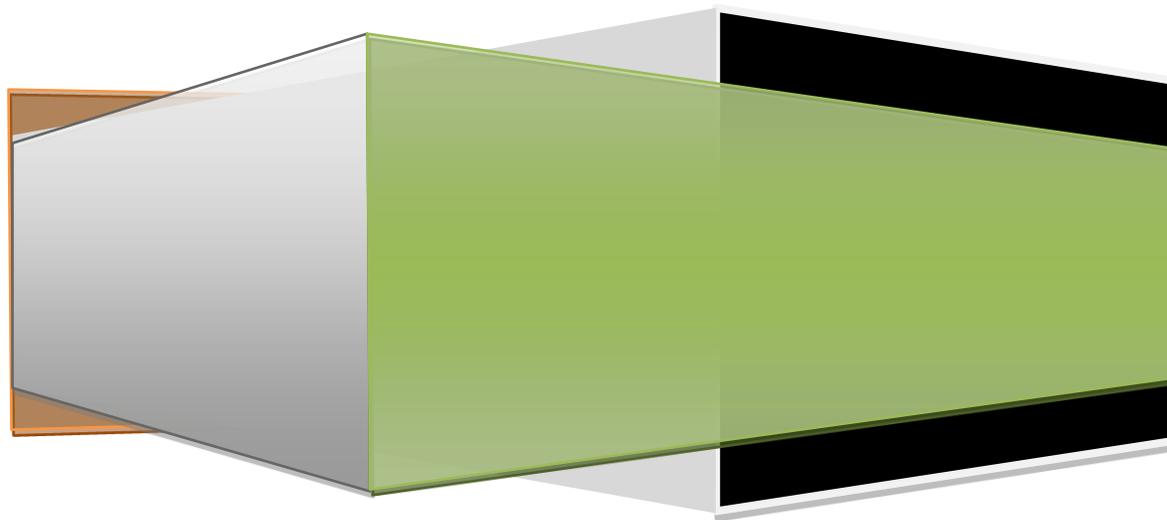


Strategic Planning Report

Swift County, MN

Facilitated by Dr. Richard Fursman and Irina Fursman



Session Participants

County Commissioners:

Edward Pederson
Eric Rudningen
Gary Hendrickx
Gary Klemm
Joe Fox
Pete Peterson

County Employees

Amanda Ness
Andy Sander
Bill McGeary
Deanna Steckman
Jacquie Larson
John Holtz
Kim Saterbak
Lorri Pederson
Mary Amundson
Mike Johnson
Mike Pogge-Weaver
Rob Lee
Ron Vadnais
Scott Collins
Wayne Knutson
Whitney Tofte

Guests/Stakeholders

Amber Molden
Chad Syltie
Dawn Hegland
Frank Lawatsch
Jen Frost
Lacy Joyce
Liz Auch
Midge Christianson
Ranae Tostenson
Rob Wolfington
Roman Fidler
Vicki Syverson

Overarching Objective: Position Swift County for the desired future through stakeholder engagement, organizational capacity building and strategic implementation of change initiatives



Expectations for the planning retreat:

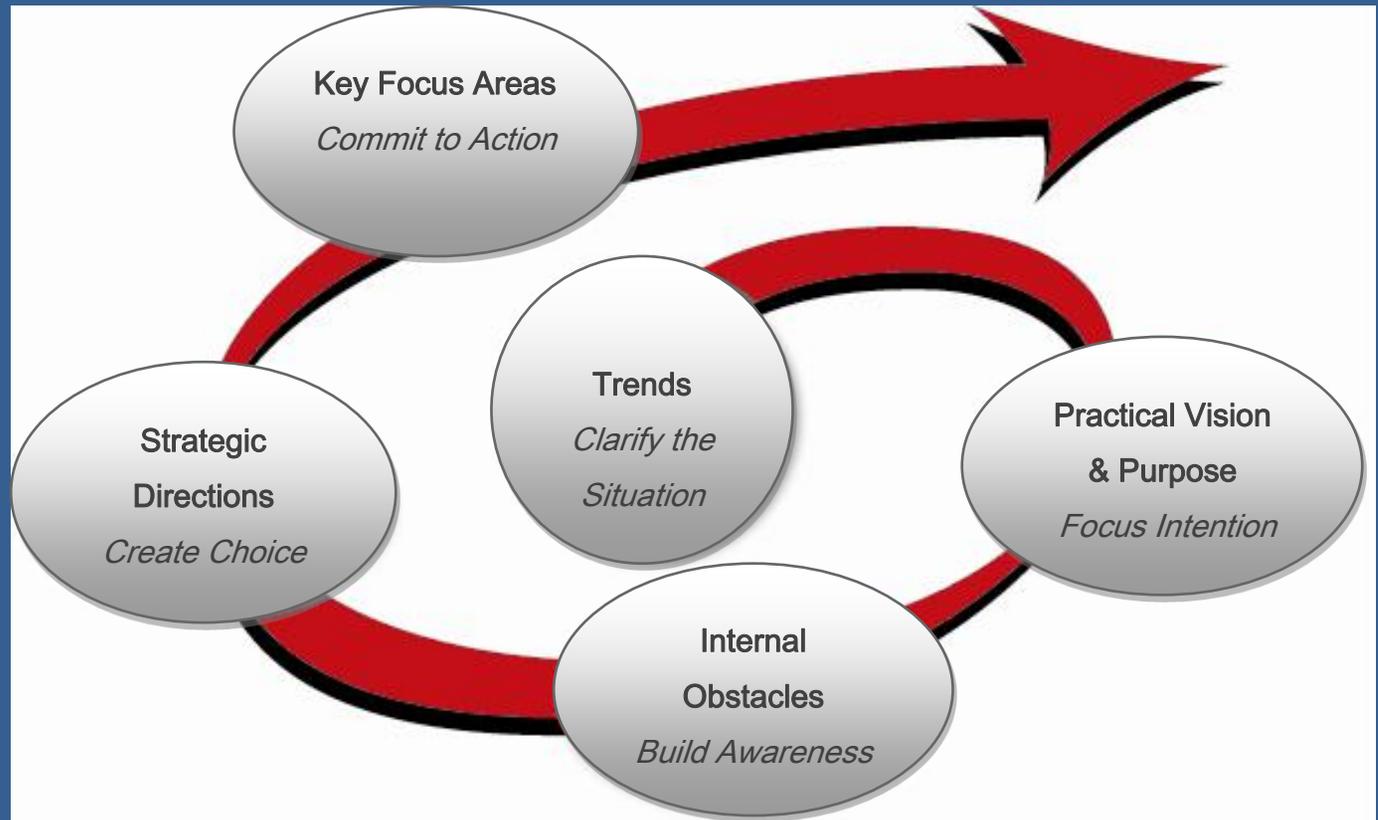
*Ways to make change • Respectful interactions • Understand various points of view
Strengthening what we have • Emphasis on quality services • Listen more than you speak
Ask for clarification, do not assume • Education and understanding*

Planning Focus:

What collectively needs to happen to prepare and move Swift County successfully into the future?

