Welcome to Otter Tail County! This guidebook has been developed to provide you with a set of references and resources intended to (a) introduce you to the overall organization and structure of county government and (b) to specific information related to Otter Tail County. The table of contents are as follows:

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SECTION 1:
General Information About Minnesota Counties
History of County Government

The 87 counties in Minnesota are rapidly changing from a purely quasi-municipal corporation of the state to a general purpose form of government which, for many counties, has necessitated a change in the way the county delivers its services and, consequently, the structure of the county itself. Counties, in their infancy, were organized to be administrative agencies of the state. In addition to serving as an administrative arm of the state, counties are now providing services to its citizens beyond the original scope of county government.

Traditionally, counties performed state mandated duties which included assessment of property, record keeping (i.e. property and vital statistics), maintenance of rural roads, administration of election and judicial functions, maintaining peace in rural areas, and poor relief. Today, counties are rapidly moving into other areas of government support, including social services, corrections, child protection, library services, hospitals and rest homes, public health services, planning and zoning, economic development, parks and recreation, water quality, and solid waste management. Relief for the poor is generally provided by the federal and state governments through the income maintenance programs.

County Board of Commissioners

County boards are elected by district, serve a four-year term, and are responsible for the operation of the county and the delivery of county services. The number of commissioners on a county board is five. Counties with a population of over 100,000 people may, by board resolution, increase the size of the county board from five to seven members. Six counties—Anoka, Dakota, Hennepin, Olmsted, Ramsey and St. Louis—have boards consisting of seven members.

Election and Appointment of County Officials

During the Jacksonian Era and after, it became the practice of county government to increase the number of elective county offices. Appointed positions were changed into elected ones and new elected offices were developed. This caused the list of elected officials to grow from a few such as the coroner and sheriff, to many, including election of the auditor, recorder, treasurer, surveyor, clerk of court, watershed district directors, judge of probate, assessors and attorney.

Since the mid-1960’s, counties and the state have gradually reduced the number of elective county offices. Hennepin and Ramsey counties were the first to be given organizational reform by special legislation. Today, the Legislature has allowed counties to appoint the positions of county auditor, treasurer and recorder, on an individual basis. However, the positions of county sheriff, county attorney and watershed district directors, as well as the governing board, continue to be elective positions. In addition, Dakota, Olmsted and St. Louis counties appoint the position of county recorder. (The county auditor/treasurer continues to be an elective position.)

In 1987, enabling legislation was passed to allow Ramsey County to become a home rule charter county. Ramsey County has established the home rule charter, operates under the guidance of the charter and is the only home rule charter county in Minnesota.

In the early 1970’s, clerk of courts (now court administrators), county coroners and county surveyors became appointed positions. In 1973, the Optional Forms of County Government was passed. While this offers several major options for the modernization of county government, most counties have instead made structural changes by seeking special legislation.

To date, 60 counties have moved to combine the position of county auditor and county treasurer into one elected position.
Professional County Management

Over the last 30 years, county boards across the state have recognized the need to expand into professional management for the county, mostly as a result of increasing demands placed on counties for the delivery of services. Three forms of professional management currently exist in Minnesota statute: county administrator, county coordinator and county auditor-administrator.

County Administrator

Under the county administrator plan, the administrator is the head of the county for the management of the county affairs placed in the administrator’s charge. If required by the county board, the administrator is the supervisor of all county institutions and agencies, and of non-elected department heads. The administrator also is responsible for the preparation and execution of the county budget, including a long range capital expenditure plan, and serves as the purchasing agent for the county. As of August 2014, 52 counties had established the position of county administrator (Ramsey and Dakota Counties use the title of “county manager”). The county administrator serves at the pleasure of the county board.

County Coordinator

The county coordinator plan is much like the county administrator plan except that the coordinator generally does not have a supervisory role over county department heads, elected or appointed. If required by the county board, the county coordinator must submit an annual budget to the county board and manage all affairs of the county which the county board has assigned to the position. Currently, 15 counties have the position of county coordinator. The county coordinator serves at the pleasure of the county board.

Other County Management

The remaining counties generally assign central administrative tasks to a department head within the county, most often the county auditor or auditor-treasurer. In those counties, no central administrative plan has been adopted; rather the duties of central administration falls to the office which has the most contact with the county board. In the remaining counties, positions like the human resources director or board executive assistants perform a number of overall management functions do not necessarily participate in budget preparation or hold a supervisory role.

AMC’s Legislative Position

AMC has long held the legislative position that county boards should be granted the necessary flexibility to organize the structure of their county to meet the needs of citizens today in the 21st century. Many counties have found that “doing business as usual” no longer works when citizens are demanding more from government while calling for a freeze on tax increases. AMC also believes that, as technology plays a more visible role in the delivery of county services, the structure of county government must also change. For these reasons, AMC continues to support flexibility for counties in the administration and delivery of services.

Sources: Cities, Counties and Towns and State-Local Relations, January 1990, Gary R. Currie, Legislative Analyst.
So You Want to Be a County Commissioner?

Citizens depend on county government more today than ever before. This makes it especially important that county commissioners not only be qualified for the office, but dedicated to it as well. This overview is intended to explain some of the responsibilities of a county commissioner and answer some of the questions you may have during your first few months in office.

County Commissioners in Minnesota

County Commissioners in Minnesota come from a variety of backgrounds: teachers, farmers, business people, lawyers and homemakers have all been elected as county commissioners. Each brings to the office his/her personal expertise and individual areas of interest. Once in office, most county commissioners find they must build on these interests.

There are many state and federal laws, rules and regulations that affect what counties can and cannot do, as well as the why and how of they way they must do it. In addition, changing county needs must be dealt with and weighed in relationship to county budget constraints and resources.

To stay current with topics/issues facing your county, be sure to:

• Read the information provided to you by your county auditor, administrator, department heads and others.
• Read the Minnesota Counties newspaper and AMC UPDATE, published by the Association of Minnesota Counties (AMC).
• Attend meetings sponsored by AMC and the National Association of Counties (NACo).
• Talk to your state and federal representatives, as well as your constituents.

The better informed you are, the better decisions you will make as a county commissioner.

Some Powers and Responsibilities of the County Board

• Provide for law enforcement and correctional services in the county.
• Plan and provide for parks, playgrounds and other recreational facilities.
• Build and maintain storm water collection systems and drainage ditches.
• Develop and enforce building codes.
• Store, purify and distribute water.
• Provide for the protection of the general health and welfare of county residents.
• Promote economic and industrial development.
• Administer and provide human services and income maintenance programs.
• Undertake comprehensive planning, zoning and development controls.
• Provide emergency management.

*Because some other county officials are elected directly by the people of the county, county commissioners cannot directly control all county policies. Even though the county board has budget oversight for these offices, county commissioners have little say in how they operate. County commissioners (as well as citizens) need to understand that their power is limited in this way. Some of the other elective offices of county government are county attorney, county auditor, county treasurer, county recorder, county sheriff and coroner. Also, school systems in Minnesota operate independently of the county government; the county commissioner does not exercise control over its local school districts, school board or school tax levy.
Some of the Problems Facing County Government Today

Mandates

As a new commissioner, one of the first things that you will discover is that many decisions affecting your term of office have already been made. One reason for this involves the issue of mandates.

Mandates are legal requirements imposed by federal and state governments. Local government mandates are often passed without funding by state and federal lawmakers. In these cases, local governments may have to pay the cost of implementing the mandate. Some examples of unfunded mandates are those setting requirements for waste management, pollution control, treatment of prisoners, providing court-appointed legal representation for those citizens who cannot afford it, voter registration, public health, welfare and social services, and training for various licensed personnel.

When commissioners begin working on the county budget, many of the expenditures have already been determined by mandates that must be met by certain deadlines. Because the end-of-year budget must balance, only a portion of the budget is left to pay for everything else that county citizens want. Make sure you know what is legally mandated by the state and federal government before promising to eliminate certain programs and services—the decision may not be yours to make!

Revenue Sources

Raising the revenue to pay for all the services that county government performs is one of the biggest challenges facing county commissioners. Citizens often expect government to deliver more and better services to meet challenging community needs but they are rarely enthusiastic about paying the bill. Because raising taxes is never popular, counties are always looking at ways to spread the tax burden by expanding their sources of revenue or finding new ones to keep up with increasing demands. Minnesota law limits the opportunities that counties have to raise revenue, so commissioners are not always free to take any approach that seems attractive. The county property tax accounts for about 38 percent of all county resources. At the same time, commissioners need to find ways to conduct government business more efficiently and eliminate waste so that tax dollars are spent wisely.

Liability

County commissioners can be held personally responsible for official actions they take. For example, a commissioner could be sued in response to injuries resulting from the enforcement of a county policy or custom, even when the policy is carried out in good faith. The good news is that, when proper procedures are followed, the likelihood of public officials winning such liability suits is excellent.

A good approach to minimize this problem is to learn the basic procedures for reducing or eliminating the possibility of successful suits against the county or its officials. The Minnesota Counties Intergovernmental Trust (MCIT) and the Association of Minnesota Counties provide opportunities to attend workshops on this subject. Written materials on this subject are available as well. And don’t forget to go to your county attorney with questions and concerns!

Minnesota counties face many varied issues on a day-to-day basis. These issues range from controlling the county profits, tax levy and how to deliver social and human services.
How to Spend Your Time

For most commissioners, the office of county commissioner is a part-time job. Although the salary is consistent with this provision, the actual time spent on commission duties may seem like a full-time job. The number of hours per day or week varies widely depending on your county and the number of committees or organizations you elect to get involved with as a commissioner. Make sure you take time to get acquainted with the various aspects of the job, learning about the issues as well as the day-to-day process, and how to juggle all the new activity in the context of family and job demands. The following are a few important things to spend time on as a county commissioner.

Talking with constituents is a big part of the job. They call you at home trying to influence your vote on upcoming issues, collar you at the movies to complain about the property tax, or expect you to help them solve a drainage problem on a Sunday afternoon. Being a good county commissioner means being available and responsive to constituents and their needs. After all, they elected you to office and are, in effect, your "bosses." So plan time to get out in the community and listen to constituents when they approach you with issues and concerns. As an elected representative, you have to make decisions that are in the best interest of the entire county, and keeping up on what’s going on in the county is the best way to help you make informed decisions.

Attending meetings will take time, too. Plan your schedule to allow time for regular meetings as well as special work sessions, special meetings and public hearings. Then make time to attend “unofficial” gatherings in your community, like pancake breakfasts and fish fries.

Gathering information is crucial to making good decisions and being an effective county commissioner. This takes time but is well worth the investment! Make sure you utilize all the resources available to you, including your county staff, other county officials, libraries, professional associations and organizations, and the Association of Minnesota Counties.

Learning about issues and developing reasons for why you support/view issues the way you do is also very important. Always remember that other people have valid reasons for their positions. Once you know where they stand and why, you will be in a better position to discuss the issue, persuade your peers to join you in the vote, and know in which areas you are willing to compromise. Remember that, as a commissioner, you are part of a team and little can be accomplished without the support of others on your team.

Making an effort to communicate with other county officials is worth the time it requires. You have to approve the budgets for all of these offices, and knowledge of their functions and responsibilities will help you get things done in the long run and will help you become a knowledgeable leader.

Communicating with and educating your constituents should be a high priority. Time should be spent working with the media, holding public hearings, maybe even issuing a newsletter to make sure the public knows what you’re doing and why.

Get to know the county administrator or coordinator. This person reports directly to the Board and is responsible for carrying out your decisions. The administrator or coordinator is a vital member of the management team.

Of the different levels of government, local government has the most immediate effect on people’s lives because it’s so close to where they live. Citizens are apt to participate more directly in local government because their elected officials are so readily accessible. This means that you, as a county commissioner, must make sure that you are accessible to constituents. It also means dealing with people’s immediate problems, such as getting a ditch cleaned or pothole filled, in addition to the larger issues of the county.

It is important to remember that your decisions as a county commissioner have a direct impact on county residents. The things that you do will have a noticeable and lasting impact on the county and people will associate you with little community improvements, such as the installation of stop signs on a corner, as well as the problems that were not dealt with, or not dealt with properly. Just remember: make responsible decisions that are in the best interest of your community. That is how to be a true public servant and leader.
You may find it helpful to think of government as being similar to a business. A private business has the objectives of operating efficiently, providing consumers with the goods or services they demand, and making a profit. In the same way, a government seeks to operate efficiently and provide citizens with the services they want. While government is not interested in making a profit, it is interested in having sufficient finances to accomplish its goal of providing for citizen needs. The “bottom line” in government is to serve the people, whether rich or poor, sick or healthy, young or old.

In the private sector, if a product line is not popular you can discontinue it and try again with another product. In government, the products—running courts, maintaining roads and streets, and providing social, health and jail services—cannot be dropped just because of “unpopularity.”

In business, decisions can be made quickly and with little dissent. But government is different. In county government the authority to make decisions is often shared with other officials. Citizens also deserve an opportunity to voice their views on public matters. Reaching a compromise that partially satisfies the various segments of the population that have conflicting views on an issue is often the only way to make progress. That process may be inefficient, slow and often frustrating. Nevertheless, no one has found a better way to run a free society.

Learn More About Minnesota County Government

If you want to know more about county government and your role as a county commissioner, talk with current county commissioners and officials. Also, try to attend meetings of the various departments and organizations that deal with your county.

AMC publishes a bi-monthly newspaper, legislative updates, and fact sheets on important county issues. AMC’s web site at www.mncounties.org holds a wealth of information that can help you in your new role as a county commissioner.

AMC also holds an annual conference, various policy committee, and legislative meetings throughout the year to keep county commissioners informed and educated about county government issues.

Revised May 2016

AMC is here to help county officials better serve their communities.

The Association of Minnesota Counties (AMC) is a voluntary, non-partisan statewide organization that has assisted the state’s 87 counties in providing effective county governance to the people of Minnesota since 1909. The association works closely with the legislative and administrative branches of government in seeing that legislation and policies favorable to counties are enacted.

AMC provides legislative advocacy, educational programs and training, research and communications for its member counties.

Visit www.mncounties.org for more information on issues that matter most to counties.
County commissioners are a county’s key policymakers, overseeing the operation and administration of the county. Commissioners are the elected officials of a county’s legislative branch, the County Board of Commissioners, serving in a similar role as a city councilmember or a state representative or senator. Commissioners are responsible for overseeing the county’s management and administration, representing county interests at the state and federal level, participating in long-range planning, and managing the county budget and finances.

Constituent and County Representative

Similar to other legislative bodies, the members of the County Board of Commissioners are elected by specific geographic districts in their home county. Your commissioner is responsible for representing the interests of your community during regular meetings of the county board and at state and federal events.

Commissioners meet regularly in policy-specific sub-committees to thoroughly examine county issues. The number and topics of sub-committees are unique to each county, but most counties include committees related to the topics of parks, public health, public safety, etc. Commissioners can choose to serve on their county’s board of appeal and equalization to respond to disputes regarding appraised property values.

Much of a commissioner’s time is spent serving on advisory boards or commissions that provide direct and indirect county services. These include: airports, libraries, community corrections, local public health boards, day care centers, nursing homes, hospitals, and joint solid waste commissions.

Commissioners serve as county representatives at public and private industry events at the state and federal level. Commissioners communicate their home county’s concerns to state legislators and federal policymakers, and promote economic development in the county at events for business groups and civic organizations.

County Management

State law defines the roles and responsibilities of commissioners including what commissioners can regulate through ordinances and resolutions. Commissioners develop and adopt county laws on a wide variety of topics such as public health, parks, solid waste management, roads and highways, zoning and land use.

One of the central roles commissioners perform in county management is overseeing the personnel system. Commissioners authorize personnel rules that affect county employee recruitment, classification, compensation, and termination. In many counties, they hire the administrative head of the county who is responsible for the day-to-day management of county services. Commissioners are also responsible for filling mid-term vacancies for the elected county offices of auditor, treasurer, sheriff, recorder, attorney, and coroner.
Commissioners also participate in activities that shape the future of their county through long-range planning initiatives, such as:

- **Lake improvement districts**: A program that preserves and protects an identified lake area.
- **Capital improvement plan**: A timeline for improvements to county assets such as administrative buildings, roads and bridges, public works facilities.
- **Comprehensive plan**: A guide for the future development of the county or any portion of the county including the development of policies, statements, goals, and interrelated plans; only for counties with fewer than 300,000 residents.

### Interested in becoming a commissioner?

**To be eligible, you must be:**

- A district resident for 30+ days.
- 21+ years of age.
- Eligible to vote.
- A citizen of the United States.

### County Budgets and Finances

Commissioners have the difficult tasks of approving the annual county budget and determining the county’s tax levy. Commissioners have to balance the needs of the county with the ability to raise revenues and pay for mandated state and federal programs. In their budget decisions, commissioners consult with county departments and their constituents to decide the funding for programs and projects in transportation, human services, public safety, public health, and energy and environment.

Mandated state programs are a major cost driver for counties and are often under-funded by the state. Commissioners authorize the receipt of and/or application for state and federal grants to pay for these programs, in addition to using local property tax dollars to supplement costs.

Commissioners also develop and approve the county’s capital improvement budget, which includes projects that usually last multiple years and require a significant public funding investment. Commissioners may adopt a capital improvement plan spanning at least five years and covering a wide variety of county needs from new highway maintenance vehicles to remodeling a historic courthouse.

Once commissioners know the total expenditures of the county budget, they determine the property tax levy. Outside of raising the levy, commissioners may explore other revenue sources such as new taxes and fees to cover the costs of the operating and capital budgets. For example, commissioners may decide to instate a wheelage tax or local option sales tax to support highway and other transportation projects.

In addition to the budget approval process, commissioners are responsible for the ongoing financial concerns of the county. Commissioners can direct the treasurer to invest public funds into governmental bonds, notes, bills, mortgages, and other securities. They also settle receipts and expenses of the county and monitor its overall fiscal health through reports from county officials and staff.

### Did you know?

AMC is here to help county officials better serve their communities.

Visit [www.mncounties.org](http://www.mncounties.org) for more information on issues that matter most to counties.
There are many statutes dealing with ethics in government, ranging from the Ethics in Government Act, (Minn. Stat. Chapter 10A) to Codes of Ethics for executive branch employees (Minn. Stat. 43A.38) to specific prohibitions on public officials having interests in contracts (see Minn. Stat. 471.87). Regardless of the specific prohibition or directive set forth by statutes, all of these statutes attempt to insure that public confidence in elected officials is not eroded by irresponsible conduct by elected officials.

County board members and officials should ensure that no conflicts of interest exist in matters that come before them for official action. County officials must not appear to trade on his or her position for any personal advantage.

All county officials must expect to be the subject of constant public scrutiny and officials may be required to accept restrictions on his or her conduct that may be viewed as burdensome by the ordinary citizen. County Board members must avoid impropriety and the appearance of impropriety. Although there is not a test for what gives rise to the appearance of impropriety, a yardstick one might use is to ask whether a person aware of the facts might reasonably entertain a doubt that the county official would be able to act with integrity, impartiality and competence.

The Ethics in Government Act (10A.01) at et. seq. applies not only to state officials but also to local officials of metropolitan governmental units and counties. However, many of the provisions set forth therein, such as conflicts of interest (under section 10A.07), are specifically made non-applicable to local officials with respect to a matter governed by Minn. Stat. 471.87 and 471.88.

Officials holding positions with any of the seven counties making up the metropolitan area need to refer more carefully to Minn. Stat. 10A.01 et. seq., for specific rules and regulations that apply to them. Statements of economic interest may also be required under section 10A.09 for officials in the metropolitan area.

### Specific Prohibited Conduct

No county official may have a direct or indirect interest in any contract, labor or business in which the county is a party (Minn. Stat. 10A.09).

1. This includes any contracts involving the purchase or sale of any property by or to the county. These sales constitute a direct conflict of interest (Minn. Stat. 382.18). Under Minnesota Statute 471.87, public officials are prohibited from voluntarily having a personal financial interest in any sale, lease or contract, or to personally benefit therefrom, when that public officer is authorized to take part in the making of that sale, lease or contract.

2. A violation of these provisions is a gross misdemeanor.

3. Examples of transactions that have been held to be prohibited:
   - A county may not contract with a newspaper in which one commissioner is an interested party.
   - A member of the county welfare board may not be compensated for services as appraiser.
   - A veterinarian who was a county commissioner could be barred from testing cattle under county contract.

There is a list of exceptions to this rule under Minn. Stat. 471.88 and this list should be referred to when questions arise. Some of those exceptions are as follows:

1. Dealings with a bank or savings association as an authorized depository for public funds.

2. The designation of an official newspaper if it is the only newspaper complying with statutory requirements relating to publication.

3. A contract with a cooperative association of which the county official is a shareholder or stockholder but not an officer or manager.

4. A contract for which competitive bids are not required by law.

5. A contract for renting space in a public facility, as long as it is at a rate commensurate with that paid by other members of the public.

6. Loans or grants to an officer from a local development organization.

7. The purchase or sale of property under condemnation proceedings.
Prohibitions on Acceptance of Gifts

A county board member may not accept gifts from a person or a representative of a person or association that has a direct financial interest in decisions that the county board member is authorized to make (Minn. Stat. 479.895, 10A.071).

However, a county board member or official may accept the following:

1. A contribution defined as anything of monetary value given or loaned to a candidate or committee for a political purpose (Minn. Stat. 211A.01, subd. 5)
2. Services to assist the county board member in the performance of official duties, including but not limited to providing advice, consultation, information and communication in connection with legislation and services to constituents.
3. Services of insignificant monetary value.
4. A plaque or similar memento recognizing individual services.
5. A trinket or memento of insignificant value.
6. Informational material of unexceptional value.
7. A food or beverage given at a reception, meal or meeting away from the county board member’s place of work by an organization before whom the board member appears to make a speech or answer questions as part of a program.
8. The prohibitions against gifts do not apply if a family member is giving the gift.

Avoidance of Conflicts of Interest

- Do not use non-public information, which, if released prematurely or in a non-summary form, could provide an unfair economic advantage, or adversely affect the competitive position of an individual or business.
- Do not accept outside employment or involvement in a business or activity that might require the disclosure or use of such confidential or non-public information.
- Do not use or allow the use of county time, supplies, or county-owned or leased property and/or equipment for private interest or for any other use not in the interest of the county, except as provided by law.
- When you believe the potential for a conflict of interest exists, it is your duty to attempt to avoid the situation. When in doubt, seek the advice of the county attorney to determine if a conflict of interest exists.
- Under the Ethics and Government Act (section 10A.02), a state ethical practices board has been created. That board may provide advisory opinions upon request of an individual or association that wishes to use the opinion to guide the individuals or the association’s own conduct.

Updated 2016

Incompatible Offices

As a county commissioner you may not hold another elected office during tenure as a board member. Nor may the county (Minn. Stat. 375.09) employ county commissioners.

Minn. Stat. 375.09 provides that no commissioner shall receive any money or other valuable thing as a condition of voting or inducement to vote for any contract or other thing under consideration by the board. Every such election, contract or payment voted for or made contrary to this section is void. Any violation of that statute is malfeasance in office.

Association of Minnesota Counties
125 Charles Avenue, St. Paul, MN 55103-2108
Main Line: 651-224-6540, Fax: 651-6540
www.mncounties.org
Minnesota’s Open Meeting Law

The Open Meeting Law requires that public business be conducted in public. The public has a right to attend the meeting and observe the transaction of public business. All formal and informal county board meetings, as well as county committee and subcommittee meetings, fall under this law. “Chance social gatherings” are exempt as long as no public business is discussed.

Neither the Open Meeting Law nor any other law guarantees the public an opportunity to speak during a meeting. The Open Meeting Law does not prevent the county board from adopting reasonable rules for the conduct of the meeting. Ultimately, the county board is responsible for conducting the public meeting and may restrict, order or adjust the flow of business in any manner it deems appropriate.

Open Meeting Law Requirements

Under the Open Meeting Law, counties are required to maintain, in a journal, a record of all votes taken at open meetings. This journal must be available to the public during regular business hours. A copy of the agenda must be available to the public during the meeting, along with all written materials prepared by the county and distributed to members of the county board. This includes written materials distributed to board members during the meeting as well as materials distributed before the meeting. The only materials exempt are those that are classified as non-public under the Data Practices Act. (Minn. Stat. 471.705, subd. 1b.)

Exceptions to Open Meeting Requirements

There are four situations when the county board can hold a closed meeting:

1. TO DISCUSS LABOR RELATIONS STRATEGY. This includes “negotiation strategies or developments or discussion and review of labor negotiation proposals” conducted in compliance with PELRA (Public Employee Labor Relations Association). While these meetings can be closed, the time and place of the meeting must be announced at an open meeting, a written roll of those attending the closed meeting must be made available to the public following the meeting, and a tape recording of the meeting must be made. This recording must be made available to the public after all contracts are signed and must be retained for two years after the last contract is signed. This is the only type of closed meeting that must be tape recorded.

2. DURING A PRELIMINARY DISCUSSION OF ALLEGATIONS OR CHARGES AGAINST AN INDIVIDUAL SUBJECT TO THE COUNTY’S AUTHORITY. The county board must close a meeting for a preliminary discussion of allegations or charges against an individual subject to the county’s authority. If the board concludes that discipline is warranted, further meetings or hearings may also be closed if they are a continuation of the initial meeting. Note that the meeting must be open if the person who is the subject of the allegations/charges requests the meeting to be open.

3. DURING EMPLOYEE PERFORMANCE REVIEWS. The county board may close a meeting to review the performance of a county employee as long as the person who is to be reviewed is identified prior to closing the meeting, and the board summarizes the results of the meeting at the next open meeting. The meeting must be opened if the person subject to the review requests the meeting to be open.

4. WHEN MEETING WITH COUNSEL TO DISCUSS ACTUAL OR THREATENED LITIGATION AGAINST THE COUNTY. The county board may close a meeting to discuss actual or threatened litigation with counsel. The Court appears to place on counsel the burden of deciding appropriateness of closure under this exception, and encourages lawyers to use this exception sparingly. This exception cannot be used when seeking general legal advice from counsel nor if litigation is assumed but not actually threatened or filed.

Open Meeting Law Notice Requirements

Under the Open Meeting Law, there are three kinds of meetings subject to varying notice requirements. Regular meetings refer to those meetings which are conducted routinely or on a prescribed schedule. Counties are required to keep a schedule of regular meetings on file at its primary office. Special meetings refer to meetings that are not conducted as part of the normal routine but are planned far enough in advance to be scheduled. Counties must post a written notice of the date, time, place and purpose of the meeting on the county bulletin board and the notice must be mailed or otherwise delivered at least three days before the meeting to each person who has filed a written request for notice of special meetings. As an alternative to mailing the notice, a county may publish notice in the official newspaper three days prior to the special meeting.

If an emergency meeting is called, all news mediums that have filed a request for notice of special meetings must be informed of the emergency meeting, either by telephone or any other means. Notification of the emergency meeting must include the subject of the meeting. An emergency meeting is defined as “a special meeting called because of circumstances that, in the judgment of the public body, require immediate consideration by the public body.” (Minn. Stat. 471.705, subd. 1c).

If a county board meeting or committee, special meeting or emergency meeting is recessed or continued, the meeting may be taken up without further notice, provided the time and place of the meeting was established during the previous meeting.

These notice requirements apply to all closed meetings as well as open meetings.
Interactive Television and Open Meetings

The 1997 Minnesota Legislature passed a law that allows local government bodies to meet by interactive television if certain criteria are met. Specifically, the law states that interactive meetings are permissible provided that:

- All members of the body can hear and see each other;
- Members of the public present at the regular meeting location can see and hear all discussion and testimony and all votes of members of the body;
- At least one member of the body is physically present at the regular meeting place;
- And all required public notice is provided, and includes information that the meeting will be conducted via interactive television.

Under the law, each member of a body participating in the meeting via interactive television is considered present and can participate in all proceedings, as long as the organization’s rules permit it.

Violations of the Open Meeting Law

Anyone who believes the county board has violated the open meeting law can seek legal action against individual members of the board. This is done by going through the county’s district court. Neither the county itself nor non-board members, such as the county auditor or the county coordinator, can be named in legal action resulting over violations of the Open Meeting Law.

Individual board members can face penalties of $300 per Open Meeting Law violation and removal from office after the third violation and removal from office after the third violation. Board members may also be liable for court costs and opponent’s attorney’s fees of up to $13,000.

According to the 1994 Open Meeting Law amendments, only willful violations of the law are subject to penalty. This means that “good faith” can qualify as a valid defense (i.e., reliance on an attorney’s opinion that the meeting can be closed would probably provide a “good faith” defense).

Did you know?

AMC is here to help county officials better serve their communities.

Visit [www.mncounties.org](http://www.mncounties.org) for more information on issues that matter most to counties.
**Order of Business**

- Call to Order
- Opening Exercises (optional)
- Quorum Established (number necessary to transact business legally)
- Minutes (motion to accept is not in order)
- Treasurer’s Report (motion to accept is not in order)
- Reports of Officers
- Reports of Standing Committees
- Reports of Special Committees
- Special Orders (matters that have been previously assigned priority)
- Unfinished Business (never old business)
- New Business
- Program (acceptable to “close” business meeting here but not to adjourn)
- Announcements
- Adjournment

**Presenting & Processing a Motion**

**Formal Method:**

1. Member rises and addresses the chair.
2. Chair recognizes member.
3. Member makes a motion (introduces the business).
4. Another member seconds the motion.
5. Chair repeats the motion.
6. Chair calls for discussion.
7. Chair takes vote on motion (putting the question).
8. Chair announces result of vote.

**Informal Method:**

In routine and noncontroversial matters, the chair may use a method known as “general consent.” The chair may identify an issue or matter that needs action and he/she could merely say, “Without objection, we will (describe action to be taken).” If there is no objection from the assembly to the proposed action, the chair can declare the action to be adopted. If there is so much as one objection, however, general consent may not be used and the manner must then be processed as a formal motion.
Amendments to Motion

To modify wording of a pending motion, it must be germane to the pending motion but the result may be to produce the opposite effect intended by the pending motion.

How Classified:
- Primary (First Degree) only applies to a main motion.
- Secondary (Second Degree) applies to a pending amendment; is also referred to as an amendment to an amendment.
- There can be no Third Degree amendments (the amendment to the amendment to the amendment).

Form of Amendment:

You say, “I move to amend the motion to:
- Insert or add (word/s)
- Strike (word/s)
- Strike (word/s) and Insert (word/s)
- Substitute (paragraph/s)

NOTE: After a motion is “stated” by the chair, the motion belongs to the assembly, not to the maker and any amendments thereto must be, and may be, adopted only by the assembly. Amendments must be processed either as a formal motion and must be voted upon by the assembly, or if the modification appears to be of a corrective or noncontroversial nature, the chair may process the modification informally under the rules of “general consent.” Note that if “general consent” is used that it is the unanimous consent of the “assembly” and not the consent of the “maker” that is obtained.

Statutory Authority

The primary procedural statutes that apply to county boards are:
- MS 471.705, Minnesota Open Meeting Law
- MS 373.02, How the powers are exercised
- MS 375.07, Meetings; Quorum
- MS 375.13, Chair

The county board may adopt its own specific procedural rules; those rules should also adopt a parliamentary authority (e.g. Robert’s Rules of Order Newly Revised) to cover situations not otherwise addressed by statute or by its specific procedural rules.

NOTE: This information is not intended to provide legal advice and may not be relied upon as such. Please consult your own legal counsel to maintain compliance with applicable laws.

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If You Want To... Then You Say:
- Introduce business
  “I move that...”
- Adjourn the meeting
  “I move that we adjourn.”
- Recess the meeting
  “I move that we recess for/until ...”
- Complaint about noise, temperature, etc.
  “Point of Privilege.”
- Defer action/put off discussion
  “I move we table the motion.”
- End debate
  “I move the previous question.”
- Postpone consideration of something
  “I move we postpone the matter until ...”
- Have something studied further
  “I move we refer to the committee ...”
- Amend a motion
  “I move to amend the motion to ...”
- Object to procedure
  “Point of Order.”
- Request information
  “Point of Information.”
- Request verification of voice vote
  “I call for a division of the house.”
- Take up a matter previously tabled
  “I move we take from the table ...”
- To reconsider (from prevailing side only)
  “I move we reconsider ...”
- Consider something out of scheduled order
  “I move we suspend the rules to ...”
- Challenge the ruling of the chair
  “I appeal the ruling of the chair.”
- Rescind
  “I move we rescind.”

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Association of Minnesota Counties

125 Charles Avenue, St. Paul, MN 55103-2108
Main Line: 651-224-6540, Fax: 651-6540
www.mncounties.org
SECTION 2: General Financial Information
The budget is one of the most important documents a county government prepares because it identifies the services to be provided and how they are to be financed. Almost every decision, activity and program in a county government can be expressed in the financial language of the budget. To fully understand county budgets, it is essential to know the critical parts of the budget document, the primary budget players, the budget process, the different types of budgets, and how the budget is a tool for governing.

**Critical Parts of a County Budget Operating Budget**

The operating budget section is usually the longest of the budget document. This section outlines the operational and spending plans for county government agencies and programs. The operating budget is an aggregation of the individual budgets of each department and agency. Information on the mission, staffing levels, performance objectives and indicators, expenditure levels, and possibly even financing sources, are presented for each county department and agency.

**Financial Summaries**

The financial summary section of a county budget summarizes information contained in the operating detail section. At minimum, most financial summaries present a consolidated budget summary, cross-classify financial data, and present information on revenues, indebtedness, and capital spending.

A capital budget is the appropriation of bonds or operating revenue for improvements to facilities and other infrastructure. A capital project is the acquisition or construction of fixed assets, which are of a long-term and permanent nature. Examples include land, buildings, streets and highways, bridges, sewers, and parks.

**Primary Budget Players**

- **County Commission:** The ultimate holder of the purse strings. Makes and approves all budgetary changes.

- **Chief Financial Officer (CFO):** The primary architect of the budget. Provides options and recommendations to County Commission. This may be the County Administrator or Coordinator, Auditor, Financial Manager or other individual given this responsibility by the board.

- **Central budget office/finance office:** The CFO’s main tool in preparing the budget for consideration and coordinating its implementation. Performs analyses and makes projections of revenues, expenditures and trends. This function can be performed in many offices.

- **Department officials:** The day-to-day managers of county programs and services.

**The Budget Process**

The budget process is nearly as important as the budget itself. The process determines whose opinions will be solicited and how they will be weighed. The period for which a budget is authorized typically spans a fiscal year that may correspond to a calendar year or to some other twelve-month period. Budgeting is a yearlong process that consists of four phases: preparation, adoption, implementation and evaluation. Below is a typical budget process.

**JUNE:** Distribute instructions and forms for the next fiscal year to department managers for proposed capital improvements. Deadline for submission of capital improvements proposed by departments. Planning Department begins preparation of budget for capital improvement plan.

**JULY:** Distribute operating budget request forms to department managers. Managers prepare department budgets. Begin study of capital improvements program.

**JULY/AUGUST:** Complete preliminary revenue estimates, based on current years’ experience. Managers submit departmental budget requests, which are reviewed for accuracy and adherence to guidelines.

**SEPTEMBER:** Conduct meetings with department managers. Submit preliminary levy to the state. Note: the final levy cannot be higher than this amount.

**OCTOBER:** Prepare revenue estimates based on current year expenditures. Complete preliminary budget, including staff recommendations.

**NOVEMBER:** Submit budget to County Commission for approval.

**DECEMBER:** Conduct Truth in Taxation Hearing. County board finalizes budget decisions and adopts budget.

**JANUARY:** New fiscal year begins. Adopted budget implemented, annual financial reports are prepared, external auditor hired and budget review conducted.

**JANUARY-DECEMBER:** Financial audit completed and submitted to the state auditor. Adopted budget is implemented, monitored and evaluated.
Major Types of Budgets

**Line-item Budget:** Focus is on financial accountability. Control oriented.
- Departmental outlays are grouped according to the items that will be purchased, with one item or group of items on each line (e.g. salaries and wages, contract services, supplies and equipment).
- Predominant form of budgeting because it is easiest to prepare and implement.

**Performance Budget:** Focus is on improving service delivery. Output oriented.
- Budget becomes a work contract between departments and commission based on desired service levels.
- Workload measures help justify the budget; cost and output measures help evaluate whether service delivery is efficient and economical; and outcome measures reveal to what extent programs are achieving their goals.

**Program Budget:** Focus is on goal attainment or effectiveness. Outcome oriented.
- Organizes budgetary information into a set of organized activities directed to particular goals. Funds are allocated along program rather than departmental lines.
- In pure form, depends heavily on analytical techniques (e.g. cost- benefit analysis) to determine best allocation of resources.

**Zero Base Budget:** Focus is on cost efficiency of services. Priority ranking oriented.
- Departments divide their activities into discrete services called decision units.
- Decision units area considered at various funding levels called decision packages (elimination, minimum, current and enhancements) and rank ordered.
- Departmental rankings are merged across the whole governmental unit to form a single, ranked list and final resource allocations are assigned.

**Target Base Budget:** Focus is on limiting expenditures. Justification oriented.
- Revenue projections are done and a proportion is set aside for discretionary budget decisions. The remainder of the budget is allocated to departments based on historical share.
- Departments submit budgets showing spending plans for target base budget. Departments also submit requests that justify the need for enhancement packages, which are funded out of the discretionary set aside.
- Typically used in budget cutting situations.

The Budget: A Tool for Governing

- **Policy making tool:** All budgets reflect decisions about a variety of policy issues. Ignoring the policy dimensions of budgeting may result in poor policy decisions by default. (For example, failure to allocate funds for ADA renovations could allow outdated policies to remain in effect.) The budget format, presentation, and even wording of a document all influence the making of public policy. A budget that explicitly reveals trade-offs can help ensure the making of policy—rather than the obscuring of policy—is the primary focus.
- **Planning and Management tool:** A budget is a plan of financial activity for a specified period of time (either a fiscal year or biennium) indicating all planned revenues and expenses for the budget period. It provides a mechanism to allocate resources for the pursuit of community goals. Budgeting helps policy makers set goals, and assists program managers and department heads in improving organizational performance.
- **Communication tool:** The budget is a concise way for decision makers to communicate changes in priorities and rationale for decisions made. The budget document and process can be an effective tool in helping citizens understand the need for change and the reasons behind policy and political decisions. A budget also provides a means of establishing public accountability by offering residents a clear statement of how tax money is spent and proof that county finances are in good shape.

Sources and additional references:


Petersen, John E. and Stachota, Dennis R., Local Government Finance (Chicago, IL: Government Finance Officers Association of the United States and Canada, 1991)


Revised January 2017
Minnesota counties report their fund balances at the close of their fiscal year, which ends December 31. This creates an impression that counties have excessive amounts of revenue held in reserve. In reality, county fund balances should be relatively large at the end of the year because of local government cash-flow cycles. Counties must rely on their fund balances to meet expenses during the first five months of the next fiscal year, until they receive the first property tax payments (May) and aid payments from the state (July).

Unlike state government, which collects income tax withholding and sales tax receipts regularly throughout the year, many counties do not have a constant flow of revenue from which they are able to fund local government operations. Property tax levies, state aid, and property tax credits comprise the majority of county discretionary revenues. Minnesota laws govern the flow of these major revenue sources into county treasuries.

- Counties receive the first half of property taxes from property owners by May 15 of each year.
- Counties receive the first half of their state aid and property tax credits from the state on July 20 of each year.
- Counties receive the second half of property taxes from property owners by October 15 of each year.
- Counties receive the second half of their state aid and property tax credits from the state on December 26 of each year.

Given this state-controlled flow of revenue, county fund balances (which are measured on December 31) are the primary source of funds available to counties for their operating expenses during the first five months of the next fiscal year. An adequate fund balance will provide counties with the cash flow required to finance expenditures and avoid short-term borrowing.

Unique Circumstances of Each County Determine the Size of Fund Balance

While counties must rely on the fund balances for cash flow purposes during the first five months of a year, the unique circumstances of each county will determine the size of a fund balance that must be maintained to avoid the need for short-term borrowing and to operate effectively.

The unique fiscal characteristics of individual counties make it impossible to apply a single standard for fund balances to all counties. While some counties may require a fund balance equivalent to 40 percent of their total current expenditures, other counties may need a fund balance equal to only 10 percent of their total current expenditures. Numerous factors must be considered when determining the level of reserves necessary to avoid short-term borrowing.

If counties receive relatively large amounts of revenue from sources such as fees, fines, charges for services, other intergovernmental grants and aids, or interest on investments during the first five months of the calendar year, then they will be less dependent on their fund balances for cash flow purposes.

Counties are often able to delay certain purchases until after the initial property tax and state aid payments are received. While payments from employee salaries, wages, and most benefits cannot be delayed during the first five months of the year, purchases of supplies and capital equipment may be delayed.

The individual cash flow needs of a county will determine the minimum fund balance that is necessary for it to operate effectively. Counties may need less reserves in their General and Special Revenue they may borrow or transfer resources, or if they receive significant revenues from sources other than property taxes and state aid payments (i.e. charges for services). Conversely, counties that rely heavily on property taxes and state aid for the majority of their revenues will need relatively large fund balances to meet their cash flow needs from January 1 through June 1 of every calendar year.

Source: Appendix B of Revenues, Expenditures, and Debt of Minnesota Counties for the Year Ended December 31, 2000, written and published by Office of the State Auditor.
County Program Aid

Prior to calendar year 2004, counties received property tax aid under a number of different programs. Beginning in 2004, the aid programs were consolidated into one general aid program, called county program aid (CPA). The county aid programs that were consolidated include the following:

- attached machinery aid (Minn. Stat. § 273.138)
- homestead and agricultural credit aid (HACA) (Minn. Stat. § 273.1398, subd. 2)
- manufactured home homestead and agricultural credit aid (Minn. Stat. § 273.166)
- county criminal justice aid (CCJA) (Minn. Stat. § 477A.0121)
- family preservation aid (FPA) (Minn. Stat. § 477A.0122)

From calendar year 2005 on, CPA has been allocated by two formulas, need aid and tax-base equalization aid, with just under half the money being distributed through the need aid formula and just over half being distributed through the tax base equalization aid formula. The table on the next page shows how a county’s aid is calculated under each formula.

Seven counties whose relative share of the total CPA formula allocation in calendar year 2005 was significantly less than their share of 2004 program aid qualify for “transition aid.” Each county’s transition aid amount is permanently fixed at one-third of the amount it received in 2005. The total amount of transition aid for calendar year 2013 is $464,000.

For 2008 to 2011, county program aid payments were less than the levels that had been certified due to state budgetary conditions. In 2010, the total appropriation was permanently reduced by approximately $34 million, and then further reduced by another $32 million in 2011.
## Calculation of County Program Aid

<table>
<thead>
<tr>
<th>Need Aid</th>
<th>Tax-base Equalization Aid</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Share of Appropriation:</strong></td>
<td><strong>Share of Appropriation:</strong></td>
</tr>
<tr>
<td>$100.5 million (CY 2005-2008)</td>
<td>$105 million (CY 2005-2008)</td>
</tr>
<tr>
<td>$111.5 million (CY 2009)</td>
<td>$116.1 million (CY 2009)</td>
</tr>
<tr>
<td>$113.7 million (CY 2010)</td>
<td>$118.5 million (CY 2010)</td>
</tr>
<tr>
<td>$96.4 million (CY 2011-2012)</td>
<td>$101.3 million (CY 2011-2012)</td>
</tr>
<tr>
<td>$80.8 million (CY 2013 and thereafter)</td>
<td>$84.9 million (CY 2013 and thereafter)</td>
</tr>
</tbody>
</table>

**Reductions from the appropriation:** $500,000 annually for court-ordered counsel and public defense costs

**Reduction from the appropriation:** up to $214,000 annually to pay for the preparation of local impact notes

**Factors used in the formula:**
- **age-adjusted population**, which ranges from 80% to 180% of the county’s actual population based on the percentage of the county’s population over 65 years, compared to the statewide average
- **average monthly number of households receiving food stamps** in the county over the last three years
- **average number of Part I crimes** reported in the county over the last three years (These are the most serious crimes)

**Tax-base equalization factor used in the formula:**

\[
\text{Factor} = N \times (185 \times \text{population} - 9.45\% \times \text{county adjusted net tax capacity})
\]

where \(N\) equals:
- 3 if the county population is less than 10,000
- 2 if the county’s population is at least 10,000 but less than 12,500
- 1 if the county’s population is at least 12,500 but less than 500,000
- 0.25 if the county’s population is 500,000 or more

**The formula:**
- 40% of the appropriation is distributed to each county based on its relative share of the total age-adjusted population in the state
- 40% of the appropriation is distributed to each county based on its relative share of the total average monthly number of households receiving food stamps in the state
- 20% of the appropriation is distributed to each county based on its relative share of the average number of Part I crimes reported in the state

**The formula:**
- 100% of the appropriation is distributed based on each county’s relative share of the sum of the tax-base equalization factors for all the counties in the state

**For more information:** Contact legislative analyst Steve Hinze at 651-296-8956. Also see the House Research publication *Aid Cuts to Local Governments in CY 2003 and 2004*, February 2004.
The “NEW” County Program Aid

Updating the County Program Aid Formula to Support Today’s Counties

Minnesota has a tradition of state-mandated, county-administered programming that requires counties to deliver essential services in public safety, human services, transportation, and other vital program areas on the state’s behalf. To help pay for these services, the state distributes funding to counties via County Program Aid (CPA) with the additional goal of potentially offsetting county tax levy growth.

Problems with the Current CPA Formula

The total appropriation counties receive in state aid has fluctuated drastically over the past twenty years, and is significantly depressed in real dollar value. The 2014 CPA allocation appears almost equal to 1996’s amount, but after accounting for inflation, the 2014 allocation is actually $70.2 million less.

1/3 of Minnesota’s counties have lost more than 50% of their CPA allocation in the past 10 years and 27 counties failed to receive a portion of their CPA entirely.

More recently, counties have seen drastic variations in aid allotments which not only cause uncertainty during the budgeting process, but can force boards to raise levies and cut vital community services.
Current CPA Formula

The CPA formula is broken into three parts: need aid, tax base equalization aid (TBEA), and transition aid. The state appropriates approximately equal amounts into need aid and TBEA where the funds are distributed to counties based on the following county characteristics:

<table>
<thead>
<tr>
<th>Need Aid</th>
<th>Tax Base Equalization Aid (TBEA)</th>
<th>Transition Aid</th>
</tr>
</thead>
<tbody>
<tr>
<td>40% distributed to each county based on the county’s share of the state’s population over 65 years of age.</td>
<td>N x ($185 x county population - 9.45% of the county’s adjusted net tax capacity)</td>
<td>Seven counties receive a fixed amount at one-third of the allocation they received in 2005 to compensate for a reduced CPA distribution after the program’s inaugural year.</td>
</tr>
<tr>
<td>40% distributed to each county based on the county’s share of the state’s population receiving food stamps.</td>
<td>N = factor determined by the county’s population (smaller population receives a higher number)</td>
<td></td>
</tr>
<tr>
<td>20% distributed to each county based on the county’s share of the number of Part I crimes reported in the state.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

New CPA Formula

The Association of Minnesota Counties (AMC) convened a work group to study the CPA formula and recommend improvements. The work group included leadership from over twenty counties along with input from the Minnesota Inter-County Association (MICA) and the Minnesota Rural Counties Caucus (MRCC). After more than a year of work, the work group developed recommendations that reduce volatility and protect counties from losing significant funding when there is a sudden shift in their demographics.

