

# 2016

## Budget Overview

Volume I



A premier county in which to live and work.



**2016 Adopted Budget  
Dakota County, Minnesota  
For The Fiscal Year  
Beginning January 1, 2016**

This document is an overview of the 2016 Adopted Budget for Dakota County, Minnesota. We hope this document will enhance your understanding of how the County is organized, the services it provides, and the funding sources used to provide those services. The County's purpose is to deliver the highest quality of services as efficiently, effectively, and responsively as possible. Dakota County aims to be a premier county in which to live and work. Thank you for the opportunity to serve you and to make Dakota County the best it can be.

**Dakota County Board of Commissioners**

1st District .....	Mike Slavik
2nd District .....	Kathleen Gaylord
3rd District .....	Thomas Egan
4th District .....	Nancy Schouweiler
5th District .....	Liz Workman
6th District .....	Mary Liz Holberg
7th District .....	Chris Gerlach



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Dakota County**

**Minnesota**

For the Fiscal Year Beginning

**January 1, 2015**

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to Dakota County, Minnesota for the adopted budget for the fiscal year beginning January 1, 2015. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. Dakota County believes our current budget continues to conform to all program requirements. As for nearly two decades, the 2016 Adopted Budget document for the fiscal year beginning January 1, 2016 will also be submitted to the GFOA for consideration.

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# ORGANIZATION OF REPORT

## 2016 Adopted Budget Overview

The 2016 Adopted Budget Overview contains the following sections:

Dakota County Facts	Land use, demographic and economic trends
Dakota County Structure	Board of Commissioners and countywide, officials; Committees of the Whole; Citizen Advisory Committees; and overall organizational structure
Budget Summary	County goals and objectives; budget at a glance; budget highlights and challenges; property tax levy practices; and summaries of revenues and expenditures
2016 Adopted Budget Overview	Expenditures and revenues by major account group; expenditures and revenues by department; adopted budget highlights by department; budget development process; fund types and balance; and changes in fund balance
Debt	Debt management; debt ratio; long-term liabilities; and schedule of bond retirement
Capital Improvement Program (CIP)	Impacts on operating budget; Park CIP; Buildings CIP; and Transportation CIP
Financial Policies and Guidelines	Financial philosophy and guidelines; fund balance management; debt administration; investment policy; and budget compliance policy
Appendix, Glossary and Index	Property tax comparison; employee summary; and definition of terms

# DAKOTA COUNTY FACTS

This Section provides information on the following:

- Location & History
- Land Use
- Demographic Trends
- Economic Trends

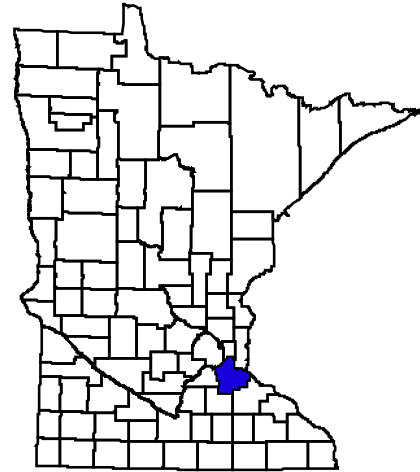


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## Location and History

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In 1849, the Minnesota Territory legislature created nine original counties, including Dakota. The County's original boundary extended only as far south as Hastings, but extended west several hundred miles to the Missouri River in the current State of South Dakota. Large numbers of European settlers began arriving to the region in the mid-1850s. With increased population, Minnesota became a state in May 1858, nine years after the creation of Dakota County. Dakota County has an area of 593 square miles, including 13 townships and 21 full and fractional, incorporated municipalities. It is one of seven counties comprising the Twin Cities metropolitan area. The County lies within the confluence of the Minnesota and Mississippi Rivers along the northern border and the confluence of the Mississippi and St. Croix Rivers on the eastern border. The county seat, Hastings, is located on the Mississippi River 18 miles southeast of the state capital, Saint Paul.



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## Land Use

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Before the 1950s, land in Dakota County was used primarily for agriculture. Since that time, major transportation improvements and continued growth in the metropolitan area have brought more intense land use to the County. Land use in Dakota County is a mix between first-ring suburbs (West St. Paul, Mendota Heights), second-ring suburbs (Eagan, Burnsville) and third-ring suburbs (Lakeville, Rosemount). There are small cities that existed before suburban growth moved close to their borders, such as Hastings and Farmington.

Land development continues in the County, though at a slower pace than in previous decades when the rate of consumption (acres converted to development from agricultural use or open space) averaged between 2,200 and 2,900 acres annually. About 65% of Dakota County's total land area is agricultural and undeveloped. Based on 2011 population estimates, the average population density is approximately 678 people per square mile.

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## Demographic Trends

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Dakota County is the third most populous county in Minnesota, with an estimated population of 398,552 based on 2010 census data. Between 2000 and 2010, Dakota County's population increased by 12%, adding 42,648 people. According to Census estimates, 2008 was the first year since 1977 that Dakota County gained less than one percent in population, with the trend continuing in 2014. The American Community Survey's (ACS) estimate shows that in 2014, Dakota County population reached 412,529, which is a 1.0% (or 4,020 persons) increase from 2013.

Over the next 20 years, regional growth is projected to continue at an average rate of approximately 1% per year. The seven-county metropolitan region is anticipated to increase by 36.5% between 2000 and 2030, to a total population of more than 3.6 million residents. The Metropolitan Council projects the County will attain a population of about 525,275 people by the year 2030.

The estimated total number of households (including living alone) in Dakota County is 152,773, based on 2010 estimates. This represents an increase of 15.9% over 2000. During the same

time period, the increase in Dakota County's general population was 12%. Between 2010 and 2014, the number of population in Dakota County increased by 3.5%, while the number of household increased by 2.9%. The average household size is slowly decreasing, from 2.78 persons per household in 1990 to 2.7 in 2014. Single-person households (both under and over age 65) are increasing, as well as single female with children households, while married couple households with children are decreasing.

As development continues to move outwards from the urban core of Minneapolis and St. Paul, largely residential second and third ring suburban communities will increase in population in Dakota County. In Dakota County, second-ring suburban cities Eagan (65,053) and Burnsville (61,059) are now the most populated cities. With land for development running short in the second ring, the third ring cities of Apple Valley, Rosemount, Lakeville, and Farmington are experiencing significant gains in population. The Metropolitan Council expects Lakeville, Rosemount and Farmington to lead this growth with an additional 28,000, 19,000, and 12,000 residents, respectively, between 2010 and 2030.

Dakota County Population, 1970 to 2030						
1970	1980	1990	2000	2010	2020*	2030*
139,808	194,279	275,186	355,904	398,552	484,175	525,275

\*Metropolitan Council projections as of January 1, 2012

Other important demographic facts about Dakota County:

- Diversity is growing in Dakota County. Since 2000, Dakota County's population is becoming more racially and ethnically diverse, including both native born and foreign born residents. In 2014 about 20% of the population identified themselves as members of a racial minority group. Between 2000 and 2030, the non-white population in Dakota County is forecasted to grow by almost 176%, from a count of 23,934 non-white residents in 2000 to some 66,000 by 2030. Hispanic/Latino, Asian and African American are the largest non-white population groups.
- Student diversity is also increasing. During the 2015-2016 school year, 31.5% (23,038) of students in grades kindergarten through 12th grade were of racial and ethnic minority groups, more than doubled since 1995. More than 115 different languages other than English are spoken by students in schools in Dakota County.
- Dakota County's median age is increasing. In 1990, the median age was 30.2 years; in 2014 it was 37.47. The number of people over the age of 65 in Dakota County is expected to increase 137% between 2010 and 2030. According to the Minnesota State Demographic Center's estimate, by 2025, seniors age 65 and older will surpass the number of school aged children (5-19).
- People in Dakota County are well-educated. In 2014, 94.4% of the population (over the age of 25) had a high school degree or higher; 41% had a bachelor's degree or higher. Minnesota numbers, themselves higher than the national numbers, were 92.6% (high school degree or higher) and 34.3% (bachelor's degree or higher) in 2014.

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## Economic Trends

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Recent economic conditions have resulted in challenges for many residents of Dakota County. Between 2002 and 2015, the unemployment rate in Dakota County has generally increased, but recently decreased the last two years. At the end of 2015, the state's unemployment rate was 3.6%, the national unemployment rate was 4.8% and Dakota County's unemployment rate was 3.0% at the end of 2015.

Generally, Dakota County is considered to have an economically healthy mix of industry types. Five industries (retail trade, manufacturing, health care and social assistance, educational services, and accommodation and food services) employed 50% of the total workforce in Dakota County in 2014. The Minnesota Department of Employment and Economic Development projects that profession in the health care and social assistance fields will have the highest growth rate during the next several years, a direct effect of the rapidly aging population.

Affordable housing has become more limited with greater competition for existing moderately priced units. In Dakota County, the growing demand for affordable housing is especially critical for individuals employed in the service sector and for single head-of-household families with children. Further, the demand for affordable housing is critical for senior citizens, the population of which will increase substantially in Dakota County and the metropolitan area in the next 20 years.

The rate of home ownership in Dakota County declined slightly from 78% to 73% between 2000 and 2013 but increased to 75% in 2014. According to the Minneapolis Area Association of Realtors, between 2002 and 2012, the median sale price of residential property in Dakota County peaked in 2006 at \$234,000 and has been decreasing since. In 2015 median sale price was \$226,800, which is a 5.5% increase from 2014. In 2014, 44% of the renter households and 24% of those who own homes (with mortgage) were cost burdened. Cost burdened means that if the household spends more than 30% of their gross income on housing and related costs.

Annual average wages in Dakota County have risen from \$33,456 in 2000 to \$51,220 in 2014. For 2014, the median household income was \$76,213 in Dakota County compared to the State of Minnesota's median income amount of \$61,481.

The labor force in has grown over the last decade. In December 2011, the number of residents who were eligible to be considered part of the labor force was 235,564, a 7.3% increase compared to 219,431 in December 2000.

Rates of poverty among Dakota County residents remain below state and national averages. According to the 2014 ACS, 7.4% of the Dakota County population is below the federal poverty level. The state and national poverty rate are 11.5% and 15.5%, respectively.

# DAKOTA COUNTY STRUCTURE

This Section provides information on the following:

- Dakota County Board of Commissioners
- Dakota County Countywide, Elected Officials
- Committees of the Whole
- Citizen Advisory Committees & Commissions
- Dakota County Organizational Structure

## **Dakota County Board of Commissioners**

Dakota County (County) is governed by a seven member Board of Commissioners (Board) individually elected from seven separate districts. The County Board adopts by resolution a schedule of regular county board and committee meetings each year. Generally, the board meets twice a month in regular meetings, which are recorded for distribution to cable television companies for broadcast and also can be viewed live on the county's website. Each committee generally meets once each month and meetings are not recorded for broadcast and are not available for live streaming.

<b>Dakota County Board of Commissioners</b>			
<b>District</b>	<b>Name</b>	<b>Begin Term</b>	<b>End Term</b>
1st	Mike Slavik	2013	2018
2nd	Kathleen Gaylord	2003	2018
3rd	Thomas Egan	2005	2016
4th	Nancy Schouweiler	1999	2016
5th	Liz Workman (Chair)	2009	2016
6th	Mary Liz Holberg	2015	2018
7th	Chris Gerlach	2013	2016

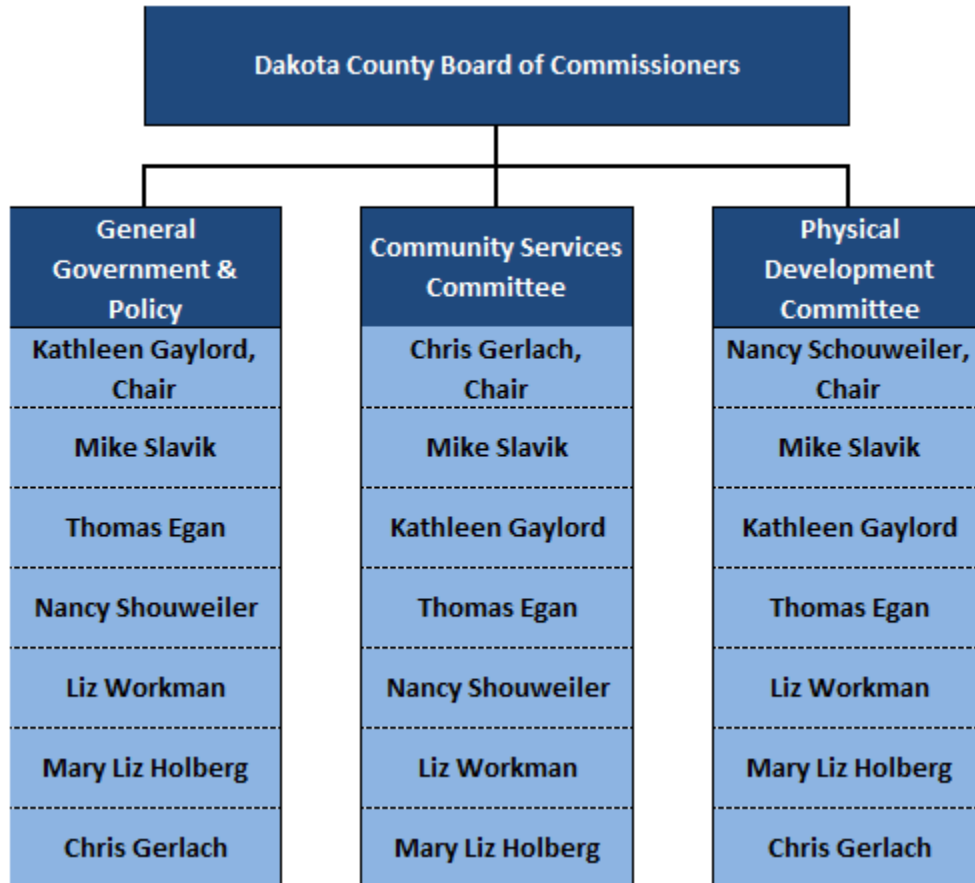
## **Countywide, Elected Officials**

Dakota County also elects two countywide officers for the discharge of public safety duties: the County Attorney and County Sheriff. These officials each serve a four year term upon election.

