year			3,914,997	1,534,028
% Inc/(Dec) from Previous Year			15.0%	5.1%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Property Management

	FY22	FY23	FY24	FY25
Projects / Grants	Actual	Budget	Proposed	Proposed
<u>Projects / Grants</u>	-	-	-	-
	-	-	-	-
Safe and Secure Courthouse Initiative at JFJC Grant (G219005)	49,304	-	-	-
Ellerbe Memorial Hall Grant (G306031)	-	11,000	11,000	11,000
Community Corrections Consolidation Project (P061073)	1,381,365	-	-	-
Total Projects / Grants	1,430,669	11,000	11,000	11,000
Total Expenditure / Appropriation	23,125,183	26,142,785	30,057,782	31,591,810
Inc/(Dec) from Previous Year			3,914,997	1,534,028
% Inc/(Dec) from Previous Year			15.0%	5.1%
Inc/(Dec) from Two Years				5,449,025
% Inc/(Dec) from Two Years				20.8%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Property Management

	FY22	FY23	FY24	FY25
Permanent FTE	Approved	Approved	Proposed	Proposed
<u>Operating Budget</u>				
Property Management Administration	7.00	7.00	8.00	8.00
PRMG Building Operations	6.00	6.00	10.00	10.00
CH/CH Maintenance	16.00	16.00	17.00	17.00
RCGC-East Operations	15.00	15.00	4.00	4.00
Juvenile Family Justice Center	2.00	2.00	3.00	3.00
Law Enforcement Center (Operations)	6.00	6.00	8.00	8.00
Public Works Facility	4.00	4.00	4.00	4.00
Library Facilities	4.80	4.80	4.80	4.80
Suburban Courts Facility	3.00	3.00	-	-
90 West Plato Building	-	-	3.00	3.00
Union Depot Facility	1.00	1.00	1.00	1.00
Metro Square Facility	6.00	6.00	7.00	7.00
Correctional Facility	4.00	4.00	5.00	5.00
County Barn	0.25	0.25	0.25	0.25
Total Operating Budget	75.05	75.05	75.05	75.05

	FY22	FY23	FY24	FY25
Projects / Grants	Approved	Approved	Proposed	Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Existing Permanent FTE	75.05	75.05	75.05	75.05

	FY24	FY25
FTE Changes	Proposed	Proposed
Building Services Manager (1.00 FTE); Maintenance Manager (1.00 FTE)	1.00	2.00
Bldg Services Manager (1.00 FTE); Senior Property Manager (1.00 FTE); Management Analyst (1.00 FTE); Maintenance Manager (2.00 FTE)	3.00	5.00
Total FTE Changes	4.00	7.00
Total FTE	79.05	82.05
Inc/(Dec) from Previous Year	4.00	3.00
Inc/(Dec) from Two Years	-	7.00

Workforce Solutions
Ling Becker, Director

121 Seventh Place E, Suite 2100, St. Paul
651-266-6001

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

[Workforce Solutions \(WFS\)](#), in partnership with the [Workforce Innovation Board \(WIB\) of Ramsey County](#), focuses on strengthening the economic vitality of Ramsey County residents and businesses through the delivery of workforce development programs and services. We provide an array of eligibility-based employment service programs that are delivered by county staff and community-based organizations. In addition, WFS provides in-person, job search, career services assistance, and referrals to programs and resources to any job seeker at a number of [Community Career Labs](#), several of which are aligned with county service centers.

In addition, WFS offers Career Services that include virtual workshops in partnership with [CareerForce](#), weekly job clubs, and frequent job fairs. The department continues to build its Employer Services work aligned with Community and Economic Development (CED) through integration on the [Ramsey County Means Business](#) website, serving as an employer resource and featuring a [job board](#), [training dashboard](#), robust [partnership directory](#), labor market information and other employer resources.

Since the onset of the pandemic, WFS has expanded its work to ensure that those most disproportionately impacted by the pandemic are able to connect to employment and training opportunities. In partnership with the city of Saint Paul, the county co-invested nearly \$23 million dollars of American Rescue Plan Act (ARPA) funding. These funds are targeted toward youth and young adult programs, removing barriers to employment, investing more holistically in job seekers, and braiding existing workforce funding with innovative investments.

Leveraging our participation in the Brookings Institution's Transforming Cities Lab, WFS continues to align and support a more coordinated workforce ecosystem particularly for youth and young adults. In 2022, WFS relaunched [Youth Works!](#), a collaboration hub supporting all organizations working with Ramsey County young people. Through the intersection of traditional and ARPA funding streams, WFS continues to build pillars of coordination. One of these strategic pillars is the [Driver License Academy](#) which provides resources to young people ages 18-24 to obtain a license if they are enrolled in a workforce program. Other pillars include a monthly [Youth Works! Orientation](#), employer supervisory training, communities of practice, networking opportunities, and coordinated employer engagement.

Major initiatives in this budget include increased and dedicated funding to support intensified employer services to ensure we are not merely rebuilding back to the pre-pandemic economy but are re-imagining an inclusive economy that doesn't leave anyone on the sidelines. Investing in employer services leverages the expertise and support of the WIB, a mandated board comprised of at least 51% business members who serve as thought leaders in the community advocating for a vibrant, effective, integrated, and equitable workforce system. The WIB's work magnifies county efforts around business and community driven initiatives. In 2022, the WIB and its committee members donated over 750 hours of volunteer effort.

Another major initiative is an investment in a Full Family Planner to serve as a dedicated resource to support families served by WFS through the Minnesota Family Investment Program (MFIP), the state's welfare reform program for low-income families with children. MFIP helps families move from public assistance to work which is not achieved through workforce programming alone, rather by full family supports and multi-generational goal planning and outcomes. This new role is opportune at a time when additional inter-departmental coordination is happening through the Early Childhood Care and Education efforts, and investments are being made to support the county's strategic priority to advancing a holistic approach to strengthen families.

DEPARTMENT SUMMARY



Workforce Solutions
Ling Becker, Director

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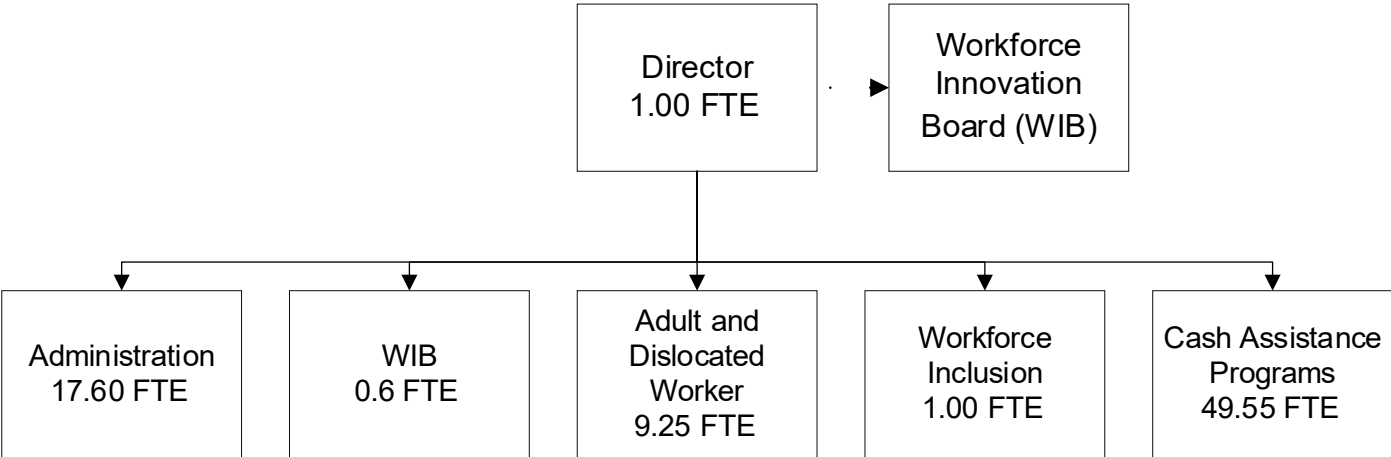
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Department 2024 Organizational Chart

Personnel – FTE

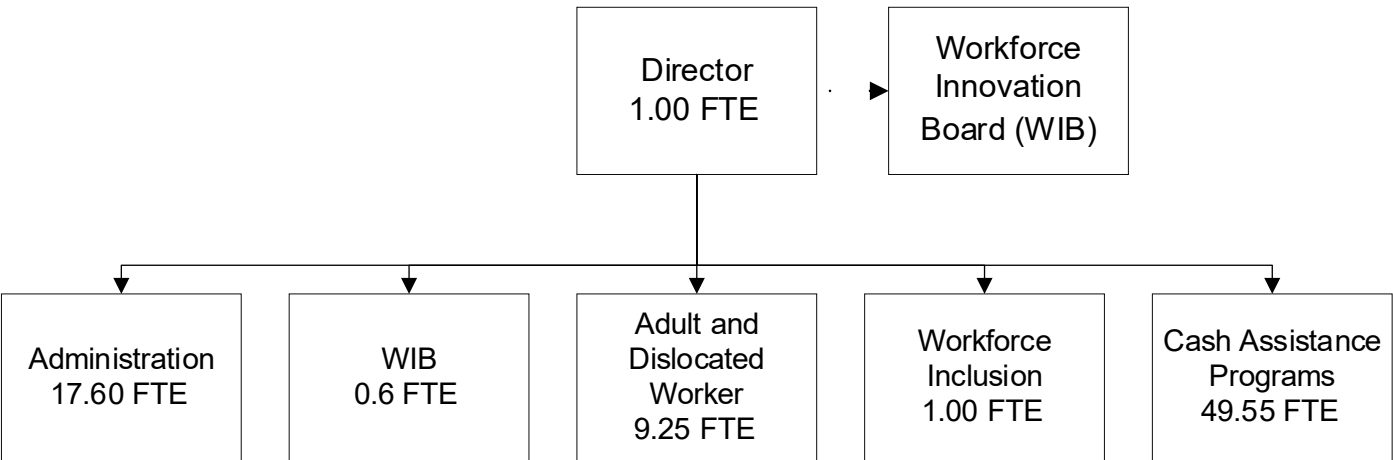
2022 Approved	77.00
2023 Approved	77.00
2024 Proposed	79.00
2025 Proposed	79.00



Department 2025 Organizational Chart

Personnel – FTE

2022 Approved	77.00
2023 Approved	77.00
2024 Proposed	79.00
2025 Proposed	79.00



Workforce Solutions
Ling Becker, Director

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

WFS supported two Ramsey County Care Center employees upon its closure. One employee moved into a vacant position and the other will continue in WFS as a Planning and Evaluation Specialist requiring an additional FTE – \$275,000 in new funding is needed to support this position and the new Full Family Planner position.

Inflation increased payroll and benefit costs by \$74,392 in 2024, and by \$28,312 in 2025. Internal charges also increased by \$246,236 in 2024 and to \$322,602 in 2025, as compared to 2023. Property Management rent increases, IS rate increases and insurance rate increases were the biggest contributions to this change.

WFS grant revenue budget increased by \$950,000 for 2024 only. Two new grants were received from the State of Minnesota for the 2024-2025 legislative biennium. The first year allocation was amended into the 2023 WFS budget with an additional \$475,000 Milestone Community Development and \$475,000 Tech Training Initiatives added to the 2024 WFS budget.

Due to new cost allocations to fully cover central county administrative services, WFS will incur new expenses that were not previously in its budget. These new costs will be budgeted from the department's fund balance over the next two years in the amounts of \$268,874 and \$295,761.

In addition, WFS will reduce its fund balance to resource several initiatives which are part of WFS and CED's shared inclusive economy strategies in the amounts of \$231,126 and \$204,239 respectively for 2024 and 2025. In 2025, an additional \$300,000 investment will be made with levy funding to create sustainable funding for these efforts.

Both departments continue to accelerate the recommendations from the [Economic Competitiveness and Inclusion Plan \(ECIP\)](#) as a road map to workforce inclusion that propels our ability to ensure that all residents have access to economic opportunity and wealth building resources. Racial disparities in employment, educational attainment, income, and housing currently hold Ramsey County residents back. Full participation by all residents will create wealth, expand the talent pool, and increase well-being.

Funded efforts will include tactical tools which advance the county's strategic priority of intergenerational wealth building. For Ramsey County to create pathways to intergenerational prosperity for racially and ethnically diverse communities that have historically experienced wealth extraction, there must be intentional and strategic investments in residents and businesses. These include building on proven and new efforts.

Ramsey County Means Business: This website continues to be a valued resource for businesses. Through this platform, Ramsey County can tangibly intersect economic and workforce development unlike any other community in Minnesota. Dedicated and sustainable resources would allow for further expansion of workforce resources to coincide with the new federally funded opportunity to build out the Small Business Re-imagination Hub while also committing to business attraction uses of the site that include WFS and CED.

WFS Inclusive Employer Champions: Over the past year, WFS has intentionally strengthened its relationship with local chambers who serve as a conduit to the business community about the public workforce

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

system. These relationships have garnered early impacts for employers working to eliminate barriers for those who are justice impacted, new immigrants, and those experiencing homelessness.

Inclusive Economy Innovation Fund: This Innovation Fund was an identified opportunity for Housing and Redevelopment Authority funds. However, with such significant demands for these funds, the ability to create a meaningful and well-funded program that can serve county-wide interests is limited. Additional strategic funds will allow CED and WFS to build a more robust and competitive program that will serve as a launch pad for community partners for innovative ideas that will build a more inclusive economy in the areas of:

- Workforce Development, flexible funds.
- Resiliency - energy efficient models and technology.
- Housing Models/Products - new modular and/or energy efficient housing product ideas that reduce housing cost-burden.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

WFS continues to leverage data and performance metrics in new ways. Over the past year, the department has launched a new Data Leadership Team with an adopted framework to ensure the department is leveraging qualitative and quantitative data to inform decision making, address workforce inequities and advance accountability with the county to consistently exceed the expectations of our residents and stakeholders.

Lessons learned from 2020 Coronavirus Aid, Relief, and Economic Security (CARES) Act funding continues to impact how WFS engages with community partners as the department further develops new engagement strategies and has moved from transactional contract management to a relationship-based model. Through engaging with community, solicitations have become opportunities to also forge new relationships. WFS also provides increased technical assistance and has garnered more proposals from partners interested in working with the county. In addition, WFS has seen a steady increase in community organizations asking for support and assistance as they make applications to other funding sources, demonstrating they value this relationship.

On the job seeker side, a performance measure for WFS is the completion percentage of employment plans for our MFIP participants. Ensuring there is a high rate of employment plan completions demonstrates that WFS is continuing to actively engage MFIP participants using varied strategies despite pandemic challenges. Over the past year, the department has expanded service delivery sites to libraries and service centers.

Increasingly, WFS is intentionally serving as a strategic partner with other county departments to improve performance measures to ensure intergenerational prosperity for racial and economic inclusion. WFS supports other service team departments on inclusive workforce and construction contracting and driving several initiatives, including continuing the Central Certification Program (CERT) Connect program which encourages departments to build relationships with under-utilized CERT vendors. Through both a leadership role of service team's Procurement Contracting Action Team and a dedicated contracting and workforce inclusion position, WFS supports efforts to diversify small, minority business spending. In addition, WFS supports departments

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

within the service team to diversify their talent pool through a variety of strategies and programs, particularly the Young Adult Career Academy.

Community Engagement

WFS strives to provide comprehensive, culturally informed, and family-centered services for all residents. Recognizing that the pandemic impacted program participants deeply, WFS continues to seek feedback and engage MFIP participants in a variety of ways to better understand their program participation preferences and challenges. As a result, WFS is implementing real-time improvements to service delivery, communication and processes that include the voice of residents served.

The pandemic provided unique opportunities to engage community through virtual conversations. As we look toward a more equitable recovery and reimage in the future, WFS will leverage additional engagement activities to ensure those most impacted by the pandemic and systemic employment barriers have their needs uplifted and aligned with future resources. WFS is:

- committed to continuous improvement through community-based program evaluations, focus groups, surveys and interviews with residents and community partners.
- building new connections and deepening relationships built during the pandemic to engage, rethink, and redesign workforce programming.
- gathering community input while developing programming, during service delivery and through stakeholder reflection sessions at the conclusion of a service cycle or program.
- broadening its ongoing effort to collect and maintain a list of community partners and residents to share communications and workforce development opportunities, and dedicating resources to measure the impact of these ongoing community engagement efforts.

As WFS looks ahead at a new solicitation for MFIP services in 2024, the department continues to engage staff, partners, and community members through a multiple phased effort. Learnings have supported immediate improvements to ensure higher levels of resident engagement but also program delivery strategies and approaches that will inform a multi-year solicitation that will be operational by 2025 to deliver employment services.

In addition, community engagement, particularly in support of youth and young adults, has been foundational in the co-design of multiple ARPA funded efforts. Of note is a new project, Power Within Us, which has been co-designed in partnership with the [Transforming Systems Together's Youth Advisory Council \(YAC\)](#). This program supports Ramsey County young people on probation providing coordinated and intentional connections to employment and training programs and resources. YAC members provide input on creating a welcoming environment, support recruitment strategies, and are integral in the evaluation process for additional funding investments.

Lastly, investing in a shared WFS and CED Innovation Fund directly aligns with the service team measure around co-creation of programs with community. CED and WFS continuously are presented with ideas that support economic inclusion yet cannot be supported through conventional programmatic funding streams. The Innovation Fund will catalyze programs presented by community and community organizations versus prescribed by the county. This Fund will seed big thinkers and serve as a mechanism to support ideas that are amplifying, enhancing, and strengthening the vision, mission, goals of the county.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Racial Equity

WFS has continued to advance racial equity since the last biennial budget. WFS implemented Partners for Equity services, building and expanding on learnings from five years of culturally specific services. These Partners for Equity are serving African American, American Indian and Latino/Hispanic communities with services co-created with and delivered by community. WFS also sponsored culturally specific conversations around service delivery in MFIP programs across the contracted provider agencies.

Currently, WFS serves the entire Youth and Young Adult MFIP population in Ramsey County directly. Our connections into full family county resources and initiatives are a significant opportunity to improve outcomes for MFIP participants beyond employment. WFS intends to hire a Full Family planner to collaborate with other departments and with external community partners to provide the holistic family services. Current MFIP funding is not adequate to meet this need by itself in the Employment Services component of the program. A vast majority of our program parents (82%) are Black, Indigenous, or other culturally and racially diverse. Nearly 65% are Black or African American and over 10% are ethnically Latino or Hispanic. Investing in full family services and connections to break down county siloed systems would increase employment outcomes for these families but also overall well-being.

Through the pandemic, WFS shifted service delivery models and staffing structures, including having all youth parents enrolled in MFIP receive services from a single dedicated team. For this budget cycle, WFS continues to calibrate fully from its departmental redesign, enhancing access to services for youth and garnering more depth on teams focusing on reducing racial disparities. In addition, to ensure we deliver services with a racial equity lens, WFS continues to recalibrate and balance in person versus virtual service delivery needs for residents to minimize gaps in who can obtain employment supports.

Update on Recent Initiatives

WFS has been focused on delivering our traditional programs and ARPA funded programs to residents and businesses while also leading a variety of new initiatives that will go into the following budget years.

During the pandemic, WFS led the initial county efforts to bridge the digital divide as residents were impacted by job loss and needed digital connectivity, devices, and skills for training, education and job search. Since that time, WFS has continued to lead digital equity efforts which recently culminated in the completion of the [Connectivity Blueprint](#) which resulted in local, community-driven voices and data along with shared strategies to move toward digital inclusion for all residents. The results come as Minnesota is preparing to create its first Digital Inclusion strategy and deploy first-time digital equity dollars with the hope that this report will keep community voices front-and-center in the planning. Recently, the county received grant funding to provide outreach for the Federal Communications Commission's Affordable Connectivity Program. With the work done to date, WFS is poised to lead opportunities for additional state digital equity funding available in 2024.

Additionally, WFS is a strategic partner in a variety of county initiatives where employment is a critical component to serving residents holistically, including the Continuum of Care, Public Pathways, Early Childhood Care and Education, Transforming Systems Together, service centers, and deepening partnerships with the Ramsey County Attorney's Office and Community Corrections.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Revenues

The current structure of WFS' budget is tied to federal and state program grants with strict statutory requirements, limiting flexibility. Therefore, WFS must seek additional opportunities to leverage outside resources, when possible, to enhance programming.

There are significant federal grants that WFS would be eligible to apply for. In 2022, WFS led a regional effort on an \$18 million Good Jobs Challenge grant through the Economic Development Administration. Though unsuccessful, WFS gained additional knowledge and has recently brought together a group of community partners to create shelf ready grant programs as new opportunities should arise. Significant federal funding is coming through the forms of the Infrastructure Investment and Jobs Act, Inflation Reduction Act, and CHIPS Act, all of which have opportunities for workforce development, particularly targeted to diverse populations and those who are county-systems impacted.

In addition to grants, WFS is poised to lead public-private partnerships that engage employers to build a more inclusive economy. This could take the form of a fee for service model where WFS staff provide technical assistance to employers as well as leverage outside revenue through sponsorships of events.

In addition to revenue considerations, WFS also continues to work on cost saving efforts. Since 2019, the department has reduced its space footprint significantly through two moves which included not renewing a leased site in North Saint Paul and consolidating WFS offices in 2021. In 2023, WFS moved into Metro Square both to reduce space usage and to ensure proximity to the downtown service center. These space reductions allowed WFS to shrink its occupancy from approximately 40,000 square feet to 5,500 since 2019. These efforts of space consolidation and alignment will continue as the lease at the CareerForce comprehensive site located in the Midway Griggs building will expire in early 2025. The WIB has formed a relocation committee to determine the best future CareerForce location, providing another opportunity to save on space costs while also aligning with the county's integrated service center model.

Long Term Budget Pressures

As what will be a proposed 93% grant funded department, WFS' ability to be agile in meeting the unique needs of residents who do not fit within our grant parameters is limited. Our traditional grant funding has been declining and is anticipated to continue to decline. In addition, internal costs have continued to rise, creating significant pressures on our budget, leading to a significant withdrawal from the department's fund balance. In addition, federal allocations are based on funding formulas, often tied to historic definitions and based on the overall adult unemployment rate which has been hovering at historic lows. These measures fail to consider the unemployment rates for different diverse populations within Ramsey County, particularly youth, and the number of residents who have dropped out of the workforce. Younger, less educated, and racially and ethnically diverse residents continue to experience disproportionate employment impacts. We anticipate serving more job seekers over the next several years, many needing re-skilling to be employed in high wage, high growth employment. The infusion of ARPA funds supports mitigating these impacts while providing flexibility and opportunity for innovative approach.

Department Summary

BUDGET SUMMARY

Workforce Solutions

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	2,982,247	2,918,571	3,773,605	3,707,832
Expenditure / Appropriation - Projects / Grants	15,446,505	18,352,686	20,129,579	19,450,352
Revenue / Est. Revenue - Operating Budget	2,467,242	2,362,093	2,537,040	2,442,040
Revenue / Est. Revenue - Projects / Grants	14,653,431	18,136,906	19,788,886	18,838,886
Use of Fund Balance	-	-	500,000	500,000
County Tax Levy	1,308,079	772,258	1,077,258	1,377,258
Inc/(Dec) from Previous Year			305,000	300,000
% Inc/(Dec) from Previous Year			39.5%	27.8%
Inc/(Dec) from Two Years				605,000
% Inc/(Dec) from Two Years				78.3%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Workforce Solutions

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	2,609,200	2,827,843	2,769,151	2,674,151
Intergovernmental Revenue				
Federal	12,763,803	16,382,168	16,096,618	16,096,618
State	1,727,670	1,280,000	3,452,068	2,502,068
Local / Other	-	-	-	-
Total Intergovernmental Revenue	14,491,473	17,662,168	19,548,686	18,598,686
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	20,000	8,988	8,089	8,089
Property Tax Levy	1,308,079	772,258	1,077,258	1,377,258
Use of Fund Balance	-	-	500,000	500,000
Total Revenue / Estimated Revenue	18,428,752	21,271,257	23,903,184	23,158,184

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	6,648,274	8,273,015	8,845,783	8,989,723
Professional Services	11,188,905	12,145,755	13,688,288	12,944,634
Client Services	562,368	823,511	1,337,928	1,194,741
Supplies	8,375	25,776	19,035	16,936
Capital Outlay	20,830	3,200	12,150	12,150
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	18,428,752	21,271,257	23,903,184	23,158,184

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Workforce Solutions Workforce Solutions Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	2,609,200	2,827,843	2,769,151	2,674,151
Intergovernmental Revenue				
Federal	12,763,803	16,382,168	16,096,618	16,096,618
State	1,727,670	1,280,000	3,452,068	2,502,068
Local / Other	-	-	-	-
Total Intergovernmental Revenue	14,491,473	17,662,168	19,548,686	18,598,686
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	20,000	8,988	8,089	8,089
Property Tax Levy	1,308,079	772,258	1,077,258	1,377,258
Use of Fund Balance	-	-	500,000	500,000
Total Revenue / Estimated Revenue	18,428,752	21,271,257	23,903,184	23,158,184

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	6,648,274	8,273,015	8,845,783	8,989,723
Professional Services	11,188,905	12,145,755	13,688,288	12,944,634
Client Services	562,368	823,511	1,337,928	1,194,741
Supplies	8,375	25,776	19,035	16,936
Capital Outlay	20,830	3,200	12,150	12,150
Debt Service	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	18,428,752	21,271,257	23,903,184	23,158,184

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	75.00	77.00	79.00	79.00

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Workforce Solutions

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Workforce Solutions Admin Cost Pool	2,467,242	2,362,093	2,537,040	2,442,040
Work Assistance Service	-	-	-	-
Inclusiveness in Contracting 3	-	-	-	-
Total Operating Budget	2,467,242	2,362,093	2,537,040	2,442,040

Inc/(Dec) from Previous Year	174,947	(95,000)
% Inc/(Dec) from Previous Year	7.4%	(3.7)%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Minnesota Family Investment Program (G201508)	14,170,343	14,434,668	13,911,461	13,911,461
SNAP (G201512)	63,641	102,000	380,000	380,000
SNAP 50/50 (G201526)	3,453	36,000	40,000	40,000
WIOA Youth (G210027)	-	779,500	682,194	682,194
WIOA Adult (G210028)	135,807	560,000	575,016	575,016
Minnesota Youth Program (G210029)	68,286	300,000	962,974	962,974
TANF Innovation (G210063)	4,070	45,000	20,000	20,000
WIOA Dislocated Worker (G220001)	-	430,000	567,947	567,947
State Dislocated Worker (G220002)	45,873	975,000	1,459,094	1,459,094
WS DA Milestone Tech Training (G221026)	-	-	475,000	-
WS DA Tech Hub Training (G221027)	-	-	475,000	-
Sundance Family Foundation - Youth Grant (G306062)	20,000	-	-	-
Workforce Innovation Board (G406009)	89,801	119,988	240,200	240,200
Inclusive Economy Strategy (P063003)	-	-	-	-
WFS NextGen (P070524)	52,157	354,750	-	-
Total Projects / Grants	14,653,431	18,136,906	19,788,886	18,838,886

Total Revenue / Estimated Revenue	17,120,673	20,498,999	22,325,926	21,280,926
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Inc/(Dec) from Previous Year	1,826,927	(1,045,000)
% Inc/(Dec) from Previous Year	8.9%	(4.7)%

Inc/(Dec) from Two Years	781,927
% Inc/(Dec) from Two Years	3.8%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Workforce Solutions

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Workforce Solutions Admin Cost Pool	2,898,079	2,362,093	2,537,040	2,442,040
Work Assistance Service	84,168	556,478	1,236,565	1,265,792
Total Operating Budget	2,982,247	2,918,571	3,773,605	3,707,832

Inc/(Dec) from Previous Year			855,034	(65,773)
% Inc/(Dec) from Previous Year			29.3%	(1.7)%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
ARPA WFS Early Childhood Acad (G111021)	115,731	-	-	-
ARPA Workplace Programs (G111023)	4,035	-	-	-
Minnesota Family Investment Program (G201508)	14,435,449	14,434,668	13,911,461	13,911,461
SNAP (G201512)	113,025	102,000	380,000	380,000
SNAP 50/50 (G201526)	901	36,000	40,000	40,000
WIOA Youth (G210027)	42,893	779,500	682,194	682,194
WIOA Adult (G210028)	318,752	560,000	575,016	575,016
Minnesota Youth Program (G210029)	143,761	300,000	962,974	962,974
TANF Innovation (G210063)	5,710	45,000	20,000	20,000
WIOA Dislocated Worker (G220001)	48,149	430,000	557,066	557,318
State Dislocated Worker (G220002)	164,009	975,000	1,438,490	1,438,934
WS DA Milestone Tech Training (G221026)	-	-	475,000	-
WS DA Tech Hub Training (G221027)	-	-	475,000	-
McKnight Youth (G301012)	27,796	-	-	-
Workforce Innovation Board (G406009)	25,098	119,988	240,200	240,200
The People's Fellowship (G407007)	-	-	-	-
Inclusive Economy Strategy (P063003)	12,542	80,000	231,126	504,239
Workforce Inclusion and Contracting (P070078)	1,196	135,780	141,052	138,016
GenerationZ Manufacturing Apprenticeship (P070105)	-	-	-	-
WFS NextGen (P070524)	-	354,750	-	-
Total Projects / Grants	15,459,047	18,352,686	20,129,579	19,450,352

Total Expenditure / Appropriation	18,441,294	21,271,257	23,903,184	23,158,184
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Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Workforce Solutions

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Inc/(Dec) from Previous Year			2,631,927	(745,000)
% Inc/(Dec) from Previous Year			12.4%	(3.1)%
Inc/(Dec) from Two Years				1,886,927
% Inc/(Dec) from Two Years				8.9%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Workforce Solutions

	FY22	FY23	FY24	FY25
Permanent FTE	Approved	Approved	Proposed	Proposed
<u>Operating Budget</u>				
Workforce Solutions Admin Cost Pool	13.95	13.95	16.60	16.60
Work Assistance Service	0.20	0.20	-	-
Total Operating Budget	14.15	14.15	16.60	16.60

	FY22	FY23	FY24	FY25
Projects / Grants	Approved	Approved	Proposed	Proposed
<u>Projects / Grants</u>				
WIOA Dislocated Worker (G220001)	2.65	2.65	1.45	1.45
State Dislocated Worker (G220002)	3.95	3.95	3.85	3.60
WIOA Adult (G210028)	3.55	3.55	3.95	3.95
Minnesota Family Investment Program (G201508)	47.80	47.80	46.80	46.80
SNAP (G201512)	1.50	1.50	2.75	3.00
ARPA Workplace Programs (G111023)	-	2.00	-	-
Workforce Inclusion and Contracting (P070078)	1.00	1.00	1.00	1.00
Workforce Innovation Board (G406009)	0.40	0.40	0.60	0.60
Total Projects / Grants	60.85	62.85	60.40	60.40

Total Existing Permanent FTE	75.00	77.00	77.00	77.00
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	FY24	FY25
FTE Changes	Proposed	Proposed
Planning and Evaluation Analyst (2.00 FTE)	2.00	2.00
Total FTE Changes	2.00	2.00
Total FTE	79.00	79.00
Inc/(Dec) from Previous Year	2.00	-
Inc/(Dec) from Two Years		2.00

Department Summary

Community & Economic Development
Kari Collins, Director



15 West Kellogg Blvd, St. Paul
651-302-4455

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

Community and Economic Development's (CED) core functions are to improve the quality of life for individuals and families by developing and maintaining a healthy and diverse housing stock, expanding wealth creation opportunities through homeownership and affordable housing development opportunities, installing safe infrastructure and facilities, remediating brownfields sites, redeveloping underutilized properties, strengthening businesses, navigating economic development resources and encouraging job growth. The budget of CED is primarily centered around three key distinct but very interrelated areas including investments into critical corridors, affordable housing development and business development. The goals and initiatives of the department are intended to advance and reflect the goals and recommended actions within the Economic Competitiveness & Inclusion Plan.

The 2024-2025 CED budget is proposed to be funded through a combination of the general county levy and Housing & Redevelopment Authority (HRA) Levy. CED will continue to fund projects in alignment with the Equitable Development Framework, and that take into consideration a geographic balance of investment county-wide. CED will partner with housing agencies and city partners to ensure alignment across programming, and to ensure more projects can gain access to capital.

CED continues to manage the U.S. Housing and Urban Development (HUD) programs such as the Community Development Block Grant (CDBG) and HOME Investment Partnership helping to finance housing and redevelopment projects that serve eligible low to moderate income populations.

Lastly, CED continues to lead redevelopment of key properties—Rice Creek Commons, site of the former Twin Cities Army Ammunition Plant, and RiversEdge. Rice Creek Commons planning is underway under the guidance of the Joint Development Authority. RiversEdge continues to charge forward with an innovative public-private partnership that will transform downtown Saint Paul riverfront and create a new connection to the waterfront through nine acres of new public realm.

Department Summary

Community & Economic Development
Kari Collins, Director



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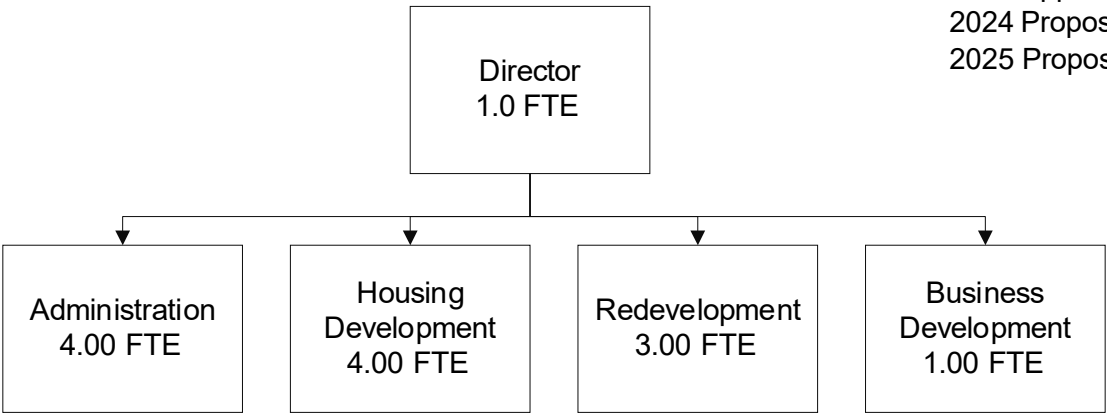
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Department 2024 Organizational Chart

Personnel – FTE

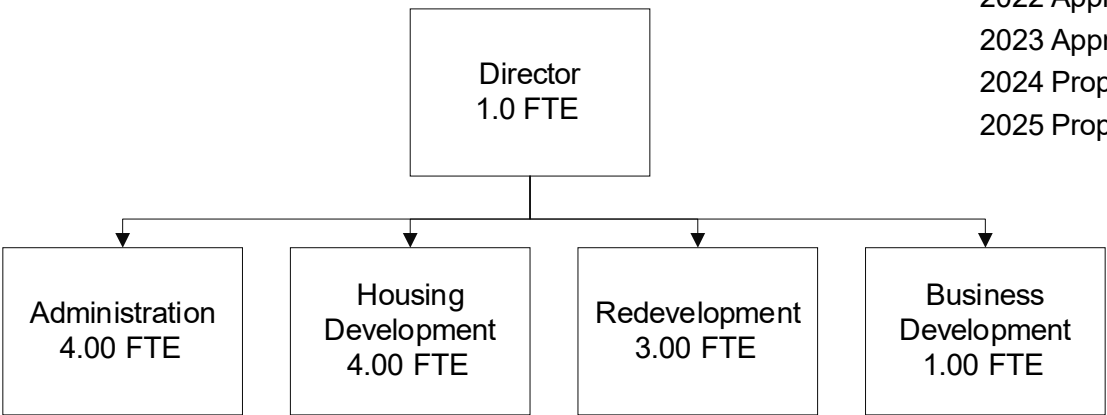
2022 Approved	12.00
2023 Approved	12.00
2024 Proposed	13.00
2025 Proposed	13.00



Department 2025 Organizational Chart

Personnel – FTE

2022 Approved	12.00
2023 Approved	12.00
2024 Proposed	13.00
2025 Proposed	13.00



Department Summary

Community & Economic Development
Kari Collins, Director



15 West Kellogg Blvd, St. Paul
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

Community & Economic Development have built in an additional FTE, a Deputy Director of Housing Development, to be more consistent with staffing comparable jurisdictions that administer programming through an HRA or comparable levy authority. As a result of the expertise required in housing development public finance and compliance, CED has determined that this leadership position is essential to oversee housing development programs as well as lead housing development funding solicitations. This position will be paid predominantly with HRA levy funds.

An additional change for this year is the creation of the **Inclusive Economy Innovation Fund**. This Innovation Fund was initially identified as an opportunity for HRA programming. However, with such significant demands for these funds, the ability to create a meaningful and well-funded program that can serve county-wide interests is limited. Additional strategic funds have been allocated to allow CED and WFS to jointly build a more robust and competitive program that will serve as a launch pad for community partners for innovative ideas that will build a more inclusive economy in the areas such as:

- Workforce Development, flexible funds.
- Resiliency - energy efficient models and technology.
- Housing Models/Products - new modular and/or energy efficient housing product ideas that reduce housing cost-burden.

Due to inflation, payroll and benefits (includes HRA) will increase by \$151,618 in 2024 over 2023, and they will increase by \$165,438 in 2025 over 2023. The internal costs (includes HRA) will increase by \$74,614 in 2024 over 2023, and they will increase by \$89,782 in 2025 over 2023. This is mainly due to Information Service fees increasing, administration overhead and higher Communication and Finance charges. The increase to new construction projects and affordable housing will grow to \$761,080 in 2024 and \$1,505,662 in 2025 over 2023. HRA revenue will be allocated to Wealth Generation, Housing Infrastructure, Critical Corridors, and Emerging Developers grants. Community and Economic Development's CBDG and HOME grant amounts decreased from 2023 to 2024 by (\$538,750) and again in 2025 by (\$529,672).

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

CED utilizes a portfolio of performance measures to support budget decisions that align with the County's strategic priorities, demonstrate greater collaboration and coordination within the EGCI service team and be responsive to the strategies and actions outlined in the County's Economic Competitiveness and Inclusion Plan.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

In 2022, Ramsey County made a historic investment of \$29 million (out of the committed \$37 million) to increase and preserve the supply of affordable housing opportunities. Ramsey County prioritized the construction and

preservation of deeply affordable rental units at 30% Area Median Income and worked to reduce the prevalence of cost-burdened households, especially in Black, Latinx, Asian and Indigenous communities. This effort directly addresses the housing crisis which has been exacerbated during the COVID-19 pandemic and was aligned with the County's strategic priorities.

Ramsey County leveraged multiple funding sources in 2022 to bring dozens of affordable housing projects closer to realization and invested in the construction of 1,128 new rental housing units and preserved 1,029. Of the total, 571 are classified as deeply affordable for residents earning at or below 30% Area Median Income. While the unprecedented increase in federal funding is expected to sunset in next few years, CED is committed to prioritizing affordable housing infrastructure investments, specifically investments for deeply affordable infrastructure, that helps to close the gap of more than 15,000 affordable rental units needed in Ramsey County

In fall of 2022, CED successfully relaunched its down payment assistance program. The new guidelines for First Home are now more inclusive to better serve multigenerational households, with a goal to improve housing stability for people who have experienced historic financial inequities. First Home enhancements now are better aligned with market realities. CED is improving communication and marketing of the program with prospective homeowners, realtors, lenders and community groups to increase participation in this program and all CED homeownership programs. In 2020, only a quarter of participants in homeownership programs by households from racially and ethnically diverse and/or indigenous communities. In 2022, program participation from racially and ethnically diverse and/or indigenous communities grew to over 50%. With a revamped First Home program, alongside of rehabilitation programs and the transition of two program pilots associated with critical repairs of homes and manufactured homes is expected to increase program participation and support crucial opportunities for resident wealth preservation and generation.

As Rice Creek Commons and RiversEdge projects advance, CED will expand its coordination efforts with other EGCI departments in order to advance service team goals around diverse workforce and small business contracting. The impact of these projects from pre-development through construction and full build out is expected to be substantial. In addition to integrating with and advancing EGCI service team measures, these redevelopment projects represent opportunities to further green infrastructure and energy forward initiatives that support the County's strategic priority around climate change and resiliency.

Community Engagement

Community & Economic Development continues to drive investments, staff, programs, and initiatives through the Economic Competitiveness & Inclusion Plan. This alignment has led CED into new places and spaces to ensure greater promotion of opportunities and engagement with racially and ethnically diverse communities. CED program managers have engaged community and community organizations around a number of themes to include solicitation processes, funding for emerging developers, wealth building initiatives, transit-oriented development, and environmental programming. HRA programs continue to evolve with considerable partner feedback from our city partners.

Department Summary

Community & Economic Development
Kari Collins, Director



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651-302-4455

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Redevelopment projects, such as Maplewood Properties, also have undergone extensive community engagement to help discern land use preferences associated with County properties. RiversEdge and Rice Creek Commons will continue to require extensive engagement and community involvement to ensure economic inclusion and that a regional voice is reflected in changes to the built environment.

Racial Equity

The foundation of the work in CED is built on advancing the Recommended Actions within the Economic Competitiveness & Inclusion Plan. This plan underscores the economic imperative in investing in racially and ethnically diverse communities that have experienced historic wealth extraction. Program enhancements, like the changes made to the down payment assistance program, have been developed to support residents that have not benefited from a legacy of intergenerational wealth. CED's Equitable Development Framework guides investments in projects and initiatives that work to dismantle the longstanding systemic consequences of racial exclusion that has prevented many from accessing funding, housing infrastructure, land, and capital. CED has made major strides in the creation of deeply affordable rental units through the newly established HRA levy that will help to reduce housing cost burden that disproportionately impacts Black families. Lastly, CED strives to ensure redevelopment projects catalyze opportunities for wealth generation both in terms of the process (e.g. contracting) and outcome.

Update on Recent Initiatives

First Home (homeowner down payment assistance) – Revamped in the fall 2022. Assists first-time and first-generation homebuyers with low-to-moderate incomes who are purchasing homes in suburban Ramsey County.

Critical Corridors – Initiated in the fall of 2022. Supports place-based investments along major transportation, commercial and cultural corridors.

Environmental Response Fund (ERF) Plus – An enhancement beyond the long-established Environmental Response Fund. Through a collaboration with a third-party administrator, ERF Plus will provide small grants to non-profit and small developers with five or less completed projects. ERF Plus will be operational Summer 2023.

Emerging Developers Technical Assistance (TA) and Small-Scale Development solicitation – A partnership with a technical assistance provider(s) to build the capacity for emerging developers to apply to future Ramsey County funding opportunities. Emerging Developer TA and a small-scale development solicitation are expected in Summer 2023.

Revenues

Department Summary

Community & Economic Development
Kari Collins, Director



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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

CED is supported through many different revenue streams, the most recent being the newly established Housing & Redevelopment Authority (HRA) levy (2022). This levy supports the majority of CED staff, and programming associated with affordable housing and redevelopment investments. Prior to the levy, CED was limited to baseline funding through the General Levy, and its federal Community Development Block Grant (CDBG)/HOME program allocation through HUD. These federal funds are received annually and support a wide range of critical projects, however, they can be labor intensive to administer and rigid in application. The HRA levy funding has provided the growth of a suite of programs that create flexibility to serve the diverse needs of our residents as well as the diverse landscape within the County.

In 2021, the Board committed \$37 million of its American Rescue Plan Act (ARPA) allocation to investments in deeply affordable housing infrastructure. As a result of these historic funds, CED has been able to invest in housing projects to deepen affordability and create 30% Area Median Income (AMI) units that have not previously existed for residents.

CED also was successful in receiving congressional earmark funding of \$1.5 million to support the development of a (virtual) Small Business Reimagination Center that will help to drive the numerous Economic Inclusion plan recommendations to support racially and ethnically diverse small business owners and entrepreneurs.

Long Term Budget Pressures

ARPA funding served as a lifeline for housing infrastructure investment in a region strapped with limited affordable housing options. Additional supplemental funding identified as CDBG-CV and HOME-ARP through the federal CARES and American Rescue Plan Acts allowed CED to respond effectively to the challenges presented by the pandemic. These sources also allowed CED to seed innovative housing infrastructure approaches. The HRA levy will continue to serve as a reliable way to invest in projects annually, but we will not be able to continue to advance the scale and degree of deeply affordable units once the funds are fully obligated by the end of 2024. CED will continue to seek out creative funding sources to help reduce housing cost burden on residents.

Major redevelopment projects will also need to secure a wide range of funding to ensure the projects are advancing and can respond to market demands. Rice Creek Commons and RiversEdge are two major redevelopment projects that will continue to require a significant amount of County time and resources to launch. State and federal resources will need to be leveraged to respond to cost increases associated with inflation and changing financial realities at the County.

Department Summary

BUDGET SUMMARY

Community & Economic Development

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	1,000,400	3,787,840	3,405,941	3,415,019
Expenditure / Appropriation - Projects / Grants	31,273	-	-	-
Revenue / Est. Revenue - Operating Budget	2,063,649	3,241,250	2,702,500	2,702,500
Revenue / Est. Revenue - Projects / Grants	160,475	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	(1,192,451)	546,590	703,441	712,519
Inc/(Dec) from Previous Year			156,851	9,078
% Inc/(Dec) from Previous Year			28.7%	1.3%
Inc/(Dec) from Two Years				165,929
% Inc/(Dec) from Two Years				30.4%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Community & Economic Development

Revenue / Estimated Revenue	FY22 Actual	FY23 Budget	FY24 Approved	FY25 Approved
Charges for Services	206,250	-	-	-
Intergovernmental Revenue				
Federal	-	1,790,000	1,790,000	1,790,000
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	1,790,000	1,790,000	1,790,000
Use of Money, Property & Sales	22,829	-	-	-
Other Revenue & Taxes	1,995,045	1,451,250	912,500	912,500
Property Tax Levy	(1,192,451)	546,590	703,441	712,519
Total Revenue / Estimated Revenue	1,031,673	3,787,840	3,405,941	3,415,019

Expenditure / Appropriation	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Personnel Services	324,290	564,083	558,443	563,929
Professional Services	490,249	514,657	579,308	584,820
Client Services	-	-	-	-
Supplies	902	600	940	940
Capital Outlay	-	500	-	-
Contingent	-	-	-	-
Intergovernmental Payments	216,232	2,708,000	2,267,250	2,265,330
Transfers	-	-	-	-
Total Expenditure / Appropriation	1,031,673	3,787,840	3,405,941	3,415,019

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Community & Economic Development County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	76,000	-	-
Property Tax Levy	555,532	546,590	703,441	712,519
Total Revenue / Estimated Revenue	555,532	622,590	703,441	712,519

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	185,921	313,332	313,971	317,159
Professional Services	368,709	308,258	388,630	394,520
Client Services	-	-	-	-
Supplies	902	500	840	840
Capital Outlay	-	500	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	555,532	622,590	703,441	712,519

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	2.40	2.40	2.40	2.40

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Community & Economic Development Home Invest Partnrshp Act-HUD Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Approved	Approved
Charges for Services	-	-	-	-
Intergovernmental Revenue				
Federal	-	540,000	540,000	540,000
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	540,000	540,000	540,000
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	192,750	-	-
Property Tax Levy	29,415	-	-	-
Total Revenue / Estimated Revenue	29,415	732,750	540,000	540,000

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	25,989	49,539	42,819	43,239
Professional Services	3,426	3,711	30,500	32,000
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	679,500	466,681	464,761
Transfers	-	-	-	-
Total Expenditure / Appropriation	29,415	732,750	540,000	540,000

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	0.35	0.35	0.35	0.35

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Community & Economic Development Community Dev Block Grant Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Approved	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue				
Federal	-	1,250,000	1,250,000	1,250,000
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	1,250,000	1,250,000	1,250,000
Use of Money, Property & Sales	22,829	-	-	-
Other Revenue & Taxes	137,646	270,000	-	-
Property Tax Levy	61,057	-	-	-
Total Revenue / Estimated Revenue	221,532	1,520,000	1,250,000	1,250,000

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	98,928	168,887	131,397	132,589
Professional Services	91,331	135,013	118,503	117,311
Client Services	-	-	-	-
Supplies	-	100	100	100
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	31,273	1,216,000	1,000,000	1,000,000
Transfers	-	-	-	-
Total Expenditure / Appropriation	221,532	1,520,000	1,250,000	1,250,000

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	1.05	1.05	1.05	1.05

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Community & Economic Development Environmental Response Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Approved	Approved
Charges for Services	-	-	-	-
Intergovernmental Revenue				
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	1,857,399	912,500	912,500	912,500
Property Tax Levy	(1,632,205)	-	-	-
Total Revenue / Estimated Revenue	225,194	912,500	912,500	912,500

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	13,452	32,325	70,256	70,942
Professional Services	26,783	67,675	41,675	40,989
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	184,959	812,500	800,569	800,569
Transfers	-	-	-	-
Total Expenditure / Appropriation	225,194	912,500	912,500	912,500

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	-	-	0.45	0.45

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Community & Economic Development

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Operating Budget				
Community & Economic Development Admin	-	76,000	-	-
CDBG Admin	-	1,520,000	1,250,000	1,250,000
HOME Admin	-	732,750	540,000	540,000
Environmental Response Fund	1,857,399	912,500	912,500	912,500
HRA-Tax Exempt Bonds Admin	206,250	-	-	-
Total Operating Budget	2,063,649	3,241,250	2,702,500	2,702,500

Inc/(Dec) from Previous Year	(538,750)	-
% Inc/(Dec) from Previous Year	(16.6)%	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Projects / Grants				
HRA FHUD-Merrick (Vadnais Hts) (G102142)	5,833	-	-	-
HRA-FHUD Senior Housing-Fal Ht (G102148)	8,000	-	-	-
HRA FHUD Cedarview Commons Apt (G102154)	11,170	-	-	-
HRA-FHUD Merrick, Inc. (G102157)	43,125	-	-	-
HRA-FHUD-Common Bond Maplewood (G102167)	11,000	-	-	-
HRA-FHUD Little Canada Condo (G102177)	3,840	-	-	-
HRA-FHUD Hoffman Place WBL (G102178)	61,333	-	-	-
HRA FHUD Homestyles (G102208)	2,985	-	-	-
HRA FHUD - Marineteck (G102221)	1,969	-	-	-
HRA FHUD Bent Brewstillery (G102223)	11,220	-	-	-
Total Projects / Grants	160,475	-	-	-

Total Revenue / Estimated Revenue	2,224,124	3,241,250	2,702,500	2,702,500
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Inc/(Dec) from Previous Year	(538,750)	-
% Inc/(Dec) from Previous Year	(16.6)%	-

Inc/(Dec) from Two Years	(538,750)
% Inc/(Dec) from Two Years	(16.6)%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Community & Economic Development

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Community & Economic Development Admin	555,532	622,590	703,441	712,519
CDBG Admin	190,259	1,520,000	1,250,000	1,250,000
HOME Admin	29,415	732,750	540,000	540,000
Environmental Response Fund	225,194	912,500	912,500	912,500
Total Operating Budget	1,000,400	3,787,840	3,405,941	3,415,019
Inc/(Dec) from Previous Year			(381,899)	9,078
% Inc/(Dec) from Previous Year			(10.1)%	0.3%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
HRA FHUD Hearts & Hammers (G102036)	8,438	-	-	-
HRA-FHUD HomeLine (G102163)	22,835	-	-	-
ARPA Affordable Housing Investment Fund Grant (G111013)	-	-	-	-
Total Projects / Grants	31,273	-	-	-
Total Expenditure / Appropriation	1,031,673	3,787,840	3,405,941	3,415,019

Inc/(Dec) from Previous Year	(381,899)	9,078
% Inc/(Dec) from Previous Year	(10.1)%	0.3%
Inc/(Dec) from Two Years		(372,821)
% Inc/(Dec) from Two Years		(9.8)%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Community & Economic Development

Permanent FTE	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Community & Economic Development Admin	2.40	2.40	2.40	2.40
CDBG Admin	1.05	1.05	1.05	1.05
HOME Admin	0.35	0.35	0.35	0.35
Environmental Response Fund	-	-	0.45	0.45
Housing & Redevelopment Authority - Levy	-	-	-	-
Total Operating Budget	3.80	3.80	4.25	4.25

Projects / Grants	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None				
Total Projects / Grants	-	-	-	-
Total Existing Permanent FTE	3.80	3.80	4.25	4.25

FTE Changes	FY24 Proposed	FY25 Proposed
None	-	-
Total FTE Changes	-	-
Total FTE	4.25	4.25
Inc/(Dec) from Previous Year	0.45	-
Inc/(Dec) from Two Years		0.45

Department Summary

Housing Stability Department
Keith Lattimore, Director



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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The Housing Stability Department (HSD) has had an overwhelming first two years of existence. We continue to grow and manage our resources to provide best service coordination with our fellow Ramsey County departments, Heading Home Ramsey Continuum of Care (HHR CoC), community partners and stakeholders, and those with lived experience. Today, we are better positioned to be more effective in delivering, overseeing and managing homelessness service delivery. We strive to continuously challenge, review, and explore innovative ways to use resources for better outcomes.