The following is a summary of the changes recommended by the work group:

- A funding increase of $40 million;
- The creation of a funding floor that guarantees each county $350,000 in TBEA;
- Formula revisions to slow down counties’ loss of TBEA funding, including: an increase of the per capita factor to $190 and a decrease of the county adjusted net tax capacity (ANTC) factor to 9 percent;
- The elimination of special funds and transition aid; and
- The creation of a 5% cap on annual CPA losses; ensuring no county will lose more than 5% of its funding each year.

In an age when counties are forced to do more with less, while still providing quality services and maintaining low property tax burdens, CPA remains an important tool in providing counties with the resources to fund transportation, human services, public safety, and many other programs of statewide importance.

For more information, please contact:
Matt Hilgart, General Government Policy Analyst
651-789-4343 or mhilgart@mncounties.org
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October 2015
Debt Management for Counties

By Jim Culotta, Research Assistant, National Association of Counties (NACo)

The act of borrowing, obtaining funds today in exchange for a promise to pay them back tomorrow, is one of the most potent and profound activities undertaken in government finance. In recent years, counties have increasingly turned toward the issuance of debt to help finance basic infrastructure projects, such as schools, roads, and hospitals. A poorly designed or poorly managed bond issue can burden taxpayers with excess interest costs over the life of the issue. For this reason, it is more critical than ever that counties effectively manage their debt.

Debt Policy: An Important Financial Management Tool

A formal debt policy is an essential part of effective financial management and should be incorporated into a county’s capital improvement program. There are several reasons to establish a debt policy. First, it establishes the parameters for the issuance of debt, which help prevent exceeding acceptable levels of indebtedness. Second, debt policies give investors and rating agencies evidence of the county’s commitment to sound financial management. Third, debt policies provide consistency and continuity for public policy development and help guide county decision makers.

The Government Finance Officers Association (GFOA) recommends that all state and local governments intending to issue debt develop a comprehensive debt policy. A debt policy should include the following elements:

- Purposes for which debt may be issued.
- Legal debt limitations, or limitations established by policy.
- Use of moral obligation pledges.
- Types of debt permitted to be issued and criteria for issuance.
- Structural features that may be considered.
- Credit objectives.
- Method of sale.
- Selection of external financial professionals.
- Refunding of debt.
- Disclosure (primary and secondary market).
- Compliance with federal tax law provisions, including arbitrage requirements.
- Integration of capital planning and debt financing activities.
- Investment of bond proceeds where otherwise not covered by explicit written law or written investment policy.

In order to be an effective management tool, debt policy provisions must be compatible with the jurisdiction’s goals pertaining to the capital program and budget, the financial plan, and the operating budget. It is important to find the appropriate balance between establishing limits on the debt program and providing sufficient flexibility to respond to unforeseen circumstances and opportunities. The debt policy should be formally adopted by the county board and continuously monitored to ensure compliance.

Analyzing Debt Capacity and Establishing Debt Limits

When a county issues bonds, it enters into a long-term commitment that requires it to make timely principal and interest payments over the life of the bonds. Therefore, the county needs to ensure that future debt service payments to bondholders can be made on time, without jeopardizing essential county services. A comprehensive and routine analysis of debt capacity provides assurance that the amount of debt issues by the county is affordable and cost-effective. An analysis of debt capacity should cover the following range of factors:

- Statutory or constitutional limitations affecting the amount that can be issued.
- Other legal limitations, such as coverage requirements or additional bonds tests imposed by bond covenants.
- Measures of the tax and revenue base.
- Evaluation of trends relating to the county’s financial performance.
- Debt service obligations.
- Measures of debt burden on the community.
- Tax-exempt market factors affecting interest costs.

Bond Ratings

When a county borrows money by selling bonds, the most important variable that determines the interest cost of the bonds is their bond rating. Bond ratings are an assessment of credit quality or, conversely, the risk that the borrower will not make scheduled payments of principal and interest. Rating agencies base their ratings on a number of key economic, debt, financial and governmental factors.

Economic Factors

Rating agencies focus on major employers and taxpayers, regional economic factors, the impact of national and international economic developments on the local economy, and demographic data regarding the county’s population (such as per capita income, average age, educational attainment, etc.).

Debt Factors

Rating agencies evaluate debt per capital, debt as a percentage of the assessed value of property, debt service as a percentage of annual revenues, payout rate, use of short term or variable rate debt, authorized but unissued debt and the legal structure of the issue’s security.

Financial Factors

Rating agencies analyze the county’s comprehensive annual financial reports, annual budgets, revenue and expenditure composition and growth rates, accounting methods, contingent obligations (such as pension liabilities), intergovernmental transfers, and cash liquidity levels.
Administrative Factors
Rating agencies assess the county’s management professionalism, ability to respond to economic adversity, willingness of elected officials to make unpopular financial decisions, the county’s state objectives related to debt management, economic development activities, tax policies, capital improvement planning, employee relationships (e.g. unions), and the county’s willingness to adhere to long-range financial plans.

Major Forms of Debt Securities

General Obligation (GO) Bonds are the most common form of debt issuance by state and local governments. These securities are commonly referred to as “full-faith-and-credit” bonds because they are based on the pledge of a government unit to levy the necessary taxes to pay the interest and retire the principal. Unlimited-tax GO bonds legally obligate the county to levy taxes on all assessed property within its jurisdiction at whatever level necessary to meet the debt service payments. Limited-tax GO bonds are backed only by special taxes such as a sales tax; others are backed only by specific revenue sources. Historically, voter approval has been required to authorize the issuance of GO bonds. However, a growing number of jurisdictions have been given authority to issue limited amounts of GO bonds without referendum.

Revenue Bonds are limited-liability obligations. The security for revenue bond issues is provided by a pledge of a specific revenue stream - usually derived from the project being funded or the enterprise system of which the project is a part. This ensures equitable distribution of the debt burden. These bonds are not backed by the taxing power, and as a result, they are not included in the usual debt limits. Unlike GO bonds, revenue bonds typically do not require voter approval.

Certificates of Participation (COP) are a form of lease obligation in which the county enters into an agreement to pay a fixed amount annually to a third party, usually a nonprofit agency or a private leasing company. Otherwise, they do what municipal bonds do: They raise money to acquire equipment or construct a facility. According to municipal finance experts, almost anything can be engineered for lease. COPs do not need voter approval, and they do not generally count toward a jurisdiction’s debt volume limitations. Payments are subject to annual appropriations. However, COPs are not permissible in all states, and they are generally more expensive to issue than bonds due to the involvement of a third party. More importantly, COPs are considered riskier investments because government can, in any given year, negate a lease contract without being considered in default. As a result, investors often require higher interest rates.

How To Win A Bond Referendum
Most capital finance experts agree that bond referendums are risky business. This helps explain why a growing number of local officials are turning to COPs and other bond alternatives that do not require voter approval. However, bonds remain the basic means of raising money for capital improvements. When the voters say no to a bond referendum, more than a worthwhile infrastructure project may be at stake. A county’s bond rating may be downgraded if county officials can’t deliver the votes most of the time. The following are a few tips for a successful bond referendum campaign:

- Start off with a clearly defined statement of purpose - why the project that will be bond-financed is necessary.
- Get your voters attention and educate them on the issue.
- Meet with the news media early and often to gain their support and free publicity.
- Develop a good track record by promising only what you can deliver.
- Finance the bond campaign adequately by tapping funds from private industries and county government agencies affected by the bond, if allowable by law.

Internet Resources
Moody’s Investors Service (http://www.moodys.com)
Standard & Poor’s Rating Services (http://www.standardpoor.com)
Government Finance Officers Association (http://www.gfoa.org)
Municipal Securities Rulemaking Board (http://www1.msrb.org)
The Bond Buyer (http://www.bondbuyer.com)

Revised July 2002
## Who Does What?

### A Guide to Minnesota’s Property Tax System

<table>
<thead>
<tr>
<th>ASSESSOR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Locates the property to be taxed, estimates its market value (how much the property would sell for in today’s market), and assigns it to a class according to its use.</strong></td>
</tr>
<tr>
<td><strong>Sends out notices in the spring to “all property owners.”</strong></td>
</tr>
<tr>
<td><strong>Multiplies the estimated market value of each piece of property by the tax capacity percentage set by law for its class. The result is the tax capacity.</strong></td>
</tr>
<tr>
<td><strong>Adds together the tax capacities for all the property in the taxing district and gives the total to:</strong></td>
</tr>
</tbody>
</table>

### Boards of Appeal and Equalization

<table>
<thead>
<tr>
<th>CITY OR TOWNSHIP BOARD OF APPEAL AND EQUALIZATION:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The city council or township board.</td>
</tr>
<tr>
<td>Meets between April 1 and May 31.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COUNTY BOARD OF EQUALIZATION:</th>
</tr>
</thead>
<tbody>
<tr>
<td>County board of commissioners.</td>
</tr>
<tr>
<td>Meets for two weeks in June.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STATE BOARD OF EQUALIZATION:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissioner of Revenue.</td>
</tr>
<tr>
<td>Meets between April 15 and June 30.</td>
</tr>
<tr>
<td>The review board may change the estimate of the market value of the classification.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MINNESOTA TAX COURT:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small claims or regular division.</td>
</tr>
</tbody>
</table>

### Taxing Districts

(Your School District, City or Township, County, etc.)

| **Determine the services (such as street maintenance, fire and police protection) to be provided in the coming year.** |
| **Estimate the costs of those services and determine what portion will come from property taxes.** |
| **Prepare proposed budget/levy amounts** |
| **Send final levy amounts to:** |
| **Hold Truth-in-Taxation (TnT) hearings on budgets (if required by state law).** |
| **Send final levy amounts to:** |

### Finance Department

<table>
<thead>
<tr>
<th>AUDITOR/TREASURER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determines the tax capacity rates and also uses the state general tax rate by dividing the proposed levy by the proposed total amount of tax capacity in the taxing district.</td>
</tr>
<tr>
<td>Auditor uses state general tax rate to compute taxes (certified by the Commissioner of MN Dept. of Revenue).</td>
</tr>
<tr>
<td>Calculates the amount of each property owner’s proposed state paid credits and net tax amount.</td>
</tr>
<tr>
<td>Prepares TnT notice and mails to each taxpayer.</td>
</tr>
<tr>
<td>Recalculates the amount of each property owner’s tax based upon the final levy amounts.</td>
</tr>
<tr>
<td>Prepares a listing of the tax on all property owners in the county and gives the list to:</td>
</tr>
<tr>
<td>Creates the property tax statements from the county tax lists.</td>
</tr>
<tr>
<td>Mails the statements by March 31 of the following year.</td>
</tr>
<tr>
<td>Property owners mail in their payments (due in two installments on May 15 and October 15; except that the second installment of taxes on agricultural property is due on November 15).</td>
</tr>
</tbody>
</table>
VISIT YOUR LOCAL ASSESSOR’S OFFICE
• Check the facts.
• Compare neighboring property values.
• Seek an adjustment.

APPEAL TO CITY OR TOWNSHIP “BOARD OF REVIEW”
• Meets in April or May.
• Appeals in person or by letter.
• Call city or township clerk for appointment.

APPEAL TO COUNTY “BOARD OF EQUALIZATION”
• Meets for two weeks in June.
• Appeal in person or by letter.
• Call county auditor or assessor for appointment.

APPEAL TO MINNESOTA TAX COURT
• Appeal by April 30 of year following assessment.

1-STEP APPEAL

3-STEP APPEAL

REGULAR DIVISION
• Attorney recommended.
• Decisions appealable to Supreme Court.
• Can be used for any property.
• Must be used for property assessed over $100,000.

SMALL CLAIMS DIVISION
• Attorney not necessary.
• Decisions are final.
• Use for your home, or any property assessed under $100,000.

THE DIAGRAM BELOW SHOWS THE STEPS IN CONTESTING YOUR PROPERTY VALUATION:
## Property Tax Classification Rates 2016

### Property Type 2016 Class Rate Tax Code

<table>
<thead>
<tr>
<th>Property Type</th>
<th>2016 Class Rate</th>
<th>Tax Code(a)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disabled Homestead up to $50,000(b)</td>
<td>0.45</td>
<td>R</td>
</tr>
<tr>
<td>Residential Homestead(b)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Up to $500,000</td>
<td>1.0%</td>
<td>R</td>
</tr>
<tr>
<td>Over $500,000</td>
<td>1.25</td>
<td>R</td>
</tr>
<tr>
<td>Residential Nonhomestead</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single unit:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Up to $500,000</td>
<td>1.0</td>
<td>R</td>
</tr>
<tr>
<td>Over $500,000</td>
<td>1.25</td>
<td>R</td>
</tr>
<tr>
<td>Apartments (4 or more units)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Up to $106,000 per unit</td>
<td>0.75</td>
<td>R</td>
</tr>
<tr>
<td>Over $106,000 per unit</td>
<td>0.25</td>
<td>R</td>
</tr>
<tr>
<td>Low-income apartments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>House, garage, and one acre (HGA) (d)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other land and buildings:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Up to $1,500,000</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>Over $1,500,000</td>
<td>1.0</td>
<td></td>
</tr>
<tr>
<td>Agricultural Nonhomestead</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rural Vacant Land Nonhomestead</td>
<td>1.0</td>
<td></td>
</tr>
<tr>
<td>Managed Forest Land</td>
<td>0.65</td>
<td></td>
</tr>
<tr>
<td>Commercial-Industrial-Public Utility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electric generation machinery</td>
<td>2.0</td>
<td>R</td>
</tr>
<tr>
<td>Other:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Up to $150,000</td>
<td>1.5</td>
<td>S1, R</td>
</tr>
<tr>
<td>Over $150,000</td>
<td>2.0</td>
<td>S1, R</td>
</tr>
</tbody>
</table>

(a) Tax Codes: S1=Subject to state general levy (commercial-industrial rate); S2=Subject to state general levy (seasonal-recreational rate); R=Subject to operating referenda (all property is subject to school bond referenda).

(b) Homesteads of disabled veterans have $300,000 of market value excluded if the disability is permanent and total (100 percent), or $150,000 excluded otherwise, provided that the disability is rated 70 percent or higher. Properties receiving a market value exclusion do not qualify for the disabled homestead classification rate.

(c) A portion of each homestead’s value is excluded before determining the home’s net tax capacity. The exclusion is 40 percent of the home’s value, or a maximum exclusion of $30,400 for a home valued at $76,000. The exclusion amount is reduced by 9 percent of the home value in excess of $76,000. There is no exclusion for homes valued at $413,800 or above.

(d) Same as residential homestead.

(e) The first-tier valuation limit for agricultural homestead property is annually adjusted by the Commissioner of Revenue.

(f) Nonprofit service organizations that generate revenue qualify for this classification by making charitable donations at least equal to the previous year’s property taxes and making the facility available for public meetings at no charge.

March 2016

### More detailed information on Property Taxes can be found on the Minnesota House of Representatives Research Department web site at:

http://www.house.leg.state.mn.us/hrd/topics.asp?topic=21
CATEGORICAL AID: Aid given to a local unit of government to be used only for a specific purpose.

CIRCUIT BREAKER: See “Property Tax Refund.”

CLASS RATES: The percent of market value set by state law that establishes the property’s tax capacity subject to the property tax.

COUNTY PROGRAM AID: State property tax relief aid to counties, distributed with a formula based on needs (households on foodstamps, age of the population, number of serious crimes) and tax base equalization for counties with smaller tax bases.

EDUCATION AID: The total amount of state dollars paid for K-12 education. This aid is paid to the school districts.

FISCAL DISPARITIES: A program in the Twin Cities metropolitan area and on the iron range in which a portion of the commercial and industrial property value of each city and township is contributed to a tax base sharing pool. Each city and township then receives a distribution of property value from the pool based on market value and population in each city.

GENERAL PURPOSE AID: Aid given to units of government to be used at their own discretion. Examples are Local Government Aid and County Program Aid.

HIGHWAY AID: Motor fuels tax and license tab money the state distributes to counties, cities and townships for highways and bridges.

HOMESTEAD: A residence occupied by the owner.

INDIVIDUAL INCOME TAX: A state tax on the income of residents and non-residents with Minnesota sources of income that is deposited into the state general fund.

LEVY: The imposition of a tax, associated with the property tax.

LEVY LIMIT: The amount a local unit of government is permitted to levy for specific services under state law.

LIMITED MARKET VALUE: A state imposed limit on property value increases for the purpose of calculating property taxes.

LOCAL GOVERNMENT AID (LGA): A state government revenue sharing program for cities with low property wealth or high service burdens that is intended to provide an alternative to the property tax.

LOCAL SALES TAX: A local tax, authorized by the state, levied on the sale of goods and services to be used for specific purposes by the local government.

LOCAL TAX RATE: The tax rate usually expressed as a percentage of tax capacity, used to determine the property tax due on a property.

MARKET VALUE: An assessor’s estimate of what property would be worth if it were sold.

MARKET VALUE AGRICULTURE CREDIT: A state credit to reduce the property tax paid by agricultural homesteads to the local taxing jurisdiction.

MARKET VALUE HOMESTEAD CREDIT: The Market Value Homestead Credit (MVHC) program was eliminated during the 2011 Special Session for taxes payable in 2012 and beyond. The credit was replaced with a market value exclusion (defined below). This guide describes the (MVHC) reimbursement program. The program was designed to provide state-paid property tax relief to owners of certain qualifying homestead property.

MARKET VALUE HOMESTEAD EXCLUSION: The exclusion reduces the taxable value of qualifying homesteads. Despite the decreased taxable value, taxes will increase on most properties including apartments and businesses and is independent of any action taken by local governments. The exclusion provides for a portion of each home’s market value to be excluded from its value for property tax calculations. The amount of value excluded is directly proportional to the MVHC the home received under the old law. In this way, each home contributes a smaller amount to each taxing jurisdiction’s tax base. The tax rate tends to be a little higher because of the reduced tax base, which is why taxes increase for the other types of property. The tax burden on any given homestead could be lesser or greater depending upon the mix of properties in the jurisdiction and the level of the tax rate.

PROPERTY TAX: A tax levied on any kind of property.

PROPERTY TAX REFUND: A partial property tax refund program for those who have property taxes out of proportion with their income. This program is available to homeowners and renters.

SALES RATIO STUDY: A study conducted by the Department of Revenue of open market property sales, which is then compared to local assessments to ensure that local assessments adequately reflect the market.

STATE GENERAL PROPERTY TAX: A state-imposed property tax on commercial, industrial, and seasonal recreational properties.

STATE SALES TAX: A state tax (6.875%) levied on the sale of goods and services that is deposited into the state general fund.

TAX CAPACITY: The valuation of property based on market value and class rates, on which property taxes are determined.
Property Tax 101: Basic Terms and Concepts

**Estimated market value**
The assessor determines each property’s estimated market value based on sales of comparable properties, cost of construction minus depreciation, income generated by the property (if applicable), and other relevant available information.

**Market value exclusions, taxable market value**
For some properties, a portion of the market value is excluded from taxation. All homesteads with an estimated market value below $413,800 have a portion of the market value excluded under the homestead market value exclusion. Other market value exclusions are provided through the “Green Acres” program and the disabled veteran’s exclusion. A property’s taxable market value is its estimated market value less any applicable market value exclusions.

**Net tax capacity, class rate**
A property’s net tax capacity is determined by multiplying the property’s taxable market value by the relevant class rate or rates. Class rates are set by statute, vary by property type, and are uniform statewide.

**Local taxing jurisdiction**
A local taxing jurisdiction is any local unit of government that has the authority to levy property taxes. Examples are counties, school districts, cities, towns, and “special taxing districts” such as watershed districts, housing and redevelopment authorities, and regional development commissions.

**Taxable net tax capacity**
A taxing jurisdiction’s taxable net tax capacity is the total net tax capacity of all properties within the jurisdiction, excluding property located in a tax increment financing district.

**Levy, levy limit**
Each local taxing jurisdiction certifies a levy equal to the amount it intends to raise from property taxes in the upcoming year. For some local taxing jurisdictions, the levy may be constrained by state-imposed levy limits.

**Local tax rate, total local tax rate**
The local tax rate of a taxing jurisdiction is determined by dividing the jurisdiction’s levy by the jurisdiction’s taxable net tax capacity. The total local tax rate for an individual property is the sum of the local tax rates of all taxing jurisdictions in which the property is located.

**Market value levy and tax rate**
Most voter-approved levies apply to the property’s market value rather than its net tax capacity. The market value tax rate is determined by dividing the jurisdiction’s market value levy by the total market value of all properties within the jurisdiction (excluding properties classified as agricultural or seasonal-recreational, since those property types are exempt from market value levies).

**Gross tax, property tax credits, net tax**
Property tax credits reduce the gross tax that would otherwise be due upon a property. The most common property tax credits are the agricultural market value credit, the taconite homestead credit, and the disparity reduction credit. The remaining amount after subtraction of property tax credits is the net tax.
### Computation of Property Tax for a Hypothetical Property (Residential Homestead)

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Calculation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Determine the property’s <em>estimated market value</em></td>
<td>$200,000</td>
</tr>
<tr>
<td>2.</td>
<td>Determine the property’s <em>homestead market value exclusion</em></td>
<td>$19,200</td>
</tr>
<tr>
<td>3.</td>
<td>Determine the property’s <em>taxable market value</em></td>
<td>$200,000 - $19,200 = $180,800</td>
</tr>
<tr>
<td>4.</td>
<td>Determine the <em>class rate</em> based on property type</td>
<td>Residential homestead: 1.0%</td>
</tr>
<tr>
<td>5.</td>
<td>Multiply taxable market value by class rate to obtain the <em>net tax capacity</em></td>
<td>$180,800 x 1.0% = $1,808</td>
</tr>
<tr>
<td>6.</td>
<td>Determine the <em>total local tax rate</em> by summing the tax rates of all jurisdictions authorized to levy property taxes upon the property (i.e., jurisdictions whose boundaries include the property)</td>
<td>County: 45%  City/town: 35%  School district: 25%  Special districts: 5%  Total: 110%</td>
</tr>
<tr>
<td>7.</td>
<td>Multiply net tax capacity by total tax rate to determine the <em>net tax capacity-based tax</em></td>
<td>$1,808 x 110% = $1,989</td>
</tr>
<tr>
<td>8.</td>
<td>Determine the total <em>market value tax rate</em> by summing the market value tax rate for all taxing jurisdictions authorized to levy property taxes upon the property</td>
<td>County: 0.00%  City/town: 0.00%  School district: 0.15%  Special districts: 0.00%  Total: 0.15%</td>
</tr>
<tr>
<td>9.</td>
<td>Multiply estimated market value by total market value tax rate to determine the <em>market value-based tax</em></td>
<td>$200,000 x 0.15% = $300</td>
</tr>
<tr>
<td>10.</td>
<td>Add the net tax capacity-based tax to the market value-based tax to obtain the total <em>net tax</em></td>
<td>$1,989 + $300 = $2,289</td>
</tr>
</tbody>
</table>

**For more information:** Contact legislative analyst Steve Hinze at steve.hinze@house.mn.
**Fourteen Reasons WHY PROPERTY TAXES VARY FROM YEAR TO YEAR**

1. **THE MARKET VALUE OF A PROPERTY MAY CHANGE.**
   - Each parcel of property is assessed at least once every five years and a sales ratio study is done to determine if the property is assessed similarly to like properties. If not, the Commissioner of Revenue may issue an ‘order’ that would affect the taxable value of a parcel.
   - Additions and improvement made to a property generally increases its market value.

2. **THE MARKET VALUE OF OTHER PROPERTIES IN YOUR TAXING DISTRICT MAY CHANGE, SHIFTING TAXES FROM ONE PROPERTY TO ANOTHER.**
   - If the market value of a property increases more or less than the average increase or decrease in a taxing district, the taxes on that property will also change.
   - New construction in a taxing district increases the tax base and will affect the district’s tax rate.

3. **THE STATE GENERAL PROPERTY TAX MAY CHANGE.**
   - The state legislature directly applies a State General Property Tax to commercial/industrial and season/recreational property classes.
THE CITY BUDGET AND LEVY MAY CHANGE.

• Each year, cities review the needs and wants of their citizens and how to meet those needs and wants. This is called ‘discretionary spending’ in the city budget. Also included in the budget is non-discretionary spending which is required by state and federal mandates and court decisions and orders.

THE TOWNSHIP BUDGET AND LEVY MAY CHANGE.

• Each March, townships set the levy and budget for the next year.

THE COUNTY BUDGET AND LEVY MAY CHANGE.

• Each year, counties review the needs and wants of their citizens and how to meet those discretionary needs and wants. In addition, also included in the county budget is non-discretionary spending which is required by state and federal mandates and court decisions and orders. As much as sixty to eighty-five percent of the county expenditures are used to deliver mandated services.

THE SCHOOL DISTRICT’S BUDGET AND LEVY MAY CHANGE.

• The Legislature determines basic funding levels for K-12 education and mandates services that schools must perform. On average, approximately seventy percent of school costs are paid by the state.

• Local school districts set levies for purposes including safe school and community education, etc.

A SPECIAL DISTRICT’S BUDGET AND LEVY MAY CHANGE.

• Special districts such as the Metropolitan Council, hospital districts, watershed districts, drainage districts, etc. set levies to balance their budgets.

SPECIAL ASSESSMENTS MAY BE ADDED TO YOUR PROPERTY TAX BILL.

• Water lines, curb and gutter, and street improvements that directly benefit your property may be funded, in whole or in part, through a special assessment that is added to your tax bill.
VOTERS MAY HAVE APPROVED A SCHOOL, CITY/TOWNSHIP, COUNTY, OR SPECIAL DISTRICT REFERENDUM.

- Local referendums may be held for local government construction projects, excess operating levies for schools or many other purposes.
- Referendum levies may be spread on the market value or the tax capacity of a property depending on process and type of referendum levy.

FEDERAL AND STATE MANDATES MAY HAVE CHANGED.

- Both the state and federal governments require local governments to provide certain services and follow certain rules. These mandates often require an increase in the cost and level of service delivery.

AID AND REVENUE FROM THE STATE AND FEDERAL GOVERNMENTS MAY HAVE CHANGED.

- Each year the state legislature reviews and adjusts the level of funding for a variety of aids provided to local governments including Local Government Aid and County Program Aid. The formulas for how aid is determined and distributed among local governments may have changed.
- While direct aid and revenue from the federal government to local governments has declined greatly in recent years, federal revenue continues to be a key portion of the local government revenue stream and that revenue stream may have changed.

THE STATE LEGISLATURE MAY HAVE CHANGED THE PORTION OF THE TAX BASE PAID BY DIFFERENT TYPES OF PROPERTIES.

- A change in class rates will require a change in the tax rate to raise the same amount of money.

OTHER STATE LAW CHANGES MAY ADJUST THE TAX BASE.

- Fiscal disparities, personal property taxes on utility properties, limited market value, and tax increment financing are example of laws that affect property taxes.
Glossary of Terms

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PROPERTY TAX REFUND: A partial property tax refund program for those who have property taxes out of proportion with their income. This program is available to homeowners and renters.

SALES RATIO STUDY: A study conducted by the Department of Revenue of open market property sales, which is then compared to local assessments to ensure that local assessments adequately reflect the market.

STATE GENERAL PROPERTY TAX: A state-imposed property tax on commercial, industrial, and seasonal recreational properties.

STATE SALES TAX: A state tax (6.5%) levied on the sale of goods and services that is deposited into the state general fund.

TAX CAPACITY: The valuation of property based on market value and class rates, on which property taxes are determined.

Revised October 2014
Property Tax 101: Property Tax Administration

Who does what

Counties are responsible for property tax administration; the Department of Revenue provides assistance and oversight. The list below shows each county office’s responsibilities for property tax administration. In some counties these offices are merged and one or two offices may perform the functions.

Assessor
- Values property
- Determines proper classification
- Sends valuation notices to taxpayers

Auditor
- Determines each taxing jurisdiction’s total tax capacity (i.e., its tax base)
- Calculates proposed and final tax rates
- Prepares truth-in-taxation notices (based on proposed levies)

Treasurer
- Prepares and mails out property tax statements
- Collects property tax payments
- Distributes property tax receipts to each taxing jurisdiction

Property tax timeline

The process of calculating, imposing, and collecting Minnesota property taxes for a year actually spans two full calendar years. As shown on the reverse side, the two-year cycle begins with the January 2 statutory assessment date and extends all the way through the next calendar year until the property taxes have been paid. For example, for taxes payable in 2015, the cycle begins on January 2, 2014, and doesn’t end until the final payments are made in October/November 2015.

Appeal process

If a property owner disagrees with the assessor’s valuation (shown on the valuation notice), the taxpayer can seek relief directly from the assessor. This may resolve the matter, so that no further action is necessary. If it does not, there are two separate avenues of appeal:

1. A three-step appeal process, consisting of an appeal to:
   - the local board of review; if not satisfied, appeal to,
   - the county board of equalization; if not satisfied, appeal to,
   - the Minnesota tax court.

2. A single-step appeal to the Minnesota tax court. There are two divisions:
   - The regular division, which can be used for any property. Proceedings are formal (an attorney is recommended), and the decision may be appealed to the Minnesota Supreme Court; or
   - The small claims division, which can be used only for homesteads (regardless of value) and other property where the market value is under $300,000. Proceedings are less formal, and decisions are final.
## Property Tax System Timeline

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td><strong>Assessment Year 2014</strong></td>
<td>2015</td>
<td><strong>Assessment Year 2015</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Taxes Payable 2015</strong></td>
<td></td>
<td><strong>Taxes Payable 2016</strong></td>
</tr>
<tr>
<td>January</td>
<td>Assessment date (2nd)</td>
<td>January</td>
<td>County auditors compute tax rates</td>
</tr>
<tr>
<td>March</td>
<td>Valuation notices mailed</td>
<td>March</td>
<td>Property tax statements mailed</td>
</tr>
<tr>
<td>April</td>
<td>Local boards of appeal and equalization</td>
<td>April</td>
<td>Local boards of appeal and equalization</td>
</tr>
<tr>
<td>May</td>
<td>1st half tax payments due (15th)</td>
<td>May</td>
<td>1st half tax payments due (15th)</td>
</tr>
<tr>
<td>June</td>
<td>County board of appeal and equalization; state board of equalization</td>
<td>June</td>
<td>County board of appeal and equalization; state board of equalization</td>
</tr>
<tr>
<td>July</td>
<td>Certification of state aid amounts</td>
<td>July</td>
<td>Certification of state aid amounts</td>
</tr>
<tr>
<td>September</td>
<td>Truth-in-taxation levy certifications (15th, 30th)</td>
<td>September</td>
<td>Truth-in-taxation levy certifications (15th, 30th)</td>
</tr>
<tr>
<td>November</td>
<td>Truth-in-taxation notices mailed</td>
<td>November</td>
<td>Truth-in-taxation notices mailed</td>
</tr>
<tr>
<td>December</td>
<td>Final budget hearings; final levy certifications (27th)</td>
<td>December</td>
<td>Final budget hearings; final levy certifications (27th)</td>
</tr>
<tr>
<td>2015</td>
<td><strong>Assessment Year 2015</strong></td>
<td></td>
<td><strong>Assessment Year 2015</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Taxes Payable 2016</strong></td>
<td></td>
<td><strong>Taxes Payable 2016</strong></td>
</tr>
<tr>
<td>January</td>
<td>County auditors compute tax rates</td>
<td>January</td>
<td>County auditors compute tax rates</td>
</tr>
<tr>
<td>May</td>
<td>1st half tax payments due (15th)</td>
<td>May</td>
<td>1st half tax payments due (15th)</td>
</tr>
<tr>
<td>July</td>
<td>1st half state aid payments made (20th)</td>
<td>July</td>
<td>1st half state aid payments made (20th)</td>
</tr>
<tr>
<td>September</td>
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<td>September</td>
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</tr>
<tr>
<td>October</td>
<td>2nd half tax payments due – except on agricultural property (15th)</td>
<td>October</td>
<td>2nd half tax payments due – except on agricultural property (15th)</td>
</tr>
<tr>
<td>November</td>
<td>2nd half tax payments due – on agricultural property (15th)</td>
<td>November</td>
<td>2nd half tax payments due – on agricultural property (15th)</td>
</tr>
<tr>
<td>December</td>
<td>2nd half state aid payments made (26th)</td>
<td>December</td>
<td>2nd half state aid payments made (26th)</td>
</tr>
<tr>
<td>2016</td>
<td><strong>Assessment Year 2016</strong></td>
<td></td>
<td><strong>Assessment Year 2016</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Taxes Payable 2017</strong></td>
<td></td>
<td><strong>Taxes Payable 2017</strong></td>
</tr>
<tr>
<td>January</td>
<td>County auditors compute tax rates</td>
<td>January</td>
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</tr>
<tr>
<td>May</td>
<td>Property tax statements mailed</td>
<td>May</td>
<td>Property tax statements mailed</td>
</tr>
<tr>
<td>July</td>
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<td>July</td>
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</tr>
<tr>
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<td>November</td>
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</tr>
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<td>December</td>
<td>2nd half state aid payments made (26th)</td>
<td>December</td>
<td>2nd half state aid payments made (26th)</td>
</tr>
</tbody>
</table>

**For more information:** Contact legislative analyst Steve Hinze at steve.hinze@house.mn or Andrew Biggerstaff at andrew.biggerstaff@house.mn.
Property Tax 101: Property Tax Variation by Property Type

What causes property taxes to vary by type of property?

The primary cause of variation in property tax burdens is Minnesota’s classified property tax system. In a classified system, each class of property is assigned one or more class rates. The property’s taxable market value is multiplied by the class rate(s) to determine the property’s tax base, technically called its net tax capacity.

Besides the class rates, variations in tax by type of property also occur because the state general tax and school district operating referendum levies apply to some types of property but not to others. (All voter-approved levies, except school district levies for bonded debt, are levied on referendum market value. School district levies for bonded debt are levied on the net tax capacity of all types of property.)

Class Rate Schedule for Taxes Payable in 2015

<table>
<thead>
<tr>
<th>Class</th>
<th>Property Type (major property types only)</th>
<th>Class Rate</th>
<th>Subject to State Tax?</th>
<th>Subject to Referendum Levies?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Homestead</td>
<td>Residential homestead:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1a Up to $500,000</td>
<td>1.00%</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>1a Over $500,000</td>
<td>1.25</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>2 Agricultural</td>
<td>Agricultural homestead:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2a Up to $1,900,000</td>
<td>0.50</td>
<td>No</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>2a Over $1,900,000</td>
<td>1.00</td>
<td>No</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>2a Agricultural nonhomestead</td>
<td>1.00</td>
<td>No</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>2b Nonhomestead rural vacant land</td>
<td>1.00</td>
<td>No</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>3 Commercial/Industrial/Public Utility</td>
<td>Commercial/Industrial/Public Utility:</td>
<td>1.50</td>
<td>Yes*</td>
<td>Yes</td>
</tr>
<tr>
<td>3a Up to $150,000</td>
<td>2.00</td>
<td>Yes*</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>3a Over $150,000</td>
<td>2.00</td>
<td>Yes*</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>3a Electric generation attached machinery</td>
<td>2.00</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>4 Other residential</td>
<td>Market-rate apartments (4 or more units)</td>
<td>1.25</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>4a Up to $500,000</td>
<td>1.00</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>4a Over $500,000</td>
<td>1.25</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>4b Residential nonhomestead 2-3 unit and undeveloped land</td>
<td>1.25</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>4c Seasonal recreational residential (noncommercial):</td>
<td>1.00</td>
<td>Yes**</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>4c Up to $500,000</td>
<td>1.25</td>
<td>Yes**</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>4b Low-income apartments:</td>
<td>Up to $100,000 per unit</td>
<td>0.75</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>4b Over $100,000 per unit</td>
<td>0.25</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

* Subject to state general tax at commercial-industrial rate.
** Subject to state general tax at seasonal recreational rate.
What other factors cause property taxes to vary by type of property?

Variations also occur because of various property tax exclusions and credits. Homesteads benefit from the homestead market value exclusion, which provides for up to $30,000 of a homestead’s market value to be deducted before determining the taxes payable. Other exclusions are the disabled veterans’ exclusion and the agricultural “Green Acres” program. Certain types of property also qualify for property tax credits that reduce the net tax on the property. The biggest property tax credit programs are the agricultural market value credit and the taconite homestead credit.

Local variation also occurs because tax rates are determined separately for each taxing jurisdiction in the state, based on each jurisdiction’s levy and tax base.

What is effective tax rate?

Effective tax rate is a measure of tax burden useful in making property tax comparisons. It is defined as net tax divided by market value (i.e., tax as a percent of market value). It allows comparison of tax burdens between properties of different values, different types, and different locations.

Comparison of Property Taxes on Various Types of Property, Within the Same Taxing Jurisdiction, Each with an Estimated Market Value of $200,000 (Property taxes payable in 2015)

<table>
<thead>
<tr>
<th>Property Type</th>
<th>Class Rate(s)</th>
<th>Net Tax Capacity</th>
<th>Property Tax*</th>
<th>Effective Tax Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Gross</td>
<td>Net</td>
<td></td>
</tr>
<tr>
<td>Agricultural homestead**</td>
<td>0.5/1.0%</td>
<td>$1,200</td>
<td>$1,272</td>
<td>$790</td>
</tr>
<tr>
<td>Agricultural nonhomestead</td>
<td>1.0</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Residential homestead</td>
<td>1.0</td>
<td>1,808</td>
<td>2,168</td>
<td>2,168</td>
</tr>
<tr>
<td>Seasonal recreational residential (i.e., cabin)</td>
<td>1.0</td>
<td>2,000</td>
<td>2,309</td>
<td>2,309</td>
</tr>
<tr>
<td>Residential nonhomestead (1 unit)</td>
<td>1.0</td>
<td>2,000</td>
<td>2,360</td>
<td>2,360</td>
</tr>
<tr>
<td>Residential nonhomestead (2-3 units)</td>
<td>1.25</td>
<td>2,500</td>
<td>2,860</td>
<td>2,860</td>
</tr>
<tr>
<td>Apartment</td>
<td>1.25</td>
<td>2,500</td>
<td>2,860</td>
<td>2,860</td>
</tr>
<tr>
<td>Low-income apartment</td>
<td>0.75</td>
<td>1,500</td>
<td>1,770</td>
<td>1,770</td>
</tr>
<tr>
<td>Commercial/Industrial</td>
<td>1.5/2.0</td>
<td>3,250</td>
<td>5,235</td>
<td>5,235</td>
</tr>
<tr>
<td>Commercial/Industrial @ $2,000,000***</td>
<td>1.5/2.0</td>
<td>39,250</td>
<td>62,475</td>
<td>62,475</td>
</tr>
</tbody>
</table>

* These examples assume a total local net tax capacity tax rate of 100 percent, a total market value tax rate of 0.18 percent, a state commercial-industrial tax rate of 50 percent, and a state seasonal recreational tax rate of 20 percent.

** The agricultural homestead is assumed to consist of a house valued at $40,000 and agricultural land and buildings valued at $160,000.

*** This property has a market value of $2,000,000 to show a typical effective tax rate on a larger commercial/industrial property.

For more information: Contact legislative analyst Steve Hinze at steve.hinze@house.mn.
SECTION 3: County Associations
NACO membership is an investment in your county's future because the association works to ensure that counties have the resources, skills and support needed to successfully lead their communities into the future. Your county's membership with NACo saves you and your county time and money and helps you grow professionally.

- **NACo's Programs and Services** offer your county unique opportunities to help your residents, your employees and your county meet the needs of the future.
- **NACo's advocacy** represents you and your county in Washington, DC and speaks with one voice representing the interests of the nation's counties and their residents.
- **Education and personal development** helps you better serve your county by giving you countless opportunities to learn and grow through conferences, webinars, forums, and other networking opportunities.
- **Research materials and data** provide information about counties and what they do including demographics, sample ordinances and model county programs, as well as data of all kind.
- **Communications** allow you to stay current about essential information. NACo can save you time and provide you with exactly what you need through the NACo website, County News, blog posts, podcasts, issue specific newsletters, and social networking sites such as Facebook, Twitter, LinkedIn, and YouTube.

The National Association of Counties (NACo) unites America's 3,069 county governments. Founded in 1935, NACo brings county officials together to advocate with a collective voice on national policy, exchange ideas and build new leadership skills, pursue transformational county solutions, enrich the public's understanding of county government and exercise exemplary leadership in public service.
COUNTIES MATTER

National Association of Counties

STRONGER COUNTIES. STRONGER AMERICA.
Transportation and infrastructure are core public sector responsibilities that impact everything from our daily commutes to shipping goods around the globe. From building and maintaining roads and bridges to providing efficient transit options, counties are a driving force connecting communities and strengthening our economy. Counties play a major role in other essential community infrastructure like schools, hospitals, jails, courthouses, parks and water purification and sewage systems.

**SERVICES INCLUDE**
- Roads & bridges
- Airports
- Public transportation
- Construction of public facilities
- Utilities like gas & electricity
- Solid waste recycling & management
- Water & sewage
- Telecommunications

**counties invest**

- **Almost $60 billion** in construction of public facilities
- **Almost $22 billion** in sewage and solid waste management
MORE THAN $122 BILLION TOTAL IN BUILDING INFRASTRUCTURE AND MAINTAINING AND OPERATING PUBLIC WORKS annually
Counties invest heavily in local residents’ health and well-being, often serving as a safety net for low-income and indigent residents. County health departments protect our residents and communities by offering a wide range of services like administering flu shots, providing health information and preventing and responding to public health emergencies.

From hospitals and emergency rooms to clinical care facilities, many counties operate the systems that keep us healthy from the time we are born to the time we grow old. Counties also often have significant responsibilities for behavioral and mental health services and care.

SERVICES INCLUDE:
- Hospitals & health clinics
- Public health
- Behavioral & mental health
- Substance abuse treatment
- Immunizations & prevention
- Indigent healthcare
- Health code inspections
- Nursing homes

ABOUT $83 BILLION IN COMMUNITY HEALTH AND HOSPITALS
Counties are involved in promoting public health through 1,592 local health departments.

**1,592**

Counties support nearly 1,000 hospitals.

**1,000**

...with more than 100,000 beds.

**100,000**

In a majority of states (27), counties are required to provide healthcare for low-income, uninsured or underinsured residents.

**27**

Local governments, mostly counties, contribute $28 billion to the non-federal share of Medicaid.

**$28 BILLION**

More than $58 billion in human services annually.
Counties play a major role in two distinct areas of justice and public safety: emergency response and preparedness and the criminal justice system. Counties keep communities safe by providing law enforcement and preventing crime. From patrolling the streets, to operating and maintaining county detention facilities, to serving as the arm of the county courts, county sheriffs and other law enforcement departments are on the front lines of public safety and the criminal justice system. Other key county players are judges, district attorneys, public defenders, court clerks, jail directors, 911 operators and coroners.

Counties invest

- **Almost $11 Billion** in fire protection activities
- **Almost $26 Billion** on correctional facilities
- **Almost $19 Billion** on county courts and legal services
Counties operate 91% of all local jails

11.4 million people were admitted to county and other local jails in 2014

OVER $35 BILLION ON 3,041 POLICE AND SHERIFF DEPARTMENTS

ALMOST $93 BILLION TOTAL IN JUSTICE AND PUBLIC SAFETY SERVICES

annually
COUNTY MANAGEMENT

Counties provide vital services to all Americans, from issuing birth certificates and marriage licenses to operating 911 call centers. Counties often build and maintain parks, community centers, libraries and cultural centers. Counties are responsible for managing elections, from presidential to local. While balancing numerous administrative responsibilities, counties deliver essential services to ensure healthy, vibrant and safe communities across the United States.

SERVICES INCLUDE
- Record keeping
- Tax assessments & collection
- 911 call centers
- Elections and polling places
- Recreation and parks
- Arts programs
- Housing
- Community and economic development

counties invest ALMOST $10 BILLION TO BUILD AND MAINTAIN PARKS AND RECREATIONAL FACILITIES
There are 37,984 total county elected officials (including county board, executives and row officers)

- 19,355 elected county board members and elected executives
- 18,629 are independently elected constitutional or row officers responsible for specific county functions

Every two years counties fund and oversee more than 104,000 polling places

...and coordinate more than 648,000 poll workers

CLOSE TO $11 BILLION IN HOUSING AND COMMUNITY DEVELOPMENT annually
Counties are one of America’s oldest forms of government, dating back to 1634 when the first county governments (shires) were established in Virginia. The organization and structure of today’s 3,069 county governments are chartered under state constitutions or laws and are tailored to fit the needs and characteristics of states and local areas.

No two counties are exactly the same. Counties are diverse in structure and how we deliver services to our communities. In general, states decide the roles and responsibilities of county governments. Counties are governed by locally elected officials and, in some instances, operate under home rule authority, which allows for more local flexibility and control with structural, functional and fiscal powers. Though organizational structures vary, all county governments are on the front lines of delivering vital services to residents.

$554.4$ billion total expenditures annually

3.6 million county employees

Service to almost 308 million county residents
NACo’s Mission

The National Association of Counties (NACo) unites America’s 3,069 county governments. Founded in 1935, NACo brings county officials together to:

- Advocate with a collective voice on national policy
- Exchange ideas and build new leadership skills
- Pursue transformational, cost-effective solutions
- Enrich the public’s understanding of county government, and
- Exercise exemplary leadership in public service.

NACo’s Vision

Healthy, vibrant and safe counties across the United States.

Sources:
Overview

For over 100 years, the Association of Minnesota Counties (AMC), a voluntary, non-partisan statewide organization, has assisted the state’s 87 counties better serve their communities.

AMC offers a broad range of services to its members, including education, communications, and intergovernmental relations. AMC works closely with the legislative and administrative branches of government in seeing that legislation and policies favorable to counties are enacted.

AMC is governed by a Board of Directors composed of five officers, one representative from each of nine AMC districts, five representatives from the metropolitan district, one representative from each county with a population of 400,000 or more, National Association of Counties (NACo) representatives, and ex-officio representatives from organizations affiliated with AMC.

Each member county has eight delegates to AMC (10 delegates in counties with seven commissioners) and each county belongs to one of 10 regional districts. County delegates attend district meetings at least two times per year to refine policy positions and receive training on specific county concerns, e.g. personnel development, solid waste planning, tax policy, etc. In addition, delegates participate at the annual conference and legislative conference in the development of the platform and vote on other issues important to the Association.

AMC’s five policy committees, Environment & Natural Resources, General Government & Taxes, Human Services, Public Safety, and Transportation & Infrastructure, draft the legislative policies for approval by the full Association. Every member county is represented by a delegate on at least one of the committees. The AMC policy development process is carefully constructed to ensure that county officials are actively involved in policy development and understand the issues facing county government. AMC policy statements are developed through a democratic process aimed at reflecting the collective opinion of county commissioners in Minnesota.

Activities at the Legislature

More than 80 percent of all bills introduced to the Minnesota State Legislature have some sort of impact on counties; consequently, the legislative session proves to be an intense few months for AMC policy analysts. They work proactively to incorporate county concerns into legislation and reactively as they respond to proposed bills that would positively or negatively affect county government. The analysts attend House and Senate committees, talk with legislators and their staffs, and correspond regularly with other local government entities.

Policy analysts spend a good deal of time in communicating with counties, via the weekly AMC UPDATE e-newsletter, website, and one-on-one. Because the county message is often best heard when delivered by commissioners in legislators’ own areas, counties are often called upon to contact their own legislators to share their concerns directly.

Working with State Agencies & Other Entities

Counties don’t operate in a vacuum, and neither does AMC. Staff, committees and volunteer leaders meet often with state agencies and other local government entities on joint areas of concern. AMC is active on many intergovernmental organizations, where we work closely with representatives of state departments such as Human Services and Corrections. State officials are often invited to speak before AMC Policy Committees as delegates struggle with policies or gather background information. AMC works closely with other local government associations, such as the League of Minnesota Cities, since changes in legislation and/or policy often also affects them.