Desired Outcomes:

- ⌘ Shared understanding of our environment (larger context) in which we exist
- ⌘ Unifying vision of the future and where we want to be
- ⌘ Common understanding of our reality and what needs to change
- ⌘ Clear direction of where we are going and what needs to happen to accomplish that
- ⌘ Select key priorities to help launch us in that direction



Strategic Planning Process Overview:

- I. Assessing the External Environment – the external trends that impact us directly or indirectly
- II. Mapping out the Practical Vision – the shared picture of the desired future, clarified purpose and need for change
- III. Analyzing the Internal Obstacles – the underlying obstacles or issues preventing realization of the vision
- IV. Setting the Strategic Direction – the proposed actions to deal with the contradictions and move towards the vision
- V. Identifying Key Focus Areas – the key strategic priorities to launch the County in the selected direction

Friday, December 5th: Part I & II

- **Assessing our External Environment and Trends**

Building shared awareness about our current situation, external environment, and various dynamics as we embark on a journey of creating a county vision and strategies that will be impacted by the new technologies, events, government mandates, changes in agricultural industry and the ever-changing World.

- **Developing our Practical Vision and Clarifying Purpose:**

The practical vision of the organization/community is held in part by all of its members. Consequently, the breadth of a group's vision is hidden from each member individually until it is called forth and objectified in the workshop setting. This segment will be the time to express our fondest hopes and dreams for the County.

Saturday, December 6th : Session III, IV & V

- **Discerning the Internal Obstacles**

Upon the development of a practical vision, the real obstacles facing the organization will become apparent. As the group considers the entire range of issues to be faced in the pursuit of its vision, the root causes of obstacles can be uncovered and objectified for sober consideration.

- **Identifying the Strategic Intentions**

In this section, you will be asked to think strategically. Team will be asked to describe actions that will deal with the obstacles and enable the realization of the vision. The actions will be combined into action arenas that will achieve economy of effort with high impact results.

- **Selecting Key Focus Areas**

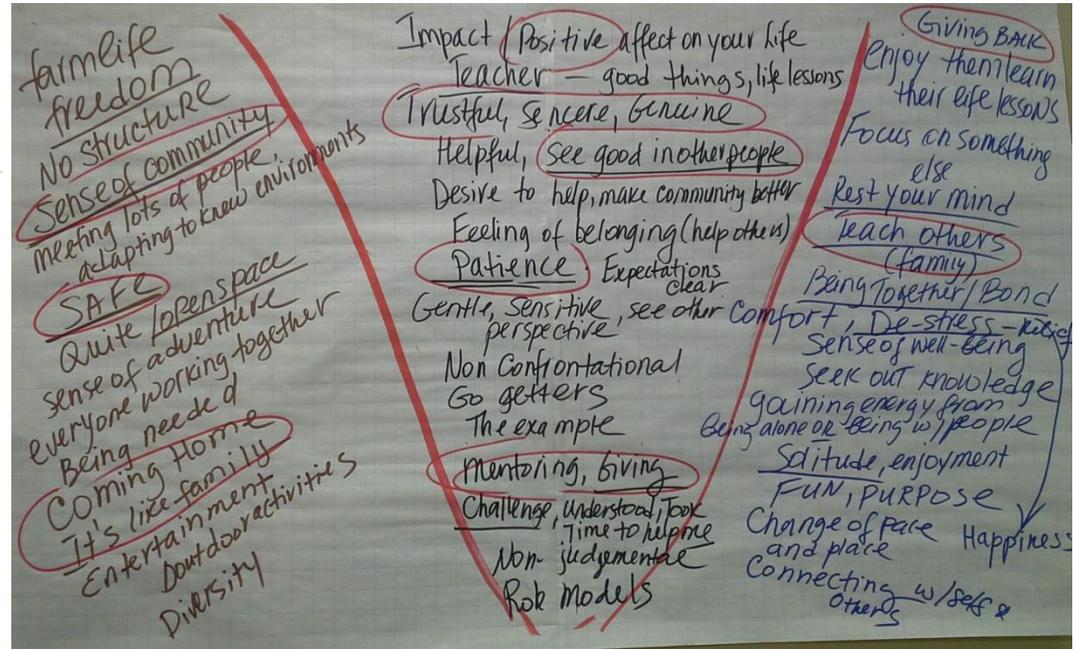
The effective implementation of any plan depends upon clarifying directions, aligning resources, designating leadership roles and responsibilities and building team trust and support. This is the time for making choices and selecting 3-5 "doable" priorities that will launch this effort. If time permits, teams will be formed to help flush out the details and establish communication plan and a regular check-in practice with all the stakeholders.

Strategic Planning Agenda

Friday AM		Friday PM		Saturday AM		Saturday PM	
9:00	STRATEGIC PLANNING OVERVIEW: “What should we expect from the retreat, how should we participate, and what is the strategic planning anyway?”	1:00	PRACTICAL VISION: “What do we want to see in place in five years as a result of our collective action?”	9:00	IDENTIFYING OBSTACLES: “What do we see as inhibiting or blocking us from moving towards our vision?”	1:00	STRATEGIC DIRECTIONS: “What innovative, substantial actions can we take to respond to the emerging trends, address the underlying contradictions and move us toward our vision?”
9:30	INTRODUCTIONS AND VALUES: “Who we are, what we value and what do we have in common?”		PURPOSE & CASE FOR CHANGE		DISCERNING UNDERLYING CONTRADICTIONS:		KEY FOCUS AREAS:
10:45	ENVIRONMENTAL SCAN: “Who we are today and how are we changing in the context of our environment?”	3:15	“What is our collective purpose and what is the need for change?”	10:45	“What is the Block, How does it Block, and What does it Block?”	3:15	“Where should we focus our attention in the next two years?”
12:00	Lunch	5:00	Adjourn	12:00	Lunch	5:00	Adjourn

VALUES AND ASPIRATIONS: WHO WE ARE AND WHAT WE VALUE

Sense of Community
Sense of Community
Safe Community
Sense of Home, Family
Giving Back
Trustfulness
Patience
Mentorship
Sincerity
Seeing good in other people
Seeing good in other people



ENVIRONMENTAL SCAN: HISTORICAL OVERVIEW

Intent: Reviewing the past to prepare for the future. To enable a group to reflect on their journey over a period of time, what has shaped that journey and what has brought them to their current position. Reflection and discussion generated some insights and ideas as to how this might inform us in the planning process. List of external trends was created.