Our goal is to provide access to safe and stable housing options for all residents, particularly those who are experiencing homelessness, by effectively coordinating efforts across county departments, those impacted, and community-based organizations. This is done through three strategic actions of:

Rare and Brief. Resource Navigation: working with individuals in shelters and other community spaces to access housing, county benefits and services and employment.

Non-Recurring. Supportive Housing: maintaining and increasing quantity and quality of supportive housing that attempts to make homelessness non-recurring.

Transformative Systems Change. Coordinating community-wide efforts including HHR CoC, a *regional initiative to end homelessness in St Paul and Ramsey County*.

HSD works with Community & Economic Development (CED) to ensure complete and cohesive supports across the housing continuum in Ramsey County. The department serves as the backbone agency for HHR CoC and works within that coalition of social services providers, housing providers, philanthropic partners, business, community, government and residents to create and implement cost-effective solutions to ending homelessness. We also touch many other county departments as we strive to have a single point of entry into county services regardless, of where the resident enters. Our goal is to create a seamless connection for residents to eliminate the need for duplicate processes. Many county departments often serve the same residents.

Homelessness has disparate racial and ethnic impacts whereas people who identify as Black/African American are seven times more likely, and people who identify as American Indian are thirteen times more likely to experience homelessness than White people. With a priority to reduce these disparities, Housing Stability engages community including individuals with lived experience, service providers, and landlords to develop a more equitable and person-centered model, critical to multi-generational strength and prosperous communities.

Department Summary

Housing Stability Department
Keith Lattimore, Director



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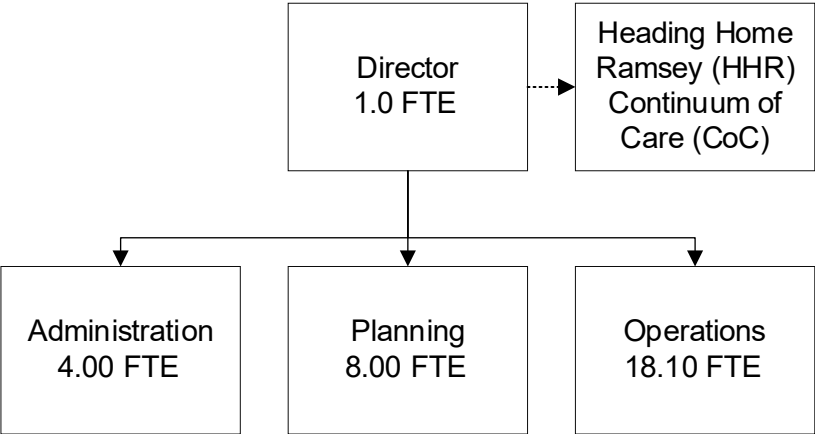
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Department 2024 Organizational Chart

Personnel – FTE

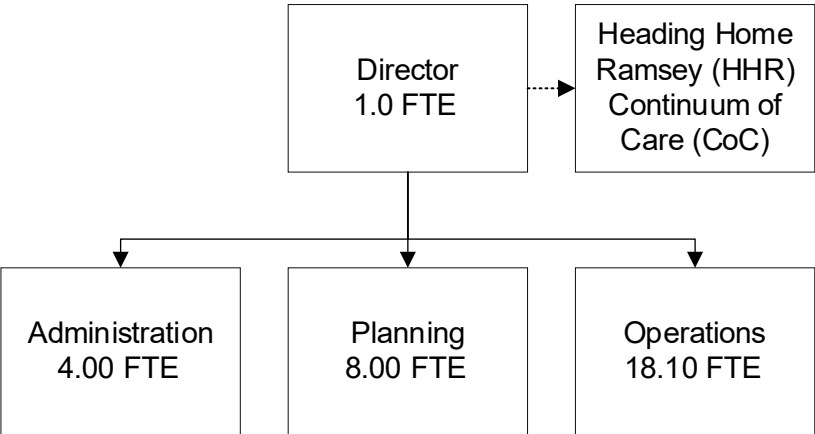
2022 Approved	26.00
2023 Approved	26.00
2024 Proposed	31.10
2025 Proposed	31.10



Department 2025 Organizational Chart

Personnel – FTE

2022 Approved	26.00
2023 Approved	26.00
2024 Proposed	31.10
2025 Proposed	31.10



2024-25 Major Changes

When HSD was established in 2021, we inherited levy funding and FTEs from Financial Assistance Services. We identified a need to de-bunk two FTEs that were housed under the same position number. This resulted in

Department Summary

Housing Stability Department
Keith Lattimore, Director



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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

the addition of 1.00 FTE to correct the issue. There were no financial impacts to the departmental budget, as HSD received the appropriate levy funding from FAS in 2021.

HSD supported six Ramsey County Care Center employees upon its closure. One employee subsequently left county employment. Five employees remain, requiring 3.10 FTE and \$210,381 in new funding. These employees support increased hours of service at the St. Paul Opportunity Center.

One FTE Research and Evaluation Analyst is needed to replace evaluation services previously provided by Health & Wellness. HSD previously funded 50% of an evaluation position; \$50,000 is needed to fully fund this position in HSD.

Inflation has caused HSD's payroll costs to increase by \$489,306 in 2024, and by \$519,472 in 2025. HSD's internal costs have decreased by \$17,829 in 2024 due to reduced IS fees, which offset the increased rent cost. However, in 2025, HSD's internal costs increased by \$24,007. This was mainly driven by an increase in IS rates and Property Management rent.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

Residents First: effective, efficient, and accessible operations is at the heart of the performance measure on Housing Support. Housing Support is a critical state-funded Permanent Supportive Housing (PSH) program for residents who identify as disabled and/or Long-Term Homeless (LTH). Determination is made by Financial Assistance Services (FAS) and it is considered a "life-time benefit." This is a critical program in that Housing Support is a permanent solution to ending homelessness. The HSD performance measure looks at whether a resident who has Housing Support exits their housing program and returns to homelessness. Further disaggregation of data indicates that the residents leaving Housing Support programs disproportionately identify as American Indian, African American, or Asian American.

To effectively impact this goal, in 2022, the department restructured a supportive housing unit with the goal of building more dedicated resources for supporting individuals to enter Housing Support programs, grow the number of available Housing Support providers, particularly culturally specific providers, and help residents maintain their housing, with emphasis on reducing the disparities within those who leave Housing Support programming. In this unit, a position was converted to supervisory, the unit was co-located at St. Paul Opportunity Center (SPOC) for staff to readily identify qualified residents and to be able to trouble-shoot eligibility issues with FAS staff.

As part of the **advancing racial and health equity and shared community power strategy**, navigation support assists sheltered and unsheltered residents to sign up for county assistance, obtain community resources, assist with housing search, SSI enrollment and navigation, and/or order government issued phones. These onsite specialists also help residents to make connection to culturally specific services such as Housing Stabilization Services. This service occurs in the shelters such as Family Service Center and Safe Space, but primarily supports SPOC guests. In 2022, 1,150 unique individuals were served, and of those served, 264

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

people accessed culturally specific services. Our HSD goal is to grow the number of people served to 1,500 and to increase the number of culturally specific service referrals.

Community Engagement

HSD in support of HHR CoC, created the Youth Advisory Board (YAB). The YAB is made up of 10 members and elected selves into leadership roles. Community engagement funds support their work. YAB, along with local youth and family service providers, are undergoing a multi-month process to develop priorities for the Local Homeless Prevention Aid (LHPA). Some programmatic influence the YAB and service provider advocates have made on the department and HHR CoC:

- Doubled up youth be counted in Point in Time (PIT).
- More county workers with lived experience helping homeless youth to navigate the system.
- More creative housing for youth that includes co-location of services like onsite jobs and childcare.
- More flexibility with rental assistance to help youth while they're working through school and career training goals.

In preparation for launching the 2022/23 Extreme Weather Protocol, HSD hosted several listening sessions surveying residents who are unsheltered to understand what they want and need during the coldest weather months. Individuals with lived experience indicated a need for and HSD then provided:

- Warming spaces that are low barrier and supportive.
- Transportation.
- Snacks and warm drinks.
- Dry socks.

The overall warming center was immensely successful. HSD is currently surveying residents who used the warming centers, asking them “what went well and what did not?” The department will issue a “Request for Proposal” and the resulting contract will reflect input currently being gathered.

Racial Equity

We have seen a 1% reduction in disparities data for people identifying as African American and American Indian. Still, to that end, these disparities are unacceptable. Furthermore, the emerging trends of growing homelessness of Asian American families, which has grown from 1% in 2019 to 5% in 2023, as well as growing unsheltered

counts and ballooning eviction numbers are very worrisome and will undoubtedly impact the most vulnerable individuals in poverty and housing instable or homeless, the BIPOC communities and people with disabilities. HSD continuously strives to lead hiring, service delivery, and contracting initiatives with a strong racial equity focus, such as hiring 17 limited duration staff at the warming center, of which 99% were people of color and many with lived experience. With goals to encourage culturally specific programming, we successfully co-located three African American owned and operated providers at SPOC and shelters. Within the department's contracting portfolio, we have increased culturally specific owned contractors by a factor of six.

Department Summary

Housing Stability Department
Keith Lattimore, Director



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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Update on Recent Initiatives

With the Emergency Rental Assistance (ERA) program, we were able to assist 196 people in the Highway to Housing program. These individuals were considered long-term homeless and amongst the hardest for whom to locate housing. The program enabled people to stabilize while staying at the hotel and then locate their own permanent housing with supports. The hotel arrangement ended, as did the hotel. The remaining ERA monies will be used to complement and support eviction court programming and it's anticipated that 50 families will be assisted.

Another major initiative was the development of community warming spaces and transportation. In 2022, Ramsey County used one-time ARPA funds allocated by the State of Minnesota to launch a demonstration of this program, which accommodated over 10,000 individual warming space visits and provided over 10,000 individual rides to unsheltered individuals between December 1, 2022, and February 28, 2023.

By providing low barrier warming spaces for these individuals, we prevented life-threatening emergencies from extreme cold or the hazards of outside encampments and connect individuals to resources and services. These extremely low-barrier spaces will open every night during the program term, and provide seating, blankets, light snacks, and beverages (such as water and coffee), and warming supplies (such as mittens and hats). Transportation loops picked up individuals at day shelters and other high-traffic locations in the evening to get people to the warming spaces. Transportation loops also pick up individuals upon request from other locations overnight, such as emergency rooms or transit facilities, and transport individuals back to other locations in the morning.

Through the department's support of HHR CoC, we were able to make some systems' improvements including the revamp of the weekly situational report; development of a Youth Advisory Board; support and technical assistance for additional shelter contracts totaling over \$8 million; creation of prevention focused planner and research and governing board prioritization of a single point of entry system.

A challenge going forward is how to support more housing support units, which is a critical tool in the goal to end homelessness. The solution requires additional dedicated FAS workers to determine client eligibility and to issue provider/ landlord payments. This can be done by increasing the FAS housing support staffing pool or by having HSD host and support the financial workers; work is underway currently toward the latter.

Revenues

HSD inherited the management of grants, contracts, and HHR CoC funds that were previously managed elsewhere. We learned Ramsey County was not always claiming the allowable 10% administrative fee. Moving forward, our plan is to utilize a 10% administrative fee for all managed grants, contracts, and CoC managed funds to increase revenue. Additionally, we have control measures in place to effectively monitor random moment revenue in partnership with the Health and Wellness Service Team. HSD is scheduled to receive \$350,000.00 annually as a result.

Department Summary

Housing Stability Department
Keith Lattimore, Director



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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

HSD is exploring strategies to better increase housing support utilization. Our plan involves reallocating two current staff to a housing support unit. The goal allows us to support transitioning residents into vacant apartment units previously set aside for housing supports. The work of this unit will eventually produce enough revenue to sustain and grow the unit. This model resembles other county's housing support structures, and it supports a residents first framework in which we're keeping homelessness rare, brief, and non-reoccurring.

Long Term Budget Pressures

The ability to obtain legislative funding continues. HSD successfully secured funding from this past legislative session that will support winter warming spaces, night transportation, and single-point-of-entry for the biennium; however, we fell short of securing long-term funding for the next five years. Our goal is to continue perusing legislative opportunities in future years.

Additionally, HSD has the opportunity to submit yearly funding requests to the State, making our requests vulnerable to a competitive process, resulting in potential funding delays.

The closure of the East Building will necessitate a policy conversation regarding the county's prioritization of continuing to fund Safe Space services over other community needs for limited resources.

Department Summary

BUDGET SUMMARY

Housing Stability Department

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	5,435,365	5,937,705	7,102,185	7,106,617
Expenditure / Appropriation - Projects / Grants	1,441,464	5,467,131	1,689,559	4,237,415
Revenue / Est. Revenue - Operating Budget	258,588	640,882	1,055,084	989,084
Revenue / Est. Revenue - Projects / Grants	302,136	5,467,131	1,689,559	4,237,415
Use of Fund Balance	-	-	-	-
County Tax Levy	6,316,105	5,296,823	6,047,101	6,117,533
Inc/(Dec) from Previous Year			750,278	70,432
% Inc/(Dec) from Previous Year			14.2%	1.2%
Inc/(Dec) from Two Years				820,710
% Inc/(Dec) from Two Years				15.5%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Housing Stability Department

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	25,071	290,882	705,084	639,084
Intergovernmental Revenue				
Federal	233,517	1,311,631	1,145,623	1,147,711
State	202,136	3,797,953	893,936	3,439,704
Local / Other	-	357,547	-	-
Total Intergovernmental Revenue	435,653	5,467,131	2,039,559	4,587,415
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	100,000	350,000	-	-
Property Tax Levy	6,316,105	5,296,823	6,047,101	6,117,533
Total Revenue / Estimated Revenue	6,876,829	11,404,836	8,791,744	11,344,032

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	2,298,498	2,505,591	3,675,449	3,624,271
Professional Services	960,525	6,772,518	2,000,120	5,050,266
Client Services	3,605,008	2,120,102	3,104,700	2,660,000
Supplies	12,798	6,625	11,475	9,495
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	6,876,829	11,404,836	8,791,744	11,344,032

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Housing Stability Department County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	25,071	290,882	705,084	639,084
Intergovernmental Revenue	-	-	-	-
Federal	233,517	1,311,631	350,000	350,000
State	202,136	3,797,953	-	-
Local / Other	-	357,547	-	-
Total Intergovernmental Revenue	435,653	5,467,131	350,000	350,000
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	100,000	350,000	-	-
Property Tax Levy	6,316,105	5,296,823	6,047,101	6,117,533
Total Revenue / Estimated Revenue	6,876,829	11,404,836	7,102,185	7,106,617

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	2,298,498	2,505,591	3,029,577	3,059,743
Professional Services	960,525	6,772,518	1,401,133	1,377,379
Client Services	3,605,008	2,120,102	2,660,000	2,660,000
Supplies	12,798	6,625	11,475	9,495
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	6,876,829	11,404,836	7,102,185	7,106,617

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	26.00	26.00	26.54	26.54

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Housing Stability Department Grant Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	795,623	797,711
State	-	-	893,936	3,439,704
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	1,689,559	4,237,415
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Total Revenue / Estimated Revenue	-	-	1,689,559	4,237,415

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	-	-	645,872	564,528
Professional Services	-	-	598,987	3,672,887
Client Services	-	-	444,700	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	-	-	1,689,559	4,237,415

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	-	-	4.56	4.56

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Housing Stability Department

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Operating Budget				
Housing Stability - Administration	25,071	290,882	705,084	639,084
Housing Stability - Admin Grants / Projects	-			
Housing Stability - Operations	233,517	350,000	350,000	350,000
Total Operating Budget	258,588	640,882	1,055,084	989,084

Inc/(Dec) from Previous Year			414,202	(66,000)
% Inc/(Dec) from Previous Year			64.6%	(6.3)%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
0				
Continuum of Care (G102802)	-	203,205	209,736	211,824
Maternal Child Substance Abuse (G201203)	-	164,068	-	-
Community Living Infrastructure Grant (G201701)	-	357,547	349,236	352,704
MN Housing - Family Homeless (G206001)	-	3,797,953	-	3,087,000
Homework Starts With Home Grant (G206006)	202,136	-	444,700	-
Functional Zero Project Grant (G214008)	-	-	100,000	-
St Paul Foundation Heading Home Ramsey Bridge to Housing (G305007)	100,000	-	-	-
Pohlad Family Foundation Homelessness Prevention (G306051)	-	250,000	-	-
Pohlad Homelessness Prevention (G306055)	-	-	-	-
Pohlad Foundation Jail Prevention (G306059)	-	100,000	-	-
Emergency Solutions Grant (G404013)	-	594,358	585,887	585,887
COVID-19 Emergency Solutions for Homelessness Grant (G404015)	-	-	-	-
Total Projects / Grants	302,136	5,467,131	1,689,559	4,237,415

Total Revenue / Estimated Revenue	560,724	6,108,013	2,744,643	5,226,499
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Inc/(Dec) from Previous Year			(3,363,370)	2,481,856
% Inc/(Dec) from Previous Year			(55.1)%	90.4%

Inc/(Dec) from Two Years				(881,514)
% Inc/(Dec) from Two Years				(14.4)%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Housing Stability Department

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Housing Stability - Administration	2,810,722	3,154,549	3,308,133	3,260,675
Housing Stability - Planning	541,817	479,885	705,409	712,391
Housing Stability - Operations	1,430,971	1,819,389	2,092,082	2,129,702
Housing Stability Office of	651,855	483,882	996,561	1,003,849
Total Operating Budget	5,435,365	5,937,705	7,102,185	7,106,617

Inc/(Dec) from Previous Year			1,164,480	4,432
% Inc/(Dec) from Previous Year			19.6%	0.1%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Continuum of Care (G102802)	73,501	203,205	209,736	211,824
Maternal Child Substance Abuse (G201203)	-	164,068	-	-
Community Living Infrastructure Grant (G201701)	-	357,547	349,236	352,704
ARPA Heading Home Ramsey Bridge to Housing Grant (G201703)	1,407,902	-	-	-
MN Housing - Family Homeless (G206001)	-	3,797,953	-	3,087,000
Homework Starts With Home Grant (G206006)	107,971	-	444,700	-
Functional Zero Project Grant (G214008)	-	-	100,000	-
St Paul Foundation Heading Home Ramsey Bridge to Housing (G305007)	100,000	-	-	-
Pohlad Family Foundation Homelessness Prevention (G306051)	-	250,000	-	-
Pohlad Homelessness Prevention (G306055)	-	-	-	-
Pohlad Foundation Jail Prevention (G306059)	-	100,000	-	-
Emergency Solutions Grant (G404013)	4,155	594,358	585,887	585,887
COVID-19 Emergency Solutions for Homelessness Grant (G404015)	-	-	-	-
HSD St Paul Housing Trust Fund (P070121)	24,000	-	-	-
Total Projects / Grants	1,717,529	5,467,131	1,689,559	4,237,415
Total Expenditure / Appropriation	7,152,894	11,404,836	8,791,744	11,344,032

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Housing Stability Department

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Inc/(Dec) from Previous Year			(2,613,092)	2,552,288
% Inc/(Dec) from Previous Year			(22.9)%	29.0%
Inc/(Dec) from Two Years				(60,804)
% Inc/(Dec) from Two Years				(0.5)%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Housing Stability Department

Permanent FTE	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Housing Stability - Administration	1.00	1.00	-	-
Housing Stability - Planning	5.00	5.00	5.37	5.37
Housing Stability - Operations	14.00	14.00	13.07	13.07
Housing Stability Office of	3.00	3.00	5.00	5.00
Total Operating Budget	23.00	23.00	23.44	23.44

Projects / Grants	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Continuum of Care (G102802)	1.00	1.00	1.56	1.56
Community Living Infrastructure Grant (G201701)	2.00	2.00	3.00	3.00
Total Projects / Grants	3.00	3.00	4.56	4.56
 Total Existing Permanent FTE	 26.00	 26.00	 28.00	 28.00

FTE Changes	FY24 Proposed	FY25 Proposed
Social Worker (0.60 FTE); Case Aide (2.50 FTE)	3.10	3.10
Total FTE Changes	3.10	3.10
 Total FTE	 31.10	 31.10
 Inc/(Dec) from Previous Year	 5.10	 -
Inc/(Dec) from Two Years		5.10

HEALTH & WELLNESS

To advance the county's Vision, Mission, Goals and Values, the County Manager hereby submits the 2024-2025 budget for the Health and Wellness Service Team.

The Health and Wellness Service Team (HWST) is the largest service team in the county with around 50% of all county staff and 47% of the county levy funding being allocated to the following departments: Community Corrections, Financial Assistance Services, Health and Wellness Administration, Public Health, Social Services and Veteran's Services.

In 2022, the Health and Wellness Service Team began the Better Together initiative that set the service team on a path towards investing in Health and Wellness departments, staff, and cultural environments through fiscal quality improvement, improved organization/operational infrastructures and investing in work culture and wellbeing of all-staff. Better Together is a new change management initiative to improve how we work together to ensure effective, efficient, and accessible operations across the Health and Wellness Service Team. Better Together is intended to better align the service team with the county's vision, mission, values, goals and strategic priorities through authentic collaboration, joint ownership, and intentional focus on racial equity and community engagement. Examples of current Better Together outcomes include: improved timeliness of paying bills, reducing the interest costs to the service team and county; changing of organizational infrastructure for Public Health and Social Services with the rearranging of divisions and or addition of divisions for better strategic operations and to more equitably and evenly distribute workloads; renaming the Health and Wellness Administration Division to Strategy, Innovation and Fiscal Services and realigning division work for better operational goals and outcomes; and process mapping of all aspects of fiscal services to improve overall fiscal quality. Some infrastructure changes will take place after this budget process.

The Health and Wellness Service Team appreciates the proposed increase in levy for the 2024-2025 budget. Those increases will be used to invest in the increased personnel costs within the service team. Personnel costs increased by 7.06% for 2024 and 7.36% for 2025. The departments initially put forth ideas for priorities that would be invested in through the proposed increase levy, but after the internal service funds were calculated, most of the additional proposed levy increases were needed to cover these costs.

In addition to the Better Together initiative, which is in its first phase (Fiscal Quality Improvement), the following are a range of priorities that departments have determined and are proposing using levy, and revenue:

- Pay equity within multiple staff classifications across the service team.
- Services for children, adults and their families within facilities or community-based settings to improve well-being, mental health, and behavioral health of individuals, families, and community.
- Community compensation for work provided to and on behalf of Ramsey County.
- Improved technology infrastructure for more effective and efficient service delivery to the community.
- Staff work culture and wellbeing, and innovative community engagement and continued focus on African American and American Indian people who suffer from racial and health inequities/disparities at the highest rates.

There are multiple challenges departments are working through within this proposed budget. Many departments have innovative ideas and will continue to engage and invest in community and staff needs, understanding there will be no additional levy funding to invest in those areas. Departments will work to find sources of revenue to address innovation and community needs. Examples of department identified barriers include:

- Multiple classifications that are paid under market rate (we continue to work with Human Resources to address these barriers).
- Workforce hiring and sustainability issues based on pay and work environment.
- Higher need in community for services and not enough staff to process the work.
- Old technology or partial fixes to county-wide technology creating additional work arounds while additional solutions are developed and funding is secured.
- Disproportional amounts of levy funds going into deep end intervention over prevention services.
- Unpredictability of additional revenue/grant sources.
- American Rescue Plan Act (ARPA) funds sunseting and the need to sustain those funds/work.
- Missed revenue projections carried over from 2022/2023 budget years.
- Cost of supporting individuals and families with no source for reimbursement (helping families keep children and adults out of the system through programs that are not mandated, but services are crucial).

All areas have connected with community through their Racial Equity and Community Engagement Action Teams (RECEATS), community groups, community leaders, Transforming Systems Together (TST), Appropriate Responses Initiative, Trusted Messengers, community boards, and many culturally specific community leaders who choose to invest their time in helping Ramsey County staff at all levels improve services and programs for community. Staff townhalls have taken place in some departments and others will come ahead of the September budget presentations.

Departments are working through challenges to meeting the proposed target levy in many ways. Some of the major changes include: eliminating positions; shifting FTEs out of levy and into grants; reducing physical/building space; reducing discretionary levy funds that may reduce internal/external investments but will allow staff to remain employed and community programming to continue; shifting staff to priority specific projects and removing staff from low priority projects/eliminating those projects; focus on revenue generating operations and identifying and increasing efficiencies; and adjusting revenue goals. Health and Wellness Service Team retained and welcomed 48 people (over half of the Ramsey County Care Center staff) who elected to stay and continue to invest their career at Ramsey County. We've worked to absorb most staff into vacancies and added funding where needed to support the additional FTEs within departments and divisions.

Leaders at all levels of the service team are dedicated and committed to serving the people of Ramsey County. As we work to make our way back to service, revenue and expenditure trends that were pre-covid, we continue to improve upon the learnings from these past three years that involve improved internal partnerships with colleagues across the system and better community partnerships with people who are working tirelessly on behalf of their communities.

We will continue to work on behalf of and with the leaders of the Health and Wellness Service Team to find ways to partner with you, Finance and other county-wide leaders as we navigate these challenges and find short and long- term solutions as we move forward.

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D221100	Office Of Health And Wellness (D221100)	-	-	-	-	-	-	-
D221101	Health & Wellness	2,546,164	-	-	2,546,164	968,172	1,577,992	163.0%
	Office Of Health And Wellness (D221100) Total	2,546,164	-	-	2,546,164	968,172	1,577,992	163.0%
D670000	Health Wellness Admn (D670000)	-	-	-	-	-	-	-
D600110	Health and Wellness Admin	-	-	-	-	925,651	(925,651)	(100.0)%
D600120	Health and Wellness Controller	-	-	-	-	4,263,272	(4,263,272)	(100.0)%
D600402	Health and Wellness Contract Management	-	-	-	-	1,148,242	(1,148,242)	(100.0)%
D670001	Administration & Overhead	1,190,929	250	-	1,190,679	-	1,190,679	-
D670101	Fiscal Services	4,612,147	75,000	-	4,537,147	-	4,537,147	-
D670301	Contract Management	1,221,387	-	-	1,221,387	-	1,221,387	-
D600210	Health and Wellness Support Services	-	-	-	-	8,094,840	(8,094,840)	(100.0)%
D600220	Health and Wellness Information Support	-	-	-	-	15,169,431	(15,169,431)	(100.0)%
D670102	Facilities & Space	9,480,978	175,200	-	9,305,778	-	9,305,778	-
D670103	Records Management	1,516,542	-	-	1,516,542	-	1,516,542	-
D670201	E Health Capability Team	2,300,871	200,000	-	2,100,871	-	2,100,871	-
D670202	Human Services Technology Team	11,486,093	-	-	11,486,093	-	11,486,093	-
D670302	Evaluation & Reporting	1,628,643	300,000	-	1,328,643	-	1,328,643	-
	Health Wellness Admn (D670000) Total	33,437,590	750,450	-	32,687,140	29,601,436	3,085,704	10.4%
D690000	Financial Assistance (D690000)	-	-	-	-	-	-	-
D600301	Financial Assistance Services	-	-	-	-	8,589,966	(8,589,966)	(100.0)%
D690301	Financial Assistance General	2,885,223	-	-	2,885,223	-	2,885,223	-
D690302	Financial Assistance Operations	6,375,988	2,908,384	-	3,467,604	-	3,467,604	-
D690303	Health Care / METS	9,450,567	7,294,713	-	2,155,854	-	2,155,854	-
D690304	Cash/Child Care	5,028,547	5,025,984	-	2,563	-	2,563	-
D690305	Community Supports	6,136,848	6,028,844	-	108,004	-	108,004	-
D690306	Financial Assistance Intake	6,463,593	4,395,313	-	2,068,280	-	2,068,280	-
	Financial Assistance (D690000) Total	36,340,766	25,653,238	-	10,687,528	8,589,966	2,097,562	24.4%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D680000	Social Services (D680000)	-	-	-	-	-	-	-
D600401	Social Services - Adult & CFS	-	-	-	-	23,877,436	(23,877,436)	(100.0)%
D600403	Social Services - Community Corrections	-	-	-	-	(365,375)	365,375	(100.0)%
D600404	Social Services - Child Placement	-	-	-	-	16,082,991	(16,082,991)	(100.0)%
D680001	Social Services - General	4,541,648	75,000	-	4,466,648	-	4,466,648	-
D680110	Out of Home Displacement - Gen	3,757,656	6,464,346	-	(2,706,690)	-	(2,706,690)	-
D680111	Kinship	5,573,387	-	-	5,573,387	-	5,573,387	-
D680112	Family Foster Homes / Non Kin	3,233,936	-	-	3,233,936	-	3,233,936	-
D680113	Shelter	1,232,714	-	-	1,232,714	-	1,232,714	-
D680115	Residential Homes	2,193,088	2,000	-	2,191,088	-	2,191,088	-
D680116	Correctional	2,822,230	-	-	2,822,230	-	2,822,230	-
D680117	Treatment Facilities	834,814	-	-	834,814	-	834,814	-
D680120	Children & Family - General	798,796	2,526,838	-	(1,728,042)	-	(1,728,042)	-
D680121	Children's Intake	5,035,496	6,000	-	5,029,496	-	5,029,496	-
D680122	Early Intervention	1,386,566	-	-	1,386,566	-	1,386,566	-
D680123	Youth Intervention	662,393	-	-	662,393	-	662,393	-
D680124	Case Management	5,565,969	5,773,352	-	(207,383)	-	(207,383)	-
D680125	Family Support	6,787,840	130,000	-	6,657,840	-	6,657,840	-
D680126	Indian Child Welfare Act	904,227	-	-	904,227	-	904,227	-
D680210	Adult Mental Health - General	21,000	1,624,645	-	(1,603,645)	-	(1,603,645)	-
D680230	Adult Support - General	12,628,660	857,875	-	11,770,785	-	11,770,785	-
D680231	Adult Mental Health Intake (VADD)	955,439	-	-	955,439	-	955,439	-
D680232	Adult Mental Health Case Management	2,757,133	520,000	-	2,237,133	-	2,237,133	-
D680233	Pre-Petition Screening	1,736,760	-	-	1,736,760	-	1,736,760	-
D680234	Adult Protection	1,193,465	-	-	1,193,465	-	1,193,465	-
D680240	Crisis & CMH - General	125,714	1,393,577	-	(1,267,863)	-	(1,267,863)	-
D680241	Adult Crisis	651,141	-	-	651,141	-	651,141	-
D680242	Adult Stabilization	596,302	-	-	596,302	-	596,302	-
D680243	Child Crisis & Stabilization	1,028,523	-	-	1,028,523	-	1,028,523	-
D680244	Embedded Social Workers	270,830	-	-	270,830	-	270,830	-

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D680245	Project Assist	77,832	-	-	77,832	-	77,832	-
D680246	Children's Mental Health Intak	148,860	400,000	-	(251,140)	-	(251,140)	-
D680247	Children's Mental Health - Case Management	1,189,756	300,000	-	889,756	-	889,756	-
D680410	MN Choices	19,368,313	30,206,581	-	(10,838,268)	-	(10,838,268)	-
D680420	Aging & Disability Services	12,224,496	5,960,484	-	6,264,012	-	6,264,012	-
D600501	Social Services - Clinical Services	-	-	-	-	5,681,372	(5,681,372)	(100.0)%
D600502	Social Services - Detox Center	-	-	-	-	(693,681)	693,681	(100.0)%
D680211	Assertive Community Treatment	1,936,786	1,200,000	-	736,786	-	736,786	-
D680212	Partial Hospitalization Program	276,752	-	-	276,752	-	276,752	-
D680214	Correctional Clinical Support	780,960	-	-	780,960	-	780,960	-
D680215	Treatment Court	635,446	-	-	635,446	-	635,446	-
D680220	Mental Health Center - CCBHC	6,588,684	6,772,600	-	(183,916)	-	(183,916)	-
D680310	Withdrawal Management	5,520,729	2,997,100	-	2,523,629	-	2,523,629	-
D600480	Support for Emancipated Living Function (G201106)	-	-	-	-	-	-	-
D600480	Time Limited Reunification (G201116)	-	-	-	-	-	-	-
D600480	Alternative Response (G201117)	-	-	-	-	-	-	-
D600480	Parent Support Grant (G201125)	-	-	-	-	-	-	-
D600480	Respite Care (G201129)	-	-	-	-	-	-	-
D600480	Maternal Child Substance Abuse (G201203)	-	-	-	-	-	-	-
D600480	Rule 78 Adult (G201302)	-	-	-	-	-	-	-
D600480	Pre-Admission Screening (G201303)	-	-	-	-	-	-	-
D600480	Mental Health Screening (G201313)	-	-	-	-	-	-	-
D600480	Adult Crisis Grant (G201317)	-	-	-	-	-	-	-
D600480	MN Housing - Family Homeless (G206001)	-	-	-	-	-	-	-
D600480	CHS DHS Child Protection (P070097)	-	-	-	-	-	-	-
D600480	Indian Child Welfare Act (P070506)	-	-	-	-	-	-	-
D680980	Support for Emancipated Living Function (G201106)	65,000	65,000	-	-	-	-	-

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D680980	Time Limited Reunification (G201116)	230,472	230,472	-	-	-	-	-
D680980	Alternative Response (G201117)	216,046	216,046	-	-	-	-	-
D680980	Parent Support Grant (G201125)	509,195	509,195	-	-	-	-	-
D680980	Respite Care (G201129)	45,507	45,507	-	-	-	-	-
D680980	Minnesota Systems of Care Expansion and Sustainability (G201136)	100,000	100,000	-	-	-	-	-
D680980	Child Welfare Opiate (G201138)	174,123	174,123	-	-	-	-	-
D680980	Maternal Child Substance Abuse (G201203)	1,104,795	1,104,795	-	-	-	-	-
D680980	Mental Health Screening (G201313)	253,728	253,728	-	-	-	-	-
D680980	Adult Crisis Grant (G201317)	812,640	812,640	-	-	-	-	-
D680980	HW Mental Health CSP (G201319)	5,243,955	5,243,955	-	-	-	-	-
D680980	HW Mental Health AMHI (G201320)	4,412,412	4,412,412	-	-	-	-	-
D680980	Preschool Development Grant (G201322)	115,575	115,575	-	-	-	-	-
D680980	Kinship Navigator Services (G201530)	254,388	254,388	-	-	-	-	-
D680980	Adult Protection Services Grant (G201532)	239,580	239,580	-	-	-	-	-
D680980	Child Welfare Initiative (G306047)	55,000	55,000	-	-	-	-	-
D680980	CHS DHS Child Protection (P070097)	4,500,068	4,500,068	-	-	-	-	-
D680980	Indian Child Welfare Act (P070506)	92,385	92,385	-	-	-	-	-
	Social Services (D680000)	134,469,210	85,635,267	-	48,833,943	44,582,743	4,251,200	9.5%
D690304	Lake Owasso Res (D620000)	-	-	-	-	-	-	-
D620101	LOR Administration	1,836,157	9,492,570	-	(7,656,413)	(6,458,982)	(1,197,431)	18.5%
D620201	LOR Food Services	360,527	-	-	360,527	267,711	92,816	34.7%
D620301	LOR Health Services	600,787	-	-	600,787	440,579	160,208	36.4%
D620401	LOR Plant Operation & Maint	686,577	-	-	686,577	470,624	215,953	45.9%
D620501	LOR Resident Living	7,405,890	-	-	7,405,890	6,597,216	808,674	12.3%
D620601	LOR Development Services	831,137	-	-	831,137	162,861	668,276	410.3%
	Lake Owasso Res (D620000) Total	11,721,075	9,492,570	-	2,228,505	1,480,009	748,496	50.6%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D610000	Rc Care Center (D610000)	-	-	-	-	-	-	-
D610101	RCCC General & Administrative	-	-	-	-	(15,577,732)	15,577,732	(100.0)%
D610201	RCCC Dietary	-	-	-	-	1,676,193	(1,676,193)	(100.0)%
D610301	RCCC Laundry	-	-	-	-	185,722	(185,722)	(100.0)%
D610401	RCCC Housekeeping	-	-	-	-	653,058	(653,058)	(100.0)%
D610501	RCCC Nursing	-	-	-	-	8,933,058	(8,933,058)	(100.0)%
D610502	Nursing Transitional Care Unit	-	-	-	-	2,237,647	(2,237,647)	(100.0)%
D610601	RCCC Plant Maintenance	-	-	-	-	860,219	(860,219)	(100.0)%
D610701	RCCC Patient Activities	-	-	-	-	371,960	(371,960)	(100.0)%
D610801	RCCC Social Services	-	-	-	-	572,066	(572,066)	(100.0)%
	Rc Care Center (D610000) Total	-	-	-	-	(87,809)	87,809	(100.0)%
D680112	Public Health (D580000)							
D580101	Women Infants and Children (WIC)	535,121	-	-	535,121	-	535,121	-
D580201	Family Health	3,783,658	2,308,432	-	1,475,226	1,700,128	(224,902)	(13.2)%
D580401	Healthy Communities	1,513,521	-	-	1,513,521	971,519	542,002	55.8%
D580405	Healing Streets	-	-	-	-	301,562	(301,562)	(100.0)%
D580501	Correctional Healthcare	6,443,253	-	-	6,443,253	6,317,580	125,673	2.0%
D580601	Sexual Health	453,079	32,600	-	420,479	365,433	55,046	15.1%
D580602	Communicable Disease Control	2,922,933	437,500	-	2,485,433	2,108,375	377,058	17.9%
D580701	Public Health Administration	7,741,918	5,867,771	-	1,874,147	755,048	1,119,099	148.2%
D580702	Uncompensated Care	941,700	-	-	941,700	941,700	-	-
D580706	Laboratory 555	371,372	35,000	-	336,372	308,075	28,297	9.2%
D580707	Health Records	446,206	29,616	-	416,590	236,410	180,180	76.2%
D580709	Housecalls	385,176	210,000	-	175,176	179,208	(4,032)	(2.2)%
D580801	Health Protection	749,657	100,000	-	649,657	557,967	91,690	16.4%
	Public Health (D580000) Sub Total	26,287,594	9,020,919	-	17,266,675	14,743,005	2,523,670	17.1%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D580180	Women Infants and Children (WIC) (G211009)	4,112,000	4,112,000	-	-	-	-	-
D580180	Breastfeeding-Peer Support (G211020)	250,197	250,197	-	-	-	-	-
D580280	Early Childhood Home Visits (G103035)	-	-	-	-	-	-	-
D580280	Family Home Visiting TANF (G103036)	994,732	994,732	-	-	-	-	-
D580280	Early Hearing Detection and Intervention (G103038)	51,000	51,000	-	-	-	-	-
D580280	Maternal / Child Health (G211001)	865,079	865,079	-	-	-	-	-
D580280	Nurse Family Partnership (G211031)	-	-	-	-	-	-	-
D580280	Evidence Based Home Visiting 3 Grant (G211042)	-	-	-	-	-	-	-
D580280	Family Home Visiting Strong Foundations Grant (G211059)	2,461,000	2,461,000	-	-	-	-	-
D580280	Metro Alliance Healthy Families (G306020)	-	-	-	-	-	-	-
D580480	SMART (G101034)	13,000	13,000	-	-	-	-	-
D580480	Child & Teen Checkup Grant (G201135)	1,298,845	1,298,845	-	-	-	-	-
D580480	MN Opioid Overdose Settlement (G201326)	1,049,652	1,049,652	-	-	-	-	-
D580480	Sexual Offense Services (G202007)	733,824	347,314	-	386,510	237,095	149,415	63.0%
D580480	State Health Improvement (G211023)	977,350	977,350	-	-	-	-	-
D580480	Diabetes and Cardio Vascular Disease (G211041)	-	-	-	-	-	-	-
D580480	PH MDH Infrastructure Grant (G211057)	140,880	140,880	-	-	-	-	-
D580480	PH St Paul Healing Streets (G404012)	-	-	-	-	-	-	-
D580680	Title X (G103027)	1,033,913	1,033,913	-	-	-	-	-
D580680	Refugee Health Screening (G103031)	12,000	12,000	-	-	-	-	-
D580680	TB Outreach (G103032)	11,000	11,000	-	-	-	-	-
D580680	Perinatal Hepatitis B Prevention (G211024)	125,000	125,000	-	-	-	-	-
D580680	Health Disparities (G211026)	48,806	48,806	-	-	-	-	-
D580680	Family Planning (G211029)	220,210	220,210	-	-	-	-	-
D580680	Pre-Exposure Prophylaxis (G211030)	-	-	-	-	-	-	-
D580680	Syringe Services (G211033)	-	-	-	-	-	-	-
D580680	HIV Testing Black Women (G211034)	-	-	-	-	-	-	-
D580680	HIV African American MSM (G211035)	-	-	-	-	-	-	-
D580680	Ryan White Park B Supplemental (G211036)	-	-	-	-	-	-	-