Other Activities

AMC policy analysts also perform association management and related work for several county affiliate or staff organizations including the Minnesota Association of Community Corrections Act Counties (MACCAC), Minnesota Association of Planning & Zoning Administrators (MACPZA), Metropolitan Energy Policy Coalition (MEPC), and Minnesota Association of County Administrators (MACA), among others. Policy analysts also manage special projects and serve on state agency workgroups throughout the year.
Education & Communications
AMC member counties enjoy a myriad of benefits and services, ranging from solid communications to educational programs and research.

Publications
To meet the information needs of counties in a variety of ways, AMC provides counties with the following publications:
- Minnesota Counties
- AMC UPDATE
- County Library & Information Center (CLIC)
- Salary Survey
- County Directory

Conferences & Educational Programs
AMC offers a variety of events and educational programs designed to help county commissioners and staff keep up-to-speed on issues, trends and technology.

Education & Training Programs
- AMC Regional Training Workshops
- AMC - Leading Edge Coaching & Development Online Leadership Training
- Meeting Facilitation Services/Strategic Planning
- and more!

AMC Conferences & Meetings
- County Government 101: A conference for newly elected county officials
- Legislative Conference
- Leadership Development Summit
- Spring/Fall District Meetings
- Fall Policy Conference
- Annual Conference

Other Services
AMC also offers several other services, including:
- Mailing Lists and Labels. Download the order form from www.mncounties.org and customize your own mailing lists from our extensive database.
- Web Sites - Design, Maintenance, Hosting
- The Association of Minnesota Counties partners with a number of business and affiliate organizations to assist counties and develop a central repository of products and services for its member counties.

Preferred Business Partners (PBP) Program
The Association of Minnesota Counties’ Preferred Business Partners (PBP) program fits the needs of today’s county government by pairing them with companies who can help them provide the best products and services possible to their citizens and employees.

Through the PBP program, AMC brings together the public and private sectors in a mutually beneficial relationship. Counties benefit by identifying potential suppliers who have demonstrated interest in county business, and companies benefit by being directly connected to Minnesota’s 87 counties through this program. There is no other program in the state that focuses on nurturing the critical and growing relationship between county government and business.

The PBP program offers two membership levels, depending on the company’s needs and goals for expanding their presence in Minnesota counties. The program runs on the calendar year, but companies can join at any time. For more information on the PBP program, please contact Laurie Klupacs, AMC Deputy Director, at lklupacs@mncounties.org.

Association of Minnesota Counties
125 Charles Avenue, St. Paul, MN 55103-2108
Main Line: 651-224-6540, Fax: 651-6540
Visit www.mncounties.org for more information on issues that matter most to counties.
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<th>Organization</th>
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<td>1 Local Public Health Association of Minnesota</td>
<td>The mission of the Local Public Health Association (LPHA) is to improve and protect the health of the population of Minnesota by providing leadership and advocacy on behalf of public health issues. All county and city health departments in Minnesota are members of LPHA, as are several tribal governments. Each member department may appoint up to four representatives to LPHA, and these members are typically the directors and top managers of local public health departments. LPHA is an affiliate organization of the Association of Minnesota Counties, with an average annual membership of 215 local public health leaders.</td>
<td>Kari Oldfield, Director 651-789-4354  <a href="mailto:borr@mncounties.org">borr@mncounties.org</a></td>
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<td>2 Minnesota County Attorneys Association</td>
<td>The mission of the Minnesota County Attorneys Association is to provide leadership on legal and public policy issues related to the duties of the county attorney; to enhance communication and cooperation between county attorneys and the judiciary, county government, the bar and other public and private organizations concerned with the administration of justice; provide training, education and support to county attorneys and support staff and; to foster professionalism and competency among the offices of county attorneys in Minnesota by providing a forum for communication and cooperation. Membership: 650</td>
<td>Robert (Bob) Small, Executive Director 100 Empire Drive, Suite 200, St. Paul, MN 55103-1885 651-641-1600  <a href="mailto:rsmall@mcaa-mn.org">rsmall@mcaa-mn.org</a></td>
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<td>3 Minnesota Sheriff’s Association</td>
<td>From its beginning in 1885, the Minnesota Sheriff’s Association established its purpose to educate and train. To that end, the Association has sponsored training to benefit the law enforcement community in Minnesota. It has provided technical assistance and made resource information available to its members in the development of department policy and procedure. The Association has developed a liaison with state legislators to offer technical assistance in the development of legislation. Training in the areas of jail development, jail operations, jail administration, civil process, criminal investigation and law, crime prevention and crime victims programs is offered annually. The overall goal of the Minnesota Sheriff’s Association is to provide professional law enforcement services to the citizens of Minnesota. Membership: 87</td>
<td>James Franklin, Executive Director 100 Empire Drive, St. Paul, MN 55103 651-451-7216  <a href="mailto:jfranklin@mnsheriffs.org">jfranklin@mnsheriffs.org</a></td>
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<td>4 Minnesota Association of County Officers</td>
<td>MACO is the umbrella organization for county auditors, treasurers, recorders and auditor-treasurers in Minnesota. It is comprised of the Minnesota Association of County Auditors, Treasurers and Financial Officers (MACATFO) and the Minnesota Association of County Recorders (MCRA). MACO was formed in 1966 as “Better County Government.” As county officers, MACO members are part of a highly specialized professional segment. It feels that an Association comprised of members from this field is very important for the conveyance of business practices, education and resources. The mission of MACO is “A professional association of county officials dedicated to assisting its members to improve services to their constituencies.” MACO hosts an annual conference in January providing educational sessions related specifically to its members’ professions. Members accumulate continuing education credits to achieve a Minnesota County Officer certification. Both MACATFO and MCRA hold separate summer conferences with sessions finely tuned to their respective memberships</td>
<td>Bill Momm, Executive Director, Ewald Consulting 1000 Westgate Drive, Suite 252, St. Paul, MN 55114 651-293-0953  <a href="mailto:billm@mncounty.org">billm@mncounty.org</a></td>
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<td>5 Minnesota Association of County Administrators (MACA)</td>
<td>The Minnesota Association of County Administrators is affiliated with the Association of Minnesota Counties (AMC). MACA assists AMC on matters having an impact on county government; acts as a forum for sharing knowledge, information and experience among the members of the Association; assists AMC member counties with the establishment or improvement of effective county administration in Minnesota; and encourages continued educational and training opportunities in county administration. Members: 65 (includes associate administrators and emeritus members)</td>
<td>Matt Hilgart, AMC Policy Analyst 651-789-4343  <a href="mailto:mhlgart@mncounties.org">mhlgart@mncounties.org</a></td>
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<td>6 Minnesota Association of County Social Service Administrators</td>
<td>The Minnesota Association of County Social Service Administrators (MACSSA) is a statewide association made up of county public social service directors or other administrative designees. The Association has been in existence since 1946 and is representative of all 87 Minnesota counties. The purpose of the Association is to gather, study and disseminate facts and information regarding the enactment and implementation of state and federal social/welfare legislation. The Association develops and adopts position statements on issues affecting the administration of public welfare and advocates those positions on a statewide basis. The Association sustains a partnership with the Department of Human Services for the purpose of improving the development and implementation of social/welfare programs and provides for information exchange and relationship building among counties. Membership: 135 (county directors and staff)</td>
<td>Eric Ratzmann, Director AMC, 125 Charles Avenue, St. Paul, MN 55103 651-789-4340 <a href="mailto:ratzmann@mncounties.org">ratzmann@mncounties.org</a></td>
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<td>7 Minnesota County Engineers Association (MCEA)</td>
<td>Membership in the Minnesota County Engineers Association (MCEA) includes county engineers from all 87 counties plus various assistant engineers who are also registered professional engineers. The primary purpose of the MCEA is to promote closer cooperation and improved relations among county engineers and other organizations in the solution of mutual problems dealing with the state’s transportation system. The objective of the Association is to provide the highest quality professional county engineer services possible to the counties of the state of Minnesota. Membership: 101 (includes assistants).</td>
<td>John Welle, Aitkin County Engineer 1211 Air Park Drive Aitkin, MN 56431 218-927-3741 <a href="mailto:jwelle@co.aitkin.mn.us">jwelle@co.aitkin.mn.us</a></td>
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<td>8 Minnesota Association of Community Corrections Act Counties (MACCAC)</td>
<td>The Minnesota Association of Community Corrections Act Counties (MACCAC) is a voluntary membership association of counties, which have chosen to deliver all correctional services through Minnesota Statute 401 (Community Corrections Act). The organization is governed by a board of directors chosen from the delegates appointed by each jurisdiction. Delegates may be county commissioners, members of the CCA advisory boards or staff of the county. The Association is dedicated to furthering the goals of the Community Corrections Act through local, state and federal policies. As of 1999, 30 of the 31 CCA jurisdictions belong to MACCAC.</td>
<td>Ryan Erdmann, Director AMC, 125 Charles Avenue, St. Paul, MN 55103 651-789-4345 &amp; <a href="mailto:erdmann@maccac.org">erdmann@maccac.org</a></td>
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<td>9 Minnesota Association of County Probation Officers (MACPO)</td>
<td>MACPO is a non-profit organization committed to the improvement of probation expansion of the professional probation/parole and adjunctive services to the and parole practices at all levels. MACPO supports the preservation and courts of Minnesota; provides a vehicle for sharing solutions to common problems in providing those services to the courts; fosters the development of necessary knowledge and skills through educational and training programs; aids in the development of correctional practices, services, and programs for juvenile and adult offenders; and initiates legislative and procedural changes concerning correctional issues. Membership: 280 (includes local and state employees)</td>
<td>Neal Huemoeller, President Wright County Court Services 763-684-4513 <a href="mailto:President@MACPO.net">President@MACPO.net</a></td>
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<td>10 Minnesota Counties Human Resource Management Association (MCHRMA)</td>
<td>The objective of MCHRMA is to promote the advancement of professional human resource management practices in county government. The organization is a forum for sharing knowledge, information, and experience among the members of the Association; assists AMC member counties with the establishment or improvement of effective county human resource administration; and encourages continued education and training in county human resource and labor relations administration.</td>
<td>Laurie Klupacs, AMC Deputy Director 125 Charles Avenue St. Paul, MN 55103-2108 651-789-4329 <a href="mailto:lkupacs@mncounties.org">lkupacs@mncounties.org</a></td>
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<td>11 Minnesota Association of Assessing Officers (MAAO)</td>
<td>The Minnesota Association of Assessing Officers is an organization that furthers the work of assessment personnel by advancing practical assessment procedures, improving the standard of assessment practices and informing the public and assessment personnel on assessment functions and appraisal processes. MAAO also actively engages in the promotion and coordination of assessing education in the state of Minnesota. Membership: 650+ (state, city, county, staff appraisers)</td>
<td>Bobbi Spencer, Program Administrator 320-650-3352 <a href="mailto:Assessors.board@state.mn.us">Assessors.board@state.mn.us</a></td>
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<td>12 Minnesota Association of County Veterans Service Officers (MACVSO)</td>
<td>The County Veterans Service Officer was established by Minnesota Statutes to assist veterans in securing benefits provided by law as a result of the service of any member in the armed forces of the United States Military. Minnesota Statutes directs each county board to appoint a Veterans Service Officer and it shall be the duty of the Veterans Service Officer to aid all residents of the governmental subdivision by which he/she is employed in securing benefits provided by law on account of the service of any person in the armed forces of the United States, from which he/she has a discharge other than dishonorable.</td>
<td>Lisa Klenk, President Sibley County Veteran Service Officer Gaylord, MN. 55334 507-237-4090 <a href="mailto:lisak@co.sibley.mn.us">lisak@co.sibley.mn.us</a></td>
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<td>13 Minnesota Association of County Planning &amp; Zoning Administrators (MACPZA)</td>
<td>MACPZA was formed in 1973 to offer a platform for county planning and zoning administrators to share ideas and promote land use planning. The organization also provides a program of continuing education and professional development for its members and provides for discussion on legislative and rule making issues. The Association issues four newsletters per year and sponsors or co-sponsors a minimum of four workshops each year. Membership: 109 (county and non-county members)</td>
<td>Jennifer Berquam, AMC Policy Analyst 125 Charles Avenue, St. Paul, MN 55103 651-789-4322 jber <a href="mailto:quam@mncounties.org">quam@mncounties.org</a></td>
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<td>14 Minnesota Association of County Agricultural Inspectors (MACAI)</td>
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<td>Josh Maczewski, President 629 North 11th Street Montevideo, MN 56265 320-269-2662 <a href="mailto:jmaczewski@co.chippewa.mn.us">jmaczewski@co.chippewa.mn.us</a></td>
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<td>15 Minnesota Solid Waste Administrators Association (SWAA)</td>
<td>The MSWAA represents and promotes the interests of county and district solid waste administrators and promotes environmentally sound and cost effective waste management systems. The goals for the Association include sponsorship of educational workshops; increase the awareness of local solid waste management initiatives; initiate and/or support needed action on specific solid waste and related issues and, to foster communication between local and state solid waste professionals. Membership: 50</td>
<td>Jennifer Berquam, AMC Policy Analyst 125 Charles Avenue, St. Paul, MN 55103 651-789-4322 jber <a href="mailto:quam@mncounties.org">quam@mncounties.org</a></td>
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<td>16 Minnesota Association of County Surveyors (MACS)</td>
<td>The Minnesota Association of County Surveyors (MACS) is a proactive group that represents land surveyors working for Minnesota local governments. Our primary responsibility is to maintain the public land survey system through research and remonumentation. MACS works closely with other governmental officials to provide professional surveying services, Geographic Information Systems (GIS) creation and maintenance services, and legislative support as it pertains to land surveying and GIS issues. Membership: 47</td>
<td>Robin Mathews, President Pine County Surveyor Pine City, MN 55063 <a href="mailto:Robin.matews@co.pine.mn.us">Robin.matews@co.pine.mn.us</a></td>
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<td>17 Minnesota Association of Professional County Economic Developers (MAPCED)</td>
<td>MAPCED is a statewide organization for county economic development professionals. Our mission is promoting the role of counties in fostering economic growth by expanding the tax base, and enhancing the quality of life. As an organization, MAPCED:  • Gathers, studies, and disseminates facts and information which lead to the development of a comprehensive legislative platform.  • Develops and sustains partnerships for economic growth.  • Works to remove barriers that prohibit or restrict counties from economic development.  • Provide education for greater understanding of economic development process and policies as it relates to counties.   • We maintain an affiliation with the Association of Minnesota Counties in order to achieve these goals.</td>
<td>Anne Kilzer, AMC 125 Charles Avenue, St. Paul, MN 55103 651-789-4323 <a href="mailto:akilzer@mncounties.org">akilzer@mncounties.org</a></td>
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<td>18 Minnesota Association of County Land Commissioners (MACLC)</td>
<td>The Minnesota Association of County Land Commissioners (MACLC) was formally organized in 1984. The county land commissioner has the primary responsibility of administering its county tax forfeited urban and rural lands that have been reverted to a public trust from private ownership due to non-payment of real estate taxes. Legislation provides that the title is held by the state in trust for the taxing districts (county, school districts and townships) with provision for county administration. Minnesota counties manage 32% of the commercial forestlands managed by public agencies, which is 17% of all commercial forested lands in the state. From these lands, the counties supply 35% of all wood commercially harvested from public agency lands in Minnesota, which equates to 13.9% when all ownership is considered. In addition to retaining 2.8 million acres of land, most of which is in dedicated Memorial Forests and nearly all of which is open for public entry, counties also make substantial provisions for recreation and other public services for the people of Minnesota. Membership: 15 NE Minnesota forested counties</td>
<td>Gregory Bernu, Carlton County Land Commissioner 301 Walnut Avenue Carlton, MN 55718 218-384-9179</td>
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<td>19 Minnesota County Information Technology Leadership Association (MNCITLA)</td>
<td>MNCITLA supports county technology leaders through enhanced communications efforts between counties and with state departments and other public sector organizations. The goal is to present a unified point of contact with the state and other public sector organizations for information technology related issues and disseminate information to all members. In addition, MNCITLA is committed to sharing information and systems applications between counties to further cost-effectiveness in member organizations.</td>
<td>Terry Ocana, Big Stone County 320-839-6371 <a href="mailto:Terry.ocana@co.big-stone.mn.us">Terry.ocana@co.big-stone.mn.us</a></td>
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<td>Minnesota County Geographic Information Systems Association (MCGISA)</td>
<td>Minnesota County Geographic Information Systems Association (MCGISA) is a non-profit organization whose mission is to advance GIS technology in Minnesota county governments by providing professional leadership and support. The Association goals include fostering awareness, collaboration and coordination among county, regional, state and federal officials; cultivate leadership and professional development through workshops, seminars, and meetings; and to provide a forum to share knowledge, information and experience among members.</td>
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<td>21</td>
<td>Minnesota Counties Intergovernmental Trust (MCIT)</td>
<td>MCIT is a joint powers organization formed under Minnesota Statutes 471.59 and 471.981 to provide a mechanism for counties to collectively self-insure workers’ compensation and property/casualty. MCIT is open to any governmental unit or political subdivision allowed by law but only serves local government. MCIT is governed by a board of directors made up of county commissioners, county auditors and county administrators who are elected and appointed to the board. MCIT is a sponsored organization of the Association of Minnesota Counties. Membership: 436 (counties, SWCDs, collaboratives and joint powers organizations).</td>
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<td>22</td>
<td>Metropolitan Inter-County Association (MICA)</td>
<td>The Metropolitan Inter-County Association is a voluntary joint powers organization of the metropolitan counties in Minnesota. The Association is a vehicle for planning and implementing projects and programs of similar interest to member counties. Currently, the MICA membership comprises a majority of the state’s population and an enormous share of its industrial and high-tech resources. MICA counties are situated in five of the six metro areas in Minnesota as follows: Anoka, Blue Earth, Carver, Dakota, Olmsted, Rice, St. Louis, Scott, Sherburne, Stearns, Washington and Winona.</td>
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<td>Minnesota Rural Counties (MRC)</td>
<td>The Minnesota Rural Counties is dedicated to promoting and protecting rural concerns and rural lifestyles. It is a new and growing organization that continues to add new members who recognize rural counties must organize to revitalize rural Minnesota. Through the MRC, rural counties have established a communications network within the Association of Minnesota Counties where they can develop and promote issues important to rural counties.</td>
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<td>24</td>
<td>Minnesota Counties Computer Cooperative (MnCCC)</td>
<td>The purpose of the Minnesota Counties Computer Cooperative is to jointly and cooperatively provide for the establishment, operation and maintenance of data processing facilities and management information systems. MnCCC provides services, software and other cost-effective measures that reduce the costs of data processing for members. Software provided by MnCCC includes property tax, mass appraisal, law enforcement, corrections, public health management, financial, human resources and license center software. Membership: 86 (includes county agencies).</td>
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<td>25</td>
<td>Minnesota Social Service Association (MSSA)</td>
<td>MSSA provides leadership to enhance the lives of Minnesotans by supporting diversity, impacting public policy, and educating and communicating among human service professionals. MSSA individual members include human service professionals at every level - including board members, directors, social workers and direct line staff. MSSA’s grassroots legislative process produces an agenda with recommendations on a wide range of social service policy issues. The MSSA legislative committee and staff work to coordinate input from the Association’s broad-based membership to influence public policy. A great deal of emphasis is placed on working with organizations such as AMC, whose legislative agenda shares much in common with that of MSSA. MSSA also provides high quality training and staff development programs including the largest, most comprehensive human service conference in the Midwest.</td>
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<td>Minnesota Transportation Alliance</td>
<td>The Minnesota Transportation Alliance is a not-for-profit coalition of groups, businesses, labor and local governments concerned about surface transportation in Minnesota—including highways, bridges, streets and intermodal connections to transit, trucks, rail roads, barges, ships and airports. The Mission of the Alliance is to ensure an effective statewide transportation system for Minnesota. The Alliance addresses issues for all modes of transportation through the leadership and active involvement of a broad-based membership. Membership: 700.</td>
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| **27** | **Minnesota Corrections Association (MCA)**<br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><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Facts About MICA

Who is MICA ... 

The Minnesota Inter-County Association is a nonprofit organization of growing or urban counties in Minnesota. The association is a vehicle for planning and implementing projects and programs of similar interest to member counties. MICA's member counties encompass a major portion of the state's population and an enormous share of its industrial and high-tech resources in five out of the six metro areas of the state.

What is MICA ...

Through MICA, county boards of commissioners are able to influence regional and state programs in order to solve common problems; produce and share standardized, high-quality information on indicators and issues of common concern; increase public understanding of county government; and secure and exchange cooperation among counties in areas of mutual interest.

MICA coordinates the formulation of ideas of common interest in a manner that saves both cost and time. Examples of such facilitated cooperation are currently in progress in the areas of solid waste, corrections funding, human services expenditures and intergovernmental finance reform.

Where is MICA going...

The MICA Board of Directors, through its Strategic Mission Statement, established the priorities for the organization. The intent of these priorities is to make MICA a creative and proactive influence with state government agencies, constitutional officers, and the legislature and within county government.

How is MICA structured...

The MICA Board of Directors is the policy setting body. All member counties are represented on the Board by two county commissioners chosen by their respective county boards. In addition, the county administrators meet on a monthly basis to discuss issues, problems, and projects of interest to one or more of the counties.

Administrative and legislative issues are identified, discussed, and prioritized within the MICA policy committees. These committees, comprised of key county staff in their respective fields, at present include human services, corrections, administrators, finance officers, risk managers, county engineers, human resources and public health.

MICA Strategic Mission Statement

http://www.mica.org/facts.html

12/9/2014
1. Influence legislation and regulations in our common interest.
2. Create programs appropriate to the needs of, and solve problems for, member counties.
3. Produce and share high quality, standardized information on indicators and issues of common concern through a MICA analytical capability focused on key concerns and trends.
4. Increase public understanding of county government through public information and the media.
5. Secure and enhance cooperation among counties in areas of mutual interest.
MICA Info and Staff
2018-2019

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Corrections and Public Safety Legislative Liaison
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651-789-4345 (office)

Office Administrator
Amy Fennellow
amy@mica.org
651-222-8737 (Office)
MINNESOTA COUNTIES
INTERGOVERNMENTAL TRUST (MCIT) OVERVIEW

MCIT’s Mission: Providing Minnesota counties and associated members cost-effective coverage with comprehensive and quality risk management services.

- MCIT is a joint powers entity made up of Minnesota counties and associated public entities¹ that pool resources to provide property, casualty and workers’ compensation coverage to members. MCIT also offers risk management and loss control services.
- MCIT was established in 1979 pursuant to Minnesota Statutes 471.59 and 471.981, and is open to governmental units or other political subdivisions subject to approval by MCIT’s Board of Directors.
- MCIT’s structure allows it to design programs and provide advice tailored to the individual member’s needs as demonstrated by MCIT’s visits with safety committees, attendance at board meetings, on-site trainings and phone or in-person consultations.

Monitoring Risks

MCIT monitors legislation, court rulings, operational changes, the economic landscape, claims and member input to identify strategies to help members manage emerging risks. MCIT routinely considers modifications to coverage to address the changing exposures members have, and the MCIT staff develops programs and services designed to help members mitigate those exposures.

MCIT Membership Benefits

- Risk management and loss control advice: Loss control and risk management consultants respond to specific concerns members have and help them develop methods to address the issues.
- Training: Statewide seminars, webinars, training videos and on-site speakers give members a variety of ways to learn about managing their risk exposures.
- Informational articles: Resource Library materials discuss specific risks and provide management recommendations.
- Employee Assistance Program: The EAP is provided to employees of each member entity at no cost. The EAP gives employees a way to seek help for personal issues that may also affect their job performance.
- Minnesota Safety Council membership: MCIT membership includes membership in the Minnesota Safety Council, whose mission is to make Minnesota a safer and healthier place to live by helping to prevent unintentional injury at home, on the road, at work and at play. MCIT members have access to all of the Safety Council resources and consultation services as part of membership or for a reduced fee.
- PATROL discounted subscription rate: PATROL (Peace Officer Accredited Training Online) provides Web-based, on-demand training for Minnesota law enforcement to address Peace Officer Standards and Training (POST) and Occupational Safety and Health Administration (OSHA) classroom requirements. Participating MCIT members pay the discounted annual subscription rate of $85 for each of its employees enrolled (regular subscription rate is $110 per year, per employee).

¹ As of June 2018, MCIT has 462 members including: Counties (81); Soil and Water Conservation Districts (83); Agricultural Societies (55); Historical Societies (40); Health and Human Services (24); Water Management (22); Lake Improvement Districts (20); Collaboratives (18); Housing and Economic Development (17); Law Enforcement/Public Safety (17); Housing and Redevelopment Authority (12); Solid Waste (12), Regional Railroad Authority (11); Libraries (9); SWCD Technical Service Area (8); Economic Development Authorities (5); Health Plans (5); Hospital/Nursing Homes (5); Transit (5); Park and Recreation (4); and Miscellaneous Entities (9)
SECTION 4:
Otter Tail County
Board of Commissioners
Information
# 2018 Meeting Schedule

<table>
<thead>
<tr>
<th>CY 2018 Month</th>
<th>County Board Meeting Date</th>
<th>County Board Start Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>2, 9, 23</td>
<td>9:30 a.m.</td>
</tr>
<tr>
<td>February</td>
<td>6, 13, 27</td>
<td>9:30 a.m.</td>
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<tr>
<td>March</td>
<td>6, 13, 27</td>
<td>9:30 a.m.</td>
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<tr>
<td>April</td>
<td>10, 24</td>
<td>9:30 a.m.</td>
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<tr>
<td>May</td>
<td>1, 8, 22</td>
<td>9:30 a.m.</td>
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<tr>
<td>June</td>
<td>5, 12, 26</td>
<td>8:30 a.m.</td>
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<td></td>
<td></td>
<td>End @ noon</td>
</tr>
<tr>
<td>July</td>
<td>10, 24</td>
<td>8:30 a.m.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>End @ noon</td>
</tr>
<tr>
<td>August</td>
<td>7, 14, 28</td>
<td>8:30 a.m.</td>
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<tr>
<td></td>
<td></td>
<td>End @ noon</td>
</tr>
<tr>
<td>September</td>
<td>4, *12, 25</td>
<td>9:30 a.m.</td>
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<tr>
<td>October</td>
<td>2, 9, 23</td>
<td>9:30 a.m.</td>
</tr>
<tr>
<td>November</td>
<td>6, 13, 27</td>
<td>9:30 a.m.</td>
</tr>
<tr>
<td>December</td>
<td>11, 18</td>
<td>9:30 a.m.</td>
</tr>
</tbody>
</table>

*The 2nd week in September Board meeting is a Wednesday and will be in Clitherall to commemorate the 150th anniversary of the first official meeting held in 1868 in Clitherall.*
# 2018 Committee Assignments

## Internal Committees:

### Community Services Division Committee:
- (Human Services, Public Health, Probation, Veterans Service, Extension)
- **Representation:**
  - Doug Huebsch
  - Roger Froemming
  - Lee Rognness Alternate
  - John Dinsmore Director

### Finance Division Committee:
- (Auditor, Treasurer) Day-to-Day Budget/Audit, Investment, Capital Improvement
- **Representation:**
  - Doug Huebsch
  - Wayne Johnson
  - John Lindquist Alternate
  - Wayne Stein Director

### Annual Budget Committee — All Commissioners

### Internal Services Division Committee:
- (Administration, Facilities Operations, GIS, IT, Building, Courtroom Security, Personnel, Technology, Emerg Mgmt/Safety)
- **Representation:**
  - Lee Rognness
  - John Lindquist
  - Wayne Johnson Alternate
  - Nicole Hansen Director

### Land Services Division Committee:
- (Assessor, Recorder, Land Functions of Auditor)
- **Representation:**
  - Roger Froemming
  - John Lindquist
  - Wayne Johnson Alternate
  - Brian Armstrong Director

### Public Works Division Committee:
- (Highway, Land & Resource, Solid Waste, Noxious Weed Appeal, Ditches, Trails & Parks, Strategic Planning, City of Fergus Falls-RTC)
- **Representation:**
  - Wayne Johnson
  - Lee Rognness Alternate
  - Doug Huebsch Alternate
  - Rick West Director

### Additional Internal Committees
- Countywide LMC
- Public Health LMC
- Human Services LMC
- Insurance Sub-Committee
- Lee Rognness & John Lindquist

## External Committees:

### Agricultural Advisory
- Doug Huebsch
- Lee Rognness

### OTLCA:
- Doug Huebsch

### AMC Policy Committees:
- Transportation: Wayne Johnson
- Government: Roger Froemming
- Env. Resources: John Lindquist

### Central MN Emergency Services (Radio Board)
- John Lindquist
- Roger Froemming Alternate

### Criminal Justice Advisory Council (CJAC):
- Roger Froemming

### Economic Development Committee:
- Doug Huebsch
- Lee Rognness

### Extension
- John Lindquist
- Doug Huebsch Alternate
- Wayne Johnson

### Family Service Collaborative
- Doug Huebsch
- Wayne Johnson

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- (Assessor, Recorder, Land Functions of Auditor)
- **Representation:**
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  - John Lindquist
  - Wayne Johnson Alternate
  - Brian Armstrong Director

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  - Wayne Johnson Alternate
  - Nicole Hansen Director

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Committees of the County Board
By Divisions

Pages 3-8

Finance Division Committee

Auditor/Treasurer
Budget/Audit
Capital Improvement
Investment

Internal Services Division Committee

Administration
Facilities Operations
IT
Building
Courtroom Security
Personnel
Emergency Management/Safety
Technology

Public Works Division Committee

Highway
Land & Resource
Solid Waste
Ditches
Noxious Weed Appeal
Trails and Parks

Community Services Division Committee

Human Services
Probation
Public Health
Veteran Services
Extension

Land Services Division Committee

Assessor
Auditor (Land & Property Functions)
Recorder
GIS
Finance Division Committee
Formed: January 2013

Membership: Permanent membership includes: two (2) annually appointed County Board of Commissioners and the Finance Division Director.
One (1) Commissioner is also appointed as an alternate annually.

Current Members 2018: Commissioner Doug Huebsch, Commissioner Wayne Johnson, Commissioner John Lindquist, alternate, County Administrator and Finance Division Director Wayne Stein.

Reimbursements: Appropriate per diem and mileage are paid for County Board members only. No reimbursement for other County employees as the committee meets during regular work hours.

Background:
Encompasses the capacities previously performed by the Budget/Audit and Investment Committees. Encompasses the Auditor/Treasurer Department’s accounting areas.

Statutory Authority: None.

Purpose:

- **Budget/Audit**
  Developing the annual budget for Otter Tail County and making recommendations regarding the budget to the full County Board of Commissioners.
The Committee will meet with all outside agencies who receive funding from Otter Tail County.

  Membership: County Administrator & County Auditor/Treasurer.

- **Investment**
  Reviewing and recommending investment options to the full County Board of Commissioners.

  Membership: County Administrator & County Auditor/Treasurer.

- **Capital Improvements:**
  Review, recommend and approve capital expenditures within the appropriate County budget guidelines.

  Membership: County Administrator and County Auditor/Treasurer.
Internal Services Division Committee
(Formed January 2013)

Membership: Permanent membership includes: two (2) annually appointed County Board of Commissioners and the Internal Services Division Director. One (1) Commissioner is also appointed as an alternate annually.

Current Members 2015: Commissioner Leland Rogness, Commissioner John Lindquist, Commissioner Wayne Johnson (alternate), County Administrator and Internal Services Division Director

Reimbursements: Appropriate per diem and mileage are paid for County Board members only. No reimbursement for other County employees as the committee meets during regular work hours.

Background:
Encompasses the capacities previously performed by the Building, Executive Safety, Personnel, Radio Board and Technology Committees. Encompasses Administration, including Emergency Management, Facilities Operations, and IT departments.

Statutory Authority: None.*

Purpose: Recommendation to the full County Board of Commissioners with regard to:

- Building/Facilities: Charged with the care and management of county property and serves in an advisory capacity to the Facilities Operations Manager. Including recommendations for remodeling, construction, fixtures, furnishings, etc.
  *Statutory Authority: Yes.
  Membership: County Administrator, Internal Services Division Director and Facilities Operations Manager.

- Courtroom Security:

- Personnel: Review personnel issues and recommend solutions. Also serve on Collective Bargaining Agreement negotiations.
  Membership: County Administrator and Internal Services Division Director.

- Technology: Create and recommend county wide policy directives relative to technology and management information systems.
Public Works Division Committee
(Founded January 2013)

Membership: Permanent membership includes: two (2) annually appointed County Board of Commissioners and the Public Works Division Director.
One (1) Commissioner is appointed as an alternate annually.

Current Members 2015: Commissioner Wayne Johnson, Commissioner Lee Rogness, Commissioner John Lindquist (alternate), County Administrator and Public Works Division Director Rick West.

Reimbursements: Appropriate per diem and mileage are paid for County Board members only. No reimbursement for other County employees as the committee meets during regular work hours.

Background:
Encompasses the capacities previously performed by the Highway, Land & Resources, Solid Waste and Noxious Weed Appeal Committees as well as the Highway, Land & Resource Management and Solid Waste departments.

Statutory Authority: Noxious Weed Appeal

Purpose: Recommendation to the full County Board of Commissioners with regard to:

- **Highway:** Serves as an advisory committee to the Highway Department regarding issues affecting county roads, bridges and right of ways.
  Membership: Two Commissioners, County Administrator, County Attorney, and County Engineer.
  Meeting Schedule: As needed and generally as requested by the County Highway Engineer.

- **Land & Resource:** Liaison between the Land & Resource Management Office and the County Board of Commissioners.
  Membership: County Administrator, County Attorney, and Land & Resource Manager.
  Meeting Schedule: As needed.

- **OTC Ditches:**

- **Trails & Parks:**
Community Services Division Committee
(Formed January 2013)

Membership: Permanent membership includes: two (2) annually appointed County Board of Commissioners and the Community Services Division Director.
One (1) Commissioner is also appointed as an alternate annually.

Current Members 2018: Commissioner Doug Huebsch, Commissioner Roger Froemming, Commissioner Lee Rogness (alternate), County Administrator and Community Services Division Director

Reimbursements: Appropriate per diem and mileage are paid for County Board members only. No reimbursement for other County employees as the committee meets during regular work hours.

Background:
Encompasses the County Departments of Human Services, Probation, Public Health, Veteran Services and Extension.

Statutory Authority: Under the Human Service Statute (402.03)

Purpose: Recommendation to the full County Board of Commissioners.
Land Services Division Committee
(Formed January 2013)

**Membership:** Permanent membership includes: two (2) annually appointed County Board of Commissioners and the Land Services Division Director. One (1) Commissioner is also appointed as an alternate annually.

**Current Members 2015:** Commissioner John Lindquist, Commissioner Roger Froemming, Commissioner Wayne Johnson (alternate), County Administrator and Land Services Division Director Brian Armstrong.

**Reimbursements:** Appropriate per diem and mileage are paid for County Board members only. No reimbursement for other County employees as the committee meets during regular work hours.

**Statutory Authority:** None.

**Purpose:** Encompasses the County Departments of: Assessor, Auditor-Land/Property Functions, Recorder and GIS.
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Employees Committee 10

Labor Management Committee 11

**LMC Sub-Committees:**
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- Public Health Internal Labor Management Committee 14
- Wellness Committee 15

Solid Waste 17
County Safety Committee

Purpose of the Committee: The CSC is responsible for implementing the County’s safety program and ensuring that it remains active. The CSC receives suggestions from county employees on how to make the workplace safer. The CSC receives training to conduct safety inspections of County facilities. Committee mission,

“…to work as a team dedicated to promoting health, safety, and wellness in the work environment for Otter Tail County employees and their families by providing and promoting a continuous system of safety education, motivation, and enforcement for all of their work habits and procedures.”

Statutory Authority: MN Statute 182.6555, and MN Administrative Rule 5208.0010. The County Employees Safety Committee (CECS) was originally developed in response to an OSHA recommendation.

Background Information: The County Employees Safety Committee was formed to promote safety through employee communications and hosting training sessions. The committee may also investigate accidents involving employees and/or members of the public. Sub-committees and special purpose work groups and task forces can be organized within the CSC as needed. The Safety Program Liaison assists the Co-Chairs and the committee by maintaining records, coordinating training, and assisting with the agenda. In 2014 the CESC was renamed County Safety Committee (CSC).

Eligibility of Expense Reimbursement: Appropriate per Diem and mileage for County Board member only. No reimbursement for other CSC members as the committee meets during work hours.

Meeting Schedule: The CSC meets monthly (the second Wednesday of the month) to consider employee concerns about safety and to develop suggestions for correcting those concerns.

CSC Membership

Seventeen (12) member representation reflects the County Division structure:

3-Community Services (1 Human Services, 1 Public Health, 1 Probation); 1- Finance; 2- Internal Services(1 Facilities, 1 Other); 2- Land/Property Services (1 Assessor, 1 other); 4- Public Works (1 Highway Maintenance, 1 Highway Engineer, 1 Solid Waste, 1 Land & Resource); 1- Attorney’s Office; 2- Sheriff (1 Operations, 1 Jail).


Current Membership: Kristin Erickson, Marcia Newborg, Gary Johnson, Diane Hanson, Heather Jacobson, Kyle Westergard, Jennifer Johnsrud, Kirby Swanson, Glen Oliphant, Larris Grewe, Katie Black, and Keith VanDyke.

Terms of Appointments: CSC members are selected by their peers and out-going members and will serve a three-year term, with no member serving more than two (2) consecutive terms.

*As of Jan. 2013 a County Commissioner will not sit on this Committee; defer to Emergency Manager/Safety Program Liaison for representation.
Employees Committee

Purpose of the Committee: Represents County employees at various promotional functions during the year, selects ‘Employee of the Month’, presents “Years of Service” Awards annually at County Board meeting, selects clothing line items, orders, and distribution; produces a monthly newsletter, “Employees Etc”, holds election of officers at the end of terms, the term for each officer is two years, organizes social functions for Otter tail County employees, and is an information source for any County employee.

Statutory Authority: None.

Background Information: This committee reports to the County Board of Commissioners. Any employee, with legitimate work related issues, is welcome to attend a meeting of this committee to address concerns.

Eligibility of Expense Reimbursement: No reimbursements.

Meeting Schedule: Conducts monthly business meetings; may be held more or less often as necessary.

Membership: Seven elected members, each having a three-year term. The Chairperson is also a member of the Personnel Board and must attend the meetings held by that committee.

Terms of Appointments: Three-year term

2015 Membership

<table>
<thead>
<tr>
<th>Member</th>
<th>Position Held</th>
<th>Date Appointed</th>
<th>Term Ends</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kristin Kugler</td>
<td>Clothing Line</td>
<td>Jan.2015</td>
<td>12/31/17</td>
<td>Human Services</td>
</tr>
<tr>
<td>Zach Fjestad</td>
<td>Chair</td>
<td>Jan.2014</td>
<td>12/31/16</td>
<td>Solid Waste</td>
</tr>
<tr>
<td>Shelly Fronning</td>
<td>Secretary</td>
<td>Jan. 2014</td>
<td>12/31/16</td>
<td>Public Health</td>
</tr>
<tr>
<td>Lynn Larson</td>
<td>Clothing Line</td>
<td>Jan.2015</td>
<td>12/31/17</td>
<td>Recorder</td>
</tr>
<tr>
<td>Diane Aschnewitz</td>
<td>Treasurer</td>
<td>Jan.2014</td>
<td>12/31/16</td>
<td>Human Services</td>
</tr>
<tr>
<td>Julie Greene</td>
<td>Clothing Line</td>
<td>Jan.2013</td>
<td>12/31/15</td>
<td>Assessor</td>
</tr>
<tr>
<td>Kylene Johnson</td>
<td>Newsletter</td>
<td>Jan.2013</td>
<td>12/31/15</td>
<td>Administration</td>
</tr>
</tbody>
</table>
Labor Management Committee

Purpose of the Committee: The Labor Management Committee exists to create an environment in which all employees of Otter Tail County mutually participate to improve the work environment and to improve employee input in the decision making process.

Statutory Authority: None.

Membership: There are sixteen members, who serve 2-year terms. Officers are elected every 12 months. Membership is comprised of: 7 Management (M) Personnel, 1 County Commissioner, 8 Labor (L) Personnel consisting of 1 Teamster from Public Health Nurses Unit, 1 Teamster from Human Services Unit, 1 Teamster from the Government Services Technical Unit or the Facilities Maintenance Unit, 1 non-Union, 1 from New York Mills Office, union or non union, 2 Teamsters Law Enforcement, 1 from the Sheriff’s Department and 1 from the Detention Facility, and 1 from AFSCME Highway Maintenance Personnel

Current Membership: Brooks Andersen (M), Jason Morris (L), Elizabeth Bakken (L), Tim Brand (M), Rachel Venberg (L), Mark Ellenson (L), Rick Hoium (M), Tonya Holt (L), Charlie Kampa (M), Lynn Larson (L), George Meyer(L), Melinda Sachs (L), Brenda Shoemaker (M), Larry Krohn(M), David Hauser(M), and County Commissioner Doug Huebsch.

Terms of Appointments: Members are re-elected every 2 years, and officers every year.

Background Information: The Committee’s goals are to develop a system that promotes open, two-way communication and an atmosphere of honesty, trust, and respect; create an environment whereby individual employees feel they are an important part of the organization and are meeting the overall County goal of providing quality public service; improve work relationships between labor and management; develop a framework for identifying and solving problems as well as misunderstandings; encourage creativity and the sharing of job-related information; strive to respect each other’s position on issues and view barriers to action as opportunities for improvement.

Eligibility of Expense Reimbursement: Appropriate per Diem and mileage for County Board member only. No reimbursement for other County employees, meetings are held during work week hours.

Meeting Schedule: Meetings are held every other month on the third Thursday. Bi-monthly minutes are posted on the County’s intranet site at: www.otcgis.com/otterweb
Purpose of the Committee: To address and make recommendations to agency management or Human Services Board on various topics and issues within the Human Service Department.

Statutory Authority: None

Background Information: The Work-site Labor Management Committee exists to create an environment in which all employees of Otter Tail County Human Services mutually participate to improve the work environment and to improve employee input in the decision making process.

The Committee’s goals are to:

- Develop a system that promotes open, two-way communication and an atmosphere of honesty, trust, and respect.
- Create an environment whereby individual employees feel they are an important part of the organization and are meeting the overall county goal of providing quality public service.
- Improve work relationships between labor and management.
- Develop a framework for identifying and solving problems as well as misunderstandings.
- Encourage creativity and the sharing of job related information.

Membership: One (1) Permanent Appointment for the Human Services Director, Three (3) Management (M) Personnel, One (1) County Commissioner, Three (3) Local 320 Teamsters Human Service Professional Unit Staff, Four (4) Local 320 Teamsters Support Specialist Unit Staff. Two (2) Ex-Officio Members including: One (1) Teamster 320 Exclusive Representative, and One (1) Recording Secretary. Current Co-Chairs are: Jody Lien (M) and Carla Johnson-Rownd (L). Current County Commissioner is Roger Froemming.

Terms of Appointments: Labor & Management representatives will be replaced or reappointed every two (2) years by their respective groups. Terms will begin January 1st. The Officers will service a term of twelve (12) months. The twelve month term begins July 1st and expires June 30th of the following year. The number of consecutive terms an Officer may serve will be limited to two (2).

Eligibility of Expense Reimbursement: Appropriate per diem and mileage expense for County Board Member only.

Meeting Schedule: The meetings are scheduled on the third Thursday every other month. The duration of the meetings will be a maximum of two (2) hours, unless extended by consensus. The meetings will be from 10:00 a.m. until 12:00 p.m. Special Meetings shall be called by the co-chairs with the approval of at least two (2) other representatives, one (1) Labor (L) and one (1) Management (M).
Purpose of the Committee: The Insurance Committee is a sub-committee of the County-wide Labor Management Committee. The purpose of the Committee is to research and evaluate benefits relative to the needs of county employees. The committee reviews health, dental, life, and long term disability insurance each year during the renewal period (usually August) and recommends changes to the LMC and/or works to educate employees regarding changes that often occur annually.

Statutory Authority: None (see background information for establishment).

Background Information: The Insurance Committee was established on January 1, 2000, with language included in some of the Labor Agreements regarding representation. The Support Specialist, Social Worker, and Professional Nurses Labor Agreements include the following language: One (1) member from the bargaining unit will be elected to sit on the Insurance Committee which will be a sub-committee of the Labor Management Committee (LMC).

Terms of Appointments: No specific terms – if an individual does not wish to serve, they can recommend a replacement from the respective group. Or, the LMC could appoint employees as appropriate (for example, when membership changes on the LMC).

Eligibility of Expense Reimbursement: No expense reimbursement. All members are County employees and meetings are held during work time.

Meeting Schedule: The Insurance Committee meets about 4-5 times per year depending on need. There is no specific set schedule established except meeting after the County receives the health insurance renewal each year is required.

Current Members

<table>
<thead>
<tr>
<th>Member</th>
<th>Area Representing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kim Mark</td>
<td>GST Unit</td>
</tr>
<tr>
<td>Mark Becker</td>
<td>FME Unit</td>
</tr>
<tr>
<td>Krista Fix</td>
<td>Social Workers Union</td>
</tr>
<tr>
<td>Tina Tungseth</td>
<td>Corrections Union</td>
</tr>
<tr>
<td>Mary Ann Anderson</td>
<td>Support Specialist Union</td>
</tr>
<tr>
<td>Lane Magnusson</td>
<td>Public Health Union</td>
</tr>
<tr>
<td>Dawn Godel</td>
<td>Non-Union Rep. &amp; Resource for Financial Information</td>
</tr>
<tr>
<td>Stephen Goerdt</td>
<td>Highway Maintenance Union</td>
</tr>
<tr>
<td>Dion Bredman</td>
<td>Sheriff’s Department Unions</td>
</tr>
<tr>
<td>Nicole Hansen</td>
<td>Administration- Non- Union Supervisory</td>
</tr>
<tr>
<td>Kevin Fellbaum</td>
<td>Non-Union (Highway)</td>
</tr>
<tr>
<td>Kathy Domholt</td>
<td>Benefits Coordinator-Information Resource/Facilitator</td>
</tr>
<tr>
<td>Michelle Eldien</td>
<td>County Attorney -Ex-Officio</td>
</tr>
<tr>
<td>John Dinsmore</td>
<td>County Administrator – Ex-Officio</td>
</tr>
</tbody>
</table>
Public Health
Internal Labor Management Committee
Subcommittee of Labor Management

Purpose of the Committee: The Labor Management Committee exists to create an environment in which all employees of Otter Tail County Public Health mutually participate to improve the work environment and to improve employee input in the decision making process.

The committee’s goals are to:

1. Develop a system that promotes open, two-way communication and an atmosphere of honesty, trust, and respect
2. Create an environment whereby individual employees feel they are an important part of the organization and are meeting the overall county goal of providing quality public service
3. Improve work relationships between labor and management
4. Develop a framework for identifying and solving problems as well as misunderstandings
5. Encourage creativity and the sharing of job related information
6. Strive to respect each other’s position on issues and view barriers to action as opportunities for improvement

Statutory Authority: None.

Membership: Up to two (2) Management Personnel, one (1) County Commissioner, three (3) Teamsters professionals involved in nursing, two (2) Support Staff, one (1) Other Program Staff (non-nursing), one (1) Public Health Department Head, two (2) Ex-Officio members including one (1) Teamsters 320 business agent and one (1) Bureau of Mediation Services consultant.

Terms of Appointments: Representatives will commit to a minimum of two (2) year terms; except for the initial year when one-half (1/2) of the membership need to commit to a three year term. Thereafter Labor and Management representatives will be replaced or re-appointed every two years by their respective groups. Membership rotation may be limited due to staffing limitations.