Time Period	ISOLATED 1960 - 1970	UPHEAVAL 1980 - 1990	GLOBAL AWAKENING 2000 - 2005	UNCERTAINTY 2010 - 2015	2020
Global / National	<ul style="list-style-type: none"> • Vietnam War • Watergate (political distrust) • Space Race • Kennedy • Gas shortage • Wars • Refugees 	<ul style="list-style-type: none"> • High interest rates (slow economy) • Farm Crisis • Berlin Wall down • Challenger Explosion • Y2K • Computers Technology • Internet • Cell Phones • Russian Government nuclear disarmament 	<ul style="list-style-type: none"> • 911 / Recession • Terrorism • No child left behind • Smart phones • Death of "good" country music • Recession • Middle East Uprising 	<ul style="list-style-type: none"> • Middle East • Oil Boom • Global Economy • Health Care Reform • Growing distrust of government (riots, etc.) 	<ul style="list-style-type: none"> • 1st Woman President • Wars Continue • Global Extremism
State of MN	<ul style="list-style-type: none"> • Southdale Mall • Vikings go to the Super Bowl 	<ul style="list-style-type: none"> • Farm Crisis • Minnesota Miracle – state fiscal change • Metrodome • Mall of America • Target Center • Economic Downturn - political unrest • Jesse Ventura • Bank Closing 	<ul style="list-style-type: none"> • Loss of MN Miracle (equalizing policy) • Dru Sjodin sex offender predatory crime registration • LGA shift (State \$ shift back to local responsibility) • N.G. Deployment • Build up of industry • Brain drain continues • GMO Seeds • Entitlement • Ethanol / Fibro Minn • Government actively involved in ED • Declining population 	<ul style="list-style-type: none"> • Water rights and use • Farm Boom • New Vikings Stadium • Lack of qualified labor • Growing class / economic gap 	<ul style="list-style-type: none"> • Vikings win Super Bowl • Infrastructure
Swift County	<ul style="list-style-type: none"> • School Consolidation • Herbicides • Snow/Ice Storms 	<ul style="list-style-type: none"> • Commodities prices collapse • Farm crisis + impact • Population decrease • Solid Waste • Tiling / Irrigation 	<ul style="list-style-type: none"> • Declining population 	<ul style="list-style-type: none"> • Age of population & Workforce – Older • Technology comes to Swift • Drug use + crime increase = cost increase • Prison Close • Land Value – rapid growth • Leadership Changes • Decline in Population • Economic Development 	<ul style="list-style-type: none"> • Aging Communities • Using Technology • Population • County Retirements
Organization / Personal	<ul style="list-style-type: none"> • Drafted – Vietnam Conflict • Graduated from HS • Watching 3 older brothers go to Vietnam + realization how important Freedom and Family is • Judge took interest in my juvenile case • Radio's Education • Adoption • Single Parent 	<ul style="list-style-type: none"> • Fall of Berlin Wall inspired Public Administration Career • Marriage to local person w/business in community • Computer /internet • Teaching in TX on the Mexican border • Family – Elderly Leadership • Quit milking – went to real job • End of "cold war" • Marriage / Family • Retirement • Quit farming/went back to school for my profession • Moved back to area – hired by 6WCC 	<ul style="list-style-type: none"> • Creation of LqPV School District • Moving my family back home • Family growth • Graduated from College • Got Married and Started a family • Technology 	<ul style="list-style-type: none"> • Given my current job with Swift county • Restoring Co Admin Position • Pictrometry GIS • My first professional job w/SC Human Services 	

ENVIRONMENTAL SCAN: TRENDS

External Trends

- ❖ Population Demographic (aging, diverse- not from here)
- ❖ Population Decrease
- ❖ Education (different skill)
- ❖ Young Families Expectations (child care / education)
- ❖ Housing (affordable / adequate)
- ❖ Energy (alternative, price, power companies, transmission lines)
- ❖ Infrastructure (use and capacity)
- ❖ State and local attention and support for recreation
- ❖ Need for activities in town/county
- ❖ Health Care (expansions)
- ❖ Technology (on-line services, opportunities to do business, connect with the World)
- ❖ Jobs – growing demand
- ❖ Telecommuting
- ❖ Not enough “professional” level jobs
- ❖ Legalization of Marijuana
- ❖ National Gov't Expectations Balance

Trends were identified and analyzed using Mind Mapping approach to ensure all aspects of the society are addressed: Political, Economic, Social, and Environmental.

Technology plays a key role in each aspect. Other most prominent trends are related to demographics (aging population and younger population is being encouraged to seek better life elsewhere), commuter mentality (young and old are equally seeking comforts and opportunities elsewhere), education (quality and opportunities), criminal justice (information integration and police relationships with the community), Ag trending down possibly increasing commercial / residential tax share , Energy (lower cost and variety of alternatives), Housing (limited options and aging stock), State Mandates (continue to increase and underfunded), Local politicians are younger and ready to serve.



PRACTICAL VISION: FOCUSING OUR INTENTIONS

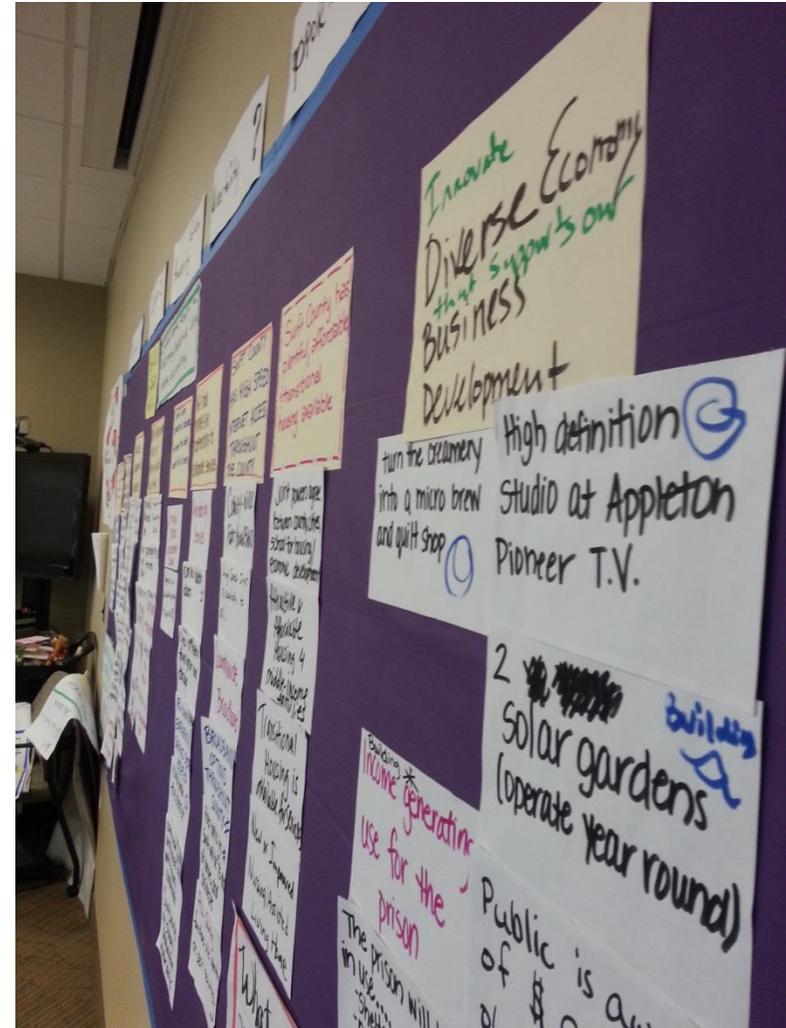
The vision of an organization is held in part by all of its members. This workshop brought these together to create a shared picture of the future. The practical vision is the responsive statement(s) of hope within the given environment. It provides a sense of the destination of the effort. It tells us where we are going, what the accomplishments, outcomes, changes and results are that we are seeking by our efforts.

