



**Board of Commissioners**

Fran Miron, District 1  
Stan Karwoski, District 2  
Gary Kriesel, District 3  
Wayne A. Johnson, District 4  
Lisa Weik, Chair, District 5

**BOARD WORKSHOPS**  
**July 13, 2021 - 9:00 AM**

1. 9:00 **Board Workshop with Public Health and Environment**
  - A. Discuss county waste management plan funding priorities, Recycling and Energy Board Joint Activities Budget development, and availability of County Environmental Charge (CEC) funds.
  
2. 9:45 **Board Workshop with Community Services**
  - A. Update on the progress toward a permanent adult shelter and an update on the transition of the COVID-19 hotel shelter.
  
3. 11:15 **Board Workshop with Administration**
  - A. Capital Financial Plan Workshop

**\* Please note: No official county business or votes will take place during Workshop Only meetings.**



# Request for Board Action

BOARD MEETING DATE:  
July 13, 2021

AGENDA ITEM NUMBER:  
1.A

## Commissioner's Report

### Department Information

ORIGINATING DEPARTMENT: Public Health and Environment	REQUESTOR: Nicole Stewart, Sr Environmental Resource Manager	REQUESTOR PHONE:
PRESENTER(S): David Brummel, Nicole Stewart	MEDIA CONTACT:	

### Agenda Item Details

BRIEF DESCRIPTION OF YOUR REQUEST: Discuss county waste management plan funding priorities, Recycling and Energy Board Joint Activities Budget development, and availability of County Environmental Charge (CEC) funds.		
AGENDA YOU ARE REQUESTING TIME ON: Workshop	ARE YOU SEEKING APPROVAL OF A CONTRACT? No	ESTIMATED DURATION: 45 minutes
IS THIS MANDATED? Yes	EXPLANATION OF MANDATE: Counties are required to adopt a waste management plan and implement solid waste services (MN Statute 473.803). MN Statute 400.08 allows counties to collect funds for those services	
BACKGROUND/JUSTIFICATION: Minnesota Statute 400.08 allows counties to collect a waste management service charge for solid waste management services including implementation of the Washington County Waste Management Master Plan. The county has the County Environmental Charge (CEC) which is a hauler collected volume-based charge on commercial and residential trash service, currently at 35%.  The county is planning for a number of capital improvement projects related to implementation of its waste management master plan. These include an expansion to the county's Environmental Center as well as a household hazardous waste (HHW) facility in the northern part of the county. The projects also include planning for a yard waste drop-off option in the central part of the county.  Also part of the county's waste management master plan, is joint activities work coordinated between Ramsey and Washington counties through the Joint Powers Agreement (JPA) under the Ramsey/Washington Recycling & Energy Board. The Joint Activities Budget is used to administer and carry out non-facility related activities of the R&E Board. The R&E Board's Bylaws provide that the R&E Facility & Finance Committee prepare a two-year budget for joint activities on or prior to August 1. The R&E Facility & Finance Committee has prepared the proposed 2022-2023 Joint Activities Budget along with the Facility Budget and Equipment, Maintenance, & Replacement Budget for R&E Board consideration. Once approved by the R&E Board, the Joint Activities Budget is submitted to the counties for approval of their respective contributions.		

This workshop will provide an opportunity for county board discussion on these county priorities and CEC fund balance.

PREVIOUS ACTION ON REQUEST/OTHER PARTIES INVOLVED?

June 24, 2021 - R&E Board discussion on R&E 2022-2023 budgets.

### Budget Impact

YEAR:	UNBUDGETED AMOUNT: \$
FUNDING DESCRIPTION:	

### Approvals

Lowell Johnson, Public Health/Env Director 7/2/2021

Kevin Corbid, County Administrator 7/7/2021

County Board Workshop

# County Waste Management Plan Priorities and County Environmental Charge (CEC) Funding

Department of Public Health & Environment  
July 13, 2021



# County Waste Management Master Plan Priorities

- Environmental Center expansion
- Northern household hazardous waste (HHW) facility
- Central yard waste drop off site
- Ongoing department programs and services
- Ramsey/Washington Recycling & Energy Joint Activities

# Ramsey/Washington Recycling & Energy (R&E) Proposed 2022-2023 Budgets

- R&E has three budgets
  - Joint Activities
  - Facility
  - Equipment Maintenance & Replacement (EM&R)

# Ramsey/Washington Recycling & Energy (R&E) Proposed 2022-2023 Budgets

- R&E Board timeline

- Facility & Finance Committee reviewed in April and May, approving by resolution to discuss with R&E Board and recommend R&E Board approval in July
- R&E Board reviewed proposed budgets June 24
- R&E Board approval on July 22
- Action by both county boards for Joint Activities Budget in August, September