The number of consecutive terms will be limited to two (2) in order to provide the opportunity for new representatives to participate in the Labor Management Committee. Term rotation may be limited due to staffing limitations.

The Public Health Department Head shall be a permanent position on the Labor Management Committee.

Eligibility of Expense: Reimbursement: Appropriate per diem and mileage expense for County Board member only. Participation by other representatives is during work time.

Meeting Schedule: The committee tries to meet at least quarterly and decides at the end of each meeting if additional meetings are needed.
Wellness Committee
Subcommittee of Labor Management

Purpose of the Committee: The Wellness Committee is a sub-committee of the countywide Labor Management Committee. The purpose of the committee is to educate and motivate employees to live a healthy lifestyle on a daily basis.

Statutory Authority: None.

Background Information: This committee was established in 2002 when LCSC (the County’s health insurance provider) provided funding for the committee. LCSC’s premise is for a reduction inexpensive health usage through healthy daily living and early detection of health issues through their Health Fairs.

Membership: Required membership consists of at least one (1) representative from Public Health, the Administration Department, and the County wide Labor Management Committee. In addition to these membership is open to all County employees; preferably a minimum of one representative from each County department.

The Committee is currently facilitated by Nutritionist, Janet Lindberg and Benefits Coordinator, Kathy Domholt.

Terms of Appointments: No specific terms. Individuals wishing to go off the committee should recommend a replacement.

Eligibility of Expense Reimbursement:

Meeting Schedule: As needed, generally once per month, except in the summertime.
Solid Waste/PLMSWA Committee

**Purpose of the Committee:** Liaison and advisory between the Solid Waste Department and the County Board of Commissioners.

**Statutory Authority:** None.

**Background Information:**

**Terms of Appointments:** Annually by the County Board.

**Eligibility of Expense Reimbursement:** Appropriate per diem and mileage for the County Board members only.

**Meeting Schedule:** Meets as needed, generally meetings are scheduled by the Solid Waste Director.

**Membership Guidelines:** Two Commissioners, one Commissioner alternate, County Administrator, County Attorney, Solid Waste Director.

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### 2015 Solid Waste Committee

<table>
<thead>
<tr>
<th>Member</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wayne Johnson</td>
<td>Commissioner- 2nd District</td>
</tr>
<tr>
<td>Lee Rogness</td>
<td>Commissioner- 4th District</td>
</tr>
<tr>
<td>John Lindquist</td>
<td>Alternate- 3rd District Commissioner</td>
</tr>
<tr>
<td>Michelle Eldien</td>
<td>County Attorney</td>
</tr>
<tr>
<td>John Dinsmore</td>
<td>County Administrator</td>
</tr>
<tr>
<td>Rick West</td>
<td>Public Works Director</td>
</tr>
<tr>
<td>Chris McConn</td>
<td>Solid Waste Director</td>
</tr>
</tbody>
</table>
Outside Committees
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Agriculture Advisory Board

Purpose of the Committee: Mission Statement: “To promote and preserve the long-term viability of all livestock and crop farms, lakes and streams, and their industries through planning, education and partnership with producers, businesses, government and residents.”

Membership: The bylaws are drafted but need approval.

Statutory Authority: None.

Terms of Appointments: Terms will be set by the bylaws.

Background Information: This committee was started by a group interested in agriculture in Otter Tail County.

Eligibility of Expense Reimbursement: Appropriate per diem and mileage for County Board members only.

Meeting Schedule: Schedule will be set by bylaws.

Current Members

<table>
<thead>
<tr>
<th>Leland Rogness</th>
<th>Douglas Huebsch</th>
<th>Bruce Brenden</th>
</tr>
</thead>
<tbody>
<tr>
<td>Otter Tail County Commissioner</td>
<td>Otter Tail County Commissioner</td>
<td>Rothsay, MN 56579</td>
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<td></td>
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<tr>
<td>Rick Drevlow</td>
<td>Charles Erickson</td>
<td>Leon Keller</td>
</tr>
<tr>
<td>Fergus Falls, MN 56537</td>
<td>Battle Lake, MN 56515</td>
<td>Fergus Falls, MN 56537</td>
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<td></td>
<td></td>
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<tr>
<td>Mark Rohr</td>
<td>Peter Fjestad</td>
<td>Ken Herbranson</td>
</tr>
<tr>
<td>Bluffton, MN 56518</td>
<td>Fergus Falls, MN 56537</td>
<td>Clitherall, MN 56524</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rod Wenstrom</td>
<td>Gary Cruff</td>
<td>Lori Jayne Grahn</td>
</tr>
</tbody>
</table>
Board of Adjustment

Purpose of the Committee: The purpose of this board is to hear all applications for variance from the various county ordinances; i.e., Shoreland Management, Subdivision Controls, etc. Applications for consideration by this Board are submitted to the Land and Resource Department and processed through the County Auditor’s office.

Statutory Authority: The secretary and contact person for the Board of Adjustment is the County Auditor.

Background Information:

Membership: The membership consists of one person from each of the County Commissioner Districts, plus a representative from the Planning Commission. The Planning Commission member is on a monthly rotation.

Terms of Appointments: The Board of Adjustment term of office is one year appointed on an annual basis.

Eligibility of Expense Reimbursement: Members receive a per diem and mileage reimbursement.

Meeting Schedule: The Board of Adjustment meets the first and second Thursday of each month as needed. Meetings are held in the County Board Room located at the Government Services Center, 500 Fir Avenue West, Fergus Falls, MN 56537.

2016 Membership

Jodi L. Sazama  
Perham, MN

Paul R. Larson  
Henning, MN

Ward Uggerud  
Fergus Falls, MN 56537

R. Stephen Schierer  
Erhard, MN

Thomas (Tom) Lee  
Elizabeth, MN

Various Monthly Rotation of Current Planning Commission Members
Bois de Sioux Watershed District Committee

Purpose of the Committee: Watershed districts are local units of government that work to solve and prevent water-related problems. The boundaries of the districts follow those of a natural watershed, and the districts are usually named after that watershed.

Mission: The Minnesota Association of Watershed Districts provides educational opportunities, information and training for watershed district managers and staff through yearly tours, meetings and quarterly newsletters.

Statutory Authority: Watershed Districts were authorized by the Legislature in 1955 when it passed the Watershed Act, MSA103D – this legislation sets out the role and responsibilities for watershed districts in Minnesota. All meetings held by a watershed district Board are open to the public.

Background Information: The Bois de Sioux Watershed District was established on May 11, 1998 by order of the Minnesota Board of Water and Soil Resources (BWSR). The district represents an area of approximately 1,430 square miles and includes Traverse County, Grant County, Wilkin County, Stevens County, Big Stone County, and Otter Tail County. The district constitutes the drainage basins of Lake Traverse and Bois de Sioux within the state of Minnesota. The major tributaries are the Mustinka River and numerous creeks in the south and east and the Rabbit River to the north.

Eligibility of Expense Reimbursement: Appropriate per diem and mileage for County Board member.

Terms of Appointments: 3 Years.

Meeting Schedule: Every third Thursday at 9:00 a.m. in the District Office, March through November; and every third Thursday at 8:00 a.m., April through October.

Membership: Current contact is Commissioner John Lindquist. Commissioner Wayne Johnson, serves as the alternate. Kurt Erlandson was appointed to represent Otter Tail County for a three (3) year term beginning May 1, 2014. For further information and Board of Directors listing, please refer to the Bois de Sioux Watershed District website or contact District Administrator, Jon Roeschlein as follows:

District Phone - 320-563-4185
Fax - 320-563-4987
Cell Phone - 320-760-7275
E-mail - bdswd@frontiernet.net
Purpose of the Committee: organized to facilitate cooperation among member lake and river associations and assist in fostering wise use of the lake and stream areas by:
A. Identifying and analyzing environmental impact problems in the lake areas and disseminating information thereon to member associations and the general public.
B. Recommending and promoting practices relative to the proper development, improvement and preservation of the lakes and their shore lands.
C. Presenting such recommendations and Association positions to agencies of government, business and private individuals in order to bring about appropriate action for the effective use of these valuable natural resources.
D. Administering a program of water quality monitoring, sampling, analysis, and results dissemination to protect or improve water quality in area lakes and streams.
E. Communicating information relative to the above goals to members via meeting dialogue, telephone contacts to delegates and/or written communication.

The COLA shall work in conjunction with Federal, State and local agencies, both public and private, to maintain and improve the quality of the lakes and streams.
The COLA shall be a non-profit, non-stock organization.

Membership: Organized lake and/or river associations whose primary purpose is to protect and improve their lake environments are eligible for membership. Those eligible may become members by applying for membership to COLA, paying their annual dues, and designating an official representative and alternate to the COLA Board of Directors.

Meeting Schedule: Fourth Saturday, April thru September.

Eligibility of Expense Reimbursement: Appropriate per diem and mileage for County Board member.

2015 Members:

Two (2) County Board of Commissioner Members: Doug Huebsch and Wayne Johnson.
Conservation Committee

Membership: Two (2) County Board of Commissioner Members: John Lindquist and Wayne Johnson.

2015 Membership
Les Bensch, Charles Piekarski, Peter Fjestad, and Mike Haarstad. (see June 9/2015 CoBd Minutes).
Ditch Viewers

Purpose of the Committee: Ditch Viewers are appointed by the drainage authority (County Board) and are charged with determining the benefits and damages to all property affected by a proposed or existing drainage project and reporting to the drainage authority.

Statutory Authority: M.S. 103E.305.

Background Information: Typically, viewers are assigned to make determinations of benefits and damages involving the modification and/or repair of county ditches (drainage structures). The viewers work with and are supervised by the Drainage Inspector. The Drainage Inspector is Assistant County Engineer Kevin Fellbaum.

Eligibility of Expense Reimbursement: Viewers are eligible for reimbursement of expenses and a per diem of $80 per day.

Meeting Schedule: The viewers meet as needed.

Membership: The viewers are selected by their proximity to the project involved and have an indefinite term. The viewers are required to subscribe to an oath to faithfully perform their duties

Terms of Appointments: The viewers have an indefinite term.

Current Viewers
Eldor Kugler, Erhard, MN
Tiny Holm, Fergus Falls, MN
Richard Bergquist, Parkers Prairie, MN
Extension Committee
(M.S. 38.36)

Purpose of the Committee: The committee represents the people of the county in the conduct of the county extension program and meets frequently throughout the year to give extension agents support in developing, implementing, and evaluating the extension program.

Statutory Authority: M.S.38.33-38.38.

Background Information:

Eligibility of Expense Reimbursement: The County Commissioner members may receive a per diem and may be reimbursed for expenses. Other members may also be reimbursed for expenses or may receive a per diem.

Meeting Schedule: The Committee meets four times per year.

Membership: The County Extension Committee of nine members is organized according to M.S.38.33-38.38. Included on the committee are: two members are County commissioners appointed by the Chairperson of the Board of County Commissioners; the County Auditor, who is by law the secretary of this committee; and six members appointed at large by the Board of County Commissioners.

Terms of Appointments: The Extension selects its own chairperson and vice-chairperson who serve for one year. The members appointed to the Extension Committee by the Board of County Commissioners serve three-year terms with two members appointed each year. Some counties have chosen to limit the number of three-year terms a committee member may serve.

<table>
<thead>
<tr>
<th>Current Members</th>
<th>Address</th>
<th>Appointed</th>
<th>Term Expires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Willis Roehl, Chair</td>
<td>Fergus Falls, MN 56537</td>
<td>01/01/16</td>
<td>12/31/18</td>
</tr>
<tr>
<td>Ann Gibbs</td>
<td>Battle Lake, MN 56515</td>
<td>01/01/15</td>
<td>12/31/17</td>
</tr>
<tr>
<td>Donna Gill</td>
<td>Perham, MN 56573</td>
<td>01/01/14</td>
<td>12/31/16</td>
</tr>
<tr>
<td>Steve Schwartz</td>
<td>Parkers Prairie, MN 56361</td>
<td>01/01/14</td>
<td>12/31/16</td>
</tr>
<tr>
<td>Julian Sjostrom</td>
<td>Pelican Rapids, MN 56572</td>
<td>01/01/15</td>
<td>12/31/17</td>
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<tr>
<td>Carol Rethemeier</td>
<td></td>
<td>01/01/16</td>
<td>12/31/18</td>
</tr>
<tr>
<td>John Lindquist, 3rd District County Commissioner</td>
<td>GSC 515 Fir Avenue West Fergus Falls, MN 56537</td>
<td>2015</td>
<td>2016</td>
</tr>
<tr>
<td>Douglas Huebsch, 1st District County Commissioner</td>
<td>GSC 515 Fir Avenue West Fergus Falls, MN 56537</td>
<td>2015</td>
<td>2016</td>
</tr>
<tr>
<td>Wayne Johnson, 2nd District Commissioner-Alternate</td>
<td>GSC 515 Fir Avenue West Fergus Falls, MN 56537</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wayne Stein, County Auditor</td>
<td>510 Fir Avenue West Fergus Falls, MN 56537</td>
<td>Permanent</td>
<td></td>
</tr>
</tbody>
</table>
Purpose of the Committee: The purpose of the Otter Tail Family Services Collaborative involves families, communities, and institutions working together for a responsive, flexible system of education, support, and services that focuses positively on the needs, strengths, and potential of each child and family.

Statutory Authority: The Collaborative is authorized by Minnesota Statutes §121.8355 and §245.491 which permits public and private child servicing agencies to come together by mutual agreement to establish a Family Service Collaborative and/or Children’s Mental Health Collaborative in order to establish an integrated children’s service system.

Background Information: The Collaborative began in 1993 following legislation that provided $30,000 for a planning process that involves all sectors of the community. The Collaborative has developed into a partnership of ten school districts, three educational cooperatives, twelve non-profit organizations, and the County of Otter Tail. The initial vision was for members to work together to create a responsive, flexible system of education, support and services that focus positively on the strengths, needs and potential of each child and family. The revised vision statement is: Working Together Serving Families…Improving Lives.

Eligibility of Expense Reimbursement: County Commissioners receive per diem and mileage.

Membership: The governing board consists of one representative from each participating agency. The executive council of the governing board consisting of two county board members, two school board members and two members from the board of directors of the non-governmental agencies. Appointments of members to the governing board shall be determined by a process established by each represented entity. Current County Board members are: Douglas Huebsch and Wayne Johnson.

Terms of Appointments: CEO members serve on an on-going basis. The role of CEO Group Chair is rotated annually on a calendar year basis.

Meeting Schedule: The governing board meets annually to set policy directives and overall budgeting. Issues that come up during the mid-year are handled by the executive council of the governing board.

Executive Council Membership/ Officers

Non-profit Sector Representatives
Ellen Palmer, Lakeland Mental Health Center
Marion Kershner, Someplace Safe- Alternate

County Representatives
Doug Huebsch, 1st District Commissioner, Human Services
Wayne Johnson, 2nd District Commissioner, Public Health- Alternate

Education Sector Representatives
Norman Kolstad, Lakes Country Service Cooperative, Chair
Lisa Carlson, Underwood ISD #550
Judy Moeller, Parkers Prairie ISD #547- Alternate
The Otter Tail County members on the CEO Group are:

<table>
<thead>
<tr>
<th>Organization</th>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>OTC Attorney’s Office</td>
<td>Michelle Eldien</td>
<td>County Attorney</td>
<td>218-998-8400</td>
</tr>
<tr>
<td>OTC Probation</td>
<td>Desta Lutzwick</td>
<td>Director</td>
<td>218-998-8500</td>
</tr>
<tr>
<td>OTC Human Services</td>
<td>Deb Sjostrom</td>
<td>Director</td>
<td>218-998-8150</td>
</tr>
<tr>
<td>OTC Public Health</td>
<td>Jody Lien</td>
<td>Director</td>
<td>218-998-8320</td>
</tr>
</tbody>
</table>

Complete membership on the CEO Group can be found at the Family Services website - http://www.otfsc.org/
Housing & Redevelopment Authority Board
(M.S. 469.006)

Purpose of the Committee: The County Housing & Redevelopment Authority (HRA) administer various housing programs in rural Otter Tail County that assist lower income persons in obtaining and maintaining affordable, decent, and safe housing.

Statutory Authority: M.S. 469.006

Background Information:

Terms of Appointments: The HRA board members are appointed for five-year terms.

Eligibility of Expense: Members receive a per diem and mileage reimbursement.

Meeting Schedule: The HRA Board meets regularly the fourth Thursday of the month, on a quarterly basis, at the main HRA office located at 225 West Washington, Fergus Falls, MN (218-739-3249). Information is also at: www.fergusfallshra.com

Membership: The HRA is governed by a five member Board appointed by their respective county Commissioner giving representation to all five districts within the County of Otter Tail.

Current Membership

<table>
<thead>
<tr>
<th>District</th>
<th>Member</th>
<th>Contact Info</th>
<th>Appointed</th>
<th>Term Expires</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Robert Maki</td>
<td>New York Mills, MN 56567</td>
<td>8/2012</td>
<td>8/2017</td>
</tr>
<tr>
<td>3</td>
<td>Scott Rocholl</td>
<td>Underwood, MN 56586</td>
<td>8/2013</td>
<td>8/2018</td>
</tr>
<tr>
<td>4</td>
<td>Ralph Hemmerlin</td>
<td>Parkers Prairie, MN 56361</td>
<td>1/2015</td>
<td>8/2020</td>
</tr>
<tr>
<td>5</td>
<td>Robert Bigwood</td>
<td>Fergus Falls, MN 56537</td>
<td>8/2014</td>
<td>8/2019</td>
</tr>
</tbody>
</table>
Human Services
Adult Mental Health Local Advisory Committee (LAC)

Purpose of the Committee:
Mission Statement:
“ It shall be our mission to advocate for a full array of accessible services including education, prevention, intervention, coordination, and treatment to all Otter Tail County Residents with mental illness and mental health needs. We shall review and evaluate the existing services within the county: advise County Commissioners about policies, programs, and unmet needs: and promote family and community involvement in the delivery of services.”

Statutory Authority: MN Stat. 245.466, Subd. 5

Background Information:

Terms of Appointments: Three (3) years.

Eligibility of Expense: Reimbursement-Per Diem shall be paid to each non-agency representative of the Council for each Council meeting they attend. Necessary workshop registration or related expense will be reimbursed to the Council member.

Meeting Schedule: Minimum of Quarterly but may be held monthly.

Membership: Nine (9) to fifteen (15) members consisting of at least of each: Consumer, family members of an adult with mental illness, mental health professional and a community support program representative. Members should be a representative of entire County to the greatest extent possible.
Human Services
Children’s Mental Health Local Advisory Committee (CMHLAC)

Purpose of the Committee: The purpose of the LAC is to use the knowledge of a broad range of people who use mental health services, provide services or are concerned about public policy to find ways to improve local mental health services. The Comprehensive Mental Health Act of 1987 and the Children’s Mental Health Act of 1989 require counties to establish local mental health advisory councils. The Act gives LAC’s a broad role in the review, evaluation and planning of local systems.

Statutory Authority: MN Stat. 245.4875, Subd. 5

Background Information:

Terms of Appointments: No term limits.

Eligibility of Expense: Reimbursement- Per diem shall be paid to each non-agency representative of the Council for each Council meeting they attend. Necessary workshop registration or related expense will be reimbursed to the Council member.

Meeting Schedule: Meets monthly.

Membership: At least one person who was in a mental health program as a child or adolescent, at least one parent of a child or adolescent with severe emotional disturbance, one children’s mental health professional, representatives from significant minority populations in the county, and one family community support services program representative.
Purpose of the Committee: The Joint Airport Zoning Board is responsible for establishing, administering and enforcing zoning laws for the areas surrounding the airport and for the protection of the airport and the public.

Statutory Authority: M.S. 360.

Background Information: Because portions of the airport hazard area to each airport are located outside the territorial limits of each municipality, but within the territorial limits of the county, the county has the right to appoint two persons to the Board. The appointed members should not be members of the County Commission.

Eligibility of Expense Reimbursement: Members are eligible for reimbursement and per diems.

Terms of Appointments: The terms of members are indefinite and the members serve at the pleasure of the County Board of Commissioners.

Meeting Schedule:

Membership: The municipality involved is responsible for the appointment of its members, as outlined in M.S. 360.

Current Contacts

Joint Airport Zoning Board

**Fergus Falls Municipal Airport**
Curt Malecha
Airport Manager
218-739-3733
Information at City of Fergus Falls website

**Battle Lake Joint Airport Zoning Board**
Dr. John Myhre & Dale Thompson

**Wadena Municipal Joint Airport Zoning Board**
William Goepford
903 Marshal Avenue
Henning, MN 56551

Robert Sonnenberg
New York Mills, MN 56567
Lake Region Community Partners

Purpose of the Committee: As a 501© (6) organization located in Fergus Falls, MN it is focused on business promotion (Chamber of Commerce, Business League, etc.), area development, redevelopment and renewal, and attracting new industry, as well as retaining industry in the area.

Membership: Two (2) County Board of Commissioner Members: Doug Huebsch and Leland Rogness.
Lakeland Mental Health Center, Inc.

Purpose of the Committee: Organizational decisions will be made to ensure the Center’s permanence as a quality community resource.

Statutory Authority: None

Background Information: Lakeland Mental Health Center is a private, non-profit organization committed to providing quality mental health services to the residents of the area. The Center contracts with area counties to provide public mental health service. The Center is committed to meeting the therapeutic needs of individual clients through the efficient and convenient provision of clinically effective services. Services will be based on a high level of respect for the client and his/her needs, as we believe that each person has uniqueness, dignity, and self-worth. The Center is also committed to remaining a strong, stable human service provider during these times of cost containment and retrenchment.

Eligibility of Expense Reimbursement: Appropriate per diem and mileage expense.

Membership and Terms: The Board of Directors commit to a three (3) year term of service up to a maximum of three (3) terms, or nine (9) years. An exception to this is the Member At-Large who commits to a one (1) year term.

<table>
<thead>
<tr>
<th>County</th>
<th>Member</th>
<th>Office/Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant</td>
<td>Todd Schneeberger</td>
<td>Chair – 2014</td>
</tr>
<tr>
<td>Pope</td>
<td>Gordon Wagner</td>
<td>Vice-Chair – 2013</td>
</tr>
<tr>
<td>Douglas</td>
<td>Dan Olson</td>
<td>Treasurer – 2015</td>
</tr>
<tr>
<td>Otter Tail</td>
<td>Roger Froemming</td>
<td></td>
</tr>
<tr>
<td>Otter Tail</td>
<td>Doug Huebsch</td>
<td>Alternate</td>
</tr>
<tr>
<td>Becker</td>
<td>Donald Skarie</td>
<td>2013</td>
</tr>
<tr>
<td>Becker</td>
<td>Steve Midthune</td>
<td>2014</td>
</tr>
<tr>
<td>Clay</td>
<td>Jon Evert</td>
<td>2014</td>
</tr>
<tr>
<td>Clay</td>
<td>Mike McCarthy</td>
<td>2015</td>
</tr>
<tr>
<td>Douglas</td>
<td>Arland Hirman</td>
<td>2014</td>
</tr>
<tr>
<td>Grant</td>
<td>Richard Kastner</td>
<td>2013</td>
</tr>
<tr>
<td>Otter Tail</td>
<td>Lyle Hoxtell*</td>
<td>2015</td>
</tr>
<tr>
<td>Pope</td>
<td>Kay Lagred</td>
<td>2015</td>
</tr>
<tr>
<td>Member At-Large</td>
<td>Rhonda Porter</td>
<td>2013</td>
</tr>
<tr>
<td>Staff Representative</td>
<td>Kathy Vraspir</td>
<td>2013</td>
</tr>
</tbody>
</table>

* Lyle Hoxtell is completing term begun by Robert Block. Lyle Hoxtell was appointed at the 07/23/13 County Board Meeting.
Purpose of the Committee: The Law Library Board is responsible for the policy and direction of the maintenance and funding of the Law Library. The Law Library is regulated by the three-member board of trustees.

Statutory Authority: M.S. 134

Background Information: The use of the library is free to the judges of the state, state officials, judges of the district, municipal, county, and conciliation courts of the county, city, and county officials, members of the bar, and inhabitants of the county. The board of trustees has the power necessary for the governance and maintenance of the library, including, but not limited to:

1. Amend its bylaws and regulations;
2. On behalf of the county, accepts any gifts, grants, devises, or bequests or the loan of books or property for the library, and carries out the conditions thereof;
3. Purchase or lease books or library facilities with money from the county law library fund;
4. Sell or exchange items of property of the library.

Eligibility of Expense Reimbursement: Appropriate per diem and mileage expense.

Terms of Appointments: Terms are indefinite.

Meeting Schedule

Membership: One member of the board of trustees is a county commissioner selected annually by the board of Commissioners. The other members are a person appointed by the chief judge of the judicial district and an attorney admitted to the practice of law, residing in the county and selected by the county attorney.

<table>
<thead>
<tr>
<th>Area Representing</th>
<th>Member</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Judge</td>
<td>Judge Waldemar Senyk</td>
<td>Otter Tail County Court House</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(218) 998- 8437</td>
</tr>
<tr>
<td>One Attorney</td>
<td>Schan Sorkeness</td>
<td>114 E Washington Ave</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fergus Falls, MN 56537</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(218) 739-4622(w)</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:Sorkness@prtel.com">Sorkness@prtel.com</a></td>
</tr>
<tr>
<td>One Commissioner</td>
<td>Roger Froemming</td>
<td>515 Fir Avenue West</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fergus Falls, MN 56537</td>
</tr>
<tr>
<td>Commissioner Alternate</td>
<td>Leland Rogness</td>
<td>515 Fir Avenue West</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fergus Falls, MN 56537</td>
</tr>
</tbody>
</table>
Minnesota Rural Counties Caucus (MRCC)

Purpose of the Committee: The Minnesota Rural Counties Caucus is dedicated to promoting and protecting rural concerns and rural lifestyles. It is a new and growing organization that continues to add new members who recognize rural counties must organize to revitalize rural Minnesota. Through the MRCC, rural counties have established a communications network within the Association of Minnesota Counties where they can develop and promote issues important to rural counties.

Statutory Authority

Background Information

Terms of Appointments

Eligibility of Expense Reimbursement: Appropriate per diem and mileage expense

Meeting Schedule: Committee meets quarterly.

2015 Membership: Commissioner Roger Froemming is Otter Tail County’s Delegate to the MRCC with Commissioner Wayne Johnson as Alternate.

Contact: Dan Larson, MRCC Administrator
5077 144th Street West, St. Paul, MN 55124
952-423-7218
Fax: 952-423-9217
dan27@frontiernet.net
Eligibility of Expense Reimbursement: Appropriate per diem and mileage expense for County Board member.

Meeting Schedule: Meets monthly. Purpose of the Committee: Mahube-Otwa Community Action Agency is a locally controlled nonprofit resource agency striving for the success of the community, by empowering people to live, learn, work and govern themselves.

Statutory Authority

Background Information: In 2012 the Mahube/Otwa Community Action Agency was designated by the State Department of Human Services and Office of Economic Opportunity to serve the five counties of Mahnomen, Hubbard, Becker, Otter Tail and Wadena thus consolidating the services of both the Mahube and Otter Tail Wadena Community Action Councils. The Otter Tail-Wadena Community Action council was born on March 12, 1965 when seventy-five local residents met to discuss the Economic Opportunity Act. At that time an eleven-person board was elected. Since that time such programs as Head Start, Energy Savers (the first Weatherization project in the nation), Fuel Assistance, Money Management, Family Planning, Wheels for Workers, Affordable homes, Home Stretch and others have been initiated. These programs continue to serve the area's population and testify to OTWCAC’s Mission Statement.

Terms of Appointments: Federal and State statutes mandate that there be an elected official from each county serving on the Community Action Board of Directors.

2015 Membership: Commissioner Roger Froemming has been appointed to represent Otter Tail County on the Mahube/Otwa Board of Directors. Commissioner Doug Huebsch will serve as Alternate.
Otter Tail Problem Solving Courts

**Membership:** Two (2) County Board of Commissioner Members: Leland Rogness and Wayne Johnson.
Planning Commission
(M.S. 394.30)

Purpose of the Committee: The duties and the responsibilities of the Planning Commission include conducting public hearings regarding proposed sub-divisions and conditional use permit applications (i.e. grade and fill projects and commercial venture within the shoreland areas). Recommendations are made to the County Board of Commissioners for approval or denial.

Statutory Authority: M.S. 394.30.

Background:

Terms of Appointments: Members are appointed to three-year terms.

Eligibility of Expense Reimbursement: Eligible for per diem meeting payments and mileage reimbursement.

Meeting Schedule: Meet monthly on the second Wednesday of each month in the County Board/Otter Tail Lake Rooms at the GSC. Overflow meetings are held the third Wednesday of the month, as needed.

Membership: The Chair of the Board of Adjustment is, by ordinance, a member of the Planning Commission. There are two members from each district. Additional information may be found at: www.co.otter-tail.mn.us/land/planningcommission.

Current Members & Terms

<table>
<thead>
<tr>
<th>District</th>
<th>Member</th>
<th>Appointed</th>
<th>Term Expires</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jack Rosenthal</td>
<td>01/13/15</td>
<td>12/31/18</td>
</tr>
<tr>
<td>1</td>
<td>Rod Boyer</td>
<td>01/01/05</td>
<td>12/31/16</td>
</tr>
<tr>
<td>2</td>
<td>Brent Frazier</td>
<td>12/17/13</td>
<td>12/31/18</td>
</tr>
<tr>
<td>2</td>
<td>Richard Gabe</td>
<td>06/27/13</td>
<td>12/31/17</td>
</tr>
<tr>
<td>3</td>
<td>Bert Olson</td>
<td>01/01/05</td>
<td>12/31/16</td>
</tr>
<tr>
<td>3</td>
<td>David Wass</td>
<td>01/01/13</td>
<td>12/31/15</td>
</tr>
<tr>
<td>4</td>
<td>David Trites</td>
<td>01/01/06</td>
<td>12/31/14</td>
</tr>
<tr>
<td>4</td>
<td>Robert Schwartz</td>
<td>01/01/05</td>
<td>12/31/16</td>
</tr>
<tr>
<td>5</td>
<td>Loren Bailey</td>
<td>08/13/13</td>
<td>12/31/15</td>
</tr>
<tr>
<td>5</td>
<td>Rick Wilson</td>
<td>12/17/13</td>
<td>12/31/16</td>
</tr>
</tbody>
</table>
Purpose of the Committee: The Pomme de Terre River Association of Minnesota was formed in 1981 with the purpose of improving water quality in the Pomme de Terre River. The river, located in west central Minnesota, is impaired for high levels of fecal coli form bacterial and turbidity. The Pomme de Terre River association is sponsored by the non-profit organization in Alexandria, MN called WesMin Resource, Conservation and Development (RC&D). The association is committed to engaging local people to become informed and active in cleaning up the Pomme de Terre River.

Statutory Authority

Background Information: The Pomme de Terre Joint Powers Board (JPB) established a Technical Committee and hired a coordinator who was in place from March 2000 to December 2003. The Minnesota Board of Water and Soil Resources approved a $50,000 grant from special cost share funds. The Technical Committee and the Pomme de Terre River Association both met regularly until the fourth quarter of 2003. The association continues to collect, compile, and summarize data. A report with summarized data was delivered to the JPB in February 2001, and another report was submitted in February 2002 to the JPB. Useful tools, including geographic information system (GIS) tools for the watershed, were developed as part of the process and several educational tools and watershed tours were funded.

Terms of Appointments

Eligibility of Expense Reimbursement: Appropriate per diem and mileage expense.

Meeting Schedule: As needed.

2015 Membership: The Joint Powers Board consists of a Soil and Water District Supervisor and a County Commissioner from each of the six counties within the watershed. Commissioner John Lindquist serves on the Pomme de Terre River Association Joint Powers Board on behalf of Otter Tail County. Commissioner Wayne Johnson will serve as Alternate.

For Additional Information: www.pdtriver.org

Pomme de Terre River Association Joint Powers Board
Shaun McNally, Watershed Project Coordinator
Stevens Soil & Water Conservation District
12 Hwy 28 E Ste 2
Morris, MN 56267
(320) 589-4886 ext #109
shaun.mcnamally@stevensswcd.org
Criminal Justice Advisory Committee  
(M.S. 402.03)

Purpose of the Committee: The Advisory Board shall actively participate in the formulation of the plan for the development and operation of the programs and services of the department. The Board is to be advised of activities of the department and to have input as to needs and concerns from their respective areas of the county which relate to corrections.

Statutory Authority: Under the Human Service Statute (402.03) there shall be three advisory committees: Corrections, Social Services, and Public Health.

Background Information:

Eligibility of Expense Reimbursement: Appropriate per diem and expenses

Meeting Schedule: Meets quarterly.

Membership: County Attorney and a representative from each County Commissioner District.

Terms of Appointments: Members serve three (3) year terms.

<table>
<thead>
<tr>
<th>Member</th>
<th>Appointed</th>
<th>Term Expires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michelle Eldien</td>
<td>Continuous</td>
<td>Continuous</td>
</tr>
<tr>
<td>OTC Attorney</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scott Bjerke</td>
<td>04/03/12</td>
<td>12/31/15</td>
</tr>
<tr>
<td>1st District</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chet Nettestad</td>
<td>01/01/13</td>
<td>12/31/15</td>
</tr>
<tr>
<td>2nd District</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Janyne Hoff</td>
<td>01/01/08</td>
<td>12/31/13</td>
</tr>
<tr>
<td>3rd District</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gene Bremmer</td>
<td>06/01/15</td>
<td>12/31/17</td>
</tr>
<tr>
<td>4th District</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Randy Synstelien</td>
<td>08/11/15</td>
<td>08/11/18</td>
</tr>
<tr>
<td>5th District</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Soil & Water Conservation District  
East Otter Tail  
801 Jenny Ave SW, Suite #3, Perham, MN 56573, Phone (218) 346-4260 Ext. 3

Purpose of the Committee: SWCDs operate from annual and comprehensive work plans indicating local conservation priorities, resource treatment needs, and construction schedules. The district is authorized to conduct surveys and demonstration projects, public information activities, and to implement any necessary practices within its boundaries to ensure that our community uses its natural resources wisely, with an eye toward the future.

Statutory Authority: Minnesota Statute 103C.

Background Information: Although SWCDs are independent local units of government as established by M.S. 103C, they have very close ties to county government. Since SWCDs do not have taxing authority, they must rely on county government to supplement their operating expenses. SWCDs must submit an annual budget to the county board. Most county boards treat their SWCD like other county departments and fund it on a relative scale with other county departments.

Terms of Appointments: Four (4) year terms.

Eligibility of Expense Reimbursement: Compensation and reimbursement for expenses for supervisors is allowed when the event attended and expenses incurred are essential to district operations. The compensation rate is set by the district board ($75.00 per day in East Otter Tail SWCD). However, it cannot exceed the maximum rate set by the Board of Water and Soil Resources. Compensation is set on a per day basis; therefore, if more than one meeting in a day is attended, only the rate established per day can be claimed.

Meeting Schedule: The 1ST Wednesday of each month at SWCD-EOT office.

Membership: Five (5) elected members.

Current EOTSWCD Board of Supervisors
Chair: Lyle Dittmann, New York Mills, MN 56567. Term Ends: 12/31/14
Vice-Chair: Steve Inwards, Parkers Prairie, MN 56361. Term Ends: 12/31/16
Treasurer: Marion Gill, Perham, MN 56573 Term Ends: 12/31/14
Secretary: Dennis Reynolds Term Ends: 12/31/16
Public Relations Terry Greenwaldt, Term Ends: 12/31/16

2015: Commissioner Douglas Huebsch has been appointed as a liaison between the EOTSWCD and Otter Tail County. Commissioner Roger Froemming serves as alternate.

For additional information access the website: http://www.eotswcd.fatcow.com
Purpose of the Committee: Because of our natural resources, soil, water, and air are so fragile and easily degraded, it is the mission of the West Otter Tail Soil and Water Conservation District to promote the wise and proper use of all natural resources within the District for the economic, environmental, and aesthetic betterment of all.

Statutory Authority: Minnesota Statute 103C.

Background Information: Although SWCDs are independent local units of government as established by M.S. 103C, they have very close ties to county government. Since SWCDs do not have taxing authority, they must rely on county government to supplement their operating expenses. SWCDs must submit an annual budget to the county board. Most county boards treat their SWCD like other county departments and fund it on a relative scale with other county departments.

Terms of Appointments: Four (4) years.

Eligibility of Expense Reimbursement:

Meeting Schedule: The second Monday of each month, May-Oct @ 9:00am, Nov-April @ 9:30am.

Membership: Membership can be found at the WOTSWCD website: http://www.eotswcd.fatcow.com

2015: Commissioner John Lindquist has been appointed as a liaison between the WOTSWCD and Otter Tail County. Commissioner Wayne Johnson serves as alternate.
Water Plan Task Force

Purpose of the Committee: To assist with the implementation of the County's 2004-2009 Local Water Management Plan.

Statutory Authority: MN Statutes 103B.

Background Information:

Terms of Appointments: Indefinite.

Eligibility of Expense Reimbursement: None, this committee is composed of volunteers.

Meeting Schedule: Twice yearly; more often every five years when Water Plan is revised.

Membership

Bruce Becker-NRCS
801 Jenny Ave SW
Perham, MN 56573
Lisa Scheirer-MPCA
714 Lake Ave, Ste 220
Detroit Lakes, MN 56501
John Lindquist
OTC Commissioner
515 W. Fir Ave, Fergus Falls, MN
218-998-8060
Wayne Johnson-Alternate

Pete Waller-BWSR
C/O NRCS
1004 Frontier Dr
Fergus Falls, MN 56537
Chris Leclair
540 W Fir
Fergus Falls, MN 56537
Terry Lejcher
DNR
1509 1st Ave N
Fergus Falls, MN 56537
Bruce Brenden
Farm Bureau
Rothsay, MN 56579

Vic Petterson
Fergus Falls, MN 56537
Kevin Brennan (US Fish & Wildlife)
18965 County Highway 82
Fergus Falls, MN 56537
Phone: (218) 739-2291
E-Mail:
Kevin_Brennan@fws.gov

Jeff Lepp
NRCS
506 Western Ave N
Fergus Falls, MN 56537
Les Estes
Planning Commission
Battle Lake, MN 56515

David Holt
Elizabeth, MN 56533
Michelle Eldien
OTC Attorney
121 W Junius
Fergus Falls, MN 56537
Richard Viger
WOT/SWCD
Fergus Falls, MN 56537
Brad Mergens
WOT/SWCD
506 Western Ave N
Fergus Falls, MN 56537

Lenny Holmer
Perham, MN 56573
Carolyn Herron/COLA
Dent, MN 56528
John Matteson
COLA
Battle Lake, MN 56515
Darren Newville/Deb Werner
EOT/SWCD
801 Jenny Ave SW
Perham, MN 56573

Don Davenport
Fergus Falls, MN 56537
Karen Terry-Reg. Extension
223 W Cavour
Fergus Falls, MN 56537
Gary Cruff
Battle Lake, MN 56515
Purpose of the Committee: "To empower local people to take a proactive role in improving their standard of living and quality of life. To serve as a "catalyst" to create partnerships needed to successfully achieve economic, human and natural resource development while maintaining an environmental ethic."

Statutory Authority: The Food and Agriculture Act of 1962.

Background Information: Since our founding in 1964, by Congress through the Food and Agriculture Act of 1962, WesMin Resource Conservation and Development (RC&D) Council, the oldest RC&D in the nation, has contributed to improving the quality of life for the diverse populations and resources in the 14 counties that we serve. There are currently 375 RC&D areas in the nation with additional RC&D areas being added annually. WesMin RC&D is a 501(c)(3) non-profit organization however, WesMin RC&D is also a local-federal partnership. The federal government (United States Department of Agriculture-Natural Resource Conservation Service) provides the office space, an RC&D Coordinator and an Office Assistant. The local people provide the ideas and the willingness to implement them. It is the communities that we serve that determine our area work plan. Our communities currently see opportunities and issues in the following areas: Community and Economic Development, Natural Resource Conservation, Protection, Improvement and Sustainability, Renewable Energy, Improved Human Services, Public Safety. WesMin RC&D has assisted local people and others to successfully complete 640 projects during the last 40 years. The projects total $85,705,243 in federal, state and foundation grants and donations with over $15,980,000 of In-Kind donations.

Terms of Appointment:

Membership: The WesMin RC&D Council is made up of local leaders from each of the following fourteen (14) counties: Becker, Clay, Douglas, Grant, Pope, Todd, Wadena, Wilkin, Cass, Crow Wing, East & West Ottertail, Morrison, Stevens, and Traverse Counties.

Meeting Schedule:
Purpose of the Committee: The goal of the Area Agency on Aging is to support the dignity and independence of older persons by providing advocacy and leadership in the development and support of community based services in accordance with the Older Americans Act (OAA) of 1965.

Statutory Authority:

Background Information: 1973 Amendments to the Older Americans Act created Area Agencies on Aging to allow local senior citizen participation in the administration of OAA funds. In January, 2005, the Area Agency on Aging became a part of a larger planning and service area. The Land of the Dancing Sky Area Agency on Aging, as it is now known, covers a 21 county service area. This is a partnership between the Northwest Regional Development Commission, the 5-county service area of Region 2 and the West Central Area Agency on Aging. Local offices continue to be in Warren and also in Fergus Falls.

Eligibility of Expense Reimbursement: Appropriate per diem and mileage expense.

Terms of Appointments: The terms are for three years and the member can serve for two consecutive terms. The terms expire December of the third year of service.

Meeting Schedule: An umbrella board meets quarterly to discuss and approve major items such as the area plan and dollar allocations, while the Advisory Councils and Joint Powers Board continue to meet on a monthly basis to make decisions which affect their local counties.

2015 Membership: Commissioner Wayne Johnson, Delegate and Commissioner Roger Froemming, Alternate.

Parent Company: Land of the Dancing Sky

For Advisory Council Members, please access the WCAAA website listed above.
Purpose of the Committee: West Central Initiative (WCI) is a foundation created to proactively serve the people of the region. We provide flexible, accessible, purposeful programs designed to have lasting impact. WCI attracts financial and human resources from diverse sources and directs them toward existing and emerging needs to improve the quality of life in west central Minnesota. We serve in a regional leadership role by developing collaborations and partnerships. WCI accomplishes this by initiating, facilitating and motivating action for positive change in our nine county region.

Statutory Authority:

Background Information: Through the encouragement of The McKnight Foundation, an informal, grassroots group from west central Minnesota was formed in 1985 to determine the needs of the region's residents. This grassroots group submitted an application to The McKnight Foundation and was awarded a two-year grant in the amount of $2.1 million, to fund and establish what is known today as West Central Initiative. The McKnight Foundation continues to be a strong supporter of West Central Initiative (WCI). Since WCI's inception in 1986, The McKnight Foundation has committed over $39.7 million in program, operational and endowment support for the region. WCI focuses its programs to meet the current needs of the residents in west central Minnesota. The tools used to meet these needs include grants, loans, training and technical assistance.

Eligibility of Expense Reimbursement:

Meeting Schedule: Quarterly

2015 Membership: County Commissioner Wayne Johnson was appointed to serve three year term effective January 1, 2015. West Central Initiative is governed by a 13 member Board of Directors which may be accessed at their website: [http://www.wcif.org/?page=Our_Region](http://www.wcif.org/?page=Our_Region)

WCI Contact Info
Telephone: 218-739-2239
Toll Free: 800-735-2239 (MN Only)
FAX: 218-739-5381
By Mail: 1000 Western Avenue, Fergus Falls, MN 56537
WCR Juvenile Center Advisory Board

**Purpose of the Committee:** The West Central Regional Juvenile Center (WCRJC) functions as a coed 24 bed secure facility, as well as a coed 14 bed non-secure care program. The center is located in Moorhead, Minnesota and provides services for juveniles with behavioral, protection, dependency and delinquency issues.

**Mission:** In an expression of the community’s concern for the safety and welfare of its youth, the West Central Regional Juvenile Center provides a safe, secure and non-secure setting for juveniles who are in need of out of home placement. Dignity, self-worth and responsibility are encouraged and developed. A varied and active program in education, recreation and counseling is provided.

**Statutory Authority:**

**Background Information:** The West Central Regional Juvenile Center’s Advisory Board has been in existence for over 20 years.

**Eligibility of Expense Reimbursement:** Member counties get a small break on the per diem rate and also receive transportation services from the WCR Juvenile Center. Appropriate per diem and mileage expense apply for meetings.

**Terms of Appointments:** Ottertail County has one voting member and one alternate assigned to this board by the Otter Tail County Commission. They are appointed for two year terms.

**Meeting Schedule:** We meet the first Thursday in April and the last Thursday in August each year and can have extra meetings if any County requests one.

**Membership:** The board consists of representatives from thirteen counties who have signed a cooperative agreement with the WCRJC. County Commissioner, John Lindquist is the Otter Tail County representative with Commissioner Roger Froemming serving as his alternate. Otter Tail County Probation Director Chuck Kitzman serving as alternate.

Facility Contact is WCRJC Director, James O'Donnell, who can be reached at 218-299-5150 or at the website: [https://claycountymn.gov/414/West-Central-Regional-Juvenile-Center](https://claycountymn.gov/414/West-Central-Regional-Juvenile-Center)
Commission Members & Purpose

The Planning Commission consists of 10 members of which are appointed by the county Board of Commissioners. Applications for consideration by this commission are processed through the land and resource management office.

The purpose of this commission is to review applications and make recommendations to the county Board of Commissioners for final action. The planning commission considers projects located in the shoreland areas for conditional use permits, (i.e. topographical alterations, commercial uses, cluster developments, and extractive uses), projects located in the non-shoreland areas (i.e. commercial wind energy conversion systems), and projects located in the shoreland and non-shoreland areas (i.e. preliminary plats and common interest communities).
Board Purpose & Membership

The purpose of this board is to hear all applications for variance from the requirements of the shoreline management ordinance and the subdivision controls ordinance. Applications for consideration by this board are submitted to the Land and Resource Department and processed through the County Auditor's Office. The secretary and contact person for the Board of Adjustment is the County Auditor. The membership consists of one person from each of the commissioner districts, plus a representative from the Planning Commission. The members of the Board of Adjustment are appointment annually.

Variance applications must be submitted to the Land and Resources Department no later than 12 p.m. (noon) on the stated application filing date.

Related Pages
- [OTC 150](#)

2018 Board of Adjustment Schedule and Filing Deadline List
The purpose of the Board of Appeal and Equalization is to provide a fair and objective forum for property owners to appeal their valuation or classification. The local board often serves as the first formal step in the appeals process for taxpayers. One of the most important duties placed by law upon the governing body of a township, city, or county is to serve as the Board of Appeal and Equalization. Effective actions taken by the board may potentially make a direct contribution to attaining assessment equality. The goal of the Board of Appeal and Equalization should be to attempt to address property owners’ issues efficiently, fairly and objectively. Always keep in mind that any changes made by the board must be substantiated by facts. Any value reductions must be justified because they have the effect of shifting the tax burden to other property in the jurisdiction. Further, any changes made by the board must meet statutory guidelines.

2017 OTC Board of Appeal Appeal & Equalization Certification

MN Department of Revenue Board of Appeal & Equalization Handbook
SECTION 5:
Countywide Strategic Planning & Communication Plan
OTTER TAIL COUNTY - MINNESOTA

LIVE YOUR BEST LIFE HERE

Mission
Enrich lives. Innovate services. Enhance resources.

Vision
Be a recognized and respected county where people want to live, work, and play.