Swift County is a Leader in the Region as a Welcoming, Progressive Area to Work, Live, and Play

As demonstrated by...

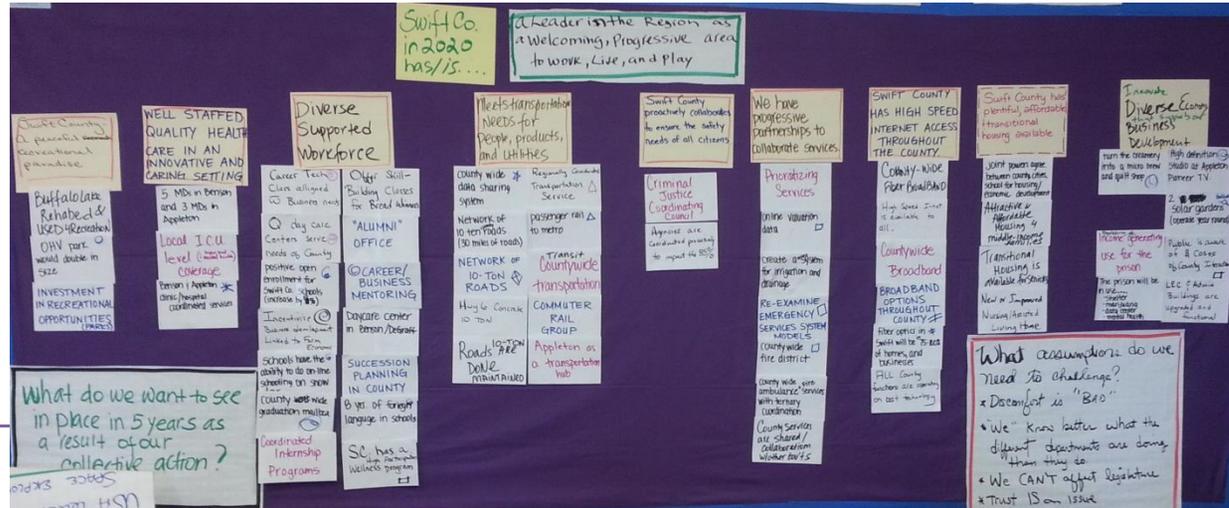
- ❖ Diverse Supported Workforce
- ❖ Transportation Needs are met for People, Products, and Utilities
- ❖ Well-Staffed Quality Health Care in an Innovative and Caring Setting
- ❖ Peaceful Recreational Paradise
- ❖ Proactive Collaboration to Ensure the Safety Needs of All Citizens
- ❖ Progressive Partnerships to Collaborate on Services
- ❖ Plentiful, Affordable and Transitional Housing Available
- ❖ High Speed Internet Access through the County
- ❖ Diverse Local Economy with Innovative Business Development

The chart on the following page holds the back-up brainstorm data generated by participants as well as the above consensus statements



WHAT DO WE WANT TO SEE IN PLACE IN 5 YEARS FROM NOW?

Diverse Supported Workforce	Transportation Needs are met for People, Products, and Utilities	Well-Staffed Quality Health Care in an Innovative and Caring Setting	Peaceful Recreational Paradise	Proactive Collaboration to Ensure the Safety Needs of All Citizens	Progressive Partnerships to Collaborate on Services	Plentiful, Affordable and Transitional Housing Available	High Speed Internet Access through the County	Diverse Local Economy with Innovative Business Development
<ul style="list-style-type: none"> - Career Tech class aligned with Biz needs - Quality day care centers - Positive open enrollment for SC schools - Incentivize business development linked to fallen enrollment - Schools have the ability to do on-line schooling on snow days - County wide graduation - Coordinated internship programs - SC has a high participation wellness program - 8 years of foreign language in schools - Succession planning in county - Daycare center in Benson / Degraff - Career/business mentoring - "Alumni" office - Offer skill building classes for bread winners 	<ul style="list-style-type: none"> - County wide data sharing system - Network of 10 ton roads (30 miles of roads) - Network of 10-Ton roads - Hwy 6 Concrete 10 ton - 10-ton roads are done, maintained - Appleton as transportation hub - Commuter rail group - Transit – county wide transportation - Passenger rail to metro - Transportation service 	<ul style="list-style-type: none"> - 5 MDs in Benson and 3 MDs in Appleton - Local I.C.U level coverage - Benson and Appleton clinic / hospital coordinated services 	<ul style="list-style-type: none"> - Buffalo Lake rehabbed and used for recreation - OHV park doubled in size - Investment in recreational opportunities (parks) 	<ul style="list-style-type: none"> - Criminal Justice Coordinating Council - Agencies are coordinating proactively to impact the 85% 	<ul style="list-style-type: none"> - Prioritizing Services - Online valuation data - System for irrigation and draining - Re-examine emergency services system - County wide fire district - County wide ambulance + fire service with tertiary coordination - County services are shared / collaboration with other gov'ts 	<ul style="list-style-type: none"> - Joint powers agreement between county, cities, school for housing / economic development - Attractive and affordable housing for middle-income families - Transitional housing is available for seniors - New or improved housing / assisted living homes 	<ul style="list-style-type: none"> - County-wide fiber broad band - High speed internet is available to all - County-wide Broadband - Broadband options throughout county - Fiber optics in Swift will be in 75-100% of homes and businesses - All county functions are operating on best technology 	<ul style="list-style-type: none"> - High definition studio at Appleton Pioneer TV - Turn the creamery into micro-brew and quilt shop - 2 solar gardens (operate year round) - Income generating use for the prison - Public is aware of \$ costs of county interaction - LEC & Admin buildings are upgraded and functional - The prison will be in use: shelter, data center, mental health, marijuana