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D580680	PH MDH Disease Intervent Spec (G211055)	277,161	277,161	-	-	-	-	-
D580680	PH EIS Black MSM (G211060)	116,698	116,698	-	-	-	-	-
D580680	PH HIV Native Amer PWID-PWUD (G211061)	59,580	59,580	-	-	-	-	-
D580680	PH HIV Black PWID-PWUD (G211062)	30,777	30,777	-	-	-	-	-
D580680	PH HIV Other PWID-PWUD (G211063)	59,580	59,580	-	-	-	-	-
D580680	PH HIV Greatest Risk - Metro (G211064)	149,735	149,735	-	-	-	-	-
D580780	HRA-FHUD St Paul (G102174)	83,000	83,000	-	-	-	-	-
D580780	PH Opioid Use Disorder (G201324)	145,548	145,548	-	-	-	-	-
D580880	Bio-Terrorism Response (G211016)	290,989	290,989	-	-	-	-	-
D580880	PH Workforce Development Grant (G211056)	118,740	118,740	-	-	-	-	-
D580880	PH RISE (G306063)	25,000	25,000	-	-	-	-	-
	Public Health (D580000) Projects/Grants Sub Total	15,755,296	15,368,786	-	386,510	237,095	149,415	63.0%
D600501	Environmental Health (D581000)							
D600502	Lead Hazard Control	1,419,886	35,500	-	1,384,386	-	1,384,386	-
D680211	Community Sanitation	1,173,219	775,500	-	397,719	-	397,719	-
D680212	Solid Waste Management	25,517,375	27,299,480	-	(1,782,105)	-	(1,782,105)	-
	Environmental Health (D581000) Sub Total	28,110,480	28,110,480	-	-	-	-	-
D680220	Solid Waste Management-SCORE (G213001)	1,615,138	1,615,138	-	-	-	-	-
D680310	Solid Waste Management-LRDG (G213002)	369,118	369,118	-	-	-	-	-
	Window Replacement and Low Impact Stabilization (G404009)	150,000	150,000	-	-	-	-	-
D600480	Environmental Health (D581000) Projects/Grants Sub Total	2,134,256	2,134,256	-	-	-	-	-
	Public Health (D580000) Total	72,287,626	54,634,441	-	17,653,185	14,980,100	2,673,085	17.8%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY24 Proposed				FY23 Approved Tax Levy	Inc/(Dec) over FY23 Tax Levy	%Inc/(Dec) over FY23 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D380000	Veterans Services (D380000)							
D380101	Veterans Services Office	989,871	-	-	989,871	802,160	187,711	23.4%
D380180	Veterans Services Operational Enhancement (G214007)	22,500	22,500	-	-	-	-	-
	Veterans Services (D380000) Total	1,012,371	22,500	-	989,871	802,160	187,711	23.4%
D500000	Community Correction (D500000)							
D500101	Community Corrections Administration	10,793,669	894,994	-	9,898,675	8,521,464	1,377,211	16.2%
D500201	Adult Probation	28,966,328	6,473,884	-	22,492,444	21,091,193	1,401,251	6.6%
D500401	Correctional Facility	17,036,165	3,456,576	-	13,579,589	13,570,840	8,749	0.1%
D500501	Juvenile Probation	10,232,344	2,120,105	-	8,112,239	7,099,437	1,012,802	14.3%
D500701	Juvenile Detention Center	8,152,963	931,112	-	7,221,851	6,236,518	985,333	15.8%
D500280	Intensive Supervision (G202002)	981,912	981,912	-	-	-	-	-
D500280	Electronic Alcohol Monitoring (G202011)	80,000	80,000	-	-	-	-	-
D500280	Enhanced Halfway House Reentry Services (G202016)	-	-	-	-	-	-	-
D500280	CC SDPS Ignition Interlock (G208100)	49,916	49,916	-	-	-	-	-
D500280	Treatment Courts (G219004)	75,016	75,016	-	-	-	-	-
D500280	Justice Assistance Grant (G404007)	25,461	25,461	-	-	-	-	-
	Community Correction (D500000) Total	76,393,774	15,088,976	-	61,304,798	56,519,452	4,785,346	8.5%
Total Health & Wellness		368,208,576	191,277,442	-	176,931,134	157,436,229	19,494,905	12.4%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D221100	Office Of Health And Wellness (D221100)							
D221101	Health & Wellness	2,554,149	-	-	2,554,149	2,546,164	7,985	0.3%
	Office Of Health And Wellness (D221100) Total	2,554,149	-	-	2,554,149	2,546,164	7,985	0.3%
D670000	Health Wellness Admn (D670000)							
D670001	Administration & Overhead	1,211,525	250	-	1,211,275	1,190,679	20,596	1.7%
D670101	Fiscal Services	4,732,547	75,000	-	4,657,547	4,537,147	120,400	2.7%
D670301	Contract Management	1,233,377	-	-	1,233,377	1,221,387	11,990	1.0%
D670102	Facilities & Space	9,171,884	175,200	-	8,996,684	9,305,778	(309,094)	(3.3)%
D670103	Records Management	1,446,901	-	-	1,446,901	1,516,542	(69,641)	(4.6)%
D670201	E Health Capability Team	2,552,895	200,000	-	2,352,895	2,100,871	252,024	12.0%
D670202	Human Services Technology Team	12,102,571	-	-	12,102,571	11,486,093	616,478	5.4%
D670302	Evaluation & Reporting	1,644,728	300,000	-	1,344,728	1,328,643	16,085	1.2%
	Health Wellness Admn (D670000) Total	34,096,428	750,450	-	33,345,978	32,687,140	658,838	2.0%
D690000	Financial Assistance (D690000)							
D690301	Financial Assistance General	2,932,065	-	-	2,932,065	2,885,223	46,842	1.6%
D690302	Financial Assistance Operations	6,301,656	2,908,384	-	3,393,272	3,467,604	(74,332)	(2.1)%
D690303	Health Care / METS	9,665,646	7,294,713	-	2,370,933	2,155,854	215,079	10.0%
D690304	Cash/Child Care	5,152,615	5,025,984	-	126,631	2,563	124,068	4,840.7%
D690305	Community Supports	6,224,471	6,028,844	-	195,627	108,004	87,623	81.1%
D690306	Financial Assistance Intake	6,450,879	4,489,137	-	1,961,742	2,068,280	(106,538)	(5.2)%
	Financial Assistance (D690000) Total	36,727,332	25,747,062	-	10,980,270	10,687,528	292,742	2.7%
D680000	Social Services (D680000)							
D680001	Social Services - General	4,596,898	75,000	-	4,521,898	4,466,648	55,250	1.2%
D680110	Out of Home Displacement - Gen	3,864,507	6,472,858	-	(2,608,351)	(2,706,690)	98,339	(3.6)%
D680111	Kinship	5,646,855	-	-	5,646,855	5,573,387	73,468	1.3%
D680112	Family Foster Homes / Non Kin	3,298,615	-	-	3,298,615	3,233,936	64,679	2.0%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D680113	Shelter	1,269,368	-	-	1,269,368	1,232,714	36,654	3.0%
D680115	Residential Homes	2,236,950	2,000	-	2,234,950	2,191,088	43,862	2.0%
D680116	Correctional	3,118,421	-	-	3,118,421	2,822,230	296,191	10.5%
D680117	Treatment Facilities	851,510	-	-	851,510	834,814	16,696	2.0%
D680120	Children & Family - General	814,772	2,526,838	-	(1,712,066)	(1,728,042)	15,976	(0.9)%
D680121	Children's Intake	4,840,016	7,000	-	4,833,016	5,029,496	(196,480)	(3.9)%
D680122	Early Intervention	1,400,622	-	-	1,400,622	1,386,566	14,056	1.0%
D680123	Youth Intervention	669,252	-	-	669,252	662,393	6,859	1.0%
D680124	Case Management	5,626,721	5,777,106	-	(150,385)	(207,383)	56,998	(27.5)%
D680125	Family Support	6,857,286	85,000	-	6,772,286	6,657,840	114,446	1.7%
D680126	Indian Child Welfare Act	913,674	-	-	913,674	904,227	9,447	1.0%
D680210	Adult Mental Health - General	21,420	1,624,645	-	(1,603,225)	(1,603,645)	420	-
D680231	Adult Mental Health Intake (VADD)	965,123	-	-	965,123	955,439	9,684	1.0%
D680232	Adult Mental Health Case Management	2,768,938	520,000	-	2,248,938	2,237,133	11,805	0.5%
D680233	Pre-Petition Screening	1,762,042	-	-	1,762,042	1,736,760	25,282	1.5%
D680234	Adult Protection	1,205,525	-	-	1,205,525	1,193,465	12,060	1.0%
D680240	Crisis & CMH - General	133,309	1,393,577	-	(1,260,268)	(1,267,863)	7,595	(0.6)%
D680241	Adult Crisis	659,582	-	-	659,582	651,141	8,441	1.3%
D680242	Adult Stabilization	602,395	-	-	602,395	596,302	6,093	1.0%
D680243	Child Crisis & Stabilization	1,040,080	-	-	1,040,080	1,028,523	11,557	1.1%
D680244	Embedded Social Workers	273,559	-	-	273,559	270,830	2,729	1.0%
D680245	Project Assist	78,607	-	-	78,607	77,832	775	1.0%
D680246	Children's Mental Health Intak	151,837	400,000	-	(248,163)	(251,140)	2,977	(1.2)%
D680247	Children's Mental Health - Case Management	1,206,024	300,000	-	906,024	889,756	16,268	1.8%
D680410	MN Choices	19,499,570	30,426,604	-	(10,927,034)	(10,838,268)	(88,766)	0.8%
D680420	Aging & Disability Services	12,380,068	5,960,484	-	6,419,584	6,264,012	155,572	2.5%
D680211	Assertive Community Treatment	1,960,626	1,240,000	-	720,626	736,786	(16,160)	(2.2)%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D680212	Partial Hospitalization Program	280,082	-	-	280,082	276,752	3,330	1.2%
D680214	Correctional Clinical Support	791,922	-	-	791,922	780,960	10,962	1.4%
D680215	Treatment Court	641,894	-	-	641,894	635,446	6,448	1.0%
D680220	Mental Health Center - CCBHC	6,608,406	6,947,600	-	(339,194)	(183,916)	(155,278)	84.4%
D680310	Withdrawal Management	5,469,214	2,942,100	-	2,527,114	2,523,629	3,485	0.1%
D680980	Support for Emancipated Living Function (G201106)	65,000	65,000	-	-	-	-	-
D680980	Time Limited Reunification (G201116)	232,740	232,740	-	-	-	-	-
D680980	Alternative Response (G201117)	216,046	216,046	-	-	-	-	-
D680980	Parent Support Grant (G201125)	509,195	509,195	-	-	-	-	-
D680980	Respite Care (G201129)	45,507	45,507	-	-	-	-	-
D680980	Minnesota Systems of Care Expansion and Sustainability (G201136)	100,000	100,000	-	-	-	-	-
D680980	Child Welfare Opiate (G201138)	174,123	174,123	-	-	-	-	-
D680980	Maternal Child Substance Abuse (G201203)	1,104,795	1,104,795	-	-	-	-	-
D680980	Mental Health Screening (G201313)	256,248	256,248	-	-	-	-	-
D680980	Adult Crisis Grant (G201317)	820,740	820,740	-	-	-	-	-
D680980	HW Mental Health CSP (G201319)	5,243,955	5,243,955	-	-	-	-	-
D680980	HW Mental Health AMHI (G201320)	4,412,412	4,412,412	-	-	-	-	-
D680980	Preschool Development Grant (G201322)	115,575	115,575	-	-	-	-	-
D680980	Kinship Navigator Services (G201530)	254,388	254,388	-	-	-	-	-
D680980	Adult Protection Services Grant (G201532)	241,956	241,956	-	-	-	-	-
D680980	Child Welfare Initiative (G306047)	55,000	55,000	-	-	-	-	-
D680980	CHS DHS Child Protection (P070097)	4,794,556	4,794,556	-	-	-	-	-
D680980	Indian Child Welfare Act (P070506)	92,385	92,385	-	-	-	-	-
	Social Services (D680000) Total	135,868,971	86,293,308	-	49,575,663	48,833,943	741,720	1.5%
D620000	Lake Owasso Res (D620000)							
D620101	LOR Administration	1,878,280	9,492,570	-	(7,614,290)	(7,656,413)	42,123	(0.6)%
D620201	LOR Food Services	388,851	-	-	388,851	360,527	28,324	7.9%
D620301	LOR Health Services	557,568	-	-	557,568	600,787	(43,219)	(7.2)%
D620401	LOR Plant Operation & Maint	671,918	-	-	671,918	686,577	(14,659)	(2.1)%
D620501	LOR Resident Living	7,476,890	-	-	7,476,890	7,405,890	71,000	1.0%
D620601	LOR Development Services	860,852	-	-	860,852	831,137	29,715	3.6%
	Lake Owasso Res (D620000) Total	11,834,359	9,492,570	-	2,341,789	2,228,505	113,284	5.1%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D610000	Rc Care Center (D610000)							
	Rc Care Center (D610000) Total	-	-	-	-	-	-	-
D580000	Public Health (D580000)							
D580101	Women Infants and Children (WIC)	575,760	-	-	575,760	535,121	40,639	7.6%
D580201	Family Health	3,847,119	2,308,432	-	1,538,687	1,475,226	63,461	4.3%
D580401	Healthy Communities	1,523,417	-	-	1,523,417	1,513,521	9,896	0.7%
D580601	Sexual Health	455,552	32,600	-	422,952	420,479	2,473	0.6%
D580602	Communicable Disease Control	2,963,066	437,500	-	2,525,566	2,485,433	40,133	1.6%
D580701	Public Health Administration	7,995,652	5,867,771	-	2,127,881	1,874,147	253,734	13.5%
D580702	Uncompensated Care	941,700	-	-	941,700	941,700	-	-
D580706	Laboratory 555	374,403	35,000	-	339,403	336,372	3,031	0.9%
D580707	Health Records	446,899	23,175	-	423,724	416,590	7,134	1.7%
D580709	Housecalls	388,695	210,000	-	178,695	175,176	3,519	2.0%
D580801	Health Protection	757,933	100,000	-	657,933	649,657	8,276	1.3%
	Public Health (D580000) Sub Total	26,802,983	9,014,478	-	17,788,505	17,266,675	521,830	3.0%
D580180	Women Infants and Children (WIC) (G211009)	4,112,000	4,112,000	-	-	-	-	-
D580180	Breastfeeding-Peer Support (G211020)	250,197	250,197	-	-	-	-	-
D580280	Family Home Visiting TANF (G103036)	994,732	994,732	-	-	-	-	-
D580280	Early Hearing Detection and Intervention (G103038)	51,000	51,000	-	-	-	-	-
D580280	Maternal / Child Health (G211001)	865,079	865,079	-	-	-	-	-
D580280	Family Home Visiting Strong Foundations Grant (G211059)	2,461,000	2,461,000	-	-	-	-	-
D580480	SMART (G101034)	13,000	13,000	-	-	-	-	-
D580480	Child & Teen Checkup Grant (G201135)	1,298,845	1,298,845	-	-	-	-	-
D580480	MN Opioid Overdose Settlement (G201326)	1,056,264	1,056,264	-	-	-	-	-
D580480	Sexual Offense Services (G202007)	740,472	347,314	-	393,158	386,510	6,648	1.7%
D580480	State Health Improvement (G211023)	977,350	977,350	-	-	-	-	-
D580480	PH MDH Infrastructure Grant (G211057)	142,308	142,308	-	-	-	-	-
D580680	Title X (G103027)	1,033,913	1,033,913	-	-	-	-	-
D580680	Refugee Health Screening (G103031)	12,000	12,000	-	-	-	-	-
D580680	TB Outreach (G103032)	11,000	11,000	-	-	-	-	-
D580680	Perinatal Hepatitis B Prevention (G211024)	125,000	125,000	-	-	-	-	-
D580680	Health Disparities (G211026)	48,806	48,806	-	-	-	-	-
D580680	Family Planning (G211029)	220,210	220,210	-	-	-	-	-
D580680	PH MDH Disease Intervent Spec (G211055)	277,161	277,161	-	-	-	-	-
D580680	PH EIS Black MSM (G211060)	116,698	116,698	-	-	-	-	-

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D580680	PH HIV Black PWID-PWUD (G211062)	30,777	30,777	-	-	-	-	-
D580680	PH HIV Other PWID-PWUD (G211063)	59,580	59,580	-	-	-	-	-
D580680	PH HIV Greatest Risk - Metro (G211064)	149,735	149,735	-	-	-	-	-
D580780	HRA-FHUD St Paul (G102174)	83,000	83,000	-	-	-	-	-
D580780	PH Opioid Use Disorder (G201324)	146,976	146,976	-	-	-	-	-
D580880	Bio-Terrorism Response (G211016)	290,989	290,989	-	-	-	-	-
D580880	PH Workforce Development Grant (G211056)	119,916	119,916	-	-	-	-	-
D580880	PH RISE (G306063)	25,000	25,000	-	-	-	-	-
	Public Health (D580000) Projects/Grants Sub Total	15,772,588	15,379,430	-	393,158	386,510	6,648	1.7%
D581000	Environmental Health (D581000)	-	-	-	-	-	-	-
D581001	Lead Hazard Control	1,437,289	35,500	-	1,401,789	1,384,386	17,403	1.3%
D581002	Community Sanitation	1,203,759	794,555	-	409,204	397,719	11,485	2.9%
D581003	Solid Waste Management	26,006,757	27,817,750	-	(1,810,993)	(1,782,105)	(28,888)	1.6%
	Environmental Health (D581000) Sub Total	28,647,805	28,647,805	-	-	-	-	-
D581080	Solid Waste Management-SCORE (G213001)	1,615,138	1,615,138	-	-	-	-	-
D581080	Solid Waste Management-LRDG (G213002)	369,118	369,118	-	-	-	-	-
D581080	Window Replacement and Low Impact Stabilization (G404009)	150,000	150,000	-	-	-	-	-
	Environmental Health (D581000) Projects/Grants Sub Total	2,134,256	2,134,256	-	-	-	-	-
	Public Health (D580000) Total	73,357,632	55,175,969	-	18,181,663	17,653,185	528,478	3.0%
D380000	Veterans Services (D380000)	-	-	-	-	-	-	-
D380101	Veterans Services Office	1,003,035	-	-	1,003,035	989,871	13,164	1.3%
D380180	Veterans Services Operational Enhancement (G214007)	22,500	22,500	-	-	-	-	-
	Veterans Services (D380000) Total	1,025,535	22,500	-	1,003,035	989,871	13,164	1.3%

BUDGET - ESTIMATED REVENUE - FUND BALANCE = TAX LEVY

CODE	ACTIVITY/DEPARTMENT	FY25 Proposed				FY24 Proposed Tax Levy	Inc/(Dec) over FY24 Tax Levy	%Inc/(Dec) over FY24 Tax Levy
		Budget	Revenue	Fund Balance	Tax Levy			
D500000	Community Correction (D500000)							
D500101	Community Corrections Administration	11,099,946	894,994	-	10,204,952	9,898,675	306,277	3.1%
D500201	Adult Probation	29,275,815	6,473,884	-	22,801,931	22,492,444	309,487	1.4%
D500401	Correctional Facility	17,302,748	3,456,576	-	13,846,172	13,579,589	266,583	2.0%
D500501	Juvenile Probation	10,336,392	2,120,105	-	8,216,287	8,112,239	104,048	1.3%
D500701	Juvenile Detention Center	8,219,458	931,112	-	7,288,346	7,221,851	66,495	0.9%
D500280	Intensive Supervision (G202002)	981,912	981,912	-	-	-	-	-
D500280	Electronic Alcohol Monitoring (G202011)	80,000	80,000	-	-	-	-	-
D500280	CC SDPS Ignition Interlock (G208100)	49,904	49,904	-	-	-	-	-
D500280	Treatment Courts (G219004)	75,004	75,004	-	-	-	-	-
D500280	Justice Assistance Grant (G404007)	25,461	25,461	-	-	-	-	-
	Community Correction (D500000) Total	77,446,640	15,088,952	-	62,357,688	61,304,798	1,052,890	1.7%
Total Health & Wellness		372,911,046	192,570,811	-	180,340,235	176,931,134	3,409,101	1.9%

Department Summary

Office of Health & Wellness
Kathy Hedin, Deputy County Manager



160 E. Kellogg Boulevard
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

SERVICE TEAM OVERVIEW

The Office of Health and Wellness provides executive management, support and oversight for the entire Health and Wellness Service Team. The Health and Wellness Service Team (HWST) is comprised of the following departments:

- Community Corrections
- Financial Assistance Services
- Health and Wellness Administrative Division
- Public Health
- Social Services
- Veterans Services

All areas work to provide effective and efficient operations; strong Residents First service models; and transparency and accountability in all business operations and practices. The Office of the HWST staff includes the Deputy County Manager, an Executive Assistant, two (2) Administrative positions, a Planning Manager, a Planning Specialist 2, a Racial & Health Equity Administrator, two (2) Racial & Health Equity Liaisons, two (2) Controllers and four and a half (4.5) Better Together positions.

In 2022, the Health and Wellness Service Team began the Better Together initiative that set the service team on a path towards investing in Health and Wellness departments, staff, and cultural environments through fiscal quality improvement, improved department infrastructures and investing in work culture and wellbeing of all-staff. Better Together is a new change management initiative to improve how we work together to ensure effective, efficient, and accessible operations across the Health and Wellness Service Team. Better Together is intended to better align the service team with the county's vision, mission, values, goals and strategic priorities through authentic collaboration, joint ownership, and intentional focus on racial equity and community engagement.

Department Summary

Office of Health & Wellness
Kathy Hedin, Deputy County Manager

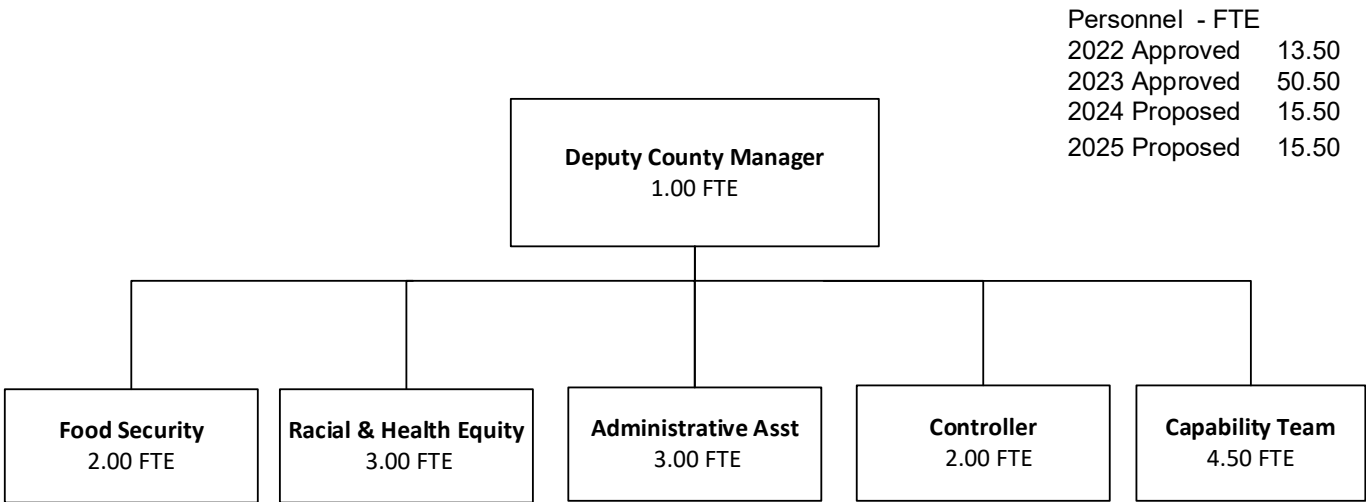


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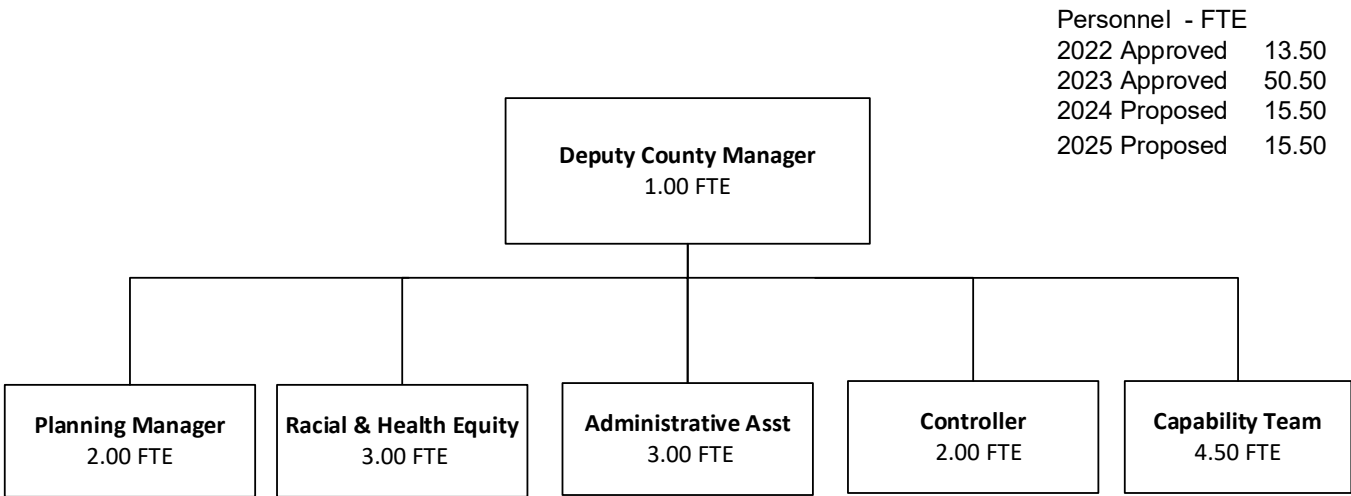
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Department 2024 Organizational Chart



Department 2025 Organizational Chart



DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-2025 Major Changes

- The reduction of 35.00 FTEs is the net effect of the following:
 - Reduction of (37.00) limited duration positions which should not be reflected in the operating budget
 - Transfer 2.00 Racial Equity Liaisons to support racial equity work occurring across HWST
 - Net reduction (1.00) FTE for transferred positions
 - Add 1.00 FTE to assist the Food Security Program and community, there is no levy impact as it was funded within the Service Team
- The reduction in revenue (\$1,206,771) is revenue included in the 2023 Budget for payments to be made to Ramsey County which are not part of the Office of Health and Wellness, a reduction of (\$956,771) are limited duration positions for Public Health and revenue will be received from Saint Paul-Ramsey County Community Health Board, and a reduction of (\$250,000) was an offset within the service team.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

Health and Wellness Service Team performance measures focus on strengthening families, residents who are eligible for food support programs and reducing the number of doors an individual and family must go through in order to navigate our human services system and transforming the child protection system to be more responsive to community. Additional areas of focus are highlighted below within the following county strategic priorities.

Aligning talent attraction, retention and promotion

Given the large proportion of our residents that identify as racially or ethnically diverse, it is critical to recruit a similarly diverse workforce. The HWST Race and Health Equity Liaisons are taking leadership within the service team to partner with each department as well as Human Resources to align efforts that will benefit not just individual departments or the service team, but the entire county on Talent Attraction, Retention, and Promotion. Staff retention remains a challenge and to help turn the tide, organizational focus on racial equity, self-care and wellness is crucial for staff retention and promotion. Continued investments in improving workplace culture remain a priority throughout the service team departments, as does wage adjustment studies in collaboration with Human Resources. All this will allow our departments to be a competitive employer of choice in the communities we serve and aligns with Better Together.

Residents first: effective, efficient and accessible operations

HWST continues to remain focused on placing Residents First. The HWST departments have significant and historical racial disparities across its systems of care and service. Through proactive leadership and inclusive initiatives that engage all communities in decisions about our future, HWST departments support the county's goals of prosperity and well-being. Our service team leadership also challenges the assumptions of how

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

service has been provided in efforts to design, implement, and evaluate services that meet the needs of all residents. Each department provides examples of Residents First Strategic Priority work.

Advancing racial and health equity and shared community power

The HWST is committed to Advancing Race and Health Equity and Shared Community Power. In addition to the community town halls, staff have been engaged with the Racial Equity and Community Engagement Response Team and the Equity Action Circle (EAC) to address the EAC priorities identified by the community led team. Other areas of focus include African American Culturally Specific Services (across HWST), partnership with the Black Commission and American Indian Child Welfare improvements (within SSD), Ramsey United, and a renewed Community Advisory Council among many other community action teams.

Community Engagement

An additional \$50,000 for specific racial equity and community engagement projects has been proposed at the HWST Office of DCM level for this work to build upon department funds to support priorities, county-wide racial equity, and community engagement funds. More community investment will be made through community led engagement to improve county-wide and HWST strategic priorities, including continued participation of Community Corrections, Public Health, and Social Services Departments in the Transforming Systems Together initiative and system-wide approaches to fundamental changes within the justice system, including Youth Justice Transformation (formerly known as Juvenile Detention Alternatives Initiative) and ARPA funded Appropriate Response Initiatives to emergency 911 calls.

In addition to community engagement through thoughtful inclusion of diverse voices in service team efforts, departments continue to invest staff capacity for race equity work, and changing policies and procedures already identified as having disparate impacts on racially and ethnically diverse communities. Continuation of using root cause and decision point analysis, departments are making changes in child welfare policies, such as Kinship programs that keep children with family; implementation of community centered contracting; and changing hiring and promotion policies to encourage attraction and retention of racially and ethnically diverse staff. The HWST will continue to adapt to the post-COVID-19 federal emergency environment.

Racial Equity

The HWST continues to work with the leadership of the Racial and Health Equity Administrators (RHEA) and the Racial and Health Equity Liaison planners (RHELs) to advance racial and health equity and community engagement throughout the HWST. They lead the planning process with the departments to identify priorities, recommendations, and outcomes with community as a part of the broader HWST racial and health equity action plan. They provide racial and health equity visioning, planning and specific technical assistance and coordination of projects, procedures, processes, and plans, including Request for Board Action (RBA), budgeting, research, and analysis, as well as the Racial Equity Hiring tool. The RHEA and RHELs are also working in conjunction with policy and planning and Human Resources on the following: Bolster county-wide Racial Equity Policy statement; build out the racial equity webpage, where community and county staff can go to learn about the racial equity work done in the past, current projects and goals; and socialize and implement a racial equity theory of change. We have launched the HWST RECEAT (Racial Equity Community

Department Summary



Office of Health & Wellness
Kathy Hedin, Deputy County Manager

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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Engagement Action Team) to partner with community and further help our services evolve to be more community centered and equitable. In addition to the service team wide RECEAT, each department also has a RECEAT. RHEAs have made changes to the community engagement funding process to include more community voices to help advance equity.

Update on Recent Initiatives

In 2022, Health and Wellness Service Team began the Better Together initiative that set the service team on a path towards investing in Health and Wellness departments, staff, and cultural environments through fiscal quality improvement, improved department infrastructures and investing in culture and wellbeing of all staff.

Better Together is a change management initiative to improve how we work together to ensure effective, efficient and accessible operations across the service team. Better Together is intended to better align the service team with the county's vision, mission, values, goals and strategic priorities through authentic collaboration, joint ownership, and intentional focus on racial equity and community engagement.

Food Security work is currently positioned within the Office of Health and Wellness Service Team. In the next two years, the food security coordinator will work with community members, partner organizations and other government agencies to improve food security through several community-driven priorities:

- Increasing access of land (both public and private) for growing food to improve community food security, food sovereignty, resiliency, and wealth creation through urban agriculture.
- Continue to support the food safety-net system to meet immediate needs as well as promote subsidized food programs, like farmers market bucks.
- Increase access and redemption of public benefits so that families have more flexibility in the household budget.
- Continue to advocate for hunger-relief policies and legislation.

Priorities are listed on the food security website: <https://www.ramseycounty.us/food-security>

Long Term Budget Pressures

CHALLENGES THAT MAY IMPACT SERVICE TEAM PERFORMANCE

There are multiple challenges HWST departments are working through within this proposed budget. Many departments have innovative ideas and will continue to engage, invest in the community, and meet staffing needs within the current staffing and funding challenges. Departments will work to find alternative sources of revenue to address innovation and community needs. Examples of identified barriers facing departments include:

- Multiple classifications that are paid under market rate (we continue to work with Human Resources to address these barriers).
- Workforce hiring and sustainability issues based on pay and work environment.
- Higher need in community for services and not enough staff to process the work.

Department Summary



Office of Health & Wellness
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

- Old technology or partial fixes to county-wide technology creating additional work arounds while additional solutions are developed and funding is secured.
- Disproportion amount of levy funds going into deep end intervention over prevention services.
- Unpredictability of additional revenue/grant sources.
- ARPA funds sunseting and the need to sustain those funds/work.
- Missed revenue projections carried over from 2022/2023 budget years.
- Cost of supporting individuals and families with no source for reimbursement (helping families keep children and adults out of the system through programs that are not mandated, but services are crucial).

Solutions and needs will be found in the Health and Wellness department budget pages.

Department Summary

BUDGET SUMMARY

Office of Health & Wellness

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	1,044,597	2,174,943	2,546,164	2,554,149
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	-	1,206,771	-	-
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	1,044,597	968,172	2,546,164	2,554,149
Inc/(Dec) from Previous Year			1,577,992	7,985
% Inc/(Dec) from Previous Year			163.0%	0.3%
Inc/(Dec) from Two Years				1,585,977
% Inc/(Dec) from Two Years				163.8%

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Office of Health & Wellness Community Human Services Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	1,206,771	-	-
Property Tax Levy	1,044,597	968,172	2,546,164	2,554,149
Total Revenue / Estimated Revenue	1,044,597	2,174,943	2,546,164	2,554,149

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	995,403	2,074,943	1,779,326	1,795,520
Professional Services	45,545	80,000	766,588	754,379
Client Services	-	-	-	-
Supplies	3,649	20,000	250	4,250
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	1,044,597	2,174,943	2,546,164	2,554,149

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	13.50	50.50	15.50	15.50

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY
BY DIVISION

Office of Health & Wellness

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Health & Wellness	-	1,206,771	-	-
Total Operating Budget	-	1,206,771	-	-
Inc/(Dec) from Previous Year			(1,206,771)	-
% Inc/(Dec) from Previous Year			(100.0)%	-

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>	-	-	-	-
None	-	-	-	-
Total Projects / Grants	-	-	-	-
 Total Revenue / Estimated Revenue	 -	 1,206,771	 -	 -

Inc/(Dec) from Previous Year	(1,206,771)	-
% Inc/(Dec) from Previous Year	(100.0)%	-

Inc/(Dec) from Two Years	(1,206,771)
% Inc/(Dec) from Two Years	(100.0)%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Office of Health & Wellness

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Health & Wellness	1,044,597	2,174,943	2,546,164	2,554,149
Total Operating Budget	1,044,597	2,174,943	2,546,164	2,554,149
Inc/(Dec) from Previous Year		-	371,221	7,985
% Inc/(Dec) from Previous Year	-	-	17.1%	0.3%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>	-	-	-	-
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	1,044,597	2,174,943	2,546,164	2,554,149

Inc/(Dec) from Previous Year	371,221	7,985
% Inc/(Dec) from Previous Year	17.1%	0.3%
Inc/(Dec) from Two Years		379,206
% Inc/(Dec) from Two Years		17.4%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Office of Health & Wellness

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>				
Health & Wellness	13.50	50.50	14.50	14.50
Total Operating Budget	13.50	50.50	14.50	14.50

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Existing Permanent FTE	13.50	50.50	14.50	14.50

	FY24 Proposed	FY25 Proposed
FTE Changes		
Planning Specialist 2 (1.00 FTE)	1.00	1.00
Total FTE Changes	1.00	1.00
Total FTE	15.50	15.50
Inc/(Dec) from Previous Year	(35.00)	-
Inc/(Dec) from Two Years		(35.00)

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The Health and Wellness Administrative Division (HWAD) are the providers of behind-the-scenes support for frontline staff who provide quality services to residents. Primarily serving the Financial Assistance Services (FAS) and Social Services Departments (SSD), HWAD does the backstage work that enables direct service providers to serve the people of Ramsey County. The HWAD ensures that client documents are scanned and available for Financial Workers, provides technology support so social workers and staff have computers and software that allows them to access what they need while at a client's home, develops and maintains electronic healthcare records for the county's healthcare providers, provides data and research to understand what is working and how to improve services, develops and maintains relationships with vendors who provide services on behalf of the county, pays the bills and keeps the lights on.

The Health and Wellness Administrative Division is responsible for:

- Providing strategic direction and business intelligence that enables departments to make informed decisions about programs and services through grants management, evaluation, and reporting, and performance measurement.
- Making technology work to provide services for Ramsey County residents who need help meeting their basic needs of food, housing, income, and social services supports.
- Supporting the electronic health record system for the county, ensuring health care providers at the Mental Health Clinic, Correctional Health, Public Health, and Detox all have necessary health records for the people they serve, and the county can accurately bill health insurance companies and other payors.
- Delivering the mail, scanning, and managing client documents, overseeing supplies and facilities, and managing client records for the Health and Wellness Service Team.
- Ensuring sound fiscal management through budget preparation and analysis, accounts payable and receivable, routine budget reporting and enhancing the county's revenue.
- Enabling the county to provide an array of services through developing and maintaining vendor relationships, contract management, procurement, and new vendor orientation and support.

HWAD's priority in the 2024-2025 budget cycle is to build and fund adequate innovation and support for the technology systems needs to serve residents. We are dependent upon technology to provide:

- High quality sustainable clinical healthcare in correctional facilities and Ramsey County clinics.
- Food, healthcare, and cash assistance.
- Protection and support for children, people with disabilities and vulnerable adults.

Our proposed budget recognizes that technology systems and support are a permanent part of our operating budget and require long term support. Short term project-based technology funding only supplements the operating budget. The technology support vision is to develop long-lived service delivery teams who are tightly connected and aligned to enable with three major resident services streams:

Department Summary

Health & Wellness Administrative Division
Jennifer Schuster-Jaeger, Interim Director

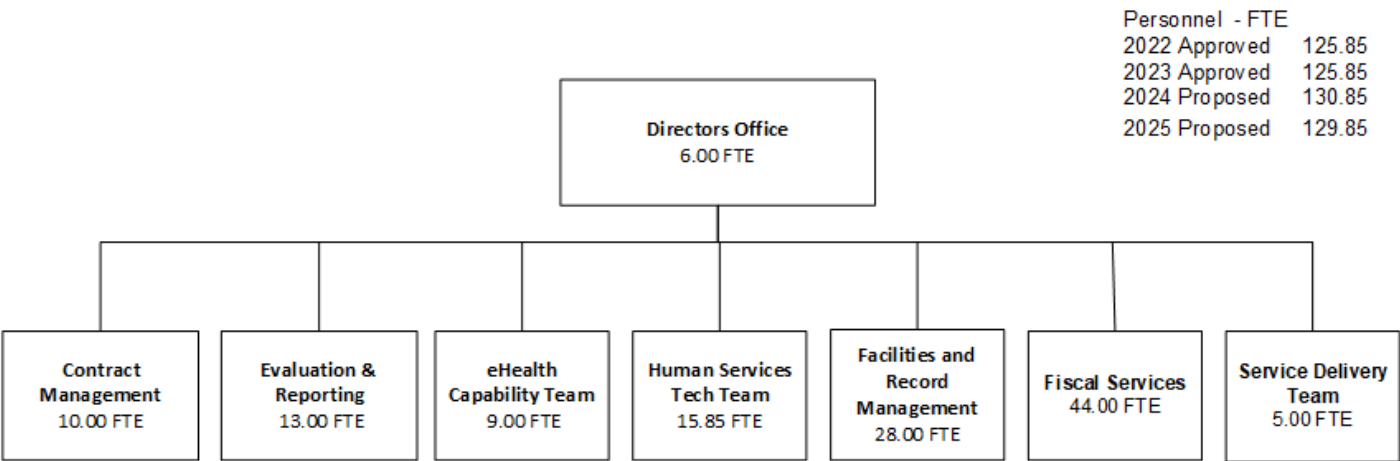
160 E. Kellogg Boulevard
651-266-4324

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

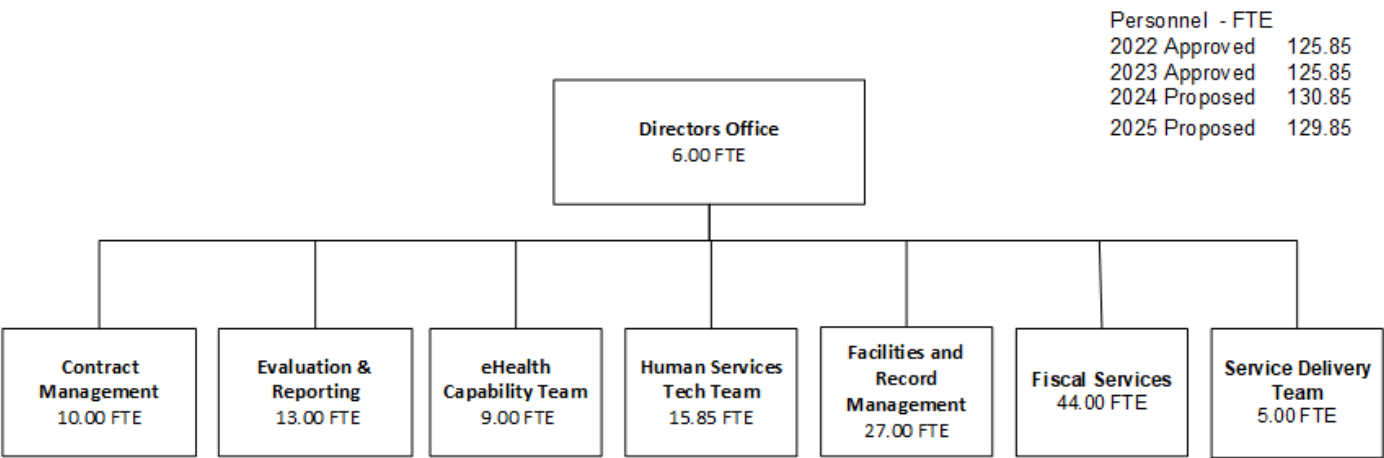
To do so, we need to not only provide the technology and support internally but develop and grow partnerships with other counties and the state. Sharing resources and ideas with other counties and making the best use of state resources will enable HWAD to support a vision of a county where everyone thrives.

Department Organizational Chart

Department 2024 Organizational Chart



Department 2025 Organizational Chart



DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

- This budget reallocates staff to create a new team, the Service Delivery Team. The Service Delivery team will bring technology and business into alignment to support service delivery. There are no new staff. Five FTEs will be shifted to this team: 3.00 from the Human Services Technology Team, 1.00 FTE from Fiscal Services, and 1.00 from Contract Management.
- To align with the Better Together Initiative, 3.00 FTEs are shifted to Fiscal Services from Facilities Management and 1.00 FTE is shifted from Facilities Management to the Human Services Technology team.
- To align the needs of the department to support the operations of the HWST, the HWAD complement was increased by 5.00 FTE during 2022-23 budget cycle: the transfer of an Accountant 3 position from the Ramsey County Care Center (RCCC) into HWAD, the transfer of an Accountant 4 position, and a Principle Financial Management Analyst transferred from the Office of HWST into HWAD. Two positions were transferred from Social Services to fill a Contract Manager and Accountant 2 positions in HWAD.
- To help meet the target levy for 2024-25, 3.00 FTE approved positions will not be supported by the budget.
- This budget reflects a shift in levy for the county-wide internal service fund to align the county as a whole. The shared expenses of the internal costs are held in HWAD as per the Cost Allocation Plan and are allocated as follows: SSD 55% or \$1.98 Million, FAS 34% or \$1.22 Million and HWAD 11% or \$396,000. An increase of \$3.6 million in 2024 and \$3.6 million in 2025 of those costs are based on the change from the 2023 operational budget.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

HWAD's performance measures reflect our commitment to a **Resident's First** approach that delivers effective and efficient services to meet the needs and expectations of the community. The percent of invoices paid within two weeks of receipt has been increasing in part to the efforts of the **Better Together** initiative which is resulting in improved processes and procedures. Better Together brings together the Health and Wellness Service Team controllers, racial and health equity liaisons and administrator, program evaluation, accounts payable and receivable staff and leadership, and our business partners in the Social Services Department and Financial Assistance Services Department to streamline and unify fiscal operations across the service team. Part of this effort has been a focus on continuous improvement, using performance metrics to monitor performance and make smaller adjustments as the larger effort moves forward. The creation of the Service Delivery Team, realignment of Fiscal staff, and budgeting for implementation costs of new and improved

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

technology are how the 2024/2025 budget moves this work forward to provide excellent fiscal and accounting services to the community and our internal partners.

The percent of Request for Proposal (RFP) review panels that included impacted community members has been at 100 percent for several years, reflecting the institutionalization of community engagement within HWAD. It is now an expectation and standard practice to have community members involved in decisions about who to contract with for services.

For 2020 and 2021 **Talent, Attraction, Retention, and Promotion** data for HWAD could not be reported accurately. To expedite hiring of hotel shelter staff under CARES Act funding, HWAD was the administrative home for these staff – many of whom were racially and ethnically diverse and/or American Indian – while the Housing Services Department was being created. Having these mostly temporary staff in HWAD's complement distorted the racial/ethnic composition of staff, as well as staff turnover data. These issues have been resolved.

Despite a lack of historical data, HWAD is committed to hiring, retaining, and promoting a diverse staff and leadership. The 2024-2025 budget includes money for compensating community for serving on hiring panels (nearly all HWAD hiring panels include community members) and funding to invest in current staff through professional development and training. HWAD continues to support the HWST exit interview process that will enable HWST departments to understand why people are leaving county employment and how to decrease turnover. Further, HWAD has been a key partner in the Anti-Racism Economic Justice Trust (AREJ) which seeks to increase economic justice for black and browned-skinned people through improved employment, wage, and hiring practices. Evaluation, Research, and Reporting (ERR) leadership have been engaged with Human Resources and AREJ leadership to decrease disparities in pay and promotion across racial/ethnic and gender groups within the county as an employer.

Finally, through our Early Childhood Initiative, we support the service team measures of increasing the number of Medical Assistance-eligible people who also receive Women, Infants, and Children (WIC) benefits, the number of young children in foster care who attend quality early childhood programs, and the number of people who are potentially eligible for the Supplemental Nutrition Assistance Program (SNAP) who receive those benefits. The Early Childhood Initiative is a long-term, systems change project that seeks to rethink and reimagine how families access services – placing the burden of understanding the system on the county rather than families. This year's budget continues to rely on a mix of operating budget, grant-funding and strategic partnerships to move the work forward.

Community Engagement

HWAD has partnered with the service team to **Advance Racial and Health Equity and Shared Community Power** for several years; still, much work must be done to achieve our goals and advance racial and health equity. With the HWAD Race Equity and Community Action Team (RECEAT) relaunch, community voice has been integral in advancing racial equity in the department's day-to-day operations, and equitable outcomes for African American, American Indian, and other underrepresented communities are a strategic priority.

Community members continue to shape department decisions on developing Community-Centered Contracting and improving the quality of community-identified support for small minority-owned vendors and

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

trusted community-based organizations; this ongoing work aligns with the county's strategic priority of **Intergenerational Prosperity for Racial and Economic Inclusion**. Furthermore, community members directly influence the department's hiring practice and the ongoing work across the service team in developing a hiring for equity tool centered on equitable hiring practices and reducing bias in recruitment and in the hiring process.

Evaluation, Research, and Reporting (ERR) is transforming how evaluation plans and tools, such as surveys and focus group questions, are developing by co-creating with community. At each step in the evaluation process, from deciding what to evaluate, identifying program goals and desired impacts, to instrument development, the evaluation team has been engaging impacted community members. For example, as part of the American Rescue Plan Act-funded (ARPA) Driver's License Academy, members of the Youth Ambassadors have co-designed focus group questions and format and will be co-facilitating the focus groups with evaluation staff. A survey of people served by the Veterans Services department was co-developed with veterans representing different service branches and racial/ethnic groups. This practice has improved evaluation methods, resulting in more meaningful recommendations and results.

This budget institutionalizes community engagement by budgeting for participant stipends and gift cards in the budget rather than relying on community engagement funding from the County Manager's Office. It recognizes our ongoing commitment to community co-leadership and the importance of resident voice.

Racial Equity

We recognize that **advancing racial equity and shared community power** requires deconstructing barriers and changing systems and policies, therefore, we must be intentional not only about how we budget and fund this work, but also in the partnerships we nurture with other departments and in the community.

- Partnerships with the race health equity liaisons (RHELs) in other HWST departments has extended our reach and our ability to understand and address race equity impacts between administrative functions and service delivery. Our collaboration with the RHELs has impacted Better Together Initiatives, evaluation and research methods, and Residents First initiatives.
- Collaboration with the Procurement Division of Finance on Procurement Modernization is an effort to increase our capacity to do Community-Centered Contracting and to redesign contracting practices to be more equitable and inclusive of diverse vendor organizations.
- Continued work with the AREJ and Human Resources to address race and gender equity in Ramsey County hiring, promotion, and personnel rules.
- The Family and Youth Committee that grew out of the Equity Action Circle has been a critical partner in the design and decision-making about Early Childhood Care and Education Initiative's work in **Advancing a Holistic Approach to Strengthen Families**. Work in the past year included launching the Family Coach model of programming to provide African American and American Indian families with coaching to achieve stability, connect to community resources, and develop their own solutions to reach their personal goals.

This year's budget shows diligent and deliberate budgeting for racial equity, incorporating it into our annual operating budget and not relying solely on the Community Engagement Funding for our operational needs. By building this work into our budget we develop the consistency needed to create conditions to reduce historical

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

inequities and improving outcomes for all. We will continue to seek Community Engagement Funding for project-specific needs that allow the department to enhance and extend its race equity work.

Update on Recent Initiatives

Human Services Modernization. Since 2021, the Human Services Modernization project has completed the following projects:

- Integrated Laserfiche document storage with the MnBenefits portal that eliminated manual sorting and automated sorting to program-specific folders.
- Created and modified BlueZone scripts that support automated data entry and efficient workflows for FAS. The estimated time savings are between one and five minutes per document.
- Upgraded the Print to Mail production server.
- Modified the SSIS nightly data download from DHS that decreased the time needed for the download from three hours to less than 15 minutes.
- Provided leadership and developed a shared county agenda for human services technology modernization that has been endorsed by the Minnesota Association of Social Services Administrators (MACSSA) and will be used to influence state human service technology development.

Ongoing projects for 2023 include resident phone optimization, enhancements to the EZInfo line to provide service in languages other than English and to auto-transfer the call to the household's financial worker, creating a reporting system to help social workers manage their caseloads, and investing in an electronic case file management tool for FAS and SSD.

The Human Services Modernization project has focused on incremental gains, using an agile approach, that are adding up to major changes in how we do business. Taken together, these small accomplishments add up to large efficiencies that save staff time and increase accuracy. The major project of 2024 will be implementing a vendor provided electronic case file management system. Ramsey county is one of the only counties in Minnesota that does not have a case file management system. We rely on home-grown processes and tools that are dependent on paper documents, fax, shared network folders, and over-reliance on Outlook email. This is not just technology upgrades – it will require a change in business philosophy and our overall approach and it will bring Ramsey County into alignment with other Minnesota counties. Through involvement the Minnesota Association of County Social Services Administrators (MACSSA) committees and consultation with other counties, we are carefully considering what we can learn from other counties. This budget is creating the Service Delivery Team within HWAD to support FAS and SSD during this time of change. The Service Delivery Team will serve as the bridge between technology and the business areas and allow the needs of business areas to drive technology, rather than the other way around. The 2023/2024 projects build a foundation for a 21st century approach to providing services.

Data Education, Quality, and Access. To effectively use data to help departments meet residents' needs, the Reporting Unit of the Evaluation, Research, and Reporting Team was created in 2022. Two FTEs were shifted from the Planning Unit and 1.00 FTE from the Office of Management Analysis to increase HWAD's capacity to be provide proactive data reporting for SSD, FAS, and the clinics that use the electronic health record. This consolidates business analytics into one team allowing a more strategic approach to providing quality data on a timely basis.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

In the coming year the Reporting Unit will be developing internal and external dashboards and reports that focus on operations, performance measures, and strategy. As part of this work, HWAD has been working closely with the Minnesota Department of Human Services and MNIT, as well as MACSSA to increase data access and develop data solutions shared across counties.

Early Childhood Initiative. In 2022, the Early Childhood Coordinator formed a Steering Committee made up of representatives from Public Health, Social Services, Financial Assistance Services, Enterprise Services, the County Attorney's Office, Health and Wellness Administration, and community members. They conducted an environmental scan to of current intake processes for WIC, SNAP, and MA; reviewed community engagement and feedback collected from each department; held data discovery conversations with the County Attorney; and identified possible solutions for one-stop enrollment.

In 2023 and 2024, Steering Committee will develop and implement strategies that lead to an established co-enrollment process, cross-coordination between departments serving families with young children, and improved data sharing practices. Although the Committee has identified opportunities and concrete actions to establish co-enrollment, challenges around data sharing, siloed staff, complex program rules, and antiquated data systems will have to be overcome.

Revenues

The HWAD does not directly generate revenue through client services. HWAD supports revenue collection and cost recovery through its support of information systems that bill for healthcare services and claim revenue from the Department of Human Services. HWAD supports operating departments in maximizing their revenue collection by providing financial data, revenue reports, and billing systems support. In addition, the Evaluation, Research and Reporting Unit has several Memorandum of Understanding (MOU) in place to support evaluation services provided to departments beyond FAS and SSD. This includes a MOU with Workforce Solutions to provide services that are funded by the TANF Consolidated Block Grant and the Office of Health and Wellness to support food security work.

Long Term Budget Pressures

Technology Funding. The implementation costs of case file management, case management reporting, and other Human Services Technology Modernization are accounted for in this budget, but new technology will need funding to cover its ongoing support, licensing, and maintenance. While more efficient use of technology will streamline business practices and allow for redeployment of staff time from managing outdated processes to service delivery, there will be additional costs beyond those savings. In addition, expansion of the electronic health record to Lake Owasso Residence and other areas will require additional support. The new Service Delivery Team will enable HWAD to support business areas in this transition and to make best use of technology, but will also require additional funding to grow and maintain.

