



2018 ANNUAL BUDGET & CAPITAL IMPROVEMENTS PLAN

CROW WING COUNTY
BRainerd, MINNESOTA

Adopted by County Board

December 12, 2017

Our Vision: Being Minnesota's favorite place.

Our Mission: Serve well. Deliver value. Drive results.

Our Values: Be responsible. Treat people right. Build a better future.

There are two ways to navigate the electronic budget documentation, which can be found at <http://www.Crowwing.us>

BOOKMARKS

On the left side of the screen you should see the following bookmark icon . Click on the icon and you will see a bookmark for the highlights in the budget documentation.

LINKS

Pages 2 – 5 of the electronic budget documentation is a Table of Contents. If you hover over the Section Description that you would like to view, a hand tool will appear, a left click of the mouse will take you to that page.

TABLE OF CONTENTS BUTTON

On the bottom left side of all pages in the electronic document, you will see a button labeled “Table of Contents”. Left click on this button to navigate to the table of contents.

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CROW WING COUNTY COMMISSIONERS

District 1

Paul Koering
County Road 121
Fort Ripley, MN 56449
Phone: (218) 829-0544
E-mail: Paul.Koering@crowwing.us

District 2

Paul M. Thiede
33205 South Upper Hay Drive
Pequot Lakes, MN 56472
Phone: (218) 568-5774
E-mail: Paul.Thiede@crowwing.us

District 3

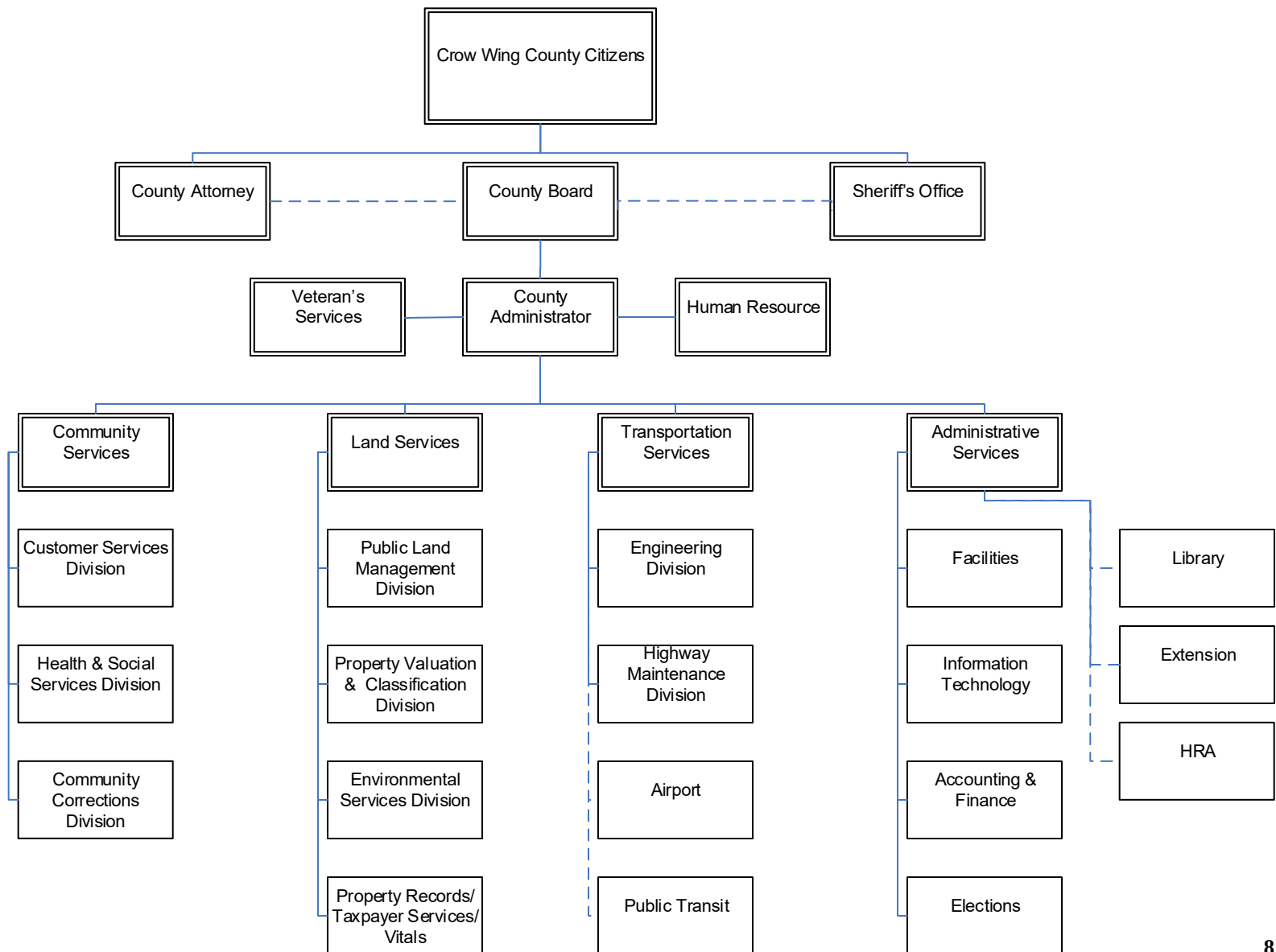
Rachel Reabe Nystrom
13064 Timberlane Drive
Baxter, MN 56425
Phone: (218) 829-1721
E-mail: Rachel.Nystrom@crowwing.us

District 4

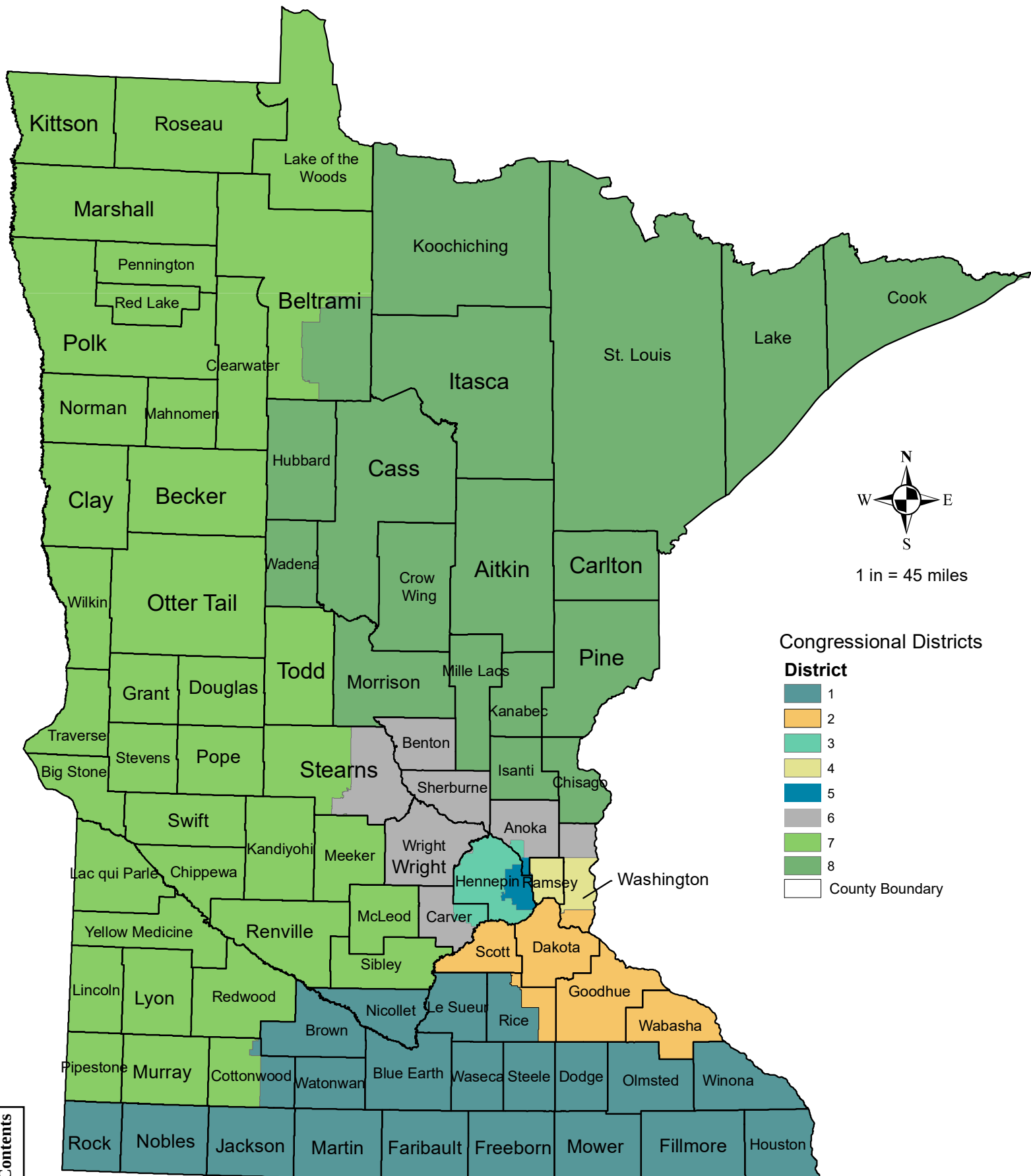
Rosemary Franzen
14732 Inglewood Drive
Baxter, MN 56425
Phone: (218) 829-8021
E-mail: Rosemary.Franzen@crowwing.us

District 5

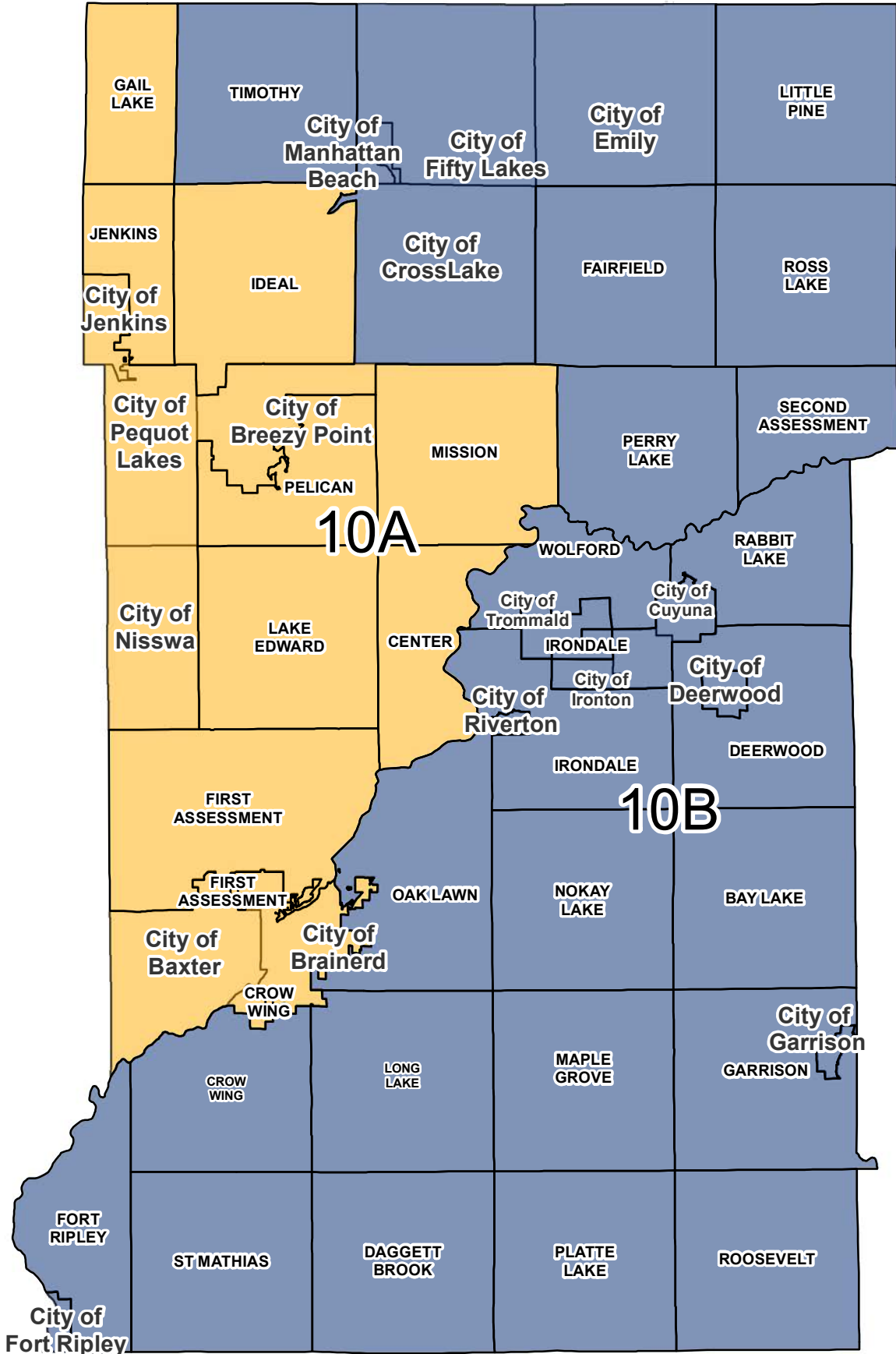
Doug Houge
P.O. Box 367
Ironton, MN 56455
Phone: (218) 546-2794
E-mail: Doug.Houge@crowwing.us



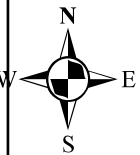
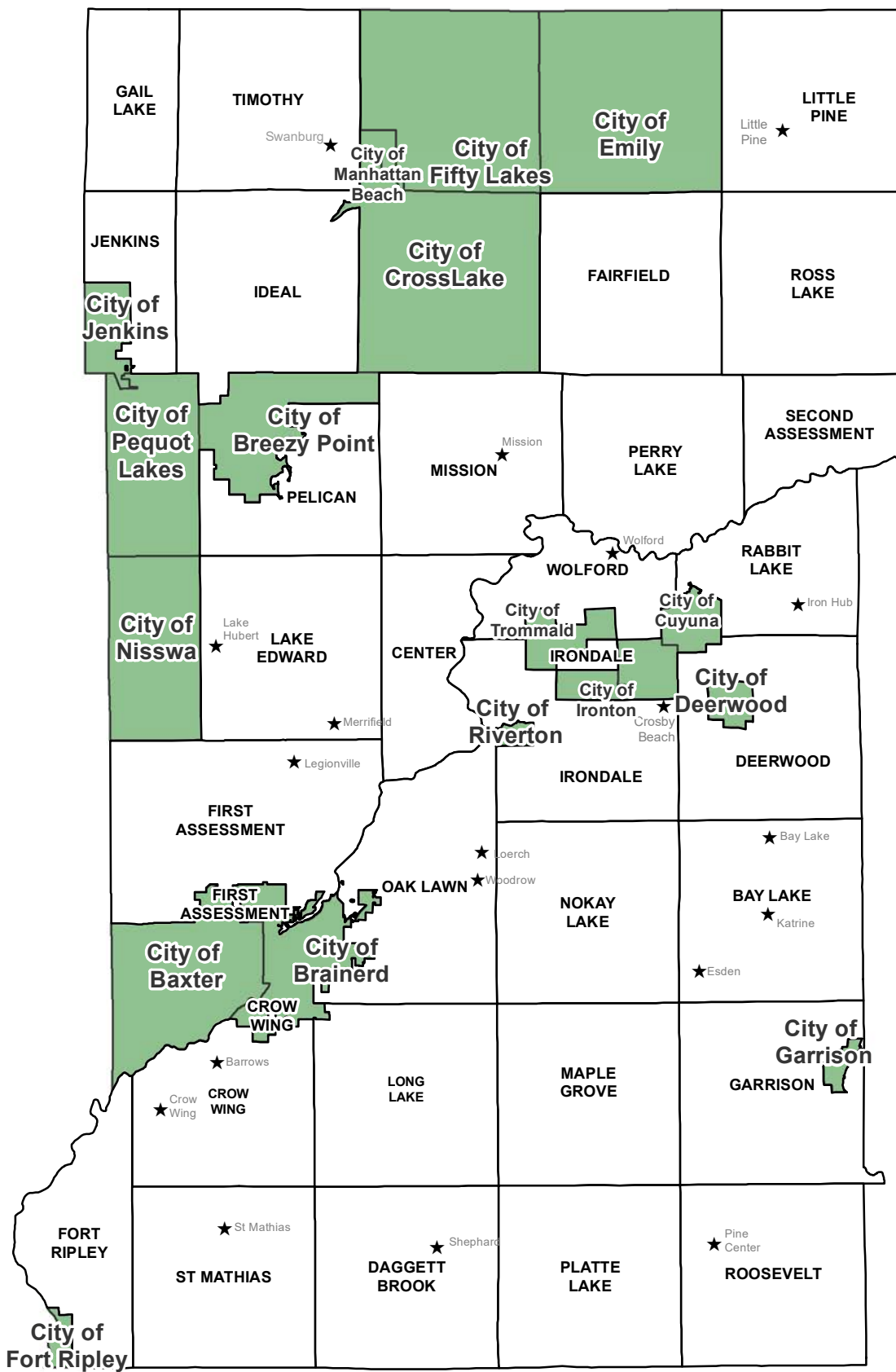
State of Minnesota Congressional Districts



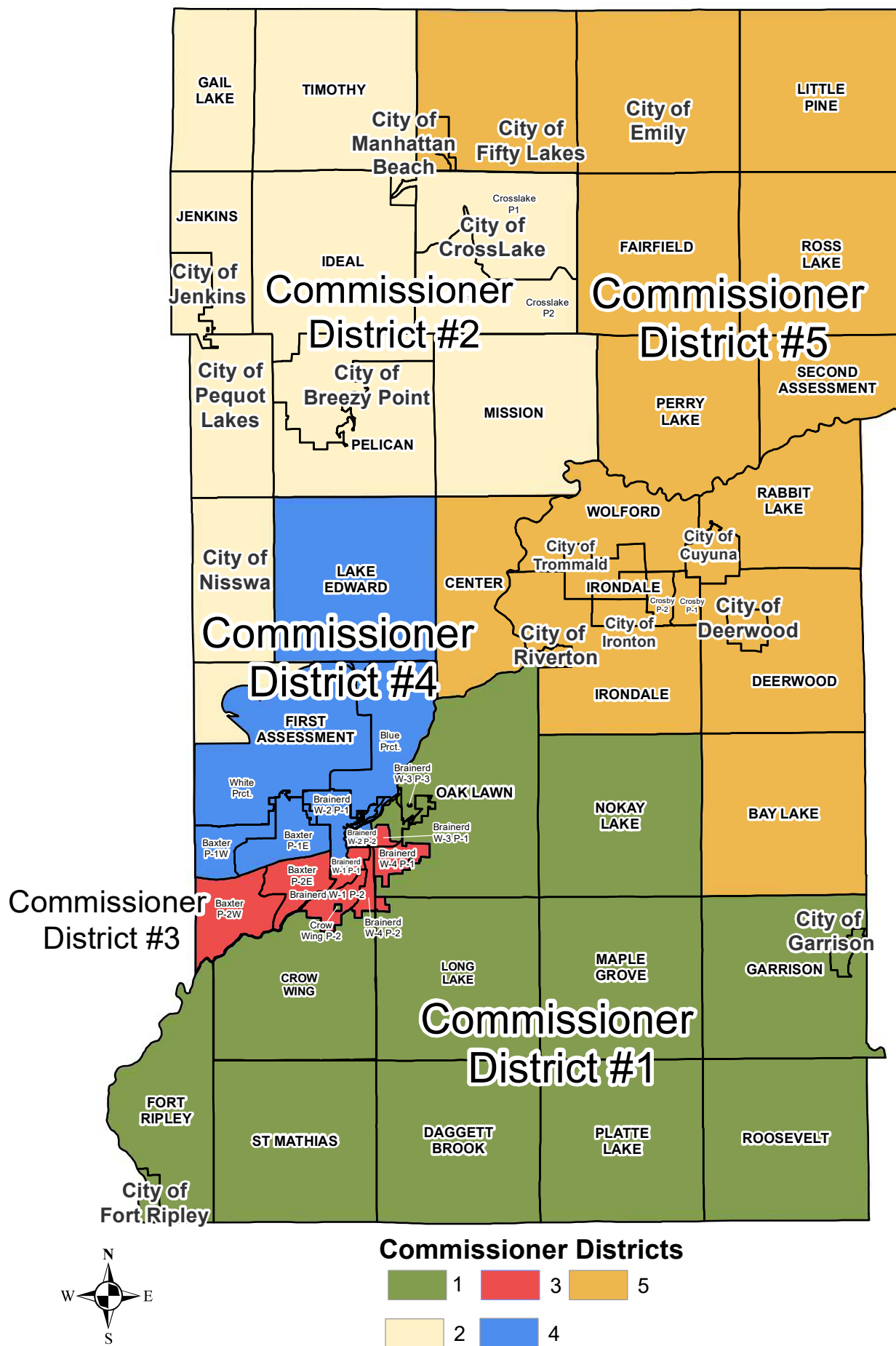
Legislative Districts



Crow Wing County Political Subdivisions



Crow Wing County Commissioner Districts





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Crow Wing
Minnesota**

For the Fiscal Year Beginning

January 1, 2017

Christopher P. Morrill

Executive Director



MEMORANDUM

County Administrator

TO: County Board
FROM: Tim Houle
DATE: February 9, 2018
SUBJECT: 2018 Budget Highlights

I am pleased to present you the 2018 budget for Crow Wing County. This document includes recent accomplishments reflecting the hard work and dedication applied by you in providing leadership for the strategic direction of the County as well as by the countless staff in applying your vision in day to day decisions. In addition, this document also contains strategic priorities for 2018 that have been called out in the budget process, both for operations and for capital planning.

I am pleased to say that the levy for 2018 will be decreasing by .09%, which is the eighth consecutive year that the County's levy will have declined. Simply put, there is no record prior to this eight-year stretch of the County's levy *ever* having declined for one year, let alone multiple years in a row. In addition, I can find no evidence that any county in Minnesota *history* has ever accomplished the feat of eight straight years of levy reductions. This unprecedented trend continues to reflect your wishes for budgets and levy that have a maximum amount of respect for the funding source on which we depend: the public. We try to ever keep in mind that we are not spending our money, but theirs.

Our continued use of technology to increase the potential of our human capital investment, continuing to improve the efficiency and reliability of our processes through the use of LEAN and Six Sigma methodology to make them as efficient as they can be, and making tough policy choices are all reflective of this aggressive financial strategy. In addition, it is also a key strategy for coping with the labor shortages that are already occurring brought on by the retirement of the Baby Boom generation, probably the most significant threat currently facing our organization for the next decade. That trend of accelerating departures is already evident in our employee turnover rates and rising retiree health insurance costs in 2018. It is, therefore, even more important to note that these strategies are not just a piecemeal collection of random approaches, but is a conscious, thoughtful, and strategic constellation of strategies currently in place to shepherd the organization into the future as a high-performance county organization.

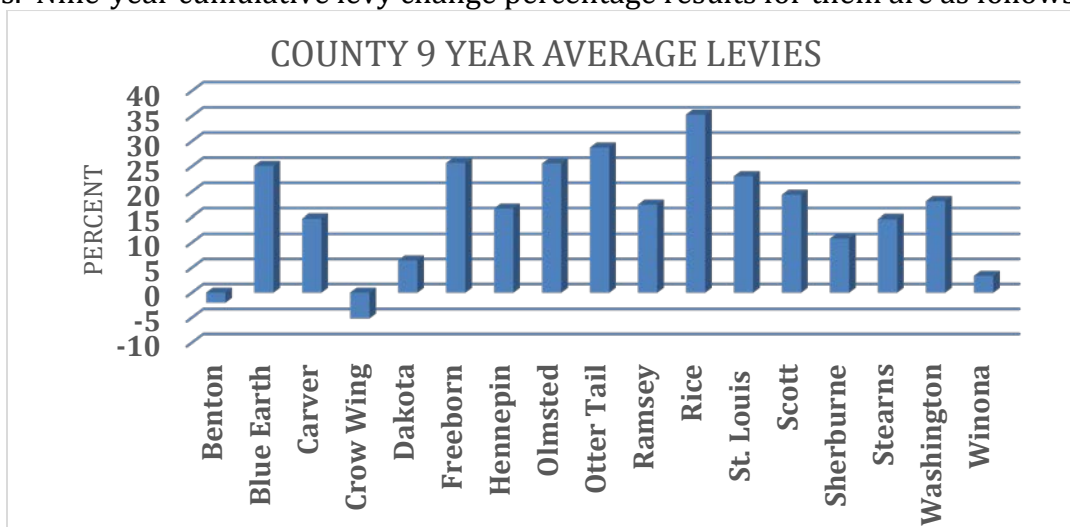
Looking at the trend in taxation compared to other similarly sized counties in Minnesota over that same period, I would suggest looking to our county counterparts in the Minnesota Inter-

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County Association as a reasonable comparison group of suburban and regional center counties. Nine-year cumulative levy change percentage results for them are as follows:



As the chart clearly shows, Crow Wing County markedly leads the group in conservatively managing the resources entrusted to us and, in fact, significantly outperforms most.

The fact is that Crow Wing County's levy over the past nine years has *decreased* by a total of 5.16%, from \$36,221,696 in 2010 to \$34,353,470 in 2018, a *reduction* of nearly \$2 million. This equates to an annual decrease averaging .57% per year for this nine-year period. Our efforts to be good stewards of the public's resources have clearly been on-going, consistent, and impactful.

The budget approved for 2018 reflects that continuing prudent stewardship and reflects key priorities, including:

- Serving well, delivering value, and driving results—our core mission.
- Continuing the movement toward results-focused, data driven strategies and decisions to improve organizational outcomes while driving greater value in cost.
- Maintaining the strong fiscal health of the County, controlling costs, limiting wage inflation, limiting growth in staffing, and using prudent capital planning processes for long-term needs.
- Promoting a strong, healthy, and vibrant Brainerd Lakes Area now and into the future.

Key 2017 Accomplishments:

Organizational Finance:

- Unprecedented eighth straight year levy reduction proposed. Final adopted levy at -.09% for 2018.

- Crow Wing County 2017 revenue budget came in at 106% of budget; expense budget came in at 98% of budget. Crow Wing County 2017 budget performance reflected a positive variance and fund balance growth of \$844 thousand. Timing of expenses, such as a contribution for the T.H. 371 project which were expected to be expended in 2017 and were pushed to 2018 and increase collection of sales tax for road improvements, contributed significantly to that amount of fund balance growth. As a result, favorable results are not as favorable as they appear; however, after taking these variances driven by timing issues out of the mix, we still outperformed our budget and produced fund balance growth.
- Adoption of the 2018 budget with the .09% reduction, along with levy increases by other counties, resulted in Crow Wing County having the lowest tax levy per capita among surrounding counties for the second consecutive year.

Protecting our communities

- Finished Phase 1 of Law Enforcement Center to include updating programmed space for a modern Dispatch Center prepared for Next Gen 911, clerical support, squad room, and reception, and interview/conference rooms.

Caring for our people

- Implemented new staffing and service delivery model for our WIC program which resulted in increased service delivery with reduced staffing models and also increased post-partum breastfeeding rates of participants from 34.8% to 45%.

Strengthening our lakes and trees

- Entered into partnership with Cass County on the One Watershed One Plan project to better coordinate water protection efforts in the Pine River Watershed, most of which drains into some of the most premier lakes in Crow Wing County, where maintaining or improving water quality is an essential part of protecting our local environment.
- Implemented a used electronics recycling program to keep used electronics out of the waste stream and into the resource recovery stream.

Keeping our roads safe

- Delivered substantially expanded number of road miles in continuing effort to reduce deferred maintenance on the county road system, made possible by the adoption of the local option sales tax and with existing staff.
- Met our snowplow targets 95% of the time to keep the traveling public safe.

Deliver excellence to our customers

- Streamlined the document recording function for land and vital records system through a Six Sigma/LEAN project that reduced the turnaround time for e-filed documents by 60%.

- Continued to increase number of returned customer satisfaction surveys to over 11,000 from 6,000 in 2016 and 1,500 in 2015.

Stewards of our money

- Continued to closely monitor expenses and producing conservative budget requests. Budget for 2017 will reflect fund balance growth. Budget for 2018 will reflect a negative levy for the eighth consecutive year.
- Successfully implemented training for a second cohort of Green Belts trained in Six Sigma methodology for continuous improvement projects countywide. Also trained a cohort of Black Belts to lead the County's CI initiatives, integrating existing LEAN training into new Six Sigma training.

Foster organizational excellence

- Launched new employee engagement survey instrument after having used the highly credible Gallup Q12 for many years. Achieved an 83% participation rate, which far exceeds the average of other clients of McLean, our new vendor. Results indicate that Crow Wing County employees are twice as engaged as the average of the McLean database of other public and private sector employees.
- Continued technology investments to include launching a two-year project for the scoping and installation of a new CAMA and tax system that increases the productivity of county employees, delivers better customer service, and reduces operating expenses. Project was successfully launched, a project manager assigned, and it is currently underway.
- Implemented redundant fiber network on our campus for faster and more reliable external data connection needs and to provide multiple lines of data traffic in and out of the county campus to ensure continuity of operations in the event that one line is disabled.
- Launched a redesigned SharePoint intranet site to be a central repository of information that is important and useful to employees, e.g. payroll, benefits, Trakstar. In particular, increased focus on recognizing superior work done by county employees as an important contribution toward building our focus on organizational excellence and celebrating when and who is achieving it.

Key Demographics Summary and Trends:

Crow Wing County continues to experience relatively strong population growth, increasing by over 14% from 2000-2010. Minnesota State Demographer's estimates the 2016 population, the latest for which figures are currently available, at 64,000, which is a 2.4% increase since the 2010 census.

Data continues to show that Crow Wing County's average age distribution is older than the state average, but younger than many parts of Greater Minnesota. Educational attainment follows that same pattern.

As a regional center county, Crow Wing County continues to experience a healthy and diverse economy. Those portions of our economy that were based on tourism

and home construction suffered significantly through the Great Recession, though both appear to be rebounding at present, with a continuing uptick in tourism and new construction in 2017.

Unemployment in Crow Wing County tipped significantly downward in 2017 to 5.6% from 7.2% in 2016, though these are not seasonally adjusted rates and the tourist trade significantly modifies these numbers throughout the year. The downward trend clearly reflects the tightening of the labor market which has been identified as a key organizational threat. The difference between Crow Wing County's unemployment rate and the state's unemployment rate held fairly steady in 2017 at 2.5% higher than the state average. Notably, Crow Wing County's unemployment rate is still lower than many parts of Greater Minnesota.

Continuing the pattern, per capita income in Crow Wing County was below the state average, but above some parts of Greater Minnesota. Crow Wing County historically has ranked in the middle among Minnesota counties in per capita personal income ranking 43rd among the state's 87 counties. This can be deceptive, however, as the number of seasonal residents and tourists who spend significant amounts of time in Crow Wing County, who often have much higher rates of per capita income may not be included in these numbers if they do not claim Crow Wing County as their primary place of residence.

Outstanding debt for Crow Wing County at the end of 2017 stood at \$156 per capita and is steadily declining as we pay off more and more of the debt associated with the major building projects in the early 2000s. Our final large debt service payment is expected in 2020, only three budget cycles away. Our debt is currently rated as AA from Standard and Poor's. This rating is more heavily impacted by the conditions of our local economy than it is by any deficiencies in our management practices and so would be very difficult to impact positively in the future. To the extent that we continue to successfully transition to a pay-as-you-go financing approach for capital projects, our bond rating will be an increasingly moot point as we wouldn't be issuing debt. This may provide additional support for this strategic move.

2018 Strategic Priorities:

Protecting our communities

- Complete Phase 2 of Law Enforcement Center remodel project on-time and on-budget.
- Develop and implement a Strategic Plan for Crow Wing County Community Corrections to identify strategic ways we can improve process, improve outcomes, improve services, and/or reduce costs while serving the primary objective to keep the public safe.

Caring for our people

- Reduce out of home placement re-entry rates to 8.2% or less with two or fewer children re-entering foster care.

- Implement the Yellow Line project to divert people who are arrested but where the primary underlying issue is of a mental health issue from being incarcerated in the County jail. Our goal is to reduce the number of inmates placed in jail for mental health issues by 10%.
- Increase community dialogue about the needs for a full continuum of care for mental health treatments beds in our community through ongoing public discussion, education efforts through AMC and MACSSA, and discussion with our local legislative delegation. Implement the Systems of Care model with community partners.
- Reduce the number of out-of-home placements of children in need of protection through a community-based engagement process.

Strengthening our lakes and trees

- Complete the One Watershed One plan for the Pine River Watershed with Cass County.
- Receive a permit for the construction of landfill Cells 5 and 6 to contain Crow Wing County's waste stream in an environmentally responsible and cost effective manner.

Keeping our roads safe

- Hit our snowplow targets 95% of the time.
- Implement our 5-year transportation plan projects for 2018 on-time and on-budget.
- Deliver real-time snow plowing progress on the county road system during snow events on the county's website.
- Deliver a CR 115 preferred geometric alignment for public discussion and subsequent County Board consideration.

Deliver excellence to our customers

- Scope and update the county's website to continue to improve 24/7/365 access to county services for county residents and visitors with a particular focus on designing the site to reflect that the majority of users of the site are now accessing it via mobile devices than are accessing it through traditional desktops.
- Complete technology blueprint for the county campus' technology infrastructure and fully integrate into the existing infrastructure blueprints for building structure, electric, plumbing, and so on. Maintain this information through proper documentation of as built.
- Update the County Historical Museum on-time and on-budget.
- Deliver a new land-sale module to improve the marketability and sales rate of tax-forfeited properties.

- Implement succession plan for upcoming retirement of our Human Resources Director.

Stewards of our money

- Continue to closely monitor expenses and producing conservative budget requests. Budget for 2018 will reflect fund balance growth. Budget for 2019 will reflect a negative levy for the ninth consecutive year.
- Complete a Technology Strategic Plan for County Board consideration.
- Conduct a comprehensive program evaluation of our landfill and recycling program.

Foster organizational excellence

- Complete conversion of the new tax CAMA system such that 2019 tax statements are generated by the new system. This will require on-time and on-budget project management of the conversion process.
- Launch data analysis initiative countywide to build skill sets in data analysis around the very large datasets Crow Wing County maintains in order to make better, more data-informed decisions to improve our processes, our results, and/or our customer service. Project will involve identification of existing datasets and their native programming language and subsequently designing and implementing training around that newly acquired global view for a cohort of employees to specialize their skills in mining “big” data.
- Implement new payroll and timekeeping system to fully integrate with the Munis financial system and that better meets the organizational recordkeeping requirements to a higher level, especially within the Sheriff’s Office and the Highway Dept. where time accounting, schedule shifts, overtime considerations, and so on make timekeeping a much more complex function than in most other areas.
- Complete a county-wide update training to minimize the possibility of sexual harassment in our workplace.

Summary:

Overall, Crow Wing County continues to produce superior results, both in terms of service quality as well as financial deliverables. We have an established record of continuing to deliver high-quality services while continuing to drive our cost structure downward. Notably, during each year of the Great Recession and since, while our financial plan—our levy and budget—called for tighter resources to be made available, we continued to out-perform those plans each year, contributing fund balance growth to the County’s reserves.

The demographic changes associated with the continued exit of the Baby Boom generation from the workplace with the smaller generations replacing them is still the single greatest threat to our stability over the long term. Prudent planning and execution will continue to be necessary to weather this sustained challenge in the coming years. The County’s planning efforts and strategies geared toward continuing to increase our human capital investment’s productivity through the strategic deployment of technology and other non-technology tools,

through continuing to make our internal processes as efficient and effective as they can be, by the measured consideration of the County Board on what services we most need to provide in our community, will all be key to not merely surviving this challenge, but rather thriving despite it.

Crow Wing County is well positioned to meet the challenges of the future. I am proud to say that the 2018 levy and budget helps to incrementally advance us to meet them. The approved budget book is attached for your information.

Respectfully submitted this 9th day of February, 2018.

Our Vision: Being Minnesota's favorite place.



Protecting our communities.

We keep our communities safe through proactive enforcement, preparing for the unexpected, and providing leadership when it's needed most.



Caring for our people.

We meet people in their time of need, providing assistance and mentorship while encouraging independence.



Strengthening our lakes and trees.

We manage our land and water responsibly, ensuring we have unmatched resources to enjoy, now and for generations to come.



Keeping our roads safe.

We design, improve, and maintain our roads, keeping them safe and clear for all to enjoy the drive.

Our organizational priorities

Our Mission: Serve well. Deliver value. Drive results.

Every day...



...We deliver excellence to our customers by:

- Encouraging community engagement.
- Providing needed services within the community.
- Fostering community relationships to enhance our services.
- Assuring all people are treated with respect.



...We are stewards of our money by:

- Streamlining our processes to reduce waste, time, and cost.
- Providing meaningful solutions through wise investments.
- Being transparent with our spending and reporting.



...We will inspire each other to excellence by:

- Treating all people with dignity and respect.
- Using technology to improve customer service.
- Enabling a workforce that cares.
- Creating a dynamic and engaged work culture.

Our Values: Be responsible. Treat people right. Build a better future.

COUNTY PROFILE

Crow Wing County was established in 1857 and was named for the Crow Wing River, the mouth of which was an early settlement of Chippewa and fur traders. The County was formally organized in 1870, around the time that the Northern Pacific Railroad decided that its rail line would cross the Mississippi River at Brainerd. Regular rail service began in the early 1870s, at which point Brainerd became the area's major settlement, and the Crow Wing village faded.

Crow Wing County is located in north-central Minnesota, about 125 miles northwest of the Minneapolis/St. Paul metropolitan area, and covers 999 square miles. Crow Wing County is a mix of agriculture/farming in the southern parts of the County, industry in the Brainerd/Baxter area and mining in the Crosby/Ironton areas, and contains abundant natural resources in the forms of lakes and trees in the northern part of the County. The county seat is located in Brainerd.

The Board of Commissioners is the governing body of the County of Crow Wing. There are five members of the County Board. Each member represents one of five Districts, elected to four year overlapping terms. Board members, in partnership with County staff, work to ensure the delivery of services and programs essential to the continued prosperity of Crow Wing County.

The Board appoints a County Administrator who is the chief appointed administrative officer of the County. The Administrator is responsible for the administration of Board policy and for the management of various County divisions and departments. The Attorney, Auditor-Treasurer, Recorder, and Sheriff are elected officials.

The County provides a full range of services contemplated by statute. These services include public safety, highway, health, attorney, human services, recreational, maintenance of property records, vital statistics, issuance of various permits and licenses, administration of property tax assessment and collection, and the distribution of local governments' property taxes within the County.

DEMOGRAPHICS

POPULATION

Crow Wing County has seen population growth increases greater than nearby Cass, Aitkin, and Morrison counties. According to the State Demographic Center, Crow Wing County has seen a population increase of 13.4% from 2000-2010, using Census data. The counties of Cass, Aitkin, and Morrison saw increases of 5.9%, 5.2%, and 4.7%, respectively.

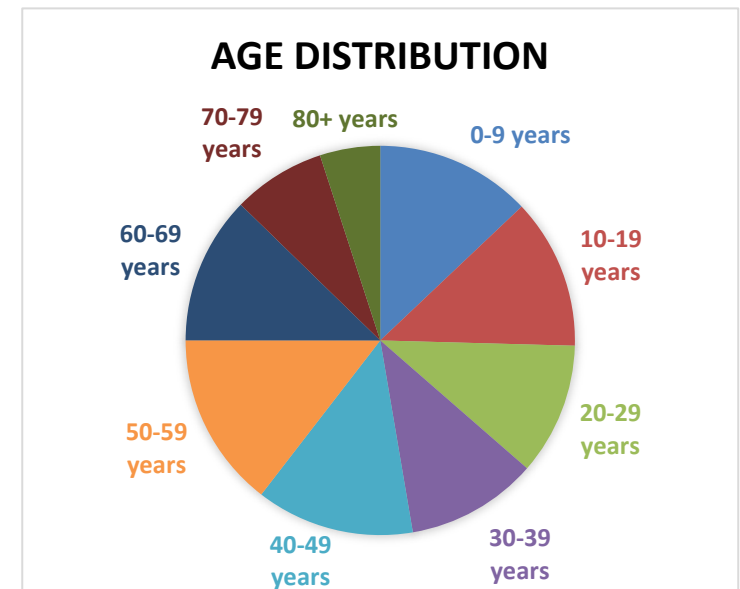
	Population 2000	Population 2010	% Change
Crow Wing County	55,099	62,500	13.4%

Source: State Demography Center

The 2016 estimated population was 63,481 residents, according to the Minnesota State Demographic Center.

AGE AND GENDER DISTRIBUTION

In 2010, the Census reported that the average age of Crow Wing County residents was 42.4 years. Males made up 49.8% of the population and females were 50.2%. Approximately 25% of the population was under age 20, and 18.5% were over age 65.



EDUCATIONAL ATTAINMENT

Educational attainment has increased in Crow Wing County over the past decade. The percentage of residents over age 25 with a high school diploma (or equivalent) or higher form of education increased by 7.2% since 2000. The percentage of residents over age 25 with a bachelor's degree or higher increased by 5.8% over the same time period.

Estimated Educational Attainment for Crow Wing County						
	2000	2016		2000	2016	
	High School Graduate or higher*	High School Graduate or higher*	% Change	Bachelor's Degree or higher*	Bachelor's Degree or higher*	% Change
Crow Wing County	86.3%	93.5%	7.2%	18.4%	24.2%	5.8%

*Percentage of population aged 25 years and older

Source: US Census 2000; 2012-2016 American Community Survey 5-Year Estimates (Educational Attainment)

EMPLOYMENT AND PERSONAL INCOME

EMPLOYMENT BY INDUSTRY

Crow Wing County is home to a variety of businesses in many industries. This table indicates that the majority of people in Crow Wing County's labor force were employed in education and health services, retail, and leisure and hospitality.

Tourism continues to be an important facet of the area's economy. During the height of the tourism season the area's population swells to an estimated 300,000, when tourists and seasonal residents are taken into consideration. Leisure and hospitality businesses brought in more than \$230 million in gross sales in 2016 (most recent data available), according to Explore Minnesota.

Crow Wing County Employment by Industry			
Industry	2016	2017	% Change
Leisure and Hospitality	4,038	4,284	6.1%
Retail	4,761	4,791	0.6%
Wholesale	561	573	2.1%
Education and Health Services	8,077	8,102	0.3%
Public Administration	1,324	1,305	(1.4%)
Manufacturing	2,509	2,555	1.8%
Construction	1,860	2,012	8.2%
Financial Activities	1,557	1,603	3.0%
Natural Resources and Mining	97	102	5.2%
Utilities	126	123	(2.4%)
Transportation and Warehousing	645	644	(0.2%)
Information	530	454	(14.3%)
Professional and Business Services	2,066	2,139	3.5%
Other Services	917	964	5.1%
Total	29,068	28,116	(3.3%)

Source: Minnesota Department of Employment and Economic Development (DEED)

UNEMPLOYMENT RATES

Unemployment data measures only those individuals looking for work and ignores those who have chosen not to work. Annual unemployment rates for Crow Wing County remained at 5.2% in 2016, slightly above the national average and higher than the state average.

County, State, and National Unemployment Rates			
	2016	2017	% Change
Crow Wing County	5.2%	4.6%	(0.6%)
Minnesota	3.9%	3.6%	(0.3%)
United States	4.9%	4.4%	(0.5%)

Source: Minnesota Department of Employment and Economic Development (DEED)

INCOME

Crow Wing County's per capita personal income (PCPI) increased 3.4% from 2015 to 2016 (the most recent data available for the County). This increase was more than the state and national increases. It was also more than nearby Cass (increase of 2.7%) and Morrison (increase of 0.1%) Counties but less than Aitkin (increase of 4.3%) County. Crow Wing County's PCPI rank was 64th of 87 counties in the state. Crow Wing County was 80% of the state's average of \$52,038 and 85% of the national average of \$49,246.

County, State, and National Per Capita Personal Income			
	2015	2016	% Change
Crow Wing County	\$40,500	\$41,887	3.4%
Minnesota	\$51,146	\$52,038	1.7%
United States	\$48,451	\$49,246	1.6%

Source: Bureau of Economic Analysis

Personal income of residents in Crow Wing County increased from \$2,569,781 in 2015 to \$2,678,279 in 2016, an increase of 4.2% according to the Bureau of Economic Analysis.

POVERTY

Poverty statistics provide useful information about the status of a local economy. The Census Bureau determines poverty status by comparing annual income to a set of dollar values called poverty thresholds that vary by family size, number of children, and age of householder. Poverty thresholds are updated annually to allow for changes in cost of living using the Consumer Price Index. They do not vary geographically. From 2015 to 2016 the percentage of people living in poverty in Crow Wing County decreased 0.9%.

Percentage of Persons Below Poverty Level			
	2015	2016	% Change
Crow Wing County	11.3%	10.4%	(0.9%)

Source: US Census 2000; 2012-2016 American Community Survey (Poverty Status in the Past 12 Months)

BONDED INDEBTEDNESS

DEBT ADMINISTRATION

The ratio of net bonded debt to assessed valuation and the amount of bonded debt per capita are useful indicators of the County's debt position for County management, citizens, and investors. The County has an 'AA' credit rating from Standard & Poor's (S&P).

Direct Bonded Debt 2016		
	Amount	Debt per Capita
Crow Wing County	\$15,820,766	\$249

Source: Crow Wing County 2016 Comprehensive Annual Financial Report (CAFR)

STATISTICS

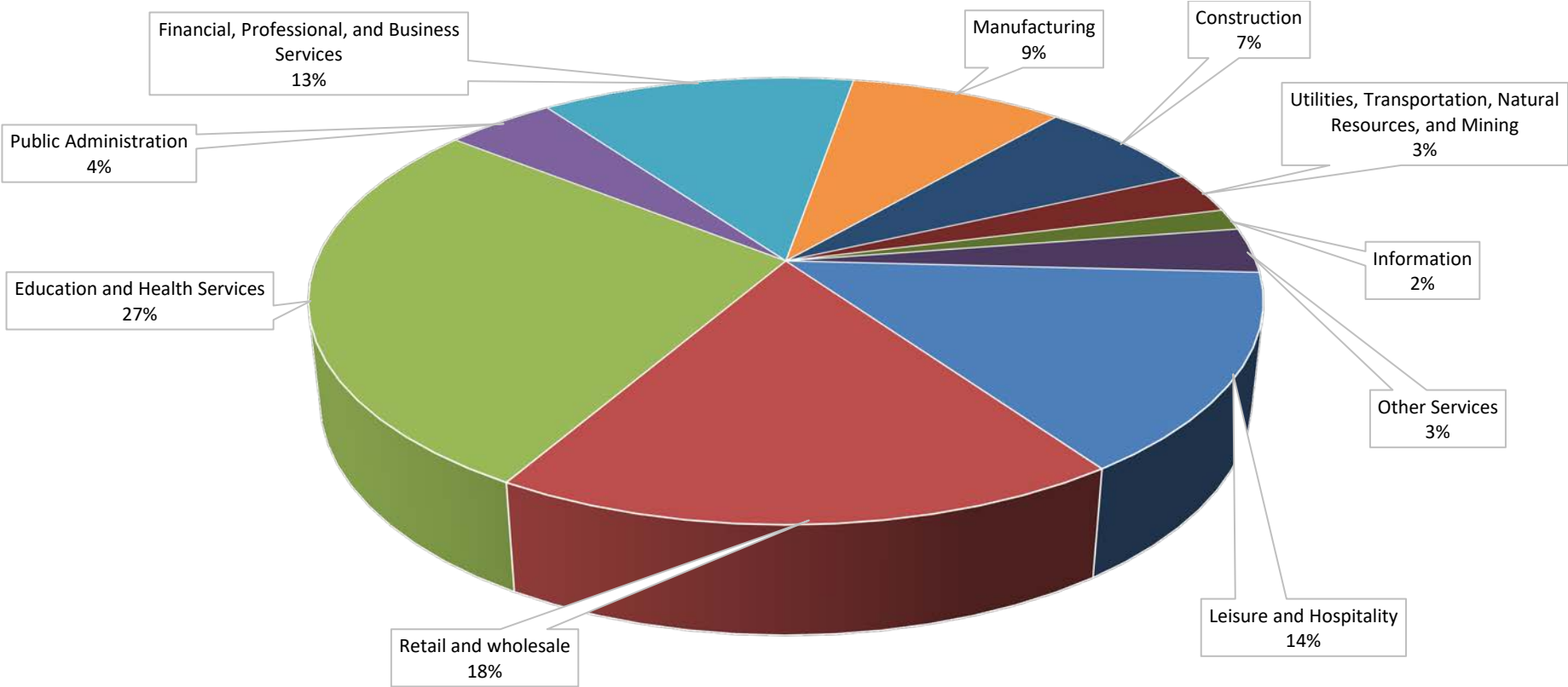
Principal Property Taxpayers 2016		
<i>Taxpayer</i>	<i>Net Tax Capacity Value</i>	<i>Percentage of Total Taxable Net Tax Capacity Value</i>
Minnesota Power and Light	\$437,708	0.42%
Etoc Co. Inc.	\$388,544	0.37%
Northern States Power	\$376,706	0.36%
Brainerd Lakes Integrated Health	\$372,901	0.36%
Mills Properties Inc.	\$335,499	0.32%
Great River Energy	\$296,441	0.29%
Burlington Northern Santa Fe Railroad	\$285,094	0.27%
KTJ Limited Partnership	\$251,250	0.24%
MFF Mortgage Borrower	\$244,056	0.24%
Crow Wing Coop Power and Light	\$237,256	0.23%

Source: Crow Wing County 2016 Comprehensive Annual Financial Report (CAFR)

Principal Employers 2016			
<i>Taxpayer</i>	<i>Industry</i>	<i>Employees</i>	<i>Percentage of Total County Employment</i>
Essentia Health – Central Region	Healthcare	1,460	4.6%
Cuyuna Regional Medical Center	Healthcare	947	3.0%
Independent School District 181	Education	893	2.8%
Grand View Lodge Resort & Spa	Tourism	720	2.2%
Madden's Inc.	Tourism	550	1.7%
Ascensus	Financial Services	500	1.6%
Breezy Point Resort	Tourism	500	1.6%
Clow Stamping	Manufacturing	440	1.4%
Crow Wing County	Government	415	1.3%
Cragun's Resort	Tourism	380	1.2%

Source: Crow Wing County 2016 Comprehensive Annual Financial Report (CAFR)

2017 Employment by Industry





ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICY

CROW WING COUNTY BRainerd, MINNESOTA

Adopted by County Board
September 10, 2013
Amended July 12, 2016

Our Vision: Being Minnesota's favorite place.
Our Mission: Serve well. Deliver value. Drive results.
Our Values: Be responsible. Treat people right. Build a better future.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICY

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 - C. Inventory Reporting
 - D. Management Decision on Accounting Issues
- V. Financial Reporting
 - A. External Reporting
 - B. Internal Reporting
 - C. External Auditing
- VI. Accounting, Auditing, and Financial Reporting Policy Adoption

I. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICY STATEMENT OF PURPOSE

The purpose of this policy is to provide organization-wide guidelines for accounting for financial resources and reporting such information to the public.

II. SCOPE

This Accounting, Auditing, and Financial Reporting Policy applies to all funds of the County.

III. AUDIT OVERSIGHT

In general, oversight will be conducted by the County Board Chair, Administrator, Administrative Services Director, and the Finance Director. The Finance Director shall be the primary contact with the independent auditors, and is in charge of arranging audit schedules and managing requirements of the annual audit. The Finance Director will bring important issues (see Note IV.D.) identified during, or related to, the audit to the County Board, as necessary.

IV. ACCOUNTING PRACTICES

The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles applicable to state and local governments. The County's accounting and financial reporting policies conform to these generally accepted accounting principles (GAAP).

A. BASIS OF ACCOUNTING

The government-wide, proprietary, and fiduciary fund financial statements are prepared using the economic resources measurement focus and the accrual basis of accounting.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting.

B. ACCOUNTS RECEIVABLE

Generally, the County is able to collect almost all of its receivables, most of which relate to taxes. Past uncollectible amounts have been immaterial. Based on this history, the County will record an allowance for uncollectibles on a case-by-case basis, if needed. Procedures will be developed as needed for material outstanding receivables in order to ensure the County takes all necessary and possible steps in the collection process.

C. INVENTORY REPORTING

The County uses the *purchase* method of inventory reporting on a "first-in, first-out" (FIFO) basis.

D. MANAGEMENT DECISION ON ACCOUNTING ISSUES

The Finance Director shall have authority to make procedural decisions with respect to specific accounting treatments, such as interpretation of accounting principles, design of the general ledger and chart of accounts, and items of a similar nature. However, in certain special or unique situations, review by the County Board may be necessary. The County Board will be made known of any issue that

- (1) Creates controversy among those responsible for audit oversight, or between said individuals and the external auditors.
- (2) Is or will be material to the financial statements.
- (3) Involves significant uncertainty or volatility that could materially affect an estimate.
- (4) Is or will be a matter of public interest or exposure.
- (5) Must be reported to an external body, and those responsible for audit oversight are unclear or undecided on its presentation.
- (6) Applies a new accounting standard for the first time.
- (7) Relates to the application of a standard in a way that is not consistent with general practice or in a way that is different from how it has been applied in past years.
- (8) Relates to key controls over financial information that are being designed or redesigned, or that have failed or are otherwise being addressed by the County.

V. FINANCIAL REPORTING

The Comprehensive Annual Financial Report (CAFR) will include the General Fund, all special revenue, debt service, capital project, permanent, proprietary, and fiduciary funds, and component units, which the County is required to report under generally accepted accounting principles (GAAP).

A. EXTERNAL REPORTING

It is the County's policy that all external financial reporting shall be in conformance with GAAP. As an additional independent confirmation of the quality of the County's financial reporting, the County will seek to obtain the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting.

B. INTERNAL REPORTING

At least quarterly, and more often if deemed necessary, Finance Division staff shall prepare financial reports to be presented to the County Board in a format consistent with the annual adopted budget. Such reports will enable the County Board to be constantly informed of the financial status of the County.

C. EXTERNAL AUDITING

The CAFR shall be audited annually by a certified independent auditor. The annual audit encompasses areas of financial reporting, internal control, federal grants, and departmental audits.

VI. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICY ADOPTION

The County's Accounting, Auditing, and Financial Reporting Policy shall be adopted by resolution of the County Board. The policy shall be reviewed on a biennial basis by the Budget Committee and any modifications made thereto must be approved by the County Board.



BUDGET POLICY

CROW WING COUNTY BRainerd, MINNESOTA

Adopted by County Board
August 13, 2013
Amended April 26, 2016

Our Vision: Being Minnesota's favorite place.

Our Mission: Serve well. Deliver value. Drive results.

Our Values: Be responsible. Treat people right. Build a better future.

BUDGET POLICY

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- II. Scope
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- IV. Balanced Budget
- V. Budget Form and Information
- VI. Long-Term Financial Forecasts
- VII. Examination of Spending Patterns
- VIII. Priority of Services
- IX. Funding of Liabilities
- X. Budget-Balancing Strategies
- XI. Budget Process
- XII. Budgetary Monitoring
- XIII. Amendments to the Budget and Level of Control
 - A. “No Net Effect” Adjustments
 - B. Budget Adjustments
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- XIV. Budget Amendment Form
 - A. Components of the Budget Amendment Form
 - B. Budget Amendment Form Preparation
- XV. Budget Policy Adoption

I. BUDGET POLICY STATEMENT OF PURPOSE

The purpose of this policy is to establish procedures to facilitate the review, discussion, modification and adoption of a proposed budget in order to provide the best value to citizens of the County.

II. SCOPE

The County Board adopts estimated revenue and expenditure budgets for all Governmental Funds: General, Special Revenue, Debt Service, Capital Project, and Permanent. The County also budgets for the Landfill Enterprise Fund. All budgets are reported in the annual Budget Document. Budgetary Comparison Schedules are reported in the Comprehensive Annual Financial Report (CAFR) for all budgeted funds except the Landfill Enterprise Fund.

III. BUDGET PERIOD AND BASIS OF BUDGETING

All budgets shall be adopted annually on the cash basis of accounting. The CAFR is prepared in accordance with GAAP using the modified or full accrual basis of accounting, as appropriate by fund type.

IV. BALANCED BUDGET

Financial planning policies and practices will be designed to maintain a commitment to a structurally balanced budget. Generally, the County shall adopt a structurally balanced budget for each fund in which this policy covers. A budget shall be considered structurally balanced when recurring revenues equal or exceed recurring expenditures. If a structural imbalance occurs, a plan will be developed and implemented to bring the budget back into structural balance. Certain types of operating expenditures are encouraged by the County Board, as follows:

- (1) Expenditures that delay future cost increases.
- (2) Investments that forestall adding permanent staff.
- (3) Commitments that can reasonably be maintained over the long term (as opposed to commitments where future funding sources are questionable).

When deemed appropriate by the County Board, the County may adopt a budget that is not structurally balanced, due to one-time expenditures. Such budgets will result in a planned usage of fund balance.

V. BUDGET FORM AND INFORMATION

The budget shall be constructed around the County Board's vision for the long-term direction of County services and the associated desired culture and environment. As part of the annual budget process the County's departments shall create narratives that describe their goals and objectives both previously achieved and yet to be achieved.

VI. LONG-TERM FINANCIAL FORECASTS

The County recognizes the importance of long-term strategic planning, as evidenced by the Long-Term Financial Plan (LTFP), a non-binding assertion of future intent. Similarly, the County recognizes that prudent financial planning considers the multi-year implications of financial decisions. The County shall maintain a long-term financial focus in its financial planning that is mindful of the long-term objectives of the County.

VII. EXAMINATION OF SPENDING PATTERNS

The County seeks to maximize the value the public receives through its spending. Accordingly, staff should develop budget tools and methods to measure outcomes and maximize value, particularly by critically examining existing spending patterns to ensure they continue to provide value.

VIII. PRIORITY OF SERVICES

Essential services will receive first priority for funding. The County desires to maintain current service levels for all services; however, if necessary, the County will reduce or eliminate low-priority services before essential services. Priority will be determined by the County Board after analysis and consideration of financial information, social benefit, state or federal requirements, or other factors contributing to the importance of a program or service.

IX. FUNDING OF LIABILITIES

The budget will provide sufficient funding to cover annual debt retirement costs in order to maintain the trust of creditors and avoid accumulating excessive liabilities over the long-term.

X. BUDGET-BALANCING STRATEGIES

The County will implement a structurally balanced budget as described in Note IV. Temporary shortages, or operating deficits, can and do occur, but they shall not be tolerated as existing trends. The County will avoid budgetary and accounting procedures which balance the current budget at the expense of future budgets.

XI. BUDGET PROCESS

The County is committed to timely certification of the levy in accordance with Minnesota Statute § 275.07, Subd. 1. To ensure timely certification, a Budget Calendar will be developed by Financial Services staff annually. Generally, the budget process will proceed as follows:

May	Departments provided with budget packets
May-July	Department budget preparation
Early July	Department deadline to submit budget request

Late July	Present original department requests to the Budget Committee
Late August	Original requests reviewed during a Committee of the Whole
On or before September 15	County Board to certify preliminary tax levy and adopt preliminary budget
September-November	Departments and Budget Committee to review and analyze original requests
Late November-early December	Budget and levy public hearing held in accordance with state statute
On or before five business days after December 20	Certification of the final levy and budget

XII. BUDGETARY MONITORING

Department heads are responsible for monitoring their monthly budget information. Financial Services will maintain a system for monitoring the County's budget performance. This system will provide the County Board with quarterly budget updates. Included will be provisions for amending the budget during the year in order to address unanticipated needs, emergencies, or compliance issues. Budget amendments requiring County Board approval will occur through a process coordinated by Financial Services. Significant financial issues that need to be addressed between regular monitoring reports will be provided to the County Board as warranted.

Following the fourth quarter review, a comprehensive annual review will be undertaken. An annual budget summary will be presented to the County Board for analysis. The County Board shall review differences between budgeted and actual revenues and expenditures and assess the County's ability to effectively plan and accurately budget. Any recommendations will be considered during the following budget cycle.

In addition, departmental budget status will be included in the County's Managing 4 Results performance assessment program.

XIII. AMENDMENTS TO THE BUDGET AND LEVEL OF CONTROL

A. "NO NET EFFECT" ADJUSTMENTS

Amendments which do not affect the County's net increase or decrease to fund balance (i.e., increased expenditures offset by increased revenues) may be made by Financial Services staff following approval by the County Administrator, with all such amendments subsequently reported to the Budget Committee. Such amendments shall conform to overarching County Board intent and policy, and shall not be used as a means to redirect resources in order to avoid scrutiny.

In instances where a department receives County Board approval to accept a previously unbudgeted grant and incur previously unbudgeted expenditures, a corresponding budget amendment will be made by Financial Services.

B. BUDGET ADJUSTMENTS

Amendments to the budget affecting the County's net increase or decrease to fund balance require approval of the County Board. Such amendments may require a Budget Amendment Form (see Note XIV of this policy).

C. LEVEL OF CONTROL

For all funds, the level of control (i.e., the level at which spending cannot exceed the budgeted amount without County Board approval) is at the department level for each fund for which a budget is adopted. However, the following two exceptions apply to this departmental budgetary authority:

- (1) Non-budgeted personnel requests (i.e., new positions, revised FTEs that change one classification for another without increasing the total number of FTEs in the department) require Personnel Committee and County Board approval.
- (2) Non-budgeted capital assets (assets in excess of \$15,000) require Budget Committee and County Board approval.

The County Administrator or his/her designee is delegated the authority to fill newly created employee classifications or remove incumbents from existing classifications that have been eliminated from the adopted budget.

- (1) Departments that have received County Board approval for budgets that include new positions and revised FTEs (revisions that change one classification for another without increasing the total number of FTEs in the department) will not have to request County Board or Personnel Committee approval prior to hiring individuals to fill those positions. The position filled shall be the same position previously approved by the County Board.
- (2) Departments that have received County Board budgetary approval for *itemized* current year capital expenditures in the Capital Improvements Plan will not have to request subsequent County Board approval for those expenditures, unless the item exceeds \$100,000, requires a competitive bid process, or is subsequently revoked by the County Board. This departmental authority is limited to the original scope of the itemized capital expenditure as approved in the Capital Improvements Plan. Reallocation of capital asset expenditures shall occur in accordance with the Asset Management Policy

The ultimate authority for determining budgetary priorities rests with the County Board.

XIV. BUDGET AMENDMENT FORM

A Budget Amendment Form shall be required when a budget amendment will occur due to the implementation of a new program; increases in services provided will affect revenues or expenditures; requesting additional staff; or requesting the purchase or construction of capital items. The form will be required for amendments of \$20,000 or greater, taking into consideration current and future costs. The form may also be requested by the County Board or County Administrator at any time for any amount.

The Budget Amendment Form shall

- (1) estimate the increase or decrease in revenues or expenditures,
- (2) include the costs that may be absorbed without additional funds,
- (3) include the assumptions used in determining the cost estimates, and
- (4) specify any long-range cost implications.

The Budget Amendment Form should be factual, informative, and concise, with estimates that are transparent, adequately explained, justified, and documented. It is to be *objective* and not used to influence an outcome.

A. COMPONENTS OF THE BUDGET AMENDMENT FORM

The following four components are required in each Budget Amendment Form:

(1) Heading

This component includes the amendment title, date, and sponsor.

(2) Fiscal Impact Indicators

This component indicates whether the revenue/expenditure change is a one-time change, or is ongoing.

(3) Fiscal Implications

This component does the following:

- (a) Provides a summary estimate of revenues and expenditures. Forecast revenues and expenditures will be a minimum of three years or the length of the activity requiring the amendment, whichever is shorter. During a partial year, forecasts should include the portion of the year remaining and three full subsequent years.
- (b) Provides an estimate of changes in Full Time Equivalent (FTE) positions.

(4) Supporting Narrative

The supporting narrative component is made up of the following five sections:

(a) Section 1 – Summary

This section provides a brief description of the purpose of the budget amendment with an emphasis on the portion of the project/service that creates the fiscal impact.

(b) Section 2 – Long-Term Fiscal Considerations

This section indicates whether the estimated fiscal impact will continue beyond the initial forecast period. This could include either a quantification of the fiscal impact or an explanation of the long-term fiscal considerations.

(c) Section 3 – Effect on Other Departments

This section indicates whether the estimated fiscal impact will affect other departments within the County.

(d) Section 4 – Benefit Analysis

This section describes the benefit derived from the project/service that created the fiscal impact.

(e) Section 5 – Assumptions

This section explains the assumptions and methodology used to develop the estimate. Explanations should be clear, transparent, reasonable, justifiable, documented, and easily understood by readers.

(f) Section 5 – References and Sources

This section identifies staff and departments, and other entities, supplying information used to complete the Budget Amendment Form.

B. BUDGET AMENDMENT FORM PREPARATION

Budget Amendment Forms are to be initially prepared by the department requesting the change. Financial Services is available to assist departments with the preparation of the form. All forms shall be reviewed and approved by Financial Services for accuracy, objectivity, completeness, and format before submission to the County Board. Budget Amendment Forms prepared on behalf of Financial Services will be reviewed by the County Administrator for accuracy, objectivity, completeness, and format before submission to the County Board.

XV. BUDGET POLICY ADOPTION

The County's Budget Policy shall be adopted by resolution of the County Board. The policy shall be reviewed on a biennial basis by the Budget Committee and any modifications made thereto must be approved by the County Board.

2018 Budget Calendar

DATES	TASK	RESPONSIBILITY
May 15 th	Provide 2018 capital improvement plan packets to departments.	Admin./Financial Services/Depts.
May 15 th – June 19 th	Department CIP preparation (4 weeks).	Departments
June 19 th	Department deadline to submit 2018 CIP requests.	Departments
June 21 st	CIP Advisory Committee review submissions, discuss funding and coordinate meetings with departments	CIP Advisory Committee
August 4 th	CIP recommendations presented to the Budget Committee.	CIP Advisory Committee/Budget and Finance Committee
July 10 th – July 14 th	Provide MUNIS budget entry training to departments	Financial Services
July 14 th – August 18 th	Department operating budget preparation and entry into MUNIS (5 weeks)	Departments
August 18 th	Department Deadline for 2018 operating budget	Departments
September 1 st	Operating Budget submissions presented to the Budget Committee.	Budget and Finance Committee
September 26 th (Tue.) (September 29 th Last day to certify)	County Board to certify 2018 preliminary tax levy and adopt preliminary operating budget	Board of Commissioners
October – November	Work with departments to finalize the 2018 Operating budget.	Admin./Financial Services/Depts.
December 12 th	CIP/Capital Budget public hearing / budget and levy required meeting	Board of Commissioners
December 12 th (December 26 th Last day to certify)	Certify 2018 final levy and operating / capital budgets	Board of Commissioners



ENTERPRISE RISK MANAGEMENT POLICY

CROW WING COUNTY BRainerd, MINNESOTA

Adopted by County Board
November 12, 2013
Amended October 24, 2017

Our Vision: Being Minnesota's favorite place.

Our Mission: Serve well. Deliver value. Drive results.

Our Values: Be responsible. Treat people right. Build a better future.

ENTERPRISE RISK MANAGEMENT POLICY

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- I. Enterprise Risk Management Policy Statement of Purpose
- II. Scope
- III. Definition of Risk and Governance
- IV. Attitude Towards Risk
- V. Risk-Aware Culture and Control Environment
- VI. Architecture of Risk Management
 - A. Hazard Risk
 - B. Financial Risk
 - C. Operational Risk
 - D. Strategic Risk
- VII. Enterprise Risk Management Policy Adoption

I. ENTERPRISE RISK MANAGEMENT POLICY STATEMENT OF PURPOSE

The purpose of this policy is to guide the County in analyzing exposures to hazard risk, financial risk, operational risk, and strategic risk, and mitigating such risks where possible.

II. SCOPE

This policy is applicable County-wide.

III. DEFINITION OF RISK AND GOVERNANCE

Enterprise Risk Management (ERM) differs from traditional risk management in that it expands beyond examination of hazard risk (fire, theft, accidents, weather conditions, etc.).

For purpose of this policy, risk is defined as: *An uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives. A risk is measured in terms of a combination of the likelihood of a perceived threat or the opportunity occurring and the magnitude of its impact on objectives.*

Within the ERM process the County views four threats of utmost importance – reputation damage, financial loss, disruption to services, and missing opportunities to advance the well-being of the area.

The County recognizes and accepts its legal responsibility to manage its risks effectively and has adopted a proactive approach to well thought-through risk taking. The effective management of risk is therefore at the heart of the County Board’s approach to delivering cost effective and valued services to the public as well as sound governance.

IV. ATTITUDE TOWARDS RISK

The County recognizes that all organizations face risk, and that well-managed risk taking should be recognized by all managers and staff within the County as being fundamentally important to effective service delivery, maximizing opportunities for innovation in service development, and adapting to change.

V. RISK-AWARE CULTURE AND CONTROL ENVIRONMENT

The County strives to be risk aware, not risk averse. The County will integrate risk management into its Long-Term Financial Planning process. The results of this process will be integrated with traditional risk management mechanisms (i.e., purchase of insurance). The County’s Internal Control Policy focuses on risk assessment and management over financial and physical resources of the County.

VI. ARCHITECTURE OF RISK MANAGEMENT

A. HAZARD RISK

Analysis of hazard risk in combination with value of County property shall guide the County in the purchase of insurance. Protection of County assets is a primary goal of the County's approach to risk management. The County desires to protect itself against the financial consequences of accidental losses, which are catastrophic in nature, and to preserve County assets and public service capabilities from destruction or depletion. Changes in insurance providers and material changes in coverage levels or deductibles shall be approved by the County Board. Responsibility for maintaining adequate insurance coverage lies with Financial Services.

Risk management activities will be undertaken in the most efficient manner, recognizing that not all risks are avoidable, and that certain cost/benefit analysis may be required to ensure the County is maximizing value while maintaining adequate safeguarding of assets.

The County has also developed the following plans, manuals, and policies to aid in the reduction of hazard risk: Hazard Mitigation Plan, Emergency Procedures Manual, Crow Wing County Safety Manual, Facilities Safety Manual, Highway Safety Manual, and Lockout/Tagout Policy & Procedures. These manuals will be reviewed at least annually by the department/individual responsible for their issuance.

B. FINANCIAL RISK

The County's primary financial risks are losses from changes in financial markets and labor costs.

To mitigate the risk of investment loss, the County Board has approved the County's Investment Policy, which restricts the County's investments in risky ventures. The primary focus of the Investment Policy is safety, followed by liquidity and yield. As documented in the Investment Policy, the County follows Minnesota statutes for investing.

Labor costs risks are mitigated by an extensive wage survey completed a minimum of every three years by Financial Services and the Human Resources Department. Surveys are conducted locally as well as statewide for specific positions within the County. Job descriptions are reviewed and considered in relation to other entities and placed on a wage grid. The wage grid is calibrated to reflect external market norms, for internal equity among classes of employees, and for gender equity under the guidelines established by the State of Minnesota for political subdivisions.

C. OPERATIONAL RISK

The County desires to reduce operational risk (i.e., inability to perform operations, constituent satisfaction, fraud, technology security, obsolescence, etc.) to the extent economically feasible. The County has taken the following approaches to mitigate this risk:

- (1) The County has devised a Hazard Mitigation Plan and an Emergency Operations Plan (EOP) to ensure continued operations in the event of a disaster, natural or other. These disaster plans are reviewed at least annually by the County Administrator, IT Director, and Emergency Management Director, and modified if necessary.
- (2) The County conducts “customer satisfaction surveys” throughout the year to monitor constituent satisfaction.
- (3) The County’s Internal Control Policy documents an internal audit function designed to help reduce the risk of fraud (reviewed annually); in addition, the County is audited annually by an external independent auditor.
- (4) The County maintains an Information Systems Policy to guide employees in the safe use of technology. This policy is reviewed at least annually by the Information Technology Department, and modified if necessary.

D. STRATEGIC RISK

The County has identified the following strategic risks:

- (1) Changes in the economy,
- (2) Damage to the government’s reputation, and
- (3) Changes in constituent preferences and attitudes.

The County cannot control economic changes or changes in the desires of constituents, but the County can attempt to mitigate these risks as part of the County’s Long-Term Financial Plan (LTFP). The Long-Term Financial Planning Policy directs the County to consider the affordability and impact of current and anticipated services, projects, obligations, and investments.

In order to reduce the County’s exposure to reputational damage, all elected and appointed positions, as well as all other County employees, are expected to abide by the County’s Personnel Manual, which includes a section specifically on Ethics and Conflicts of Interest.

VII. ENTERPRISE RISK MANAGEMENT POLICY ADOPTION

The County’s Enterprise Risk Management Policy shall be adopted by resolution of the County Board. The policy shall be reviewed on a biennial basis by the Budget Committee and any modifications made thereto must be approved by the County Board.



FUND BALANCE POLICY

CROW WING COUNTY BRainerd, MINNESOTA

**Adopted by County Board
July 9, 2013
Amended October 24, 2017**

Our Vision: Being Minnesota's favorite place.
Our Mission: Serve well. Deliver value. Drive results.
Our Values: Be responsible. Treat people right. Build a better future.

FUND BALANCE POLICY

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 - C. Capital Projects Fund
- V. Funding the Target Amount
- VI. Authority Over Reserves
- VII. Replenishment of Reserves
- VIII. Excess Reserves
 - A. General Fund
 - B. Special Revenue Funds
 - 1. Community Services Special Revenue Fund
 - 2. Highway Special Revenue Fund
 - C. Capital Projects Fund
- IX. Periodic Review of Targets
- X. Specific Fund Balance Classifications
 - A. Debt Service Fund Working Capital
 - B. Capital Project Fund
 - C. Permanent Fund
- XI. Fund Balance Policy Adoption

I. FUND BALANCE POLICY STATEMENT OF PURPOSE

The purpose of this policy is to provide the basis for a stable financial environment for the County's operations that allows the County to provide quality services to its residents in a fiscally responsible manner designed to keep services and taxes as consistent as possible over time. This policy is meant to serve as the framework upon which consistent operations may be built and sustained.

II. SCOPE

This Fund Balance Policy applies to all governmental-type funds of the County, except where noted otherwise.

III. FUNDING FLOW ASSUMPTION

The County considers restricted amounts to be spent before unrestricted fund balance when an expenditure is incurred for purposes for which both restricted and unrestricted (Committed, Assigned, Unassigned) amounts are available. Similarly, within unrestricted fund balance, the Committed, Assigned, and Unassigned amounts will be spent in that order when expenditures are incurred for a purpose for which amounts in any of those unrestricted fund balance classifications could be used.

IV. RESERVE TARGET LEVELS

The Office of the State Auditor of Minnesota recommends local governments that rely significantly on property taxes maintain an unrestricted fund balance of approximately 35-50% of fund operating revenues or no less than five months of operating expenditures in their general fund and special revenue funds.

A. GENERAL FUND

At the end of each fiscal year, the County will maintain an Unassigned portion of fund balance in a range equal to 35-50% of the General Fund operating expenditures for the next year. In addition to working capital needs this accommodates emergency contingency concerns. This reserve will mitigate risks from unpredictable revenue shortages and uncontrollable costs.

B. SPECIAL REVENUE FUNDS

1. COMMUNITY SERVICES SPECIAL REVENUE FUND

At the end of each fiscal year, the County's Community Services Fund will maintain an Assigned portion of fund balance for working capital in a range equal to 20-30% of the subsequent year's budgeted expenditures.

2. HIGHWAY SPECIAL REVENUE FUND

At the end of each fiscal year, the Highway Fund will maintain an Assigned portion of fund balance for working capital in a range equal to 12-20% of the subsequent year's budgeted expenditures, excluding local option sales tax; however, the minimum fund balance shall not be below two million dollars

C. CAPITAL PROJECTS FUND

At the end of each fiscal year, the Capital Projects Fund will maintain an Assigned portion of fund balance of at least \$2.2 million. This will allow the County to have funds immediately available for capital improvements in the event County Program Aid is suddenly reduced or eliminated.

In the event that the minimum fund balance levels of the General, Community Services, Highway, or Capital Projects Funds fall above or below the desired range, the Finance Director shall report such amounts to the County Administrator and the County Board as soon as practical after the end of the fiscal year.

V. FUNDING THE TARGET AMOUNT

Funding of reserve targets will generally come from excess revenues over expenditures or one-time revenues.

VI. AUTHORITY OVER RESERVES

Use of reserves for a special circumstance or emergency situation requires approval of the County Board. Use of reserves as part of a budgeted expenditure requires County Board approval as part of the annual budgeting process.

VII. REPLENISHMENT OF RESERVES

Should the actual amount of reserves fall below the targeted range, the County shall create a plan to restore balances to the appropriate levels.

VIII. EXCESS RESERVES

A. GENERAL FUND

Should the actual amount of reserves rise above the targeted range, any excess funds will remain Unassigned pending the County Board's final decision concerning transfer to another fund or additional General Fund Commitments.

Excess fund balance dollars shall be used in the following financially prudent ways:

- (1) Restore fund balances to minimum approved levels in Special Revenue funds;
- (2) Capital and technology improvements in the Capital Project Fund;

- (3) Additional Highway infrastructure projects in the Highway Fund;
- (4) Pre-funding or buying down of long-term liabilities;
- (5) Debt retirement/refunding;
- (6) Cost avoidance projects and productivity enhancement projects (one-time projects);
- (7) Litigation;
- (8) Local match for grant involving multiple departments;
- (9) Other one-time or short-term purposes deemed to be fiscally prudent for the County.

B. SPECIAL REVENUE FUNDS

1. COMMUNITY SERVICES SPECIAL REVENUE FUND

Should the actual amount needed for working capital rise above the target range, any excess will automatically be transferred to the General Fund during the year-end close process and classified as Unassigned. Additionally, transfer in and transfer out corresponding budget adjustments will be made by Financial Services. The transferred funds will remain in the General Fund pending recommendations and final County Board action concerning reallocation and use of the fund balance resources.

2. HIGHWAY SPECIAL REVENUE FUND

Due to the cyclical nature of highway expenditures, working capital ranges may vary year to year. At the end of the fiscal year, the Finance Director and the County Engineer will assess the Highway Fund's fund balance in relation to spending intentions identified in the Highway Improvements Plan (HIP). If necessary, the Finance Director may recommend a transfer to another fund based on this analysis. Such transfers will be approved by the County Administrator.

Transfer in and transfer out corresponding budget adjustments will be made by Financial Services. The transferred funds will remain where transferred pending recommendations and final County Board action concerning reallocation and use of the fund balance resources.

C. CAPITAL PROJECTS FUND

Should the amount of reserves rise above the amount needed for subsequent year projects and Assigned fund balance target levels, the County shall advance future projects as identified in the Capital Improvements Plan, and as authorized by the County Board. Alternatively, the County Board may elect to expend funds under the financially prudent methods identified in VIII.A.

IX. PERIODIC REVIEW OF TARGETS

During the biennial review and renewal of this policy, the Budget Committee, with assistance from Financial Services as necessary, shall evaluate the target reserve levels set forth in this policy. Amendments may be made by approval of the County Board.

X. SPECIFIC FUND BALANCE CLASSIFICATIONS

The County shall report all fund balance classifications in accordance with GASB Statements. In addition, the County will report certain funds as follows:

A. DEBT SERVICE FUND WORKING CAPITAL

At the end of each fiscal year, the portion of Debt Service Fund fund balance that is allocated to pay the next upcoming principal and interest payments will be classified as Restricted, per bond covenants, and the remainder will be reported as Assigned. However, when bonds/notes are fully retired, any remaining fund balance related to the bond issuance will be transferred to the General Fund.

B. CAPITAL PROJECT FUND

At the end of each fiscal year, the County will report Assigned fund balance in the Capital Project Fund for future capital projects according to the County's Capital Improvements Plan (CIP).

C. PERMANENT FUND

The Environmental Trust Fund shall report the Environmental Trust Corpus as Non-spendable fund balance pursuant to Minn. Stat. § 373.475. Interest accrued on this amount shall be reported as Restricted for Environmental Uses.

XI. FUND BALANCE POLICY ADOPTION

The County's Fund Balance Policy shall be adopted by resolution of the County Board. The policy shall be reviewed on a biennial basis by the Budget Committee and any modifications made thereto must be approved by the County Board.



INVESTMENT POLICY

CROW WING COUNTY BRainerd, MINNESOTA

**Adopted by County Board
July 9, 2013
Amended August 22, 2017**

Our Vision: Being Minnesota's favorite place.
Our Mission: Serve well. Deliver value. Drive results.
Our Values: Be responsible. Treat people right. Build a better future.

INVESTMENT POLICY

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I. INVESTMENT POLICY STATEMENT OF PURPOSE

This policy has been developed to serve as a reference point for the management of County assets and the investment of County funds.

II. SCOPE

This Investment Policy applies to all financial assets of the County. All cash and investments are pooled together, except for certain restricted funds, to achieve economies of scale for each entity. These funds are accounted for in the Comprehensive Annual Financial Report (CAFR) and include all County Funds.

III. OBJECTIVES

It is the policy of the County to invest public funds in a manner which provides for the following in order of importance: **Safety**, **Liquidity**, and **Yield**, that conforms to all federal, state and local regulations governing the investment of public funds. All investments purchased by the County are expected to be held until maturity. The County will invest in securities that match the County's operational, short-term and longer term core reserve needs.

A. SAFETY

Investments of the County shall be undertaken in a manner that seeks to ensure the preservation of principal in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

B. LIQUIDITY

The County's investment portfolio will remain sufficiently liquid to enable the County to meet all operating requirements as reasonably anticipated. The portfolio will be structured so that the liquid component, a minimum of five percent of total investments, of the portfolio will be invested only in short-term securities maturing in less than thirty days. Furthermore, a portion of the portfolio may be placed in money market mutual funds or local government investment pools which offer same day liquidity for short-term funds.

C. YIELD

The County's investment portfolio shall be designed with the objective of attaining a market rate of return. The core of investments is limited to low-risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:

- A security with declining credit may be sold early to minimize loss of principal.
- A security swap would improve the quality, yield, or target duration in the portfolio.
- Liquidity needs of the portfolio require that the security be sold.

IV. STANDARDS OF CARE

The investment program shall be operated in conformance with federal, state, and other legal requirements. Authority to manage the County's investment program is derived from Minn. Stat. § 118A, Deposit and Investment of Local Public Funds.

A. AUTHORITY TO INVEST

Responsibility for the investment program is hereby delegated from the County Board to the County Administrative Services Director. Authority to conduct actual investment transactions may be delegated to the County Administrative Services Director's designee within the Financial Services Division of Administrative Services, who shall act in accordance with procedures as established with this investment policy.

No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Director. The Finance Director shall be responsible for all investment transactions and shall establish a system of controls to regulate the activities of subordinates.

B. BUDGET COMMITTEE

The Budget Committee shall meet semi-annually or as needed to review the performance of investments and review the investment strategy.

C. CONFLICTS OF INTEREST AND ETHICS

The County Board, County Administrative Services Director, Finance Director, and Financial Services staff involved in the investment process shall refrain from conducting personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions.

D. PRUDENCE

Investments shall be made with judgment and care under circumstances existing at the time the investment is made. The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. The prudent person standard requires that a fiduciary exercise discretion and average intelligence in making investments that would be generally acceptable as sound. Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal liability for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse situations.

V. INVESTMENT PORTFOLIO

A. AUTHORIZED INVESTMENTS

Crow Wing County manages dollars that are set aside as part of the County's Environmental Trust Fund. Specific to these funds, the County will abide by Minnesota State Statute § 373.475. This sub-account of funds will only invest in United States Government Securities that will be purchased at or below Par value.

Based on the investment objectives as defined in section III of this policy, and in accordance with Minn. Stat. § 118A, the County will limit its investments to the following types of securities:

- (1) Savings/demand deposits
- (2) Certificates of deposit (CDs)
- (3) U.S. Treasury obligations
- (4) U.S. Agency securities
 - a. Federal Home Loan Bank System (FHLB)
 - b. Federal Home Loan Mortgage Corporation (FHLMC)
 - c. Federal Farm Credit Bureau (FFCB)
 - d. Federal National Mortgage Association (FNMA)

The County is also authorized under Minn. Stat. § 118A to enter into Securities Lending Agreements. Securities lending transactions may be entered into with entities meeting the qualifications and the collateral for such transactions shall be restricted to the securities described in Minn. Stat. § 118A. Any future security lending contract would be subject to County Board approval.

B. DIVERSIFICATION

The County will substantially reduce the risk of loss resulting from the over-concentration of assets in a specific maturity, issuer, institution, or class of securities.

Diversification strategies will be implemented with the following constraints:

ISSUER TYPE	MAXIMUM % OF TOTAL PORTFOLIO ²
Savings/demand deposits ¹	50%
Certificates of Deposit	75%
U.S. Treasury Obligations	100%
U.S. Agency Securities	100%
Municipal Securities	100%
Per Issuer:	10%

¹The savings/demand deposits held by the County will fluctuate significantly as a result of property tax collection and settlement. Ideally, the County will hold not more than 20% of its “core investments” in savings/demand deposits, and will ensure a minimum of \$5,000,000 is readily available.

²Due to fluctuations in the value of the portfolio, maximum percentages for a particular issuer or investment type may be exceeded at a point in time subsequent to the purchase or maturity of a particular security. Securities need not be liquidated to realign the portfolio; however, consideration should be given to this matter when future purchases are made.

Interest rate risk: the risk that changes in the market interest rates will adversely affect the fair value of an investment. To minimize the County’s exposure to interest rate risk, the County will

- Invest in both shorter-term and longer-term investments; and
- Evenly time cash flows from maturities; and
- Monitor the expected mark-to-market adjustment if interest rates increase by 100-200 Basis Points.

C. MATURITIES

The County shall structure the maturity of investments as follows:

- (1) Funds will be invested to a maximum weighted average life method of ten years, and
- (2) Maturities will be diversified to avoid undue concentration of assets in a specific sector.

To best manage investment risks, the County retains the ability to sell securities as needed to manage pre-determined target levels.

VI. SAFEKEEPING AND CUSTODY

A. ELIGIBLE INSTITUTIONS

Financial Services will maintain a list of financial institutions authorized to provide investment services. Public deposit shall be made in a qualified public depository as established by state laws.

Financial service providers who desire to become qualified bidders for investment transactions must supply Financial Services with the following upon request:

- (1) Audited Financial Statements
- (2) Completed Broker/Dealer Certificate
- (3) Certification of Having Read County’s Investment Policy
- (4) Depository Contracts
- (5) Credit Report

- (6) Proof of FINRA (Financial Industry Regulatory Authority) Membership
- (7) Proof of State Registration
- (8) Evidence of Adequate Insurance Coverage

B. INVESTMENT ADVISORS

The County may enter into contracts with third-party investment advisory firms when their services are deemed to be beneficial to the County. The advisor must comply with this Investment Policy and may have authority to transact investments on behalf of the County. The advisor may act on a discretionary basis if they are hired to provide transactional services on behalf of the County.

C. COLLATERAL

In accordance with Minn. Stat. § 118A, the total amount of the collateral computed at its market value shall be at least ten percent more than the amount on deposit at the close of the financial institution's banking day, except that where the collateral is irrevocable standby letters of credit issued by Federal Home Loan Banks, the amount of collateral shall be at least equal to the amount on deposit at the close of the financial institution's banking day. The financial institution may furnish both a surety bond and collateral aggregating the required amount.

Collateralization will be required on the following types of investments:

- (1) Certificates of Deposit
- (2) Demand Deposits

Collateral is limited to securities allowable pursuant to Minn. Stat. § 118A.03.

For cash deposits on hand, collateralization shall be in the form of specific securities with an active secondary market for the County held by an independent third party. The only exceptions are Federal Depository Insurance Corporation (FDIC), Securities Investor Protection Corporation (SIPC) and pre-approved insurance coverage.

D. SAFEKEEPING

Securities purchased shall be held in a segregated account for the County's benefit at a third party trustee as safekeeping agent in accordance with Minn. Stat. § 118A.06. The investment dealer or bank in which the security is purchased shall issue a confirmation ticket to the County listing the specific instrument, issuer, coupon, maturity, CUSIP number, purchase or sale price, transaction date, and other pertinent information. The financial service provider which executes the transaction on the County's behalf shall deliver all securities on a delivery versus payment method (DVP) to the designated third party.

The County's ownership of all securities should be evidenced by written acknowledgments identifying the securities by:

- (1) The names of issuers
- (2) The maturity dates
- (3) The interest rates
- (4) Any serial numbers or other distinguishing marks

E. INTERNAL CONTROL

Financial Services is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the County are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments.