## Ramsey/Washington Recycling & Energy (R&E) Proposed 2022-2023 Budgets

- Today's county workshop focused on R&E proposed Joint Activities Budget



# R&E Proposed 2022-2023 Joint Activities Budget

- Known as the General Fund or the Governmental Fund
  - Funded by county contributions (Ramsey County 73%, Washington County 27%)
- Aligns with both counties' waste management plans
- Provides policy direction to prioritize work
- Coordinated work of over 30 county staff in 25+ activities
- Joint efforts to meet state and county waste goals – e.g. 75% recycling goal by 2030

## Joint Activities Budget – Major Impacts

- Start of new East Metro food scrap bag program:
  - Earlier start dates for R&E Center processing enhancements
  - New costs for
    - durable compostable bags (will increase with participation in program)
    - distribution and fulfillment system for bags
    - customer service for bag orders
    - website development for bag orders
    - program education and promotion to encourage participation and ensure clean material and tonnage for end markets

## Joint Activities Budget – Major Impacts

- 2 new FTEs approved to start in 2021 by R&E Board at its May 27 meeting and 1 FTE previously funded by Ramsey County Additional Programs
- New funding for information technology
- Alignment with both county's waste management master plan ending 2023 and previously Ramsey County only funded efforts

## Joint Activities Budget

- Project Management
- Non-Residential Recycling
- Community Waste Solutions
- Food Scrap Recycling
- General Outreach
- Policy Evaluation

## Joint Activities Budget

### **Project Management** – Overall management of R&E

- 0% cost of living adjustment
- 2 new FTEs (to start in 2021 approved at May 27 meeting)
  - Program coordinator
  - Administrative assistant
- Includes 1.0 FTE program coordinator (funded by Ramsey only in '20 and '21)
- Funding for Information Technology
- Contributions to Partnership on Waste and Energy

*Impact to Washington County contribution: \$344,617 increase (36%)*

## Joint Activities Budget

**Non-Residential Recycling** – Waste reduction and recycling activities focused primarily on the commercial sector

- BizRecycling – slight decrease in funding
- Multi-Unit Recycling – increased funding
- Food Waste Prevention – increased funding
- Business Pollution Prevention – technical assistance and financial incentives for businesses to reduce the use of harmful chemicals; (previously Ramsey only)
- Compost Market Development – slight increase to grow demand for finished compost from food scraps (previously Ramsey only)

*Impact to Washington County contribution: \$99,630 increase (10%)*

## Joint Activities Budget

**Community Waste Solutions** – Addresses waste master plan strategies through collaborative community approaches; (previously Ramsey only)

- Community Resource Hubs
- Bulky Waste Solutions
- Reuse & Repair

*Impact to Washington County contribution: \$214,650 increase (22%)*

## Joint Activities Budget

### **Food Scrap Recycling** – Operational expenses for new program

- Manufacture, ordering, distribution, customer service associated with durable compostable bags (DCBs)
- Coordinating outreach and promotion
- Slated to start in 2022 (earlier than expected)
- Line item costs for bags will increase as participation increases over next 5 years

*Impact to Washington County contribution: \$396,360 increase (41%)*



## Joint Activities Budget

**General Outreach** – awareness and participation in programs; assists counties in coordinated messaging and community engagement

- Communication, design, education & promotion – increase awareness and participation using media campaigns

*Impact to Washington County contribution: decrease \$86,400 (-9%)*

**Policy Evaluation** – Legal, engineering and technical services

*Impact to Washington County contribution: no change*

# Joint Activities Budget

	2018	2019	2020	2021	2022	2023
<b>Total Joint Activities Budget</b>	\$10,725,643	\$9,780,831	\$9,053,964	\$9,083,369	\$10,707,727	\$11,609,454
<b>Washington County (27%)</b>	\$2,895,924	\$2,640,824	\$1,914,290	\$1,922,230	\$2,891,086	\$3,134,553
<b>Ramsey County (73%)</b>	\$7,829,729	\$7,140,007	\$5,175,674	\$5,197,139	\$7,016,641	\$8,474,901
<b>Ramsey-Only Funds</b>	N/A	N/A	\$1,964,000	\$1,964,000	\$800,000*	

**\*Anticipated carryover Ramsey-only funds from 2021**

# County CEC fund balance

		2021	2022	2023
<b>Sources</b>	Beginning Fund Balance	\$10,153,791	\$9,843,994	(\$170,128)
	Total Revenue	\$10,133,203	\$10,735,577	\$11,377,152
<b>Uses</b>	CIP Projects	\$3,550,000	\$12,649,100	\$1,000,000
	PHE Operations	\$6,893,000	\$8,100,600	\$8,754,163
<b>Ending Fund Balance</b>		<b>\$9,843,994</b>	<b>\$(170,128)</b>	<b>\$1,452,861</b>

Questions?