In addition to our technology and systems, a future budget impact will be system modernization of systems owned by the state that counties are mandated to use. These future systems will need to integrate with our own service and financial systems. Continued partnership and communication with DHS and MnIT will be essential to understanding and predicting the financial impacts of changes by the state.

Department Summary



Health & Wellness Administrative Division
Jennifer Schuster-Jaeger, Interim Director

160 E. Kellogg Boulevard
651-266-4324

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Relocation. It is anticipated that SSD, FAS, and HWAD will be relocated from the Ramsey County Government Center East Building in 2024. With that comes budget pressures related to paper record storage, costs associated with digitizing records where appropriate, operational changes related to the Scan Center and mail room, and the move itself. Rent costs paid to Property Management have increased and this remains an unknown budget variable into the future.

Better Together. The realignment of staff in this budget to support Better Together process implementation places HWAD on the road to increasing and maximizing revenue for the HWST. In the coming years we will be working to maximize potential revenue from state and federal governments, as well as health care reimbursements, and to identify grant opportunities and manage grants more effectively.

Department Summary

BUDGET SUMMARY

Health & Wellness Administration

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	29,917,655	30,330,036	33,437,590	34,096,428
Expenditure / Appropriation - Projects / Grants	108,104	-	-	-
Revenue / Est. Revenue - Operating Budget	842,286	728,600	750,450	750,450
Revenue / Est. Revenue - Projects / Grants	5,835	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	29,177,638	29,601,436	32,687,140	33,345,978
Inc/(Dec) from Previous Year			3,085,704	658,838
% Inc/(Dec) from Previous Year			10.4%	2.0%
Inc/(Dec) from Two Years				3,744,542
% Inc/(Dec) from Two Years				12.6%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Health & Wellness Administration

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	294,817	270,100	275,000	275,000
Intergovernmental Revenue	-	-	-	-
Federal	5,835	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	5,835	-	-	-
Use of Money, Property & Sales	183,161	155,000	175,000	175,000
Other Revenue & Taxes	364,308	303,500	300,450	300,450
Property Tax Levy	29,177,638	29,601,436	32,687,140	33,345,978
Total Revenue / Estimated Revenue	30,025,759	30,330,036	33,437,590	34,096,428

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	11,850,826	12,611,496	13,255,309	13,247,391
Professional Services	17,791,242	16,935,940	19,688,731	20,397,211
Client Services	-	-	-	-
Supplies	240,773	615,500	343,550	301,826
Capital Outlay	142,918	167,100	150,000	150,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	30,025,759	30,330,036	33,437,590	34,096,428

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Health & Wellness Administration Community Human Services Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	294,817	270,100	275,000	275,000
Intergovernmental Revenue	-	-	-	-
Federal	5,835	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	5,835	-	-	-
Use of Money, Property & Sales	183,161	155,000	175,000	175,000
Other Revenue & Taxes	364,308	303,500	300,450	300,450
Property Tax Levy	29,177,638	29,601,436	32,687,140	33,345,978
Total Revenue / Estimated Revenue	30,025,759	30,330,036	33,437,590	34,096,428

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	11,850,826	12,611,496	13,255,309	13,247,391
Professional Services	17,791,242	16,935,940	19,688,731	20,397,211
Client Services	-	-	-	-
Supplies	240,773	615,500	343,550	301,826
Capital Outlay	142,918	167,100	150,000	150,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	30,025,759	30,330,036	33,437,590	34,096,428

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	125.85	125.85	130.85	129.85

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Health & Wellness Administration

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Operating Budget				
Health and Wellness Admin	-	2,600	-	-
Health and Wellness Controller	-	70,000	-	-
Administration & Overhead	68,316	-	250	250
Fiscal Services	94,817	-	75,000	75,000
Health and Wellness Support Services	-	156,000	-	-
Health and Wellness Information Support	-	500,000	-	-
Facilities & Space	183,457	-	175,200	175,200
E Health Capability Team	200,000	-	200,000	200,000
Human Services Technology Team	3,982	-	-	-
Evaluation & Reporting	291,714	-	300,000	300,000
Total Operating Budget	842,286	728,600	750,450	750,450

Inc/(Dec) from Previous Year	21,850	-
% Inc/(Dec) from Previous Year	3.0%	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Projects / Grants				
Preschool Development Grant (G201322)	5,835	-	-	-
Total Projects / Grants	5,835	-	-	-

Total Revenue / Estimated Revenue	848,121	728,600	750,450	750,450
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Inc/(Dec) from Previous Year	21,850	-
% Inc/(Dec) from Previous Year	3.0%	-

Inc/(Dec) from Two Years	21,850
% Inc/(Dec) from Two Years	3.0%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Health & Wellness Administration

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Health and Wellness Admin	-	928,251	-	-
Health and Wellness Controller	-	4,333,272	-	-
Health and Wellness Contract Management	-	1,148,242	-	-
Administration & Overhead	1,152,915	-	1,190,929	1,211,525
Fiscal Services	4,119,142	-	4,612,147	4,732,547
Contract Management	897,305	-	1,221,387	1,233,377
Health and Wellness Support Services	-	8,250,840	-	-
Health and Wellness Information Support	-	15,669,431	-	-
Facilities & Space	8,994,890	-	9,480,978	9,171,884
Records Management	1,130,794	-	1,516,542	1,446,901
E Health Capability Team	2,111,423	-	2,300,871	2,552,895
Human Services Technology Team	10,114,678	-	11,486,093	12,102,571
Evaluation & Reporting	1,396,508	-	1,628,643	1,644,728
Total Operating Budget	29,917,655	30,330,036	33,437,590	34,096,428

<u>Inc/(Dec) from Previous Year</u>	3,107,554	658,838
<u>% Inc/(Dec) from Previous Year</u>	10.2%	2.0%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Preschool Development Grant (G201322)	108,104	-	-	-
Total Projects / Grants	108,104	-	-	-

Total Expenditure / Appropriation	30,025,759	30,330,036	33,437,590	34,096,428
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Inc/(Dec) from Previous Year	3,107,554	658,838
% Inc/(Dec) from Previous Year	10.2%	2.0%

Inc/(Dec) from Two Years	3,766,392
% Inc/(Dec) from Two Years	12.4%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Health & Wellness Administration

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Health and Wellness Admin	8.00	8.00	-	-
Health and Wellness Controller	41.75	41.75	-	-
Health and Wellness Contract Management	11.00	11.00	-	-
Administration & Overhead	-	-	6.00	6.00
Fiscal Services	-	-	44.00	44.00
Contract Management	-	-	11.00	11.00
Health and Wellness Support Services	9.00	9.00	-	-
Health and Wellness Information Support	56.10	56.10	-	-
Facilities & Space	-	-	9.00	8.00
Records Management	-	-	22.00	22.00
E Health Capability Team	-	-	9.00	9.00
Human Services Technology Team	-	-	16.85	16.85
Evaluation & Reporting	0.00	0.00	13.00	13.00
Total Operating Budget	125.85	125.85	130.85	129.85

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Existing Permanent FTE	125.85	125.85	130.85	129.85

	FY24 Proposed	FY25 Proposed
Total FTE Changes		
None	-	-
Total FTE Changes	-	-
Total FTE	130.85	129.85

Department Summary

Financial Assistance Services
Ali M. Ali, Director



160 E. Kellogg Boulevard
651-266-4365

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The Financial Assistance Services Department (FASD) provides safety net programs and quality services to the county's poorest and most vulnerable residents. FASD determines eligibility for and distributes benefits for the Supplemental Nutrition Assistance (SNAP), the Minnesota Family Investment Program (MFIP), Diversionary Work Program (DWP), Housing Support Program, Child Care Assistance, Medical Assistance, and Emergency Assistance programs to thousands of county residents.

FASD is committed to be a resident-centered agency that helps people meet their basic needs so they can live in dignity and achieve their highest potential. The department seeks to exceed the expectation of community by increasing accessibility to the critical services we provide.

Better Together is a new change management initiative to improve how we work together to ensure effective, efficient, and accessible operations across the Health and Wellness Service Team (HWST). With the implementation of Better Together, FASD strives to better align the service team with the county's vision, mission, values, goals and strategic priorities through authentic collaboration, joint ownership, and intentional focus on racial equity across the HWST.

In alignment with **Better Together** and other county initiatives, to integrate service delivery, the department continues to work with internal and external stakeholders to meet the increased demand. In partnership with other departments with HWST and with community, we identify the needs, improve access and quality of services, and improve the efficiency of how to provide the services.

The Department's major budget initiatives for 2024-25 are to ensure high quality and quick service to residents by:

- Rebuilding trust with our partners and the residents we serve.
- Extending the reach and impact of our programs to county residents.
- Reducing disparities and increasing access.
- Increasing our internal and external partnership with stakeholders and community agencies.

This year and moving forward, the FASD will continue striving to meet the increasing community need by realigning operations into a more agile structure to deliver services more efficiently and equitably.

Department Summary

Financial Assistance Services
Ali M. Ali, Director

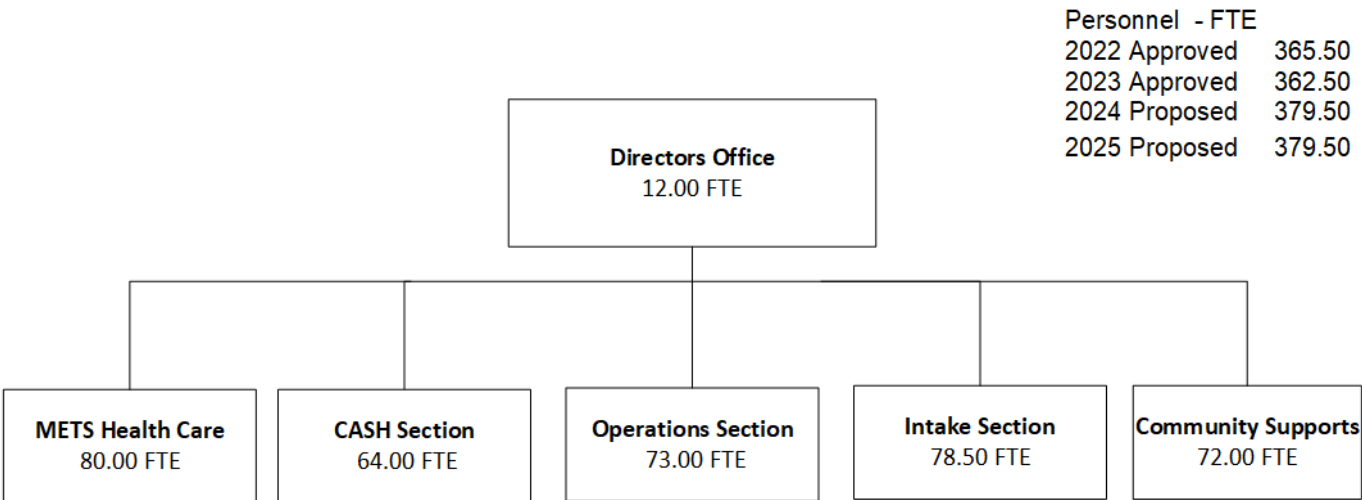


160 E. Kellogg Boulevard
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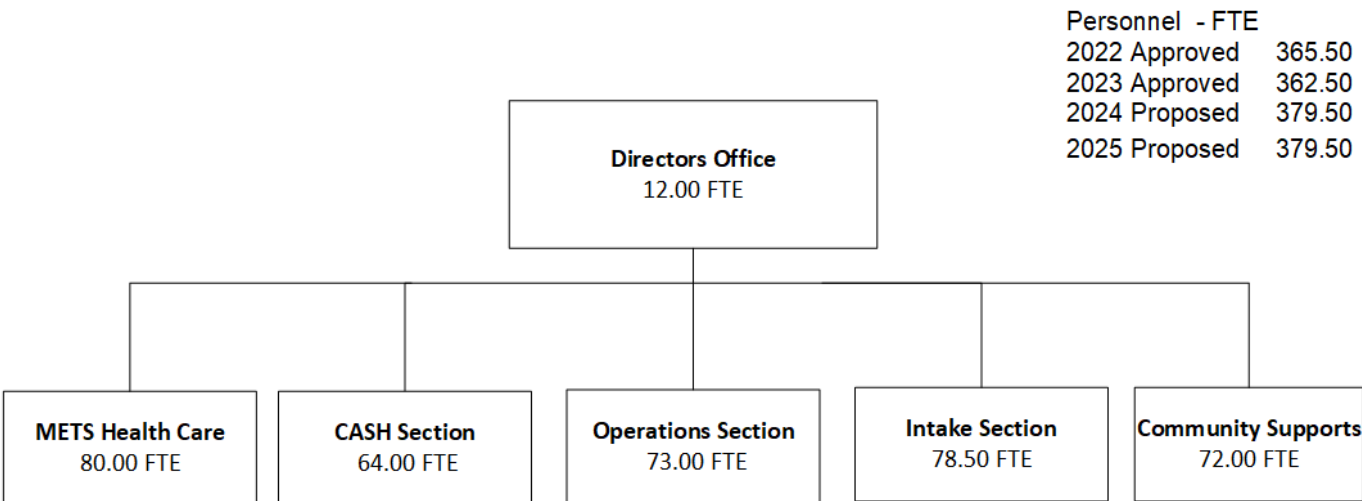
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Department 2024 Organizational Chart



Department 2025 Organizational Chart



DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

- Transition of 17.00 ARPA funded limited duration FTE positions to permanent positions were included in the operating budget for both 2024 and 2025.
- In addition to the standard 4% vacancy factor, a total of 24.00 FTEs in 2024 and 22.00 FTEs in 2025 are not supported by the budget for Financial Assistance Services to meet its levy target.
- This budget reflects a shift in levy for the county-wide internal service fund to align the county as a whole. The increase to those internal costs to the HWST team of \$3.6 million in 2024 and \$3.6 million in 2025 from the 2023 operational budget. This will increase the Revenue for FAS by approximately \$1.2 million in 2024 and in 2025 respectively based on the Cost Allocation reporting function.
- This budget reflects a change in the funds for the FAS Modernization from Information Services to the Health and Wellness Administration. This change will allow expenses to be reported on the quarterly cost report to MN DHS.
- The legislature and Governor appropriated \$36.0 million to assist counties with Medical Assistance renewals in 2023. During COVID the required eligibility documentation was greatly reduced, beginning in May 2023 the documentation will be required which will place an increased workload due to the eligibility renewal for the increase in Medical Assistance cases over the past three years. The amount allocated to Financial Assistance Services will generate revenue through the quarterly cost report and random moments.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

The Financial Assistance Services Department is one of the county's leaders in hiring and promoting staff from racially and ethnically diverse and American Indian communities. We have a commitment to **Talent Attraction, Retention, and Promotion**. We continue to review our hiring process and practices by utilizing diverse hiring panels and changing the minimum qualifications for certain job classes to ensure equity. We actively collaborate with other leaders in Health and Wellness Service Team (HWST) to carry out and implement the Public Health Career Pathway program for low-wage earner staff within the county. This program works to lift the low-wage earner employees on the economic ladder, thus positively impacting their **well-being and prosperity**.

Staff retention remains a challenge in the face of historically high applications for assistance, competition for financial workers between other metropolitan counties, and competition in the job market overall. Staff retention has meant creative approaches to decreasing workload and stress to enable Ramsey County to remain an employer of choice. In 2022-2023 we used \$1.2 million in American Rescue Plan Act funds to hire temporary clerical staff and received a waiver from the Department of Human Services to hire part-time financial workers from other counties to not only serve residents better, but also to decrease pressure on staff.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

We are also working to improve work culture and morale through mentorship groups. We have implemented mentorship programs at every level of leadership in the department and the frontline staff. We have instituted the mentor programs utilizing community leadership from multi-cultural backgrounds to support our staff. This has been successful to date and has proven to be of importance to FAS frontline staff and leadership. To date we have been funding this work through the County Manager's Community Engagement Funding. As our mentorship program continues to grow, a budget to support these initiatives will help us to sustain our workforce. To date, we have heard how valuable the mentoring sessions have been at all levels. As we continue to be racially equitable, expanding the mentorship program to different demographics will be valuable to the FAS department.

The Financial Assistance Services Department (FASD) is focused on placing **Residents First**. The department continues to challenge itself to improve the outcomes, stability, self-sufficiency, and well-being of the county residents we serve. The percentage of expedited SNAP applications processed timely by spoken language serves as a leading indicator of how timely and efficiently FAS can provide benefits to residents. If these applications are approved timely, it means that others are as well. Our struggles in this area are well known. The MnBenefits application portal and the lingering impacts of the pandemic have changed our business. The [FAS Operational Statistics Dashboard](#) was intentionally developed to increase transparency and accountability to the community and residents we serve. To increase our timeliness, we have added more clerical staff to screen and assign new applications, hired temporary financial workers from other counties, expanded our hours, and worked with Residents First to improve call center processes. In this budget we are changing our staffing structure at the service centers, reconfiguring how applications are screened and assigned, and engaging with staff to rethink how caseloads are organized.

In the coming year we are working with the HWST Performance Measures Action Team to develop a quantifiable measure of our race equity efforts.

Community Engagement

In the summer of 2016, FASD began meeting regularly with community members, in a group called Ramsey United. These meetings have continued because of the reciprocal relationship that has been developed with community and department staff gaining from the experience. The group meets monthly to re-establish a cadence that was lost due to the pandemic and the tech inequities that continues to plague our residents. Overall, the engagement meetings have been quite successful in terms of community participation, information gained, and lessons learned. Community members remain committed to the betterment of Ramsey County FASD, and they continue to take ownership of this work. Our community engagement work has produced some major successes in the past such redesigning the lobby workflow and staffing structure, and their input continues to be paramount in how we do our work. Their feedback has led us to create the FAS operational dashboard and Ramsey United members have served in the Professional Mentor Program designed to support our frontline staff.

The FASD has partnered with the High School of Recording Arts to meet the housing needs of their students. We created the Homeless Youth Ambassador Program where we utilize the lived experiences of previously homeless youth to mentor homeless youth at the HSRA to find stable housing. To date we have stably housed 22 HSRA students.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Another major initiative is the creation of the Community Engagement Team. The importance of Community Engagement Team is to be able to provide resources, provide a communication feedback loop for Ramsey County staff and residents as well to build and repair the relationship between Ramsey County FASD and the community. As part of the planning of this effort, we are seeking dedicated staff time to engage in and carry out this important work.

Racial Equity

Eliminating racial and ethnic inequities is a county-wide goal and as such we need to work across departmental boundaries to share our knowledge and resources to achieve the goal. We recently hired two Race Equity Planning Specialists to continue to respond to and eliminate the inequities that continue to impact our staff. We continue to embed race equity across our department's hiring processes, staff retention, staff mentorship, community engagement and organizational development. Race Equity is crucial to the work being done in FAS as most of our residents and staff are system impacted and the data shows that people of color make up a large part of who our department serve. FASD have been intentional in their hiring practices, investing in the community and the staff from racially and ethnically diverse communities and/or American Indians.

To ensure all residents have equitable and fair access to services and be accountable, the department continues to engage in authentic community conversations to listen and learn what the needs are in the community and how best the department can meet those needs.

Update on Recent Initiatives

Medical Assistance Renewals. During the COVID-19 emergency, annual renewals for people receiving Medical Assistance were suspended. Starting in July 2023, annual renewals will need to restart. DHS estimates there is 12,000 renewals a month for Ramsey County. If people cannot be reached, they will lose their health insurance. DHS is providing a renewal website and working with health plans to update recipients' contact information. Internally, we are working with Human Services Modernization to improve internal connections between the DHS document upload website and Laserfiche. This effort will require close partnership and communication between FAS, Ramsey County clinics, Social Services case managers, Enterprise Services navigators, Ramsey County Communications, and other community organizations to get the word out to participants and ensure their health insurance is not interrupted.

Mentorship Programs. In November 2022, we launched three mentorship programs. The staff mentorship program offers culturally specific mentoring groups with community elders. These groups meet to support open communication, professional development, goal setting and career development, and improve the work climate in a time of great stress. Supervisors have a mentoring group that focuses on leadership training in a multi-cultural and multi-racial environment and increasing supervisory core competencies, like performance coaching and giving effective feedback. Finally, the managers participate in executive coaching focused on vision, strategy, and leadership development. To date, participation has been high, and people are engaged. Our vision is a supportive, learning environment based on trust and collaboration. Community elders and mentors have been paid through Community Engagement Funds, but we are seeking ways to build this work into future budgets.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Revenues

Revenue obtained in the FASD is based on the reimbursement of the county-wide expenses, that are generated from the Income Maintenance Random Moment Times Study (IMRMS). This study is a federally approved claiming process for reimbursement to county agencies for eligible administrative costs. Ramsey County receives federal reimbursement or revenue based on the random moment results and the administrative costs that are reported on a quarterly basis.

The only significant revenue that the Department generates is the reimbursement based on the random moment results and the administrative costs submitted. The imbalance between staffing resources and the workload not only impacting on our timely service delivery but also it impacts on our revenue earning ability from the Random Moments.

Although our reimbursement rates fluctuate, to achieve the budget goals, the Department will continue to explore ways to better train financial workers and achieve improved outcomes.

Long Term Budget Pressures

Technology. The outdated technology we are using hinders our ability to respond to community needs efficiently and effectively. A partnership with the Health and Wellness Administrative Division's (HWAD) Human Services Modernization project has increased our efficiency through use of Blue Zone scripts, better use Laserfiche, and improved print to mail options. While we continue to work with MAXIS, the Minnesota Department of Human Services (DHS) database that is more than 40 years old, the partnership with Human Services Modernization will enable us to align county-specific technology to timely, efficient, and effective safety net programs to improve the outcomes of county residents. Securing funds for the ongoing support and maintenance of upgraded technology is critical. Our goal is to develop a modern integrated systems and invest in technology to increase operational efficiency and reduce administrative burden.

Increasing Need. The department's work will continue be challenging given the unprecedented spikes of workload increase over the last two years. The number of applications for cash and food are at historic highs. Caseload size is exceedingly high and has a significant impact on the ability of financial workers to timely respond to resident's requests for benefits and other service coordination activities that are needed to serve community better.

The aging of the overall population has resulted in increasing demand for MA waivers. The increase in homelessness has resulted in more referrals from Housing Support programs. The end of the COVID-19 emergency has ended pandemic-related waivers for things like MA renewals. High inflation impacting food and housing costs have increased financial need, even in a time of low unemployment. The combination of these things has created unsustainable work levels at our current staffing level. We do not see most of these demographic and community issues decreasing. To adjust to this new normal, we are investing in technology, including case file management, realigning operations to be more efficient, increasing community presence, and focusing on transparency and open communication with residents.

Department Summary

BUDGET SUMMARY

Financial Assistance Services

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	33,647,998	33,111,382	36,340,766	36,727,332
Expenditure / Appropriation - Projects / Grants	77,106	-	-	-
Revenue / Est. Revenue - Operating Budget	21,511,741	24,021,416	25,653,238	25,747,062
Revenue / Est. Revenue - Projects / Grants	6,061	-	-	-
Use of Fund Balance	-	500,000	-	-
County Tax Levy	12,207,302	8,589,966	10,687,528	10,980,270

Inc/(Dec) from Previous Year	2,097,562	292,742
% Inc/(Dec) from Previous Year	24.4%	2.7%
Inc/(Dec) from Two Years		2,390,304
% Inc/(Dec) from Two Years		27.8%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Financial Assistance Services

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	115,393	-	-
Intergovernmental Revenue	-	-	-	-
Federal	18,695,585	19,756,866	22,570,738	22,664,562
State	2,679,634	3,426,586	2,980,000	2,980,000
Local / Other	-	-	-	-
Total Intergovernmental Revenue	21,375,219	23,183,452	25,550,738	25,644,562
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	142,583	722,571	102,500	102,500
Property Tax Levy	12,207,302	8,589,966	10,687,528	10,980,270
Use of Fund Balance	-	500,000	-	-
Total Revenue / Estimated Revenue	33,725,104	33,111,382	36,340,766	36,727,332

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	28,534,688	28,284,664	31,675,511	31,786,376
Professional Services	1,431,055	1,769,718	1,734,384	1,797,484
Client Services	3,759,361	3,057,000	2,930,871	3,143,472
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	33,725,104	33,111,382	36,340,766	36,727,332

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Financial Assistance Services Community Human Services Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	115,393	-	-
Intergovernmental Revenue	-	-	-	-
Federal	18,695,585	19,756,866	22,570,738	22,664,562
State	2,679,634	3,426,586	2,980,000	2,980,000
Local / Other	-	-	-	-
Total Intergovernmental Revenue	21,375,219	23,183,452	25,550,738	25,644,562
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	142,583	722,571	102,500	102,500
Property Tax Levy	12,207,302	8,589,966	10,687,528	10,980,270
Use of Fund Balance	-	500,000	-	-
Total Revenue / Estimated Revenue	33,725,104	33,111,382	36,340,766	36,727,332

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	28,534,688	28,284,664	31,675,511	31,786,376
Professional Services	1,431,055	1,769,718	1,734,384	1,797,484
Client Services	3,759,361	3,057,000	2,930,871	3,143,472
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	33,725,104	33,111,382	36,340,766	36,727,332

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	365.50	362.50	379.50	379.50

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Financial Assistance Services

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Financial Assistance Services	-	24,021,416	-	-
Financial Assistance Operations	2,839,651	-	2,908,384	2,908,384
Health Care / METS	6,240,994	-	7,294,713	7,294,713
Cash/Child Care	4,849,741	-	5,025,984	5,025,984
Community Supports	4,437,851	-	6,028,844	6,028,844
Financial Assistance Intake	3,143,504	-	4,395,313	4,489,137
Total Operating Budget	21,511,741	24,021,416	25,653,238	25,747,062
Inc/(Dec) from Previous Year			1,631,822	93,824
% Inc/(Dec) from Previous Year			6.8%	0.4%
Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
ARPA PH Career Pathway (G111022)	6,061	-	-	-
Total Projects / Grants	6,061	-	-	-
Total Revenue / Estimated Revenue	21,517,802	24,021,416	25,653,238	25,747,062
Inc/(Dec) from Previous Year			1,631,822	93,824
% Inc/(Dec) from Previous Year			6.8%	0.4%
Inc/(Dec) from Two Years				1,725,646
% Inc/(Dec) from Two Years				7.2%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Financial Assistance Services

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Operating Budget	-	-	-	-
Financial Assistance Services	-	33,111,382	-	-
Financial Assistance General	2,597,570	-	2,885,223	2,932,065
Financial Assistance Operations	5,346,870	-	6,375,988	6,301,656
Health Care / METS	8,716,778	-	9,450,567	9,665,646
Cash/Child Care	5,520,435	-	5,028,547	5,152,615
Community Supports	5,472,478	-	6,136,848	6,224,471
Financial Assistance Intake	5,993,867	-	6,463,593	6,450,879
Total Operating Budget	33,647,998	33,111,382	36,340,766	36,727,332

Inc/(Dec) from Previous Year		3,229,384	386,566
% Inc/(Dec) from Previous Year		9.8%	1.1%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Projects / Grants				
ARPA PH Career Pathway (G111022)	77,106	-	-	-
FIN COVID for Homelessness (P070115)	-	-	-	-
Total Projects / Grants	77,106	-	-	-
Total Expenditure / Appropriation	33,725,104	33,111,382	36,340,766	36,727,332

Inc/(Dec) from Previous Year		3,229,384	386,566
% Inc/(Dec) from Previous Year		9.8%	1.1%

Inc/(Dec) from Two Years			3,615,950
% Inc/(Dec) from Two Years			10.9%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Financial Assistance Services

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Financial Assistance Services	365.50	362.50	-	-
Financial Assistance General	-	-	12.00	12.00
Financial Assistance Operations	-	-	65.00	65.00
Health Care / METS	-	-	80.00	80.00
Cash/Child Care	-	-	64.00	64.00
Community Supports	-	-	71.00	71.00
Financial Assistance Intake	-	-	70.50	70.50
Total Operating Budget	365.50	362.50	362.50	362.50

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-

	FY24 Proposed	FY25 Proposed
<u>FTE Changes</u>		
Clerk Typist 3 (8.00 FTE)	8.00	8.00
Clerk Typist 3 (1.00 FTE)	1.00	1.00
Clerk Typist 3 (8.00 FTE)	8.00	8.00
Total FTE Changes	17.00	17.00
Total FTE	379.50	379.50

Department Summary



Social Services
Kathy Hedin, Interim Director

160 E. Kellogg Boulevard
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The Social Services Department (SSD) aims to address disparities by providing timely, responsive, and quality services to community, residents, and families. SSD includes three divisions – Adult Mental Health, Adult Support and Crisis (MH); Aging & Disability Services and MnCHOICES (ADS & MNC); and Children and Family Services (CFS) – that provide a wide range of critical services to improve the quality of life, safety, health and well-being of residents through direct service to vulnerable adults, seniors, children, youth, and families. SSD also provides services at two facilities: Detoxification and Withdrawal Management provides treatment and detoxification for people to recover from substance use disorder; and Lake Owasso Residence houses up to 64 people with developmental disabilities. Changes to the SSD structure during the 2022-23 budget cycle include Ramsey County Care Center closing its doors in July 2022, and the addition of an administrative unit to be operational in 2024.

SSD is committed to racial and health equity in its provision of protection and support services to children, youth and adults who are vulnerable or who need mental and/or chemical health services. This work is challenging given an aging population, increased needs due to the pandemic and the community's recovery, more individuals and families with complex needs, and racially and ethnically diverse communities that are best served by non-traditional and culturally specific services. It is imperative that SSD engages residents with lived experience, the experts on our systems and services, to achieve better outcomes. SSD priorities address disparities in our system and provide effective and efficient services include:

- Reducing wait times for services across the department.
- Increasing access to high quality and focused services to meet the complex needs of individuals and families.
- Increasing community engagement and relationship building with people we impact most through systems and services.
- Budgeting to reflect actual and increasing staffing and business costs.

Department Summary

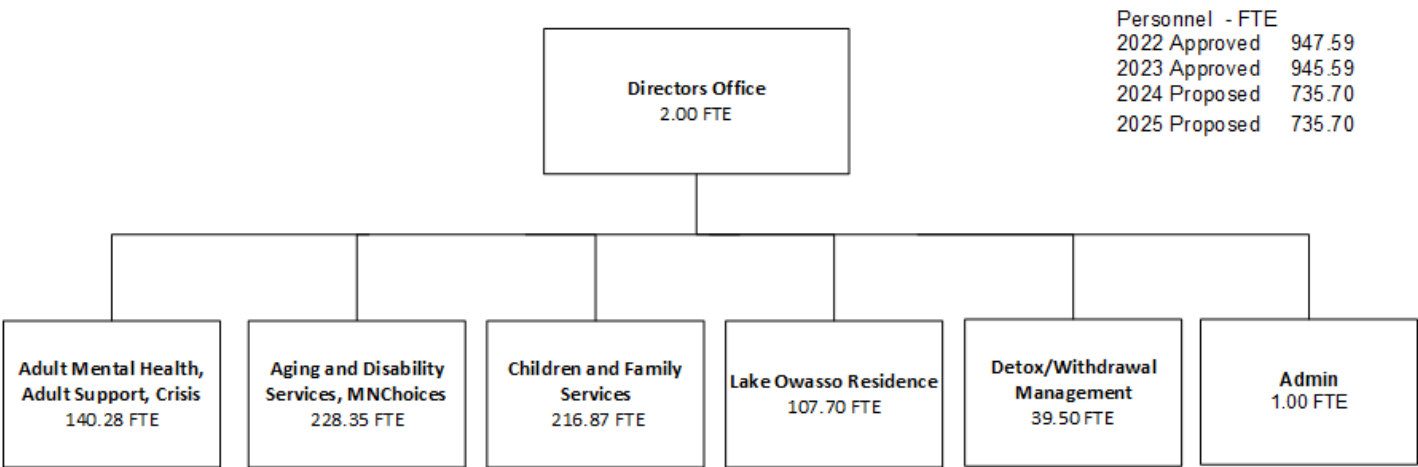
Social Services
Kathy Hedin, Interim Director

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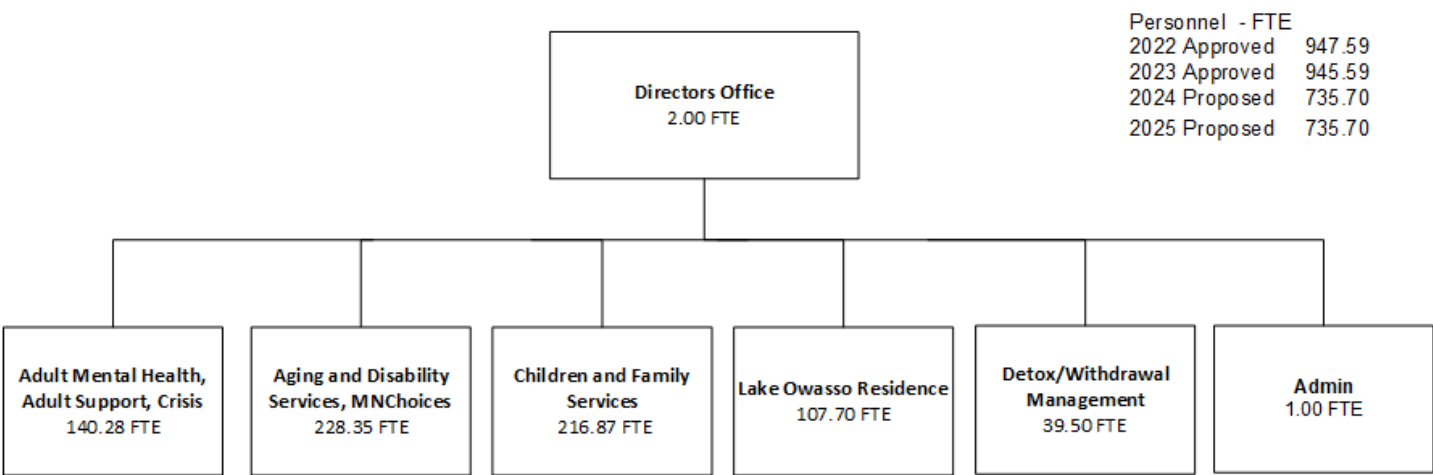
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Department 2024 Organizational Chart



Department 2025 Organizational Chart



DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Major Changes

SSD's focus for the 2024-2025 budget is **service delivery**. The demand for services across SSD has increased, resulting in longer wait times and reduced access to critical services. Leaders have responded by making changes to the organizational structures within the department by moving entire teams and individual employees to increase productivity and access to services. They are also monitoring costs outside the current budget that are tied to a shortage of staff in skilled positions who are not easily hired, and they have discovered revenue projections and operational costs are not accurately reflected in the current budget.

Changes made in SSD in the last budget cycle to work more efficiently across the department include funding 20.00 FTEs with a grant that has been underutilized for many years; shifting an entire unit to front end assessment services to decrease wait times; and changing the roles of staff whose workloads have decreased due to a shift to preventive services. In the 2024-2025 budget, additional staff will be shifted to meet service delivery needs, revenue sources will be maximized, and the SSD staff complement will be reduced as follows:

- **Reduction in SSD Staff Complement**
SSD has positions in its current complement that cannot be supported by the budget. The department will reduce 55.24 positions through 7.00 transfers and 48.24 elimination of vacant positions. The budget impact will be approximately \$812,000.
- **Expansion of the Mental Health Urgent Care Facility to Include Youth Ages 13-18**
Ramsey County is working with Minnesota Department of Human Services (DHS) to develop a pilot project that will target services to African American youth by addressing emergency mental health needs at an urgent care facility that will be used as a first contact resource. Sustaining the program beyond the pilot with seven FTEs will cost \$700,000 annually which will be accomplished by shifting existing staff and resources in the proposed budget.
- **Organizational Structure Changes in Mental Health Division**
The Mental Health Division is shifting staff to support diversion from jail and State Operated Services when community treatment and placement is an option. Revenue generating social worker(s) will move to front end to assess and support individuals with quicker access to services; a grant funded project manager will develop a training series for community residential providers to increase housing options for clients leaving state operated facilities; and the project manager and training coordinator will facilitate focus groups with community housing providers and case managers to better understand what is needed to provide housing to justice-involved clients. The shift in staff coupled with the recent legislation has shifted the burden from Ramsey County to the State of Minnesota for individuals who are determined to be Mentally Ill and Dangerous. This will result in savings estimated at \$1,200,000 annually.
- **Maximizing Child Protection Allocation Project Funds**
In 2021-2022, the Child Protection Allocation Project funded 7.00 FTEs. In 2023, an additional 20.00 FTEs were moved to the project to support new child protection/child welfare programming. The 27.00 FTEs charged to this project will result in a cost savings to the operating budget of \$2,320,000 in both 2024 and 2025.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

- **Revenue Optimization & Revision**

Revenue has been adjusted based on recalibration of revenue projections in Detox, Withdrawal Management, Waiver, TCM and Random Moments. The revenue assumptions are representative of current trends and environment. The total impact is a reduction in revenue of \$4.0 million in 2024 and \$3.3 million in 2025:

- Detox & Withdrawal Management – additional resources & training to assist patients to obtain Medical Assistance.
- Waiver & Targeted Case Management (TCM) – increased review of caseloads to meet DHS compliance standards.
- Random Moments – increased internal service charges and shifting Human Services System Modernization project funds to the HS fund will increase reimbursement cost pools which in turn increase revenue.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

SSD has significant and historical race-based disparities and inequities across its systems. The SSD priority to address disparities by providing timely, responsive, and quality services to community, residents and families and all major changes outlined above are aligned with countywide as well as service team strategic priorities, goals and measures.

SSD is committed to a **Residents First** approach that delivers effective and efficient services to meet the needs and expectations of the community. Current **Residents First** performance measures include 1) People with a new MnCHOICES assessment who receive Medical Assistance (MA) waivers rather than Personal Care Assistance (PCA) only and 2) Disparity between White and American Indian and White and African American children in out-of-home displacement; both of which are the result of a series of earlier decisions and actions.

SSD is shifting its focus to preventive work that has previously not been measured, but directly impacts the outcomes that are measured. Examples of investing at the front end include the growth of the Kinship Unit in CFS to keep children from out-of-home displacement; and expanding the Mental Health Urgent Care facility for youth to address emergency mental health needs and prevent escalation.

SSD is also committed to reducing wait times that create barriers to services in all areas. The need for Home and Community Based Services (HCBS) and wait times have increased, and SSD is working to increase access with a focus on decreasing race-based disparities. Performance measures outcomes indicate a higher approval rate for waiver services rather than PCA across all racial and ethnic groups; however, compared to white residents, disparities among residents of other races, ethnicities and American Indians have narrowed but not been eliminated. The need for HCBS has increased dramatically over the last six years, and requests for assessments surged in the wake of the COVID-19 pandemic, creating needs that outstrip our current capacity to provide services. In January 2022, ADS & MNC partnered with Financial Assistance Services to present a Board Workshop that highlighted service delays and pervasive systems barriers to effective and

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

efficient service delivery. To address these issues, ADS & MNC has made efforts to enhance efficiency; shifted FTEs to MnCHOICES from other parts of the division; and hired limited duration social workers, funded via an allocation of \$1.1 million in American Rescue Plan Act (ARPA) funds, who will be dedicated to reducing backlogs. The division is collecting data regularly on the backlog, wait times, and completed assessments to track progress. Staff shortages in the mental health system are also resulting in long wait times and that barrier to services can lead to an escalation of mental health concerns.

SSD aims to weave race equity and shared power with community into every strand of its work, including decisions about staff. **Attracting, retaining and promoting** staff who look like and have similar lived experiences to those they serve improves trust with our community and increases capacity to provide services tailored to our residents' values, beliefs, cultures and identities. The Health and Wellness Service Team (HWST) Race and Health Equity Liaisons partner with each department as well as Human Resources to align efforts that will benefit not just individual departments or the service team, but the entire county. They have created a hiring toolkit; piloted exit interviews and surveys; and drafted suggestions for an offboarding process, inclusion and sharing power with impacted community around hiring decisions, and a race equity statement for the for the Current Job Openings website. SSD interview questions are created in collaboration with community to ensure the hiring process recognizes the value of lived experience, transferable skills, and expertise with racially and/or ethnically diverse or American Indian groups; and community members are invited and compensated for participation on hiring panels.

Staff development, self-care and wellness is crucial for retention and promotion. SSD strives to increase staff capacity to provide timely, responsive, and quality services by providing opportunities and pathways for staff to train, develop additional skills, complete licensure and receive clinical supervision. Simultaneously, leaders recognize that staff well-being must be prioritized so they are able to support residents. The pandemic has taken a toll on our workers, especially staff who are racially and/or ethnically diverse or American Indian, and it can interfere with their ability to provide quality services. Front line staff lost family members, are suffering severe mental health diagnoses, and are experiencing financial hardship and grief. Investment in our teams must be intentional to sustain our workforce.

African Americans and American Indians, especially, experience inequities and are most negatively impacted by our systems. Whenever possible, SSD contracts for services that support the needs of people in a culturally specific, trauma-informed way. SSD supports **prosperity for racial and economic inclusion** for small Minority-Owned Business Enterprises and small Women-Owned Business Enterprises by contracting with them whenever possible; however, most human services providers operate as nonprofits. The SSD Annual Authority for Procurement Requests resolution provides authority to expedite service delivery through direct contracts with culturally specific nonprofit providers.

Community Engagement

To truly address racial equity and serious and persistent disparities in outcomes, particularly for our African American and American Indian communities, SSD needs to share power with the community. This begins with community defining problems. SSD is partnering with community to transform systems - practices, policies, and decisions - that result in disparate outcomes. Without transformation, interaction with the community remains transactional, outcomes remain unchanged, and systems continue to cause harm. SSD is intentional

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

about including community in decision-making processes, but engagement and partnership looks different in each division and facility.

MH engaged community to learn what services and/or improvements were needed. Feedback indicated the need for:

- Service providers that residents can relate to culturally, experientially and linguistically.
- Investment in mind, body and spirit wellness by providing access to services within the community that are led by trusted community members.
- Community education on mental health and mental wellness.
- Providers trained in historical harm and trauma specific to the African American and American Indian communities; and the county hiring and training mental health professionals who reflect those communities to serve them.
- Support an ongoing process of completing professional mental health licensure and clinical supervision for staff who reflect all the racially and/or ethnically diverse or American Indian communities served.
- Increased presence in the American Indian community.
- Investment in more transitional housing.

These community recommendations directly influenced the development of the department priority, and recommendations for staff development and more culturally specific services. They point to the need to ensure staff are prepared to support residents who have experienced trauma and/or have co-occurring needs.

CFS has ongoing relationships with community through the American Indian Partnership, The Black Commission, The African American Task Force, Ramsey County Children's Mental Health Collaborative, and others to build greater presence in community. Community members are valued and compensated for time spent supporting competitive hiring, safer kinship homes for youth, community navigator positions, and building new programs and initiatives within the division.

ADS & MNC is working on strengthening community partnerships like the School Collaboration Initiative that helps ensure students across the county are connected to the services they need. ADS & MNC also partners with community to co-create changes to programs and procedures. The division is currently undergoing a program evaluation of Middle Ground – an area that works with Financial Assistance Services to verify program eligibility and initiate case management services – and this evaluation will involve consulting with community to identify issues and develop creative solutions with a focus on engaging residents who are traditionally underrecognized by the system.

Detoxification and Withdrawal Management has established a presence in the community by attending community events and providing education on its services. Feedback from the community revealed the great need for a holistic recovery approach to support the detoxification/medicated assistant needs of clients in Ramsey County, which prompted the move to withdrawal management services. Withdrawal management services ensure clients receive holistic support through individual stabilization planning services.

SSD Community Advisory Councils (CACs) advise on strategic planning as well as specific initiatives. Leaders and staff throughout SSD join community members to strengthen partnerships in monthly CAC meetings.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Racial Equity

Children and Family Services (CFS) recently completed a mini equity audit that was done to help the division understand where efforts and resources are needed. The audit exposed two areas of work that need immediate attention: Youth who spend six months or less in out-of-home displacement and an increase in the number of screened in maltreatment reports in the Southeast Asian community. African American and American Indian families are most likely to have their children removed from the home, and work is needed to determine whether a displacement of less than six months was needed or if services would have been enough to keep the family intact. The increase in Asian American maltreatment reports is also concerning and warrants resources to determine why it is happening.

CFS is working to address disparities in its services through a partnership with two *Trusted Community Liaisons* hired by the Black Commission and funded by a Transforming Systems Together (TST) grant. The liaisons partner with the division in decision making and systems transformation. Funding is needed to continue this effort to build relationship with community, re-establish some level of trust, and collaborate to provide better services to our most impacted communities when the grant period ends.

The Detoxification and Withdrawal Management strategy is aimed at addressing disparities and ensuring that people in recovery who are the most severely marginalized by race, economic and other stigma can access recovery support services in the amount, duration, locality, and by the providers of their choice. Services are accessible and affordable, and with this lens, the budget is set to meet the needs of all Ramsey County residents.

Adult Disability Services and MNChoices (ADS & MNC) is making a concerted and focused effort to advance race equity through hiring initiatives and equity-focused staff development. Supervisors and managers are working with cohorts for coaching and training on leadership with a race-equity lens, exploring the roots of race-based disparities, understanding white supremacy culture and its impact on the workplace, and acknowledging the organizational and cultural changes that need to occur to produce less disparate outcomes for residents. ADS & MNC has overhauled its approach to hiring with the aim of hiring and retaining staff that are reflective of the residents it serves. The previous ad hoc approach to hiring has been replaced with a more coordinated and collaborative cohort-based approach, and stronger emphasis has been placed on the value of lived experience; transferable skills; and expertise with racially and/or ethnically diverse or American Indian groups.

Update on Recent Initiatives

Changes have been made and continue across SSD to improve infrastructure and the culture. Better Together is a new change management initiative to improve how we work together to ensure effective, efficient and accessible operations across the HWST. It is intended to better align the service team with the county's vision, mission, values, goals and strategic priorities through authentic collaboration, joint ownership, and intentional focus on racial equity across the HWST. In the coming years this collaborative work will benefit SSD as improved processes and procedures result in increased revenue from state and federal governments, health care reimbursements, and grant funding.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

The Nurse Float Pool creates a mechanism where our nurses can on a voluntary basis assist with filling of open shifts and coverage in programs as a nursing shortage is expected to reach dire levels as early as 2025. The Nurse Float Pool is an innovative and creative solution to nurse shortages and includes Public Health as the lead, along with SSD and Human Resources.

The SSD Internship Program was created to provide students with an opportunity to apply what they learn in the classroom to real-world situations. Through internship placements, students receive relevant training while providing valuable public service to the community, and some are hired to fill vacant positions at the county after earning their degrees. The program aligns with the county's **talent attraction, retention and promotion** strategic priority to build an inclusive, valued and thriving workforce.

Children and Family Services recent initiatives:

- Mental Health Urgent Care is being expanded to serve youth ages 13-18. Planning began for the pilot in 2022, a contract will be executed with DHS in coming weeks, and urgent care services for youth with emergency mental health needs will begin in 2023.
- The Kinship Unit is being expanded to prioritize placement of children with family members or kin when safety in the home is not an option. The result will be a reduction in out-of-home displacements across all races and ethnicities but will have the most impact on the African American and American Indian families who experience the greatest disparities.
- The division continues to create opportunities to include community in decision making and systems transformation.
- Self-care and wellness opportunities for staff and leadership are being prioritized because well-being of staff impacts services provided to the residents; the workforce and residents will have the opportunities to heal collectively from the aftermath of the pandemic.

Mental Health recent initiatives:

- Social workers are embedded in police departments in Roseville and Maplewood through limited-duration grant funding. The programs have been successful as evidenced by a decrease in repeat callers and improvement in relationships with the police departments. Requests are coming in from other city departments but additional funding sources need to be found.
- Rule 20 evaluations occur in criminal cases when there is a belief that a defendant may not be able to participate in their defense because of a mental illness or developmental disability. Due to the volume of Rule 20 clients being placed at state facilities, county costs have increased for clients who do not meet criteria for reimbursement. Work to divert individuals to community settings continues to be a priority.
- Understanding and maximizing clinical revenue across all mental health services is a collaborative effort across the service team that remains a priority for SSD. Fiscal, SSD program, Contract Management and Public Health are working together to better understand the gaps and opportunities in our ability to capture revenue. We will continue to allocate resources to this work by building an infrastructure to support capturing revenue through coders, financial counselors, maximizing our fee schedule, contracts and relationships with Managed Care Organizations. This effort is in direct alignment with the Better Together initiative.

ADS & MNC has identified priorities for the division and links them to county goals and strategic priorities. Specific initiatives advance each priority and data-driven measures track progress. Priorities and examples of initiatives are as follows:

Department Summary

Social Services
Kathy Hedin, Interim Director

160 E. Kellogg Boulevard
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DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

- Provide timely and responsive services to residents, improving compliance with key program requirements: initiatives include using ARPA funded limited duration staff to help backlogs for MnCHOICES assessment; enhance efficiency, productivity, and outcomes through program evaluations and participation in the State-sponsored Long-Term Services and Supports Business Process Review Project; and creating infrastructure for the Community First Services and Supports Program.
- Shift organizational culture to be more unified and to embody Ramsey County values and advance race equity in decision making and behaviors. Initiatives include implementing a cohort-based hiring model, unifying the division through focused partnership efforts, and engaging in participatory budget management with all supervisors and managers.
- Invest in workforce with an equity lens through learning, development, and on-boarding training: initiatives include implementing a cohort onboarding training program, training staff for a smooth transition to the new MnCHOICES tool and cultivating a race equity focus through Equity Cohort work and team development across the division.