<b>Countywide, Elected Officials</b>			
<b>Office</b>	<b>Name</b>	<b>Begin Term</b>	<b>End Term</b>
County Attorney	James Backstrom	1987	2018
County Sheriff	Tim Leslie	2015	2018

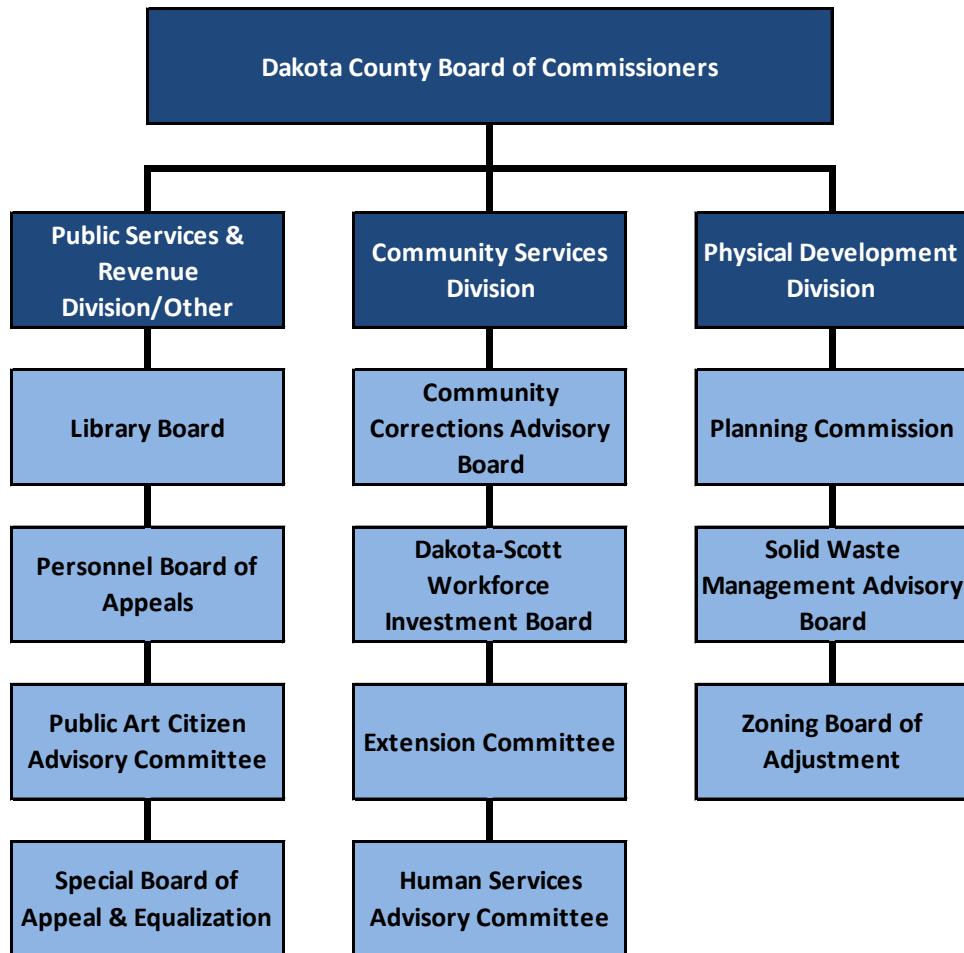
## Committees of the Whole

There are three Committees of the Whole, which all Board members serve on: Administration, Finance, Policy Committee of the Whole; Community Services Committee of the Whole; and Physical Development Committee of the Whole.



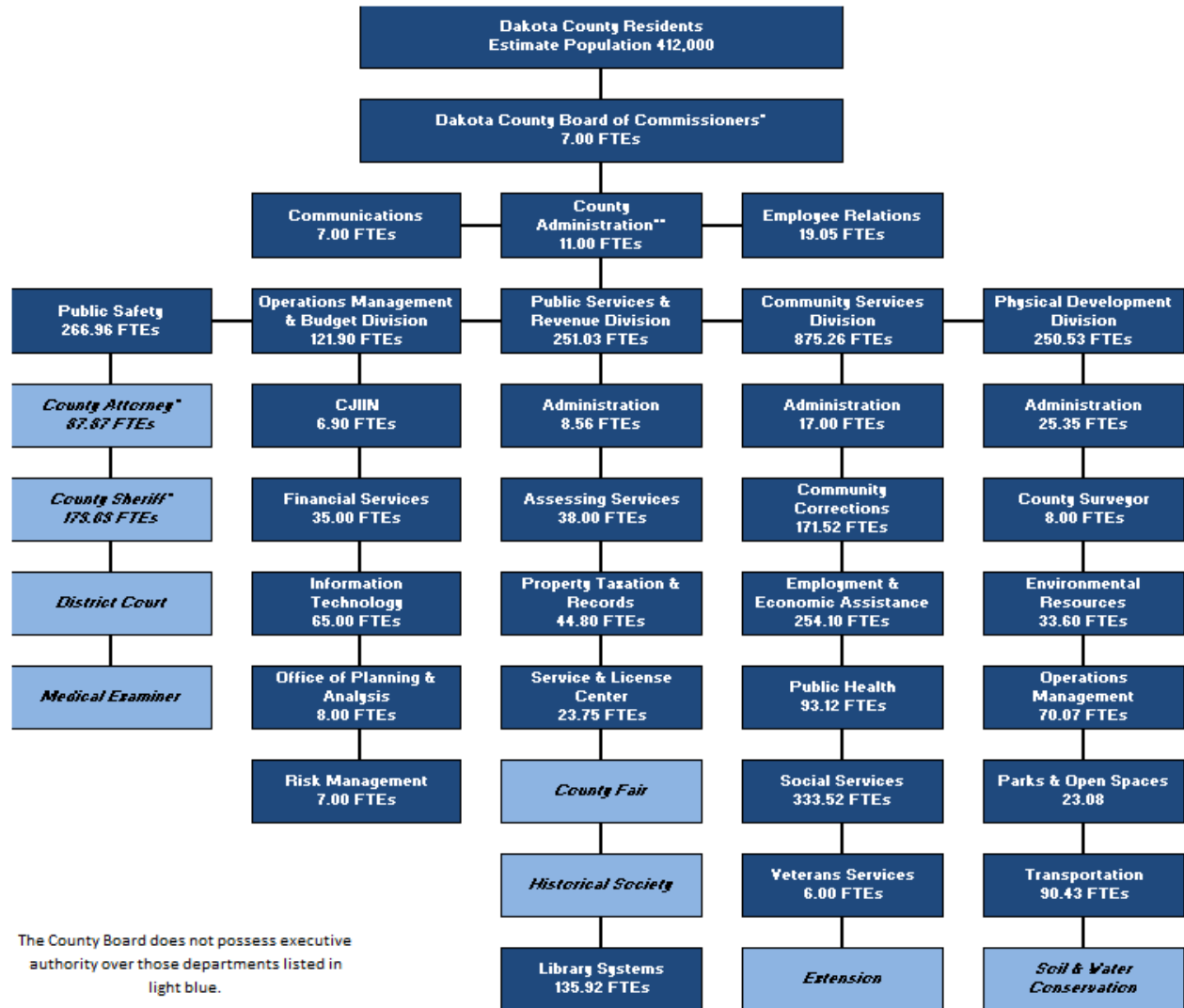
## Citizen Advisory Committees and Commissions

The Board also appoints a number of individuals from the community to serve on Citizen Advisory Committees. Each of these advisory groups receives direction from the Board in the form of work plans. These various committees, commissions and boards provide advice and insight for the Board when it renders decisions on germane topics.



## Dakota County Organizational Structure

The 2016 Adopted Budget authorizes funding for 1,811.73 Full Time Equivalent (FTE) employees. The following organizational chart outlines the allocation of FTEs among the various County departments as well as the County’s reporting relationships. For the description of the County’s organization units please refer to the Appendix Item 7.



The County Board does not possess executive authority over those departments listed in light blue.

The Board enjoys direct executive control over all other departments, which are listed in dark blue.

\*Elected Officials

\*\*3.00 FTE in County Administration are being held for future use in other departments.



# BUDGET SUMMARY

This section provides information on the following:

- County Goals and Strategies for the Upcoming Fiscal Year
- 2016 Adopted Budget at a Glance
- 2016 Adopted Budget Highlights
- Challenges Facing the County
- Property Tax Levy Practices
- Overview of Expenditures
- Overview of Revenues

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## County Goals & Objectives

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Dakota County works diligently to manage strategically by using important tools such as a countywide strategic plan with relevant performance indicators, regular cross-departmental meetings to evaluate improvement on performance indicators, ongoing monitoring of community indicators to provide context for our work, and a routine residential survey to gather public opinion.

Dakota County's vision is to be a *premier place in which to live and work.*

Dakota County's mission is to provide *efficient, effective, and responsive government.*

Dakota County has been engaged in this work for several decades. In 2012, the Board adopted a new strategic plan, which affirmed the existing vision and mission (above) and identified five goals and 20 strategies to achieve both. Each year, the Board also adopts a set of annual strategic priorities, to emphasize timely initiatives used to meet its longer-term goals. The goals for Dakota County include:

1. A great place to live
2. A clean, green place
3. Good for business
4. Thriving people
5. County government that leads the way

In alignment with the strategic plan, other efforts further the use of strategy and data to inform policy and budget decisions, such as:

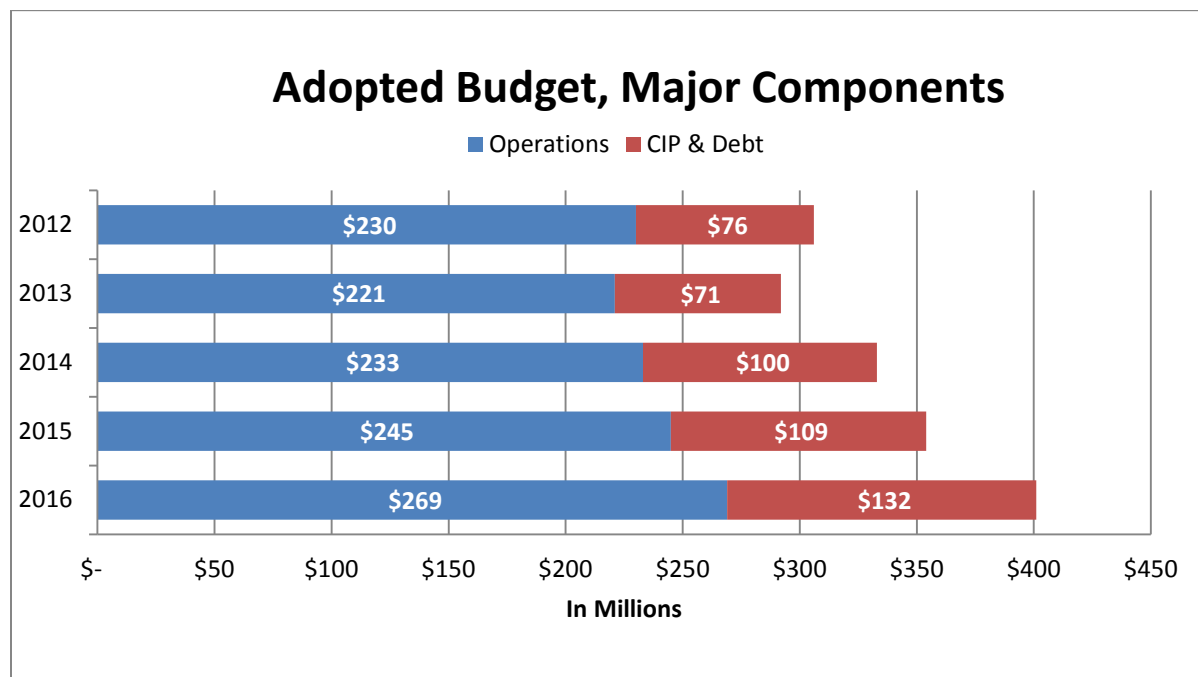
- Thirty-eight performance measures have been identified and align with the goals and strategies in the strategic plan. These measures represent the County's base business operations and intended intermediate outcomes.
- Quarterly meetings are held with County Administration, internal services, and all departments involved in the outcome of strategic plan performance measures. The meetings provide an opportunity for departments to talk about operational issues and processes, as well as resource needs, in a format that focuses on data and allows for collaborative problem-solving across the organization.
- Annual Budget Summaries produced by the divisions and departments document not only budget requests, but achievements and challenges supported by performance indicators and linked to the strategic plan.
- Ongoing monitoring of community indicators provides timely data and analysis on external socioeconomic, demographic, and other trends in the County and informs future strategic direction and policies.
- A statistically valid residential survey is conducted every two to three years. The County is conducting another residential survey right now (Spring 2016). The survey provides valuable information on the priorities and concerns of County residents. This information helps the Board achieve its responsibilities as a policymaking body.