## Request for Board Action

BOARD MEETING DATE:  
July 13, 2021

AGENDA ITEM NUMBER:  
2.A

### Commissioner's Report

#### Department Information

ORIGINATING DEPARTMENT: Community Services	REQUESTOR: Sarah Tripple, CSS Planning and Program Manager	REQUESTOR PHONE: 651-430-6480
PRESENTER(S): Jennifer Castillo, Sarah Tripple	MEDIA CONTACT: Jennifer Castillo 651-430-6461	

#### Agenda Item Details

BRIEF DESCRIPTION OF YOUR REQUEST: Update on the progress toward a permanent adult shelter and an update on the transition of the COVID-19 hotel shelter.		
AGENDA YOU ARE REQUESTING TIME ON: Workshop	ARE YOU SEEKING APPROVAL OF A CONTRACT? No	ESTIMATED DURATION: 90 minutes
IS THIS MANDATED? No	EXPLANATION OF MANDATE:	
BACKGROUND/JUSTIFICATION: The workshop will give an update on the transition plan for the temporary COVID-19 shelter and on the proposed plan for permanent adult shelter.		
PREVIOUS ACTION ON REQUEST/OTHER PARTIES INVOLVED? Previous Board workshops regarding shelter and homelessness have occurred on: 3/12/19, 7/2/19, 11/19/19		

#### Budget Impact

YEAR: 2021	UNBUDGETED AMOUNT: \$ 0
FUNDING DESCRIPTION:	

#### Approvals

Jennifer Castillo, Director                      7/1/2021  
Kevin Corbid, County Administrator        7/7/2021

# Emergency Shelter Update

July 13, 2021

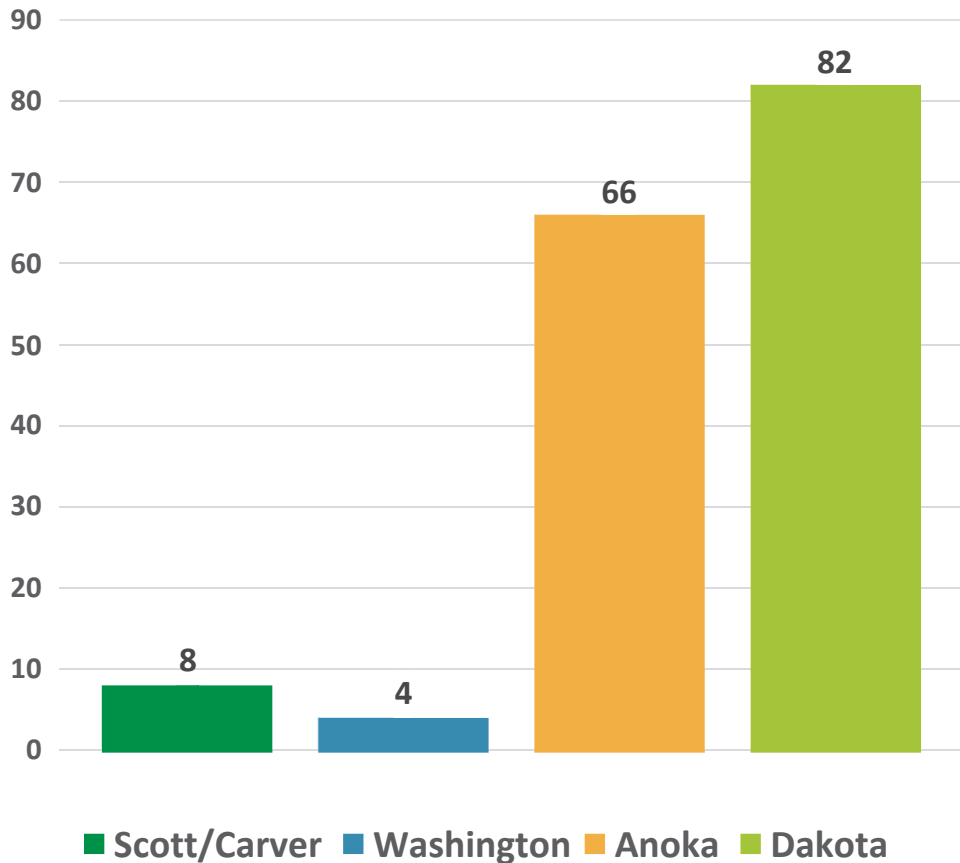


# Purpose of Today's Workshop



1. Give update and plan for transitioning out of temporary COVID-19 shelter
2. Gain Board support of proposed plan for permanent adult shelter
3. Acknowledge that CSD has requested ARPA funds to support shelter work
4. Discuss options for ownership of permanent shelter

Permanent Shelter Bed Capacity for Single Adults by County (Pre-COVID)