Detoxification and Withdrawal Management initiatives:

- Established staffing and service delivery model (policy manual).
- Sixteen new medical protocols/procedures established to provide quality health care.
- Collaborating with Public Health, Opioid Prevention and Clinic 555 services.
- Collaborating with MHC—mental health provider services to address the crisis needs of its clients who have a dual diagnosis.

Lake Owasso Residence recent initiatives include an increase in staff and facility improvements:

- An additional 6.10 FTEs for positions that moved from the Ramsey County Care Center includes nurses, maintenance, and a custodian. The budget allows for these positions because 1) the daily rate and the Services During the Day rate (for residents unable to obtain or maintain placement in a traditional Day Training & Habilitation program) have both increased; and 2) census is budgeted at 99% because the facility has been operating at capacity for the past 9-12 months.
- Capital Improvement Program funding was requested to repair and maintain the outdated kitchen, and to resurface the roads and parking lot.

Revenues

SSD receives revenues from many sources including: Federal and State reimbursements through the State's Social Services Time Study for administrative costs associated with Long-Term Services and Supports; Rule 25 substance use services; and Title IV-E foster care services; MA payments for Targeted Case Management and HCBS waiver case management; the Vulnerable Child and Adult Act Block Grant; insurance payments for mental health, detoxification services and withdrawal management; and grants for programs including but not limited to Mothers First, Family Group Decision Making, Parent Support Outreach Program, Kinship, Successful Transition to Adulthood for Youth, Indian Child Welfare Aid, Child Protection Allocation, Child Welfare Opiate Grant, Family Response/Children's and Family Grant, Casey Family Foundation Grant, Respite, Mental Health Urgent Care (for youth), Adult Protection, Project Assist, Adult Mental Health Initiative, and Adult Crisis.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Actual reimbursements through Social Services Time Study for Long-Term Services and Supports exceeded projections, and there were increases in Random Moments revenue related to administrative overhead, rents, and IS service charges. Overall, however, SSD experienced a shortfall in projected revenue in the 2022-2023 budget and adjustments were needed in the 2024-2025 budget, including decreases of \$2.8 million in Withdrawal Management to reflect current capacity and the billable population; \$1.2 million in Title IV-E due to DHS rules around corporate foster care and the county having fewer children in placement; \$1.14 million in Northstar also due to fewer children in placement which leads to less spending and a rebased formula from DHS; \$1.1 million in Title 19 Federal reimbursement for MA administration; \$900,000 in fees for services due to bed hold contracts being cancelled during COVID-19 and restrictions on open beds; \$736,000 in Prepaid Medical Assistance Program Mental Health Targeted Case Management due to staff capacity; \$700,000 due to a state mandated Rule 25 program going away; and \$450,000 in MPD due to children aging out who were grandfathered into the program. To prevent shortfalls in 2024-2025, revenues have been reduced by \$4.0 million in 2024 and \$3.3 million in 2025. Currently the System Modernization technology project costs are charged to the Information Services project budget. If the project costs would be charged to Health and Wellness Administration, they would increase the allocation to Financial Assistance Services and Social Services. The overall increase in expenses would result in a subsequent increase in revenue

Long Term Budget Pressures

SSD strives to implement programming in response to needs that arise in the community. Service improvements already identified include hiring additional staff to reduce wait times for MH services and MnCHOICES assessments; increasing use of Targeted Case Management in all divisions to meet the specialized needs identified by residents; and contracting for intensive supports that are culturally specific as more residents present with complex needs, especially in MH and ADS. Long term budget pressures to address our residents' needs include:

- **Staffing – Hiring and Retention**

There is ongoing demand and competition among service providers for staff, and especially social workers and mental health professionals who need licenses or certificates to perform their jobs. SSD is not keeping up with the market demands for salaries, especially for positions that are afterhours and on weekends, and great candidates are lost. The current hiring structure has systemic barriers, and SSD will not sustain the current level of service delivery without significant investment in recruiting; retention; and support of African American and American Indian staff and leaders who are needed to better serve our most impacted communities. Long term planning is required to recruit and to retain staff, and incentives like relocation stipends (offered by our competitors), hiring bonuses, as well as competitive salaries are needed. We need to recruit from schools of social work outside Minnesota and offer relocation incentives and an agreement that guarantees employment for the full year of probation. Also, hiring bonuses are needed for supervisors who are clinically licensed so they can support Master Level social workers with ongoing learning and development. For retention, we must consider alternatives to traditional schedules as employees want to work from home or seek an improved work-life balance that allows them to work only 20-32 hours per week. SSD must become a competitive employer. We should not continue to pay for external services when we have capacity to do the work inhouse and build our future workforce.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Current and increasing service needs that are not supported by the budget will continue to strain existing staff and continue long wait times for residents who need services.

- **Access to Home and Community Based Services**

- The need for HCBS has increased dramatically over the last six years and requests for assessments surged in the wake of the COVID-19 pandemic. An additional nine FTEs are needed to increase access, improve timeliness of services, and reduce racial disparities at a cost of \$1,100,000 annually.

- **Access to core mental health services**

- There is increased demand across the mental health service delivery system to provide timely mandated services that prevent further use of costly deep end supports such as state operated services. Investing to address this critical need would require nine FTEs at a cost of \$1,000,000 per year.

- **Revenues & Expenses**

SSD is seeing a trend in reduced and more restrictive reimbursement rates and grant funding, and preventive services are not always reimbursable. In CFS, the Family First Preservation Act supports prevention and kinship placements. Out-of-home displacements generate revenue for SSD; so as out-of-home displacements continue to decline (by one third in the past three years), revenues will continue to decrease. The cost of serving families well is not compensated. This is also true in our mental health services where our response to the community mental health crisis and the restorative justice work in partnership with corrections comes at a significant cost. Youth are being placed in the least restrictive community settings whenever possible, but while the level of care for youth may still be intense, the cost to keep them home is not funded by MA. Investment in community run organizations is needed to keep youth safe and engaged in programming and long-term wrap around treatment.

In Detoxification and Withdrawal Management, there are two revenue sources: Detoxification services with a daily rate of \$395, and withdrawal management services with a daily rate of \$595 for those meeting criteria. Revenues were overbudgeted in 2022-2023 due to a delay in receiving required withdrawal management licensing until May 2022; an extended contracting process with payers; changes to Consolidated Chemical Dependency Treatment Fund billing; and a loss of revenue because we are no longer billing for Rule 25 assessments as DHS moved to direct access. At the same time, expenses in medical services-pharmacy are exceeding budget.

In ADS & MNC, state data indicates that the number of people accessing HCBS in the county increased by over 18% from 2017 to 2021, and internal data shows a surge in demand in 2022. While the need for services has increased significantly since 2017, the number of FTEs approved and funding for personnel costs has decreased over that same period. Most non-personnel expenses cover mandated services for people that do not have MA, and those costs have increased about 21% from 2020 to 2022. An addition of \$1.1 million to the base budget for extra staffing in MnCHOICES would help the ADS & MnCHOICES address rising needs and costs.

Department Summary

BUDGET SUMMARY

Social Services

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	117,768,335	117,871,032	116,044,341	117,134,350
Expenditure / Appropriation - Projects / Grants	12,757,189	16,266,848	18,424,869	18,734,621
Revenue / Est. Revenue - Operating Budget	58,041,655	73,288,289	67,210,398	67,558,687
Revenue / Est. Revenue - Projects / Grants	14,177,101	16,266,848	18,424,869	18,734,621
Use of Fund Balance	-	-	-	-
County Tax Levy	58,306,768	44,582,743	48,833,943	49,575,663
Inc/(Dec) from Previous Year			4,251,200	741,720
% Inc/(Dec) from Previous Year			9.5%	1.5%
Inc/(Dec) from Two Years				4,992,920
% Inc/(Dec) from Two Years				11.2%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Social Services

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	5,815,971	8,396,802	6,072,600	6,192,600
Intergovernmental Revenue	-	-	-	-
Federal	29,241,399	35,516,822	35,773,803	35,895,305
State	33,740,334	42,422,214	40,622,864	41,039,403
Local / Other	-	-	-	-
Total Intergovernmental Revenue	62,981,733	77,939,036	76,396,667	76,934,708
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	3,421,052	3,219,299	3,166,000	3,166,000
Property Tax Levy	58,306,768	44,582,743	48,833,943	49,575,663
Total Revenue / Estimated Revenue	130,525,524	134,137,880	134,469,210	135,868,971

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	68,811,788	69,348,816	72,628,160	73,371,236
Professional Services	6,791,667	11,344,231	6,573,561	6,543,568
Client Services	54,755,270	53,273,033	55,093,316	55,776,618
Supplies	166,799	171,800	174,173	177,549
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	130,525,524	134,137,880	134,469,210	135,868,971

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Social Services Community Human Services Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	5,815,971	8,396,802	6,072,600	6,192,600
Intergovernmental Revenue	-	-	-	-
Federal	29,241,399	35,516,822	33,509,953	33,629,187
State	33,740,334	42,422,214	29,109,298	29,512,841
Local / Other	-	-	-	-
Total Intergovernmental Revenue	62,981,733	77,939,036	62,619,251	63,142,028
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	3,421,052	3,219,299	3,111,000	3,111,000
Property Tax Levy	58,306,768	44,582,743	48,833,943	49,575,663
Total Revenue / Estimated Revenue	130,525,524	134,137,880	120,636,794	122,021,291

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	68,811,788	69,348,816	69,742,040	70,456,448
Professional Services	6,791,667	11,344,231	6,228,949	6,198,956
Client Services	54,755,270	53,273,033	44,494,532	45,191,238
Supplies	166,799	171,800	171,273	174,649
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	130,525,524	134,137,880	120,636,794	122,021,291

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	683.24	683.24	592.65	592.65

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Social Services
Grant Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	2,263,850	2,266,118
State	-	-	11,513,566	11,526,562
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	13,777,416	13,792,680
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	55,000	55,000
Total Revenue / Estimated Revenue	-	-	13,832,416	13,847,680

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	-	-	2,886,120	2,914,788
Professional Services	-	-	344,612	344,612
Client Services	-	-	10,598,784	10,585,380
Supplies	-	-	2,900	2,900
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	-	-	13,832,416	13,847,680

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	0.00	0.00	25.35	25.35

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Social Services

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Social Services - Adult & CFS	-	52,450,925	-	-
Social Services - Community Corrections	-	2,564,466	-	-
Social Services - Child Placement	186	3,965,000	-	-
Social Services - General	142,611	-	75,000	75,000
Out of Home Displacement - Gen	6,770,217	-	6,464,346	6,472,858
Residential Homes	3,824	-	2,000	2,000
Children & Family - General	2,686,543	-	2,526,838	2,526,838
Children's Intake	4,991	-	6,000	7,000
Case Management	3,766,929	-	5,773,352	5,777,106
Family Support	232,865	-	130,000	85,000
Adult Mental Health - General	1,459,925	-	1,624,645	1,624,645
Adult Support - General	826,031	-	857,875	857,875
Adult Mental Health Case Management	503,640	-	520,000	520,000
Crisis & CMH - General	1,322,211	-	1,393,577	1,393,577
Children's Mental Health Intak	386,402	-	400,000	400,000
Children's Mental Health - Case Management	250,582	-	300,000	300,000
MN Choices	27,547,126	-	30,206,581	30,426,604
Aging & Disability Services	4,755,593	-	5,960,484	5,960,484
Social Services - Clinical Services	3,451	8,893,646	-	-
Social Services - Detox Center	-	5,414,252	-	-
Assertive Community Treatment	1,051,478	-	1,200,000	1,240,000
Mental Health Center - CCBHC	5,645,243	-	6,772,600	6,947,600
Withdrawal Management	681,807	-	2,997,100	2,942,100
Total Operating Budget	58,041,655	73,288,289	67,210,398	67,558,687
Inc/(Dec) from Previous Year			(6,077,891)	348,289
% Inc/(Dec) from Previous Year			(8.3)%	0.5%

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Social Services

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Continuum of Care (G102802)	-	-	-	-
Support for Emancipated Living Function (G201106)	38,483	50,000	65,000	65,000
Time Limited Reunification (G201116)	110,129	20,091	230,472	232,740
Alternative Response (G201117)	205,719	218,802	216,046	216,046
Parent Support Grant (G201125)	510,977	533,991	509,195	509,195
Respite Care (G201129)	6,757	45,507	45,507	45,507
Minnesota Systems of Care Expansion and Sustainability (G201136)	40,856	-	100,000	100,000
Child Welfare Opiate (G201138)	117,657	-	174,123	174,123
Maternal Child Substance Abuse (G201203)	426,621	701,384	1,104,795	1,104,795
Rule 78 Adult (G201302)	36,454	9,831,622	-	-
Pre-Admission Screening (G201303)	26,001	6,000	-	-
Mental Health Screening (G201313)	232,031	407,261	253,728	256,248
Adult Crisis Grant (G201317)	715,744	323,945	812,640	820,740
HW Mental Health CSP (G201319)	4,623,260	-	5,243,955	5,243,955
HW Mental Health AMHI (G201320)	4,111,136	-	4,412,412	4,412,412
Preschool Development Grant (G201322)	-	-	115,575	115,575
Mental Health E-COVID Grant (G201325)	195,522	-	-	-
CMH DHS Resident Services Path (G201327)	459,599	-	-	-
Kinship Navigator Services (G201530)	-	-	254,388	254,388
Adult Protection Services Grant (G201532)	-	-	239,580	241,956
MN Housing - Family Homeless (G206001)	-	3,046,262	-	-
MN Postal Plan Full Scale Exercise (G211025)	-	-	-	-
Child Welfare Initiative (G306047)	172,500	-	55,000	55,000
CHS DHS Child Protection (P070097)	2,037,338	900,751	4,500,068	4,794,556
Indian Child Welfare Act (P070506)	110,317	181,232	92,385	92,385
Total Projects / Grants	14,177,101	16,266,848	18,424,869	18,734,621

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Social Services

Total Revenue / Estimated Revenue

72,218,756	89,555,137	85,635,267	86,293,308
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Inc/(Dec) from Previous Year

(3,919,870)

658,041

% Inc/(Dec) from Previous Year

(4.4)%

0.8%

Inc/(Dec) from Two Years

(3,261,829)

% Inc/(Dec) from Two Years

(3.6)%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Social Services

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Social Services - Adult & CFS	-	76,328,361	-	-
Social Services - Community Corrections	-	2,199,091	-	-
Social Services - Child Placement	-	20,047,991	-	-
Social Services - General	3,795,460	-	4,541,648	4,596,898
Out of Home Displacement - Gen	3,692,987	-	3,757,656	3,864,507
Kinship	5,560,207	-	5,573,387	5,646,855
Family Foster Homes / Non Kin	3,169,628	-	3,233,936	3,298,615
Shelter	1,795,629	-	1,232,714	1,269,368
Residential Homes	2,143,789	-	2,193,088	2,236,950
Correctional	2,766,892	-	2,822,230	3,118,421
Treatment Facilities	795,061	-	834,814	851,510
Children & Family - General	769,727	-	798,796	814,772
Children's Intake	5,832,924	-	5,035,496	4,840,016
Early Intervention	2,368,679	-	1,386,566	1,400,622
Youth Intervention	823,060	-	662,393	669,252
Case Management	4,945,389	-	5,565,969	5,626,721
Family Support	7,001,004	-	6,787,840	6,857,286
Indian Child Welfare Act	1,092,293	-	904,227	913,674
Adult Mental Health - General	20,000	-	21,000	21,420
Adult Support - General	13,731,963	-	12,628,660	12,628,660
Adult Mental Health Intake (VADD)	699,902	-	955,439	965,123
Adult Mental Health Case Management	2,563,327	-	2,757,133	2,768,938
Pre-Petition Screening	1,749,581	-	1,736,760	1,762,042
Adult Protection	1,114,664	-	1,193,465	1,205,525
Crisis & CMH - General	3,456	-	125,714	133,309
Adult Crisis	1,229,653	-	651,141	659,582
Adult Stabilization	642,824	-	596,302	602,395
Child Crisis & Stabilization	1,054,266	-	1,028,523	1,040,080
Embedded Social Workers	-	-	270,830	273,559
Project Assist	101,420	-	77,832	78,607
Children's Mental Health Intak	208,416	-	148,860	151,837
Children's Mental Health - Case Management	1,207,525	-	1,189,756	1,206,024
MN Choices	19,029,023	-	19,368,313	19,499,570
Aging & Disability Services	11,842,544	-	12,224,496	12,380,068
Social Services - Clinical Services	-	14,575,018	-	-
Social Services - Detox Center	-	4,720,571	-	-

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Social Services

Assertive Community Treatment	1,094,016	-	1,936,786	1,960,626
Partial Hospitalization Program	421,472	-	276,752	280,082
Correctional Clinical Support	283,558	-	780,960	791,922
Treatment Court	989,807	-	635,446	641,894
Mental Health Center - CCBHC	8,021,927	-	6,588,684	6,608,406
Withdrawal Management	5,206,262	-	5,520,729	5,469,214
Total Operating Budget	117,768,335	117,871,032	116,044,341	117,134,350

Inc/(Dec) from Previous Year	(1,826,691)	1,090,009
% Inc/(Dec) from Previous Year	(1.5)%	0.9%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Projects / Grants				
Projects / Grants				
Continuum of Care (G102802)	-	-	-	-
Support for Emancipated Living Function (G201106)	59,323	50,000	65,000	65,000
Time Limited Reunification (G201116)	131,513	20,091	230,472	232,740
Alternative Response (G201117)	271,767	218,802	216,046	216,046
Parent Support Grant (G201125)	468,864	533,991	509,195	509,195
Respite Care (G201129)	8,824	45,507	45,507	45,507
Minnesota Systems of Care Expansion and Sustainability (G201136)	40,856	-	100,000	100,000
Child Welfare Opiate (G201138)	104,250	-	174,123	174,123
Maternal Child Substance Abuse (G201203)	468,928	701,384	1,104,795	1,104,795
Rule 78 Adult (G201302)	870	9,831,622	-	-
Pre-Admission Screening (G201303)	-	6,000	-	-
Mental Health Screening (G201313)	252,408	407,261	253,728	256,248
Adult Crisis Grant (G201317)	713,744	323,945	812,640	820,740
HW Mental Health CSP (G201319)	5,163,825	-	5,243,955	5,243,955
HW Mental Health AMHI (G201320)	4,140,567	-	4,412,412	4,412,412
Preschool Development Grant (G201322)	-	-	115,575	115,575
Mental Health E-COVID Grant (G201325)	356,028	-	-	-
Kinship Navigator Services (G201530)	-	-	254,388	254,388
Adult Protection Services Grant (G201532)	-	-	239,580	241,956
MN Housing - Family Homeless (G206001)	-	3,046,262	-	-
Child Welfare Initiative (G306047)	140,747	-	55,000	55,000
CHS DHS Child Protection (P070097)	286,934	900,751	4,500,068	4,794,556
Child Protection Performance (P070504)	-	-	-	-
Indian Child Welfare Act (P070506)	147,741	181,232	92,385	92,385
Total Projects / Grants	12,757,189	16,266,848	18,424,869	18,734,621

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY				Social Services
BY DIVISION				
	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Total Expenditure / Appropriation	130,525,524	134,137,880	134,469,210	135,868,971
Inc/(Dec) from Previous Year			331,330	1,399,761
% Inc/(Dec) from Previous Year			0.2%	1.0%
Inc/(Dec) from Two Years				1,731,091
% Inc/(Dec) from Two Years				1.3%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Social Services

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Social Services - Adult & CFS	528.12	528.12	-	-
Social Services - General	-	-	29.75	29.75
Children's Intake	-	-	38.00	38.00
Early Intervention	-	-	12.80	12.80
Youth Intervention	-	-	5.00	5.00
Case Management	-	-	44.00	44.00
Family Support	-	-	52.87	52.87
Indian Child Welfare Act	-	-	7.50	7.50
Adult Mental Health Intake (VADD)	-	-	8.00	8.00
Adult Mental Health Case Management	-	-	9.00	9.00
Pre-Petition Screening	-	-	7.80	7.80
Adult Protection	-	-	10.00	10.00
Adult Crisis	-	-	3.70	3.70
Adult Stabilization	-	-	5.30	5.30
Child Crisis & Stabilization	-	-	7.70	7.70
Embedded Social Workers	-	-	2.00	2.00
Project Assist	-	-	1.00	1.00
Children's Mental Health - Case Management	-	-	6.00	6.00
MN Choices	-	-	142.50	142.50
Aging & Disability Services	-	-	78.10	78.10
Social Services - Clinical Services	107.92	107.92	-	-
Social Services - Detox Center	28.20	28.20	-	-
Assertive Community Treatment	-	-	12.83	12.83
Partial Hospitalization Program	-	-	3.00	3.00
Correctional Clinical Support	-	-	4.00	4.00
Treatment Court	-	-	5.00	5.00
Mental Health Center - CCBHC	-	-	32.05	32.05
Withdrawal Management	-	-	37.50	37.50
Total Operating Budget	664.24	664.24	565.40	565.40

Department Summary

PERSONNEL SUMMARY BY DIVISION

Social Services

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Maternal Child Substance Abuse (G201203)	7.00	7.00	-	-
Rule 78 Adult (G201302)	2.00	2.00	-	-
Mental Health Screening (G201313)	2.00	2.00	-	-
CHS DHS Child Protection (P070097)	8.00	8.00	-	-
Time Limited Reunification (G201116)	-	-	2.20	2.20
Maternal Child Substance Abuse (G201203)	-	-	6.00	6.00
Mental Health Screening (G201313)	-	-	2.00	2.00
Adult Crisis Grant (G201317)	-	-	6.80	6.80
HW Mental Health CSP (G201319)	-	-	3.60	3.60
HW Mental Health AMHI (G201320)	-	-	2.00	2.00
Kinship Navigator Services (G201530)	-	-	0.75	0.75
Adult Protection Services Grant (G201532)	-	-	2.00	2.00
CHS DHS Child Protection (P070097)	-	-	27.25	27.25
Total Projects / Grants	19.00	19.00	52.60	52.60

	FY24 Proposed	FY25 Proposed
<u>FTE Changes</u>		
Move 6 positions into CP grant	9.00	9.00
Move 6 CP worker positions into P070097	(3.00)	(5.00)
Moving additional CP workers into CP Project	4.00	6.00
Total FTE Changes	10.00	10.00

Total FTE	628.00	628.00
Inc/(Dec) from Previous Year	(55.24)	-
Inc/(Dec) from Two Years	-	(55.24)

Department Summary

BUDGET SUMMARY

Lake Owasso Residence

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	11,767,069	10,038,400	11,721,075	11,834,359
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	11,043,522	8,558,391	9,492,570	9,492,570
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	723,547	1,480,009	2,228,505	2,341,789
Inc/(Dec) from Previous Year			748,496	113,284
% Inc/(Dec) from Previous Year			50.6%	5.1%
Inc/(Dec) from Two Years				861,780
% Inc/(Dec) from Two Years				58.2%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Lake Owasso Residence

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Charges for Services				
Charges for Services	10,959,388	8,558,391	9,492,570	9,492,570
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	84,134	-	-	-
Property Tax Levy	723,547	1,480,009	2,228,505	2,341,789
Total Revenue / Estimated Revenue	11,767,069	10,038,400	11,721,075	11,834,359

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	9,778,286	8,377,913	9,591,176	9,667,639
Professional Services	1,306,198	1,300,919	1,600,048	1,634,635
Client Services	-	-	-	-
Supplies	508,554	359,568	529,851	532,085
Capital Outlay	174,031	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	11,767,069	10,038,400	11,721,075	11,834,359

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Lake Owasso Residence
Lake Owasso Residence Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	10,959,388	8,558,391	9,492,570	9,492,570
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	84,134	-	-	-
Property Tax Levy	723,547	1,480,009	2,228,505	2,341,789
Total Revenue / Estimated Revenue	11,767,069	10,038,400	11,721,075	11,834,359

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	9,778,286	8,377,913	9,591,176	9,667,639
Professional Services	1,306,198	1,300,919	1,600,048	1,634,635
Client Services	-	-	-	-
Supplies	508,554	359,568	529,851	532,085
Capital Outlay	174,031	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	11,767,069	10,038,400	11,721,075	11,834,359

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	102.60	101.60	107.70	107.70

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Lake Owasso Residence

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
LOR Administration	11,043,522	8,021,476	9,492,570	9,492,570
LOR Development Services	-	536,915	-	-
Total Operating Budget	11,043,522	8,558,391	9,492,570	9,492,570

Inc/(Dec) from Previous Year			934,179	-
% Inc/(Dec) from Previous Year			10.9%	0.0%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-

Total Revenue / Estimated Revenue	11,043,522	8,558,391	9,492,570	9,492,570
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Inc/(Dec) from Previous Year			934,179	-
% Inc/(Dec) from Previous Year			10.9%	-

Inc/(Dec) from Two Years				934,179
% Inc/(Dec) from Two Years				10.9%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Lake Owasso Residence

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
LOR Administration	1,789,437	1,562,494	1,836,157	1,878,280
LOR Food Services	354,593	267,711	360,527	388,851
LOR Health Services	470,825	440,579	600,787	557,568
LOR Plant Operation & Maint	617,035	470,624	686,577	671,918
LOR Resident Living	7,826,256	6,597,216	7,405,890	7,476,890
LOR Development Services	708,923	699,776	831,137	860,852
Total Operating Budget	11,767,069	10,038,400	11,721,075	11,834,359

Inc/(Dec) from Previous Year			1,682,675	113,284
% Inc/(Dec) from Previous Year			16.8%	1.0%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	11,767,069	10,038,400	11,721,075	11,834,359

Inc/(Dec) from Previous Year			1,682,675	113,284
% Inc/(Dec) from Previous Year			16.8%	1.0%

Inc/(Dec) from Two Years				1,795,959
% Inc/(Dec) from Two Years				17.9%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Lake Owasso Residence

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
LOR Administration	5.00	4.00	4.00	4.00
LOR Food Services	0.80	0.80	0.80	0.80
LOR Health Services	3.40	3.40	4.40	4.40
LOR Plant Operation & Maint	3.50	3.50	5.00	5.00
LOR Resident Living	82.90	82.90	85.50	85.50
LOR Development Services	7.00	7.00	8.00	8.00
Total Operating Budget	102.60	101.60	107.70	107.70

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Existing Permanent FTE	102.60	101.60	107.70	107.70

	FY24 Proposed	FY25 Proposed
<u>FTE Changes</u>		
None	-	-
Total FTE Changes	-	-
Inc/(Dec) from Previous Year	6.10	-
Inc/(Dec) from Two Years		6.10

Department Summary

BUDGET SUMMARY

Former Ramsey County Care Center

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	11,526,286	18,509,892	-	-
Expenditure / Appropriation - Projects / Grants	-	-	-	-
Revenue / Est. Revenue - Operating Budget	4,826,018	18,597,701	-	-
Revenue / Est. Revenue - Projects / Grants	-	-	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	6,700,268	(87,809)	-	-
Inc/(Dec) from Previous Year			87,809	-
% Inc/(Dec) from Previous Year			(100.0)%	-
Inc/(Dec) from Two Years				87,809
% Inc/(Dec) from Two Years				(100.0)%

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Former Ramsey County Care Center

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
RCCC General & Administrative	4,826,018	18,597,701	-	-
Total Operating Budget	4,826,018	18,597,701	-	-
Inc/(Dec) from Previous Year	-	-	(18,597,701)	-
% Inc/(Dec) from Previous Year			(100.0)%	-
Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	4,826,018	18,597,701	-	-
Inc/(Dec) from Previous Year			(18,597,701)	-
% Inc/(Dec) from Previous Year			(100.0)%	-
Inc/(Dec) from Two Years				(18,597,701)
% Inc/(Dec) from Two Years				(100.0)%

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Former Ramsey County Care Center Ramsey County Care Center Fund

Revenue / Estimated Revenue	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Charges for Services	4,716,860	17,709,728	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	33,778	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	33,778	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	109,158	854,195	-	-
Property Tax Levy	6,700,268	(87,809)	-	-
Total Revenue / Estimated Revenue	11,526,286	18,509,892	-	-

Expenditure / Appropriation	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Personnel Services	7,355,241	13,272,352	-	-
Professional Services	2,897,294	3,967,298	-	-
Client Services	-	-	-	-
Supplies	253,506	1,125,232	-	-
Capital Outlay	16,726	50,000	-	-
Debt Service	919,385	95,010	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	84,134	-	-	-
Total Expenditure / Appropriation	11,526,286	18,509,892	-	-

Authorized Personnel (FTE)	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Total FTE	161.75	160.75	0.00	0.00

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Former Ramsey County Care Center

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
RCCC General & Administrative	4,826,018	18,597,701	-	-
Total Operating Budget	4,826,018	18,597,701	-	-
Inc/(Dec) from Previous Year	-	-	(18,597,701)	-
% Inc/(Dec) from Previous Year			(100.0)%	-
Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Revenue / Estimated Revenue	4,826,018	18,597,701	-	-
Inc/(Dec) from Previous Year			(18,597,701)	-
% Inc/(Dec) from Previous Year			(100.0)%	-
Inc/(Dec) from Two Years				(18,597,701)
% Inc/(Dec) from Two Years				(100.0)%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Former Ramsey County Care Center

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
RCCC General & Administrative	2,882,863	3,019,969	-	-
RCCC Dietary	813,985	1,676,193	-	-
RCCC Laundry	88,339	185,722	-	-
RCCC Housekeeping	416,536	653,058	-	-
RCCC Nursing	4,466,433	8,933,058	-	-
Nursing Transitional Care Unit	1,500,542	2,237,647	-	-
RCCC Plant Maintenance	768,035	860,219	-	-
RCCC Patient Activities	225,547	371,960	-	-
RCCC Social Services	364,006	572,066	-	-
Total Operating Budget	11,526,286	18,509,892	-	-
Inc/(Dec) from Previous Year			(18,509,892)	-
% Inc/(Dec) from Previous Year			(100.0)%	-

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Total Projects / Grants	-	-	-	-
Total Expenditure / Appropriation	11,526,286	18,509,892	-	-
Inc/(Dec) from Previous Year			(18,509,892)	-
% Inc/(Dec) from Previous Year			(100.0)%	-
Inc/(Dec) from Two Years				(18,509,892)
% Inc/(Dec) from Two Years				(100.0)%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Former Ramsey County Care Center

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
RCCC General & Administrative	9.00	8.00	-	-
RCCC Dietary	17.35	17.35	-	-
RCCC Laundry	2.50	2.50	-	-
RCCC Housekeeping	9.50	9.50	-	-
RCCC Nursing	102.50	102.50	-	-
Nursing Transitional Care Unit	8.00	8.00	-	-
RCCC Plant Maintenance	4.00	4.00	-	-
RCCC Patient Activities	3.90	3.90	-	-
RCCC Social Services	5.00	5.00	-	-
Total Operating Budget	161.75	160.75	-	-

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
None	-	-	-	-
Total Grants / Projects	-	-	-	-
Total Existing Permanent FTE	161.75	160.75	-	-

	FY24 Proposed	FY25 Proposed
FTE Changes		
None	-	-
Total FTE Changes	-	-
Total FTE	-	-
Inc/(Dec) from Previous Year	-	-
Inc/(Dec) from Two Years		-

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

Saint Paul - Ramsey County Public Health works in partnership with residents, community partners, internal partners, and other units of government to promote, protect and improve the health of people and the environment in Ramsey County. Essential services for Public Health include:

- **Assuring an adequate Public Health infrastructure** including support for new initiatives and re-imagined models, and a robust workforce to successfully provide crucial public health services through programs such as Correctional Health, Clinical Services, Public Health in Public Places (PHiPP), the Nurse Float Pool; and to best achieve equitable health through programs like Trusted Messengers and the Community Innovation for Racial and Health Equity grant program;
- **Promoting healthy communities and healthy behaviors** that address social determinants of health which have a direct link to poor health outcomes and chronic diseases. This includes addressing high rates of violence and addiction to opioids, unhealthy behaviors, housing stability and homelessness, mental health challenges, infant and maternal mortality, and reducing the impact of disease among our most vulnerable communities;
- **Preventing the spread of infectious diseases** through the COVID-19 response, immunization, tuberculosis control, and sexual and reproductive health services. This also includes strengthening the focus on prevention with a response from community health workers, health care providers, and other public health professionals through programs and services;
- **Protecting against environmental hazards** by responding to climate change and increasing community resilience through mitigation and adaptations; addressing disparate impacts with a focus on healthy homes and increased attention to childhood lead poisoning; and investments in moving waste to energy to meet the state's 75% recycling goal through the Ramsey and Washington County Recycling and Energy Facility including the new Food Scrap Bag Program and Anerobic Digestion project;
- **Preparing for and responding to disasters** by planning and exercises to prepare responses to public health issues present in emergencies and disasters, including natural disasters, infectious disease outbreaks chemical spills and acts of terrorism; ensuring a strong future response to emergencies and health threats.
- **Assuring the quality and accessibility of health services** through investment in prevention, community education and outreach including increased WIC community outreach, enrollment, and co-enrollment of eligible residents, increased access to sexual violence and domestic violence services, and adding new models of family home visiting to meet the needs of families in Ramsey County.

A **priority for Public Health is to align and leverage resources** to support Public Health infrastructure, community established priorities, core responsibilities and services with a focus on addressing racial and health disparities, to protect, promote and improve the health of people and the environment in Ramsey County. Major budget initiatives for 2024-2025 include **Public Health in Public Places (PHiPP)**, which strengthens Public Health's ability to reach more residents in community to improve health outcomes. Staff will provide health screening and education, as well as resources and referrals to residents in libraries, recreational centers, and other public spaces. The **Nurse Float Pool** creates a mechanism where nurses can assist with

Department Summary

Public Health
Sara Hollie, Director

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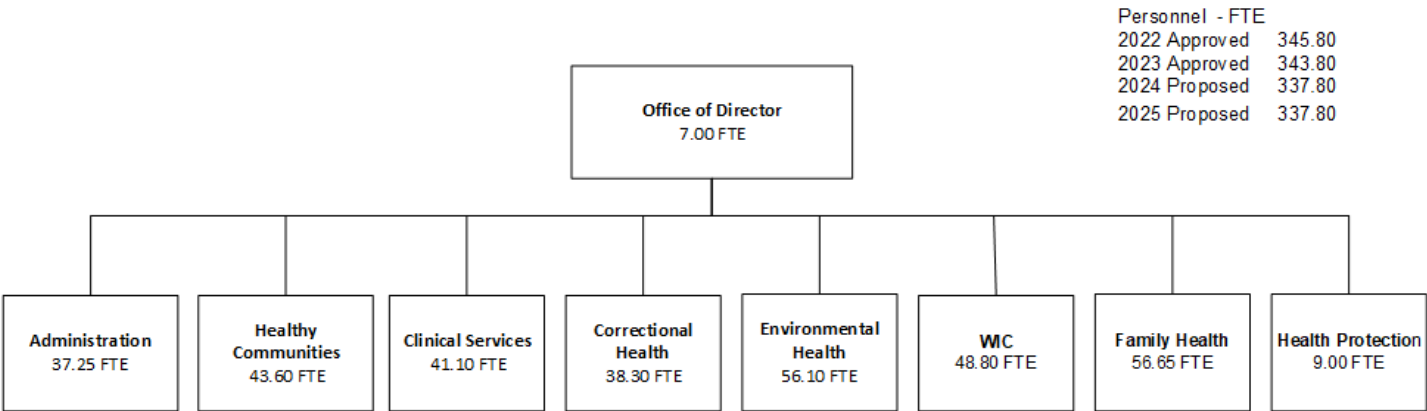
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

filling of open shifts and coverage in programs as a nursing shortage is expected to reach dire levels as early as 2025. The Nurse Float Pool is an innovative and creative solution to nurse shortages and includes Public Health as the lead, along with Social Services and Human Resources.

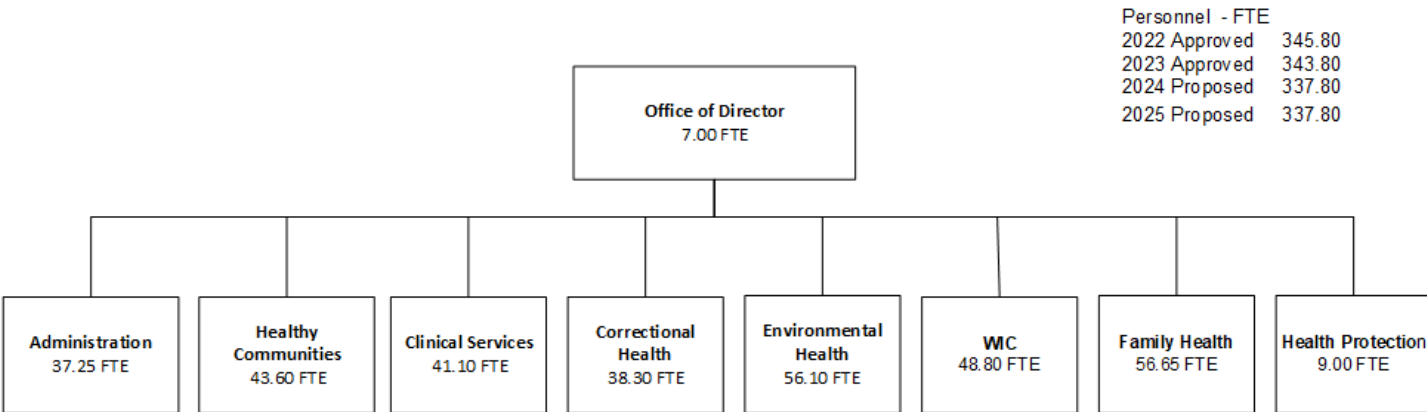
Another major budget initiative is to strengthen the **Public Health infrastructure** as reflected by the addition of deputy directory positions. A strong focus on racial and health equity continues through the work of Public Health’s Racial and Health Equity Leadership Team (RHELT), the **Trusted Messenger** work on key public health issues as well as **Innovation Grants** to strengthen community capacity to achieve positive health outcomes that address social determinants of health.

Department Organizational Chart

Department 2024 Organizational Chart



Department 2025 Organizational Chart



DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

- As the Chief Strategist, Public Health is responsible for the planning and coordination associated with Opioid Settlement funds. Due to timing, settlement funds were not included in the published 2022- 2023 budget. Funding received was first added to the Public Health budget in November 2022.
- The Lead Hazard Control and Community Sanitation programs have been merged into the Solid Waste Fund. The Solid Waste Fund has been the primary source of internal funds for the Lead Hazard Control and Community Sanitation programs for at least a decade. This shift clarifies the internal source of funding.
- To provide equitable pay in comparison with surrounding counties, salaries within the WIC program were rebased at the end of 2022 with Board approval.
- This budget reflects a shift in levy to invest in the county-wide internal service fund for much needed services and equipment to better serve the county. This represents a shift of \$827,619 in 2024 and \$1.0M in 2025 in the Public Health general fund budget.
- Public Health transferred 1.00 FTE and \$106,000 to Veteran Services.
- Vital Records services transferred from Public Health to PTRES in June 2023. The budget reflects a decrease in 5.00 FTE which were transferred, as well as associated revenue and expenditures.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>

Community Engagement

Community engagement has been a longstanding practice for Public Health. The department specific performance measure on community engagement identifies community engagement as measured by community compensation only. Throughout 2022 and 2023, the department engaged with the community in many areas. There were instances where financial compensation was offered and accepted; as well as offered but not accepted. As the department transitioned back to focusing on work that was temporarily paused during our response to the COVID-19 pandemic, one of the first rounds of community engagement was aimed at refreshing our strategic plan. Conversations to reaffirm and gather input on the department's strategic directions were held with the Community Health Services Advisory Committee (CHSAC), community partners and staff. Additional recent engagement with community has been around the Environmental Service Center, the 555 Cedar relocation project, allocation of opioid settlement funds, Public Health in Public Places, our community health improvement priorities and the department's budget. One of the strategic directions from our Strategic Plan is to *align and leverage resources to support priorities*. Our most recent engagement has focused on highlighting priorities and allocation of resources for those priorities identified in response to a Community Health Assessment and as determined by the CHSAC, to determine where additional resources are most needed. In terms of this performance measure, we have recognized through the various engagement efforts, that many people do not request or accept compensation for the involvement. So, while financial compensation is a key part of engagement, it will be important to also track the number of individuals that participate in various events and conversations to reflect the full reach of our engagement efforts.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Customer Satisfaction/Residents First

Public Health has been working to strengthen and enhance the way feedback from the people we serve, regarding their level of satisfaction with our services, is collected and used. While customer satisfaction feedback has been obtained for years in many of our programs, the goal now is to streamline, expand and operationalize our processes. With coordination occurring through the department's Performance Improvement Leadership Team, efforts are underway to meet a department-wide directive that all programs providing services to residents incorporate a standardized assessment into their business practices. Data will be analyzed for urgent issues that need a quick response as well as for information that highlights opportunities for improvement. At year-end 2023, aggregated data will be used to update the customer satisfaction performance measure on the Ramsey County data portal specific to our "Residents First" strategic priority. The results of these data will point us toward service changes that need to be made, which may have budgetary and program impacts.

Performance Management Related to National Accreditation

As part of maintaining our status as an accredited local public health agency by the Public Health Accreditation Board, we engage in a variety of activities that strengthen our ability to operate as a performance-based department. These activities align with Ramsey County priorities that ensure budget decisions are based on performance measures, and include: creation of a performance management system to monitor achievement of strategic goals and objectives, demonstrating leadership support for use of a performance management system and strategic planning; considering customer feedback in the design of interventions to improve the public's health; and institutionalizing a culture of continuous quality improvement throughout the department. Ongoing compliance with the standards of national accreditation supports and strengthens our commitment to basing decisions about resource allocation and other department priorities on a performance management system.

Community Engagement

Public Health engages community by conducting community health assessments so that we can consider qualitative information and not just quantitative data to inform us and our work. Focused engagement with racially and/or ethnically diverse and American Indian communities is an important component so that all Ramsey County residents are represented. This information from community, as well as conversations with citizen advisory committees, provides priority direction for our work.

Public Health has engaged community around the department budget process for 2024 -2025. Public Health's Strategic Plan includes a **strategic direction to align and leverage resources with priorities**. Public Health has been meeting with community, staff, the Community Health Services Advisory Committee (CHSAC), public health partners, community clinics, and cultural organizations to share information about the department, our budget, and the Community Health Improvement priorities. Through these conversations, we continue to prioritize our work to serve residents, as these conversations are the basis for assessing which priorities are highest and should be focal points to leverage or align resources. Priorities which have consistently been high include mental health, violence, and race & health equity. The public health budget reflects a strengthened focus on mental health and violence prevention by allocating resources to a mental health coordination, promotion and wellness activities and partnership through the county's ARPA funded Appropriate Response Initiative as well as the community involved Mental Health & Wellness Action Team, funding a violence

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

prevention coordinator and increased funding for community contracts focused on domestic violence prevention. Ongoing funding is allocated to support the priority of racial and health equity through the work of the trusted messenger's program, and community innovation grants with specific focuses on high priority public health areas. The direction to align resources with priorities is viewed as a long-term process that will be ongoing as we strengthen relationships with cultural community groups and public health partners.

A community and staff survey to obtain input on how Ramsey County should prioritize resources for defined Opioid remediation categories was completed by over 350 people. A preliminary report is available and will help guide next steps. There has been direct engagement with the cities in Ramsey County, local agencies, providers, trusted community partners, internal stakeholders, and the larger community to help inform Public Health's allocation of resources and strategies to increase opioid prevention and response initiatives.

Racial Equity

Public Health continues to move forward through numerous intentional efforts. **The Public Health Strategic Plan identifies as a strategic direction to “take action to advance racial and health equity”.** Key components of this work will be led by the department's Racial and Health Equity Liaison and Racial and Health Equity Leadership Team (RHELT). The RHELT workplan includes investing in a workforce that reflects the communities we serve, increasing staff capacity to apply a racial and health equity lens in their work, and eliminating racial bias from policies and procedures by partnering with community to help us identify racial biases.

Public Health has been leading and replicating the **Trusted Cultural Community Connectors and Messenger** initiative work by partnering with culturally specific organizations to enhance outreach including focus groups, and utilizing social media, radio, and television to communicate and engage the community. This model began through the COVID-19 Racial Equity and Community Engagement Response Team (RECERT) with a focus on COVID-19 and has been strengthened into engagement around the department's community health improvement priorities with support from Public Health operating funds as well as a Minnesota Department of Health grant. The primary goal is to ensure that all Ramsey County residents have access to written and verbal health information in a language they can understand, served in an environment familiar and comfortable to them, and by people who looked like them and to reduce barriers to services and resources. This work also supports the department's priority around racial and health equity.

Since the start of COVID-19, Public Health has been striving to uplift community organizations and individuals that work towards advancing racial and health equity in their community. In December 2022, Public Health publicized the opportunity for **Community Innovation Grants**, to invest in community-led organizations who work with racially and ethnically diverse communities. Supporting organizations whose efforts align with the Public Health Community Health Improvement Plan (CHIP) priorities to improve the health and wellness of Ramsey County residents, programs and services fall under capacity building, planning or implementation for organizations working to address common public health issues.

The department has invested in offering the **Intercultural Development Inventory (IDI)** to all staff. The IDI assessment is an important investment and organizational priority, and will help staff understand specific team, division, and department levels of cultural awareness. The department and county's strategic priority to

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

advance racial and health equity requires us to increase self-awareness and further develop capacity to effectively partner with and serve the racially and ethnically diverse communities.

In addition to the above initiatives, racial inequities addressed through allocations in the department's budget include the strong commitment to prevention, improving birth outcomes, and chronic disease prevention - all of which disproportionately affect racially and ethnically diverse communities.

Update on Recent Initiatives

The **Public Health in Public Places** initiative intends to strengthen public health's presence in community, and ability to improve the health of community by placing staff such as nurses, health educators, community health workers and social workers in locations frequented by residents such as public libraries, recreation centers, food shelves and other public places identified by community and our team. Planning for this new programming has been underway since late 2022. In February and March 2023, over 250 residents were surveyed at 14 community locations. The survey identified areas of both high need and high interest in utilizing staff resources if they were available at the location. It is anticipated that pilot programming to provide information, referrals and some health screening services will begin on a small scale for Fall 2023. Based on continuous evaluation, plans for expansion will be made later in the year.

A focus on **workforce development** has been reinvigorated through the department's workforce development team, which is charged with ensuring that SPRCPH has a trained, competent, culturally responsive and supported workforce that reflects the diversity of the communities we serve. The team works with both internal and external partners (such as Ramsey County Human Resources, the Public Health Career Pathways program, the Youth of Color Career Exploration Team (YCCET), AVID (Advancement Via Individual Determination) programs, and local colleges and universities to shape the future public health workforce. The Workforce Development Plan has a goal to create a work environment where staff feel safe, supported, and free from discrimination. Intentionally creating a culture where the wellbeing of staff is respected and supported will allow our staff to flourish as individuals and in their various roles serving residents. The team will be creating a training plan to focus on the skills and knowledge essential to meet current and future workforce needs, expanding internship opportunities within public health with a focus on students from racially and/or ethnically diverse and American Indian communities, and identifying specific actions to provide staff with support and connection in the workplace.

Climate change is one of Public Health's eight Community Health Improvement Plan priorities. In 2022, the department hired a Climate Health Planner to work more intentionally in this area. Public Health is collaborating with the Health and Wellness Service Team and the County Manager's Office to advance the county's priority to respond to climate change and increase community resilience. Over the last year the department has engaged with community through listening sessions and surveys to learn what role residents want the county to play in addressing the health impacts of climate change. Information has been shared about climate justice and preparedness through monthly articles in Green Ramsey, a Public Health Presents event as part of county's Earth Day observance, staff worked with students to develop a plan for engagement related to climate action and performed gap analysis of Public Health and the Parks & Recreation Department's climate response work to identify areas for growth. This coming year the department is focused on identifying key priorities in the Minnesota Climate Action Framework to guide the county's overarching response to

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climate change, initiating ongoing engagement activities, updating the Climate Change Vulnerability Assessment, and developing a website to share information about this work.

Public Health continues to monitor **COVID-19** case data (hospitalization and mortality) and will maintain the dashboard after the COVID-19 emergency declaration has ended. The Department has continued to work in community to provide COVID-19 outreach, education and engagement to promote prevention and treatment. Vaccination for community members is provided at mobile clinics in community as well as during Public Health standing clinics at 555 Cedar. The Department maintains and distributes personal protective equipment (PPE) to other Ramsey County departments and external community members upon request and assists with mitigation in county-owned facilities through COVID-19 testing and education. A plan for demobilizing the Department's response to COVID-19 will occur as part of the U.S. government ending COVID-19 emergency declarations on May 11.