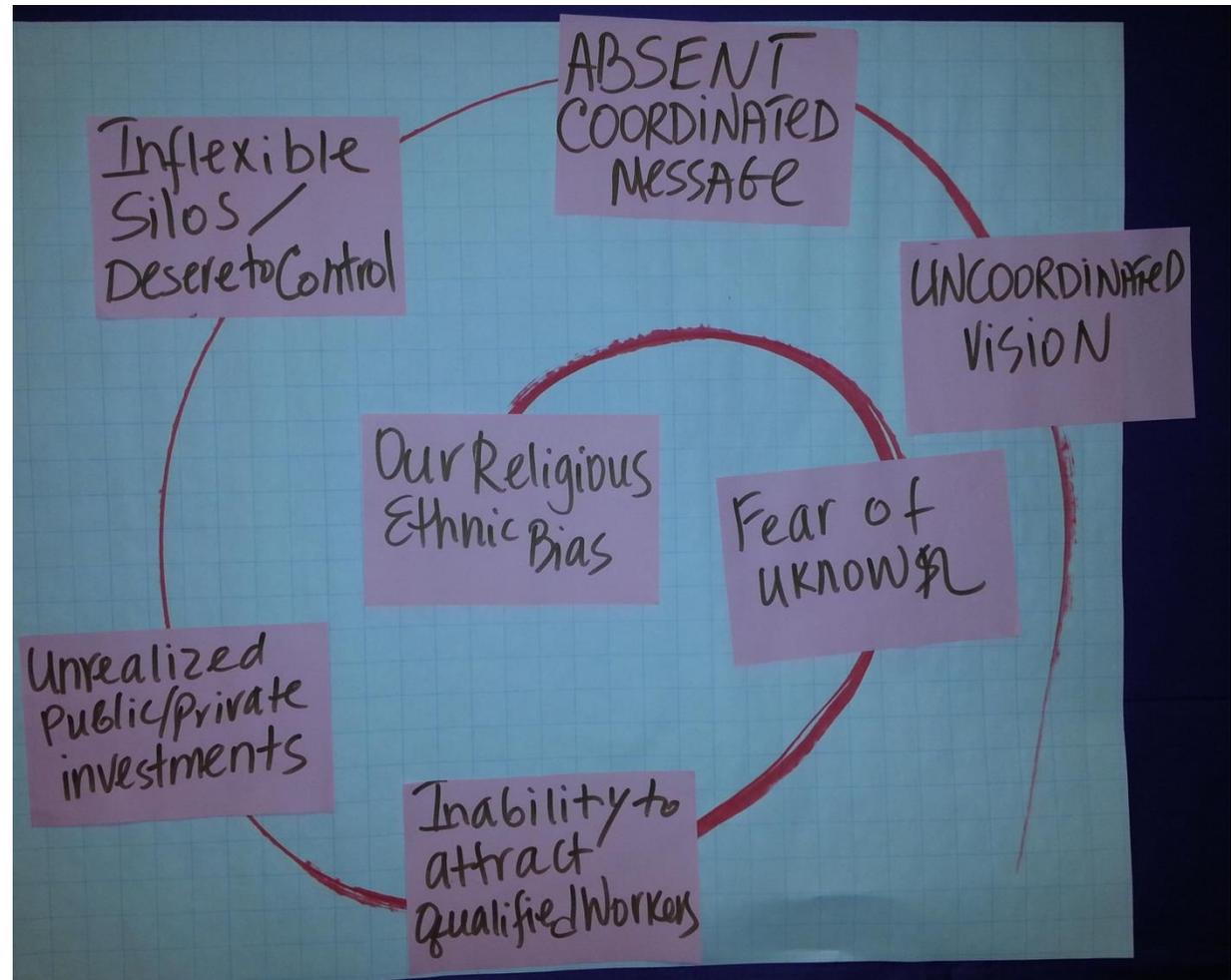


INTERNAL OBSTACLES: BUILDING AWARENESS

The current realities facing an organization and community become manifest when placed under the light of a practical vision. Without a vision, problems and anxieties are relegated to "lists of things to do" or are explained away as personal conflicts. As we consider the range of its issues together, root causes can be uncovered and objectified for sober consideration and proposed actions.

Participants listed the underlying obstacles in relation to their practical vision. These included:

- ❖ Absent, Uncoordinated Message Undermines Our Success
- ❖ Uncoordinated Vision Impedes Progress
- ❖ Fear of Unknown Prevents Our Ability to Adapt, Change and Grow
- ❖ Inability to Attract Qualified Workers for Future Openings Undermines Our Capacity to Provide Quality Services
- ❖ Unrealized Public/Private Investments Inhibit Ability to Accommodate our Growth, Attract People, Workers, Investors
- ❖ Inflexible Silos / Desire to Control Creates Redundancy, Impacts Quality and Outcomes
- ❖ Our Religious, Ethnic Bias is Hindering Being Welcoming Growing Community



What do we see as inhibiting or blocking us from moving towards our vision?

Unrealized Public/Private Investments Inhibit Ability to Accommodate our Growth, Attract People, Workers, Investors	Fear of Unknown Prevents Our Ability to Adapt, Change and Grow	Inflexible Silos / Desire to Control Creates Redundancy, Impacts Quality and Outcomes	Uncoordinated Vision Impedes Progress	Absent, Uncoordinated Message Undermines Our Success	Our Religious, Ethnic Bias is Hindering Being Welcoming Growing Community	Inability to Attract Qualified Workers for Future Openings Undermines Our Capacity to Provide Quality Services
<ul style="list-style-type: none"> - Rapid changes in technology, mandate information keep us behind - Constricted / limited real estate/facilities - Population spacing prevents private investment in technology - Misaligned resources to affect needs - Inaccessible resources for quick and universal access 	<ul style="list-style-type: none"> - Scared of failure - Reluctant to change - Debilitating fear - Deliberate misinformation - Neglected technology upgrades slows down work and hurts image - Fear of conflict freezes creativity - "things are just fine the way they are" attitude 	<ul style="list-style-type: none"> - Long standing territories (turf issues) - Uncoordinated activities that promote our resources - Isolated thinking - Narrow data privacy laws - Mistrust - Silos in place that prescribe work kill innovation - Outdated org structures create inefficiencies 	<ul style="list-style-type: none"> - Unproductive, feeling defeated - No forward thinking - Fragmented, unclear vision - Changing , unreliable direction - Sporadic participation of citizens - Overlapping and conflicting priorities 	<ul style="list-style-type: none"> - Uncoordinated messaging - Ineffective communication (internal and external) - Misunderstand and devalue the county's role - Communication breakdown - Uncoordinated marketing program - restrictive and misunderstood CJ services 	<ul style="list-style-type: none"> - Unbalanced Population - Fear of "other" / outsiders - Inflexibility toward diversity - Religious, Ethnic bias are preventing new arrivals from feeling welcomed 	<ul style="list-style-type: none"> - No quality workers; slow to change - Unrealistic expectations of housing prices - We don't know what the Doc's need/want