# Need for Adult Shelter

- An average of 166 people experiencing homelessness at any given time
- Approximately 54 residents utilize border shelters annually
- Washington County has significantly less permanent bed capacity for adults without minor children than neighboring counties



# Current State of Shelter

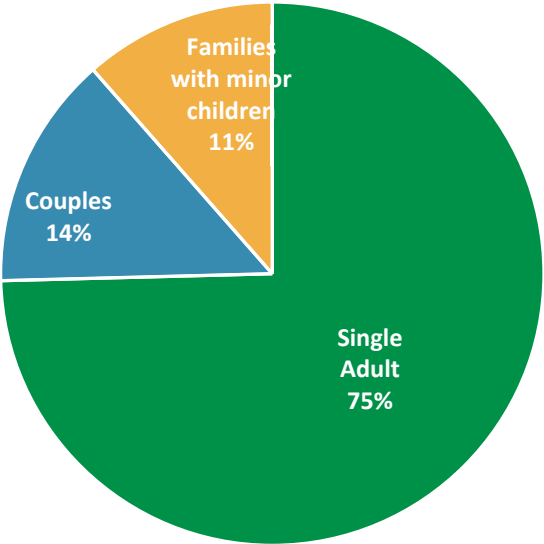


- COVID-19 Shelter Program has been operating for 15 months
- Two sites (hotel in Forest Lake and Stillwater)
- Contracted service provider is on-site 40 hours/week at each hotel
- Total of 166 individuals (122 households) have been served
  - Currently 41 individuals (32 households) and are receiving shelter services
  - Average time to find housing is 5-6 months
- Current funding ends on January 31, 2022