The County will engage an external auditor for an annual independent review to assure compliance with policies and procedures.

VII. REPORTING

A. FREQUENCY AND FORMAT

Financial Services is charged with the responsibility of preparing a periodic investment report, including a management summary that provides an analysis of the status of the current investment portfolio and the individual transactions executed over the last period in the County's financial reports. Reports will include listing of individual securities held at the end of the reporting period, name of broker agent, listing of investments by maturity date, yield, percentage of the total portfolio which each type of investment represents, gains or losses mark to market of all securities and other information as requested by the Budget Committee.

B. PERFORMANCE TARGETS

The investment portfolio will be designed to obtain a market average rate of return during budgetary and economic cycles, taking into account the County's investment risk constraints and cash flow needs. The County will have at least 98% of its cash funds earning interest or on deposit to reduce bank fees. The investment portfolio will be structured to meet specific criteria addressing safety, liquidity and yield.

The County's investment strategy is conservative. The Budget Committee, based on appropriate current indexes and yields reported by similar entities with similar restrictions on investments, will review whether market yields are being achieved.

VIII. INVESTMENT POLICY ADOPTION

The County's Investment Policy shall be adopted by resolution of the County Board. The policy shall be reviewed on a biennial basis by the Budget Committee and any modifications made thereto must be approved by the County Board.



LONG-TERM FINANCIAL PLANNING POLICY

CROW WING COUNTY BRAINERD, MINNESOTA

Adopted by County Board
August 13, 2013
Amended August 22, 2017

Our Vision: Being Minnesota's favorite place.
Our Mission: Serve well. Deliver value. Drive results.
Our Values: Be responsible. Treat people right. Build a better future.

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I. LONG-TERM FINANCIAL PLANNING POLICY STATEMENT OF PURPOSE

The purpose of this policy is to ensure the County’s on-going financial sustainability beyond a single fiscal year budget cycle in light of the County’s long-term service vision and objectives. Financial sustainability is defined as the County’s long-term financial performance and positioning, where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services. This policy is intended to describe particular elements or aspects of such long-term planning programs within the County and to memorialize this financial practice into a formal policy.

II. SCOPE

This policy is applicable County-wide.

III. LONG-TERM FINANCIAL PLAN

The County will maintain long-term fiscal solvency by identifying significant future expenses, liabilities, problems and resources that are not included or recognized in the annual budget.

A. COMMITMENT TO LONG-TERM FINANCIAL PLANNING

The Long-Term Financial Plan (LTFP) process evaluates known internal and external issues impacting the County’s financial condition. Such issues are identified, presented, and mitigated when and where possible. The process begins by identifying critical areas which have, or are expected to have, an impact on the financial condition of the County over the next three years. Once the issues are identified, specific goals and objectives are developed for each structural deficiency. The LTFP is a constantly changing and moving document which will be routinely updated and presented on a rolling basis. The LTFP will be completed prior to the start of the budget process, and is intended to help the County achieve the following:

- (1) Ensure the County can attain and maintain financial sustainability;
- (2) Ensure the County has sufficient long-term information to guide financial decisions;
- (3) Ensure the County has sufficient resources to provide programs and services for citizens;
- (4) Ensure potential risks to on-going operations are identified in the long-term financial planning process and communicated on a regular basis; and
- (5) Identify changes in expenditures or revenue structures needed to deliver services or to meet the goals adopted by the County Board.
- (6) Recognize that the County may need to adapt after consideration of outside forces and changing economic conditions.

B. SCOPE OF THE PLAN

1. COMPREHENSIVE ANALYSIS

The LTFP will provide meaningful analysis of key trends and conditions, including, but not limited to, the following:

- a. Analysis of the affordability of current services, projects, and obligations:
 - An analysis of the County's environment in order to anticipate changes that could impact the County's services or financial objectives.
 - Revenue and expenditure projections, including the financial sustainability of current service levels over a multi-year period.
 - The affordability of current debt relative to affordability ratios prescribed by County policy or State law.
 - The affordability of maintaining and replacing the County's current capital assets (e.g., buildings, infrastructure).
 - The ability to maintain reserves within the target ranges prescribed by County policy over a multi-year period.
 - The impact of non-current liabilities on the County's financial position.
- b. Analysis of the affordability of anticipated service expansions or investments in new assets:
 - The operating costs of any new initiatives, projects, or expansion of services where funding has been identified through alternative sources or adopted or approved by the County Board through other actions. Service delivery of administrative services and functions shall be included to the extent needed proportionately with the expansion of other services.
 - The affordability of the County's long-term Capital Improvements Plan (CIP), including operating and maintenance costs for new assets.
 - The affordability of other master plans that call for significant financial investment by the County.
- c. Synthesis of the above to present the County's financial position:
 - A clear presentation of the resources needed to accomplish the capital improvements identified in the County's CIP and to maintain existing capital assets.
 - A clear presentation of the resources needed to maintain existing services at their present level in addition to the expansion of services as may have been identified through the analysis described above.
 - Identification of the imbalances between the County's current direction and the conditions needed for continued financial health.

2. SOLUTION-ORIENTED

The LTFP will identify issues that may challenge the continued financial health of the County, and the plan will identify possible solutions to those challenges. Planning decisions shall be made primarily from a long-term perspective, and structural balance is the overarching goal of the planning process.

C. NON-CURRENT LIABILITIES

The LTFP will address strategies for ensuring that the County's long-term liabilities remain affordable. The County Board supports efforts to ensure that critical long-term liabilities like debt service, asset maintenance, pensions, and other post-employment benefits remain affordable.

IV. LONG-TERM FINANCIAL PLANNING POLICY ADOPTION

The County's Long-Term Financial Planning Policy shall be adopted by resolution of the County Board. The policy shall be reviewed on a biennial basis by the Budget Committee and any modifications made thereto must be approved by the County Board.



REVENUE POLICY

CROW WING COUNTY BRainerd, MINNESOTA

Adopted by County Board
November 12, 2013
Amended August 22, 2017

Our Vision: Being Minnesota's favorite place.

Our Mission: Serve well. Deliver value. Drive results.

Our Values: Be responsible. Treat people right. Build a better future.

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I. REVENUE POLICY STATEMENT OF PURPOSE

The objective of this policy is to provide guidelines for revenue goals and estimates, and to guide the County in the administration of user fees.

II. SCOPE

This Revenue Policy applies to all revenues collected by the County unless otherwise stated.

III. REVENUE GOALS

A. DIVERSIFICATION AND STABILIZATION

The County will maintain a stable and diverse revenue system to shelter programs and services from short-term fluctuations in any single revenue source.

B. EQUITY

Funding is derived from a fair, equitable, and adequate resource base, while minimizing tax differential burdens. Services having a County-wide benefit shall be financed with revenue sources generated from a broad base, such as property taxes and state aids. Services where the customer determines the use shall be financed with user fees, charges, and assessments related to the level of service provided to the individual in relation to the generalized benefit to society as a whole.

C. COLLECTIONS

The County will monitor all taxes for timely and accurate collections. The annual level of uncollected property taxes will generally not exceed three percent within the fiscal year of the levy.

IV. NON-RECURRING AND VOLATILE REVENUES

A. USE OF ONE-TIME REVENUES

One-time (non-recurring) revenues should be used only for one-time expenditures and not for ongoing expenditures, as they cannot be relied upon in future budget years. Appropriate uses of one-time revenues include early debt retirement, highway infrastructure, capital expenditures that will reduce operating costs, information technology projects that will improve efficiency, and special projects that will not incur on-going operating costs.

B. USE OF VOLATILE REVENUES

The County recognizes that certain annual revenues vary greatly in amount, such as interest earnings. It is not prudent to rely on interest revenues to fund operations. At a minimum, any interest earnings that exceed the average annual earnings over the last five years should be used for one-time expenditures or to increase reserves. Other volatile revenues shall be managed in a similar manner.

V. NEW REVENUES AND CHANGES TO REVENUES

The County shall seek means to expand its revenue portfolio to decrease reliance on traditional revenues and to relieve financial pressure, either by implementing entirely new revenue sources or making changes to existing ones to increase their yield. When implementing a new revenue source, or changing an existing source, the County will consider the following features:

- (1) Stability of the tax source over its expected life.
- (2) Suitability to the program or purpose it is intended to fund.
- (3) Fair distribution of revenue burden as measured by ability to pay, the benefits received, or the community's definition of the fair share of the revenue burden.
- (4) Acceptability to the community.
- (5) Impact on economic competitiveness relative to other communities.
- (6) The cost of administering a tax or fee in relation to revenues collected.
- (7) Effect on private economic decisions.

VI. ESTIMATES OF REVENUES

A. FORECASTING PHILOSOPHY

In general, the County shall take an *objective* approach in forecasting revenues. In contrast to a *conservative* approach, where revenues are often underestimated, the County shall strive to accurately forecast revenue sources, including likelihood of collection. This process will allow the County to create a balanced budget and provide a full range of services to constituents.

The County is aware, however, that forecasting errors may result in revenue shortfalls. At the beginning of each Long-Term Financial Planning and Budget cycle, the County shall examine revenue forecasting over the previous cycles to determine where adjustments to this approach may need to be made.

B. MULTI-YEAR FORECASTS

To emphasize and facilitate the Long-Term Financial Plan (LTFP) process, the County, as part of the LTFP, will maintain broad projections of revenues for the succeeding three years.

VII. EARMARKING

The County recognizes that generally accepted accounting principles (GAAP) for state and local governments discourage the earmarking of general revenues, and accordingly, the practice of designating general revenues for specific programs should be minimized in the County's management of its fiscal affairs.

Approval of the following revenue distribution policy does not prevent the County Board from directing general resources to other functions and programs as necessary:

- The County recognizes the volatility of County Program Aid, and its unreliability as an offset to operating expenditures. In general, the County shall direct County Program Aid funds towards capital improvements.

VIII. PROPERTY TAXES

The County will maintain sound appraisal procedures to keep property values current. The assessor will value property at market value, as mandated by Minn. Stat. § 273.11. The year-to-year increase of actual revenue from property taxes will be kept as low as practicable.

IX. GRANTS

The County will seek out, apply for, and effectively administer federal, state, and other grants that address the County Board's priorities and policy objectives and provide a positive benefit to the County. Before any new grant above \$50,000 is pursued, staff shall provide a detailed analysis to the County Board that addresses the immediate and long-term costs and benefits to the County. Prior to acceptance of grant funding, an evaluation of the grant must determine the following:

- (1) The grant purpose is compatible with County program objectives.
- (2) The benefits provided by the grant exceed the cost of administration.
- (3) The grant does not commit the County to long-term tax funded expenditures after the completion of the grant period. All such services, programs, or positions funded by the grant shall cease at the end of the grant period unless approved for continuance by the County Board.

X. USER FEES

It is the County Board's policy to set user fees at full cost recovery levels, except where a greater public benefit is demonstrated to the satisfaction of the County Board, when the beneficiary has an inability to pay (i.e., public assistance programs), or when it is not cost effective to do so. A consistent approach to setting user fees is necessary to protect and anticipate these important revenue sources, as well as to ensure that the necessary information is available to enable decisions regarding user fees.

Each good or service provided by the County may be classified into one of four categories. Each category identifies different levels of individual and societal benefits received. User fees are appropriate for goods and services that are classified as either (1), (2), or (3) below. The categories for goods and services are

- (1) *Non tax-supported,*
- (2) *Partially tax-supported,*
- (3) *Licenses, permits, and approvals, and*
- (4) *Fully tax-supported.*

Every service supported by user fees or charges will be analyzed a minimum of every three years to determine the net cost of providing the service. Net cost will be determined by identifying all revenues generated or attributed to the service and subtracting all cost elements (direct and indirect expenditures, capital outlays and other one-time expenditures). The resulting figure will be level of subsidy, which the County Board will use as a basis for determining user fee increases or decreases.

If it is determined that there is a net cost to providing the service, the County Board may raise user fees to achieve full cost recovery, unless it is decided that the subsidy should be maintained. Additional information may be necessary to aid in the decision as to whether or not a service should be subsidized (public benefit, cost-effectiveness, etc.). User fees are only appropriate where the County is willing and able to exclude customers for non-payment in a way that is both legally and administratively feasible, as well as socially desirable.

A. GOALS OF USER FEES

The following general concepts will be used in developing, implementing, or maintaining service charges:

- (1) Revenues should not exceed the reasonable cost of providing the service.
- (2) Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization-wide support costs such as financial services, human resources, information technology, vehicle maintenance, insurance, etc.
- (3) The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.
- (4) Rate structures should be sensitive to the “market” for similar services as well as to smaller, infrequent users of the service.
- (5) A unified approach should be used in determining cost recovery levels for various programs.

B. COST RECOVERY

1. COST RECOVERY LEVELS

In setting user fees and cost recovery levels, the following factors will be considered:

- (1) Community-wide versus special benefit.
- (2) Service recipient versus service driver.
- (3) Effect of pricing on the demand for services.
- (4) Feasibility of collection and recovery.
- (5) Federal or State mandate.
- (6) Ability of recipients to pay for the cost of the benefit incurred in the delivery of the service

a. FACTORS FAVORING LOW COST RECOVERY LEVELS

Very low cost recovery levels are appropriate under the following circumstances:

- (1) There is *no* intended relationship between the amount paid and the benefit received.
- (2) Collecting fees is not cost-effective or will significantly impact the efficient delivery of the service.
- (3) There is *no* intent to limit the use of the service.
- (4) The service is non-recurring, generally delivered on a “peak demand” or emergency basis, cannot reasonably be planned for on an individual basis, and is not readily available from a private sector source.
- (5) Collecting fees would discourage compliance with regulatory requirements and adherence is primarily self-identified, and as such, failure to comply would not be readily detected by the County.
- (6) An overarching purpose of the program is to benefit a low-income recipient.

b. FACTORS FAVORING HIGH COST RECOVERY LEVELS

The use of service charges as a major source of funding service levels is especially appropriate under the following circumstances:

- (1) The service is similar to services provided through the private sector.
- (2) Other private or public sector alternatives could or do exist for the delivery of the service.
- (3) For equity or demand management purposes, it is intended that there be a direct relationship between the amount paid and the level and cost of the service received.
- (4) The use of the service is specifically discouraged.
- (5) The service is regulatory in nature and voluntary compliance is not expected to be the primary method of detecting failure to meet regulatory requirements.

2. LOW COST RECOVERY SERVICES

Based on criteria set above, the following types of services should have very low cost recovery goals. In selected circumstances, there may be specific activities within the broad scope of services provided that should have user charges associated with them. However, the primary source of funding for the operation as a whole should be general-purpose revenues, not user fees.

- (1) Delivering public safety emergency response services in instances where a bona fide or immediate threat to safety or property exists.
- (2) Maintaining and developing public infrastructure that is provided on a uniform, community-wide basis such as highways, parks and general-purpose buildings.
- (3) Providing social service programs and economic development activities.

3. HIGH COST RECOVERY SERVICES

In areas in which the County Board has elected to charge at a high cost recovery level, the County shall clearly establish and articulate standards for its performance to ensure the external customer is receiving “value for cost.”

4. COMPARABILITY WITH OTHER COUNTIES

In setting user fees, the County will review fees charged by other agencies. Surveying the comparability of the County’s fees to other counties provides useful background information in setting fees for several reasons:

1. They reflect the “market” for these fees and can assist in assessing the reasonableness of the County’s fees.
2. If prudently analyzed, they can serve as a benchmark for how cost-effectively the County provides its services.

However, fee surveys should never be the sole or primary criteria in setting County fees as there are many factors that affect how and why other governments have set their fees at their levels.

C. REVIEW OF FEES

Fees will be reviewed and updated on an ongoing basis to ensure that they keep pace with changes in the cost of living as well as changes in methods or levels of service delivery.

In implementing this goal, a comprehensive analysis of County costs and fees should be made at least every three years. Fees may be adjusted during the interim period based on supplemental analysis whenever there have been significant changes in the method, level, or cost of service delivery. All fees will be approved by the County Board prior to implementation, and reviewed and approved annually as part of the Budget process.

XI. CONTRACTED SERVICES

When contracting to provide services for other organizations or governmental activities, or acting as a fiscal agent for another entity, the County shall establish fees at full cost recovery levels plus a margin. Full cost recovery may include items such as

- (1) Compensation (includes wages, taxes, and fringe benefits),
- (2) Other direct costs, such as supplies and materials,
- (3) Internal indirect service costs (such as Finance, IT, Administration, or Human Resources, depreciation, and debt service),
- (4) Potential for increases in unemployment or worker's compensation costs, and
- (5) Any other known or approximated costs.

This method of charging for services more closely resembles that of the private sector. In doing so, it promotes an equal opportunity between potential public and private service offerings.

An exception to this policy would be where a greater public benefit is demonstrated to the satisfaction of the County Board by lowering the fee. These exceptions may be services of a similar nature as those deemed by the County as "low cost recovery services." The County may choose not to recover all costs, but it should identify such costs. Reasons for not recovering full costs should be identified and explained.

XII. REVENUE RECOGNITION

For governmental-type funds, the County will recognize (record) all revenues received within 60 days after year end (that relate to prior year services) as revenues for the prior fiscal year.

XIII. REVENUE POLICY ADOPTION

The County's Revenue Policy shall be adopted by resolution of the County Board. The policy shall be reviewed on a biennial basis by the Budget Committee and any modifications made thereto must be approved by the County Board.



2018 BUDGET & LEVY

HISTORICAL LEVY AND ESTIMATED MARKET VALUE ANALYSIS

HISTORICAL LEVY SUMMARY

Crow Wing County has been very dedicated in managing the County's property tax levy funding needs over the last ten years.

In the last ten years the County's property tax levy growth has decreased by a total of 2.36%, from \$35,183,775 in 2009 to a levy of \$34,353,471 in 2018. This equates to an annual decrease of 0.24% per year for this ten year period.

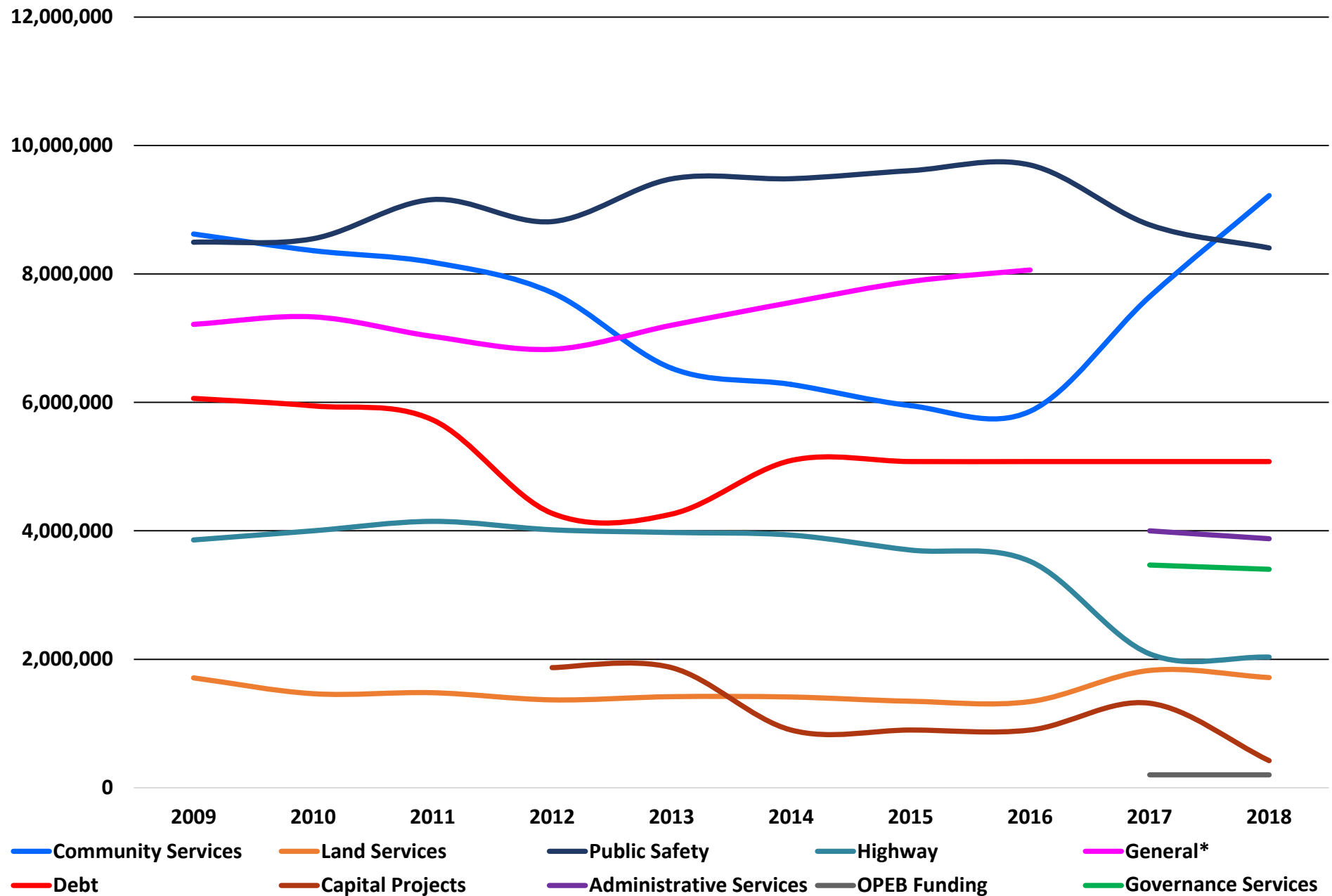
PROPERTY TAX LEVY AMOUNTS AND PERCENTAGE INCREASE/(DECREASE) Last 10 years

Year	Levy	Levy % Inc /(Dec)
2009	35,183,775	2.98%
2010	36,221,696	2.95%
2011	35,721,696	(1.38%)
2012	34,876,657	(2.37%)
2013	34,737,542	(0.40%)
2014	34,660,859	(0.22%)
2015	34,464,912	(0.57%)
2016	34,426,999	(0.11%)
2017	34,385,687	(0.12%)
2018	34,353,471	(0.09%)

HISTORY OF COUNTY LEVY



10 YEAR LEVY HISTORY



* As of 2017, General has been divided into Governance Services, Administrative services and OPEB Funding.

ESTIMATED MARKET VALUES

For taxes payable in 2010, property estimated market values started to show a decline. This trend continued through 2014.

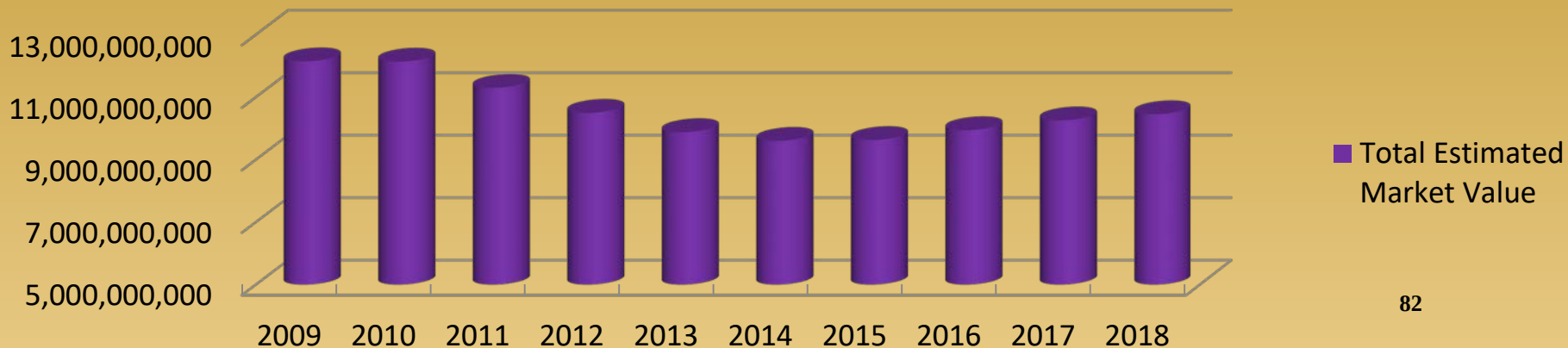
For the years 2015 - 2018, estimated market values are showing an increase which will continue to positively impact the County's tax rate.

The County tax rate in 2017 and 2018 estimated is 32.308% and 31.664%, respectively.

ESTIMATED MARKET VALUE & NEW CONSTRUCTION

Last 10 years actual

Pay Year	Total Estimated Market Value	% Inc/(Dec)	Total New Construction	% Inc/(Dec)	% of New Construction
2009	12,139,755,500	3.02	204,906,600	(9.12)	1.69
2010	12,132,192,400	(0.06)	135,995,300	(33.63)	1.12
2011	11,293,750,900	(6.91)	63,876,400	(53.03)	0.57
2012	10,493,562,300	(7.09)	57,131,200	(10.56)	0.54
2013	9,875,320,400	(5.89)	55,626,800	(2.63)	0.56
2014	9,591,770,300	(2.87)	62,872,500	13.03	0.66
2015	9,666,520,900	.78	73,804,700	17.39	0.76
2016	10,008,409,200	3.54	92,856,200	25.81	0.93
2017	10,250,803,400	2.42	98,038,400	5.58	0.96
2018	10,449,832,600	1.94	101,611,100	3.64	0.97





COUNTY SERVICE CENTERS

ORGANIZATIONAL STRUCTURE

Governance Services:

- Commissioners
- Administrator
- Attorney
- Appropriations
- Veteran's Service
- Courts
- Law Library

ORGANIZATIONAL STRUCTURE

Administrative Services:

- Facilities
- Financial Services / Elections
- Information Technology
- Human Resources
- Risk Management
- Extension
- Small Cities Development Program
- Housing & Redevelopment Authority

ORGANIZATIONAL STRUCTURE

Public Safety Services:

- Patrol
- Investigations
- Dispatch / Emergency Management
- Support
- Jail

ORGANIZATIONAL STRUCTURE

Highway Services:

- Administration
- Maintenance
- Construction
- Maintenance Shop

ORGANIZATIONAL STRUCTURE

Community Services:

- Operations
 - Income Maintenance
 - Support Services
 - Child Support
 - Accounting
- Programs
 - Social Services
 - Family Services
 - Adult Services
 - Public Health
- Community Corrections

ORGANIZATIONAL STRUCTURE

Land Services:

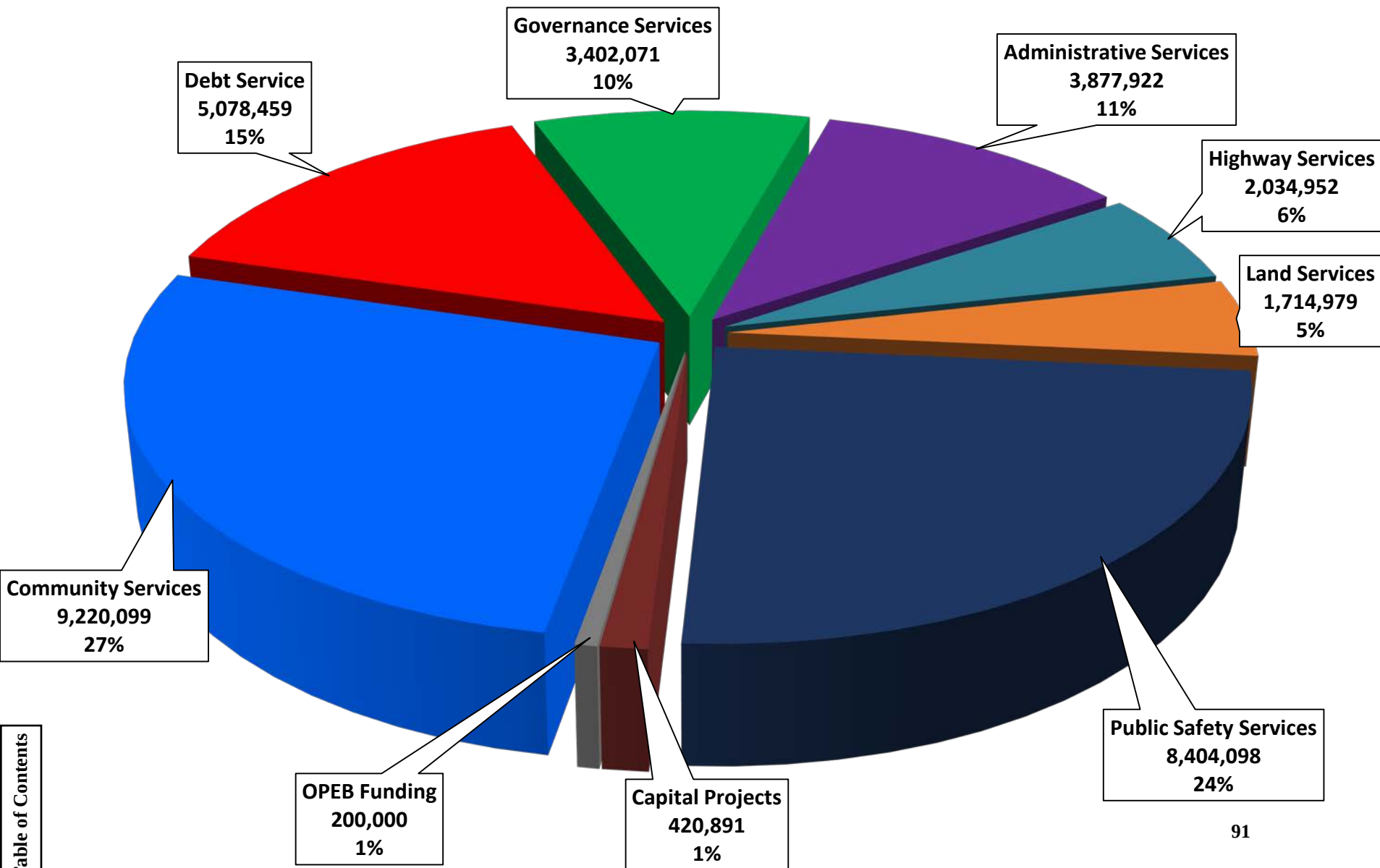
- Customer Services
 - Collection of tax
 - Vital Records (Birth, Death, Marriage Certificates)
 - Recording of documents
- Environmental Services
 - Permitting Process
 - Public Land Management
 - Landfill
- Assessing Services
 - Property Valuation
 - Special Tax Programs
 - Tax Calculation

2018 BUDGET SUMMARY

The 2018 preliminary budget is \$87,762,492, which includes \$893,087 of other financing uses. The levy is \$34,353,471 or a 0.09% decrease from 2017.

WHERE THE PROPERTY TAX PORTION OF COUNTY REVENUE GOES:

Property Tax = \$34,353,471
Excluding Unorganized Townships



2018 CROW WING COUNTY BUDGET AND LEVY (Excludes Unorganized Townships)

Crow Wing County Structure	Expenditures/Transfer Out		Non-Levy Revenues/Transfer In		Property Tax Levy		Fund Bal. Change
		% Chg vs. 2017		% Chg vs. 2017		% Chg vs. 2017	
Governance Services	4,336,272	4.97%	919,201	22,.07%	3,402,071	0.57%	(15,000)
Administrative Services	5,897,161	3.30%	1,649,164	21.23%	3,877,922	(5.44%)	(370,075)
Community Services	26,016,047	7.86%	16,780,948	2.24%	9,220,099	20.59%	(15,000)
Capital Projects	3,884,726	(23.48%)	2,635,768	18.56%	420,891	(68.03%)	(828,067)
Debt Services	4,959,724	(0.43%)	10,160	0.00%	5,078,459	0.00%	128,895
Highway Services	21,275,126	6.25%	18,957,819	27.65%	2,034,952	(2.41%)	(282,355)
Land Services	7,034,855	(6.42%)	5,142,373	4.76%	1,714,979	(9.23%)	(177,503)
Public Safety Services	14,358,581	(1.72%)	5,934,834	7.83%	8,404,098	(3.25%)	(19,649)
OPEB Funding					200,000	0.00%	200,000
Totals	87,762,492	1.85%	52,030,267	13.05%	34,353,471	(0.09%)	(1,378,754)

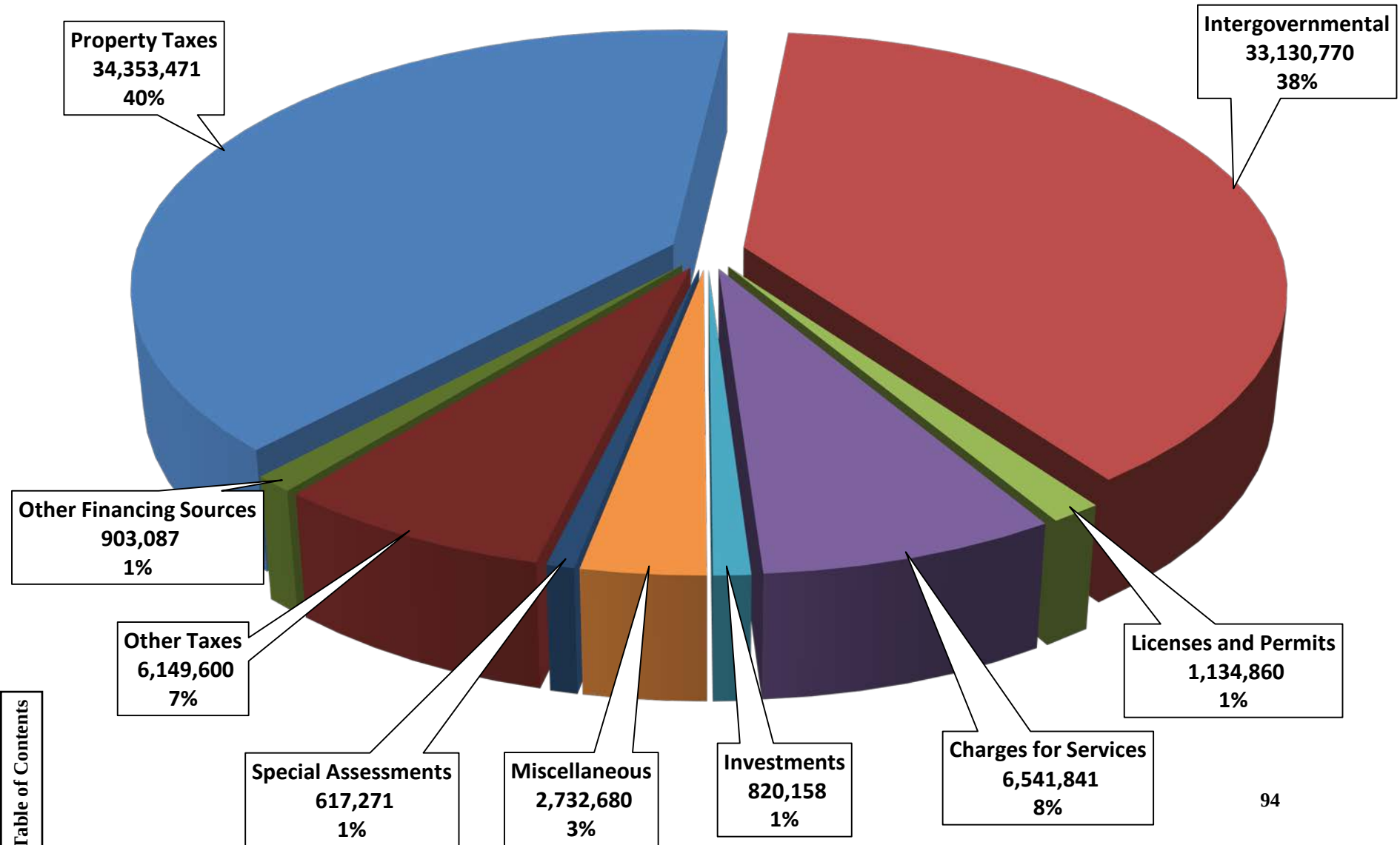
CROW WING COUNTY Excluding Unorganized Townships	2017 BUDGET	2018 BUDGET	\$ INC./ (DEC.)	% INC./ (DEC.)
REVENUES				
LEVY (PROPERTY TAXES)	\$ 34,385,687	\$ 34,353,471	\$ (32,216)	(0.1%)
OTHER TAXES	5,085,950	6,149,600	1,063,650	20.9%
SPECIAL ASSESSMENTS	612,271	617,271	5,000	0.8%
LICENSES AND PERMITS	1,117,520	1,134,860	17,340	1.6%
INTERGOVERNMENTAL	29,149,465	33,130,770	3,981,305	13.7%
CHARGES FOR SERVICES	6,711,851	6,541,841	(170,010)	(2.5%)
INVESTMENTS	588,071	820,158	232,087	39.5%
MISCELLANEOUS	2,651,817	2,732,680	80,863	3.0%
OTHER FINANCING SOURCES	<u>3,187,185</u>	<u>903,087</u>	<u>(2,284,098)</u>	<u>(71.7%)</u>
TOTAL REVENUES	\$ 83,489,817	\$ 86,383,738	\$ (2,893,921)	3.47%

- **Levy: (\$32,216) or (.1%)**
- **Other Taxes:** Highway Services – Sales Tax \$850k, Capital Projects- Land Sales \$100k
- **Intergovernmental:**
 - Highway Services – \$3.2m, Capital Projects – County program aid (CPA) \$295k, Community Services - \$257k
- **Investments:** Change in investment portfolio - \$232k
- **Other Financing Sources:** Shows the transfer of fund balance to the General Fund from Highway of \$748k to fund operations. Additional miscellaneous transfers between funds.

WHERE COUNTY REVENUE COMES FROM:

Total Revenue = \$86,383,738

Excluding Unorganized Townships



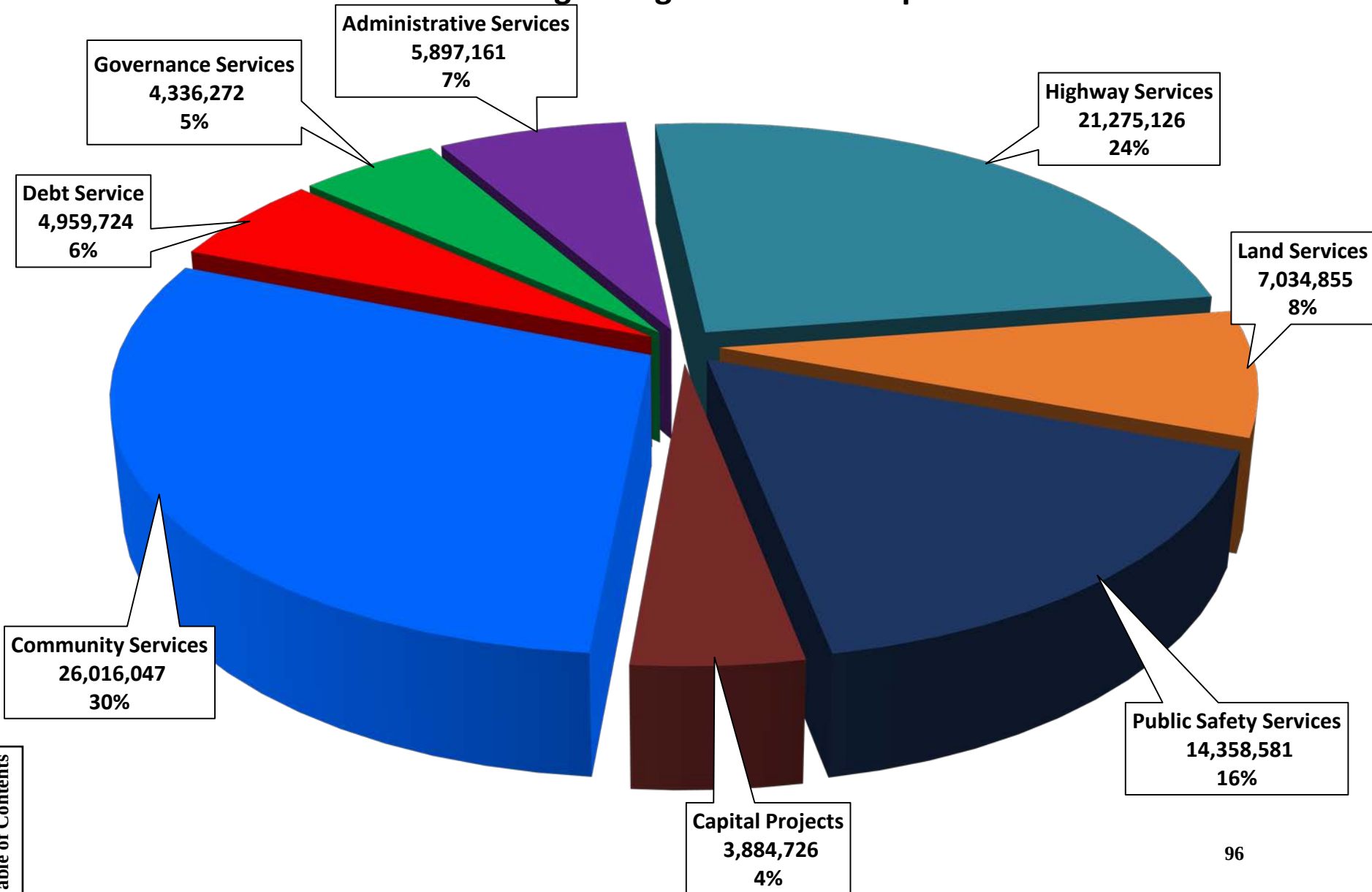
CROW WING COUNTY Excluding Unorganized Townships	2017 BUDGET	2018 BUDGET	\$ INC./ (DEC.)	% INC./ (DEC.)
EXPENDITURES				
PUBLIC AID ASSISTANCE	\$ 8,761,636	\$ 10,264,185	\$ 1,502,549	17.2%
PERSONNEL SERVICES	36,888,785	37,971,865	1,083,080	2.9%
SERVICES & CHARGES	23,501,429	24,748,760	1,247,331	5.3%
SUPPLIES & MATERIALS	3,627,223	3,957,700	330,477	9.1%
CAPITAL OUTLAY	6,425,114	3,373,945	(3,051,169)	(47.5%)
DEBT SERVICES	5,092,277	5,072,854	(19,423)	(0.4%)
OTHER EXPENDITURES	1,896,145	1,480,096	(416,049)	(21.9%)
OTHER FINANCING USES	<u>3,113,107</u>	<u>893,087</u>	<u>(2,220,020)</u>	<u>71.3%</u>
TOTAL EXPENDITURES	\$ 89,305,716	\$ 87,762,492	\$ (1,543,224)	(1.7%)

- **Personnel Services:**
 - Active Insurance 5.2% – \$269k
 - Salaries & Wages 2.3%- \$577k
 - Pension, FICA, Medicare 1.5% - \$59k
 - Other Employee Costs (13.3%)% – (\$160k)
 - Retiree Insurance 23.9% - \$337k
- **Services & Charges:** Highway Services – Construction \$477k, Land Services – Solid Waste (Non-Landfill) \$172k, Administrative Services – Elections \$178k & Facilities \$304k
- **Other Expenditures:** Land Services – Tax Forfeited Settlement (\$367k)
- **Capital Outlay:** Capital Improvement Plan, Change in policy on two year sunset.
- **Other Financing Uses:** Shows the transfer of fund balance from Highway to the General Fund of \$748k to fund operations. Additional transfers included.

WHERE THE COUNTY EXPENDS FUNDS:

Total Expenditures= \$87,762,492

Excluding Unorganized Townships



REVENUES, EXPENDITURES & CHANGE IN FUND BALANCE

**Historical Actual Data Compiled from the
County's Comprehensive Annual Finance Report
(CAFR)**

**Governmental Funds Including
Unorganized Townships
8 Years Actual &
2 Years Budgeted**

HISTORICAL TRENDING SUMMARY

The 2009-2016 data was compiled from the County's audited financial statements. Comparisons have been made to the previous and current year budgets.

Total County expenditures have fluctuated over the last 10 years. The most significant variance is due to the timing of spending on capital projects and infrastructure.

During 2012, capital outlays increased to reflect the 800 MHz Public Safety radio system and the \$11 million land purchase for the Mississippi Northwoods project.

Since 2013, Highway Infrastructure spending has increased from \$4.6 million to an estimated \$8.9 million.

Included in the 2017 & 2018 budget are \$6.4 million and \$3.4 million respectively in capital spending from the Capital Projects Fund.

REVENUES, EXPENDITURES & CHANGE IN FUND BALANCE

Governmental Funds Including Unorganized Townships

8 Years Actual & 2 Years Budgeted

Year	Total Revenues	Total Expenditures	Excess of Revenues Over (under) Expenditures	Total Other Financing Sources/(Uses)	Net Change In Fund Balance
2009 CAFR*	68,431,522	70,061,331	(1,629,809)	3,476,223	1,846,414
2010 CAFR	72,851,155	71,296,301	1,554,854	1,656,047	3,210,901
2011 CAFR	69,802,150	65,372,628	4,429,522	(205,688)	4,223,834
2012 CAFR	81,675,281	79,137,833	2,537,448	(232,085)	2,305,363
2013 CAFR	68,879,983	69,825,727	(972,744)	(122,438)	(1,095,182)
2014 CAFR	74,837,916	74,662,802	175,114	0	175,114
2015 CAFR	75,005,530	78,140,713	(3,135,183)	136,850	(2,998,333)
2016 CAFR	80,101,447	79,801,103	300,344	46,035	346,379
2017 Budget	81,167,702	87,342,793	(6,175,091)	74,078	(6,101,013)
2018 Budget	86,418,951	88,034,986	(1,616,035)	10,000	(1,606,035)

*CAFR stands for Comprehensive Annual Financial Report data.

REVENUES BY TYPE

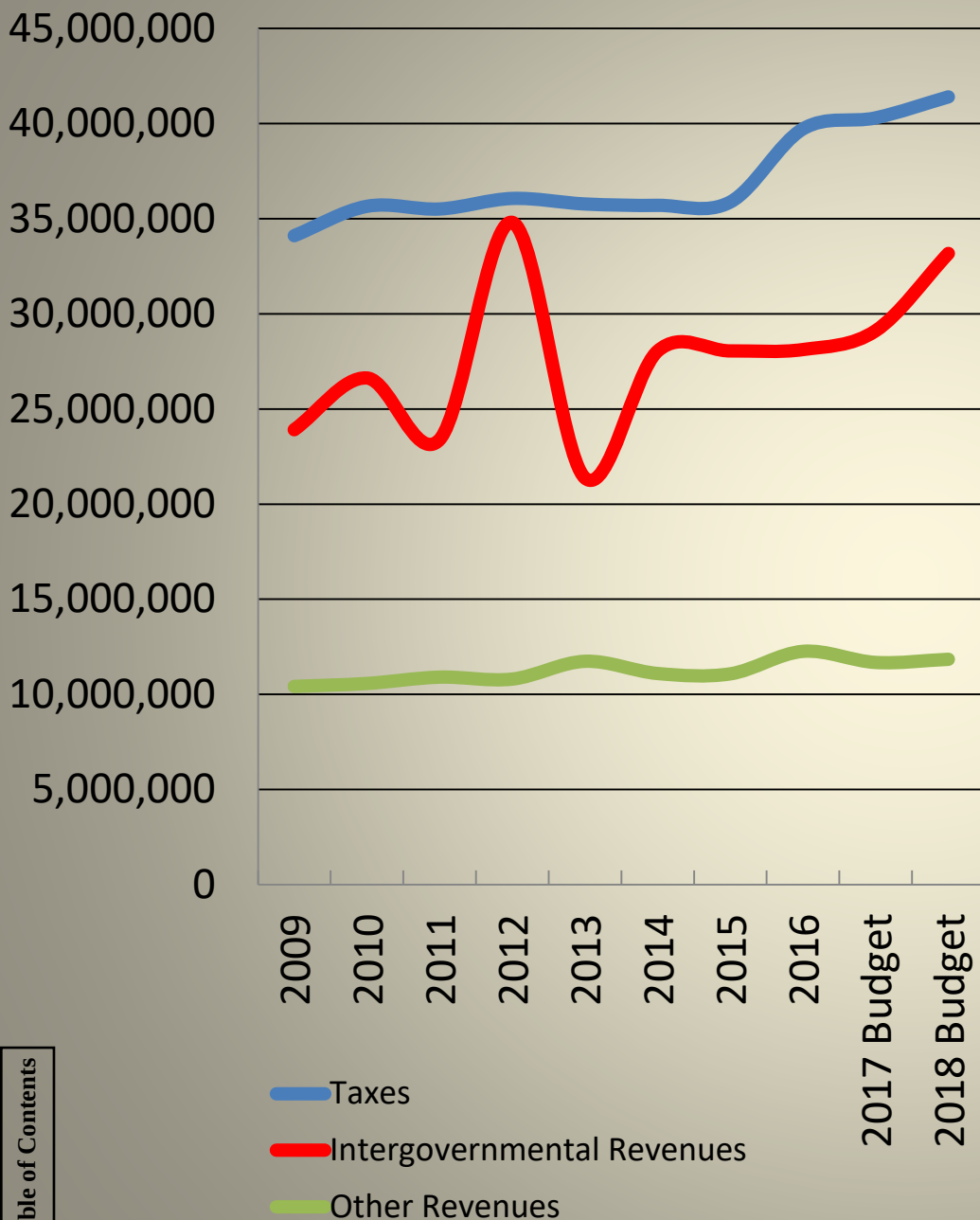
Governmental Funds including unorganized townships

Last 8 years actual & 2 years budgeted

Year	Taxes	Intergovernmental Revenues	Other Revenues	Total Revenues
2009 CAFR*	34,097,022	23,908,450	10,426,050	68,431,522
2010 CAFR	35,641,804	26,628,793	10,580,558	72,851,155
2011 CAFR	35,501,017	23,389,156	10,911,977	69,802,150
2012 CAFR	36,054,509	34,811,026	10,809,746	81,675,281
2013 CAFR	35,764,319	21,373,104	11,742,560	68,879,983
2014 CAFR	35,692,434	28,043,509	11,101,973	74,837,916
2015 CAFR	35,867,692	28,052,796	11,085,042	75,005,530
2016 CAFR	39,712,574	28,124,758	12,264,115	80,101,447
2017 Budget	40,291,707	29,194,465	11,681,530	81,167,702
2018 Budget	41,394,371	33,177,770	11,846,810	86,418,951

*CAFR stands for Comprehensive Annual Financial Report data.

REVENUES BY TYPE (continued)



- Between 2009-2015 tax revenues have remained fairly stable. The increases in 2016-2018 are due to the new sales tax revenue for Highway maintenance and construction.

- A continual significant challenge for the County is that Intergovernmental Revenues continue to fluctuate. As the state continues to change its funding levels for all programs we will have to be aware of the impact on our local tax levy. (red bar)

- In 2012, \$11 million of State grant funding provided 100% of the funding for the land purchase needs of the Mississippi Northwoods project.

- County charges for services, interest income, and other miscellaneous revenues have increased slightly. The big increases in 2013 and 2016 are due to the contract with the Department of Corrections for housing inmates in the Jail.

EXPENDITURE BY TYPE

Governmental Funds including unorganized townships

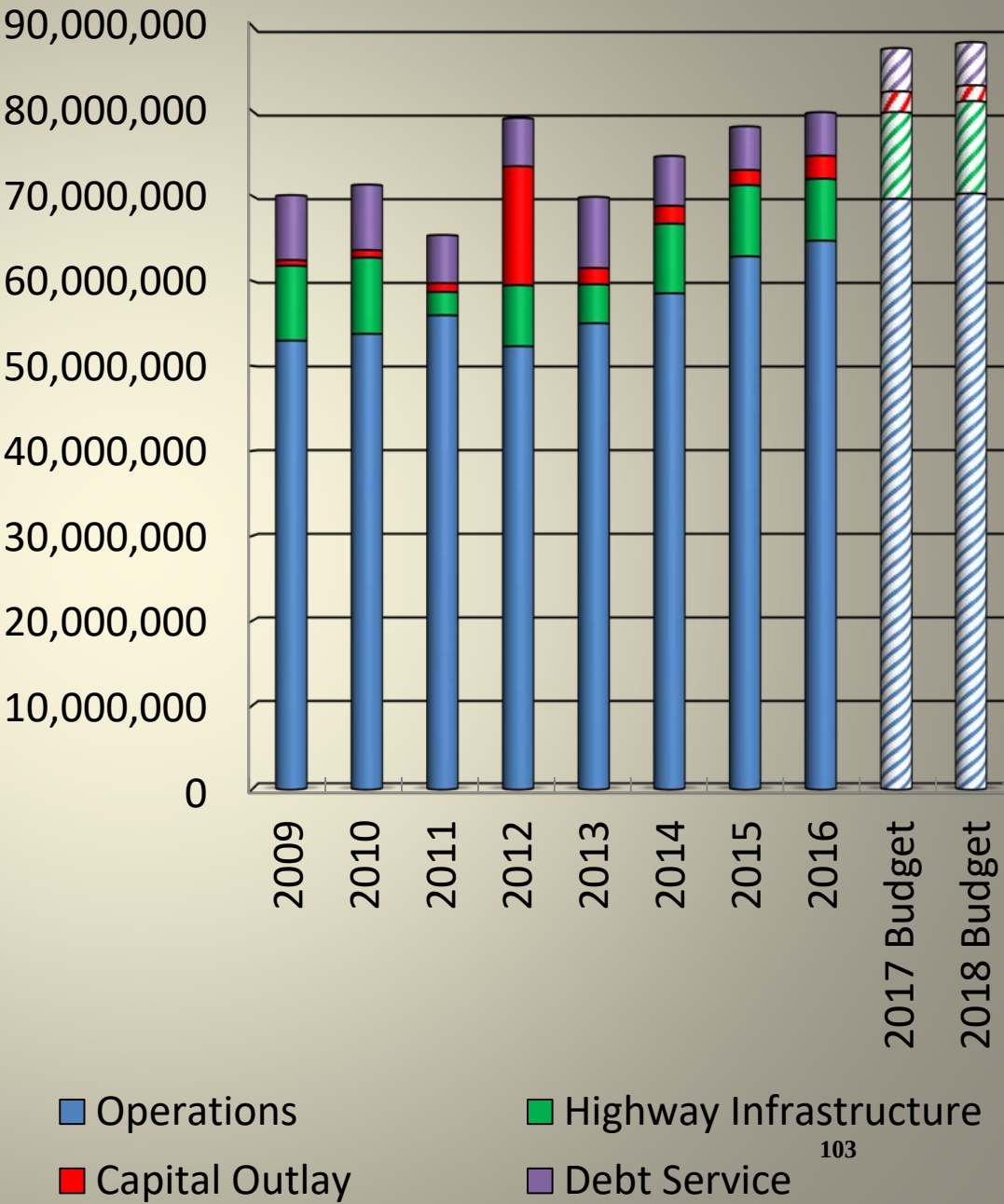
Last 8 years actual & 2 years budgeted

Year	Operations	Highway Fund Infrastructure	Capital Outlays	Debt Service	Total Expenditures
2009 CAFR*	52,965,798	8,799,779	664,806	7,630,948	70,061,331
2010 CAFR	53,756,724	8,964,019	885,952	7,689,606	71,296,301
2011 CAFR	55,939,344	2,743,985	1,042,045	5,647,254	65,372,628
2012 CAFR	52,293,247	7,175,216	13,993,043	5,676,327	79,137,833
2013 CAFR	54,995,919	4,603,130	1,887,366	8,366,312	69,852,727
2014 CAFR	58,521,542	8,181,415	2,104,649	5,855,196	74,662,802
2015 CAFR	62,860,093	8,377,999	1,785,255	5,117,366	78,140,713
2016 CAFR	64,708,240	7,274,427	2,711,570	5,106,866	79,801,103
2017 Budget	69,615,660	10,203,538	2,431,318	5,092,277	87,342,793
2018 Budget	70,254,392	10,843,072	1,864,668	5,072,854	88,034,986

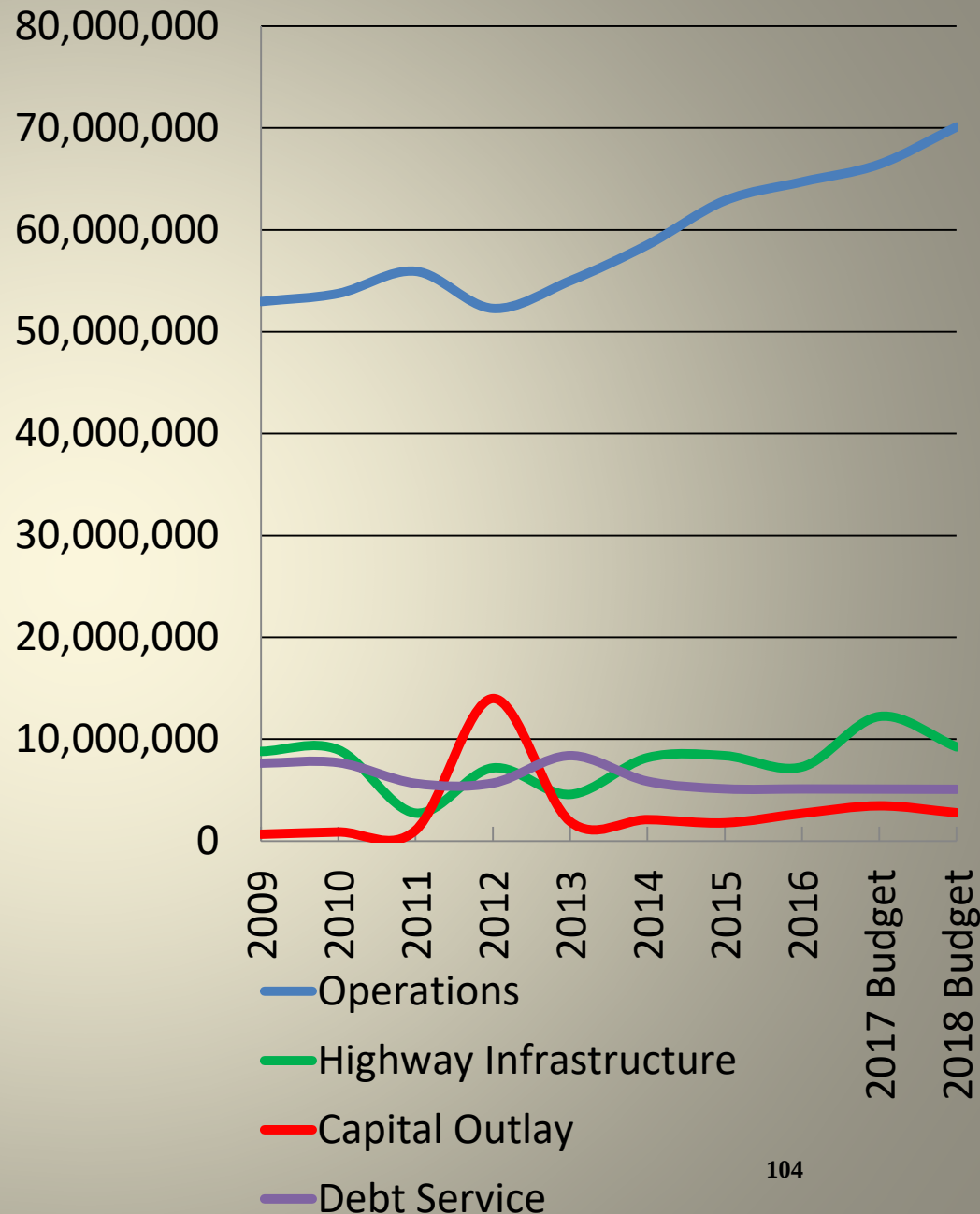
*CAFR stands for Comprehensive Annual Financial Report data.

- Breaking down expenditures into the categories of operations, highway infrastructure, capital outlay, and debt service, better defines County spending trends.
- Capital outlays fluctuate based on the timing of projects. In 2012, the County had an 800 MHz radio project and a land purchase.
- Highway infrastructure has fluctuated largely based on the available Federal grant dollars for projects. In 2009 and 2010 the County received historical highs in Federal highway funding as part of the American Recovery and Reinvestment Act of 2009. These funds were stimulus and one-time in nature.
- In 2016, the County Board approved a 1/2 percent sales tax for ongoing road construction and maintenance. This will increase the amount of expenditures in highway infrastructure and operations.

TOTAL EXPENDITURES



EXPENDITURES BY TYPE



- In 2012, the county received \$11 million in Legacy funding from the State to acquire land for the Mississippi Northwoods project. (red line)
- Debt Service increase in 2013 reflects the County Board's desire to decrease debt by infusing \$5 million into a debt refinancing. (purple line)
- Operational expenditures have slowly trended upwards. Highway infrastructure spending fluctuates yearly based on the Highway Improvement Plan. In 2017, there was an increase in construction due to the increase funding from the Local Option Sales Tax.
- Growth in Operating expenditures in 2017 are related to increases in highway maintenance expenses. This increase is also due to the increase in funding from the Local Option Sales Tax.

HUMAN CAPITAL INVESTMENTS

FULL-TIME EQUIVALENTS (FTE'S) AND PERSONNEL COSTS BY FUNCTION OF GOVERNMENT

**Last 8 years actual & 2 years
budget**

FULL-TIME EQUIVALENTS (FTE'S) BY SERVICE AREA

Last 8 years actual & 2 years budget

Including Enterprise Funds

Year	General (Gov./Admin.)*		Highway	Community	Public Safety	Land	Actual Total	Original Budget Total
2009	74.0		36.2	156.4	127.0	43.6	437.2	450.0
2010	71.9		39.2	151.7	121.8	37.8	422.4	425.6
2011	68.5		38.2	148.3	119.5	34.7	409.2	414.8
2012	69.7		36.2	147.7	120.2	34.9	408.7	416.4
2013	71.3		36.5	147.0	122.6	35.2	412.6	420.8
2014	72.1		36.8	143.5	122.1	37.6	412.1	422.2
2015	70.8		36.7	142.0	127.5	38.6	415.6	420.4
2016	28.9	27.4	36.9	161.7	134.3	49.2	438.4	425.2
2017 Budget	30.0	28.6	37.2	171.7	130.3	49.3	N/A	447.1
2018 Budget	32.3	30.5	37.2	175.0	132.7	51.1	N/A	458.8

CROW WING COUNTY
2018 FULL TIME EQUIVALENTS (FTE) ANALYSIS
BY SERVICE AREA

<u>SERVICE</u>	<u>DEPARTMENT</u>	<u>15 ACTUAL</u>	<u>16 ACTUAL</u>	<u>17 BUDGET</u>	<u>18 BUDGET</u>	<u>18 CHANGES TO FTE'S</u>
Governance Services						
	Administrator	3.3	2.7	2.8	2.8	
	Attorney	17.0	18.4	19.2	21.5	Add Legal Asst, Attorney, Victim Service Coord (2.3 FTE)
	County Commissioners	5.0	5.0	5.0	5.0	
	Veteran's Services	3.0	2.7	3.0	3.0	
	Governance Services Subtotal	28.3	28.8	30.0	32.3	
Administrative Services						
	County Extension	0.3	-	0.6	0.6	
	Finance/Elections	9.7	8.2	7.8	6.8	Reduce Accounting Technician (1 FTE)
	Facilities	7.4	6.6	7.0	7.8	Maintenace Tech in 2017 (.73 FTE)
	Human Resources	3.4	3.0	3.0	3.8	Add Hr Director (.8 FTE)
	Information Technology	7.6	9.6	10.1	11.5	Add 1 Technician, .5 Project Manager (1.5 FTE)
	Administrative Services Subtotal	28.4	27.4	28.5	30.5	
Public Safety Services						
	Investigations	7.4	7.5	8.0	9.0	Add Investigator (1 FTE)
	Jail	59.0	63.7	63.0	63.0	
	Operations	1.0	1.0	1.0	1.0	
	Patrol	48.0	48.5	45.3	46.7	Add Deputy (1 FTE)
	Support	12.1	13.5	13.0	13.0	
	Public Safety Services Subtotal	127.5	134.2	130.3	132.7	
Highway Services						
	Administration	3.8	4.6	4.0	4.0	
	Construction	9.6	9.6	9.5	10.2	
	Maintenance	20.3	18.8	19.6	19.0	
	Maintenance Shop	3.0	3.9	4.0	4.0	
	Highway Services Subtotal	36.7	36.9	37.1	37.2	
Community Services						
	Corrections	-	10.0	17.6	21.6	Add 2 Agents, 1 Aide (3 FTE), reallocation of staff
	Health	12.1	13.5	11.0	10.8	Reallocation of Resources
	Income Maintenance	55.8	56.2	59.5	62.1	Increased Part time to Full time, reallocation of Staff
	Social Services	74.0	82.0	83.6	80.5	Reallocation of Resources
	Community Services Subtotal	141.9	161.7	171.7	175.0	

CROW WING COUNTY
2018 FULL TIME EQUIVALENTS (FTE) ANALYSIS
BY SERVICE AREA

<u>SERVICE</u>	<u>DEPARTMENT</u>	<u>15 ACTUAL</u>	<u>16 ACTUAL</u>	<u>17 BUDGET</u>	<u>18 BUDGET</u>	<u>18 CHANGES TO FTE'S</u>
Land Services						
	Assessing Services	16.6	17.2	16.5	16.5	Reallocation of Resources
	Customer Services	14.5	12.9	13.8	12.0	Reallocation of Resources
	Environmental Services	13.7	9.5	9.2	8.6	Add Coordinator (.5 FTE)
	Public Land Management	5.0	4.7	5.4	7.5	Reallocation of Resources
	Solid Waste/Landfill	3.0	4.4	4.4	6.5	Add HHW Technician (1 FTE)
	Land Services Subtotal	52.8	48.7	49.3	51.1	
		415.6	437.7	446.9	458.8	
		<u>15 ACTUAL</u>	<u>16 BUDGET</u>	<u>17 BUDGET</u>	<u>18 BUDGET</u>	
	Governance Services	28.3	28.8	30.0	32.3	
	Administrative Services	28.4	27.4	28.5	30.5	
	Public Safety Services	127.5	134.2	130.3	132.7	
	Highway Services	36.7	36.9	37.1	37.2	
	Community Services	141.9	161.7	171.7	175.0	
	Land Services	52.8	48.7	49.3	51.1	
		415.6	437.7	446.9	458.8	

FULL-TIME EQUIVALENTS (FTE'S)

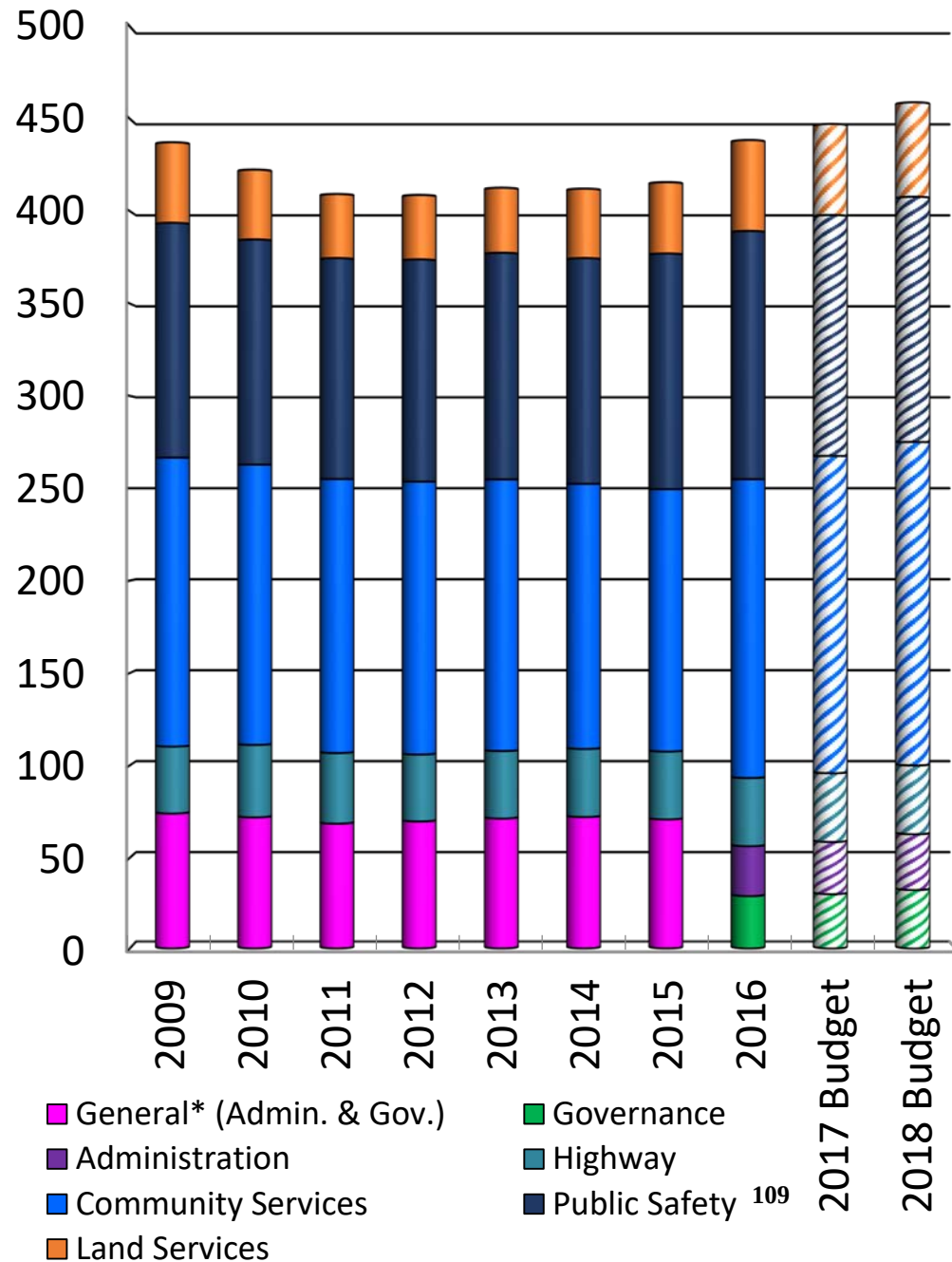
- In 2018, the County's proposed staffing levels of 458.8 FTE is an increase in staffing from the 2017 budget of 441.8 FTE's.

- The largest increase for 2016 was in Community Services related to the integration of Community Corrections and the addition of 19.7 FTE's.

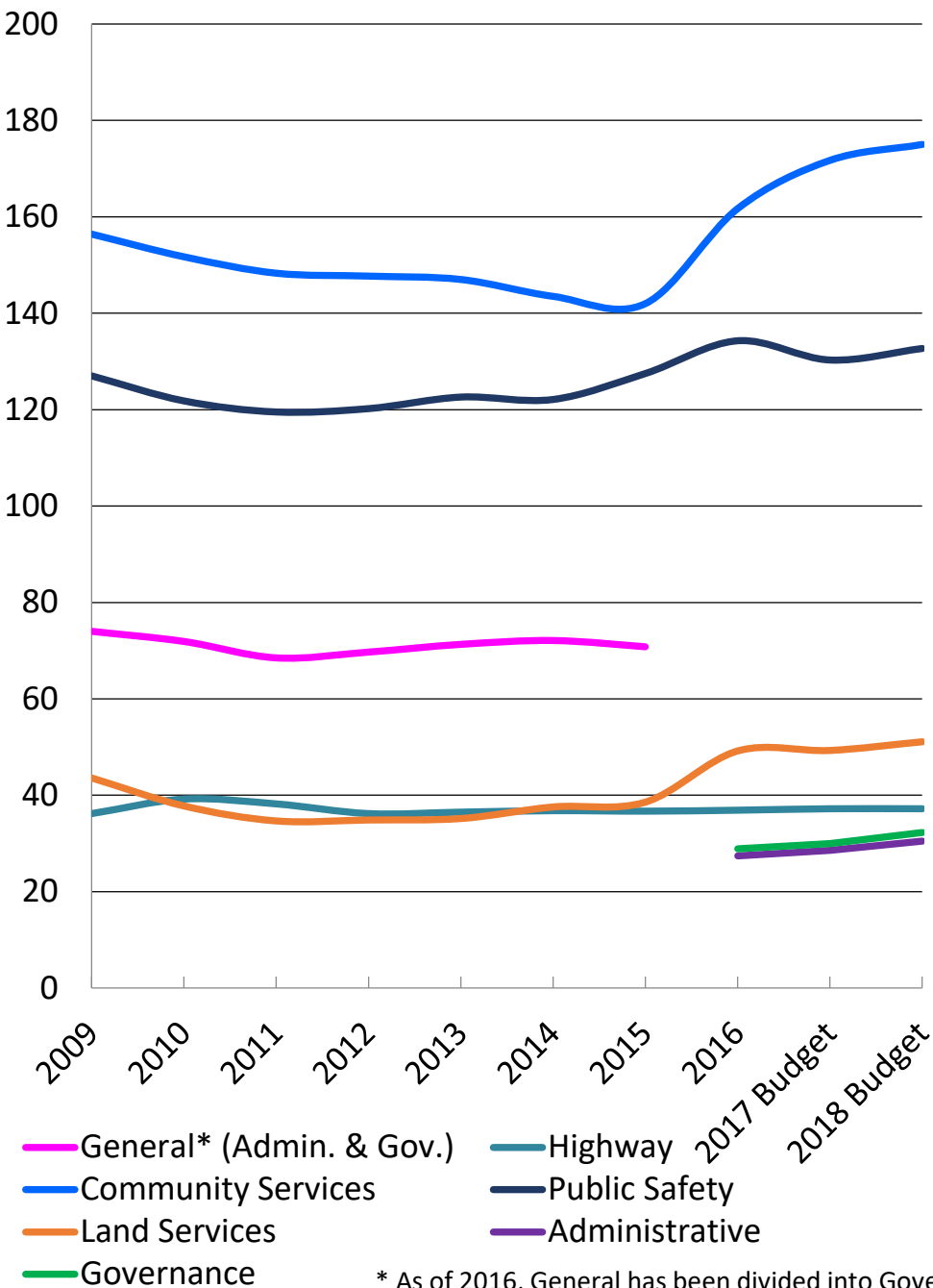
- The 2018 increase in personnel by service area is:

- Administrative – 2.0
- Community Services – 3.3
- Governance – 2.3
- Land Services – 1.7
- Public Safety – 2.4

- Crow Wing County continues to look for ways to increase our services to the taxpayer, while maintaining the total cost of human capital.



FTE'S BY SERVICE AREA



- Community Services growth in FTE's in 2016 is from the integration of Community Corrections. Since 2014, they have grown 18.2 FTE's. (blue line)

- Public Safety's upward trend in 2016 was attributable to the new jail staffing requirements (dark blue line) Total Public Safety growth is 7.3 FTE's since 2009.

- Since 2016, Governance Services has budgeted an increased 2.4 FTE's for staff in the Attorney's office. (green line)

- Administrative Services has a budgeted increase 3.3 FTE's since 2016 mostly in IT.

- Current Land Services staffing levels are 5.6 FTE's above the 2009 levels. This is due to the consolidation of the Recorder and taxpayer services into Land Services. (orange line)

PERSONNEL COSTS

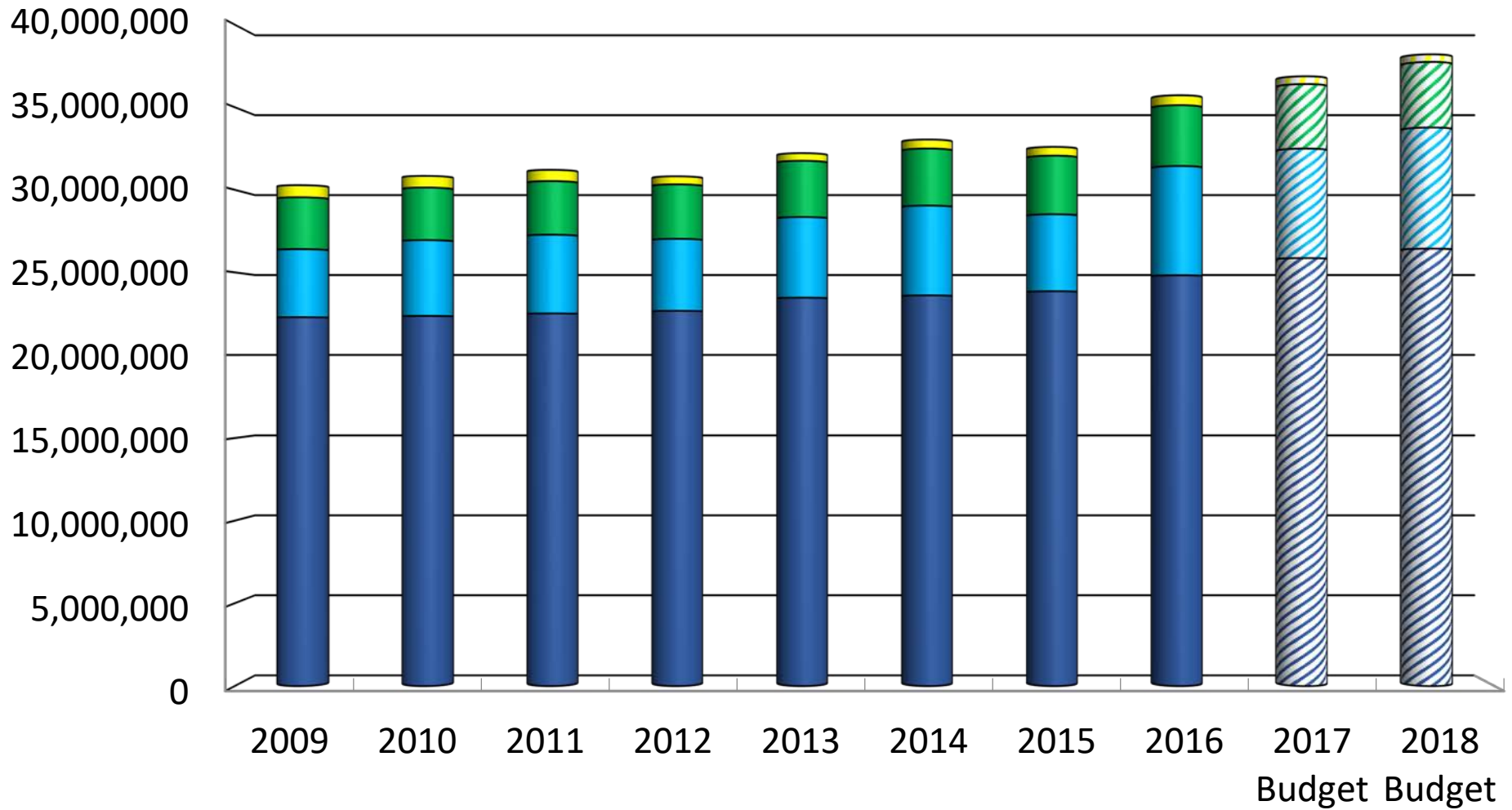
Last 8 years actual & 2 years budget

Including Enterprise funds

Year	Salaries and Wages	Health/ Dental Insurance	PERA FICA Medicare	Worker's Comp/ Other	Actual/ Revised Total	Original Budget Total
2009*	22,283,498	4,120,029	3,138,822	734,069	30,276,418	32,367,124
2010	22,362,458	4,589,258	3,180,104	704,787	30,836,607	31,937,673
2011	22,514,515	4,762,051	3,246,131	681,639	31,204,336	31,734,751
2012	22,670,153	4,357,226	3,297,740	486,660	30,811,779	31,690,249
2013	23,464,872	4,884,850	3,400,082	464,197	32,214,001	33,067,020
2014	23,603,630	5,436,102	3,452,583	545,835	33,038,150	34,373,116
2015	23,854,398	4,662,528	3,543,700	531,567	32,592,193	34,762,768
2016	24,823,405	6,612,871	3,680,982	601,147	35,718,405	35,327,309
2017 Budget	25,896,831	6,611,297	3,893,853	468,304	36,888,785	36,835,793
2018 Budget	26,304,326	7,217,634	3,952,855	459,050	N/A	38,196,131

* Every approximately ten years there are 27 pay periods (The amount excluded for this analysis is \$973,165). The next occurs in 2021.

TOTAL PERSONNEL COSTS



Salaries & Wages

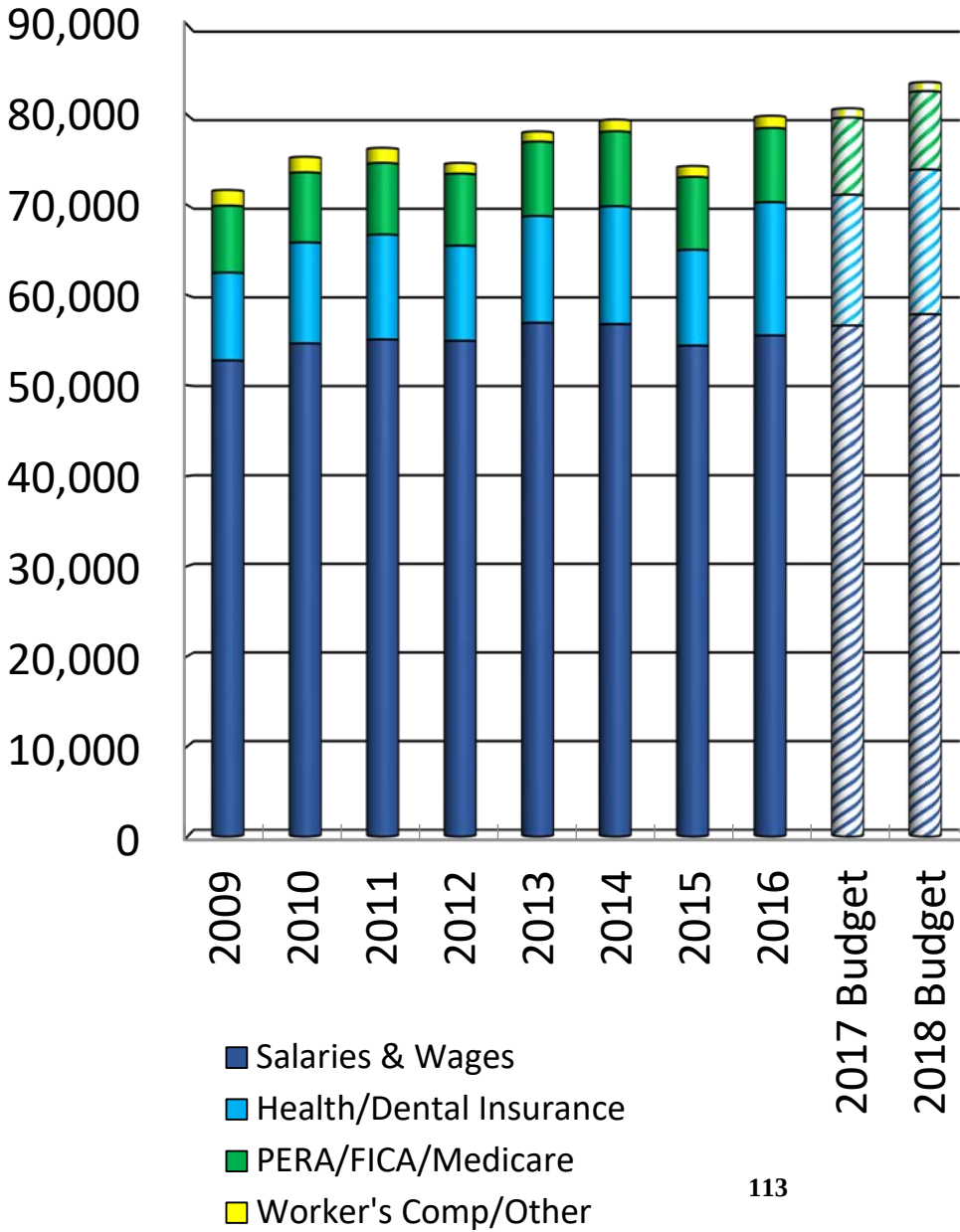
Health/Dental Insurance

PERA/FICA/Medicare

Worker's Comp/Other

- The cost of health insurance remains a significant concern. Premium costs increased 75.1% from 2009 to 2018. The County has actively pursued plan design changes to curb the rising costs. Today the most popular county insurance option is a high deductible health plan with \$2,700 deductible for single coverage and a \$5,400 deductible for families.
- Wage growth has remained relatively flat due in part to a 15% reduction in minimum pay rates. Other factors impacting wage growth include staffing reductions and departures.
- The transition to a performance based pay model rather than the traditional step and cola pay plan is also helping to control wage inflation to approximately 3% per year, while advancing our performance culture.