To view more on Dakota County's strategic plan please refer to the County's external website:<https://www.co.dakota.mn.us/Government/OrgPerformance/StrategicPlan/Pages/default.aspx>

## Budget at a Glance

The Adopted Budget for the upcoming 2016 fiscal year totals \$400.9 million. As compared to the previous year, this budget increased total budgeted spending by \$47.1 million, an increase of 13.3%. Under the 2016 Adopted Budget (Adopted Budget), Dakota County increased total operating spending by \$23.8 million as well as by \$23.4 million for the Capital Improvement Program, or increases of 9.7% and 21.5% respectively as compared to the previous fiscal year. These increases coupled with the increases in state and federal revenues as well as the use of fund balance allowed the County to increase the Certified Property Tax Levy (Levy) by only \$534,908 or .4% for the upcoming fiscal year. As such, the total Levy for the 2016 Adopted Budget is \$130.1 million.

The chart below outlines the two major components of the previous five years of adopted budgets. As indicated by the chart, expenditures in both the operating and capital budgets decreased each of the past three years.



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## Budget Highlights

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- Reflects strong efforts to right size budget to eliminate or minimize future variances
- Redirects landfill revenues for long-term environmental investment as directed by the board
- Maintains disciplined spending and levy growth
- Meeting the challenges of a competitive workforce with increases in employee compensation
- Includes strong investment in our roads, parks, equipment, and technology
- Great Recession and aftermath led to smaller budget, reaffirmed priorities, and long-term planning
- Sound fiscal management principles continue to apply: levy and fund balance management
- Controlled growth as local economy and state budget have gradually improved
- Funds operating cost pressures through internal reallocations and savings and a .4% levy increase
  - Using Fund Balance for one-time items and debt retirement creates future savings
  - 34.58 Full-Time Equivalent (FTE) employees added for 2016 funded mainly from additional State & Federal revenues and with internal reallocating of expenses
  - Since 2009, net workforce reduced by 44.22 FTEs
  - Adopted 2016 levy is \$534,908 higher than 2015
  - Net change over 6 years – 1.5%, while Consumer Price Index inflation totaled 11% in same period
  - Median-priced home will see about \$12 increase in County taxes
- Sound long-term financial plan supports future budget and service stability
  - Budget is structurally balanced—ongoing costs funded with reliable revenue sources
  - County reserve levels and state and federal revenue reliance are prudent and recognize continuing long-term economic and budget uncertainty

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## Challenges Facing the County

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- Maintaining fiscal health during economic and policy uncertainty
- Providing services for all residents

### Maintaining Fiscal Health

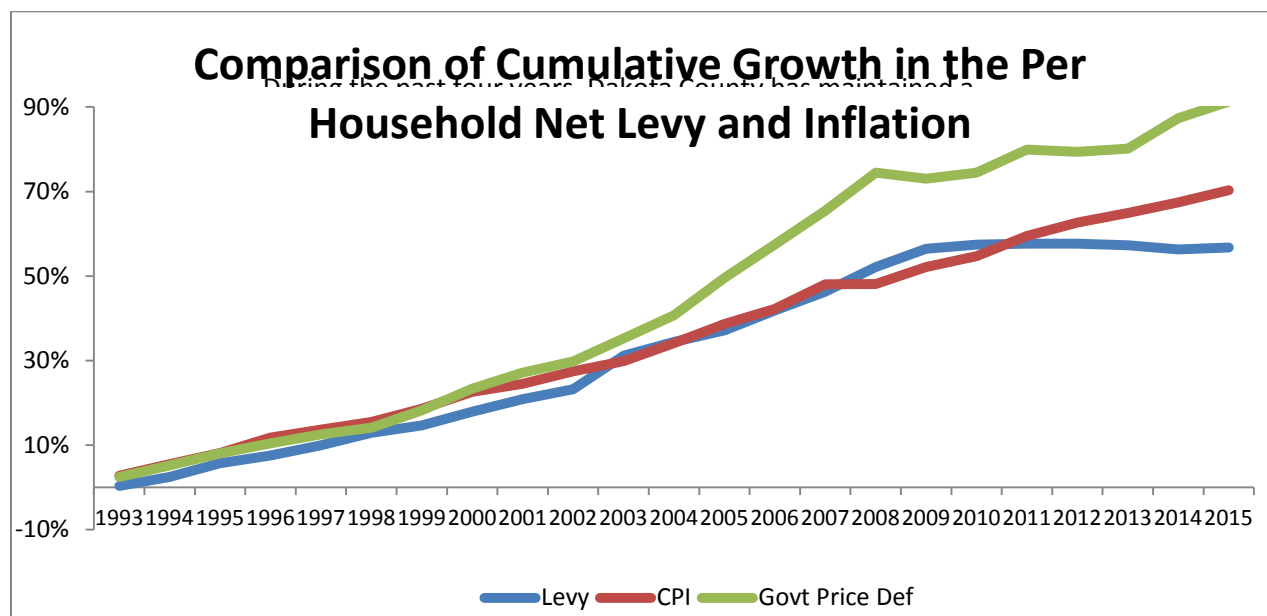
The 2016 Adopted Budget recognizes the uncertainty and risk present in both the State of Minnesota and Federal Government budgets. As in previous years, the County assigns general purpose aid revenue from the State of Minnesota to the County Improvement Program (CIP) as opposed to the operating budget. Given the volatility and therefore inherent risk of this funding source, the County prefers to delay or modify the construction of capital projects as opposed to upsetting regular County operations. The County will continue this strategy for the foreseeable future.

**Providing services for all residents**

Many of the services provided by the County are for citizens with specific needs. However, the County provides many services that are intended for the general population--services such as transportation, parks, and libraries. Increasing demand for services for individual citizens having specific needs makes it difficult to provide additional funding to meet the growing needs of the general population.

**Property Tax Levy Practice**

Since 1989, Dakota County has had the practice of limiting the change in property taxes to the same rate as population growth plus inflation. The County calls this taxing practice "Same Price per Citizen" (SP/C). In 2015, the County maintained the third lowest per household property tax rate in the State of Minnesota and the lowest property taxes among the seven metropolitan counties. The County is committed to maintaining a low property tax levy, while providing cost efficient, highly effective, and customer-friendly services.



The above chart compares the increase in levy per household to the Government Price Deflator and Consumer Price Index. This chart indicates that the per household levy increase has generally reflected inflation, but has been lower than inflationary increases in recent years. More importantly, the chart also reveals that the County maintained a levy per household well below the Government Price Deflator, which is an indicator of the average price of government. In other words, the price of operating the Dakota County government is considerably less than the average.

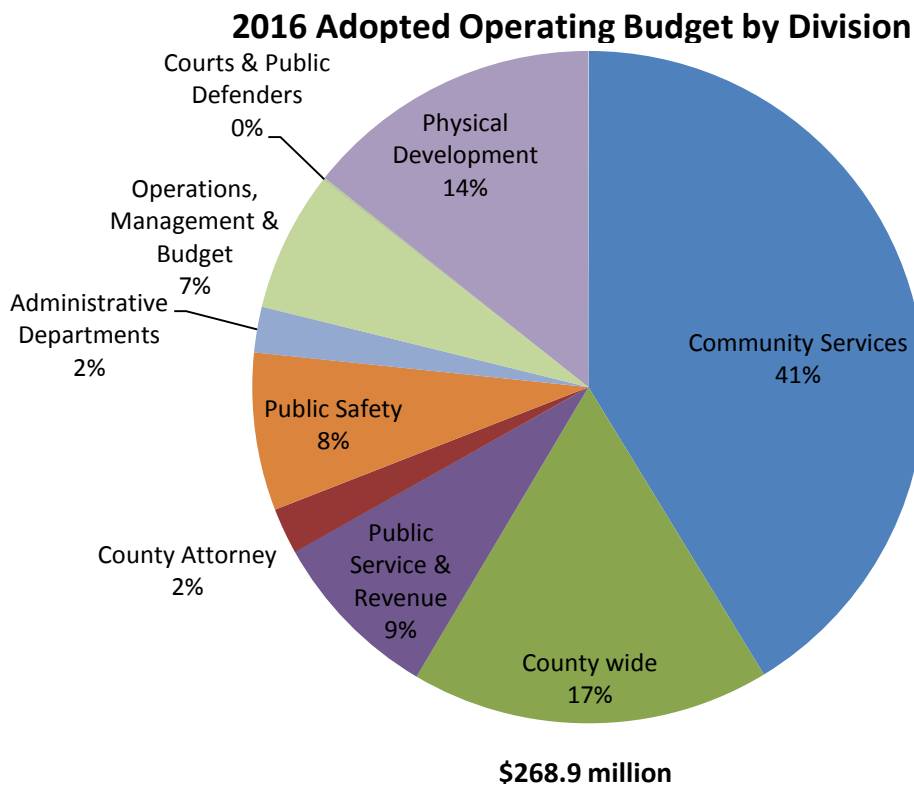
## Summary of Expenditures

The 2016 Adopted Budget authorizes a total of \$400.9 million in expenditures. As mentioned above, the amount represents a 13.3% increase as compared to the 2015 Adopted Budget.

### Operations

Total spending for operations (including Capital Equipment) increased from 2015 to 2016. The 2016 Adopted Budget authorizes operating expenditures totaling \$268.9 million, an increase of \$23.8 million or 9.7%.

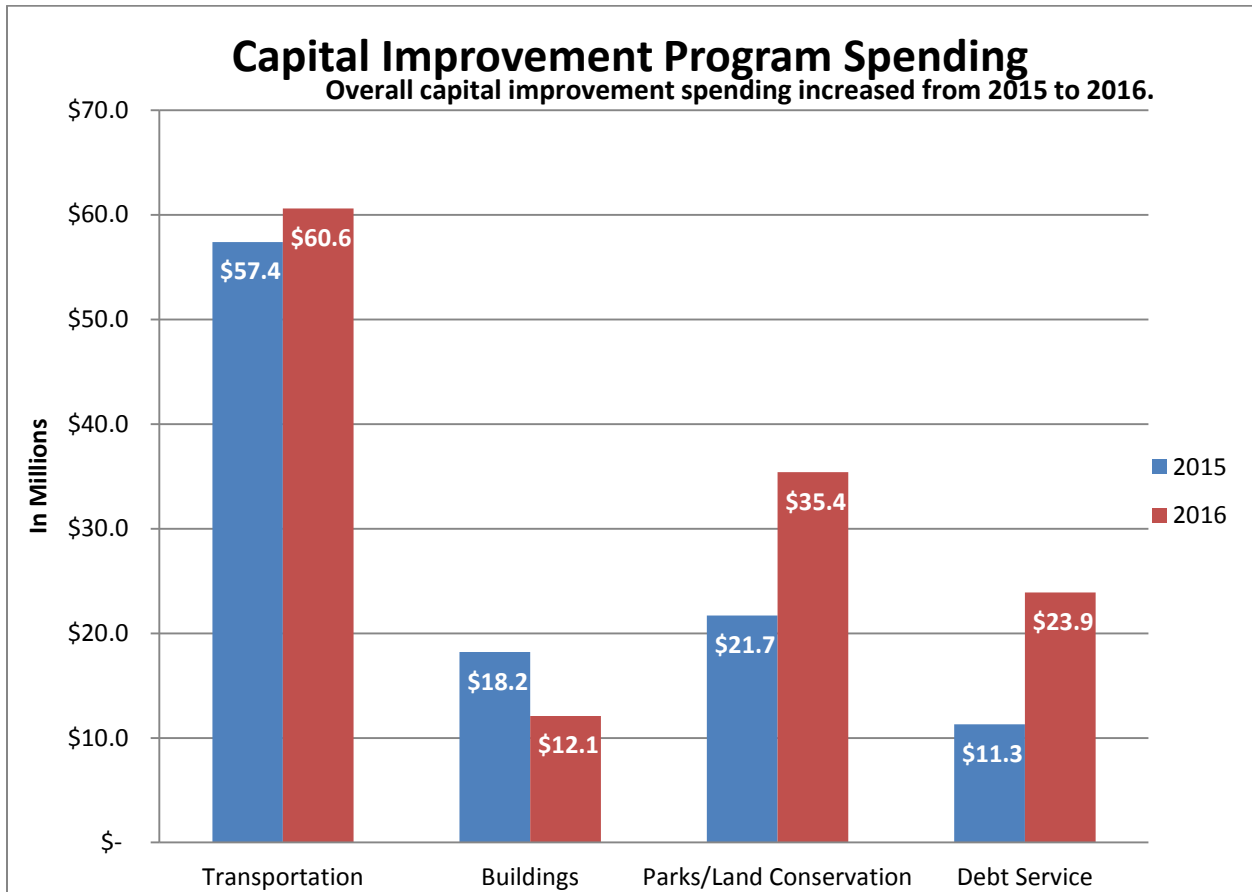
The chart below summarizes the authorized expenditures by division. As with past years, Community Services, the County’s largest division, consume slightly less than a majority of the operating budget.