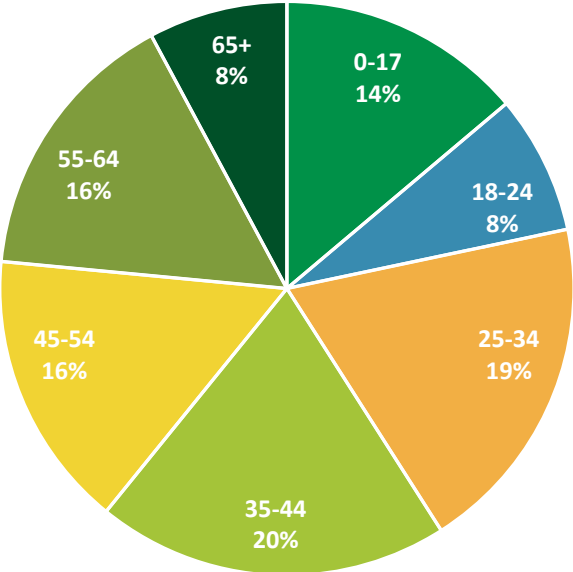
# COVID Shelter Demographics

## April 2020 – June 2021

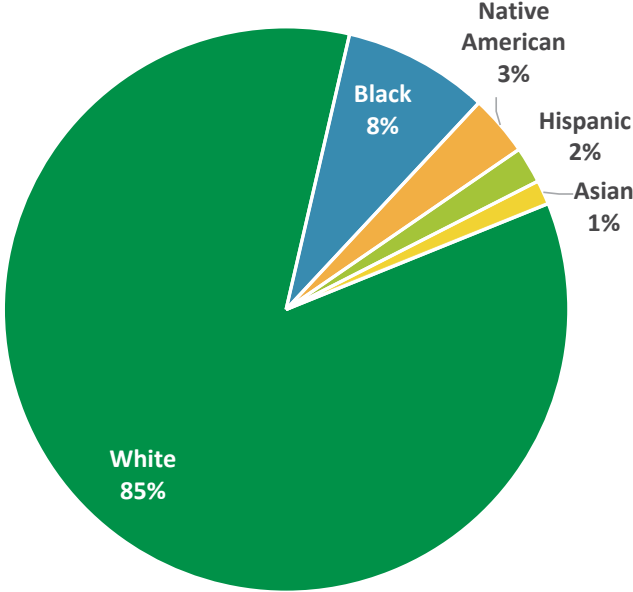
All Shelter Households by Type  
N=144



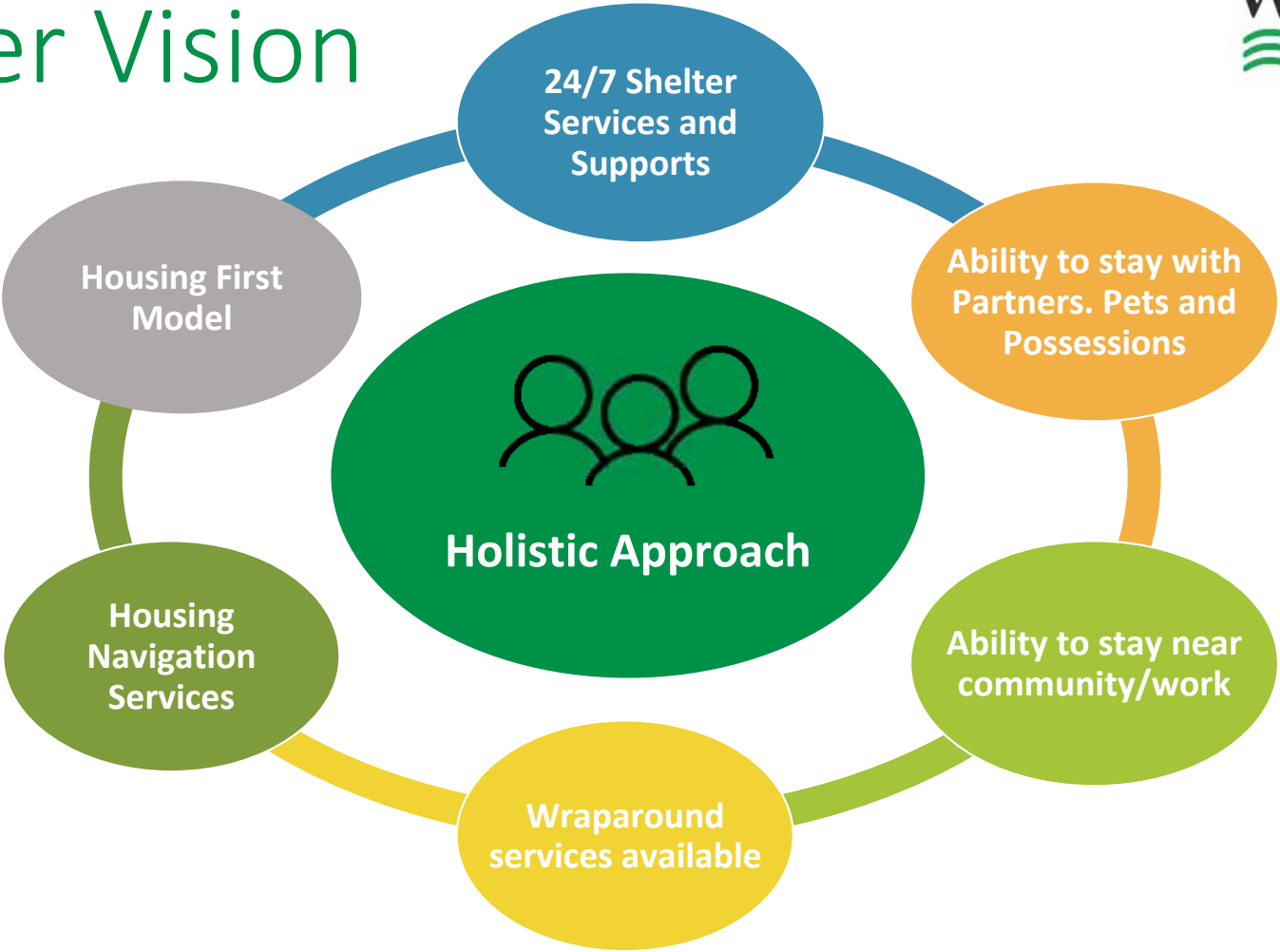
All Shelter Households by Age  
N=166



Head of Household by Race  
N = 144



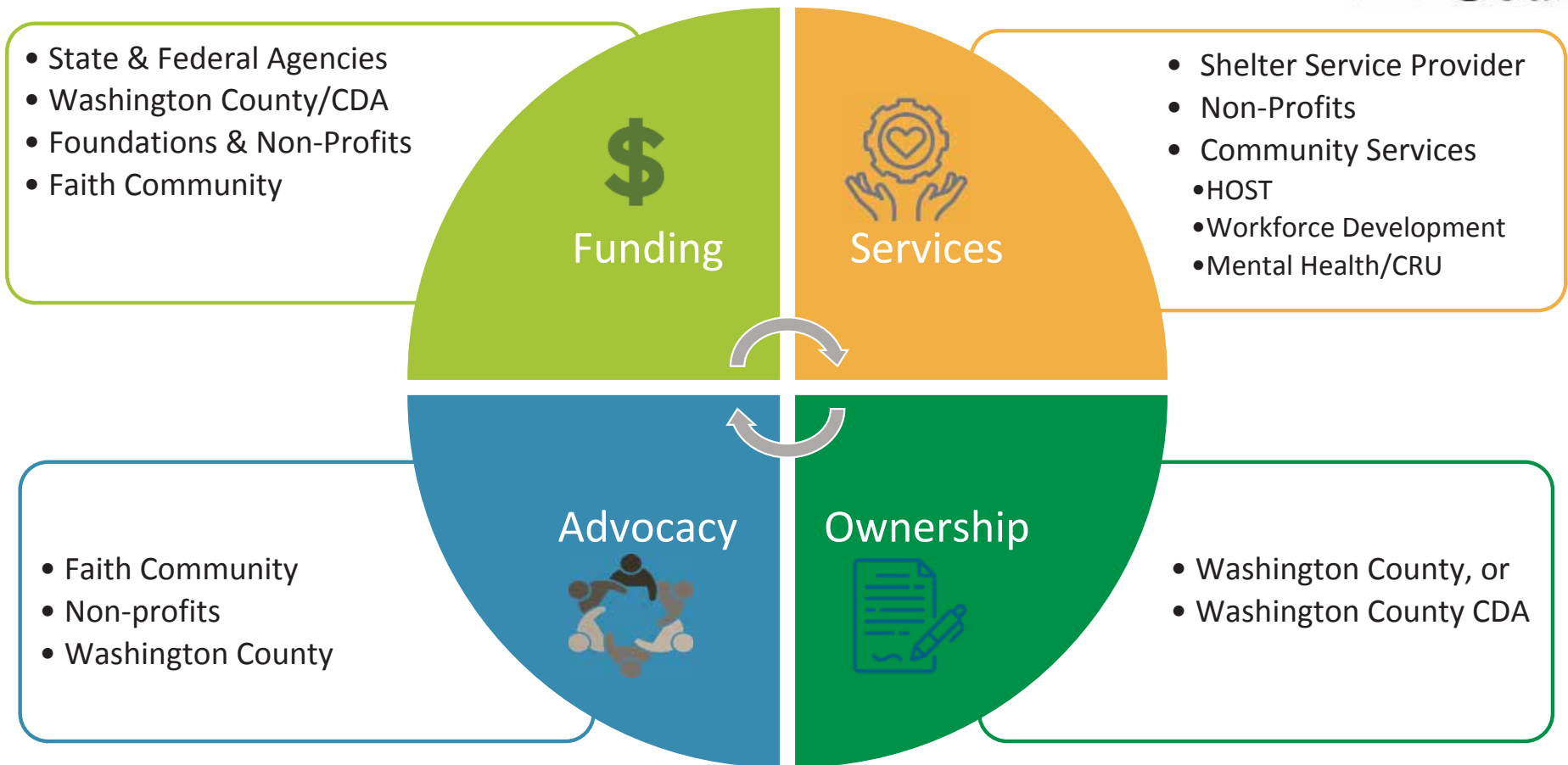
# Shelter Vision



# Proposed Long-Term Solution

- Create a non-congregate setting, individual rooms
- Purchase a hotel – capacity of 50-75 beds