Measuring Success

Communication & Connectivity

Technology

Partnerships

Planning

Efficiency Measures

Hard Data

Employee Engagement

Community Engagement

Value
Serving people with integrity, fiscal responsibility, respect and innovation for enduring success.

Fiscal Responsibility

Learning & Growth

Community

Service
VALUE STATEMENT
Serving people with integrity, fiscal responsibility, respect and innovation for enduring success

VERTICAL PERSPECTIVES - THE FOUNDATION OF STRATEGIC PLANNING GOALS

FISCAL RESPONSIBILITY
Strategically leverage funding and manage resources in an equitable, accountable and transparent manner

COMMUNITY
Recognize diversity and provide services that address the needs of people and the environment

SERVICE
Optimize delivery of quality services focused on community needs through innovation and effective use of resources

LEARNING & GROWTH
Attract, retain and develop talent and leadership to ensure organizational stability and service continuity

HORIZONTAL PERSPECTIVES - HOW WE IMPLEMENT STRATEGIC PLANNING GOALS

COMMUNICATION & CONNECTIVITY
A two-way process in which participants exchange information and strive to create and share meaning

TECHNOLOGY
Application of proven scientific knowledge to successfully and efficiently deliver quality services

PARTNERSHIPS
Enhance the capacity of one another to achieve a common purpose

PLANNING
Define and grow as we develop guidelines and strategy to make the best use of our services in the county
Balanced Scorecard Model\(^1\):
Focus Areas, Strategic Priorities & Outcomes
2017

To achieve our mission and goals, Otter Tail County’s Leadership Team will be guided by the following focus areas, strategic priorities and program specific outcome-oriented goals.

**Build the Community Perspective – Customers & Stakeholders:** What is our responsibility to the community in achieving our mission and goals? How should we appear to clients, customers or service recipients in order to improve stakeholder satisfaction, “retention”, accessibility, availability, and affordability.

- **Effective, Accessible and Responsive Services:** Assess the community’s view of our department’s effectiveness, accessibility and responsiveness and increase citizen engagement in, access to, and understanding of, program services
- **Assure a Safe and Healthy Community:** Deliver programs and services that improve the safety, health, and economic well being of individuals and the community at large.
- **Environmental Stewardship:** Plan and provide services that manage waste wisely, implementing responsible and sustainable practices and demonstrate/model efficient energy use.

**Manage the Resources Perspective:** How do we ensure value in achieving our mission and goals? To succeed financially, how should we appear to stakeholders (taxpayers, clients, staff, commissioners, others) regarding revenue vs expenditures, revenue ratios, program vs administrative costs, unit costs, asset utilization

- **Sound Fiscal Management:** Ensure value and quality of services by being productive and efficient in service delivery; seek other funding sources to lessen the reliance on property taxes; and pursue fiscal policies that will maintain our reserve funds

**Improve the Business Perspective -Satisfying Stakeholders:** At what processes must we excel to achieve our mission and goals, e.g., how do we perform in areas such as intake, referrals, turn-around times, interagency coordination, direct vs indirect time, anticipating emerging needs, etc.

- **Innovation and Collaboration:** Establish internal and external partnerships to solve problems and improve outcomes.
- **Operational Excellence:** Achieve recognition as a leader by implementing programs and services that have been proven to deliver improved outcomes.

**Develop the Employees Perspective – Learning and Growth:** How do we create and support a workforce that achieves our mission and goals? How do we sustain our ability to change and improve via professional development, employee satisfaction and information technology & systems

- **Excellent Staff:** Select and retain qualified and diverse workforce to meet community needs
- **Learning and Growth:** Commit resources to employee skills and leadership development and learning opportunities.
- **New Technologies and Equipment:** Integrate technology and equipment to increase operational efficiencies and improve service delivery.

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To achieve our vision and mission, development of Otter Tail County’s goals and measures will be guided by the following focus areas (priorities, dimensions, perspectives, pillars):

- **Fiscal Responsibility**: Strategically leverage funding and manage resources in an equitable, accountable and transparent manner.

- **Community**: Recognizing diversity and providing services that address the needs of people and the environment.

- **Service**: Optimize delivery of quality services focused on community needs through innovation and effective use of resources.

- **Learning & Growth**: Attract, retain and develop talent and leadership to ensure organizational stability and service continuity.

- **Communication & Connectivity**: A two-way process in which participants exchange information and strive to create and share meaning.

- **Technology**: Application of proven scientific knowledge to successfully and efficiently delivery quality services.

- **Partnerships**: Enhancing the capacity of one another to achieve a common purpose.

Balanced Scorecard: It is a management system that emphasizes that financial and non-financial measures must be part of an information system for all staff. It is a strategic management system to:

1. Clarify and translate vision and strategy
2. Communicate and link strategic objectives and measures
3. Plan, set targets and align strategic initiatives
4. Enhance strategic feedback and learning
Focus Group Summary

4 Focus Group Meetings

21 Interested in Plan Development Committee

49 Total Participants

- Region 1: Pelican Rapids
- Region 2: Perham
- Region 3: Fergus Falls
- Region 4: Parkers Prairie
Focus Group Engagement

Results on the following pages are based on individual worksheets and group exercises that were completed by participants at the four focus group meetings. These results will help guide the plan and create strategies to achieve the vision of the community.

Overview of Engagement

1. Develop County vision
2. Prioritize plan elements
3. Identify important amenities in the County to preserve and create
4. Determine strengths and weaknesses of each plan element
Develop a County Vision

The following statements identify the most comment response for what Otter Tail County is known for today and what it should be known for in 2040.

Otter Tail County Vision Today

“Otter Tail County is known for lakes, agriculture and tourism.”

Otter Tail County Vision in 2040

“In 2040, Otter Tail County will be known for lakes, agriculture, quality of life and the economy.”
What is Otter Tail County Known for Now?

The following word cloud and table identify the individual response from the focus group members. Lakes, Agricultural and Tourism were the top three responses for what Otter Tail County is known for now.

<table>
<thead>
<tr>
<th>Number of responses</th>
<th>Known for now</th>
<th>Number of responses</th>
<th>Known for now</th>
</tr>
</thead>
<tbody>
<tr>
<td>42</td>
<td>Lakes</td>
<td>1</td>
<td>Collaboration but no diversity</td>
</tr>
<tr>
<td>20</td>
<td>Agriculture</td>
<td>1</td>
<td>Environmental Protection</td>
</tr>
<tr>
<td>14</td>
<td>Tourism</td>
<td>1</td>
<td>Drink and Party Culture</td>
</tr>
<tr>
<td>13</td>
<td>Natural Resources</td>
<td>1</td>
<td>Outdoor Recreation</td>
</tr>
<tr>
<td>9</td>
<td>Economy</td>
<td>1</td>
<td>Lack of Diversity</td>
</tr>
<tr>
<td>8</td>
<td>Recreation</td>
<td>1</td>
<td>Arts and Culture</td>
</tr>
<tr>
<td>7</td>
<td>Parks and Trails</td>
<td>1</td>
<td>Quality of Life</td>
</tr>
<tr>
<td>5</td>
<td>Healthy and Safety</td>
<td>1</td>
<td>Self-Reliance</td>
</tr>
<tr>
<td>4</td>
<td>Retirement Community</td>
<td>1</td>
<td>Conservative</td>
</tr>
<tr>
<td>4</td>
<td>Small Town</td>
<td>1</td>
<td>Out Migration</td>
</tr>
<tr>
<td>4</td>
<td>Jobs</td>
<td>1</td>
<td>Large County</td>
</tr>
<tr>
<td>3</td>
<td>Family Friendly</td>
<td>1</td>
<td>HealthCare</td>
</tr>
<tr>
<td>2</td>
<td>Social Services</td>
<td>1</td>
<td>Education</td>
</tr>
<tr>
<td>2</td>
<td>Transportation</td>
<td>1</td>
<td>Shopping</td>
</tr>
<tr>
<td>2</td>
<td>Progressive</td>
<td>1</td>
<td>Heritage</td>
</tr>
<tr>
<td>2</td>
<td>Hunting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Rural</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
What will Otter Tail County be Known for in 2040?

The following word cloud and table identify the individual response from the focus group members. Lakes, Agriculture, Quality of Life, and Economy were the top four responses for what Otter Tail County should be known for in 2040.

<table>
<thead>
<tr>
<th>Number of responses</th>
<th>Known for in 2040</th>
<th>Number of responses</th>
<th>Known for in 2040</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>Lakes</td>
<td>1</td>
<td>Agriculture and recreation coexistence</td>
</tr>
<tr>
<td>13</td>
<td>Agriculture</td>
<td>1</td>
<td>Contribution to Wealth and Work</td>
</tr>
<tr>
<td>12</td>
<td>Quality of Life</td>
<td>1</td>
<td>Progressive infrastructure</td>
</tr>
<tr>
<td>12</td>
<td>Economy</td>
<td>1</td>
<td>Soil and Water Conservation</td>
</tr>
<tr>
<td>11</td>
<td>Tourism</td>
<td>1</td>
<td>Growth of Rural Boundaries</td>
</tr>
<tr>
<td>10</td>
<td>Natural Resources</td>
<td>1</td>
<td>Generational residents</td>
</tr>
<tr>
<td>9</td>
<td>Environmental Protection</td>
<td>1</td>
<td>Diverse business owners</td>
</tr>
<tr>
<td>9</td>
<td>Parks and Trails</td>
<td>1</td>
<td>Inclusive communities</td>
</tr>
<tr>
<td>8</td>
<td>Technology</td>
<td>1</td>
<td>Tight knit community</td>
</tr>
<tr>
<td>7</td>
<td>Affordable Housing</td>
<td>1</td>
<td>Self Sustaining Food</td>
</tr>
<tr>
<td>6</td>
<td>Healthy and Safety</td>
<td>1</td>
<td>Qualified workforce</td>
</tr>
<tr>
<td>5</td>
<td>Live, Work, Play</td>
<td>1</td>
<td>Transportation</td>
</tr>
<tr>
<td>5</td>
<td>Jobs</td>
<td>1</td>
<td>Sustainability</td>
</tr>
<tr>
<td>4</td>
<td>Manufacturing</td>
<td>1</td>
<td>Vibrant county</td>
</tr>
<tr>
<td>4</td>
<td>Education</td>
<td>1</td>
<td>Work from home</td>
</tr>
<tr>
<td>3</td>
<td>Small Town</td>
<td>1</td>
<td>Creativity</td>
</tr>
<tr>
<td>2</td>
<td>Sustainable urban development</td>
<td>1</td>
<td>Resilience</td>
</tr>
<tr>
<td>2</td>
<td>Engaged and Active Leadership</td>
<td>1</td>
<td>Services</td>
</tr>
<tr>
<td>2</td>
<td>Outdoor Recreation</td>
<td>1</td>
<td>Hunting</td>
</tr>
<tr>
<td>2</td>
<td>Reasonable Taxes</td>
<td>1</td>
<td>People</td>
</tr>
<tr>
<td>2</td>
<td>Social Services</td>
<td>1</td>
<td>Scenic</td>
</tr>
<tr>
<td>2</td>
<td>Business Center</td>
<td>1</td>
<td>Equity</td>
</tr>
<tr>
<td>2</td>
<td>Young families</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Raise a Family</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Destination</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Resiliency</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
Plan Element Worksheet Summary

The following table summaries the responses for which plan elements should be detail, summarized or not included in the plan of each focus group member.

<table>
<thead>
<tr>
<th>Plan Element</th>
<th>Detailed</th>
<th>Summarized</th>
<th>Don’t Include</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Infrastructure</td>
<td>50%</td>
<td>35%</td>
<td>15%</td>
</tr>
<tr>
<td>Land Use</td>
<td>50%</td>
<td>38%</td>
<td>13%</td>
</tr>
<tr>
<td>Resilience</td>
<td>78%</td>
<td>16%</td>
<td>5%</td>
</tr>
<tr>
<td>Economy</td>
<td>89%</td>
<td>8%</td>
<td>3%</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>49%</td>
<td>39%</td>
<td>12%</td>
</tr>
<tr>
<td>Parks and Trails</td>
<td>43%</td>
<td>49%</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59%</strong></td>
<td><strong>31%</strong></td>
<td><strong>9%</strong></td>
</tr>
</tbody>
</table>
Based on the input received at the focus group meetings, we recommend that the **Land Use** and **Economy** plan elements be **detailed** in the plan and the **Public Infrastructure, Parks and Trails**, and **Natural Resources** plan elements be **summarized**. The overarching principle that should be **embedded** within each of these chapters should be **Resiliency**.

### What’s included

**Detailed in Plan**
- Analyze existing conditions
- Develop goals and policies
- Identify high level issues
- Develop actions to achieve goals
- Identify solutions to issues
- Develop tools for implementation

**Summarized in Plan**
- Analyze existing conditions
- Develop goals and policies
- Identify high level issues
Plan Framework

- Detailed Plan Elements
  - LAND USE
  - ECONOMY (HOUSING, BUSINESS RETENTION AND EXPANSION, RECRUITMENT, EDUCATION)

- Summarized Plan Elements
  - PUBLIC INFRASTRUCTURE
  - PARKS AND TRAILS
  - NATURAL RESOURCES

RESILIENCE (SAFE, HEALTHY LIVABLE COMMUNITIES, DIVERSITY)
## Amenity Map Summary

The following table summarizes the amenities identified by each group on the mapping exercise.

<table>
<thead>
<tr>
<th>Amenity to be Preserved</th>
<th>Amenity to be Created or Enhanced</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transportation</strong></td>
<td><strong>Public transportation (4)</strong></td>
</tr>
<tr>
<td>Roads (4)</td>
<td>Walking and biking trail network enhancements (3)</td>
</tr>
<tr>
<td>Maplewood State Park (9)</td>
<td>Lake access (5)</td>
</tr>
<tr>
<td>Water quality (5)</td>
<td>Senior citizen housing</td>
</tr>
<tr>
<td>Fergus Falls Historical Museum (2)</td>
<td></td>
</tr>
<tr>
<td><strong>Parks and Trails</strong></td>
<td>Campgrounds (3)</td>
</tr>
<tr>
<td>Glendalough State Park (6)</td>
<td>River recreation (2)</td>
</tr>
<tr>
<td>Agriculture land (3)</td>
<td>Schools</td>
</tr>
<tr>
<td>Local resorts and tourism</td>
<td>Enhance downtown Fergus Falls</td>
</tr>
<tr>
<td>Safe multimodal system (2)</td>
<td></td>
</tr>
<tr>
<td><strong>Land Use</strong></td>
<td><strong>Access to I-94</strong></td>
</tr>
<tr>
<td>Transportation Plan</td>
<td>Central Lakes Trail (2)</td>
</tr>
<tr>
<td>Phelps Mill Park (5)</td>
<td>Native prairie</td>
</tr>
<tr>
<td>Otter Tail Lake (2)</td>
<td>Enhance downtown Fergus Falls</td>
</tr>
<tr>
<td><strong>Natural Resources</strong></td>
<td><strong>Improved mobility options</strong></td>
</tr>
<tr>
<td>Inspiration Peak (4)</td>
<td>Parkers Prairie and Otter Tail trail network (2)</td>
</tr>
<tr>
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Resilience

**Strengths**
- Tourism and recreation economy
- Diversity
- Public safety (4)
- Healthcare
- Planning and vision
- Schools
- School based mental health
- Arts and cultural opportunities
- Livable communities
- Partnership and collaboration
- Sense of community
- Volunteers

**Weaknesses**
- Affordable housing
- Workforce
- Meeting family needs
- Daycare opportunities (2)
- Healthcare
- Quality of life (2)
- Education
- Equity
- Diversity (2)
- Chemical dependency
Land Use

Strengths
- Lack of County-wide zoning
- Proactive County leadership with local feedback

Weaknesses
- Consistency
- Permitting process
- Education of regulations
- Lack of subdivision ordinance
- Lack of building permit enforcement
- Development in cities vs. County
- County-wide land use management
- Public lake access
Strengths

- Jobs
- Growth opportunities (2)
- Innovation and creativity
- Healthcare
- Agriculture
- Education

Weaknesses

- Affordable housing (3)
- Geographic and housing type diversity (2)
- Wages (2)
- High paying jobs (2)
- Natural gas utilization
- Workforce shortage
- Agriculture
- Business retention
- Availability of broadband internet
Public Infrastructure

Strengths

• Adequate transportation (2)
• Solid waste and recycling
• Soil and water conservation

Weaknesses

• Availability of broadband internet (3)
• Flooding issues
• Lack of public transportation
• Repetitive planning processes (Transportation and Parks and Trails)
Parks and Trails

Strengths

- State Park system
- Trail plan (3)
- Battle Hill resources
- Diversity of trails
- Tourism

Weaknesses

- Lack of County parks
- River trail promotion
- Lack of bike infrastructure
- Trail plan implementation and funding
- Trail maintenance (2)
- Trail connectivity
- ATV trails
Natural Resources

**Strengths**

- Diversity of resources (2)
- Known for resources nationwide
- Ability to maintain resources
- Agriculture (2)
- Woodlands
- Fresh water
- Scenic beauty

**Weaknesses**

- Taken for granted
- Lack of public access
- Rivers are underutilized
- Lack of natural resource businesses
- Invasive species
- Lack of snow
Communication Plan

(To Be Developed)
SECTION 6:
Otter Tail County
Organizational Information
# Otter Tail County History
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History & Settlement – Otter Tail County

Native Americans used the survey area for hunting and fishing and had permanent dwelling sites. Two Native American tribes were in constant conflict. The Dakota (Sioux) were being pushed from their home area by the Ojibwa (Chippewa) during the late 1700’s and early 1800’s. Burial mounds and artifacts can still be found. Some of the oldest remains of Native Americans were found near Pelican Rapids, Minnesota. The remains, nicknamed Minnesota Girl, were dated at about 11,000 B.C.

The first white men to enter the county were French and British fur traders. Efforts were made to set up trading posts on the Leaf Lakes and Otter Tail Lake. In the late 1800’s, most of the towns were built along the railroad lines. Lumber and agriculture were the major industries in the county at that time. The pine and hardwood forests, transportation system, and markets were instrumental in the development of Fergus Falls into a lumber center.

In 1870, the population of the county was about 2,000. At that time the principal languages spoken in the county were Norwegian, Swedish, German, and English (Mason, 1916). Otter Tail County was established in March 1858 by a legislative act. It was organized in 1868. The original county seat was Ottertail City.

The people of Fergus Falls organized a new county named Holcomb. In 1872, a legislative act abolished Holcomb County, added additional townships to the west, and established Fergus Falls as the county seat of Otter Tail County. There are 62 townships in the county. The county is named for the land formation where Otter Tail River enters Otter Tail Lake.
The Name "Otter Tail"

Before there were roads in the wilderness area, the best method of transportation was by water; and as the Leaf Lakes drain towards the Gulf of Mexico, Otter Tail Lake toward Hudson Bay by way of the Red River of the North.

The early explorer would portage from Leaf Lake to Portage Lake to Donald Lake to Pelican Bay on Otter Tail Lake and be on his way through Canada to Hudson Bay.

The first explorers through this area about 1750 were a Frenchman and an Englishman. They met with a band of Indians on the shore of "Lac de la Queue de la Outer", which translates roughly to the Lake of the Otters Tail.

This is on record in the archives of Congress, and I would think that it was called that for many years before that as the name derives from the sand bar shaped like an otter's tail where the Otter Tail River enters Otter Tail Lake (on the North East end of the lake) and now over two centuries later the otter's tail sand bar is still there.
Otter Tail County Courthouse

The Minnesota State Legislature made Fergus Falls the county seat in 1872. The building, located at 121 West Junius, has been the seat of county government since 1922. The original courthouse occupying this site was built in 1881 and was destroyed by the cyclone of 1919. The cyclone demolished the top 2 floors of the building, leaving the first floor intact.

Action taken by the county commissioners put a roof over the remaining first story. This gave sufficient space for several county offices.

1. Otter Tail County Courthouse 192X

2. Otter Tail County Courthouse 1881
It was not until the spring of 1920 that state legislature mandated that a new, larger building should be erected for the county. Buechner and Orth, an architectural firm from St. Paul, drew up plans for this Beaux Arts design courthouse. Specifications included general work, plumbing, heating, ventilating, electric wiring, furniture, electric light fixtures and decorations. L.P. Jorgenson of St. Paul, was contracted for the general construction of the building. A dome was proposed in the original plans but was omitted to allow money to be spent on metal doors and frames, and addition that would help make the building fireproof.

Ground was broken on May 4, 1921, and the courthouse was opened to the public in December of 1922.

**Courthouse Exterior**

The three story cream colored brick and Bedford limestone building is in the Beaux Arts Classicism style. The front entrance consists of glass and bronze doors with an arched opening and cast iron lamp posts. Stone pillars support a carved, stone eagle architrave. Side entries are of the same design, but are without the eagle. The foundation is made of stone, while the first floor is of brick laid in horizontal bands. The second and third stories have paired columns and brick pilasters. Stone balustrades are set below the second floor windows and between the columns and pilasters. An interior dome is by a flat roof with a parapet wall.

In 1973 a law enforcement center was added to the rear of the courthouse. A new county jail was added to the east side of the building in 1987. The details of the new facilities mimic that of the original courthouse.
The main interior attraction is the false dome. Four paintings done on canvas and glued to the ceiling, are thought to have been commissioned by an artist named Holloway. The four paintings seem to depict people who were influential in the development of the county - a Native American, a fur-trader, settlers arriving in covered wagons and settlers plowing and seeding the land. The interior dome is of stained glass and is protected on the outside by glass enclosures.

Door knobs commissioned by the architect are adorned with brass molded otters. Above each otter are the letters "OTC."

Other attractions in the building are the W/P/A/ paintings that are hung on the first floor. These include "Market Day in Pelican Rapids-1882," "First Saw Mill at New York Mills," "First Electric Light Plant and Dam," and the "Cyclone at Fergus Falls." The paintings were commissioned by the Otter Tail County Historical Society during the depression and printed by Charles Grant, a Minnesota artist. The Works Project Art Program originated as a relief project for unemployed artists. Several murals depicting the townships of the county were painted on the walls of the courthouse offices, but most were lost when the rooms were painted.
1. First Electric Light Plant and Dam

2. Market Day in Pelican Rapids -1882
3. Cyclone at Fergus Falls

4. First Saw Mill at New York Mills
The Otter Tail County Courthouse building was listed on the National Register of Historic Places in 1984.
Clitherall

The first and, in many ways, one of the most interesting settlements made in Otter Tail county was that known as the Mormon settlement, near Clitherall lake, in what was later included in Clitherall township. This settlement was made in 1865 by a little band of Mormons from Iowa. The violent breaking up of Brigham Young’s church at Nauvoo, Illinois, had scattered the adherents of that faith in search for a more safe and pleasant abiding place. The greater part of the band journeyed toward the far west, making temporary stops in Iowa and other parts of the country, in search of a desirable habitation. It was in May, 1865, when a little band of this wandering tribe, composed of seven families, left the main body and turned their faces toward the Northwest. They had heard of the beautiful prairies and fertile lands of Minnesota and they determined to find a location and found a colony in this state.

The township took its name from the lake of that name, and the lake took its name from Major George B. Clitherall, who was register of the United States land office at Ottertail City from 1858 to 1861.

1. Clitherall Monument
The history of milling in rural Minnesota is embodied in the story of Phelps Mill.

**Demand**

By the late 1800's wheat was the king of crops and in such demand that nearly 1,000 mills were operating throughout the state. Otter Tail county was considered a prime location for the construction of mills. An abundance of water power from the Red River (now known as the Otter Tail River) lured entrepreneurs with dreams of turning the county into the largest flour producing area west of Minneapolis.

One such man was William E. Thomas who owned and operated a flour and feed business in Fergus Falls. In January 1887, Thomas purchased 37 acres in Section 33 of Maine Township. Running through this land was the Red River. At a point in the river was a slight rapids as the river swept down from hill country to meadow lands.

Thomas considered this point a perfect location for a flour mill. He sold his business and with his wife Nonie, moved to a log cabin above the spot on which he planned to build his mill.

**William E. Thomas**

![William E. Thomas](image)

**Work Begins**

In the spring of 1888 Thomas began work on the dam. The first dam was constructed of wood and had an irritating tendency to leak. Workers often had to use sandbags and loads of gravel, dirt, manure, hay and straw to plug the steady stream of water which gushed through to the other side.

The mill was constructed of wood of which Thomas paid 2 cents a foot for pilings and 3 cents a foot for sawn logs and square timber. According to an April 1889 Fergus Weekly Journal article, the 36' x 30' mill was framed by Royal Powers without the aid of a blue print or sketch. Though he had no construction diagram to work from,
Powers put the building together without marking a stick of lumber - keeping the whole plan in his head.

The mill was furnished with the finest machinery costing close to $5,000. The water wheel weighed over 7,000 pounds and was transported from Underwood by horse and wagon. The trek was so slow that it took a full day to make the nine mile journey.

**Completion & Success**

Construction was finally completed in October 1889 and in December the mill began operating. Known as "The Maine Roller Mills", it was designed to produce 60 - 75 barrels of flour per day. It made patent, straight, bakers and low grade flours under such names as Gold Foil Patent, Silver Leaf Fancy and Bakers Choice.

The mill met with considerable success, for a few months after opening the Maine Township Board had its hand full laying out roads to the mill. At the height of the wheat grinding season, 25-35 wagons loaded with sacks of wheat would line up outside the mill. Farmers from a distance stayed overnight in the" Farmers Roost," a bunk house Thomas constructed north of the mill. He also provided a barn where horses could be stabled free of charge.
1. Current Phelps Mill

2. Green Parks
3. Inside the Mill

4. View of Park from Phelps Mill
5. View of the Dam from Phelps Mill

6. Wintry River by the Mill
Business & Sale
In 1895, after grinding more than 44,000 bushels of wheat and 25,000 bushels of feed Thomas decided he needed more machinery and space. As a result, he constructed a 25'x36' addition on the north side of the mill. Covered with sheet iron, the addition was used for the grinding of buckwheat and rye.

After the turn of the century business at the mill gradually declined. Steam, gasoline and electricity powered mill more efficiently than water. In addition, railroads made it cheaper to ship wheat to Minneapolis/St. Paul than to mill the wheat in the county. Soon rural mills became obsolete.

Thomas sold the mills in 1919 to the Farmers Mercantile Company of Underwood for $35,000. They never made a go of it as many customers complained their flour was not up to the mill's old standards. They sold out in 1928 to H.G. Evenson of Wall Lake who offered $10,500 for the purchase of the property. Evenson ground grain for stock feeding on a limited basis. The mill closed its doors in 1939.

Economic Impact
The initial success of the mill brought growth to the surrounding village. When the stage line began making regular runs between Perham and Fergus Falls, one of their stops was at Leeper General Store across the road from the mill at Maine, as the village had to come to be known. There was another hamlet three miles north that was also known as Maine. To avoid confusion about which town was which, the stage line decided that the Maine with the mill would have to change its name. William Thomas suggested the name be Phelps, in honor of his wife Nonie's maiden name. The village has been known as Phelps since.

There was a general store, which has remained open to the present. By 1900 there was a cheese factory closed in 1920 when the last cheese maker left. Other businesses included a restaurant, a blacksmith shop and a repair shop. These businesses declined as the business at the mill dropped off.

Geneva Tweten Monument
Geneva Tweten Standing Near Phelps Mill

A Symbol of Old Rural Life

Phelps Mill has become a symbol of the old rural life. Geneva Tweten, a seamstress and local activist, led a campaign to save the neglected mill.

In 1965 Otter Tail County purchased the mill and surrounding land as a recreational site. Today it stands as one of the county's picturesque landmarks, a reminder of an important time in our local history.

National Register of Historic Places

Phelps Mill was listed on the National Register of Historic Places in 1975.
Inspiration Peak

In the southern part of Otter Tail County is a collection of glacial features known as the Leaf Hills. The highest among them is Inspiration Peak, just west of Urbank. It rises 1,750 feet, about 400 feet above the surrounding countryside, making it the highest point in the county and one of the highest points in the state of Minnesota.

The vista was well-known to Sinclair Lewis. From the prairie-covered crest of the hill, he wrote, "there’s to be seen a glorious 20-mile circle of some 50 lakes scattered among fields and pastures, like sequins fallen on an old paisley shawl." Lewis chided Minnesotans for not knowing the "haunts of beauty" in their own back yards. And generally speaking, the overlook might as well be a secret, it is known by so few people outside the immediate area.

The quarter-mile hike to the top can be a workout and there are several benches along the way if you wish to rest. The view from the top is particularly impressive in autumn when the hardwoods are ablaze, but this wayside rest area offers a captivating view almost any time of the year.
Minnesota Woman

Many local residents have forgotten, but Pelican Rapids rates a prominent place in state history and there is a monument commemorating the event just 3 miles north of the city on U.S. Highway 59.

A monument (below) stands on the site of the discovery of "The Minnesota Women" the skeletal remains of a woman that were believed to be at least 10,000 (possibly as much as 20,000) years old.

It was June 16, 1931 and a highway department crew was at work leveling what engineers had labeled "frost boil five" when the grader blade suddenly bit into soft earth. Crew member Carl Steffen, who was following the machine, thought he saw something odd. Stopping for a closer look, he was shocked to see empty eye socket of a human skull peering up at him.

Mr. Steffen tells it best. "We had this tough old guy who came over and said, 'this won't take long!' and jammed his shovel into the ground. But I warned him away from it. 'We'll make a man out of it,' I said."
1. Minnesota Man Monument

2. Monument Located North of Pelican Rapids
3.

Second re-digging of the Minnesota Woman Site
Fig. 84.—The Minnesota conch shell pendant, slightly reduced.

Fig. 85.—Left: Side view of Minnesota conch shell pendant. Right: Modified *Bucephalus perezius* from a Cahokia mound. The pendant at the left might conceivably have been broken from the shell at the right.
Fig. 82.—The Minnesota dagger, slightly reduced, front and back views.
Fig. 56.—The ribs and two fragments of the sternum of Minnesota Man in natural order. The first and fifth right ribs are missing.
Steffen indeed tried to "make a man out of it," by exhuming the bones, and laying them out in anatomical order in the ditch. Today such an unintentional discovery of human remains would stop a project cold, while experts were hustled in to make a thorough evaluation of the undisturbed site. But this was 1931 and interestingly enough, the bones lay there overnight until retrieved by the district supervisor who eventually got them to Dr. Albert Jenks from the University of Minnesota, while the road work continued.

At least two artifacts -- a conch shell pendant and a dagger made from an elks' horn -- were discovered with the bones.

It did not take Jenks and his colleagues long to realize they had a find of immense importance. The pelvis immediately identified it as a mature female, but young enough to never have borne children. From Steffen's description of how the bones lay, experts reasoned they had not been ritualistically buried, so an accidental death was was suspected. Though the crew had effectively destroyed the site, Steffen had noted the bones had been covered with a layer of deteriorated clam or mussel shells.

That layer of shells proved extremely troublesome -- an inconvenient piece in the scientific puzzle -- for it indicated death by drowning. Perhaps she had broken through thin ice, or perhaps she had been fishing and had fallen from a log or crude raft. Then her body had sunk into the mud and had slowly been covered with other layers of silt and sand.

There had been no water there for at least 10,000 years, when glacial Lake Pelican included all the lakes in the Pelican River Chain, and covered considerable high ground, as well. And the soil covering the body had been laid down centuries before that. In fact, the lake had been formed by the melting of the great glaciers which covered most of our continent long ages ago.

Prior to 1926, most scientists believed human beings' appearance in North America dated from about the last couple thousand years. The discovery of what was to become known as The original plaque was labeled "Minnesota Man" (the name officially changed in 1976 to "Minnesota Woman") pushed the date even beyond that, back
further than many were willing to concede.

But eventually, the evidence became irrefutable. Science now recognizes this Minnesota Girl (who is sometimes referred to as "Lady of the Lake"), as a proto-Indian, a member of a race who lived virtually in the shadow of glaciers at the end of the last Ice Age. Her forebears had come from east-central Asia, perhaps by walking across the Bering Straights on ice, perhaps on a "land bridge" exposed by lower sea levels. Retreating glaciers left a band of rich alluvial soil at their bases, upon which grew lush grasses to feed great herds of bison, elk, perhaps wooly mammoths, as well. And wherever there was game, there were bands of pre-historic hunter-gathers.

Thus Otter Tail County may claim to have been the home of one of the first human beings to have lived on the North American continent during the Pleistocene Epoch age. If scientists are correct, this Pelican Rapids teenage girl dates back beyond the days of the Pharaohs of Egypt, and beyond the written history of humanity.

You probably know that Minnesota is known as the “Land of 10,000 lakes”. Did you know that Otter Tail County is the home of 1,048 of those lakes? That means that for every 10 lakes in Minnesota, one of them can be found in Otter Tail County. We also host two county fairs each summer – one in Fergus Falls and the other in Perham. I think we are the only Minnesota county that holds two county fairs!

I hope you find this information packet helpful! You might also find it helpful to visit the Otter Tail County Historical Society, the History Museum of East Otter Tail County, the In Their Own Words: A Veterans Museum and the Prairie Wetlands Learning Center.
Otter Tail County Ordinances and Policies
2018

Animal Bite and Dangerous Dog Ordinance
• Departments: Public Health, Sheriff

Board of Adjustment Ordinance
• Departments: Auditor, Land & Resource Management

Buffer Ordinance
• Departments: Land & Resource Management

Clandestine (Meth) Lab Ordinance
• Departments: Public Health

County Park Ordinance
• Departments: Sheriff

Data Practices Policy and Requests for Data
• Departments: Administration

Dock and Riparian Use Ordinance
• Departments: Aquatic Invasive Species, Land & Resource Management, Sheriff

Economic Development Tax Abatements
• Departments: Auditor, Economic Development

Emergency Management Ordinance
• Departments: Emergency Management

Enhanced 911 Ordinance
• Departments: Emergency Management, Geographic Information Systems, Sheriff

Exhibitions and Shows Ordinance
• Departments: Administration

External Website Links
• Departments: External Communications, Web & E-Government

Food Protection Ordinance
• Departments: Public Health

Gambling Ordinance
• Departments:

Ice Damage Repair Policy
• Departments: Land & Resource Management

Indian Lake Water Surface Use Ordinance
• Departments: Land & Resource Management

Lodging Ordinance
• Departments: Public Health

Manufactured Home Park and Recreational Camping Area Ordinance
• Departments: Public Health

On-Sale Wine License Ordinance
• Departments: Public Health

Otter Tail County River Ordinance
• Departments: Public Health

Partnership 4 Health Joint Powers Agreement
• Departments: Community Health Board

Pawnbroker Ordinance
• Departments: Sheriff

Permeable Paver Policy
• Departments: Land & Resource Management

Planning Commission Ordinance
• Departments:

Property Tax Assessment Abatement Policy
• Departments: Assessor, Auditor, Treasurer

Public Health Nuisance Policy
• Departments: Public Health

Public Swimming Pool Ordinance
• Departments: Public Health

Public Water Supply Ordinance
• Departments: Public Health

Reciprocal Links
• Departments: Web & E-Government

Recreational Motor Vehicle Control Ordinance
• Departments:

Regulation for Sale of Beer Kegs Ordinance
• Departments: Sheriff

Restricting Conduct Upon Premises Licensed for Alcoholic Beverages Ordinance
• Departments: Sheriff

Sanitation Code for Subsurface Sewage Treatment Systems Ordinance
• Departments: Land & Resource Management

Setback Ordinance
• Departments: Land & Resource Management

Sewage Disposal Systems Cleaners Ordinance
• Departments: Land & Resource Management

Sheriff Boat and Water Safety Ordinance
• Departments: Sheriff

Shoreland Management Ordinance
• Departments: Land & Resource Management

Snowmobile Right of Way Ordinance
• Departments: Highway, Public Works, Sheriff

Social Host Ordinance
• Departments: Sheriff

Solid Waste Ordinance
• Departments: Solid Waste, Waste Disposal

Subdivision Controls Ordinance
• Departments: Land & Resource Management

Tobacco Ordinance
• Departments: Public Health

Tobacco Ordinance: Persons Under 21
• Departments: Public Health

Trespassing Ordinance
• Departments: Sheriff

Wind Energy Conversion System Ordinance
• Departments: Land & Resource Management

Youth Camp Ordinance
• Departments: Public Health
Otter Tail County
Policies, Procedures, & Labor Agreements

(Will Be Added/Linked Later)
SECTION 7: Partnerships, Collaborations & Contacts
Otter Tail County Resource Information: MOU’s, JPA’s & Agreements

(To Be Developed)
Otter Tail County’s Leadership Team
2018 Division Directors, Managers and Supervisors*

COMMUNITY SERVICES DIVISION (16 FTE’s - unduplicated)
John Dinsmore, Division Director

EXTENSION OFFICE

HUMAN SERVICES
Deb Sjostrom, Human Services Director
Supervisors:
Brooks Anderson, Child Support
Diane Aschnewitz, HS Finance Manager
Becky Lee, Office Services Supervisor
Pat Vanderlinden, Office Services Supervisor
Cheryl Ranum, Financial Assistance Supervisor
Stacy Shebeck, Financial Services Supervisor
Michelle Fischer, Social Services Supervisor
Tamra Jokela, Social Services Supervisor
Margaret Williams, Social Services Supervisor
Melanie Courier, Social Services Supervisor

PROBATION
Desta Lutzwick, Probation Director

PUBLIC HEALTH
Diane Thorson, Public Health Director
Supervisors:
Jody Lien, Asst. Public Health Director
Kristi Wentworth, Family Health Nursing Supervisor

VETERANS SERVICES
Charlie Kampa, Veterans Service Officer

FINANCE SERVICES DIVISION (6 FTE’s - unduplicated)
Wayne Stein, Division Director
Supervisors:
Kris Vipond, Assistant Division Director
Jim Myhre, Assistant County Auditor
Cyndi Abbott, License Center Manager
Dawn Godel, Payroll/Property Tax Specialist Supervisor
Joyce Schmidt, Chief Deputy Treasurer

*As of 05/29/18, this list identifies 56 positions/incumbents who serve in a managerial capacity and included as part of OTC’s Leadership Team
Otter Tail County’s Leadership Team
2018 Division Directors, Managers and Supervisors*

**INTERNAL SERVICES DIVISION** (7 FTE’s - unduplicated)
Nicole Hansen, Division Director

**ADMINISTRATION**
John Dinsmore, County Administrator
Supervisors:
Nicole Hansen, Human Resources Director

**FACILITIES OPERATIONS**
Terry Hoff, Physical Plant Manager
Supervisors:
Doug Cannell, Operations Supervisor

**INFORMATION TECHNOLOGY**
Rick Kelsven, Information Technology Director

**EMERGENCY MANAGEMENT & SAFETY**
Patrick Waletzko, Emergency Management and Safety Liaison

**ECONOMIC DEVELOPMENT & TOURISM**
Nick Leonard, Communications Director, Economic Development and Tourism Director

**LAND SERVICES DIVISION** (6 FTE’s – unduplicated))
Brian Armstrong, Division Director

**ASSESSOR**
Doug Walvatne, County Assessor
Supervisors:
Kevin Scheidecker, Chief Deputy Assessor
Brenda Shoemaker, Office Support Supervisor

**GIS**
Brian Armstrong, GIS Address/Spatial Coordinator
Sherry Leabo, GIS Database Coordinator

**RECORD**
Carol Schmalz, County Recorder
Otter Tail County’s Leadership Team
2018 Division Directors, Managers and Supervisors*

**PUBLIC WORKS DIVISION** (11 FTE’s - unduplicated)
Rick West, Division Director

**HIGHWAY**
Chuck Grotte, County Engineer

**Supervisors:**
- Matt Yavarow, Assistant County Engineer
- Rick Hoium, Highway Maintenance Supervisor
- Connie Oliphant, Accounting Analyst

**LAND & RESOURCE MANAGEMENT**
Chris LeClair, Land and Resource Administrator

**Supervisors:**
- Kyle Westergard, Assistant Administrator – Field
- Marsha Bowman, Office Manager

**SOLID WASTE**
Chris McConn, Solid Waste Director

**Supervisors:**
- Zach Fjestad, Assistant Solid Waste Director
- Rena Simon, Recycling Manager
- Dave Stadum, HHW Regional Program Manager

**COUNTY ATTORNEY’S OFFICE** (4 FTE’s - unduplicated)
Michelle Eldien, County Attorney

**Supervisors:**
- (Vacant), Division Chief
- Susan Ulschmid, Office Manager
- Sandy Holo, Lead Investigator

**COUNTY SHERIFF’S OFFICE** (7 FTE’s - unduplicated)
Brian Schlueter, County Sheriff

**Supervisors:**
- Barry Fitzgibbons, Chief Deputy Sheriff
- Greg Seim, Operations Lieutenant
- Keith Van Dyke, Administrative Lieutenant
- Jim Stewart, Jail Administrator Lieutenant
- Deb Morris, Records Supervisor
- Sue Nelson, Records Supervisor

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1 Other Sheriff’s Office supervisors include: Reed Reinbold, Detective Sergeant; Joseph Axness, Patrol Sergeant; Scott Wagner, Patrol Sergeant; (vacant), 911 Dispatch Supervisor; Tina Tungseth, Corrections Sergeant; and Jill Kluck, Corrections Sergeant
SECTION 8: Otter Tail County Divisions Departments Programs
Otter Tail County Administration

Overview: County Administration serves as the central management office of county government. It is the responsibility of the Administration Department, under the direction of the county administrator, to assure that all County Board policies are implemented and to coordinate overall operations of the county.

Primary Responsibilities and Services:

- Implementing board decisions, policies, ordinances and resolutions in the most efficient, effective, and fair manner possible
- Making recommendations to the county board on policy development and the provision of county services
- Preparing and managing the county board agenda for board meetings
- In collaboration with the County Auditor, prepares, submits and manages annual budgets and long-range capital expenditure programs
- Plans objectives and develops organizational policies to coordinate functions and operations between divisions and departments and establishes responsibilities and procedures for attaining objectives.
- Performs external communications with other jurisdictions, agencies, advisory groups, and constituent concerns
- Ensures compliance with all legal and regulatory requirements

Professional Management

In the State of Minnesota, three forms of professional management currently exist in Minnesota statute: County Administrator, County Coordinator and County Auditor-Administrator. Otter Tail County operates under the County Administrator plan, as defined in Minnesota Statute 375A.06. The Administrator serves as the county’s executive responsible for the management of a broad range of county functions, including oversight and supervision of all county divisions, departments, non-elected county directors and managers, and affiliate organizations.

In 2018, Otter Tail County’s annual operational budget is $104,905,337.00. The funds to support this budget include revenue we receive from county property taxes, the State of Minnesota, the U.S. Federal Government, grants and fees.

Our Vision, Mission and Values

- Vision: Be a recognized and respected county where people want to live, work and play.
- Mission: Enrich lives. Innovate Services. Enhance Resources
- Values: Serving people with integrity, fiscal responsibility, respect and innovation for enduring success. Live your best life here.
Human Services

- The Human Services Department provides an array of financial and social services to families and individuals to help maintain or enhance the quality of life.

Probation

- Otter Tail County Probation provides probation and parole services to all juvenile and adult misdemeanor / gross misdemeanor offenders in Otter Tail County as directed by the District Court Judges.

Public Health

- The Otter Tail County Public Health Department functions to prevent against epidemics, promotes healthy behaviors and protects against environmental hazards.

University of Minnesota Extension

- The Extension Office in Otter Tail County is the educational outreach arm of the University of Minnesota.

Veteran Services

- The Otter Tail County Veteran Service Department provides advocacy for military veterans, their dependents and survivors.
General & Property Tax
- County Auditor
- Property transfers and splits administration
- Specific ordinance enforcement
- Annexations
- Property tax administration
- Issuance of countywide licenses and permits
- Guide sign applications (resort signs)
- Serves on the County Board of Appeal and Equalization, County Extension Committee and County Board of Adjustment

Elections
- Elections administration for all federal, state, county, and local elections

Motor Vehicle & License
- The License Center is responsible for the timely, accurate and efficient reporting and issuing of motor vehicle licenses and driver’s licenses. This division, under the direction of the County Auditor, serves as a Deputy Registrar for the State of Minnesota.

Treasurer
- The Treasurer is responsible for the timely preparation of tax statements and the posting of tax payments.
- Manages and disburses county funds and investments.
- Processes passport applications.
The Otter Tail County Internal Services Division coordinates assets such as county buildings, computer hardware/software, emergency management, internet resources, community outreach and human resources.

- **Administration**: The administrative functions of this office are assigned by the Board of Commissioners.
- **Economic Development**: Coordinates county resources for Tourism and Economic Development.
- **Emergency Management**: Responsible for safety and protecting against, responding to, and recovering from all threats and hazards.
- **External Communications**: If you are a reporter looking for information about Otter Tail County Government services and events, please contact the Public Information Officer for assistance.
- **Facilities**: This department is responsible for maintenance and custodial services for county buildings. It also aids in building planning.
- **Geographic Information Systems**: The G.I.S. Department is responsible for the planning, development, and implementation of the GIS spatial and attribute databases. It also serves as a training & technical resource for other county departments.
- **Human Resources**: Assumes the personnel functions related to all full time, part-time, and temporary / seasonal employees.
- **Information Technology**: I.T. is responsible for the efficient operation of the county computer equipment & internal network.
- **Websites & E-Government**: Administers the official Otter Tail County, MN internet, intranet website servers as well as all official county social media platforms.
Lakeshore Improvement Districts

(To Be Developed)
Otter Tail County
Land Services Division

Assessor
- Learn about the services and responsibilities of the County Assessor.

Auditor
- The Land Records functions of the Auditor’s Office falls under this division.

Recorders Office
- Find information about the Recorder’s Office.
Otter Tail County
Public Works Division

The Otter Tail County, Minnesota Public Works Division is responsible for the county highways, ditch systems, recycling and disposal as well as our county parks. It is made up of the following departments and functions:

- **County Ditches**: Otter Tail County Ditches inspects the water drainage systems in the county.

- **Highway Department**: The Highway department has under its jurisdiction 1,052 miles of highway and 142 bridges.

- **Land and Resource Management**: The department of Land and Resource Management is designed to enforce county and state ordinances / rules that help ensure a viable environment for the residents and visitors of the county.

- **Solid Waste**: Manages waste disposal and recycling in Otter Tail County according to all applicable local, state and federal rules and regulations.
Responsibilities of County Attorney’s Office
The Otter Tail County Attorney is an elected official with specific obligations set forth in Minnesota Statutes. The County Attorney is the chief prosecutor for all adult felony crimes in the county and prosecutes misdemeanor and gross misdemeanor offenses occurring in unincorporated areas. The County Attorney duties include the following:

- Prosecutes all levels of crime committed by juveniles
- Provides assistance and support to the victims of crime, including the seeking of restitution for losses they have suffered
- Serves as the legal adviser to the County Board of Commissioners and other county officials
- Represents the county in civil litigation
- Initiates legal actions to protect abused or neglected children and vulnerable adults
- Files involuntary commitment actions to provide necessary treatment for individuals who are mentally ill, chemically dependent or mentally handicapped
- Brings actions to obtain or enforce child support obligations, to establish paternity of children and to obtain reimbursement of public funds

To perform the duties, the Otter Tail County Attorney has an experienced staff of assistants, support staff, a collections officer and a welfare fraud investigator. The County Attorney and staff are not permitted to represent or provide legal advice to private citizens.