### Capital Improvement Program & Debt Service

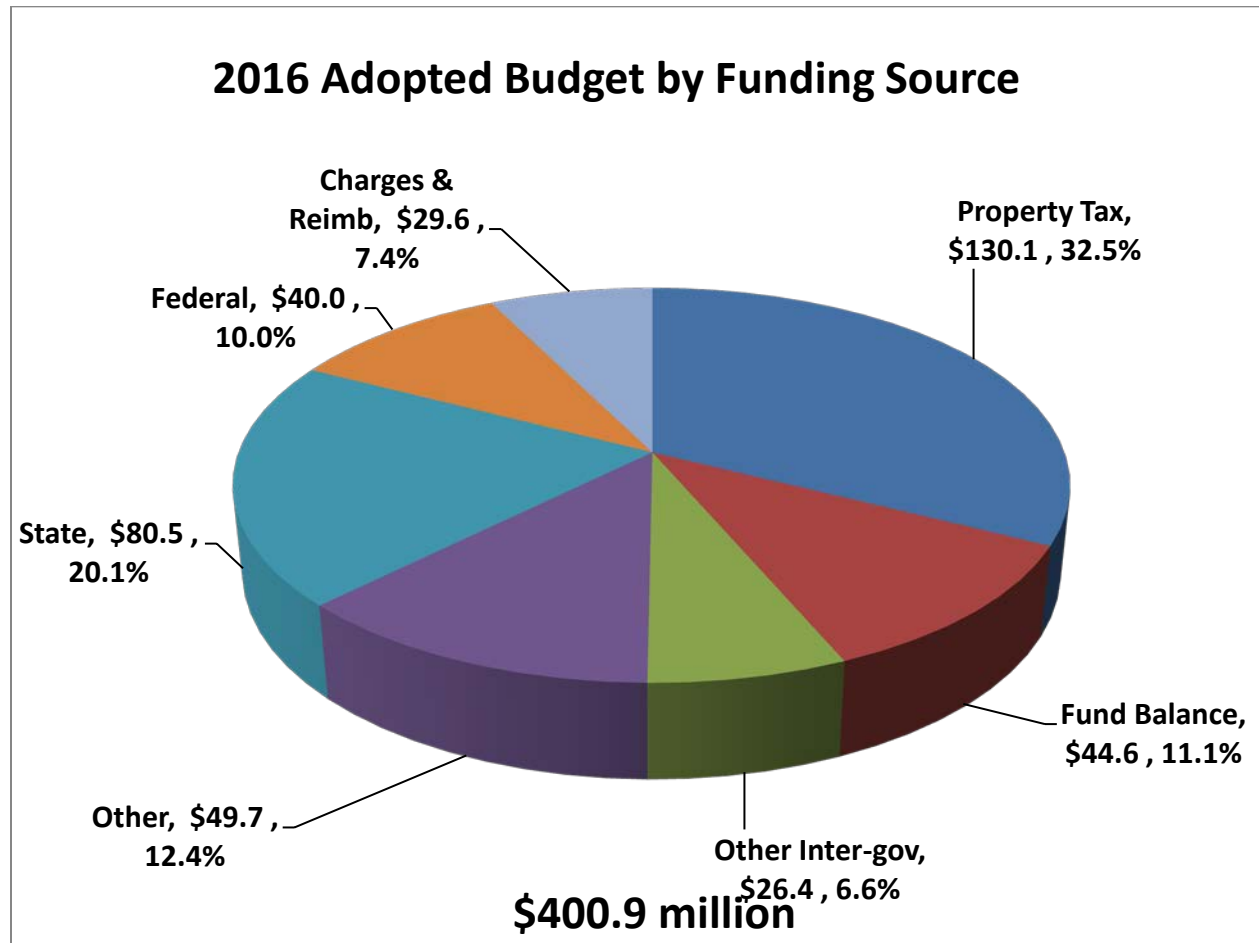
The 2016 Adopted Budget for the Capital Improvement Program (CIP) is \$108.1 million, an increase of \$10.8 million or 11.1%. Generally, the CIP includes the funding for all transportation, buildings and parks projects. The content of each of these categories is discussed in greater detail beginning on page 56.

The 2016 Adopted Budget authorizes debt service totaling \$23.9 million, a \$12.6 million increase from the authorized for the 2015 Adopted Budget. The increase is due to calling all outstanding bonds. Dakota County will not have any outstanding bond debt after 2016. As with the CIP, debt service is discussed in greater detail beginning on page 52. The following chart provides a comparison of the current and previous year’s budgets for both CIP and debt service.



## Summary of Revenue

The relative mix of funding sources has remained fairly constant over the past several years with the greatest fluctuations typically occurring in Other Revenue and often in the capital budget, resulting from bond proceeds and revenue from Other Governments including revenue from cities for road construction. Variances in the proportion of State and Federal funding will also more frequently occur in capital projects.



**Property tax dollars fund a significant portion of the County’s budget:** 32.5% for 2016 Adopted Budget. The County’s property tax is the largest and most stable source of funding. In recent years, the proportion of the County’s budget derived from the property tax has either stayed the same or decreased. The property tax levy is set annually by the County Board and cannot be adjusted during the year per State law.

**State, Federal, and other intergovernmental revenue (e.g., Metropolitan Council and cities) combined fund 36.7% of the total 2016 Adopted Budget.** In total, revenues from these three sources increased from \$134.0 million in 2015 to \$146.9 million in 2016, an increase of \$12.9 million or 9.6%.



**Fund balance use also funds a portion of the County's annual expenditures, \$44.6 million for the 2016 Adopted Budget.** Environmental Resources is funded by a special revenue fund. The County's practice has been to offset the entire cost of their operation with a budgeted use of fund balance to ensure the costs are covered by non-property tax sources. It is important to note, however, that the source of revenue for their operating fund is general revenue, and the expenditures from that fund do not exceed the revenues on an ongoing basis.

Dakota County does not use fund balance to fund operations, but rather, uses fund balance for one-time costs or time-limited needs.

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# 2016 Adopted Budget Overview

This section provides information on the following:

- Expenditures and Revenues by Major Account Groups
- Expenditures and Revenues by Divisions/Departments
- Adopted Budget Highlights by Department
- Budget Development Process
  - Budget Schedule
  - Planning Base Development
  - Changes to Planning Base
  - Final Budget Adoption
  - Budget Compliance Policy
  - Basis of Budgeting
- Fund Types
- Explanation of Reserved and Designated Fund Balance
- Changes in Fund Balances

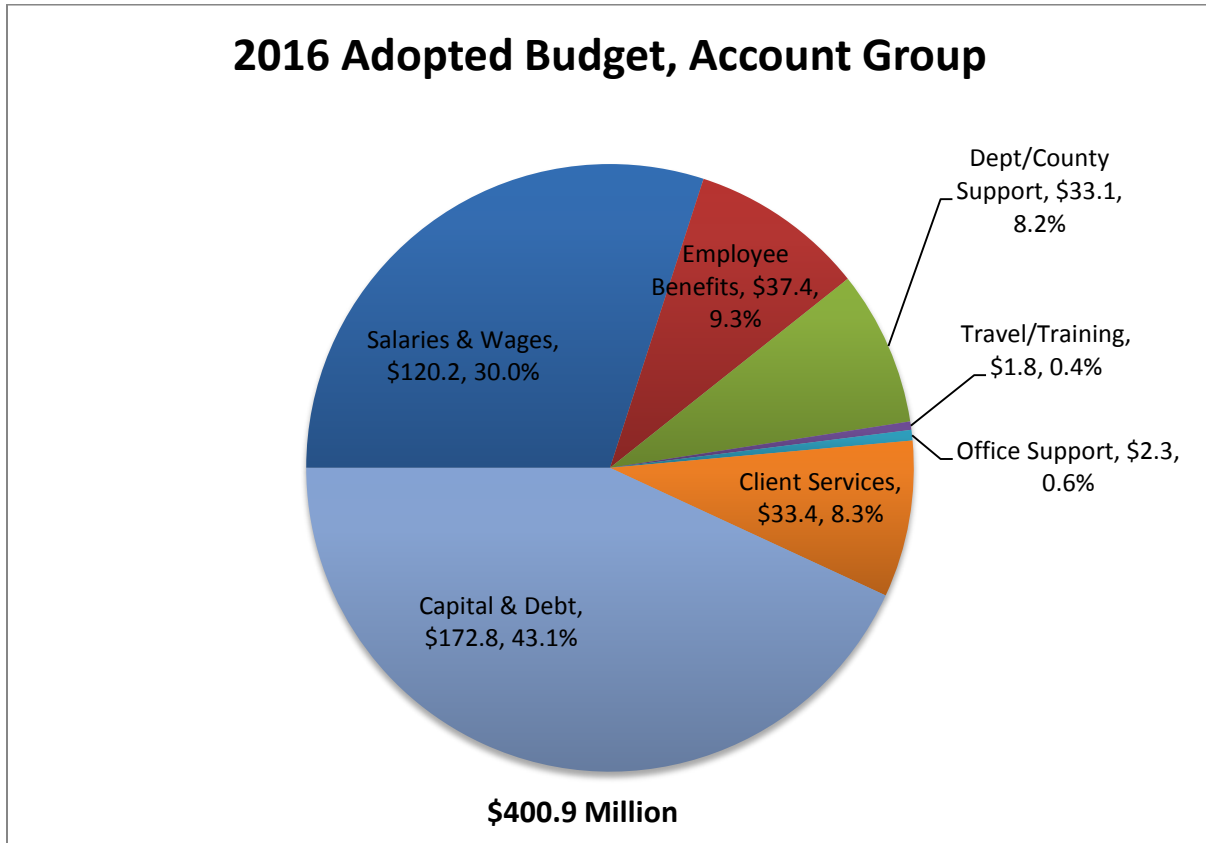
## Expenditures & Revenues by Major Account Groups

This section provides an overview of revenues and expenditures for the 2016 Adopted Budget by account group. The chart below provides a general summary of the various revenues and expenditures for the 2016 Adopted Budget as well as a summary of the historical data used to inform this budget.