  - Convert into a 30 bed permanent shelter
- 24/7 shelter services contracted with a service provider
- Wraparound services on site
- Tiered shelter model – allows more time for people with high housing barriers

# Partner Roles



# Projected Cost of Shelter Only



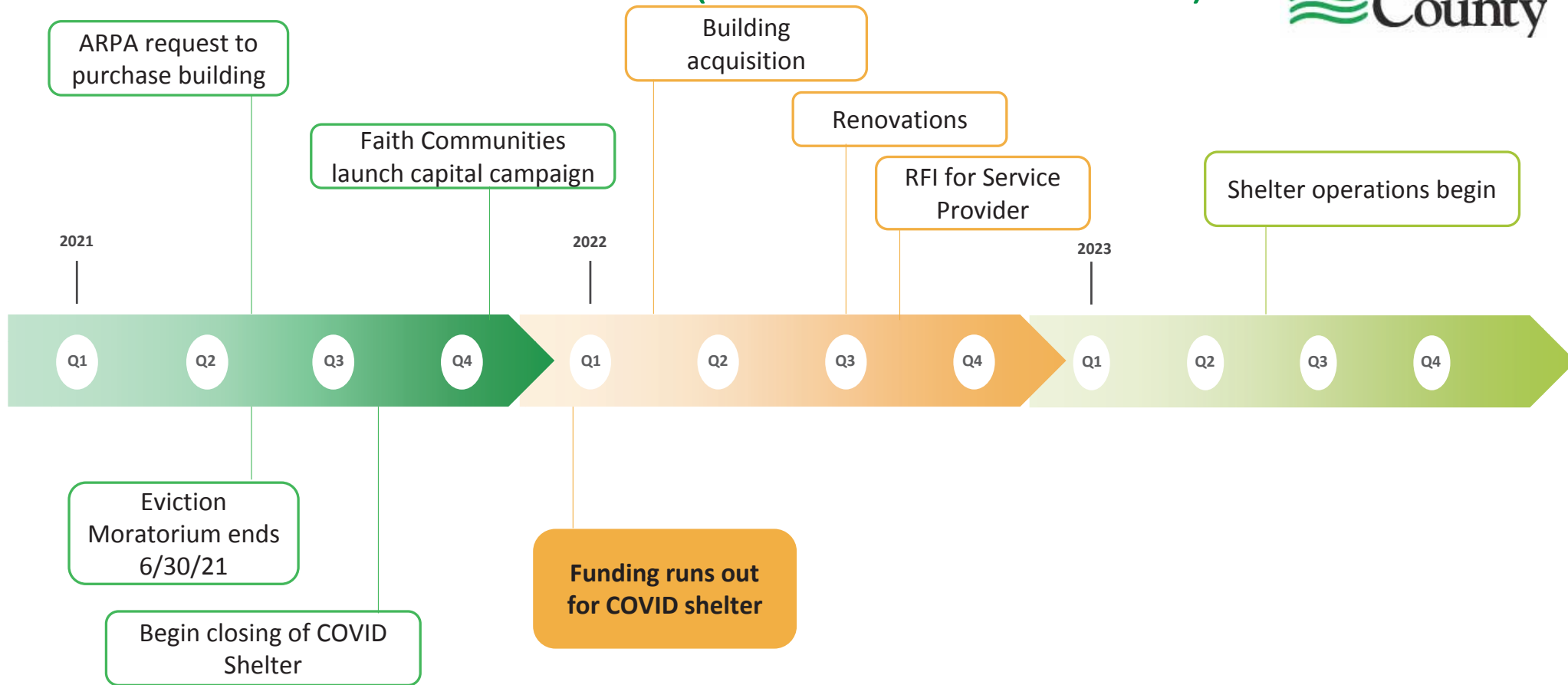
- Capital costs: \$6 Million
  - Acquisition: \$4 Million
  - Renovation: \$2 Million
- Facility Operation Cost: approximately \$191,000 annually
- Services Cost: approximately \$565,000 annually