STRATEGIC DIRECTION: POSITIONING SWIFT COUNTY

Market - Promote County

- Start Swift County "alumni" board
- Recruitment plan
- Effective marketing of county (tell our story)
- Alumni newsletter for 40 and younger
- Develop Intern program through Community Ed
- Promote events that highlight our non-Ag related resources

Economic and Community Development

- Multiple Shareholder collaboration to bring in 16-20 transitional housing units
- Work with investors to seek and secure workforce
- Evening and weekend transportation
- Review options on business incubator / center for startups

Infrastructure Plan

- Build infrastructure (roads, facilities, technology)
- Prioritize major county transportation arteries
- Adopt County CIP in 2015 (Develop/Review Capital Improvement Plan)
- Develop Public/Private Partnership to bring high speed internet to the entire county

Team:

- Rob Lee
- Pete Peterson
- Wayne Knutson
- Mike Johnson
- Joe Fox
- Dawn Hegland
- Andy Sander

CO-LEADERS:

Jen Frost
Vicki Syverson

STRATEGIC DIRECTION: ENHANCING THE ORGANIZATION

Initiate County Redesign

- Restructure Co. Flowchart to re-team
- Create shared position PIO/CV
- Create Planning Department
- CJ Taskforce to address heavy users
- Contract out for key skills
- Evaluate Current Model
- Breakdown internal silos, then work together to tackle external silos
- Current workers and public need to feel valued (acknowledge)

Launch Communications Plan

- Televise County Board Meetings
- Share info between county departments
- Ongoing , consistent communications plan to all stakeholders
- Rehab County Courthouse
- Develop Messaging process and plan for internal / external communications

Team:

- *Scott Collins*
- *Amanda Ness*
- *Eric Rudningen*
- *Ron Vadnais*
- *Mary Amundson*
- *Mike Pogge-Weaver*
- *Amber Molden*
- *Midge Christianson*
- *Whitney Tofte*
- *Kim Saterbak*

CO-LEADERS:

Lorri Pederson
John Holtz

STRATEGIC DIRECTION: LAUNCHING STRATEGIC PLAN

Create Marketing Plan for Strategic Plan

- Have a "kick off" about our Strategic Plan
- Educate Public on long range plan
- Educate public on financing on projects
- Marketing plan

Form Implementation Committee

- Identify Core Committee (steering)
- Develop a Task Force (collaborative)
- Utilize Private Industry Council
- Bring together key players as a Task Force for specific goals / issues
- Pursue County partnerhsip
- \$\$ to keep our strategic plan in public view

Team:

- *Bill McGeary*
- *Chad Sultie*
- *Mike Pogge-Weaver*
- *Edward Pederson*
- *Gary Hendrickx*

CO-LEADERS:
Deanna Steckman
Kim Saterbak

Community
Wide
Education on
Culture and
Diversity

- **Get educated on other cultures / ethnicities**
- **Workers diversity expansion**

Team:

- *Jacque Larson*

FACTS AND TRENDS: HOW HAVE POPULATION, EMPLOYMENT AND PERSONAL INCOME CHANGED? FROM THE EPS-HDT Report (January, 2014)

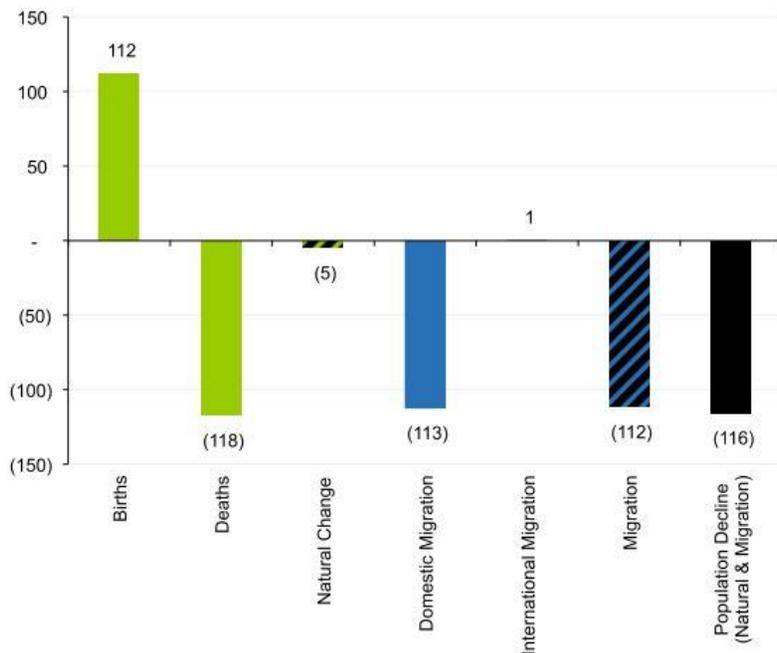
Total Population, Employment, & Real Personal Income Trends, 1970-2011

	1970	1980	1990	2000	2011	Change 2000-2011
Population	13,135	12,877	10,736	11,834	9,640	-2,194
Employment (full and part-time jobs)	5,696	6,044	5,268	6,388	5,730	-658
Personal Income (thousands of 2012\$s)	251,620	269,250	282,329	325,675	392,939	67,264