Dakota County Financial Summary						
			2015	2016	2016	% Change
Expenditures	2013 Actual	2014 Actual	Adopted Budget	Planning Base	Adopted Budget	2015 to 2016
Full-Time Equivalents (FTE)			1777.15	1782.13	1811.73	1.9%
Salaries & Wages	102,933,132	105,764,366	113,769,007	118,410,366	120,228,933	5.7%
Employee Benefits	34,091,555	34,439,086	36,854,934	36,764,219	37,397,481	1.5%
Department & County Support	20,519,971	21,674,330	30,503,759	32,685,252	33,072,252	8.4%
Travel & Training	1,466,953	1,416,789	1,701,883	1,761,408	1,783,459	4.8%
Office Support Costs	2,018,016	2,059,714	2,306,797	1,972,858	1,976,558	-14.3%
Client Services & Materials	41,245,170	43,094,824	43,594,216	40,856,509	40,933,067	-6.1%
Capital	70,948,792	74,199,989	110,623,230	129,187,444	130,022,237	17.5%
Budget Incentive Program (BIP)	1,763,644	1,379,362	1,083,188	1,300,000	1,510,760	39.5%
Transfers to Other County Funds	6,243,536	7,661,070	13,964,481	33,983,146	34,058,146	143.9%
<b>Total Expenditures</b>	<b>281,230,769</b>	<b>291,689,530</b>	<b>354,401,495</b>	<b>396,921,202</b>	<b>400,982,893</b>	<b>13.1%</b>
<b>Revenues</b>						
Property Tax	133,817,996	135,474,458	129,661,717	128,845,459	130,196,625	0.4%
Licenses, Fines & Charges	40,679,455	32,430,412	35,015,371	33,727,104	29,581,674	-15.5%
Other Revenue	2,631,323	13,358,256	12,948,019	13,359,010	13,533,252	4.5%
Federal Revenue	34,854,113	39,354,516	36,677,621	39,421,409	40,001,370	9.1%
State Revenue	59,954,606	73,380,734	71,196,727	80,087,386	80,502,176	13.1%
Other Intergovernmental Revenue	8,986,499	12,418,223	19,890,085	26,393,986	26,395,552	32.7%
Transfer from Other County Funds	7,167,962	8,266,748	14,033,788	34,083,832	36,158,832	157.7%
<b>Total Revenue</b>	<b>288,091,954</b>	<b>314,683,347</b>	<b>319,423,328</b>	<b>355,918,186</b>	<b>356,369,481</b>	<b>11.6%</b>
<b>Fund Balance</b>						
Fund Balance	(6,861,185)	(22,993,817)	34,978,168	41,003,016	44,613,412	27.5%
<b>Total Source of Funds</b>	<b>281,230,769</b>	<b>291,689,530</b>	<b>354,401,496</b>	<b>396,921,202</b>	<b>400,982,893</b>	<b>13.1%</b>

## Total Expenditures

At \$400.9 million, the 2016 Adopted Budget reflects a 13.3% increase in total spending as compared to the 2015 Adopted Budget. As seen in the graph below, the County spends approximately 39% of the total budget on wages, benefits, and travel and training. The remaining portions of the County’s expenditures are divided among capital and debt expense contained in the County’s CIP and departmental activities, which include client services and department support. The Other Support category includes office materials and supplies, and other purchased support services.



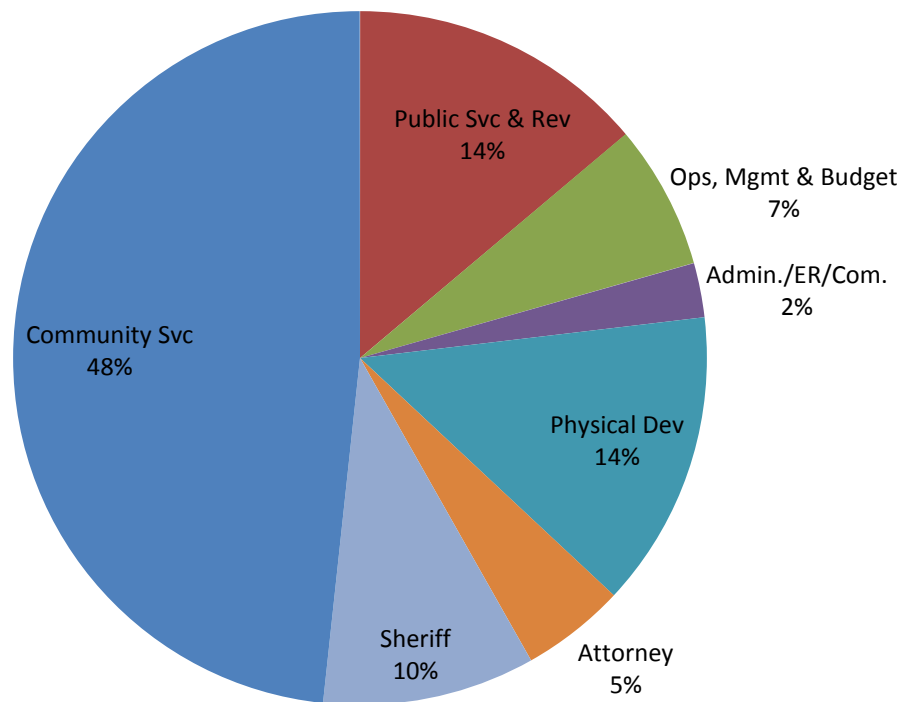
### Salaries and Wages

The 2016 Adopted Budget increased Full-Time Equivalent (FTEs) from 1,777.15 in FY2015 to 1,811.73 in FY2016, or an increase of 1.94%. However, since 2009, the total County workforce has decreased by 44.22 FTEs. Additionally, the County also maintains the lowest number of employees per 1,000 residents in the seven metropolitan county area.

The chart below provides a breakdown of the County’s workforce by division. The small increase in the number of FTEs, coupled with a modest increase in salaries, bring total budgeted expenditures for salaries and wages increase from \$113.8 million in 2015 to \$120.2 million in 2016, or an increase of 5.6%.

### Full Time Equivalent Employees, Division

Nearly half of all County employees work in Community Services



**1811.73 Full Time Equivalent Employees**

### Employee Benefits

In 2012, the County released Request for Proposals for the entire suite of employee benefits, including health, dental and life insurance. During this process, the County decided to utilize a self-insured health insurance model. This change was effective on January 1, 2013. Consequently, this new financing strategy allows the County to realize considerable savings and slow the ever-increasing cost of healthcare. In total, the Employee benefits budgets increased from \$36.8 in 2015 to \$37.4 million in 2016, or a 1.6% change.

## **Public Employment Retirement Association**

By Minnesota state law the County contributes a percentage of each employee's gross wages to the Public Employment Retirement Association (PERA). Given the County's relatively flat level of FTEs these cost have not changed significantly in the 2016 Adopted Budget.

## **Department/County Support**

Department & County Support expenditures are used for the purchase of services, project support or activities related to the general support of County operations. The expenditures increased from \$30.5 million in 2015 to \$33.1 million in 2016, an increase of \$2.6 million or 8.5%.

## **Office Support**

Office Support expenditures are used to record administrative costs common to most departments, such as office supplies, postage, printing cost and phone services. The expenditures decreased from \$2.3 million in 2015 to \$2.25 million in 2016, a decrease of \$.05 million or -2.2%. The majority of this decrease was used to fund additional departmental requests.

## **Travel & Training Expenditures**

Travel and Training expenditures account for those activities related to the general travel of employees while performing their duties (e.g. commuting to an offsite location for client services) and those costs incurred during employee related training, such as conferences and seminars. The most common expense in this category is mileage reimbursement.

The 2016 Adopted Budget for travel and training increased from \$1.7 million in 2015 to \$1.8 million in 2016, an increase of 5.9%.

## **Client Services & Materials Expenditures**

Client Services and Material expenditures include costs for both direct materials and supplies for County services generally and for citizen and client services specifically. Direct material and supplies are used to record the cost of materials that directly benefit citizens or clients. Citizen and client services are used to record the cost of purchasing services for citizen or clients, such as payment to vendors, which offer specific or unique services on behalf of the County. Expenditures budgeted in citizen and client services are frequently funded from other entities and are considered "pass-through" funds. Increases and decreases in these types of expenditures typically have corresponding changes in revenue.

For the 2016 Adopted Budget, the client services and material costs are budgeted at \$40.9 million, a decrease of \$2.7 million or 6.2% when compared to the 2015 Adopted Budget.

## **Capital Expenditures (including equipment and capital improvement projects)**

Capital includes expenditures for the Capital Improvement Program (CIP) and Capital Equipment Program (CEP). The budget for this account category includes all CIP and Debt Service expenditures and capital equipment with a value typically greater than \$20,000. Capital equipment purchases less than \$20,000 are typically purchased with Budget Incentive Program (BIP) funds.

Dakota County has a practice of planning for and funding the operational costs of building projects in advance. An example is that in 2006 the County Board approved the construction of a new library to open in 2009. Beginning with the 2005 budget year, the County began designating current property tax levy for future operating expenses associated with the new

library. Because property tax levy had been gradually set-aside each year there was no increase in the County’s budget in 2009 related to the opening of the library, above the amount set-aside, nor was there a greater-than-average increase in the 2009 budget. Rather, the funds, which were set aside, were reallocated in the 2009 budget process to the Library department.

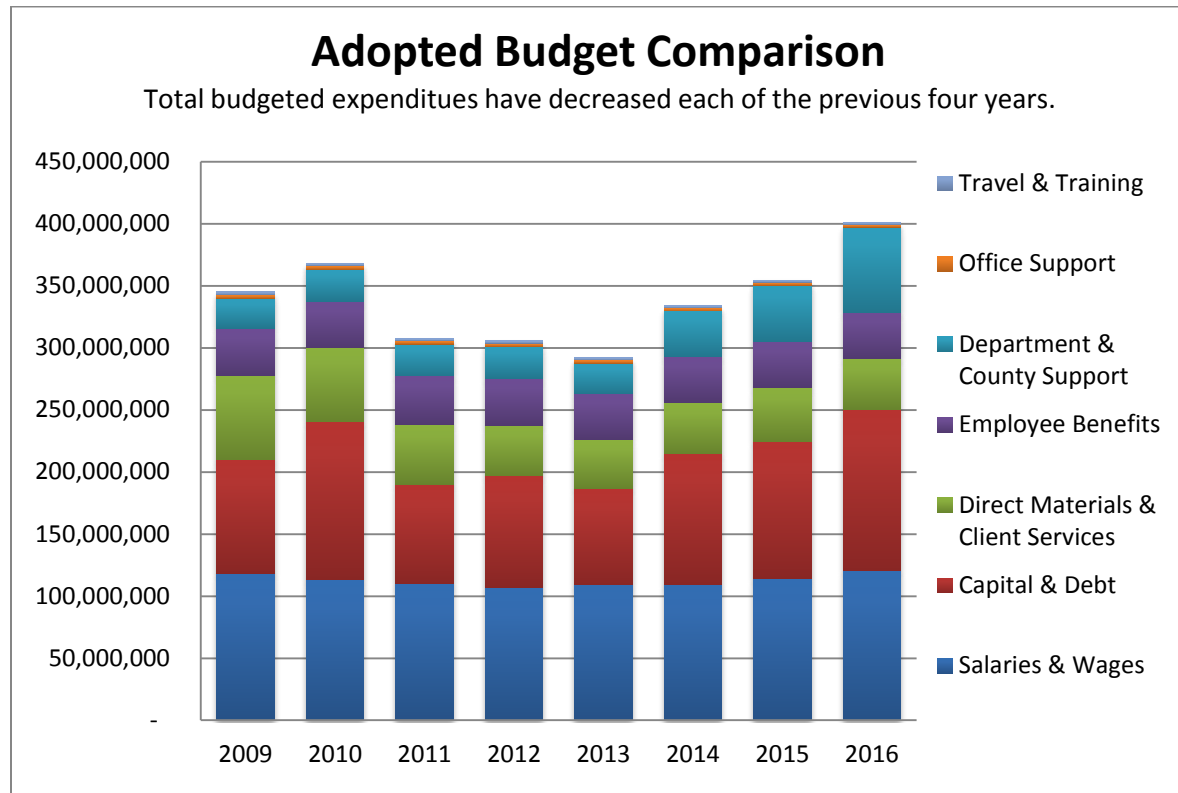
Total capital spending (including Debt Service) will increase from \$108.6 million in 2015 to \$132 million in 2016, a \$23.4 million increase, or 21.5%. These year-to-year changes reflect the inclusion of large one-time projects budgeted in 2016. The largest components of the CIP (Building, Parks and Transportation) are discussed in greater detail in the CIP section of the budget.

**Budget Incentive Program Expenditures**

Budget Incentive Program (BIP) expenditures are recorded across all account categories; however, for budgeting purposes, BIP is budgeted in one capital expenditure account. Departments are not required to indicate in the budget how they plan to spend BIP funds, although they are requested to formulate a “BIP Spending Plan” for internal review, which is approved by County Administration. For the 2016 Adopted Budget, total BIP expenditures are budgeted at \$1.5 million, a 20% increase as compared to the previous year’s adopted budget of \$1.2 million.

**Summary**

The graph below provides a general summary of the previous seven years of adopted budget expenditures.



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## Total Revenue

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For the 2016 Adopted Budget revenues are expected to increase significantly from \$319.4 million in 2014 to \$356.4 million, an increase of \$37.0 million or 11.6%. The increased revenue was used to offset inflationary increases in the operating budget as well as fund increases in the Capital Improvement Program. Additionally, the County budget relies upon \$44.6 million of use of fund balance, an increase in the use of Fund Balance of \$9.7 million or 27.8%. Revenue includes \$28.4 million use of fund balance this includes the defeasance of the \$23.9 million debt. In 2014, fund balance was used to defease \$9.8 million in bonds with the remainder going to fund additional capital costs. In total, the 2016 Adopted Budget assumes a total source of funds of \$400.9 million.