Attorney’s Mission

The Otter Tail County Attorney’s Office will strive to provide fair and vigorous prosecution to promote justice and public safety and provide legal counsel and representation to Otter Tail County as a political subdivision. In pursuit of their mission, the County Attorney resolves to:

- Promote a work environment that emphasizes high ethical standards, professionalism and competent legal representation
- Establish an atmosphere of compassion, trust and mutual respect
- Maintain public confidence by creating a day-to-day operation that is efficient and effective
- Provide training for employees and education for the public about the administration of justice
- Create and maintain open communication to promote the best interests of the citizens of the county
- Encourage an environment that is positive and courteous among employees and the public
- Collaborate with law enforcement and community groups to deter crime
- Ensure the rights of victims are protected with dignity, respect and compassion
Otter Tail County
County Sheriff’s Office

The Otter Tail County Dispatch Department is located in Fergus Falls, MN at the Law Enforcement Center and is open 24 hours a day 7 days a week. They manage emergency and non-emergency calls for the Otter Tail County Sheriff’s Office as well as for eight police departments, eight ambulance services, and 28 fire and rescue departments in our county.

Law Enforcement Departments in Otter Tail County

Battle Lake Police Department  
Fergus Falls Police Department  
Henning Police Department  
New York Mills Police Department  
Parkers Prairie Police Department  
Pelican Rapids Police Department  
Perham Police Department  
* City of Rothsay* (Wilkin County Sheriff’s Office- services the whole city of Rothsay)

Fire & Rescue Departments in Otter Tail County

Each Fire Department (FD) has a coverage area that reaches to the next Fire Department’s coverage area, covering the whole county. For example, if you live on Otter Tail Lake your fire department would be either Ottertail FD or Battle Lake FD.

Battle Lake Fire Department  
Bluffton Fire Department  
Dalton Fire Department  
Deer Creek Fire Department  
Dent Fire Department  
Elizabeth Fire Department  
Fergus Falls Fire Department  
Henning Fire Department  
New York Mills Fire Department  
Ottertail Fire Department  
Parkers Prairie Fire Department  
Pelican Rapids Fire Department  
Perham Fire Department  
Rothsay Fire Department  
Underwood Fire Department  
Vergas Fire Department  
Vining Fire Department

Other Fire & Rescue Departments

Ashby Fire Department  
Bertha Fire Department  
Detroit Lakes Fire Department  
Frazee Fire Department  
Hewitt Fire Department  
Leaf Valley Fire Department  
Millerville Fire Department  
Sebeka Fire Department  
Wadena Fire Department  
Wendell Fire Department  
Wolf Lake Fire Department
Otter Tail County Jail

The Otter Tail County Jail was built in 1987 and has a capacity of 111. We hold sentenced and unsentenced prisoners from within our county as well as prisoners for other counties, the Department of Corrections, Immigration and US Marshals.

Programs Offered:

- General Programs
- Adult Education
- Bible Study
- Chemical Dependency
- Church
- Gym
- Library

Work Release

This program gives inmates the opportunity to maintain their current employment or obtain employment while incarcerated. The inmates must pay the county a set fee per day to have that privilege.

Sentencing to Service (STS)

This program utilizes minimum security jail inmates to provide services throughout the county. Examples of some projects they work on are Glendale State Park, work for townships (cutting brush, ditch cleanup, etc), jail kitchen help, Salvation Army and many more. The inmates receive a set amount per hour they work that is applied directly to any fines they have on file. A fee, which will be determined, is charged to all agencies requesting assistance from the STS program.

Boating / Water

The Otter Tail County Sheriff’s Water Patrol is responsible for the safety of residents and visitors who use the lakes and rivers of the County and for the regulation of all lakes, rivers, and waterways by authority of Minnesota State Statute 86B.105.

Family Resources

Crime Victim Rights: [Crime Victim Rights Information Sheet PDF]
Fathers’ Resource Program: [Mahube Father’s Resource Program Website]
Minnesota Choice: [MN CHOICE]
Minnesota Fathers & Families Network: [MN Father’s Website]
Someplace Safe: [Someplace Safe Website]
VINE – Victim Information Notification Everyday: [VINE Website]
Victim Impact Statements: [Victim Impact Statement PDF]
Tips on Testifying: [Testifying Tips PDF]
SECTION 9:
2019 Preliminary Budget Information
2018 BUDGET OVERVIEW PRESENTATION

Otter Tail County
BUDGET DEVELOPMENT TIMELINE

**June–July**
County Divisions/Departments/Affiliates begin work on budget

**July–Aug.**
Preliminary Budgets completed and presented to Budget Committee

**September**
Proposed Budget Announced & Preliminary Levy Certified

**November**
Truth-in-Taxation notices mailed

**December**
Budget and Levy Public Meeting + Adopt Final Levy
OVERVIEW OF PROPERTY TAX: LIST OF LEVY AUTHORITIES

- Otter Tail County
- Cities or Townships
- School Districts
- Special Taxing Districts, e.g., Hospital Districts
- State of Minnesota
A significant portion of the County’s budget is used to provide programs and services mandated, via laws, by the State of Minnesota or the United States federal government.

Today we will establish the 2018 preliminary tax levy. This decision will establish the maximum levy we can set.

Additional budget discussions this fall will either affirm today’s preliminary tax levy or could result in a decision to reduce that figure by the time we “set” the final levy in December.

**SOME BUDGET “FAST FACTS”**
2018 PRELIMINARY LEVY PROPOSED FOR BOARD ACTION

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Net Levy After Program Aid (all purposes):</td>
<td>$ 40,015,621</td>
</tr>
<tr>
<td>Our current 2017 Levy:</td>
<td>$ 38,160,904</td>
</tr>
<tr>
<td>Difference between 2017 and 2018:</td>
<td>$ 1,854,717</td>
</tr>
<tr>
<td>Percentage Change — 2017 to 2018:</td>
<td>4.86%</td>
</tr>
</tbody>
</table>
### How Do We Compare to Other Counties?

<table>
<thead>
<tr>
<th>County</th>
<th>2017 Final</th>
<th>2018 Preliminary Levy Proposed for Board Action</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benton</td>
<td>$19,330,998</td>
<td>$19,574,955</td>
<td>$243,957</td>
<td>1.3%</td>
</tr>
<tr>
<td>Blue Earth</td>
<td>$32,180,090</td>
<td>$34,751,200</td>
<td>$2,571,190</td>
<td>8.0%</td>
</tr>
<tr>
<td>Carver</td>
<td>$51,649,500</td>
<td>$53,649,500</td>
<td>$2,000,000</td>
<td>3.9%</td>
</tr>
<tr>
<td>Crow Wing</td>
<td>$34,385,687</td>
<td>$34,385,687</td>
<td>$0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Freeborn</td>
<td>$21,559,453</td>
<td>$22,421,925</td>
<td>$862,472</td>
<td>4.0%</td>
</tr>
<tr>
<td>Hennepin</td>
<td>$759,408,857</td>
<td>$796,975,395</td>
<td>$37,566,538</td>
<td>4.9%</td>
</tr>
<tr>
<td>Olmsted</td>
<td>$91,959,095</td>
<td>$98,396,232</td>
<td>$6,437,137</td>
<td>7.0%</td>
</tr>
<tr>
<td>Otter Tail</td>
<td>$36,780,085</td>
<td>$38,596,931</td>
<td>$1,816,846</td>
<td>4.9%</td>
</tr>
<tr>
<td>Ramsey</td>
<td>$292,507,660</td>
<td>$305,199,197</td>
<td>$12,691,537</td>
<td>4.3%</td>
</tr>
<tr>
<td>Rice</td>
<td>$23,672,679</td>
<td>$25,067,965</td>
<td>$1,395,286</td>
<td>5.9%</td>
</tr>
<tr>
<td>Scott</td>
<td>$63,660,000</td>
<td>$65,945,000</td>
<td>$2,285,000</td>
<td>3.6%</td>
</tr>
<tr>
<td>Sherburne</td>
<td>$44,482,537</td>
<td>$46,483,457</td>
<td>$2,000,920</td>
<td>4.5%</td>
</tr>
<tr>
<td>St. Louis</td>
<td>$126,550,079</td>
<td>$132,181,550</td>
<td>$5,631,479</td>
<td>4.5%</td>
</tr>
<tr>
<td>Stearns</td>
<td>$74,003,595</td>
<td>$77,540,790</td>
<td>$3,537,195</td>
<td>4.8%</td>
</tr>
<tr>
<td>Washington</td>
<td>$96,056,900</td>
<td>$102,680,300</td>
<td>$6,623,400</td>
<td>6.9%</td>
</tr>
<tr>
<td>Winona</td>
<td>$17,465,392</td>
<td>$18,513,316</td>
<td>$1,047,924</td>
<td>6.0%</td>
</tr>
</tbody>
</table>
# Otter Tail County’s 10 Year Levy History: 2009 - 2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Levy Amount</th>
<th>Increase Over Previous Year</th>
<th>Percentage Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$28,016,017</td>
<td>$1,484,969</td>
<td>5.60%</td>
</tr>
<tr>
<td>2010</td>
<td>$29,986,124</td>
<td>$1,970,107</td>
<td>7.03%</td>
</tr>
<tr>
<td>2011</td>
<td>$31,772,095</td>
<td>$1,785,971</td>
<td>5.96%</td>
</tr>
<tr>
<td>2012</td>
<td>$31,771,226</td>
<td>($869)</td>
<td>0.00%</td>
</tr>
<tr>
<td>2013</td>
<td>$33,042,075</td>
<td>$1,270,849</td>
<td>4.00%</td>
</tr>
<tr>
<td>2014</td>
<td>$34,247,550</td>
<td>$1,205,475</td>
<td>3.65%</td>
</tr>
<tr>
<td>2015</td>
<td>$35,491,117</td>
<td>$1,243,117</td>
<td>3.63%</td>
</tr>
<tr>
<td>2016</td>
<td>$37,158,199</td>
<td>$1,667,082</td>
<td>4.70%</td>
</tr>
<tr>
<td>2017</td>
<td>$38,160,904</td>
<td>$1,002,705</td>
<td>2.70%</td>
</tr>
<tr>
<td>2018 (proposed)</td>
<td>$40,015,621</td>
<td>$1,854,717</td>
<td>4.86%</td>
</tr>
<tr>
<td>Average</td>
<td>NA</td>
<td>$1,348,586</td>
<td>4.21%</td>
</tr>
</tbody>
</table>
## Budget Proposals by Department/Program Area

<table>
<thead>
<tr>
<th>Department/Program Area</th>
<th>2017</th>
<th>2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration Office</td>
<td>$811,900</td>
<td>$855,128</td>
<td>6.32%</td>
</tr>
<tr>
<td>Auditor’s Department</td>
<td>$870,016</td>
<td>$990,016</td>
<td>13.85%</td>
</tr>
<tr>
<td>Motor Vehicle/Licensing</td>
<td>$466,543</td>
<td>$480,116</td>
<td>2.91%</td>
</tr>
<tr>
<td>Treasurer’s Department</td>
<td>$322,549</td>
<td>$334,108</td>
<td>3.58%</td>
</tr>
<tr>
<td>Assessors Department</td>
<td>$1,242,013</td>
<td>$1,340,425</td>
<td>7.92%</td>
</tr>
<tr>
<td>Information Technology Department</td>
<td>$1,276,613</td>
<td>$1,296,613</td>
<td>1.53%</td>
</tr>
<tr>
<td>County Attorney’s Office</td>
<td>$1,826,419</td>
<td>$1,898,419</td>
<td>3.94%</td>
</tr>
<tr>
<td>County Recorder’s Office</td>
<td>$442,484</td>
<td>$469,345</td>
<td>6.07%</td>
</tr>
<tr>
<td>Veterans Service Office</td>
<td>$364,692</td>
<td>$383,932</td>
<td>5.28%</td>
</tr>
<tr>
<td>Sheriff’s Office</td>
<td>$11,296,995</td>
<td>$11,509,541</td>
<td>3.81%</td>
</tr>
<tr>
<td>Land &amp; Resource Management</td>
<td>$1,139,961</td>
<td>$1,161,040</td>
<td>1.85%</td>
</tr>
<tr>
<td>Geographic Information Systems (GIS)</td>
<td>$623,476</td>
<td>$688,706</td>
<td>10.46%</td>
</tr>
<tr>
<td>Extension Services</td>
<td>$329,416</td>
<td>$411,261</td>
<td>24.85%</td>
</tr>
<tr>
<td>Probation</td>
<td>$2,372,643</td>
<td>$2,492,762</td>
<td>5.06%</td>
</tr>
<tr>
<td>Public Health</td>
<td>$3,694,959</td>
<td>$3,781,435</td>
<td>2.34%</td>
</tr>
<tr>
<td>Human Services</td>
<td>$19,780,436</td>
<td>$20,584,260</td>
<td>4.06%</td>
</tr>
<tr>
<td>Highway — Roads and Bridges</td>
<td>$37,532,200</td>
<td>$37,578,950</td>
<td>0.12%</td>
</tr>
</tbody>
</table>
## Revenue Sources Across Selected Service/Budget Areas

<table>
<thead>
<tr>
<th>Service Area</th>
<th>County (Net)</th>
<th>State</th>
<th>Federal</th>
<th>Assessments &amp; Taxes</th>
<th>Licenses/Permits</th>
<th>Charges for Services</th>
<th>Misc., Other, Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Safety Related Services</td>
<td>$10,675,613 (91.03%)</td>
<td>$480,399 (4.10%)</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>$380,700 (3.25%)</td>
<td>$190,189 (1.62%)</td>
</tr>
<tr>
<td>Human Services</td>
<td>$8,017,800 (38.95%)</td>
<td>$4,538,938 (22.05%)</td>
<td>$6,314,500 (30.68%)</td>
<td>0.00</td>
<td>0.00</td>
<td>$855,660 (4.16%)</td>
<td>$857,362 (4.16%)</td>
</tr>
<tr>
<td>General Govt. Services</td>
<td>$6,658,856 (50.89%)</td>
<td>$2,031,948 (15.53%)</td>
<td>$31,000 (0.24%)</td>
<td>$578,700 (4.42%)</td>
<td>$473,460 (3.62%)</td>
<td>$943,902 (7.21%)</td>
<td>$2,367,185 (18.09%)</td>
</tr>
<tr>
<td>Highway Department</td>
<td>$3,472,557 (9.24%)</td>
<td>$18,200,993 (48.43%)</td>
<td>$1,295,000 (3.45%)</td>
<td>$3,939,400 (3.45%)</td>
<td>0.00</td>
<td>$2,166,400 (5.76%)</td>
<td>$8,504,600 (22.63%)</td>
</tr>
<tr>
<td>Probation Services</td>
<td>$1,904,931 (76.42%)</td>
<td>$391,839 (15.72%)</td>
<td>$170,992 (6.86%)</td>
<td>0.00</td>
<td>0.00</td>
<td>$25,000 (1.00%)</td>
<td>0.00</td>
</tr>
<tr>
<td>Public Health</td>
<td>$909,710 (24.06%)</td>
<td>$613,162 (16.22%)</td>
<td>$1,098,798 (29.06%)</td>
<td>0.00</td>
<td>0.00</td>
<td>$1,125,900 (29.77%)</td>
<td>$33,865 (0.90%)</td>
</tr>
<tr>
<td>Capital Improvements</td>
<td>$2,312,468 (68.46%)</td>
<td>$429,122 (12.70%)</td>
<td>$9,600 (0.28%)</td>
<td>$2,770 (0.08%)</td>
<td>0.00</td>
<td>0.00</td>
<td>$623,637 (18.46%)</td>
</tr>
<tr>
<td>Debt Service</td>
<td>$1,363,865 (23.76%)</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>$4,376,215 (76.24%)</td>
</tr>
<tr>
<td>County – Total</td>
<td>$104,905,337</td>
<td>$40,015,621 (38.14%)</td>
<td>$27,614,860 (26.32%)</td>
<td>$8,919,890 (8.50%)</td>
<td>$4,872,805 (4.64%)</td>
<td>$473,460 (0.45%)</td>
<td>$5,346,301 (5.10%)</td>
</tr>
</tbody>
</table>
## CAPITAL IMPROVEMENT FUND REQUESTS

<table>
<thead>
<tr>
<th>Division</th>
<th>FTE’s Requested</th>
<th>2018 Budget Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Services</strong></td>
<td>3 (plus new contracted Extension position)</td>
<td>$ 295,169</td>
</tr>
<tr>
<td>(Human Services, Public Health, Probation, Veteran Services, Extension)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Finance Division</strong></td>
<td>1 (plus election temporary positions)</td>
<td>$ 114,614</td>
</tr>
<tr>
<td>(Auditor’s Office, Treasurer’s Office, Licensing)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Internal Services</strong></td>
<td>1.5</td>
<td>$ 97,004</td>
</tr>
<tr>
<td><strong>Land Services</strong></td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>(Assessor, Recorder, Auditor’s Land Services)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Public Works</strong></td>
<td>3.0</td>
<td>$ 208,668</td>
</tr>
<tr>
<td>(Highway, Land &amp; Resource Mgmt, Solid Waste)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>County Attorney</strong></td>
<td>2.5</td>
<td>$ 202,797</td>
</tr>
<tr>
<td><strong>Law Enforcement</strong></td>
<td>1.0</td>
<td>$ 60,060</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td>12.0 (plus election temps &amp; Extension)</td>
<td>$ 978,312</td>
</tr>
</tbody>
</table>

(funding sources will include county, state, federal, grant and 3rd party billing)
## 2018 Capital Improvement Requests by Division

<table>
<thead>
<tr>
<th>Division</th>
<th>Investment Priorities</th>
<th>2018 Budget Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Services</td>
<td>Vehicle replacements, computers, adjustable workstations</td>
<td>$ 261,600</td>
</tr>
<tr>
<td>(Human Services, Public Health,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Probation, Veteran Services,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extension)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance Division</td>
<td>Election equipment, info kiosk</td>
<td>$ 567,825</td>
</tr>
<tr>
<td>(Auditor’s Office, Treasurer’s</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office, Licensing)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Services</td>
<td>Parking lot lights, cleaning equipment, computer hardware &amp; software, EDMS investments,</td>
<td>$ 332,130</td>
</tr>
<tr>
<td>(Administration, Human Resources,</td>
<td>workstations</td>
<td></td>
</tr>
<tr>
<td>Land Services</td>
<td>Vehicle replacement</td>
<td>$ 26,000</td>
</tr>
<tr>
<td>(Assessor, Recorder, Auditor’s</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land Services)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Works</td>
<td>Vehicle replacement, plow trucks, tractor, skidloaders, mowers, etc.</td>
<td>$ 1,420,600</td>
</tr>
<tr>
<td>(Highway, Land &amp; Resource Mgmt,</td>
<td></td>
<td></td>
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<tr>
<td>Solid Waste)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>County Attorney</td>
<td>Office remodeling, IT upgrades</td>
<td>$ 118,000</td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>Vehicles &amp; equipment, etc.</td>
<td>$ 473,150</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>NA</strong></td>
<td><strong>$ 3,199,305</strong></td>
</tr>
</tbody>
</table>
# Proposed Levy Request & Affect on Residential Home Property Taxes

## 2018 Estimated Market Value (EMV)

<table>
<thead>
<tr>
<th></th>
<th>$100,000 Home</th>
<th>$250,000 Home</th>
<th>$350,000 Home</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Residential Home</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City with Library</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County Levy Proposed Taxes</td>
<td>$301.55</td>
<td>$988.61</td>
<td>$1,446.65</td>
</tr>
<tr>
<td>Annual Change in Dollars</td>
<td>$6.50</td>
<td>$21.31</td>
<td>$31.19</td>
</tr>
<tr>
<td>Annual % Change</td>
<td>2.20%</td>
<td>2.20%</td>
<td>2.20%</td>
</tr>
<tr>
<td>Area Served by Viking Library</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County Levy Proposed Taxes</td>
<td>$306.90</td>
<td>$1,006.16</td>
<td>$1,472.33</td>
</tr>
<tr>
<td>Annual Change in Dollars</td>
<td>$6.53</td>
<td>$21.41</td>
<td>$31.33</td>
</tr>
<tr>
<td>Annual % Change</td>
<td>2.17%</td>
<td>2.17%</td>
<td>2.17%</td>
</tr>
<tr>
<td><strong>Seasonal Home</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City with Library</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>County Levy Proposed Taxes</td>
<td>$420.22</td>
<td>$1,050.55</td>
<td>$1,470.77</td>
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<tr>
<td>Annual Change in Dollars</td>
<td>$9.06</td>
<td>$22.65</td>
<td>$31.71</td>
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<tr>
<td>Annual % Change</td>
<td>2.20%</td>
<td>2.20%</td>
<td>2.20%</td>
</tr>
<tr>
<td>Area Served by Viking Library</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County Levy Proposed Taxes</td>
<td>$427.68</td>
<td>$1,069.20</td>
<td>$1,496.88</td>
</tr>
<tr>
<td>Annual Change in Dollars</td>
<td>$9.10</td>
<td>$22.75</td>
<td>$31.85</td>
</tr>
<tr>
<td>Annual % Change</td>
<td>2.17%</td>
<td>2.17%</td>
<td>2.17%</td>
</tr>
</tbody>
</table>
ACTION REQUESTED

- Take action on the Proposed Budget Resolution that has been presented for your consideration and certify the proposed net property tax levy for 2018
- Adopt $104,905,337 as Otter Tail County’s Proposed Budget for 2018
- This represents a 4.86% Net Tax Levy increase for 2018 compared to 2017
<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review</td>
<td>Review other revenue sources</td>
</tr>
<tr>
<td>Review</td>
<td>Review Capital Improvement funds</td>
</tr>
<tr>
<td>Review</td>
<td>Review Debt Service Funds</td>
</tr>
<tr>
<td>Review</td>
<td>Review Ditch Project Assessments</td>
</tr>
<tr>
<td>Verify</td>
<td>Verify All Employment Related Costs</td>
</tr>
<tr>
<td>Finalize</td>
<td>Finalize Affiliate Agency Requests</td>
</tr>
<tr>
<td>Review</td>
<td>Review minor budget related topics to ensure continuity</td>
</tr>
</tbody>
</table>
Otter Tail County

Levy and Budget Hearing
Wednesday, December 12, 2017
6:00 P.M.
Meeting Purpose
What it is for –

- General Basic Over Review –
  - 2018 Budget
  - 2018 Tax Levy
- Public Comments and Discussion -
Meeting Purpose
What it is not -

- A County Board of Appeal and Equalization Meeting
- Taxable Market Values of specific parcels are not a topic of discussion
- Property Classifications are not a topic of discussion
Budget Committee Membership -

- Commissioners –
  - Doug Huebsch
  - Wayne Johnson
- County Administrator –
  - John Dinsmore
- County Auditor-Treasurer’s office –
  - Wayne Stein and Staff
- Other –
  - Internal Divisions/Department and External Agencies
<table>
<thead>
<tr>
<th>Market Value Information</th>
<th>2017 Finalized</th>
<th>2018 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Referendum Market Value</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fully Taxable</td>
<td>4,467,161,699</td>
<td>4,568,174,749</td>
</tr>
<tr>
<td>JOBZ Taxable</td>
<td>13,925,200</td>
<td>14,087,700</td>
</tr>
<tr>
<td>Total</td>
<td>4,481,086,899</td>
<td>4,582,262,449</td>
</tr>
<tr>
<td>Taxable Market Value</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fully Taxable</td>
<td>9,150,912,300</td>
<td>9,353,802,000</td>
</tr>
<tr>
<td>JOBZ Taxable</td>
<td>13,925,200</td>
<td>14,087,700</td>
</tr>
<tr>
<td>Total</td>
<td>9,164,837,500</td>
<td>9,367,889,700</td>
</tr>
<tr>
<td>Estimated Market Value</td>
<td>9,751,231,200</td>
<td>9,947,680,500</td>
</tr>
</tbody>
</table>
# Otter Tail County Net Tax Capacity Information

<table>
<thead>
<tr>
<th></th>
<th>2017 Finalized</th>
<th>2018 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>90,838,090</td>
<td>93,305,871</td>
</tr>
<tr>
<td>TIF</td>
<td>1,030,356</td>
<td>1,101,840</td>
</tr>
<tr>
<td>JOBZ</td>
<td>277,996</td>
<td>281,246</td>
</tr>
<tr>
<td>Power Line</td>
<td>84,117</td>
<td>85,919</td>
</tr>
<tr>
<td>Adjusted</td>
<td>89,445,621</td>
<td>91,836,866</td>
</tr>
</tbody>
</table>
Otter Tail County
Net Tax Capacity Information

- **JOBZ Pay 2006**
  - Taxable Market Value – 8,710,200
  - Net Tax Capacity – 170,196

- **JOBZ Pay 2007**
  - Taxable Market Value – 9,825,100
  - Net Tax Capacity – 191,256

- **JOBZ Pay 2008**
  - Taxable Market Value – 15,805,500
  - Net Tax Capacity – 309,824
Otter Tail County
Net Tax Capacity Information

- **JOBZ Pay 2009**
  - Taxable Market Value – 31,676,000
  - Net Tax Capacity – 627,935

- **JOBZ Pay 2010**
  - Taxable Market Value – 41,425,300
  - Net Tax Capacity – 821,014

- **JOBZ Pay 2011**
  - Taxable Market Value – 39,934,200
  - Net Tax Capacity – 792,714
Otter Tail County
Net Tax Capacity Information

- **JOBZ Pay 2012**
  - Taxable Market Value – 41,567,000
  - Net Tax Capacity – 825,472

- **JOBZ Pay 2013**
  - Taxable Market Value – 33,996,800
  - Net Tax Capacity – 674,953

- **JOBZ Pay 2014**
  - Taxable Market Value – 33,059,600
  - Net Tax Capacity – 657,546
Otter Tail County
Net Tax Capacity Information

- **JOBZ Pay 2015**
  - Taxable Market Value – 33,022,200
  - Net Tax Capacity – 656,820

- **JOBZ Pay 2016**
  - Taxable Market Value – 34,132,700
  - Net Tax Capacity – 679,738

- **JOBZ Pay 2017**
  - Taxable Market Value – 13,925,200
  - Net Tax Capacity – 277,996
Otter Tail County
Net Tax Capacity Information

- JOBZ Pay 2018
  - Taxable Market Value – 14,087,700
  - Net Tax Capacity – 281,246
  - Final Year
2018 Otter Tail County Net Tax Capacity Information

Agricultural: 22%
Residential Hmstd: 31%
Residential Non-Hmstd: 22%
Seasonal (Residential & Commercial): 5%
Comm./Industrial/Pub. Utility: 2%
Personal Property: 11%
2017 Otter Tail County
Net Tax Capacity Information

Agricultural 23%
Residential Hmstd 30%
Residential Non-Hmstd 11%
Seasonal (Residential & Commercial) 5%
Comm./Industrial/Pub. Utility 2%
Personal Property 2%
Major Budget/Levy Areas -

- General Revenue
- Road and Bridge
- Human Services (Includes Public Health & Probation)
- Capital Improvement
- Viking Library
- Debt Service
- Misc. Special Revenue Funds – (Non Tax Levy Supported)
Major Budget/Levy Areas -

- Misc. Special Revenue Funds
  - Construction Fund
  - County Ditch (Special Assessments)
  - Law Library
  - Forfeiture (County Attorney and Sheriff)
  - Sheriff’s Contingent
  - Others funds as needed
Budgetary Issues - 

- Employment Cost
- Housing and Redevelopment Authority
- Lake Improvement District Levy
- State Aids and Credits
  - County Program Aid (Increase from Pay 2017 - $263,211)
  - Aquatic Invasive Species Prevention Aid
    - 2014 - $220,018
    - 2015 – $488,929
    - 2016 - $486,990
    - 2017 - $466,901
    - 2018 - $462,425
  - Ag Homestead Market Value Based Credits
  - School Building Bond Credit
  - Disparity Reduction Aid
Budgetary Issues -

- General Operational Costs
- Minimum Library Support
- Insurance Costs/Risk Management
- Departmental/Outside Agency Requests
- Types of Services Provided (Public Input)
- Level of Service (Public Input)
Budgetary Issues -

- Capital Improvement Costs
  - Technology
  - Building/Building Improvements
  - Vehicle/Equipment
  - Election Equipment
  - Highway Maintenance/Construction
- Revenue Sources (Other than Taxes)
2016 New Highway Funding

- H:\Financial Related Worksheets\County Local Sales Tax\OttertailRevenue 11082017.doc
- H:\Financial Related Worksheets\County Local Sales Tax\Ottertail County 12042017.xlsx
# Otter Tail County Property Tax Levy Information

<table>
<thead>
<tr>
<th></th>
<th>2018 Recommended</th>
<th>2018 Proposed</th>
<th>2017 Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross NTC Levy</td>
<td>40,735,254</td>
<td>41,261,807</td>
<td>39,165,081</td>
</tr>
<tr>
<td>County Program Aid</td>
<td>2,092,576</td>
<td>2,092,576</td>
<td>1,829,365</td>
</tr>
<tr>
<td>Net Levy</td>
<td>38,642,678</td>
<td>39,169,231</td>
<td>37,335,716</td>
</tr>
<tr>
<td>Otter Tail Co HRA</td>
<td>541,800</td>
<td>541,800</td>
<td>516,000</td>
</tr>
<tr>
<td>Lake Improvement District</td>
<td>304,590</td>
<td>304,590</td>
<td>309,188</td>
</tr>
<tr>
<td>Total Net Levy</td>
<td>39,489,068</td>
<td>40,015,621</td>
<td>38,160,904</td>
</tr>
<tr>
<td>(Including HRA and LID)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Otter Tail County Net Tax Capacity Rates

<table>
<thead>
<tr>
<th></th>
<th>2018 Recommended</th>
<th>2018 Proposed</th>
<th>2017 Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Library</td>
<td>41.449</td>
<td>42.022</td>
<td>41.116</td>
</tr>
<tr>
<td>Library</td>
<td>42.195</td>
<td>42.768</td>
<td>41.858</td>
</tr>
<tr>
<td>Library Rate</td>
<td>0.746</td>
<td>0.746</td>
<td>0.742</td>
</tr>
<tr>
<td>Pelican</td>
<td>2.405</td>
<td>2.405</td>
<td>2.423</td>
</tr>
<tr>
<td>Pine Lakes</td>
<td>2.569</td>
<td>2.569</td>
<td>1.379</td>
</tr>
<tr>
<td>Little McDonald</td>
<td>11.873</td>
<td>11.873</td>
<td>15.328</td>
</tr>
<tr>
<td>Big McDonald</td>
<td>2.483</td>
<td>2.483</td>
<td>2.631</td>
</tr>
<tr>
<td>OTC HRA</td>
<td>0.691</td>
<td>0.691</td>
<td>0.674</td>
</tr>
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</table>
# Otter Tail County
## Gross Levy By Fund

<table>
<thead>
<tr>
<th>Fund</th>
<th>2018 Recommended</th>
<th>2018 Proposed</th>
<th>2017 Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Revenue</td>
<td>21,053,046</td>
<td>21,077,348</td>
<td>19,784,291</td>
</tr>
<tr>
<td>Library</td>
<td>572,300</td>
<td>572,300</td>
<td>555,631</td>
</tr>
<tr>
<td>Debt Service</td>
<td>1,363,865</td>
<td>1,363,865</td>
<td>1,355,543</td>
</tr>
<tr>
<td>Human Services</td>
<td>8,476,794</td>
<td>8,476,794</td>
<td>8,179,414</td>
</tr>
<tr>
<td>Public Health</td>
<td>961,789</td>
<td>961,789</td>
<td>715,875</td>
</tr>
<tr>
<td>Probation</td>
<td>2,013,983</td>
<td>2,013,983</td>
<td>1,890,853</td>
</tr>
<tr>
<td>Road and Bridge</td>
<td>3,671,350</td>
<td>3,671,350</td>
<td>3,690,700</td>
</tr>
<tr>
<td>Capital Improvement</td>
<td>2,093,582</td>
<td>2,444,849</td>
<td>2,992,774</td>
</tr>
<tr>
<td>PEHP</td>
<td>178,545</td>
<td>329,529</td>
<td>0</td>
</tr>
<tr>
<td>County Trails</td>
<td>350,000</td>
<td>350,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>2018 Recommended</td>
<td>2018 Proposed</td>
<td>2017 Final</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>------------------</td>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Total Gross Levy</td>
<td>40,735,254</td>
<td>41,261,807</td>
<td>39,165,081</td>
</tr>
<tr>
<td>CPA - Certified</td>
<td>2,092,576</td>
<td>2,092,576</td>
<td>1,829,365</td>
</tr>
<tr>
<td>Total Net Levy</td>
<td>38,642,678</td>
<td>39,169,231</td>
<td>37,335,716</td>
</tr>
<tr>
<td>OTC HRA</td>
<td>541,800</td>
<td>541,800</td>
<td>516,000</td>
</tr>
<tr>
<td>OTC LIDs</td>
<td>304,590</td>
<td>304,590</td>
<td>309,188</td>
</tr>
<tr>
<td>Total (Including Specials Districts)</td>
<td>39,489,068</td>
<td>40,015,621</td>
<td>38,160,904</td>
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</tbody>
</table>
# Gross Levy Change Excluding HRA and LIDS

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay 2018 Gross Levy – Proposed</td>
<td>41,261,807</td>
</tr>
<tr>
<td>Pay 2018 Gross Levy – Recommended</td>
<td>40,735,254</td>
</tr>
<tr>
<td>Pay 2017 Gross Levy</td>
<td>39,165,081</td>
</tr>
<tr>
<td>Difference – Proposed</td>
<td>2,096,726</td>
</tr>
<tr>
<td>Difference - Recommended</td>
<td>1,570,173</td>
</tr>
<tr>
<td>Percentage – Proposed</td>
<td>5.35%</td>
</tr>
<tr>
<td>Percentage – Recommended</td>
<td>4.01%</td>
</tr>
</tbody>
</table>
# Gross Levy Change
Including HRA and LIDS

| Pay 2018 Gross Levy – Recommended | 41,581,644 |
| Pay 2017 Gross Levy | 39,990,269 |
| Difference – Proposed | 2,117,928 |
| Difference – Recommended | 1,591,375 |
| Percentage – Proposed | 5.30% |
| Percentage – Recommended | 3.98% |
# Otter Tail County Gross Levy Change By Fund

<table>
<thead>
<tr>
<th>Category</th>
<th>Recommended</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Revenue</td>
<td>1,268,755</td>
<td>1,293,057</td>
</tr>
<tr>
<td>PEHP</td>
<td>178,545</td>
<td>329,529</td>
</tr>
<tr>
<td>Trails</td>
<td>350,000</td>
<td>350,000</td>
</tr>
<tr>
<td>Library</td>
<td>16,669</td>
<td>16,669</td>
</tr>
<tr>
<td>Debt Service</td>
<td>8,322</td>
<td>8,322</td>
</tr>
<tr>
<td>Human Services</td>
<td>297,380</td>
<td>297,380</td>
</tr>
<tr>
<td>Public Health</td>
<td>245,914</td>
<td>245,914</td>
</tr>
<tr>
<td>Probation</td>
<td>123,130</td>
<td>123,130</td>
</tr>
<tr>
<td>Road &amp; Bridge</td>
<td>(19,350)</td>
<td>(19,350)</td>
</tr>
<tr>
<td>Capital Improvements</td>
<td>(899,192)</td>
<td>(547,925)</td>
</tr>
<tr>
<td>Total Gross (Excluding HRA &amp; LIDS)</td>
<td><strong>1,570,173</strong></td>
<td><strong>2,096,726</strong></td>
</tr>
<tr>
<td></td>
<td>Recommended</td>
<td>Proposed</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>-------------</td>
<td>------------</td>
</tr>
<tr>
<td><strong>Total Gross</strong></td>
<td>1,570,173</td>
<td>2,096,726</td>
</tr>
<tr>
<td><em>(Excluding HRA &amp; LIDS)</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OTC HRA</strong></td>
<td>25,800</td>
<td>25,800</td>
</tr>
<tr>
<td><strong>OTC LIDS</strong></td>
<td>(4,598)</td>
<td>(4,598)</td>
</tr>
<tr>
<td><strong>Total Gross</strong></td>
<td>1,591,375</td>
<td>2,117,928</td>
</tr>
<tr>
<td><em>(Including HRA &amp; LIDS)</em></td>
<td></td>
<td></td>
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</table>
# Otter Tail County
## Net Levy By Fund

<table>
<thead>
<tr>
<th>Category</th>
<th>2018 Recommended</th>
<th>2018 Proposed</th>
<th>2017 Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Revenue</td>
<td>19,901,897</td>
<td>19,936,071</td>
<td>18,812,778</td>
</tr>
<tr>
<td>Library</td>
<td>572,300</td>
<td>572,300</td>
<td>555,631</td>
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<tr>
<td>Debt Service</td>
<td>1,363,865</td>
<td>1,363,865</td>
<td>1,355,543</td>
</tr>
<tr>
<td>Human Services</td>
<td>8,013,296</td>
<td>8,017,800</td>
<td>7,777,761</td>
</tr>
<tr>
<td>Public Health</td>
<td>909,200</td>
<td>909,710</td>
<td>680,721</td>
</tr>
<tr>
<td>Probation</td>
<td>1,903,861</td>
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<tr>
<td>Road and Bridge</td>
<td>3,470,606</td>
<td>3,472,557</td>
<td>3,509,467</td>
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<td>Capital Improvement</td>
<td>1,979,108</td>
<td>2,312,468</td>
<td>2,845,813</td>
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<tr>
<td>PEHP</td>
<td>178,545</td>
<td>329,529</td>
<td>0</td>
</tr>
<tr>
<td>County Trails</td>
<td>350,000</td>
<td>350,000</td>
<td>0</td>
</tr>
</tbody>
</table>
### Otter Tail County
### Net Levy By Fund (Cont.)

<table>
<thead>
<tr>
<th></th>
<th>2018 Recommended</th>
<th>2018 Proposed</th>
<th>2017 Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Net Levy</td>
<td>38,642,678</td>
<td>39,169,231</td>
<td>37,335,716</td>
</tr>
<tr>
<td>OTC HRA</td>
<td>541,800</td>
<td>541,800</td>
<td>516,000</td>
</tr>
<tr>
<td>OTC LIDs</td>
<td>304,590</td>
<td>304,590</td>
<td>309,188</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>39,489,068</strong></td>
<td><strong>40,015,621</strong></td>
<td><strong>38,160,904</strong></td>
</tr>
<tr>
<td>(Including Specials Districts)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Net Levy Change
Excluding HRA and LIDS

<table>
<thead>
<tr>
<th>Description</th>
<th>Proposed</th>
<th>Recommended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay 2018 Net Levy - Proposed</td>
<td>39,169,231</td>
<td></td>
</tr>
<tr>
<td>Pay 2018 Net Levy - Recommended</td>
<td>38,642,678</td>
<td></td>
</tr>
<tr>
<td>Pay 2017 Net Levy</td>
<td>37,335,716</td>
<td></td>
</tr>
<tr>
<td>Difference – Proposed</td>
<td>1,833,515</td>
<td></td>
</tr>
<tr>
<td>Difference - Recommended</td>
<td>1,306,962</td>
<td></td>
</tr>
<tr>
<td>Percentage – Proposed</td>
<td>4.91%</td>
<td></td>
</tr>
<tr>
<td>Percentage - Recommended</td>
<td>3.50%</td>
<td></td>
</tr>
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</table>
Net Levy Change  
Including HRA and LIDS

<table>
<thead>
<tr>
<th>Description</th>
<th>Proposed</th>
<th>Recommended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay 2018 Net Levy - Proposed</td>
<td>40,015,621</td>
<td></td>
</tr>
<tr>
<td>Pay 2018 Net Levy - Recommended</td>
<td>39,489,068</td>
<td></td>
</tr>
<tr>
<td>Pay 2017 Net Levy</td>
<td>38,160,904</td>
<td></td>
</tr>
<tr>
<td>Difference - Proposed</td>
<td>1,854,717</td>
<td></td>
</tr>
<tr>
<td>Difference - Recommended</td>
<td>1,328,164</td>
<td></td>
</tr>
<tr>
<td>Percentage - Proposed</td>
<td>4.86%</td>
<td></td>
</tr>
<tr>
<td>Percentage - Recommended</td>
<td>3.84%</td>
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</table>
### Otter Tail County
### Net Levy Change By Fund

<table>
<thead>
<tr>
<th>Fund Category</th>
<th>Recommended</th>
<th>Proposed</th>
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<tbody>
<tr>
<td>General Revenue</td>
<td>1,089,119</td>
<td>1,123,293</td>
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<td>PEHP</td>
<td>178,545</td>
<td>329,529</td>
</tr>
<tr>
<td>Trails</td>
<td>350,000</td>
<td>350,000</td>
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<tr>
<td>Library</td>
<td>16,669</td>
<td>16,669</td>
</tr>
<tr>
<td>Debt Service</td>
<td>8,322</td>
<td>8,322</td>
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<tr>
<td>Human Services</td>
<td>235,535</td>
<td>240,039</td>
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<tr>
<td>Public Health</td>
<td>228,479</td>
<td>228,989</td>
</tr>
<tr>
<td>Probation</td>
<td>105,859</td>
<td>106,929</td>
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<tr>
<td>Road &amp; Bridge</td>
<td>(38,861)</td>
<td>(36,910)</td>
</tr>
<tr>
<td>Capital Improvements</td>
<td>(866,705)</td>
<td>(533,345)</td>
</tr>
<tr>
<td>Total Net (Excluding HRA &amp; LIDS)</td>
<td>1,306,962</td>
<td>1,833,515</td>
</tr>
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# Otter Tail County

## Net Levy Change By Fund

<table>
<thead>
<tr>
<th></th>
<th>Recommended</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Net</strong></td>
<td>1,306,962</td>
<td>1,833,515</td>
</tr>
<tr>
<td>(Excluding HRA &amp; LIDS)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OTC HRA</td>
<td>25,800</td>
<td>25,800</td>
</tr>
<tr>
<td>OTC LIDS</td>
<td>(4,598)</td>
<td>(4,598)</td>
</tr>
<tr>
<td><strong>Total Net</strong></td>
<td>1,328,164</td>
<td>1,854,717</td>
</tr>
<tr>
<td>(Including HRA &amp; LIDS)</td>
<td></td>
<td></td>
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</table>
Factors Impacting The Gross Levy Change – Revenue Fund

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Levy Increase – General</td>
<td>1,268,755</td>
</tr>
<tr>
<td>Gross Levy Increase – OTC HRA</td>
<td>25,800</td>
</tr>
<tr>
<td>Gross Levy Increase – LIDs</td>
<td>(4,598)</td>
</tr>
<tr>
<td><strong>Total Gross Levy Increase</strong></td>
<td><strong>1,289,957</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase – Non Property Tax Revenues</td>
<td>(49,226)</td>
</tr>
<tr>
<td>Increase – Operating Transfer In</td>
<td>(240)</td>
</tr>
<tr>
<td>Increase – Expenditures and Other Uses</td>
<td></td>
</tr>
<tr>
<td>General Government</td>
<td>1,042,419</td>
</tr>
<tr>
<td>Public Safety</td>
<td>492,204</td>
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<tr>
<td>Culture/Recreation</td>
<td>85,865</td>
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<tr>
<td>Conservation of Natural Resources</td>
<td>175,235</td>
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<tr>
<td>Economic Development</td>
<td>235,722</td>
</tr>
<tr>
<td>Debt Service</td>
<td>7,341</td>
</tr>
<tr>
<td>Operating Transfer Out</td>
<td>50,000</td>
</tr>
<tr>
<td>Decrease -Unallocated/Non Departmental</td>
<td>(182,719)</td>
</tr>
<tr>
<td>Increase – (Fund Balance Use) – Net</td>
<td>(566,644)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,289,957</strong></td>
</tr>
</tbody>
</table>

CPF Increase

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPA Increase</td>
<td>179,636</td>
</tr>
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</table>
## Factors Impacting The Gross Levy Change – R&B Fund

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Levy Decrease</td>
<td>(19,350)</td>
</tr>
<tr>
<td>Total Gross Levy Decrease</td>
<td>(19,350)</td>
</tr>
<tr>
<td>Decrease – Non Property Tax Revenues</td>
<td>1,745,900</td>
</tr>
<tr>
<td>Increase – Expenditures</td>
<td>46,750</td>
</tr>
<tr>
<td>Increase – Operating Transfer In</td>
<td>(136,900)</td>
</tr>
<tr>
<td>Increase – (Fund Balance Use &amp; Other Sources)</td>
<td>(1,675,100)</td>
</tr>
<tr>
<td>Total</td>
<td>19,350</td>
</tr>
<tr>
<td>CPA Increase</td>
<td>19,511</td>
</tr>
</tbody>
</table>
Factors Impacting The Gross Levy Change – Human Services Fund

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Levy Increase – Inc. Maint./SS</td>
<td>297,380</td>
</tr>
<tr>
<td>Gross Levy Increase - Probation</td>
<td>123,130</td>
</tr>
<tr>
<td>Gross Levy Increase – Public Health</td>
<td>245,914</td>
</tr>
<tr>
<td><strong>Total Gross Levy Increase</strong></td>
<td><strong>666,424</strong></td>
</tr>
<tr>
<td>Increase – Non Property Tax Revenues (All Areas)</td>
<td>(343,995)</td>
</tr>
<tr>
<td>Increase – Expenditures – Inc. Maint./SS</td>
<td>803,824</td>
</tr>
<tr>
<td>Increase – Expenditures - Probation</td>
<td>120,119</td>
</tr>
<tr>
<td>Increase – Expenditures – Public Health</td>
<td>86,476</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>666,424</strong></td>
</tr>
<tr>
<td>CPA Increase</td>
<td>96,551</td>
</tr>
</tbody>
</table>
Otter Tail County
Long Term Debt

- Debt outstanding as of December 31, 2006 - $10,105,000
- Debt outstanding as of December 31, 2007 - $27,220,000
- Debt outstanding as of December 31, 2008 - $26,575,000
- Debt outstanding as of December 31, 2009 - $26,085,000
- Debt outstanding as of December 31, 2010 - $24,235,000
- Debt outstanding as of December 31, 2011 - $37,600,000
- Debt outstanding as of December 31, 2012 - $35,170,000
- Debt outstanding as of December 31, 2013 - $52,005,000
- Debt outstanding as of December 31, 2014 - $49,390,000
- Debt outstanding as of December 31, 2015 - $46,070,000
- Debt outstanding as of December 31, 2016 - $42,320,000
  - Principal Retired in 2016 – $3,420,000
  - New Debt Issued in 2016 - $6,675,000
  - Refunded Debt in 2016 - $7,005,000
- Debt outstanding as of December 31, 2017 - $39,425,000
  - Principal Retired in 2017 – $4,230,000
  - New Debt Issued in 2017 – Holding Cells/Elevator- $1,335,000
Otter Tail County
Long Term Debt

- **New Issue in 2017** –
  - $1,335,000 General Obligation Capital Improvement Bonds, Series 2017A
    - Principal Outstanding - $1,335,000
    - Holding Cells/Elevator – Levy Required
      - Paid in Full – 02/01/2028
      - Final Levy Year/Collection Year – 2026/2027

- **New Issue in 2016** –
  - $6,675,000 General Obligation Capital Improvement Refunding Bonds, Series 2016A
    - Refunded (Ottertail Operation Center, Viking Library and CD Building Bonds)– Levy Required
    - Total Principal Outstanding - $6,610,000
    - Otter Tail Operation Center Principal – $2,590,000
    - Viking Library Principal - $845,000
    - CD Building Principal - $3,175,000
      - Paid in Full – 02/01/28
      - Final Levy Year/Collection Year – 2021/2022
Otter Tail County
Long Term Debt

- New Issue in 2013 –
  - $19,380,000 General Obligation Waste Disposal Revenue Bonds, Series 2013A
    - Principal Outstanding - $17,445,000
    - Prairie Lakes Municipal Solid Waste Authority – No Levy Required
      - Paid in Full – 11/1/2034

- New Issue in 2012 –
  - $4,780,000 General Obligation Bonds, Series 2012A
    - Courthouse Improvement/Jail Improvements – Levy Required
    - Principal Outstanding - $4,780,000
      - Paid in Full – 02/01/25
      - Final Levy Year/Collection Year – 2023/2024

- New Issue in 2011 –
  - $10,475,000 General Obligation Disposal System Revenue Bonds, Series 2011
    - Principal Outstanding - $8,055,000
    - Prairie Lakes Municipal Solid Waste Authority – No Levy Required
      - Paid in Full – 11/01/2030
Otter Tail County
Long Term Debt

- **New Issue in 2011** –
  - $5,400,000 General Obligation Capital Improvement Bonds, Series 2011B
    - Used to Refund the outstanding Government Services Building Lease Revenue Bonds Series 2002A – Levy Required
    - Principal Outstanding - $1,200,000
      - Paid in Full – 02/01/19
      - Final Levy Year/Collection Year – 2017/2018

- **New Issues in 2007** –
  - $5,245,000 GO Tax Abatement Bonds (No Levy Required)
    - Principal Outstanding - $0
      - Paid in Full – 02/01/2017
  - $765,000 Taxable General Obligation Tax Abatement Bonds (Levy Required)
    - Principal Outstanding - $0.00
      - Paid in Full – 02/01/2010
  - $5,590,000 Law Enforcement Lease Revenue Bonds (Levy Required) HRA
    - Principal Outstanding - $0
      - Refunded – 2016 Issue
  - $6,140,000 Public Project Revenue Bonds (No Levy Required) HRA
    - Principal Outstanding - $0
      - Refunded – 2016 Issue

- **New Issue in 2009** –
  - $1,200,000 Public Purpose Lease Revenue Bonds, (No Levy Required) HRA
    - Refund – 2016 (Viking Library Building) - $0
## Otter Tail County Budget Information-Revenues

<table>
<thead>
<tr>
<th>Source</th>
<th>2018 Proposed</th>
<th>2017 Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Levy</td>
<td>39,489,068</td>
<td>38,160,904</td>
</tr>
<tr>
<td>CPA</td>
<td>2,092,576</td>
<td>1,829,365</td>
</tr>
<tr>
<td>Taxes &amp; Specials</td>
<td>933,405</td>
<td>872,624</td>
</tr>
<tr>
<td>Licenses &amp; Permits</td>
<td>473,460</td>
<td>454,985</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>34,692,812</td>
<td>36,813,976</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>5,558,562</td>
<td>4,574,052</td>
</tr>
<tr>
<td>Fines and Forfeits</td>
<td>34,900</td>
<td>39,500</td>
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<tr>
<td>Interest</td>
<td>348,500</td>
<td>234,400</td>
</tr>
<tr>
<td>Misc.</td>
<td>9,247,561</td>
<td>9,238,763</td>
</tr>
<tr>
<td>Other Sources</td>
<td>12,221,584</td>
<td>11,432,070</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>105,092,428</strong></td>
<td><strong>103,650,639</strong></td>
</tr>
</tbody>
</table>

*For the year 2018 and compared to 2017 results.*
## Otter Tail County
### Budget Information
#### Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>2016 Proposed</th>
<th>2017 Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Government</td>
<td>14,578,069</td>
<td>12,588,302</td>
</tr>
<tr>
<td>Public Safety</td>
<td>14,838,111</td>
<td>14,276,303</td>
</tr>
<tr>
<td>Highways</td>
<td>37,578,950</td>
<td>37,532,200</td>
</tr>
<tr>
<td>Health</td>
<td>4,024,237</td>
<td>3,736,959</td>
</tr>
<tr>
<td>Human Services</td>
<td>20,680,260</td>
<td>19,872,436</td>
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<tr>
<td>Culture and Recreation</td>
<td>1,076,176</td>
<td>1,016,642</td>
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<tr>
<td>Conservation of Natural Resources</td>
<td>1,530,202</td>
<td>1,369,230</td>
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<tr>
<td>Economic Development</td>
<td>986,428</td>
<td>750,706</td>
</tr>
<tr>
<td>Unallocated</td>
<td>1,701,057</td>
<td>1,883,776</td>
</tr>
<tr>
<td>Debt Service</td>
<td>3,991,298</td>
<td>4,862,101</td>
</tr>
<tr>
<td>Other Uses</td>
<td>4,107,640</td>
<td>5,761,984</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>105,092,428</td>
<td>103,650,639</td>
</tr>
</tbody>
</table>
Otter Tail County
Per Capita Information - 2015

SPECIAL NOTE ABOUT "RANK": The "rank" is of the per capita amount. A rank of one means the highest dollar amount. Rankings are only done among counties that have revenues or expenditures for a given category. For example, if there are 84 counties that have "Sanitation" expenditures, then the rank would be "x" of 84.