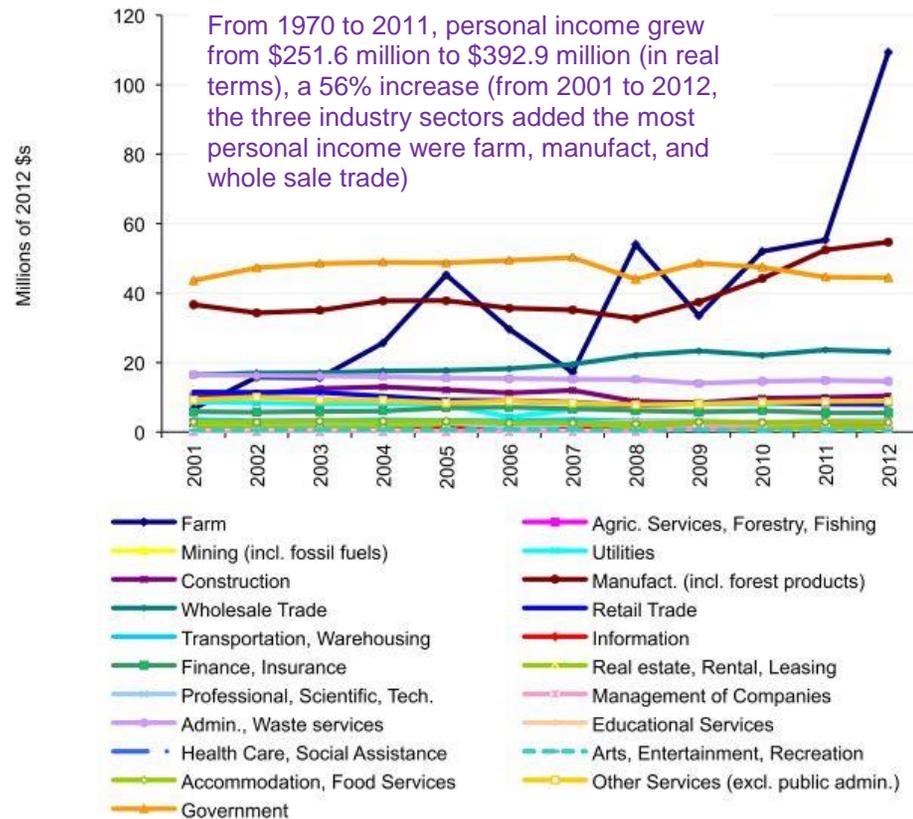
Population and personal income are reported by place of residence, and employment by *place of work* on this page.

From 1970 to 2011, population shrank from 13,135 to 9,640 people, a -27% decrease (from 2000 to 2012, population shrank by 2,239 people, a 20% decrease, where 94% of population decline contributed to migration)

Average Annual Components of Population Decline*, Swift County MN, 2000-2012



Personal Income by Industry, Swift County MN



FACTS AND TRENDS: HOW HAVE POPULATION, EMPLOYMENT AND PERSONAL INCOME CHANGED? *FROM THE EPS-HDT Report (January, 2014)*

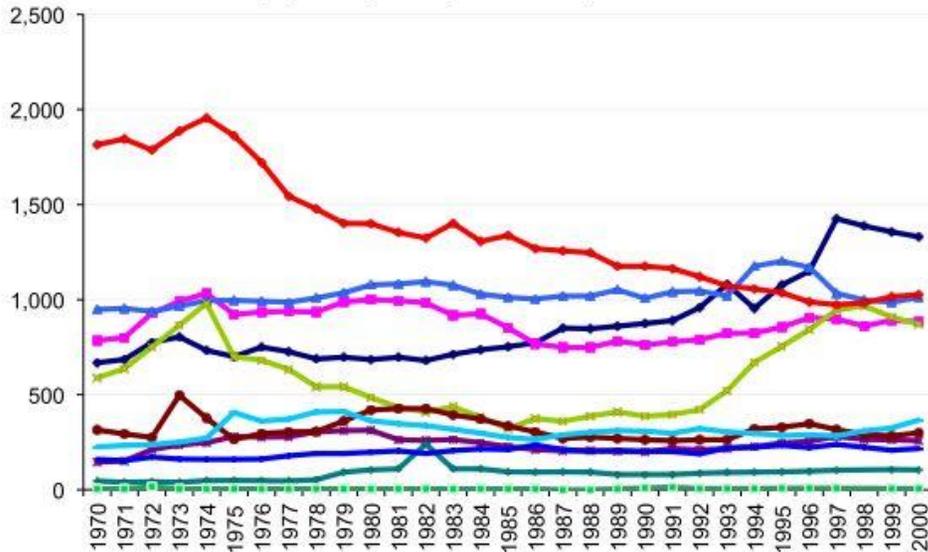
From 2001 to 2011, the three industry sectors that added the most new jobs were wholesale trade (56 new jobs), real estate, leasing (47 new jobs), and finance, insurance (35 new jobs)



From 1970 to 2000, the three industry sectors that added the most new jobs were services (663 new jobs), manufacturing (281 new jobs), and wholesale trade (141 new jobs)

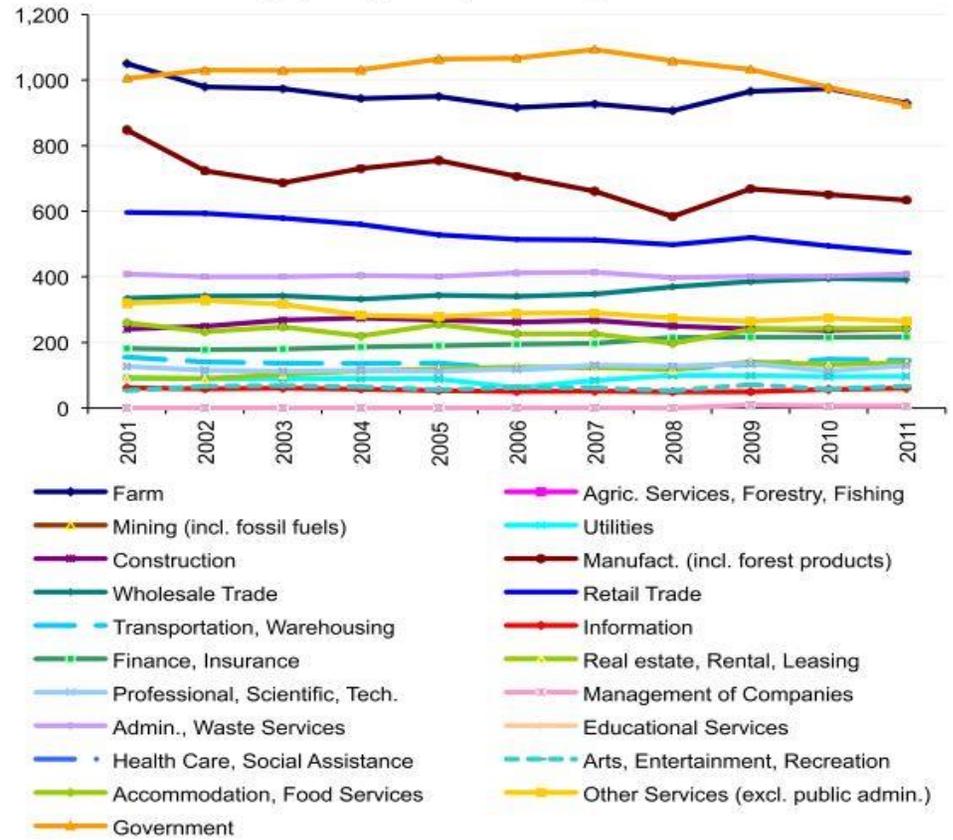


Employment by Industry, Swift County MN



- Services
- Government
- Construction
- Agricultural services
- Wholesale trade
- Mining
- Retail trade
- Manufacturing
- Finance, ins. & real estate
- Trans. & public utilities
- Farm

Employment by Industry, Swift County MN



- Farm
- Mining (incl. fossil fuels)
- Construction
- Wholesale Trade
- Transportation, Warehousing
- Finance, Insurance
- Professional, Scientific, Tech.
- Admin., Waste Services
- Health Care, Social Assistance
- Accommodation, Food Services
- Government
- Agric. Services, Forestry, Fishing
- Utilities
- Manufact. (incl. forest products)
- Retail Trade
- Information
- Real estate, Rental, Leasing
- Management of Companies
- Educational Services
- Arts, Entertainment, Recreation
- Other Services (excl. public admin.)