HISTORICAL INVESTMENT IN HUMAN CAPITAL (PER FTE)



BREAKDOWN OF RETIREE & ACTIVE HEALTH/DENTAL INSURANCE

Last 8 years actual & 2 years budget

Year

Retiree

Active

2009

955,885

3,164,144

2010

1,120,675

3,468,583

2011

1,278,999

3,483,053

2012

1,094,300

3,187,998

2013

1,208,447

3,593,507

2014

1,455,293

4,410,383

2015

1,376,871

4,662,528

2016

1,611,740

5,001,132

2017 Budget

1,409,526

5,201,771

2018 Budget

1,746,598

5,471,036

Active Health/Dental Insurance

Retiree Health Insurance

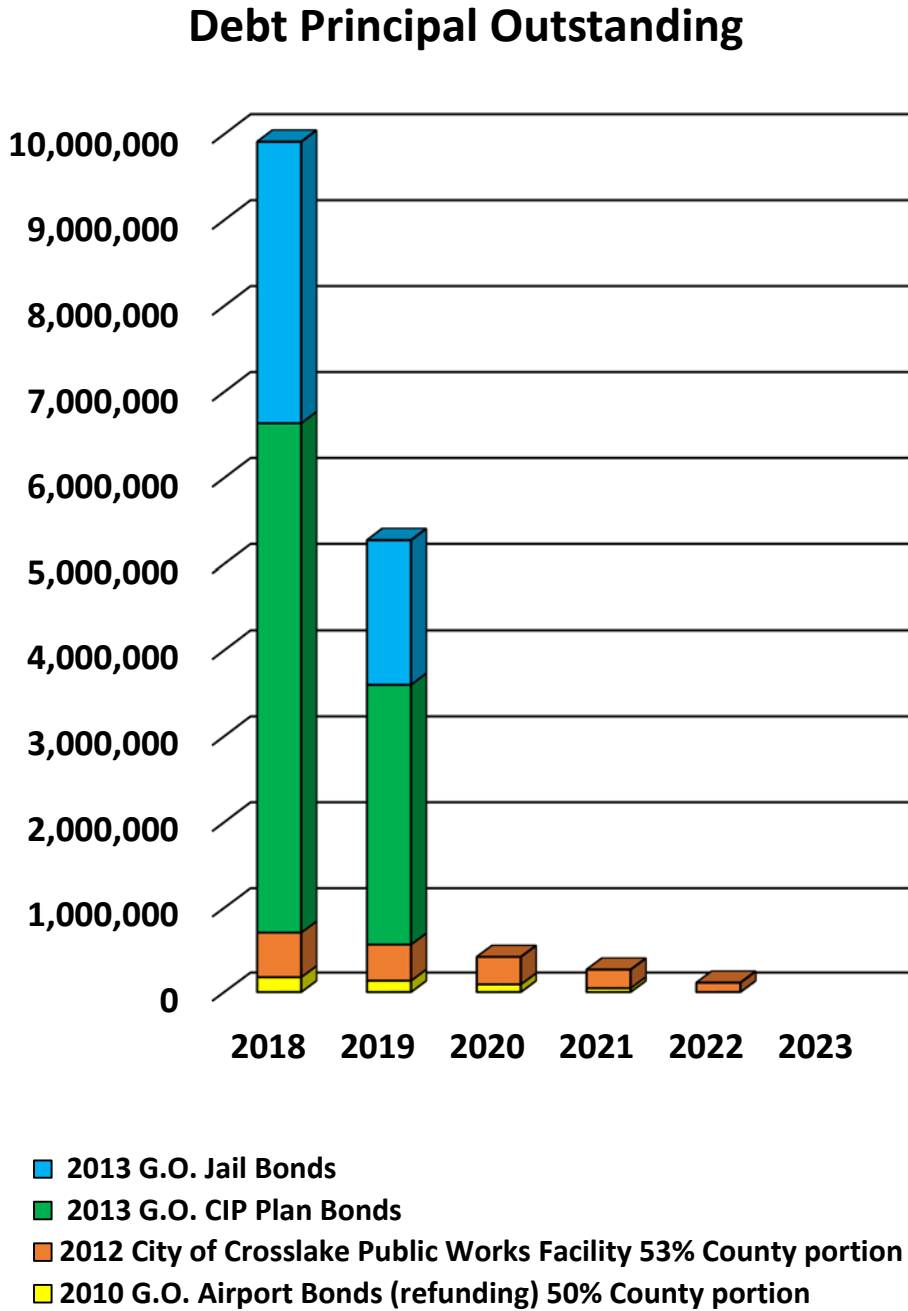
2017 Budget

2018 Budget

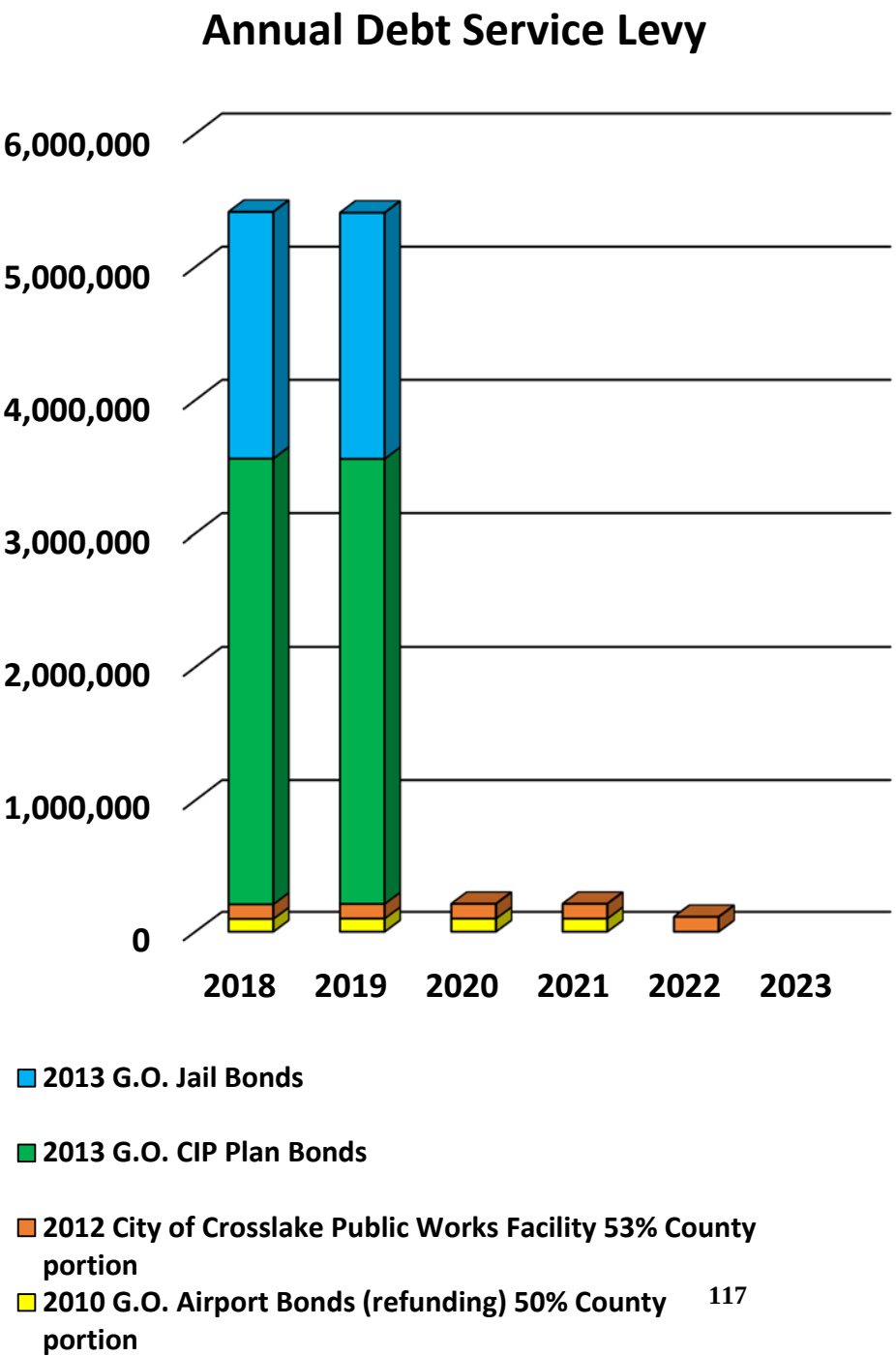
BONDED INDEBTEDNESS

Annual Debt Service Levy and Future Principal Outstanding

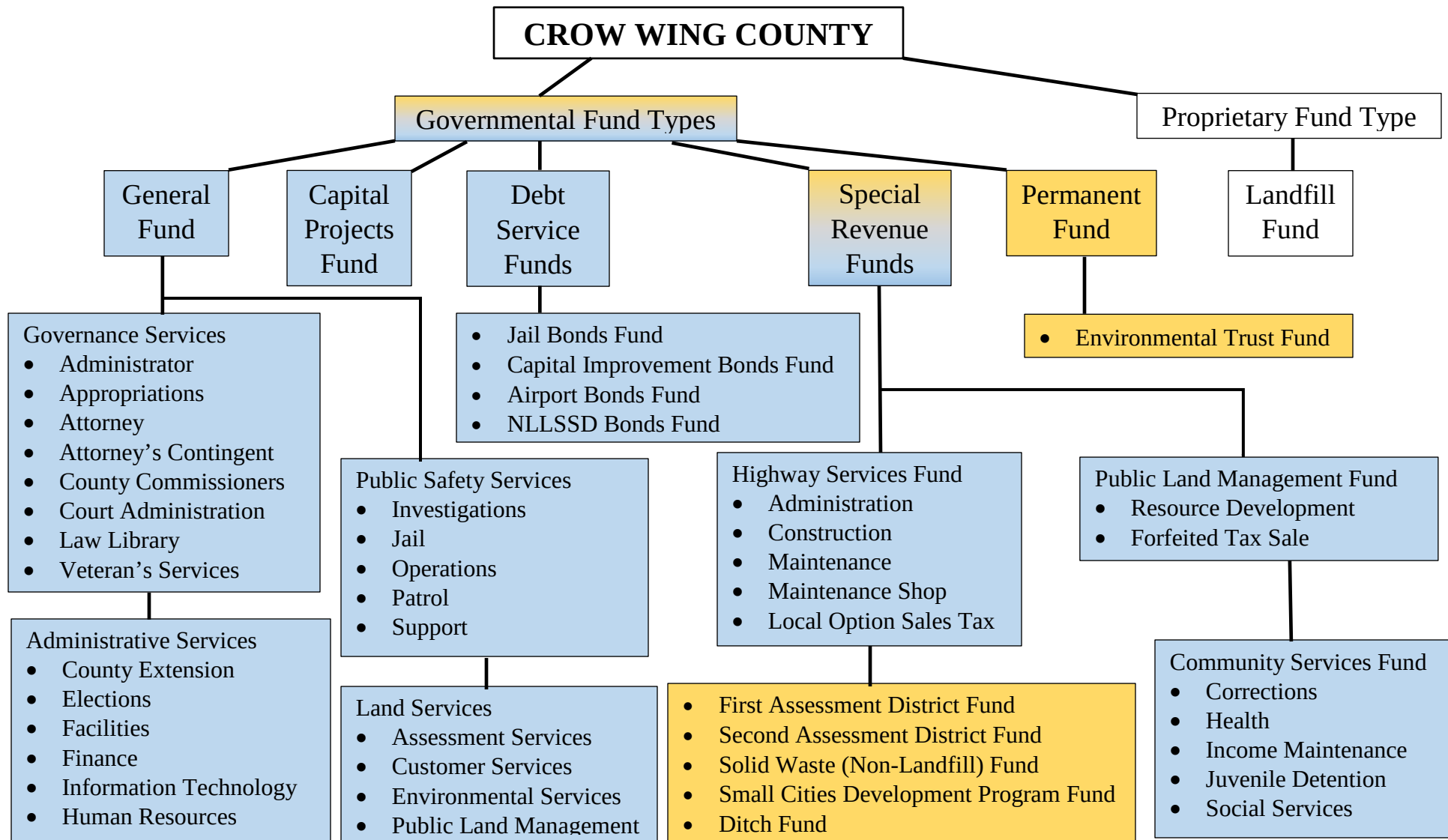
- In 2013, the county refinanced debt related to the 2004 building project. With a \$5 million injection of cash reserves and a transfer of \$1 million levy annually from the Capital Projects Fund, the county was able to reduce the term by 5 years and reduce the interest costs by an estimated \$5 million.
- This refinancing coupled with the accelerated repayment schedule shows the Board’s directive to reduce the county’s debt burden.
- If the County has a desire to continue a pay-as-you-go strategy in relation to addressing future capital outlay needs, this would involve saving (Fund Balance) for capital outlays versus issuing debt for future capital. This strategy takes much organizational dedication to properly plan for and fund future capital projects.
- This pay-as-you-go strategy has an overall favorable cost of ownership under most circumstances.



- Crow Wing County’s current debt levy is 14.8% of the County’s 2018 total levy.
- Crow Wing County’s debt rating is:
 - AA as rated by Standard & Poor’s.
- Long term financial planning is underway for 2020 when \$5.0 million of debt service is completed. Included in this planning are:
 - Completion of an annual Building Condition Assessment to ensure our capital investment in buildings is adequately maintained.
 - Completion of an annual Technology Strategic Plan to guide future investments in technology to improve operational efficiencies.
 - Use of resources to fund and/or reduce the long-term OPEB liabilities.
 - Levy stabilization strategy.
 - Taxpayer Relief



BUDGETARY FUND/DEPARTMENT STRUCTURE



	Major Funds
	Non-Major Funds

*Coloration does not apply to departments, only to the fund in which they reside.

**2018 CROW WING COUNTY
BUDGET**

GOVERNMENTAL AND PROPRIETARY FUNDS

Budgeted Changes in Fund Balances / Net Position
(Cash Basis)

<u>FUNDS</u>	2015 ACTUAL FUND BALANCE	2016 ACTUAL FUND BALANCE	2017 ACTUAL FUND BALANCE	2018 BUDGETED FUND BALANCE INC / (DEC)	2018 PROJECTED FUND BALANCE	2017 / 2018 % INC/(DEC)	
<u>GOVERNMENTAL</u>							
MAJOR FUNDS							
GENERAL	\$ 15,650,237	\$ 15,704,094	\$ 13,301,702	\$ (135,077)	\$ 13,166,625	-1.02%	
HIGHWAY	8,352,134	10,445,444	11,665,947	(282,355)	11,383,592	-2.42%	
COMMUNITY SERVICES	3,745,107	2,088,010	3,024,282	(15,000)	3,009,282	-0.50%	
PUBLIC LAND MANAGEMENT	1,604,937	1,412,729	2,175,479	(258,852)	1,916,627	-11.90%	*
DEBT SERVICE	4,414,207	4,513,481	4,626,994	128,895	4,755,889	2.79%	
CAPITAL PROJECTS	3,094,854	3,460,853	3,443,379	(828,067)	2,615,312	-24.05%	**
NON-MAJOR FUNDS							
UNORGANIZED TOWNSHIPS	2,501,537	1,748,282	1,568,349	(227,281)	1,341,068	-14.49%	***
SOLID WASTE (NON-LANDFILL)	2,611,032	2,861,075	3,131,149	(4,521)	3,126,628	-0.14%	
SMALL CITIES DEVELOPMENT	79,796	25,910	4,476	17,901	22,377	399.93%	****
DITCH	-	4,360	9,433	-	9,433	0.00%	
ENVIRONMENTAL TRUST	1,875,549	1,888,865	1,866,122	-	1,866,122	0.00%	
TOTAL GOVERNMENTAL FUND BALANCES	\$ 43,929,390	\$ 44,153,103	\$ 44,817,312	\$ (1,604,357)	\$ 43,212,955	-3.58%	
<u>PROPRIETARY</u>							
LANDFILL	\$ 13,686,234	\$ 14,453,375	\$ 15,258,792	\$ (1,121,021)	\$ 14,137,771	-7.35%	
TOTAL OF ALL FUNDS	\$ 57,615,624	\$ 58,606,478	\$ 60,076,104	\$ (2,725,378)	\$ 57,350,726	-4.54%	

* Public Land Management fund balance is decreasing by 11.90% due to planned land acquisition from Resource Development.

** Capital Projects fund balance is decreasing by 24.05% due to planned reduction of levy and usage of fund balance.

*** Unorganized Townships fund balance is decreasing 14.49% due to savings in previous years for road projects in 2018.

**** Small Cities Development fund balance is increasing 399.93% due to the Crow Wing County HRA taking over management of these funds.

**2018 CROW WING COUNTY
BUDGET**

**GOVERNMENT WIDE
Including Unorganized Townships**

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 36,124,454	\$ 40,089,074	\$ 40,291,707	\$ 41,394,371	\$ 1,102,664	2.74%
SPECIAL ASSESSMENTS	608,196	621,138	612,271	617,271	5,000	0.82%
LICENSES AND PERMITS	1,283,133	1,051,958	1,119,270	1,136,610	17,340	1.55%
INTERGOVERNMENTAL	27,029,640	26,347,452	28,985,008	33,177,770	4,192,762	14.47%
CHARGES FOR SERVICES	7,025,627	8,370,429	8,451,851	8,366,841	(85,010)	-1.01%
FINES AND FORFEITURES	45,354	64,349	35,000	35,000	-	0.00%
GIFTS AND CONTRIBUTIONS	71,420	64,024	11,500	25,000	13,500	117.39%
INVESTMENTS	595,763	641,557	671,177	922,158	250,981	37.39%
MISCELLANEOUS	3,188,214	3,588,627	2,605,317	2,672,680	67,363	2.59%
TOTAL REVENUES	\$ 75,971,801	\$ 80,838,608	\$ 82,783,101	\$ 88,347,701	\$ 5,564,600	6.72%
<u>EXPENDITURES:</u>						
PUBLIC AID ASSISTANCE	\$ 8,587,377	\$ 9,411,383	\$ 8,551,584	\$ 10,264,185	\$ 1,712,601	20.03%
PERSONNEL SERVICES	33,972,041	35,736,223	37,009,846	38,101,416	1,091,570	2.95%
SERVICES & CHARGES	19,998,977	20,253,272	25,507,054	26,646,223	1,139,169	4.47%
SUPPLIES & MATERIALS	2,526,229	3,073,113	3,722,323	4,052,300	329,977	8.86%
CAPITAL OUTLAY	5,849,479	4,570,094	6,729,114	5,453,755	(1,275,359)	-18.95%
DEBT SERVICE	5,208,923	5,197,202	5,092,277	5,072,854	(19,423)	-0.38%
OTHER EXPENDITURES	2,148,301	2,682,225	1,917,145	1,492,346	(424,799)	-22.16%
TOTAL EXPENDITURES	\$ 78,291,327	\$ 80,923,512	\$ 88,529,343	\$ 91,083,079	\$ 2,553,736	2.88%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (2,319,526)	\$ (84,904)	\$ (5,746,242)	\$ (2,735,378)	\$ 3,010,864	-52.40%
TOTAL OTHER FINANCING SOURCES (USES)	253,888	271,033	74,078	10,000	(64,078)	-86.50%
NET CHANGE	\$ (2,065,638)	\$ 186,129	\$ (5,672,164)	\$ (2,725,378)	\$ 2,946,786	-51.95%

FULL TIME EQUIVALENTS

415.6

437.7

446.9

458.8

**2018 CROW WING COUNTY
BUDGET**

GOVERNANCE SERVICES - COMBINED

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 509,537	\$ 508,375	\$ -	\$ -	\$ -	-
INTERGOVERNMENTAL	37,652	15,211	15,000	15,000	-	0.00%
CHARGES FOR SERVICES	125,743	128,209	174,000	134,000	(40,000)	-22.99%
FINES AND FORFEITURES	44,839	63,589	35,000	35,000	-	0.00%
GIFTS AND CONTRIBUTIONS	7,000	27,300	-	15,000	15,000	-
MISCELLANEOUS	2,897	4,197	-	2,500	2,500	-
TOTAL REVENUES	\$ 727,668	\$ 746,881	\$ 224,000	\$ 201,500	\$ (22,500)	-10.04%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 2,560,247	\$ 2,575,122	\$ 2,635,970	\$ 2,801,676	\$ 165,706	6.29%
SERVICES & CHARGES	635,142	629,530	586,374	586,650	276	0.05%
SUPPLIES & MATERIALS	81,307	116,381	115,700	120,050	4,350	3.76%
CAPITAL OUTLAY	-	-	-	35,000	35,000	-
OTHER EXPENDITURES	792,897	792,896	792,896	792,896	-	0.00%
TOTAL EXPENDITURES	\$ 4,069,593	\$ 4,113,929	\$ 4,130,940	\$ 4,336,272	\$ 205,332	4.97%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (3,341,925)	\$ (3,367,048)	\$ (3,906,940)	\$ (4,134,772)	\$ (227,832)	5.83%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (3,341,925)	\$ (3,367,048)	\$ (3,906,940)	\$ (4,134,772)	\$ (227,832)	5.83%
 FULL TIME EQUIVALENTS	 28.3	 28.8	 30.0	 32.3		

**2018 CROW WING COUNTY
BUDGET**

COUNTY COMMISSIONERS

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	-
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 244,757	\$ 244,720	\$ 256,687	\$ 271,615	\$ 14,928	5.82%
SERVICES & CHARGES	76,634	52,328	54,427	55,837	1,410	2.59%
SUPPLIES & MATERIALS	886	528	1,300	1,300	-	0.00%
TOTAL EXPENDITURES	\$ 322,277	\$ 297,576	\$ 312,414	\$ 328,752	\$ 16,338	5.23%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (322,277)	\$ (297,576)	\$ (312,414)	\$ (328,752)	\$ (16,338)	5.23%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (322,277)	\$ (297,576)	\$ (312,414)	\$ (328,752)	\$ (16,338)	5.23%
 FULL TIME EQUIVALENTS	 5.0	 5.0	 5.0	 5.0		

**2018 CROW WING COUNTY
BUDGET
CONTRACTED ATTORNEY'S**

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
MISCELLANEOUS	\$ 515	\$ 760	\$ -	\$ -	\$ -	-
TOTAL REVENUES	\$ 515	\$ 760	\$ -	\$ -	\$ -	-
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ -	\$ -	\$ 6,760	\$ 7,732	\$ 972	14.38%
SERVICES & CHARGES	272,436	296,593	260,000	260,000	-	0.00%
TOTAL EXPENDITURES	\$ 272,436	\$ 296,593	\$ 266,760	\$ 267,732	\$ 972	0.36%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (271,921)	\$ (295,833)	\$ (266,760)	\$ (267,732)	\$ (972)	0.36%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (271,921)	\$ (295,833)	\$ (266,760)	\$ (267,732)	\$ (972)	0.36%

CROW WING COUNTY 2018 BUDGET NARRATIVE

DEPARTMENT NAME: Administration

DEPARTMENT DESCRIPTION: The County Administrator is directly accountable to the County Board under the provisions of Minnesota Statute 375A.06. Under supervision by the County Board, the Administrator is charged with coordinating the various activities of the county and unifying management of its affairs. Primary responsibilities also include oversight of the Senior Management Team, budget preparation and management, and public relations.

GOALS AND OBJECTIVES OBTAINED IN 2017:

- **Protecting our communities**
 - Finished Phase 1 of Law Enforcement Center to include updating programmed space for a modern Dispatch Center prepared for Next Gen 911, clerical support, squad room, and reception, and interview/conference rooms.
- **Caring for our people**
 - Implemented new staffing and service delivery model for our WIC program which resulted in increased service delivery with reduced staffing models and also increased post-partum breastfeeding rates of participants from 34.8% to 45%.
- **Strengthening our lakes and trees**
 - Entered into partnership with Cass County on the One Watershed One Plan project to better coordinate water protection efforts in the Pine River Watershed, most of which drains into some of the most premier lakes in Crow Wing County, where maintaining or improving water quality is an essential part of protecting our local environment.
 - Implemented a used electronics recycling program to keep used electronics out of the waste stream and into the resource recovery stream.
- **Keeping our roads safe**
 - Delivered substantially expanded number of road miles in continuing effort to reduce deferred maintenance on the county road system, made possible by the adoption of the local option sales tax and with existing staff.

- o Met our snowplow targets 95% of the time to keep the traveling public safe.
- **Deliver excellence to our customers**
 - o Continued to increase number of returned customer satisfaction surveys to over 6,000.
 - o Streamlined the document recording function for land and vital records system through a Six Sigma/LEAN project that reduced the turnaround time for e-filed documents by 60%.
- **Stewards of our money**
 - o Continued to closely monitor expenses and producing conservative budget requests. Budget for 2017 will reflect fund balance growth. Budget for 2018 will reflect a negative levy for the eighth consecutive year.
 - o Successfully implemented training for a second cohort of Green Belts trained in Six Sigma methodology for continuous improvement projects countywide. Also trained a cohort of Black Belts to lead the County's CI initiatives, integrating existing LEAN training into new Six Sigma training.
- **Foster organizational excellence**
 - o Launched new employee engagement survey instrument after having used the highly credible Gallup Q12 for many years. Achieved an 83% participation rate, which far exceeds the average of other clients of McLean, our new vendor. Results indicate that Crow Wing County employees are twice as engaged as the average of the McLean database of other public and private sector employees.
 - o Continued technology investments to include launching a two-year project for the scoping and installation of a new CAMA and tax system that increases the productivity of county employees, delivers better customer service, and reduces operating expenses. Project was successfully launched, a project manager assigned, and it is currently underway.
 - o Implemented redundant fiber network on our campus for faster and more reliable external data connection needs and to provide multiple lines of data traffic in and out of the county campus to ensure continuity of operations in the event that one line is disabled.
 - o Launched a redesigned Sharepoint intranet site to be a central repository of information that is important and useful to employees, e.g. payroll, benefits, Trakstar. In particular, increased focus on recognizing superior work done by county employees as an important contribution toward building our focus on organizational excellence and celebrating when and who is achieving it.

GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

- **Protecting our communities**
 - Complete Phase 2 of Law Enforcement Center remodel project on-time and on-budget.
 - Develop and implement a Strategic Plan for Crow Wing County Community Corrections to identify strategic ways we can improve process, improve outcomes, improve services, and/or reduce costs while serving the primary objective to keep the public safe.
- **Caring for our people**
 - Reduce out of home placement re-entry rates to 8.2% or less with two or fewer children re-entering foster care.
 - Implement the Yellow Line project to divert people who are arrested but where the primary underlying issue is of a mental health issue from being incarcerated in the County jail. Our goal is to reduce the number of inmates placed in jail for mental health issues by 10%.
 - Increase community dialogue about the needs for a full continuum of care for mental health treatments beds in our community through ongoing public discussion, education efforts through AMC and MACSSA, and discussion with our local legislative delegation. Implement the Systems of Care model with community partners.
 - Reduce the number of out-of-home placements of children in need of protection through a community-based engagement process.
- **Strengthening our lakes and trees**
 - Complete the One Watershed One plan for the Pine River Watershed with Cass County.
 - Receive a permit for the construction of landfill Cells 5 and 6 to contain Crow Wing County's waste stream in an environmentally responsible and cost effective manner.
- **Keeping our roads safe**
 - Hit our snowplow targets 95% of the time.
 - Implement our 5-year transportation plan projects for 2018 on-time and on-budget.
 - Deliver real-time snow plowing progress on the county road system during snow events on the county's website.
 - Deliver a CR 115 preferred geometric alignment for public discussion and subsequent County Board consideration.
- **Deliver excellence to our customers**
 - Scope and update the county's website to continue to improve 24/7/365 access to county services for county residents and visitors with a particular focus on designing the site to reflect that the majority of users of the site are now accessing it via mobile devices than are accessing it through traditional desktops.

- o Complete technology blueprint for the county campus' technology infrastructure and fully integrate into the existing infrastructure blueprints for building structure, electric, plumbing, and so on. Maintain this information through proper documentation of as-builts.
- o Update the County Historical Museum on-time and on-budget.
- o Deliver a new land-sale module to improve the marketability and sales rate of tax-forfeited properties.
- o Implement succession plan for upcoming retirement of our Human Resources Director.
- **Stewards of our money**
 - o Continue to closely monitor expenses and producing conservative budget requests. Budget for 2018 will reflect fund balance growth. Budget for 2019 will reflect a negative levy for the ninth consecutive year.
 - o Complete a Technology Strategic Plan for County Board consideration.
 - o Conduct a comprehensive program evaluation of our landfill and recycling program.
- **Foster organizational excellence**
 - o Complete conversion of the new tax CAMA system such that 2019 tax statements are generated by the new system. This will require on-time and on-budget project management of the conversion process.
 - o Launch data analysis initiative countywide to build skill sets in data analysis around the very large datasets Crow Wing County maintains in order to make better, more data-informed decisions to improve our processes, our results, and/or our customer service. Project will involve identification of existing datasets and their native programming language and subsequently designing and implementing training around that newly acquired global view for a cohort of employees to specialize their skills in mining "big" data.
 - o Implement new payroll and timekeeping system to fully integrate with the Munis financial system and that better meets the organizational recordkeeping requirements to a higher level, especially within the Sheriff's Office and the Highway Dept where time accounting, schedule shifts, overtime considerations, and so on make timekeeping a much more complex function than in most other areas.
 - o Complete a county-wide update training to minimize the possibility of sexual harassment in our workplace.

**2018 CROW WING COUNTY
BUDGET**

ADMINISTRATOR

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
MISCELLANEOUS	\$ 10	\$ -	\$ -	\$ -	\$ -	-
TOTAL REVENUES	\$ 10	\$ -	\$ -	\$ -	\$ -	-
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 268,142	\$ 290,692	\$ 296,646	\$ 323,800	\$ 27,154	9.15%
SERVICES & CHARGES	35,162	18,359	20,277	19,688	(589)	-2.90%
SUPPLIES & MATERIALS	1,768	4,046	2,900	2,900	-	0.00%
TOTAL EXPENDITURES	\$ 305,072	\$ 313,097	\$ 319,823	\$ 346,388	\$ 26,565	8.31%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (305,062)	\$ (313,097)	\$ (319,823)	\$ (346,388)	\$ (26,565)	8.31%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (305,062)	\$ (313,097)	\$ (319,823)	\$ (346,388)	\$ (26,565)	8.31%
 FULL TIME EQUIVALENTS	 3.3	 2.7	 2.8	 2.8		

**2018 CROW WING COUNTY
BUDGET**

ATTORNEY

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
INTERGOVERNMENTAL	\$ 24,781	\$ -	\$ -	\$ -	\$ -	-
CHARGES FOR SERVICES	52,735	49,487	95,000	55,000	(40,000)	-42.11%
FINES AND FORFEITURES	44,839	63,589	35,000	35,000	-	0.00%
TOTAL REVENUES	\$ 122,355	\$ 113,076	\$ 130,000	\$ 90,000	\$ (40,000)	-30.77%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 1,812,245	\$ 1,838,436	\$ 1,833,536	\$ 1,971,277	\$ 137,741	7.51%
SERVICES & CHARGES	126,305	172,879	192,909	199,259	6,350	3.29%
SUPPLIES & MATERIALS	20,279	53,521	26,000	30,000	4,000	15.38%
TOTAL EXPENDITURES	\$ 1,958,829	\$ 2,064,836	\$ 2,052,445	\$ 2,200,536	\$ 148,091	7.22%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (1,836,474)	\$ (1,951,760)	\$ (1,922,445)	\$ (2,110,536)	\$ (188,091)	9.78%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (1,836,474)	\$ (1,951,760)	\$ (1,922,445)	\$ (2,110,536)	\$ (188,091)	9.78%
 FULL TIME EQUIVALENTS	 17.0	 18.4	 19.2	 21.5		

**2018 CROW WING COUNTY
BUDGET**

ATTORNEY'S CONTINGENT

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	-
<u>EXPENDITURES:</u>						
SERVICES & CHARGES	\$ 7,205	\$ 2,533	\$ 7,500	\$ 7,500	\$ -	0.00%
TOTAL EXPENDITURES	\$ 7,205	\$ 2,533	\$ 7,500	\$ 7,500	\$ -	0.00%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (7,205)	\$ (2,533)	\$ (7,500)	\$ (7,500)	\$ -	0.00%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (7,205)	\$ (2,533)	\$ (7,500)	\$ (7,500)	\$ -	0.00%

**2018 CROW WING COUNTY
BUDGET**

VETERAN'S SERVICES

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
INTERGOVERNMENTAL	\$ 12,658	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.00%
GIFTS AND CONTRIBUTIONS	7,000	27,300	-	15,000	15,000	-
MISCELLANEOUS	2,372	3,437	-	2,500	2,500	-
TOTAL REVENUES	\$ 22,030	\$ 45,737	\$ 15,000	\$ 32,500	\$ 17,500	116.67%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 235,103	\$ 201,274	\$ 242,341	\$ 227,252	\$ (15,089)	-6.23%
SERVICES & CHARGES	36,466	30,604	49,261	42,366	(6,895)	-14.00%
SUPPLIES & MATERIALS	9,304	6,723	11,500	11,850	350	3.04%
CAPITAL OUTLAY	-	-	-	35,000	35,000	-
TOTAL EXPENDITURES	\$ 280,873	\$ 238,601	\$ 303,102	\$ 316,468	\$ 13,366	4.41%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (258,843)	\$ (192,864)	\$ (288,102)	\$ (283,968)	\$ 4,134	-1.43%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (258,843)	\$ (192,864)	\$ (288,102)	\$ (283,968)	\$ 4,134	-1.43%
 FULL TIME EQUIVALENTS	 3.0	 2.7	 3.0	 3.0		

**2018 CROW WING COUNTY
BUDGET**

APPROPRIATIONS

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 509,537	\$ 508,375	\$ -	\$ -	\$ -	-
INTERGOVERNMENTAL	213	211	-	-	-	-
TOTAL REVENUES	\$ 509,750	\$ 508,586	\$ -	\$ -	\$ -	-
<u>EXPENDITURES:</u>						
SERVICES & CHARGES	\$ 29,344	\$ 2,215	\$ 2,000	\$ 2,000	\$ -	0.00%
OTHER EXPENDITURES	792,897	792,896	792,896	792,896	-	0.00%
TOTAL EXPENDITURES	\$ 822,241	\$ 795,111	\$ 794,896	\$ 794,896	\$ -	0.00%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (312,491)	\$ (286,525)	\$ (794,896)	\$ (794,896)	\$ -	0.00%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (312,491)	\$ (286,525)	\$ (794,896)	\$ (794,896)	\$ -	0.00%

**2018 CROW WING COUNTY
BUDGET**

LAW LIBRARY - RESTRICTED

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
CHARGES FOR SERVICES	\$ 68,555	\$ 74,094	\$ 75,000	\$ 75,000	\$ -	0.00%
TOTAL REVENUES	\$ 68,555	\$ 74,094	\$ 75,000	\$ 75,000	\$ -	0.00%
<u>EXPENDITURES:</u>						
SERVICES & CHARGES	\$ 19,523	\$ 15,045	\$ -	\$ -	\$ -	-
SUPPLIES & MATERIALS	45,820	47,949	70,000	70,000	-	0.00%
TOTAL EXPENDITURES	\$ 65,343	\$ 62,994	\$ 70,000	\$ 70,000	\$ -	0.00%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 3,212	\$ 11,100	\$ 5,000	\$ 5,000	\$ -	0.00%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 3,212	\$ 11,100	\$ 5,000	\$ 5,000	\$ -	0.00%

**2018 CROW WING COUNTY
BUDGET**

DRUG COURT - RESTRICTED

	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2018 BUDGET</u>	<u>2017 / 2018 DOLLAR INC/(DEC)</u>	<u>2017 / 2018 % INC/(DEC)</u>
<u>REVENUES:</u>						
CHARGES FOR SERVICES	\$ 4,453	\$ 4,628	\$ 4,000	\$ 4,000	\$ -	0.00%
TOTAL REVENUES	<u>\$ 4,453</u>	<u>\$ 4,628</u>	<u>\$ 4,000</u>	<u>\$ 4,000</u>	<u>\$ -</u>	<u>0.00%</u>
<u>EXPENDITURES:</u>						
SERVICES & CHARGES	\$ 32,067	\$ 38,974	\$ -	\$ -	\$ -	-
SUPPLIES & MATERIALS	3,250	3,614	4,000	4,000	-	0.00%
TOTAL EXPENDITURES	<u>\$ 35,317</u>	<u>\$ 42,588</u>	<u>\$ 4,000</u>	<u>\$ 4,000</u>	<u>\$ -</u>	<u>0.00%</u>
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	<u>\$ (30,864)</u>	<u>\$ (37,960)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>
TOTAL OTHER FINANCING SOURCES (USES)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET CHANGE	<u>\$ (30,864)</u>	<u>\$ (37,960)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>

**2018 CROW WING COUNTY
BUDGET**

ADMINISTRATIVE SERVICES - COMBINED

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	0.00%
LICENSES AND PERMITS	-	63,301	60,600	63,885	3,285	5.42%
INTERGOVERNMENTAL	4,946	1,815	5,500	5,500	-	0.00%
CHARGES FOR SERVICES	84,867	83,270	54,730	59,550	4,820	8.81%
INVESTMENTS	5,310	4,686	4,259	3,649	(610)	-14.32%
MISCELLANEOUS	644,005	620,001	609,002	638,492	29,490	4.84%
TOTAL REVENUES	\$ 799,128	\$ 833,073	\$ 794,091	\$ 831,076	\$ 36,985	4.66%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 2,135,066	\$ 2,357,955	\$ 2,461,228	\$ 2,692,898	\$ 231,670	9.41%
SERVICES & CHARGES	2,494,420	2,619,764	2,397,136	2,542,593	145,457	6.07%
SUPPLIES & MATERIALS	428,477	485,780	625,531	609,470	(16,061)	-2.57%
CAPITAL OUTLAY	17,053	87,004	129,000	-	(129,000)	-100.00%
TOTAL EXPENDITURES	\$ 5,075,016	\$ 5,550,503	\$ 5,612,895	\$ 5,844,961	\$ 232,066	4.13%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (4,275,888)	\$ (4,717,430)	\$ (4,818,804)	\$ (5,013,885)	\$ (195,081)	4.05%
TOTAL OTHER FINANCING SOURCES (USES)	-	13,440	-	-	-	-
NET CHANGE	\$ (4,275,888)	\$ (4,703,990)	\$ (4,818,804)	\$ (5,013,885)	\$ (195,081)	4.05%
 FULL TIME EQUIVALENTS	 28.4	 27.4	 28.5	 30.5		

CROW WING COUNTY 2018 BUDGET NARRATIVE

DEPARTMENT NAME: Administrative Services – Financial Services Division

DEPARTMENT DESCRIPTION:

The Financial Services Division, in coordination with Community Services and Highway finance staff, is responsible for ensuring countywide financial integrity, accountability and transparency to the public, County Board and staff. This division provides, coordinates and supports the following countywide functions:

- Accounting Services
- Payroll Services
- Cash & Investment Management
- Financial Reporting
- Capital Improvement Planning
- Annual Budget
- Long Term Financial Planning
- Debt Financing
- Grant-in-Aid Trail Sponsor
- Elections
- Licensing

The division provides a full range of services related to the accounting, financial management and budget planning process for the County. These services include the following:

- **Accounting Services:** The division oversee the countywide daily deposit, invoice processing, journal entries, budget amendments, internal controls management, financial policies, capital asset management, Tyler MUNIS financial accounting system administration, Countywide training on financial systems and reporting.

- **Payroll Services:** An Accounting Technician produces biweekly payroll and submits all Federal and State withholdings and reports, maintains employee files within the Tyler MUNIS payroll system, insurance billing reconciliations, balance sheet reconciliations, W2's and 1095's processing, all other payroll reporting and inquiries.
- **Cash & Investment Management:** The Business and Financial Analyst manages cash transactions from daily deposits, Ach transactions through the bank, cash reconciliations, banking relationships, investment portfolio with an investment manager, monthly cash flow analysis.
- **Financial Reporting:** The division is responsible for communicating financial matters to the County Board, Administrator and Senior Management Team. The Business Analysts develop the annual Budget Book with the five year Capital Improvement Plan, Long Term Financial Plan (LFTP), Comprehensive Annual Financial Report (CAFR), and the Popular Annual Financial Report (PAFR), and updating and revising all financial policies with approval of the County Board. The analysts also produce all required legal notices on financial statements and the budget setting process, and posting of press releases and publications on the county's website. Both the CAFR and PAFR have been submitted to the National Government Finance Officers Organization (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting and the Award for Outstanding Achievement in Popular Annual Financial Reporting. Crow Wing County has received both of these awards for the last four consecutive years.
- **Capital Improvement Planning:** Business and Financial Analysts in the division work with departments to develop a capital improvement plan (CIP) for the current year and five additional years. This plan is developed in order to finance future building, building maintenance, vehicles, and technological improvements. The current year serves as the current year budget for capital. The Highway department also develops a five year Highway Improvement Plan (HIP) that includes all road and bridge infrastructure projects. Both of these plans are included in our annual Budget Book.
- **Annual Budget:** The division works in conjunction with the County Board, Administrator's office, and the Senior Management Team to develop and implement a budget strategy that provides overall direction to departments for the annual budget process. Once completed, The Business Analysts compile this information into our Budget Book, which is submitted to the National Government Finance Officers Organization (GFOA) for the Distinguished Budget Award. Crow Wing County has received this award for the last four consecutive years.

- **Long Term Financial Planning:** The Business and Financial Analysts develop a Long Term Financial Plan encompassing at least five years to help maintain long-term fiscal solvency by identifying significant future expenses, liabilities, problems and resources that are not included or recognized in the annual budget. The plan will help to inform current decisions by the County Board based on a long-term perspective.
- **Debt Financing:** The division ensures the County is in compliance with state statutes on long-term debt, the annual debt limit, and in compliance with the County's debt policy in making recommendations on long term financing options.
- **Grant-in-Aid Trail Sponsor:** The division is the sponsor for 15 snowmobile, all-terrain vehicles and cross-country trails throughout the county. Trail clubs report information about their grant and the information is submitted to the state for payment or reimbursement.
- **Elections:** The division is responsible for elections administration of federal, state and local elections and maintenance of the voter registration files for over 40,000 residents in Crow Wing County.
- **Licensing:** The division serves as the licensing center for business licenses such as liquor, beer, auctioneer, gambling, fireworks, transient merchant and precious metal establishments in various areas of the county.

BUDGET HIGHLIGHTS:

FINANCIAL SERVICES BUDGET						
Budget Summary	2016 Actual	2016 Budget	2017 Budget	2018 Budget	% Change 2017 – 2018	\$ Change 2017 - 2018
Revenue Total	123,794	158,550	102,830	111,615	8.5%	8,785
Expenditure Total	<u>1,121,065</u>	<u>1,152,111</u>	<u>954,058</u>	<u>1,239,714</u>	<u>29.9%</u>	<u>285,656</u>
Net Total	997,271	993,561	851,228	1,128,099	32.5%	276,871

The Financial Services budget has a major fluctuation every other year due to the elections cycles. In order to prevent peaks and valleys in the county levy, Finance has implemented an elections levy stabilization strategy, which allows for a stable 4% increase in levy each year. This allows for a fund balance growth in non-election years and a fund balance usage in election years. Since 2018 is an election year, included in the 2018 budget is a fund balance usage of \$127,536 to help smooth the impacts.

FINANCIAL SERVICES FTE'S						
Budget Summary	2016 Actual	2016 Budget	2017 Budget	2018 Budget	% Change 2017 – 2018	FTE Change 2017 - 2018
Full Time Equivalents	8.2	N/A*	7.8	6.8	-12.8%	-1

- * In the 2016 budget, the Auditor/Treasurer and Finance were budgeted together. Once they were broken out in 2016, the actual was 8.2.

The 2018 personnel budget for Financial Services was reduced by 1 FTE for an Accounting Technician position. This position was primarily responsible for entry of accounts payable. These duties have been redistributed within the department and other departments are doing some entry. This allows the departments to put descriptions that are meaningful to them along with being able to verify the account numbers that they are coding.

GOALS AND OBJECTIVES OBTAINED IN 2017:

- Stewards of our money
 - o Completion of two six-sigma projects.
 - o Review and updated six financial policies.
 - o Completed the integration from Social Services Information System to the MUNIS financial system.
 - o Awarded the GFOA Distinguished Budget Award, Excellence in Financial Reporting Award and the Award for outstanding achievement in Popular Annual Financial Reporting for the fourth consecutive year.
 - o Completed internal controls monitoring process.
 - o Developed a Long Term Financial Plan with a strategy for the upcoming debt retirement in 2020.
 - o Assisted with the analysis and future planning of the Community Services Finance Department.
 - o Investment strategy changed to one investment manager to increase interest earnings.

GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

- Stewards of our money
 - o Continue to evaluate the future integration of Highway accounting into the MUNIS financial system to alleviate the dual entry and reconciliation of two systems.
 - Plan and initiate a timeline to implement:
 - work order/inventory module
 - Executime Timekeeping and scheduling system
 - Tyler MUNIS financial system
 - o Purchase and Implement new elections equipment into our precincts.
 - o Move the purchasing card process from the Wells Fargo online portal to Bremer, with an import into our MUNIS financial system. This will allow all employees to approve their expenses in our internal system.
 - o Continue the one-year implementation of the Executime time keeping and scheduling system.
 - o Review and update six financial policies.
 - o Obtain all three awards from the GFOA for the fifth consecutive year.
 - o Complete the internal controls monitoring process.
 - o Continue to discuss with the Budget Committee the Long Term Financial Plan along with impacts to the next year budget and the debt retirement in 2020.
 - o Early adoption of new version of the Tyler MUNIS financial system.
 - o Coordinate and administer four elections.
 - o Certify all license holders in the county.
 - o Complete trail financial administration.

**2018 CROW WING COUNTY
BUDGET**

FINANCIAL SERVICES

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
LICENSES AND PERMITS	\$ -	\$ 63,301	\$ 60,600	\$ 63,885	\$ 3,285	5.42%
CHARGES FOR SERVICES	61,687	52,648	40,730	40,730	-	0.00%
TOTAL REVENUES	\$ 61,687	\$ 115,949	\$ 101,330	\$ 104,615	\$ 3,285	3.24%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 598,071	\$ 524,935	\$ 587,387	\$ 591,872	\$ 4,485	0.76%
SERVICES & CHARGES	168,779	215,739	241,408	211,328	(30,080)	-12.46%
SUPPLIES & MATERIALS	3,792	14,036	7,500	16,300	8,800	117.33%
TOTAL EXPENDITURES	\$ 770,642	\$ 754,710	\$ 836,295	\$ 819,500	\$ (16,795)	-2.01%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (708,955)	\$ (638,761)	\$ (734,965)	\$ (714,885)	\$ 20,080	-2.73%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (708,955)	\$ (638,761)	\$ (734,965)	\$ (714,885)	\$ 20,080	-2.73%
 FULL TIME EQUIVALENTS (Includes Elections)	 9.7	 8.2	 7.8	 6.8		

**2018 CROW WING COUNTY
BUDGET
ELECTIONS**

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
CHARGES FOR SERVICES	\$ 2,936	\$ 7,844	\$ 1,500	\$ 7,000	\$ 5,500	366.67%
TOTAL REVENUES	\$ 2,936	\$ 7,844	\$ 1,500	\$ 7,000	\$ 5,500	366.67%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 52,626	\$ 126,677	\$ 81,603	\$ 104,532	\$ 22,929	28.10%
SERVICES & CHARGES	38,290	183,607	35,660	225,052	189,392	531.10%
SUPPLIES & MATERIALS	77	56,071	500	61,000	60,500	12100.00%
TOTAL EXPENDITURES	\$ 90,993	\$ 366,355	\$ 117,763	\$ 390,584	\$ 272,821	231.67%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (88,057)	\$ (358,511)	\$ (116,263)	\$ (383,584)	\$ (267,321)	229.93%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (88,057)	\$ (358,511)	\$ (116,263)	\$ (383,584)	\$ (267,321)	229.93%

CROW WING COUNTY 2018 BUDGET NARRATIVE

DEPARTMENT NAME: Information Technology

DEPARTMENT DESCRIPTION:

IT creates, manages, maintains and updates programs and data related to technology and technology services to county departments, other public and private entities and the public. Specific functions include:

- Install software programs and provide technical support to county departments that utilize them
- Install and manage all computer hardware and mainframe hardware both centrally located as well as deployed within County departments.
- Train county personnel in how to effectively use technology in a variety of formats and service environments.
- Maintain data integrity of existing databases used by various departments while continually updating data.
- Create, implement, and manage new technology applications as requested by county departments.
- Track and assess new technologies and integrate into county operations as appropriate.
- Maintain and improve the public website and paid subscription services.

GOALS AND OBJECTIVES OBTAINED IN 2017:

- Implemented redundant fiber network on County Campus
- Improved efficiencies in departments with SharePoint workflow
- Assisted departments with reporting and analytics.
- Obtained better accuracy of GIS data for improved accuracy
- Improved VDI performance with redesign of systems
- Implemented Document Management in Attorneys
- Identified and clean data on current document management system

GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

- Continue network redundancy on County Campus
- Start migration to SharePoint 2016
- Increase usage of data analytics in departments
- Install new Tax System
- Implement new Parcel ID
- Discontinue contract with Marco and provide in-house technical support

**2018 CROW WING COUNTY
BUDGET
INFORMATION TECHNOLOGY**

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
CHARGES FOR SERVICES	\$ 20,244	\$ 22,778	\$ 12,500	\$ 11,820	\$ (680)	-5.44%
MISCELLANEOUS	1,925	-	-	-	-	-
TOTAL REVENUES	\$ 22,169	\$ 22,778	\$ 12,500	\$ 11,820	\$ (680)	-5.44%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 685,481	\$ 802,002	\$ 872,740	\$ 982,468	\$ 109,728	12.57%
SERVICES & CHARGES	488,497	543,689	662,859	561,198	(101,661)	-15.34%
SUPPLIES & MATERIALS	16,378	12,105	12,320	12,320	-	0.00%
TOTAL EXPENDITURES	\$ 1,190,356	\$ 1,357,796	\$ 1,547,919	\$ 1,555,986	\$ 8,067	0.52%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (1,168,187)	\$ (1,335,018)	\$ (1,535,419)	\$ (1,544,166)	\$ (8,747)	0.57%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (1,168,187)	\$ (1,335,018)	\$ (1,535,419)	\$ (1,544,166)	\$ (8,747)	0.57%
 FULL TIME EQUIVALENTS	 7.6	 9.6	 10.1	 11.5		

**2018 CROW WING COUNTY
BUDGET**

INFORMATION TECHNOLOGY - COMMITTED

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	-
<u>EXPENDITURES:</u>						
SERVICES & CHARGES	\$ 92,062	\$ 51,162	\$ 75,000	\$ 128,935	\$ 53,935	71.91%
SUPPLIES & MATERIALS	14,772	46,678	9,000	26,000	17,000	188.89%
CAPITAL OUTLAY	-	-	129,000	-	(129,000)	-100.00%
TOTAL EXPENDITURES	\$ 106,834	\$ 97,840	\$ 213,000	\$ 154,935	\$ (58,065)	-27.26%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (106,834)	\$ (97,840)	\$ (213,000)	\$ (154,935)	\$ 58,065	-27.26%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (106,834)	\$ (97,840)	\$ (213,000)	\$ (154,935)	\$ 58,065	-27.26%

CROW WING COUNTY 2018 BUDGET NARRATIVE

DEPARTMENT NAME: Human Resource Department

DEPARTMENT DESCRIPTION: *The human resource department is accountable for the development and execution of programs and services relating to employment, employee and labor relations, compensation and benefits, training and development, risk management, policy and legal compliance. The department services 445 staff members and 1200 applicants annually. The department is comprised of a human resource director, a human resource generalist and a human resource assistant.*

GOALS AND OBJECTIVES OBTAINED IN 2017:

Compensation Plan: **Goal:** Negotiate the implementation of the revised compensation plan. **Results:** Eight of eleven contracts settled in 2017. All negotiated contracts are aligned with the following key strategic objectives: 1) full implementation of new pay schedule, 2) wage growth of less than 3%, 3) full implementation of three level performance based matrix, 4) elimination of CMM insurance plan and 5) three year contract duration.

Benefits: **Goal:** Prepare strategies for cost containment impacting 2018 active and retiree benefits. **Results:** In collaboration with finance and actuarial consultants, presented three retiree insurance cost containment options for consideration. Identified and executed solution of long term funding strategy and elimination of CMM plan.

Employee Engagement: **Goal:** Complete migration to a new engagement instrument for improved reporting and analytics. **Results:** Migrated to McLean and executed countywide roll-out with 89% participation rate.

Labor Strategy: **Goal:** Achieve labor settlements that are cost competitive and aligned with strategic objectives. **Results:** Eight of eleven contracts settled in 2017. All negotiated contracts are aligned with the following key strategic objectives: 1)

full implementation of new pay schedule, 2) wage growth of less than 3%, 3) full implementation of three level performance based matrix, 4) elimination of CMM insurance plan and 5) three year contract duration.

Employee Development: **Goal:** Implement quarterly leader development program to ensure consistent application CWC leadership standards and alignment with our VMV. **Results:** A series of four quarterly leadership development sessions were held in 2017.

Onboarding: **Goal:** Deploy paperless onboarding technology and improve new employee onboarding process. **Results:** Electronic Onboarding program was fully implemented in 2017.

HR Performance Metrics: **Goal:** Develop consistent performance benchmarking standards for use in measuring HR effectiveness. **Results:** Metrics and corresponding benchmarks have been identified. Report of 2017 results will occur in Q2.

GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

Labor Strategy: Implement labor strategy in remaining contracts including revised pay plan, PBP matrix and OPEB mitigation plan.

Compensation Plan: Benchmark CWC job to survey jobs using 2017 survey data. Analyze to identify any areas that are leading or lagging market and broaden research to assess if adjustments are needed.

Time and Attendance: Support finance and payroll in 2018 ExecuTime implementation.

Applicant Testing: Standardize and implement standardized applicant testing to improve candidate assessment process.

ELearning: Develop eLearning program to address mandatory training, developmental training and supervisory training.

Onboarding – Orientation: Develop new onboarding program to include the following: 1) administrative processing, 2) technology orientation, 3) mandatory training and 4) CWC introduction.

**2018 CROW WING COUNTY
BUDGET**

HUMAN RESOURCES / RISK MANAGEMENT

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
MISCELLANEOUS	\$ -	\$ 176	\$ -	\$ -	\$ -	-
TOTAL REVENUES	\$ -	\$ 176	\$ -	\$ -	\$ -	-
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 255,337	\$ 342,493	\$ 345,247	\$ 385,175	\$ 39,928	11.57%
SERVICES & CHARGES	551,811	518,190	133,987	160,986	26,999	20.15%
SUPPLIES & MATERIALS	36,160	26,257	28,200	28,650	450	1.60%
TOTAL EXPENDITURES	\$ 843,308	\$ 886,940	\$ 507,434	\$ 574,811	\$ 67,377	13.28%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (843,308)	\$ (886,764)	\$ (507,434)	\$ (574,811)	\$ (67,377)	13.28%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (843,308)	\$ (886,764)	\$ (507,434)	\$ (574,811)	\$ (67,377)	13.28%
 FULL TIME EQUIVALENTS	 3.4	 3.0	 3.0	 3.8		

**2018 CROW WING COUNTY
BUDGET**

WELLNESS PROGRAM - COMMITTED

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
INTERGOVERNMENTAL	\$ 4,946	\$ 1,815	\$ 5,500	\$ 5,500	\$ -	0.00%
MISCELLANEOUS	1,036	1,031	-	-	-	-
TOTAL REVENUES	\$ 5,982	\$ 2,846	\$ 5,500	\$ 5,500	\$ -	0.00%
<u>EXPENDITURES:</u>						
SUPPLIES & MATERIALS	\$ 5,338	\$ 5,105	\$ 5,500	\$ 5,500	\$ -	0.00%
TOTAL EXPENDITURES	\$ 5,338	\$ 5,105	\$ 5,500	\$ 5,500	\$ -	0.00%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 644	\$ (2,259)	\$ -	\$ -	\$ -	-
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 644	\$ (2,259)	\$ -	\$ -	\$ -	-

**CROW WING COUNTY
2018 BUDGET NARRATIVE**

DEPARTMENT NAME: FACILITIES

DEPARTMENT DESCRIPTION: Facilities Operation and Maintenance

GOALS AND OBJECTIVES OBTAINED IN 2017:

- Continued to install high efficient lighting throughout campus.
- Continue expansion of backup power and reliability of our backup electrical systems.
- Upgrade the Historic Courthouse and Land Services HVAC control systems.
- LEC Phase 1 - Remodeling project.

GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

- LEC Phase 2 – Remodel Project design, bid and construction.
- Expand further upon backup power of the facilities on the CWC campus.
- Design and install upgraded HVAC controls in the Jail.
- Expand upon the use of the departments CMMS to improve operational efficiency.

**2018 CROW WING COUNTY
BUDGET**

FACILITIES

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	0.00%
MISCELLANEOUS	627,162	604,804	594,588	624,240	29,652	4.99%
TOTAL REVENUES	\$ 687,162	\$ 664,804	\$ 654,588	\$ 684,240	\$ 29,652	4.53%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 525,834	\$ 551,130	\$ 536,235	\$ 593,921	\$ 57,686	10.76%
SERVICES & CHARGES	1,014,898	1,031,369	1,170,280	1,177,152	6,872	0.59%
SUPPLIES & MATERIALS	347,579	313,325	481,278	455,500	(25,778)	-5.36%
CAPITAL OUTLAY	-	14,442	-	-	-	-
TOTAL EXPENDITURES	\$ 1,888,311	\$ 1,910,266	\$ 2,187,793	\$ 2,226,573	\$ 38,780	1.77%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (1,201,149)	\$ (1,245,462)	\$ (1,533,205)	\$ (1,542,333)	\$ (9,128)	0.60%
TOTAL OTHER FINANCING SOURCES (USES)	-	13,440	-	-	-	-
NET CHANGE	\$ (1,201,149)	\$ (1,232,022)	\$ (1,533,205)	\$ (1,542,333)	\$ (9,128)	0.60%
 FULL TIME EQUIVALENTS	 7.4	 6.6	 7.0	 7.8		

**2018 CROW WING COUNTY
BUDGET**

FACILITIES - COMMITTED

	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2018 BUDGET</u>	<u>2017 / 2018 DOLLAR INC/(DEC)</u>	<u>2017 / 2018 % INC/(DEC)</u>
<u>REVENUES:</u>						
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	-
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ -	\$ 10,718	\$ 14,252	\$ 10,505	\$ (3,747)	-26.29%
SUPPLIES & MATERIALS	-	9,453	75,691	-	(75,691)	-100.00%
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 20,171</u>	<u>\$ 89,943</u>	<u>\$ 10,505</u>	<u>\$ (79,438)</u>	<u>-88.32%</u>
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	<u>\$ -</u>	<u>\$ (20,171)</u>	<u>\$ (89,943)</u>	<u>\$ (10,505)</u>	<u>\$ 79,438</u>	<u>-88.32%</u>
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	<u><u>\$ -</u></u>	<u><u>\$ (20,171)</u></u>	<u><u>\$ (89,943)</u></u>	<u><u>\$ (10,505)</u></u>	<u><u>\$ 79,438</u></u>	<u><u>-88.32%</u></u>

CROW WING COUNTY 2018 BUDGET NARRATIVE



DEPARTMENT NAME: University of Minnesota Extension | Crow Wing County

DEPARTMENT DESCRIPTION: The Crow Wing County Extension Office serves as an “**extension**” of the **University of Minnesota** (U of M), helping **connect community needs and University resources** to address critical issues facing the county and its residents. The County Extension Office is funded by the county and leverages U of M Extension Regional and Campus resources that are funded through state and federal funds. Locally administered Extension programs in Crow Wing County include the 4-H Youth Development program and the SNAP-Ed Health & Nutrition Program, as well as a volunteer-driven and led chapters of the U of M state Master Gardener and Master Naturalist programs.

CROW WING COUNTY 4-H. The County Extension Office staffs a 4-H Program Coordinator who works as an advisor to the various local 4-H programs, clubs and volunteers to offer leadership and support to help bring excellent learning experiences to the youth in Crow Wing County 4-H. The 4-H Youth Development program seeks to engage youth in quality learning opportunities that enable them to shape and reach their full potential as active citizens in a global community. Crow Wing County 4-H operates due to unpaid, screened volunteers from the area who lead the 10+ clubs, as well as numerous projects and activities taking place across the county.

HEALTH & NUTRITION. Through the support of Federal funding, the County Extension Office staffs a SNAP-Ed Health & Nutrition Educator who works in the community delivering programs focused on promoting health and reducing disparities. Through in-person cooking classes, partnerships with local agencies and food shelves, and various other educational opportunities,

CROW WING COUNTY EXTENSION PROGRAMS AND RESOURCES



4-H Youth Development
Preparing Youth to Lead & Succeed



Health & Nutrition
Making the healthy choice the easy choice



Customer Service & Program Support
Connecting Community Needs and University Resources



Volunteer Opportunities
Master Naturalists, Master Gardeners, and First Detectors

the Health & Nutrition Program is able to take steps towards improving food literacy, increasing physical activity, and expanding access to healthy foods for area residents.

CUSTOMER SERVICE & PROGRAM SUPPORT. In addition to administering local programs, the County Extension Office also serves as the “front door” to the University of Minnesota, providing residents with access to services and research-based knowledge on a wide range of topics. The County Extension Office staffs a part-time administrative assistant who helps serve as the point of contact for resources including insect identification, soil testing, pesticide safety training, pressure canner testing, and environmental education/resources. Many Crow Wing County residents also participate in state or regional Extension educational offerings such as the U-Lead Advisory Leadership Academy, the Master Naturalist program, the Master Gardener program, and My Minnesota Woods series of educational offerings, among others.

MEANINGFUL VOLUNTEER OPPORTUNITIES LOCALLY. The U of M Extension offers volunteer programs that create a role for citizen-scientists to volunteer in a meaningful way. Ordinary people make significant contributions toward improving and protecting our natural environment. Master Naturalists are trained to be stewards of our natural environment and to teach these skills to others. Master Gardeners are neighbors who volunteer to teach University research-based horticulture information in local communities in order to strengthen their communities, support healthy choices and promote healthier plants for more livable communities. First Detectors are citizen scientists who are trained observers for aquatic invasive species in their communities.



GOALS AND OBJECTIVES OBTAINED IN **2017**:

In support of its overarching goal of providing educational opportunities to area residents, the Crow Wing County Extension Office achieved the following objectives in 2017:

4-H Youth Development Program Objectives

- Offered **two new summer youth programming opportunities** to engage youth in grades K-3. This included a summer day camp and a library series topic related to the rabbit project.
- Had a **100% rate of club representation** at the fall volunteer trainings, which deepens knowledge of strategies and methods for effectively working with youth in positive youth development situations.
- In an effort to support the club structure, which makes 4-H accessible and available in a place-based way, **quality assessments were conducted** with youth and adult leaders of area clubs. Multiple meetings were offered with these groups to provide learning opportunities on youth leadership, quality structure, and idea generation for deepening learning based on the club structure and existing framework.
- **Increased outreach efforts** to new audiences by regular appearances on the area radio stations, as well as strengthening relationships with the area newspaper, which has resulted in increased coverage of 4-H events and happenings. New partnerships with schools have resulted in more youth knowing about 4-H opportunities.
- **Emphasis on quality and effectiveness** of the county 4-H project development committees has resulted in an increased youth-led atmosphere and better functioning groups where new processes for decision-making have been strengthened.
- **An emphasis on youth in grades 6+** having opportunities for more leadership within the county 4-H Program has resulted in youth holding more leadership roles, planning for and speaking at events, providing 4-H communications with the media and leading events and learning opportunities for younger youth. For the first time in many years, Crow Wing County 4-H has a State 4-H Ambassador, which is the state youth leadership group who plans and conducts all the leadership opportunities across the state.

2017 GOALS AND OBJECTIVES (cont.)



2017 Health & Nutrition Program Objectives

- **Reached 220 direct low income community members** through 6-week educational workshops or in one-to-one educational opportunities to increase food literacy and cooking skills.
- Over the course of the year, **15 - 25 projects** focused directly or indirectly on Policy, Systems, and Environmental changes across the region. Continued work with Garfield Elementary School snack cart and active recess initiatives has led to a community walk-a-thon, which in turn helped them reach a goal and sustainability for these initiatives.
- Worked with local food shelves to develop a new “choice” model for distributing food, helping to increase access to healthy foods while reducing food waste. Succeeded in **transitioning 50% of Crow Wing County Food Shelves to “Client Choice”**.
- As an **active committee member of Crow Wing Energized**, gave technical support through Extension for various community projects such as community gardens, bike fleets, bike fixing stations, safe walking paths, seed libraries, “Rethink Your Drink” campaigns, healthy eating promotions for elderly, and tobacco reduction, to name a few.

2017 GOALS AND OBJECTIVES (cont.)



Meaningful Volunteer Opportunities Locally

Master Naturalists. Thirty-three residents of Crow Wing County have been trained as Master Naturalists and two have gone on to be trained as a teacher of other Master Naturalists. Over 3,700 annual volunteer hours were logged providing education and service in Crow Wing County. Master Naturalists supported conservation efforts across the county, including a partnership with Central Lakes College to aide in bird protection by removing chimney swift tower covers, repairing blue bird boxes, filling bird feeders, and checking boxes for nesting activities.

Master Gardeners. Crow Wing County has 41 active Master Gardeners, down from 83 in 2015. In 2017 they reinstated the “Ready, Set, Grow” Garden Expo that reaches hundreds of people, providing them with horticulture skills, principles and practices. Other outreach efforts included educational workshops at community sites including the Brainerd Public Library and the Northland Arboretum, and an "Ask a Master Gardener" booth at the Crow Wing County Fair and column in the Brainerd Dispatch.

AIS Detectors. Eight Crow Wing County residents became trained aquatic invasive species (AIS) observers in the first class of the AIS Detectors. These volunteers will monitor their Crow Wing County lakes and streams for aquatic invasive species and report any findings to the U of M and the Minnesota DNR.



GOALS AND OBJECTIVES TO ACHIEVE IN **2018**

The Crow Wing County Extension office seeks to meet its continued goal of providing education opportunities and outreach to area residents through achieving the following goals and objectives:



4-H Youth Development Program Objectives

- In partnership with elementary and middle schools in the county, **initiate after-school opportunities** for youth to explore science, technology, engineering and math subjects in out-of-school, non-formal learning time.
- **Increase availability and effectiveness of volunteer recruitment and training** knowing that volunteers are the key to the 4-H success model.
- **Emphasis on youth in grades 6+** to have increased youth leadership opportunities for planning and mentoring with younger youth.



Health & Nutrition Program Objectives

- **Increase reach** of low income community members in workshops and classes to promote health eating and living.
- **Create new partnerships** with fellow agencies to maximize our efforts in the community.
- Focus on new or more **Policy, Systems and Environmental** change projects, working with interested community leaders, organizations, schools and committees to make systemic change happen.
- Pilot **Train the Trainer sessions** to prepare home health workers, Headstart case workers, or others whose job it is to visit people at their homes. Curriculum will include just-in-time health, food literacy and recipe education.

**2018 CROW WING COUNTY
BUDGET
EXTENSION**

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	-
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 17,717	\$ -	\$ 23,764	\$ 24,425	\$ 661	2.78%
SERVICES & CHARGES	140,083	76,008	77,942	77,942	-	0.00%
SUPPLIES & MATERIALS	4,381	2,750	5,542	4,200	(1,342)	-24.22%
TOTAL EXPENDITURES	\$ 162,181	\$ 78,758	\$ 107,248	\$ 106,567	\$ (681)	-0.63%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (162,181)	\$ (78,758)	\$ (107,248)	\$ (106,567)	\$ 681	-0.63%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (162,181)	\$ (78,758)	\$ (107,248)	\$ (106,567)	\$ 681	-0.63%
 FULL TIME EQUIVALENTS	 0.3	 0.0	 0.6	 0.6		

**2018 CROW WING COUNTY
BUDGET**

SMALL CITIES DEVELOPMENT PROGRAM

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
INVESTMENTS	\$ 5,310	\$ 4,686	\$ 4,259	\$ 3,649	\$ (610)	-14.32%
MISCELLANEOUS	13,882	13,990	14,414	14,252	(162)	-1.12%
TOTAL REVENUES	\$ 19,192	\$ 18,676	\$ 18,673	\$ 17,901	\$ (772)	-4.13%
<u>EXPENDITURES:</u>						
CAPITAL OUTLAY	\$ 17,053	\$ 72,562	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ 17,053	\$ 72,562	\$ -	\$ -	\$ -	-
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 2,139	\$ (53,886)	\$ 18,673	\$ 17,901	\$ (772)	-4.13%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 2,139	\$ (53,886)	\$ 18,673	\$ 17,901	\$ (772)	-4.13%

**2018 CROW WING COUNTY
BUDGET**

PUBLIC SAFETY SERVICES - COMBINED

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
LICENSES AND PERMITS	\$ 62,265	\$ 99,040	\$ 38,675	\$ 61,575	\$ 22,900	59.21%
INTERGOVERNMENTAL	733,271	799,054	780,574	664,599	(115,975)	-14.86%
CHARGES FOR SERVICES	1,737,891	2,498,190	3,110,568	3,146,180	35,612	1.14%
GIFTS AND CONTRIBUTIONS	38,223	19,583	-	-	-	-
INVESTMENTS	4,357	4,506	4,000	4,000	-	0.00%
MISCELLANEOUS	322,885	331,811	262,814	285,550	22,736	8.65%
TOTAL REVENUES	\$ 2,898,892	\$ 3,752,184	\$ 4,196,631	\$ 4,161,904	\$ (34,727)	-0.83%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 9,911,128	\$ 10,532,250	\$ 10,977,524	\$ 11,342,349	\$ 364,825	3.32%
SERVICES & CHARGES	1,741,046	2,146,429	2,211,280	2,202,208	(9,072)	-0.41%
SUPPLIES & MATERIALS	569,287	809,183	963,454	720,346	(243,108)	-25.23%
CAPITAL OUTLAY	514,133	105,519	576,400	92,000	(484,400)	-84.04%
TOTAL EXPENDITURES	\$ 12,735,594	\$ 13,593,381	\$ 14,728,658	\$ 14,356,903	\$ (371,755)	-2.52%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (9,836,702)	\$ (9,841,197)	\$ (10,532,027)	\$ (10,194,999)	\$ 337,028	-3.20%
TOTAL OTHER FINANCING SOURCES (USES)	79,969	79,025	29,078	-	(29,078)	-100.00%
NET CHANGE	\$ (9,756,733)	\$ (9,762,172)	\$ (10,502,949)	\$ (10,194,999)	\$ 307,950	-2.93%
 FULL TIME EQUIVALENTS (Includes Dispatch)	 127.5	 134.2	 130.3	 132.7		

CROW WING COUNTY 2018 BUDGET NARRATIVE

DEPARTMENT NAME: Sheriff's Office

DEPARTMENT DESCRIPTION:

The Sheriff's Office is run by the Sheriff who is an elected official responsible directly to the people of Crow Wing County. State statutes define the Sheriff's responsibilities and outline the basic expectations of the office. Constituents further define the Sheriff's role by bringing forth the needs of their communities and their desire for service. The divisions of the Sheriff's Office include Patrol, Investigations, E-911 Dispatch, Boat and Water, Jail, Emergency Management and Support. Some divisions contain special units that serve a specific purpose such as Civil Process, Records, Transports and Court Security. The Sheriff's Office is also host to the Lakes Area Drug Investigative Division (LADID) which is a multi-jurisdictional task force that is focused on addressing drug related crime in our communities. In addition to all that, we have a number of specialized teams such as the Bomb Squad, Dive Team, Tactical Team, and the Mounted Patrol. Like LADID, our specialized teams may have members that are from multiple jurisdictions and/or different disciplines. Both the Dive Team and Mounted Patrol are volunteer based. Volunteers also are used in our Chaplaincy and TRIAD programs.

The Crow Wing County Sheriff's Office Jail Division operates a 286 bed direct supervision jail facility opened in 2007 that houses pre-trial and sentenced males and females for up to one year. The facility is currently operating at an approved capacity of 226 inmates with an average daily population of 135 and an average length of stay of 14 days. The jail also holds juveniles for up to 24 hours.

The Sheriff and the Sheriff's staff work to accomplish the following:

- Serve and protect the public 24 hours a day, 7 days a week, 365 days a year.
- Provide emergency service upon request within the county.
- Provide central dispatching of emergency service units within the county.

- Provide for emergency management of citizen notification of imminent danger from events such as storms, nuclear disasters, chemical spills, fire or flooding.
- Warn and direct evacuations in the event of immediate danger to the public.
- Enforce laws enacted for the protection of persons and property.
- Apprehend and confine individuals who violate the laws of our society.
- Maintain the County Jail in a humane and secure manner in accordance with State law, judicial decrees and community standards.
- Provide for the confinement, safekeeping and rehabilitation of jail inmates.
- Patrol Crow Wing County waterways and enforce the law on the water.
- Investigate watercraft and water related incidents, including search and rescue.
- Enforce laws related to recreational vehicles such as snowmobiles and ATVs
- Investigate all non-natural deaths in conjunction with the Coroner.
- Investigate child and domestic abuse cases.
- Investigate internet crimes against children and vulnerable adults.
- Assist agencies on a local, state and federal level pertaining to joint investigations.
- Maintain records related to criminal enforcement.
- Maintain warrant records for those persons wanted in Crow Wing County.
- Transport persons apprehended in other jurisdictions back to Crow Wing County for confinement. Arrange for the extradition of persons arrested in other states.
- Transport convicted prisoners to state institutions.
- Transport juveniles to and from secure facilities within the state.
- Transport, mentally ill, mentally incompetent and civilly committed persons to hospitals and state institutions.
- Conduct all background checks and liquor licenses submitted within Crow Wing County.
- Maintain equipment and vehicles necessary to provide such services.
- Serve civil and criminal processes and handle matters such as wage levies and mortgage foreclosure sales.
- Provide courtroom security.
- Monitor the registration of predatory offenders residing in our county. Perform mandated predatory offender checks to insure registration compliance. Conduct POR Community Notification meetings as required.
- Meet state and federal mandates regarding reporting of crimes and other governmental statistics.
- Meet training mandates to stay current on law changes and to maintain law enforcement licenses.

GOALS AND OBJECTIVES OBTAINED IN 2017:

Staffing:

Changes made to our organizational structure went into effect January 1, 2017. The new structure reinstated the Captain position which was lost at the end of 2010. The Captain's position is responsible for maintaining an overall understanding of operational objectives across multiple divisions. Having the position back in our structure strengthens our chain of command and in turn our ability to provide an effective response when needed.

The new position in Investigations was filled during the first quarter of 2017 with a seasoned investigator who had current experience in computer forensics. Having that level of expertise in-house has proven to be an invaluable resource to other investigators and especially to the LADID team. Beyond the daily work, this position enabled us to expand to the proactive work of identifying online child predators. As a result, several arrests of people soliciting juveniles for illicit activities were made in 2017.

Overall, our office recruited and hired 16 new staff members in the first 10 months of 2017. We anticipate at least one additional new hire to be in place prior to year-end. Our seasonal Boat and Water team accounted for 5 of those hires. The rest, spanning across every division, were the result of retirements, resignations or terminations. Early in the year, administration and staff participated in a continuous improvement (CI) project focused on the on-boarding process for new hires. The project spanned several months and resulted in a new process that was documented and put in place just prior to the seasonal hiring in May. The new process served us well during the second half of 2017.

Safety in the Field:

The enhanced body armor for all licensed staff was purchased and deployed as planned. We view this equipment as an essential aspect of officer safety in the field.

Training:

In addition to the training of new staff, multiple staff have trained in areas of data practices, leadership, continuous improvements, civil process, active shooter response and investigative techniques just to name a few. Training continues to be a high priority for this administration and staff are encouraged to expand themselves beyond the on-going training that is mandated each year.

Facilities:

Phase 1 of the LEC remodel began in the first quarter of 2017. Demolition work in the existing jail made room for a new Dispatch (aka 911 Communications Center) on the lower level. Natural lighting, increased workstations, a communication wall, an adjoining server room and adjacent office space are just some of the improvements that were made. Relocating an active dispatch center required significant coordination. The move began in mid-October. By the middle of November, staff were adjusting to their new environment and equipment.

Demotion of the old dispatch center and front desk began immediately after dispatch was relocated. To accommodate the work, staff have been temporarily displaced and can be found riddled throughout our building. Temporary workstations have been erected to allow them to facilitate business as much as possible during this time.

Once complete, the entire south side of the LEC's main floor will be remodeled. To include an expanded squad room with seating for all deputies and improvements to the space utilized by our support teams. This final portion of Phase 1 which was scheduled to be completed by November 15th was delayed. The completion of this phase is not scheduled to end in February 2018.

Radio Interoperability/PSAP:

Equipment upgrades to the NexGen911 servers were reviewed during the transition to our new dispatch. Independent Emergency Services (IES) has been contracted to serve as our sole provider of the servers needed to support us. This move has helped to streamline operations.

Detention:

The jail has maintained its average daily population of 175 since 2014. Employee turnover has slowed this year considerably from the previous year. The jail is currently beginning an upgrade project to improve the cells by replacing a shelving unit, putting a step in for the bunks and a safety rail for the top bunks as well. Along with these upgrades there will be maintenance performed to fix caulking, paint and other needed repairs. We continue our partnership with the State of Minnesota for DOC Offenders through June of 2016 and Cass County through 2027. Other improvements and repairs are being researched as the building ages with the 24/7 nature of jail operations.

Bomb Squad:

As a state resource, our bomb squad trained and prepared to be deployed to Minneapolis for Super Bowl LII.

GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

The Crow Wing County Sheriff's Office is committed to operating within the parameters outlined in our 2018 budget request. Doing so will require diligent attention to expenses, continual striving for increased efficiencies, and remaining alert for opportunities to enhance our non-levy revenue streams. It should be noted that law enforcement in general is not a money making revenue stream for our county and cannot be expected to provide any significant contribution to the county's overall revenue.

Staffing:

Our request for 2018 included the addition of two new positions – Investigator and Deputy. Both positions were identified in previous budget analysis as needed to sustain viability in each of their respective areas. The addition of an Investigator will allow us to strengthen our drug enforcement team. Like the forensic position, we believe having additional staff focused on the drug problem within our communities will pay dividends within the first year. The addition of another Deputy will help us to reassign a veteran officer to work Boat and Water. With our Boat and Water Sgt. this staff member will be available to train each year's seasonal team. Seasonal staff are responsible for keeping our lakes safe and training is crucial to their success. Having the additional position also gives us more options when filling shifts (long and short term) that are open due to unexpected absences related to injury, family emergencies and/or illness.

Training:

The law enforcement landscape is continually changing. Advancements in technology, changes in statutes, public needs and crime patterns are just a few of the factors that we must stay on top of if we are to be effective in our work. Therefore, quality training will continue to be a high priority for our office. Requests for out of state training and conference attendance will be strictly monitored in all divisions.

Facilities:

In 2018, the second phase of the four-phase project will begin. The second phase will start with more demolition work in the old jail. The area that they clear will be repurposed to include – Investigations, Emergency Operations Center, Fitness/Training room and Armory. We anticipate the process will provide its challenges but that the final result will be as rewarding as the new 911 Center has proven to be.

Detention:

With the reduction of the Cass County housing agreement, the CWC Jail will be challenged to make all of the revenue as in past years. Other county housing will play a huge role in meeting the revenue goals set in the budgeting process for 2018. We will have both PREA and DOC inspections in 2018 and hope to maintain the record of compliance we have had since 2010. Stabilizing the staff level is the first major goal for 2018 and recruiting quality staff will remain the goal.

Bomb Squad:

Our Bomb Squad team members will be part of a unified state response to Super Bowl LII in early February.

**2018 CROW WING COUNTY
BUDGET**

INVESTIGATIONS

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
INTERGOVERNMENTAL	\$ 90,734	\$ 38,082	\$ 18,000	\$ -	\$ (18,000)	-100.00%
CHARGES FOR SERVICES	1,025	2,425	-	-	-	-
MISCELLANEOUS	3,944	8,208	8,100	8,100	\$ -	0.00%
TOTAL REVENUES	\$ 95,703	\$ 48,715	\$ 26,100	\$ 8,100	\$ (18,000)	-68.97%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 735,044	\$ 765,175	\$ 873,608	\$ 982,077	\$ 108,469	12.42%
SERVICES & CHARGES	237,688	230,570	213,461	212,666	(795)	-0.37%
SUPPLIES & MATERIALS	26,845	57,829	79,763	82,401	2,638	3.31%
TOTAL EXPENDITURES	\$ 999,577	\$ 1,053,574	\$ 1,166,832	\$ 1,277,144	\$ 110,312	9.45%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (903,874)	\$ (1,004,859)	\$ (1,140,732)	\$ (1,269,044)	\$ (128,312)	11.25%
TOTAL OTHER FINANCING SOURCES (USES)	4,402	1,309	-	-	-	-
NET CHANGE	\$ (899,472)	\$ (1,003,550)	\$ (1,140,732)	\$ (1,269,044)	\$ (128,312)	11.25%
 FULL TIME EQUIVALENTS	 7.4	 7.5	 8.0	 9.0		

**2018 CROW WING COUNTY
BUDGET**

JAIL

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
CHARGES FOR SERVICES	\$ 1,474,779	\$ 2,223,216	\$ 2,834,168	\$ 2,866,580	\$ 32,412	1.14%
GIFTS AND CONTRIBUTIONS	850	900	-	-	-	-
MISCELLANEOUS	204,418	212,035	198,000	225,000	27,000	13.64%
TOTAL REVENUES	\$ 1,680,047	\$ 2,436,151	\$ 3,032,168	\$ 3,091,580	\$ 59,412	1.96%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 4,239,128	\$ 4,607,332	\$ 4,806,778	\$ 4,879,493	\$ 72,715	1.51%
SERVICES & CHARGES	967,678	1,281,036	1,255,301	1,237,965	(17,336)	-1.38%
SUPPLIES & MATERIALS	234,009	285,874	304,135	303,648	(487)	-0.16%
TOTAL EXPENDITURES	\$ 5,440,815	\$ 6,174,242	\$ 6,366,214	\$ 6,421,106	\$ 54,892	0.86%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (3,760,768)	\$ (3,738,091)	\$ (3,334,046)	\$ (3,329,526)	\$ 4,520	-0.14%
TOTAL OTHER FINANCING SOURCES (USES)	29,605	30,133	29,078	-	(29,078)	-100.00%
NET CHANGE	\$ (3,731,163)	\$ (3,707,958)	\$ (3,304,968)	\$ (3,329,526)	\$ (24,558)	0.74%
 FULL TIME EQUIVALENTS	 59.0	 63.7	 63.0	 63.0		

**2018 CROW WING COUNTY
BUDGET**

OPERATIONS

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
INTERGOVERNMENTAL	\$ 137,030	\$ 161,938	\$ 235,700	\$ 127,125	\$ (108,575)	-46.06%
CHARGES FOR SERVICES	26,924	30,800	25,000	25,000	-	0.00%
MISCELLANEOUS	19,056	20,731	16,243	21,000	4,757	29.29%
TOTAL REVENUES	\$ 183,010	\$ 213,469	\$ 276,943	\$ 173,125	\$ (103,818)	-37.49%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 100,660	\$ 100,430	\$ 101,364	\$ 105,799	\$ 4,435	4.38%
SERVICES & CHARGES	127,275	109,638	103,204	118,926	15,722	15.23%
SUPPLIES & MATERIALS	25,565	26,521	114,316	81,708	(32,608)	-28.52%
CAPITAL OUTLAY	67,592	67,770	91,400	36,000	(55,400)	-60.61%
TOTAL EXPENDITURES	\$ 321,092	\$ 304,359	\$ 410,284	\$ 342,433	\$ (67,851)	-16.54%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (138,082)	\$ (90,890)	\$ (133,341)	\$ (169,308)	\$ (35,967)	26.97%
TOTAL OTHER FINANCING SOURCES (USES)	2,170	-	-	-	-	-
NET CHANGE	\$ (135,912)	\$ (90,890)	\$ (133,341)	\$ (169,308)	\$ (35,967)	26.97%
 FULL TIME EQUIVALENTS	 1.0	 1.0	 1.0	 1.0		

**2018 CROW WING COUNTY
BUDGET
PATROL**

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
INTERGOVERNMENTAL	\$ 333,324	\$ 104,399	\$ 80,550	\$ 80,650	\$ 100	0.12%
CHARGES FOR SERVICES	21,186	13,034	16,700	17,600	900	5.39%
MISCELLANEOUS	46,122	22,086	40,471	31,450	(9,021)	-22.29%
TOTAL REVENUES	\$ 400,632	\$ 139,519	\$ 137,721	\$ 129,700	\$ (8,021)	-5.82%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 3,868,403	\$ 4,011,560	\$ 3,942,698	\$ 4,052,216	\$ 109,518	2.78%
SERVICES & CHARGES	252,150	258,235	262,048	246,124	(15,924)	-6.08%
SUPPLIES & MATERIALS	210,299	293,281	396,851	192,618	(204,233)	-51.46%
CAPITAL OUTLAY	24,548	11,269	-	-	-	-
TOTAL EXPENDITURES	\$ 4,355,400	\$ 4,574,345	\$ 4,601,597	\$ 4,490,958	\$ (110,639)	-2.40%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (3,954,768)	\$ (4,434,826)	\$ (4,463,876)	\$ (4,361,258)	\$ 102,618	-2.30%
TOTAL OTHER FINANCING SOURCES (USES)	43,792	47,583	-	-	-	-
NET CHANGE	\$ (3,910,976)	\$ (4,387,243)	\$ (4,463,876)	\$ (4,361,258)	\$ 102,618	-2.30%
 FULL TIME EQUIVALENTS	 47.9	 48.5	 45.3	 46.7		

**2018 CROW WING COUNTY
BUDGET
SUPPORT**

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
LICENSES AND PERMITS	\$ 59,465	\$ 96,090	\$ 38,675	\$ 61,575	\$ 22,900	59.21%
INTERGOVERNMENTAL	23,357	310,809	297,500	308,000	10,500	3.53%
CHARGES FOR SERVICES	213,977	228,715	234,700	237,000	2,300	0.98%
GIFTS AND CONTRIBUTIONS	100	2,000	-	-	-	-
MISCELLANEOUS	9,672	5,143	-	-	-	-
TOTAL REVENUES	\$ 306,571	\$ 642,757	\$ 570,875	\$ 606,575	\$ 35,700	6.25%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 965,865	\$ 1,043,306	\$ 1,253,076	\$ 1,322,764	\$ 69,688	5.56%
SERVICES & CHARGES	76,154	176,428	294,913	304,174	9,261	3.14%
SUPPLIES & MATERIALS	31,336	85,751	63,389	54,971	(8,418)	-13.28%
TOTAL EXPENDITURES	\$ 1,073,355	\$ 1,305,485	\$ 1,611,378	\$ 1,681,909	\$ 70,531	4.38%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (766,784)	\$ (662,728)	\$ (1,040,503)	\$ (1,075,334)	\$ (34,831)	3.35%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (766,784)	\$ (662,728)	\$ (1,040,503)	\$ (1,075,334)	\$ (34,831)	3.35%
 FULL TIME EQUIVALENTS	 12.2	 13.5	 13.0	 13.0		

**2018 CROW WING COUNTY
BUDGET**

ENHANCED 911 - RESTRICTED

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
INTERGOVERNMENTAL	\$ 148,826	\$ 183,826	\$ 148,824	\$ 148,824	\$ -	0.00%
INVESTMENTS	4,357	4,506	4,000	4,000	-	0.00%
TOTAL REVENUES	\$ 153,183	\$ 188,332	\$ 152,824	\$ 152,824	\$ -	0.00%
<u>EXPENDITURES:</u>						
SERVICES & CHARGES	\$ 58,152	\$ 69,067	\$ 82,353	\$ 82,353	\$ -	0.00%
SUPPLIES & MATERIALS	12,378	25,984	5,000	5,000	-	0.00%
CAPITAL OUTLAY	421,993	20,780	485,000	56,000	(429,000)	-88.45%
TOTAL EXPENDITURES	\$ 492,523	\$ 115,831	\$ 572,353	\$ 143,353	\$ (429,000)	-74.95%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (339,340)	\$ 72,501	\$ (419,529)	\$ 9,471	\$ 429,000	-102.26%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (339,340)	\$ 72,501	\$ (419,529)	\$ 9,471	\$ 429,000	-102.26%

**2018 CROW WING COUNTY
BUDGET**

LAND SERVICES - COMBINED

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 85,091	\$ 200,465	\$ 80,000	\$ 75,000	\$ (5,000)	-6.25%
SPECIAL ASSESSMENTS	594,357	595,190	590,000	595,000	5,000	0.85%
LICENSES AND PERMITS	1,150,634	889,516	1,019,995	1,011,150	(8,845)	-0.87%
INTERGOVERNMENTAL	952,201	930,853	833,921	830,531	(3,390)	-0.41%
CHARGES FOR SERVICES	2,620,498	3,393,231	3,189,244	3,286,500	97,256	3.05%
INVESTMENTS	184,947	233,847	187,918	220,000	32,082	17.07%
MISCELLANEOUS	903,737	915,807	454,350	588,850	134,500	29.60%
TOTAL REVENUES	\$ 6,491,465	\$ 7,158,909	\$ 6,355,428	\$ 6,607,031	\$ 251,603	3.96%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 2,809,843	\$ 3,720,292	\$ 4,018,023	\$ 4,072,435	\$ 54,412	1.35%
SERVICES & CHARGES	2,128,795	2,453,218	2,429,010	2,433,102	4,092	0.17%
SUPPLIES & MATERIALS	164,339	270,682	274,853	314,550	39,697	14.44%
CAPITAL OUTLAY	302,453	563,801	976,229	2,432,039	1,455,810	149.13%
OTHER EXPENDITURES	760,197	1,362,372	1,103,249	687,200	(416,049)	-37.71%
TOTAL EXPENDITURES	\$ 6,165,627	\$ 8,370,365	\$ 8,801,364	\$ 9,939,326	\$ 1,137,962	12.93%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 325,838	\$ (1,211,456)	\$ (2,445,936)	\$ (3,332,295)	\$ (886,359)	36.24%
TOTAL OTHER FINANCING SOURCES (USES)	(29,606)	(30,132)	(30,000)	(43,000)	(13,000)	43.33%
NET CHANGE	\$ 296,232	\$ (1,241,588)	\$ (2,475,936)	\$ (3,375,295)	\$ (899,359)	36.32%
 FULL TIME EQUIVALENTS	 52.8	 48.7	 49.3	 51.1		

CROW WING COUNTY 2018 BUDGET NARRATIVE

DEPARTMENT NAME: Land Services: Three Units: Assessing Services, Customer Services, Environmental Services

DEPARTMENT DESCRIPTION: *The Land Services Department is committed to providing excellent customer service to the customers that interact with the department. Three distinct units make up the department.*

Unit Description: Assessing Services: To provide a uniform, correct level of assessment of all property in Crow Wing County for property tax purposes. We must give customers excellent customer service to ensure they have a good understanding of the assessment process. The County has approximately 83,000 parcels. According to requirements established by MN Statutes, we are required to appraise all new construction every year and review all properties at least once every five years. Crow Wing County will continue to meet this standard.

GOALS AND OBJECTIVES COMPLETED IN 2017:

1. Excellent customer service.
2. Improved the data collection process when assessors are in the field.
3. Start CAMA conversion process moving from MCIS to Tyler Technologies.
4. Remain committed to a consistent quintile review to be the basis of our assessment practice

GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

- Deliver excellence to our customers.
- Complete CAMA conversion process moving from MCIS to Tyler Technologies.
- Stewards of the resources provided by the taxpayers.
- Meet budget targets for revenues and expenditures.

*Unit Description: **Customer Services:*** Responsible for processing thousands of transactions for customers, including, but not limited to Parcel Consolidation, Lot Splits, Tax Payments, Homestead Applications, Permits, Document Recording, Birth Certificates, Marriage Certificates, Death Certificates, Marriage Licenses, Notary Registration and Ordination Registration. Serves as the vital records registrar. This includes birth, death and marriage records, marriage licenses, notary and ministerial registrations. They are also responsible for providing protection and public notice by recording, indexing, maintaining and displaying records of legal documents that affect real estate or personal property. In addition, customer services serves as the Registrar of Titles and examines Torrens documents presented for recording to determine if they meet the legal requirements for transfer and maintenance/creation of certificates of title.

GOALS AND OBJECTIVES COMPLETED IN 2017:

1. Achieved goal of 40% on all documents recorded electronically.
2. Streamlined the document recording process to provide better customer service.
3. Achieved over 90% positive customer feedback rating.

GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

- Continue to promote electronic recording on all documents.
- Streamline processes to achieve greater work efficiencies and better customer service.
- Achieve a 95% positive customer feedback rating.
- Achieve goal of 50% on all documents recorded electronically.

Unit Description: **Environmental Services:** Responsible for addressing, land subdivisions, land use permits, shore land alteration permits, septic systems, solid waste management, storm water management, surveying and water planning. Environmental Services also provides planning and zoning administration to Crosslake. Forestry and Recreation area is responsible for managing 105,000 +/- acres of County administered natural resource lands employing professional natural resource management standards and techniques consistent with policies adopted by the County Board and State Law. The County has a fiduciary responsibility to the tax forfeited trust to maximize revenues from said lands to the benefit of local taxing districts while providing multiple opportunities for a diverse forest user and protecting the long-term sustainability of the forest resources. Sustainable forest management is about striking a balance between economic, social and environmental values in a manner that protects all of these values over time. Also responsible for the management of all tax forfeited properties, including those in urban areas, which require a staffing resources to prepare land sale lists and to resolve such issues as encroachments, garbage, noxious weed growth, abandoned structures and liability issues. Ongoing related task also include administering annual auction sale of tax forfeit parcels, and direct sales, purchases and land exchanges, which require multiple steps to comply with state statutes. The division administers six budget funds: Forfeited Tax Sale Fund, Grants, and Timber Development, Parks, Parks Reserve Fund, and Weed & Seed.

Solid Waste area is responsible for coordinating or monitoring planning and design efforts for systems or facilities in relationship with the County's integrated solid waste management program as outlined in the County's Solid Waste Management Plan or as directed by the County Board. Provides technical assistance to cities, townships, organizations, private business and County government in the implementation of the County's integrated solid waste management program which encompasses a broad range of elements; waste reduction, waste education, recycling, yard waste facility, County sanitary landfill, County construction & demolition landfill, closed county landfill, used tires, used electronics, used mattresses, appliances, used oil and lead acid battery program, household hazardous waste and product exchange facility, solid waste ordinance, and unauthorized solid waste disposal.

GOALS AND OBJECTIVES COMPLETED IN 2017:

1. Protecting our lakes, rivers and forests.
2. Maintained a zero levy budget for the Land Use Program
3. Started process to update the Water Plan.
4. Updated signage on County lands.
5. Coordinated the 2017 AIS plan
6. Updated the Land Ordinance
7. Maintained dual forest certification.
8. Met Annual Timber Harvest, inventory and regeneration goals.
9. Implemented the used electronics program.
10. Implemented the Maintenance Agreement for the old landfill (SW-111).

GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

- Protecting our lakes, rivers and forests.
- Update Land Use Ordinance - completion of entry into closed land program.
- Continue to work to complete the Pine River Watershed One Watershed One Plan which will serve as the required update to our water plan.
- Maintain forest certification to SFI standards only.
- Continue to improve upon the existing landfill programs – Leachate management.
- Coordinate the 2018 AIS Plan.
- Meet Annual Timber Harvest, inventory and regeneration goals.
- Continue to manage the participation in the existing problem material management program.
- Continue to work with issues as they arise with the MPCA/LOG/SWAA Coalition to minimize the impact to out integrated solid waste system.
- Receive permit modification for Cell 5 and 6.

**2018 CROW WING COUNTY
BUDGET**

ASSESSING SERVICES

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
CHARGES FOR SERVICES	\$ 17,409	\$ 18,462	\$ 20,000	\$ 20,000	\$ -	0.00%
MISCELLANEOUS	2,591	1,346	1,500	1,500	-	0.00%
TOTAL REVENUES	\$ 20,000	\$ 19,808	\$ 21,500	\$ 21,500	\$ -	0.00%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 1,069,039	\$ 1,284,704	\$ 1,376,192	\$ 1,340,604	\$ (35,588)	-2.59%
SERVICES & CHARGES	69,765	219,424	220,500	222,000	1,500	0.68%
SUPPLIES & MATERIALS	12,172	10,891	15,000	15,000	-	0.00%
TOTAL EXPENDITURES	\$ 1,150,976	\$ 1,515,019	\$ 1,611,692	\$ 1,577,604	\$ (34,088)	-2.12%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (1,130,976)	\$ (1,495,211)	\$ (1,590,192)	\$ (1,556,104)	\$ 34,088	-2.14%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (1,130,976)	\$ (1,495,211)	\$ (1,590,192)	\$ (1,556,104)	\$ 34,088	-2.14%
 FULL TIME EQUIVALENTS	 16.6	 17.2	 16.5	 16.5		

**2018 CROW WING COUNTY
BUDGET**

CUSTOMER SERVICES

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
LICENSES AND PERMITS	\$ -	\$ 11,250	\$ 11,000	\$ 11,000	\$ -	0.00%
CHARGES FOR SERVICES	-	480,283	478,000	473,000	(5,000)	-1.05%
MISCELLANEOUS	-	3,475	-	5,000	5,000	-
TOTAL REVENUES	\$ -	\$ 495,008	\$ 489,000	\$ 489,000	\$ -	0.00%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ -	\$ 885,248	\$ 1,082,008	\$ 983,411	\$ (98,597)	-9.11%
SERVICES & CHARGES	-	55,734	65,682	103,907	38,225	58.20%
SUPPLIES & MATERIALS	-	46,990	14,790	15,000	210	1.42%
TOTAL EXPENDITURES	\$ -	\$ 987,972	\$ 1,162,480	\$ 1,102,318	\$ (60,162)	-5.18%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ -	\$ (492,964)	\$ (673,480)	\$ (613,318)	\$ 60,162	-8.93%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ -	\$ (492,964)	\$ (673,480)	\$ (613,318)	\$ 60,162	-8.93%
 FULL TIME EQUIVALENTS	 14.5	 12.9	 13.8	 12.0		

**2018 CROW WING COUNTY
BUDGET**

ENVIRONMENTAL SERVICES

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
LICENSES AND PERMITS	\$ 402,545	\$ 406,494	\$ 416,845	\$ 408,000	\$ (8,845)	-2.12%
INTERGOVERNMENTAL	80,103	80,490	86,157	80,000	(6,157)	-7.15%
CHARGES FOR SERVICES	227,625	265,956	240,000	240,000	-	0.00%
MISCELLANEOUS	12,458	7,625	-	-	-	-
TOTAL REVENUES	\$ 722,731	\$ 760,565	\$ 743,002	\$ 728,000	\$ (15,002)	-2.02%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 652,466	\$ 555,200	\$ 547,531	\$ 512,684	\$ (34,847)	-6.36%
SERVICES & CHARGES	37,463	77,402	86,249	86,665	416	0.48%
SUPPLIES & MATERIALS	23,592	15,275	30,325	36,000	5,675	18.71%
TOTAL EXPENDITURES	\$ 713,521	\$ 647,877	\$ 664,105	\$ 635,349	\$ (28,756)	-4.33%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 9,210	\$ 112,688	\$ 78,897	\$ 92,651	\$ 13,754	17.43%
TOTAL OTHER FINANCING SOURCES (USES)			-	-	-	-
NET CHANGE	\$ 9,210	\$ 112,688	\$ 78,897	\$ 92,651	\$ 13,754	17.43%
 FULL TIME EQUIVALENTS	 10.1	 5.6	 4.7	 4.1		

**2018 CROW WING COUNTY
BUDGET**

AQUATIC INVASIVE SPECIES - RESTRICTED

	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2018 BUDGET</u>	<u>2017 / 2018 DOLLAR INC/(DEC)</u>	<u>2017 / 2018 % INC/(DEC)</u>
<u>REVENUES:</u>						
INTERGOVERNMENTAL	\$ 462,473	\$ 448,676	\$ 450,473	\$ 442,755	\$ (7,718)	-1.71%
TOTAL REVENUES	<u>\$ 462,473</u>	<u>\$ 448,676</u>	<u>\$ 450,473</u>	<u>\$ 442,755</u>	<u>\$ (7,718)</u>	<u>-1.71%</u>
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 48,338	\$ 27,173	\$ 35,617	\$ 79,042	\$ 43,425	121.92%
SERVICES & CHARGES	369,600	412,203	435,779	403,788	(31,991)	-7.34%
SUPPLIES & MATERIALS	34,663	6,579	13,188	14,500	1,312	9.95%
CAPITAL OUTLAY	23,842	(7,370)	-	-	-	-
TOTAL EXPENDITURES	<u>\$ 476,443</u>	<u>\$ 438,585</u>	<u>\$ 484,584</u>	<u>\$ 497,330</u>	<u>\$ 12,746</u>	<u>2.63%</u>
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	<u>\$ (13,970)</u>	<u>\$ 10,091</u>	<u>\$ (34,111)</u>	<u>\$ (54,575)</u>	<u>\$ (20,464)</u>	<u>59.99%</u>
TOTAL OTHER FINANCING SOURCES (USES)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET CHANGE	<u>\$ (13,970)</u>	<u>\$ 10,091</u>	<u>\$ (34,111)</u>	<u>\$ (54,575)</u>	<u>\$ (20,464)</u>	<u>59.99%</u>
 FULL TIME EQUIVALENTS	 0.9	 1.0	 1.0	 1.4		

**2018 CROW WING COUNTY
BUDGET**

RECREATION - RESTRICTED

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 85,091	\$ 200,465	\$ 80,000	\$ 75,000	\$ (5,000)	-6.25%
INTERGOVERNMENTAL	3,901	6,528	4,100	4,100	-	0.00%
MISCELLANEOUS	-	74	-	-	-	-
TOTAL REVENUES	\$ 88,992	\$ 207,067	\$ 84,100	\$ 79,100	\$ (5,000)	-5.95%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 74,231	\$ 75,815	\$ 106,772	\$ 72,742	\$ (34,030)	-31.87%
SERVICES & CHARGES	23,753	261,396	68,079	24,590	(43,489)	-63.88%
SUPPLIES & MATERIALS	3,454	8,021	15,700	45,400	29,700	189.17%
CAPITAL OUTLAY	30,892	229,253	80,000	-	(80,000)	-100.00%
TOTAL EXPENDITURES	\$ 132,330	\$ 574,485	\$ 270,551	\$ 142,732	\$ (127,819)	-47.24%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (43,338)	\$ (367,418)	\$ (186,451)	\$ (63,632)	\$ 122,819	-65.87%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (43,338)	\$ (367,418)	\$ (186,451)	\$ (63,632)	\$ 122,819	-65.87%
 FULL TIME EQUIVALENTS	 0.2	 0.9	 1.1	 0.8		

**2018 CROW WING COUNTY
BUDGET**

RESOURCE DEVELOPMENT

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
LICENSES AND PERMITS	\$ (694)	\$ -	\$ -	\$ -	\$ -	-
INTERGOVERNMENTAL	64,888	65,008	81,000	65,000	\$ (16,000)	-19.75%
TOTAL REVENUES	\$ 64,194	\$ 65,008	\$ 81,000	\$ 65,000	\$ (16,000)	-19.75%
<u>EXPENDITURES:</u>						
SERVICES & CHARGES	\$ 41,814	\$ 20,382	\$ 63,000	\$ 34,000	\$ (29,000)	-46.03%
CAPITAL OUTLAY	-	-	-	250,000	250,000	-
TOTAL EXPENDITURES	\$ 41,814	\$ 20,382	\$ 63,000	\$ 284,000	\$ 221,000	350.79%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 22,380	\$ 44,626	\$ 18,000	\$ (219,000)	\$ (237,000)	-1316.67%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 22,380	\$ 44,626	\$ 18,000	\$ (219,000)	\$ (237,000)	-1316.67%

**2018 CROW WING COUNTY
BUDGET
FOREST ACCESS ROADS**

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
INTERGOVERNMENTAL	\$ 15,712	\$ -	\$ 15,000	\$ 32,000	\$ 17,000	113.33%
TOTAL REVENUES	\$ 15,712	\$ -	\$ 15,000	\$ 32,000	\$ 17,000	113.33%
<u>EXPENDITURES:</u>						
SUPPLIES & MATERIALS	\$ 4,109	\$ 38,558	\$ 4,000	\$ 30,000	\$ 26,000	650.00%
TOTAL EXPENDITURES	\$ 4,109	\$ 38,558	\$ 4,000	\$ 30,000	\$ 26,000	650.00%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 11,603	\$ (38,558)	\$ 11,000	\$ 2,000	\$ (9,000)	-81.82%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 11,603	\$ (38,558)	\$ 11,000	\$ 2,000	\$ (9,000)	-81.82%

**2018 CROW WING COUNTY
BUDGET**

FORFEITED TAX SALE

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
LICENSES AND PERMITS	\$ 746,908	\$ 469,972	\$ 590,400	\$ 590,400	\$ -	0.00%
INTERGOVERNMENTAL	16,769	63,474	11,176	1,176	(10,000)	-89.48%
CHARGES FOR SERVICES	7,963	25	-	-	-	-
INVESTMENTS	89,778	81,590	75,000	75,000	-	0.00%
MISCELLANEOUS	832,535	834,553	386,900	503,900	117,000	30.24%
TOTAL REVENUES	\$ 1,693,953	\$ 1,449,614	\$ 1,063,476	\$ 1,170,476	\$ 107,000	10.06%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 490,804	\$ 445,639	\$ 445,517	\$ 563,878	\$ 118,361	26.57%
SERVICES & CHARGES	114,365	106,161	146,982	139,021	(7,961)	-5.42%
SUPPLIES & MATERIALS	23,124	24,608	68,200	52,200	(16,000)	-23.46%
CAPITAL OUTLAY	8,325	69,157	175,000	57,229	(117,771)	-67.30%
OTHER EXPENDITURES	425,454	1,002,326	766,079	400,000	(366,079)	-47.79%
TOTAL EXPENDITURES	\$ 1,062,072	\$ 1,647,891	\$ 1,601,778	\$ 1,212,328	\$ (389,450)	-24.31%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 631,881	\$ (198,277)	\$ (538,302)	\$ (41,852)	\$ 496,450	-92.23%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 631,881	\$ (198,277)	\$ (538,302)	\$ (41,852)	\$ 496,450	-92.23%
 FULL TIME EQUIVALENTS	 5.0	 4.7	 5.4	 7.5		

**2018 CROW WING COUNTY
BUDGET**

LAND BASED UNALLOCATED - RESTRICTED

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
CHARGES FOR SERVICES	\$ 204,193	\$ 208,989	\$ 193,600	\$ 210,000	\$ 16,400	8.47%
MISCELLANEOUS	127	-	10,000	10,000	-	0.00%
TOTAL REVENUES	\$ 204,320	\$ 208,989	\$ 203,600	\$ 220,000	\$ 16,400	8.06%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 54,681	\$ 47,880	\$ 47,835	\$ 26,113	\$ (21,722)	-45.41%
SERVICES & CHARGES	23,764	37,425	48,990	69,110	20,120	41.07%
TOTAL EXPENDITURES	\$ 78,445	\$ 85,305	\$ 96,825	\$ 95,223	\$ (1,602)	-1.65%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 125,875	\$ 123,684	\$ 106,775	\$ 124,777	\$ 18,002	16.86%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 125,875	\$ 123,684	\$ 106,775	\$ 124,777	\$ 18,002	16.86%
 FULL TIME EQUIVALENTS	 0.5	 0.0	 0.5	 0.3		

**2018 CROW WING COUNTY
BUDGET**

RECORDER'S TECHNOLOGY - RESTRICTED

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
CHARGES FOR SERVICES	\$ 185,630	\$ 189,990	\$ 176,000	\$ 176,000	\$ -	0.00%
TOTAL REVENUES	\$ 185,630	\$ 189,990	\$ 176,000	\$ 176,000	\$ -	0.00%
<u>EXPENDITURES:</u>						
SERVICES & CHARGES	\$ 528,505	\$ 119,410	\$ 101,700	\$ 96,700	\$ (5,000)	-4.92%
SUPPLIES & MATERIALS	1,020	8,537	11,100	-	(11,100)	-100.00%
CAPITAL OUTLAY	4,139	54,360	360,000	-	(360,000)	-100.00%
TOTAL EXPENDITURES	\$ 533,664	\$ 182,307	\$ 472,800	\$ 96,700	\$ (376,100)	-79.55%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (348,034)	\$ 7,683	\$ (296,800)	\$ 79,300	\$ 376,100	-126.72%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (348,034)	\$ 7,683	\$ (296,800)	\$ 79,300	\$ 376,100	-126.72%

**2018 CROW WING COUNTY
BUDGET**

ENVIRONMENTAL TRUST

	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2018 BUDGET</u>	<u>2017 / 2018 DOLLAR INC/(DEC)</u>	<u>2017 / 2018 % INC/(DEC)</u>
<u>REVENUES:</u>						
INVESTMENTS	\$ 21,433	\$ 70,545	\$ 29,812	\$ 43,000	\$ 13,188	44.24%
TOTAL REVENUES	\$ 21,433	\$ 70,545	\$ 29,812	\$ 43,000	\$ 13,188	44.24%
<u>EXPENDITURES:</u>						
CAPITAL OUTLAY	\$ 57,229	\$ 57,229	\$ 57,229	\$ -	\$ (57,229)	-100.00%
TOTAL EXPENDITURES	\$ 57,229	\$ 57,229	\$ 57,229	\$ -	\$ (57,229)	-100.00%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (35,796)	\$ 13,316	\$ (27,417)	\$ 43,000	\$ 70,417	-256.84%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	(43,000)	(43,000)	-
NET CHANGE	\$ (35,796)	\$ 13,316	\$ (27,417)	\$ -	\$ 27,417	-100.00%

**2018 CROW WING COUNTY
BUDGET**

SOLID WASTE (NON-LANDFILL)

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
SPECIAL ASSESSMENTS	\$ 594,357	\$ 595,190	\$ 590,000	\$ 595,000	\$ 5,000	0.85%
INTERGOVERNMENTAL	198,347	216,582	185,420	205,500	20,080	10.83%
CHARGES FOR SERVICES	320,231	343,527	341,644	342,500	856	0.25%
MISCELLANEOUS	56,026	68,734	55,950	68,450	12,500	22.34%
TOTAL REVENUES	\$ 1,168,961	\$ 1,224,033	\$ 1,173,014	\$ 1,211,450	\$ 38,436	3.28%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 301,657	\$ 277,621	\$ 255,490	\$ 353,410	\$ 353,410	138.33%
SERVICES & CHARGES	280,007	290,450	315,608	519,011	519,011	164.45%
SUPPLIES & MATERIALS	8,956	10,990	7,450	11,350	11,350	152.35%
CAPITAL OUTLAY	-	4,750	-	45,000	45,000	-
OTHER EXPENDITURES	334,743	360,046	337,170	287,200	287,200	85.18%
TOTAL EXPENDITURES	\$ 925,363	\$ 943,857	\$ 915,718	\$ 1,215,971	\$ 1,215,971	132.79%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 243,598	\$ 280,176	\$ 257,296	\$ (4,521)	\$ (261,817)	-101.76%
TOTAL OTHER FINANCING SOURCES (USES)	(29,606)	(30,132)	(30,000)	-	-	0.00%
NET CHANGE	\$ 213,992	\$ 250,044	\$ 227,296	\$ (4,521)	\$ (261,817)	-115.19%
 FULL TIME EQUIVALENTS	 1.0	 3.1	 3.1	 5.0		

**2018 CROW WING COUNTY
BUDGET
LANDFILL**

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
LICENSES AND PERMITS	\$ 1,875	\$ 1,800	\$ 1,750	\$ 1,750	\$ -	0.00%
INTERGOVERNMENTAL	595	595	595	-	(595)	-100.00%
CHARGES FOR SERVICES	1,657,447	1,885,999	1,740,000	1,825,000	85,000	4.89%
INVESTMENTS	73,736	81,712	83,106	102,000	18,894	22.73%
TOTAL REVENUES	\$ 1,733,653	\$ 1,970,106	\$ 1,825,451	\$ 1,928,750	\$ 103,299	5.66%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 118,627	\$ 121,012	\$ 121,061	\$ 140,551	\$ 19,490	16.10%
SERVICES & CHARGES	538,656	825,297	876,441	734,310	(142,131)	-16.22%
SUPPLIES & MATERIALS	53,249	100,233	95,100	95,100	-	0.00%
CAPITAL OUTLAY	178,026	156,422	304,000	2,079,810	1,775,810	584.15%
TOTAL EXPENDITURES	\$ 888,558	\$ 1,202,964	\$ 1,396,602	\$ 3,049,771	\$ 1,653,169	118.37%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 845,095	\$ 767,142	\$ 428,849	\$ (1,121,021)	\$ (1,549,870)	-361.40%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 845,095	\$ 767,142	\$ 428,849	\$ (1,121,021)	\$ (1,549,870)	-361.40%
 FULL TIME EQUIVALENTS	 2.0	 1.3	 1.3	 1.5		

**2018 CROW WING COUNTY
BUDGET**

HIGHWAY - COMBINED

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 3,636,004	\$ 7,043,824	\$ 6,171,222	\$ 6,970,552	\$ 799,330	12.95%
INTERGOVERNMENTAL	8,692,141	8,131,231	10,266,480	13,539,418	3,272,938	31.88%
CHARGES FOR SERVICES	516,043	780,450	443,200	382,600	(60,600)	-13.67%
MISCELLANEOUS	169,154	94,436	31,000	33,000	2,000	6.45%
TOTAL REVENUES	\$ 13,013,342	\$ 16,049,941	\$ 16,911,902	\$ 20,925,570	\$ 4,013,668	23.73%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 3,070,877	\$ 3,053,491	\$ 3,157,642	\$ 3,159,948	\$ 2,306	0.07%
SERVICES & CHARGES	10,463,015	9,556,551	15,159,422	15,637,282	477,860	3.15%
SUPPLIES & MATERIALS	1,134,289	1,254,306	1,573,790	1,602,778	28,988	1.84%
CAPITAL OUTLAY	1,220	1,225	7,500	-	(7,500)	-100.00%
DEBT SERVICE	111,080	111,886	110,983	113,130	2,147	1.93%
TOTAL EXPENDITURES	\$ 14,780,481	\$ 13,977,459	\$ 20,009,337	\$ 20,513,138	\$ 503,801	2.52%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (1,767,139)	\$ 2,072,482	\$ (3,097,435)	\$ 412,432	\$ 3,509,867	-113.32%
TOTAL OTHER FINANCING SOURCES (USES)	347	10,271	10,000	(694,787)	(704,787)	-7047.87%
NET CHANGE	\$ (1,766,792)	\$ 2,082,753	\$ (3,087,435)	\$ (282,355)	\$ 2,805,080	-90.85%
 FULL TIME EQUIVALENTS	 36.7	 36.9	 37.1	 37.2		

CROW WING COUNTY 2018 BUDGET NARRATIVE

DEPARTMENT NAME: Highway Department

DEPARTMENT DESCRIPTION:

The highway department is currently staffed at 36 employees that are responsible for the construction and maintenance of 625 miles of local secondary roads and 84 bridges. This includes engineering design, construction management, signing, snowplowing, patching potholes, smoothing surfaces, mowing roadsides, cleaning culverts, etc. It also includes the administration of all aspects of the local road system.

Within the County system of roads there are two different categories. There are about 380 miles of County State Aid Highways (CSAH) which are primarily supported by the “gas tax” or what is referred to as the Minnesota Highway Users Tax Distribution Fund made up primarily of gas tax and vehicle license or registration fees. There are also about 180 miles of County Roads (CR) which are supported entirely by local property taxes. In addition to CSAHs and CRs, the highway department is responsible for the maintenance of 64 miles of Town Roads in the Unorganized Territories which are supported by the First and Second Assessment District levy. The highway department is also responsible for maintenance and management of the entire county fleet of nearly 300 vehicles and other pieces of equipment.

The highway department budget has five main revenue sources. These include local property tax (Road and Bridge Levy), state aid (primarily gas tax and vehicle registration fees), federal aid (primarily federal gas tax), intergovernmental transfers (from other agencies and county departments), and Local Option Sales Tax (0.5% tax rate on sales within the County). The local levy has historically accounted for approximately 30% of the highway department’s annual revenue through 2015, but has dropped to an estimated 10% for 2018. The Local Option Sales Tax is expected to provide just over six million dollars in revenue, which is an estimated 24% of overall revenue, to help the Highway Department provide the level of service necessary for safe roadways.

GOALS AND OBJECTIVES OBTAINED IN 2017:

- CSAH 33 Reconstruction from CSAH 30 to TH 210
- CSAH 11 Resurfacing from CSAH 4 to CSAH 3
- CSAH 16 Resurfacing from Whitefish Dr. to CSAH 66
- CSAH 23 Resurfacing from Co. Line to TH 18
- CSAH 30 reclamation/rehabilitation from North Road to Wolf Road
- CSAH 25 Resurfacing from TH 18 to TH 210
- CSAH 36 Rehabilitation from CR 114 to TH 6
- CSAH 48 Rehabilitation from TH 210 to College Dr.
- CR 112 Resurfacing from TH 371 to CSAH 16
- CR 127 Resurfacing from CR 137 to CSAH 3
- CR 137 Resurfacing from CR 127 to CSAH 13
- CR 145 Reconstruction from CSAH 16 to proposed City frontage road
- County Wide annual pavement markings
- County wide preventative maintenance surface treatments
- Resurfacing FAD roads Gilbert Lake, Smith, Sandberg, Pine Circle, Blakeman, Jean and Paul
- Performed 141 miles of crack sealing
- Performed 42.5 miles of shouldering

GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

- CSAH 2 Resurfacing from CSAH 45 to TH 25
- CSAH 3 Resurfacing from Mill Ave. Bridge to Merrifield
- CSAH 17 Resurfacing from County line to TH 371
- CSAH 18 Resurfacing from Twin Leaf Circle to CSAH 4
- CSAH 21 Resurfacing from CSAH 2 to TH 371B
- CSAH 30 Rehabilitation from TH 210 to TH 6
- CR 111 Resurfacing from CSAH 10 to TH 210
- CR 118 Resurfacing from CSAH 4 to CSAH 3
- CR 124 Resurfacing from TH 18 to TH 6
- CR 168 Resurfacing from County line to TH 371
- CSAH 2 Bridge deck resurfacing
- CSAH 121 Bridge deck resurfacing
- Six-Inch grooved-in pavement markings
- County Wide annual pavement markings
- County Wide preventative maintenance surface treatments
- Resurfacing FAD roads – Bonnie Road, Donaldson Road, N. Long Lake Road, St. Columbo Road, Stallman Road and E. Shore Drive
- Complete design on CSAH 13 east end reconstruction
- Complete design for CSAH 36 reconstruction
- Preliminary design for CSAH 13 west reconstruction
- Complete design for intersection improvements at CSAH 13/TH 371
- Acquire R/W at CSAH 3/CSAH 4 intersection
- Crack seal 115 miles of CSAH and County Roads
- Shoulder 50 miles of CSAH and County Roads
- Spray patch 14,000 gallons of oil on CSAH and County Roads

Major Revenue Trends

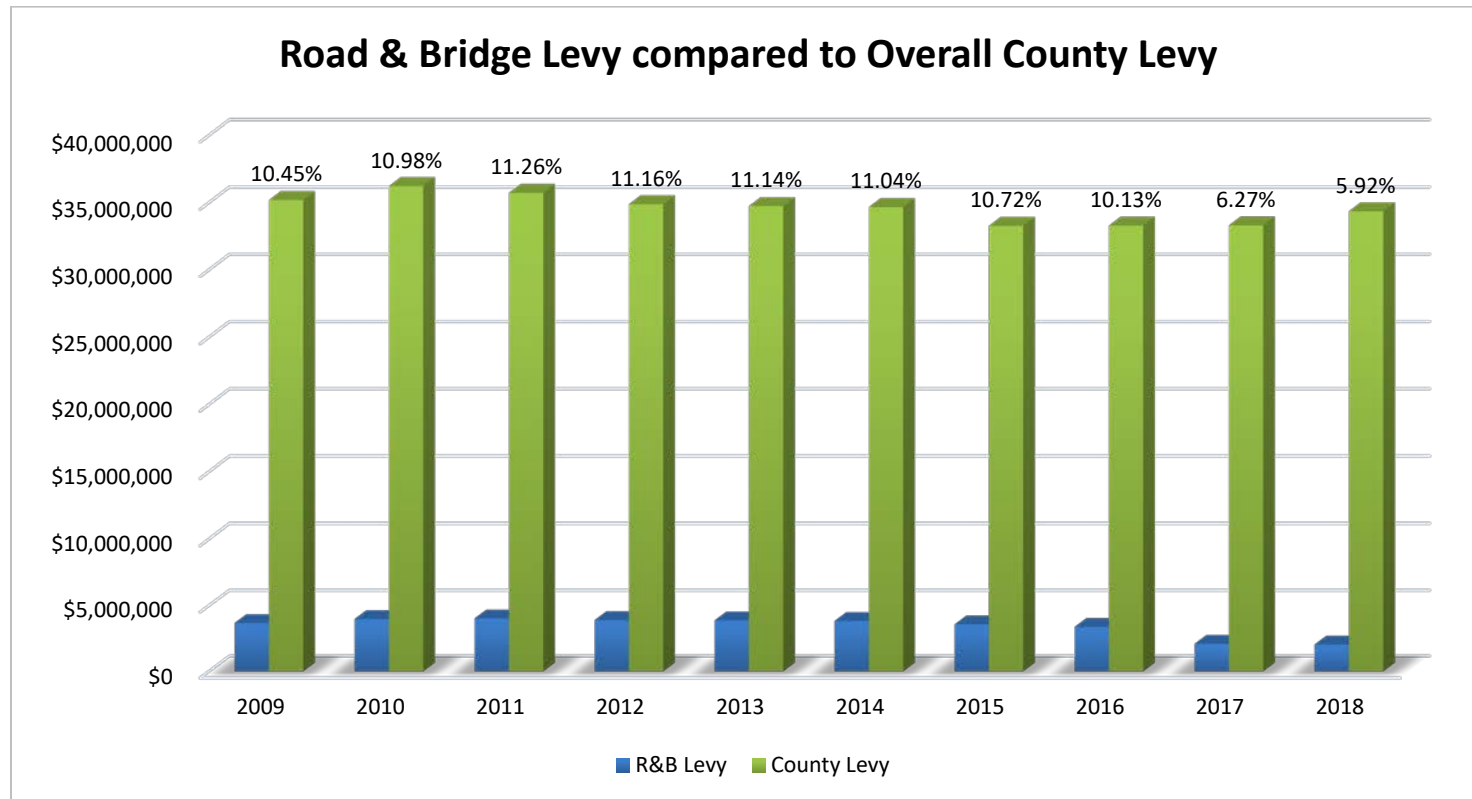


FIGURE 1

The Road and Bridge Levy, used to fund Administration and Local Road Construction and Maintenance accounts for 5.92% of the total 2018 County Levy.

History of Federal Funding

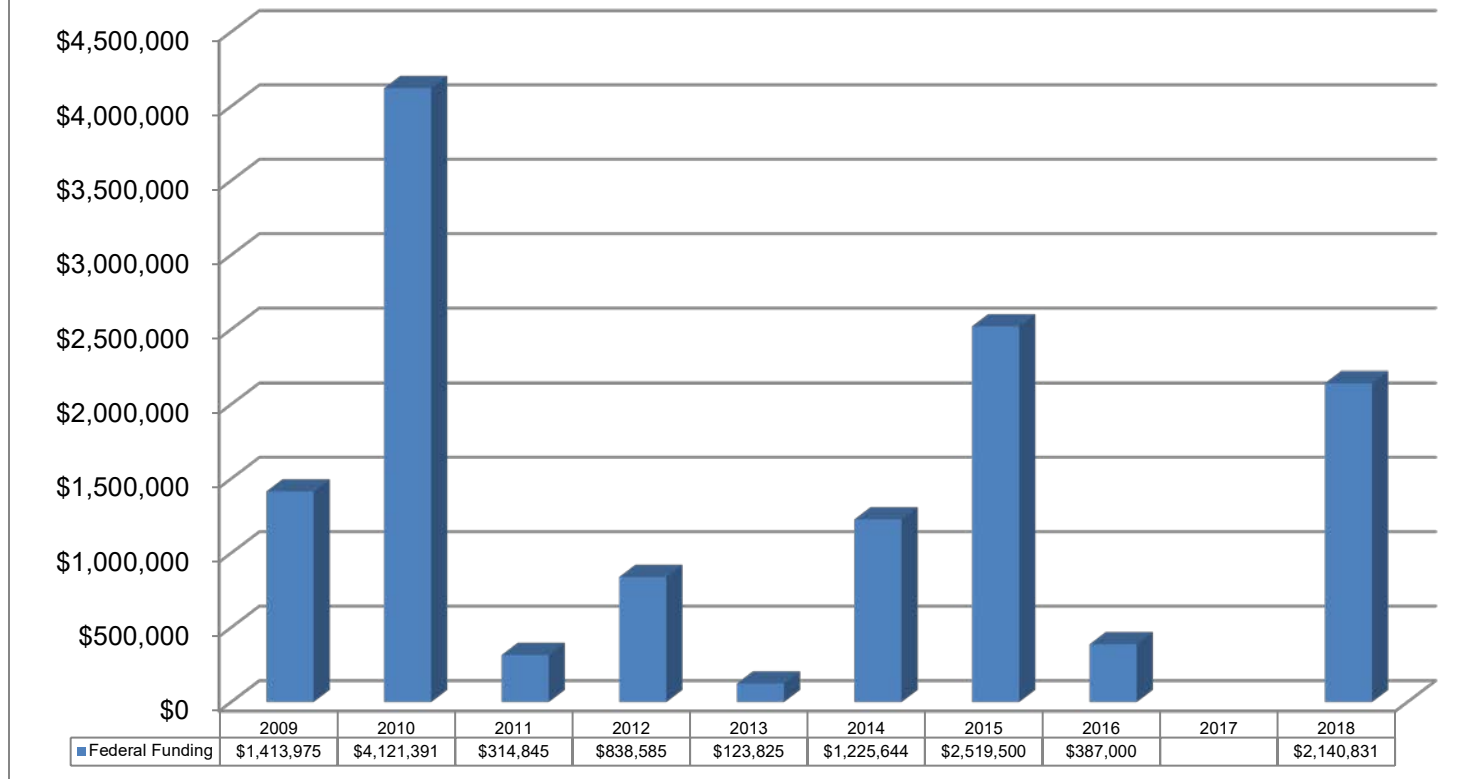


FIGURE 2

The assignment of federal funds for the construction of infrastructure projects normally ebbs and flows over the course of time, often being unpredictable. These allocations can be the result of grants assigned to special safety programs sponsored by the Minnesota Department of Transportation or directly from the Federal Government. Crow Wing County anticipates receiving \$2,140,831 in Federal Funds for the 2018 fiscal year.

History of State Aid Funding

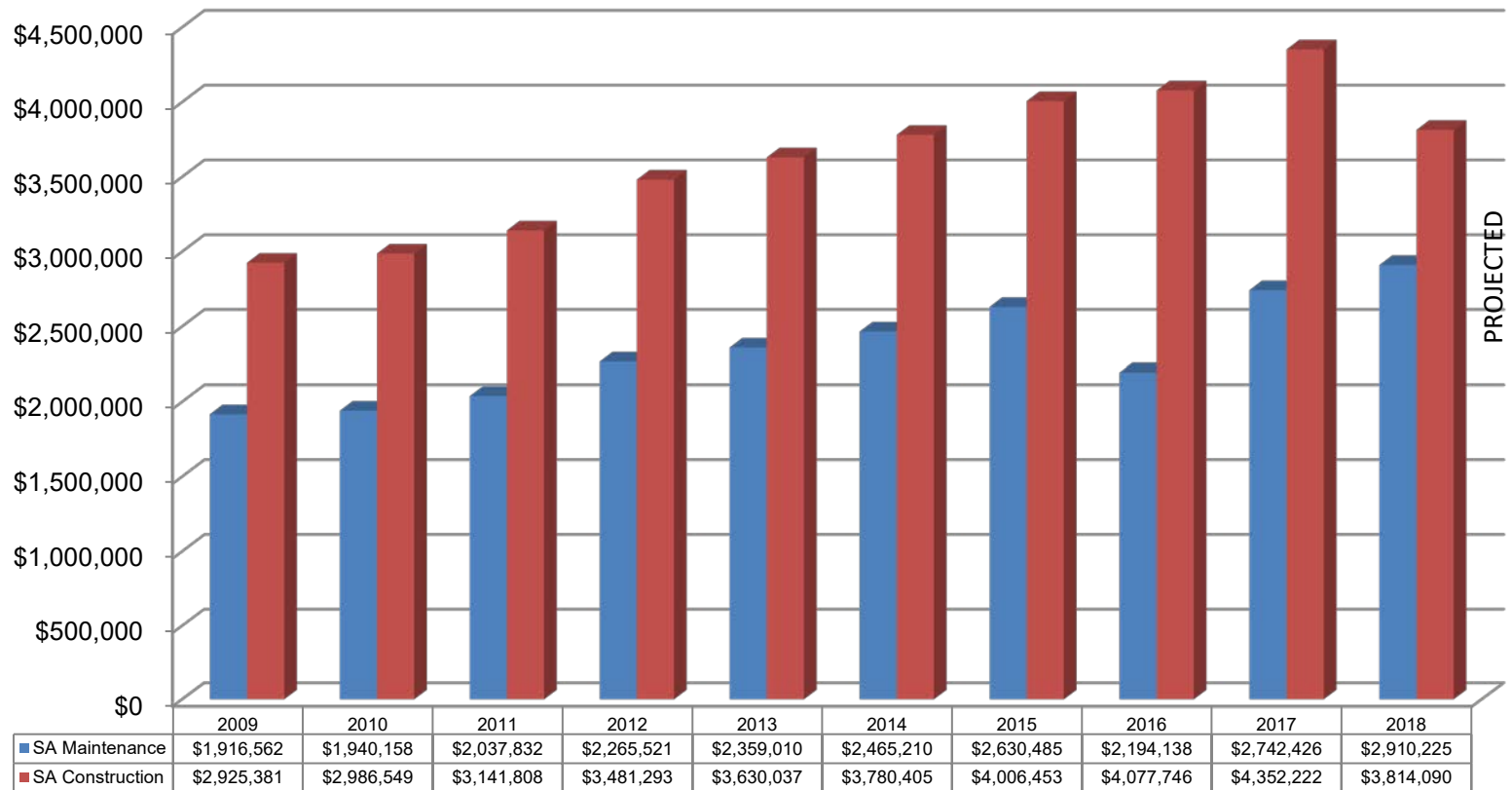


FIGURE 3

State Aid for construction and maintenance saw increases in allocation for 2018. Although the State increases allocations, funds for construction are distributed based on completed projects that use the funding sources allocated from the State. The Highway Department expects to complete nearly \$4,102,269 worth of construction projects that use State Aid funds in 2018.

Road Construction Funding

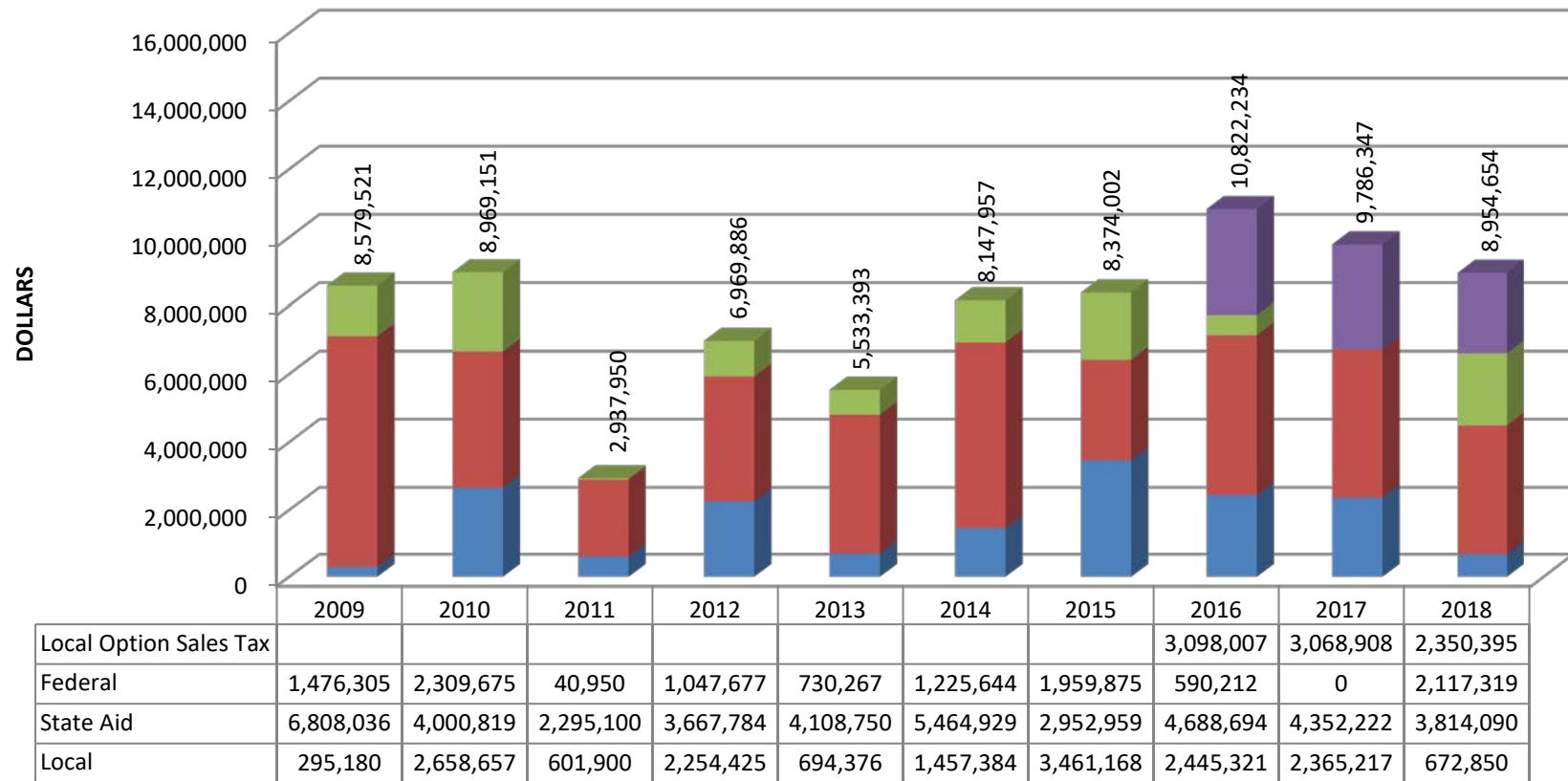


FIGURE 4

Overall construction funding for 2018 is expected to be lower than 2017.

Personnel Expenses

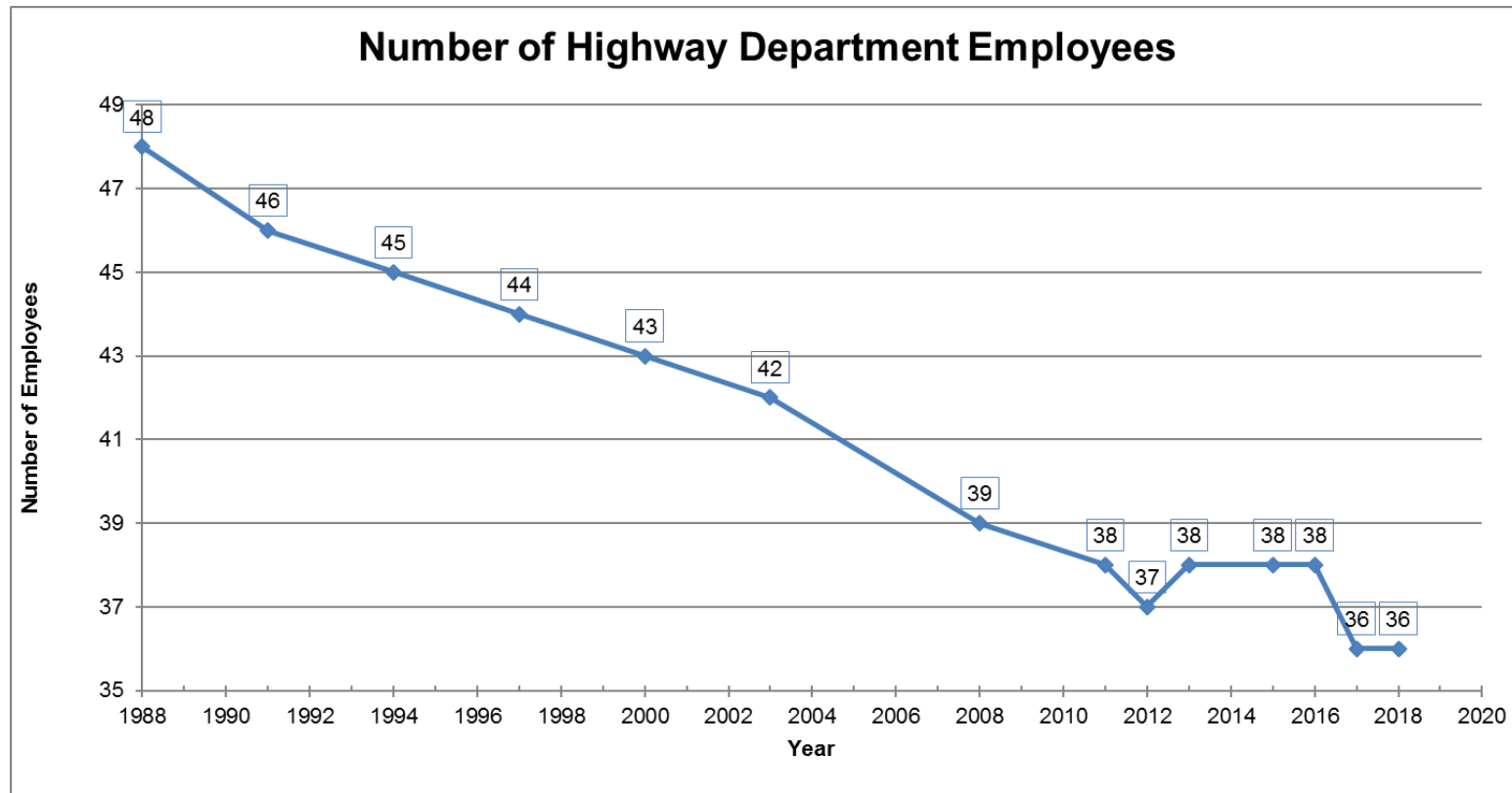


FIGURE 5

Crow Wing County Highway Department continues to maintain a staff of 36 total employees encompassing Administration, Road Maintenance, Engineering, and Shop staff.

Personnel Expenditures

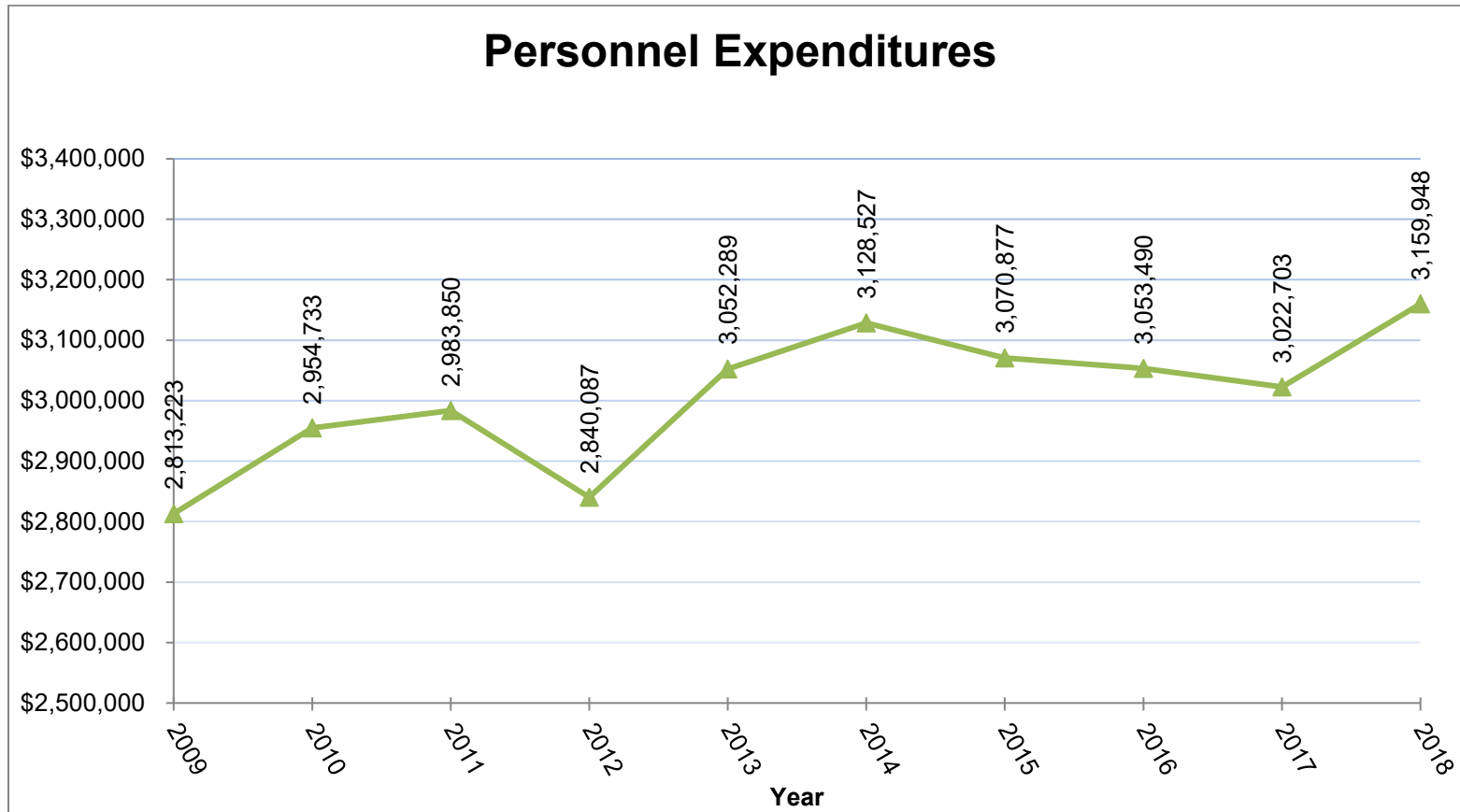


FIGURE 6

With turnover in 2017 reducing the overall expense to the Highway Department by approximately \$135,000, there appears to be a large increase in overall personnel expenditures for 2018. When compared to budgeted amounts, 2018 is only a \$2,300 increase over 2017. If turnover rates continue to hold true, it is likely that the Highway Department will see a reduced spend compared to budget.

Fuel Expenditure Data

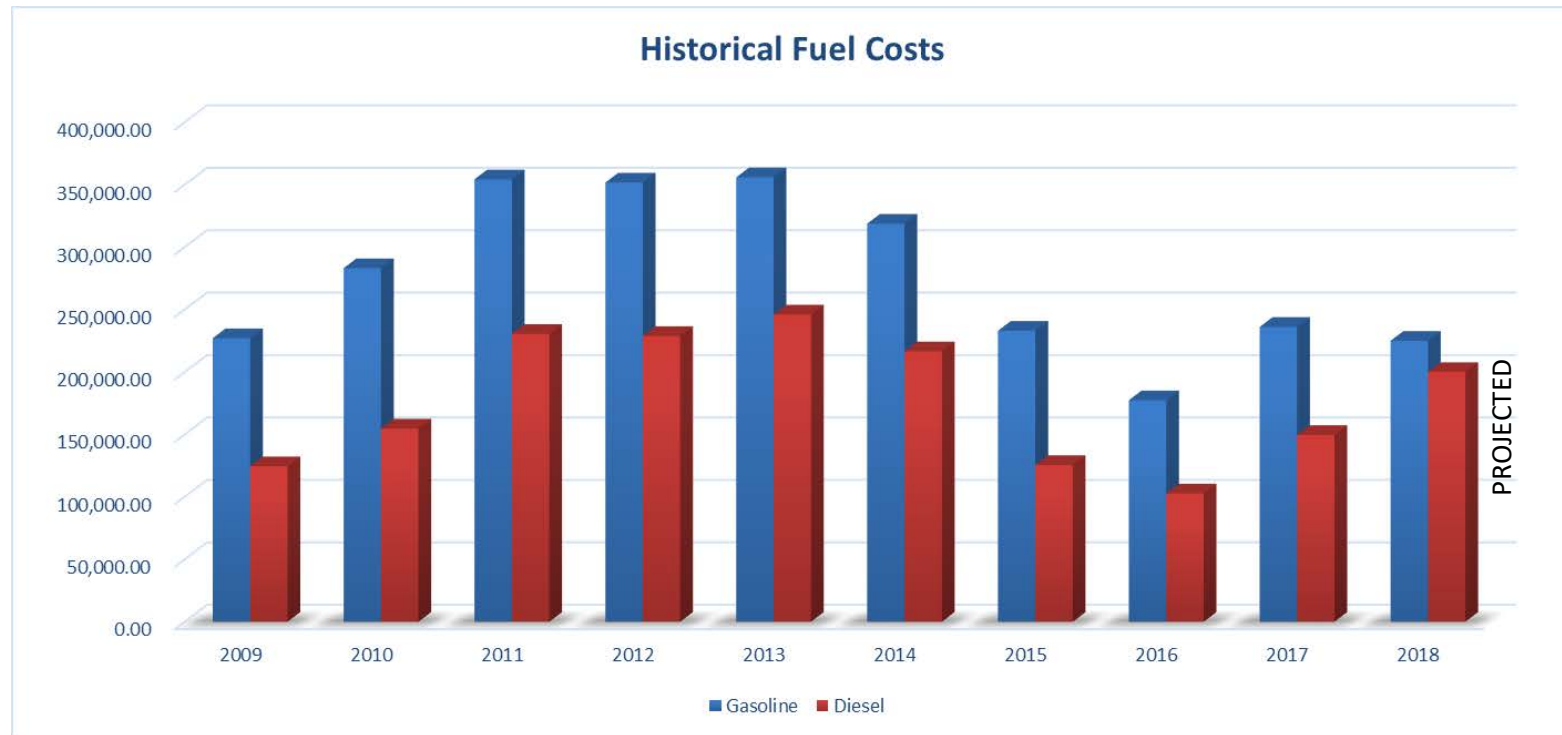


FIGURE 7

Crow Wing County Highway Department manages all fuel purchases for the County as a whole with 4 fueling locations throughout the County. With the steady increase in fuel prices, Crow Wing County has seen increases in our overall fuel spend since 2016.

**2018 CROW WING COUNTY
BUDGET**

ADMINISTRATION

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 529,665	\$ 493,076	\$ 477,799	\$ 474,609	\$ (3,190)	-0.67%
INTERGOVERNMENTAL	10,204	8,997	10,410	10,410	-	0.00%
CHARGES FOR SERVICES	47,643	48,673	50,000	50,000	-	0.00%
MISCELLANEOUS	126,797	46,234	1,000	1,000	-	0.00%
TOTAL REVENUES	\$ 714,309	\$ 596,980	\$ 539,209	\$ 536,019	\$ (3,190)	-0.59%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 587,381	\$ 506,866	\$ 479,860	\$ 477,469	\$ (2,391)	-0.50%
SERVICES & CHARGES	68,043	35,119	32,150	44,250	12,100	37.64%
SUPPLIES & MATERIALS	2,569	9,674	15,000	14,300	(700)	-4.67%
TOTAL EXPENDITURES	\$ 657,993	\$ 551,659	\$ 527,010	\$ 536,019	\$ 9,009	1.71%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 56,316	\$ 45,321	\$ 12,199	\$ -	\$ (12,199)	-100.00%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	(747,787)	(747,787)	-
NET CHANGE	\$ 56,316	\$ 45,321	\$ 12,199	\$ (747,787)	\$ (759,986)	-6229.90%
 FULL TIME EQUIVALENTS	 3.8	 4.6	 4.0	 4.0		

**2018 CROW WING COUNTY
BUDGET**

CONSTRUCTION

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 1,895,731	\$ 1,810,744	\$ 788,409	\$ 745,409	\$ (43,000)	-5.45%
INTERGOVERNMENTAL	5,886,061	5,874,310	7,513,660	10,803,100	3,289,440	43.78%
CHARGES FOR SERVICES	27,044	189,397	23,500	24,500	1,000	4.26%
MISCELLANEOUS	10,444	20,176	20,000	20,000	-	0.00%
TOTAL REVENUES	\$ 7,819,280	\$ 7,894,627	\$ 8,345,569	\$ 11,593,009	\$ 3,247,440	38.91%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 773,765	\$ 863,168	\$ 659,473	\$ 716,829	\$ 57,356	8.70%
SERVICES & CHARGES	9,883,667	7,511,801	10,788,173	11,452,112	663,939	6.15%
SUPPLIES & MATERIALS	23,594	10,064	18,140	62,720	44,580	245.76%
TOTAL EXPENDITURES	\$ 10,681,026	\$ 8,385,033	\$ 11,465,786	\$ 12,231,661	\$ 765,875	6.68%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (2,861,746)	\$ (490,406)	\$ (3,120,217)	\$ (638,652)	\$ 2,481,565	-79.53%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	43,000	43,000	-
NET CHANGE	\$ (2,861,746)	\$ (490,406)	\$ (3,120,217)	\$ (595,652)	\$ 2,524,565	-80.91%
 FULL TIME EQUIVALENTS	 9.6	 9.6	 9.5	 10.2		

**2018 CROW WING COUNTY
BUDGET**

MAINTENANCE

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 590,787	\$ 532,512	\$ 147,625	\$ 142,809	\$ (4,816)	-3.26%
INTERGOVERNMENTAL	2,337,730	1,805,575	2,174,388	2,241,876	67,488	3.10%
CHARGES FOR SERVICES	156,134	236,860	52,200	50,600	(1,600)	-3.07%
MISCELLANEOUS	31,913	27,684	10,000	12,000	2,000	20.00%
TOTAL REVENUES	\$ 3,116,564	\$ 2,602,631	\$ 2,384,213	\$ 2,447,285	\$ 63,072	2.65%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 1,491,090	\$ 1,420,319	\$ 1,494,265	\$ 1,471,727	\$ (22,538)	-1.51%
SERVICES & CHARGES	445,287	613,807	270,750	289,800	19,050	7.04%
SUPPLIES & MATERIALS	527,151	604,223	622,150	685,758	63,608	10.22%
TOTAL EXPENDITURES	\$ 2,463,528	\$ 2,638,349	\$ 2,387,165	\$ 2,447,285	\$ 60,120	2.52%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 653,036	\$ (35,718)	\$ (2,952)	\$ -	\$ 2,952	-100.00%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 653,036	\$ (35,718)	\$ (2,952)	\$ -	\$ 2,952	-100.00%
 FULL TIME EQUIVALENTS	 20.3	 18.8	 19.6	 19.0		

**2018 CROW WING COUNTY
BUDGET**

MAINTENANCE SHOP

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 619,821	\$ 598,485	\$ 671,439	\$ 672,125	\$ 686	0.10%
INTERGOVERNMENTAL	458,146	442,349	568,022	484,032	(83,990)	-14.79%
CHARGES FOR SERVICES	285,222	305,520	317,500	257,500	(60,000)	-18.90%
MISCELLANEOUS	-	342	-	-	-	-
TOTAL REVENUES	\$ 1,363,189	\$ 1,346,696	\$ 1,556,961	\$ 1,413,657	\$ (143,304)	-9.20%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 218,641	\$ 263,138	\$ 274,044	\$ 308,107	\$ 34,063	12.43%
SERVICES & CHARGES	66,018	75,928	169,949	162,420	(7,529)	-4.43%
SUPPLIES & MATERIALS	580,975	533,504	884,500	840,000	(44,500)	-5.03%
CAPITAL OUTLAY	1,220	1,225	7,500	-	(7,500)	-100.00%
DEBT SERVICE	111,080	111,886	110,983	113,130	2,147	1.93%
TOTAL EXPENDITURES	\$ 977,934	\$ 985,681	\$ 1,446,976	\$ 1,423,657	\$ (23,319)	-1.61%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 385,255	\$ 361,015	\$ 109,985	\$ (10,000)	\$ (119,985)	-109.09%
TOTAL OTHER FINANCING SOURCES (USES)	347	10,271	10,000	10,000	-	0.00%
NET CHANGE	\$ 385,602	\$ 371,286	\$ 119,985	\$ -	\$ (119,985)	-100.00%
 FULL TIME EQUIVALENTS	 3.0	 3.9	 4.0	 4.0		

**2018 CROW WING COUNTY
BUDGET**

LOCAL OPTION SALES TAX

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ -	\$ 3,609,007	\$ 4,085,950	\$ 4,935,600	\$ 849,650	20.79%
TOTAL REVENUES	\$ -	\$ 3,609,007	\$ 4,085,950	\$ 4,935,600	\$ 849,650	20.79%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ -	\$ -	\$ 250,000	\$ 185,816	\$ (64,184)	-25.67%
SERVICES & CHARGES	-	1,319,896	3,898,400	3,688,700	(209,700)	-5.38%
SUPPLIES & MATERIALS	-	96,841	34,000	-	(34,000)	-100.00%
TOTAL EXPENDITURES	\$ -	\$ 1,416,737	\$ 4,182,400	\$ 3,874,516	\$ (307,884)	-7.36%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ -	\$ 2,192,270	\$ (96,450)	\$ 1,061,084	\$ 1,157,534	-1200.14%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ -	\$ 2,192,270	\$ (96,450)	\$ 1,061,084	\$ 1,157,534	-1200.14%

**2018 CROW WING COUNTY
BUDGET
COMMUNITY SERVICES - COMBINED**

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 5,601,335	\$ 5,841,778	\$ 7,645,914	\$ 9,220,099	\$ 1,574,185	20.59%
SPECIAL ASSESSMENTS	2,645	882	-	-	-	-
INTERGOVERNMENTAL	12,564,087	13,615,851	14,148,116	14,796,129	648,013	4.58%
CHARGES FOR SERVICES	1,328,588	1,410,414	1,403,409	1,281,319	(122,090)	-8.70%
GIFTS AND CONTRIBUTIONS	26,197	17,141	11,500	10,000	(1,500)	-13.04%
MISCELLANEOUS	595,964	1,079,903	641,000	693,500	52,500	8.19%
TOTAL REVENUES	\$ 20,118,816	\$ 21,965,969	\$ 23,849,939	\$ 26,001,047	\$ 2,151,108	9.02%
<u>EXPENDITURES:</u>						
PUBLIC AID ASSISTANCE	\$ 8,587,376	\$ 9,411,384	\$ 8,551,584	\$ 10,264,185	\$ 1,712,601	20.03%
PERSONNEL SERVICES	11,525,354	12,719,665	13,634,459	14,032,110	397,651	2.92%
SERVICES & CHARGES	1,621,132	1,534,584	1,559,038	1,579,656	20,618	1.32%
SUPPLIES & MATERIALS	131,417	150,006	165,145	140,096	(25,049)	-15.17%
TOTAL EXPENDITURES	\$ 21,865,279	\$ 23,815,639	\$ 23,910,226	\$ 26,016,047	\$ 2,105,821	8.81%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (1,746,463)	\$ (1,849,670)	\$ (60,287)	\$ (15,000)	\$ 45,287	-75.12%
TOTAL OTHER FINANCING SOURCES (USES)	-	192,205	3,000,000	-	(3,000,000)	-100.00%
NET CHANGE	\$ (1,746,463)	\$ (1,657,465)	\$ 2,939,713	\$ (15,000)	\$ (2,954,713)	-100.51%
 FULL TIME EQUIVALENTS	 141.9	 161.7	 171.7	 175.0		

CROW WING COUNTY 2018 BUDGET NARRATIVE

DEPARTMENT NAME: Income Maintenance Unit (IMU)

DEPARTMENT DESCRIPTION:

IMU -Families, MFIP (Minnesota Family Investment Program), Adults, LTC (Long Term Care), MNSure, Child Care
The focus of the Income Maintenance Teams is to empower the people we serve and assist our customers in gaining self-sufficiency. The IMU teams assess, interview and conduct interviews for applicants. The IMU teams determine eligibility of financial applications for consumer access to: food support, health care, long term care, cash assistance and child care assistance.

GOALS AND OBJECTIVES OBTAINED IN 2017:

- Caring for our people
 - o Identified areas for improvement for expedited SNAP processing
 - o Our Child Care caseload is approximately 290; these numbers reflect the number of children in our local day care centers. The providers of this service receive dollars from our state grant; allowing parents that can't afford to work and pay day care. This grant keeps parents working toward self-sufficiency as they progress in their employment and/or while they are attending school.
- Deliver excellence to our customers
 - o Implemented cross training for financial assistance specialist in program areas
 - o Successful onboarding of new staff due to retirements
 - o Successful transition of all workers to first floor
- Stewards of our money

- o Case banks are monitored weekly to help teams and team leaders determine priority work. Looking at the work queues and determining how far out the work is will determine work focus. The work fluctuates dependent on the time of the year, month and number of verifications turned in, the number of application and number of staff working in each team. See Figure 1 below.
- Foster organizational excellence
 - o Implemented refresher training topics at all staff meeting to address audited areas
 - o Updated review forms for completing case reviews on monthly basis
 - o Internal database cleanup project in on-base to ensure accurate placement of documents

GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

- Caring for our people
 - o Expedited SNAP application within one day – 83%
- Deliver excellence to our customers
 - o Continue to cross train financial workers aligning within teams
- Stewards of our money
 - o Application Processed timely – 95%
 - o Health Care Application timely – 95%
- Foster organizational excellence
 - o Maintain M4R goals
 - o MFIP/DWP Self Support Index - 79.7%
 - o Work Participate Rate – 50%
 - o High School Graduation Rate –
 - o Wage at Placement - \$10

- o Exited to Employment Rate – 46%
- o Utilize On-base reporting dashboards
- o Lean event for expedited SNAP process
- o Addition of Kiosk to improve customer experience

Figure 1. IMU Weeks Out in Processing

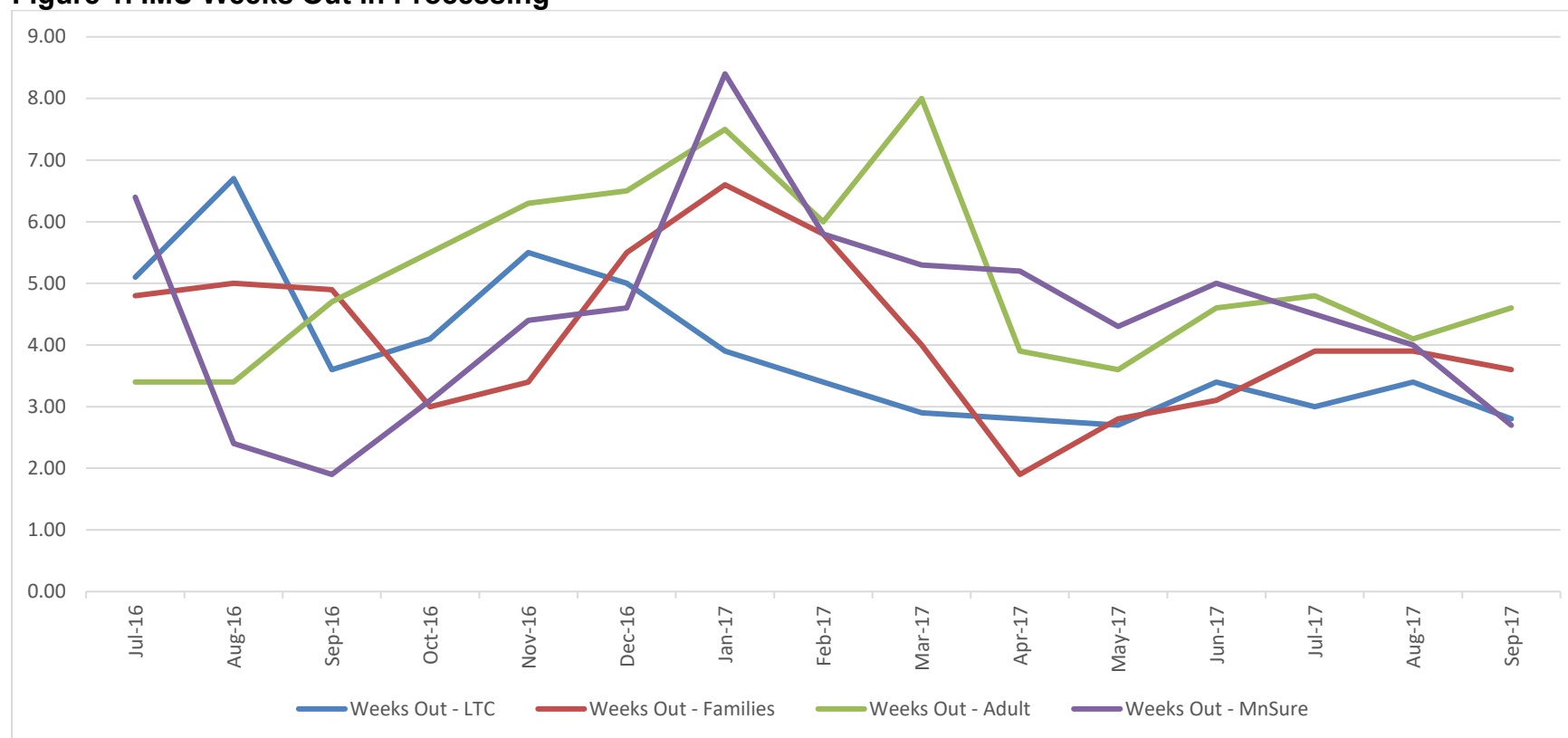


Figure 2. IMU Customer Volume

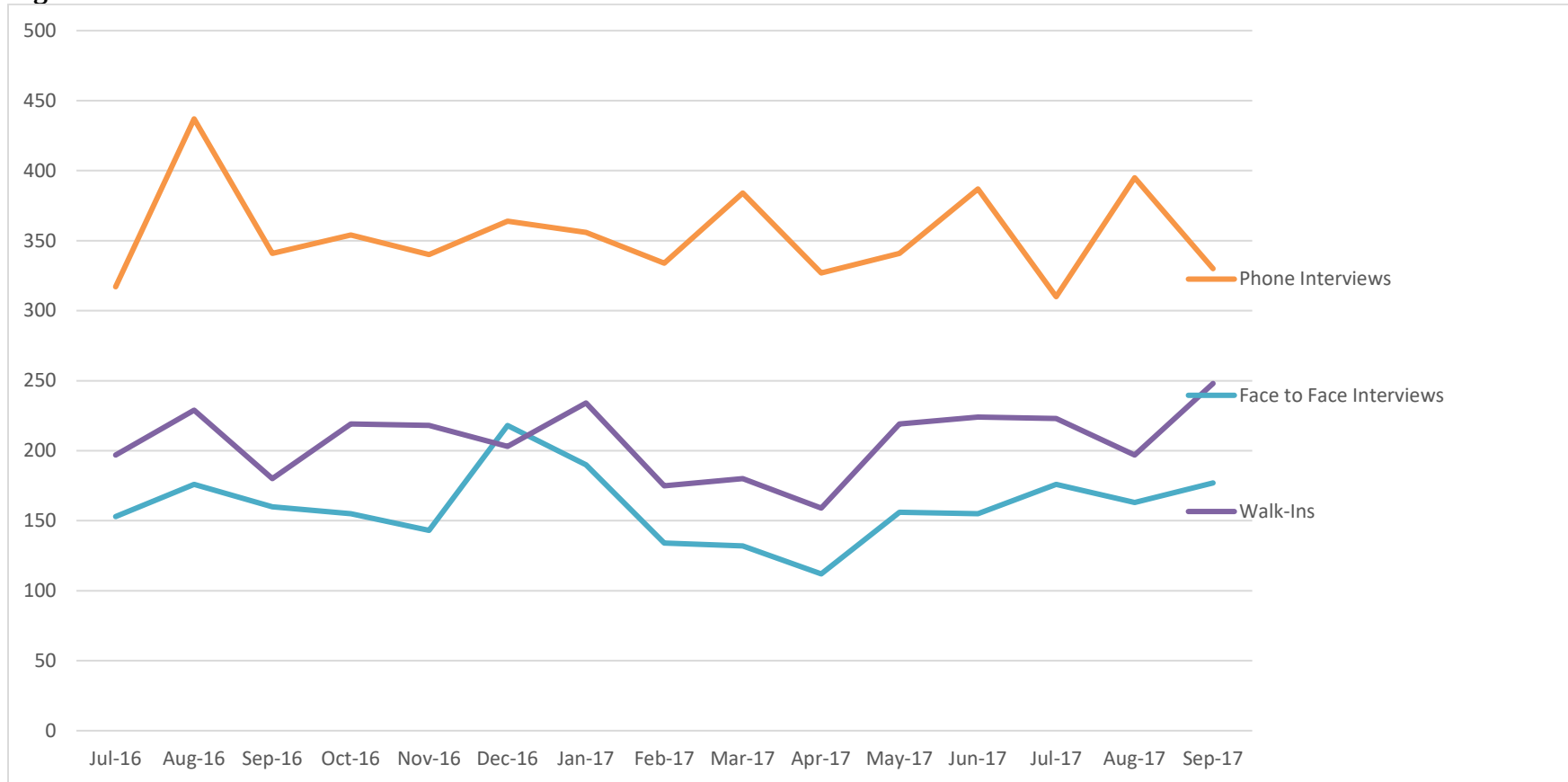


Figure 3. Total Public Assistance Cases

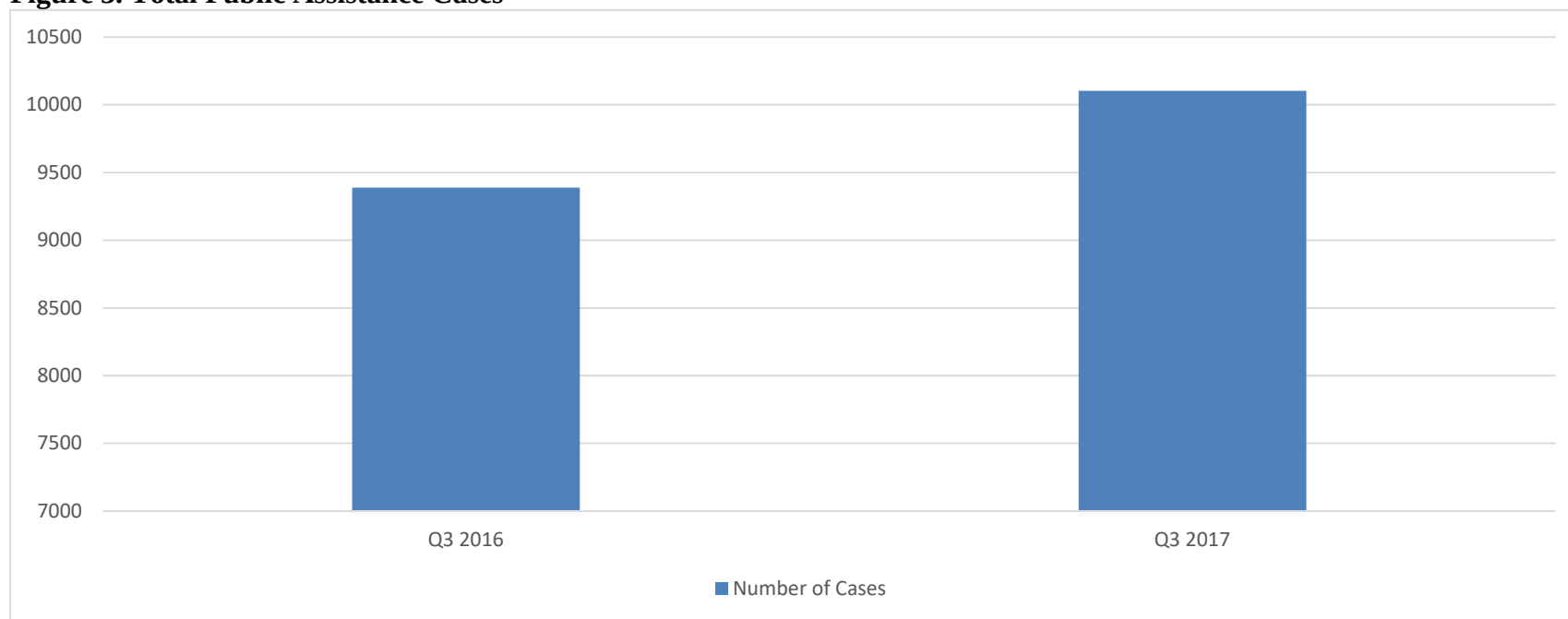
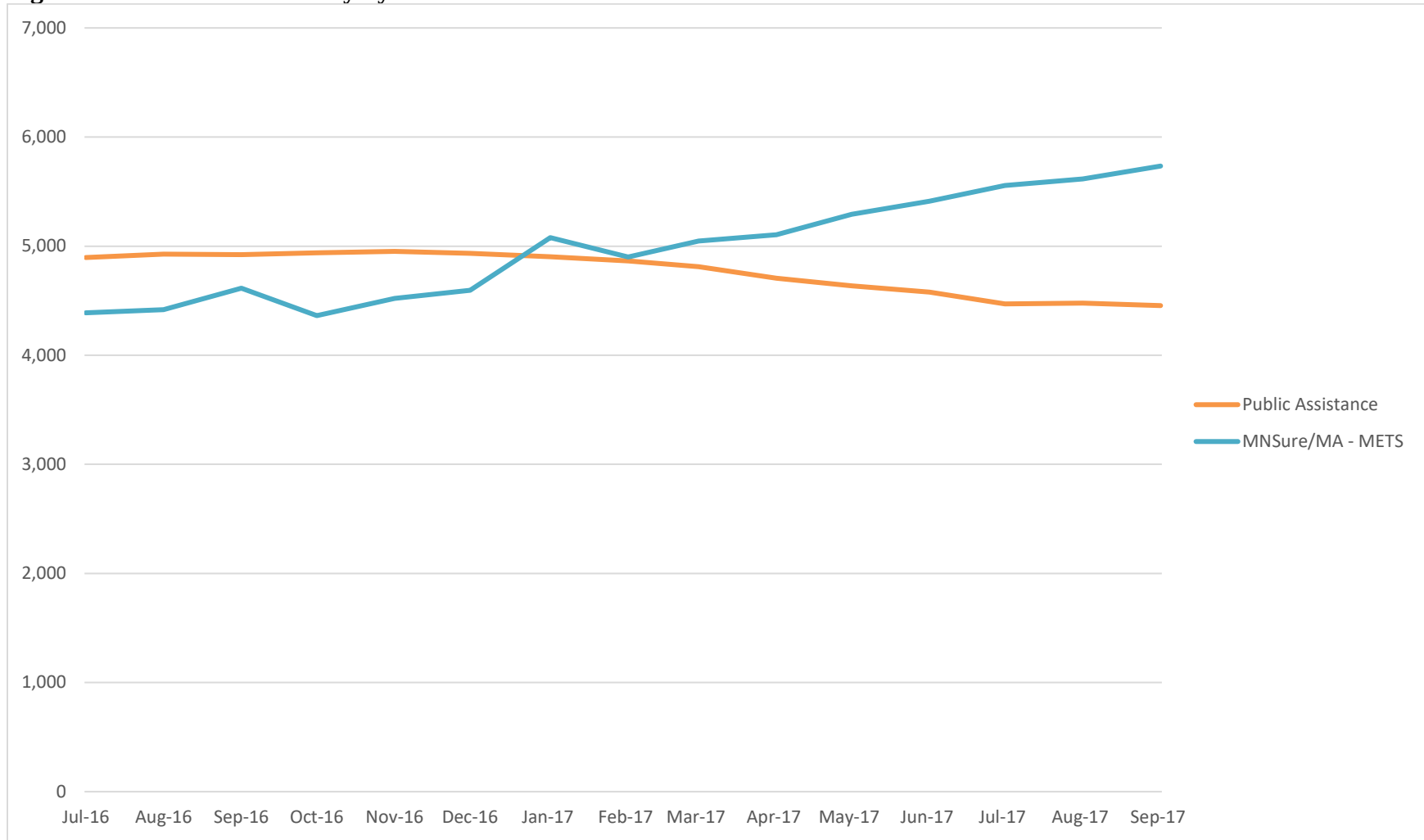


Figure 4. IMU Case Volume by System



CROW WING COUNTY 2018 BUDGET NARRATIVE

DEPARTMENT NAME: Child Support

DEPARTMENT DESCRIPTION:

Every child needs financial and emotional support and every child has the right to support from both parents that benefits children by enforcing parental responsibility for their support. Crow Wing County's child support program obtains and enforces child support orders, assists in the establishment of paternity, and then collects and disburses child support which promotes children's well-being and family sufficiency by delivering quality child support services that follow statute and state guidelines. Delivering an up to date child support program assures that we will take advantage and maximize state and federal incentives available.

GOALS AND OBJECTIVES OBTAINED IN 2017:

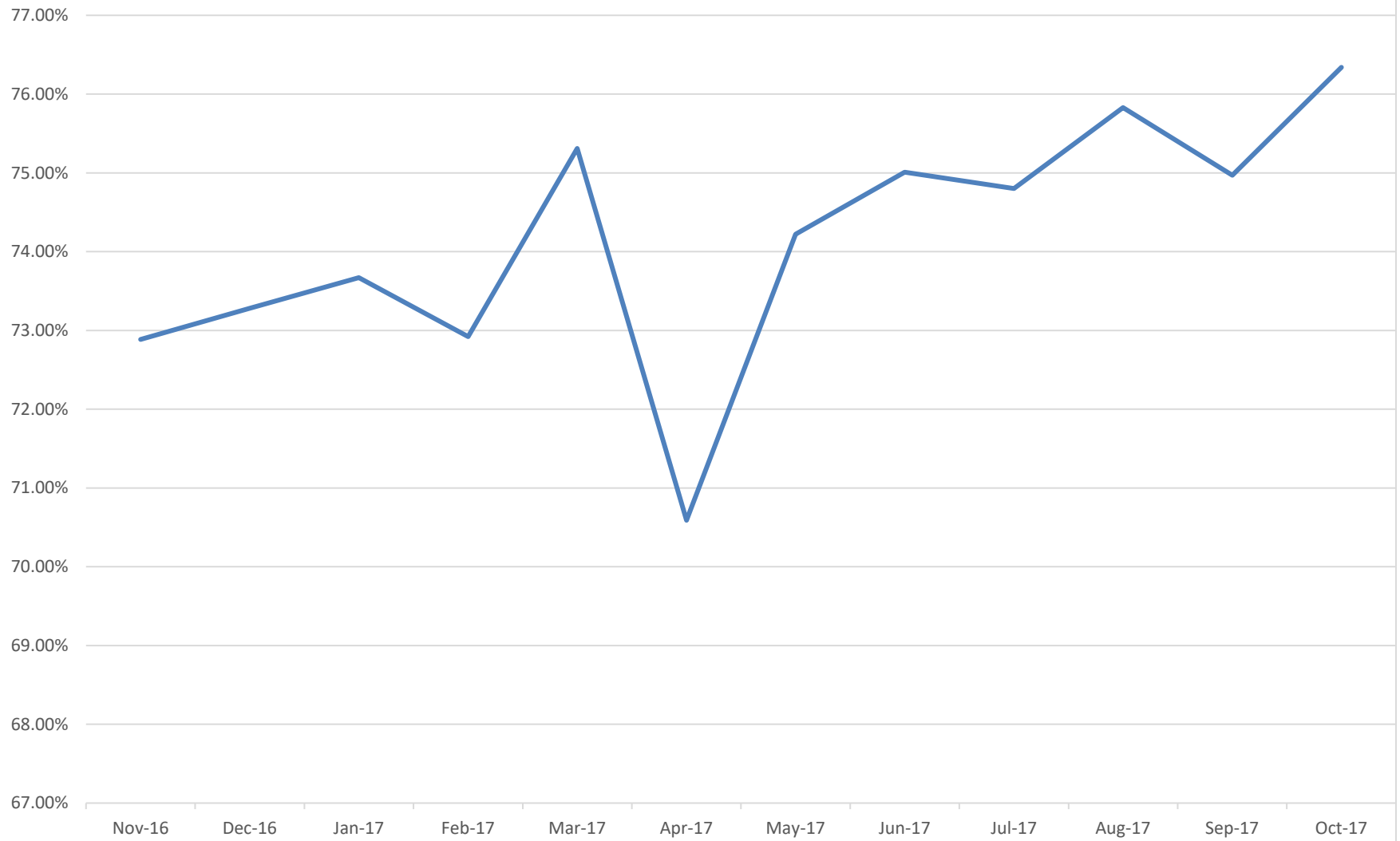
- Deliver excellence to our customers
 - o The current support collection rate is at 75% for third quarter 2017 and a current collection rate of 76.34% in October, 2017. This is an increase of 1.34% from January 2017. These numbers vary from month to month and we have again seen a steady increase from April-October 2017.
 - o The arrears collection rate is continuing to increase. Crow Wing County has been able to utilize arrears forgiveness and closing unenforceable cases. This has allowed our office to focus on collecting money owed to custodial parents and the State of Minnesota and to collect 50% of the federal incentives available for arrears collections.
- Stewards of our month
 - o We maintained full federal incentive money for paternity and establishment cases.
 - o We monitored and modified existing orders to better reflect the parties' current situation making enforcement of orders more consistent.

- Foster organizational excellence
 - o The number of modifications increased from 201 to 278 in 2016.

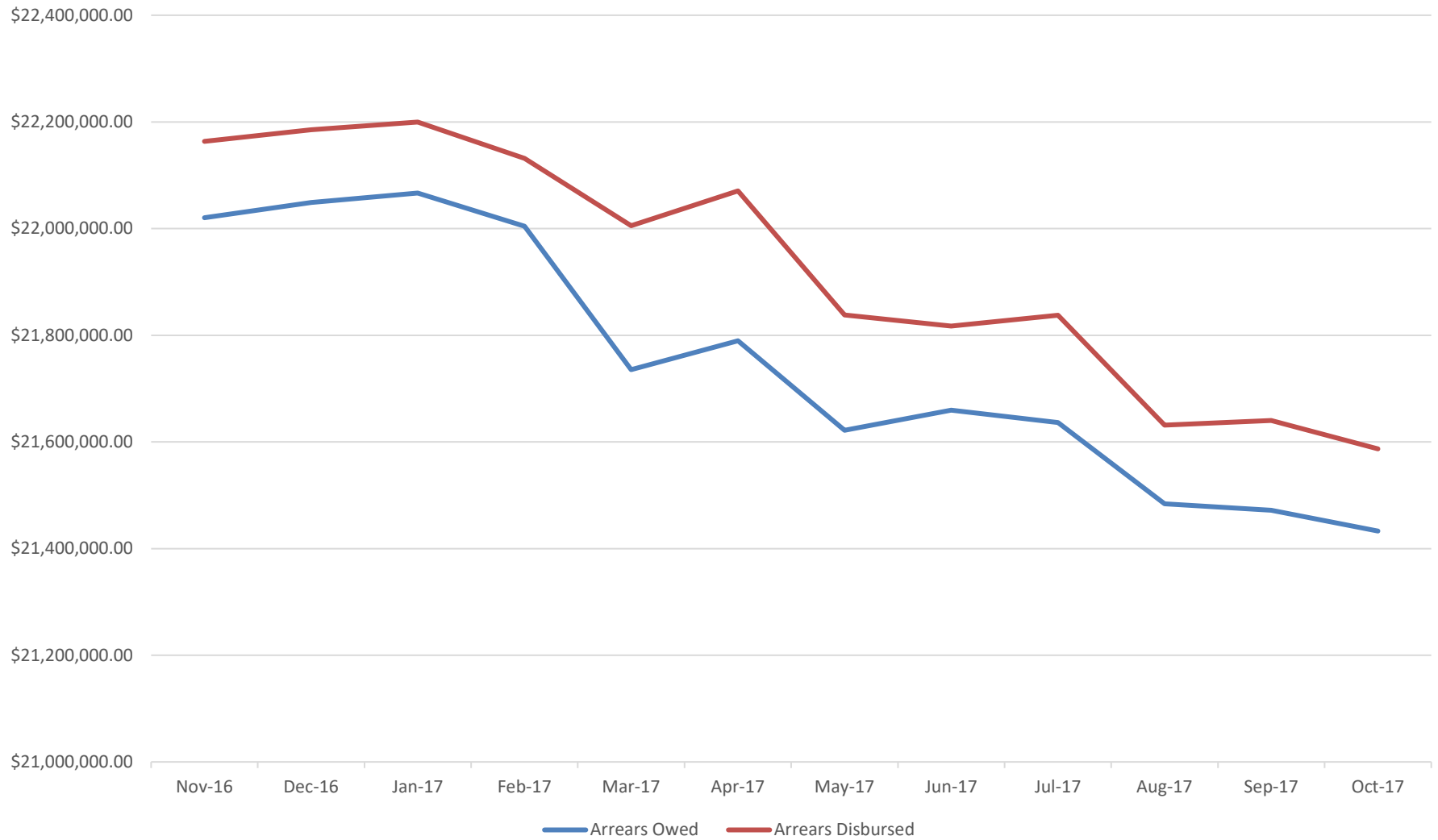
GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

- Deliver excellence to our customers
 - o Improve current support collection rate to 76% and maintain 75%.
 - o Improve arrears collections and to maintain 40% which gives incentive dollars at 50%.
 - o Continue to provide excellent customer service to our clients, community, and co-workers
 - o Challenge staff to their full potential to achieve maximum federal funding by bringing nonpaying parents to court in a timely manner, modify existing unenforceable orders, ensuring orders being established are enforceable.
- Stewards of our month
 - o Maintain 100% federal funds for paternity and establishment cases through training.
 - o Identify cases needing modification to maintain enforceable cases which will increase both current and arrears collection numbers.
 - o Identify unenforceable cases and comply with the new Final Federal Rule case closure criteria.
- Foster organizational excellence
 - o Establish team agreements to be effective, realistic and attainable.