Information on the Ramsey County open data portal tracks the local impact of the **opioid epidemic**. Saint Paul – Ramsey County Public Health has partnered with county Communications to create an *Opioid Crisis in Ramsey County* dashboard to share the story of how this national public health crisis is impacting our community. Public health hosted a meeting with City Jurisdictions in 2022 and hosted the first Opioid Response Initiative Partner meeting with twenty-four invited organizations attending. Ideas on what is needed and possible to address this crisis, future use of Opioid funds and opportunities for partnership were gathered. The goal of Public Health's OERAC (Opioid Epidemic Response Advisory Council) Grant is to provide training and education regarding Naloxone and other drugs that treat overdoses for first responders, persons taking opioids, families, schools, community support groups, and other members of the public. A peer specialist was hired at the end of 2022 to train staff and community members on the use of Naloxone and Nasal Narcan.

Plans for a new **Environmental Service Center** are well underway. The county board approved a \$29.7M budget from the Solid Waste Fund on November 11, 2022. The project team has completed phase 1 of schematic design. Two phases of community engagement have been completed – both with online and in person sessions. Further community engagement is planned over the summer to share design files. Construction is anticipated to begin in 4th quarter of 2023, and is projected to be complete in early 2025, with a targeting opening date of the facility in late 2025.

Better Together is a new change management initiative to improve how we work together to ensure effective, efficient, and accessible operations across the Health and Wellness Service Team (HWST). Better Together is intended to better align the service team with the county's vision, mission, values, goals and strategic priorities through authentic collaboration, joint ownership, and intentional focus on racial equity across the HWST.

Revenues

The Public Health budget is supported by a variety of resources. The proposed 2024 -2025 budget represents approximately 25% levy funding, 30% state, local and federal grants, 41% revenue from fees which include the County Environmental Charge (CEC) receipted to the Environmental Health fund, reimbursement for direct client services, and some other smaller sources of revenue. With a strong history of state and federal grant funding to support historical and new services, the Public Health budget reflects grant revenues that are known for this next budget cycle. The Department continues to seek out additional grant funding to support enhanced and new services to address emerging needs and priority issues. Client service revenues which primarily

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

reflect payments from Medical Assistance, health plans and insurance have been closely reviewed and set at realistic targets based on expected levels of service and reimbursement rates. The revenue estimates are attainable if staffing and service levels remain as anticipated.

New fees are brought to the Board for approval intermittently after the fee schedule in the budget is approved. These new fees may be the result of a new drug or lab test that becomes available and is viewed as advantageous by our medical providers. Allowing authority by the County Manager to approve these intermittent fee changes would expedite our ability to charge for these items and obtain payment/revenue. Drugs or tests may replace an existing test or drug or may be completely new. Expedited authority would allow billing to take place in a timely manner and eliminate the disruption of revenue capture.

Public Health has positions in the complement that are not budgeted. These positions will be funded by State and Federal grants such the Child and Teen Check-ups (CTC), the recent CDC infrastructure grant from the Minnesota Department of Health (MDH), anticipated funding from the Department of Public Safety for SOS Sexual Violence Services, and community health board funds from MDH for the local public health adult recreational cannabis response. Public Health has a strong and consistent history of securing external funds to support our work and to appropriately manage unfunded positions that sustain and/or initiate immediate programing and services.

ARPA funded positions are filled with limited duration staff whose work will end when the ARPA funds are expended or when the limited duration positions expire in 2024. Where the need for ongoing work exists, such as for the Appropriate Response Initiative we will identify funding to prepare for the transition from ARPA funding before 2026.

Long Term Budget Pressures

Long term budget pressures and multi-year funding needs include new initiatives such as the Nurse Float Pool and PHIPP, efforts to address the community health improvement priorities that require start-up funds and sustainability, strengthening infrastructure, and building capacity to support career pathways into public health, and to expand and diversify our public health work force, including nurses, community health workers and other public health professionals. With Public Health's extensive funding received from **State and Federal grants**, there are potential challenges with sustainability of programs and services at the end of a grant cycle. Many grants that the department receives are long-standing and are expected to be received year after year. Plans will need to be made to sustain work associated with other grants with a known closing date. The Department is aware of these situations and will be planning for transitions either in funding or services when the time comes.

Correctional Health costs associated with care for increasing chronic and acute health needs of clients has been increasing. One such example is prescription medication costs which have increased in recent years. Managing these increases is under review to determine if there are equally effective and less costly alternatives to current practices. Another factor that places an increased burden on the Public Health budget is the cost of needed services provided by external contractors. The frequency and extent of these services and costs are not predictable as they are dependent on the needs and situations of persons in the facilities. One or two extensive health issues could have an unanticipated significant impact on spending. In 2022,

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

approximately \$865,000 was spent on services provided by eight external providers for hospital, specialty medical services and medication costs, an increase of 43% over 2021.

The **555 Cedar relocation project** and transition to the Health and Wellness Hub concept will move Public Health's clinical services out of the current location to a new location, still to be determined. Public Health is working with Property Management to identify a possible building or land for future use. Information received from clients to date indicate a location preference as Downtown, North End St. Paul, University/Midway, and East Side of St. Paul. There is no funding in the Public Health operating budget for this relocation as a funding request will be handled outside of this budget process when more information is available.

Closing

The operating vision for Public Health is that all who live, work, and play in Ramsey County have the opportunity and resources to achieve optimal health and wellbeing, and that the environment is protected as a safe and healthy place. Critical to achieving this vision is attention to racial disparities in our work, and increasing community engagement through shared leadership, power, and decision-making to implement new strategies and community identified priorities that will have the greatest ability to positively impact the vision.

Public Health will strive to find the right balance between remaining steadfast in our pursuit of improving the health of the Ramsey County community through traditional public health roles and responsibilities, while fully considering and implementing strategies that transform how we operate and impact community as the county's health department. Throughout the COVID-19 pandemic, we have experienced increased opportunities for staff to connect through matrix staffing and relationships which has fostered creative problem solving and partnerships.

The Department will remain committed to the responsibilities of controlling infectious disease spread, preparing for public health emergencies, and protecting the environment. It is also clear that issues such as violence and mental health are further emerging as critical issues which need to be addressed from a public health framework in concert with other disciplines. The focus on prevention coupled with early intervention is key for public health. Retaining that focus while developing new ways of connecting, centering with community leadership and voices, partnering with other entities to create an impactful and respectful approach inclusive of all communities that leads with race to address public health issues, will strengthen our ability to achieve the vision.

Department Summary

BUDGET SUMMARY

Public Health

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	45,021,065	51,874,076	54,398,074	55,450,788
Expenditure / Appropriation - Projects / Grants	10,508,323	16,586,254	17,889,552	17,906,844
Revenue / Est. Revenue - Operating Budget	35,471,101	38,541,964	37,131,399	37,662,283
Revenue / Est. Revenue - Projects / Grants	11,507,767	16,349,159	17,503,042	17,513,686
Use of Fund Balance	(9,027,035)	(1,410,893)	-	-
County Tax Levy	17,577,555	14,980,100	17,653,185	18,181,663
Inc/(Dec) from Previous Year			2,673,085	528,478
% Inc/(Dec) from Previous Year			17.8%	3.0%
Inc/(Dec) from Two Years				3,201,563
% Inc/(Dec) from Two Years				21.4%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Public Health

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	26,040,915	30,557,419	29,619,167	30,112,726
Intergovernmental Revenue	-	-	-	-
Federal	4,661,147	11,828,332	12,026,516	12,027,692
State	9,291,420	7,161,314	8,614,160	8,623,628
Local / Other	1,173,090	1,302,520	902,118	902,118
Total Intergovernmental Revenue	15,125,657	20,292,166	21,542,794	21,553,438
Use of Money, Property & Sales	749,017	60,000	700,500	700,500
Other Revenue & Taxes	3,837,653	3,981,538	2,771,980	2,809,305
Property Tax Levy	17,186,345	14,980,100	17,653,185	18,181,663
Use of Fund Balance	(9,027,035)	(1,410,893)	-	-
Total Revenue / Estimated Revenue	53,912,552	68,460,330	72,287,626	73,357,632

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	28,783,634	34,793,582	37,011,332	37,419,169
Professional Services	16,897,550	22,381,581	23,852,603	24,509,977
Client Services	171,778	172,500	164,500	164,500
Supplies	1,402,318	1,409,667	1,703,054	1,707,849
Capital Outlay	534,698	203,000	256,137	256,137
Contingent	-	-	-	-
Intergovernmental Payments	6,113,773	9,500,000	9,000,000	9,000,000
Transfers	8,801	-	300,000	300,000
Total Expenditure / Appropriation	53,912,552	68,460,330	72,287,626	73,357,632

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Public Health County General Revenue Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	3,728,733	4,716,919	3,949,248	3,942,807
Intergovernmental Revenue	-	-	-	-
Federal	4,661,147	11,828,332	11,000	11,000
State	4,581,375	5,613,314	3,920,671	3,920,671
Local / Other	383,000	383,000	83,000	83,000
Total Intergovernmental Revenue	9,625,522	17,824,646	4,014,671	4,014,671
Use of Money, Property & Sales	46,318	60,000	-	-
Other Revenue & Taxes	3,003,042	3,250,338	1,140,000	1,140,000
Total Revenue / Estimated Revenue	17,186,345	14,980,100	17,266,675	17,788,505

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	24,969,873	30,552,469	17,723,216	17,968,566
Professional Services	6,654,240	8,819,367	7,451,778	7,721,817
Client Services	171,778	172,500	160,500	160,500
Supplies	1,291,787	1,184,667	967,100	967,100
Capital Outlay	493,481	103,000	68,000	68,000
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	8,801	-	-	-
Total Expenditure / Appropriation	33,589,960	40,832,003	26,370,594	26,885,983

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	304.00	302.00	154.90	155.60

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Public Health
Grant Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	234,919	234,919
Intergovernmental Revenue	-	-	-	-
Federal	-	-	11,865,516	11,866,692
State	-	-	2,028,699	2,031,555
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	13,894,215	13,898,247
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	107,000	107,000
Property Tax Levy	-	-	386,510	393,158
Total Revenue / Estimated Revenue	-	-	14,622,644	14,633,324

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	-	-	11,839,389	11,865,237
Professional Services	-	-	2,370,209	2,355,041
Client Services	-	-	4,000	4,000
Supplies	-	-	390,409	390,409
Capital Outlay	-	-	18,637	18,637
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	-	-	14,622,644	14,633,324

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	0.00	0.00	119.80	119.10

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Public Health MN Opioid Overdose Settlement Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	3,086,450	-	1,049,652	1,056,264
Local / Other	-	-	-	-
Total Intergovernmental Revenue	3,086,450	-	1,049,652	1,056,264
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Use of Fund Balance	(3,086,288)	-	-	-
Total Revenue / Estimated Revenue	162	-	1,049,652	1,056,264

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	-	-	797,652	805,524
Professional Services	-	-	246,000	245,000
Client Services	-	-	-	-
Supplies	162	-	6,000	5,740
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	162	-	1,049,652	1,056,264

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	0.00	0.00	7.00	7.00

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Public Health Waste Mgmt Service Charge Fund

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	22,312,182	25,840,500	25,435,000	25,935,000
Intergovernmental Revenue	-	-	-	-
Federal	-	-	150,000	150,000
State	1,623,595	1,548,000	1,615,138	1,615,138
Local / Other	790,090	919,520	819,118	819,118
Total Intergovernmental Revenue	2,413,685	2,467,520	2,584,256	2,584,256
Use of Money, Property & Sales	702,699	-	700,500	700,500
Other Revenue & Taxes	834,611	731,200	1,524,980	1,562,305
Use of Fund Balance	(5,940,747)	(1,410,893)	-	-
Total Revenue / Estimated Revenue	20,322,430	27,628,327	30,244,736	30,782,061

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	3,813,761	4,241,113	6,651,075	6,779,842
Professional Services	10,243,310	13,562,214	13,784,616	14,188,119
Client Services	-	-	-	-
Supplies	110,369	225,000	339,545	344,600
Capital Outlay	41,217	100,000	169,500	169,500
Contingent	-	-	-	-
Intergovernmental Payments	6,113,773	9,500,000	9,000,000	9,000,000
Transfers	-	-	300,000	300,000
Total Expenditure / Appropriation	20,322,430	27,628,327	30,244,736	30,782,061

	FY22	FY23	FY24	FY25
Authorized Personnel (FTE)	Actual	Budget	Proposed	Proposed
Total FTE	41.80	41.80	56.10	56.10

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Public Health

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Family Health	1,575,632	2,756,582	2,308,432	2,308,432
Healthy Communities	1,134	-	-	-
Correctional Healthcare	1,654	40,000	-	-
Sexual Health	32,240	32,600	32,600	32,600
Communicable Disease Control	275,409	437,500	437,500	437,500
Public Health Administration	7,018,890	5,302,771	5,867,771	5,867,771
Laboratory 555	134,636	42,000	35,000	35,000
Health Records	417,678	476,000	29,616	23,175
Housecalls	180,000	180,000	210,000	210,000
Health Protection	-	-	100,000	100,000
Lead Hazard Control	702,777	1,305,500	35,500	35,500
Community Sanitation	867,677	897,311	775,500	794,555
Solid Waste Management	24,263,374	27,071,700	27,299,480	27,817,750
Total Operating Budget	35,471,101	38,541,964	37,131,399	37,662,283

Inc/(Dec) from Previous Year	(1,410,565)	530,884
% Inc/(Dec) from Previous Year	(3.7)%	1.4%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
SMART (G101034)	-	13,000	13,000	13,000
HRA-FHUD St Paul (G102174)	83,000	83,000	83,000	83,000
Title X (G103027)	797,432	1,033,913	1,033,913	1,033,913
Refugee Health Screening (G103031)	6,260	12,000	12,000	12,000
TB Outreach (G103032)	8,193	11,000	11,000	11,000
Early Childhood Home Visits (G103035)	851,145	1,688,049	-	-
Family Home Visiting TANF (G103036)	497,366	994,732	994,732	994,732
Early Hearing Detection and Intervention (G103038)	25,733	36,000	51,000	51,000
Child & Teen Checkup Grant (G201135)	886,981	2,267,961	1,298,845	1,298,845
PH Opioid Use Disorder (G201324)	14,835	-	145,548	146,976
MN Opioid Overdose Settlement (G201326)	3,086,450	-	1,049,652	1,056,264
PH MDH Med Assisted Therapy (G201602)	113,426	-	-	-
Sexual Offense Services (G202007)	-	347,314	347,314	347,314
ARPA Survivor Support and Prevention Grant (G208101)	275,052	-	-	-

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Public Health

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Maternal / Child Health (G211001)	12,836	860,374	865,079	865,079
Women Infants and Children (WIC) (G211009)	1,001,064	3,876,000	4,112,000	4,112,000
Bio-Terrorism Response (G211016)	-	335,000	290,989	290,989
Breastfeeding-Peer Support (G211020)	49,597	246,429	250,197	250,197
State Health Improvement (G211023)	-	977,350	977,350	977,350
Perinatal Hepatitis B Prevention (G211024)	60,194	125,000	125,000	125,000
Health Disparities (G211026)	-	48,806	48,806	48,806
Family Planning (G211029)	-	-	220,210	220,210
Pre-Exposure Prophylaxis (G211030)	7,796	75,000	-	-
Nurse Family Partnership (G211031)	251,593	230,526	-	-
Syringe Services (G211033)	92,791	125,460	-	-
HIV Testing Black Women (G211034)	47,614	75,816	-	-
HIV African American MSM (G211035)	111,865	119,525	-	-
Ryan White Part B Supplemental (G211036)	88,163	103,950	-	-
Diabetes and Cardio Vascular Disease (G211041)	-	223,689	-	-
Evidence Based Home Visiting 3 Grant (G211042)	69,162	126,745	-	-
PH MDH Disease Intervent Spec (G211055)	119,507	-	277,161	277,161
PH Workforce Development Grant (G211056)	78,363	-	118,740	119,916
PH MDH Infrastructure Grant (G211057)	9,644	-	140,880	142,308
Family Home Visiting Strong Foundations Grant (G211059)	-	-	2,461,000	2,461,000
PH EIS Black MSM (G211060)	-	-	116,698	116,698
PH HIV Native Amer PWID-PWUD (G211061)	-	-	59,580	59,580
PH HIV Black PWID-PWUD (G211062)	-	-	30,777	30,777
PH HIV Other PWID-PWUD (G211063)	-	-	59,580	59,580
PH HIV Greatest Risk - Metro (G211064)	-	-	149,735	149,735
Solid Waste Management-SCORE (G213001)	1,623,595	1,548,000	1,615,138	1,615,138
Solid Waste Management-LRDG (G213002)	376,208	419,520	369,118	369,118
Metro Alliance Healthy Families (G306020)	-	45,000	-	-
HealthPartners - Health Communities Programs (G306060)	135,000	-	-	-
PH RISE (G306063)	-	-	25,000	25,000
Window Replacement and Low Impact Stabilization (G404009)	101,902	-	150,000	150,000
PH St Paul Healing Streets (G404012)	300,000	300,000	-	-
TB Elimination Alliance Grant (G407011)	10,000	-	-	-

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Public Health

R-HELT Innovation Awards (P070122)	240,000	-	-	-
Resident Experience Design Project (P070527)	75,000	-	-	-
Total Projects / Grants	11,507,767	16,349,159	17,503,042	17,513,686

Total Revenue / Estimated Revenue	46,978,868	54,891,123	54,634,441	55,175,969
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Inc/(Dec) from Previous Year	(256,682)	541,528
% Inc/(Dec) from Previous Year	(0.5)%	1.0%
	0	0
Inc/(Dec) from Two Years		284,846
% Inc/(Dec) from Two Years		0.5%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Public Health

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Women Infants and Children (WIC)	58,885	-	535,121	575,760
Family Health	3,199,749	4,456,710	3,783,658	3,847,119
Healthy Communities	864,441	971,519	1,513,521	1,523,417
Healing Streets	179,947	301,562	-	-
Correctional Healthcare	6,367,747	6,357,580	6,443,253	6,532,787
Sexual Health	541,325	398,033	453,079	455,552
Communicable Disease Control	2,711,795	2,545,875	2,922,933	2,963,066
Public Health Administration	7,567,515	6,057,819	7,741,918	7,995,652
Uncompensated Care	941,699	941,700	941,700	941,700
Laboratory 555	381,248	350,075	371,372	374,403
Health Records	661,521	712,410	446,206	446,899
Housecalls	363,501	359,208	385,176	388,695
Health Protection	485,353	557,967	749,657	757,933
Lead Hazard Control	703,804	1,305,500	1,419,886	1,437,289
Community Sanitation	954,550	897,311	1,173,219	1,203,759
Solid Waste Management	19,037,985	25,660,807	25,517,375	26,006,757
Total Operating Budget	45,021,065	51,874,076	54,398,074	55,450,788
Inc/(Dec) from Previous Year			2,523,998	1,052,714
% Inc/(Dec) from Previous Year			4.9%	1.9%

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
SMART (G101034)	-	13,000	13,000	13,000
HRA-FHUD St Paul (G102174)	83,000	83,000	83,000	83,000
Title X (G103027)	956,444	1,033,913	1,033,913	1,033,913
Refugee Health Screening (G103031)	6,908	12,000	12,000	12,000
TB Outreach (G103032)	11,000	11,000	11,000	11,000
Early Childhood Home Visits (G103035)	1,296,337	1,688,049	-	-
Family Home Visiting TANF (G103036)	573,289	994,732	994,732	994,732
Early Hearing Detection and Intervention (G103038)	42,525	36,000	51,000	51,000
Telehealth Mobile Clinic (G103040)	411,983	-	-	-

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Public Health

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Child & Teen Checkup Grant (G201135)	1,271,474	2,267,961	1,298,845	1,298,845
PH Opioid Use Disorder (G201324)	88,941	-	145,548	146,976
MN Opioid Overdose Settlement (G201326)	162	-	1,049,652	1,056,264
PH MDH Med Assisted Therapy (G201602)	168,102	-	-	-
Sexual Offense Services (G202007)	-	584,409	733,824	740,472
ARPA Survivor Support and Prevention Grant (G208101)	339,233	-	-	-
Maternal / Child Health (G211001)	12,837	860,374	865,079	865,079
Women Infants and Children (WIC) (G211009)	1,581,191	3,876,000	4,112,000	4,112,000
Bio-Terrorism Response (G211016)	295,092	335,000	290,989	290,989
Breastfeeding-Peer Support (G211020)	73,501	246,429	250,197	250,197
State Health Improvement (G211023)	190,237	977,350	977,350	977,350
Perinatal Hepatitis B Prevention (G211024)	39,489	125,000	125,000	125,000
Health Disparities (G211026)	10,747	48,806	48,806	48,806
Family Planning (G211029)	-	-	220,210	220,210
Pre-Exposure Prophylaxis (G211030)	28,890	75,000	-	-
Nurse Family Partnership (G211031)	357,438	230,526	-	-
Syringe Services (G211033)	112,405	125,460	-	-
HIV Testing Black Women (G211034)	60,279	75,816	-	-
HIV African American MSM (G211035)	129,146	119,525	-	-
Ryan White Part B Supplemental (G211036)	111,608	103,950	-	-
Diabetes and Cardio Vascular Disease (G211041)	92,278	223,689	-	-
Evidence Based Home Visiting 3 Grant (G211042)	126,746	126,745	-	-
PH MDH Disease Intervent Spec (G211055)	185,765	-	277,161	277,161
PH Workforce Development Grant (G211056)	79,760	-	118,740	119,916
PH MDH Infrastructure Grant (G211057)	66,428	-	140,880	142,308
Family Home Visiting Strong Foundations Grant (G211059)	-	-	2,461,000	2,461,000
PH EIS Black MSM (G211060)	-	-	116,698	116,698
PH HIV Native Amer PWID-PWUD (G211061)	-	-	59,580	59,580
PH HIV Black PWID-PWUD (G211062)	-	-	30,777	30,777
PH HIV Other PWID-PWUD (G211063)	-	-	59,580	59,580
PH HIV Greatest Risk - Metro (G211064)	-	-	149,735	149,735
Solid Waste Management-SCORE (G213001)	1,284,445	1,548,000	1,615,138	1,615,138

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Public Health

Solid Waste Management-LRDG (G213002)	-	419,520	369,118	369,118
Metro Alliance Healthy Families (G306020)	-	45,000	-	-
SHRF Ctr Effective Pub Policy (G306036)	-	-	-	-
PH RISE (G306063)	11,037	-	25,000	25,000
Window Replacement and Low Impact Stabilization (G404009)	101,902	-	150,000	150,000
PH St Paul Healing Streets (G404012)	306,718	300,000	-	-
TB Elimination Alliance Grant (G407011)	986	-	-	-
Total Projects / Grants	10,508,323	16,586,254	17,889,552	17,906,844
Total Expenditure / Appropriation	55,529,388	68,460,330	72,287,626	73,357,632
Inc/(Dec) from Previous Year			3,827,296	1,070,006
% Inc/(Dec) from Previous Year			5.6%	1.5%
Inc/(Dec) from Two Years				4,897,302
% Inc/(Dec) from Two Years				7.2%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Public Health

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Women Infants and Children (WIC)	-	-	5.48	5.75
Family Health	30.36	30.63	29.29	29.56
Healthy Communities	6.84	7.13	9.30	9.30
Healing Streets	4.02	4.00	-	-
Correctional Healthcare	38.80	38.80	38.30	38.30
Sexual Health	3.62	3.68	2.20	2.20
Communicable Disease Control	20.23	20.26	23.11	23.24
Public Health Administration	38.80	36.80	33.05	33.05
Laboratory 555	2.70	2.70	2.70	2.70
Health Records	9.00	9.00	9.00	9.00
Housecalls	3.00	3.00	3.00	3.00
Health Protection	6.15	6.18	4.49	4.51
Lead Hazard Control	7.00	7.00	7.00	7.00
Community Sanitation	6.80	6.80	7.00	7.00
Solid Waste Management	41.80	41.80	42.10	42.10
Total Operating Budget	219.12	217.78	216.00	216.70

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Women Infants and Children (WIC) (G211009)	48.40	48.40	40.67	40.41
Breastfeeding-Peer Support (G211020)	0.40	0.40	2.66	2.63
Early Childhood Home Visits (G103035)	13.00	12.90	-	-
Family Home Visiting TANF (G103036)	8.61	8.54	7.53	7.44
Early Hearing Detection and Intervention (G103038)	0.28	0.28	0.36	0.36
Maternal / Child Health (G211001)	4.97	4.92	2.62	2.59
Nurse Family Partnership (G211031)	2.05	2.03	-	-
Evidence Based Home Visiting 3 Grant (G211042)	0.80	0.78	-	-
Family Home Visiting Strong Foundations Grant (G211059)	-	-	16.85	16.71
Metro Alliance Healthy Families (G306020)	0.38	0.37	-	-
SMART (G101034)	-	-	0.03	0.03
Child & Teen Checkup Grant (G201135)	18.39	18.10	13.70	13.70
MN Opioid Overdose Settlement (G201326)	-	-	7.00	7.00
Sexual Offense Services (G202007)	5.00	5.00	6.97	6.97
State Health Improvement (G211023)	5.00	5.00	5.60	5.60

Department Summary

PERSONNEL SUMMARY BY DIVISION

Public Health

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Diabetes and Cardio Vascular Disease (G211041)	1.37	1.37	-	-
PH MDH Infrastructure Grant (G211057)	-	-	1.00	1.00
PH St Paul Healing Streets (G404012)	1.50	1.50	-	-
Title X (G103027)	7.30	7.24	7.32	7.27
Perinatal Hepatitis B Prevention (G211024)	1.35	1.35	1.23	1.22
Health Disparities (G211026)	0.60	0.60	0.33	0.33
Family Planning (G211029)	-	-	1.90	1.88
Pre-Exposure Prophylaxis (G211030)	0.68	0.68	-	-
Syringe Services (G211033)	0.70	0.70	-	-
HIV Testing Black Women (G211034)	0.74	0.74	-	-
HIV African American MSM (G211035)	1.15	1.15	-	-
Ryan White Park B Supplemental (G211036)	1.02	1.01	-	-
PH MDH Disease Intervent Spec (G211055)	-	-	2.63	2.61
PH EIS Black MSM (G211060)	-	-	0.69	0.69
PH HIV Native Amer PWID-PWUD (G211061)	-	-	0.21	0.20
PH HIV Black PWID-PWUD (G211062)	-	-	0.18	0.17
PH HIV Other PWID-PWUD (G211063)	-	-	0.35	0.35
PH HIV Greatest Risk - Metro (G211064)	-	-	0.95	0.94
PH Opioid Use Disorder (G201324)	-	-	1.50	1.50
Bio-Terrorism Response (G211016)	3.00	2.97	3.51	3.49
PH Workforce Development Grant (G211056)	-	-	1.00	1.00
Total Projects / Grants	126.68	126.02	126.80	126.10
Total Existing Permanent FTE	345.80	343.80	342.80	342.80

	FY24 Proposed	FY25 Proposed
FTE Additions		
Move 4 Clerk Typist 3 positions and 1 Office Manager 2 positions to IPR	(5.00)	(5.00)
Total FTE Changes	(5.00)	(5.00)
Total FTE	337.80	337.80
Inc/(Dec) from Previous Year	(6.00)	-
Inc/(Dec) from Two Years		(6.00)

Department Summary



Veterans Services
Christina Rost, Director

90 W. Plato Boulevard
651-266-2545

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

Ramsey County Veterans Services provides holistic county-wide education, assistance, counsel, and advocacy for veterans, their dependents and survivors who are eligible for Federal, State, and local benefits based on service in the United States military. Veterans Services exists to assist with understanding and navigating the complex eligibility and application processes associated with accessing veterans' benefits. The focus of the department is ensuring that veterans of all eras, with emphasis on under-served populations, are provided guidance, referrals and direct support based on a comprehensive assessment of individual need. Outreach and Community Engagement initiatives are a vital component of our Veteran Services providing direct support to diverse populations within the County, and directly connecting veterans with available resources. As a department of the Health and Wellness Service Team, Veterans Services works in cooperation with all internal Ramsey County departments and directly with Federal, State, and local partners who share our vision of a vibrant community where all are valued and thrive.

To promote our shared vision of a vibrant community where all residents are valued and thrive, Veterans Services provides the following:

- Counsels and educates veterans and their survivors seeking federal, state, and local benefits.
- Advocates and advises veterans on how federal and state programs like Medicare, Medicaid, and Social Security impact veteran and survivor benefit eligibility.
- Builds and maintains partnerships with community agencies, non-profits, and local businesses that offer programs, services, and activities to veterans.
- Coordinates with other Ramsey County departments to connect veterans to an array of employment, health, and financial support. Provides case management services to support veteran needs by providing referral to a wide range of community resources.
- Leads the Veterans Court Mentor Program.
- Coordinates with other Ramsey County departments and external community partners to connect veterans and their families who are experiencing homelessness to support services and locate stable housing.

Our priority in the 2024/2025 budget is to strategically build a talented and diverse workforce that can meet the ever increasing and complex needs of the veteran community and ensure that our services and programs are culturally specific, client-centered, inclusive, accessible, and efficient, while providing exemplary service.

Department Summary

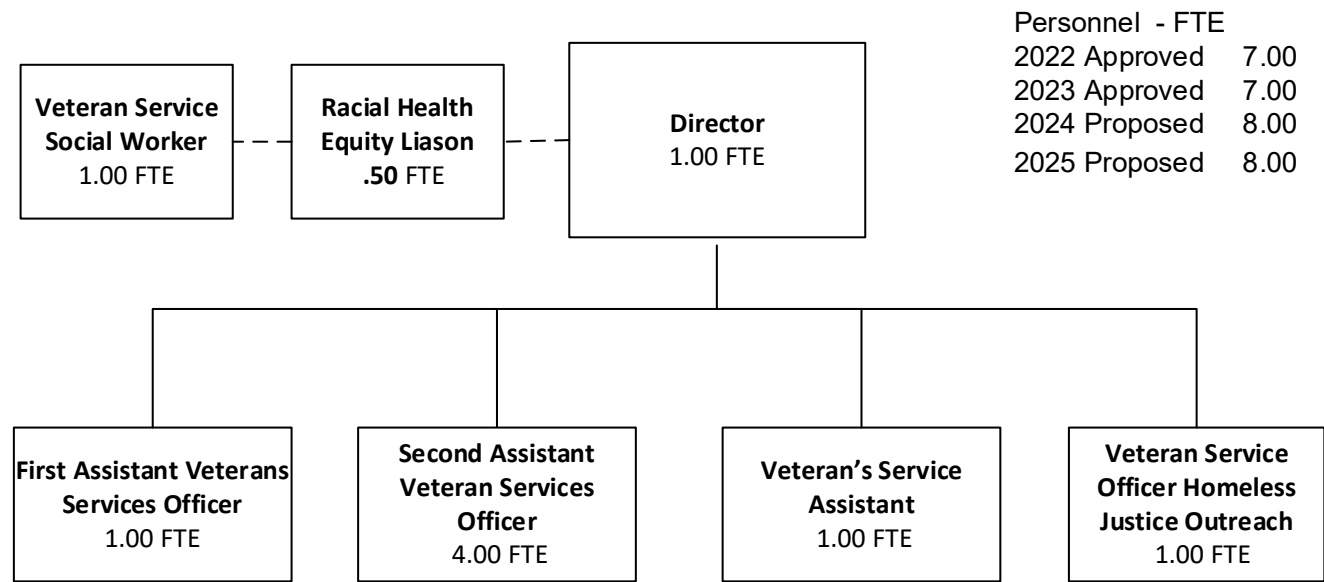
Veterans Services
Christina Rost, Director

90 W. Plato Boulevard
651-266-2545

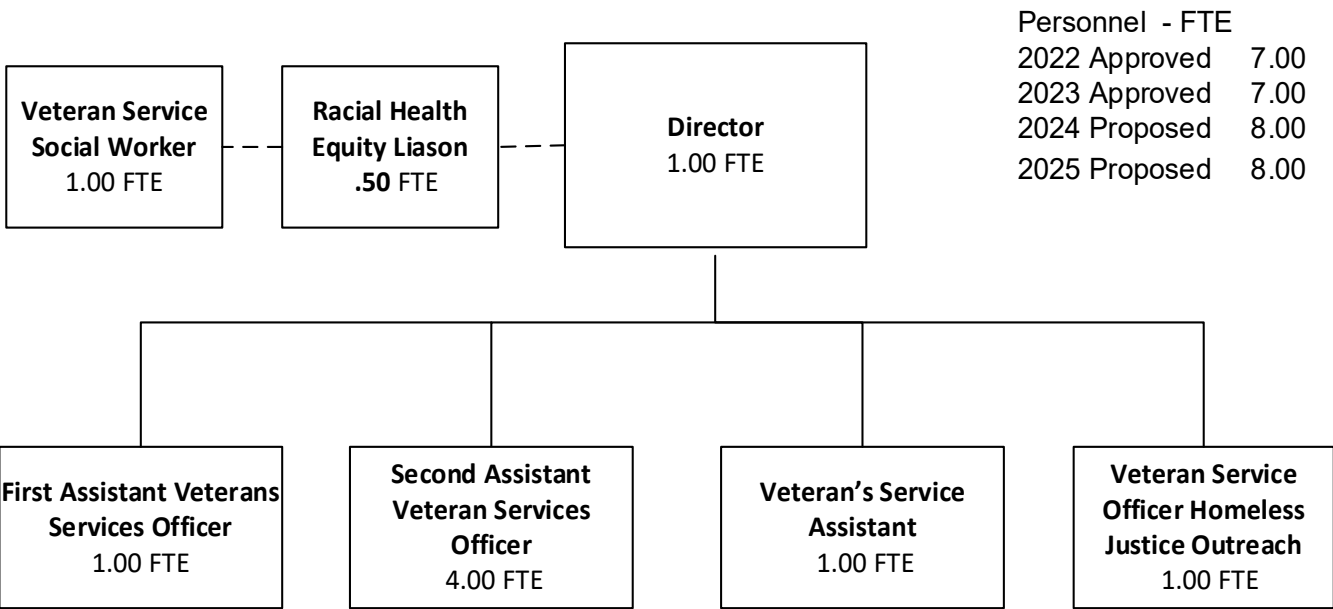
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Department 2024 Organizational Chart



Department 2025 Organizational Chart



DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

- 1.00 new FTE for Veterans Services Department with approximate cost of \$106,000.00.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

Aligning talent attraction, retention, and promotion

Over the past 1 ½ years, our Veterans Services Department has worked strategically to create a talented and diverse workforce. Today, nearly 42% of the department's staff identify as racially or ethnically diverse. Ramsey County is the most racially diverse county in the state, and it is important that Veterans Services is an inclusive and equitable workplace that reflects the community we serve. While we are moving in a positive direction, more work needs to happen to ensure we **recruit, retain, and promote talent within our communities**. Veterans Services has benefitted from a partnership with the Social Services Department by having an embedded social worker to help coordinate benefits, including mainstream benefits available to all Ramsey County residents. However, our Second Assistance Veterans Service Officer salaries are 18 to 21% below the Gallagher Core Comparator Benchmark for competitive salaries. This makes it increasingly difficult to retain and recruit top talent. Our budget request this year includes a wage adjustment to make it possible to compete in today's job market. A wage adjustment will allow our department to be competitive with the market and be in line with Ramsey County's compensation philosophy and the vision, mission, and values of the organization. This will also ensure we attract, retain, and promote top talent and we will be an employer of choice within the communities we serve.

Residents first: effective, efficient, and accessible operations

Since 2021, we have been partnering with the Health and Wellness Administrative Division's Evaluation, Research, and Reporting team to conduct regular surveys with people we serve to ensure we are using a **Residents First** perspective and approach in all our services. Through a comprehensive service evaluation with those who received services in the last year, with results disaggregated by race, age, and gender, we received a list of recommendations and have established our next steps that includes building the infrastructure to gather quality assurance data to continuously inform service delivery. We have continued our partnership with the Evaluation, Research, and Reporting team through the implementation of an ongoing telephone and text survey. Respondents have shared the challenges of navigating the complex system of Federal and State Veterans Benefits. In addition to regular review of survey results and implementing recommendations based on the survey, we are requesting 1.0 FTE to ensure we can provide the level of service Veterans need and deserve. Having an additional staff member will allow our Veterans Services Department to meet the increasing needs of the Veteran community and ensure that our services and programs are inclusive, accessible, efficient, and provided with exemplary service.

Advancing racial and health equity and shared community power.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Veterans Services is committed to **Advancing Race and Health Equity and Shared Community Power**. Working with our Racial Equity and Community Engagement Action Team (RECEAT) we developed a Veterans Services Racial Equity Action Plan. One gap identified was the lack of racial data collected in our administrative database. In 2020, it was identified that 52% of client records in our database was missing race data for veterans that we serve. By the end of CY2022, 30% of client records were missing race data. Our staff remain committed to our racial equity data quality improvement strategy, and we are on track to meet our CY2023 race data quality improvement threshold 90% of client records that reflects race data. Having this data will provide us with a more complete picture of who we are serving and who we are missing. This information will identify populations who have been underserved and will guide our targeted outreach and engagement. In this budget we are focusing staff resources on the action items identified in that plan, including improving data quality and data entry.

Community Engagement

Ramsey County Veterans Services considers community engagement an essential aspect of our work as a department. Our Veterans Services' RECEAT meets monthly and is comprised of Ramsey County staff, leadership, and veterans from racially and ethnically diverse communities within Ramsey County. This group developed the Veterans Services Race and Health Equity Action Plan and assists in monitoring our implementation of the plan and progress towards achieving the goals. RECEAT community engagement results have emphasized expanding our departments reach with culturally diverse resources/staff. As a result, we have integrated community input, and racial and ethnic diversity into our hiring processes. Veterans Services staff also meet bi-monthly with the Veterans Treatment Court Mentor's Group to understand the perspectives and needs of justice system-involved veterans. These relationships are central to our decision-making and how we provide services. Engagement and feedback received from our RECEAT, Veterans Treatment Court Mentor Program and our survey respondents helped our Veterans Services department develop the department's first ever strategic plan, which outlines new approaches to service delivery, outreach, and engagement to address race-based disparities and inequities. In 2022, throughout 2023 and beyond, we'll continue to participate in community events like the Hmong International Freedom Festival, Juneteenth at the YMCA, and the Selby Avenue Jazz Festival that allow us to reach a more diverse group of veterans. We are continuously evolving our service delivery in response to the immediate and long-term needs of our community. In response to the feedback, we have received through various community engagements, we recognize adding to our current workforce would allow us to meet the needs of our Veteran community.

Veterans Services continues to build partnerships and leverage support from other departments with shared goals. We are grateful for monetary support from the Community Engagement Fund of the County Manager's Office that allows us to fund this important work, as well as partnerships with the Housing Stability Department's homeless veterans outreach and Public Health's assistance in addressing food insecurity.

Racial Equity

The Veterans Services Race Equity Action Plan has five broad recommendations. In the past year we have worked to:

- Recognize systemic racism and identify solutions to improve how we advocate for individual, and

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

systems change by updating job descriptions to reflect the county's strategic priorities, having all staff attend the Race Equity in Action training series, and continuing veteran surveys.

- Collaborate with external and internal partners to maximize our impact through shared resources and improved outreach by attending outreach events in diverse cultural communities and identifying resources for outreach.
- Build trust with veterans and community through transparency, empathy, and open-mindedness by involving community members in the hiring process and meeting regularly with the RECEAT and Veterans Court participants and mentors.
- Continuously evolve service delivery in response to the immediate and long-term needs of community by updating data entry process in our administrative database for a clear understanding of who is receiving services and who we are underserving.
- Develop and maintain a RECEAT to embed community in decision-making by recruiting veterans from specific cultural and racial communities and working together to create and implement the Race Equity Action Plan.

In the 2024/2025 budget and coming budget years, we will prioritize staff time and resources on increasing staff knowledge of the African American, Latino/a, Asian, and women veterans' needs and experiences, continuing recruitment and retention of RECEAT members and VTC Mentors and implementing the race equity competency tool kit, so staff feel confident and assured in their ability to bring a race equity lens to all of their work. We have benefited greatly by the partnership with the Office of Health and Wellness that provided Veterans Services with 0.50 FTE Race Health Equity Liaison's time that helped the department gain momentum and focused attention on race equity.

Update on Recent Initiatives

Veterans Services Case Management Dashboard. To better manage Veterans Services Officers (VSO) caseloads; increase efficiency; and ensure consistent, equitable, and accessible services to veterans, we are working with Hennepin County's Veterans Services Office and the Health and Wellness Evaluation, Research, and Reporting Team to develop an internal dashboard. This will enable us to review data on interactions with clients, the numbers and types of contacts, disposition of referrals, and provide more complete follow-up to those seeking our assistance. The dashboard is expected to be launched in early summer 2023. We will be incorporating data review and action planning in our regular staff meetings and staff supervision.

Veterans Services Open Data Portal Dashboard. In August 2023, Veteran Services will be partnering with Ramsey County's Communication & Public Relations Department and Evaluation, Research, and Reporting Unit to develop an external dashboard so residents can learn about our department's services, view quarterly performance measures, access public-facing departmental reports or evaluations, and offer resource links to other organizations that we partner with who provide services to veterans and their families.

Veterans Served in Ramsey County by Race Report. Currently, Veterans Services is working with the Evaluation, Research, and Reporting Unit to develop a quarterly report that reflects the number of veterans we serve by race and city of residency in Ramsey County, compared with the U.S. Census demographic statistics of veterans residing in Ramsey County to improve community engagement through the lens of racial equity. This report will help us to identify gaps in services for veteran and their families by race in Ramsey County.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Additionally, the report will further help inform proactive racial equity community engagement strategies and help with developing new culturally specific partners for service collaboration purposes.

Revenues

Veterans Services does not generate revenue in its operations but does maximize the use of the Minnesota Department of Veterans Affairs Operational Enhancement Grant as a funding source.

Long Term Budget Pressures

Staff retention and salary are the largest ongoing budget pressures the Veterans Services Department is facing. As stated earlier in this narrative, VSO salaries are 18 to 21% lower than the market. Retaining VSOs is especially important given the veteran status requirement, training and accreditation that is required. We make a large investment into each person hired to meet the training and accreditation requirements with multiple National Service organizations, Federal VA systems, State systems, and in maintaining Continuing Education Units (CEUs). A newly hired VSO is not able to take a full caseload for nearly a year. In the current competitive job market, attracting and retaining staff is difficult for everyone, but it has great impact in a department with seven staff. In this budget we will prioritize wage adjustments to make Ramsey County Veterans Services able to compete for the talented staff we need.

Staff not only need to know and understand the Federal, State, and local laws, policies, and programs, but also need empathy, kindness, and the ability to understand the impact of trauma from military service that is often intersected by trauma specific to racism or sexism. In a U.S. Department of Veterans Affairs report, it indicates there will be an annual 1.8% decline in the National Veteran population, but the proportion of veterans from racially and ethnically diverse and/or Native American communities and the proportion of women veterans is and will continue to increase. Also, according to a [Pew Research Center study](#) of veterans, post-9/11 veterans were twice as likely to be deployed as those who served prior to 9/11. These factors – declining overall population and attendant aging, increased racial and gender diversity, and increases in deployment – combine to increase the complexity and level of need of today's veterans. As the complexity of needs increase with our Gulf War Era Veterans (50% of all war Veterans) our staff time increases with each Veteran we serve. We need to invest additional operational funds to increase training and education for our staff to serve the needs of Veterans we are serving.

Veterans Services relies on partnerships with other veteran services offices, the state, community partners, and other Ramsey County departments to extend our reach and make a wide array of services accessible to holistically meet the needs of the people we serve.

As we continue to make the best of the resources available to us, a wage adjustment will allow Veterans Services to be competitive with the market and be in line with Ramsey County's compensation philosophy and the vision, mission, and values of the organization. This will also ensure we attract, retain, and promote top talent and we will be an employer of choice within the communities we serve. As Federal and State Veterans benefits and programs are expanding, an additional FTE will allow our Veterans Services Department to meet the increasing needs of the Veteran community and ensure that our services and programs are inclusive, accessible, efficient, and provided with exemplary service.

Department Summary

BUDGET SUMMARY

Veteran Services

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	728,753	802,160	989,871	1,003,035
Expenditure / Appropriation - Projects / Grants	10,163	22,500	22,500	22,500
Revenue / Est. Revenue - Operating Budget	-	-	-	-
Revenue / Est. Revenue - Projects / Grants	22,500	22,500	22,500	22,500
Use of Fund Balance	-	-	-	-
County Tax Levy	716,416	802,160	989,871	1,003,035
Inc/(Dec) from Previous Year			187,711	13,164
% Inc/(Dec) from Previous Year			23.4%	1.3%
Inc/(Dec) from Two Years				200,875
% Inc/(Dec) from Two Years				25.0%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Veteran Services

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	22,500	22,500	22,500	22,500
Local / Other	-	-	-	-
Total Intergovernmental Revenue	22,500	22,500	22,500	22,500
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	716,416	802,160	989,871	1,003,035
Total Revenue / Estimated Revenue	738,916	824,660	1,012,371	1,025,535

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	648,672	721,053	826,501	834,672
Professional Services	78,731	88,107	168,870	173,863
Client Services	5,272	5,000	5,000	5,000
Supplies	5,598	7,000	8,500	8,500
Capital Outlay	643	3,500	3,500	3,500
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	738,916	824,660	1,012,371	1,025,535

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Veteran Services County General Revenue Fund

Revenue / Estimated Revenue	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	22,500	22,500	-	-
Local / Other	-	-	-	-
Total Intergovernmental Revenue	22,500	22,500	-	-
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Property Tax Levy	716,416	802,160	989,871	1,003,035
Total Revenue / Estimated Revenue	738,916	824,660	989,871	1,003,035

Expenditure / Appropriation	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Personnel Services	648,672	721,053	826,501	834,672
Professional Services	78,731	88,107	156,870	161,863
Client Services	5,272	5,000	-	-
Supplies	5,598	7,000	6,500	6,500
Capital Outlay	643	3,500	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	738,916	824,660	989,871	1,003,035

Authorized Personnel (FTE)	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Total FTE	7.00	7.00	8.00	8.00

Department Summary

REVENUE AND EXPENTURE BY CATEGORY & INDIVIDUAL FUND

Veteran Services Grant Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Federal	-	-	-	-
State	-	-	22,500	22,500
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	22,500	22,500
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Total Revenue / Estimated Revenue	-	-	22,500	22,500

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	-	-	-	-
Professional Services	-	-	12,000	12,000
Client Services	-	-	5,000	5,000
Supplies	-	-	2,000	2,000
Capital Outlay	-	-	3,500	3,500
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	-	-	22,500	22,500

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	0.00	0.00	0.00	0.00

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Veteran Services

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Total Operating Budget	-	-	-	-
Inc/(Dec) from Previous Year			-	-
% Inc/(Dec) from Previous Year			-	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Veterans Services Operational Enhancement (G214007)	22,500	22,500	22,500	22,500
Total Projects / Grants	22,500	22,500	22,500	22,500
Total Revenue / Estimated Revenue	22,500	22,500	22,500	22,500

Inc/(Dec) from Previous Year	-	-
% Inc/(Dec) from Previous Year	-	-
Inc/(Dec) from Two Years	-	-
% Inc/(Dec) from Two Years	-	-

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Veteran Services

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Veterans Services Office	728,753	802,160	989,871	1,003,035
Total Operating Budget	728,753	802,160	989,871	1,003,035
Inc/(Dec) from Previous Year			187,711	13,164
% Inc/(Dec) from Previous Year			23.4%	1.3%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Veterans Services Operational Enhancement (G214007)	10,163	22,500	22,500	22,500
Total Projects / Grants	10,163	22,500	22,500	22,500
Total Expenditure / Appropriation	738,916	824,660	1,012,371	1,025,535

Inc/(Dec) from Previous Year			187,711	13,164
% Inc/(Dec) from Previous Year			22.8%	1.3%
Inc/(Dec) from Two Years				200,875
% Inc/(Dec) from Two Years				24.4%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Veteran Services

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Permanent FTE				
<u>Operating Budget</u>	-	-	-	-
Veterans Services Office	7.00	7.00	8.00	8.00

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
Projects / Grants				
<u>Projects / Grants</u>				
None	-	-	-	-
Total Projects / Grants	-	-	-	-
Total Existing Permanent FTE	7.00	7.00	8.00	8.00

	FY24 Proposed	FY25 Proposed
FTE Changes		
None		
Total FTE Changes	-	-
Total FTE	8.00	8.00
Inc/(Dec) from Previous Year	1.00	-
Inc/(Dec) from Two Years		1.00

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

Ramsey County Community Corrections fosters safe communities by helping justice involved clients change through the support of our staff and community partners offering opportunities, providing accountability, and ensuring equity. Our staff works with clients to help them remain crime free by addressing risk factors, identifying needs, and helping clients develop skills that support long term change and successful completion of their probation supervision requirements. We collaborate with clients to develop supervision plans that address the behaviors that put themselves and others at risk. We help clients access needed mental and chemical health services, educational supports, and cognitive behavioral programming to reduce problematic and violent behavior. We also work with our community partners to enhance capacity for client services and offering restorative justice services such as “healing circles” so clients can address the harm they caused to victims and the community.

Community Corrections partners with community to build trust and to collaborate on system reform. We work with our judges and other justice system stakeholders to address decision points that contribute to system inequities and disparities. We are guided by a Strategic Plan that focuses on four major goal areas including:

One Client, One Plan, 2) We Reflect the Clients and Communities We Serve, 3) We Communicate and Engage and 4) More Community, Less Confinement.