### Property Tax

The Property Tax Levy is the County's largest, most flexible and most stable source of funding. Given the County's commitment to reallocate internal resources and rely upon fund balance to fund one-time or time-limited expenditures, the County was able to increase the 2016 Certified Property Tax Levy from \$129.66 million in 2014 to \$130.20 million, an increase of \$534,908 or .41%. As in previous years, the County assumes and strives for either no or modest changes in the Property Tax Levy.

### Licenses, Fines & Charges

Licenses, Fine and Charges account for revenues derived from fees charged for County services. In order to budget for these revenues, the County relies on a five year average to understand the overall trend. Additionally, the County performs regular fee studies to ensure that charges in this category are recovering the costs of performing the service in question. In some case, however, fees are in fact set by State law or regulation and not subject to modification. In that case, the County assumes the fees will remain flat.

Under these assumptions, the total budget for Licenses, Fines and Charges decreased from \$35.0 million in 2015 to \$29.6 million in 2016.

### Other Revenues

Generally, Other Revenues include a variety of revenue sources, including: property taxes (not collected through the Property Tax Levy), penalties and miscellaneous revenue. The 2016 Adopted Budget assumes Other Revenues to total \$13.5 million, an increase of \$.9 million or 7.1%. Like Licenses, Fines and Charges, these revenues are calculated with a five year average and, as reflected in previous budgets and actuals, they remain a volatile source of revenue.

### Federal Revenues

Federal Revenue accounts for aid and other funding received from the federal government, such as monies to support federal entitlement programs. These revenues are adjusted using a five year average as well as an analysis of the current grant awards maintained by the County. Federal revenues increased from \$36.7 million in 2015 to \$40.0 million in 2016, a change of \$3.3 million or 9.0%. The first chart on the following page summarizes the major changes in Federal Revenues by department.



Changes in Federal Revenue			
Department	2016 Adopted Budget	% of Expenditures	Change from 2015
Employment & Economic Assistance	17,475,147	58.3%	1,984,841
Social Services	7,885,672	15.6%	(664,999)
Transportation CIP	5,650,900	94.2%	1,928,234
Parks & Open Space CIP	2,840,000	14.3%	(184,610)
Countywide Operations	2,858,109	6.2%	144,109
Public Health	2,639,642	27.2%	159,474
Office of Risk Management	263,000	9.1%	(232,000)
County Sheriff	109,700	0.6%	17,500
Community Corrections	60,000	0.3%	0
County Attorney	48,000	0.8%	0
Community Services Administration	171,200	8.0%	171,200
Total County	40,001,370	10.0%	3,323,749

## State Revenues

State revenues account for direct aid and other funding obtained from the State of Minnesota, such as County Program Aid (CPA), which the 2016 Adopted Budget allocates to both CIP for the construction of buildings, parks and transportation projects and operations. As with Federal Revenue, the County uses levels of certified aid as well as an analysis of grant awards to adjust the annual County budget. Under these assumptions, the State Revenues for the 2016 Adopted Budget total \$80.5 million, an increase of \$9.5 million or 13.4% compared with 2015 Adopted Budget. The chart below outlines the major changes in State Revenues by division.

Changes in State Revenue			
Department	2016 Adopted Budget	% of Expenditures	Change from 2015
Capital Improvement Program	45,295,839	46.2%	5,553,268
Community Services	19,415,232	18.0%	828,671
Physical Development	5,946,502	58.4%	-499,635
Public Safety	837,155	4.4%	94,545
Countywide Operations	8,752,260	18.9%	3,500,000
Public Services & Revenue	150,000	1.2%	20,000
County Attorney	105,188	1.8%	33,600
Administration	-	0.0%	-
Operations, Management & Budget	-	0.0%	-
District Courts	-	0.0%	-
Total County	80,502,176	20.1%	9,530,449

### Other Intergovernmental Revenues

Other Intergovernmental Revenues account for the revenues received from external governmental organizations, such as the Metropolitan Council. These revenue assumptions reflect the commitment made by both external organizations and the County in various contracts and Joint Powers Agreements (JPAs). Like State Revenues, Intergovernmental Revenues are expected to increase in 2016. In the 2016 Adopted Budget, these revenues total \$26.4 million, an increase of \$6.5 million or 32.7% compared to the 2015 Adopted Budget.

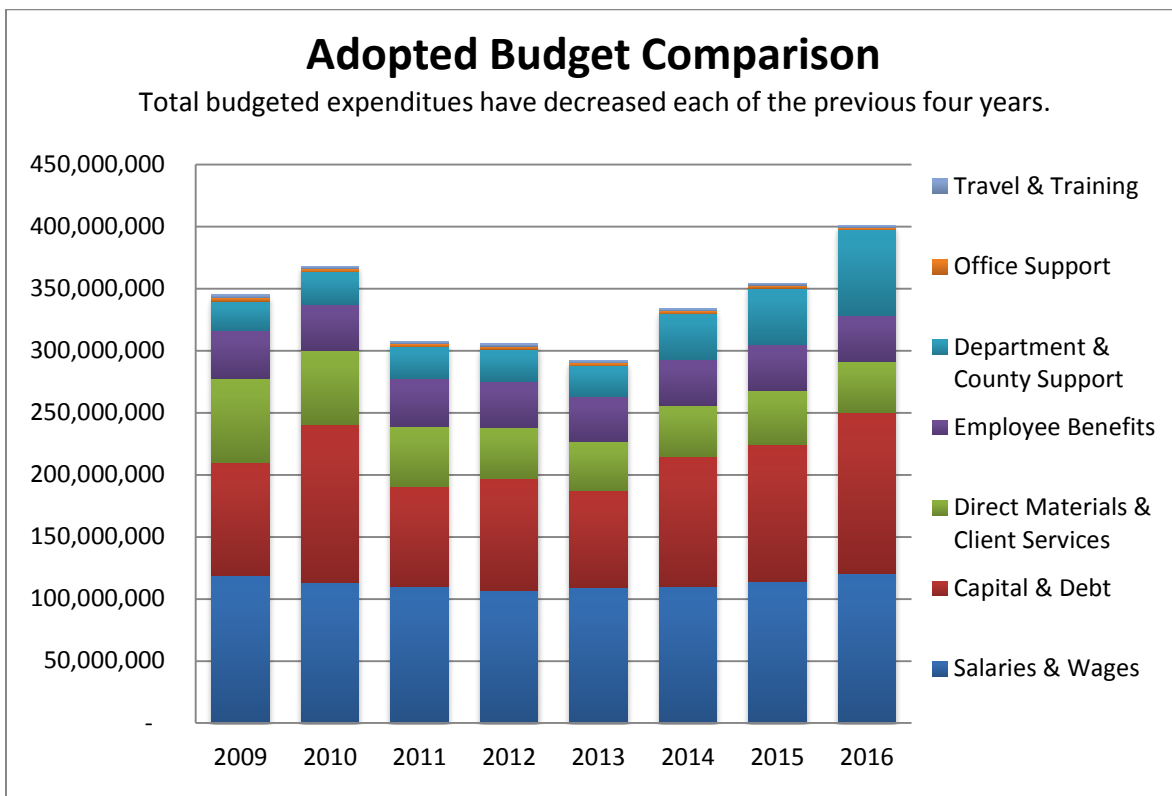
### Fund Balance

Fund Balance, or monies held in reserve usually from positive budget variances from previous years, supports \$44.6 million of the \$400.9 million Adopted Budget. The amount of Fund Balance supporting the Adopted Budget increased from \$35.0 million in 2015 to \$44.6 million in 2016. As mentioned above, this represents a 27.4% increase in the use of Fund Balance for 2016.

As a matter of policy, the County does not use Fund Balance to support County operations; rather it is used for one-time or time-limited expenditures. Identified in the CIP as a five year projection, the use of Fund Balance is best understood as the projected difference between intergovernmental, federal, property tax and state revenues and the estimated cost of project construction. The County’s approach to managing fund balance is discussed in greater detail in later sections.

### Summary

The graph below provides a general summary of the previous seven years of adopted budget revenues. As reflected in the graph, County revenues continue to decline.