Percentage of Current Support Disbursed



Arrears Owed and Arrears Disbursed



CROW WING COUNTY 2018 BUDGET NARRATIVE

DEPARTMENT NAME: Accounting, Collection & Fraud

DEPARTMENT DESCRIPTION:

GOALS AND OBJECTIVES OBTAINED IN 2017:

- Deliver excellence to our customers
 - o Implemented cross training for our accounting technicians for cross training
 - o Successful onboarding of new staff due to retirements
 - o Accounting staff prepared required detailed client related reporting along with administrative expenditures and revenue reporting. Reports go out to department leaders to inform them on current budget status in their programmatic areas.
 - o Staff prepare approximately 22 financial reports quarterly as required by the MN State Departments of Human Services, Health and Corrections for State/Federal funding.
- Stewards of our money
 - o January – Sept 2017 collections of \$ 508,062 in the MA estate area are on track to meet budget.
 - o Crow Wing County retains a 25% county incentive for these types of collections.
 - o Collections in the MAXIS claim overpayment area of \$ 84,532 for January – Sept 2017 show a 38.1% increase over 2016 collections for the same time period. These types of collections include payment's received in our local office, recoupments, and TOP intercepts.

- o The Fraud Prevention Investigation Grant annual report for SFY 2017 (July 1, 2016 – June 30, 2017) from the DHS office of Inspector General was received showing CWC data below:

INVESTIGATIONS:

- o Cost to Benefit Ratio = \$6.95 (State Average 2017 = \$4.42 / Required CBR = \$3.00)
- o Average Days to Complete a Case = 6 (Average Days Required = 15 days or less)
- o Monthly Average of Cases Completed per Month =37 (Average Cases Required per FTE = 20-25)
- o Cost Savings = \$552,441
- o Overpayments = \$271,069
- o ADH = \$7,000

CASE REFERRALS:

- o # of Cases Referred = 453
- o # of Cases Completed = 447

- Foster organizational excellence
 - o Continuous Improvement project – team agreements were completed
 - o Staff reviews will be completed prior to January 31st
 - o Recognized by DHS for sound fiscal performance

GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

- Deliver excellence to our customers
 - o Continue to cross train team
 - o Continue to provide fiscal reports to various units in community services
 - o Continue to make recommendations to various unit regarding best practices

- Stewards of our money
 - o Expenditure at 100%
 - o Revenues at 100%
- Foster organizational excellence
 - o Continuous Improvement of practice with at least 2 LEAN Events in 2018
 - o Zero lost time accidents
 - o Complete 100% of staff reviews by January 31st
 - o Press Releases – at least one from this unit

CROW WING COUNTY 2018 BUDGET NARRATIVE

DEPARTMENT NAME: Crow Wing County Community Services

UNIT NAME: Children & Family Services

DEPARTMENT DESCRIPTION:

Children and Family Services includes child protection, adoption, children's mental health, family foster home licensing, WIC, emergency preparedness, environmental complaints, infectious disease control, family home visiting and public health mandates.

GOALS AND OBJECTIVES OBTAINED IN 2017:

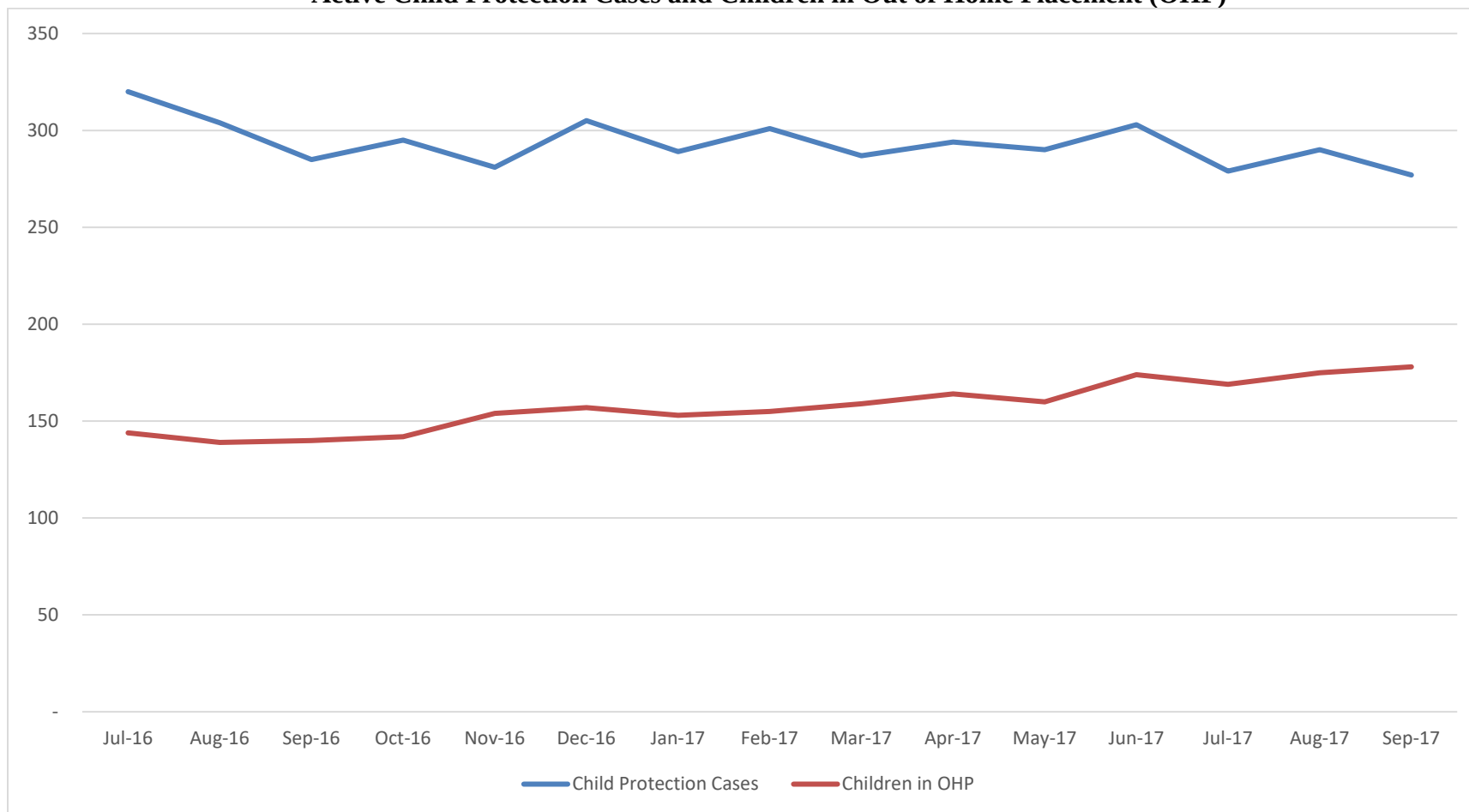
- Protecting our communities
 - o Received child protection allocation bonus funding of \$39,000 due to meeting the measures established by DHS
 - o As of July 1, 2017-meeting the re-entry rate for foster care (8.3% or less)
 - o As of July 1, 2017-meeting DHS measures for monthly face to face contact for children in OHP, 95%
 - o As of July 1, 2017-below DHS standard for timely contact with alleged victims of CP assessments/investigations, 100%
- Caring for our people
 - o Crow Wing Energized Partnership continues to be funded by SHIP, 2017 grant amount \$204,507
 - Increased participation in NDPP Lifestyle classes by 209%, with 53% of participants achieving weight loss of at least 5%
 - School health index completed with 42% of local & private schools
 - Established baseline for youth obesity in patient population in some of the CWC clinics
 - Increased participation in matter of balance trainings 106%
 - Completed store audits for tobacco use
 - Increased reach on resiliency awareness by 79%
 - Established tool kits for workplace wellness, available to all business located in CWC

- Deliver excellence to our customers
 - o Increased the percentage of post-partum WIC participants who continue to breastfeed at 3 months from 34.8% to 45%
- Stewards of our money
 - o WIC-reduced overall spending with new staffing model
 - o Maximized grant dollars with current staffing in PHEP and child & teen check ups
- Foster organizational excellence
 - o Trained new team members in family home visiting and WIC

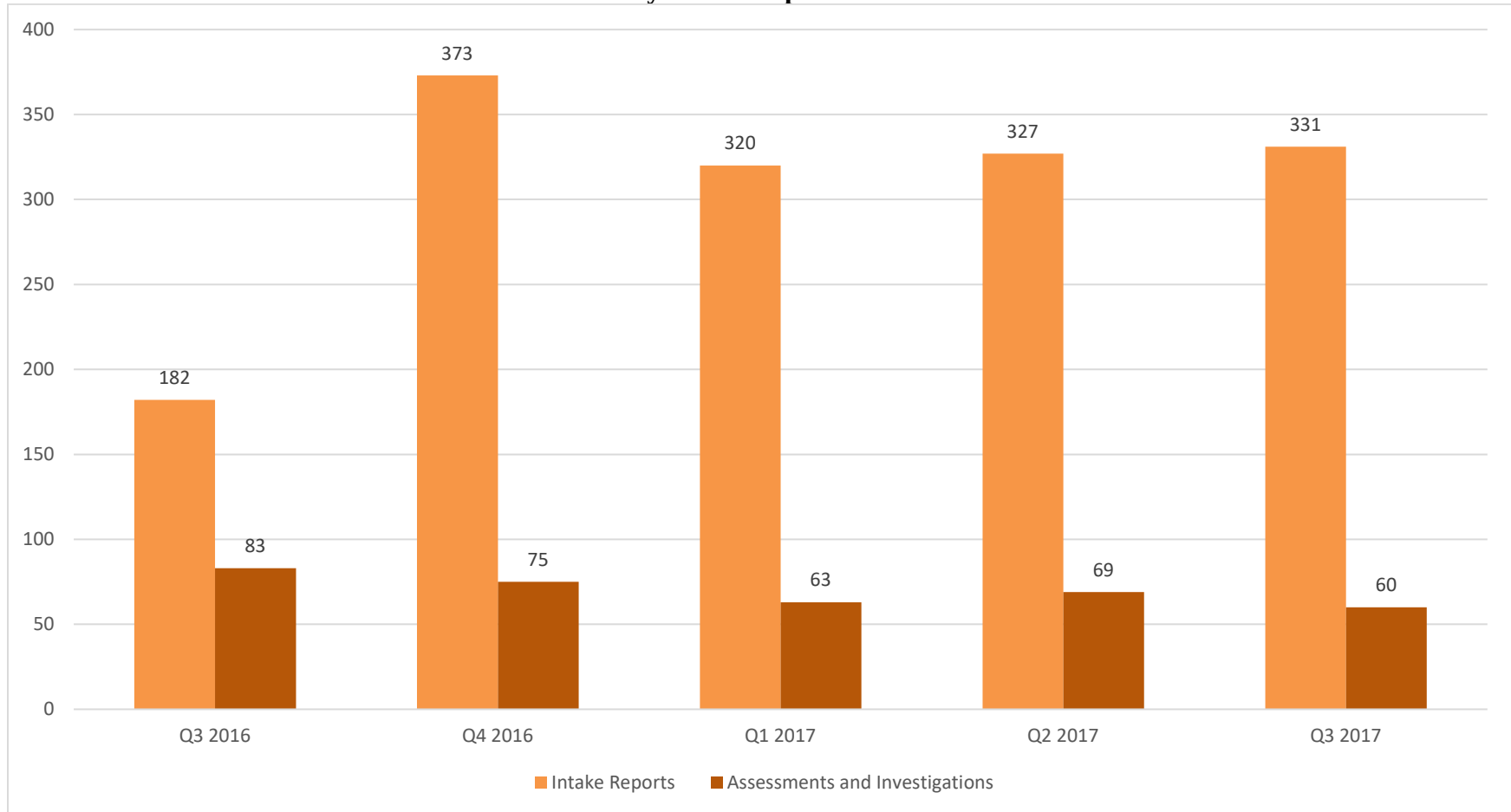
GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

- Protecting our communities
 - o Out-of-home placement re-entry to 8.2% or less, two or fewer children re-enter foster care.
 - o Face to face monthly contacts with children in out-of-home placement at 95%
 - o Timely contact with alleged victims in child protection assessments/investigations at 100%
 - o Collaborate with community partners to establish local family advocacy center for conducting forensic interviews using the medical model
- Caring for our people
 - o Crow Wing Energized
 - Increase the number of schools who have the school health index (SHI) completed from 42% to 65%.
 - Develop an action plan to reduce youth obesity and increase physical activity amongst the youth.
 - Develop a youth obesity task force with clinical and community partners.
 - Increase individuals within the community who have an advanced care directive on file with their primary care provider by 10%.
 - Conduct community health needs survey, evaluate results and share with community
 - Increase NDPP lifestyle classes participation by 10%, with weightloss of 5%
 - Increase matter of balance classes participation by 20%
 - Increase awareness of resiliency building by 15%
 - Increase individuals within the community who have an advanced care directive on file with their primary care provider by 10%.
- Deliver excellence to our customers
 - o Increase the percentage of post-partum WIC participants who are breastfeeding at 3 months to 47%

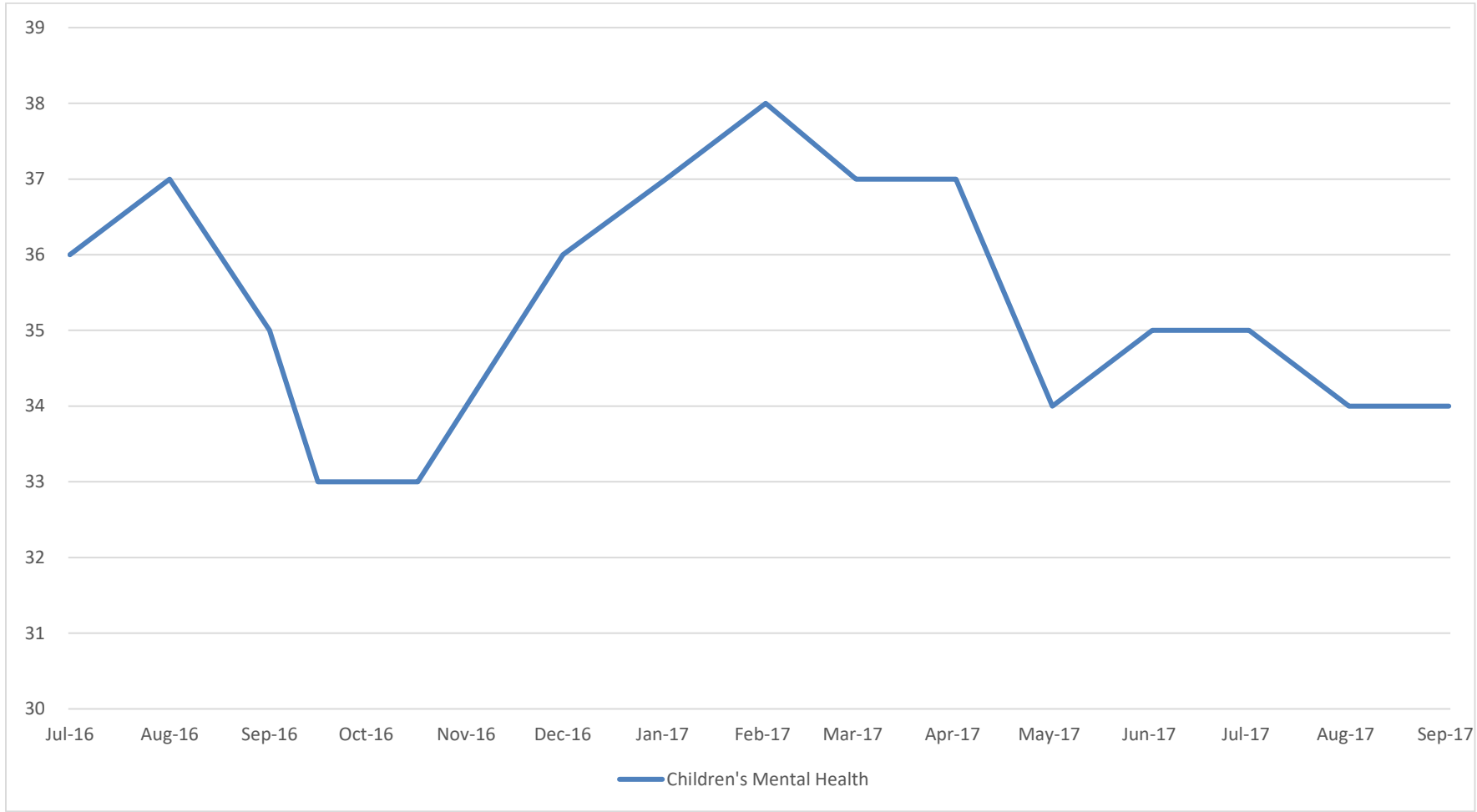
Active Child Protection Cases and Children in Out of Home Placement (OHP)



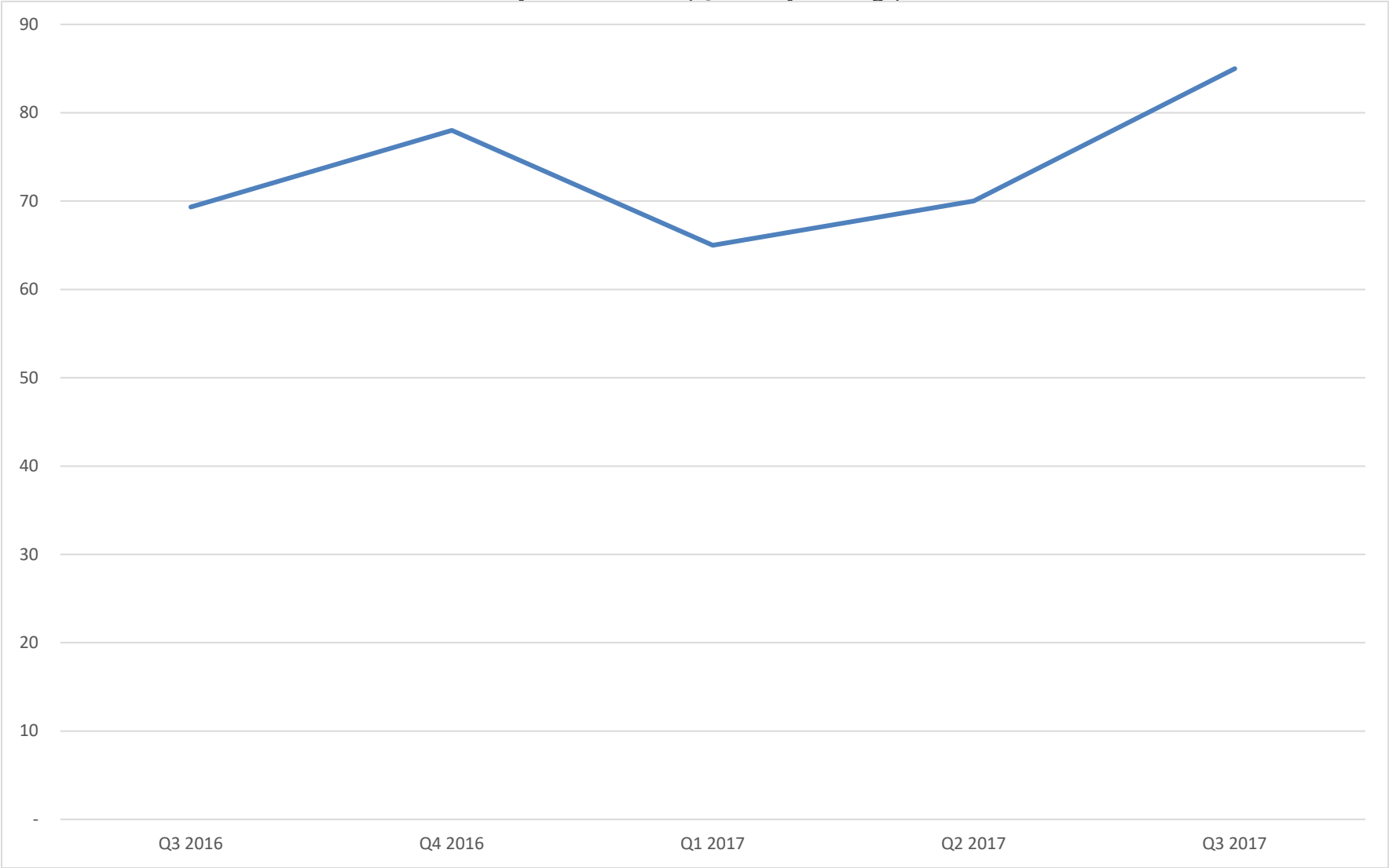
Child/Family Intake Reports and Assessments



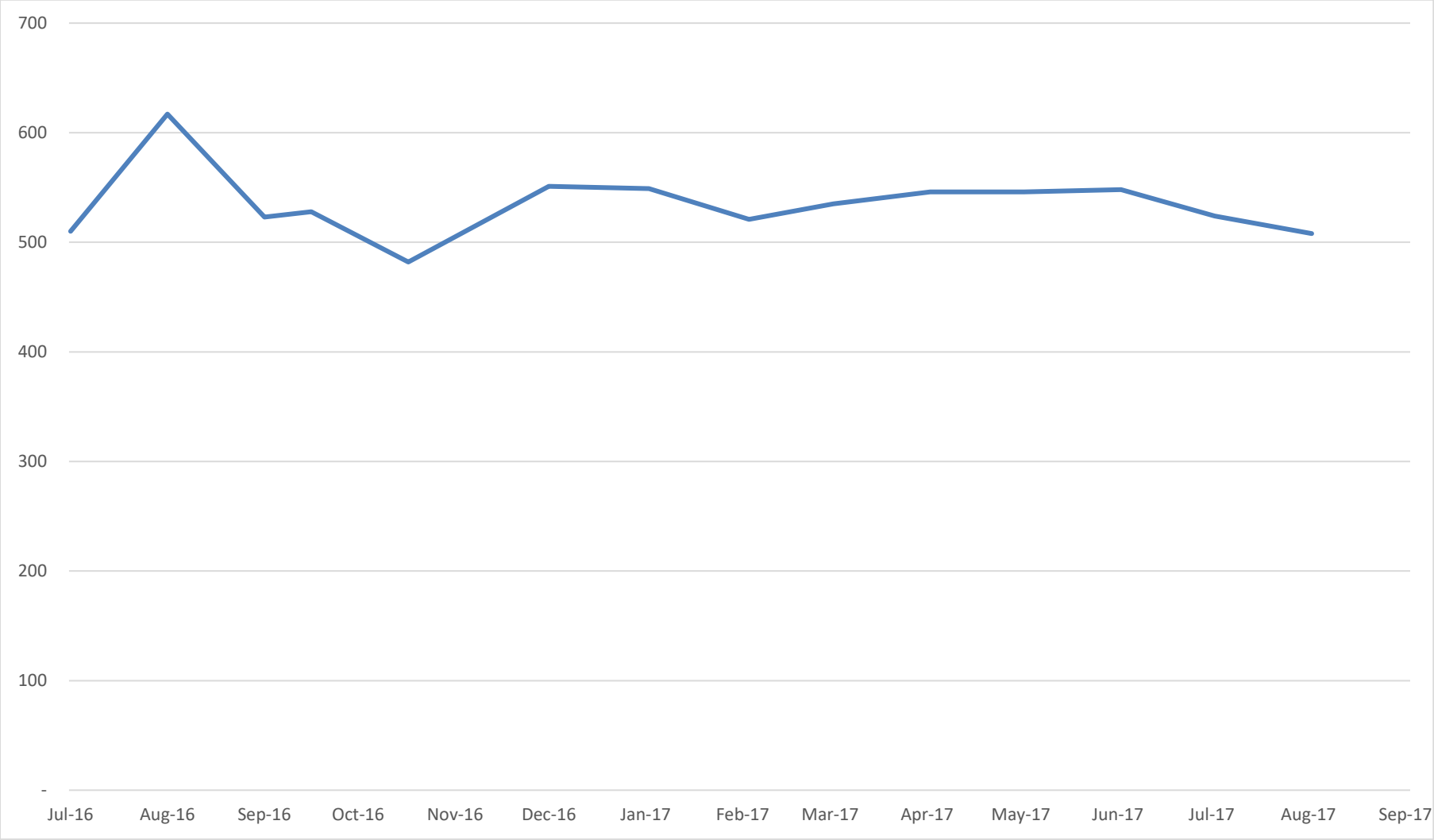
Active Children's Mental Health Cases



Family Health Cases (Quarterly Average)



WIC Clients Served



CROW WING COUNTY 2018 BUDGET NARRATIVE

DEPARTMENT NAME:

Community Services – Adult Services

DEPARTMENT DESCRIPTION: *(Include a description of services or functional responsibilities, activities required by law are a must. Identify any changes in service levels. Discuss whether services are performed in-house or privatized. Discuss challenges, issues, and opportunities and should emphasis solutions. Note any significant expenditure changes.)*

Adult Services is made up of three primary units: ***Disability Services, Adult Mental Health, Substance Use and Adult Protection and Long Term Care***. Within these units there are several program areas serving county residents from pregnancy through the end of life.

Disability Services provides assessment, information and resources to those requesting disability services. If eligible, the team provides care coordination and case management services to the under 65 years of age population via the waivers (*CADI, DD and BI*). This includes *MnCHOICES assessments* for those under 65 years of age as well as *PCA assessments* for Health Plans. This unit also includes *Adult Foster Care* provides licensing and oversight of fifty-nine Adult Foster Homes in Crow Wing County. This includes both corporate and family foster care homes.

Adult Mental Health provides coordination of mental health services and targeted case management to adults with serious mental illness. This also includes *Civil Commitments* of individuals who are a danger to self or others.

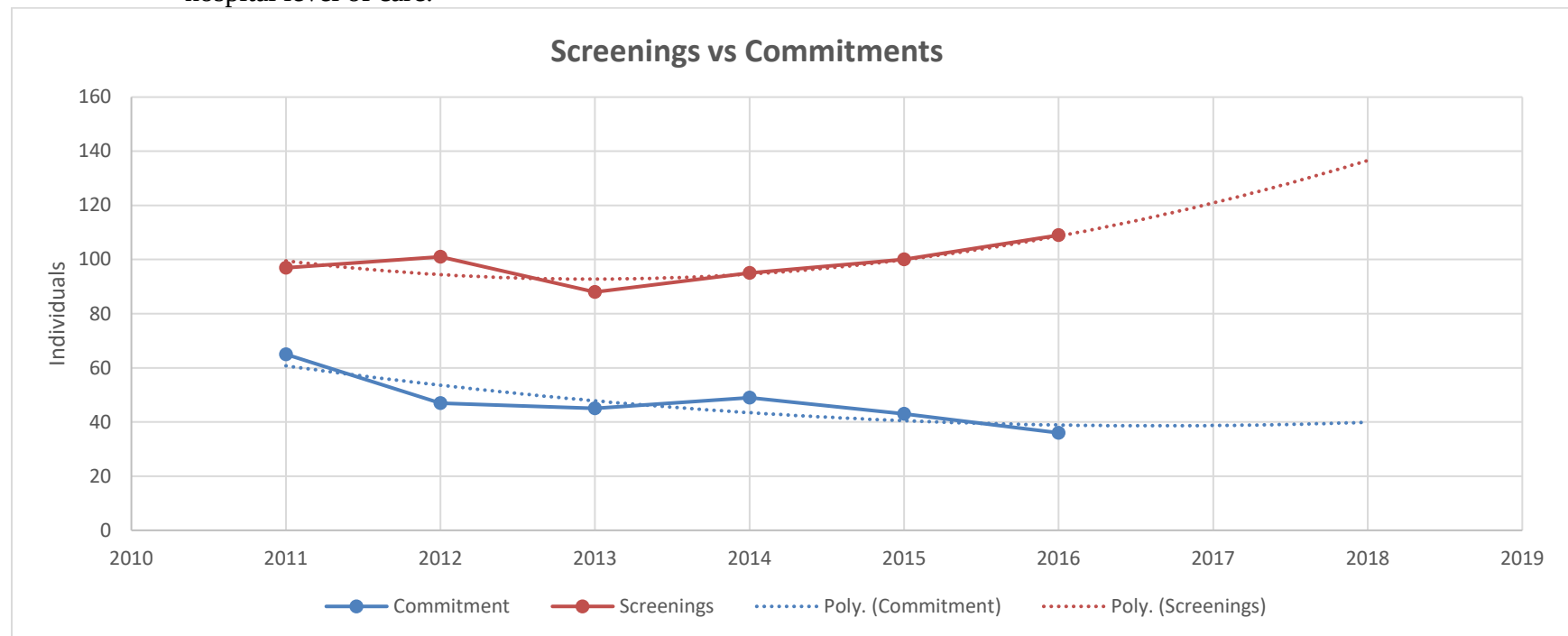
Substance Use Disorder Services provides referrals for Rule 25 Assessments with contracted providers in the community. They also provide assessments for certain cases/populations (Child Protection, Out-of-Home Placements and the jail). They provide coordination of chemical health services and support to individuals and families struggling with substance abuse. This may also include *Civil Commitments of Pre-Natal Exposure and Chemical Dependency* when a person is deemed to be a danger to self or others.

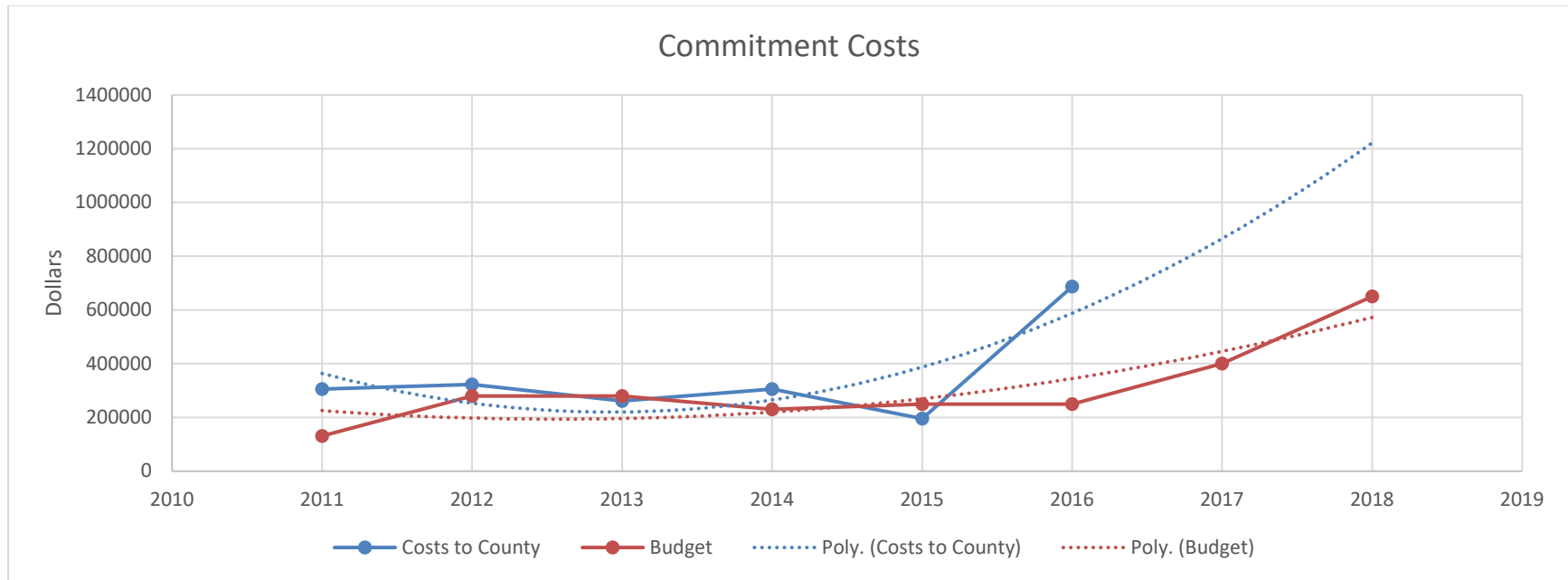
Adult Protection ensures safety, independence, and quality of life for older persons and persons with disabilities who are being mistreated, are in danger of being mistreated, and who are unable to protect themselves.

Long Term Care provides assessment, information and resources to those requesting elderly services. If eligible, the team provides care coordination and case management services to the over 65 years of age population via the *Managed Care Health Plans (MCO)*, *Elderly Waiver (EW)* or *Alternative Care (AC)*. This also includes *MnCHOICES assessments* for over 65 years and PCA assessments for the health plans.

GOALS AND OBJECTIVES OBTAINED IN 2017:

- Protecting our communities
 - Monitoring all Commitment cases that result in hospital placements within the State Direct Care and Treatment Programs (Anoka Metro Regional Treatment Center, St. Peter and Community Behavioral Health Hospitals). Staff discharged patients to safe less restrictive settings that met the needs of the consumer as soon as they were no longer needing acute hospital level of care.





- Caring for our people
 - Achieved goal to get the final 50% of reassessments done in MnCHOICES by August 2017. PCA reassessments also launched MnCHOICES assessment tool January 1, 2017. The team has done a great job getting these onboarded within the new system and within state guidelines.
 - Adult Protection cases as well as petitions for Guardians/Conservators has increased over the past few years. This is creating additional expenses to the county for those wards who are indigent and have no ability to pay for these services. In these situations, the court orders the county to pay for these services.

	2014	2015	2016	Thru 3 rd Quarter 2017
Wards	25	33	44	46
AP cases	63	83	99	90
AP Intakes	481	471	431	346
Guardianship and Conservator Fees for Indigent Clients	\$20,583	\$26,655	\$37,627	\$49,989

- o Utilizing waiver dollars to support outside employment options for consumers with disabilities. We have been able to reduce reliance on county levy dollars. 2017 employment dollars were \$72,000 which was a reduction from previous years. 2018 this amount will be further reduced to \$52,000.
- Deliver excellence to our customers
 - o Received \$80,000 from Medica for meeting their performance standards: health risk assessments completed on time,
- Stewards of our money
 - o CCB and DD waiver budgets within 3% of budget with no waiting lists.
 - o Continued partnership with providers who we have contracted services out to both in Chemical Dependency and out of county Case Management for the under 65 waivers.
- Foster organizational excellence
 - o Direct work with Law Enforcement to establish a GIS mapping system of all of our Adult Foster Care Homes, Nursing Homes and Assisted Living Units in Crow Wing County.
 - o Continued our partnership in best practice models DWI Court, Drug Court and Discharge Planning.

GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

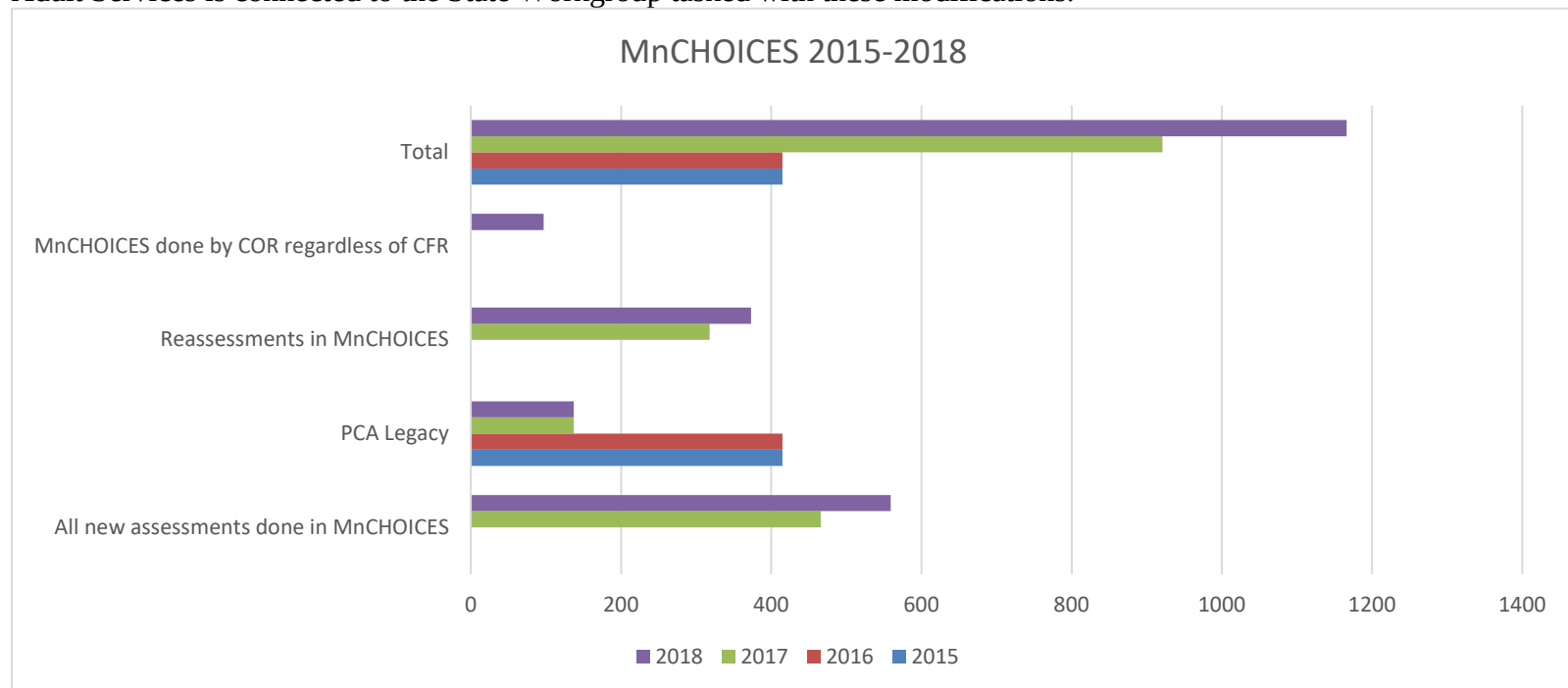
- Protecting our communities
 - o We will continue to monitor all Commitment cases that result in hospital placements within the State Direct Care and Treatment Programs (Anoka Metro Regional Treatment Center, St. Peter and Community Behavioral Health Hospitals). Staff will work to discharge patients to safe less restrictive settings that meet the needs of the consumer as soon as they are no longer needing acute hospital level of care. Through the Region 5+ Adult Mental Health Initiative we will be contracting with NJPA for a *Regional Transition Specialist* who will work specifically with Commitment cases that result in hospitalization prior to not meeting level of acute care needs and find community placements prior to discharge.

- Caring for our people

- o County of Location MnCHOICES Reassessments will launch in March of 2018. An additional FTE will need to be identified to meet the volume of assessments we will be required to complete. We will also need to address the new cost shift of 15.7% of the nonfederal cost to counties through June 30, 2019 will definitely impact our budget and our compensation for this work. Through this legislation DHS is required to work with counties to modify the assessment tool to:

- Reduce assessment times;
 - Modify the application and assessment policies to create efficiencies while ensuring the federal mandates;
 - Implement policy changes to reduce the frequency and depth of the assessment and reassessments; and
 - Evaluate alternative payment methods.

Adult Services is connected to the State Workgroup tasked with these modifications.



- o Continue to educate the community about alternatives to Guardianships and proactive steps that can be taken to reduce the need for the courts involvement ie) Health Care Directives, Power of Attorneys, Representative Payees, etc. Starting in November 2017 we have LSS and Volunteers of America offering a Guardianship/Conservatorship Clinic to assist individuals, families and current Guardians/Conservators legal information as well as alternatives to guardianships and conservatorships.
- **Deliver excellence to our customers**
 - o Effectively manage CCB and DD Waivers (3% of budget and no waiting list rule) and the growing cases in Disability Services.
- **Stewards of our money**
 - o Continued partnership with providers who provide contracted services in Chemical Dependency Assessments and out of county Case Management for the under 65 waivers.
- **Foster organizational excellence**
 - o Continued our partnership in best practice models DWI Court, Drug Court and Discharge Planning.
 - o Continue the development of our Comprehensive Re-entry Program which includes “Yellow Line” as a diversion for those legally involved individuals with acute or chronic mental health or chemical health problems as a diversion from formal charges and detention by obtaining agreements from them to get mental health and/or chemical health services.
 - o Work with Law Enforcement to research “VITALS” application for consumers with developmental and mental health disabilities. Proactive approach to assisting Law Enforcement with the needs of the individual as well as key contact people in case of an emergency.

CROW WING COUNTY 2018 BUDGET NARRATIVE

DEPARTMENT NAME: Crow Wing County Community Corrections

DEPARTMENT DESCRIPTION:

This unit employs 14 probation agents; 1 probation case aide; 2 tech support aides; 1 supervisor. This division of Community Services has 3 units: Adult Probation; Juvenile Probation and Supervised Release. Probation Agents facilitate offender change while monitoring compliance with court ordered conditions by means of Evidenced Based Practices. Each agent prepares court reports, offender risk/need assessments, develops strength based case plans, and other duties.

GOALS AND OBJECTIVES OBTAINED IN 2017:

Protecting Our Community:

- A & D protocol was developed and implemented within Crow Wing County

Caring for Our Clients:

- A Thinking For A Change class was completed for adults in the specialty courts in August of 2017; In August of 2017 a Thinking For A Change class began for high risk youth

Stewards of Our Money:

- Implemented the new Telephone Reporting System – electronic supervision for 442 low risk offenders. This supervision track brings in revenue which assists with the offset of cost for a probation case aide

Foster Organizational Excellence

- Hired 1 new probation case aide
- CWCCC had two staff resign and new hires replaced those agents. New staff were oriented to Crow Wing County systems (courts, law enforcement, community resources, victim services, community services programs etc)

- Trained staff in EBP risk/needs tools/ICOTS/case plans
- Continued team development and staffing (full staff meeting 1x a month; Drug/DV/General Violence/Property Team meets weekly; Juvenile Team meets weekly; SR/SO Team meets weekly; Reporting Center Team meets biweekly)
- Continued assessment of risk levels of caseloads to determine “true” caseload sizes
- Continued education to Crow Wing County Community Corrections Advisory Board members
- August 1, 2017 – Juvenile Detention/Placement are being tracked in CSTS for length of stay and rationale of placement – M4R measurements.
- Utilization of Mid-Minnesota for drug screening

GOALS AND OBJECTIVES TO ACHIEVE IN 2018:

Protecting Our Community:

- Continue to work with Community Services staff and all stakeholders to address the large issue of those incarcerated who are living and struggling with mental illness
- Access and develop Field Officer Training for all agents who go into the field – Officer Safety

Caring for Our Clients:

- Hire two (2) new probation agents and one (1) probation case aide.
- Continue to use the Telephone Reporting Center for low risk offenders to keep caseload sizes manageable so probation agents time from low/admin caseloads to high/medium risk caseloads
- Collaborate with CORE to begin a Probation Agent/Therapist Domestic Violence Treatment Group

Stewards of Our Money:

- Implement the use of the Domestic Violence Inventory assessment tool in CWCCC and doing so will bring a small amount of revenue to the department and will help assess appropriate risk and services needed for domestic violent offenders

Foster Organizational Excellence

- Update CSTS information to be able to retain M4R research measurements
- Develop new protocols with the Court/County Attorney/City Attorney for using probation violation sanctions with offenders – by doing so this will reduce arrests and court appearances and provide direction for offenders' programming/rehabilitation
- Continue to have discussions with Stakeholders in the criminal justice system of how research shows early discharges of offenders is beneficial
- All staff to be trained in case plans and utilizing on all cases.

**2018 CROW WING COUNTY
BUDGET**

INCOME MAINTENANCE

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 1,549,840	\$ 1,854,295	\$ 2,016,496	\$ 2,072,314	\$ 55,818	2.77%
INTERGOVERNMENTAL	3,838,918	3,996,372	3,782,796	4,058,742	275,946	7.29%
CHARGES FOR SERVICES	9,284	8,365	6,500	8,500	2,000	30.77%
MISCELLANEOUS	237,294	338,228	239,000	245,000	6,000	2.51%
TOTAL REVENUES	\$ 5,635,336	\$ 6,197,260	\$ 6,044,792	\$ 6,384,556	\$ 339,764	5.62%
<u>EXPENDITURES:</u>						
PUBLIC AID ASSISTANCE	\$ 1,204,042	\$ 1,242,494	\$ 1,026,071	\$ 1,193,571	\$ 167,500	16.32%
PERSONNEL SERVICES	4,077,783	4,227,697	4,373,761	4,564,341	190,580	4.36%
SERVICES & CHARGES	542,387	615,281	585,859	592,144	6,285	1.07%
SUPPLIES & MATERIALS	23,222	40,397	59,815	34,500	(25,315)	-42.32%
TOTAL EXPENDITURES	\$ 5,847,434	\$ 6,125,869	\$ 6,045,506	\$ 6,384,556	\$ 339,050	5.61%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (212,098)	\$ 71,391	\$ (714)	\$ -	\$ 714	-100.00%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (212,098)	\$ 71,391	\$ (714)	\$ -	\$ 714	-100.00%
 FULL TIME EQUIVALENTS	 55.8	 56.2	 59.5	 62.1		

**2018 CROW WING COUNTY
BUDGET**

SOCIAL SERVICES

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 3,508,620	\$ 3,627,213	\$ 5,188,598	\$ 6,486,210	\$ 1,297,612	25.01%
INTERGOVERNMENTAL	7,695,223	8,228,666	8,380,523	8,713,608	333,085	3.97%
CHARGES FOR SERVICES	1,111,044	1,213,005	1,118,909	1,003,019	(115,890)	-10.36%
GIFTS AND CONTRIBUTIONS	16,197	17,141	11,500	10,000	(1,500)	-13.04%
MISCELLANEOUS	353,253	387,639	402,000	403,500	1,500	0.37%
TOTAL REVENUES	\$ 12,684,337	\$ 13,473,664	\$ 15,101,530	\$ 16,616,337	\$ 1,514,807	10.03%
<u>EXPENDITURES:</u>						
PUBLIC AID ASSISTANCE	\$ 6,922,866	\$ 7,797,067	\$ 7,525,513	\$ 9,070,614	\$ 1,545,101	20.53%
PERSONNEL SERVICES	6,511,135	6,886,197	6,949,692	6,887,046	(62,646)	-0.90%
SERVICES & CHARGES	718,177	607,836	607,135	601,177	(5,958)	-0.98%
SUPPLIES & MATERIALS	62,883	42,458	50,800	62,500	11,700	23.03%
TOTAL EXPENDITURES	\$ 14,215,061	\$ 15,333,558	\$ 15,133,140	\$ 16,621,337	\$ 1,488,197	9.83%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (1,530,724)	\$ (1,859,894)	\$ (31,610)	\$ (5,000)	\$ 26,610	-84.18%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	2,900,000	-	(2,900,000)	-100.00%
NET CHANGE	\$ (1,530,724)	\$ (1,859,894)	\$ 2,868,390	\$ (5,000)	\$ (2,873,390)	-100.17%
 FULL TIME EQUIVALENTS	 74.0	 82.0	 83.6	 80.5		

**2018 CROW WING COUNTY
BUDGET**

HEALTH SERVICES

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 320,594	\$ 90,425	\$ 14,684	\$ 7,000	\$ (7,684)	-52.33%
SPECIAL ASSESSMENTS	2,645	882	-	-	-	-
INTERGOVERNMENTAL	1,029,946	923,489	957,013	960,220	3,207	0.34%
CHARGES FOR SERVICES	208,260	160,242	189,800	196,800	7,000	3.69%
GIFTS AND CONTRIBUTIONS	10,000	-	-	-	-	-
MISCELLANEOUS	4,550	4,325	-	-	-	-
TOTAL REVENUES	\$ 1,575,995	\$ 1,179,363	\$ 1,161,497	\$ 1,164,020	\$ 2,523	0.22%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 936,436	\$ 876,110	\$ 817,506	\$ 813,148	\$ (4,358)	-0.53%
SERVICES & CHARGES	360,568	287,525	320,409	329,776	9,367	2.92%
SUPPLIES & MATERIALS	45,312	33,108	25,780	31,096	5,316	20.62%
TOTAL EXPENDITURES	\$ 1,342,316	\$ 1,196,743	\$ 1,163,695	\$ 1,174,020	\$ 10,325	0.89%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 233,679	\$ (17,380)	\$ (2,198)	\$ (10,000)	\$ (7,802)	354.96%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 233,679	\$ (17,380)	\$ (2,198)	\$ (10,000)	\$ (7,802)	354.96%
 FULL TIME EQUIVALENTS	 12.1	 13.5	 11.0	 10.8		

**2018 CROW WING COUNTY
BUDGET**

JUVENILE DETENTION

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 222,281	\$ 269,845	\$ -	\$ -	\$ -	-
MISCELLANEOUS	867	-	-	-	-	-
TOTAL REVENUES	\$ 223,148	\$ 269,845	\$ -	\$ -	\$ -	-
<u>EXPENDITURES:</u>						
PUBLIC AID ASSISTANCE	\$ 460,468	\$ 371,823	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ 460,468	\$ 371,823	\$ -	\$ -	\$ -	-
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (237,320)	\$ (101,978)	\$ -	\$ -	\$ -	-
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (237,320)	\$ (101,978)	\$ -	\$ -	\$ -	-

*Combined with Social Services in 2017.

**2018 CROW WING COUNTY
BUDGET**

CORRECTIONS

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ -	\$ -	\$ 426,136	\$ 654,575	\$ 228,439	53.61%
INTERGOVERNMENTAL	-	467,324	1,027,784	1,063,559	35,775	3.48%
CHARGES FOR SERVICES	-	28,802	88,200	73,000	(15,200)	-17.23%
MISCELLANEOUS	-	349,711	-	45,000	45,000	-
TOTAL REVENUES	\$ -	\$ 845,837	\$ 1,542,120	\$ 1,836,134	\$ 294,014	19.07%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ -	\$ 729,661	\$ 1,493,500	\$ 1,767,575	\$ 274,075	18.35%
SERVICES & CHARGES	-	23,942	45,635	56,559	10,924	23.94%
SUPPLIES & MATERIALS	-	34,043	28,750	12,000	(16,750)	-58.26%
TOTAL EXPENDITURES	\$ -	\$ 787,646	\$ 1,567,885	\$ 1,836,134	\$ 268,249	17.11%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ -	\$ 58,191	\$ (25,765)	\$ -	\$ 25,765	-100.00%
TOTAL OTHER FINANCING SOURCES (USES)	-	192,205	100,000	-	(100,000)	-100.00%
NET CHANGE	\$ -	\$ 250,396	\$ 74,235	\$ -	\$ (74,235)	-100.00%
 FULL TIME EQUIVALENTS	 0.0	 10.0	 17.6	 21.6		

*In July 2016, Crow Wing County took over corrections from Central Minnesota Community Corrections.

**2018 CROW WING COUNTY
BUDGET**

DEBT SERVICE - COMBINED

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 5,093,031	\$ 5,088,114	\$ 5,078,459	\$ 5,078,459	\$ -	0.00%
SPECIAL ASSESSMENTS	-	4,332	8,070	8,070	-	0.00%
INTERGOVERNMENTAL	1,960	1,942	2,090	2,090	-	0.00%
MISCELLANEOUS	91,459	90,203	-	-	-	-
TOTAL REVENUES	\$ 5,186,450	\$ 5,184,591	\$ 5,088,619	\$ 5,088,619	\$ -	0.00%
<u>EXPENDITURES:</u>						
DEBT SERVICE	\$ 5,097,843	\$ 5,085,317	\$ 4,981,294	\$ 4,959,724	\$ (21,570)	-0.43%
TOTAL EXPENDITURES	\$ 5,097,843	\$ 5,085,317	\$ 4,981,294	\$ 4,959,724	\$ (21,570)	-0.43%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 88,607	\$ 99,274	\$ 107,325	\$ 128,895	\$ 21,570	20.10%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 88,607	\$ 99,274	\$ 107,325	\$ 128,895	\$ 21,570	20.10%

**2018 CROW WING COUNTY
BUDGET**

COUNTY JAIL BONDS

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 1,777,057	\$ 1,775,784	\$ 1,772,250	\$ 1,772,250	\$ -	0.00%
INTERGOVERNMENTAL	683	677	700	700	-	0.00%
TOTAL REVENUES	\$ 1,777,740	\$ 1,776,461	\$ 1,772,950	\$ 1,772,950	\$ -	0.00%
<u>EXPENDITURES:</u>						
DEBT SERVICE	\$ 1,742,675	\$ 1,738,000	\$ 1,731,850	\$ 1,727,350	\$ (4,500)	-0.26%
TOTAL EXPENDITURES	\$ 1,742,675	\$ 1,738,000	\$ 1,731,850	\$ 1,727,350	\$ (4,500)	-0.26%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 35,065	\$ 38,461	\$ 41,100	\$ 45,600	\$ 4,500	10.95%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 35,065	\$ 38,461	\$ 41,100	\$ 45,600	\$ 4,500	10.95%

**2018 CROW WING COUNTY
BUDGET**

CAPITAL IMPROVEMENT PLAN BONDS

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 3,232,060	\$ 3,229,197	\$ 3,223,500	\$ 3,223,500	\$ -	0.00%
INTERGOVERNMENTAL	1,243	1,231	1,350	1,350	-	0.00%
TOTAL REVENUES	\$ 3,233,303	\$ 3,230,428	\$ 3,224,850	\$ 3,224,850	\$ -	0.00%
<u>EXPENDITURES:</u>						
DEBT SERVICE	\$ 3,171,600	\$ 3,161,175	\$ 3,146,800	\$ 3,131,550	\$ (15,250)	-0.48%
TOTAL EXPENDITURES	\$ 3,171,600	\$ 3,161,175	\$ 3,146,800	\$ 3,131,550	\$ (15,250)	-0.48%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 61,703	\$ 69,253	\$ 78,050	\$ 93,300	\$ 15,250	19.54%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 61,703	\$ 69,253	\$ 78,050	\$ 93,300	\$ 15,250	19.54%

**2018 CROW WING COUNTY
BUDGET**

AIRPORT BONDS

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 83,914	\$ 83,133	\$ 82,709	\$ 82,709	\$ -	0.00%
INTERGOVERNMENTAL	34	34	40	40	-	0.00%
MISCELLANEOUS	91,459	90,203	-	-	-	-
TOTAL REVENUES	\$ 175,407	\$ 173,370	\$ 82,749	\$ 82,749	\$ -	0.00%
<u>EXPENDITURES:</u>						
DEBT SERVICE	\$ 183,568	\$ 183,955	\$ 94,574	\$ 92,754	\$ (1,820)	-1.92%
TOTAL EXPENDITURES	\$ 183,568	\$ 183,955	\$ 94,574	\$ 92,754	\$ (1,820)	-1.92%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (8,161)	\$ (10,585)	\$ (11,825)	\$ (10,005)	\$ 1,820	-15.39%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ (8,161)	\$ (10,585)	\$ (11,825)	\$ (10,005)	\$ 1,820	-15.39%

**2018 CROW WING COUNTY
BUDGET**

NORTH LONG LAKE SANITARY SEWER DISTRICT BONDS

	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2018 BUDGET</u>	<u>2017 / 2018 DOLLAR INC/(DEC)</u>	<u>2017 / 2018 % INC/(DEC)</u>
<u>REVENUES:</u>						
SPECIAL ASSESSMENTS	\$ -	\$ 4,332	\$ 8,070	\$ 8,070	\$ -	0.00%
TOTAL REVENUES	<u>\$ -</u>	<u>\$ 4,332</u>	<u>\$ 8,070</u>	<u>\$ 8,070</u>	<u>\$ -</u>	<u>0.00%</u>
<u>EXPENDITURES:</u>						
DEBT SERVICE	\$ -	\$ 2,187	\$ 8,070	\$ 8,070	\$ -	0.00%
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 2,187</u>	<u>\$ 8,070</u>	<u>\$ 8,070</u>	<u>\$ -</u>	<u>0.00%</u>
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	<u>\$ -</u>	<u>\$ 2,145</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>
TOTAL OTHER FINANCING SOURCES (USES)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET CHANGE	<u><u>\$ -</u></u>	<u><u>\$ 2,145</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>-</u></u>

**2018 CROW WING COUNTY
BUDGET**

NON - DEPARTMENTAL

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 19,392,089	\$ 19,249,404	\$ 19,019,718	\$ 18,478,070	\$ (541,648)	-2.85%
INTERGOVERNMENTAL	564,665	738,659	937,214	922,223	(14,991)	-1.60%
CHARGES FOR SERVICES	76,700	76,700	76,700	76,692	(8)	-0.01%
INVESTMENTS	401,150	398,519	475,000	694,509	219,509	46.21%
MISCELLANEOUS	291,624	329,902	500,200	350,300	(149,900)	-29.97%
TOTAL REVENUES	\$ 20,726,228	\$ 20,793,184	\$ 21,008,832	\$ 20,521,794	\$ (487,038)	-2.32%
<u>EXPENDITURES:</u>						
PERSONNEL SERVICES	\$ 721,685	\$ 777,448	\$ 125,000	\$ -	\$ (125,000)	-100.00%
SERVICES & CHARGES	-	-	-	52,200	52,200	-
TOTAL EXPENDITURES	\$ 721,685	\$ 777,448	\$ 125,000	\$ 52,200	\$ (72,800)	-58.24%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 20,004,543	\$ 20,015,736	\$ 20,883,832	\$ 20,469,594	\$ (414,238)	-1.98%
TOTAL OTHER FINANCING SOURCES (USES)	-	(192,205)	(3,000,000)	747,787	3,747,787	-124.93%
NET CHANGE	\$ 20,004,543	\$ 19,823,531	\$ 17,883,832	\$ 21,217,381	\$ 3,333,549	18.64%

*This is department is used to account for levy, aids, credits and investment revenue for all services in the General Fund.

**2018 CROW WING COUNTY
BUDGET**

CAPITAL PROJECTS

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 974,217	\$ 1,309,898	\$ 1,316,324	\$ 620,891	\$ (695,433)	-52.83%
INTERGOVERNMENTAL	2,116,902	2,052,065	2,051,113	2,355,280	304,167	14.83%
MISCELLANEOUS	139,096	98,784	106,951	80,488	(26,463)	-24.74%
TOTAL REVENUES	\$ 3,230,215	\$ 3,460,747	\$ 3,474,388	\$ 3,056,659	\$ (417,729)	-12.02%
<u>EXPENDITURES:</u>						
SERVICES & CHARGES	\$ 25,000	\$ -	\$ 17,410	\$ 415,000	\$ 397,590	2283.69%
SUPPLIES & MATERIALS	-	23,879	7,850	575,010	567,160	7224.97%
CAPITAL OUTLAY	3,778,809	3,747,441	5,039,985	2,894,716	(2,145,269)	-42.56%
TOTAL EXPENDITURES	\$ 3,803,809	\$ 3,771,320	\$ 5,065,245	\$ 3,884,726	\$ (1,180,519)	-23.31%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ (573,594)	\$ (310,573)	\$ (1,590,857)	\$ (828,067)	\$ 762,790	-47.95%
TOTAL OTHER FINANCING SOURCES (USES)	69,077	153,032	65,000	-	(65,000)	-100.00%
NET CHANGE	\$ (504,517)	\$ (157,541)	\$ (1,525,857)	\$ (828,067)	\$ 697,790	-45.73%

**2018 CROW WING COUNTY
BUDGET**

DITCH FUND

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
SPECIAL ASSESSMENTS	\$ -	\$ 11,410	\$ 14,201	\$ 14,201	\$ -	0.00%
TOTAL REVENUES	\$ -	\$ 11,410	\$ 14,201	\$ 14,201	\$ -	0.00%
<u>EXPENDITURES:</u>						
SERVICES & CHARGES	\$ -	\$ -	\$ 14,201	\$ 14,201	\$ -	0.00%
CAPITAL OUTLAY	-	7,050	-	-	-	-
TOTAL EXPENDITURES	\$ -	\$ 7,050	\$ 14,201	\$ 14,201	\$ -	0.00%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ -	\$ 4,360	\$ -	\$ -	\$ -	-
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ -	\$ 4,360	\$ -	\$ -	\$ -	-

**2018 CROW WING COUNTY
BUDGET
FIRST ASSESSMENT DISTRICT**

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 712,663	\$ 722,705	\$ 755,651	\$ 823,660	\$ 68,009	9.00%
SPECIAL ASSESSMENTS	11,195	9,324	-	-	-	-
LICENSES AND PERMITS	100	100	-	-	-	-
INTERGOVERNMENTAL	255,120	42,742	40,000	42,000	2,000	5.00%
TOTAL REVENUES	\$ 979,078	\$ 774,871	\$ 795,651	\$ 865,660	\$ 70,009	8.80%
<u>EXPENDITURES:</u>						
SERVICES & CHARGES	\$ 655,010	\$ 1,181,385	\$ 1,083,765	\$ 1,124,484	\$ 40,719	3.76%
OTHER EXPENDITURES	223,548	346,020	20,000	6,000	(14,000)	-70.00%
TOTAL EXPENDITURES	\$ 878,558	\$ 1,527,405	\$ 1,103,765	\$ 1,130,484	\$ 26,719	2.42%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 100,520	\$ (752,534)	\$ (308,114)	\$ (264,824)	\$ 43,290	-14.05%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 100,520	\$ (752,534)	\$ (308,114)	\$ (264,824)	\$ 43,290	-14.05%

**2018 CROW WING COUNTY
BUDGET**

SECOND ASSESSMENT DISTRICT

	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET	2017 / 2018 DOLLAR INC/(DEC)	2017 / 2018 % INC/(DEC)
<u>REVENUES:</u>						
TAXES	\$ 60,487	\$ 64,503	\$ 64,419	\$ 67,640	\$ 3,221	5.00%
INTERGOVERNMENTAL	4,985	5,373	5,000	5,000	-	0.00%
MISCELLANEOUS	25,168	15	-	-	-	-
TOTAL REVENUES	\$ 90,640	\$ 69,891	\$ 69,419	\$ 72,640	\$ 3,221	4.64%
<u>EXPENDITURES:</u>						
SERVICES & CHARGES	\$ 38,297	\$ 65,015	\$ 45,419	\$ 28,847	\$ (16,572)	-36.49%
OTHER EXPENDITURES	20,982	5,598	1,000	6,250	5,250	525.00%
TOTAL EXPENDITURES	\$ 59,279	\$ 70,613	\$ 46,419	\$ 35,097	\$ (11,322)	-24.39%
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 31,361	\$ (722)	\$ 23,000	\$ 37,543	\$ 14,543	63.23%
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE	\$ 31,361	\$ (722)	\$ 23,000	\$ 37,543	\$ 14,543	63.23%



CAPITAL IMPROVEMENTS PLAN 2018 – 2023

CROW WING COUNTY BRAINERD, MINNESOTA

Adopted by County Board

December 12, 2017

Our Vision: Being Minnesota's favorite place.

Our Mission: Serve well. Deliver value. Drive results.

Our Values: Be responsible. Treat people right. Build a better future.

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2018 – 2023 Capital Improvements Plan

Introduction

The Crow Wing County Capital Improvements plan (CIP) is a multi-year guide to the construction and/or improvement of county roads and facilities and the acquisition of capital equipment. Through the process of preparing and updating a capital improvements plan, the county meets the need for orderly maintenance of the physical assets of the county. This CIP is intended to serve as a planning tool and is structured to present meaningful long-range perspective of the county's long-range capital needs.

Minnesota Statutes, Section 373.40, allows counties to plan and finance the “acquisition and betterment of public lands, buildings, and other improvements within the county for the purpose of a county courthouse, administrative building, health and social service facility, correctional facility, jail, law enforcement center, hospital, morgue, library, park, qualified indoor ice arena, and road and bridges.” The law requires that a Capital Improvements Plan be prepared which must cover at least a five-year period beginning with the date of the plan adoption. The CIP must set forth:

- 1) The estimated schedule, timing and details of specific capital improvements;
- 2) Estimated cost of the capital improvements identified;
- 3) The need for the improvements; and
- 4) The sources of revenues needed to pay for the improvements.

Approval of the CIP and annual amendments must be approved by the County Board after a noticed public hearing.

The Crow Wing County Capital Improvements Plan has been created in accordance with the guidelines of Minnesota Statutes, Section 373.40. The CIP covers all public improvement and building projects for a six-year period. The first year of the CIP represents the current year's capital budget. The remaining five-years of the CIP are used to identify needed capital projects and to coordinate the financing and timing of these projects. CIP projects require a total expenditure of at least \$5,000 and must provide for or extend the useful life of the asset at least three years. While cost estimates and proposed funding sources are identified for each general improvement area, the CIP is not intended to provide a detailed or complete financing plan for each project. As the county prepares to undertake individual projects, the County Board will consider a specific funding source.

The CIP will be revised and updated on a periodic basis during the future budget cycles. Changes to the priorities established in the plan should be expected. Changes can be caused by reductions in funding levels, project delays due to price fluctuations, opportunities for

grants or other aids, delays in obtaining construction permits or necessary approvals, emergency needs or simply changes in community preferences.

CIP Initiatives

In adopting the capital improvements plan, the county finds:

- 1) The projects contained in the capital improvements plan are necessary to maintain the existing infrastructure of the county and to properly provide for the health, safety and general well being of its residents.
- 2) The proposed projects provide an adequate response to anticipated service demands in each area of operation.
- 3) The county has considered the costs of the projects and the available financial resources and has determined that the projects are within the financial ability of the county. Further, the county has determined that failure to undertake the CIP will create a greater financial burden through higher service cost alternatives and increased costs of future project options.
- 4) The public improvement projects will result in lower operating costs by avoiding maintenance expense and by providing public services in a cost effective manner. The projects have been designed to keep operating costs at a minimum.
- 5) The county has thoroughly reviewed the alternatives for undertaking the applicable projects through shared facilities with other counties or units of government. All of the proposed public facilities are an integral part of the services provided by Crow Wing County. Crow Wing County will participate in shared facility options when such options are found to be either efficient or cost effective.
- 6) The CIP is designed to make the most effective use of all financial resources available to the county, including fund reserves, current budgeted revenues, grants, and borrowing. The county's goal is to strike a reasonable balance among all of its resources. The debt proposed in the CIP is within the statutory and financial capacity of the county. It will be difficult for the county to meet its public facility's needs in a timely manner without incurring debt. The county will structure all necessary debt in a manner that makes the best use of its financial resources and minimizes the impacts on county residents.
- 7) In preparing the CIP, the county has considered the impacts on operating costs. Projects are designed to keep the increases in operating costs to a minimum. Increases in operating costs are balanced with the overall need to provide the improvement.
- 8) The majority of the projects in the CIP are financed without incurring debt. For those projects utilizing debt, borrowing is needed to provide the improvement in a timely manner and to spread the financial impacts over a period of years. These objectives outweigh the increase in county or overlapping indebtedness.

Impact on Operating Budgets

The State of Minnesota occasionally imposes property tax levy limits on local government. For that reason, any new projects and all capital equipment purchases have been approved by the County Board on the premise that there will be little or no impact on operating budgets. Funding for capital improvements projects, capital equipment and various repair projects is provided within existing levy, and special levy outside of levy limits for debt service relating to capital improvements included in the six-year capital improvements plan or reserves.

Most CIP projects are replacement and improvement projects. These projects should help improve operating efficiencies and offset increased costs for operations and repairs. By continuing an ongoing equipment replacement schedule, departmental operating budgets will not need to fund replacement of this equipment. Replacing equipment on a scheduled basis also results in reduced maintenance costs of the old equipment and can provide enhanced performance due to new equipment technology. Completion of scheduled building improvements will extend the lives of the buildings. Providing funds for building improvements annually will enable capital improvements to be scheduled as needed, over time, rather than waiting for an emergency situation that will cost more to correct.

Types of CIP Long-Term Financing

Most of the projects contained in the CIP can be funded through current property tax levy, fund balance, grants & aids, internal borrowing and reserves. Bonding is always an option for the county both in times that levy limits are imposed and for new facilities or major capital improvements. Crow Wing County will always review all other funding sources before bonding. The county Debt Management policy is included in this document for reference.

Statutory Debt Limit

Minnesota counties have a debt limit equal to 3% of the taxable market value. This statutory limit applies to (1) general obligation bonds expected to be paid entirely from property taxes (not, for instance, to bonds which may have special assessments and/or revenues pledged to their payment) and (2) to lease purchase financing which is more than \$1,000,000 in size.

The calculation of Crow Wing County's debt limit is as follows:

Market value of taxable property	\$10,449,832,900
Times 3%	<u>x .03</u>
Gross debt limit	\$ 313,494,987
Less: net general obligation bonds outstanding	<u>- 9,773,398</u>
Available debt limit	\$ 303,721,589

The CIP Process

The process begins with the distribution of instructions to department heads. Department heads fill out project requests to be considered for the current year capital budget and the next five-year CIP period. In the future, each department head is responsible for reviewing the most recent CIP to determine the funding necessary for projects that are currently identified in the CIP. Based on this review and a review of new requirements for capital improvements for the next period, the department head completes a CIP spreadsheet. Once the capital project spreadsheet has been completed and prioritized by using the capital project-rating sheet, the forms are submitted to the Finance office. The Finance office conducts an analysis of the capital projects to assure that sufficient data has been provided and that the cost estimates are reasonable. The requests are reviewed and the Budget Committee will make recommendations. Upon County Board adoption in December, the final CIP document is produced and distributed to the departments for implementation of the plan. The County Board can only approve budgets on an annual basis. Therefore, capital expenditures approved spending will be for the current year only.

Organization of the CIP

The CIP is divided into eight sections (all Highway projects and totals are in section 8):

Capital Asset Investment & Management Policy: Section (1) is the County's approved policy.

Debt Management Policy: Section (2) is the County's approved policy.

Summary by fund: Section (3) shows a one-page layout of total dollars by fund and by year.

Funding sources summary by year: Section (4) shows by year the funding source for each individual project.

Summary by department: Section (5) shows the total dollars by department by year.

Department detail: Section (6) shows a detailed listing of all projects in the CIP by department.

Project request forms: Section (7) shows all project request forms from the departments.

Highway Infrastructure Plan 2017 – 2021: Section (8) contains the Highway Infrastructure Plan.



ASSET MANAGEMENT POLICY

CROW WING COUNTY BRainerd, MINNESOTA

Adopted by County Board
August 13, 2013
Amended April 26, 2016

Our Vision: Being Minnesota's favorite place.
Our Mission: Serve well. Deliver value. Drive results.
Our Values: Be responsible. Treat people right. Build a better future.

ASSET MANAGEMENT POLICY

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 - B. Depreciation and Estimated Useful Life
 - C. Maintenance Funding
 - D. Annual Inventory
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I. ASSET MANAGEMENT POLICY STATEMENT OF PURPOSE

The purpose of this policy is to provide guidelines to complete the development of the Capital Improvements Plan (CIP), and to guide the County in the management and upkeep of existing capital assets.

II. SCOPE

This Asset Management Policy applies to all capitalized and non-capitalized assets of the County, such as land; buildings and building improvements; infrastructure; furniture, equipment and vehicles; and improvements other than buildings.

III. CAPITAL IMPROVEMENTS PLAN (CIP)

Each year County staff shall develop the Capital Improvements Plan (CIP), which covers all public improvement, building projects, and assets acquired over a certain threshold (described in Note III.B.) for a six-year period (the current year and five subsequent years).

All projects in the CIP should be based on investments determined by master plans that the County Board has formally reviewed and adopted (e.g., Highway Improvement Plan, Comprehensive Recreational Trails Plan, County Park Plan, Information Technology Plan, Facilities Plan, Fleet Management Plan, and the Solid Waste Management Plan.

A. RESPONSIBLE PARTICIPANTS

Requests for project inclusion in the CIP will be reviewed by the Budget Committee and adopted by the County Board annually.

B. PROJECT IDENTIFICATION

The CIP will display, to the maximum extent possible, all major projects in which the County is involved. While the following criteria may be used as a general guide to distinguish which projects should be included or excluded from the CIP, there are always exceptions which require management's judgment.

For purposes of the CIP, a CIP project is *generally* defined to be any project that possesses both of the following characteristics:

- (1) Exceeds an estimated cost of \$5,000; *and*
- (2) Provides for or extends the useful life of the asset at least three years.

Other items for consideration in the CIP include costs to decommission an existing asset; substantial non-capitalizable maintenance, upgrades, or repairs; or non-capitalizable technology enhancements.

C. CIP PROJECT SELECTION

The County has determined specific requirements for a project to be included in the CIP and has assigned an initial ranking system to determine priority. Projects will be reviewed by the CIP Advisory Committee. Projects will be selected by the Budget Committee and approved by the County Board, according to County Board priorities.

D. OPERATING BUDGET IMPACTS

Any new projects and all capital equipment purchases will be approved by the County Board on the premise that there will be little or no impact on operating budgets, or that the increase in future operating costs will be outweighed by the benefit provided by the project.

E. PROCEEDS

Auction and insurance proceeds received for the sale or destruction of motorized vehicles will be receipted to the Capital Projects Fund and will not impact current approved project expenditure budgets. The department may request replacement in the next CIP cycle. When the destruction of such assets infringes on the normal operation of the department, the department may request emergency replacement from the County Board.

Auction and insurance proceeds received for the Landfill Enterprise Fund, Tax Forfeit Fund, and Solid Waste (Non-Landfill) Fund will be receipted into their respective funds for ongoing replacement of assets and equipment.

F. BALANCED CIP

The adopted CIP is a structurally balanced six-year plan. This means that for the entire six-year period, revenues will be equal to project expenditures in the CIP. It is the responsibility of Finance and the County Administrator to present a structurally balanced CIP to the County Board.

G. CIP FUNDING STRATEGIES

The County's principal means of funding projects shall be Pay-As-You-Go financing (PAYGO). When additional funding is required, the County Board will determine whether to utilize long-term financing options.

The Landfill Enterprise Fund, Tax Forfeit Fund, and Solid Waste (Non-Landfill) Fund will utilize their own funding streams for asset acquisition or improvements, due to the dedicated purposes of these funds.

IV. CAPITAL BUDGETING

The first year of the Capital Improvements Plan (CIP) represents the current year's capital budget.

If the project costs at project completion are less than the budgeted amount, the balance will be unappropriated and returned to fund balance. The County Administrator is granted authority to allocate capital improvement savings to another CIP item up to the extent of

\$30,000 for each capital improvement. Any such CIP items will be specifically identified in the regular progress reviews as part of the quarterly reporting required in Note V, and will be subsequently reported to the Budget Committee

If the project costs at the time of bid award are greater than the budget amount, five options are available:

- (1) Eliminate the project.
- (2) Defer the project for consideration to the next financial plan period.
- (3) Re-scope or change the phasing of the project to meet the existing budget.
- (4) Transfer funding from another specified, lower-priority project.
- (5) Appropriate additional resources as necessary from fund balance upon approval by the County Board.

Any such actions taken will be specifically identified in the regular progress reviews as part of the quarterly reporting required in Note V.

V. PROJECT MANAGEMENT

Every CIP project will have a project manager who will prepare the project proposal, ensure the required phases are completed on schedule, authorize all project expenditures, ensure that all regulations and laws are observed, and report project status. At the close-out or completion of a project, the project manager is required to present a final summary of the project to the Finance Director. This summary shall include financial information regarding actual and budgeted expenditures.

Regular progress reviews: The project manager shall conduct quarterly capital project and program reviews on the physical and fiscal status of each project, and disclose this information to Finance. Project managers shall analyze project status, project expenditures, and remaining budget. Finance will provide such updates as appropriate to the Budget Committee.

Annual and multi-year project budgets: Each department must commit to the timely completion of each approved project. Each project approved by the County Administrator will have a one-year budget, with exceptions as follows:

- Patrol vehicle procurement processes may begin prior to budget availability, to allow time for manufacturing and outfitting, though all actual expenditures must occur in the approved budget year.
- Highway heavy equipment procurement processes may begin prior to budget availability, to allow time for manufacturing and outfitting, though all actual expenditures must occur in the approved budget year.
- Large construction projects, as deemed appropriate by the County Administrator, and as identified during the CIP process.
- Any other project deemed appropriate by the County Administrator, as identified during the CIP process.

VI. CAPITAL ASSET MANAGEMENT

A. CAPITALIZATION POLICY

Capital assets are defined as assets with an initial, individual cost of more than \$15,000 and an estimated useful life in excess of three years.

Software must meet additional requirements for capitalization. The County will capitalize fully developed procured software upon completion of implementation. The County will not capitalize the costs of contracting to develop software, as this will be expensed as professional services in the year incurred. However, if the County will maintain proprietary rights to such developed software, the County will capitalize developed software with allowable capitalizable costs in excess of \$100,000 and a useful life in excess of three years.

The County will continue to capitalize motorized vehicles (i.e., snowmobiles, ATVs, lawnmowers, etc.) although their individual cost may be less than \$15,000.

B. DEPRECIATION AND ESTIMATED USEFUL LIFE

Assets will be depreciated using the straight-line method. Estimated useful life of capital assets will be determined using reasonable assumptions, based on current information.

C. MAINTENANCE FUNDING

The County will replace equipment on a scheduled basis to reduce maintenance costs of old equipment and enhance performance due to new equipment technology. The County will maintain an annual building improvement budget.

D. ANNUAL INVENTORY

The County will perform an annual inventory that addresses the physical condition of its assets, by department by asset class.

E. PROCEEDS FROM THE SALE OR DESTRUCTION OF ASSETS

For financial reporting the County shall consider proceeds received during the fiscal year in excess of \$100,000, in aggregate, to be material and require disclosure in the Comprehensive Annual Financial Report (CAFR). Fiscal year proceeds less than \$100,000, in aggregate, shall be considered immaterial and will be reported as miscellaneous revenue in the CAFR.

VII. ASSET MANAGEMENT POLICY ADOPTION

The County's Capital Asset Investment and Management Policy shall be adopted by resolution of the County Board. The policy shall be reviewed on a biennial basis by the Budget Committee and any modifications made thereto must be approved by the County Board.



DEBT MANAGEMENT POLICY

CROW WING COUNTY BRainerd, MINNESOTA

Adopted by County Board
July 9, 2013
Amended July 25, 2017

Our Vision: Being Minnesota's favorite place.
Our Mission: Serve well. Deliver value. Drive results.
Our Values: Be responsible. Treat people right. Build a better future.

DEBT MANAGEMENT POLICY

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I. DEBT MANAGEMENT POLICY STATEMENT OF PURPOSE

The Debt Management Policy sets forth comprehensive guidelines for the financing of capital expenditures identified in the Capital Improvements Plan (CIP). It is the objective of the policy that (1) the County obtain financing only when necessary, (2) the process for identifying the timing and amount of debt or other financing be as efficient as possible, (3) the most favorable interest rate and other related costs be obtained, and (4) when appropriate, future financial flexibility be maintained.

II. SCOPE

This policy applies to both conduit debt and debt issued directly by the County. It also provides guidelines regarding the execution of capital leases.

III. USE OF DEBT FINANCING

The primary tool used to plan for debt is the Capital Improvements Plan (CIP). Summaries of capital expenditures are prepared for each year of the CIP and matched with available funding from various sources. The CIP document will assist the County in determining the amount of spending that will be required to accommodate anticipated growth and development.

A. ACCEPTABLE PURPOSES AND CONDITIONS FOR USE OF DEBT

The County will use debt financing for one-time capital improvement projects and unusual equipment purchases, and only under the following circumstances:

- (1) when the project is included in the Capital Improvements Plan (CIP); **or**
- (2) when the project is mandated by federal or state authorities with no other viable funding option available; **or**
- (3) when the project is the result of growth-related activities within the community that require unanticipated and unplanned infrastructure or capital improvements by the County; **and**
- (4) when the project's useful life, or the projected service life of the equipment, will be equal to or exceed the term of the financing; **and**
- (5) when there are designated revenues sufficient to service a debt, whether from project revenues, other specified and reserved resources, or infrastructure cost sharing revenues.

B. PERMISSIBLE DEBT INSTRUMENTS

The County will issue debt using the following instruments:

- (1) General Obligation Bonds (Minn. Stat. § 475)
- (2) Revenue Bonds (Minn. Stat. § 475)
- (3) General Obligation Revenue Bonds (Minn. Stat. § 475)
- (4) County Capital Improvement Bonds (Minn. Stat. § 373.40)
- (5) Capital Notes (Equipment Notes) (Minn. Stat. § 373.01)
- (6) Courthouse Bonds (Minn. Stat. § 375.18)
- (7) State-Aid Road Bonds (Minn. Stat. § 162.181)
- (8) Bridge Bonds (Minn. Stat. § 165.10)
- (9) Jail Bonds (Minn. Stat. § 641.23)
- (10) Jail Lease Revenue Bonds (Minn. Stat. § 641.24)
- (11) Regional Jail Facility Bonds (Minn. Stat. § 641.264)
- (12) Healthcare (hospital) and Housing (nursing home) Bonds (Minn. Stat. § 447.45)
- (13) GO Supported Housing Development Revenue Bonds (Minn. Stat. § 469.001)
- (14) Refunding Bonds
- (15) Joint Library Bonds (Minn. Stat. § 134.41)
- (16) Solid Waste Bonds (Minn. Stat. § 400.101)
- (17) Ditch, Watershed & Drainage Bonds (Minn. Stat. §§ 103E & 429)
- (18) Lease Purchase Financing (Minn. Stat. § 465.71)
- (19) Tax Abatement (Minn. Stat. § 469.1813)
- (20) Regional Railroad Authority Bonds (Minn. Stat. § 398A.01)
- (21) Energy Improvement Bonds (Minn. Stat. § 216C.435)
- (22) Other bonds as authorized by statute

C. RESTRICTIONS ON THE USE OF DEBT

The County will not use long-term debt to finance current operating and maintenance expenditures.

The term of any bond issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.

Net debt shall not be in excess of three percent of the market value of taxable property (Minn. Stat. § 475.53).

D. PAY-AS-YOU-GO FINANCING

Certain criteria will be used to evaluate pay-as-you-go financing (PAYGO) versus debt financing in funding capital improvements. The following factors favor PAYGO financing:

- (1) the project can be adequately funded from available current revenues and fund balances; or
- (2) the project can be completed in an acceptable timeframe given the available revenues; or
- (3) additional debt levels would adversely affect the County's credit rating or repayment sources; or
- (4) market conditions are unstable or suggest difficulties in marketing a debt.

IV. MAXIMUM AMOUNTS OF DEBT FINANCING

The County has self-imposed more restrictive limits on debt issuance than what is allowable by statute. The County will not engage in debt financing unless the proposed obligation, when combined with all existing bonded debts, meets the three following measures:

- (1) net direct debt per capita will not exceed \$1,000; and
- (2) direct debt as a percentage of estimated full market value of taxable property will not exceed 1.0%; and
- (3) annual debt service will not exceed 15% of budgeted governmental fund operating expenditures.

V. STRUCTURE OF DEBT

County debt will be structured to achieve the lowest possible net interest cost to the County given market conditions, the urgency of the capital project, and the nature and type of any security provided. County debt will be structured in a way that will not compromise the future flexibility to fund projects.

A. MATURITY GUIDELINES

County debts will be amortized for the shortest period consistent with a fair allocation of costs to current and future beneficiaries or users, and in keeping with other related provisions of this policy. The County normally shall issue bonds with a maximum life of 20 years or less.

B. FIXED AND VARIABLE RATE DEBT

The County will generally issue its debt on a fixed rate basis; however, particular conditions may arise where the County would consider the use of variable interest rates.

C. PREPAYMENT PROVISIONS

Redemption provisions and call features shall be evaluated in the context of each bond sale to enhance marketability of the bonds; to ensure flexibility related to potential early redemption; to foster future refunding transactions; or in consideration of special conditions of the transaction. The potential of additional costs and higher interest rates as a result of including a call provision shall also be evaluated.

D. DEBT SERVICE SCHEDULE

At a minimum, the County will seek to amortize general obligation bonds with level principal and interest costs over the life of the issue. Pushing higher costs to future years in order to reduce short-term budget liabilities will be considered only when natural disasters or extraordinary or unanticipated external factors make the short-term cost of general obligation bonds prohibitive.

E. DEBT SERVICE FUNDS

All payment of bonds shall be from the County's Debt Service Fund. The fund balance in the Debt Service Fund shall achieve a proper matching of revenues with principal and interest payments within each bond year and will be depleted at least once each bond year (except for a reasonable amount not to exceed the greater of the earnings on the fund for the immediately preceding bond year or 1/12th of the principal and interest payment on the issue for the immediately preceding bond year), making its best efforts to comply with arbitrage requirements.

VI. DEBT ISSUANCE

A. APPROVAL OF ISSUANCE

All proposed debt financings shall be authorized by the County Board.

B. METHOD OF SALE

Generally, the County shall seek to issue its bond obligations in a competitive sale. However, in the following instances the County will consider a negotiated sale:

- (1) Consultation with the County's Financial Advisor has deemed a negotiated sale prudent based on factors of the issuance (instrument, rate, call features, or other features); or
- (2) Bids were not received during a competitive sale; or
- (3) Bids received during a competitive sale are deemed unsatisfactory.

C. PROFESSIONAL SERVICE PROVIDERS

The County recognizes the nature of the municipal bond industry such that specialized consultants may need to be retained. In general, a competitive selection process will be used in the retention of any consultants; however, the Accounting and Finance Manager may also directly engage consultants on a case-by-case basis. The following contract advisors may be maintained for the County:

- (1) Financial advisor
- (2) Bond legal counsel
- (3) Underwriter
- (4) Fiscal agent

D. CREDIT RATINGS

The County Board shall be responsible for determining whether or not a rating shall be requested on a particular financing and which of the major rating agencies shall be asked to provide such a rating, based on advice received from the County's Financial Advisor.

VII. DEBT MANAGEMENT PROCESS

A. INVESTMENT OF BOND PROCEEDS

The proceeds of the bond sales will be invested until used for the intended project in order to maximize utilization of public funds. The investments will be made to obtain the highest level of safety and will be invested in accordance with the County's Investment Policy. Proceeds will be invested in a manner that complies with arbitrage and tax provisions.

B. COMPLIANCE PRACTICES

1. ARBITRAGE

The County will fully comply with federal arbitrage and rebate regulations. The County will take steps to minimize any rebate liability through the proactive management in the structuring and oversight of its individual debt issues by Financial Services staff. This effort shall include tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebate earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the County's outstanding debt issuances.

2. COVENANT COMPLIANCE

The County will comply with all covenants stated in the bond ordinance, contract, or any other documents containing a covenant. The Finance Director or Financial Services staff is responsible for monitoring covenant compliance.

3. CONTINUING DISCLOSURE

The County will meet secondary disclosure requirements in a timely and comprehensive manner, as stipulated by the SEC Rule 15c2-12. The County may elect to contract this service to the County's financial advisor. If service is not contracted, Financial Services staff shall be responsible for providing ongoing disclosure information to the Municipal Securities Rulemaking Board's (MSRB's) Electronic Municipal Market Access (EMMA) system.

C. REFUNDING BONDS

Periodic reviews of all outstanding debts will be undertaken to determine refunding opportunities. The County may determine to refund bonds in order to

- (1) take advantage of lower interest rates and achieve debt service cost savings, or
- (2) restructure debt to either lengthen the duration of debt or free up reserve funds, or
- (3) refund outstanding indebtedness when existing bond covenants or other financial structures impose on prudent and sound financial management, or
- (4) restructure debt to shorten the duration of debt, by utilization of County fund balance and/or property tax levy reallocations without causing an unacceptable spike in the property tax rate.

Generally, the County will consider a refunding only when the net economic benefit (i.e., when there is an aggregate net present value savings, expressed as a percentage of the par amount of the refunded bonds) at 3% and above for a current refunding, and 4% and above for an advance refunding. Refunding issues that produce a net present value savings of less than the targeted amounts may be considered on a case-by-case basis. Refunding issues with negative savings will not be considered unless a compelling public policy objective is served by the refunding.