# Potential Funding Sources



- Operational and Service costs:
  - Housing Support Direct Allocation (ongoing) - \$300,000
  - Youth Homeless Prevention Distribution (start in 2023) - \$588,000
- Capital costs:
  - ARPA funds (one-time) –\$6 Million for initial capital expense
- Additional maintenance needs
  - CDBG funds
- Other sources:
  - Fundraising and donations
  - DHS Grant Dollars - TBD

# Shelter Timeline (estimated dates)





# Ownership of Shelter

## Benefits if County owned:

- County has statutory authority to operate a shelter
- Building will be an investment
- Experienced in commercial building operations (not shelter)
- Direct oversight of operations

## Benefits if CDA owned:

- Authority to own as designated agent of County
- Experienced in residential building operations (not shelter)
- Knowledge of housing resources and landscape

# Discussion



1. Transition out of COVID-19 shelter and consequences of not taking action
2. What questions or concerns do you have about the proposed plan for the permanent single adult shelter
  - How can we help you be prepared to have these conversations with your local communities?
3. ARPA Requests:
  1. Single Adult Shelter
  2. Youth Shelter
4. What do you need to make the decision on ownership of the shelter?

Questions?





# Request for Board Action

BOARD MEETING DATE:  
July 13, 2021

AGENDA ITEM NUMBER:  
3.A

## Commissioner's Report

### Department Information

ORIGINATING DEPARTMENT: Administration	REQUESTOR: Alyssa Soderlund, Admin Assistant	REQUESTOR PHONE: 651-430-6015
PRESENTER(S): Jennifer Wagenius, 6514306007	MEDIA CONTACT: Yvonne Klinnert, 6514306026 651-430-6026	

### Agenda Item Details

BRIEF DESCRIPTION OF YOUR REQUEST: Capital Financial Plan Workshop		
AGENDA YOU ARE REQUESTING TIME ON: Workshop	ARE YOU SEEKING APPROVAL OF A CONTRACT? No	ESTIMATED DURATION: 20 minutes
IS THIS MANDATED? No	EXPLANATION OF MANDATE:	
BACKGROUND/JUSTIFICATION: Capital planning is an important component of the county's financial management. Recent and long-term decisions by the county board provide new options and opportunities for capital funding.		
PREVIOUS ACTION ON REQUEST/OTHER PARTIES INVOLVED?		