2016 Dakota County Budget Summary by Department

	Dakota County Budget Summary By Department														
	2015 Adopted Budget		2016 Planning Base				2016 Adopted Budget				2016 Adopted Budget				
	County	Total	County	Total	%	%	Change	Total	County	Total	%	%	Current	New	Total
COUNTYWIDE	(5,141,386)	17,286,372	(36,788)	46,242,193	-99.3%	167.5%	(141,600)	110,760	(178,388)	46,352,953	-96.5%	168.1%	2.00	0.00	2.00
COUNTY ADMINISTRATION	1,724,115	1,766,532	1,708,096	1,750,513	-0.9%	-0.9%	20,000	20,000	1,728,096	1,770,513	0.2%	0.2%	11.00	0.00	11.00
COUNTY BOARD	732,683	733,883	759,869	761,069	3.7%	3.7%	-	-	759,869	761,069	3.7%	3.7%	7.00	0.00	7.00
COUNTY COMMUNICATIONS	721,848	869,301	760,900	833,590	5.4%	-4.1%	17,000	17,000	777,900	850,590	7.8%	-2.2%	7.00	0.00	7.00
EMPLOYEE RELATIONS	2,374,383	2,489,383	2,373,326	2,487,326	0.0%	-0.1%	-	-	2,373,326	2,487,326	0.0%	-0.1%	19.05	0.00	19.05
<b>Total Administration</b>	<b>5,553,029</b>	<b>5,859,099</b>	<b>5,602,191</b>	<b>5,832,498</b>	<b>0.9%</b>	<b>-0.5%</b>	<b>37,000</b>	<b>37,000</b>	<b>5,639,191</b>	<b>5,869,498</b>	<b>1.6%</b>	<b>0.2%</b>	<b>44.05</b>	<b>0.00</b>	<b>44.05</b>
COMMUNITY SERVICES ADMIN	2,275,236	2,275,236	1,860,685	2,041,885	-18.2%	-10.3%	93,795	93,795	1,954,480	2,135,680	-14.1%	-6.1%	16.00	1.00	17.00
SOCIAL SERVICES	24,540,176	50,697,736	23,962,351	49,582,555	-2.4%	-2.2%	132,798	834,498	24,095,149	50,417,053	-1.8%	-0.6%	323.52	10.00	333.52
EMPLOYMENT & ECONOMIC ASST	6,195,621	28,549,375	5,824,999	29,477,505	-6.0%	3.3%	257,383	514,767	6,082,382	29,992,272	-1.8%	5.1%	247.10	7.00	254.10
PUBLIC HEALTH	3,650,411	9,724,364	3,515,155	9,440,928	-3.7%	-2.9%	56,698	278,023	3,571,853	9,718,951	-2.2%	-0.1%	91.12	2.00	93.12
VETERANS SERVICES	546,811	569,311	541,043	563,543	-1.1%	-1.0%	-	-	541,043	563,543	-1.1%	-1.0%	6.00	0.00	6.00
COMMUNITY CORRECTIONS	10,920,236	18,025,969	10,103,589	17,596,517	-7.5%	-2.4%	199,502	199,502	10,303,091	17,796,019	-5.7%	-1.3%	169.52	2.00	171.52
EXTENSION	323,846	358,046	346,776	377,476	7.1%	5.4%	-	-	346,776	377,476	7.1%	5.4%	0.00	0.00	0.00
<b>Total Community Services</b>	<b>48,452,337</b>	<b>110,200,037</b>	<b>46,154,598</b>	<b>109,080,409</b>	<b>-4.7%</b>	<b>-1.0%</b>	<b>740,176</b>	<b>1,920,585</b>	<b>46,894,774</b>	<b>111,000,994</b>	<b>-3.2%</b>	<b>0.7%</b>	<b>853.26</b>	<b>22.00</b>	<b>875.26</b>
PUBLIC SERVICE & REVENUE ADMIN	725,516	828,516	673,339	778,839	-7.2%	-6.0%	-	-	673,339	778,839	-7.2%	-6.0%	8.56	0.00	8.56
ASSESSING SERVICES	3,411,310	3,414,510	3,358,029	3,361,229	-1.6%	-1.6%	107,412	357,412	3,465,441	3,718,641	1.6%	8.9%	37.00	1.00	38.00
PROPERTY TAXATION AND RECORD	89,107	3,706,257	464,241	3,681,241	421.0%	-0.7%	-	-	464,241	3,681,241	421.0%	-0.7%	44.80	0.00	44.80
SERVICE & LICENSE CENTERS	424,829	1,762,854	319,478	1,694,528	-24.8%	-3.9%	-	-	319,478	1,694,528	-24.8%	-3.9%	23.75	0.00	23.75
HISTORICAL SOCIETY	104,040	104,040	105,601	105,601	1.5%	1.5%	-	-	105,601	105,601	1.5%	1.5%	0.00	0.00	0.00
COUNTY FAIR	146,246	146,246	148,440	148,440	1.5%	1.5%	-	-	148,440	148,440	1.5%	1.5%	0.00	0.00	0.00
LIBRARY	11,590,473	12,421,773	11,144,316	11,906,316	-3.8%	-4.1%	375,000	375,000	11,519,316	12,281,316	-0.6%	-1.1%	135.92	0.00	135.92
<b>Total Public Services &amp; Revenue</b>	<b>16,491,521</b>	<b>22,384,196</b>	<b>16,213,444</b>	<b>21,676,194</b>	<b>-1.7%</b>	<b>-3.2%</b>	<b>482,412</b>	<b>732,412</b>	<b>16,695,856</b>	<b>22,408,606</b>	<b>1.2%</b>	<b>0.1%</b>	<b>250.03</b>	<b>1.00</b>	<b>251.03</b>
SHERIFF	15,707,301	18,155,260	16,031,541	18,730,267	2.1%	3.2%	131,937	206,482	16,163,478	18,936,749	2.9%	4.3%	178.09	1.00	179.09
COUNTY ATTORNEY	5,654,603	6,082,837	5,570,650	5,869,822	-1.5%	-3.5%	2,474	52,484	5,573,124	5,922,306	-1.4%	-2.6%	86.37	1.50	87.87
MEDICAL EXAMINER	1,080,295	1,512,034	1,102,976	1,534,715	2.1%	1.5%	7,560	7,560	1,110,536	1,542,275	2.8%	2.0%	0.00	0.00	0.00
DISTRICT COURT	376,325	376,325	381,969	381,969	1.5%	1.5%	-	-	381,969	381,969	1.5%	1.5%	0.00	0.00	0.00
OMB ADMIN	-	-	4,682	4,682	-	-	-	-	4,682	4,682	0.0%	0.0%	-	-	-
OFFICE OF RISK MANAGEMENT	1,967,056	3,153,558	1,886,132	2,903,629	-4.1%	-7.9%	-	-	1,886,132	2,903,629	-4.1%	-7.9%	6.00	1.00	7.00
INFORMATION TECHNOLOGY	9,100,882	9,341,057	8,444,595	8,674,841	-7.2%	-7.1%	-	1,223,790	8,444,595	9,898,631	-7.2%	6.0%	65.00	0.00	65.00
OFFICE OF PLANNING & ANALYSIS	720,993	745,993	692,663	692,663	-3.9%	-7.1%	-	-	692,663	692,663	-3.9%	-7.1%	8.00	0.00	8.00
CJIIIN	422,105	1,081,354	440,672	1,106,608	4.4%	2.3%	-	-	440,672	1,106,608	4.4%	2.3%	6.90	0.00	6.90
FINANCIAL SERVICES	3,289,292	3,385,599	3,225,193	3,324,339	-1.9%	-1.8%	-	-	3,225,193	3,324,339	-1.9%	-1.8%	35.00	0.00	35.00
GIS ENTERPRISE	-	82,595	-	82,595	0.0%	0.0%	-	-	-	82,595	0.0%	0.0%	0.00	0.00	0.00
<b>Total Operations, Mgmt and Bdgt</b>	<b>15,500,328</b>	<b>17,790,156</b>	<b>14,693,937</b>	<b>16,789,357</b>	<b>-5.2%</b>	<b>-5.6%</b>	<b>-</b>	<b>1,223,790</b>	<b>14,693,937</b>	<b>18,013,147</b>	<b>-5.2%</b>	<b>1.3%</b>	<b>120.90</b>	<b>1.00</b>	<b>121.90</b>
FLEET MANAGEMENT	4,267,161	5,725,428	2,719,226	3,325,926	-36.3%	-41.9%	17,844	17,844	2,737,070	3,343,770	-35.9%	-41.6%	13.00	0.00	13.00
FACILITIES MANAGEMENT	8,898,679	9,590,438	9,600,172	10,323,149	7.9%	7.6%	(53,493)	(53,493)	9,546,679	10,269,656	7.3%	7.1%	52.57	-1.50	51.07
PHYSICAL DEVELOPMENT ADMIN	1,878,517	2,402,078	2,108,648	2,161,694	12.3%	-10.0%	-	42,289	2,108,648	2,203,983	12.3%	-8.2%	24.75	0.60	25.35
TRANSPORTATION DEPARTMENT	326,623	9,969,563	614,125	9,899,920	88.0%	-0.7%	94,634	(3,900,358)	708,759	5,999,562	117.0%	-39.8%	87.43	3.00	90.43
PARKS AND OPEN SPACE	769,295	1,611,737	758,957	1,657,245	-1.3%	2.8%	87,565	87,565	846,522	1,744,810	10.0%	8.3%	23.08	0.00	23.08
SOIL & WATER	304,527	304,527	309,095	309,095	1.5%	1.5%	-	-	309,095	309,095	1.5%	1.5%	0.00	0.00	0.00
ENVIRONMENTAL RESOURCES	542,959	14,461,206	542,959	7,200,742	0.0%	-50.2%	(115,343)	40,771	427,616	7,241,513	-21.2%	-49.9%	32.60	1.00	33.60
SURVEY	614,548	739,548	447,186	752,920	-27.2%	1.8%	60,000	(175,734)	507,186	577,186	-17.5%	-22.0%	8.00	0.00	8.00
CAPITAL PROJECT MANAGEMENT	697,438	697,438	597,937	597,937	-14.3%	-14.3%	-	-	597,937	597,937	-14.3%	-14.3%	6.00	0.00	6.00
BYLLESBY DAM	-	-	-	610,000	-	-	-	-	-	610,000	0.0%	0.0%	0.00	0.00	0.00
COUNTY LEGACY	-	-	-	5,555,479	-	-	-	75,000	-	5,630,479	0.0%	0.0%	0.00	0.00	0.00
<b>Total Physical Development</b>	<b>18,299,747</b>	<b>45,501,963</b>	<b>17,698,305</b>	<b>42,394,107</b>	<b>-3.3%</b>	<b>-6.8%</b>	<b>91,207</b>	<b>(3,866,116)</b>	<b>17,789,512</b>	<b>38,527,991</b>	<b>-2.8%</b>	<b>-15.3%</b>	<b>247.43</b>	<b>3.10</b>	<b>250.53</b>
<b>Total Operations</b>	<b>121,974,100</b>	<b>245,148,279</b>	<b>123,412,823</b>	<b>268,531,531</b>	<b>1.2%</b>	<b>9.5%</b>	<b>1,351,166</b>	<b>424,957</b>	<b>124,763,989</b>	<b>268,956,488</b>	<b>2.3%</b>	<b>9.7%</b>	<b>1782.13</b>	<b>29.60</b>	<b>1811.73</b>
Debt Service	2,308,796	11,329,597	-	23,901,834	-100.0%	111.0%	-	-	-	23,901,834	-100.0%	111.0%	-	-	-
CIP-COUNTY BUILDING	597,575	13,047,969	603,551	9,267,680	1.0%	-29.0%	-	-	603,551	11,118,680	1.0%	-14.8%	-	-	-
CIP-TRANSPORTATION	4,461,871	57,435,235	4,506,489	60,815,597	1.0%	5.9%	-	-	4,506,489	60,601,331	1.0%	5.5%	-	-	-
CIP-PARKS	319,375	14,185,527	322,596	23,549,560	1.0%	66.0%	-	-	322,596	23,549,560	1.0%	66.0%	-	-	-
CIP-LAND CONSERVATION	-	3,897,889	-	70,000	-	-98.2%	-	-	-	70,000	-	-98.2%	-	-	-
CIP-BYLLESBY DAM	-	3,597,000	-	9,785,000	-	172.0%	-	-	-	11,785,000	-	227.6%	-	-	-
CIP-Data Networks	-	5,150,000	-	1,000,000	-	-80.6%	-	-	-	1,000,000	-	-80.6%	-	-	-
<b>Total CIP</b>	<b>7,687,617</b>	<b>108,643,217</b>	<b>5,432,636</b>	<b>128,389,671</b>	<b>-29.3%</b>	<b>18.2%</b>	<b>-</b>	<b>-</b>	<b>5,432,636</b>	<b>132,026,405</b>	<b>-29.3%</b>	<b>21.5%</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>	<b>129,661,717</b>	<b>353,791,496</b>	<b>128,845,459</b>	<b>396,921,202</b>	<b>-0.6%</b>	<b>12.2%</b>	<b>1,351,166</b>	<b>424,957</b>	<b>130,196,625</b>	<b>400,982,893</b>	<b>0.4%</b>	<b>13.3%</b>	<b>1782.13</b>	<b>29.60</b>	<b>1811.73</b>

## Budget Highlights by Department

The following provides a brief summary of the 2016 Adopted Budget changes by County department arranged by division.

Department	Major Adopted Budget Changes
Countywide Funding	Establish Capital Equipment budgets for ongoing computer and software needs throughout the county.
County Administration	In 2016 County Administration will be involved in a number of projects that benefit from outside expertise, such as the project to strengthen the relationship between the County and the Dakota County Community Development Agency.
County Attorney	Added 0.5 FTE Victim Witness Specialist to handle the anticipated increased workload demands on the Victim/Witness Unit. Added 1.0 FTE Attorney related to anticipated increased number of sexual predator commitment reviews, Social Services requests, and condemnations due to upcoming County projects.
County Board	None
County Communications	A small budget increase was made for the Volunteer Coordinator to appropriately expand and enhance the County's use of volunteers. These additional resources will enhance the activities of the Volunteer Coordinator and allow him to recruit/retain more volunteers, while evaluating the effectiveness of the volunteer program.
County Sheriff	Added 1.0 FTE General Duty Deputy to continue focus and efforts toward reducing outstanding arrest warrants. Added 1.0 Emergency Management Grant funded FTE. Purchased two stationary license plate readers.
Employee Relations	None.
Medical Examiner	None.
<b>Community Services Division</b>	
Community Corrections	Added 1.0 FTE JSC Facility Administrator. The complexity of needs of juvenile offenders court ordered to the secured facility requires increased programming and oversight. The facility administrator will develop and oversee a treatment modality based on Evidenced Based services. Added 1.0 FTE Probation Officer.
Community Services Administration	Added 1.0 FTE Integrated System Coordinator to coordinate with departments, training, services, and manage timelines. This role would be responsible for establishing and overseeing implementation of the Division wide business model for an integrated service organization.
Employment & Economic Assistance	Added 8.0 FTE – Financial workers to reduce backlog and facilitate timely processing and intake of cases.
Extension	None.
Public Health	None.

Social Services	Expand Bridging programming to deliver effective children’s mental health services that sustain them in their family and the community.
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Veteran Services	None.
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**Operations Management & Budget Division**

Criminal Justice Information Integration Network (CJIIN)	None.
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Financial Services	None.
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Information Technology	Implemented a new unified communications solution to keep telephone equipment support and maintenance affordable. This system is able to adapt to converging voice, video and instant messaging technologies. The result is a more effective, less expensive, and well maintained telephone environment.
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Office of Planning & Analysis	None.
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Office of Risk Management	None.
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**Physical Development Division**

County Surveyor	None.
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Environmental Resources	Added 1.0 FTE Commercial and Multi Family Housing Recycling & Organics position. Added 1.0 FTE Vermillion River Watershed JPO.
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Operations Management	Added 1.0 FTE Parkkeeper position.
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Physical Development Administration	None.
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Soil & Water Conservations District	None.
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Transportation	Added 1.0 FTE Principal Engineering Technician. Added 1.0 FTE Traffic Engineer.
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**Public Services & Revenue Division**

Assessing Services	Added 1.0 FTE Assessment Administration Manager. Acquired Street Level Imagery. Updated high quality street level imagery will support our business model of using technology to efficiently meet our statutory revaluation requirements, provide all appraisal staff the tools to make accurate valuation estimates without greater investment in field inspections and ensure taxpayers expectations are met by establishing a fair and accurate assessment.
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County Fair	None.
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Historical Society	None.
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Library	None.
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Property Taxation & Records	None.
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Public Services & Revenue Administration	None.
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Service & License Centers	None
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## **Budget Development Process**

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The Financial Services Department is responsible for developing and managing the budget process for the County, including the coordination of the five-year CIP. The Financial Services Department works closely with the various County departments, the County Manager as well as the Board to develop the annual budget.

As the lead department in the budget process, Financial Services is also responsible for assuring that budget policies are followed and that the information presented is accurate and complete. This is accomplished through budget review meetings with departments, reconciliation of changes from one budget year to the next and careful monitoring of current year projections.

The County continues to strive to develop a budget process focused around outcome measurement and strategic planning by utilizing both a balance scorecard for identifying objectives and using performance measures to ensure each department is adhering to the County's Strategic Plan. The Department Summary (a performance report prepared by all county departments for the budget) has a separate section for select department objectives that include performance measurement indicators and typically indicate challenges and responses for each specific strategic objective.

The County Board, on a majority vote, adopts the budget for the following year. The budget may be amended by a majority vote of the Board or as authorized by the Budget Compliance Policy.