D. FINANCIAL DISCLOSURE

The County is committed to full and complete primary and secondary financial disclosure, and to cooperating fully with rating agencies, institutional and individual investors, other levels of government, and the general public to share clear, comprehensible, and accurate financial information. The County is committed to meeting secondary disclosure requirements on a timely and comprehensive basis.

Official statements accompanying debt issues, Comprehensive Annual Financial Reports (CAFRs), and continuous disclosure statements will meet (at a minimum) the standards articulated by the Government Accounting Standards Board (GASB), the National Federation of Municipal Analysts, the Securities and Exchange Commission (SEC), and Generally Accepted Accounting Principles (GAAP). Financial Services shall be responsible for ongoing disclosure to established national information repositories and for maintaining compliance with disclosure standards promulgated by state and national regulatory bodies.

VIII. DEBT MANAGEMENT POLICY ADOPTION

Debt Management Policy

The County's Debt Management Policy shall be adopted by resolution of the County Board. The policy shall be reviewed on a biennial basis by the Budget Committee and any modifications made thereto must be approved by the County Board.

**CROW WING COUNTY
2018 - 2023
CAPITAL PROJECTS
FUNDING SUMMARY**

<u>FUND</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTALS</u>
HIGHWAY FUND (10) BY FUNDING SOURCE:					Plan does not have cost estimates for 2021+		
FEDERAL	\$ 2,140,831	\$ -	\$ 1,358,997	\$ 1,695,500	\$ -	\$ -	\$ 5,195,328
STATE (REGULAR, MUNICIPAL, BRIDGE BONDING)	4,102,269	3,665,000	4,524,603	4,098,200	-	-	16,390,072
CROW WING COUNTY LEVY	200,000	200,000	200,000	194,500	-	-	794,500
CROW WING COUNTY FUND BALANCE	5,250,700	525,000	275,000	-	-	-	6,050,700
CROW WING COUNTY LOCAL SALES TAX	2,758,516	2,643,280	2,803,120	2,224,240			10,429,156
TOWN BRIDGE	-	-	-	-	-	-	-
LOCAL PARTICIPATION	50,000	50,000	50,000	200,000	-	-	350,000
HIGHWAY FUND (10)	\$ 14,502,316	\$ 7,083,280	\$ 9,211,720	\$ 8,412,440	\$ -	\$ -	\$ 39,209,756
CAPITAL PROJECTS FUND (43)	\$ 3,884,726	\$ 3,927,400	\$ 4,007,280	\$ 4,002,940	\$ 4,147,864	\$ 6,222,140	\$ 26,192,350
LANDFILL FUND (50)	\$ 2,212,310	\$ 2,250,172	\$ 134,984	\$ 426,303	\$ 588,868	\$ 385,498	\$ 5,998,135
SOLID WASTE (NON-LANDFILL) FUND (18)	\$ 151,430	\$ 579,310	\$ -	\$ 88,210	\$ 179,680	\$ 184,240	\$ 1,182,870
GENERAL FUND RESERVES (2)	\$ 81,935	\$ 415,225	\$ 121,085	\$ 195,975	\$ 98,085	\$ 151,725	\$ 1,064,030
GRAND TOTALS	\$ 20,832,717	\$ 14,255,387	\$ 13,475,069	\$ 13,125,868	\$ 5,014,497	\$ 6,943,603	\$ 73,647,141

CROW WING COUNTY
2018 - 2023
CAPITAL PROJECTS
DEPARTMENT SUMMARY

<u>DEPARTMENT</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
<u>HIGHWAY:</u>							
HIGHWAY CONSTRUCTION	\$ 14,502,316	\$ 7,083,280	\$ 9,211,720	\$ 8,412,440	\$ -	\$ -	\$ 39,209,756
HIGHWAY MAINTENANCE/ENGINEERING	527,000	504,000	572,000	573,000	594,000	595,000	3,365,000
HIGHWAY TOTALS	\$ 15,029,316	\$ 7,587,280	\$ 9,783,720	\$ 8,985,440	\$ 594,000	\$ 595,000	\$ 42,574,756
<u>SHERIFF:</u>							
PATROL	\$ 1,307,350	\$ 1,809,340	\$ 1,786,480	\$ 1,149,740	\$ 886,664	\$ 902,240	\$ 7,841,814
JAIL	30,000	515,000	30,000	-	30,000	-	605,000
SHERIFF TOTALS	\$ 1,337,350	\$ 2,324,340	\$ 1,816,480	\$ 1,149,740	\$ 916,664	\$ 902,240	\$ 8,446,814
<u>LAND SERVICES:</u>							
LANDFILL	\$ 2,212,310	\$ 2,250,172	\$ 134,984	\$ 426,303	\$ 588,868	\$ 385,498	\$ 5,998,135
SOLID WASTE (NON-LANDFILL)	151,430	579,310	-	88,210	179,680	184,240	1,182,870
PROPERTY VALUATION & CLASSIFICATION	700,000	350,000	-	-	-	-	1,050,000
LAND SERVICES TOTALS	\$ 3,063,740	\$ 3,179,482	\$ 134,984	\$ 514,513	\$ 768,548	\$ 569,738	\$ 8,231,005
ATTORNEY TOTALS	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000
INFORMATION TECHNOLOGY TOTALS	\$ 336,795	\$ 424,785	\$ 371,885	\$ 404,175	\$ 543,285	\$ 749,625	\$ 2,830,550
ELECTIONS TOTALS	\$ 453,516	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 453,516
COMMUNITY SERVICES TOTALS	\$ 140,000	\$ 105,000	\$ 160,000	\$ 780,000	\$ 880,000	\$ 375,000	\$ 2,440,000
FACILITIES TOTALS	\$ 402,000	\$ 634,500	\$ 1,208,000	\$ 1,292,000	\$ 1,312,000	\$ 3,752,000	\$ 8,600,500
GRAND TOTALS	\$ 20,832,717	\$ 14,255,387	\$ 13,475,069	\$ 13,125,868	\$ 5,014,497	\$ 6,943,603	\$ 73,647,141

CROW WING COUNTY

2018

CAPITAL PROJECTS

Project Title	Project #	Department	Funding Source	Total
Tax/CAMA System	5701801	Assessing Services	Capital Improvement Projects Fund	700,000
		Assessing Services Total		700,000
Judicial Center Renovation	0901801	Attorney	Capital Improvement Projects Fund	70,000
		Attorney Total		70,000
BI - Agency SSIS interface with MUNIS	4001801	Community Services	Capital Improvement Projects Fund	15,000
BI - Technology Tools Re-design	4001802	Community Services	Capital Improvement Projects Fund	25,000
EDMS - Document Management System	4001803	Community Services	Capital Improvement Projects Fund	100,000
		Community Services Total		140,000
Load Bank Test for CAT Generator	1101801	Facilities	Capital Improvement Projects Fund	10,000
Chiller #1 - Motor Rebuild	1101802	Facilities	Capital Improvement Projects Fund	10,000
Cloths Dryer - Jail	1101803	Facilities	Capital Improvement Projects Fund	12,000
Epoxy Floor in East Receiving	1101804	Facilities	Capital Improvement Projects Fund	15,000
BAS Control Devices (VAV Controllers / Actuators)	1101805	Facilities	Capital Improvement Projects Fund	20,000
AHU / TF Axial Fan Rebuilds	1101806	Facilities	Capital Improvement Projects Fund	20,000
Central Service Data Room AC (Liebert) Replacement	1101807	Facilities	Capital Improvement Projects Fund	25,000
Triple Duty Valve Repairs / Replacements - Central Plant	1101808	Facilities	Capital Improvement Projects Fund	25,000
Card Access for all Central Services Door	1101809	Facilities	Capital Improvement Projects Fund	25,000
Septic System Replacement - Highway Dept	1101810	Facilities	Capital Improvement Projects Fund	30,000
Unit Heaters - Highway Department	1101811	Facilities	Capital Improvement Projects Fund	30,000
Central Services and Community Services Fire Panels	1101812	Facilities	Capital Improvement Projects Fund	30,000
Illuminated Crosswalk Signs	1101813	Facilities	Capital Improvement Projects Fund	30,000
Salt Shed Replacements (Pine Center and Deerwood)	1101814	Facilities	Capital Improvement Projects Fund	45,000
Increase Emergency Power	1101815	Facilities	Capital Improvement Projects Fund	75,000
		Facilities Total		402,000
Purchase 1 Snow Blower	3011801	Highway	Capital Improvement Projects Fund	20,000
Purchase 1 portable Steamer with trailer	3011802	Highway	Capital Improvement Projects Fund	25,000
Central Services Fuel System	3011803	Highway	Capital Improvement Projects Fund	35,000
Purchase Maintenance Truck	3011804	Highway	Capital Improvement Projects Fund	58,000
Purchase Maintenance Truck (Lead Worker)	3011805	Highway	Capital Improvement Projects Fund	60,000
Purchase Skid Loader	3011806	Highway	Capital Improvement Projects Fund	79,000
Purchase Tandem axle Dump Truck	3011807	Highway	Capital Improvement Projects Fund	250,000
		Highway Total		527,000
Elections Equipment	1451801	Information Technology	Capital Improvement Projects Fund	453,516
Systems Center	1701801	Information Technology	Fund 2 Reserved & Designated	4,560
SharePoint/Web	1701802	Information Technology	Fund 2 Reserved & Designated	10,000
Phone Replacement	1701803	Information Technology	Fund 2 Reserved & Designated	12,500
System and Network Security	1701804	Information Technology	Fund 2 Reserved & Designated	13,875
GIS Enhancements	1701805	Information Technology	Fund 2 Reserved & Designated	15,000
Employee reporting environment - tool (setup and training)	1701806	Information Technology	Fund 2 Reserved & Designated	26,000
VDI	1701807	Information Technology	Capital Improvement Projects Fund	36,360
Server Additions and Replacements	1701808	Information Technology	Capital Improvement Projects Fund	36,400

CROW WING COUNTY
2018
CAPITAL PROJECTS

Project Title	Project #	Department	Funding Source	Total
Network	1701809	Information Technology	Capital Improvement Projects Fund	36,900
Enhancement to Imaging(eliminate 1 system)	1701810	Information Technology	Capital Improvement Projects Fund	50,000
SAN Enhancements	1701811	Information Technology	Capital Improvement Projects Fund	95,200
		Information Technology Total		790,311
Phase III Construction Oversight - Demolition Landfill	5401801	Landfill	Landfill	50,840
Annual Installation of new Recirculation Laterals in cell 4	5401802	Landfill	Landfill	124,800
Cell 5 Plans and Specs - MMSW Landfill	5401803	Landfill	Landfill	196,860
Phase III Construction - Demolition Landfill	5401804	Landfill	Landfill	324,480
Cell 5/6 Excavation	5401805	Landfill	Landfill	1,515,330
		Landfill Total		2,212,310
Unmarked Patrol Vehicle Unit 6534	2401801	Sheriff	Capital Improvement Projects Fund	27,200
Jail Vehicle Unit 6132	2401802	Sheriff	Capital Improvement Projects Fund	30,800
Supervisor/Investigator Vehicle Unit 6913	2401803	Sheriff	Capital Improvement Projects Fund	36,200
Boat & Water Vehicle Unit 6042	2401804	Sheriff	Capital Improvement Projects Fund	45,000
Emergency Equipment Replacement	2401805	Sheriff	Capital Improvement Projects Fund	168,150
LEC Updates	2401806	Sheriff	Capital Improvement Projects Fund	1,000,000
Jail pod painting & repair	2501801	Sheriff	Capital Improvement Projects Fund	30,000
		Sheriff Total		1,337,350
Cell 1/2 Closure Plans and Specs - MMSW Landfill	5201801	Solid Waste (Non-Landfill)	Solid Waste Non-Landfill Fund	151,430
		Solid Waste (Non-Landfill) Total		151,430
		Grand Total		6,330,401

CROW WING COUNTY

2019

CAPITAL PROJECTS

Project Title	Project #	Department	Funding Source	Total
BI - Technology Tools Re-design	4001802	Community Services	Capital Improvement Projects Fund	25,000
EDMS - Document Management System	4001803	Community Services	Capital Improvement Projects Fund	50,000
Vehicle Replacement	4001901	Community Services	Capital Improvement Projects Fund	30,000
		Community Services Total		105,000
Recording Software	5701901	Customer Service- Land Services	Fund 2 Reserved & Designated	250,000
Recording Software	5701901A	Customer Service- Land Services	Capital Improvement Projects Fund	100,000
		Customer Service- Land Services Total		350,000
BAS Control Devices (VAV Controllers / Actuators)	1101805	Facilities	Capital Improvement Projects Fund	20,000
Cleaning Equipment Replacement	1101901	Facilities	Capital Improvement Projects Fund	5,000
Laminate repairs and chair rails	1101902	Facilities	Capital Improvement Projects Fund	5,000
Paint employee stairwell floor	1101903	Facilities	Capital Improvement Projects Fund	5,000
Terazzo floor repairs front lobby and employee landings	1101904	Facilities	Capital Improvement Projects Fund	5,000
Epoxy Boiler Room Floor	1101905	Facilities	Capital Improvement Projects Fund	5,000
LED lighting upgrades	1101906	Facilities	Capital Improvement Projects Fund	7,500
Key Cutting Machine and Key Cutting Software	1101907	Facilities	Capital Improvement Projects Fund	7,500
Replace carpet in S stairwell	1101908	Facilities	Capital Improvement Projects Fund	7,500
Meeting room 1 & 2 tables	1101909	Facilities	Capital Improvement Projects Fund	7,500
AHU #2 - Heating Coil Replacement	1101910	Facilities	Capital Improvement Projects Fund	8,000
Airflow balancing of Jail	1101911	Facilities	Capital Improvement Projects Fund	10,000
Door and hardware replacemet to 45 series doors	1101912	Facilities	Capital Improvement Projects Fund	10,000
AHU Rebuilds	1101913	Facilities	Capital Improvement Projects Fund	10,000
Detention Locks	1101914	Facilities	Capital Improvement Projects Fund	10,000
Painting in hallways, interview rooms, conf rooms	1101915	Facilities	Capital Improvement Projects Fund	10,000
Cloths dryer replacement	1101916	Facilities	Capital Improvement Projects Fund	12,000
CP Refrigerant Monitoring	1101917	Facilities	Capital Improvement Projects Fund	12,000
Cloths washer replacement	1101918	Facilities	Capital Improvement Projects Fund	15,000
Replace carpet in hallways	1101919	Facilities	Capital Improvement Projects Fund	15,000
Replace VCT with low maintenance flooring	1101920	Facilities	Capital Improvement Projects Fund	15,000
AHU Enthalpy Wheel Rebuild	1101921	Facilities	Capital Improvement Projects Fund	20,000
Meeting Room 1&2 Wall Partition	1101922	Facilities	Capital Improvement Projects Fund	22,500
Kitchen Steamer / Combi Oven	1101923	Facilities	Capital Improvement Projects Fund	25,000
Kitchen Exhaust Fan and Makeup Air Unit Balancing	1101924	Facilities	Capital Improvement Projects Fund	25,000
Boiler Room Temperature Control and HVAC	1101925	Facilities	Capital Improvement Projects Fund	25,000
Replacement zero turn mower	1101926	Facilities	Capital Improvement Projects Fund	30,000
Sprinkler Heads Replacements - 150 heads Tamper Proof	1101927	Facilities	Capital Improvement Projects Fund	30,000
Paint exterior of building	1101928	Facilities	Capital Improvement Projects Fund	30,000
Replace Carpets with low maintenance flooring	1101929	Facilities	Capital Improvement Projects Fund	30,000
Duress System Upgrade and Expansion	1101930	Facilities	Capital Improvement Projects Fund	35,000
Seal man electrical room walls and add mini-split cooling	1101931	Facilities	Capital Improvement Projects Fund	35,000

CROW WING COUNTY
2019
CAPITAL PROJECTS

Project Title	Project #	Department	Funding Source	Total
Increase Emergency Power	1101932	Facilities	Capital Improvement Projects Fund	50,000
Chiller #1 - Compressor Rebuild	1101933	Facilities	Capital Improvement Projects Fund	75,000
		Facilities Total		634,500
Purchase Vehicle for Engineering Personnel	3011901	Highway	Capital Improvement Projects Fund	35,000
Work Order Software (Munis)	3011902	Highway	Capital Improvement Projects Fund	43,000
Purchase Durapatch Trailer	3011903	Highway	Capital Improvement Projects Fund	55,000
Purchase Maintenance Truck	3011904	Highway	Capital Improvement Projects Fund	56,000
Purchase Skid Loader	3011905	Highway	Capital Improvement Projects Fund	70,000
Purchase Tandem axle Dump Truck	3011906	Highway	Capital Improvement Projects Fund	245,000
		Highway Total		504,000
Systems Center	1701801	Information Technology	Fund 2 Reserved & Designated	15,200
SharePoint/Web	1701802	Information Technology	Fund 2 Reserved & Designated	35,000
Phone Replacement	1701803	Information Technology	Fund 2 Reserved & Designated	30,500
System and Network Security	1701804	Information Technology	Fund 2 Reserved & Designated	15,025
GIS Enhancements	1701805	Information Technology	Fund 2 Reserved & Designated	25,500
Employee reporting environment - tool (setup and training)	1701806	Information Technology	Fund 2 Reserved & Designated	44,000
VDI	1701807	Information Technology	Capital Improvement Projects Fund	36,360
Server Additions and Replacements	1701808	Information Technology	Capital Improvement Projects Fund	36,700
Network	1701809	Information Technology	Capital Improvement Projects Fund	35,300
Enhancement to Imaging(eliminate 1 system)	1701810	Information Technology	Capital Improvement Projects Fund	70,000
SAN Enhancements	1701811	Information Technology	Capital Improvement Projects Fund	81,200
		Information Technology Total		424,785
Annual Installation of new Recirculation Laterals in cell 4	5401802	Landfill	Landfill	129,792
Phase III Hydro Expansion - Demolition Landfill	5401901	Landfill	Landfill	140,610
Hydro Investigation - Northern Expansion Cell 5/6	5401902	Landfill	Landfill	168,730
Cell 5 Construction Oversight - MMSW Landfill	5401903	Landfill	Landfill	236,230
Cell 5 Construction	5401904	Landfill	Landfill	1,574,810
		Landfill Total		2,250,172
Emergency Equipment Replacement	2401805	Sheriff	Capital Improvement Projects Fund	210,140
LEC Updates	2401806	Sheriff	Capital Improvement Projects Fund	1,350,000
Patrol Vehicle	2401901	Sheriff	Capital Improvement Projects Fund	28,000
Patrol Vehicle	2401902	Sheriff	Capital Improvement Projects Fund	28,000
Patrol Vehicle	2401903	Sheriff	Capital Improvement Projects Fund	28,000
Patrol Vehicle	2401904	Sheriff	Capital Improvement Projects Fund	28,000
Patrol Vehicle	2401905	Sheriff	Capital Improvement Projects Fund	28,000
Patrol Vehicle	2401906	Sheriff	Capital Improvement Projects Fund	28,000
Supervisor/Investigator Vehicle	2401907	Sheriff	Capital Improvement Projects Fund	36,200
Boat & Water Vehicle	2401908	Sheriff	Capital Improvement Projects Fund	45,000
Camera Upgrades	2501901	Sheriff	Capital Improvement Projects Fund	165,000

CROW WING COUNTY
2019
CAPITAL PROJECTS

Project Title	Project #	Department	Funding Source	Total
Security Control System	2501902	Sheriff	Capital Improvement Projects Fund	350,000
		Sheriff Total		2,324,340
Cell 1/2 Closure Construction Oversight	5201901	Solid Waste (Non-Landfill)	Solid Waste Non-Landfill Fund	140,610
Cell 1/2 Closure Construction	5201902	Solid Waste (Non-Landfill)	Solid Waste Non-Landfill Fund	438,700
		Solid Waste (Non-Landfill) Total		579,310
		Grand Total		7,172,107

CROW WING COUNTY
2020
CAPITAL PROJECTS

Project Title	Project #	Department	Funding Source	Total
BI - Technology Tools Re-design	4001802	Community Services	Capital Improvement Projects Fund	50,000
EDMS - Document Management System	4001803	Community Services	Capital Improvement Projects Fund	80,000
Vehicle Replacement	4001901	Community Services	Capital Improvement Projects Fund	30,000
		Community Services Total		160,000
BAS Control Devices (VAV Controllers / Actuators)	1101805	Facilities	Capital Improvement Projects Fund	20,000
Airflow balancing of Jail	1101911	Facilities	Capital Improvement Projects Fund	10,000
Door and hardware replacement to 45 series doors	1101912	Facilities	Capital Improvement Projects Fund	10,000
AHU Rebuilds	1101913	Facilities	Capital Improvement Projects Fund	10,000
Detention Locks	1101914	Facilities	Capital Improvement Projects Fund	10,000
Cloths dryer replacement	1101916	Facilities	Capital Improvement Projects Fund	12,000
Cloths washer replacement	1101918	Facilities	Capital Improvement Projects Fund	15,000
Duress System Upgrade and Expansion	1101930	Facilities	Capital Improvement Projects Fund	20,000
Increase Emergency Power	1101932	Facilities	Capital Improvement Projects Fund	50,000
Plumbing fixture hardware replacement	1102001	Facilities	Capital Improvement Projects Fund	5,000
Jail steam trap rebuilds	1102002	Facilities	Capital Improvement Projects Fund	5,000
Seal AHU room floors	1102003	Facilities	Capital Improvement Projects Fund	5,000
Basement staircase and handrail upgrades	1102004	Facilities	Capital Improvement Projects Fund	5,000
Paint brown facia	1102005	Facilities	Capital Improvement Projects Fund	6,000
AHU Motor Replacements	1102006	Facilities	Capital Improvement Projects Fund	7,000
Draintile pumps in AHU 2	1102007	Facilities	Capital Improvement Projects Fund	7,000
Paint concrete floors / stairs	1102008	Facilities	Capital Improvement Projects Fund	11,000
Replace VCT with low maintenance flooring	1102009	Facilities	Capital Improvement Projects Fund	15,000
Mobile wall furniture for open spaces in SE public areas	1102010	Facilities	Capital Improvement Projects Fund	15,000
Jail Floor - Epoxy Kitchen Receiving	1102011	Facilities	Capital Improvement Projects Fund	15,000
Garbage disposal replacement	1102012	Facilities	Capital Improvement Projects Fund	15,000
Sealing floors in air handling rooms	1102013	Facilities	Capital Improvement Projects Fund	15,000
CP Motors (50HP and up)	1102014	Facilities	Capital Improvement Projects Fund	20,000
LED Lights @ Crosslake	1102015	Facilities	Capital Improvement Projects Fund	20,000
Sub-dayrooms motorized window hardware replacements	1102016	Facilities	Capital Improvement Projects Fund	30,000
Toilet pushbutton replacements	1102017	Facilities	Capital Improvement Projects Fund	30,000
Cement for fuel tanks	1102018	Facilities	Capital Improvement Projects Fund	30,000
Unit Heaters @ Crosslake	1102019	Facilities	Capital Improvement Projects Fund	30,000
Replacement truck for 2WD Dodge	1102020	Facilities	Capital Improvement Projects Fund	30,000
UPS	1102021	Facilities	Capital Improvement Projects Fund	35,000
AHU VFD Replacements	1102022	Facilities	Capital Improvement Projects Fund	40,000
New Refrigerator and Freezer Evaporator and Condensers	1102023	Facilities	Capital Improvement Projects Fund	40,000
Water Softener Replacement and Iron Removal System	1102024	Facilities	Capital Improvement Projects Fund	40,000
Smoke Detector Replacements	1102025	Facilities	Capital Improvement Projects Fund	50,000
Smoke Detector Replacements	1102026	Facilities	Capital Improvement Projects Fund	50,000
Smoke Detector Replacements	1102027	Facilities	Capital Improvement Projects Fund	50,000
Update basement finishes	1102028	Facilities	Capital Improvement Projects Fund	50,000

**CROW WING COUNTY
2020
CAPITAL PROJECTS**

Project Title	Project #	Department	Funding Source	Total
UPS Upgrade for Central Services Data Room	1102029	Facilities	Capital Improvement Projects Fund	55,000
UPS	1102030	Facilities	Capital Improvement Projects Fund	55,000
Hallway and sally port flooring	1102031	Facilities	Capital Improvement Projects Fund	75,000
Chiller #2 - Compressor Rebuild	1102032	Facilities	Capital Improvement Projects Fund	75,000
UPS replacements - Two Units	1102033	Facilities	Capital Improvement Projects Fund	120,000
		Facilities Total		1,208,000
Large format plotter for Engineering	3012001	Highway	Capital Improvement Projects Fund	6,000
Purchase Vehicle for Engineering Personnel	3012002	Highway	Capital Improvement Projects Fund	35,000
Purchase Maintenance Truck	3012003	Highway	Capital Improvement Projects Fund	56,000
Purchase 1 Street Sweeper	3012004	Highway	Capital Improvement Projects Fund	70,000
Purchase Shop Truck	3012005	Highway	Capital Improvement Projects Fund	75,000
Purchase Survey/Engineering Software	3012006	Highway	Capital Improvement Projects Fund	75,000
Purchase Tandem axle Dump Truck	3012007	Highway	Capital Improvement Projects Fund	255,000
		Highway Total		572,000
Systems Center	1701801	Information Technology	Fund 2 Reserved & Designated	4,560
SharePoint/Web	1701802	Information Technology	Fund 2 Reserved & Designated	30,000
Phone Replacement	1701803	Information Technology	Fund 2 Reserved & Designated	12,500
System and Network Security	1701804	Information Technology	Fund 2 Reserved & Designated	15,025
GIS Enhancements	1701805	Information Technology	Fund 2 Reserved & Designated	23,000
Employee reporting environment - tool (setup and training)	1701806	Information Technology	Fund 2 Reserved & Designated	36,000
VDI	1701807	Information Technology	Capital Improvement Projects Fund	30,000
Server Additions and Replacements	1701808	Information Technology	Capital Improvement Projects Fund	55,100
Network	1701809	Information Technology	Capital Improvement Projects Fund	39,300
Enhancement to Imaging(eliminate 1 system)	1701810	Information Technology	Capital Improvement Projects Fund	50,000
SAN Enhancements	1701811	Information Technology	Capital Improvement Projects Fund	76,400
		Information Technology Total		371,885
Annual Installation of new Recirculation Laterals in cell 4	5401802	Landfill	Landfill	134,984
		Landfill Total		134,984
Emergency Equipment Replacement	2401805	Sheriff	Capital Improvement Projects Fund	102,180
LEC Updates	2401806	Sheriff	Capital Improvement Projects Fund	1,350,000
Patrol Vehicle	2402001	Sheriff	Capital Improvement Projects Fund	28,000
Patrol Vehicle	2402002	Sheriff	Capital Improvement Projects Fund	28,000
Patrol Vehicle	2402003	Sheriff	Capital Improvement Projects Fund	28,000
Patrol Vehicle	2402004	Sheriff	Capital Improvement Projects Fund	28,000
Supervisor/Investigator Vehicle	2402005	Sheriff	Capital Improvement Projects Fund	38,000
Argo	2402006	Sheriff	Capital Improvement Projects Fund	39,000
Boat & Water Vehicle	2402007	Sheriff	Capital Improvement Projects Fund	45,000
Mobile Crime Lab/Command Trailer	2402008	Sheriff	Capital Improvement Projects Fund	100,300
Jail pod painting & repair	2501801	Sheriff	Capital Improvement Projects Fund	30,000
		Sheriff Total		1,816,480
		Grand Total		4,263,349

CROW WING COUNTY

2021

CAPITAL PROJECTS

Project Title	Project #	Department	Funding Source	Total
BI - Technology Tools Re-design	4001802	Community Services	Capital Improvement Projects Fund	100,000
EDMS - Document Management System	4001803	Community Services	Capital Improvement Projects Fund	50,000
Vehicle Replacement	4001901	Community Services	Capital Improvement Projects Fund	30,000
Building Remodel	4002101	Community Services	Capital Improvement Projects Fund	600,000
		Community Services Total		780,000
BAS Control Devices (VAV Controllers / Actuators)	1101805	Facilities	Capital Improvement Projects Fund	20,000
Cleaning Equipment Replacement	1101901	Facilities	Capital Improvement Projects Fund	5,000
Airflow balancing of Jail	1101911	Facilities	Capital Improvement Projects Fund	10,000
Door and hardware replacemet to 45 series doors	1101912	Facilities	Capital Improvement Projects Fund	10,000
AHU Rebuilds	1101913	Facilities	Capital Improvement Projects Fund	10,000
Detention Locks	1101914	Facilities	Capital Improvement Projects Fund	15,000
Cloths dryer replacement	1101916	Facilities	Capital Improvement Projects Fund	12,000
Increase Emergency Power	1101932	Facilities	Capital Improvement Projects Fund	50,000
Plumbing fixture hardware replacement	1102001	Facilities	Capital Improvement Projects Fund	5,000
AHU Motor Replacements	1102006	Facilities	Capital Improvement Projects Fund	7,000
Replace VCT with low maintenance flooring	1102009	Facilities	Capital Improvement Projects Fund	10,000
Mobile wall furniture for open spaces in SE public areas	1102010	Facilities	Capital Improvement Projects Fund	15,000
CP Motors (50HP and up)	1102014	Facilities	Capital Improvement Projects Fund	20,000
AHU VFD Replacements	1102022	Facilities	Capital Improvement Projects Fund	40,000
Exhaust fan rebuilds	1102101	Facilities	Capital Improvement Projects Fund	5,000
Switchgear cleaning and 3 transfer switch services	1102102	Facilities	Capital Improvement Projects Fund	6,000
Condensate pump rebuilds	1102103	Facilities	Capital Improvement Projects Fund	10,000
Tilt skillet	1102104	Facilities	Capital Improvement Projects Fund	15,000
Jail humidification boiler burner and gas train replacemet	1102105	Facilities	Capital Improvement Projects Fund	17,000
Overhead door replacements	1102106	Facilities	Capital Improvement Projects Fund	20,000
Elevator Upgrade	1102107	Facilities	Capital Improvement Projects Fund	25,000
Ductwork and diffuser cleaning	1102108	Facilities	Capital Improvement Projects Fund	30,000
Replace oldest 1023 JD tractor	1102109	Facilities	Capital Improvement Projects Fund	35,000
RO System for Judicial/Jail	1102110	Facilities	Capital Improvement Projects Fund	40,000
LED lights	1102111	Facilities	Capital Improvement Projects Fund	40,000
Epoxy garage floors (Maintenance and Sheriff)	1102112	Facilities	Capital Improvement Projects Fund	45,000
Height Adjustable Workstations	1102113	Facilities	Capital Improvement Projects Fund	50,000
Parking lot resurfacing and curbs	1102114	Facilities	Capital Improvement Projects Fund	50,000
Furniture Upgrades	1102115	Facilities	Capital Improvement Projects Fund	50,000
Security Cameras	1102116	Facilities	Capital Improvement Projects Fund	50,000
LED Lighting - Campus	1102117	Facilities	Capital Improvement Projects Fund	50,000
LED lighting	1102118	Facilities	Capital Improvement Projects Fund	50,000
LED Lighting	1102119	Facilities	Capital Improvement Projects Fund	50,000
LED lighting	1102120	Facilities	Capital Improvement Projects Fund	60,000
Carport for fleet vehicles	1102121	Facilities	Capital Improvement Projects Fund	60,000
Boiler - Rebuilds	1102122	Facilities	Capital Improvement Projects Fund	75,000

CROW WING COUNTY
2021
CAPITAL PROJECTS

Project Title	Project #	Department	Funding Source	Total
Highway Truck Bay wall cleaning and floor epoxy	1102123	Facilities	Capital Improvement Projects Fund	230,000
		Facilities Total		1,292,000
Purchase Duraco Oil Trailer	3012101	Highway	Capital Improvement Projects Fund	30,000
Purchase Vehicle for Engineering Personnel	3012102	Highway	Capital Improvement Projects Fund	35,000
Purchase Equipment Trailer	3012103	Highway	Capital Improvement Projects Fund	40,000
Purchase Maintenance Truck	3012104	Highway	Capital Improvement Projects Fund	56,000
Purchase Skid Loader	3012105	Highway	Capital Improvement Projects Fund	75,000
Purchase Survey/Engineering Software	3012106	Highway	Capital Improvement Projects Fund	82,000
Purchase Tandem axle Dump Truck	3012107	Highway	Capital Improvement Projects Fund	255,000
		Highway Total		573,000
Systems Center	1701801	Information Technology	Fund 2 Reserved & Designated	15,200
SharePoint/Web	1701802	Information Technology	Fund 2 Reserved & Designated	10,000
Phone Replacement	1701803	Information Technology	Fund 2 Reserved & Designated	30,500
System and Network Security	1701804	Information Technology	Fund 2 Reserved & Designated	84,275
GIS Enhancements	1701805	Information Technology	Fund 2 Reserved & Designated	20,000
Employee reporting environment - tool (setup and training)	1701806	Information Technology	Fund 2 Reserved & Designated	36,000
VDI	1701807	Information Technology	Capital Improvement Projects Fund	30,000
Server Additions and Replacements	1701808	Information Technology	Capital Improvement Projects Fund	36,700
Network	1701809	Information Technology	Capital Improvement Projects Fund	40,000
Enhancement to Imaging(eliminate 1 system)	1701810	Information Technology	Capital Improvement Projects Fund	60,000
SAN Enhancements	1701811	Information Technology	Capital Improvement Projects Fund	41,500
		Information Technology Total		404,175
Annual Installation of new Recirculation Laterals in cell 4	5401802	Landfill	Landfill	140,383
EAW Cell 6/7 Expansion	5402101	Landfill	Landfill	285,920
		Landfill Total		426,303
Emergency Equipment Replacement	2401805	Sheriff	Capital Improvement Projects Fund	136,240
Patrol Vehicle	2402101	Sheriff	Capital Improvement Projects Fund	28,500
Patrol Vehicle	2402102	Sheriff	Capital Improvement Projects Fund	28,500
Patrol Vehicle	2402103	Sheriff	Capital Improvement Projects Fund	28,500
Patrol Vehicle	2402104	Sheriff	Capital Improvement Projects Fund	28,500
Patrol Vehicle	2402105	Sheriff	Capital Improvement Projects Fund	28,500
Investigator Vehicle	2402106	Sheriff	Capital Improvement Projects Fund	38,000
Investigator Vehicle	2402107	Sheriff	Capital Improvement Projects Fund	38,000
Boat & Water Vehicle	2402108	Sheriff	Capital Improvement Projects Fund	45,000
Law Enforcement Software conversion	2402109	Sheriff	Capital Improvement Projects Fund	750,000
		Sheriff Total		1,149,740
Phase II Closure Plans and Specs - Demolition Landfill	5202101	Solid Waste (Non-Landfill)	Solid Waste Non-Landfill Fund	88,210
		Solid Waste (Non-Landfill) Total		88,210
		Grand Total		4,713,428

CROW WING COUNTY

2022

CAPITAL PROJECTS

Project Title	Project #	Department	Funding Source	Total
BI - Technology Tools Re-design	4001802	Community Services	Capital Improvement Projects Fund	100,000
EDMS - Document Management System	4001803	Community Services	Capital Improvement Projects Fund	150,000
Vehicle Replacement	4001901	Community Services	Capital Improvement Projects Fund	30,000
Building Remodel	4002101	Community Services	Capital Improvement Projects Fund	600,000
		Community Services Total		880,000
BAS Control Devices (VAV Controllers / Actuators)	1101805	Facilities	Capital Improvement Projects Fund	20,000
Detention Locks	1101914	Facilities	Capital Improvement Projects Fund	15,000
Increase Emergency Power	1101932	Facilities	Capital Improvement Projects Fund	50,000
Plumbing fixture hardware replacement	1102001	Facilities	Capital Improvement Projects Fund	5,000
AHU Motor Replacements	1102006	Facilities	Capital Improvement Projects Fund	7,000
Mobile wall furniture for open spaces in SE public areas	1102010	Facilities	Capital Improvement Projects Fund	15,000
CP Motors (50HP and up)	1102014	Facilities	Capital Improvement Projects Fund	10,000
AHU VFD Replacements	1102022	Facilities	Capital Improvement Projects Fund	40,000
Exhaust fan rebuilds	1102101	Facilities	Capital Improvement Projects Fund	5,000
Height Adjustable Workstations	1102113	Facilities	Capital Improvement Projects Fund	50,000
Parking lot resurfacing and curbs	1102114	Facilities	Capital Improvement Projects Fund	50,000
Furniture Upgrades	1102115	Facilities	Capital Improvement Projects Fund	100,000
Boiler - Rebuilds	1102122	Facilities	Capital Improvement Projects Fund	75,000
Air compressor	1102201	Facilities	Capital Improvement Projects Fund	5,000
Cleaning ductwork	1102202	Facilities	Capital Improvement Projects Fund	20,000
Replace forklift	1102203	Facilities	Capital Improvement Projects Fund	20,000
Mixing valve replacements	1102204	Facilities	Capital Improvement Projects Fund	25,000
UPS replacement	1102205	Facilities	Capital Improvement Projects Fund	30,000
Replace oldest 1023 JD tractor	1102206	Facilities	Capital Improvement Projects Fund	35,000
UPS replacement	1102207	Facilities	Capital Improvement Projects Fund	50,000
Remake front entrance	1102208	Facilities	Capital Improvement Projects Fund	60,000
LED lighting - Courtrooms, judges chambers/halls	1102209	Facilities	Capital Improvement Projects Fund	75,000
Remodel computer training room and public research room	1102210	Facilities	Capital Improvement Projects Fund	75,000
Epoxy Floor @ Crosslake	1102211	Facilities	Capital Improvement Projects Fund	100,000
Elevator Upgrade	1102212	Facilities	Capital Improvement Projects Fund	100,000
Lochinvar Replacements	1102213	Facilities	Capital Improvement Projects Fund	125,000
Door and intercom control system replacement	1102214	Facilities	Capital Improvement Projects Fund	150,000
		Facilities Total		1,312,000
Purchase Pavement Cutter	3012201	Highway	Capital Improvement Projects Fund	10,000
Purchase Equipment Trailer	3012202	Highway	Capital Improvement Projects Fund	14,000
Purchase Vehicle for Engineering Personnel	3012203	Highway	Capital Improvement Projects Fund	35,000
Purchase Brush Chipper	3012204	Highway	Capital Improvement Projects Fund	35,000
Purchase Skid Loader	3012205	Highway	Capital Improvement Projects Fund	75,000
Purchase 1 Wheel Loader	3012206	Highway	Capital Improvement Projects Fund	170,000
Purchase Tandem axle Dump Truck	3012207	Highway	Capital Improvement Projects Fund	255,000
		Highway Total		594,000

**CROW WING COUNTY
2022
CAPITAL PROJECTS**

Project Title	Project #	Department	Funding Source	Total
Systems Center	1701801	Information Technology	Fund 2 Reserved & Designated	4,560
SharePoint/Web	1701802	Information Technology	Fund 2 Reserved & Designated	10,000
Phone Replacement	1701803	Information Technology	Fund 2 Reserved & Designated	12,500
System and Network Security	1701804	Information Technology	Fund 2 Reserved & Designated	15,025
GIS Enhancements	1701805	Information Technology	Fund 2 Reserved & Designated	20,000
Employee reporting environment - tool (setup and training)	1701806	Information Technology	Fund 2 Reserved & Designated	36,000
VDI	1701807	Information Technology	Capital Improvement Projects Fund	30,000
Server Additions and Replacements	1701808	Information Technology	Capital Improvement Projects Fund	98,700
Network	1701809	Information Technology	Capital Improvement Projects Fund	40,000
Enhancement to Imaging(eliminate 1 system)	1701810	Information Technology	Capital Improvement Projects Fund	60,000
SAN Enhancements	1701811	Information Technology	Capital Improvement Projects Fund	41,500
CRM	1702201	Information Technology	Capital Improvement Projects Fund	175,000
		Information Technology Total		543,285
Annual Installation of new Recirculation Laterals in cell 4	5401802	Landfill	Landfill	145,998
Permit Mod for Cell 6/7 Expansion	5402201	Landfill	Landfill	442,870
		Landfill Total		588,868
Emergency Equipment Replacement	2401805	Sheriff	Capital Improvement Projects Fund	119,210
Court metal detector and x-ray machine	2402201	Sheriff	Capital Improvement Projects Fund	15,000
Recon Robotics Throwbot	2402202	Sheriff	Capital Improvement Projects Fund	15,454
Patrol Vehicle	2402203	Sheriff	Capital Improvement Projects Fund	29,000
Patrol Vehicle	2402204	Sheriff	Capital Improvement Projects Fund	29,000
Patrol Vehicle	2402205	Sheriff	Capital Improvement Projects Fund	29,000
Patrol Vehicle	2402206	Sheriff	Capital Improvement Projects Fund	29,000
Investigator Vehicle	2402207	Sheriff	Capital Improvement Projects Fund	38,000
Investigator Vehicle	2402208	Sheriff	Capital Improvement Projects Fund	38,000
Boat & Water Vehicle	2402209	Sheriff	Capital Improvement Projects Fund	45,000
System Redundancy	2402210	Sheriff	Capital Improvement Projects Fund	500,000
Jail pod painting & repair	2501801	Sheriff	Capital Improvement Projects Fund	30,000
		Sheriff Total		916,664
Phase II Closure Oversight - Demolition Landfill	5202201	Solid Waste (Non-Landfill)	Solid Waste Non-Landfill Fund	65,800
Phase II Closure Construction	5202202	Solid Waste (Non-Landfill)	Solid Waste Non-Landfill Fund	113,880
		Solid Waste (Non-Landfill) Total		179,680
		Grand Total		5,014,497

CROW WING COUNTY

2023

CAPITAL PROJECTS

Project Title	Project #	Department	Funding Source	Total
BI - Technology Tools Re-design	4001802	Community Services	Capital Improvement Projects Fund	125,000
EDMS - Document Management System	4001803	Community Services	Capital Improvement Projects Fund	100,000
Building Remodel	4002101	Community Services	Capital Improvement Projects Fund	150,000
		Community Services Total		375,000
Cleaning Equipment Replacement	1101901	Facilities	Capital Improvement Projects Fund	5,000
Detention Locks	1101914	Facilities	Capital Improvement Projects Fund	20,000
Replace carpet in hallways	1101919	Facilities	Capital Improvement Projects Fund	15,000
Replacement zero turn mower	1101926	Facilities	Capital Improvement Projects Fund	30,000
Plumbing fixture hardware replacement	1102001	Facilities	Capital Improvement Projects Fund	5,000
AHU Motor Replacements	1102006	Facilities	Capital Improvement Projects Fund	7,000
CP Motors (50HP and up)	1102014	Facilities	Capital Improvement Projects Fund	10,000
AHU VFD Replacements	1102022	Facilities	Capital Improvement Projects Fund	40,000
Exhaust fan rebuilds	1102101	Facilities	Capital Improvement Projects Fund	10,000
Height Adjustable Workstations	1102113	Facilities	Capital Improvement Projects Fund	200,000
Furniture Upgrades	1102115	Facilities	Capital Improvement Projects Fund	450,000
Security Cameras	1102116	Facilities	Capital Improvement Projects Fund	50,000
Boiler - Rebuilds	1102122	Facilities	Capital Improvement Projects Fund	60,000
Cleaning ductwork	1102202	Facilities	Capital Improvement Projects Fund	20,000
Data room mini split AC units	1102301	Facilities	Capital Improvement Projects Fund	15,000
Jail sink pushbutton rebuilds	1102302	Facilities	Capital Improvement Projects Fund	20,000
Cooling tower gear reducers rebuilds	1102303	Facilities	Capital Improvement Projects Fund	20,000
Roof replacement	1102304	Facilities	Capital Improvement Projects Fund	175,000
Roof replacement	1102305	Facilities	Capital Improvement Projects Fund	200,000
Roof replacement	1102306	Facilities	Capital Improvement Projects Fund	250,000
Roof replacement	1102307	Facilities	Capital Improvement Projects Fund	250,000
AHU 1 & 2 Replacements with VAV reheats	1102308	Facilities	Capital Improvement Projects Fund	250,000
Roof replacement	1102309	Facilities	Capital Improvement Projects Fund	300,000
Museum Building Upgrades	1102310	Facilities	Capital Improvement Projects Fund	400,000
Roof replacement	1102311	Facilities	Capital Improvement Projects Fund	450,000
Jail roof replacement	1102312	Facilities	Capital Improvement Projects Fund	500,000
		Facilities Total		3,752,000
Purchase Skid Loader	3012301	Highway	Capital Improvement Projects Fund	75,000
Purchase Tandem axle Dump Truck	3012302	Highway	Capital Improvement Projects Fund	260,000
Purchase 1 Motor Grader	3012303	Highway	Capital Improvement Projects Fund	260,000
		Highway Total		595,000
Systems Center	1701801	Information Technology	Fund 2 Reserved & Designated	15,200
SharePoint/Web	1701802	Information Technology	Fund 2 Reserved & Designated	35,000
Phone Replacement	1701803	Information Technology	Fund 2 Reserved & Designated	30,500
System and Network Security	1701804	Information Technology	Fund 2 Reserved & Designated	15,025
GIS Enhancements	1701805	Information Technology	Fund 2 Reserved & Designated	20,000

**CROW WING COUNTY
2023
CAPITAL PROJECTS**

Project Title	Project #	Department	Funding Source	Total
Employee reporting environment - tool (setup and training)	1701806	Information Technology	Fund 2 Reserved & Designated	36,000
VDI	1701807	Information Technology	Capital Improvement Projects Fund	30,000
Server Additions and Replacements	1701808	Information Technology	Capital Improvement Projects Fund	36,700
Network	1701809	Information Technology	Capital Improvement Projects Fund	40,000
Enhancement to Imaging(eliminate 1 system)	1701810	Information Technology	Capital Improvement Projects Fund	160,000
SAN Enhancements	1701811	Information Technology	Capital Improvement Projects Fund	81,200
CRM	1702201	Information Technology	Capital Improvement Projects Fund	250,000
		Information Technology Total		749,625
Annual Installation of new Recirculation Laterals in cell 4	5401802	Landfill	Landfill	145,998
Cell 6 Plans and Specs - MMSW Landfill	5402301	Landfill	Landfill	239,500
		Landfill Total		385,498
Emergency Equipment Replacement	2401805	Sheriff	Capital Improvement Projects Fund	136,240
System Redundancy	2402210	Sheriff	Capital Improvement Projects Fund	500,000
Patrol Vehicle	2402301	Sheriff	Capital Improvement Projects Fund	29,000
Patrol Vehicle	2402302	Sheriff	Capital Improvement Projects Fund	29,000
Patrol Vehicle	2402303	Sheriff	Capital Improvement Projects Fund	29,000
Patrol Vehicle	2402304	Sheriff	Capital Improvement Projects Fund	29,000
Patrol Vehicle	2402305	Sheriff	Capital Improvement Projects Fund	29,000
Investigator Vehicle	2402306	Sheriff	Capital Improvement Projects Fund	38,000
Investigator Vehicle	2402307	Sheriff	Capital Improvement Projects Fund	38,000
Boat & Water	2402308	Sheriff	Capital Improvement Projects Fund	45,000
		Sheriff Total		902,240
Cell 3/4 Closure Plans and Specs - MMSW Landfill	5202301	Solid Waste (Non-Landfill)	Solid Waste Non-Landfill Fund	184,240
		Solid Waste (Non-Landfill) Total		184,240
		Grand Total		6,943,603

CROW WING COUNTY
2018 - 2023
DEPARTMENT DETAIL

Year	Project Title	Project #	Department	Funding Source	Total
2018	Tax/CAMA System	5701801	Assessing Services	Capital Improvement Projects Fund	700,000
2018	Judicial Center Renovation	0901801	Attorney	Capital Improvement Projects Fund	70,000
2018	BI - Agency SSIS interface with MUNIS	4001801	Community Services	Capital Improvement Projects Fund	15,000
2018	BI - Technology Tools Re-design	4001802	Community Services	Capital Improvement Projects Fund	25,000
2019	BI - Technology Tools Re-design	4001802	Community Services	Capital Improvement Projects Fund	25,000
2020	BI - Technology Tools Re-design	4001802	Community Services	Capital Improvement Projects Fund	50,000
2021	BI - Technology Tools Re-design	4001802	Community Services	Capital Improvement Projects Fund	100,000
2022	BI - Technology Tools Re-design	4001802	Community Services	Capital Improvement Projects Fund	100,000
2023	BI - Technology Tools Re-design	4001802	Community Services	Capital Improvement Projects Fund	125,000
2018	EDMS - Document Management System	4001803	Community Services	Capital Improvement Projects Fund	100,000
2019	EDMS - Document Management System	4001803	Community Services	Capital Improvement Projects Fund	50,000
2020	EDMS - Document Management System	4001803	Community Services	Capital Improvement Projects Fund	80,000
2021	EDMS - Document Management System	4001803	Community Services	Capital Improvement Projects Fund	50,000
2022	EDMS - Document Management System	4001803	Community Services	Capital Improvement Projects Fund	150,000
2023	EDMS - Document Management System	4001803	Community Services	Capital Improvement Projects Fund	100,000
2019	Vehicle Replacement	4001901	Community Services	Capital Improvement Projects Fund	30,000
2020	Vehicle Replacement	4001901	Community Services	Capital Improvement Projects Fund	30,000
2021	Vehicle Replacement	4001901	Community Services	Capital Improvement Projects Fund	30,000
2022	Vehicle Replacement	4001901	Community Services	Capital Improvement Projects Fund	30,000
2021	Building Remodel	4002101	Community Services	Capital Improvement Projects Fund	600,000
2022	Building Remodel	4002101	Community Services	Capital Improvement Projects Fund	600,000
2023	Building Remodel	4002101	Community Services	Capital Improvement Projects Fund	150,000
2019	Recording Software	5701901	Customer Services- LS	Fund 2 Reserved & Designated	250,000
2019	Recording Software	5701901A	Customer Services- LS	Capital Improvement Projects Fund	100,000
2018	Load Bank Test for CAT Generator	1101801	Facilities	Capital Improvement Projects Fund	10,000
2018	Chiller #1 - Motor Rebuild	1101802	Facilities	Capital Improvement Projects Fund	10,000
2018	Cloths Dryer - Jail	1101803	Facilities	Capital Improvement Projects Fund	12,000
2018	Epoxy Floor in East Receiving	1101804	Facilities	Capital Improvement Projects Fund	15,000
2018	BAS Control Devices (VAV Controllers / Actuators)	1101805	Facilities	Capital Improvement Projects Fund	20,000
2019	BAS Control Devices (VAV Controllers / Actuators)	1101805	Facilities	Capital Improvement Projects Fund	20,000
2020	BAS Control Devices (VAV Controllers / Actuators)	1101805	Facilities	Capital Improvement Projects Fund	20,000
2021	BAS Control Devices (VAV Controllers / Actuators)	1101805	Facilities	Capital Improvement Projects Fund	20,000
2022	BAS Control Devices (VAV Controllers / Actuators)	1101805	Facilities	Capital Improvement Projects Fund	20,000
2018	AHU / TF Axial Fan Rebuilds	1101806	Facilities	Capital Improvement Projects Fund	20,000
2018	Central Service Data Room AC (Liebert) Replacement	1101807	Facilities	Capital Improvement Projects Fund	25,000
2018	Triple Duty Valve Repairs / Replacements - Central Plant	1101808	Facilities	Capital Improvement Projects Fund	25,000
2018	Card Access for all Central Services Door	1101809	Facilities	Capital Improvement Projects Fund	25,000
2018	Septic System Replacement - Highway Dept	1101810	Facilities	Capital Improvement Projects Fund	30,000
2018	Unit Heaters - Highway Department	1101811	Facilities	Capital Improvement Projects Fund	30,000
2018	Central Services and Community Services Fire Panels	1101812	Facilities	Capital Improvement Projects Fund	30,000
2018	Illuminated Crosswalk Signs	1101813	Facilities	Capital Improvement Projects Fund	30,000
2018	Salt Shed Replacements (Pine Center and Deerwood)	1101814	Facilities	Capital Improvement Projects Fund	45,000
2018	Increase Emergency Power	1101815	Facilities	Capital Improvement Projects Fund	75,000
2019	Cleaning Equipment Replacement	1101901	Facilities	Capital Improvement Projects Fund	5,000
2021	Cleaning Equipment Replacement	1101901	Facilities	Capital Improvement Projects Fund	5,000
2023	Cleaning Equipment Replacement	1101901	Facilities	Capital Improvement Projects Fund	5,000

CROW WING COUNTY
2018 - 2023
DEPARTMENT DETAIL

Year	Project Title	Project #	Department	Funding Source	Total
2019	Laminate repairs and chair rails	1101902	Facilities	Capital Improvement Projects Fund	5,000
2019	Paint employee stairwell floor	1101903	Facilities	Capital Improvement Projects Fund	5,000
2019	Terazzo floor repairs front lobby and employee landings	1101904	Facilities	Capital Improvement Projects Fund	5,000
2019	Epoxy Boiler Room Floor	1101905	Facilities	Capital Improvement Projects Fund	5,000
2019	LED lighting upgrades	1101906	Facilities	Capital Improvement Projects Fund	7,500
2019	Key Cutting Machine and Key Cutting Software	1101907	Facilities	Capital Improvement Projects Fund	7,500
2019	Replace carpet in S stairwell	1101908	Facilities	Capital Improvement Projects Fund	7,500
2019	Meeting room 1 & 2 tables	1101909	Facilities	Capital Improvement Projects Fund	7,500
2019	AHU #2 - Heating Coil Replacement	1101910	Facilities	Capital Improvement Projects Fund	8,000
2019	Airflow balancing of Jail	1101911	Facilities	Capital Improvement Projects Fund	10,000
2020	Airflow balancing of Jail	1101911	Facilities	Capital Improvement Projects Fund	10,000
2021	Airflow balancing of Jail	1101911	Facilities	Capital Improvement Projects Fund	10,000
2019	Door and hardware replacemet to 45 series doors	1101912	Facilities	Capital Improvement Projects Fund	10,000
2020	Door and hardware replacemet to 45 series doors	1101912	Facilities	Capital Improvement Projects Fund	10,000
2021	Door and hardware replacemet to 45 series doors	1101912	Facilities	Capital Improvement Projects Fund	10,000
2019	AHU Rebuilds	1101913	Facilities	Capital Improvement Projects Fund	10,000
2020	AHU Rebuilds	1101913	Facilities	Capital Improvement Projects Fund	10,000
2021	AHU Rebuilds	1101913	Facilities	Capital Improvement Projects Fund	10,000
2019	Detention Locks	1101914	Facilities	Capital Improvement Projects Fund	10,000
2020	Detention Locks	1101914	Facilities	Capital Improvement Projects Fund	10,000
2021	Detention Locks	1101914	Facilities	Capital Improvement Projects Fund	15,000
2022	Detention Locks	1101914	Facilities	Capital Improvement Projects Fund	15,000
2023	Detention Locks	1101914	Facilities	Capital Improvement Projects Fund	20,000
2019	Painting in hallways, interview rooms, conf rooms	1101915	Facilities	Capital Improvement Projects Fund	10,000
2019	Cloths dryer replacement	1101916	Facilities	Capital Improvement Projects Fund	12,000
2020	Cloths dryer replacement	1101916	Facilities	Capital Improvement Projects Fund	12,000
2021	Cloths dryer replacement	1101916	Facilities	Capital Improvement Projects Fund	12,000
2019	CP Refrigerant Monitoring	1101917	Facilities	Capital Improvement Projects Fund	12,000
2019	Cloths washer replacement	1101918	Facilities	Capital Improvement Projects Fund	15,000
2020	Cloths washer replacement	1101918	Facilities	Capital Improvement Projects Fund	15,000
2019	Replace carpet in hallways	1101919	Facilities	Capital Improvement Projects Fund	15,000
2023	Replace carpet in hallways	1101919	Facilities	Capital Improvement Projects Fund	15,000
2019	Replace VCT with low maintenance flooring	1101920	Facilities	Capital Improvement Projects Fund	15,000
2019	AHU Enthalpy Wheel Rebuild	1101921	Facilities	Capital Improvement Projects Fund	20,000
2019	Meeting Room 1&2 Wall Partition	1101922	Facilities	Capital Improvement Projects Fund	22,500
2019	Kitchen Steamer / Combi Oven	1101923	Facilities	Capital Improvement Projects Fund	25,000
2019	Kitchen Exhaust Fan and Makeup Air Unit Balancing	1101924	Facilities	Capital Improvement Projects Fund	25,000
2019	Boiler Room Temperature Control and HVAC	1101925	Facilities	Capital Improvement Projects Fund	25,000
2019	Replacement zero turn mower	1101926	Facilities	Capital Improvement Projects Fund	30,000
2023	Replacement zero turn mower	1101926	Facilities	Capital Improvement Projects Fund	30,000
2019	Sprinkler Heads Replacements - 150 heads Tamper Proof	1101927	Facilities	Capital Improvement Projects Fund	30,000
2019	Paint exterior of building	1101928	Facilities	Capital Improvement Projects Fund	30,000
2019	Replace Carpets with low maintenance flooring	1101929	Facilities	Capital Improvement Projects Fund	30,000
2019	Duress System Upgrade and Expansion	1101930	Facilities	Capital Improvement Projects Fund	35,000
2020	Duress System Upgrade and Expansion	1101930	Facilities	Capital Improvement Projects Fund	20,000
2019	Seal man electrical room walls and add mini-split cooling	1101931	Facilities	Capital Improvement Projects Fund	35,000

CROW WING COUNTY
2018 - 2023
DEPARTMENT DETAIL

Year	Project Title	Project #	Department	Funding Source	Total
2019	Increase Emergency Power	1101932	Facilities	Capital Improvement Projects Fund	50,000
2020	Increase Emergency Power	1101932	Facilities	Capital Improvement Projects Fund	50,000
2021	Increase Emergency Power	1101932	Facilities	Capital Improvement Projects Fund	50,000
2022	Increase Emergency Power	1101932	Facilities	Capital Improvement Projects Fund	50,000
2019	Chiller #1 - Compressor Rebuild	1101933	Facilities	Capital Improvement Projects Fund	75,000
2020	Plumbing fixture hardware replacement	1102001	Facilities	Capital Improvement Projects Fund	5,000
2021	Plumbing fixture hardware replacement	1102001	Facilities	Capital Improvement Projects Fund	5,000
2022	Plumbing fixture hardware replacement	1102001	Facilities	Capital Improvement Projects Fund	5,000
2023	Plumbing fixture hardware replacement	1102001	Facilities	Capital Improvement Projects Fund	5,000
2020	Jail steam trap rebuilds	1102002	Facilities	Capital Improvement Projects Fund	5,000
2020	Seal AHU room floors	1102003	Facilities	Capital Improvement Projects Fund	5,000
2020	Basement staircase and handrail upgrades	1102004	Facilities	Capital Improvement Projects Fund	5,000
2020	Paint brown facia	1102005	Facilities	Capital Improvement Projects Fund	6,000
2020	AHU Motor Replacements	1102006	Facilities	Capital Improvement Projects Fund	7,000
2021	AHU Motor Replacements	1102006	Facilities	Capital Improvement Projects Fund	7,000
2022	AHU Motor Replacements	1102006	Facilities	Capital Improvement Projects Fund	7,000
2023	AHU Motor Replacements	1102006	Facilities	Capital Improvement Projects Fund	7,000
2020	Drain tile pumps in AHU 2	1102007	Facilities	Capital Improvement Projects Fund	7,000
2020	Paint concrete floors / stairs	1102008	Facilities	Capital Improvement Projects Fund	11,000
2020	Replace VCT with low maintenance flooring	1102009	Facilities	Capital Improvement Projects Fund	15,000
2021	Replace VCT with low maintenance flooring	1102009	Facilities	Capital Improvement Projects Fund	10,000
2020	Mobile wall furniture for open spaces in SE public areas	1102010	Facilities	Capital Improvement Projects Fund	15,000
2021	Mobile wall furniture for open spaces in SE public areas	1102010	Facilities	Capital Improvement Projects Fund	15,000
2022	Mobile wall furniture for open spaces in SE public areas	1102010	Facilities	Capital Improvement Projects Fund	15,000
2020	Jail Floor - Epoxy Kitchen Receiving	1102011	Facilities	Capital Improvement Projects Fund	15,000
2020	Garbage disposal replacement	1102012	Facilities	Capital Improvement Projects Fund	15,000
2020	Sealing floors in air handling rooms	1102013	Facilities	Capital Improvement Projects Fund	15,000
2020	CP Motors (50HP and up)	1102014	Facilities	Capital Improvement Projects Fund	20,000
2021	CP Motors (50HP and up)	1102014	Facilities	Capital Improvement Projects Fund	20,000
2022	CP Motors (50HP and up)	1102014	Facilities	Capital Improvement Projects Fund	10,000
2023	CP Motors (50HP and up)	1102014	Facilities	Capital Improvement Projects Fund	10,000
2020	LED Lights @ Crosslake	1102015	Facilities	Capital Improvement Projects Fund	20,000
2020	Sub-dayrooms motorized window hardware replacements	1102016	Facilities	Capital Improvement Projects Fund	30,000
2020	Toilet pushbutton replacements	1102017	Facilities	Capital Improvement Projects Fund	30,000
2020	Cement for fuel tanks	1102018	Facilities	Capital Improvement Projects Fund	30,000
2020	Unit Heaters @ Crosslake	1102019	Facilities	Capital Improvement Projects Fund	30,000
2020	Replacement truck for 2WD Dodge	1102020	Facilities	Capital Improvement Projects Fund	30,000
2020	UPS	1102021	Facilities	Capital Improvement Projects Fund	35,000
2020	AHU VFD Replacements	1102022	Facilities	Capital Improvement Projects Fund	40,000
2021	AHU VFD Replacements	1102022	Facilities	Capital Improvement Projects Fund	40,000
2022	AHU VFD Replacements	1102022	Facilities	Capital Improvement Projects Fund	40,000
2023	AHU VFD Replacements	1102022	Facilities	Capital Improvement Projects Fund	40,000
2020	New Refrigerator and Freezer Evaporator and Condensers	1102023	Facilities	Capital Improvement Projects Fund	40,000
2020	Water Softener Replacement and Iron Removal System	1102024	Facilities	Capital Improvement Projects Fund	40,000
2020	Smoke Detector Replacements	1102025	Facilities	Capital Improvement Projects Fund	50,000
2020	Smoke Detector Replacements	1102026	Facilities	Capital Improvement Projects Fund	50,000

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Year	Project Title	Project #	Department	Funding Source	Total
2020	Smoke Detector Replacements	1102027	Facilities	Capital Improvement Projects Fund	50,000
2020	Update basement finishes	1102028	Facilities	Capital Improvement Projects Fund	50,000
2020	UPS Upgrade for Central Services Data Room	1102029	Facilities	Capital Improvement Projects Fund	55,000
2020	UPS	1102030	Facilities	Capital Improvement Projects Fund	55,000
2020	Hallway and sally port flooring	1102031	Facilities	Capital Improvement Projects Fund	75,000
2020	Chiller #2 - Compressor Rebuild	1102032	Facilities	Capital Improvement Projects Fund	75,000
2020	UPS replacements - Two Units	1102033	Facilities	Capital Improvement Projects Fund	120,000
2021	Exhaust fan rebuilds	1102101	Facilities	Capital Improvement Projects Fund	5,000
2022	Exhaust fan rebuilds	1102101	Facilities	Capital Improvement Projects Fund	5,000
2023	Exhaust fan rebuilds	1102101	Facilities	Capital Improvement Projects Fund	10,000
2021	Switchgear cleaning and 3 transfer switch services	1102102	Facilities	Capital Improvement Projects Fund	6,000
2021	Condensate pump rebuilds	1102103	Facilities	Capital Improvement Projects Fund	10,000
2021	Tilt skillet	1102104	Facilities	Capital Improvement Projects Fund	15,000
2021	Jail humidification boiler burner and gas train replacemet	1102105	Facilities	Capital Improvement Projects Fund	17,000
2021	Overhead door replacements	1102106	Facilities	Capital Improvement Projects Fund	20,000
2021	Elevator Upgrade	1102107	Facilities	Capital Improvement Projects Fund	25,000
2021	Ductwork and diffuser cleaning	1102108	Facilities	Capital Improvement Projects Fund	30,000
2021	Replace oldest 1023 JD tractor	1102109	Facilities	Capital Improvement Projects Fund	35,000
2021	RO System for Judicial/Jail	1102110	Facilities	Capital Improvement Projects Fund	40,000
2021	LED lights	1102111	Facilities	Capital Improvement Projects Fund	40,000
2021	Epoxy garage floors (Maintenance and Sheriff)	1102112	Facilities	Capital Improvement Projects Fund	45,000
2021	Height Adjustable Workstations	1102113	Facilities	Capital Improvement Projects Fund	50,000
2022	Height Adjustable Workstations	1102113	Facilities	Capital Improvement Projects Fund	50,000
2023	Height Adjustable Workstations	1102113	Facilities	Capital Improvement Projects Fund	200,000
2021	Parking lot resurfacing and curbs	1102114	Facilities	Capital Improvement Projects Fund	50,000
2022	Parking lot resurfacing and curbs	1102114	Facilities	Capital Improvement Projects Fund	50,000
2021	Furniture Upgrades	1102115	Facilities	Capital Improvement Projects Fund	50,000
2022	Furniture Upgrades	1102115	Facilities	Capital Improvement Projects Fund	100,000
2023	Furniture Upgrades	1102115	Facilities	Capital Improvement Projects Fund	450,000
2021	Security Cameras	1102116	Facilities	Capital Improvement Projects Fund	50,000
2023	Security Cameras	1102116	Facilities	Capital Improvement Projects Fund	50,000
2021	LED Lighting - Campus	1102117	Facilities	Capital Improvement Projects Fund	50,000
2021	LED lighting	1102118	Facilities	Capital Improvement Projects Fund	50,000
2021	LED Lighting	1102119	Facilities	Capital Improvement Projects Fund	50,000
2021	LED lighting	1102120	Facilities	Capital Improvement Projects Fund	60,000
2021	Carport for fleet vehicles	1102121	Facilities	Capital Improvement Projects Fund	60,000
2021	Boiler - Rebuilds	1102122	Facilities	Capital Improvement Projects Fund	75,000
2022	Boiler - Rebuilds	1102122	Facilities	Capital Improvement Projects Fund	75,000
2023	Boiler - Rebuilds	1102122	Facilities	Capital Improvement Projects Fund	60,000
2021	Highway Truck Bay wall cleaning and floor epoxy	1102123	Facilities	Capital Improvement Projects Fund	230,000
2022	Air compressor	1102201	Facilities	Capital Improvement Projects Fund	5,000
2022	Cleaning ductowrk	1102202	Facilities	Capital Improvement Projects Fund	20,000
2023	Cleaning ductowrk	1102202	Facilities	Capital Improvement Projects Fund	20,000
2022	Replace forklift	1102203	Facilities	Capital Improvement Projects Fund	20,000
2022	Mixing valve replacements	1102204	Facilities	Capital Improvement Projects Fund	25,000
2022	UPS replacement	1102205	Facilities	Capital Improvement Projects Fund	30,000

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Year	Project Title	Project #	Department	Funding Source	Total
2022	Replace oldest 1023 JD tractor	1102206	Facilities	Capital Improvement Projects Fund	35,000
2022	UPS replacement	1102207	Facilities	Capital Improvement Projects Fund	50,000
2022	Remake front entrance	1102208	Facilities	Capital Improvement Projects Fund	60,000
2022	LED lighting - Courtrooms, judges chambers/halls	1102209	Facilities	Capital Improvement Projects Fund	75,000
2022	Remodel computer training room and public research room	1102210	Facilities	Capital Improvement Projects Fund	75,000
2022	Epoxy Floor @ Crosslake	1102211	Facilities	Capital Improvement Projects Fund	100,000
2022	Elevator Upgrade	1102212	Facilities	Capital Improvement Projects Fund	100,000
2022	Lochinvar Replacements	1102213	Facilities	Capital Improvement Projects Fund	125,000
2022	Door and intercom control system replacement	1102214	Facilities	Capital Improvement Projects Fund	150,000
2023	Data room mini split AC units	1102301	Facilities	Capital Improvement Projects Fund	15,000
2023	Jail sink pushbutton rebuilds	1102302	Facilities	Capital Improvement Projects Fund	20,000
2023	Cooling tower gear reducers rebuilds	1102303	Facilities	Capital Improvement Projects Fund	20,000
2023	Roof replacement	1102304	Facilities	Capital Improvement Projects Fund	175,000
2023	Roof replacement	1102305	Facilities	Capital Improvement Projects Fund	200,000
2023	Roof replacement	1102306	Facilities	Capital Improvement Projects Fund	250,000
2023	Roof replacement	1102307	Facilities	Capital Improvement Projects Fund	250,000
2023	AHU 1 & 2 Replacements with VAV reheats	1102308	Facilities	Capital Improvement Projects Fund	250,000
2023	Roof replacement	1102309	Facilities	Capital Improvement Projects Fund	300,000
2023	Museum Building Upgrades	1102310	Facilities	Capital Improvement Projects Fund	400,000
2023	Roof replacement	1102311	Facilities	Capital Improvement Projects Fund	450,000
2023	Jail roof replacement	1102312	Facilities	Capital Improvement Projects Fund	500,000
2018	Purchase 1 Snow Blower	3011801	Highway	Capital Improvement Projects Fund	20,000
2018	Purchase 1 portable Steamer with trailer	3011802	Highway	Capital Improvement Projects Fund	25,000
2018	Central Services Fuel System	3011803	Highway	Capital Improvement Projects Fund	35,000
2018	Purchase Maintenance Truck	3011804	Highway	Capital Improvement Projects Fund	58,000
2018	Purchase Maintenance Truck (Lead Worker)	3011805	Highway	Capital Improvement Projects Fund	60,000
2018	Purchase Skid Loader	3011806	Highway	Capital Improvement Projects Fund	79,000
2018	Purchase Tandem axle Dump Truck	3011807	Highway	Capital Improvement Projects Fund	250,000
2019	Purchase Vehicle for Engineering Personnel	3011901	Highway	Capital Improvement Projects Fund	35,000
2019	Work Order Software (Munis)	3011902	Highway	Capital Improvement Projects Fund	43,000
2019	Purchase Durapatch Trailer	3011903	Highway	Capital Improvement Projects Fund	55,000
2019	Purchase Maintenance Truck	3011904	Highway	Capital Improvement Projects Fund	56,000
2019	Purchase Skid Loader	3011905	Highway	Capital Improvement Projects Fund	70,000
2019	Purchase Tandem axle Dump Truck	3011906	Highway	Capital Improvement Projects Fund	245,000
2020	Large format plotter for Engineering	3012001	Highway	Capital Improvement Projects Fund	6,000
2020	Purchase Vehicle for Engineering Personnel	3012002	Highway	Capital Improvement Projects Fund	35,000
2020	Purchase Maintenance Truck	3012003	Highway	Capital Improvement Projects Fund	56,000
2020	Purchase 1 Street Sweeper	3012004	Highway	Capital Improvement Projects Fund	70,000
2020	Purchase Shop Truck	3012005	Highway	Capital Improvement Projects Fund	75,000
2020	Purchase Survey/Engineering Software	3012006	Highway	Capital Improvement Projects Fund	75,000
2020	Purchase Tandem axle Dump Truck	3012007	Highway	Capital Improvement Projects Fund	255,000
2021	Purchase Duraco Oil Trailer	3012101	Highway	Capital Improvement Projects Fund	30,000
2021	Purchase Vehicle for Engineering Personnel	3012102	Highway	Capital Improvement Projects Fund	35,000
2021	Purchase Equipment Trailer	3012103	Highway	Capital Improvement Projects Fund	40,000
2021	Purchase Maintenance Truck	3012104	Highway	Capital Improvement Projects Fund	56,000
2021	Purchase Skid Loader	3012105	Highway	Capital Improvement Projects Fund	75,000

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Year	Project Title	Project #	Department	Funding Source	Total
2021	Purchase Survey/Engineering Software	3012106	Highway	Capital Improvement Projects Fund	82,000
2021	Purchase Tandem axle Dump Truck	3012107	Highway	Capital Improvement Projects Fund	255,000
2022	Purchase Pavement Cutter	3012201	Highway	Capital Improvement Projects Fund	10,000
2022	Purchase Equipment Trailer	3012202	Highway	Capital Improvement Projects Fund	14,000
2022	Purchase Vehicle for Engineering Personnel	3012203	Highway	Capital Improvement Projects Fund	35,000
2022	Purchase Brush Chipper	3012204	Highway	Capital Improvement Projects Fund	35,000
2022	Purchase Skid Loader	3012205	Highway	Capital Improvement Projects Fund	75,000
2022	Purchase 1 Wheel Loader	3012206	Highway	Capital Improvement Projects Fund	170,000
2022	Purchase Tandem axle Dump Truck	3012207	Highway	Capital Improvement Projects Fund	255,000
2023	Purchase Skid Loader	3012301	Highway	Capital Improvement Projects Fund	75,000
2023	Purchase Tandem axle Dump Truck	3012302	Highway	Capital Improvement Projects Fund	260,000
2023	Purchase 1 Motor Grader	3012303	Highway	Capital Improvement Projects Fund	260,000
2018	Elections Equipment	1451801	Information Technology	Capital Improvement Projects Fund	453,516
2018	Systems Center	1701801	Information Technology	Fund 2 Reserved & Designated	4,560
2019	Systems Center	1701801	Information Technology	Fund 2 Reserved & Designated	15,200
2020	Systems Center	1701801	Information Technology	Fund 2 Reserved & Designated	4,560
2021	Systems Center	1701801	Information Technology	Fund 2 Reserved & Designated	15,200
2022	Systems Center	1701801	Information Technology	Fund 2 Reserved & Designated	4,560
2023	Systems Center	1701801	Information Technology	Fund 2 Reserved & Designated	15,200
2018	SharePoint/Web	1701802	Information Technology	Fund 2 Reserved & Designated	10,000
2019	SharePoint/Web	1701802	Information Technology	Fund 2 Reserved & Designated	35,000
2020	SharePoint/Web	1701802	Information Technology	Fund 2 Reserved & Designated	30,000
2021	SharePoint/Web	1701802	Information Technology	Fund 2 Reserved & Designated	10,000
2022	SharePoint/Web	1701802	Information Technology	Fund 2 Reserved & Designated	10,000
2023	SharePoint/Web	1701802	Information Technology	Fund 2 Reserved & Designated	35,000
2018	Phone Replacement	1701803	Information Technology	Fund 2 Reserved & Designated	12,500
2019	Phone Replacement	1701803	Information Technology	Fund 2 Reserved & Designated	30,500
2020	Phone Replacement	1701803	Information Technology	Fund 2 Reserved & Designated	12,500
2021	Phone Replacement	1701803	Information Technology	Fund 2 Reserved & Designated	30,500
2022	Phone Replacement	1701803	Information Technology	Fund 2 Reserved & Designated	12,500
2023	Phone Replacement	1701803	Information Technology	Fund 2 Reserved & Designated	30,500
2018	System and Network Security	1701804	Information Technology	Fund 2 Reserved & Designated	13,875
2019	System and Network Security	1701804	Information Technology	Fund 2 Reserved & Designated	15,025
2020	System and Network Security	1701804	Information Technology	Fund 2 Reserved & Designated	15,025
2021	System and Network Security	1701804	Information Technology	Fund 2 Reserved & Designated	84,275
2022	System and Network Security	1701804	Information Technology	Fund 2 Reserved & Designated	15,025
2023	System and Network Security	1701804	Information Technology	Fund 2 Reserved & Designated	15,025
2018	GIS Enhancements	1701805	Information Technology	Fund 2 Reserved & Designated	15,000
2019	GIS Enhancements	1701805	Information Technology	Fund 2 Reserved & Designated	25,500
2020	GIS Enhancements	1701805	Information Technology	Fund 2 Reserved & Designated	23,000
2021	GIS Enhancements	1701805	Information Technology	Fund 2 Reserved & Designated	20,000
2022	GIS Enhancements	1701805	Information Technology	Fund 2 Reserved & Designated	20,000
2023	GIS Enhancements	1701805	Information Technology	Fund 2 Reserved & Designated	20,000
2018	Employee reporting environment - tool (setup and training)	1701806	Information Technology	Fund 2 Reserved & Designated	26,000
2019	Employee reporting environment - tool (setup and training)	1701806	Information Technology	Fund 2 Reserved & Designated	44,000
2020	Employee reporting environment - tool (setup and training)	1701806	Information Technology	Fund 2 Reserved & Designated	36,000

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Year	Project Title	Project #	Department	Funding Source	Total
2021	Employee reporting environment - tool (setup and training)	1701806	Information Technology	Fund 2 Reserved & Designated	36,000
2022	Employee reporting environment - tool (setup and training)	1701806	Information Technology	Fund 2 Reserved & Designated	36,000
2023	Employee reporting environment - tool (setup and training)	1701806	Information Technology	Fund 2 Reserved & Designated	36,000
2018	VDI	1701807	Information Technology	Capital Improvement Projects Fund	36,360
2019	VDI	1701807	Information Technology	Capital Improvement Projects Fund	36,360
2020	VDI	1701807	Information Technology	Capital Improvement Projects Fund	30,000
2021	VDI	1701807	Information Technology	Capital Improvement Projects Fund	30,000
2022	VDI	1701807	Information Technology	Capital Improvement Projects Fund	30,000
2023	VDI	1701807	Information Technology	Capital Improvement Projects Fund	30,000
2018	Server Additions and Replacements	1701808	Information Technology	Capital Improvement Projects Fund	36,400
2019	Server Additions and Replacements	1701808	Information Technology	Capital Improvement Projects Fund	36,700
2020	Server Additions and Replacements	1701808	Information Technology	Capital Improvement Projects Fund	55,100
2021	Server Additions and Replacements	1701808	Information Technology	Capital Improvement Projects Fund	36,700
2022	Server Additions and Replacements	1701808	Information Technology	Capital Improvement Projects Fund	98,700
2023	Server Additions and Replacements	1701808	Information Technology	Capital Improvement Projects Fund	36,700
2018	Network	1701809	Information Technology	Capital Improvement Projects Fund	36,900
2019	Network	1701809	Information Technology	Capital Improvement Projects Fund	35,300
2020	Network	1701809	Information Technology	Capital Improvement Projects Fund	39,300
2021	Network	1701809	Information Technology	Capital Improvement Projects Fund	40,000
2022	Network	1701809	Information Technology	Capital Improvement Projects Fund	40,000
2023	Network	1701809	Information Technology	Capital Improvement Projects Fund	40,000
2018	Enhancement to Imaging(eliminate 1 system)	1701810	Information Technology	Capital Improvement Projects Fund	50,000
2019	Enhancement to Imaging(eliminate 1 system)	1701810	Information Technology	Capital Improvement Projects Fund	70,000
2020	Enhancement to Imaging(eliminate 1 system)	1701810	Information Technology	Capital Improvement Projects Fund	50,000
2021	Enhancement to Imaging(eliminate 1 system)	1701810	Information Technology	Capital Improvement Projects Fund	60,000
2022	Enhancement to Imaging(eliminate 1 system)	1701810	Information Technology	Capital Improvement Projects Fund	60,000
2023	Enhancement to Imaging(eliminate 1 system)	1701810	Information Technology	Capital Improvement Projects Fund	160,000
2018	SAN Enhancements	1701811	Information Technology	Capital Improvement Projects Fund	95,200
2019	SAN Enhancements	1701811	Information Technology	Capital Improvement Projects Fund	81,200
2020	SAN Enhancements	1701811	Information Technology	Capital Improvement Projects Fund	76,400
2021	SAN Enhancements	1701811	Information Technology	Capital Improvement Projects Fund	41,500
2022	SAN Enhancements	1701811	Information Technology	Capital Improvement Projects Fund	41,500
2023	SAN Enhancements	1701811	Information Technology	Capital Improvement Projects Fund	81,200
2022	CRM	1702201	Information Technology	Capital Improvement Projects Fund	175,000
2023	CRM	1702201	Information Technology	Capital Improvement Projects Fund	250,000
2018	Phase III Construction Oversight - Demolition Landfill	5401801	Landfill	Landfill	50,840
2018	Annual Installation of new Recirculation Laterals in cell 4	5401802	Landfill	Landfill	124,800
2019	Annual Installation of new Recirculation Laterals in cell 4	5401802	Landfill	Landfill	129,792
2020	Annual Installation of new Recirculation Laterals in cell 4	5401802	Landfill	Landfill	134,984
2021	Annual Installation of new Recirculation Laterals in cell 4	5401802	Landfill	Landfill	140,383
2022	Annual Installation of new Recirculation Laterals in cell 4	5401802	Landfill	Landfill	145,998
2023	Annual Installation of new Recirculation Laterals in cell 4	5401802	Landfill	Landfill	145,998
2018	Cell 5 Plans and Specs - MMSW Landfill	5401803	Landfill	Landfill	196,860
2018	Phase III Construction - Demolition Landfill	5401804	Landfill	Landfill	324,480
2018	Cell 5/6 Excavation	5401805	Landfill	Landfill	1,515,330
2019	Phase III Hydro Expansion - Demolition Landfill	5401901	Landfill	Landfill	140,610

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Year	Project Title	Project #	Department	Funding Source	Total
2019	Hydro Investigation - Northern Expansion Cell 5/6	5401902	Landfill	Landfill	168,730
2019	Cell 5 Construction Oversight - MMSW Landfill	5401903	Landfill	Landfill	236,230
2019	Cell 5 Construction	5401904	Landfill	Landfill	1,574,810
2021	EAW Cell 6/7 Expansion	5402101	Landfill	Landfill	285,920
2022	Permit Mod for Cell 6/7 Expansion	5402201	Landfill	Landfill	442,870
2023	Cell 6 Plans and Specs - MMSW Landfill	5402301	Landfill	Landfill	239,500
2018	Unmarked Patrol Vehicle Unit 6534	2401801	Sheriff	Capital Improvement Projects Fund	27,200
2018	Jail Vehicle Unit 6132	2401802	Sheriff	Capital Improvement Projects Fund	30,800
2018	Supervisor/Investigator Vehicle Unit 6913	2401803	Sheriff	Capital Improvement Projects Fund	36,200
2018	Boat & Water Vehicle Unit 6042	2401804	Sheriff	Capital Improvement Projects Fund	45,000
2018	Emergency Equipment Replacement	2401805	Sheriff	Capital Improvement Projects Fund	168,150
2019	Emergency Equipment Replacement	2401805	Sheriff	Capital Improvement Projects Fund	210,140
2020	Emergency Equipment Replacement	2401805	Sheriff	Capital Improvement Projects Fund	102,180
2021	Emergency Equipment Replacement	2401805	Sheriff	Capital Improvement Projects Fund	136,240
2022	Emergency Equipment Replacement	2401805	Sheriff	Capital Improvement Projects Fund	119,210
2023	Emergency Equipment Replacement	2401805	Sheriff	Capital Improvement Projects Fund	136,240
2018	LEC Updates	2401806	Sheriff	Capital Improvement Projects Fund	1,000,000
2019	LEC Updates	2401806	Sheriff	Capital Improvement Projects Fund	1,350,000
2020	LEC Updates	2401806	Sheriff	Capital Improvement Projects Fund	1,350,000
2019	Patrol Vehicle	2401901	Sheriff	Capital Improvement Projects Fund	28,000
2019	Patrol Vehicle	2401902	Sheriff	Capital Improvement Projects Fund	28,000
2019	Patrol Vehicle	2401903	Sheriff	Capital Improvement Projects Fund	28,000
2019	Patrol Vehicle	2401904	Sheriff	Capital Improvement Projects Fund	28,000
2019	Patrol Vehicle	2401905	Sheriff	Capital Improvement Projects Fund	28,000
2019	Patrol Vehicle	2401906	Sheriff	Capital Improvement Projects Fund	28,000
2019	Supervisor/Investigator Vehicle	2401907	Sheriff	Capital Improvement Projects Fund	36,200
2019	Boat & Water Vehicle	2401908	Sheriff	Capital Improvement Projects Fund	45,000
2020	Patrol Vehicle	2402001	Sheriff	Capital Improvement Projects Fund	28,000
2020	Patrol Vehicle	2402002	Sheriff	Capital Improvement Projects Fund	28,000
2020	Patrol Vehicle	2402003	Sheriff	Capital Improvement Projects Fund	28,000
2020	Patrol Vehicle	2402004	Sheriff	Capital Improvement Projects Fund	28,000
2020	Supervisor/Investigator Vehicle	2402005	Sheriff	Capital Improvement Projects Fund	38,000
2020	Argo	2402006	Sheriff	Capital Improvement Projects Fund	39,000
2020	Boat & Water Vehicle	2402007	Sheriff	Capital Improvement Projects Fund	45,000
2020	Mobile Crime Lab/Command Trailer	2402008	Sheriff	Capital Improvement Projects Fund	100,300
2021	Patrol Vehicle	2402101	Sheriff	Capital Improvement Projects Fund	28,500
2021	Patrol Vehicle	2402102	Sheriff	Capital Improvement Projects Fund	28,500
2021	Patrol Vehicle	2402103	Sheriff	Capital Improvement Projects Fund	28,500
2021	Patrol Vehicle	2402104	Sheriff	Capital Improvement Projects Fund	28,500
2021	Patrol Vehicle	2402105	Sheriff	Capital Improvement Projects Fund	28,500
2021	Investigator Vehicle	2402106	Sheriff	Capital Improvement Projects Fund	38,000
2021	Investigator Vehicle	2402107	Sheriff	Capital Improvement Projects Fund	38,000
2021	Boat & Water Vehicle	2402108	Sheriff	Capital Improvement Projects Fund	45,000
2021	Law Enforcement Software conversion	2402109	Sheriff	Capital Improvement Projects Fund	750,000
2022	Court metal detector and x-ray machine	2402201	Sheriff	Capital Improvement Projects Fund	15,000
2022	Recon Robotics Throwbot	2402202	Sheriff	Capital Improvement Projects Fund	15,454

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Year	Project Title	Project #	Department	Funding Source	Total
2022	Patrol Vehicle	2402203	Sheriff	Capital Improvement Projects Fund	29,000
2022	Patrol Vehicle	2402204	Sheriff	Capital Improvement Projects Fund	29,000
2022	Patrol Vehicle	2402205	Sheriff	Capital Improvement Projects Fund	29,000
2022	Patrol Vehicle	2402206	Sheriff	Capital Improvement Projects Fund	29,000
2022	Investigator Vehicle	2402207	Sheriff	Capital Improvement Projects Fund	38,000
2022	Investigator Vehicle	2402208	Sheriff	Capital Improvement Projects Fund	38,000
2022	Boat & Water Vehicle	2402209	Sheriff	Capital Improvement Projects Fund	45,000
2022	System Redundancy	2402210	Sheriff	Capital Improvement Projects Fund	500,000
2023	System Redundancy	2402210	Sheriff	Capital Improvement Projects Fund	500,000
2023	Patrol Vehicle	2402301	Sheriff	Capital Improvement Projects Fund	29,000
2023	Patrol Vehicle	2402302	Sheriff	Capital Improvement Projects Fund	29,000
2023	Patrol Vehicle	2402303	Sheriff	Capital Improvement Projects Fund	29,000
2023	Patrol Vehicle	2402304	Sheriff	Capital Improvement Projects Fund	29,000
2023	Patrol Vehicle	2402305	Sheriff	Capital Improvement Projects Fund	29,000
2023	Investigator Vehicle	2402306	Sheriff	Capital Improvement Projects Fund	38,000
2023	Investigator Vehicle	2402307	Sheriff	Capital Improvement Projects Fund	38,000
2023	Boat & Water	2402308	Sheriff	Capital Improvement Projects Fund	45,000
2018	Jail pod painting & repair	2501801	Sheriff	Capital Improvement Projects Fund	30,000
2020	Jail pod painting & repair	2501801	Sheriff	Capital Improvement Projects Fund	30,000
2022	Jail pod painting & repair	2501801	Sheriff	Capital Improvement Projects Fund	30,000
2019	Camera Upgrades	2501901	Sheriff	Capital Improvement Projects Fund	165,000
2019	Security Control System	2501902	Sheriff	Capital Improvement Projects Fund	350,000
2018	Cell 1/2 Closure Plans and Specs - MMSW Landfill	5201801	Solid Waste (Non-Landfill)	Solid Waste Non-Landfill Fund	151,430
2019	Cell 1/2 Closure Construction Oversight	5201901	Solid Waste (Non-Landfill)	Solid Waste Non-Landfill Fund	140,610
2019	Cell 1/2 Closure Construction	5201902	Solid Waste (Non-Landfill)	Solid Waste Non-Landfill Fund	438,700
2021	Phase II Closure Plans and Specs - Demolition Landfill	5202101	Solid Waste (Non-Landfill)	Solid Waste Non-Landfill Fund	88,210
2022	Phase II Closure Oversight - Demolition Landfill	5202201	Solid Waste (Non-Landfill)	Solid Waste Non-Landfill Fund	65,800
2022	Phase II Closure Construction	5202202	Solid Waste (Non-Landfill)	Solid Waste Non-Landfill Fund	113,880
2023	Cell 3/4 Closure Plans and Specs - MMSW Landfill	5202301	Solid Waste (Non-Landfill)	Solid Waste Non-Landfill Fund	184,240