From 1970 to 2011, employment grew from 5,696 to 5,730 jobs, a 1% increase (wage and salary employment grew from 3,340 to 3,957, a 18% increase; proprietors shrank from 2,356 to 1,773, a 25% decrease. Proprietors represented 31% of total employment in 2011 compared to 41% in 1970)

FACTS AND TRENDS: 2015 LEVY AND BUDGET

The proposed 2015 budget contains:

Revenues of \$17,395,935

- \$ 9,590,848 is the proposed levy with \$9,431,965 in actual County property taxes after CPA and special levies are accounted for.

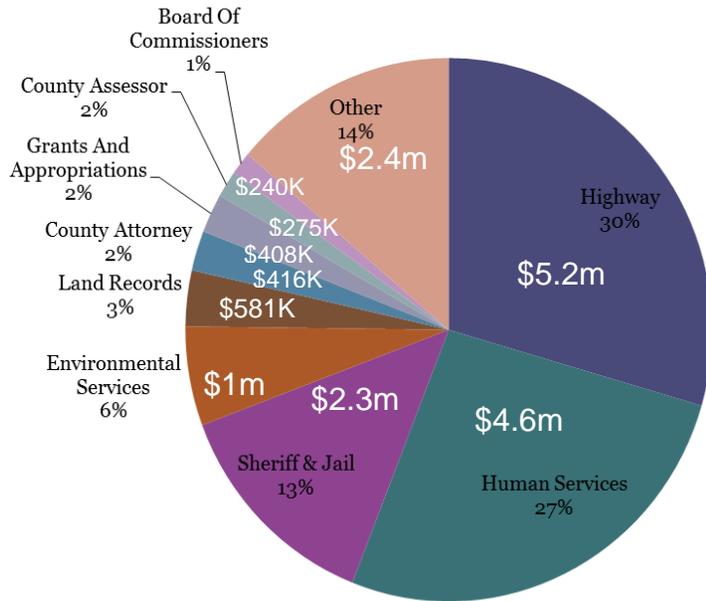
Expenditures of \$17,519,367.

- Planned deficit of \$123,432

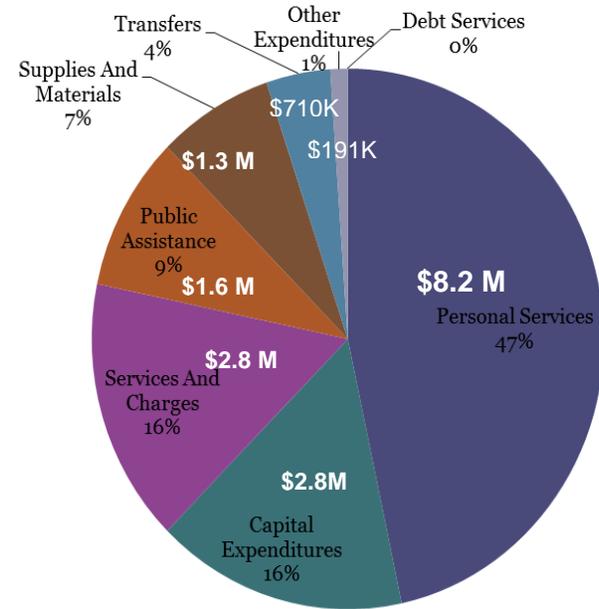
The 2014 budget contained a planned deficit of \$108,371 while the 2013 budget contained a planned deficit of \$273,838.

Revenue Source	2014		2015	
Taxes	\$ 9,500,834	54%	\$ 10,015,448	57%
Federal, State or Local Grants and Contributions	\$ 6,070,865	34%	\$ 5,572,586	32%
Charges For Services	\$ 1,708,628	10%	\$ 1,592,601	9%
Miscellaneous Revenues	\$ 333,500	2%	\$ 215,300	1%
Total	\$ 17,613,827		\$ 17,395,935	

2015 Expenditures by Departments



2015 Expenditures by Type



FACTS AND TRENDS: HISTORIC LEVIES

Year	Certified Net Levy	Percentage Change
2015	\$ 9,431,965	6.0%
2014	\$ 8,898,984	3.0%
2013	\$ 8,635,405	5.9%
2012	\$ 8,155,264	3.9%
2011	\$ 7,850,554	9.0%
2010	\$ 7,201,210	3.4%
2009	\$ 6,964,275	7.6%
2008	\$ 6,474,520	15.4%
2007	\$ 5,611,645	11.8%
2006	\$ 5,020,617	9.0%
2005	\$ 4,606,071	0.0%

TAX REVEUNE COLLECTED :

75% from Agriculatural Land

9% from Commercial/Industrial Property

7.9% from Residential Property

8.1% from Other (Seasonal/Utilities/etc)

COUNTY ONLY TAXES PAYABLE 2014

What do we pay per month for:

	HS	YP	Jail	R&B	SH
Household \$85,000	\$5	\$0.2	\$2	\$4	\$3
Household \$200,000	\$16	\$0.7	\$6	\$13	\$10
Commercial	\$26	\$1.2	\$11	\$22	\$16
40 Acre Ag Land	\$22	\$0.97	\$9	\$19	\$13

County	Residential \$85,000	Residential \$200,000	Commercial Property	40 Acres of Ag Land
Lac qui Parle	\$ 167.76	\$ 547.73	\$ 903.54	\$ 760.30
Yellow Medicine	\$ 207.13	\$ 676.28	\$ 1,115.59	\$ 938.73
Bigstone	\$ 222.77	\$ 727.34	\$ 1,199.82	\$ 1,009.61
Swift	\$ 234.43	\$ 765.42	\$ 1,262.64	\$ 1,062.46
Stevens	\$ 255.70	\$ 834.85	\$ 1,377.17	\$ 1,158.84
Chippewa	\$ 259.76	\$ 848.12	\$ 1,399.05	\$ 1,177.25
Pope	\$ 283.39	\$ 925.24	\$ 1,526.28	\$ 1,284.31
Kandiyohi	\$ 349.82	\$ 1,142.15	\$ 1,884.10	\$ 1,585.40

HS = Human Services
 YP = Youth Programs
 R&B = Road and Bridges
 SH = Sheriff