### Budget Impact

YEAR:	UNBUDGETED AMOUNT: \$
FUNDING DESCRIPTION:	

### Approvals

Jennifer Wagenius, Deputy County Administrator 6/30/2021

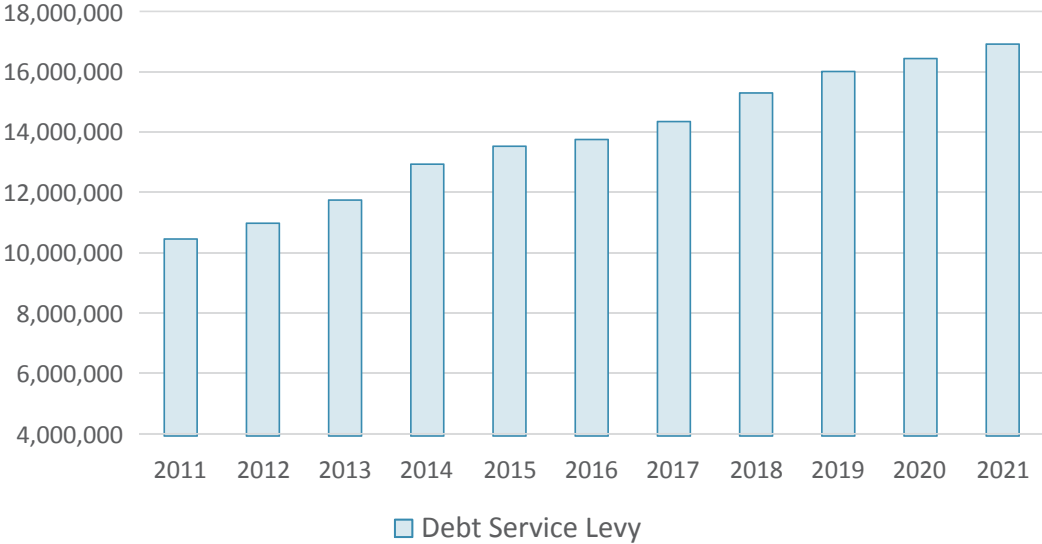
# CAPITAL FINANCIAL PLANNING

July 13, 2021



# Current State

- Trend: Debt service levy is growing faster than operating budget (14% higher in the past 10 years)



# Current State

- 2021 Debt Service levy \$16.9M – more than 13% of overall levy
  - Debt service levy reduces opportunity in the operating budget
  - More debt service levy than combined levy allocated to: Administration, Accounting & Finance, Human Resources, Public Health & Environment, Property Records and Taxpayer Services
  - Annual interest payments alone are equivalent to the pavement preservation program

**Goal: Reduce reliance on debt to fund the capital program**



## Local Option Sales Tax

- Roads and bridges
- Transit

## Other Funding

- State and Federal

## Debt Service

- Reallocate 5% debt service growth to capital base
- Repurpose debt payment levy toward capital base
- Reassess annually





## Other Post Retirement Benefit (OPEB)

- Actuarial study shows OPEB trust is well funded and recommends a planned transition to begin using trust
- 2022 budget will be the start of a two year plan to reduce ER liability rate, utilize fund balance for a portion of retiree medical cost, with a gradual transition to using the trust
- Reallocate levy to capital
- Able to redirect to trust if needed
- Trust \$81M 12.31.2020
- \$3M Fund Balance

# Potential reallocation capital base

Year	OPEB/ER Liability	Debt Service Levy	Total
2022	1,260,000	3,416,600	4,676,600
2023	1,260,000	2,416,600	3,676,600
2024	1,260,000	2,416,600	3,676,600
2025	1,260,000	2,716,600	3,976,600
2026	1,260,000	316,600	1,576,600
2027	1,260,000	10,316,600	11,576,600
2028	1,260,000	10,316,600	11,576,600
<b>Totals</b>	<b>\$8,820,000</b>	<b>\$31,916,200</b>	<b>\$40,736,200</b>

Chart assumes \$30M bond issued in 2023 and 2027



# Capital Plan

- Debt Issuance
  - Gold Line and Capital Improvement Plan (CIP)
- Local Option Sales Tax (LOST)
  - Roads/bridges/transit
- Pay-as-you-go capital funding through adjustments to OPEB and debt service
- Leverage state and federal funding

# Funding Recommendations



- Bond 2023 \$29M
  - Western Service Center \$25M BOND-2022
  - Central Park Common Elements \$4M BSD-WSL-2001 BOND-2022
- Pay-As-You-Go 2022/2023 \$8.4M
  - Historic Courthouse Deferred Maintenance \$4.7M HC-1048 BOND-2022
  - Law Enforcement Center \$3.7M BOND-2022
- Local Option Sales Tax
  - 2022 program recommendations in Public Works budget



# Identified Need

- Facilities

- Government Center heating/cooling \$8M BSD-GC-2401 BOND-2022
- Law Enforcement Center \$15M
- RH Stafford Library \$10M
- South Shop \$12M (qualifies for LOST)
- Oakdale Library \$5M
- Cottage Grove Library \$TBD BSD-PGL-2001

- Parks

- Lake Elmo maintenance facility \$4M Park-3009
- Lake Elmo swim pond and playground \$4M Park-3017
- Ravine lighted ski trails \$3M
- Ravine playground \$2M
- Central Greenway \$5M Park-3014

# Feedback/Questions