Population: 57,679

<table>
<thead>
<tr>
<th>Description</th>
<th>Per Capita</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxable Tax Capacity</td>
<td>$1,464.85</td>
<td>36 of 87</td>
</tr>
<tr>
<td>Net Tax Levy</td>
<td>$607.15</td>
<td>41 of 87</td>
</tr>
</tbody>
</table>
SPECIAL NOTE ABOUT "RANK": The "rank" is of the per capita amount. A rank of one means the highest dollar amount. Rankings are only done among counties that have revenues or expenditures for a given category. For example, if there are 84 counties that have "Sanitation" expenditures, then the rank would be "x" of 84.

Population: 57,297

<table>
<thead>
<tr>
<th>Description</th>
<th>Per Capita</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxable Tax Capacity</td>
<td>$1,466.55</td>
<td>36 of 87</td>
</tr>
<tr>
<td>Net Tax Levy</td>
<td>$607.86</td>
<td>41 of 87</td>
</tr>
</tbody>
</table>
Otter Tail County
Per Capita Information - 2013

SPECIAL NOTE ABOUT "RANK": The "rank" is of the per capita amount. A rank of one means the highest dollar amount. Rankings are only done among counties that have revenues or expenditures for a given category. For example, if there are 84 counties that have "Sanitation" expenditures, then the rank would be "x" of 84.

Population: 57,297

<table>
<thead>
<tr>
<th>Description</th>
<th>Per Capita</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxable Tax Capacity</td>
<td>$1,364.52</td>
<td>32 of 87</td>
</tr>
<tr>
<td>Net Tax Levy</td>
<td>$566.33</td>
<td>42 of 87</td>
</tr>
</tbody>
</table>
SPECIAL NOTE ABOUT "RANK": The "rank" is of the per capita amount. A rank of one means the highest dollar amount. Rankings are only done among counties that have revenues or expenditures for a given category. For example, if there are 84 counties that have "Sanitation" expenditures, then the rank would be "x" of 84.

Population: 57,297

<table>
<thead>
<tr>
<th>Description</th>
<th>Per Capita</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxable Tax Capacity</td>
<td>$1,404.86</td>
<td>27 of 87</td>
</tr>
<tr>
<td>Net Tax Levy</td>
<td>$547.01</td>
<td>44 of 87</td>
</tr>
</tbody>
</table>
SPECIAL NOTE ABOUT "RANK": The "rank" is of the per capita amount. A rank of one means the highest dollar amount. Rankings are only done among counties that have revenues or expenditures for a given category. For example, if there are 84 counties that have "Sanitation" expenditures, then the rank would be "x" of 84.

Population: 57,243

<table>
<thead>
<tr>
<th>Description</th>
<th>Per Capita</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxable Tax Capacity</td>
<td>$1,489.64</td>
<td>21 of 87</td>
</tr>
<tr>
<td>Net Tax Levy</td>
<td>$547.55</td>
<td>44 of 87</td>
</tr>
</tbody>
</table>
SPECIAL NOTE ABOUT "RANK": The "rank" is of the per capita amount. A rank of one means the highest dollar amount. Rankings are only done among counties that have revenues or expenditures for a given category. For example, if there are 84 counties that have "Sanitation" expenditures, then the rank would be "x" of 84.

Population: 57,303

<table>
<thead>
<tr>
<th>Description</th>
<th>Per Capita</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxable Tax Capacity</td>
<td>$1,508.55</td>
<td>18 of 87</td>
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<tr>
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SPECIAL NOTE ABOUT "RANK": The "rank" is of the per capita amount. A rank of one means the highest dollar amount. Rankings are only done among counties that have revenues or expenditures for a given category. For example, if there are 84 counties that have "Sanitation" expenditures, then the rank would be "x" of 84.

Population: 56,556

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## Otter Tail County

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# Otter Tail County
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## Otter Tail County Per Capita Information - 2015

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## Otter Tail County
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- **General Government**: $171.74 (60 of 87)
- **Public Safety**: $175.76 (66 of 87)
- **Streets and Highways**: $117.17 (52 of 87)
- **Sanitation**: $0.00 (N/A)
- **Human Services**: $264.93 (48 of 87)
- **Health**: $42.77 (42 of 83)
- **Culture and Recreation**: $14.07 (66 of 87)
- **Conservation of Natural Resources**: $14.11 (69 of 86)
- **Economic Development**: $0.38 (72 of 78)
- **All Other Expenditures**: $0.00 (N/A)
## Otter Tail County
### Per Capita Information - 2010

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<tr>
<th>Description</th>
<th>Per Capita</th>
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<td>Culture and Recreation</td>
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<td><strong>Total Expenditures</strong></td>
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<tr>
<td>Description</td>
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<td>Rank</td>
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</table>
Budget Considerations Before Final Adoption-

- Review Other Revenues Sources
- Review Capital Improvement Fund
- Review Debt Service Fund
- Review Ditch Project Assessments
- Employment Costs
- Review Tax Levy
- Finalize Outside Agency Request
- Review minor budget related issues
Final Budget and Levy Certification -

- Finalize - No later than Thursday, December 28, 2017
  - Adopt as Proposed
  - Lower
  - Allowable Add-Ons

- Tuesday, December 19, 2017
  - Establish Agenda Time
  - ?????
SECTION 10:  
Affiliated Agency  
Information
## Approved Budgets

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1 MS469.033, Subd 6 cites levy/allocation shall not exceed 0.0185% of estimated market value. For OTC, this would be approximately $1.69 million (2017 Proposed Total Taxable Market Value was $9,171,273,400 x 0.000185, or 0.0185%)
2 Expenditures were 139% of 2012 budget
3 Included $36,000 for Ag Inspector
4 Includes 2015 Buffer Initiative
5 $195,000 was approved budget. This included $104,000 budgeted for Feedlot Position; however, these approved funds were not expended
6 Expenditures were 119% of 2012 budget
7 Expenditures were 119% of 2012 budget
8 Expenditures were 107% of 2013 budget
9 Expenditures were 102% of 2014 budget
10 Expenditures were 101% of 2015 budget
Viking Library System is a federated regional public library system serving the six west central Minnesota counties of Douglas, Grant, Otter Tail, Pope, Stevens and Traverse. First organized in 1975, it has eleven member libraries located in Alexandria, Browns Valley, Elbow Lake, Fergus Falls, Glenwood, Hancock, Morris, New York Mills, Pelican Rapids, Perham, and Wheaton.

It is one of four regional public library systems in Minnesota that is identified as a combination system. Combination systems have independent member libraries and also offer direct services to the public. Although local public libraries are members of the regional system, these independent city and county libraries retain local governance, seek local funding, hire local staff and determine local library expenditures. The regional library system both provides services to its member libraries and also receives county funds to provide direct services to the public in areas primarily outside of the member library communities. The system board is responsible for both region-wide services to the member libraries and for library services delivered directly to the public.

**Mission Statement**
The mission of Viking Library System is to connect people with the information they need in the format they desire in order that they may function successfully in a rapidly changing world. These connections are provided by eleven-member public libraries, mobile service units, and region-wide programs designed to support, complement and extend the resources of all.

**Vision Statement**
Viking Library System will be a dynamic organization connecting our users and our member libraries to the world. In addition to continuing to provide the highest quality traditional library services, Viking Library System will serve as a catalyst for change in the following ways:

**Viking Library System Governing Board**
- Wayne Runningen, Chair: Pelican Rapids Public Library
- Chris Van Kempen, Vice-Chair: Thorson Memorial Library
- Wes Flinn, Treasurer: Morris Public Library
- Marcia Nelson, Member-at-Large: Perham Area Public Library
- Becky Albright: Douglas County Service Area
- David Salberg, Traverse County
- Tessa Ducher: Douglas County Library
- Jeanne Ennen: Stevens County
- Roger Froemming: Otter Tail County
- Larry Lindor: Pope County
- Lisa Litt: Fergus Falls Public Library
- Alice Martin: New York Mills Public Library
- Charlie Meyer: Douglas County
- Karen Nelson: Browns Valley Public Library
- Doyle Sperr: Grant County
- Rud Wasson: Fergus Falls Service Area
- Vacant: Glenwood Public Library, Hancock Community Library, Wheaton Community Library
The Humane Society of Otter Tail County was started by Carol Schaaf and Pam Swenson. Stray animals had nowhere to turn and they created the solution. The first site was the Bob and Mary Swierzek farm south of Fergus Falls in 1979. The facility consisted of some dog houses and the use of a barn for shelter. The organization was formed and incorporated in the same year. Shortly after incorporation the State of Minnesota leased to the Humane Society a small building and a caretaker's house on the grounds of the Fergus Falls Regional Treatment Center. At that time the treasury consisted of $37.50, some donated materials, and dog food. All animal care was provided by volunteers. All funding was done through donations and fundraisers conducted by volunteers.

Gradual growth and monies from government funding sources such as Otter Tail County, and CETA allowed the hiring of employees. This kept the Humane Society running. In 1985 the State of Minnesota decided that the building was needed for another venue, making a new site necessary. A veterinary clinic building on Pebble Lake Road became available. Mel Olson spearheaded a fund raising campaign that made purchasing the clinic possible. There was an addition built onto the clinic in 1988.

The Humane Society outgrew the building pictured above. It was decided that building new was a better option than remodeling the existing site. A successful fund raising campaign and a small loan secured funding. The current facility was constructed and opened in May 1994 (see picture to the right).

Mission Statement

To provide temporary shelter and care to stray, abandoned, and surrendered animals for the purpose of placing every adoptable animal in a caring permanent home. To promote the humane treatment of all animals and promote responsible pet guardianship.

Board of Directors

Chairperson: Mary Petersen
Vice Chairperson: Samantha Batzlaff
Secretary: Jill Fowler
Treasurer: Patti Fandrich

Other Members:
Kristi Dinsmore
Kristi Lausch
Karen Orcutt
Melissa Rogers
The West Otter Tail Soil and Water Conservation District is a local unit of government that is supervised by a board of five elected officials. SWCD's were created as a result of the dust bowl era to help private landowners incorporate best management practices on their land. The SWCD focuses on local assistance which ranges from working with individual landowners to federal agencies along with other units of government such as counties, cities, townships and watershed districts. The SWCD offers many services such as technical and financial assistance, project design and installation of conservation practices. Contact Information: 506 Western Ave N Fergus Falls, MN 56537; 218-998-5300 and wotswcd@gmail.com

**Services and Programs**

Services Include:

- Conservation Technical Assistance
- Native Grass Seed Sales
- No-Till Drill Rental
- Custom Planting
- Custom Mowing
- Tree Planting and Fabric
- County Ag Inspector
- Wetland Conservation Act
- MDA Pesticide Applicator Testing
- Drinking Water Testing

Conversion Programs available to landowners include:

- Tree Sales
- MN Buffer Law
- State Cost Share
- Farm Bill Programs
- Easements
- MAWQCP
- Walk in Access
- Shoreline
- Erosion Control
- Soil Health

**Board Supervisors and Staff**

Supervisors: District I: Julian Sjostrom - Chairman; District III: Rod Wenstrom - Vice Chairman; District II: Rick Drevlow – Secretary; District IV: John Walkup – Treasurer; District V: Richard Viger - Public Relations

SWCD STAFF: Brad Mergens: District Manager; Mary Jensen: Office Administrator; Aaron Larsen: Project Manager; Jonah Olson: Resource Conservation Technician; Mitch Kill: District Technician

Pheasants Forever Staff: Jacob Nelson: Farm Bill Wildlife Biologist

NRCS Staff: Penny Doty: District Conservationist; Cassie Waltz: Soil Conservation Technician
SWCDs originated out of the Dust Bowl days of the 1930's as local resources for the promotion and advancement of best management practices that protect and enhance our soil and water resources. SWCDs are governed by a board of locally elected supervisors that develop policy, plans, and budgets for the district, empower and work with staff, and represent the district at meetings and other events. SWCD staff work primarily in a one-on-one basis with landowners, aiming to connect landowners with the technical and financial resources they need to put conservation practices on the land. Other conservation partners include local businesses, schools, cities, townships, lake associations, and state and federal agencies. Otter Tail County has two SWCDs that work jointly on many efforts. Contact Information: 801 Jenny Ave SW, Suite #2 Perham, MN 56573; 218-346-9105 and darren.newville@eot.mnswcd.org

Services and Programs

Services Include:
- Conservation Tree Program
- Native Plant Sales
- Shoreline Program
- Custom Seedy Program
- Seed Sales
- Equipment Rental
- Cost Share Programs
- Irrigation Schedule Program
- Technical Services

Agricultural Programs:
- Irrigation Scheduler
- Ag Inspector
- Ag Cost Share
- Nutrient Management
- Cover Crops
- Soil Health
- Cons Tillage
- Ag BMP Loan
- Walk in Access
- Wetlands
- Easements

Shore, Water & Watershed Programs
- Technical Assistance
- County Shoreline Ordinances
- Lake Cost Share
- Water Quality
- AIS
- Otter Tail River Wraps
- One Watershed One Plan
- Impaired Waters

Board Supervisors and Staff

Supervisors: Chairman Lyle Dittmann, Vice Chairman Steve Inwards, Public Relations Terry Greenwaldt, Secretary Dennis Reynolds, Treasurer Marion Gill

SWCD STAFF: Chantal Tougas (Administrative Secretary), Ben Underhill (Water Planner/Watershed Coordinator), Nathan Wiese (Irrigation/Nutrient Management Specialist), Jim Lahn (Area Certification Specialist), Darren Newville (District Manager), Anne Oldakowski (Assistant Manager); Brittney Johnson (Irrigation Technician), Mitchell Ness (District Technician - Farm Bill Assistance), Aimee Duchene (Shoreland Specialist/County Ag Inspector), Liz Wiese (District Technician/Assistant Shoreline Specialist), Wade Salo (Irrigation Technician)
Lakeshore Improvement Districts

(To Be Developed)
The region encompasses 8,615 square miles and measures approximately 125 miles between its northern and southern boundaries and 85 miles east to west. The region is bounded on the west by North and South Dakota and is approximately 150 miles from the Minneapolis-St. Paul metropolitan area. Contact Information: 1000 Western Avenue, PO Box 318, Fergus Falls, MN 56538-0318, (218) 739-2239, (800) 735-2239, wci@wcif.org

Regional Highlights Since 1986
- West Central Initiative has made a significant impact on the economic and social environment in our region. In the past 30+ years, we have:
- Approved more than 10,000 grants totaling $53.3 million.
- Provided more than 1,000 loans to businesses in excess of $49.6 million.
- Contributed nearly $102.9 million to the region in support of programs.
- Created and retained more than 7,800 jobs.
- Leveraged more than $244.3 million in loans to regional businesses.
- Established 84 component funds with combined assets exceeding $21.6 million.
- Developed a WCI general endowment fund in excess of $34 million.

Mission: Serving to improve west central Minnesota through funding, programs and technical assistance.

Vision: Uniting ideas and resources to help people and communities create a better tomorrow.

Core Values
- Community – Building community is the basis for our work.
- Respect – We treat individuals, organizations and communities with respect and compassion.
- Responsiveness – We respond to inquiries and requests in an efficient, timely manner.
- Learning – We are committed to continuous learning and innovation to meet the changing needs of our region.
- Stability – We provide stability by building and managing a sustainable asset base for the region.

Board of Directors: Amy Stoller Stearns (Becker County), Yoke Sim Gunaratne (Clay County), Nicole Fernolz (Douglas County), Larry Doss (Douglas/Pope Counties), Val Martin (Grant County), Sue Huebsch (Otter Tail County), Mark Helland (Otter Tail County), John Dalhseng (Pope County), Warren Angerson (Stevens County), Jane Vangsness Frisch (Traverse County), Steve Kent (Wilkin County), Barb Fabre (White Earth Nation/Becker County)

WCI Staff: Anna Wasecha (President/CEO), Sandy King (Vice President), Greg Wagner (Director of Business & Economic Development), Sheri Booms Holm (Director of Communications), Rebecca Lynn Petersen (Director of Development), Nancy Jost (Director of Early Childhood), Wayne Hurley (Director of Planning), Wendy Merrick (Director of Programs), Kathy Nordick (Accounting Manager), Jill Amundson (Associate Planner), Rick Schara (Marketing Coordinator), Rick Drevlow (Accounting Assistant), Duane Larson (Loan Analyst), Deb Hegseth (Specialist), Tammy Froemming, (Administrative Assistant), Donna Ellsworth (Administrative Assistant)
Otter Tail County Historical Society

Who We Are
The Otter Tail County Historical Society is a private, nonprofit organization whose purpose is the collection, preservation and interpretation of Otter Tail County's history and heritage. This is achieved through a variety of services including the Society's exhibit gallery, educational outreach program, special public programs, archival and object collections, and a genealogical and local history research library. The development of these services has made the Society an active partner in the educational and cultural life of Otter Tail County. Contact Information: 1110 Lincoln Ave. W. Fergus Falls, Minnesota 56537, 218-736-6038, otchs@prtel.com

Our History
Otter Tail County Historical Society was organized on July 31, 1927, at a gathering at Amor Park. For decades the Society was headquartered in the basement of the county courthouse. In 1972, Underwood native, John Gronner, lead a county-wide capital fund drive which resulted in a new museum. Ten years later another drive provided funds to add an agriculture wing. Many volunteer hours have gone into making the Society what it is today. Local artist, Charles Beck, designed and implemented the installation of many exhibits that continue to tell the history of Otter Tail County.

Our library has grown because of the generous donations of time and funds. A financial contribution made in honor of Samuel P. Adams continues to sustain the library and archives. Volunteer hours donated by many volunteers including Ann Smalley Jordan, for whom the archives was named on May 22, 2004, have and continue to increase our holdings. Our educational programs started in 1979 when educator, Judy Stringer, put together our first education kit.

In 2002 we celebrated our 75th Anniversary with the completion of a site improvement project which almost doubled our parking lot, made a bus drop-off and handicap accessible ramp. It also provided better drainage away from the building.

We are currently trying to raise $100,000 for our Technology Fund. This fund will provide a regular source of revenue for computer upgrades and improvements. Please consider making a donation to this fund.

Our Board:
Wayne Hurley (President), Delores Peterson (Vice President), Michele Anderson (Secretary), Ryan Carlson (Treasurer), Carole Mitchell (District 2), Carlie Bacon (At Large), Richard Bosse (District 4), Reba Gilliand (District 3), Desta Hunt (At Large), Tom Meinhover (District 1), Nick Leonard (At Large)

Our Staff:
Chris Schuelke (Executive Director), Kathy Evavold (Curator of Collections), Missy Hermes (Education Coordinator), LeAnn Neuleib (Office Manager), Vicky Anderson (Research Assistant)
General Information
The Main Exhibit Building (large yellow building on the south side of the grounds, next to the Midway) will be home to the 4-H Exhibits, Open Class Exhibits, and the Commercial Exhibitors.

The Satellite Building will house the 4-H Poultry and Rabbit Exhibits as well as the Show Arena Stage for the 4-H Poultry and Rabbit Show. Call the Otter Tail County Extension Office at 218-998-8760 for more information.

The West Otter Tail County Fair has many commercial exhibitors as well as educational exhibits in the DNR Wildlife Building, the Children’s Barnyard, 4-H Livestock Exhibits, Open Class, and 4-H Exhibits. Contact Information: Fairgrounds are located at: 1812 Pebble Lake Road, Fergus Falls, MN 56537, 218-736-0272, wotcfair@prtel.com

2019 Fair Information: July 17th–20th, 2019
The next 2019 West Otter Tail County Fair is scheduled for July 20th-19th, 2019! Family activities and Grandstand events like Draft Horse Pull, Modified Tractor Pull, and Demo Derby to a host of carnival rides provided by the Mighty Thomas Carnival will be offered.

The West Otter Tail County Fair also offers plenty of free entertainment each day and lots of things to see from our 4-H’ers. Browse the Children's Barn, see our 4-H exhibits, get the kids entered in our annual Pedal Pull.

Board of Directors:
Mike Holstrom, Battle Lake (President), John Sethre, Fergus Falls (Vice President), Jerry Polejewski, Fergus Falls (Treasurer), Justin Beyer, Fergus Falls; John Brooberg, Fergus Falls; Luke Bakken, Pelican Rapids; Paul Bakken, Pelican Rapids; Al Lundquist, Battle Lake; Marie Tysdal, Fergus Falls; Kris Svingen, Fergus Falls; LaVonne Beckler, Fergus Falls Gail Maahs, Underwood (Secretary to the Board)
East Otter Tail County Fair

(To Be Developed)
**Mission**
The mission of the Otter Tail County Housing & Redevelopment Authority (HRA) is to assist low income, very low income and extremely low income families with safe, decent, and affordable housing opportunities as they strive to achieve self-sufficiency and improve the quality of their lives. The Housing Authority is committed to operating in an efficient, ethical and professional manner. The Housing Authority will work cooperatively with its clients and appropriate community agencies in order to accomplish this mission.

In keeping with certain strategic goals established by the Department of Housing & Urban Development (HUD), we have also adopted the following goals:

- Increase the availability of decent, safe, and affordable housing.
- Improve community quality of life and economic vitality.
- Promote self-sufficiency and asset development of families and individuals.
- Ensure Equal Opportunity in Housing for all Americans

**Programs and Services:**
- Residential Assisted Housing Programs: Senor Housing, Rent Assistance, Family Public Housing
- Residential Housing Programs: Timber Place Townhomes
- Economic Development: Econ Loan, FAÇADE Program
- Residential Rehabilitation Housing Programs: Rental Rehabilitation Programs, Owner Occupied Rehabilitation Programs

**OTC HRA Board of Directors**
Scott Rocholl, Chairperson; Robert Bigwood, Vice Chairperson; Robert Maki, Secretary, Dave Johnson, Commissioner; Carl Linderkamp, Commissioner

**HRA Staff**
Jeffrey Gaffaney, Executive Director (will retire 12/31/18), Mikel B. Olson, Rehab Specialist (will be Executive Director effective 01/01/19), Mary Jo Schwarz, Housing Administrator; Pam Minten, Housing Manager & Riverview Heights Manager; Tanya Westra, Rehab Coordinator & Timber Place Manager; Kelli Drayton, Housing Specialist; Kim Scheer, Office Administrator; Sarah Bertrand, Administrative Assistant; Ken Laney, Caretaker; Mick Tostenson, Assistant Caretaker,
SECTION 11: Special Section
2020 Census Local Update of Census Addresses Operation (LUCA)

Frequently Asked Questions
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1. What is the 2020 Census Local Update of Census Addresses Operation (LUCA)? .............................. 1
2. Who can participate in LUCA? .............................................................................................................. 1
3. Why should we participate in LUCA? .................................................................................................. 1
4. How can we prepare to participate in LUCA? ....................................................................................... 1
5. What is the Address Count List? ........................................................................................................ 2
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1. What is the 2020 Census Local Update of Census Addresses Operation (LUCA)?

The 2020 Local Update of Census Addresses Operation (LUCA) is a voluntary decennial census geographic partnership operation that provides the only opportunity prior to the 2020 Census for tribal, state, and local governments (including the District of Columbia and Puerto Rico) to review and update the Census Bureau’s residential address list.

Participating in LUCA allows your government to:

- Add new or missing residential addresses missing from the Census Bureau’s address list and
- Correct addresses, delete addresses, identify addresses not in your government, and identify non-residential addresses (such as, businesses, etc.).

For more information about LUCA, please visit our Web site at http://www.census.gov/geo/partnerships/luca.html

2. Who can participate in LUCA?

Active, functioning governments are eligible to participate in LUCA. They include:

- Federally recognized tribes with a reservation and/or off reservation trust lands.
- States and counties.
- Cities, towns, boroughs, or villages (incorporated places).
- Townships and towns (minor civil divisions).

3. Why should we participate in LUCA?

- Participating in LUCA can help ensure an accurate census for your government.
- The accuracy and completeness of the address list is critical to the accuracy and completeness of the census.
- An accurate census helps your government plan for future needs.

Although the primary purpose of the census is to apportion the seats in the House of Representatives, census data may also be used to:

- Draw congressional and state legislative districts, school districts and voting precincts.
- Enforce voting rights and civil rights legislation.
- Distribute federal dollars to states.
- Inform federal, tribal, state, and local government planning decisions.
- Inform business and non-profit organization decisions (e.g., where to locate, size of the market).
- Provide population benchmark for nearly every other United States survey.

4. How can we prepare to participate in LUCA?

You can prepare for participation in LUCA by:

- Participating in the 2017 Boundary and Annexation Survey (BAS) to ensure your government’s boundaries are accurate and up to date prior to LUCA. The last day to
submit BAS updates is May 31, 2017 to ensure the accuracy of your government’s boundaries in the LUCA materials. For more information, see <http://census.gov/geo/partnerships/bas.html>.

- Participating in the Geographic Support System (GSS) Program allows you to submit your address information and receive feedback before LUCA begins. The last day to submit your address information through the GSS is April 1, 2017 to ensure that your updates are included in the LUCA materials. For more information, see <http://www.census.gov/geo/gssi/>.

There are additional steps you can follow to prepare for LUCA:

1. Complete and return the Contact Information Update Form you received with your advance notice package.
3. Attend a LUCA Promotional Workshop.
4. Develop your address review strategy.
   a. Use the Census Address Count List for your government, which is available for review online.
   b. Geocode* your local address list using the on-line Census Geocoder (digital address list required).

   *Geocodes place an individual address in its correct geographic location, which includes the correct state, county, census tract, and census block codes.
   c. Determine and assemble your local address sources.
   d. Update your address list with any information required for LUCA, such as multi-unit structure identifiers (Apt 1, Apt 2), and ensure that you include ZIP Codes for residential addresses.
   e. Determine the format for your LUCA materials.

5. **What is the Address Count List?**

The Address Block Count List contains the Census Bureau’s count of residential addresses for each census block within your government. You can compare your address counts to the Census Bureau’s address counts within each census block. It is available on-line on the LUCA Web site at <www.census.gov/geo/partnerships/luca.html>.

6. **What is geocoding?**

Geocoding is the link to census geography. Geocoding places an individual address in its correct geographic location, which includes the correct **state, county, census tract, and census block** codes.
Because the Census Bureau counts people where they live, geocodes support the systematic collection of data that allows Census enumerators to locate an address. They are also important in allocating data from questionnaire responses to the correct location.

7. What is the Census Geocoder?

The Census Geocoder is a publically available tool that provides the state, county, tract, and block codes for an individual address or batch of addresses. Used in conjunction with the Address Count List, this tool allows you to compare the count of addresses by census block for your digital address list to the Census Bureau’s count of addresses by census block. You can then determine the census blocks with the greatest address count differences to focus your address review. To access the Census geocoder, please visit the Web site at <https://www.census.gov/geo/maps-data/data/geocoder.html>.

8. What is the LUCA advance notice and why did my government receive it?

The LUCA advance notice package contains information about the operation for your government’s consideration in participating in LUCA. Each Tribal Chair, Governor, Highest Elected Official, and other LUCA contacts for your government received the LUCA advance notice. The advance notice package contains a letter, the 2020 Local Update of Census Addresses Operation (LUCA) Information Guide, and a Contact Information Update Form.

9. What is the Contact Information Update Form?

- The Contact Information Update Form contains the contact information we currently have on file for your government’s former LUCA contacts.
- Review the preprinted contact information and provide the correct or updated contact information.
- We will use this information to mail the LUCA invitation and registration forms.

10. How can we correct and provide our government’s contact information?

There are three ways to provide your government’s contact information:

- **Phone** – You may phone your information to 1-844-344-0169.
- **Email** – You may scan your completed form and email it to us at GEO.2020.LUCA@census.gov.
- **Mail** – You can complete your form and return it using the enclosed postage-paid envelope to:
  
  ATTN: Geography LUCA Materials 63-E  
  National Processing Center, 1201 East 10th St  
  Jeffersonville IN, 47132

11. What is a LUCA Liaison?

- Upon registering for LUCA, the Tribal Chair, Governor, or Highest Elected Official designates a LUCA liaison. The liaison accepts the responsibility for protecting and safeguarding the LUCA materials. This includes restricting access to the Census
Bureau’s information covered under Title 13 to those individuals who have signed the Confidentiality Agreement.

- In addition, the LUCA liaison accepts the responsibility to destroy (preferred method) or return to the Census Bureau all Title 13 materials, including all copies.

12. **What are the participation methods for LUCA?**

The Full Address List Review is the only participation method offered for LUCA.

All LUCA participants receive:
- A complete census address list to review and update.
- An address block count list that contains that the Census Bureau’s count of residential addresses for each census block within your government for reference.
- Census Bureau maps.

13. **What are the formats of the LUCA materials?**

The LUCA address lists and maps are available in digital or paper formats. There are five material format combinations to select from including:

1. Geographic Update Partnership Software (GUPS)
2. Paper Address List and Paper Map
3. Paper Address List and Shapefile (TIGER partnership shapefiles)*
4. Digital Address List and Paper Map
5. Digital Address List and Shapefile (TIGER partnership shapefiles)*

*NOTE: The TIGER partnership shapefiles do not contain structure points (map spots). If you choose a paper address list and digital maps, you will not see map spots in the digital environment.

**GUPS**

- The Census Bureau’s Geographic Update Partnership Software (GUPS) is a self-contained Geographic Information System (GIS) tool. It includes the Census Bureau’s address list, address count list by census block, and TIGER partnership shapefiles. GUPS allows you to add external geospatial data (shapefiles, geodatabases, and imagery) for comparison and update purposes.

**The Address List formats**

- **Digital**—Provided in Excel (.xlsx) and Comma Delimited Text (.csv), the digital address files require the use of a spreadsheet or database software.
- **Paper**—Available only to governments with 6,000 or fewer addresses. Each 8 1/2” x 14” page contains six (6) addresses (1,000 pages maximum).

**The Map formats**

The TIGER partnership shapefiles and the paper maps include state, county, tract, and block data, as well as, road features.
• **Digital**—Partnership shapefiles require the use of GIS software. Address structure points are *not* included in the partnership shapefiles. You can create structure points from the latitude/longitude coordinates included on the digital address list.

• **Paper**—Paper maps include both large format paper maps (36 x 42 inches) with one or more sheets and a DVD of small format (8 1/2" x 14") block maps in Adobe PDF format. The small format maps contain address structure coordinates represented as map spots that you can view and print.

14. **What are the system requirements for GUPS?**

For Windows to run the Geographic Update Partnership Software or GUPS, you need:

- Windows XP
- Windows Vista
- Windows 7
- Windows 8, or
- Windows 10

For Mac users, you must secure a license from Microsoft Windows and use a Windows bridge. The suggested bridge software is Boot Camp, which comes pre-installed on all Mac computers. You can find the instructions for using Boot Camp at <https://support.apple.com/boot-camp>.

Since Boot Camp requires you to restart your computer to set up the bridge, be sure to print the instructions provided before you begin.

15. **What is the disk space needed to run GUPS?**

You need 1.3 GB to run Geographic Update Partnership Software or GUPS. 4 GB RAM is the recommended minimum.

16. **When can we sign up (register) for LUCA?**

In July 2017, the Census Bureau will send an invitation letter and registration forms to your Tribal Chair, Governor, or Highest Elected Official. During the registration period, your Tribal Chair, Governor, or Highest Elected Official can register for LUCA and designate a LUCA liaison. There are four forms to fill out, sign, and return to the Census Bureau. These include:

1. **Registration Form**—filled out and signed by the Tribal Chair, Governor, or Highest Elected Official. The Tribal Chair, Governor, or Highest Elected Official designates a LUCA liaison on this form.

2. **Confidentiality Agreement Form**—contains the terms, requirements, and restrictions for receiving Title 13 materials. Filled out and signed by the LUCA liaison, all reviewers, and anyone with access to Title 13 materials.

3. **Product Preference Form**—select the format to receive the Census Bureau’s address list and maps on this form.

4. **Self-Assessment Checklist**—a checklist to ensure that you can comply with the requirements of the Confidentiality and Security Guidelines to protect Title 13 materials.
17. **Do we have to register for LUCA if a higher level of government (state or county) that includes our government is participating in LUCA?**

If your state or county that includes your government is participating in LUCA:

- On the Registration Form in section A., mark X, **2, NO**, Our government is not registering for LUCA.
- Select a, Another level of government (state or county) that includes our government is participating in LUCA.
- The Tribal Chair or Highest Elected/Appointed Official completes and signs section B.
- Please return the form to the Census Bureau or you may scan your completed form and email it to [GEO.2020.LUCA@census.gov](mailto:GEO.2020.LUCA@census.gov).

**NOTE:** You do not have to complete and return the remaining three forms (Confidentiality Agreement Form, Product Preference Form, or the Self-Assessment Checklist).

18. **Can we designate a higher level of government (state or county) to participate on our government’s behalf?**

Yes, if you would like to participate in LUCA, but your government lacks the resources, you can arrange for a higher level of government, such as your county or state, to conduct your address review and become your LUCA Liaison.

- On the Registration Form in section A, mark X, **1, YES** Our government is registering for LUCA.
- The Tribal Chair or Highest Elected/Appointed Official completes and signs section B.
- In section C, the Tribal Chair or Highest Elected/Appointed Official designates the LUCA Liaison.
- The LUCA Liaison is required to complete and sign the Confidentiality Agreement Form, Product Preference Form, and Self-Assessment Checklist.
- Please return all four forms to the Census Bureau or you may scan your completed forms and email them to [GEO.2020.LUCA@census.gov](mailto:GEO.2020.LUCA@census.gov).

19. **Can we designate a Regional Planning Agency, Council of Governments, or other organization as our LUCA Liaison?**

Yes, Tribal Chairs or Highest Elected Officials may designate an organization as their LUCA Liaison.

- On the Registration Form in section A, mark X, **1, YES** Our government is registering for LUCA.
- The Tribal Chair or Highest Elected/Appointed Official completes and signs section B.
- In section C, the Tribal Chair or Highest Elected/Appointed Official designates the LUCA Liaison.
- The LUCA Liaison is required to complete and sign the Confidentiality Agreement Form, Product Preference Form, and Self-Assessment Checklist.
- Please return all four forms to the Census Bureau or you may scan your completed forms and email them to [GEO.2020.LUCA@census.gov](mailto:GEO.2020.LUCA@census.gov).
20. How long does it take to complete the address review and submit updates?

You have 120 calendar days from the receipt of your materials to conduct your address review and return your updates to the Census Bureau. Public reporting for this collection of information is estimated to be approximately 21 hours per response (on average) including the time for reviewing instructions, and completing and reviewing the collection of information.

Each participating government must decide how to conduct their LUCA review. Some things to consider are your available time, the local address information you have available, as well as your staff and computer resources.

21. Can we make boundary changes through LUCA?

We recommend that your government participate in the 2017 BAS to ensure the accuracy of your boundaries before LUCA begins. The Census Bureau needs to receive your boundary changes by May 31, 2017 to ensure your government has accurate boundaries for the LUCA operation. For more information, refer to the BAS Web site at <http://census.gov/geo/partnerships/bas.html>.

22. We plan to annex an area in the near future. Can we submit addresses for that area?

No, you can only comment on addresses within your government. It is important that updates to your boundaries are submitted through the BAS.

23. What is the LUCA schedule?

The LUCA schedule is from January 2017 to September of 2019:

- January 2017—Advance notification of LUCA program mailed to the Tribal Chair, Governor, or Highest Elected Official or Appointed Official of all eligible governments and former LUCA contacts.
- March 2017—LUCA Promotional Workshops begin.
- July 2017—Invitation letter and registration forms mailed to the Tribal Chair, Governor, or Highest Elected Officials of all eligible governments.
- October 2017—Training workshops begin. Self-training aids and webinars will be available on line at the LUCA Web site.
- February-April 2018—Participation materials mailed to all registered participants. Participants then have 120 calendar days from date of receipt to review, update, and return their materials to the Census Bureau.
- February-September 2018—Census Bureau processes LUCA submissions.
- August-September 2019—Feedback materials offered to participants with the results of address canvassing. Participants can appeal LUCA feedback results through the LUCA appeals office within 30 calendar days of receiving LUCA feedback materials.

24. How do we submit new construction addresses built between LUCA and Census day?

We plan to conduct the New Construction operation, which allows our partners the opportunity to provide newly built addresses to the Census Bureau prior to Census day.
The Census Web site will post the information as it becomes available. We plan to include LUCA contacts in any mailings about the New Construction operation.

25. How do we sign up for a promotional workshop?

We plan to conduct workshops, both in-person and online as webinars, beginning in March of 2017. If you are interested in participating in a promotional workshop, please refer to the LUCA Web site at <http://www.census.gov/geo/partnerships/luca.html>, or call 1-844-344-0169 for more information.

26. There has been little/no growth in my government since 2010. Is it still important for us to participate in LUCA?

The LUCA program is important to not only capture growth, but also to capture any change such as removing demolished housing units, or adding hidden units such as garage or basement conversions.

We recommend that you download and review your address count list to confirm that the Census Bureau has included all your addresses, and assigned them to the correct census geography (i.e., state, county, census tract, and census block codes).

You can use our Geocoder Tool to compare the Census Bureau’s count of addresses by census block to your own address list to determine your need to participate by visiting <https://www.census.gov/geo/maps-data/data/geocoder.html>.

27. Who gets to view/comment on my address list?

The designated LUCA Liaison and LUCA reviewers that have signed all the required confidentiality and security forms to keep confidential and protect the Census Bureau’s Title 13 materials (all addresses and structure point locations) are the only ones that can review and comment on your government’s address list.

28. What is BAS and how does it affect LUCA?

The Census Bureau conducts BAS annually to collect information about selected legally defined geographic areas. The BAS updates information about the legal boundaries and names of all governments.

The 2017 BAS is the last opportunity to ensure that your boundaries are correct before LUCA begins. Because LUCA participants receive only addresses inside their governmental boundaries for review and update, you may not be able to view your entire address list if your boundaries are incorrect.

The 2017 BAS began in December 2016. To ensure boundary updates are included on the LUCA materials, updates must be returned to the Census Bureau by May 31, 2017. For more information, visit the BAS Web site at <www.census.gov/geo/partnerships/bas.html>. 
29. What are Minor Civil Divisions (MCDs)?

MCDs are the primary governmental or administrative divisions of a county in many states (parishes in Louisiana), and the county equivalents in Puerto Rico and the Island Areas. MCDs represent many different kinds of legal entities with a wide variety of governmental and/or administrative functions. The Census Bureau recognizes MCDs in 29 states, Puerto Rico, and the Island Areas. Refer to the Census Bureau’s Web site for more information at <www.census.gov/geo/reference/gtc/gtc_cousub.html#mcd>.

30. What are Incorporated Places?

An incorporated place provides governmental functions for a concentration of people as opposed to a minor civil division, which generally provides services or administer an area without regard, necessarily, to population. Places always are within a single state or equivalent entity, but may extend across county and county subdivision boundaries. An incorporated place usually is a city, town, village, or borough, but can have other legal descriptions. Refer to the Census Bureau’s Web site for more information: <www.census.gov/geo/reference/gtc/gtc_place.html#ic>.

31. What is the Geographic Support System (GSS) program?

The continuous GSS Partnership Program provides an opportunity for your government to submit address and spatial information and receive non-Title 13 feedback. By participating in the GSS before April 1, 2017, you will receive an updated Census Bureau address list for your LUCA review. For more information about the GSS, refer to <http://www.census.gov/geo/gssi/>.
Otter Tail County Commissioner Orientation:

“Describing Public Policy Making”

“Network Governance in Minnesota’s Human Service System: County and Regional Public-Private Collaboration in the Delivery of Human Service Programs”

Written by: John W. Dinsmore, County Administrator & Community Services Division Director
November 2018
Describing Public Policy Making
In the United States:
Five Strengths & Five Weaknesses

• Addressing a group of policy makers from a foreign country completely unfamiliar with the U.S. system of public policy making, describe the system to them?
• What are the most important things that they need to know to understand how policy making in the U.S. works?
• Given this description, what are the 5 greatest strengths of the system and what are the 5 biggest weaknesses or places calling for reform?
• This essay assumes one has only a few hours to make the presentation, not a semester worth of classes.

Introduction

As policy makers new to the process in the United States, a working definition (Gerston, 2004) of what constitutes “public policy” may be in order:

Public policy is defined as “the combination of basic decisions, commitments, and actions made by those who hold or affect government positions of authority.”

So as to enhance and contribute to a better understanding of public policy making in the United States, these axioms should also be highlighted:

- Public policies result from the blend of politics and government
- Without government involvement and direction, there is no public policy
- Sizeable portions of society and its resources are affected by public policies
- Policy making is a process
- Policy is more like an endless game of Monopoly than a bicycle repair
- Public policy is the study of “what governments do, why they do it, and what difference it makes” (Dye)
- Public policy is the “sum of government activities, whether acting directly or through agents, as it has an influence on the lives of citizens.”

To an audience new to this country’s process of public policy making, this essay intends to describe the factors that influence “how and if” an issue or concern becomes a public policy.

Secondly, this essay presents five issue pairs or “dyads” that characterize the five most notable strengths of our public policy making process and the five weaknesses that are in need of reform, i.e., balancing governmental strength with individual liberty; power versus fragmented government; interest group pluralism versus individual advocacy; long-term view versus short-term views; and evidence-based/data driven policies versus politically motivated/emotively driven policies.

Some years back, the Municipal Research and Services Center of Washington offered this basic introduction to policy-making:

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1 Written by John Dinsmore in partial fulfillment of Hamline University’s DPA course curriculum requirements, January, 2007
Public policy is a combination of basic decisions, commitments, and actions made by those who hold authority or affect government decisions. The policy-making process weighs and balances public values. Often there is no "right" choice or correct technical answer to the issue at hand. Policy-making can be an adversarial process, characterized by the clash of competing and conflicting interests and viewpoints rather than an impartial, disinterested, or "objective" search for "correct" solutions for policy issues. The larger and more diverse the constituency, the more difficult policy-making becomes, particularly when addressing regional issues. Democracy is sometimes messy. Since our government is a representative democracy, an effective policy-making process insures that all relevant viewpoints are heard, and that the rights of individuals are protected.

In Kingdon’s writings (1995), he provides three explanations of how government agendas are set. Using a biology and nature metaphor, he suggests that there are three public policy “streams” – a problem stream, a political stream and a process or policy stream – that are the sources of public policy debate.

Issues that may traverse the so-called “problems stream” that may come to the attention of government officials may be in various forms, e.g., “focusing events” such as local or regional disasters (hurricane), a personal crisis or experience (abortion, or someone killed by a drunk driver) or a powerful symbolic event (protest marches, flag burning). Or certain “interest groups” may bring an issue to the attention of officials (banks or businesses citing concerns about governmental regulations, for example). A third “problem stream” issue may emerge as a topic if citizen, media or civil servant feedback about an existing program increases, e.g., lack of access to health care, or reports of car safety concerns.

The second stream – politics, or the political stream – often occurs when elected officials, a political party, or their appointees (perhaps influenced, for example, by public opinion, elections, jurisdictional concerns, etc.) speak out on an issue. Recent examples have included minimum wage, homeland security, health care and ethics reform.