Community Corrections provides:

- Probation supervision that follows a family engagement case plan model for youth ages 10-18 as well as for young adults on extended juvenile jurisdiction through age 21.
- Secure detention for youth ages 10-17 who are charged with committing offenses, arrested on warrants or in violation of their probation for a previous offense.
- Extensive community-based services and supports for youth on probation to help them remain in the community.
- Bail evaluation and pre-trial services for adults 18 years or older.
- Pre-sentence investigations for adults 18 years or older.
- Community supervision for adults on probation or for those who have been released from Minnesota prisons.
- Short term custody and programming for adults who have received a sentence from the Court for up to one year, both pre-sentenced and sentenced.
- Community based programming for higher risk clients through individual and group cognitive-behavioral interventions.

For the 2024-2025 budget, Community Corrections focused on the following major initiatives: Pay equity for Assistant Probation Officers (APO)

- Pre-Trial Services
- Electronic Home Monitoring
- Free Phone calls at the Ramsey County Correctional Facility (RCCF)
- RCCF Resident Compensation
- Planning for the Juvenile Detention Center (JDC)

Department Summary

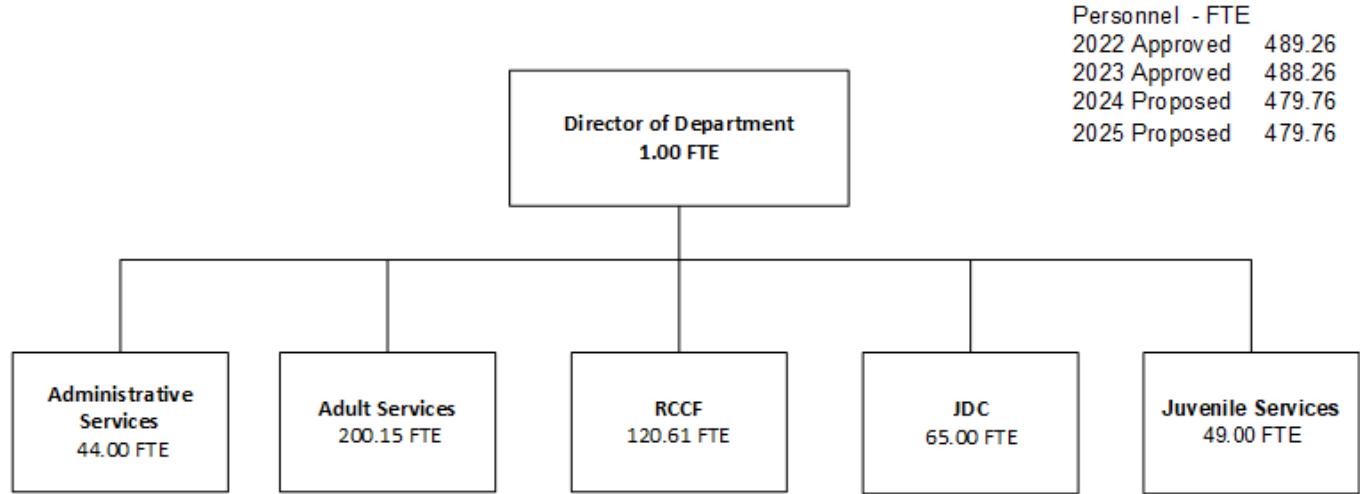
Community Corrections
Monica Long, Director

121 7th Place East.
651-266-2670

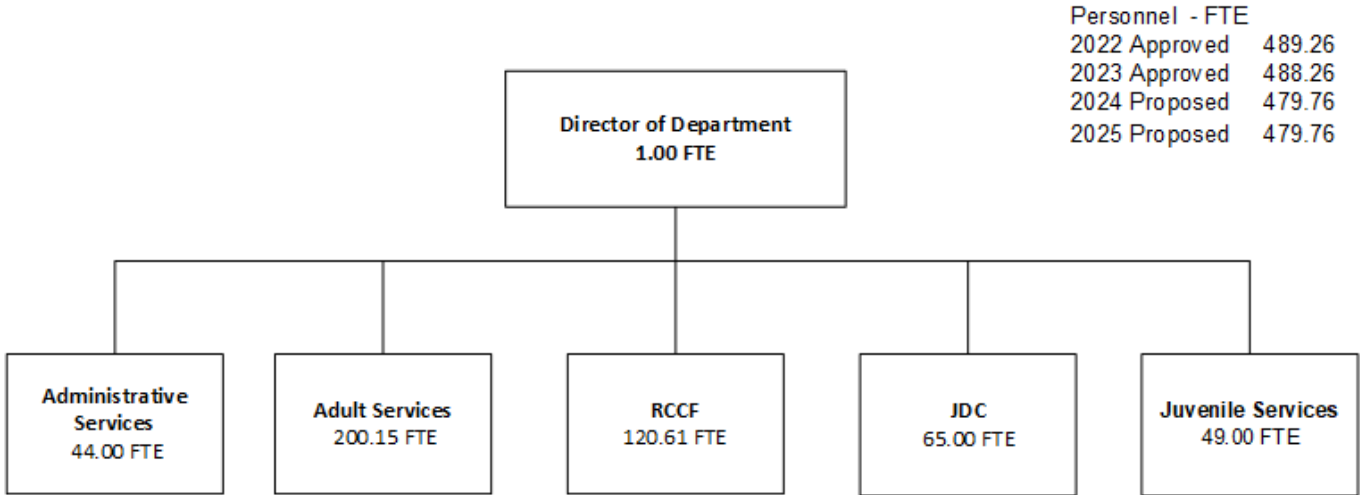
DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Organizational Chart

Department 2024 Organizational Chart



Department 2025 Organizational Chart



DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

2024-25 Major Changes

Compensation

- The department is committed to paying a livable wage for its workforce. According to the compensation study conducted by human resources staff, compensation for the Assistant Probation Officer (APO) job class is 11-15% BELOW the County's core market comparators. However, this position has fewer applicable market comparisons. There is an estimated turnover rate of 22% from January 2022 through April 2023. This budget will support paying APOs a competitive wage for work performed. The department has vetted and received sign off for this proposal with County Finance and Human Resources.
 - To keep all authorized positions, salaries increased \$5.8 million in 2024 and \$6.3 million in 2025, which includes the APO compensation regrade of \$400,000. To meet levy targets the department will:
 - Eliminate 7.50 FTE vacant staff positions from our staff complement, which equals \$731,000 in 2024 and \$739,000 in 2025.
 - Will not budget 3.00 full-time equivalent vacant positions, which is a reduction of \$333,000 in 2024 and \$336,000 in 2025.
 - Will reduce intermittent staff salaries which is a reduction of \$400,000,
 - Will transfer 1.00 full-time equivalent to the office of HWST, which is a reduction of \$122,000 in 2024 and \$124,000 in 2025.
- The number of positions in the Proposed Budget reflect the actual number the budget can support; this is done through eliminating positions and a small number of positions without budget.
- This budget includes \$30,000 to support compensation for residents in our custody for work they have performed at the Ramsey County Correctional Facility. Our clients are members of our community and while at the correctional facility, they provide valued services. The department has partnered with Finance to ensure applicable federal regulations are followed.

Client Services/Programming

- The department continues to consolidate its office footprint to reflect the flexible workplace policy. The majority of field services staff is designated community mobile and are meeting clients in the community. Working with Property Management, we will move out of leased space at Spruce Tree by the end of 2023. This change will result in savings of \$206,000 a year.
- Appropriations for juvenile out-of-home displacements have increased \$331,000 a year for each budget year to reflect 2022 spending levels. The number of youth in out-of- home placement decreased by 58% from 2018 to 2021, and while the numbers were higher in 2022, they were still below the pre-pandemic number of placement. Per diems have increased and options for placements have decreased.
- As part of its effort to reduce disparities and keep clients safely in the community, the department contracts with Justice Point for pretrial services. In 2022, we experienced an increase in the number of pre-trial defendants placed on conditional release and the length of time defendants were supervised. To keep up with higher demand and need, we have increased the budget by \$500,000 in each year.
- The fee for resident phone calls was eliminated by board action in 2020. Included in this budget is \$90,000 a year for a new contract to provide clients at the Ramsey County Correctional Facility phone

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

calls and remote video visiting at no charge. This is a particular benefit to low-income community members who wish to maintain important social and family connections with their incarcerated family and kin.

- Over the last several years we have expanded our Electronic Home Monitoring (EHM) program that keeps clients safely in the community. The department has allocated an additional \$216,000 a year to meet the higher demand for this service. This service is at no cost to clients.
- During 2022 the department purchased body cameras and related equipment for use in our two facilities. As part of this cost, and for the continued safety and security of residents and staff, there is an ongoing software maintenance fee of \$109,000 a year.
- This budget includes a \$481,000 in 2024 and \$473,000 in 2025 increase to programming to further justice transformation and community stabilization:
 - Funding for two contracted Community Justice Specialists to support clients, reduce revocations to incarceration, and promote success.
 - Funding to strengthen case planning, an approach that empowers agents and client work collaboratively to identify and build plans for success while on supervision.
- This budget includes \$593,000 in 2024 and \$600,000 in 2025 to build an array of community-based services for youth aimed at reducing confinement.
- This budget includes a \$55,000/year increase in court ordered psychological evaluations for youth.

Community Engagement

- Community Corrections is committed to intentional Community Engagement and Race Equity. To support department effort to include community voice in our initiatives, we have included \$75,000 a year in this budget.
 - Up to \$10,000 a year of this allocation is earmarked for community engagement and planning around potential changes to the Juvenile Detention Center. The current Juvenile Detention Center is old and difficult to update, and the department will partner with community as it considers alternatives.

Other

- This budget includes a reduction of \$374,000 in 2024 and \$332,000 in 2025 in supply appropriations for all divisions in the department. In 2021, Community Corrections initiated a paperless project to leverage available technology to reduce use of paper, those efforts coupled with a lower population in the correctional facility, and reduced office footprints allowed for this change.
- This budget increases capital appropriations by \$338,000 in 2024 and \$347,000 in 2025 for anticipated capital needs at our facilities such as washing machines, security key cabinets, resident pod furniture etc.
- This budget reflects a shift in levy to fund Internal Services to better serve the county as a whole. This represents \$1.1 million in 2024 and \$1.6 million in 2025.
- This budget includes an additional \$89,000 in 2024 and \$72,000 in 2025 to support enhanced employee development.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Revenue

- During the 2023 Legislative Session, the Public Safety & Judiciary Omnibus bill was passed authorizing an additional \$43 million for community supervision (Community Corrections Act subsidy) along with changes to the funding formula. Ramsey County's share of this increase is \$3.million for 2024 and 2025.
- In 2022 the per diem contract with Dakota County to house female residents ended. This represents a decrease of \$450,000 a year in revenue for the department.
- In July 2023, the Half-way Housing Re-entry grant was discontinued by the Minnesota Department of Corrections. This represents a decrease of \$136,000 a year in revenue for the department.

Performance Measures

Information on service team and department performance measures is updated regularly and can be found on Ramsey County's Open Performance platform. Ramsey County's Open Performance information is available here: <https://data.ramseycounty.us/stories/s/Department-Dashboards/mavw-7egh/>.

Measure 1 – Aligning talent attraction, retention, and promotion

Recruiting and retaining staff who reflect the communities we serve and pay them a livable wage is a priority for the Community Corrections. We have been working with our race equity liaisons to find the best strategies for recruiting from all areas of the community including those who are justice impacted. We consistently include community members in hiring panels for open positions particularly leadership.

For the 2024-2025 budget we are seeking to achieve pay parity for staff in the Assistant Probation Officer job classification Ramsey County Corrections APO staff compensation is 11-15% below the County's core market comparators. This has contributed to a higher than department average turnover rate at our Juvenile Detention Facility, where we are responsible for the care, safety, and security of detained youth.

Measure 2 – Intergenerational prosperity for racial and economic inclusion

We contract with small, woman, minority, and veteran owned businesses whenever possible, but the majority of procurement/contracting in our department is with community non-profits and government agencies which cannot be certified as small business enterprises. We will continue to promote these agencies internally and establish regular communications between them and internal partners.

Measure 3 – Residents first: Effective, efficient, and accessible operations

Since 2017, Community Corrections has had the goal of More Community, Less Confinement, striving to hold people accountable and protect public safety using the least restrictive means available while at the same time promoting success.

In 2019 Community Corrections worked to enhance services and increase participation within its Electronic Home Monitoring Program and keep more eligible clients in the community. The department redesigned the program into the Community Alternatives Program (CAP). The initiative is designed for adult probationers who have been court ordered to serve jail time or are eligible to be in a program that allows them to remain in the

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

community. Program participation has been steadily increasing with 749 people participating in CAP in 2022. Over 90% of CAP participants were able to successfully complete the program and remain in the community.

Community Corrections also helps keep eligible clients in the community through its contracted pre-trial services. In Ramsey County, JusticePoint provides jail screenings (bail evaluation) to adults who have been arrested on criminal charges and conditional release supervision for those adults released from custody and pending a resolution of their charge. There has been a consistent increase in clients and cases supervised on conditional release since service implementation in November 2020, with JusticePoint currently serving an average of 1,300 clients per month (this represents an increase of 125 clients served per month compared to 2021). Adults who are conditionally released from custody work with their JusticePoint case manager to meet court ordered conditions and ensure appearances for court. Conditional release clients have an 86% appearance rate for their required court appearances.

As a result of our partnerships with other justice system and community stakeholders we have been able to sustain reductions in the number of youth in out-of-home displacement. Some of these reforms include making probation more of a relationship-based intervention by using family engaged case planning, and supporting long-term behavior change through expanded community-based programming options. As we look to continue to keep youth out of displacement, Community Corrections continues to prioritize funds for services for youth and families. These targeted funds are used to meet the unique and individual needs of the youth on probation with the intention of reducing or avoiding out-of-home displacement, through increased family stabilization and participation in prosocial activities.

As discussed in our November 2022 Board Workshop, many of the available community-based placement options have closed due to multiple factors, including staffing challenges and licensure issues. With fewer options available, many programs are at capacity and are not accepting youth with a history of physical violence and/or a history of behaviorally acting out, particularly in the Metro Area. As a result, youth remain detained at the Juvenile Detention Center until an appropriate placement facility has an opening.

The department's Juvenile Probation division continues to use a family engaged case planning model to engage youth and their families to develop mutually agreed upon goals that address behaviors that can lead to placement and ongoing involvement in the justice system. The department's Adult Services division is currently working to implement case planning practices for adults on supervision in order to support their well-being and success in the community.

Measure 4 – Advancing racial and health equity and shared community power

The department continues to address the racial disparities that persist in our criminal justice system and implement strategies to reduce the number of adults in confinement without impacting public safety.

Community Corrections is continuing its participation in the national Reducing Revocations Challenge to examine the drivers of probation revocations and develop strategies to improve outcomes for our clients. Currently in Phase 2, workgroups have been working on identifying and developing policy and practice to increase success on probation and confront racial inequities in practice. The workgroups have been successful recruiting community members and former justice-involved individuals who bring valuable insight and knowledge. One key recommendation of this work that we will be able to execute in this budget cycle, is contracting with community navigators who have lived experience to support clients on probation and connect them to community resources. The increase in CCA subsidy has made it possible to continue our adult probation reform in collaboration with the community.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

In May 2023, Minnesota passed into law a public safety bill that directed all state probation agencies to sunset or phase out correctional supervision fees by August 2027. In fact, since April 2020, Ramsey County Community Corrections has eliminated fines and fees for criminal justice services such as supervision, electronic home monitoring, and adult patient healthcare. This was seven years ahead of most other probation agencies in the state. Supervision fines and fees disproportionately impact clients of color, eliminating them allows clients to redirect their resources to create stability for themselves and their families, i.e., rent, transportation, and food. Decreasing financial burdens can decrease barriers to success and can increase community safety.

Community Engagement

Community Corrections works to actualize Putting Wellbeing and Community at the Center of Justice System Transformation. Department leaders and staff recognize the need to identify and promote opportunities for deeper and more sustained community engagement that is not just transactional and lessens harmful system investments. In the last several years we have been intentional in recruiting justice impacted community members to act as co-design partners in several initiatives. These include the Adult Intervention Model (AIM) project that is developing probation guide to client behaviors for probation officers, as well as the Reducing Revocation Challenge where we successfully recruited fifteen justice involved community members as workgroup members. As the department seeks alternative options for the physical plant of the Juvenile Detention Center, we have and will continue to seek input from community.

Racial Equity

Ramsey County Community Corrections continues to contribute towards the county's vision for a vibrant community where all are valued and thrive. Strategies that we employ include:

Prioritizing race and gender equity in our decision making. Inequities in the criminal justice system persist and only by being intentional about identifying and naming them, can we work to eliminate them. We seek community partnerships as well as the voice of those with lived experience to ensure that our programs and services meet the needs our clients, are not disproportionately punitive and create better outcomes.

Our Race and Health Equity Liaisons are working with the department's Research and Evaluation Unit to gather and analyze our workforce/hiring data to help the department identify and address disparities in our hiring and promotion practices.

Update on Recent Initiatives

As Community Corrections has planned for the 2024-2025 budget one of our principal goals is to not lose ground in our Corrections' Transformation efforts to achieve equity among the communities we serve and the staff we hire.

Our budget priorities have been:

- To transform our services in honest partnership with our community.
 - In this budget we have earmarked funds specifically for intentional community engagement and partnership.
- To minimize harm to clients and their families through the elimination of fine and fees.

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

- The fee for resident phone calls was eliminated by board action in 2020. Ramsey County Correctional Facility recently contracted with a new phone vendor to offer phone calls and for the first time, remote video visiting at no charge. This is a particular benefit to low-income community members who wish to maintain important social and family connections with their incarcerated family and kin.
- To keep families intact by safely returning clients to the community.
 - Over the last several years we have expanded our Electronic Home Monitoring (EHM) program that keeps clients in the community. We have increased the allocated budget to meet the higher demand.
 - We have prioritized services that seek to stabilize families, maintaining our Services and Supports to Children and Families.
- To keep communities safe, especially low income, racially and ethnically diverse communities which are disproportionately affected by crime.
 - The RCCF will now compensate residents for work performed. Residents who work in our facilities, such as in food service will receive wages. This change is in alignment with our values as a county and a department.
 - The Juvenile Detention Center's physical plant is outdated and not adequately configured as a therapeutic or child friendly space. The building is old and difficult to remodel and with the facility covering multiple floors, the floor plan requires the department to employ a large staff complement. The department is working with state, county, and community partners to explore alternatives to the current space that would allow us to better employ best practices for youth detention. Whether we remodel the current space, use underutilized space in other parts of the county or build a new facility, this would represent a significant investment of resources but result in benefits to clients, families, and staff.
- To recruit and retain staff who reflect the communities we serve and pay them a livable wage.
 - As mentioned, addressing and rectifying the pay inequities for department Assistant Probation Officers is critical to maintain safe operations.
 - The department has also modified the minimum qualifications for probation officer to allow applicants to substitute experience for education. In reviewing hiring data, it became apparent that we were losing candidates that would make excellent probation officers and contribute positively to the department workplace culture. This change allows us to recruit and hire individuals who reflect the community we serve.
- Better Together is a new change management initiative to improve how we work together to ensure effective, efficient, and accessible operations across the Health and Wellness Service Team (HWST). Better Together is intended to better align the service team with the county's vision, mission, values, goals and strategic priorities through authentic collaboration, joint ownership, and intentional focus on racial equity across the HWST. Part of this effort has been a focus on continuous improvement, using performance metrics to monitor performance and make smaller adjustments as the larger effort moves forward.

Revenues

Ramsey County currently operates as a Community Corrections Act (CCA) county, organized according to Minnesota Statutes, Chapter 401. Counties operating under the CCA are eligible for state funding based on a specific formula, Minnesota Statute § 401. 10, and submission of a comprehensive plan per Minnesota Statute

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

§401. 06. During the 2023 Legislative Session, the Public Safety & Judiciary Omnibus bill was passed authorizing an additional \$43 million for community supervision (Community Corrections Act subsidy) along with changes to the funding formula. Ramsey County's share of this increase is \$3 million for 2024 and 2025.

In 2022 the per diem contract with Dakota County to house female residents ended. This represents a decrease of \$450,000 a year in revenue for the department.

Long Term Budget Pressures

Like many other jurisdictions in Minnesota, Corrections has experienced staffing challenges in our facilities over the last several years, especially in the Juvenile Detention Center. Compensation for some of our positions does not meet market rates. In order to adequately meet the needs of our clients we must achieve compensation parity. This is especially critical for frontline Assistant Probation Officer staff at our 24/7 juvenile facility, where we have experienced higher turnover rates. This has direct implications on the safety and security of the staff and the youth in our care.

The decrease in the staff complement due to eliminated and unfunded positions will decrease our ability to adapt to changes to our probation or facility populations.

Levy increases needed to adequately fund internal services such as technology, support cost of living increases, and fund the costs of the county commuting policy, affect the department's ability to maintain programs at the needed service level and limits options for program enhancements.

Community Corrections has been at the forefront of correctional practice reform. Our efforts have resulted in less individuals staying on probation long term, and we have effectively reduced the number of clients on probation. Our CCA subsidy is calculated using the number of clients on probation as one of the factors calculated into our funding formula. There is an unintentional penalty for reducing the number of clients who are under supervision. In addition, the elimination of fees reduced our department revenue by more than \$2.2 million. We have needed to adjust our working budget and absorb that loss of revenue. There is not a funding stream to replace it.

Department Summary

BUDGET SUMMARY

Community Corrections

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	66,466,953	67,781,846	75,181,469	76,234,359
Expenditure / Appropriation - Projects / Grants	595,134	1,314,424	-	-
Revenue / Est. Revenue - Operating Budget	10,908,717	11,262,394	13,876,671	13,876,671
Revenue / Est. Revenue - Projects / Grants	300,305	1,314,424	-	-
Use of Fund Balance	-	-	-	-
County Tax Levy	55,853,065	56,519,452	61,304,798	62,357,688
Inc/(Dec) from Previous Year	-	-	4,785,346	1,052,890
% Inc/(Dec) from Previous Year	-	-	8.5%	1.7%
Inc/(Dec) from Two Years				5,838,236
% Inc/(Dec) from Two Years	-	-		10.3%

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & ALL REPORTING FUNDS

Community Corrections

	FY22	FY23	FY24	FY25
Revenue / Estimated Revenue	Actual	Budget	Proposed	Proposed
Charges for Services	534,221	1,161,158	615,175	615,151
Intergovernmental Revenue	-	-	-	-
Federal	162,831	40,000	100,461	100,461
State	10,227,336	11,116,660	14,087,340	14,087,340
Local / Other	3,720	8,000	5,000	5,000
Total Intergovernmental Revenue	10,393,887	11,164,660	14,192,801	14,192,801
Use of Money, Property & Sales	268,799	250,000	280,000	280,000
Other Revenue & Taxes	12,115	1,000	1,000	1,000
Property Tax Levy	55,853,065	56,519,452	61,304,798	62,357,688
Total Revenue / Estimated Revenue	67,062,087	69,096,270	76,393,774	77,446,640

	FY22	FY23	FY24	FY25
Expenditure / Appropriation	Actual	Budget	Proposed	Proposed
Personnel Services	50,065,152	52,481,066	56,657,469	57,151,196
Professional Services	15,665,806	15,260,705	18,417,748	18,925,701
Client Services	-	-	-	-
Supplies	901,492	1,350,000	976,430	1,018,150
Capital Outlay	429,637	4,499	342,127	351,593
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	67,062,087	69,096,270	76,393,774	77,446,640

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Community Corrections County General Revenue Fund

Revenue / Estimated Revenue	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Charges for Services	534,221	1,161,158	490,243	490,243
Intergovernmental Revenue	-	-	-	-
Federal	162,831	40,000	75,000	75,000
State	10,227,336	11,116,660	13,025,428	13,025,428
Local / Other	3,720	8,000	5,000	5,000
Total Intergovernmental Revenue	10,393,887	11,164,660	13,105,428	13,105,428
Use of Money, Property & Sales	268,799	250,000	280,000	280,000
Other Revenue & Taxes	12,115	1,000	1,000	1,000
Property Tax Levy	55,853,065	56,519,452	61,304,798	62,357,688
Total Revenue / Estimated Revenue	67,062,087	69,096,270	75,181,469	76,234,359

Expenditure / Appropriation	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Personnel Services	50,065,152	52,481,066	55,584,525	56,078,276
Professional Services	15,665,806	15,260,705	18,278,387	18,786,340
Client Services	-	-	-	-
Supplies	901,492	1,350,000	976,430	1,018,150
Capital Outlay	429,637	4,499	342,127	351,593
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	67,062,087	69,096,270	75,181,469	76,234,359

Authorized Personnel (FTE)	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Total FTE	489.26	488.26	471.99	472.07

Department Summary

REVENUE & EXPENDITURE BY CATEGORY & INDIVIDUAL FUND

Community Corrections Grant Fund

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Revenue / Estimated Revenue				
Charges for Services	-	-	124,932	124,908
Intergovernmental Revenue	-	-	-	-
Federal	-	-	25,461	25,461
State	-	-	1,061,912	1,061,912
Local / Other	-	-	-	-
Total Intergovernmental Revenue	-	-	1,087,373	1,087,373
Use of Money, Property & Sales	-	-	-	-
Other Revenue & Taxes	-	-	-	-
Total Revenue / Estimated Revenue	-	-	1,212,305	1,212,281

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation				
Personnel Services	-	-	1,072,944	1,072,920
Professional Services	-	-	139,361	139,361
Client Services	-	-	-	-
Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Contingent	-	-	-	-
Intergovernmental Payments	-	-	-	-
Transfers	-	-	-	-
Total Expenditure / Appropriation	-	-	1,212,305	1,212,281

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Authorized Personnel (FTE)				
Total FTE	-	-	7.77	7.69

Department Summary

REVENUE / ESTIMATED REVENUE SUMMARY BY DIVISION

Community Corrections

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Community Corrections Administration	689,467	681,035	894,994	894,994
Adult Probation	4,943,175	4,974,696	6,473,884	6,473,884
Correctional Facility	2,952,969	3,284,945	3,456,576	3,456,576
Juvenile Probation	1,614,652	1,613,202	2,120,105	2,120,105
Juvenile Detention Center	708,454	708,516	931,112	931,112
Total Operating Budget	10,908,717	11,262,394	13,876,671	13,876,671

Inc/(Dec) from Previous Year			2,614,277	-
% Inc/(Dec) from Previous Year			0.2%	-

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Intensive Supervision (G202002)	225,388	981,909	981,912	981,912
Electronic Alcohol Monitoring (G202011)	32,031	78,000	80,000	80,000
Enhanced Halfway House Reentry Services (G202016)	4,201	136,000	-	-
CC SDPS Ignition Interlock (G208100)	8,725	-	49,916	49,904
CC MDE Emer Operating (G209007)	5,351	-	-	-
Treatment Courts (G219004)	24,609	118,515	75,016	75,004
Justice Assistance Grant (G404007)	-	-	25,461	25,461
Total Projects / Grants	300,305	1,314,424	1,212,305	1,212,281

Total Revenue / Estimated Revenue	11,209,022	12,576,818	15,088,976	15,088,952
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Inc/(Dec) from Previous Year			2,512,158	(24)
% Inc/(Dec) from Previous Year			0.2%	-

Inc/(Dec) from Two Years				2,512,134
% Inc/(Dec) from Two Years				0.2%

Department Summary

EXPENDITURE/APPROPRIATION SUMMARY BY DIVISION

Community Corrections

Division	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Community Corrections Administration	9,231,869	9,202,499	10,793,669	11,099,946
Adult Probation	26,569,257	26,065,889	28,966,328	29,275,815
Correctional Facility	14,930,832	16,855,785	17,036,165	17,302,748
Juvenile Probation	8,801,848	8,712,639	10,232,344	10,336,392
Juvenile Detention Center	6,933,147	6,945,034	8,152,963	8,219,458
Total Operating Budget	66,466,953	67,781,846	75,181,469	76,234,359
Inc/(Dec) from Previous Year	-	-	7,399,623	1,052,890
% Inc/(Dec) from Previous Year	-	-	10.9%	1.4%

Projects / Grants	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Intensive Supervision (G202002)	490,949	981,909	981,912	981,912
Electronic Alcohol Monitoring (G202011)	54,366	78,000	80,000	80,000
Enhanced Halfway House Reentry Services (G202016)	13,578	136,000	-	-
CC SDPS Ignition Interlock (G208100)	11,632	-	49,916	49,904
Treatment Courts (G219004)	24,609	118,515	75,016	75,004
Justice Assistance Grant (G404007)	-	-	25,461	25,461
Total Projects / Grants	595,134	1,314,424	1,212,305	1,212,281
Total Expenditure / Appropriation	67,062,087	69,096,270	76,393,774	77,446,640

Inc/(Dec) from Previous Year	7,297,504	1,052,866
% Inc/(Dec) from Previous Year	10.6%	1.4%
Inc/(Dec) from Two Years		8,350,370
% Inc/(Dec) from Two Years		12.1%

Department Summary

PERSONNEL SUMMARY BY DIVISION

Community Corrections

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Operating Budget</u>				
Community Corrections Administration	45.00	44.00	44.00	44.00
Adult Probation	192.75	192.83	190.38	190.46
Correctional Facility	133.61	133.61	119.61	119.61
Juvenile Probation	46.50	46.50	48.00	48.00
Juvenile Detention Center	63.00	63.00	65.00	65.00
Total Operating Budget	480.86	479.94	466.99	467.07

	FY22 Approved	FY23 Approved	FY24 Proposed	FY25 Proposed
<u>Projects / Grants</u>				
Intensive Supervision (G202002)	7.61	7.54	6.88	6.81
CC SDPS Ignition Interlock (G208100)	-	-	0.48	0.47
Treatment Courts (G219004)	0.79	0.78	0.41	0.41
Total Projects / Grants	8.40	8.32	7.77	7.69

Total Existing Permanent FTE	489.26	488.26	474.76	474.76
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	FY24 Proposed	FY25 Proposed
FTE Changes		
Add 1 Comm Corr Acctg and Admin Mgr	1.00	1.00
Add 1 Clerk Typist 3 and 1 Probation Officer	2.00	2.00
Add 1 Chief Correctional Officer	1.00	1.00
Add 1 Office Manager 2	1.00	1.00
Total FTE Changes	5.00	5.00

Total FTE	479.76	479.76
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Inc/(Dec) from Previous Year	(8.50)	-
Inc/(Dec) from Two Years		(8.50)

CAPITAL IMPROVEMENT PROGRAM

August 22, 2023

Ramsey County Board of Commissioners:

The following recommendation for the proposed 2024-2025 Capital Improvement Program (CIP) Budget and 2024-2029 CIP Plan are presented for your review. All budget materials are also available at www.ramseycounty.us/.budget for our community to review, and all areas of the proposed budget will be discussed in greater detail during the public meetings scheduled with the Board of Commissioners during the coming months.

This year, the board approved updates to the Capital Improvement Program Citizens' Advisory Committee (CIPAC) process to ensure stronger alignment between the capital budget process and Ramsey County's vision, mission, values, and strategic plan.

The proposed CIP budget demonstrates a commitment to maintaining Ramsey County spaces that are welcoming, accessible, and helpful to all who enter them, while also providing flexibility in decision-making for future strategic funding conversations that will occur in 2025.

The proposed 2024-2025 CIP budget aligns with county priorities outlined throughout the organization's operating budget.

The CIP and operating budgets reflect an increase in the debt service levy that has not been increased in several years, meaning that we will continue to pay our debt service for past projects while also sustainably growing our capacity for capital projects over time. As Ramsey County has grown as an organization and continues to need to maintain its assets, this debt service levy increase is vital to ensuring the organization responsibly maintains its assets while also creating opportunities to build for future prosperity.

Ultimately, the proposed capital budget reflects our commitment to responsible, sustainable, and strategic investments in our capital assets that align with our operational priorities and organizational vision. I am pleased to present this budget to you and look forward to discussing it with you and our community this fall.

Respectfully submitted,



Ryan T. O'Connor

Ramsey County Manager

Capital Improvement Program 2024-2025 Proposed Budget 2024-2029 Plan

The following recommendation for the proposed 2024-2025 Capital Improvement Program (CIP) budget and 2024-2029 CIP Plan are presented for your review. The proposed 2024-2025 Capital Improvement Program (CIP) Budget and 2024-2029 CIP Plan reflects the same strategic foundation that guided the development of the proposed 2024-2025 operating budget. It also demonstrates an ongoing commitment to better align with Ramsey County's vision, mission, goals, and values.

Established in 1987, with Resolution #87-089, the CIP defined the need to provide an orderly and efficient long-term plan for acquiring necessary buildings, land, major equipment and other commodities of significant value which has a useful life of several years. And set forth specific goals and policies for the capital improvement program budgeting process, including how projects should be reviewed and prioritized for funding and the involvement of a citizen committee, Capital Improvement Advisory Committee (CIPAC). The resolution included ranking criteria CIPAC would use, such as whether the project would enhance Ramsey County's image, but overlooked other important factors, such as the impact of the proposed projects on racial equity. And for more than 30 years, as the mission and vision of Ramsey County has evolved, this policy governing project prioritization has largely remained unchanged.

Until now, throughout the past year, work was initiated, and criteria was updated to fully align with the county's strategic priorities, mission, values and goals per Resolution B2023-077. The process and projects that you read about on the following pages are the outcomes of current work. This is a multi-year process with results provided in subsequent budget years.

The following pages identify proposals pending approval in the "maintenance" and "new project/major renovation" capital investment categories. Each of these categories is defined on subsequent pages, along with an outline of Ramsey County's debt management strategy. A discussion of the impact of these projects on the county's operating budget is also included to help draw specific connections between the investments made here and the long-term impacts on the services we provide.

The proposed 2024-2025 CIP budget increases the funding available for projects by \$500,000 in both 2024 and 2025. This recommendation comes after careful analysis and consideration, recognizing the needs of our community both for safe and well-maintained assets and for jobs and economic opportunity. This increase fits within our existing debt levy, meaning we can further invest in our community.

Ultimately, the proposed capital budget seeks to maximize our investment in our assets and our community, and reflects our commitment to responsible, sustainable, and intentional care for those we serve, and the spaces used to serve the community.

Governance

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

In 1987, The Board of Ramsey County Commissioners created a fourteen-member Capital Improvement Program Citizens' Advisory Committee (CIPAC). Res 87-162

The CIPAC consists of up to 14 citizens appointed by the county board who meet throughout the year to monitor current or upcoming projects and recommend contingent or capital project change requests. Department Directors and teams regularly present development updates to CIPAC.

CIPAC plays 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 the 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.

Community Engagement

The County's CIP is developed with public participation and community engagement. CIPAC members listen to presentations, rate, and rank maintenance projects and provide feedback on new project/major renovation requests. The County Manager uses this information in preparing the Proposed Capital Improvement Project Budget which is presented to the Ramsey County Board of Commissioners.

Direct community participation is also incorporated through the County departments in the development of the program and services associated with each capital project. Finance also engages the public through town halls, board hearings, and feedback to ensure the needs of the community are being met. The County Board holds public hearings as part of budget process to afford the public an opportunity to comment on each proposed project.

CIP Project Requests

CIP projects are submitted by all County Departments, Ramsey County Library, Landmark Center, Historical Society, and Extension Services and are currently divided into three categories:

1. **Maintenance Projects** - routine, planned and predictable actions that keep assets in their original condition. Maintenance projects proposed for funding in the 2024-2025 Capital Improvement Plan Budget address the needs for maintaining capital facilities and infrastructure.
2. **New and Major Renovation Projects** - New endeavors, or an enhancement, renovation, or refurbishment. New and Major projects include land, buildings and/or major renovations and new equipment purchases.
3. **Building Improvements** - Periodic maintenance and repairs including items such as carpeting and painting.

For the 2024-2025 budget, departments and agencies submitted 54 New Project/Major Renovation requests, 16 Maintenance Project requests, and 7 Building Improvement requests covering the six-year period of 2024-2029. A working document was created to assist members of the Capital Improvement Program (Citizen) Advisory Committee (CIPAC) 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 2 and April 6, 2023. CIPAC met on May 5th to review and approve requests. At that time, bonding was to allow for \$6m a year, totaling \$12m over the biennia. A link to the workbook, containing all requests, can be found on the budget and finance page of the Ramsey County Website, under current Capital Improvement budget and plan. Visit <https://www.ramseycounty.us/your-government/budget-finance> . A direct link can be found [here](#).

CIPAC Rating System

The CIP project request rating system was established in 1987 and updated in 2000 and 2018. To adapt to changing social and economic conditions and to better align with Ramsey County's vision, mission, goals and values, criteria was updated again in 2023 per Resolution B2023-077. This resolution also granted authority to the County Manager to amend the capital budgeting process as necessary to remain consistent alignment with the county's vision, mission, and goals.

For the 2024/2025 budget, The Capital Improvement Program (Citizen) Advisory Committee (CIPAC) members reviewed and individually ranked Project Requests based on the criteria below.

Maintenance Projects were rated on a scale of 1-5 with 1 being the lowest and 5 the highest. Each of the rating criteria has a weighting percentage assigned to it in the order of its importance.

The criteria and weighting percentages in order of priority are:

	Weight
1. Health, Safety & Legal	25%
2. Strategic Priorities	25%
3. Asset Preservation	20%
4. Racial & Health Equity	15%
5. Efficiency	5%
6. Linkages & Readiness	5%
7. External Facing	5%
	100%

Maintenance Project Requests	STP	CIPAC		
		Sore	Formula	Rank
Repair & Maintenance of Kitchens	1	0.81	0.81	1
Parking Lot & Road Resurfacing	2	0.80	0.80	2
Landmark Cntr- Replacement of Lighting Dimmer Control Panels	27	0.46	0.46	14
Arena Capital Maintenance	29	0.74	0.74	5
Landmark Cntr - Update Building Automation (BAS) System	8	0.73	0.73	6
Sheriff's Water Patrol Station Roof Replacement	15	0.68	0.68	7
Fleet Air Compressors Replacement Project	12	0.68	0.68	7
Landmark Cntr - Replace Main Vertical Shaft Pipe Run	11	0.66	0.66	9
Landmark Cntr - Sidewalk Replacement	18	0.64	0.64	10
Public Works Fleet Fuel Island Maintenance Project	4	0.64	0.64	11
Suburban Courts Building Envelope & Storefront Restoration	5	0.57	0.57	12
Natural Resources Habitat Restoration & Maintenance	23	0.53	0.53	13
Landmark Cntr- Air Handling Unit Replace/Variable Frequency Drive Install	28	0.75	0.75	3
Updated Parks & Trails Signage	30	0.46	0.46	15
Pavement Preservation Projects – Parks & Recreation	Unranked	Unranked		
Pavement Preservation Projects – Public Works	Unranked	Unranked		

New Projects/Major Renovations received a "Yes" or "No" score for alignment with one or more strategic priorities. CIPAC members were also encouraged to comment on requests. This will also be used in conjunction with cost and financial information and advice from the CIP Advisory Committee and County Manager.

New/Major Project Requests	ST Priority	Strategic?	
		YES	NO
Highland Arena Strategic Long Term Maintenance Investments***	13	7	0
Aldrich Arena & Comm. Ctr. - Health/Safety & Strategic Renovation**	10	7	0
West Side Arena Investments for Program Expansion	20	7	0
Juvenile and Family Justice Center Elevator Modernization Project	1	7	0
LED Lighting Replace/Retrofit Fluorescent Lighting at 11 Facilities	9	7	0
Pavement Preservation Projects	Unranked	7	0
Stormwater Projects	39	7	0
Roadway Construction Improvements	41	7	0
New Voting System	1	7	0
Radio Replacement	1	7	0
Equipment & Body-Worn Cameras	3	7	0
ADC - Safety & Security (Suicide Prevention)	4	7	0
ADC - Central Control Update	8	7	0
ADC - Medical and Sanitation / Healthcare	7	7	0
Emergency Backup Generator	5	7	0
Mounds View Library Renovation and Update	17	6	1
Roseville Library Renovation and Update	37	6	1
Beaver Lake County Park Redevelopment	21	6	1
Phase 1 Bruce Vento Regional Trail Construction Project	34	6	1
Law Enforcement Center Elevator Modernization Project	2	6	1
Maplewood, Mounds View & Roseville Lib Fire Alarm Panel & System Replace	3	6	1
Family Service Center/Aldrich Arena Parking Lot Separation	6	6	1
Building Automation Systems (BAS) Replacement & Upgrades	7	6	1
Roof Mount Solar Photovoltaic Panels at 5 Facilities	22	6	1
Elevator Modernization at RCCF	25	6	1
Energy Recovery Unit Project at RCCF	26	6	1
Signage Upgrades	31	6	1
Maplewood, Mounds View, Roseville Landscape Improvements	32	6	1
Building Access Control, Photo Identification & Video Monitoring Sys Replace	33	6	1
Bicycle Pedestrian Projects	38	6	1
Traffic Signals/Roadway Appurtenances/Bridge Maintenance	40	6	1
Expand and Enhance Public Facing WIFI at RC Facilities	3	6	1
Saint Paul Campus Security	2	6	1
Office Furniture Replacement	12	6	1
ADC - Flood Control	9	6	1

Generator for White Bear Radio Tower	16	6	1
Generator for U of M BIO Radio Tower	17	6	1
Generator for Maplewood Radio Tower	15	6	1
Generator for Backup Dispatch Center at AH	14	6	1
Radio Device Replacement	18	6	1
Gender Neutral Restrooms	14	5	2
Chilled Water Loop Project Ramsey County Correctional Facility	16	5	2
Welcoming Facilities Project	19	5	2
Lactation and Wellness Rooms	24	5	2
Furnishing Upgrades	36	5	2
Fleet Stockroom/Administration Remodel	35	5	2
Multi-Modal Planning Projects	Unranked	5	2
Juvenile Detention Center @ 297 Century Avenue	1	5	2
Increasing Impact at Gibbs Farm: Program, Preservation, Safety, & Access Expansion	4	5	2
Emergency Rescue Response Vehicle (BearCat)	13	5	2
ADC - Open Booking	10	5	2
ADC - Lobby Control	11	5	2
Neighborhood Service Centers *	2	5	2
Training Center and Range Updates	6	4	3

Ranking and results were discussed at the May 5, 2023, CIPAC meeting. CIPAC's official recommendations can be found in their Memo to the Ramsey County Board, provided later in this section.

County Manager Proposed Budget

Maintenance Projects

The various renovations, repairs, and replacements recommended below will allow the County to maintain and improve services currently provided. Funding in the amount of \$6,500,000 in 2024 and \$6,500,000 in 2024 will be available from the sale of bonds.

Project Title	FY 24	FY 25	FY 24-25
Repair & Maintenance of Kitchens at Lake Owasso Residence	\$ 500,000	\$ -	\$ 500,000
Parking Lot & Road Resurfacing at Lake Owasso Residence	\$ -	\$ 125,000	\$ 125,000
Landmark Cntr- Replacement of Lighting Dimmer Control Panels	\$ -	\$ 275,000	\$ 275,000
Arena Capital Maintenance	\$ 442,750	\$ 600,000	\$ 1,042,750
Landmark Cntr - Update Building Automation (BAS) System	\$ 221,000	\$ -	\$ 221,000
Sheriff's Water Patrol Station Roof Replacement	\$1,400,000	\$ -	\$ 1,400,000
Fleet Air Compressors Replacement Project	\$ 109,518	\$ -	\$ 109,518
Landmark Cntr - Replace Main Vertical Shaft Pipe Run	\$ 256,000	\$ -	\$ 256,000
Landmark Cntr - Sidewalk Replacement	\$ 225,500	\$ -	\$ 225,500
Public Works Fleet Fuel Island Maintenance Project	\$ -	\$ 914,000	\$ 914,000
Suburban Courts Building Envelope & Storefront Restoration	\$ 245,000	\$ 863,000	\$ 1,108,000

Natural Resources Habitat Restoration & Maintenance	\$ 100,000	\$ 200,000	\$ 300,000
Landmark Cntr- Air Handling Unit Replace/Variable Freq Drive Install	\$ -	\$ 254,000	\$ 254,000
Updated Parks & Trails Signage	\$ -	\$ 262,500	\$ 262,500
Highland Arena Roof	\$1,700,000		\$ 1,700,000
Parks & Recreation Pavement Preservation	\$ -	\$1,000,000	\$ 1,000,000
Public Works Pavement Preservation	\$1,300,000	\$2,000,000	\$ 3,300,000
Total	\$6,449,768	\$6,493,500	\$12,993,288

The above list is representative of all Maintenance Projects Requested for the 2024/2025 biennial budget. Initially, bonding was to allow for \$6m a year, totaling \$12m over the biennia. However, after careful review, it was recommended that the threshold be raised to \$6.5m in 2024 and 2025. Most projects requested 2024 funding. Therefore, CIPAC delegated discretion to County Staff to work with departments to determine fiscal year allocations and timing of projects. Additionally, the EGCI service team identified an urgent need to replace the Highland Arena Room and re-allocated \$1.7m of pavement presentation funds to that request.

New Projects/Major Renovations

The following new and major projects are proposed for the 2024/2025 budget. Funding in the amount of \$13,000,000 in 2024 and \$13,000,000 in 2025 will be available from the sale of bonds.

Project Title	FY 24	FY 25	FY 24-25
Juvenile and Family Justice Center Elevator Modernization Project	\$2,833,000	\$ -	\$2,833,000
This project is for replacing aging and unsupported elevators at the Juvenile and Family Justice Center. Elevators are a critical component of JFJC life safety and security operations. They assist with movement of staffs, visitors, and juveniles that are housed in the facility. Any delay in start and completion of the project will result in building and ADA code and other regulatory violations due to non-working elevators, additional risks and higher potentials for loss during fire and building evacuations, gap in work activities and delivery of services. Development of project specifications, plans and bid documents is scheduled in 2024. Construction shall commence and completed in 2025. Funding for this project is proposed to be financed with \$2,833,000 of County Bonds in 2024			
Law Enforcement Center Elevator Modernization Project	\$3,782,000	\$ -	\$3,872,000
This project is for replacing aging and unsupported elevators at the Ramsey County Law Enforcement Center. Elevators at LEC are utilized for the movement of staff and visitors in addition to individuals that are housed in the facility. LEC elevators are a critical component of efficient and safe facility operations especially in the detention portion of the facility. Any delay in start and completion of the project will result in building and ADA code and other regulatory violations due to non-working elevators, additional risks and higher potentials for loss during fire and building evacuations, gap in work activities and delivery of services. Development of project specifications, plans and bid documents is scheduled in 2024. Construction shall commence and completed in 2025. Funding for this project is proposed to be financed with \$3,872,000 of County Bonds in 2024.			
Family Service Center/Aldrich Arena Parking Lot Separation	\$363,000	\$ -	\$363,000

<p>The project is for separation of parking lot areas between the Family Service Center and Aldrich Arena. Over the last 4 years multiple traffic accidents at the Family Service Center (FSC) were caused by drivers, learning how to drive in the Aldrich Arena parking lot. Separating the FSC and Aldrich Arena parking lots with new curb, gutter, sidewalk, and bollards will prevent new drivers from accessing and colliding with the property and perhaps prevent serious injury or death. Project should begin in Spring 2024. Funding for this project is proposed to be financed with \$363,000 of County Bonds in 2024</p>			
Strategic facility upgrades (gender neutral bathrooms, lactation spaces, signage, etc)	\$	-	\$3,000,000 \$3,000,000
<p>This Project is a combination of three requests and will support implementation of gender-neutral restrooms, lactation/wellness/mediation rooms and signage upgrades. Gender-neutral restrooms and lactation/wellness/mediation rooms within County buildings supports an inclusive approach to well-being for all. These rooms are an important part of providing healthy and accessible workplaces for staff members. Exterior and public-facing signage is an important part of the County's identity and image. The current monument and public signage in the County's owned buildings are outdated and inconsistent in terms of County branding. Project will begin with identifying locations in 2024. Funding for this project is proposed to be financed with \$3,000,000 of County Bonds in 2025.</p>			
New Voting System	\$2,000,000	\$	- \$2,000,000
<p>This project is for replacement of the county's voting system. By replacing an aging election system, Ramsey County will continue to provide a secure and efficient voting experience to its residents. Providing convenient and equal access to voting is a central component of democratic government. Having a comprehensive and technologically up-to-date voting system available for all types of voting (no-excuse early voting by mail, early voting in-person, and in-person voting on election day) allows Ramsey County to continue to provide high-quality election services while reducing wait times for voting. A RFP solicitation will need to be issued in October/November 2024, with contract negotiations occurring Spring of 2025. Projected delivery and acceptance of new equipment is April 2025. The new system will be in place and fully functioning for use with the November 2025 General Election. Funding for this project is proposed to be financed with \$2,000,000 of County Bonds in 20224</p>			
Expand and Enhance Public Facing WIFI at RC Facilities	\$1,400,000	\$	- \$1,400,000
<p>This project is an investment in building facilities infrastructure and wireless technology to expand and enhance WIFI services for staff and residents. Modern WIFI services at RC facilities will enable several life safety features at Service Centers including "Staff Duress, and Emergency Responder" features. This investment will directly strengthen individual, family and community health, safety, and well-being and supports the RC priority of Residents First: Effective, Efficient & Accessible Operations. As work is already overdue as some building, the timeline will need to be prioritized by the project government team and is anticipated to begin in 2024. CIP will fund one half of the \$2,800,000 requested, Funding for the remaining \$1,400,000 is other county funds. Funding for this project is proposed to be financed with \$1,400,000 of County Bonds in 2024.</p>			
Emergency Backup Generator	\$412,500	\$	- \$412,500
<p>This project is for the replacement of the emergency generator and will increase emergency support to the entire facility at the Medical Examiners building. The</p>			

Medical Examiner's building is a critical 24/7 facility providing death investigations for the citizens of Ramsey County. The facility must always remain fully functional, and the current generator is 20+ years old and reaching end of life. To maintain continuance of operations, project design should start in 2024 with construction in 2025. Funding for this project is proposed to be financed with \$412,500 of County Bonds in 2024

St. Paul Campus Security	\$1,091,000	\$ -	\$1,091,000
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This project is for a comprehensive permanent security fence complete with gates, and additional security cameras at the Saint Paul campus, which includes Law Enforcement Center, Adult Detention Center (county jail), Emergency Communications (9-1-1) Center, Courtrooms, Public Defender's Office, County Attorney's Office, and the 402 Building (Mental Health Center). The campus is a critical and vital infrastructure for the county, providing 24-hour emergency services. Should there be a breach of security at the campus, the county's public safety system would be compromised. Project will be initiated in 2024. Initially budgeted over 3 years, the total \$1,091,000 has been budgeted for the 2024/2025 budget. Funding for this project is proposed to be financed with \$1,091,000 of County Bonds in 2024.