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

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FUND	43	DEPT	Attorney			PROJ#	0901801
PROJECT TITLE	Judicial Center Renovation						
PRIORITY	0	START DATE	1/1/2018		END DATE	12/31/2018	
DESCRIPTION / LOCATION	Remodel of the third floor of the Judicial Center						
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT						2018 - 2023
ACCOUNT DESCRIPTION	YEAR	2019	2020	2021	2022	2023	TOTAL
Building Repair & Maint. Serv	70,000	-	-	-	-	-	\$ 70,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101814
PROJECT TITLE	Salt Shed Replacements (Pine Center and Deerwood)						
PRIORITY	0	START DATE	1/1/2018	END DATE	12/31/2018		
DESCRIPTION / LOCATION	Installation of a new salt shed at Pine Center and Deerwood						
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Building Acq/Imp Over \$15K	45,000	-	-	-	-	-	\$ 45,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

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FUND	43	DEPT	Facilities			PROJ#	1101901	
PROJECT TITLE	Cleaning Equipment Replacement							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2023		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION	Replacement of vacuums and floor machines							
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Furn. & Eq. Other Under \$15K	-	5,000	-	5,000	-	5,000	\$ 15,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ 15,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101902	
PROJECT TITLE	Laminate repairs and chair rails							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	5,000	-	-	-	-	\$ 5,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101903	
PROJECT TITLE	Paint employee stairwell floor							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	5,000	-	-	-	-	\$ 5,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

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FUND	43	DEPT	Facilities			PROJ#	1101905	
PROJECT TITLE	Epoxy Boiler Room Floor							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	5,000	-	-	-	-	\$ 5,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities		PROJ#	1101906	
PROJECT TITLE	LED lighting upgrades						
PRIORITY	0	START DATE	1/1/2019	END DATE	12/31/2019		
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Building Repair & Maint. Serv	-	7,500	-	-	-	-	\$ 7,500
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 7,500

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101907	
PROJECT TITLE	Key Cutting Machine and Key Cutting Software							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	7,500	-	-	-	-	\$ 7,500
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 7,500

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101908	
PROJECT TITLE	Replace carpet in S stairwell							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	7,500	-	-	-	-	\$ 7,500
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 7,500

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101909	
PROJECT TITLE	Meeting room 1 & 2 tables							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Furn. & Eq. Other Under \$15K	-	7,500	-	-	-	-	\$ 7,500
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 7,500

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101910	
PROJECT TITLE	AHU #2 - Heating Coil Replacement							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	8,000	-	-	-	-	\$ 8,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101911	
PROJECT TITLE	Airflow balancing of Jail							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2021		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	10,000	10,000	10,000	-	-	\$ 30,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 30,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101912	
PROJECT TITLE	Door and hardware replacemet to 45 series doors							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2021		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	10,000	10,000	10,000	-	-	\$ 30,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 30,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101913	
PROJECT TITLE	AHU Rebuilds							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2021		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	10,000	10,000	10,000	-	-	\$ 30,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 30,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101914
PROJECT TITLE	Detention Locks						
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2023	
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION	New lock assembly						
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Furn. & Eq. Other Under \$15K	-	10,000	10,000	15,000	15,000	20,000	\$ 70,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 20,000	\$ 70,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101915	
PROJECT TITLE	Painting in hallways, interview rooms, conf rooms							
PRIORITY	0	START DATE	1/1/2019	END DATE	12/31/2019			
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	10,000	-	-	-	-	\$ 10,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101916
PROJECT TITLE	Cloths dryer replacement						
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2021	
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Furn. & Eq. Other Under \$15K	-	12,000	12,000	12,000	-	-	\$ 36,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ 36,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101918
PROJECT TITLE	Cloths washer replacement						
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2020	
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Furn. & Eq. Other Under \$15K	-	15,000	15,000	-	-	-	\$ 30,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 30,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101919	
PROJECT TITLE	Replace carpet in hallways							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2023		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	15,000	-	-	-	15,000	\$ 30,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000	\$ 30,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101920	
PROJECT TITLE	Replace VCT with low maintenance flooring							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	15,000	-	-	-	-	\$ 15,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities		PROJ#	1101922	
PROJECT TITLE	Meeting Room 1&2 Wall Partition						
PRIORITY	29	START DATE	1/1/2019	END DATE	12/31/2019		
DESCRIPTION / LOCATION	Replace/refinish/repair the meeting room wall partition.						
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS	No Impact						
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
ACCOUNT DESCRIPTION							
Furn. & Eq. Other Over \$15K	-	22,500	-	-	-	-	\$ 22,500
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ 22,500	\$ -	\$ -	\$ -	\$ -	\$ 22,500

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101924	
PROJECT TITLE	Kitchen Exhaust Fan and Makeup Air Unit Balancing							
PRIORITY	0	START DATE	1/1/2019	END DATE	12/31/2019			
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION	Exhaust fan continually loses bearings and MA unit causes negative air in kitchen							
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	25,000	-	-	-	-	\$ 25,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101925	
PROJECT TITLE	Boiler Room Temperature Control and HVAC							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	25,000	-	-	-	-	\$ 25,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101926	
PROJECT TITLE	Replacement zero turn mower							
PRIORITY	0	START DATE	1/0/1900		END DATE	1/0/1900		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Vehicle & Machinery Over \$15K	-	30,000	-	-	-	30,000	\$ 60,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	\$ 60,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101927	
PROJECT TITLE	Sprinkler Heads Replacements - 150 heads Tamper Proof							
PRIORITY	0	START DATE	1/1/2019	END DATE	12/31/2019			
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	30,000	-	-	-	-	\$ 30,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101928	
PROJECT TITLE	Paint exterior of building							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	30,000	-	-	-	-	\$ 30,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
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FORM A

FUND	43	DEPT Facilities	PROJ#	1101929			
PROJECT TITLE	Replace Carpets with low maintenance flooring						
PRIORITY	0	START DATE	1/1/2019	END DATE 12/31/2019			
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Building Repair & Maint. Serv	-	30,000	-	-	-	-	\$ 30,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101930	
PROJECT TITLE	Duress System Upgrade and Expansion							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2020		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	35,000	20,000	-	-	-	\$ 55,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 35,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 55,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101931	
PROJECT TITLE	Seal man electrical room walls and add mini-split cooling							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	35,000	-	-	-	-	\$ 35,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101932
PROJECT TITLE	Increase Emergency Power						
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2021	
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT						2018 - 2023
ACCOUNT DESCRIPTION	YEAR	2019	2020	2021	2022	2023	TOTAL
Building Repair & Maint. Serv	-	50,000	50,000	50,000	50,000	-	\$ 200,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ 200,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1101933	
PROJECT TITLE	Chiller #1 - Compressor Rebuild							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	75,000	-	-	-	-	\$ 75,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities		PROJ#	1102001	
PROJECT TITLE	Plumbing fixture hardware replacement						
PRIORITY	0	START DATE	1/1/2020		END DATE	12/31/2023	
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Building Repair & Maint. Serv	-	-	5,000	5,000	5,000	5,000	\$ 20,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102002
PROJECT TITLE	Jail steam trap rebuilds						
PRIORITY	0	START DATE	1/1/2020		END DATE	12/31/2020	
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Building Repair & Maint. Serv	-	-	5,000	-	-	-	\$ 5,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities		PROJ#	1102005	
PROJECT TITLE	Paint brown facia						
PRIORITY	0	START DATE	1/1/2020	END DATE	12/31/2020		
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Building Repair & Maint. Serv	-	-	6,000	-	-	-	\$ 6,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102006
PROJECT TITLE	AHU Motor Replacements						
PRIORITY	0	START DATE	1/1/2020		END DATE	12/31/2023	
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Building Repair & Maint. Serv	-	-	7,000	7,000	7,000	7,000	\$ 28,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ -	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 28,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102007	
PROJECT TITLE	Drain tile pumps in AHU 2							
PRIORITY	0	START DATE	1/1/2020		END DATE	12/31/2020		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	7,000	-	-	-	\$ 7,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ 7,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102008	
PROJECT TITLE	Paint concrete floors / stairs							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2020		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	11,000	-	-	-	\$ 11,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ -	\$ 11,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102011	
PROJECT TITLE	Jail Floor - Epoxy Kitchen Receiving							
PRIORITY	0	START DATE	1/1/2020		END DATE	12/31/2020		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	15,000	-	-	-	\$ 15,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities		PROJ#	1102012		
PROJECT TITLE	Garbage disposal replacement							
PRIORITY	0	START DATE	1/1/2020	END DATE	12/31/2020			
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION	Replace the garbage disposals and water jet lines							
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Furn. & Eq. Other Under \$15K	-	-	15,000	-	-	-	\$ 15,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities		PROJ#	1102017		
PROJECT TITLE	Toilet pushbutton replacements							
PRIORITY	0	START DATE	1/1/2020	END DATE	12/31/2020			
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	30,000	-	-	-	\$ 30,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities		PROJ#		1102018	
PROJECT TITLE	Cement for fuel tanks							
PRIORITY	0	START DATE	1/1/2020	END DATE	12/31/2020			
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	30,000	-	-	-	\$ 30,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102019	
PROJECT TITLE	Unit Heaters @ Crosslake							
PRIORITY	0	START DATE	1/1/2020		END DATE	12/31/2020		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Furn. & Eq. Other Over \$15K	-	-	30,000	-	-	-	\$ 30,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities		PROJ#	1102021	
PROJECT TITLE	UPS						
PRIORITY	0	START DATE	1/1/2020	END DATE	12/31/2020		
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Building Repair & Maint. Serv	-	-	35,000	-	-	-	\$ 35,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities		PROJ#	1102022		
PROJECT TITLE	AHU VFD Replacements							
PRIORITY	0	START DATE	1/1/2020	END DATE	12/31/2023			
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	40,000	40,000	40,000	40,000	\$ 160,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 160,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102025
PROJECT TITLE	Smoke Detector Replacements						
PRIORITY	0	START DATE	1/1/2020		END DATE	12/31/2020	
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION	Smoke detectors are recommended changed every 10 years - Jail built 2007						
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Building Repair & Maint. Serv	-	-	50,000	-	-	-	\$ 50,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102027	
PROJECT TITLE	Smoke Detector Replacements							
PRIORITY	0	START DATE	1/1/2020		END DATE	12/31/2020		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	50,000	-	-	-	\$ 50,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities		PROJ#	1102029	
PROJECT TITLE	UPS Upgrade for Central Services Data Room						
PRIORITY	0	START DATE	1/1/2020	END DATE	12/31/2020		
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Building Repair & Maint. Serv	-	-	55,000	-	-	-	\$ 55,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ 55,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities		PROJ#	1102030	
PROJECT TITLE	UPS						
PRIORITY	0	START DATE	1/1/2020		END DATE	12/31/2020	
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Building Repair & Maint. Serv	-	-	55,000	-	-	-	\$ 55,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ 55,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities		PROJ#	1102031	
PROJECT TITLE	Hallway and sally port flooring						
PRIORITY	0	START DATE	1/1/2020		END DATE	12/31/2020	
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION	Install low maintenance flooring						
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Building Repair & Maint. Serv	-	-	75,000	-	-	-	\$ 75,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102032	
PROJECT TITLE	Chiller #2 - Compressor Rebuild							
PRIORITY	0	START DATE	1/1/2020		END DATE	12/31/2020		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Furn. & Eq. Other Over \$15K	-	-	75,000	-	-	-	\$ 75,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102033	
PROJECT TITLE	UPS replacements - Two Units							
PRIORITY	0	START DATE	1/1/2020		END DATE	12/31/2020		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	120,000	-	-	-	\$ 120,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102101	
PROJECT TITLE	Exhaust fan rebuilds							
PRIORITY	0	START DATE	1/1/2021		END DATE	12/31/2023		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	5,000	5,000	10,000	\$ 20,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 10,000	\$ 20,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102102	
PROJECT TITLE	Switchgear cleaning and 3 transfer switch services							
PRIORITY	0	START DATE	1/1/2021		END DATE	12/31/2021		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	6,000	-	-	\$ 6,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ 6,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities		PROJ#	1102103		
PROJECT TITLE	Condensate pump rebuilds							
PRIORITY	0	START DATE	1/1/2021	END DATE	12/31/2021			
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	10,000	-	-	\$ 10,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities		PROJ#	1102104	
PROJECT TITLE	Tilt skillet						
PRIORITY	0	START DATE	1/1/2021		END DATE	12/31/2021	
DESCRIPTION / LOCATION							
PURPOSE / JUSTIFICATION							
FUTURE IMPACT ON OPERATING COSTS							
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Building Repair & Maint. Serv	-	-	-	15,000	-	-	\$ 15,000
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102105	
PROJECT TITLE	Jail humidification boiler burner and gas train replacemet							
PRIORITY	0	START DATE	1/1/2021		END DATE	12/31/2021		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION	Obsolete burner, no parts available							
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	17,000	-	-	\$ 17,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 17,000	\$ -	\$ -	\$ 17,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102106	
PROJECT TITLE	Overhead door replacements							
PRIORITY	0	START DATE	1/1/2021		END DATE	12/31/2021		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION	S sallyport and kitchen receiving door replacements							
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	20,000	-	-	\$ 20,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
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FORM A

FUND	43	DEPT	Facilities			PROJ#	1102107	
PROJECT TITLE	Elevator Upgrade							
PRIORITY	0	START DATE	1/1/2021		END DATE	12/31/2021		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	25,000	-	-	\$ 25,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102108	
PROJECT TITLE	Ductwork and diffuser cleaning							
PRIORITY	0	START DATE	1/1/2021		END DATE	12/31/2021		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	30,000	-	-	\$ 30,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102109	
PROJECT TITLE	Replace oldest 1023 JD tractor							
PRIORITY	0	START DATE	1/0/1900		END DATE	1/0/1900		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Vehicle & Machinery Over \$15K	-	-	-	35,000	-	-	\$ 35,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Facilities			PROJ#	1102112	
PROJECT TITLE	Epoxy garage floors (Maintenance and Sheriff)							
PRIORITY	0	START DATE	1/1/2021		END DATE	12/31/2021		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	45,000	-	-	\$ 45,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000

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**CROW WING COUNTY
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FUND	43	DEPT	Facilities			PROJ#	1102115	
PROJECT TITLE	Furniture Upgrades							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2023		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Furn. & Eq. Other Under \$15K	-	-	-	50,000	100,000	450,000	\$ 600,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 50,000	\$ 100,000	\$ 450,000	\$ 600,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
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FUND	43	DEPT	Facilities			PROJ#	1102118	
PROJECT TITLE	LED lighting							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	50,000	-	-	\$ 50,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
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FUND	43	DEPT	Facilities			PROJ#	1102119	
PROJECT TITLE	LED Lighting							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	50,000	-	-	\$ 50,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000

**CROW WING COUNTY
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FUND	43	DEPT	Facilities		PROJ#	1102120		
PROJECT TITLE	LED lighting							
PRIORITY	0	START DATE	1/1/2019	END DATE	12/31/2019			
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	60,000	-	-	\$ 60,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000

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**CROW WING COUNTY
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FUND	43	DEPT	Facilities			PROJ#	1102122	
PROJECT TITLE	Boiler - Rebuilds							
PRIORITY	0	START DATE	1/1/2021		END DATE	12/31/2023		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION	Gas trane, tube replacements, linkageless burner controls for BLR 1 - 2 - 3							
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	75,000	75,000	60,000	\$ 210,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 60,000	\$ 210,000

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FUND	43	DEPT	Facilities		PROJ#	1102201		
PROJECT TITLE	Air compressor							
PRIORITY	0	START DATE	1/1/2022	END DATE	12/31/2022			
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Furn. & Eq. Other Under \$15K	-	-	-	-	5,000	-	\$ 5,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
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FUND	43	DEPT	Facilities			PROJ#	1102202	
PROJECT TITLE	Cleaning ductowrk							
PRIORITY	0	START DATE	1/1/2022		END DATE	12/31/2023		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	-	20,000	20,000	\$ 40,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 40,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
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FUND	43	DEPT	Facilities			PROJ#	1102203	
PROJECT TITLE	Replace forklift							
PRIORITY	0	START DATE	1/1/2022		END DATE	12/31/2022		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Vehicle & Machinery Over \$15K	-	-	-	-	20,000	-	\$ 20,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000

**CROW WING COUNTY
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FUND	43	DEPT	Facilities			PROJ#	1102204	
PROJECT TITLE	Mixing valve replacements							
PRIORITY	0	START DATE	1/1/2022		END DATE	12/31/2022		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	-	25,000	-	\$ 25,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000

**CROW WING COUNTY
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FUND	43	DEPT	Facilities			PROJ#	1102205	
PROJECT TITLE	UPS replacement							
PRIORITY	0	START DATE	1/1/2022		END DATE	12/31/2022		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	-	30,000	-	\$ 30,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
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FUND	43	DEPT	Facilities			PROJ#	1102206	
PROJECT TITLE	Replace oldest 1023 JD tractor							
PRIORITY	0	START DATE	1/0/1900		END DATE	1/0/1900		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Vehicle & Machinery Over \$15K	-	-	-	-	35,000	-	\$ 35,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
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FUND	43	DEPT	Facilities			PROJ#	1102207	
PROJECT TITLE	UPS replacement							
PRIORITY	0	START DATE	1/1/2022		END DATE	12/31/2022		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	-	50,000	-	\$ 50,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000

**CROW WING COUNTY
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FUND	43	DEPT	Facilities			PROJ#	1102208	
PROJECT TITLE	Remake front entrance							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Acq/Imp Over \$15K	-	-	-	-	60,000	-	\$ 60,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000

**CROW WING COUNTY
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FUND	43	DEPT	Facilities			PROJ#	1102209	
PROJECT TITLE	LED lighting - Courtrooms, judges chambers/halls							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	-	75,000	-	\$ 75,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ 75,000

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FUND	43	DEPT	Facilities			PROJ#	1102211	
PROJECT TITLE	Epoxy Floor @ Crosslake							
PRIORITY	0	START DATE	1/1/2021		END DATE	12/31/2021		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	-	100,000	-	\$ 100,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
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FUND	43	DEPT	Facilities			PROJ#	1102212	
PROJECT TITLE	Elevator Upgrade							
PRIORITY	0	START DATE	1/1/2022		END DATE	12/31/2022		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Acq/Imp Over \$15K	-	-	-	-	100,000	-	\$ 100,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
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FUND	43	DEPT	Facilities			PROJ#	1102213	
PROJECT TITLE	Lochinvar Replacements							
PRIORITY	0	START DATE	1/1/2020		END DATE	12/31/2020		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Acq/Imp Over \$15K	-	-	-	-	125,000	-	\$ 125,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ 125,000

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FUND	43	DEPT	Facilities			PROJ#	1102301	
PROJECT TITLE	Data room mini split AC units							
PRIORITY	0	START DATE	1/1/2023		END DATE	12/31/2023		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	-	-	15,000	\$ 15,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
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FUND	43	DEPT	Facilities			PROJ#	1102302	
PROJECT TITLE	Jail sink pushbutton rebuilds							
PRIORITY	0	START DATE	1/1/2023		END DATE	12/31/2023		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	-	-	20,000	\$ 20,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
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FUND	43	DEPT	Facilities			PROJ#	1102303	
PROJECT TITLE	Cooling tower gear reducers rebuilds							
PRIORITY	0	START DATE	1/1/2023		END DATE	12/31/2023		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	-	-	20,000	\$ 20,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000

**CROW WING COUNTY
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FUND	43	DEPT	Facilities			PROJ#	1102304	
PROJECT TITLE	Roof replacement							
PRIORITY	0	START DATE	1/1/2021		END DATE	12/31/2021		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Acq/Imp Over \$15K	-	-	-	-	-	175,000	\$ 175,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ 175,000

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CAPITAL IMPROVEMENT PLAN
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FUND	43	DEPT	Facilities			PROJ#	1102305	
PROJECT TITLE	Roof replacement							
PRIORITY	0	START DATE	1/1/2021		END DATE	12/31/2021		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Acq/Imp Over \$15K	-	-	-	-	-	200,000	\$ 200,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000

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CAPITAL IMPROVEMENT PLAN
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FUND	43	DEPT	Facilities			PROJ#	1102306	
PROJECT TITLE	Roof replacement							
PRIORITY	0	START DATE	1/1/2022		END DATE	12/31/2022		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Acq/Imp Over \$15K	-	-	-	-	-	250,000	\$ 250,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000

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CAPITAL IMPROVEMENT PLAN
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FUND	43	DEPT	Facilities			PROJ#	1102307	
PROJECT TITLE	Roof replacement							
PRIORITY	0	START DATE	1/1/2023		END DATE	12/31/2023		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Acq/Imp Over \$15K	-	-	-	-	-	250,000	\$ 250,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000

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FUND	43	DEPT	Facilities			PROJ#	1102308	
PROJECT TITLE	AHU 1 & 2 Replacements with VAV reheats							
PRIORITY	0	START DATE	1/1/2023		END DATE	12/31/2023		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Repair & Maint. Serv	-	-	-	-	-	250,000	\$ 250,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000

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FUND	43	DEPT	Facilities			PROJ#	1102309	
PROJECT TITLE	Roof replacement							
PRIORITY	0	START DATE	1/1/2021		END DATE	12/31/2021		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Acq/Imp Over \$15K	-	-	-	-	-	300,000	\$ 300,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000

**CROW WING COUNTY
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FUND	43	DEPT	Facilities			PROJ#	1102310	
PROJECT TITLE	Museum Building Upgrades							
PRIORITY	0	START DATE	1/1/2019		END DATE	12/31/2019		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Acq/Imp Over \$15K	-	-	-	-	-	400,000	\$ 400,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 400,000

**CROW WING COUNTY
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FUND	43	DEPT	Facilities			PROJ#	1102311	
PROJECT TITLE	Roof replacement							
PRIORITY	0	START DATE	1/1/2022		END DATE	12/31/2023		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Acq/Imp Over \$15K	-	-	-	-	-	450,000	\$ 450,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000	\$ 450,000

**CROW WING COUNTY
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FUND	43	DEPT	Facilities			PROJ#	1102312	
PROJECT TITLE	Jail roof replacement							
PRIORITY	0	START DATE	1/1/2023		END DATE	12/31/2023		
DESCRIPTION / LOCATION								
PURPOSE / JUSTIFICATION								
FUTURE IMPACT ON OPERATING COSTS								
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Building Acq/Imp Over \$15K	-	-	-	-	-	500,000	\$ 500,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000

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**CROW WING COUNTY
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FUND	43	DEPT	Information Technology			PROJ#	1451801							
PROJECT TITLE	Elections Equipment													
PRIORITY	32	START DATE	1/1/2018		END DATE	12/31/2018								
DESCRIPTION / LOCATION	Replace the 10 year old elections equipment.													
PURPOSE / JUSTIFICATION								To ensure an accurate election.						
FUTURE IMPACT ON OPERATING COSTS														
FUNDING SOURCE AND AMOUNT	Fund Balance													
	CURRENT						2018 - 2023							
ACCOUNT DESCRIPTION	YEAR	2019	2020	2021	2022	2023	TOTAL							
Comp. Eq & Software Under \$15K	453,516	-	-	-	-	-	\$ 453,516							
							\$ -							
							\$ -							
							\$ -							
TOTAL	\$ 453,516	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 453,516							

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	50	DEPT	Landfill			PROJ#	5401801	
PROJECT TITLE	Phase III Construction Oversight - Demolition Landfill							
PRIORITY	40	START DATE	1/1/2018	END DATE	12/31/2018			
DESCRIPTION / LOCATION	Oversight of Construction							
PURPOSE / JUSTIFICATION	Oversight of Phase III Construction							
FUTURE IMPACT ON OPERATING COSTS	Continuation of operations in Demolition Landfill							
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Consulting Fee	50,840	-	-	-	-	-	\$ 50,840
								\$ -
								\$ -
								\$ -
	TOTAL	\$ 50,840	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,840

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	50	DEPT	Landfill			PROJ#	5401803	
PROJECT TITLE	Cell 5 Plans and Specs - MMSW Landfill							
PRIORITY	40	START DATE	1/1/2018	END DATE	12/31/2018			
DESCRIPTION / LOCATION	Plans and Spec for Cell 5							
PURPOSE / JUSTIFICATION	Cell 4 is filled in 2020, need new cell							
FUTURE IMPACT ON OPERATING COSTS	Continuation of operations in MMSW Landfill							
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Consulting Fee	196,860	-	-	-	-	-	\$ 196,860
								\$ -
								\$ -
								\$ -
	TOTAL	\$ 196,860	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 196,860

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	50	DEPT	Landfill		PROJ#	5401903	
PROJECT TITLE	Cell 5 Construction Oversight - MMSW Landfill						
PRIORITY	40	START DATE	1/1/2019	END DATE	12/31/2019		
DESCRIPTION / LOCATION	Oversight of Cell 5 Construction						
PURPOSE / JUSTIFICATION	Construction Oversight						
FUTURE IMPACT ON OPERATING COSTS	Continuation of operations in MMSW Landfill						
FUNDING SOURCE AND AMOUNT	Fund Balance						
	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
Consulting Fee	-	236,230	-	-	-	-	\$ 236,230
							\$ -
							\$ -
							\$ -
TOTAL	\$ -	\$ 236,230	\$ -	\$ -	\$ -	\$ -	\$ 236,230

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	43	DEPT	Sheriff			PROJ#	2402201	
PROJECT TITLE	Court metal detector and x-ray machine							
PRIORITY	-	START DATE	1/1/2022		END DATE	12/31/2022		
DESCRIPTION / LOCATION	Replace existing machines							
PURPOSE / JUSTIFICATION								
	Current machines are 2 years old. Life expectancy estimated to be another 7 years.							
FUTURE IMPACT ON OPERATING COSTS	None							
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Furn. & Eq. Other Under \$15K	-	-	-	-	15,000	-	\$ 15,000
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ 15,000

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**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	18	DEPT	Solid Waste (Non-Landfill)			PROJ#	5202101	
PROJECT TITLE	Phase II Closure Plans and Specs - Demolition Landfill							
PRIORITY	40	START DATE	1/1/2021	END DATE	12/31/2021			
DESCRIPTION / LOCATION	Phase II Closure Plans and Specs							
PURPOSE / JUSTIFICATION	Plans and Specs for the Closure of Phase II							
FUTURE IMPACT ON OPERATING COSTS	Continuation of operations in Demolition Landfill							
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Consulting Fee	-	-	-	88,210	-	-	\$ 88,210
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ 88,210	\$ -	\$ -	\$ 88,210

**CROW WING COUNTY
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT REQUEST FORM**

FORM A

FUND	18	DEPT	Solid Waste (Non-Landfill)			PROJ#	5202201	
PROJECT TITLE	Phase II Closure Oversight - Demolition Landfill							
PRIORITY	40	START DATE	1/1/2022	END DATE	12/31/2022			
DESCRIPTION / LOCATION	Closure of Phase II							
PURPOSE / JUSTIFICATION	Phase II closure Construction Oversight							
FUTURE IMPACT ON OPERATING COSTS	Continuation of operations in Demolition Landfill							
FUNDING SOURCE AND AMOUNT	Fund Balance							
	ACCOUNT DESCRIPTION	CURRENT YEAR	2019	2020	2021	2022	2023	2018 - 2023 TOTAL
	Consulting Fee	-	-	-	-	65,800	-	\$ 65,800
								\$ -
								\$ -
								\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 65,800	\$ -	\$ 65,800

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2017-2021 Highway Improvement Plan



CSAH 9 Reclamation

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Purpose of Highway Improvement Plan (HIP)



Purpose

The primary purpose of the HIP is to provide a mid range planning document that can easily be shared with the public allowing both the residents and visitors of Crow Wing County to plan for future roadway improvements. It also is intended to provide a transparent method to relay how roadway improvement priorities are established and how limited roadway funding is utilized.

Each HIP also includes a yearly report on the condition of the County roadway system and its performance compared to established performance targets related to ride quality. Each HIP also contains a priority listing of county, township, and municipal bridges that are in need of rehabilitation or replacement.

Responsibilities and Roadway Descriptions



Responsibilities

The Crow Wing County Highway Department is responsible for the maintenance and administration of over 600 miles of county roads, secondary roads and 84 bridges. This includes activities such as engineering design, construction management, signing, and routine maintenance of all kinds (snowplowing, patching potholes, crack sealing, mowing roadsides, cleaning culverts, etc).

Roadway Descriptions

The county roadway system is comprised of two different categories. There are about 380 miles of County State Aid Highways (CSAH) which are supported by the Minnesota Highway Users Tax Distribution Fund. This is made up primarily of gas tax and vehicle license or registration fees. There are about 180 miles of County Roads (CR) which are supported entirely by local property taxes. This is referred to as the County Road & Bridge Levy.

In Crow Wing County, the County State Aid Highways (CSAH) are identified by one and two digit numbers, such as CSAH 1 between Pine River and Emily, or CSAH 11 from Pequot Lakes to Breezy Point. The County Roads (CR) are identified by three digit numbers such as CR 142 located near the County Highway Department complex.

In addition to CSAHs and CRs, the Crow Wing County Highway Department is responsible for the construction and maintenance of about 60 miles of township level roadways. These are primarily located in the unorganized territories that make up the First and Second Assessment Districts. In these areas, the County acts as the road authority in the absence of an organized Township Board. Where appropriate, this five-year Highway Improvement Plan incorporates planned roadway improvements in these areas.

Primary Funding Sources



Federal Funds – Funds assigned to projects through federal transportation legislation, federally sponsored safety programs or other special federal programs.

State Aid (SA) Funds (Regular) – Annual allocation to the county from state gas tax and vehicle license or registration fees. Regular SA funds may be utilized for any element related to roadway construction or rehabilitation on the CSAH system. These funds may not be used on the CR system.

State Aid (SA) Funds (Municipal) – Annual allocation to the county from state gas tax and vehicle license or registration fees. Municipal SA funds are designated to be utilized for any element related to roadway construction or rehabilitation on the CSAH system located within the established boundaries of a municipality. These funds may not be used on the CR system or in areas outside of a municipality.

County Road and Bridge Levy - Funds generated directly from Crow Wing County tax revenue. These levy funds are primarily intended to maintain the CR system but may also be used to supplement other funding sources.

Local Option Sales Tax – In late 2015 the Crow Wing County Board authorized the implementation of a ½ percent county-wide sales tax. State statute stipulates revenue generated from this tax is to be dedicated to fund specific transportation related projects. County Board resolution 2015-68 further stipulates the tax will end December 31, 2025 or when all of the identified projects are funded; whichever occurs first. Please refer to pages 40 and 41 for maps depicting projects authorized for sales tax expenditures.

Primary Funding Sources



First Assessment District (FAD) Road and Bridge Levy - Funds generated directly from township level tax revenue. These funds are designated to be utilized for any element related to roadway construction or rehabilitation within the FAD only. These funds are not intended to be used on the CR or CSAH system.

Bridge Bonding – Funding allocated by State legislative action to complete specific bridge construction projects on any County, Township or Municipal roadway within the County. Bridge bonding is normally only allocated after a complete set of bridge design plans has been developed.

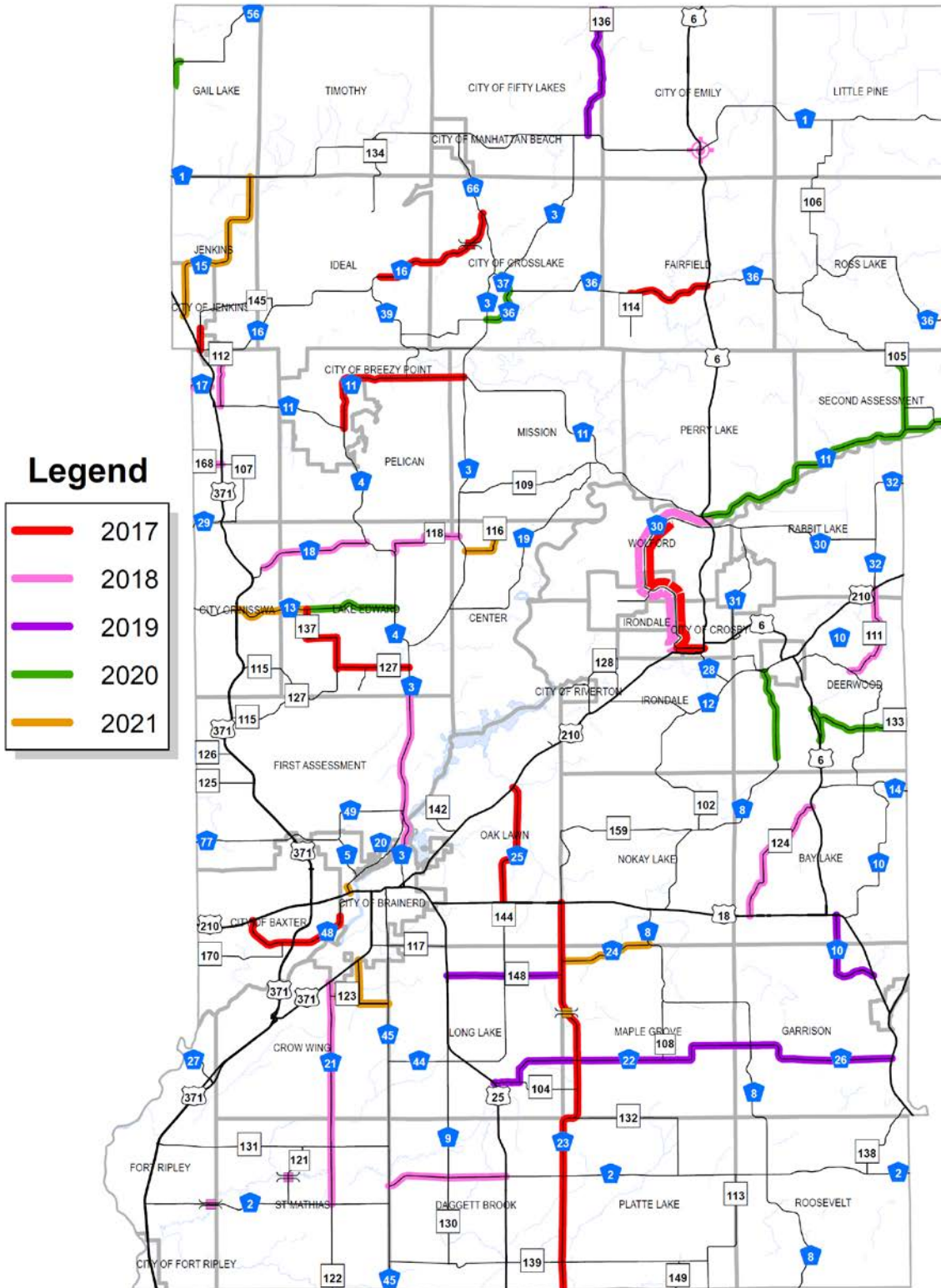
2017-2021 Highway Improvement Plan Summary



- **\$53.8M** Total Investment (CWC/CR/FAD/SAD)
- **\$5.2M** Federal Transportation Bill
- **\$22.7M** County State Aid
- **\$8.9M** CWC Road & Bridge Levy
- **\$1.7** First Assessment District Road & Bridge Levy
- **\$14.0M** Local Sales Tax
- **\$740K** State Bridge Funding
- **\$2.1M** Local Cost Sharing
- **175** Miles of Road Improvements
 - 119 Miles County State Aid Highway (1 & 2 Digit Roads)
 - 44 Miles County Roads (3 Digit Roads)
 - 12 Miles First Assessment District Roads
 - 43 Miles Funded by Sales Tax
- **1** Bridge Replacement
- **2** Bridge Deck Improvements

CROW WING COUNTY

2017-2021 Highway Improvement Plan



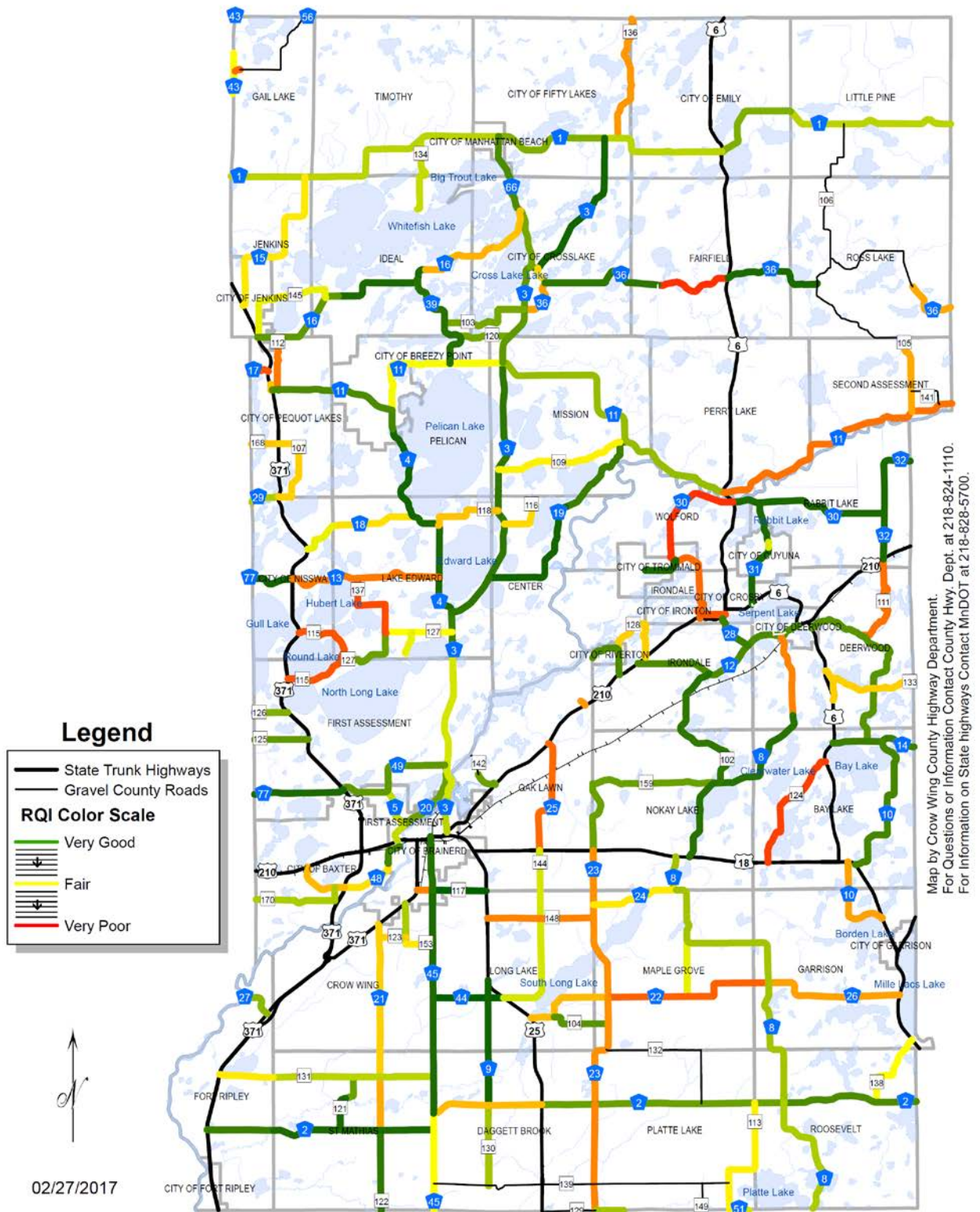
Map by Crow Wing County Highway Department.
For Questions or Information Contact County Hwy. Dept. at 218-824-1110.
For Information on State highways Contact MnDOT at 218-828-5700.



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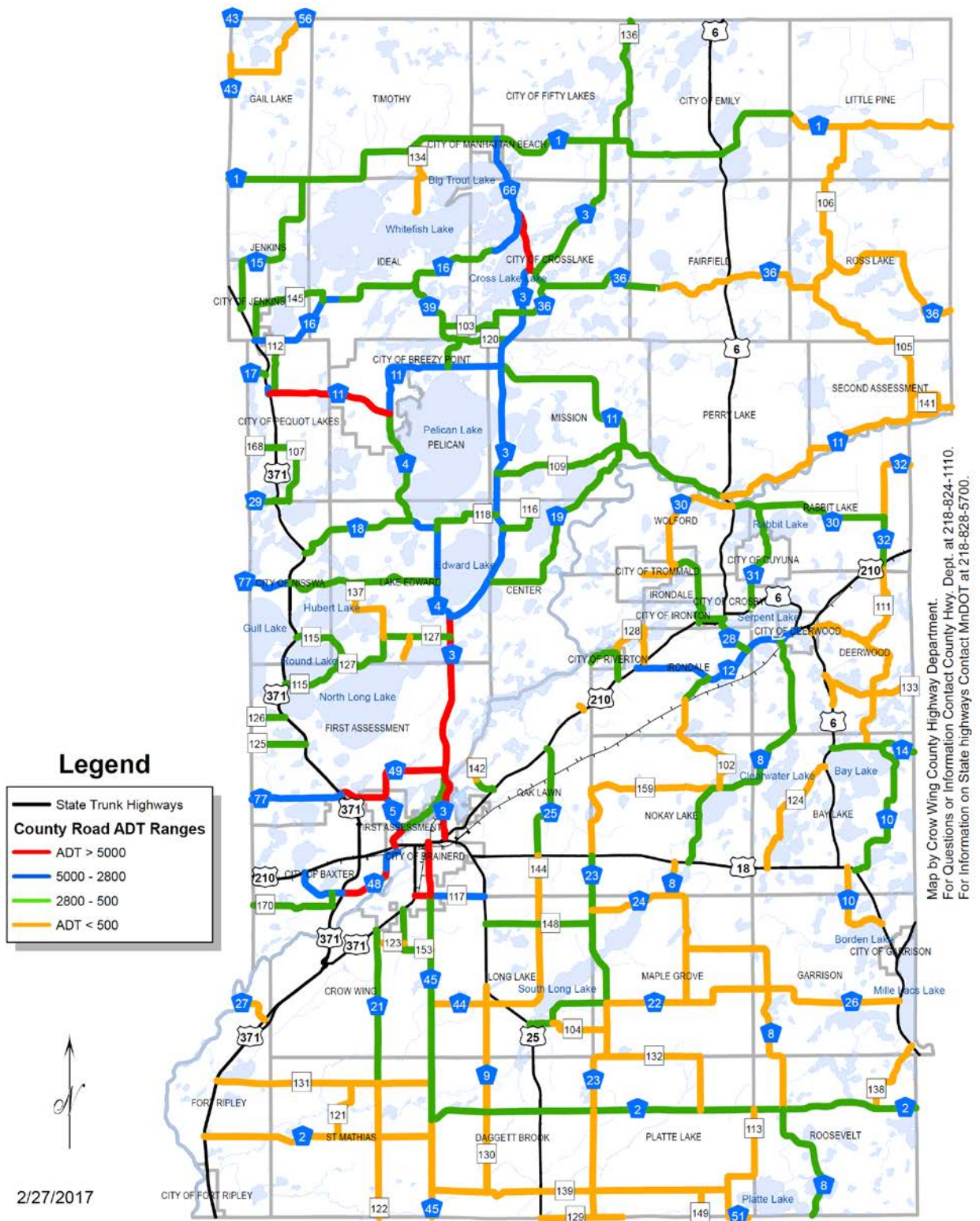
CROW WING COUNTY

Ride Quality Index



CROW WING COUNTY

Average Daily Traffic Ranges



SUMMARY OF CHANGES SINCE LAST HIP

PROPOSED 2017 PROGRAM

2017 OTHER PROJECTS

CR 145	018-593-001	CR 145 LRIP Project	Joint project with City of Jenkins - related to TH 371 improvements

PROPOSED 2018 PROGRAM

2018 RESURFACING

CSAH 2	018-602-027	Resurfacing from CSAH 45 to TH 25	Moved up from 2019
CSAH 3	018-603-023	Resurfacing from Mill Ave. Bridge to Merrifield	Moved up from 2019 due to federal funds being available sooner

2018 BRIDGE IMPROVEMENTS

CSAH 2	18-002-00	Bridge Deck Resurfacing on Bridge #18512 - Nokasippi Crossing	Added to HIP
CR 121	18-121-00	Bridge Deck Resurfacing on Bridge #18513 - Nokasippi Crossing	Added to HIP

2018 SPOT IMPROVEMENTS

CSAH 1	018-601-015	CSAH 1/TH 6 Intersection Revision in Emily	MnDOT is project lead and moved this back from 2017

PROPOSED 2019 PROGRAM

2019 RESURFACING

CSAH 10	018-610-010	Resurfacing loop south of TH 18	Moved up from 2020
CR 136	18-136-002	Resurfacing from CSAH 1 to No. County Line	Moved up from 2020

PROPOSED 2020 PROGRAM

2020 RESURFACING

CR 105	18-105-00	Resurfacing from CSAH 11 to McNeal Road	Added to HIP
CR 133	18-133-00	Resurfacing from TH 6 to Aitkin Co. Line	Added to HIP

2017 Highway Improvement Plan



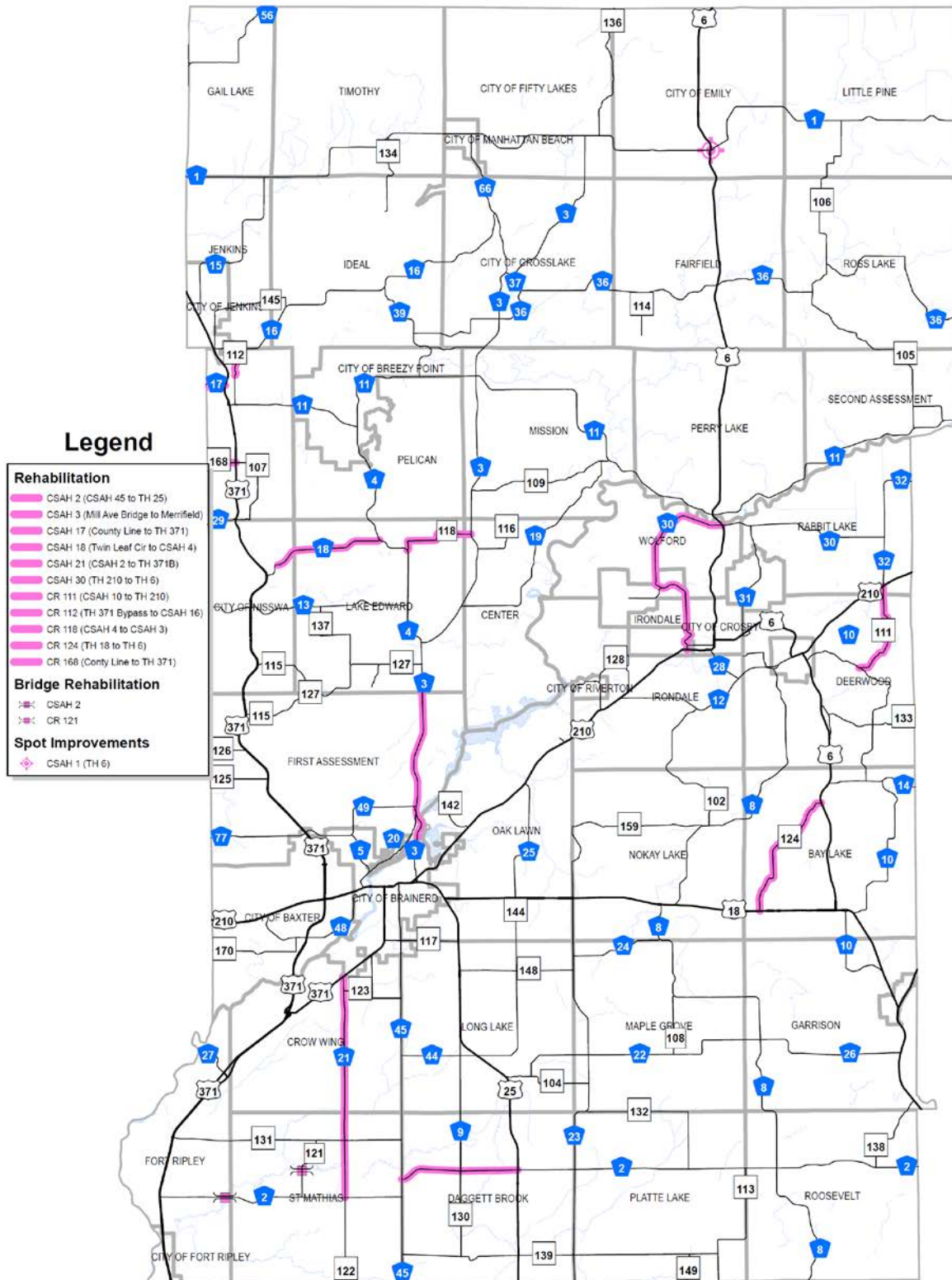
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PROPOSED 2017 PROGRAM

2017 FUNDING SOURCES		TOTAL	FEDERAL FUNDS	REGULAR STATE AID FUNDS	MUNICIPAL STATE AID FUNDS	LOCAL SALES TAX ★	LOCAL LEVY	BRIDGE BONDING	TOWN BRIDGE ACCOUNT	LOCAL PARTICIPATION
ESTIMATED BALANCES CARRIED OVER FROM 2016		4,565,812	-	1,350,236	575,390	835,000	1,800,000	-	5,186	-
ESTIMATED ALLOTMENT FOR 2017		9,366,278	-	3,220,993	866,561	2,805,420	200,000	564,500	53,918	1,654,886
SPECIAL ALLOTMENTS (HPP, HSIP, STIMULUS, ADDITIONAL SA AND OTHERS)		2,293,436	-	1,517,436	-	-	776,000	-	-	-
ADVANCED CONSTRUCTION PAYBACK		-	-	-	-	-	-	-	-	-
ADVANCED CONSTRUCTION		-	-	-	-	-	-	-	-	-
BALANCE AVAILABLE TO DELIVER TO 2017 PROGRAM		16,225,526	-	6,088,665	1,441,951	3,640,420	2,776,000	564,500	59,104	1,654,886
2017 RECONSTRUCTION										
CSAH 33	018-633-003	Reconstruction from CSAH 30 to TH 210	-	100,000	1,291,744	-	-	-	-	1,162,982
CSAH 48	018-648-011	CSAH 48/1st Drive Intersection (payback Baxter for 2015 construction)	-	700,000	-	-	-	-	-	-
TOTAL>>>		3,254,726	-	800,000	1,291,744	-	-	-	-	1,162,982
2017 RESURFACING										
CSAH 11	018-611-006	Resurfacing from CSAH 4 to CSAH 3	-	1,095,226	-	-	-	-	-	-
CSAH 16	018-616-019	Resurfacing from Whitefish Dr. to CSAH 66	-	730,757	-	-	-	-	-	-
CSAH 23	018-623-013	Resurfacing from County Line to TH 18	-	1,962,815	-	1,962,815	-	-	-	-
CSAH 25	018-625-006	Resurfacing from TH 18 to TH 210	-	696,348	-	696,348	-	-	-	-
CSAH 36	018-636-017	Resurfacing from CR 114 to TH 6	-	720,259	-	-	-	-	-	-
CSAH 48	018-648-013	Resurfacing from TH 210 to Minnesota Drive	-	1,190,900	-	-	-	-	-	184,920
CR 127	18-127-05	Resurfacing from CR 137 to CSAH 3	-	310,000	-	-	310,000	-	-	-
CR 137	18-137-02	Resurfacing from CR 127 to CSAH 13	-	370,000	-	-	370,000	-	-	-
TOTAL>>>		7,076,305	-	3,552,222	-	2,659,163	680,000	-	-	184,920
2017 BRIDGE IMPROVEMENTS										
CITY	018-597-009	Dream Island Bridge Replacement	-	584,500	-	-	-	564,500	-	20,000
TOTAL>>>		584,500	-	-	-	-	-	564,500	-	20,000
2017 SPOT IMPROVEMENTS										
CSAH 30	018-630-009	Reclaiming & subgrade repairs from North Road to Wolf Road	-	467,228	-	-	467,228	-	-	-
TOTAL>>>		467,228	-	-	-	-	467,228	-	-	-
2017 OTHER PROJECTS										
Co. Wide	018-200-074	Annual pavement marking project	-	171,106	-	138,793	-	-	-	32,313
Co. Wide	018-200-075	Preventative maintenance surface treatments	-	438,884	-	256,261	-	-	-	182,623
TH 371	18-371-001	Partial payment to PL for turnbacks	-	776,000	-	-	776,000	-	-	-
CR 115	018-115-000	CR 115 Project Set-aside	-	100,000	-	100,000	-	-	-	-
CSAH 3	018-000-000	Mill Ave. Bridge Set-aside	-	50,000	-	50,000	-	-	-	-
TH 371	18-371-003	Phase II Env. Assessment	-	20,000	-	-	20,000	-	-	-
Co. Wide	018-000-000	Safety Improvements Set-aside	-	100,000	-	-	100,000	-	-	-
018-600-032	Garrison State Park Project	-	330,400	-	-	-	-	-	-	-
CR 145	018-593-001	CR 145 LRIP Project	-	200,496	-	63,448	-	-	-	72,048
018-594-001	Jenkins LRIP Service Drive	-	100,000	-	-	-	100,000	-	-	-
TOTAL>>>		2,286,886	-	495,400	-	608,502	896,000	-	-	286,984
2017 ENGINEERING										
Co. Wide	Various	CSAH Engineering	-	395,518	-	-	-	-	-	-
Co. Wide	Various	Local Sales Tax Engineering	-	244,337	-	244,337	-	-	-	-
TOTAL>>>		639,855	-	292,178	103,340	244,337	-	-	-	-
2017 RIGHT OF WAY										
	None	-	-	-	-	-	-	-	-	-
TOTAL>>>		-	-	-	-	-	-	-	-	-
GRAND TOTAL>>>		14,309,500	-	5,139,800	1,395,084	3,512,002	2,043,228	564,500	-	1,654,886
BALANCE AVAILABLE TO DELIVER TO 2017 PROGRAM		16,225,526	-	6,088,665	1,441,951	3,640,420	2,776,000	564,500	59,104	1,654,886
Available to Carry Forward		1,916,026	-	948,865	46,867	128,418	732,772	-	59,104	-

CROW WING COUNTY

2018 Highway Improvement Plan



Map by Crow Wing County Highway Department.
For Questions or Information Contact County Hwy. Dept. at 218-824-1110.
For Information on State highways Contact MnDOT at 218-828-5700.

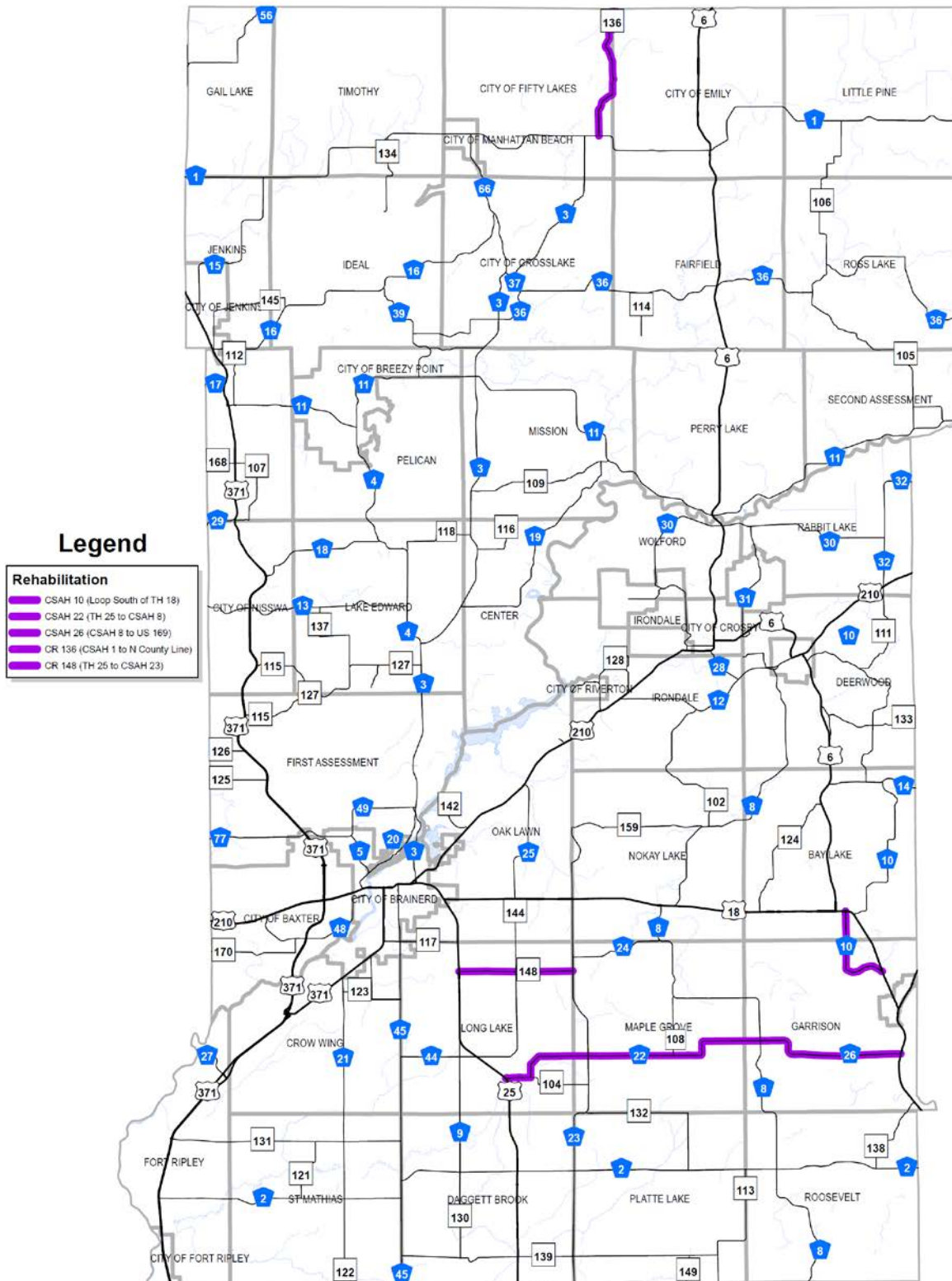
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PROPOSED 2018 PROGRAM

2018 FUNDING SOURCES		TOTAL	FEDERAL FUNDS	REGULAR STATE AID FUNDS	MUNICIPAL STATE AID FUNDS	LOCAL SALES TAX ★	LOCAL LEVY	BRIDGE BONDING	TOWN BRIDGE ACCOUNT	LOCAL PARTICIPATION
ESTIMATED BALANCES CARRIED OVER FROM 2017		1,916,026	-	948,865	46,867	128,418	732,772	-	59,104	-
ESTIMATED ALLOTMENT FOR 2018		9,097,423	1,900,531	3,220,993	866,561	2,805,420	200,000	-	53,918	50,000
SPECIAL ALLOTMENTS (HPP, HSIP, STIMULUS, ADDITIONAL SA AND OTHERS)		5,764,300	240,300	-	-	-	5,524,000	-	-	-
ADVANCED CONSTRUCTION PAYBACK		-	-	-	-	-	-	-	-	-
ADVANCED CONSTRUCTION		-	-	-	-	-	-	-	-	-
BALANCE AVAILABLE TO DELIVER TO 2018 PROGRAM		16,777,749	2,140,831	4,169,858	913,428	2,933,838	6,456,772	-	113,022	50,000
2018 RECONSTRUCTION										
	None	-	-	-	-	-	-	-	-	-
TOTAL>>>		-	-	-	-	-	-	-	-	-
2018 RESURFACING										
CSAH 2	018-602-027	Resurfacing from CSAH 45 to TH 25	680,000	-	-	-	680,000	-	-	-
CSAH 3	018-603-023	Resurfacing from Mill Ave. Bridge to Merrifield	1,725,000	1,348,352	376,648	-	-	-	-	-
CSAH 17	018-617-003	Resurfacing from County Line to TH 371	125,000	-	-	-	-	-	-	-
CSAH 18	018-618-010	Resurfacing from Twin Leaf Circle to CSAH 4	745,000	552,179	192,821	-	-	-	-	-
CSAH 21	018-621-020	Resurfacing from CSAH 2 to TH 371B	1,400,000	-	1,400,000	-	-	-	-	-
CSAH 30	018-630-010	Resurfacing from TH 210 to TH 6	1,540,000	-	1,000,000	540,000	-	-	-	-
CR 111	18-111-03	Resurfacing from CSAH 10 to TH 210	540,000	-	-	540,000	-	-	-	-
CR 112	18-112-02	Resurfacing from TH 371 Bypass to CSAH 16	125,000	-	-	125,000	-	-	-	-
CR 118	18-118-03	Resurfacing from CSAH 4 to CSAH 3	355,000	-	-	355,000	-	-	-	-
CR 124	18-124-02	Resurfacing from TH 18 to TH 6	660,000	-	-	660,000	-	-	-	-
CR 168	18-168-03	Resurfacing from County Line to TH 371	150,000	-	150,000	-	-	-	-	-
TOTAL>>>		8,045,000	1,900,531	2,969,469	665,000	1,830,000	680,000	-	-	-
2018 BRIDGE IMPROVEMENTS										
CSAH 2	18-002-00	Bridge Deck Resurfacing	20,000	-	-	-	20,000	-	-	-
CR 121	18-121-00	Bridge Deck Resurfacing	20,000	-	-	-	20,000	-	-	-
TOTAL>>>		40,000	-	-	-	-	40,000	-	-	-
2018 SPOT IMPROVEMENTS										
Co. Wide	018-070-013	Six inch wet reflective, grooved-in pavement markings	267,000	240,300	-	-	26,700	-	-	-
CSAH 1	018-601-015	CSAH 1/TH 6 Intersection Revision Emily	25,000	-	-	25,000	-	-	-	-
TOTAL>>>		292,000	240,300	-	25,000	-	26,700	-	-	-
2018 OTHER PROJECTS										
Co. Wide	18-200-000	Annual pavement marking project	192,700	-	-	142,700	-	-	-	50,000
Co. Wide	18-200-000	Preventative maintenance surface treatments	350,000	-	-	350,000	-	-	-	-
CR 115	018-115-000	CR 115 Project Set-aside	200,000	-	-	200,000	-	-	-	-
CSAH 3	018-003-000	Mill Ave. Bridge Set-aside	50,000	-	-	50,000	-	-	-	-
Co. Wide	018-000-000	Safety Improvements Set-aside	100,000	-	-	-	100,000	-	-	-
TH 371	018-000-000	Final payback to PL for turnbacks	4,604,000	-	-	-	4,604,000	-	-	-
TOTAL>>>		5,496,700	-	-	-	742,700	4,704,000	-	-	50,000
2018 ENGINEERING										
Co. Wide	Various	CSAH Engineering	442,800	-	389,600	-	-	-	-	-
Co. Wide	Various	Local Sales Tax Engineering	185,816	-	-	185,816	-	-	-	-
TOTAL>>>		628,616	-	389,600	53,200	185,816	-	-	-	-
2018 RIGHT OF WAY										
	None	-	-	-	-	-	-	-	-	-
TOTAL>>>		-	-	-	-	-	-	-	-	-
GRAND TOTAL>>>		14,502,316	2,140,831	3,359,069	743,200	2,758,516	5,450,700	-	-	50,000
BALANCE AVAILABLE TO DELIVER TO 2018 PROGRAM		16,777,749	2,140,831	4,169,858	913,428	2,933,838	6,456,772	-	113,022	50,000
Available to Carry Forward		2,275,433	-	810,789	170,228	175,322	1,006,072	-	113,022	-

CROW WING COUNTY

2019 Highway Improvement Plan



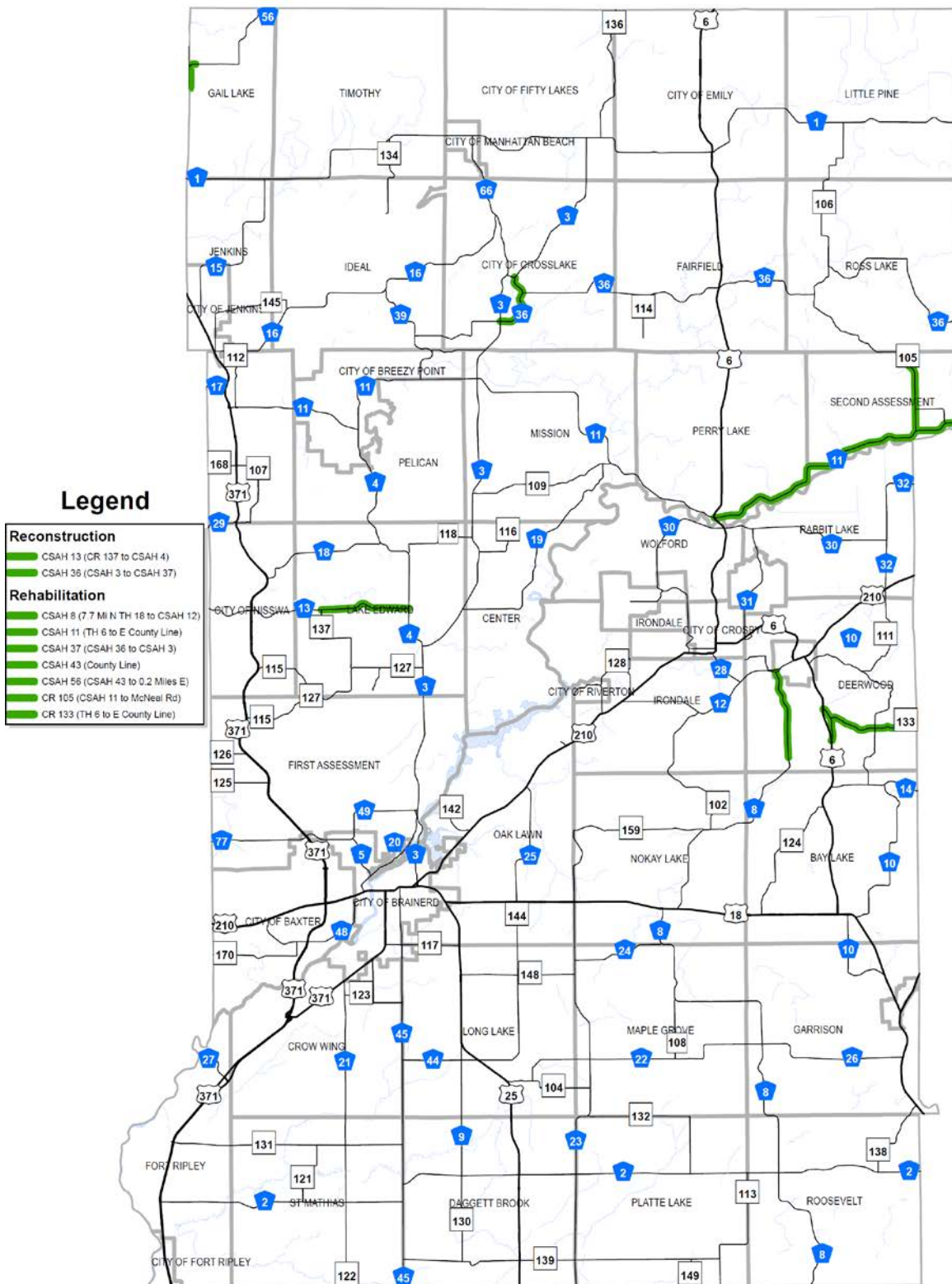
Map by Crow Wing County Highway Department.
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For Information on State highways Contact MnDOT at 218-828-5700.

2/27/2017

PROPOSED 2019 PROGRAM

2019 FUNDING SOURCES		TOTAL	FEDERAL FUNDS	REGULAR STATE AID FUNDS	MUNICIPAL STATE AID FUNDS	LOCAL SALES TAX ★	LOCAL LEVY	BRIDGE BONDING	TOWN BRIDGE ACCOUNT	LOCAL PARTICIPATION
ESTIMATED BALANCES CARRIED OVER FROM 2018		2,275,433	-	810,789	170,228	175,322	1,006,072	-	113,022	-
ESTIMATED ALLOTMENT FOR 2019		7,196,892	-	3,220,993	866,561	2,805,420	200,000	-	53,918	50,000
SPECIAL ALLOTMENTS (HPP, HSIP, STIMULUS, ADDITIONAL SA AND OTHERS)		-	-	-	-	-	-	-	-	-
ADVANCED CONSTRUCTION PAYBACK		-	-	-	-	-	-	-	-	-
ADVANCED CONSTRUCTION		-	-	-	-	-	-	-	-	-
BALANCE AVAILABLE TO DELIVER TO 2019 PROGRAM		9,472,325	-	4,031,782	1,036,789	2,980,742	1,206,072	-	166,940	50,000
2019 RECONSTRUCTION		-	-	-	-	-	-	-	-	-
	None	-	-	-	-	-	-	-	-	-
TOTAL>>>		-	-	-	-	-	-	-	-	-
2019 RESURFACING		-	-	-	-	-	-	-	-	-
CSAH 10	018-610-010	Resurfacing Loop south of TH 18	-	700,000	-	-	-	-	-	-
CSAH 22	018-622-006	Resurfacing from TH 25 to CSAH 8	-	1,900,000	-	-	-	-	-	-
CSAH 26	018-626-003	Resurfacing from CSAH 8 to TH 169	-	400,000	-	925,000	-	-	-	-
CR 136	18-136-002	Resurfacing CSAH 1 to North County Line	-	-	-	770,000	-	-	-	-
CR 148	18-148-003	Resurfacing from TH 25 to CSAH 23	-	600,000	-	-	600,000	-	-	-
TOTAL>>>		5,295,000	-	3,000,000	-	1,695,000	600,000	-	-	-
2019 BRIDGE IMPROVEMENTS		-	-	-	-	-	-	-	-	-
	None	-	-	-	-	-	-	-	-	-
TOTAL>>>		-	-	-	-	-	-	-	-	-
2019 SPOT IMPROVEMENTS		-	-	-	-	-	-	-	-	-
Co. Wide	018-000-000	Unidentified HSIP Project	25,000	-	-	-	25,000	-	-	-
TOTAL>>>		25,000	-	-	-	-	25,000	-	-	-
2019 OTHER PROJECTS		-	-	-	-	-	-	-	-	-
Co. Wide	18-200-000	Annual pavement marking project	221,000	-	-	171,000	-	-	-	50,000
Co. Wide	18-200-000	Preventative maintenance surface treatments	350,000	-	-	350,000	-	-	-	-
CR 115	018-115-000	CR 115 Project Set-aside	200,000	-	-	200,000	-	-	-	-
CSAH 3	018-000-000	Mill Ave. Bridge Set-aside	50,000	-	-	50,000	-	-	-	-
Co. Wide	018-000-000	Safety Improvements Set-aside	100,000	-	-	-	100,000	-	-	-
TOTAL>>>		921,000	-	-	-	771,000	100,000	-	-	50,000
2019 ENGINEERING		-	-	-	-	-	-	-	-	-
Co. Wide	Various	CSAH Engineering	240,000	-	-	-	-	-	-	-
Co. Wide	Various	Local Sales Tax Engineering	177,280	-	-	177,280	-	-	-	-
TOTAL>>>		417,280	-	-	-	177,280	-	-	-	-
2019 RIGHT OF WAY		-	-	-	-	-	-	-	-	-
CSAH 13	018-613-005	R/W Purchase for CSAH 13 Reconstruction	250,000	-	-	-	-	-	-	-
CSAH 36	018-636-000	R/W Purchase for CSAH 36 Reconstruction	175,000	-	175,000	-	-	-	-	-
TOTAL>>>		425,000	-	250,000	175,000	-	-	-	-	-
GRAND TOTAL>>>		7,083,280	-	3,490,000	175,000	2,643,280	725,000	-	-	50,000
BALANCE AVAILABLE TO DELIVER TO 2019 PROGRAM		9,472,325	-	4,031,782	1,036,789	2,980,742	1,206,072	-	166,940	50,000
Available to Carry Forward		2,389,045	-	541,782	861,789	337,462	481,072	-	166,940	-

2020 Highway Improvement Plan



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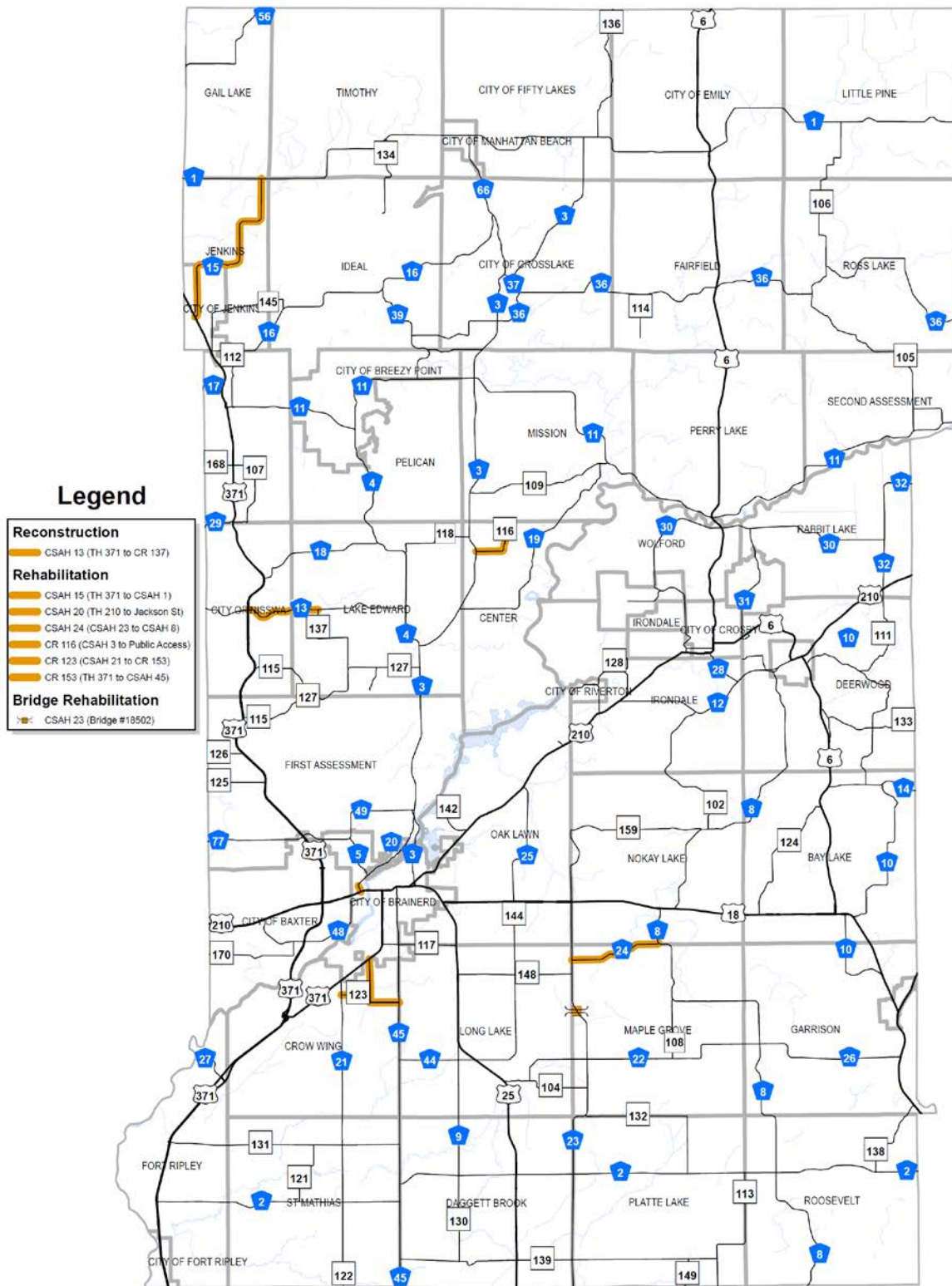
2/27/2017

PROPOSED 2020 PROGRAM

2020 FUNDING SOURCES		TOTAL	FEDERAL FUNDS	REGULAR STATE AID FUNDS	MUNICIPAL STATE AID FUNDS	LOCAL SALES TAX ★	LOCAL LEVY	BRIDGE BONDING	TOWN BRIDGE ACCOUNT	LOCAL PARTICIPATION
ESTIMATED BALANCES CARRIED OVER FROM 2019		2,389,045	-	541,782	861,789	337,462	481,072	-	166,940	-
ESTIMATED ALLOTMENT FOR 2020		8,555,889	1,358,997	3,220,993	866,561	2,805,420	200,000	-	53,918	50,000
SPECIAL ALLOTMENTS (HPP, HSIP, STIMULUS, ADDITIONAL SA AND OTHERS)		-	-	-	-	-	-	-	-	-
ADVANCED CONSTRUCTION PAYBACK		-	-	-	-	-	-	-	-	-
ADVANCED CONSTRUCTION		-	-	-	-	-	-	-	-	-
ADVANCED CONSTRUCTION		-	-	-	-	-	-	-	-	-
BALANCE AVAILABLE TO DELIVER TO 2020 PROGRAM		10,944,934	1,358,997	3,762,775	1,728,350	3,142,882	681,072	-	220,858	50,000
2020 RECONSTRUCTION										
CSAH 13	018-613-005	Reconstruction from CR 137 to CSAH 4	1,800,000	1,358,997	441,003	-	-	-	-	-
CSAH 36	018-636-018	Reconstruction from CSAH 3 to CSAH 37	900,000	-	900,000	-	-	-	-	-
TOTAL>>>		2,700,000	1,358,997	441,003	900,000	-	-	-	-	-
2020 RESURFACING										
CSAH 8	018-608-011	Resurfacing from 7.7 mi. N. TH 18 to CSAH 12	545,000	-	545,000	-	-	-	-	-
CSAH 11	018-611-028	Resurfacing from TH 6 to County line	2,255,000	-	1,555,000	350,000	350,000	-	-	-
CSAH 37	018-637-002	Resurfacing from CSAH 36 to CSAH 3	250,000	-	250,000	-	-	-	-	-
CSAH 43	018-643-003	Cost Share with Cass County Project	80,000	-	80,000	-	-	-	-	-
CSAH 56	018-656-001	Resurfacing from CSAH 43 to 0.2 mi. E.	40,000	-	40,000	-	-	-	-	-
CR 105	18-105-03	Resurfacing from CSAH 11 to McNeal Road	650,000	-	650,000	-	-	-	-	-
CR 133	18-133-04	Resurfacing from TH 6 to Aitkin Co. Line	840,000	-	840,000	-	-	-	-	-
TOTAL>>>		4,660,000	-	2,220,000	250,000	1,840,000	350,000	-	-	-
2020 BRIDGE IMPROVEMENTS										
		None	-	-	-	-	-	-	-	-
TOTAL>>>		-	-	-	-	-	-	-	-	-
2020 SPOT IMPROVEMENTS										
Co. Wide	018-000-000	Unidentified HSIP Project	25,000	-	-	-	25,000	-	-	-
TOTAL>>>		25,000	-	-	-	-	25,000	-	-	-
2020 OTHER PROJECTS										
Co. Wide	18-200-000	Annual pavement marking project	224,000	-	-	174,000	-	-	-	50,000
Co. Wide	18-200-000	Preventative maintenance surface treatments	350,000	-	-	350,000	-	-	-	-
CR 115	018-115-000	CR 115 Project Set-aside	200,000	-	-	200,000	-	-	-	-
CSAH 3	018-000-000	Mill Ave. Bridge Set-aside	50,000	-	-	50,000	-	-	-	-
Co. Wide	018-000-000	Safety Improvements Set-aside	100,000	-	-	-	100,000	-	-	-
TOTAL>>>		924,000	-	-	-	774,000	100,000	-	-	50,000
2020 ENGINEERING										
Co. Wide	Various	CSAH Engineering	413,600	-	321,600	-	-	-	-	-
Co. Wide	Various	Local Sales Tax Engineering	189,120	-	-	189,120	-	-	-	-
TOTAL>>>		602,720	-	321,600	92,000	189,120	-	-	-	-
2020 RIGHT OF WAY										
CSAH 13	018-613-005	R/W Purchase for CSAH 13 Reconstruction	300,000	-	300,000	-	-	-	-	-
TOTAL>>>		300,000	-	300,000	-	-	-	-	-	-
GRAND TOTAL>>>										
BALANCE AVAILABLE TO DELIVER TO 2020 PROGRAM		9,211,720	1,358,997	3,282,603	1,242,000	2,803,120	475,000	-	-	50,000
Available to Carry Forward		1,733,214	-	480,172	486,350	339,762	206,072	-	220,858	50,000

CROW WING COUNTY

2021 Highway Improvement Plan



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3/6/2017

PROPOSED 2021 PROGRAM

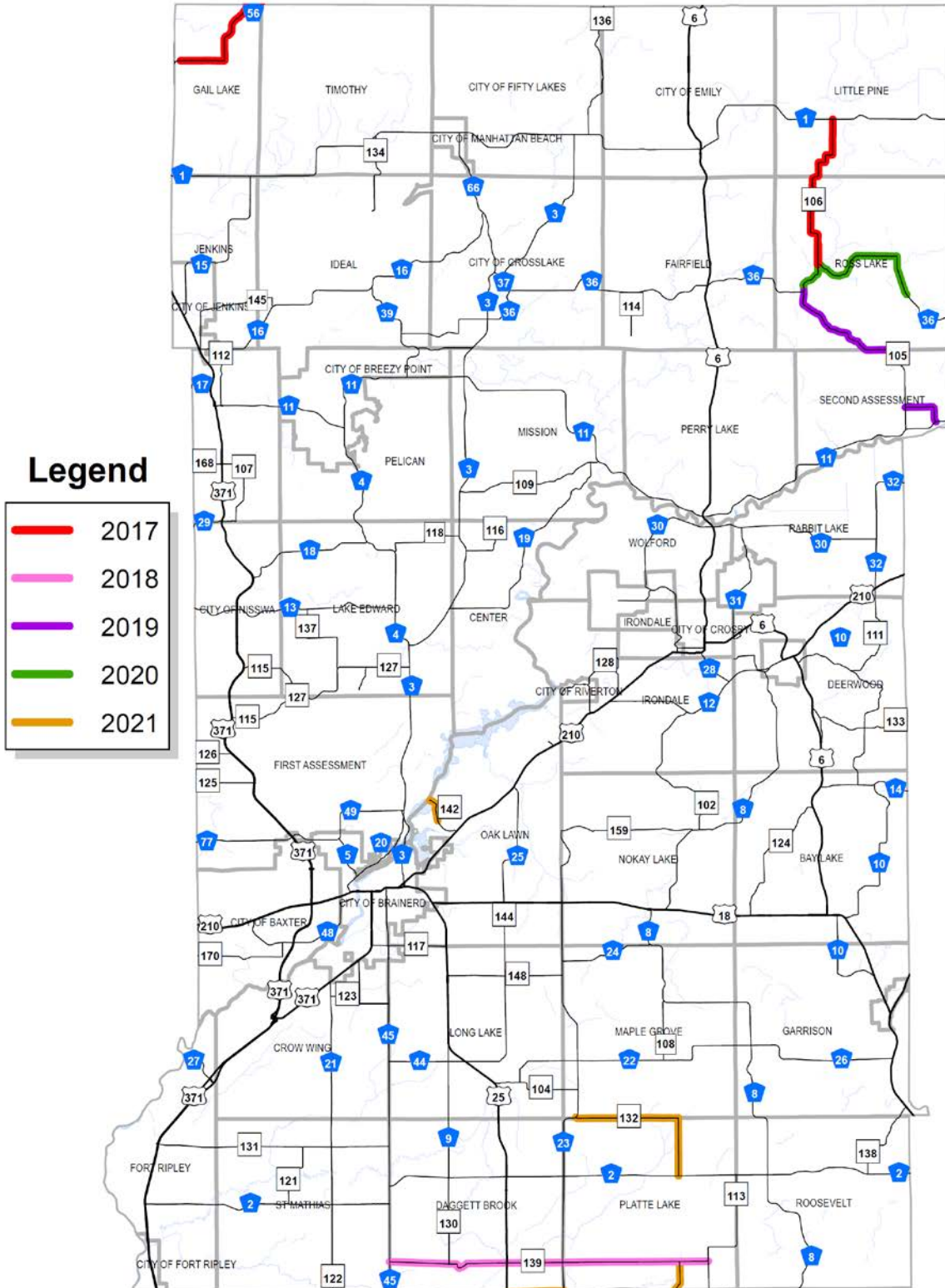
2021 FUNDING SOURCES		TOTAL	FEDERAL FUNDS	REGULAR STATE AID FUNDS	MUNICIPAL STATE AID FUNDS	LOCAL SALES TAX ★	LOCAL LEVY	BRIDGE BONDING	TOWN BRIDGE ACCOUNT	LOCAL PARTICIPATION
ESTIMATED BALANCES CARRIED OVER FROM 2020		1,733,214	-	480,172	486,350	339,762	206,072	-	220,858	-
ESTIMATED ALLOTMENT FOR 2021		8,366,892	845,000	3,220,993	866,561	2,805,420	200,000	175,000	53,918	200,000
SPECIAL ALLOTMENTS (HPP, HSP, STIMULUS, ADDITIONAL SA AND OTHERS)		850,500	850,500	-	-	-	-	-	-	-
ADVANCED CONSTRUCTION PAYBACK		-	-	-	-	-	-	-	-	-
ADVANCED CONSTRUCTION		-	-	-	-	-	-	-	-	-
BALANCE AVAILABLE TO DELIVER TO 2021 PROGRAM		10,950,606	1,695,500	3,701,165	1,352,911	3,145,182	406,072	175,000	274,776	200,000
2021 RECONSTRUCTION										
CSAH 13	018-613-006	Reconstruction from TH 371 to CR 137	-	1,350,000	750,000	-	-	-	-	150,000
TOTAL>>>			2,250,000	1,350,000	750,000	-	-	-	-	150,000
2021 RESURFACING										
CSAH 15	018-615-009	Resurfacing from TH 371 to CSAH 1	1,300,000	845,000	-	-	-	-	-	-
CSAH 20	018-620-012	Resurfacing from TH 210 to Jackson Street	200,000	200,000	-	-	-	-	-	-
CSAH 24	018-024-007	Resurfacing from CSAH 23 to CSAH 8	640,000	640,000	-	-	-	-	-	-
CR 116	18-116-02	Resurfacing from CSAH 3 to Mission Lake Access	250,000	-	-	250,000	-	-	-	-
CR 123	18-123-02	Resurfacing from CSAH 21 to CR 153	425,000	-	-	425,000	-	-	-	-
CR 153	18-153-02	Resurfacing from TH 371 to CSAH 45	650,000	-	-	650,000	-	-	-	-
TOTAL>>>		3,465,000	845,000	1,295,000	-	1,325,000	-	-	-	-
2021 BRIDGE IMPROVEMENTS										
CSAH 23	018-623-014	Replace Bridge #18502 over the Nokasippi River	350,000	-	175,000	-	-	175,000	-	-
TOTAL>>>		350,000	-	175,000	-	-	-	175,000	-	-
2021 SPOT IMPROVEMENTS										
CR 125	018-070-016	CR 125-TH 371 Reduced Conflict Intersection	700,000	630,000	-	-	70,000	-	-	-
Co. Wide	018-070-015	Six inch wet reflective, grooved-in pavement markings	245,000	220,500	-	-	24,500	-	-	-
TOTAL>>>		945,000	850,500	-	-	-	94,500	-	-	-
2021 OTHER PROJECTS										
Co. Wide	18-200-000	Annual pavement marking project	203,000	-	-	153,000	-	-	-	50,000
Co. Wide	18-200-000	Preventative maintenance surface treatments	350,000	-	-	350,000	-	-	-	-
CR 115	018-115-000	CR 115 Project Set-aside	200,000	-	-	200,000	-	-	-	-
CSAH 3	018-000-000	Mill Ave. Bridge Set-aside	50,000	-	-	50,000	-	-	-	-
Co. Wide	018-000-000	Safety Improvements Set-aside	100,000	-	-	-	100,000	-	-	-
TOTAL>>>		903,000	-	-	-	753,000	100,000	-	-	50,000
2021 ENGINEERING										
Co. Wide	Various	CSAH Engineering	353,200	-	293,200	60,000	-	-	-	-
Co. Wide	Various	Local Sales Tax Engineering	146,240	-	-	146,240	-	-	-	-
TOTAL>>>		499,440	-	293,200	60,000	146,240	-	-	-	-
2021 RIGHT OF WAY										
		None	-	-	-	-	-	-	-	-
TOTAL>>>		-	-	-	-	-	-	-	-	-
GRAND TOTAL>>>		8,412,440	1,695,500	3,113,200	810,000	2,224,240	194,500	175,000	-	200,000
BALANCE AVAILABLE TO DELIVER TO 2021 PROGRAM		10,950,606	1,695,500	3,701,165	1,352,911	3,145,182	406,072	175,000	274,776	200,000
Available to Carry Forward		2,538,166	-	587,965	542,911	920,942	211,572	-	274,776	-