The policy stream is a third resource that may contribute to the creation of a new or updated public policy and/or law in the United States. Ideas may be “floating” among persons or groups described as “policy advocates” or “think tanks” or “policy communities”. While the origin of an idea may be haphazard, selection is not. Order is developed from chaos, pattern from randomness, as these entities determine if an idea has merit, i.e., is it technically feasible, is there “congruence” with the values of the community members, and if anticipation of future constraints (budget, or public acceptability, or politicians’ receptivity) is deemed viable, a policy idea emerges. In this stream, however, many would argue that recombination (coupling of already familiar elements) is more important than mutation (appearance of new “forms”) and that entrepreneurs (brokers of people and ideas) are more important than inventors.

If and when two or all three of these “streams” can be coupled or merged – the separate streams of problems, policies and politics coming together – the greater the likelihood that an issue will become public policy (by way of introducing another metaphor, Kingdon and others describe this as a “policy window”, i.e., a “window opens” when all of the streams or initiatives come
together. Examples of when this has occurred in our society are numerous, including the welfare-to-work changes that were implemented in 1996, the homeland security’s Patriot Act of 2002-2003, and the Affordable Care Act in 2010. Recent examples of when the three “streams” have not merged include social security privatization or tax reform proposals. The final page of this essay provides a visual representation of policy making process (courtesy of Ruth Gillie Krueger).

Our Founding Fathers (and Mothers) Worldviews

To gain a better understanding of this country’s policy development history, it may be helpful to summarize the philosophical debate that has served as the foundation for our country’s constitutional form of government.

Spicer’s writings (The Founders, The Constitution, and Public Administration) introduces the reader to an overview of rationalist and anti-rationalist philosophies. The rationalist worldview, as influenced by the writings of Rousseau, Hegel, Mill and Dewey, emphasized the role and importance of reason to order human affairs. This worldview argued that civil service “…acts on the theory that the good of the individual and of society may be discovered by the processes of social reason and action, and be implemented by statutes.” (Spicer) Contemporary rationalist worldview writers subsequently offered this definition of the role of public administration as a field: “…to design and evaluate institutions, mechanisms and processes that convert collective will and public resources into social profit [and] to change those policies and structures that systematically inhibit social equity.” (Spicer)

The founders and writers of our constitution, as embodied in the writings of James Madison and Alexander Hamilton, argued that there were limits to reason: “… the result of the deliberations of all collective bodies . . . [is] a compound of errors, prejudices and the good sense and wisdom of the individuals of which they are composed.” (Spicer). The anti-rationalist worldview is comparable to the philosophical school of thought known as empiricism. John Locke and his successors, David Hume and George Berkeley, argued that “…empiricism has its roots in the idea that all we can know about the world…” is based on direct experience. (Honderich) Consequently, Spicer characterized the anti-rationalist view of human nature as governed by selfish interests and passions. Madison believed “…that the passions of men will not conform to the dictates of reason and justice.”

Due, in large part, to their views of human nature, balancing, checking and limiting the discretionary power of decision makers was a core principle of the creators of the constitution. Consequently, the role of the constitution was to set forth the guidelines, or “…determine the rules of the game by which public policies are made and implemented.” (Spicer) The anti-rationalists would argue that when interests and values are diverse, conflicting notions among us as to what constitutes the public good will be inevitable.

This premise, in turn, forces us to ask what kind of public administration structure would be consistent with a constitutional system directed at checking power. Hamilton argued that “…the true test of a good government is its aptitude and tendency to produce a good administration.” (Spicer)

If we acknowledge, as Spicer suggests, that public administrators must be free to exercise “…some significant amount of discretion with respect to public policy”, we can now approach a position that blends these worldviews, as follows: “…the discretionary power exercised by
public administrators can and should be constrained by the development of bureaucratic rules and procedures that limit their discretion . . .” (Spicer) In the past century, examples of such public administration “limits” have been institutionalized in the form of line-item budgets, merit systems that create employment guidelines, administrative rules, and hierarchical organizational structures. As Kaufman has noted, the “red tape” in public agencies is the price we pay for keeping government honest.

**Five Strengths & Five Weaknesses**

Keeping in mind that public policy is that “combination of basic decisions, commitments, and actions made by those who hold or affect government positions of authority”, this essay’s final section outlines the five paradoxes of this country’s public policy process. As introduced earlier, they are: balancing governmental strength with individual liberty; power versus fragmented government; interest group pluralism versus individual advocacy; long-term view versus short-term views; and evidence-based policies versus politically motivated/emotionally driven policies. What follows is a description of how these 10 variables present many challenges to the process and can simultaneously be both a “blessing and a curse” when attempting to effect policy change.

**Balancing Governmental Strength with Individual Liberty**

As Gosling (2004) writes, our constitutional framers were faced with the challenge of “designing a governmental framework that vested power in the citizenry and was responsive to its will,” yet created a system that would mitigate against what Madison termed the “tyranny of the majority”. Since Madison and other anti-rationalists argued that “the passions of men will not conform to the dictates of reason and justice”, he came to believe that factions will always be a part of political reality – it is inherent, he argued, to human nature. The best way to control this, he argued, was by creation of representative government versus “direct citizen democracy”. Gosling provides this overview: “The competition of interests multiplies the opportunities for groups to check each other and makes it harder for majorities to champion narrow pursuits over the public good.”

Examples of this tension between governmental strength versus individual liberty have been most notable in the aftermath of the September 11, 2001 terrorist attacks in the United States, e.g., the U.S. Patriot Act, creation of the Homeland Security Department, citizenship verification, border control, internet and wireless technology monitoring, etc.

**Power versus Fragmented Government**

As alluded to in the “two worldviews” discussion above, political power in the United States is fragmented – structurally across multiple levels of government (federal, state and local units of government) and institutionally across our three “branches” of government (executive, legislative and judicial). Our constitution’s authors did two things: they created a tension “between the federal government’s implied powers and the states’ reserved powers (the 10th Amendment of our Constitution states: “The powers not delegated to the United States by the Constitution, nor prohibited by it to the states, are reserved to the states respectively, or to the people.”), and they gave powers to each branch of government but also allowed the other branches to check that authority.

In our nation today, more than 60,000 state and local governments have taxing authority. This includes fifty states, over 3,000 counties, 20,000 municipalities, 17,000 townships, 14,000
independent school districts, and more than 10,000 special districts. Although these multiple layers of government bring our representative democracy “closer to home”, it also creates many barriers to garner the power to accomplish and implement policy change.

**Interest Group Pluralism versus Individual Advocacy**

“Competition among interest groups is central to pluralistic politics.” In addition, as Charles Anderson has suggested (Gosling, 2004), this “pluralism operates as a check on the exercise of governmental power.” Lowi argues, however, such pluralism dilutes the power of government because “groups must be accommodated, not regulated.” Interest groups and issue driven advocacy groups have grown exponentially in this country since the 1920’s. At the state and federal levels, it is estimated that there are over 40,000 registered advocating for policy and legislative change representing a limited constituency. Some contend that “iron triangles”, comprised of legislative subcommittee members and staff, interest group representatives and executive branch agency officials, control the policy making streams at the expense of limited public participation. The strength of these “iron triangles” is that they are comprised of individuals and experts who are thoroughly familiar with a particular policy issue.

**Short-Term versus Long-Term Perspective**

Oftentimes, a “here and now” popular policy issue that is politically expedient to enact in the short-term may not always be in the best interest of stakeholders in the long-term. Consequently, decision-makers may hasten the analysis process and often go with the alternative “that appears to solve the problem satisfactorily.” (Gosling).

A major issue with the federal budget process, for example, is its failure to create annual budgets that are in the best long-term interest of our citizenry. This is due, in part, to the growing complexity of the federal governmental system. Currently, the executive branch’s 13 departments and Congress’ 215 committee groups (41 House and Senate full committees; 98 House and 72 Senate subcommittees; and 4 joint committees) must create and approve annual budgets. Organizational complexity makes this a difficult process.

Combined with the increasing dissent and disagreements between the two major political parties in conjunction with the 40,000 + special interest or lobbying groups bringing to bear their political power and influence, our elected officials are barely able to “cobble together” annual budgets much less long-term legislative social and tax policy initiatives.

A former Congressional Budget Office Director (Crippen) cited this 2002 example of the dilemma:

> The programs for the elderly will go from currently spending about 7 percent of GDP (gross domestic product) to somewhere in the neighborhood of 16 percent or 17 percent of GDP. That is about, as most of you know, what we spend on all federal programs now…. As I said, my generation begins to retire in earnest in 2010, and by 2030, the number of folks in Medicare and Social Security will have doubled from 39 million to roughly 80 million. Meanwhile, we will have added very few workers.
Evidence-Based versus Politically Motivated/Emotively Driven Policies

Deborah Stone, in her 1997 book titled “Policy Paradox”, argued that a critical problem has been how to instill decision making that combines “self-interest and public interest, or how to have both private and collective benefits.”

This essay has intentionally posed complimentary pairs of “strengths and weaknesses” to underscore the paradox to which Stone’s book title refers. The complimentary facets of our constitutional democracy in general – the “checks and balances” – and the public policy making process in particular attest to the challenges we will continue to face as we explore, debate, negotiate and implement changes in an effort to improve our society.

Etzioni’s (1996) argument is that the good society is one that nourishes both social virtues and individual rights. In his book, “The New Golden Rule: Community and Morality In A Democratic Society”, he attempts to move the public debate away from a preoccupation with rights to a balance between rights and social responsibilities – a combination of social order and autonomy. This balance – and this paradox – will challenge us for generations to come.
# UNITED STATES POLICY MAKING MODEL

## Participants

Participants come from all levels of government responsible for establishing, funding or implementing policy in areas under discussion. Participants also include interest and advocacy groups, constituents, and the media.

<table>
<thead>
<tr>
<th>Elected &amp; Appointed Officials</th>
<th>Civil Servants</th>
<th>Interest Groups/Public Interest Groups</th>
<th>Academics, Researchers &amp; Consultants</th>
<th>Media</th>
</tr>
</thead>
<tbody>
<tr>
<td>• President &amp; staff</td>
<td>• Federal executive branch staff</td>
<td>• Associations of people impacted by the policy</td>
<td>• University/college professors</td>
<td>• Newspapers</td>
</tr>
<tr>
<td>• Cabinet members &amp; staff</td>
<td>• Congressional committee staff</td>
<td>• National Governors’ Association</td>
<td>• Professional analysts</td>
<td>• Magazines</td>
</tr>
<tr>
<td>• Congress &amp; staff</td>
<td>• State executive branch staff</td>
<td>• Council of State Governments</td>
<td>• Policy entrepreneurs</td>
<td>• Television/radio</td>
</tr>
<tr>
<td>• Governors</td>
<td>• Local government (county, cities, schools) staff</td>
<td>• National Conference of State Legislators</td>
<td>• Think tanks and advocacy groups</td>
<td>• Commentators</td>
</tr>
<tr>
<td>• State legislators</td>
<td>• Policy entrepreneurs</td>
<td>• Other governmental associations</td>
<td>• Policy entrepreneurs</td>
<td>• Talk shows</td>
</tr>
<tr>
<td>• Other elected/appointed state officials</td>
<td></td>
<td></td>
<td></td>
<td>• Web bloggers</td>
</tr>
<tr>
<td>• Local government elected officials/appointed staff</td>
<td></td>
<td></td>
<td></td>
<td>• Policy entrepreneurs</td>
</tr>
<tr>
<td>• Policy entrepreneurs</td>
<td></td>
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</tr>
</tbody>
</table>

## Processes

American federal policy making is complex. In each of the “streams” described below, participants use a variety of approaches: rational planning, incrementalism, bureaucratic patterning, negotiating and networking. The capacity and resources of the participants are important in each phase of the process.

<table>
<thead>
<tr>
<th>Problem Stream</th>
<th>Political Stream</th>
<th>Process/Policy Stream</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Problems emerge when there is a triggering event or a crisis or a major indicator change</td>
<td>• Participants assess proposals, based on partisan advantage</td>
<td>• Proposals often develop in policy communities</td>
</tr>
<tr>
<td>• Activities in this stream are gathering information and developing problem statements</td>
<td>• Policy makers assess national mood/climate</td>
<td>• Policy communities are made up of specialists in a specific area, and they draw from all participant groups listed above</td>
</tr>
<tr>
<td>• Symbols are used to call attention to problems</td>
<td>• Organized interest groups lobby policy makers</td>
<td>• Some policy communities are cohesive, integrated groups. Others are diverse and fragmented.</td>
</tr>
<tr>
<td>• Important stream because who and what has to change often depends on how the problem is defined</td>
<td>• Participants work to gain advantage through bargaining and negotiating</td>
<td>• Surviving proposals are technically feasible, meet value tests, have tolerable costs and are acceptable to the public and policy makers</td>
</tr>
</tbody>
</table>

## Policy Window

- When there is interaction between the above streams, they will merge when: there is a well-defined problem, a solution or set of solutions, and political reasons to act
- Policy windows are limited by the amount of policy makers’ time
- Bargaining and negotiating are the most common processes. The interaction of levels of government promotes consideration of all stakeholders needs. Successful policy entrepreneurs act as brokers, seeking consensus around politically acceptable compromises.

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Introduction

Delivery and governance of human service programs in the form of networks and partnerships has become increasingly more common since the early 1990’s. Research supports that these formats “permit the mutual leveraging of resources and the blending of public and private attributes in ways that might not be possible in more conventional structural arrangements.” (Peters, 1998). The growing importance of network based human service delivery systems may, in part, provide a means of dealing with “ambitious or complex issues” requiring networked structures to execute solutions (O’Toole, 1997). Within the past 10 years, there are prominent examples of significant changes occurring within Minnesota’s human services delivery system – changes that will require a “different way of doing business” if counties intend to play an instrumental and leadership role in serving citizen needs – in the near-term and the long-term.

So as to better understand the context of these changes that are transforming the human service system, an overview and brief analysis of Minnesota’s “state supervised, county administered” system is required. Following a McKinsey format analysis of county government in Minnesota, the paper will highlight three major human service system’s changes that have occurred in the past 10 years. Familiarization with these recent system changes suggests trends that they portend – and a summary of major trends predicted to transform the human services field in the next 20 years is presented. The paper concludes with an analysis of how Minnesota’s public sector human service delivery system will need to embrace the principles of “networked governance” so as to improve the services delivered to society’s most vulnerable and in need.

Analysis of County Organization Structure

It is important to understand the structure of Minnesota’s county government so as to better understand the changes and predicted trends affecting the human services system. Below is an analysis of the current state of counties using the framework developed by McKinsey Consulting (Rasiel, 2001). This summary analysis of seven dimensions of an organization – specifically, a county level governmental unit – is intended to provide the reader with a better understanding of county’s assets and challenges.

- **Shared Values:** County governments are often guided by a common set of ethical principles including: proper administration of the affairs of the county; decisions which benefit the public interest; safeguard all funds and other properties of the county; conduct and perform the duties diligently and promptly dispose of the business of the county; evaluate all decisions so that the best service or product is obtained at a minimal cost without sacrificing quality and fiscal responsibility; maintain a respectful attitude toward employees, other public officials, colleagues and associates; effectively and efficiently work with governmental agencies, political subdivisions and other organizations in order to further the interest of the county, and; faithfully comply with all laws and regulations.

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3 Originally written by John Dinsmore to partially fulfill Hamline University DPA course requirements, December, 2005
4 The proceeding “7-S” analysis is based on the author’s contribution to a 2004 DPA graduate program project by Becker, Dinsmore, Hamilton and Walsh entitled, “Organizational Assessment of the Future of County Government”
applicable to the county and impartially apply them to everyone. (National Association of Counties, 2003)

- **Strategy:** The United States Census Bureau reported that in 2000-01, counties spent 14% of revenues on education services; 11% on social services and income maintenance; and 6% on public safety. Taxes continue to be the number one revenue-generating source for counties, contributing nearly 35% of funds to general revenue fund. For fiscal year 2000-01, property taxes accounted for 23% of the revenues and sales tax equaled roughly 7.5%. (National Association of Counties, 2003)

In 1999, Minnesota’s county funded expenditures totaled nearly $3.7 billion dollars. The largest percentage of those expenditures is in the area of human services. The most recent statewide report on County expenditures for Human Services (SEAGR, 2003) lists that aggregate expenditure as $381,391,595. The second largest expenditure area for counties is public safety and the third largest is general government. (AMC, 2000) Most counties receive between 30 and 50 percent of their revenues from property tax collections. (Association of Minnesota Counties, 2003). Fees, fines, forfeitures, sale of public lands, investments, and special assessments augment these major revenue sources.

- **Structure:** There are three basic forms of county government: commission, commission/administrator, and council-executive. Under all three, many administrative responsibilities are vested by state constitution or statute to independently appointed or elected officers.

In Minnesota, county commissioners are elected by district, serve a four-year term that are staggered among the board, and are responsible for the operation of the county. The number of commissioners on a county board is five except that counties with a population of over 100,000 people may increase the size of the county board from five to seven members. Six counties currently have seven member county boards.

- **System:** Possibly the most important process in county government is the development of the budget. It serves as a policy-making tool, a planning and management tool and as a communication tool. To fully understand county budgets, it is essential to know the critical parts of the budget document, the primary budget players, the budget process, the different types of budgets, and how the budget is a tool for governing.

- **Staff:** From 1967 to 1997, the number of county employees nationwide grew nearly 73%, from 1,582,000 to over 2.4 million full time equivalents. Employment by county governments grew only 1.5% between 1997 and 2002, rising from 2,425,000 full time-equivalent (FTE) personnel in 1997 to 2,461,567 in 2002. (NACO Brief)

In Minnesota, no two counties provide exactly the same set of services. Rather, each provides its own unique mix of a broad range of services, e.g., road maintenance, garbage pick-up, landfills, hospitals, libraries, parks and recreation, police and fire protection, etc. Minnesota Counties also provide extensive health and human services as the administrative entity responsible for the delivery of these services. For some counties, providing such services is relatively new and reflects the shifting and expanding responsibilities that counties and county commissioners must undertake.
• **Style:** Over the past 30 years, county boards across the State of Minnesota have recognized the need to expand into professional management for the county, primarily because of increasing demands placed on counties for the delivery of services. Three forms of professional management currently exist in Minnesota statute: county administrator, county coordinator, and county auditor-administrator. Thirty-three counties have established the position of county administrator. Twenty-two counties have the position of county coordinator. Three counties have adopted the county auditor-administrator plan, where, in addition to carrying out the duties of the auditor’s office, the auditor may also be assigned all duties of the county administrator. The remaining 23 counties generally assign central administrative tasks to a department head within the county, most often the county auditor. In those counties, no central administrative plan has been adopted; rather the duties of central administration fall to the office that has the most contact with the county board.

• **Skill:** Minnesota counties provide such a range of services that staff need a variety of core competencies including: law enforcement, social work, public health, solid waste, land and resource management, property assessment, tax and financial services, library and information services, human resources, facilities management, and legal and correctional services.

**Recent Trends In Minnesota’s Human Service Delivery System**

Two State of Minnesota Statutes created in the mid-1990’s, both of which have attempted to formalize the principles supported by research. These directives pertain to the delivery of human services to citizens considered to be “at risk” – children and their families in need of coordinated services so as to avoid more restrictive services such as special education or residential services; and adults who have experienced serious and persistent mental illness. Both statutes pertain to the development and implementation of a more unified human service delivery system. One citation directs that a “collaborative must design an integrated local service delivery system that coordinates funding streams and the delivery of services between existing agencies.” Pilot Projects to Provide Alternatives to Delivery of Adult Mental Health Services directs that human service delivery systems at a local level or regional level “shall be established to design, plan and improve the mental health service delivery system for adults with serious and persistent mental illness.”

These forms of legislation have been viewed by many as groundbreaking and progressive pieces of public policy that have required units of government to collaborate with one another – as well as with the private sector – to improve services and outcomes for the clients receiving those services. As a public administrator, it has been fascinating to observe how our various “systems” have had to work together to enhance the public good. As some have joked, the vision of these laws has forced many of us to get along, or as some have said: “Interagency collaboration is the performance of unnatural acts between consenting adults!”

In 2003, Minnesota enacted legislation requiring that home and community based Elderly Waiver (EW) services and nursing facility (NF) services be integrated into a Minnesota health

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5 The program funds home- and community-based services for people 65 and older who require the level of medical care provided in a nursing home but choose to reside in the community. Covered services include visits by various types of trained caregivers (skilled nurse, home health aide, homemaker, companion, personal care assistant) as well as home delivered meals, adult day care, supplies and equipment, and certified community residential services (assisted living, foster care, residential care).
care program called Prepaid Medical Assistance Program (PMAP). This change allowed the State to change purchasing arrangements for PMAP for the senior population in order to tailor contract requirements with managed care organizations, or HMO's. The social and fiscal policy behind this change: to improve the fiscal efficiency of long term care services, and to address the lack of coordination between acute and long term care that often results in nursing home placements and less than optimal management of chronic care conditions.

Scott Leitz, formerly of the Minnesota Department of Health, cited potential factors that served as primary health care cost drivers nationally and in Minnesota (Leitz, 2004). They include:

- Increased use of services, e.g., hospital, prescription drug trends
- Shift to less tightly managed care
- Aging population/demographic shifts
- Technology/investment
- Changes in health plan and provider market structure
- Lifestyle/behavior

Additionally, according to the U.S. Government’s Center for Medicaid and Medicare Services (CMS), Medicaid’s rapid growth in expenditures has been due primarily to the following factors:

- The increase in size of the Medicaid-covered populations as a result of Federal mandates, population growth, and economic recessions.
- The expanded coverage and utilization of services.
- The DSH payment program, coupled with its inappropriate use to increase Federal payments to States.
- The increase in the number of very old and disabled persons requiring extensive acute and/or long-term health care and various related services.
- The results of technological advances to keep a greater number of very low-birth-weight babies and other critically ill or severely injured persons alive and in need of continued extensive and very costly care.
- The increase in drug costs and the availability of new expensive drugs.
- The increase in payment rates to providers of health care services, when compared to general inflation.

What Has Been Happening?

The legislative changes cited above are viewed by many as groundbreaking and progressive pieces of public policy that require units of government to collaborate with one another – as well as with the private sector – to improve services and outcomes for the clients receiving those services - to enhance the public good. Yet for county units of government, these changes have created considerable “angst” and soul-searching.

In the past 50 years, “changes in structure, greater autonomy from the states, rising revenues and stronger political accountability” (National Association of Counties, 2003) increased the role of county government. County governments have been the fastest growing all-purpose governments in terms of employment size, with growth rates exceeding those of the federal, state, municipal, and township units since the 1980s” (Kraybill and Lobao, 2001). Yet, as urban areas have developed and services begin to “cross boundaries”, some argue that this has led to

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6 More than 400,000 Minnesotans receive health care coverage through Medical Assistance (MA) — Minnesota’s Medicaid program — the largest of the state’s health care programs. MA provides necessary medical services for low-income families, children, pregnant women, and people who are elderly (65 or older) or have disabilities. Since 1999, the State of Minnesota and nine Managed Care Organizations (MCO’s) have been funding delivery of health care services to MA eligible recipients. This funding system has come to be known as the Prepaid Medical Assistance Program, or PMAP. Through a capitated contract agreement between Minnesota’s DHS and the MCO entities, health plans must fund all medically necessary services MA/GAMC covered services.
the creation of duplicative agencies, each providing the exact same service on behalf of another unit of government, albeit within their own geographic boundaries. It has also led to a tension between local innovation and centralized control, as different organizations use different approaches to issues, even within the same region.

“Mega-trends” in Minnesota’s Human Services System

In a recent Association of Minnesota Counties (AMC) publication titled “Minnesota Counties”, consultant and author Carl Neu wrote about the future of county government. The thrust of his message was that various “mega-trends” are “redefining” the future of county government. He advises counties to embrace the “profound transformation” on the horizon. Counties, he argues, need to affirmatively position themselves in relation to these trends – to change – rather than merely reacting to changes that could otherwise diminish the role and effectiveness of county government.

In a July 2005 “White Paper” titled “The Future Of County Human Services: A Policy Statement And Analysis” developed by the Minnesota Association of County Social Service Administrators (MACSSA), “mega-trends” that are viewed as “change drivers” in the human service’s field have been described as follows:

Privatization - The Minnesota Department of Human Services increasingly looks to health plan organizations to manage both medical and social services, arguing that managed care can offer cost containment and accountability, sometimes lacking in county government.

Care Integration - An advantage attributed to managed care organizations is their presumed ability to better integrate care for consumers. The term “integration” implies (depending on the population in question) improved coordination of medical and social services in general, or of acute/primary medical care and long term care, specifically.

Regionalization - Various stakeholders question the effectiveness of a county-based social services delivery system. Concerns arise about the ability to achieve equal access to services across the state, and the administrative efficiency of having 87 different service delivery entities.

De-Institutionalization - As an example of an effective state-county partnership, great success has been achieved in moving individuals with developmental disabilities out of large state institutions and into the community. This movement has been accomplished to a lesser degree with individuals who have serious and persistent mental health concerns. The State is presently entering a new phase of de-institutionalization in this regard. Efforts are underway to close the physical plants of many of the aging, state Regional Treatment Center facilities, and move more individuals with serious and persistent mental health concerns safely into the community.

Consumer Direction - Continuing efforts are also underway to transition consumers from a county-managed system of service coordination to a consumer-managed program. This requires new roles for counties by managing program integrity and ensuring consumer protection.

This same report goes on to state that “a key factor in the success of Minnesota’s public human services system in the future is the need for a true partnership between counties and the State of Minnesota.” (MACSSA, 2005) To the extent that county human service agencies and the Department of Human Services collaborate as partners, the shared goal of serving the public good can be furthered. The report recommends that county human service agencies work collectively with the “Association of Minnesota Counties, individual County Boards, the Minnesota Department of Human Services, consumer advocates, and other interested parties to
re-focus resources on the following activities, which counties are uniquely positioned to provide:

1. **Protection of Vulnerable Populations**: That counties maintain the crucial government role of assuring for the protection of neglected, dependent, and vulnerable people in the community.
2. **Comprehensive Local Service Integration**: That counties maintain the responsibility to assure that local services needs are met by enhancing or developing local resources.
3. **Direct Service Provision**: That counties maintain responsibility for screening consumers for program eligibility, assuring their health and safety, and determining the appropriate level of contracting services, while providing ongoing fiscal oversight.
4. **Utilization and Monitoring the Private Sector**: That counties maintain responsibility for oversight of contracting providers through certification, quality assurance, and evaluation activities. It is further recommended that Counties enhance their direct service functions by utilizing increased private service provider contracting.
5. **Multi-County Partnership**: MACSSA recommends locally determined multi-county regional partnerships to improve service delivery.

The challenge going forward, the report concludes, is to “re-align systems and governmental structures to accomplish a new strategic direction for the future of county human services.” In response, Minnesota county human service agencies are beginning to explore:

1. Where do they have a competitive advantage in providing or managing services, and how can that advantage be leveraged into a role for the future that adds real value for consumers?
2. Asking what counties are able to do better than other entities suggests another level of consideration: what activities aren’t counties best positioned to do, and what might be given up? This process of questioning and being open to change must include a willingness to step aside and diminish a role that another entity may be better able to assume.

**The Next 20 Years . . .**

Alter and Hage (1993) contend that systematic networks, i.e., “clusters of organizations that make decisions jointly and integrate their efforts to produce a product or service” are able to respond more rapidly, efficiently and creatively to change (Alter, 1993). Professional literature does identify, however, costs and benefits of inter-organizational collaboration:

<table>
<thead>
<tr>
<th>Inter-Organizational Collaboration</th>
<th>Costs</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss of technological superiority &amp; loss of competitive position</td>
<td>Opportunities to learn, adapt; develop competencies; joint development of services</td>
<td></td>
</tr>
<tr>
<td>Loss of resources – time, money, information, legitimacy, status, etc.</td>
<td>Gain of resources – time, money, information, legitimacy</td>
<td></td>
</tr>
<tr>
<td>Risk link with failure, loss of reputation</td>
<td>Sharing cost of development</td>
<td></td>
</tr>
<tr>
<td>Loss of autonomy, unilateral control of outcomes</td>
<td>Gain of influence over domain; ability to penetrate new markets</td>
<td></td>
</tr>
<tr>
<td>Loss of stability, certainty</td>
<td>Ability to manage uncertainty; solve “invisible” and complex problems</td>
<td></td>
</tr>
<tr>
<td>Conflict over domain, goals, methods</td>
<td>Gain of mutual support; group synergy; harmonious working relationships</td>
<td></td>
</tr>
<tr>
<td>Solution delay due to coordination difficulties</td>
<td>Rapid responses to changing demands</td>
<td></td>
</tr>
<tr>
<td>Government intrusion, regulation</td>
<td>Gain acceptance and incentives from government for collaborative efforts</td>
<td></td>
</tr>
</tbody>
</table>
The leadership skills needed to successfully navigate a “network governance” approach are different from the two predominant forms of leadership in our culture – tactical and positional leadership (Chrislip, 1994). Tactical leadership is often used and successful when the objective is very clear, e.g., sporting event, military, law enforcement, or surgery. “Positional leadership” is associated with being at the top of a functional structure (Chrislip, 1994).

The redesigned human service delivery systems cited above, and the mega-trends describing the future, will best be served by adopting a collaborative leadership style. “The primary role of collaborative leaders is to promote and safeguard the process” (Chrislip, 1994). What others have also termed as “transforming, servant or facilitative” leadership, this style seems to be characterized by four principles (Chrislip, 1994) or traits: inspire commitment and action; lead as a peer problem solver; build broad based involvement; and sustain hope and participation. In recent months, a phrase that has become a favorite within our agency’s management team goes something like this: “It is hard to rock the boat when we’re all busy rowing!” It represents a down-to-earth, we need-to-do-our-jobs response to the variety of changes that our agency has either implemented or is researching. The boat metaphor quite possibly can be extended to many organizations who are experiencing change. Accepting, for the moment, that the “boat” symbolizes all that our county (or our agency) is responsible to provide, a series of additional questions extend logically from this concept: Who builds the boat or boats? How large should it be? Who should it carry? Who should be rowing? Who is responsible for the repairs? And finally, who should be steering?

In order for an action-oriented, active public administrator to answer and solve the questions, King’s public administrator’s “habits of mind” will need to be promoted and developed, i.e., to view citizens as citizens; share authority; reduce personal and organizational control; trust in the efficacy of collaboration; and balance experiential with scientific and professional knowledge (King, 1998).

Governmental organizations in general - and county human service agencies in particular - that move from “rowing” to “steering” inevitably will shift a portion of their direct service workers to serving as policy makers, catalysts, service managers, or “program brokers” of services. In the process, county human service entities will “grow” services to meet consumer needs without continually adding more staff to their organization. Steering organizations: (1) set policy (2) deliver funds to operational bodies (3) evaluate performance and (4) play an operational role primarily in critical, core areas of service (Osborne, 1992). To survive, improve client services, and capitalize on the benefits of collaboration and networking, Minnesota county human service agencies may need to:

- Expand the shift from government directed to a collaborative governance approach – both within, between and among counties
- Increasingly shift the agency from a service provider to a service manager role
- Align the agency to serve two primary roles: resource monitor and performance measurement
- Implement a service delivery system that will be more results and customer service oriented versus input and activity oriented
- Define and play an operational role in critical, core areas of service that best match their competencies
Governance is the process whereby elements in society wield power and authority and influence and enact policies and decisions concerning public life, and economic and social development (Epstein, 2001). Governance, however, is a broader notion than government. It involves interaction between the so-called formal institutions and those of civil society.

Important community issues require more than just a government program for results. Success requires getting as much as possible done consistent with citizen needs and wants. Aligning public and private efforts with citizen values makes more things possible. Measuring performance as defined by citizens will help keep a community focused on achieving results that matter (Epstein, 2001). To accomplish this, effective community governance needs to align three elements to achieve this necessary focus: performance measurement (development of indicators and collection of performance data to describe, report, analyze, and interpret performance); citizen engagement (involvement of citizens, i.e., individuals, groups, non-profit organizations and even businesses as “corporate citizens” in a variety of roles to either understand, evaluate, or change performance), and; government policy & implementation (development of public policy decisions about the issues government chooses to address, the strategies it employs, and the resources it commits). (Epstein, 2001)

King and Stivers delineate a list of “do’s and don’ts” to assist public administrators as they strive to become more citizen minded (King, 1998):

<table>
<thead>
<tr>
<th>Administrative Don’ts</th>
<th>Administrative Do’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Routine procedures for getting citizen input, such as relying solely on traditional public hearings and notices</td>
<td>Allocate resources to support participation efforts. Reward administrators for working with citizens.</td>
</tr>
<tr>
<td>Defining problems and issues before asking citizens what they think, thus constraining possible ways of understanding the situation and possible solutions</td>
<td>Bring citizens in when the agenda can still be shaped</td>
</tr>
<tr>
<td>Convening “advisory” committees whose advice is then ignored</td>
<td>Create ongoing project teams of citizens and administrators that follow a project through from conception to implementation</td>
</tr>
<tr>
<td>Holding meetings when most people are working, or in locations that are hard to get to</td>
<td>Hold meetings at more convenient times and places</td>
</tr>
<tr>
<td>Not providing child care for meetings</td>
<td>Have roundtable discussions instead of serial monologues</td>
</tr>
</tbody>
</table>

King and Stivers have also identified eight dilemmas that may be instructive has we develop our 21st Century network governance approaches: (King, 1998):

(see next page)
| Dilemma 1 | What does government do? | • Provide services  
• Set agendas and make decisions for the public good |
|---|---|---|
| Dilemma 2 | How should government do these things? | • Efficiently, accountably, within the rule of law  
• With passion, ethical responsibility, a recognition of all interests especially those who are marginalized in the conversation |
| Dilemma 3 | What is the role of public administrators? | • Manage and administer  
• Govern |
| Dilemma 4 | How do administrators work with citizens? | • Protect interests of state, profession, and other parts of iron triangle (expert, rational, technicist)  
• Promote democracy, inclusion (facilitator, partner, collaborator) |
| Dilemma 5 | What is community? | • A place in which people come together to serve common and individual interests.  
• A place where individuals are destroyed, oppressed, tyrannized out of their individual rights |
| Dilemma 6 | What is the role of citizen? | • Active (involved, engaged, attends to process)  
• Passive (couch potato; nonvoter; nonparticipant) |
| Dilemma 7 | What drives people’s behavior? | • Self-interest (how are my tax dollars being spent? Better be efficient!)  
• Collective interest (how does this benefit my community? The people I love?) |
| Dilemma 8 | Why don’t citizens get more involved? | • Selfish reasons (too busy, don’t care, etc.)  
• Institutional reasons (recursive practices of administration keep participation to a minimum) |

Active administrators will need to demonstrate the following in order for this to occur (King, 1998):

- Actively create opportunities for people to come together and deliberate: be the maker and shaper of the space for community participation
- Employ skills and techniques not typically associated with administration: facilitation, active listening, deliberation, negotiation, empathy, and creative conflict resolution
- Work to be inclusive in these efforts, not only with regard to demographics but also to ensure that all interests get to the table
- Give up some control, take some risks, learn from situations, move toward collaborative rather than chain-of-command type relations
- Identify the gap between citizen knowledge and technical knowledge and work to bridge or close the gap; help citizens understand technical information; let citizens help administrators understand what their experience has taught them
- Provide citizens with access to administrative processes and the work of implementation
- Gain support from leadership as well as adequate resources to achieve collaborative or integrative participation
- Make needed organizational structural changes to ensure that active citizenship and administration live on after the original implementers leave

In “Producing Results that Matter”, Chrislip and Larson summarized these actions as indicative of successful collaborative initiatives (Chrislip, 1994):

- Consciously shifting focus from planning to results
- Establishing a management structure and review process to oversee implementation
- Establishing detailed action plans for each implementation initiative that include clear timetables and assignments of roles and responsibilities
Finding champions and creating implementation teams with the capacity and commitment to initiate and sustain action
“Spinning off” implementation tasks to existing organizations
Securing agreement of implementing organizations to goals, strategies, and implementation tasks

Strategy focused government, based on Kaplan’s “balanced scorecard literature” introduces us to an interrelated set of “customer based” strategic themes to create distinct value for citizens. His premise is that “donors” [taxpayers] and “recipients” [clients] are government’s customers – representing the ones who are paying for and receiving the services. Customer based means identifying the “internal processes that will deliver the desired value for these groups of ‘customers’” (Kaplan, 1996). This is accomplished by employing a mission-based strategy that “creates value, at minimal cost, and develop ongoing support and commitment from its funding sources.” (Kaplan, 1996).

A Prosaic Epilogue

In 1854, Chief Seattle of the Suquamish Tribe wrote a letter to the President of the United States. In it, he wrote these words: “This we know - the earth does not belong to man, man belongs to the earth. All things are connected like the blood that unites us all. Man did not weave the web of life, he is merely a strand in it. Whatever he does to the web, he does to himself” (Campbell, 1989). In 1996, New York Senator Clinton made famous an African continent adage that says, “It takes a village to raise a child” (Clinton, 1996). On a lighter note, Putnam reminds us of one of Yogi Berra’s famous malapropisms when he offers this insight”: “If you don’t go to somebody’s funeral, they won’t come to yours” (Putnam, p. 20). In his 1996 book titled The New Golden Rule: Community and Morality in a Democratic Society, Etzioni expresses the sentiment in this manner: “Integral to the social order of all societies are some processes that mobilize some of their members’ time, assets, energies and loyalties to the service of one or more common purposes” (Etzioni, p. 10).

The “sentiment” to which I refer is related to the trends, themes and recommendations of this review – network governance, collaboration, and reciprocity. Native American philosophy reminds us of how inter-connected we are – not only to nature, but also to one another. The African maxim parallels the goals and hopes of the system changes and trends cited above – that it takes our “villages” and communities, working in concert with one another, to serve those in need. Yogi Berra, a former New York Yankee baseball player more widely known for his “down-home” philosophy – in the form of humorous word-plays – reminds us of how devotion to one another is of supreme importance. The skills and attributes required of “network governance” and collaboration will ultimately help us better serve others, improve our communities, and impart a wonderful legacy for future generations.
BIBLIOGRAPHY


Association of Minnesota Counties. (July 2002). County Budget Overview.


Minnesota Department of Human Services (2001). The Public Funded Adult Mental Health System. Retrieved from DHS website – 11-4-03


Leadership Strengths to Consider

Colin Powell, former U.S. Secretary of State, spoke eloquently about his dual and complimentary role as a member of President Bush’s cabinet: As the Secretary, he was both a policy advisor to the President and Congress while simultaneously serving as the CEO of a large bureaucracy.

Please ask that Governor-Elect Walz and Lt. Governor-Elect Flanagan be mindful that Minnesota’s State Agency Commissioners will need to possess a combination of competencies and experience that will enable them to balance these dual roles. Look for leaders who are able to:

- Actively create opportunities for people to come together and deliberate: be the maker and shaper of the space for community participation
- Employ skills and techniques not typically associated with administration: facilitation, active listening, deliberation, negotiation, empathy, and creative conflict resolution
- Work to be inclusive in these efforts, not only with regard to demographics but also to ensure that all interests get to the table
- Give up some control, take some risks, learn from situations, move toward collaborative rather than chain-of-command type relations
- Identify the gap between citizen knowledge and technical knowledge and work to bridge or close the gap; help citizens understand technical information; let citizens help administrators understand what their experience has taught them
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- Gain support from leadership as well as adequate resources to achieve collaborative or integrative participation
- Make needed organizational structural changes to ensure that active citizenship and administration live on after the original implementers leave

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1 Suggestions provided to Fergus Falls Mayor Ben Schierer by John Dinsmore, Otter Tail County Administrator
### Developmental Disabilities

#### Sheltered Employment Day Training & Habilitation Services

<table>
<thead>
<tr>
<th>Company</th>
<th>Start Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue Sky, Inc.</td>
<td>January 1st</td>
</tr>
<tr>
<td>(Semi-Independent Living Skills)</td>
<td></td>
</tr>
<tr>
<td>Meridan Services</td>
<td>January 1st</td>
</tr>
<tr>
<td>(CADI and BI Waivered)</td>
<td></td>
</tr>
<tr>
<td>REM</td>
<td>January 1st</td>
</tr>
<tr>
<td>(Semi-Independent Living Skills)</td>
<td></td>
</tr>
<tr>
<td>West Central Community Services</td>
<td>January 1st</td>
</tr>
<tr>
<td>(Semi-Independent Living Skills)</td>
<td></td>
</tr>
<tr>
<td>Meridian Services, Inc.</td>
<td>January 1st</td>
</tr>
<tr>
<td>(Case Management Services – CADI &amp; BI Waivered)</td>
<td></td>
</tr>
<tr>
<td>Thomas Allen, Inc.</td>
<td>January 1st</td>
</tr>
<tr>
<td>(Case Management Services – CADI, CAC, BI, DD)</td>
<td></td>
</tr>
<tr>
<td>Productive Alternative Inc.</td>
<td>January 1st</td>
</tr>
<tr>
<td>(Sheltered Employment Services &amp; Willows)</td>
<td></td>
</tr>
<tr>
<td>Productive Alternative Inc.</td>
<td>January 1st</td>
</tr>
<tr>
<td>(Transportation Program)</td>
<td></td>
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</tbody>
</table>

### Guardianship & Conservatorship Services

<table>
<thead>
<tr>
<th>Company</th>
<th>Start Date</th>
</tr>
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<tbody>
<tr>
<td>Lutheran Social Services</td>
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<tr>
<td>(Guardianship &amp; Conservatorship Services)</td>
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</table>

### Mental Health Initiative Programs

<table>
<thead>
<tr>
<th>Company</th>
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<tbody>
<tr>
<td>Lakeland Mental Health Center</td>
<td>January 1st</td>
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<tr>
<td>(Supported Housing Apartments)</td>
<td></td>
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<tr>
<td>Lakeland Mental Health Center</td>
<td>January 1st</td>
</tr>
<tr>
<td>(Business Associate Agreements)</td>
<td></td>
</tr>
<tr>
<td>Becker County EDA</td>
<td>January 1st</td>
</tr>
<tr>
<td>(Supplemental Housing)</td>
<td></td>
</tr>
<tr>
<td>Becker County Solutions</td>
<td>January 1st</td>
</tr>
<tr>
<td>(After Care)</td>
<td></td>
</tr>
<tr>
<td>Moorhead Public Housing</td>
<td>January 1st</td>
</tr>
<tr>
<td>Bridges</td>
<td></td>
</tr>
<tr>
<td>A Place For Friends</td>
<td>January 1st</td>
</tr>
<tr>
<td>A Place To Belong</td>
<td>January 1st</td>
</tr>
<tr>
<td>A Place For Hope (aka The Social Connexion)</td>
<td>January 1st</td>
</tr>
<tr>
<td>Ringdahl Ambulance</td>
<td>January 1st</td>
</tr>
<tr>
<td>(AMH – Adult Outpatient Medication Management)</td>
<td></td>
</tr>
<tr>
<td>Tran$EM</td>
<td>January 1st</td>
</tr>
<tr>
<td>(Support Employment Services)</td>
<td></td>
</tr>
<tr>
<td>Drew Nelson – (Sherz Property Management)</td>
<td>January 1st</td>
</tr>
<tr>
<td>(Transitional Apts.)</td>
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<tr>
<td>Gull Harbour</td>
<td>January 1st</td>
</tr>
<tr>
<td>(Thrive Behavioral Network, LLC)</td>
<td></td>
</tr>
<tr>
<td>Productive Alternative, Inc.</td>
<td>January 1st</td>
</tr>
<tr>
<td>(Residential Crisis Services)</td>
<td></td>
</tr>
</tbody>
</table>
### MH Services and Community Based Services for Adults

Lakeland Mental Health Center:  
- MH Outpatient Services  
- CD Services  
- AMH Mobile Crisis Services  
- Permanent Supported  
- SOS/Aftercare/ARMHS  
- AMH Case Management  

- CMH Case Management  
- CMH – CTSS  
- Psychological Aid  
- School Based Mental Health  
- Parenting Ed Classes

St. Williams Living Center (CSP)  

#### January 1st

### MH Services and Community Bases Services for Children

Generations, Inc.  
(Children Mental Health Services)  

Village Family Service Center  
(CTSS/SBHM)  

Lutheran Social Services  
(CTSS/SBHM & Family Based Services)

#### January 1st

### Children and Family Services

Otter Tail County Court Administration  
(Parents Attorney for CHIPS Petitions)  

Someplace Safe/Safe Exchange  

Drug Testing Solutions  

#### January 1st

### Economic Assistance/Child Support Services Contracts

MNsure - Navigator  

Next Chapter Technology, Inc.  

Lakes & Prairie Community Action  
(Child Care Assistance)  

Productive Alternative, Inc.  
(Imaging Services & Clerical Services)  

Rural MN CEP – MFIP and DWP Contract  

Rural MN CEP – Food Stamp Employment & Training (FSET)  

Rural MN CEP – MAXIS Contract  

OTC Fraud Investigation Services (OTC County Attorney’s Office)  

Title IV-D  

Mahube-Otwa Community Action Council  
(Father’s Resource )  

Father’s Resource Program 11 County Consortium:  
- Becker County  
- Clay County  
- Grant County  
- Morrison County  
- Otter Tail County  
- Pope County  
- Stevens County  
- Todd County  
- Traverse County  
- Wilkin County  

#### January 1st

#### July 1st

#### January 1st

#### January 1st – Prepared by CEP

#### October 1st - Prepared by CEP

#### January 1st

#### January 1st Prepared by County Attorney’s Office

#### January 1st Prepared by County Attorney’s Office

#### January 1st
<table>
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<th>MSHO Contracts</th>
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<tbody>
<tr>
<td>Blue Plus &amp; OTC Care Coordination Services – MSHO</td>
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<tr>
<td>Blue Plus – (CD &amp; MH-TCM)</td>
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<tr>
<td>Blue Plus – Home &amp; Community Based EW Services</td>
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<td>Medica (MSHO Program)</td>
</tr>
<tr>
<td>Medica (SNBC Care Coordination)</td>
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<tr>
<td>Health Partners (Effective 01-01-16)</td>
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<table>
<thead>
<tr>
<th>Miscellaneous Contracts</th>
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<tbody>
<tr>
<td>Minnkota Secured Document Destruction</td>
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<tr>
<td>Northland Business Systems (Win Scribe)</td>
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<tr>
<td>MNCHOICEs Technology - LTC Assessment</td>
</tr>
<tr>
<td>TRIMIN Systems, Inc. (CMHS Services)</td>
</tr>
<tr>
<td>Productive Alternative Inc. (Clerical Services)</td>
</tr>
<tr>
<td>Agreement 2016 – 2018</td>
</tr>
<tr>
<td>January 1st</td>
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</table>

<table>
<thead>
<tr>
<th>Group Residential Housing Agreements</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 Assisted Living - GRH Agreements</td>
</tr>
<tr>
<td>12 Corporate Assisted Living - GRH Agreements</td>
</tr>
<tr>
<td>(Each provider has 2 – 9 Homes – Each home must have a GRH Agreement)</td>
</tr>
<tr>
<td>My Father’s House/ Matthew’s House</td>
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<tr>
<td>Amanda’s House</td>
</tr>
<tr>
<td>PAI – Crisis Stabilization Unit</td>
</tr>
<tr>
<td>48 Adult Foster Care - GRH Agreements</td>
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<tr>
<td>July 1st</td>
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<table>
<thead>
<tr>
<th>Host County Contracts</th>
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<tbody>
<tr>
<td>11 Host County Contracts requested from various counties</td>
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