Safety & Security Enhancements (Suicide Prevention Barriers), ADC	\$900,000	\$ -	\$900,000
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This project continues work around providing additional safety and security enhancements to the Adult Detention Center (County Jail) and aid in the prevention of suicide and self-injuries. Two of the ten housing units have suicide prevention barriers installed and fully operational. The 2024/2025 request was designated funding for two pods. The amended budget will fund one additional pod with either security glass and controlled access doors or a security mesh on the upper levels. Work on this unit is expected to begin in 2025. Funding for this project is proposed to be financed with \$900,000 of County Bonds in 2024

Strategic Development Opportunities	\$ -	\$10,000,000	\$10,000,000
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Funds are being held for potential future needs and thus undesignated. Projects may be brought forth in the 2025 Supplemental Budget to be financed with \$10,000,000 of County Bonds in 2025.

Bond Issuance Costs

Allocations for bond issuance costs for both Maintenance and New Projects/Major Renovation requests of approximately \$150,000 annually will be funded with prior year bond premiums.

Other Projects

Capital Improvement Levy

Funding of \$1,100,000 in 2024 and \$1,100,000 in 2025 is proposed from Capital Improvement levy funds for Building Improvements/Repairs. This funding is for buildings and grounds which are not currently recorded in separate Internal Service Funds and not managed by the Property Management Department. This includes the County Barn, the Landmark Center, and Parks & Recreation. The County Board set a goal to finance predictable life cycle maintenance of buildings and grounds currently in the County's General Fixed Assets. See Schedule 1 for a breakdown of proposed expenditures.

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 Law Enforcement Center, the Public Works Facility, the Sheriff Patrol Station and the 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, the Metro Square building, the 402 University Avenue building, the 5 South Owasso Boulevard location, the Correctional Facility (Workhouse), the Medical Examiner building, and the 555 Cedar building. Continued funding in this manner for the building improvements/maintenance is proposed, as Other County Funds. See Schedule 1 for a breakdown of proposed expenditures.

2024-2025 CIP FINANCING SOURCES

	<u>2024</u>	<u>2025</u>
<u>Bonds</u>		
Major Projects	\$13,000,000	\$13,000,000
Maintenance Projects	<u>6,500,000</u>	<u>6,500,000</u>
	19,500,000	19,500,000
 <u>Capital Improvement Levy</u>		
Building Improvements/Repairs	<u>1,100,000</u>	<u>1,100,000</u>
Total Levy	1,100,000	1,100,000
 <u>Other Funding Sources</u>		
Bond Premium (Issuance Costs)	150,000	150,000
Federal Funds	124,226,460	109,050,000
State Funds	67,910,200	19,380,200
Municipal/Other Funds	122,748,000	131,345,000
Other County Funds	<u>12,316,614</u>	<u>14,194,624</u>
Total Other	327,351,274	274,119,824
 TOTAL PROPOSED CIP FINANCING	<u>\$347,951,274</u>	<u>\$29,4719,824</u>

Ramsey County has worked to stabilize the County's debt service levy and maintain it at a consistent level. The proposed 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. The Debt Service levy and Capital Improvement and Equipment Replacement levy amounts necessary to finance these proposed funding levels are included in the 2024-2025 Proposed Operating Budget.

Impact on Operating Budget

Maintenance Projects

CIP Maintenance Projects proposed for financing are repair/replacement projects. These projects should help improve operating efficiencies and offset increased costs for operations and repairs.

New Projects/Major Renovations	
Juvenile and Family Justice Center Elevator Modernization Project	
New elevators have approximately 50%-60% lower electrical consumption than the existing units. Cost saving calculation will depend on frequency of elevator use and could vary moderately. New elevators will be under a full year of labor and material warranty and will be at no cost for repairs unless breakdown is due to vandalism or other external conditions.	
Law Enforcement Center Elevator Modernization Project	
New elevators have approximately 50%-60% lower electrical consumption than the existing units. Cost saving calculation will depend on frequency of elevator use and could vary moderately. New elevators will be under a full year of labor and material warranty and will be at no cost for repairs unless breakdown is due to vandalism or other external conditions.	
Family Service Center/Aldrich Arena Parking Lot Separation	
Separating the FSC and Aldrich Area parking lot would prevent future unknown and unbudgeted expenses due to repair and insurance claims for structural or physical, bodily damage. Impact on future maintenance costs would be minimal.	
Strategic facility upgrades	
There are no direct implications for operating budgets, however, it is important to provide wellness resources such as spaces for gender neutral restrooms as well as lactation/wellness/meditation spaces for County residents and staff. As well as provide clear, assessable wayfinding for County buildings.	
New Voting System	
There are no direct implications for operating budgets as the Voting System JPA with cities provides ongoing funding for maintenance and support beyond the initial system purchase.	
Expand and Enhance Public Facing WIFI at RC Facilities	
Information Services will need to expand their bi-annual budget for device lifecycle management beginning in 2027-2028. The number of wifi endpoint devices supported and maintained by IS will be more than tripling. The existing Network and Telecom Teams in Information Services can support this expansion without any additional FTE if they continue to be funded for full staffing of 9 FTE and not be restricted to hiring freezes when/if staff transition. Many departments at Ramsey County use their own department funding to pay for independent Comcast Cable Internet services to provide public wifi services. With this proposal, we will eliminate most of these ad-hoc, disjointed investments with a centralized, enterprise wide wifi service supported by Property Management and RC Information Services. The expansion and redesign of WIFI services in support of high-bandwidth public and staff wifi services is an investment into our facilities that will directly help residents while they are at or work from RC facilities.	
Emergency Backup Generator	
There are no immediate implications on operating budgets, however there is potential for future energy cost savings as this is a more cost-effective generator	
St. Paul Campus Security	
By installing a permanent security fence, current temporary measures such as assigning Deputies to work campus security at \$10,000-\$15,000 per day along with rental of temporary fencing and barriers will no longer be needed.	
Safety & Security Enhancements (Suicide Prevention Barriers), ADC	
Prevention will reduce the cost of litigation(lawsuits) and legal settlements due to due to loss of life and injuries.	
Strategic Development Opportunities	
There will be no impact on the 2024 and 2025 operating budget, as this project involves future development opportunities.	

Debt Management Investment 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 levy (pay-as-you-go).

Legal Debt Limit - Minnesota governmental entities are subject to Minnesota Statutes, Section 475.53, Subd. 1. which establishes a legal limit on the amount of debt that can be incurred by any such entity. The statutory debt limit is 3% of the Estimated Market Value of all taxable property in the County. The computation of Ramsey County's legal debt limit as of December 31, 2022, was 3% of \$62,891,827,200 or \$1,886,754,816. Ramsey County's debt subject to this limit was \$101,005,844, leaving a Legal Debt Margin of \$1,785,748,972.

Debt Service as a Percentage of Expenditures - Per County policy, Ramsey County also monitors its debt affordability measurement *Debt Service as a Percentage of Budget*. It measures the annual fixed-cost burden that debt places on the County budget. This ratio is also measured by a bond rating agency and the measurement should be less than 8% for it to be in the highest bond rating classification. County policy also states that this ratio should not rise above 8%. SP Global Ratings measured this ratio at 2.2% for the 2023 bond rating.

Other County Debt Indicators

In addition to complying with the statutory and policy measurements mentioned above, the County also monitors its debt with measurements used by the two rating agencies that assign ratings to the County's bond issues, SP Global Ratings and Moody's Investors Service.

Net Debt as a Percentage of Operating Revenues (S&P and Moody's)

Ramsey County received a 'Very Strong' score from S&P and a 'Strong' from Moody's for this measurement for the 2023 bond rating. This ratio measures the total debt burden on the County's revenue position and can show the potential budgetary impact of future debt service. Ramsey County's measurement by S&P was 24% and by Moody's was 28%.

	<u>Very Strong</u>	<u>Strong</u>
Standard and Poor's	<30%	30 - 60%
Moody's	<33%	33 - 67 %

Net Debt to Taxable Value

Ramsey County scored in the highest classification (Aaa) for this measurement from Moody's for the 2023B bond rating. This ratio measure how onerous future debt service payments could be to the tax base and the capacity available to generate additional revenues from the tax base to pay debt service. To be considered in the highest classification (Aaa) by Moody's, this measurement should be less than .75%. Ramsey County's measurement was .30%.

Ramsey County's overall ESG Credit Impact Score is positive (**CIS-1**), reflecting positive social attributes, a strong governance profile and low exposure to environmental risks, all which support the county's credit rating, resilience and capacity to respond to shocks.

Joint Property Tax Advisory Committee (JPTAC)

Ramsey County also participates in a cross-jurisdictional effort to coordinate and monitor the impact of debt on taxpayers in the City of St. Paul. 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 efforts to jointly plan for meeting the capital needs of each jurisdiction, coordinate general obligation financing of the areas capital needs, keep financings within agreed upon debt level targets, and monitor associated impacts on property taxes in the City of St. Paul.

The JPTAC publishes a report bi-annually and adopts target ranges for certain debt position and ability to pay indicators as benchmarks for the jurisdictions. Many of the measurements which are used, focus on the debt service levied and its effect on City taxpayers. The benchmarks have been met consistently since 1977.

TO: Ramsey County Board of Commissioners

FROM: James Miller, Chair,
Ramsey County Capital Improvement Program Citizens' Advisory Committee

DATE: August 1, 2023

SUBJECT: Evaluation and Recommendations of Capital Projects for 2024 and 2025

The Ramsey County Capital Improvement Program Advisory Citizens' Committee (CIPAC) is pleased to present its recommendation of the 2024 and 2025 proposed capital improvement projects for review by the Ramsey County Board of Commissioners. The members of CIPAC represent the interests of Ramsey County and are dedicated to building better communities in our county. CIPAC is a group of volunteers who devote their time, talents and energy to review capital project requests in order to provide you, the Board, a vehicle for citizen input on a variety of projects in the county.

CIPAC ranked a total of 16 Maintenance projects requesting \$12,993,268 in bond funding for 2024-2025.

As of our May 5, 2023, meeting, CIPAC recommends a total of 11 projects totaling \$6,176,768 be funded in 2024-2025 with bonds. As well as funding pavement preservation/ bituminous projects for both Parks and Recreation and Public Works totaling \$6,000,000.

Project Title	FY 24-25
Repair & Maintenance of Kitchens	\$ 500,000.00
Parking Lot & Road Resurfacing	\$ 125,000.00
Landmark Cntr- Replacement of Lighting Dimmer Control Panels	\$ 275,000.00
Arena Capital Maintenance	\$ 1,042,750.00
Landmark Cntr - Update Building Automation (BAS) System	\$ 221,000.00
Sheriff's Water Patrol Station Roof Replacement	\$ 1,400,000.00
Fleet Air Compressors Replacement Project	\$ 109,518.00
Landmark Cntr - Replace Main Vertical Shaft Pipe Run	\$ 256,000.00
Landmark Cntr - Sidewalk Replacement	\$ 225,500.00
Public Works Fleet Fuel Island Maintenance Project	\$ 914,000.00
Suburban Courts Building Envelope & Storefront Restoration	\$ 1,108,000.00
Pavement Preservation/Bituminous Projects	\$ 4,000,000.00
Pavement Preservation/Bituminous Projects	\$ 2,000,000.00
TOTAL	\$ 12,176,768.00

Most of the projects submitted requested funding in 2024. Since bonding and the Capital budget spans the two years, CIPAC delegated to County Staff the discretion to work with the departments to determine fiscal year allocation of projects and timing.

We extend our thanks and appreciations to Ramsey County staff, who work hard for the benefit of citizens of the County.

Thank you for the opportunity to present recommendations for the 2024 and 2025 Capital Improvement Projects for Ramsey County.

Capital Improvement Program Advisory Committee (as of June 30, 2023):

James Bradford III	District I	(Nicole Joy Fretham)
Gary Bank	District II	(Mary Jo McGuire)
Logan Beere	District VI	(Mai Chong Xiong)
Robert A Harrison	District II	(Mary Jo McGuire)
Mazel Y Mccoy-Anderson	District VII	(Victoria Reinhardt)
Nicolle K Mechelke	District IV	(Rena Moran)
Niko E Le Mieux	District IV	(Rena Moran)
James Miller	District V	(Rafael Ortega)
Lawrence Sagstetter	District I	(Nicole Joy Fretham)
Gary Unger	District VII	(Victoria Reinhardt)
Vacant	District III	(Trista MatasCastillo)
Vacant	District III	(Trista MatasCastillo)
Vacant	District VI	(Mai Chong Xiong)

**County Manager Recommended
Capital Improvement Projects by Service Team/Department for 2024-2025**

Schedule 1

*CIP CIP Maintenance Projects: CIP Bonds + Other Funding 2024 & 2025

Pg **Service Team/**

No. **Department Name/Project Name**

2024 Funding Source				2025 Funding Source				2024-2025
CIP Bonds	County Levy/Other	Municipal/ Intergovt	2024 Total Requested	CIP Bonds	County Levy/Other	Municipal/ Intergovt	2025 Total Requested	Total
100,000	-	-	100,000	200,000	-	-	200,000	300,000
442,750	-	-	442,750	600,000	-	-	600,000	1,042,750
-	-	-	-	262,500	-	-	262,500	262,500
1,700,000	-	-	1,700,000	-	-	-	-	1,700,000
-	-	-	-	1,000,000	-	-	1,000,000	1,000,000
221,000	-	-	221,000	-	-	-	-	221,000
256,000	-	-	256,000	-	-	-	-	256,000
225,500	-	-	225,500	-	-	-	-	225,500
-	-	-	-	275,000	-	-	275,000	275,000
-	-	-	-	254,000	-	-	254,000	254,000
245,000	-	-	245,000	863,000	-	-	863,000	1,108,000
1,400,000	-	-	1,400,000	-	-	-	-	1,400,000
1,300,000	-	-	1,300,000	2,000,000	-	-	2,000,000	3,300,000
-	-	-	-	914,000	-	-	914,000	914,000
109,518	-	-	109,518	-	-	-	-	109,518
5,999,768	-	-	5,999,768	6,368,500	-	-	6,368,500	12,368,268

*CIP

Pg Service Team/

No. Department Name/Project Name

	2024 Funding Source				2025 Funding Source				2024-2025 Total
	CIP Bonds	County Levy/Other	Municipal/ Intergovt	2024 Total Requested	CIP Bonds	County Levy/Other	Municipal/ Intergovt	2025 Total Requested	
Health & Wellness									
265 Kitchen Remodel	500,000	-	-	500,000	-	-	-	-	500,000
269 Parking Lot and Road Resurface	-	-	-	-	125,000	-	-	125,000	125,000
Total Health & Wellness	500,000	-	-	500,000	125,000	-	-	125,000	625,000
Information and Public Records									
No Maintenance Project Requests Submitted									
Total Information and Public Records	-	-	-	-	-	-	-	-	-
Safety and Justice									
No Maintenance Project Requests Submitted									
Total Safety & Justice	-	-	-	-	-	-	-	-	-
Strategic									
409 Bond Issuance Costs (see below)	-	-	-	-	-	-	-	-	-
Total Strategic	-	-	-	-	-	-	-	-	-
TOTAL CIP MAINTENANCE PROJECTS	6,499,768	-	-	6,499,768	6,493,500	-	-	6,493,500	12,993,268

*CIP CIP New/Major Projects: CIP Bonds + Other Funding 2024 & 2025

Pg Service Team/

No. Department Name/Project Name

2024 Funding Source					2025 Funding Source				2024-2025
CIP Bonds	County Levy/Other	Municipal/Intergovt	2024 Total Requested		CIP Bonds	County Levy/Other	Municipal/Intergovt	2025 Total Requested	Total
NEW PROJECTS/MAJOR RENOVATIONS									
ECONOMIC GROWTH & COMMUNITY INVESTMENT									
117	Juvenile and Family Justice Center (JFJC) Elevator Modernization Project	2,833,000	-	-	2,833,000	-	-	-	2,833,000
123	Law Enforcement Center (LEC) Elevator Modernization Project	3,872,000	-	-	3,872,000	-	-	-	3,872,000
135	Family Service Center / Aldrich Arena Parking Lot Separation	363,000	-	-	363,000	-	-	-	363,000
	Strategic Facility Upgrades (gender neutral bathrooms, lactation spaces, signage, etc)	-	-	-	-	3,000,000	-	-	3,000,000
129	Maplewood, Mounds View, & Roseville Lib Fire Alarm Panel & System Replacement	-	675,000	-	675,000	-	-	-	675,000
	Tujub Courts Redevelopment	-	-	500,000	500,000				
219	Pavement Preservation	-	1,685,000	-	1,685,000	-	2,900,000	2,370,000(2)	5,270,000
225	Bicycle Pedestrian Projects	-	1,145,000	1,424,000	2,569,000	-	1,200,000	110,000(2)	1,310,000
231	Stormwater Projects	-	1,000,000	75,000	1,075,000	-	1,000,000	-(2)	1,000,000
237	Traffic Signals / Roadway Appurtenances / Bridge Maintenance	-	2,442,000	3,728,000	6,170,000	-	2,515,000	3,885,000(2)	6,400,000
243	Roadway Construction Improvements	-	305,000	41,586,000	41,891,000	-	1,900,000	45,685,000(2)	47,585,000
255	Multi-Modal Planning Projects	-	-	261,010,000	261,010,000	-	-	204,570,000	204,570,000
	Economic Development/Rivers Edge	-	-	6,220,000	6,220,000	-	-	-	-
Information & Public Records									
291	Expand and Enhance WIFI Services at RC Facilities to enable Resident Wireless services.	1,400,000	1,400,000	-	2,800,000	-	-	-	2,800,000
297	New Voting System	2,000,000	-	-	2,000,000	-	-	3,000,000	3,000,000

*CIP

Pg Service Team/

No. Department Name/Project Name

		2024 Funding Source				2025 Funding Source				2024-2025
		CIP Bonds	County Levy/Other	Municipal/ Intergovt	2024 Total Requested	CIP Bonds	County Levy/Other	Municipal/ Intergovt	2025 Total Requested	Total
Safety & Justice										
411	Emergency Generator	412,500	-	-	412,500	-	-	-	-	412,500
315	Saint Paul Campus Security: LEC, ADC, ECC, Courts, and 402 (Mental Health) Buildings	1,091,000	-	-	1,091,000	-	-	-	-	1,091,000
339	Safety and Security Enhancements (Suicide Prevention Barriers), Adult Detention Center	900,000	-	-	900,000	-	-	-	-	900,000
309	Radio Replacement	-	-	186,460	186,460	-	-	279,690	279,690	466,150
381	BIO Generator Replacement (U of M)	-	-	-	-	-	150,000	-(1)	150,000	150,000
387	BIO Generator Replacement (U of M)	-	-	-	-	-	415,000	-(1)	415,000	415,000
393	Maplewood Generator Replacement	-	-	-	-	-	200,000	-(1)	200,000	200,000
399	AH Generator Replacement	-	-	-	-	-	-	-(1)	-	-
405	Radio Device Replacement	-	-	-	-	-	250,000	-(1)	250,000	250,000
Strategic										
	Hold in 2025 for Future Projects	-	-	-	-	10,000,000	-	-	10,000,000	10,000,000
423	Bond Issuance Costs	-	150,000	-	150,000	-	150,000	-	150,000	300,000
	Bond Issuance Costs-Library	-	-	-	-	-	-	-	-	-
TOTAL CIP NEW PROJECTS/MAJOR RENOVATIONS		12,871,500	8,802,000	314,729,460	336,402,960	13,000,000	10,680,000	259,899,690	283,579,690	619,982,650

(1) Emergency Communications fund balance

(2) Contains Wheelage Excise Tax

*CIP Building Improvements (Rental Revenues & Fund Balance)					2024 Funding Source				2025 Funding Source				2024-2025
Pg					CIP	County	Municipal/	2024 Total	CIP	County	Municipal/	2025 Total	Total
No.	Department Name/Project Name				Bonds	Levy/Other	Intergovt	Requested	Bonds	Levy/Other	Intergovt	Requested	
	Building Improvements Property Management												
431	Bldg Improvements - Publ Wks/Patrol Station				-	380,838	-	380,838	-	380,838	-	380,838	761,676
435	Bldg Improvements - Libraries				-	247,247	-	247,247	-	247,247	-	247,247	494,494
439	Bldg Improvements - Ch/Ch				-	495,722	-	495,722	-	495,722	-	495,722	991,444
443	Bldg Improvements - General Building Fund				-	2,360,817	-	2,360,817	-	2,360,817	-	2,360,817	4,721,634
					-				-				
	Total Building Improvements Property Management				-	3,484,624	-	3,484,624	-	3,484,624	-	3,484,624	6,969,248

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

*CIP Building Improvements/Repairs-County Levy + Other Funding					2024 Funding Source				2025 Funding Source				2024-2025
Pg					CIP	County	Municipal/	2024 Total	CIP	County	Municipal/	2025 Total	Total
No.	Department Name/Project Name				Bonds	Levy/Other	Intergovt	Requested	Bonds	Levy/Other	Intergovt	Requested	
	Building Improvements/Repairs (Capital Levy)												
449	Bldg Improvements-Extension Barn				-	33,320	-	33,320	-	33,320	-	33,320	66,640
453	Bldg Improvements-Landmark Center				-	199,800	-	199,800	-	199,800	-	199,800	399,600
457	Bldg Improvements-Parks				-	866,880	155,200	1,022,080	-	866,880	155,200	1,022,080	2,044,160
					-				-	1,129,567			
	Total Building Improvements/Repairs (Capital Levy)				-	1,100,000	155,200	1,255,200	-	1,100,000	155,200	1,255,200	2,510,400

Summary by Funding & Account Classification Department Name/Project Name	2024 Funding Source				2025 Funding Source				2024-2025
	CIP Bonds	County Levy/Other	Municipal/ Intergovt	2024 Total Requested	CIP Bonds	County Levy/Other	Municipal/ Intergovt	2025 Total Requested	Total
CIP Maintenance Project Bonds									
Projects	6,499,768	-	-	6,499,768	6,493,500	-	-	6,493,500	12,993,268
Bond Issuance Costs (see below)	-	-	-	-	-	-	-	-	-
Total CIP Maintenance Project Bonds	6,499,768	-	-	6,499,768	6,493,500	-	-	6,493,500	12,993,268
CIP New Project/Major Renovation Bonds									
Projects	12,871,500	8,802,000	314,729,460	336,402,960	13,000,000	10,680,000	259,899,690	283,579,690	619,982,650
Bond Issuance Costs	-	150,000	-	150,000	-	150,000	-	150,000	300,000
Total CIP New Project/Major Renovation Bonds	12,871,500	8,952,000	314,729,460	336,552,960	13,000,000	10,830,000	259,899,690	283,729,690	620,282,650
Building Improvements Property Management									
Building Additions, Renovations, Repairs	-	3,484,624	-	3,484,624	-	3,484,624	-	3,484,624	6,969,248
Total Building Improvements Property Management	-	3,484,624	-	3,484,624	-	3,484,624	-	3,484,624	6,969,248
Building Improvements/Repairs (Capital Levy)									
Building Lifecycle Maintenance	-	1,100,000	155,200	1,255,200	-	1,100,000	155,200	1,255,200	2,510,400
Total Building Improvements/Repairs (Capital Levy)	-	1,100,000	155,200	1,255,200	-	1,100,000	155,200	1,255,200	2,510,400
TOTAL CIP PROJECTS REQUESTED FOR FUNDING	19,371,268	13,536,624	314,884,660	347,792,552	19,493,500	15,414,624	260,054,890	294,963,014	642,755,566

*CIP Pg No. refers to the page in the CIP workbook where the project request can be found

County Manager Recommended

Capital improvement Projects by Service Team/Department for 2024-2025

Schedule 2
All Funding
Sources

*CIP Pg No	Service Team/ Department Name/Project Name	BY 2024	BY 2025	YEARS			BY 2027	BY 2028	BY 2029	ALL YEARS
	MAINTENANCE PROJECTS									
	Economic Growth and Community Investment									
	Parks & Recreation									
21	Natural Resources Habitat Restoration & Maintenance	100,000	200,000	150,000	150,000	200,000	200,000	1,000,000		
25	Arena Capital Maintenance	442,750	600,000	500,000	500,000	500,000	500,000	3,042,750		
31	Updated Parks & Trails Signage	-	262,500	-	-	-	-	262,500		
15	Highland Arena Roof	1,700,000	-	-	-	-	-	1,700,000		
35	Bituminous Paving & Maintenance Parks and Recreation	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000		
	Total Parks & Recreation	2,242,750	2,062,500	1,650,000	1,650,000	1,700,000	1,700,000	11,005,250		
	Property Management									
41	Landmark Center - Update Building Automation System (BAS) System	221,000	-	-	-	-	-	221,000		
45	Landmark Center - Replace Main Vertical Shaft Pipe Run	256,000	-	-	-	-	-	256,000		
49	Landmark Center - Sidewalk Replacement	225,500	-	-	-	-	-	225,500		
53	Landmark Center - Replacement of Lighting Dimmer Control Panels	-	275,000	-	-	-	-	275,000		
57	Landmark Center - Air Handling Unit (AHU) #3 Replacement	-	254,000	-	-	-	-	254,000		
61	Suburban Courts Building Envelope and Storefront Restoration	245,000	863,000	-	-	-	-	1,108,000		
65	Sheriff's Water Patrol Station Roof Replacement	1,400,000	-	-	-	-	-	1,400,000		
	Total Property Management	2,347,500	1,392,000	-	-	-	-	3,739,500		
	Public Works									
	Bituminous Paving & Maintenance Public Works	1,300,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	11,300,000		
73	Public Works Fleet Fuel Island Maintenance Project	-	914,000	-	-	-	-	914,000		
77	Fleet Air Compressors Replacement Project	109,518	-	-	-	-	-	109,518		
	Total Public Works	1,409,518	2,914,000	2,000,000	2,000,000	2,000,000	2,000,000	12,323,518		
	Total Economic Growth and Community Investment	5,999,768	6,368,500	3,650,000	3,650,000	3,700,000	3,700,000	27,068,268		

*CIP Pg No	Service Team/ Department Name/Project Name	YEARS					ALL YEARS	
		BY 2024	BY 2025	BY 2026	BY 2027	BY 2028	BY 2029	
	Health & Wellness							
	Lake Owasso Residence							
265	Kitchen Remodel	500,000	-	-	-	-	-	500,000
269	Parking Lot and Road Resurface	-	125,000	-	-	-	-	125,000
	Total Lake Owasso Residence	500,000	125,000	-	-	-	-	625,000
-								
	Total Health & Wellness	500,000	125,000	-	-	-	-	625,000
	Information and Public Records							
	No Maintenance Project Requests Submitted							
	Total Information and Public Records	-	-	-	-	-	-	-
	Safety and Justice							
	No Maintenance Project Requests Submitted	-	-	-	-	-	-	-
	Total Safety & Justice	-	-	-	-	-	-	-
	TOTAL CIP MAINTENANCE PROJECTS	6,499,768	6,493,500	3,650,000	3,650,000	3,700,000	3,700,000	27,693,268

*CIP Pg No	NEW PROJECTS/MAJOR RENOVATIONS	YEARS					ALL YEARS	
		BY 2024	BY 2025	BY 2026	BY 2027	BY 2028	BY 2029	
	Economic Growth and Community Investment							
117	Juvenile and Family Justice Center (JFJC) Elevator Modernization Project	2,833,000	-	-	-	-	-	2,833,000
123	Law Enforcement Center (LEC) Elevator Modernization Project	3,872,000	-	-	-	-	-	3,872,000
135	Family Service Center / Aldrich Arena Parking Lot Separation	363,000	-	-	-	-	-	363,000
	Strategic Facility Upgrades (gender neutral bathrooms, lactation spaces, signage, etc)	-	3,000,000	-	-	-	-	3,000,000
	Maplewood, Mounds View, & Roseville Lib Fire Alarm Panel & System							
129	Replacement	675,000	-	-	-	-	-	675,000
	Tujub Courts Redevelopment	500,000	-	-	-	-	-	500,000
219	Pavement Preservation	1,685,000	5,270,000	-	-	-	-	6,955,000
225	Bicycle Pedestrian Projects	2,569,000	1,310,000	1,300,000	2,605,000	-	-	7,784,000
231	Stormwater Projects	1,075,000	1,000,000	1,000,000	1,000,000	-	-	4,075,000
237	Traffic Signals / Roadway Appurtenances / Bridge Maintenance	6,170,000	6,400,000	2,075,000	4,550,000	-	-	19,195,000
243	Roadway Construction Improvements	41,891,000	47,585,000	32,325,000	68,310,000	-	-	190,111,000
255	Multi-Modal Planning Projects	261,010,000	204,570,000	211,500,000	222,790,000	105,470,000	438,280,000	1,443,620,000
	Economic Development/Rivers Edge	6,220,000	-	-	-	-	-	6,220,000

PAGE NO.*	Service Team/ Department Name/Project Name	YEARS						ALL YEARS
		BY 2024	BY 2025	BY 2026	BY 2027	BY 2028	BY 2029	
	Information Records and Public Information							
291	Expand and Enhance WIFI Services at RC Facilities	2,800,000	-	-	-	-	-	2,800,000
297	New Voting System	2,000,000	3,000,000	-	-	-	-	5,000,000
	Safety and Justice							
411	Emergency Generator	412,500	-	-	-	-	-	412,500
315	Saint Paul Campus Security	1,091,000	-	495,500	-	-	-	1,586,500
339	Safety & Security Enhancements (Suicide Prevention Barriers), ADC	900,000	-	-	-	-	-	900,000
309	Radio Replacement	186,460	279,690	279,690	-	-	-	745,840
381	WBL Generator Replacement	-	150,000	-	-	-	-	150,000
405	Radio Device Replacement	-	415,000	-	-	-	-	415,000
387	BIO Generator Replacement (U of M)	-	200,000	-	-	-	-	200,000
393	Maplewood Generator Replacement	-	-	150,000	-	-	-	150,000
399	AH Generator Replacement	-	250,000	-	-	-	-	250,000
	Strategic							
	Hold in 2025 for Future Projects	-	10,000,000	-	-	-	-	10,000,000
	Bond Issuance Costs	150,000	150,000	-	-	-	-	300,000
TOTAL NEW PROJECTS/MAJOR RENOVATIONS		336,402,960	283,579,690	249,125,190	299,255,000	105,470,000	438,280,000	1,712,112,840

PAGE NO.*	Service Team/ Department Name/Project Name	YEARS					ALL	
		BY 2024	BY 2025	BY 2026	BY 2027	BY 2028	BY 2029	YEARS
	BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT							
431	Bldg Improvements - Publ Wks/Patrol Station	380,838	380,838	380,838	380,838	380,838	380,838	2,285,028
435	Bldg Improvements - Libraries	247,247	247,247	247,247	247,247	247,247	247,247	1,483,482
439	Bldg Improvements - Ch/Ch	495,722	495,722	495,722	495,722	495,722	495,722	2,974,332
443	Bldg Improvements - General Building Fund	2,360,817	2,360,817	2,360,817	2,360,817	2,360,817	2,360,817	14,164,902
	TOTAL BUILDING IMPROVEMENTS - PROP. MGMT	3,484,624	3,484,624	3,484,624	3,484,624	3,484,624	3,484,624	20,907,744
	BUILDING IMPROVEMENTS/REPAIRS							
449	Bldg Improvements-Extension Barn	33,320	33,320	33,320	33,320	33,320	33,320	199,920
453	Bldg Improvements-Landmark Center	199,800	199,800	199,800	199,800	199,800	199,800	1,198,800
457	Bldg Improvements-Parks	1,022,080	1,022,080	1,043,180	1,043,180	1,058,380	1,058,380	6,247,280
	TOTAL BUILDING IMPROVEMENTS/REPAIRS	1,255,200	1,255,200	1,276,300	1,276,300	1,291,500	1,291,500	7,646,000
TOTAL CAPITAL IMPROVEMENT PROJECTS REQUESTED		347,642,552	294,813,014	257,536,114	307,665,924	113,946,124	446,756,124	1,768,359,852

*CIP Page No. refers to the page in the CIP workbook where the project request can be found

County Manager Recommended
Capital improvement Projects Summary by Funding Source

Schedule 3
Summary for
2024-2029

FUNDING SOURCE	BY 2024	BY 2025	BY 2026	BY 2027	BY 2028	BY 2029	Total All Years
County	19,371,268	19,493,500	4,145,500	3,650,000	3,700,000	3,700,000	54,060,268
County Levy	4,185,000	4,000,000	1,100,000	1,100,000	1,100,000	1,100,000	12,585,000
County Other	9,201,624	11,264,624	7,334,624	8,134,624	3,484,624	3,484,624	42,904,744
Federal	124,226,460	109,329,690	78,379,690	76,600,000	-	252,670,000	641,205,840
State	67,910,200	19,380,200	15,276,300	10,816,300	191,500	191,500	113,766,000
Other	122,748,000	131,345,000	151,300,000	207,365,000	105,470,000	185,610,000	903,838,000
TOTAL CAPITAL IMPROVEMENT PROJECTS REQUESTED	347,642,552	294,813,014	257,536,114	307,665,924	113,946,124	446,756,124	1,768,359,852

REGIONAL RAIL AUTHORITY

SUMMARY

Regional Railroad Authority
Brian Isaacson, Director

1425 Paul Kirkwold Drive, Arden Hills
651-266-7100

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The Ramsey County Regional Railroad Authority (RCRRA) was organized by Resolution 87-230, April 20, 1987, by the Ramsey County Board of Commissioners pursuant to Minnesota Statutes 1986, Chapter 398, now Minn. Stat. Ch. 398A.03, as a “political subdivision and local government of the State of Minnesota to exercise thereunder part of the sovereign power of the state.” The RCRRA is dedicated to a long-range vision of transit services to meet changing needs for today and for subsequent generations. The RCRRA is composed of the seven members of the Ramsey County Board of Commissioners with its registered office in St. Paul, County of Ramsey, Minnesota. Neither the State of Minnesota, nor the County of Ramsey, nor any other political subdivision is liable for obligations of the RCRRA.

The Regional Rail Authority Levy is county-wide. The main components of the RCRRA’s program are the Green Line Light Rail Transit (LRT), Gold Line Bus Rapid Transit (BRT) line, Purple Line BRT and the Riverview Corridor. The RCRRA is committed to delivering these major transitway investments that increase residents’ accessibility to jobs, housing, and services.

Department Organizational Chart

See Public Works Budget.

2024-25 Major Changes

See Public Works Budget.

Performance Measures

See Public Works Budget.

Community Engagement

See Public Works Budget.

Racial Equity

See Public Works Budget.

Update on Recent Initiatives

See Public Works Budget.

Revenues

See Public Works Budget.

Long Term Budget Pressures

See Public Works Budget.

Department Summary

BUDGET SUMMARY

Regional Rail Authority

	FY22	FY23	FY24	FY25
	Actual	Budget	Proposed	Proposed
Expenditure / Appropriation - Operating Budget	11,339,877	13,559,274	14,574,603	14,908,517
Expenditure / Appropriation - Grants / Projects	13,862,763	27,500,000	24,350,000	6,250,000
Revenue / Est. Revenue - Operating Budget	3,421,502	2,244,989	2,525,858	2,561,032
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	9,028,608	2,819,274	(17,065,168)
RRA Tax Levy	21,781,138	29,785,677	33,579,471	35,662,653
Allowance for Uncollectibles	-	622,521	587,640	624,096
Total RCRRA Tax Levy	21,781,138	30,408,198	34,167,111	36,286,749
Inc/(Dec) from Previous Year			3,758,913	2,119,639
% Inc/(Dec) from Previous Year			12.4%	6.2%
Inc/(Dec) from Two Years				5,787,551
% Inc/(Dec) from Two Years				19.3%

RC Regional Railroad Authority Fund

RC Regional Railroad Authority Fund is set up to account for the Regional Rail Authority Tax Levy and revenues collected under the political subdivision established in 1987. These funds are used to manage and operate the Union Depot. Regional Rail Authority levy is also transferred to Ramsey County Public Works department to fund multimodal transportation planning and advocate, plan, design and develop transitway corridors.

APPROPRIATIONS SUMMARY:

	FY22	FY23	FY24	FY25	Inc/(Dec)	
Title	Actual	Budget	Proposed	Proposed	Over FY23	Percent Change
Personnel Services	-	-	20,436	-	20,436	100.0%
Other Services & Charges	21,595,124	35,244,944	32,723,129	14,899,292	(2,521,815)	(7.2)%
Capital Outlay	1,068,152	1,000,000	1,500,000	1,500,000	500,000	50.0%
Transfers	2,539,364	4,596,080	4,681,038	4,759,225	84,958	1.8%
Total Appropriations	25,202,640	40,841,024	38,924,603	21,070,916	(1,916,421)	(4.7)%

Department Summary

BUDGET SUMMARY

Regional Rail Authority

FINANCING SUMMARY:

Title	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed	FY24	
					Inc/(Dec) Over FY23	Percent Change
Charges for Services	68,152	-	-	-	-	-
Intergovernmental Revenue - Other	-	300	-	-	(300)	(100.0)%
Use of Money	1,090,134	50,000	500,000	500,000	450,000	0.9%
Rentals	2,262,936	2,194,689	2,025,858	2,061,032	(168,831)	(7.7)%
Recovery of Expenses	280	-	-	-	-	-
Property Taxes	21,781,138	11,096,035	33,579,471	35,662,653	22,483,436	2.0%
Operating Transfers In	-	27,500,000	-	-	(27,500,000)	(100.0)%
Use of Fund Balance	-	-	2,819,274	(17,065,168)	2,819,274	100.0%
Total Financing	25,202,640	40,841,024	38,924,603	21,158,517	(1,916,421)	(4.7)%

<u>AUTHORIZED PERSONNEL: (FTE)</u>	-	-	0.10	-	0.10
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HOUSING AND REDEVELOPMENT AUTHORITY

SUMMARY

Housing and Redevelopment Authority
Kari Collins, Director



15 West Kellogg Blvd, St. Paul
651-302-4455

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Department Overview

The Ramsey County Housing and Redevelopment Authority (HRA) was organized by Resolution 93-156, May 4, 1993, by the Ramsey County Board of Commissioners pursuant to Minnesota Statutes 460.004, Subdivision 1a, and applicable provisions of Minnesota Statutes Chapter 469 (1992) as amended, as a “political subdivision and local government of the State of Minnesota to exercise thereunder part of the sovereign power of the state.” The HRA is required to allocate funds toward the advancement of housing for low- and moderate-income residents and to redevelop blighted areas. The HRA is composed of the seven members of the Ramsey County Board of Commissioners with its registered office in St. Paul, County of Ramsey, Minnesota.

In 2022, the Ramsey County HRA activated its levy for the first time and \$11,120,002.00 was raised for eligible uses including multifamily development, affordable homeownership and other redevelopment activities. No more than 10% of the HRA levy was used for administration. In 2023, \$11,419,523.00 of funding is available and this is projected to grow to \$12,819,564.00 in 2024, and \$13,610,087 in 2025. The HRA levy’s area of operations includes all Ramsey County communities except the City of North Saint Paul. Per resolution, 50% of the levy must be used in suburban Ramsey County Communities and 50% of the levy must be used within the City of Saint Paul.

The Community and Economic Development (CED) Department has historically served as the primary department of the Housing & Redevelopment authority through the administration of federal community development programs like the Environmental Response Fund (ERF).

Department Organizational Chart

See CED budget.

2024-25 Major Changes

See CED budget.

Performance Measures

See CED budget.

Community Engagement

See CED budget.

Racial Equity

See CED budget.

Update on Recent Initiatives

See CED budget.

SUMMARY

Housing and Redevelopment Authority
Kari Collins, Director



15 West Kellogg Blvd, St. Paul
651-302-4455

DEPARTMENT INFORMATION AND PERFORMANCE MEASURES

Revenues

See CED budget.

Long Term Budget Pressures

See CED budget.

Department Summary

BUDGET SUMMARY

Housing and Redevelopment Authority

	FY22 Actual	FY23 Budget	FY24 Proposed	FY25 Proposed
Expenditure / Appropriation - Operating Budget	1,050,535	11,201,003	12,595,222	13,371,910
Expenditure / Appropriation - Grants / Projects	2,844,012	-	-	-
Revenue / Est. Revenue - Operating Budget	10,972,242	-	-	-
Revenue / Est. Revenue - Grants / Projects	-	-	-	-
Use of Fund Balance	-	-	-	-
HRA Tax Levy	(7,077,695)	11,201,003	12,595,222	13,371,910
Plus Allowance for Uncollectibles	212,406	218,520	224,342	238,177
Total HRA Tax Levy	6,865,289	11,419,523	12,819,564	13,610,087
Inc/(Dec) from Previous Year			1,400,041	790,523
% Inc/(Dec) from Previous Year			12.3%	6.2%
Inc/(Dec) from Two Years				2,190,564
% Inc/(Dec) from Two Years				18.5%

Housing and Redevelopment Authority Fund

Housing and Redevelopment Authority Fund is set up to maintain the existing housing stock, expand homeownership and affordable housing opportunities, install safe infrastructure and facilities, remediate brownfields sites, redevelop under-utilized properties, strengthen businesses, navigate economic development resources and encourage job growth.

APPROPRIATIONS

SUMMARY:

	FY22	FY23	FY24	FY25	FY24	
Title	Actual	Budget	Proposed	Proposed	Inc/(Dec) Over FY23	Percent Change
Personnel Services	787,568	1,020,070	1,324,193	1,336,688	304,123	29.8%
Other Services & Charges	224,868	10,135,933	11,182,661	11,943,646	1,046,728	10.3%
Supplies	99	5,000	3,000	3,200	(2,000)	(40.0)%
Capital Outlay	2,844,012	-	-	-	-	-
Transfers	38,000	40,000	85,368	88,376	45,368	113.4%
Total Appropriations	3,894,547	11,201,003	12,595,222	13,371,910	1,394,219	12.4%

FINANCING SUMMARY:

	FY22	FY23	FY24	FY25	FY24	
Title	Actual	Budget	Proposed	Proposed	Inc/(Dec) Over FY23	Percent Change
Intergovernmental Revenue						
- Other	5,677,127	-	-	-	-	-
Property Taxes	(1,782,580)	11,201,003	12,595,222	13,371,910	1,394,219	12.4%
Total Financing	3,894,547	11,201,003	12,595,222	13,371,910	1,394,219	12.4%

AUTHORIZED

PERSONNEL: (FTE)

8.20	8.20	8.75	8.75	0.55	-
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BUDGET PROCESS

DESCRIPTION OF BUDGETARY BASIS

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.

Biennial Budget Process

Operating Budget

In the 2006 budget year, Ramsey County converted to a two-year budget cycle. Budget strategies for the County's two-year budget begin in November and continue through February of the previous year based on guidelines and policies established by the Board of Commissioners and County Manager, including an accelerated budget schedule. Strategic Investments for the next biennium are discussed with the Service Teams by County Manager in November. Specific budget request materials including instructions are sent out to each County department in mid-February.

For the first year of the two-year budget cycle, all Service Teams and departments are required to submit their completed budget requests for both years according to a schedule established by the County Manager. Budget requests are due in May of the previous year. Each department presents its budget to the County Manager, the Finance Director/Chief Financial Officer, the Deputy Finance Director, and appropriate budget staff. The budget presentations are held in the May. After all departments have presented their budgets, the requests for appropriations and operating revenues are reviewed and finalized on a County-wide basis by the County Manager, the Finance Director/Chief Financial Officer, the Deputy Finance Director, and appropriate budget staff. Departments are then contacted on the proposed budget amounts for their individual departments. Departments may request a budget hearing with the County Manager to discuss their budget should they feel further changes are necessary.

For each year of the two-year budget cycle, the County Manager's proposed budgets are scheduled to be given to the County Board in August. Formal public hearings on the proposed budgets are held by the County Board in early September. In the second year of the two-year budget cycle, the hearings with the County Board are focused on performance-based measurements. The County Board is required to adopt the proposed maximum property tax levy before September 30. In accordance with the State's "Truth in Taxation" laws, the County Board must certify the maximum proposed property tax levy to the County Department of Property Records and Revenue by September 30. After receipt of tax levy certifications from all taxing jurisdictions, the County mails notices of estimated taxes to each property owner within the County by November 24. The County Board holds a required formal Public Hearing and adopts the final budget on or before five working days after December 20.

County Wide Planning *Late 2022 through early 2023*

County Manager's budget conversations with
Executive Team members and controllers
Janurary/February 2023

Budget instructions
distributed
February 24, 2023

Budget system
open to service
teams
March 6, 2023

Check-In meetings with
Service Teams and
Finance
March 2023- May 2023



Service Team Requested Budget *March - May 2023*

Deputy County
Manager initiates
Service Team budget
process
February 2023

Departments
identify initiatives
and associated
funding needs

Departments present
budget requests to
Deputy County
Manager for approval

Input the DCM
approved budget
request into
Hyperion. **Due:
May 5, 2023**

Service Teams Present budget
to County Manager. Budget
Core Team, and Finance
Department
May 2023



County Manager Proposed Budget *May - August 2023*

County Manager and Finance
Department review budget requests
May - June 2023

Service Teams / Departments notified of
budget decisions **June/July 2021**

County Manager presents proposed
budget to County Board
August 22, 2023



Board Approved Budget *August - December 2023*

Service Teams/
Departments present
proposed budget to
County Board
September 2023

County Board sets
Maximum Tax
Levy
**September 26,
2023**

JPTAC sets overall
property tax levy
September 2023

County Board
finalizes budget
with addenda
November, 2023

County Board
Adopts budget
and property tax
levy
December 2023

Departments
submit final
budget
documents to
Finance
December, 2023

Budgetary Amendment Process

Budgets can be amended during the year, either by the County Manager or Board of Commissioners. The County Manager is authorized to transfer budgeted amounts within and across Service Teams and departments or appropriate certain excess miscellaneous revenues. All other adjustments require the approval of the Board of Commissioners. Supplemental appropriations are reviewed by the County Manager's office and submitted to the Board of Commissioners for their review and approval. If approved, they are implemented by the Finance Department by budget revision. Supplemental appropriations could be required because of several factors. These include the awarding of State and Federal grants during the year and to provide funding for unanticipated program requirements. Expenditures may not legally exceed budgeted appropriations at the department level. All appropriations, except capital projects funds, which are not expended, encumbered, or reserved, as described above, lapse at year end.

Request for Budget Adjustment to Finance Department

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.

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 Deputy Finance 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. Deputy Finance 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. Deputy Finance 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.

Capital Improvement Plan Budget

An update of the County's six-year Capital Improvement Program (CIP), along with recommendations for funding of the current year's Capital Improvement Plan are presented to the County Board each year at the same time as the County's Operating Budget. The CIP debt service levy and Capital Improvement and Equipment Replacement levy amounts necessary to finance the proposed funding levels are included as part of the proposed operating budget.

The CIP process begins each year with the submission by County departments and agencies of their project requests, which must be divided into one of four categories: (1) regular projects; (2) major projects; (3) equipment replacement; and (4) building improvements. A working document is created to assist members of the Capital Improvement Program Advisory Committee (CIPAC) and County staff appointed by the County Manager in reviewing project requests. Subsequently, the County department/agency heads and staff make presentations and answer questions about their project requests to the CIPAC and County staff appointed by the County Manager to participate in the ranking of the projects.

Members of the CIPAC and County staff appointed by the County Manager independently rate each project based on a point rating system. A combined ranking is then agreed upon by the CIPAC and County Manager which is then used to establish the overall priorities for the five-year CIP.

Distinguished Budget Presentation and Annual Financial Report Awards

The County has received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) of the United States and Canada every year since 1983. In order to receive the budget award, a governmental unit must publish a budget document that meets program criteria as a policy document, as operations guide, a financial plan, and as communications medium.

In addition, the County has been awarded GFOA's Certificate of Achievement in Excellence in Financial reporting every year since 1975, and GFOA's award for Outstanding Achievement in Popular Annual Financial Reporting every year since 2009.

Ramsey County is the only county in the State of Minnesota to earn these GFOA annual awards for excellence in the annual report, PAFR, and Distinguished Budget Presentation, along with have having a top bond rating by Moody's Investors Service and S&P Global Ratings.



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