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CROW WING COUNTY

2017-2021 Graveling



Map by Crow Wing County Highway Department.
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2/27/2017

County Gravel Road Improvement Plan

PROPOSED 2017 GRAVELING

CR 106	CSAH 36 to CSAH 1
CSAH 56	0.2 Miles North CSAH 43 to North County Line

PROPOSED 2018 GRAVELING

CR 139	CSAH 45 to CR 113

PROPOSED 2019 GRAVELING

CR 105	McNeal Road to CSAH 36
CR 141	CR 105 to CSAH 11

PROPOSED 2020 GRAVELING

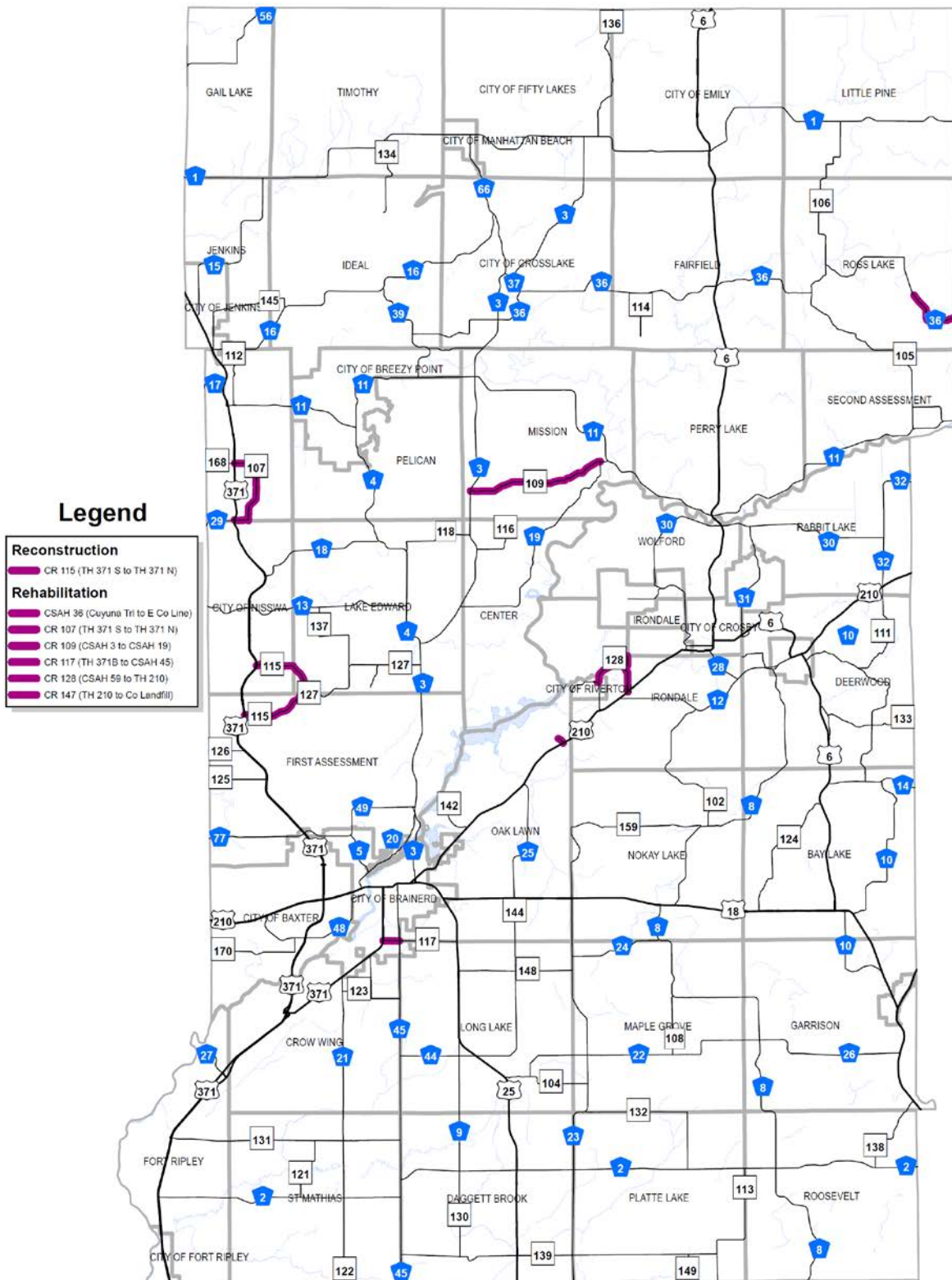
CSAH 36	CR 105 to CR 106
CSAH 36	CR 106 to Cuyuna Trail

PROPOSED 2021 GRAVELING

CR 129	State Hwy 25 to CSAH 23
CR 132	CSAH 2 to CSAH 23
CR 142	County Hwy Department to French Rapids
CR 149	CR 139 to Souht County Line

CROW WING COUNTY

2022+ Highway Improvement Plan

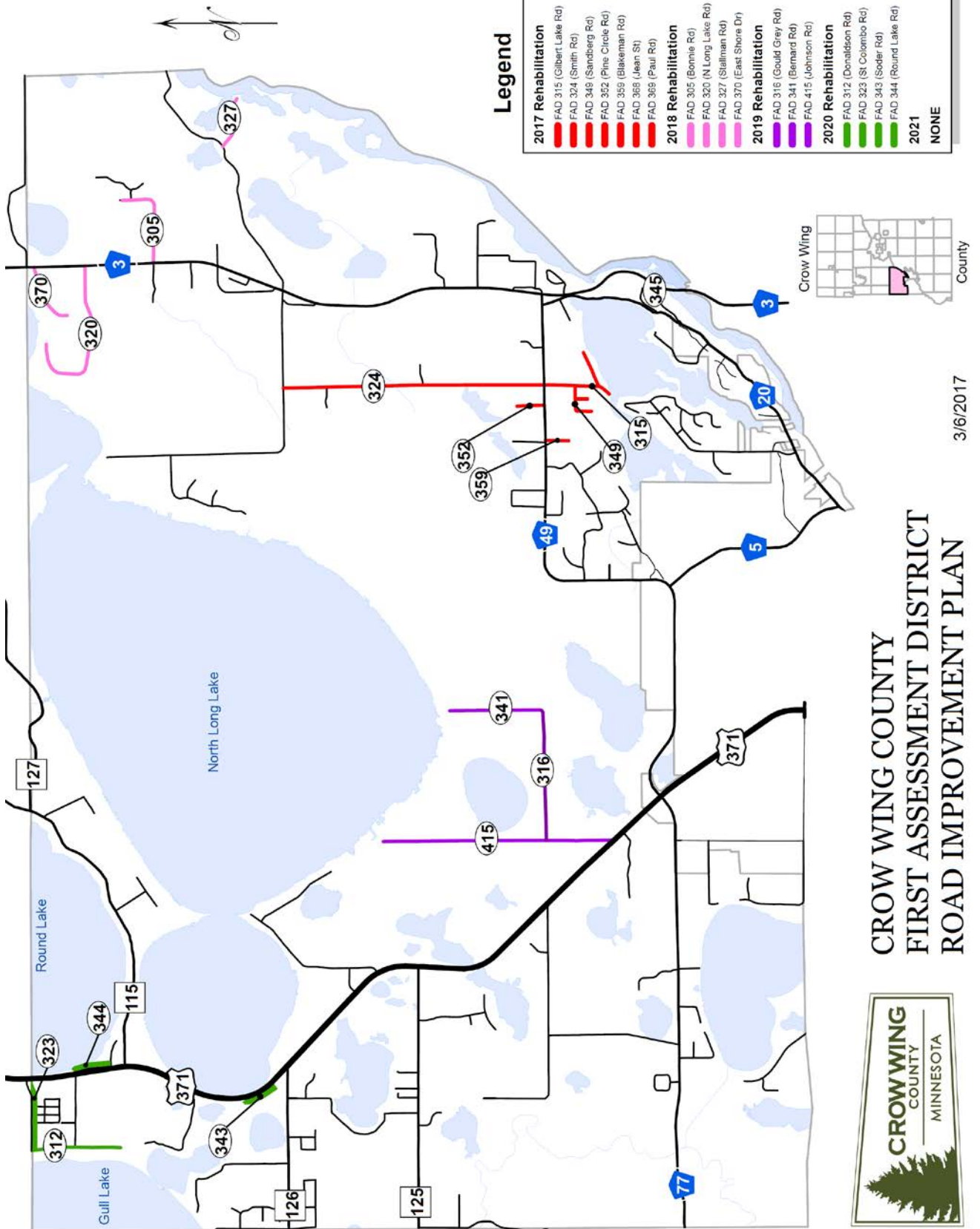


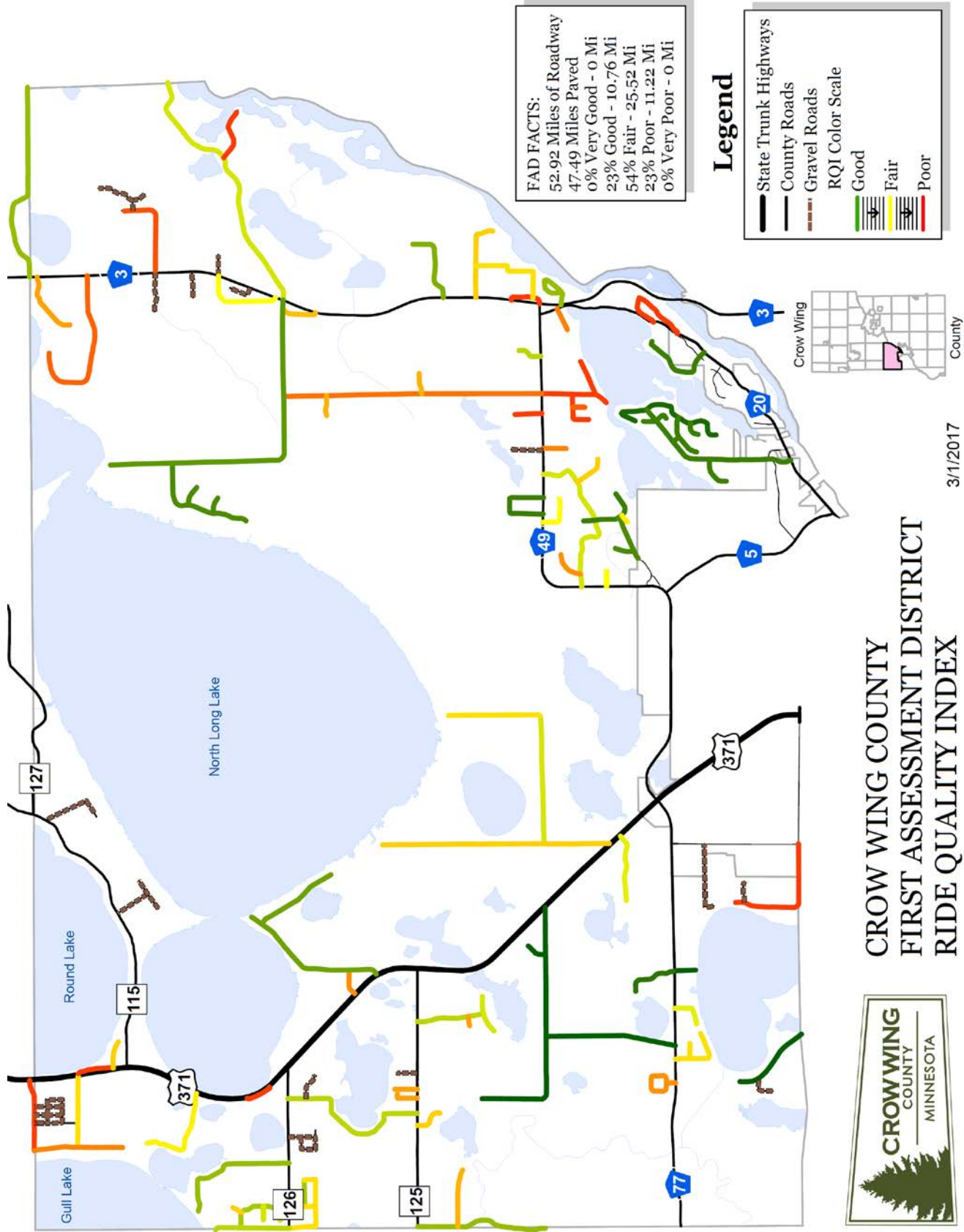
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3/2/2017

Notes

[illegible]





FAD/SAD PROPOSED 2017 PROGRAM

2017 FUNDING SOURCES

		TOTAL	BRIDGE BONDING	TOWN BRIDGE ACCOUNT	FAD LEVY	SAD LEVY	LOCAL PARTICIPATION
ESTIMATED BALANCES CARRIED OVER FROM 2016		1,325,266	-	5,186	1,320,080	-	-
ESTIMATED ALLOTMENT FOR 2017		153,918	-	53,918	100,000	-	-
SPECIAL ALLOTMENTS (HPP, HSIP, STIMULUS, ADDITIONAL SA AND OTHERS)		-	-	-	-	-	-
BALANCE AVAILABLE TO DELIVER TO 2017 PROGRAM		1,479,184	-	59,104	1,420,080	-	-
2017 RESURFACING							
FAD 315	18-300-03	84,198	-	-	84,198	-	-
FAD 324	18-300-03	279,708	-	-	279,708	-	-
FAD 349	18-300-03	14,877	-	-	14,877	-	-
FAD 352	18-300-03	19,024	-	-	19,024	-	-
FAD 359	18-300-03	16,753	-	-	16,753	-	-
FAD 368	18-300-03	7,288	-	-	7,288	-	-
FAD 369	18-300-03	9,727	-	-	9,727	-	-
TOTAL>>>		431,575	-	-	431,575	-	-

2017 OTHER PROJECTS

FAD Wide	18-200-65	Annual pavement marking project	7,200	-	-	7,200	-	-
TOTAL>>>			7,200	-	-	7,200	-	-

2017 ENGINEERING

FAD Wide	Various	FAD Engineering	35,102	-	-	35,102	-	-
			TOTAL>>>			35,102	-	-

GRAND TOTAL>>>		473,877	-	-	473,877	-	-
BALANCE AVAILABLE TO DELIVER TO 2017 PROGRAM		1,479,184	-	59,104	1,420,080	-	-
Available to Carry Forward		1,005,307	-	59,104	946,203	-	-

FAD/SAD PROPOSED 2018 PROGRAM

2018 FUNDING SOURCES

		TOTAL	BRIDGE BONDING	TOWN BRIDGE ACCOUNT	FAD LEVY	SAD LEVY	LOCAL PARTICIPATION
ESTIMATED BALANCES CARRIED OVER FROM 2017		1,005,307	-	59,104	946,203	-	-
ESTIMATED ALLOTMENT FOR 2018		153,918	-	53,918	100,000	-	-
SPECIAL ALLOTMENTS (HPP, HSIP, STIMULUS, ADDITIONAL SA AND OTHERS)		-	-	-	-	-	-
BALANCE AVAILABLE TO DELIVER TO 2018 PROGRAM		1,159,225	-	113,022	1,046,203	-	-
2018 RESURFACING							
FAD 305	018-300-04	160,000	-	-	160,000	-	-
FAD 320	018-300-04	145,000	-	-	145,000	-	-
FAD 327	018-300-04	40,000	-	-	40,000	-	-
FAD 370	018-300-04	45,000	-	-	45,000	-	-
TOTAL>>>		390,000	-	-	390,000	-	-

2018 OTHER PROJECTS

FAD Wide	018-200-000	Annual pavement marking project	2,100	-	-	2,100	-
TOTAL>>>			2,100	-	-	2,100	-

2018 ENGINEERING

FAD Wide	Various	FAD Engineering	31,368	-	-	31,368	-	-
			TOTAL>>>	31,368	-	31,368	-	-

GRAND TOTAL>>>		423,468	-	-	423,468	-	-
BALANCE AVAILABLE TO DELIVER TO 2018 PROGRAM		1,159,225	-	113,022	1,046,203	-	-
Available to Carry Forward		735,757	-	113,022	622,735	-	-

FAD/SAD PROPOSED 2019 PROGRAM

2019 FUNDING SOURCES

		TOTAL	BRIDGE BONDING	TOWN BRIDGE ACCOUNT	FAD LEVY	SAD LEVY	LOCAL PARTICIPATION
ESTIMATED BALANCES CARRIED OVER FROM 2018		735,757	-	113,022	622,735	-	-
ESTIMATED ALLOTMENT FOR 2019		153,918	-	53,918	100,000	-	-
SPECIAL ALLOTMENTS (HPP, HSIP, STIMULUS, ADDITIONAL SA AND OTHERS)		-	-	-	-	-	-
BALANCE AVAILABLE TO DELIVER TO 2019 PROGRAM		889,675	-	166,940	722,735	-	-
2019 RESURFACING							
FAD 316	18-300-05	125,000	-	-	125,000	-	-
FAD 341	18-300-05	90,000	-	-	90,000	-	-
FAD 415	18-300-05	285,000	-	-	285,000	-	-
TOTAL>>>		500,000	-	-	500,000	-	-
2019 OTHER PROJECTS							
FAD Wide	018-200-000	4,000	-	-	4,000	-	-
TOTAL>>>		4,000	-	-	4,000	-	-
2019 ENGINEERING							
FAD Wide	Various	40,320	-	-	40,320	-	-
	FAD Engineering	40,320	-	-	40,320	-	-
TOTAL>>>		40,320	-	-	40,320	-	-
GRAND TOTAL>>>		544,320	-	-	544,320	-	-
BALANCE AVAILABLE TO DELIVER TO 2019 PROGRAM		889,675	-	166,940	722,735	-	-
Available to Carry Forward		345,355	-	166,940	178,415	-	-

FAD/SAD PROPOSED 2020 PROGRAM

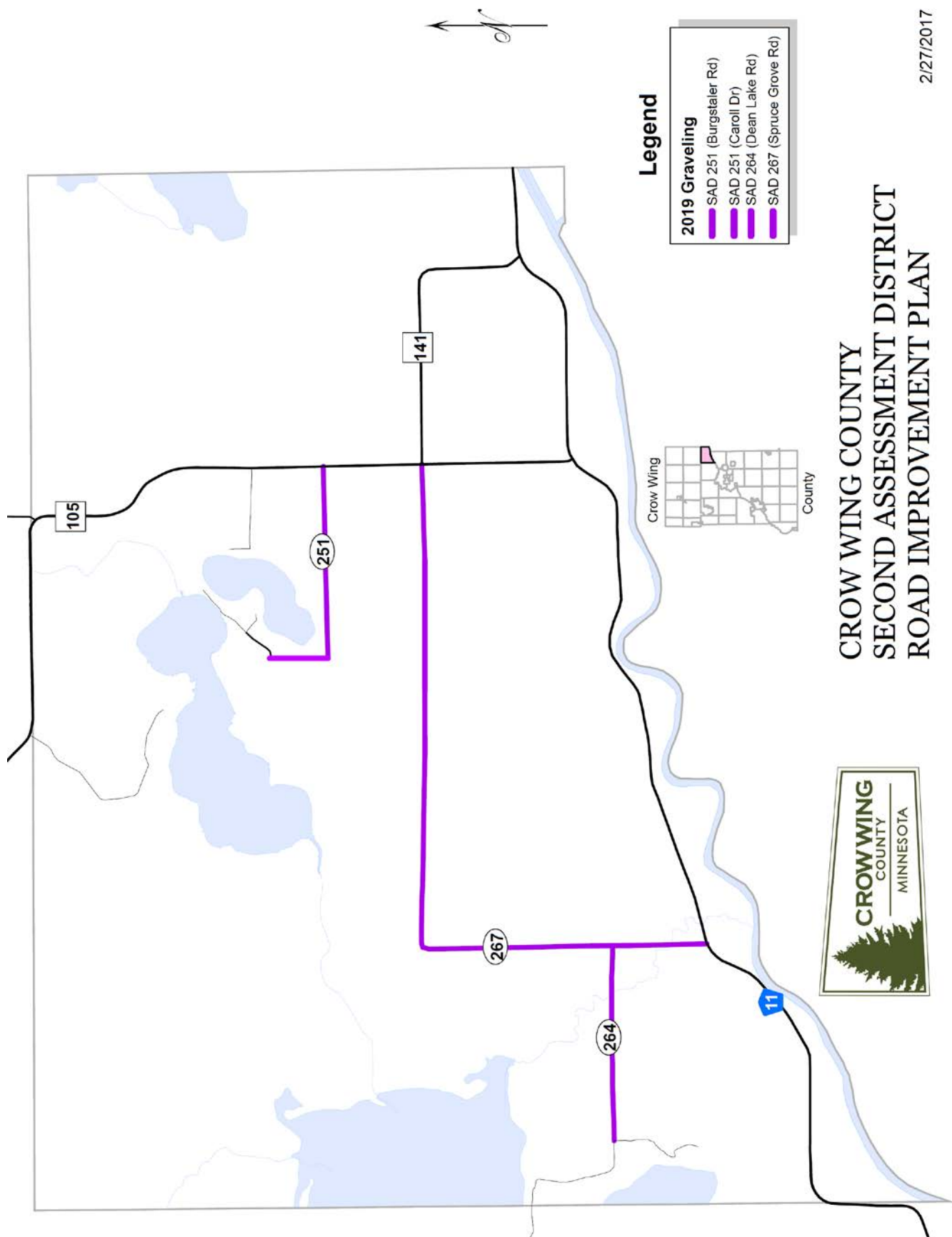
2020 FUNDING SOURCES

		TOTAL	BRIDGE BONDING	TOWN BRIDGE ACCOUNT	FAD LEVY	SAD LEVY	LOCAL PARTICIPATION
ESTIMATED BALANCES CARRIED OVER FROM 2019		345,355	-	166,940	178,415	-	-
ESTIMATED ALLOTMENT FOR 2020		153,918	-	53,918	100,000	-	-
SPECIAL ALLOTMENTS (HPP, HSIP, STIMULUS, ADDITIONAL SA AND OTHERS)		-	-	-	-	-	-
BALANCE AVAILABLE TO DELIVER TO 2020 PROGRAM		499,273	-	220,858	278,415	-	-
2020 RESURFACING							
FAD 312	18-300-06	97,000	-	-	97,000	-	-
FAD 323	18-300-06	68,000	-	-	68,000	-	-
FAD 343	18-300-06	28,000	-	-	28,000	-	-
FAD 344	18-300-06	40,000	-	-	40,000	-	-
TOTAL>>>		233,000	-	-	233,000	-	-
2020 OTHER PROJECTS							
FAD Wide	018-200-000	7,200	-	-	7,200	-	-
TOTAL>>>		7,200	-	-	7,200	-	-
2020 ENGINEERING							
FAD Wide	Various	19,216	-	-	19,216	-	-
	FAD Engineering	19,216	-	-	19,216	-	-
TOTAL>>>		19,216	-	-	19,216	-	-
GRAND TOTAL>>>		259,416	-	-	259,416	-	-
BALANCE AVAILABLE TO DELIVER TO 2020 PROGRAM		499,273	-	220,858	278,415	-	-
Available to Carry Forward		239,857	-	220,858	18,999	-	-

FAD/SAD PROPOSED 2021 PROGRAM

2021 FUNDING SOURCES

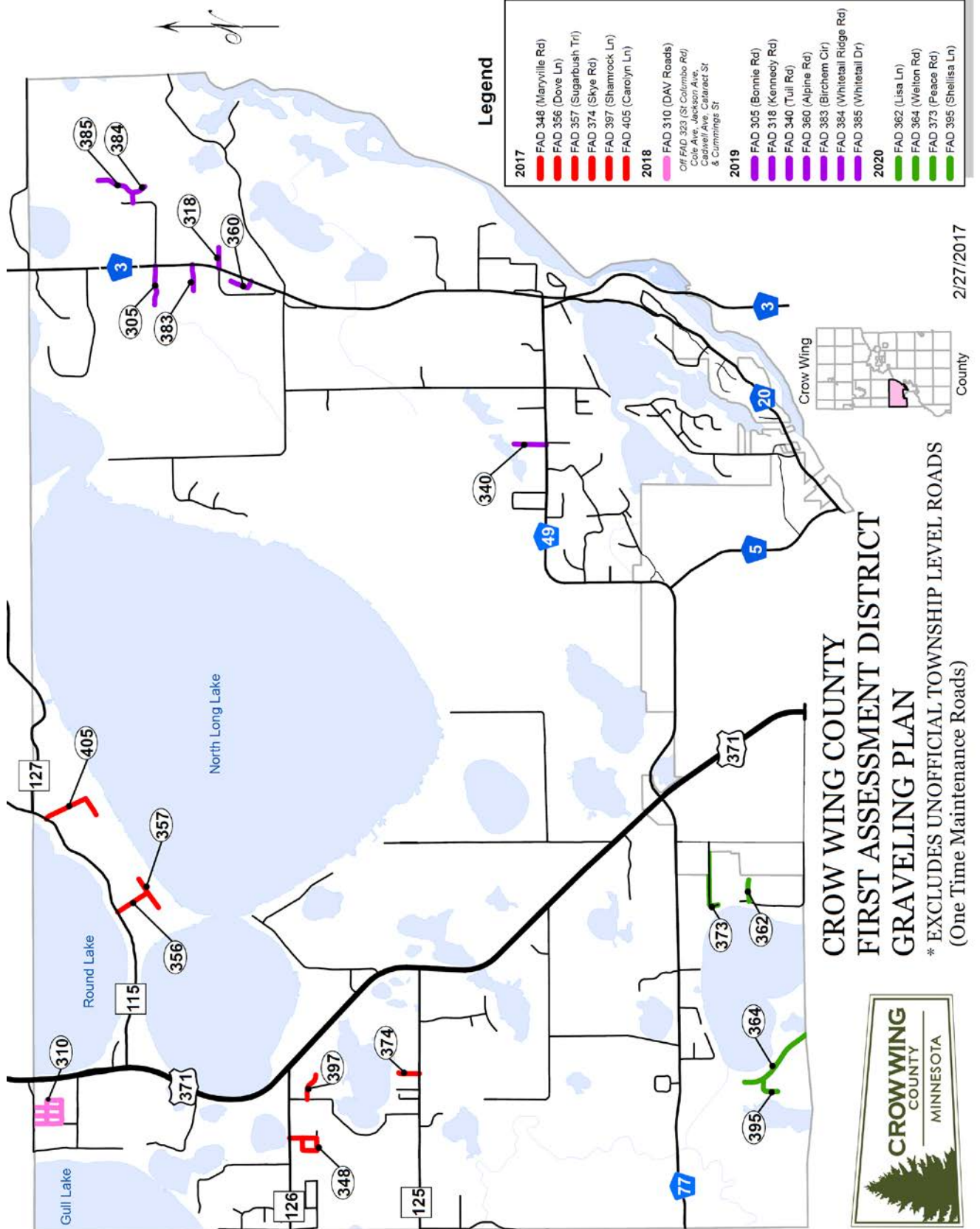
2021 FUNDING SOURCES		TOTAL	BRIDGE BONDING	TOWN BRIDGE ACCOUNT	FAD LEVY	SAD LEVY	LOCAL PARTICIPATION
ESTIMATED BALANCES CARRIED OVER FROM 2020		293,775	-	274,776	18,999	-	-
ESTIMATED ALLOTMENT FOR 2021		53,918	-	53,918	-	-	-
SPECIAL ALLOTMENTS (HPP, HSIP, STIMULUS, ADDITIONAL SA AND OTHERS)		-	-	-	-	-	-
BALANCE AVAILABLE TO DELIVER TO 2021 PROGRAM		347,693	-	328,694	18,999	-	-
2021 RESURFACING							
	None	-	-	-	-	-	-
TOTAL>>>		-	-	-	-	-	-
2021 OTHER PROJECTS							
	None	-	-	-	-	-	-
TOTAL>>>		-	-	-	-	-	-
2021 ENGINEERING							
	None	-	-	-	-	-	-
TOTAL>>>							
GRAND TOTAL>>>		-	-	-	-	-	-
BALANCE AVAILABLE TO DELIVER TO 2021 PROGRAM		347,693	-	328,694	18,999	-	-
Available to Carry Forward		347,693	-	328,694	18,999	-	-



2/27/2017

CROW WING COUNTY SECOND ASSESSMENT DISTRICT ROAD IMPROVEMENT PLAN





FAD Gravel Road Improvement Plan

PROPOSED 2016 GRAVELING

FAD 362	Lisa Lane From Garrett Lane to 0.16 Miles East
FAD 364	Welton Road From North Baxter Limit to 0.61 Miles North
FAD 373	Peace Road From Inglewood Drive to 0.55 Miles West
FAD 395	Shelisa Lane From Welton Road to 0.18 Miles West and South

PROPOSED 2017 GRAVELING

FAD 348	Maryville Road From CR 126 to 0.49 Miles South
FAD 356	Dove Lane From CR 115 to 0.28 Miles SE
FAD 357	Sugar Bush Trail From Dove Lane to 0.16 Miles North and South
FAD 374	Skye Road From CR 125 to 0.16 Miles North
FAD 397	Shamrock Lane From Hartley Lake Road to 0.20 Miles East
FAD 405	Carolyn Lane From CR 115 to 0.43 Miles South and West

PROPOSED 2018 GRAVELING

FAD 310	DAV Roads South of St. Columbo

PROPOSED 2019 GRAVELING

FAD 305	Bonnie Road From CSAH 3 to 0.3 Miles West
FAD 318	Kennedy Road from CSAH 3 to 0.16 Miles East
FAD 340	Tuil Road From CSAH 49 to 0.25 Miles North
FAD 360	Alpine Road From CSAH 3 to Cul-De-Sac
FAD 383	Birchem Circle from CSAH 3 to 0.17 Miles West
FAD 384	Whitetail Ridge Road From Bonnie Road to 0.18 Miles East and South
FAD 385	Whitetail Drive from Whitetail Ridge Road to 0.28 Miles North

PROPOSED 2020 GRAVELING

	None

PROPOSED 2021 GRAVELING

	None

Pavement Condition Ratings



In Crow Wing County, a roadway's pavement condition is quantified using its Ride Quality Index (RQI) which is closely related to the overall roughness of that road section. Considerations are also given to the level of surface distress that it may be experiencing. Most commonly these take the form of roadway cracking and rutting and can be closely related to the roughness on some roadways. Generally RQI is used to determine when rehabilitation is needed. Understanding the type and cause of the surface distress helps determine what form of rehabilitation is needed.

Crow Wing County uses the following RQI figures to classify each of its roadways:

RIDE QUALITY INDEX (RQI) RANGES	
CATEGORY	RQI
VERY GOOD	81-100
GOOD	61-80
FAIR	41-60
POOR	21-40
VERY POOR	0-20

Note: Users commonly begin to complain when RQI drops below 50

The RQI and surface distress of each County State Aid Highway (CSAH) and County Road (CR) is measured by the Minnesota Department of Transportation (MnDOT) every four years. This serves as the basis of Crow Wing County's pavement management program. Using this data, well defined RQI deterioration curves (mathematical formulas) have been developed to project pavement condition between the years of these actual measurements.

Roadway Improvement Priority



Roadway improvement priority is based on a combination of traffic volume expressed as Average Annual Daily Traffic (AADT) and Ride Quality Index (RQI). The following RQI thresholds are intended to assist decision makers determine when roadways in each category will be considered for resurfacing or other forms of rehabilitation. In general, higher volume roadways are expected to maintain higher standards of smoothness or RQI.

Crow Wing County uses the following RQI threshold categories to assist setting roadway improvement priorities. In general, roadways with larger deviations from these established thresholds will receive higher priority while competing for limited funding resources. Roadways allowed to drop below these thresholds without being improved are defined as deferred.

County State Aid Highway (CSAH)		
ADT	RQI	Goal
≥ 5000	60	Maintain Good/Very Good Rating for all High Volume CSAHs
≥ 2800<5000	56	Maintain Fair/Good rating for all Moderate Volume CSAHs
≥ 500<2800	52	Maintain Fair/Good rating for all Moderate Volume CSAHs
<500	48	Maintain Fair Rating for all Low Volume CSAHs

County Roads (CR)		
ADT	RQI	Goal
≥ 5000	60	Maintain Good/Very Good Rating for all High Volume CRs
≥ 2800<5000	56	Maintain Fair/Good rating for all Moderate Volume CRs
≥ 500<2800	52	Maintain Fair/Good rating for all Moderate Volume CRs
<500	48	Maintain Fair Rating for all Low Volume CRs

A comprehensive list of roadway priorities is included on pages 30 and 31. Please note that most roadways currently in a deferred status are scheduled for improvement over the next five years. Those listed with large RQI threshold deviations have been in deferred status for several years due primarily to limited transportation funding.

2017 County State Aid Highway (CSAH) Priority List

Road	From	To	Length Miles	2016 RQI	Last Project	Age	Condition Rating	RQI Threshold	RQI Delta	ADT Range	Functional Class	Year Programmed
CSAH 30	CSAH-34	TH-6	4.56	25	6/1/87	30	Poor	48	-23	0 - 500 CSAH	Rural Major and Urban Collector	2018
CSAH 36	CR-114	TH-6	3.00	25	6/1/88	29	Poor	48	-23	0 - 500 CSAH	Rural Major and Urban Collector	2017
CSAH 17	W CO LN	TH-371	0.84	34	6/1/94	23	Poor	48	-14	2800 - 500 CSAH	Rural Major and Urban Collector	2018
CSAH 33	CSAH-30	TH-210	0.95	34	6/1/90	27	Poor	48	-14	2800 - 500 CSAH	Local	2017
CSAH 22	CSAH-23	CSAH-8	6.50	35	6/1/97	20	Poor	48	-13	0 - 500 CSAH	Rural Major and Urban Collector	2019
CSAH 25	TH-18	TH-210	4.40	37	6/1/89	28	Poor	48	-11	2800 - 500 CSAH	Rural Major and Urban Collector	2017
CSAH 30	TH-210	CSAH-34	3.11	37	6/1/91	26	Poor	48	-11	2800 - 500 CSAH	Rural Major and Urban Collector	2018
CSAH 56	CSAH-43	0.2 MI N	0.20	37	6/1/88	29	Poor	48	-11	0 - 500 CSAH	Rural Minor Collector	2020
CSAH 11	TH-6	E CO LINE	10.00	38	6/1/97	20	Poor	48	-10	0 - 500 CSAH	Rural Major and Urban Collector	2020
CSAH 13	TH-371	CR-137	2.70	39	6/1/98	19	Poor	48	-9	2800 - 500 CSAH	Rural Major and Urban Collector	2021
CSAH 8	7.7 MI N TH-18	CSAH-12	3.10	40	6/1/95	22	Poor	48	-8	2800 - 500 CSAH	Rural Major and Urban Collector	2020
CSAH 13	CR-137	CSAH-4	3.10	40	6/1/98	19	Poor	48	-8	2800 - 500 CSAH	Rural Major and Urban Collector	2020
CSAH 23	S CO LN	CSAH-2	4.00	40	6/1/94	23	Poor	48	-8	0 - 500 CSAH	Rural Major and Urban Collector	2017
CSAH 23	CSAH-2	CSAH-22	4.40	41	6/1/94	23	Fair	48	-7	0 - 500 CSAH	Rural Major and Urban Collector	2017
CSAH 23	CSAH-22	TH-18	5.60	41	6/1/94	23	Fair	48	-7	2800 - 500 CSAH	Rural Major and Urban Collector	2017
CSAH 10	S JCT TH-18	N JCT TH-18	3.40	43	6/1/95	22	Fair	48	-5	0 - 500 CSAH	Rural Major and Urban Collector	2019
CSAH 26	CSAH-8	TH-169	5.30	43	6/1/92	25	Fair	48	-5	0 - 500 CSAH	Rural Major and Urban Collector	2019
CSAH 36	CSAH-3	CSAH-37	1.60	43	01-84	16-33	Fair	48	-5	2800 - 500 CSAH	Rural Major and Urban Collector	2020
CSAH 21	CSAH-2	CR-131	2.00	44	6/1/87	30	Fair	48	-4	0 - 500 CSAH	Rural Minor Collector	2018
CSAH 36	CUYUNA TRAIL	E CO LN	2.10	44	6/1/05	12	Fair	48	-4	0 - 500 CSAH	Rural Major and Urban Collector	2022+
CSAH 16	0.6 MI E CSAH-39	WEST SHORE DRIVE	3.16	45	6/1/89	28	Fair	48	-3	2800 - 500 CSAH	Rural Major and Urban Collector	2017
CSAH 2	CSAH-45	TH-25	4.20	46	6/1/97	20	Fair	48	-2	2800 - 500 CSAH	Rural Major and Urban Collector	2018
CSAH 22	TH-25	CSAH-23	3.60	46	6/1/98	19	Fair	48	-2	2800 - 500 CSAH	Rural Major and Urban Collector	2019
CSAH 48	TH-210	TH-371	2.00	46	6/1/96	21	Fair	48	-2	5000 - 2800 CSAH	Rural Major and Urban Collector	2017
CSAH 16	WEST SHORE DRIVE	CSAH-66	1.82	47	6/1/91	26	Fair	48	-1	5000 - 2800 CSAH	Rural Major and Urban Collector	2017
CSAH 21	CR-131	TH-371	5.80	48	6/1/87	30	Fair	48	0	2800 - 500 CSAH	Rural Minor Collector	2018
CSAH 37	CSAH-36	CSAH-3	0.67	49	6/1/86	31	Fair	48	1	2800 - 500 CSAH	Rural Minor Collector	2020
CSAH 18	TWIN LEAF CIRCLE	CSAH-4	3.55	50	6/1/89	28	Fair	48	2	2800 - 500 CSAH	Rural Major and Urban Collector	2018
CSAH 48	TH-371	COLLEGE DR	2.08	50	6/1/96	21	Fair	48	2	11000 - 5000 CSAH	Rural Major and Urban Collector	2017
CSAH 15	TH-371	CSAH-1	6.81	51	6/1/97	20	Fair	48	3	2800 - 500 CSAH	Rural Major and Urban Collector	2021
CSAH 24	CSAH-23	CSAH-8	3.20	51	6/1/89	28	Fair	48	3	0 - 500 CSAH	Rural Minor Collector	2021
CSAH 43	ALONGW CO LN	0.7 MI N	1.40	53	05-88	12-29	Fair	48	5	0 - 500 CSAH	Rural Minor Collector	2020
CSAH 11	CSAH-4	CSAH-3	5.95	54	6/1/96	21	Fair	48	6	5000 - 2800 CSAH	Rural Major and Urban Collector	2017
CSAH 3	N LIMS BRAINERD	CRYSTAL LAKE ROAD	5.70	57	6/1/98	19	Fair	48	9	11000 - 5000 CSAH	Minor Arterial	2018
CSAH 20	TH-210	BEAVER DAM RD	0.70	58	6/1/03	14	Fair	48	10	11000 - 5000 CSAH	Rural Major and Urban Collector	2021

2017 County Road (CR) Priority List

Road	From	To	Length Miles	2016 RQI	Last Project	Age	Condition Rating	RQI Threshold	RQI Delta	ADT Range	Functional Class	Year Programmed
CR 117	TH-371	CSAH-45	0.65	40	6/1/04	13	Poor	60	-20	11000 - 5000	Rural Major and Urban Collector	2022+
CR 124	TH-18	TH-6	4.93	29	6/1/93	24	Poor	48	-19	0 - 500	Local	2018
CR 115	S JCT TH-371	CR 127	2.32	34	6/1/85	32	Poor	52	-18	2800 - 500	Rural Minor Collector	2022+
CR 137	CR-127	CSAH-13	3.12	32	6/1/92	25	Poor	48	-16	0 - 500	Rural Minor Collector	2017
CR 115	CR 127	N JCT TH-371	2.51	34	6/1/85	32	Poor	48	-14	0 - 500	Rural Minor Collector	2022+
CR 112	CSAH-11	CSAH-16	2.00	39	6/1/95	22	Poor	52	-13	2800 - 500	Local	2018
CR 148	TH-25	CSAH-23	4.00	40	6/1/99	18	Poor	52	-12	2800 - 500	Local	2019
CR 111	CSAH-10	TH-210	3.83	38	6/1/02	15	Poor	48	-10	0 - 500	Local	2018
CR 136	CSAH-1	N CO LN	5.00	42	6/1/00	17	Fair	52	-10	2800 - 500	Rural Minor Collector	2019
CR 147	TH-210	CO LANDFILL	0.15	42	6/1/01	16	Fair	48	-6	0 - 500	Local	2022+
CR 118	CSAH-4	CSAH-3	2.65	47	6/1/84	33	Fair	52	-5	2800 - 500	Local	2018
CR 168	N JCT TH-371	W CO LN	1.00	47	6/1/95	22	Fair	52	-5	2800 - 500	Local	2018
CR 105	CSAH-11	MCNEAL ROAD	3.10	44	6/1/00	17	Fair	48	-4	0 - 500	Rural Minor Collector	2020
CR 107	S JCT TH-371	N JCT TH-371	3.25	48	6/1/97	20	Fair	52	-4	2800 - 500	Local	2022+
CR 116	CSAH-3	MISSION LAKE ACCESS	1.37	49	6/1/98	19	Fair	52	-3	2800 - 500	Local	2021
CR 153	CSAH-45	1 MI WEST	1.00	51	6/1/10	7	Fair	52	-1	2800 - 500	Local	2021
CR 109	CSAH-3	CSAH-19	4.86	52	6/1/00	17	Fair	52	0	2800 - 500	Rural Minor Collector	2022+
CR 123	CSAH-21	CR-153	2.29	48	6/1/01	16	Fair	48	0	0 - 500	Local	2021
CR 128	TH-210	CSAH-59	2.87	48	6/1/98	19	Fair	48	0	0 - 500	Local	2022+
CR 133	S JCT TH-6	E CO LN	4.50	48	6/1/04	13	Fair	48	0	0 - 500	Local	2020
CR 127	CR-137	CSAH-3	2.50	53	6/1/95	22	Fair	52	1	2800 - 500	Rural Minor Collector	2017
CR 153	1 MI WEST OF CSAH-45	TH-371	2.50	60	6/1/10	7	Fair	48	12	2800 - 500 CR	Local	2021

Roadway Improvement Deferments

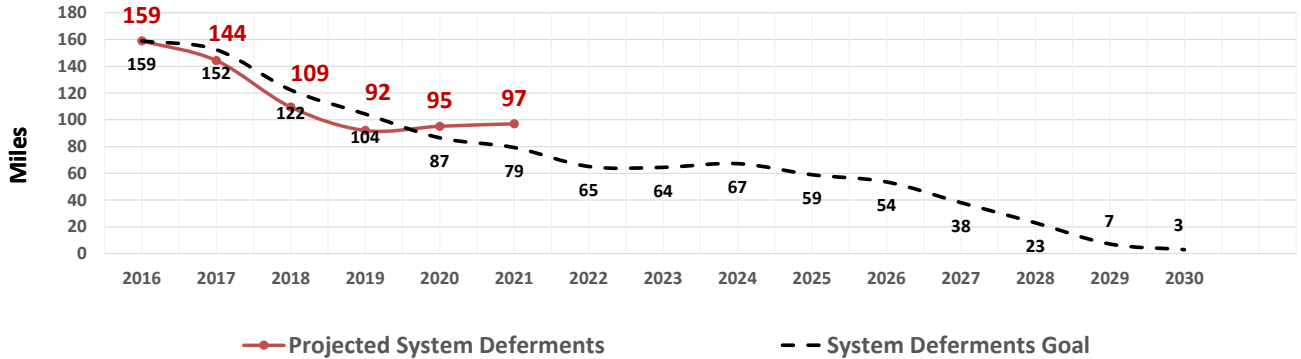


In 2015 Crow Wing County started to place an increased focus on eliminating the occurrences of roadway improvement deferments. The goal is to have zero deferments by 2030. The implementation of the 2016-2025 county-wide sales tax was specifically intended to generate the transportation funding necessary to make roadway improvements as soon as the RQI threshold is reached. Please refer to page 39 for a graphical depiction of how the roadway improvements contained in this document are advancing Crow Wing County's goal of eliminating deferments by 2030.

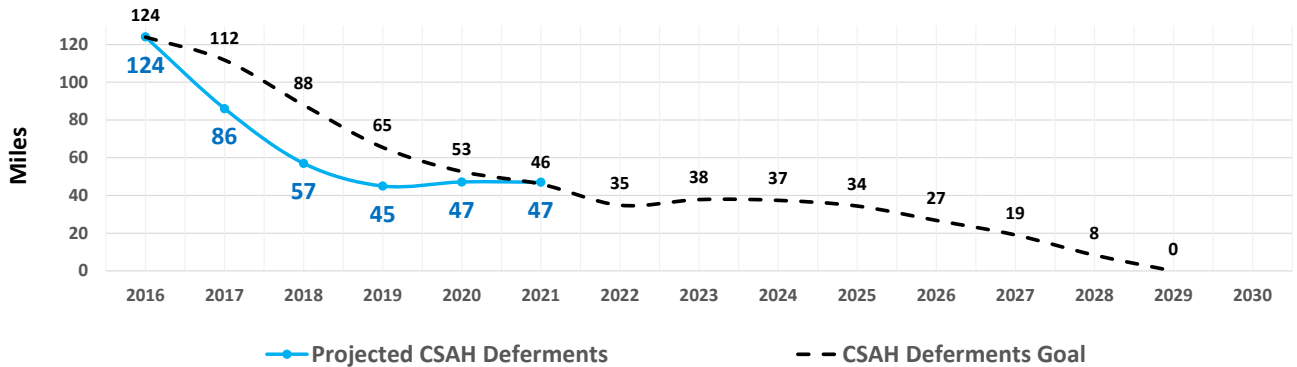
Deferment Elimination Progress



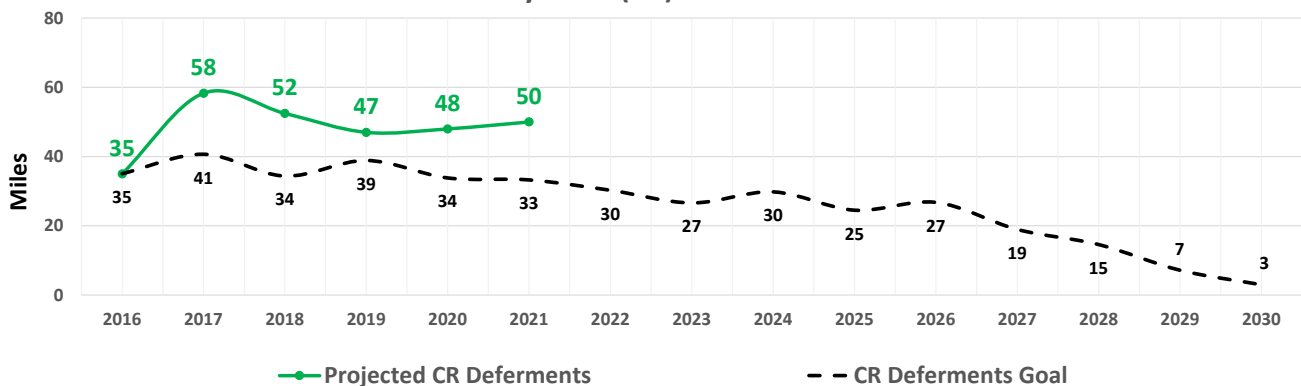
System-Wide Deferments



County State Aid Highway Deferments



County Road (CR) Deferments



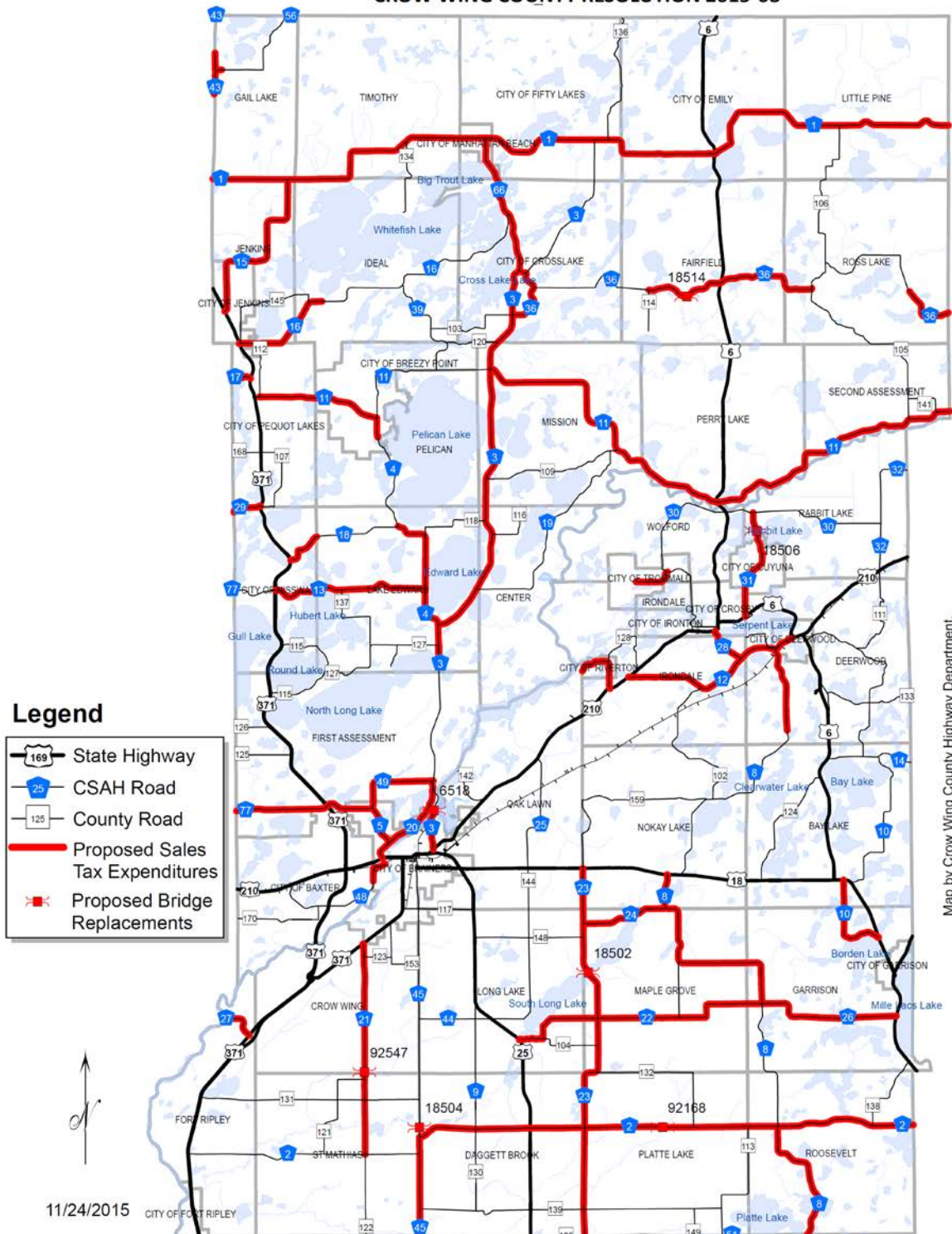
ADOPTED 12/15/15



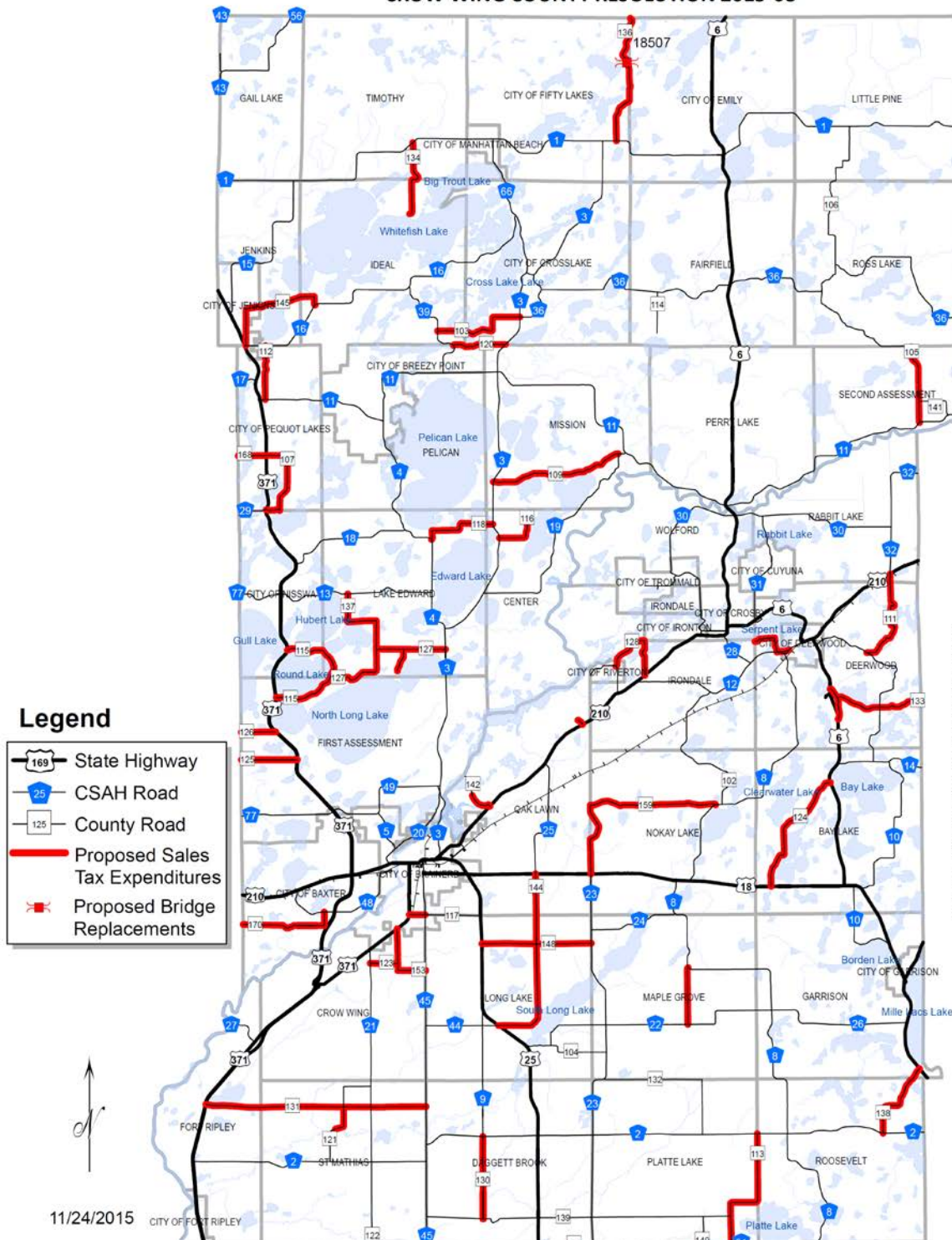
2016-2025 COUNTY STATE AID HIGHWAY (CSAH) SALES TAX IMPLEMENTATION PLAN

ATTACHMENT B

CROW WING COUNTY RESOLUTION 2015-68



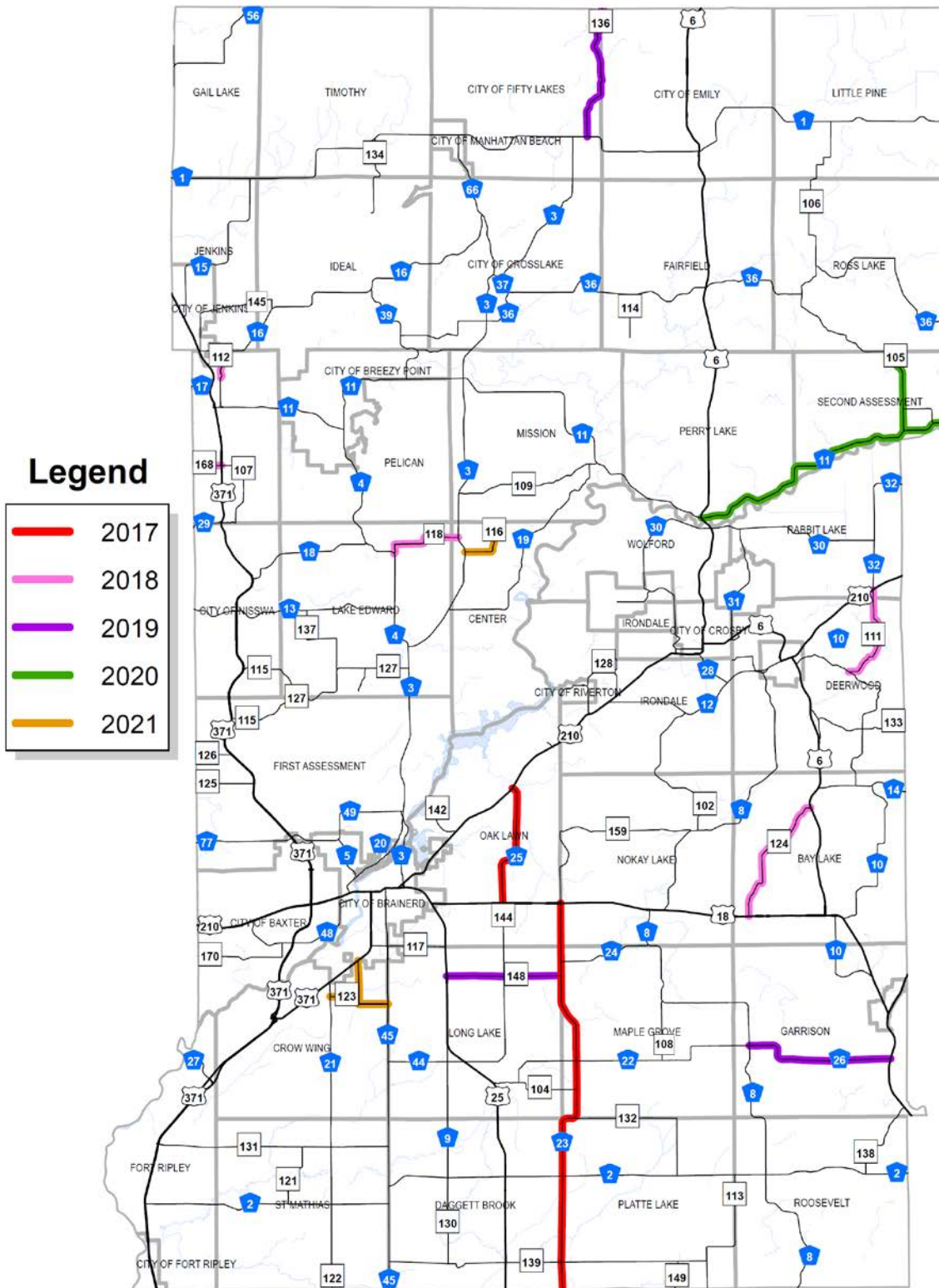
CROW WING COUNTY RESOLUTION 2015-68



Map by Crow Wing County Highway Department.
For Questions or Information Contact County Hwy. Dept. at 218-824-1110.
For Information on State Highways Contact MnDOT at 218-828-5700.

CROW WING COUNTY

2017-2021 Sales Tax Projects

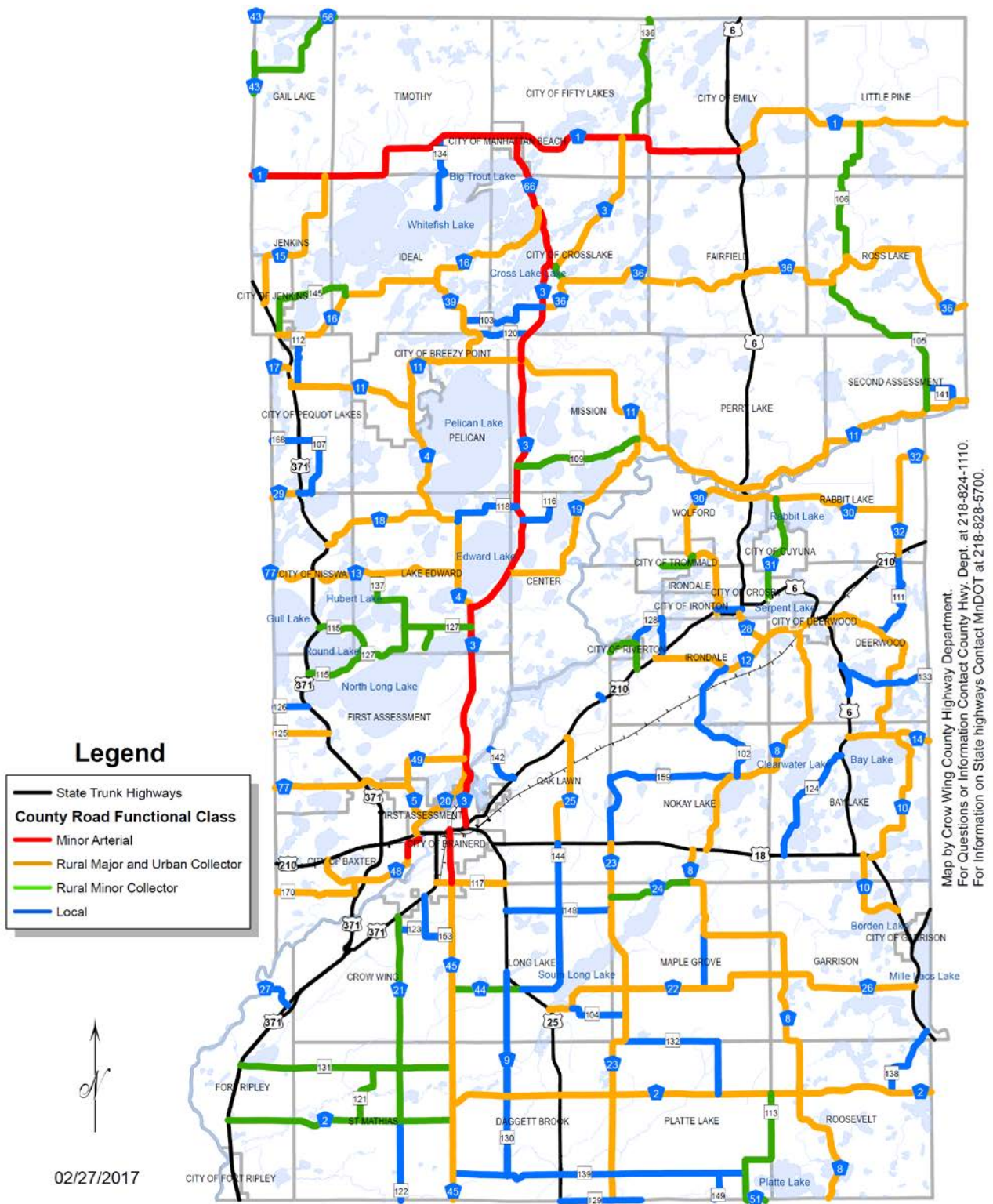


Map by Crow Wing County Highway Department.
For Questions or Information Contact County Hwy. Dept. at 218-824-1110.
For Information on State highways Contact MnDOT at 218-828-5700.

3/6/2017

CROW WING COUNTY

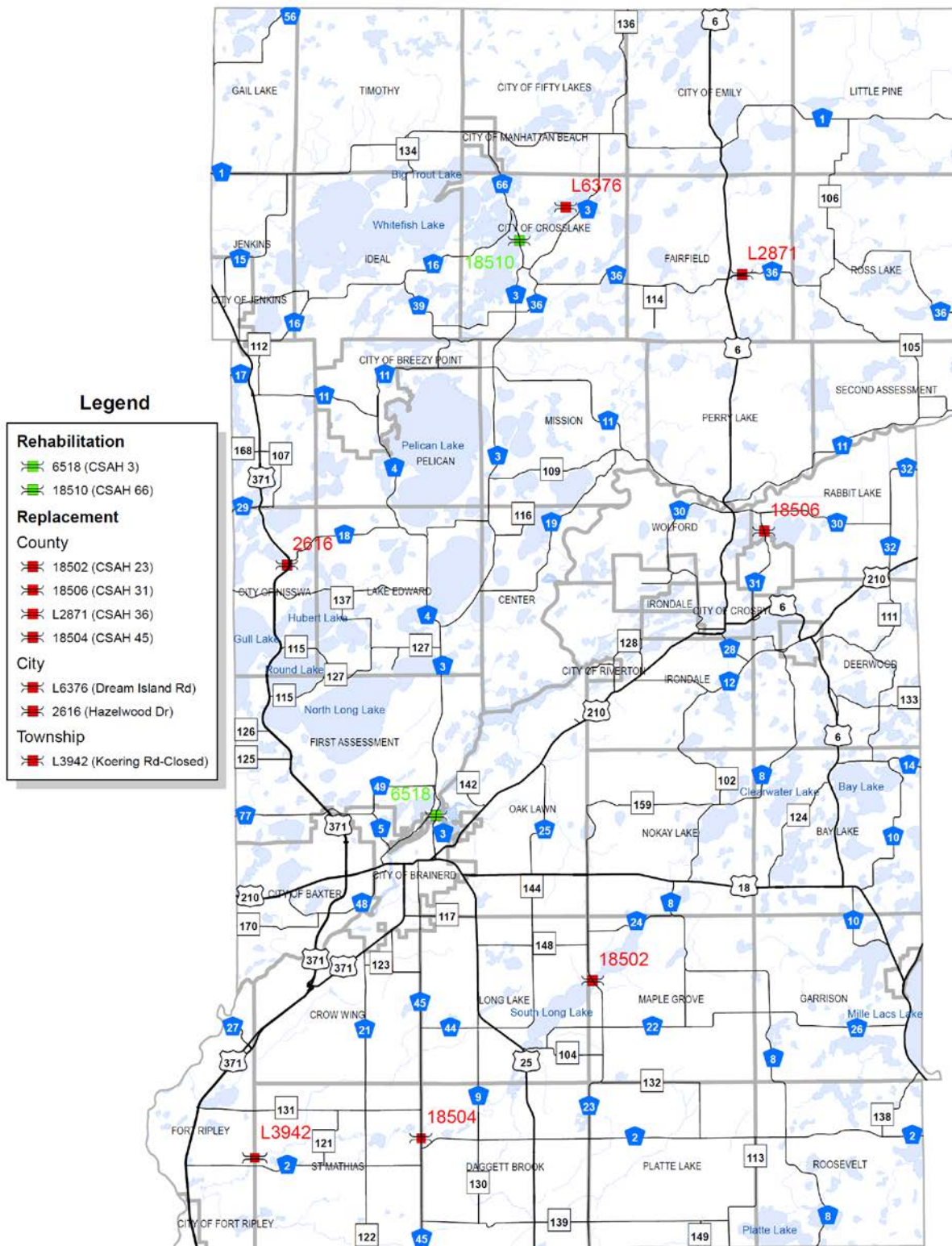
Functional Class



Map by Crow Wing County Highway Department.
For Questions or Information Contact County Hwy. Dept. at 218-824-1110.
For Information on State highways Contact MnDOT at 218-828-5700.

CROW WING COUNTY

Bridge Priority List



Map by Crow Wing County Highway Department.
For Questions or Information Contact County Hwy. Dept. at 218-824-1110.
For Information on State highways Contact MnDOT at 218-828-5700.

2/28/2017

2017 CSAH/CR/FAD Bridge Replacement Priority List

Bridge Number	Location	Road System	Year Built	ADT	Suff. Rating	Replacement Cost	Funding	Remarks
18502	CSAH 23 (Noka. River)	CSAH	1960	796	(2008)	\$319,200	State Bonding/State Aide	Deteriorating condition of the superstructure and substructure. Longitudinal cracks in lower legs of the channels. The piles have minor to moderate decay occurring. In initial planning and design w/ replacement anticipated in 2021.
18506	CSAH 31 (Rabbit Lake)	CSAH	1974	1,663	(2008)	\$635,000	State Bonding/State Aide	Deteriorating condition of the superstructure. Rusting occurring in the steel bridge beams. Deterioration of the outside beams is too far advanced for painting to be practical. Need to plan for a replacement in the next 5 to 10 years. LEAD PAINT!
L2871	CSAH 36 (Mud Brook)	CSAH	1936	267	(2008)	\$346,400	State Bonding/State Aide	General Deterioration. Too narrow for current traffic level. Currently in the preliminary design phase.
18504	CSAH 45 (Noka. River)	CSAH	1970	968	(2008)	\$856,000	State Bonding/State Aide	Deteriorating condition of the superstructure. Longitudinal cracks in lower legs of the channels.
92547	CSAH 21 (Hay Creek)	CSAH	1960	1,361	(2008)	\$150,000	State Bonding	Galvanized steel plate culvert. Rusting at the waterline.
92168	CSAH 2 (Daggett Brook)	CSAH	1967	1,663	(2008)	\$225,800	State Bonding/State Aide	Galvanized steel plate culvert. Rusting at the waterline.
18507	CR 136 (Crooked Creek)	Cnty	1974	310	(2005)	\$257,600	State Bonding/Local Levy	General Deterioration. Approach fill is eroding away behind the backer boards & wingwalls, causing sinkholes to develop in the approaches.
6518	CSAH 3 (Mississippi River)	CSAH	1950	9,878	(2008)	\$3,276,800	State Bonding/State Aide	Minor deterioration of the deck and steel beams in non-critical locations. The piers have moderate to heavy concrete scaling typically from 6 inches above to 3 feet below the waterline w/ penetrations up to 2 inches exposing the reinforcing steel. Anticipate a \$250K to \$300K rehab and paint project in 5 to 10 years.
18510	CSAH 66 (Daggett Brook N.)	CSAH	1979	6149	(2008)	\$1,516,000	State Bonding/State Aide	Concrete wearing surface and fascia repair. There are cracks in the concrete surface along the bridge "T" beam joints. There is delamination on the outside faces of the bridge that if left unchecked could be a danger to passing boaters. Anticipate a \$250K deck rehab project in 5 to 10 years.

Bridges highlighted in yellow are contained in the proposed 2017 Crow Wing County bridge priority resolution.

2017 Township Bridge Replacement Priority List

Bridge Number	Location	Road System	Year Built	ADT	Suff. Rating	Replacement Cost	Funding	Remarks
L2849	Oak Lawn (Jordan Rd.)	TWP	1915	20	60.9	\$150,000	Town Bridge	Deteriorated conditions. Posted at 26/40 tons. Dead end road, old TH 210 segment, providing access to limited residential properties.
L3942	St. Mathias (Koering Rd.)	TWP	1908	20	19.9	\$457,100	Town Bridge	STRUCTURALLY DEFICIENT. CLOSED. Out of service since 1987. Through "town line" road.

Bridges highlighted in yellow are contained in the proposed 2017 Crow Wing County bridge priority resolution.
Bridges with red print are in the final design phase.

2017 City Bridge Replacement Priority List

Bridge Number	Location	Road System	Year Built	ADT	Suff. Rating	Replacement Cost	Funding	Remarks
2616	Nisswa (Hazelwood Dr.)	City	1928	850	37.3	\$150,000	State Bonding	FUNCTIONALLY OBSOLETE. Posted at 18/30 tons. Through road serving residential and recreational developments.
L6376	Crosslake (Dream Island Rd.)	City	1960	30	31.5	\$326,000	State Bonding	Rotation and general deterioration of the abutments. Superstructure was replaced in 1988. Dead end road to residential development on Dream Island.
L2877	Roosevelt Dr. (Crooked Creek)	City	1960	15	64.9	\$293,000	State Bonding	Deteriorating condition of the superstructure. Rusting occurring in the steel bridge beams.
L2878	Dam Rd. (Emily)	City	1937	10	50.2	\$262,700	Local	Posted at 18/30 tons. Dead end road providing access to state and public lands. Only timber harvesters impacted by the load rating at this time. There are no permanent residents on the far side of the bridge. As the wood decking and steel beams deteriorate expect the load rating to continue to fall. Minimum deck rehab recommended only.

Bridges highlighted in yellow are contained in the proposed 2017 Crow Wing County bridge priority resolution.
Bridges with red print are in the final design phase.

Contact Information



Crow Wing County Highway Department
16589 County Road 142
Brainerd, MN 56401
218-824-1110

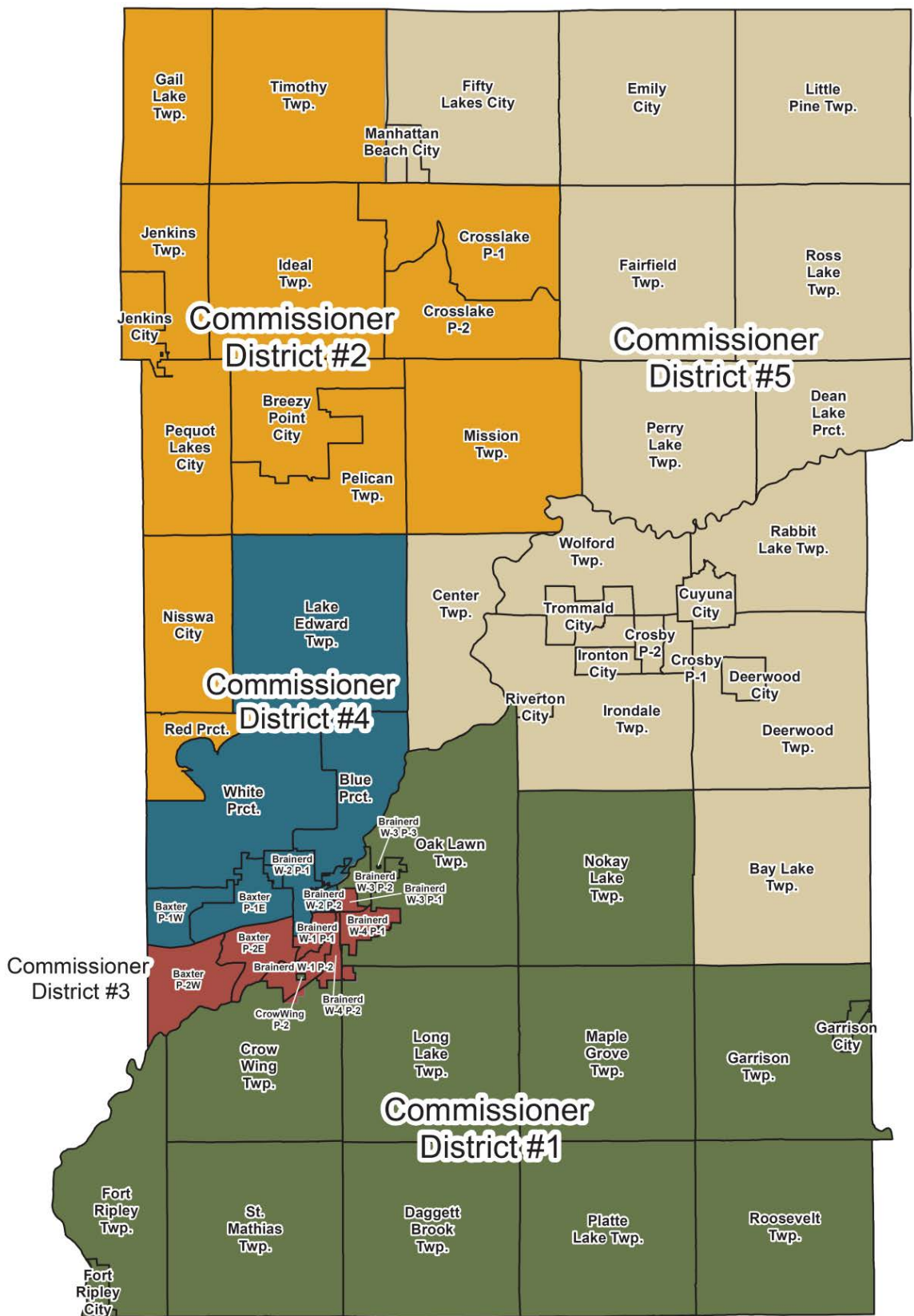
Timothy Bray, P.E.
County Engineer

Rob Hall, P.E.
Assistant County Engineer

Crow Wing County Commissioners
326 Laurel Street
Brainerd, MN 56401

Paul Koering
Paul Thiede
Rachel Reabe-Nystrom
Rosemary Franzen
Doug Houge

District 1
District 2
District 3
District 4
District 5



Notes



GLOSSARY

800 MHz is a project to upgrade radio technology for emergency management.

Accrual Accounting recognizes revenue and expenses in the time period that the revenue was earned or the liability, for an expense, was incurred regardless of when the revenue was received or the expense was paid.

ADT stands for Average Daily Traffic.

Advance Refunding is a transaction in which new debt is issued to provide funds to pay interest on old, outstanding debt as it becomes due, and to pay the principal on the old debt either as it matures or at an earlier call date.

Appropriation is the legal authorization granted by the County Board of Commissioners which permits the County to make expenditures and incur obligations for specific purposes.

Approved Budget is the budget adopted by the County Board of Commissioners each fiscal year.

Aquatic Invasive Species (AIS) is an aquatic plant or animal that is not native to a specific location and has a tendency to spread, which is believed to cause damage to the environment, human economy and/or human health.

Arbitrage is the simultaneous purchase and sale of an asset to profit from a difference in the price.

Assessed Value is the valuation placed upon property as a result of the assessment process.

Assessment is the process of making the official valuation of property for taxation.

Balance Budget refers to a budget in which revenues are equal to expenditures. Thus, neither a budget deficit nor a budget surplus exists.

Bond is a debt investment in which an investor loans money to an entity which borrows the funds for a defined period of time at a variable or fixed interest rate.

Budget is a preliminary financial plan that estimates revenue and expenditures for a specified period.

Building Automation Systems (BAS) is the automatic centralized control of a building's heating, ventilation and air conditioning system.

GLOSSARY

BWSR stands for Board of Water and Soil Resources.

CAMA stands for Computer-Assisted Mass Appraisal and is a software system used by Property Valuation and Classification is appraising property.

Capital Expenditures are the outlay of money to acquire or improve the County's fixed assets such as buildings and machinery.

Capital Outlay includes expenditures related to capital improvements funded with County tax dollars.

Capital Projects Fund is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

Central Minnesota Community Corrections (CMCC) is a joint venture between Crow Wing, Aitkin, and Morrison counties to provide detention and correction services to adults and juveniles under the jurisdiction of the counties.

Charges for Services are fees collected for various County-provided services such as property deeds, waste management, jail bed space, etc.

CHIPS stands for Child in Need of Protection or Services.

CIP stands for Capital Improvements Plan and is the County's rolling six-year plan for capital improvements and expenditures.

Comprehensive Annual Financial Report (CAFR) is the official summary of all financial transactions for the year.

Computerized Maintenance Management System (CMMS) maintains a computer database of information about an organization's maintenance operations.

Community Services Fund is used to account for all costs for human services, health, and veteran services. Financing comes primarily from an annual property tax levy and restricted intergovernmental revenue from the state and federal governments.

Conservation of Natural Resources includes activities of the Public Land Management Fund.

County Program Aid (CPA) was formerly was known as Homestead and Agricultural Credit Aid (HACA).

GLOSSARY

CR stands for County Road.

CSAH stands for County State Aid Highway.

Culture & Recreation includes activity of the Kitchigami Regional Library and other recreation.

Debt is an obligation to pay resulting from the borrowing of money or from the purchase of goods and services.

Debt Service refers to expenditures related to debt and includes principal, interest and related fees.

Debt Service Fund is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest.

DHS stands for Department of Human Services.

DNR stands for Department of Natural Resources.

DOC stands for Department of Corrections.

DOR stands for Department of Revenue.

e-CRV stands for electronic Certificate of Real Estate Value. A Certificate of Real Estate Value (CRV) is required to document a sale of property in Minnesota. CRV information is reviewed by the county of sale and the Department of Revenue to verify sale terms and ensure fair and equitable property tax assessments statewide. e-CRV may be used for ALL counties of sale.

EAW stands for Environmental Assessment worksheet.

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, or where the costs of providing services to the general public are to be financed or recovered primarily through user charges.

Enterprise Risk Management (ERM) is a process that identifies and seeks to mitigate hazard, financial, operational, and strategic risks

GLOSSARY

Enterprise Resource Planning (ERP) is business management software; usually a suite of integrated applications that a company can use to collect, store, manage and interpret data from many business activities.

Environmental Trust Fund is a permanent fund used to report resources legally restricted to the extent that only earnings, and not principal from the fund, may be used for environmental purposes.

ES stands for Environmental Services.

FEMA stands for Federal Emergency Management Agency.

Fiscal Notes summarize the monetary impact of a proposed or requested action or budgetary adjustment.

Fixed Asset refers to tangible property used in the operations of a business, but not expected to be consumed or converted into cash in the ordinary course of events. Plant, machinery and equipment, furniture and fixtures, and leasehold improvements comprise the capital assets of most entities.

FSC stands for Forest Stewardship Council.

FTEs stands for Full Time Equivalents. FTEs are calculated as a portion of total hours of a full-time position (2,080).

Fund Balance is also known as fund equity and is the difference between financial assets and fund liabilities.

GASB stands for Governmental Accounting Standards Board.

General Fund is the County's primary operating fund. It is used to account for and report all financial resources not accounted for and reported in another fund.

General Government includes legislative, administrative, legal, financial, court, and property related activities and all other costs not included in public safety, highway, culture and recreation, human services, economic development, conservation of natural resources, sanitation and health.

General Obligation Bonds are bonds backed by the full faith and credit of a government and repaid with general revenue and borrowings.

GLOSSARY

Generally Accepted Accounting Principles (GAAP) is the uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body on the applications of GAAP to local governments, the Governmental Accounting Standards Board (GASB).

GFOA stands for Government Finance Officers Association.

Governmental Funds are typically used to account for most of a government's activities.

HC stands for Health Care.

Health includes public health services and environmental health services provided by the Community Health and Environmental Services Department.

HVAC stands for heating, ventilating and air conditioning

HHW stands for Household Hazardous Waste.

High Intensity Discharge (HID) are a type of electrical gas-discharge lamp which produces high intensity light while reducing power consumption.

Highway Improvement Plan (HIP) is a planning document which summarizes the Highway Department's plans for infrastructure improvements over a 5 year period.

Highway Fund is used to account for all costs for maintenance and construction of streets and highways. Financing comes primarily from an annual property tax levy and restricted intergovernmental revenue from the state and federal governments.

HRIS stands for Human Resources Information Services.

ICAC stands for Internet Crimes Against Children.

Intergovernmental Revenues are revenues from other governments in the form of local, state and federal grants, entitlements, and property tax relief.

GLOSSARY

Investment Revenue refers to revenue earned as interest on County investments.

Lakes Area Drug Investigative Division (LADID) is a multi-jurisdictional task force focused on addressing drug-related crime in local communities.

Lake Improvement District (LID) is a district formed on a certain lake to raise funding for lake improvement projects or aquatic invasive species removal. The County maintains the accounting records of 9 lake improvement or subordinate service districts.

Landfill Fund is used to account for the operation, maintenance, and development of the County's solid waste landfill.

LEAN refers to the County's efforts to "lean out" burdensome or time-consuming processes by studying and eliminating or streamlining procedures.

LEC stands for Law Enforcement Center.

LED stands for light-emitting diode. This is another form of high efficiency lighting used mostly in environmental and task lighting.

Legal Debt Limit is the maximum amount of outstanding gross or net debt legally permitted by the State.

LS stands for Land Services.

Licenses and Permits constitute revenue collected for environmental and other permits collected by the County.

LOG stands for Landfill Operator's Group.

Long-Term Financial Plan (LTFP) is the planning document providing analysis of key trends and conditions, which the County can use to anticipate and react to future budgetary and organizational demands.

LTC stands for Long Term Care.

LTFC stands for Long Term Foster Care.

Major Funds are those funds whose revenues, expenditures, assets or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and 5 percent of the aggregate of all governmental and enterprise funds in total.

GLOSSARY

Market Value Credit (MVC) was a credit received by the County from the state as part of the calculation of property taxes. Market Value Credit ended in 2011 and was replaced by Market Value Exclusion.

MCAPS stands for Minnesota County Attorney Practice System, which is a software system used by the attorney's office to manage cases.

MDA stands for Minnesota Department of Agriculture.

Miscellaneous Revenue is revenue not considered to be Taxes, Special Assessments, Licenses and Permits, Intergovernmental, Charges for Services, or Investment revenues.

Mississippi Headwaters Board (MHB) is a joint venture between Aitkin, Beltrami, Cass, Clearwater, Crow Wing, Hubbard, Itasca, and Morrison counties to prepare, adopt, and implement a comprehensive land use plan design to protect and enhance the Mississippi River and related shore land areas within the counties.

MRNW stands for Mississippi River Northwoods is the name of the \$11 million land purchase project Crow Wing completed in 2012 using Legacy Funds.

Modified Accrual Accounting recognizes revenue and expenses when received or paid, cash basis, until the end of the accounting fiscal year when revenue and expenses not received or paid are included in the statements or revenue and expense for the period.

MPCA stands for Minnesota Pollution Control Agency.

MS stands for Minnesota Statute.

NACO stands for National Association of County Officers.

Net Tax Capacity is the taxable market value of property multiplied by the classification rates less Tax Increment Finance (TIF) Districts and contributions to the Metropolitan Tax Base Sharing pool.

Non Major Funds are those funds that don't meet the criteria to be a major fund.

OHP stands for Out of Home Placement.

GLOSSARY

OPEB stands for Other Post-Employment Benefits.

Operating Budget is the portion of the budget that pertains to current revenues and expenditures. The annual operating budget is the principle way most of the financing, acquisition, spending and service activities of a government are monitored.

Other Financing Sources represent proceeds received not reported as revenues, including transfers and bond activity.

Other Financing Uses represents funds expended not reported as expenditures, including transfers and bond activity.

PERA stands for Public Employee Retirement Association.

Per Capita Debt is the amount of a government's total bonded debt divided by its population. "Net per capita debt", divides the total bonded debt less applicable sinking funds by the total population. The result of either ratio, when compared with ratios of prior periods, reveals trends in a government's debt burden.

Permanent Fund is a fund that is restricted in the sense that only the earnings from the resource are used and not the principal.

PFC stands for perfluorinated chemicals.

POR stands for Predatory Offender Registration.

PSAP stands for Public Safety Answering Point.

Proprietary Funds are used for business-like activities.

Public Land Management (PLM) Fund is used to account for financial transactions resulting from the management of Crow Wing County's tax-forfeited lands.

Public Safety includes the services of the County Sheriff, Corrections, Jail, and the Coroner.

PVC stands for Property Valuation and Classification.

RQI stands for Ride Quality Index, a method to calculate the overall roughness of the road.

GLOSSARY

SFI stands for Sustainable Forestry Initiative.

SMT stands for Senior Management Team.

Small Cities Development Program Fund is used to account for financial transactions of special economic development grant funding.

Solid Waste (Non-Landfill) Fund is used to account for the County's SCORE funds.

SNAP stands for Supplemental Nutritional Assistance Program.

Special Assessments refer to revenues collected through special assessments of the County.

Special Revenue Funds are used to account for the proceeds of specific revenue resources that are legally or administratively restricted to expenditures for specified purposes.

SWAA stands for Solid Waste Administrator's Association.

Taxes refers to a mandatory charge levied by a governmental unit for the purpose of financing services performed for the common benefit.

TH stands for Trunk Highway.

THIRA stands for Threat Hazard Identification and Risk Assessment.

TLC stands for Transfer of Legal Custody.

TPR stands for Termination of Parental Rights.

TRIAD is a community-based partnership between law enforcement agencies and agencies and individuals involved in elderly issues.

Unorganized Townships Fund is the fund used to account for and report financial resources of the Unorganized First Assessment and Unorganized Second Assessment districts.

GLOSSARY

VFCT stands for Voluntary Foster Care Treatment.

WCA stands for Wetland Conservation Act.

WIC stands for Women, Infants, and Children and is a social services program to provide food and formula assistance to qualifying individuals.

Working Capital is current assets minus the current liabilities.

WSN stands for Widseth Smith and Nolting Architects.