### **Process Planning Phase (January – March)**

1. Consider financial conditions, primarily external factors that will affect revenues or property tax considerations.
2. Review prior year process to help improve the process for the coming budget year.
2. Develop plan for improving the reporting process for the budget. For instance, format improvements to budget reports and budget instruction enhancements.
3. Develop timeline for budget development and schedule future meeting dates.

### **County Board/County Manager Initial Budget Direction Phase (March – August)**

1. Complete reports needed for initial meeting with County Manager to aid in evaluation of programs. The information needed is department mission, major goals, outcome indicators, and challenges/strategies.
2. Present programmatic information, including requests for additional resources to the County Manager at department meetings or targets for resource reductions.
3. Develop visions for the organization units (divisions, and elected officials) to aid in preparing for the Board budget workshop.
4. Prepare material to be presented to the Board at budget workshops.
5. Present programmatic and fiscal challenges to the Board at budget workshops.
6. Present county management staff with direction provided by Board at budget workshops.

### **Financial Form Completion Phase (June – August)**

1. Develop estimates for planning base expenditures and revenues for each department.

2. Review planning base expenditures and revenues at a joint meeting with Financial Services and each department.
3. Identify capital improvement projects for five-year time-frame for review by division directors and ranking by Capital Planning & Project Management Unit.

### **Review Phase (July – August)**

1. Review planning base at joint meetings between Financial Services and each department.
2. Present programmatic changes, including requests for additional resources or recommended reductions, and financial information to the County Manager at department meetings.
3. Review tax impact of planning base with County Manager.
4. Finalize capital improvement project requests.
5. Develop the County Manager's preliminary recommendation for funding priorities and proposed property tax levy change (if any) in preparation for Board Budget Workshop.

### **Proposed Levy Phase (August – September)**

1. Hold a County Board Budget Workshop to seek Board input on funding priorities and proposed property tax levy.
2. Adopt the proposed maximum levy by the Board as required by state law.

### **Recommendation Phase (September – November)**

1. Present draft capital improvement project plan to the Board for review.
2. Submit capital improvement project plan to other local governments (cities and townships) for review.
3. Develop and finalize a County Manager budget recommendation for the Board.

### **Presentation and Adoption Phase (September – December)**

1. Prepare for budget presentations to the Board.
2. Present County Manager's budget recommendations and individual division budgets to the Board at budget hearings.
3. Hold public hearing for public to comment on Capital Improvement Program.
4. Present capital improvement project plan to the Board for final adoption.
5. Receive to public comment on the budget at Truth in Taxation (TNT) hearing.
6. Adoption of the budget by the Board.

## **Planning Base Development**

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Identifying a “Planning Base” cost is the first step in budget development. Planning base (previously known in Dakota County as the “current level”) is the starting point of budget development, and it is intended to reflect prior year funding levels and updated revenue estimates. In prior years, Dakota County budget development was much more of a “current services” approach, in which prior year funding was adjusted to reflect the cost of providing the same amount of service in the coming year as in the current year, with the exception of categorical revenue changes. This approach created a “Current Level” instead of a planning base. Given the significant declines in revenues from 2010 and 2012, this Current Level approach was modified. Because the budget could not support the cost of continuing the prior year’s level of services, there was no attempt to define it as the current level. County departments and Financial Services complete planning base development jointly.

### **Expenditures**

Expenditure amounts in the planning base generally assumed a 1.5% inflationary increase from 2015 levels, with some notable exceptions. Salary and benefit budgets were adjusted upward to reflect existing contractual obligations, and most of the impact of this was from modest increases in employee salaries and the expansion of the County’s pay banding system.

### **Revenue**

In a typical year, revenue budgets are set in a variety of methods such as using the amount from grant award letters, estimated as a function of expenditure, following the historical pattern, a calculated amount or other estimate. While most expenditure lines were adjusted by inflation or for changes in compensation, Financial Services and County department staff paid particular attention to establishing current revenue estimates as part of the 2016 planning base. Accurate estimates of external revenue are of great importance in determining what costs remain to be borne by the property tax levy.

### **Changes to the Planning Base**

After the Planning Base is developed, the next step is to prepare the County Manager’s recommendation for changes to this base. In prior years, changes often included new or enhanced services or service reductions. These changes would include changes in staffing complement, or other operational enhancements. However, given the nature of the budget challenges in 2015, the County Manager’s recommended budget included changes to the planning base resulting in a \$534,908 increase in the Levy per Board instruction.

### **Final Budget Adoption**

In preparation for the final budget adoption, all County departments prepare presentations for the County Board of Commissioners. Presentations include a discussion of department mission, goals, performance measurements, as well as a review of Planning Base costs and any changes to the Planning Base. The County Board of Commissioners adopts a final budget for the County, usually at the last County Board meeting of the calendar year.

### **Budget Compliance Policy**

Compliance to budgets is essential for the County to maintain its sound financial condition. Authority for County staff to spend and amend the adopted budget is identified in the Budget Compliance Policy. The Budget Compliance Policy, which was created and adopted in 1996, and revised in 2001, sets forth varying levels of

The Budget Compliance Policy is described in detail on page 82.
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authority for staff to amend the budget without County Board approval.

Budget Accountability Points are specified accounting levels (i.e., objects or keys) to which staff is accountable for meeting set budget amounts. This allows managers authority to mix and match spending below Budget Accountability Points to help achieve their desired outcomes.

### **Basis of Budgeting (Accounting Perspective)**

The basis of accounting refers to the time at which revenues and expenditures are recognized in the accounts and reported in the financial statements. Basis of budgeting relates to the timing of the measurements made regardless of the measurement focus applied.

All Governmental Funds and the Geographic Information Systems Enterprise Fund for which budgets are adopted are budgeted and reported on the modified accrual basis of accounting; all other funds have no budget. Revenues are recognized in the accounting period in which they become susceptible to accrual, that is, when they become measurable and available to finance expenditures of the fiscal period. "Available" means collectible within the current period or soon enough thereafter to pay current liabilities. The current period is generally considered 60 days, although exceptions are made for intergovernmental revenues that are received within 90 days. Revenues are generally budgeted on an accrual basis, meaning that the revenue necessary to support the expense is budgeted in the same period, regardless as to whether it is receivable in the current period. Depreciation is not budgeted; however expenditures for capital outlays are budgeted. Encumbrances and capital reserves are recognized on a budgetary basis. Encumbrances outstanding at year-end are reported as reservations of fund balances and provide authority for the carry-over of appropriations to the subsequent year in order to complete these transactions.

Ad valorem property tax revenue is reported when it becomes available. Available means when due; past due and receivable within the current period and collected within the current period; or expected to be collected soon enough thereafter to be used to pay liabilities of the current period.

In applying the "susceptible to accrual" concept to intergovernmental revenues (grants, subsidies and shared revenues), the legal and contractual requirements of the numerous individual programs are used as guidelines. There are, however, essentially two types of these revenues. In one, monies must be expended on the specific purpose or project. Therefore, revenues are generally reported based upon the expenditures recorded. If the revenue is not received in the current period, it is then reported as deferred-not available. In the other type, monies are virtually unrestricted as to purpose of expenditure and nearly irrevocable (i.e., revocable only for failure to comply with prescribed requirements). These resources are reflected as revenues at the time of receipt or earlier if they meet the criterion of availability. Intergovernmental revenues received but not earned are reported as deferred revenue. Other revenues susceptible to accrual are investment earnings and charges for services.

Licenses and permits, fines and forfeits, penalties, gifts and contributions, and miscellaneous other revenues are reported as revenues when received in cash because they are generally not measurable until actually received.

## Fund Types

The accounts of Dakota County are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, expenditures, and expenses. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

### Governmental Fund Type

Governmental funds are reported and accounted for on a "spending" or "financial flow" measurement focus. This means that the operating statements report increases (revenues and other financing sources) and decreases (expenditures and other financing uses) in available spendable or appropriable resources. Only current assets and current liabilities are generally included on their governmental fund balance sheets. The reported fund balance (net current assets) is considered a measure of "available spendable resources." Non-current portions of long-term receivables due to governmental funds are reported on their balance sheets, in spite of their spending measurement focus. Special reporting treatments are used to indicate that they should not be considered available spendable resources, since they do not represent net current assets. Recognition of governmental fund type revenues represented by non-current receivables is deferred until they become available.

Fund Types (\$ millions)	
Fund Type	Fund Balance as of 12/31/2014
<b>Governmental</b>	<b>307.77</b>
General	160.51
Special Revenue	134.45
Capital Projects	11.98
Debt Service	0.83
<b>Proprietary</b>	<b>20.69</b>
Business-type	7.96
Internal Service*	12.73
<b>Fiduciary</b>	<b>.71</b>
Trust and Agency*	-
<b>Long Term Assets-Net</b>	<b>690.03</b>
Capital Assets	710.55
Long-Term Assets-deferred	16.80
Long-Term Liabilities	(37.32)
<b>Total County Fund Balance 12/31/2014</b>	<b>307.77</b>
<b>Total County Net Assets 12/31/2014</b>	<b>1018.50</b>
<b>Fund Balance 12/31/2013</b>	<b>282.60</b>

\* Indicates the funds for which the County does not budget because of the nature of the fund and its resources.

Governmental fund types include:

- The General Fund is the general operating fund of the County. It is used to account for all financial resources except those accounted for in another fund.
- Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes.
- Capital Projects Fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities.

- Debt Service Fund is used to account for the accumulation of resources for, and the payment of, principal, interest, and related costs of general long-term debt. Governmental funds may be either major or non-major, depending upon their proportion of the total entity.

## Major Funds

Dakota County reports the following major funds:

- General Fund is the general operating fund of the County. It is used to account for all financial resources except those accounted for in another fund. The Environmental Management Special Revenue Fund was moved in to the General Fund during the 2016 Budget process. The fund accounts for environmental management activities within the county including waste reduction, planning, administration, regulation, and education.
- Highway Special Revenue Fund accounts for all costs for maintenance and construction of streets and highways. Financing comes primarily from an annual property tax levy and intergovernmental revenue from local, State and Federal Governments.
- Regional Rail Special Revenue Fund is used to account for revenues and expenditures of the Regional Rail Authority established by the Dakota County Board of Commissioners to plan and develop light rail and other transit alternatives within the County.
- Capital Projects Fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities.
- Debt Service Fund is used to account for the accumulation of resources for, and the payment of, principal, interest, and related costs of general long-term debt.
- Environmental Legacy Fund was established to protect, preserve, or enhance the environment.

## Proprietary Fund Type

Proprietary funds are accounted for on an "income determination" or "cost of services" measurement focus (similar to commercial/industrial "for profit" organizations). Therefore, the operating statements report increases (revenues) and decreases (expenses) in economic net worth, and the fund equity on the balance sheet provides an indication of the economic net worth. All assets and all liabilities (whether current or non-current) associated with their activity are included on their balance sheets. Their reported fund equity (net total assets) is segregated into contributed capital and retained earnings components.

- Enterprise Funds account for operations (a) that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The County has one enterprise funds, the Geographic Information System (GIS) Fund, to account for the sale of GIS data/maps and updating the GIS database.
- Internal Service Funds account for operations that provide services to other departments or agencies of the County, or to other governments, on a cost-reimbursed basis. The

County has one internal service fund, the Employee Services Reserve Fund, to account for services provided by employees, including compensated absences.

### **Other Fund Types**

Fiduciary funds are used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund categories currently used by Dakota County are private-purpose trust funds and agency funds.

- Agency Funds are used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment, and remittance of fiduciary resources to individuals, private organizations, or other governments.
- Private Purpose Trust Funds are used to report all trust arrangements, other than those properly reported in pension trust funds or investment trust funds, under which principal and income benefit individuals, private organizations, or other governments.

## Organization Structure

Dakota County prepares and presents its budget by organization structure versus by fund type. The County adopts a budget for all funds reported in the *Comprehensive Annual Financial Report (CAFR)* with the exception of the Internal Service Fund and Trust and Agency Funds<sup>1</sup>. The table below, lists the fund type where expenditures and revenues for each county department and division<sup>2</sup>. The table is organized by division.

Fund Type to Account for Department Budgets			
Division/Department	Fund Type	Division/Department	Fund Type
<b>County Administration</b>		<b>Operations, Management, &amp; Budget</b>	
County Administration	General Revenue Fund	Office of Risk Management	General Revenue Fund
County Board	General Revenue Fund	Information Technology	General Revenue Fund
County Communications	General Revenue Fund	Financial Services	General Revenue Fund
Employee Relations	General Revenue Fund	OMB Division Administration	General Revenue Fund
		Office of Planning & Analysis	General Revenue Fund
<b>Public Services and Revenue</b>		Criminal Justice Info Integ Ntwk	General Revenue Fund
Public Services & Rev Admin	General Revenue Fund	GIS	Enterprise Fund
Assessor	General Revenue Fund		
Property Taxation and Records	General Revenue Fund	<b>Physical Development Division</b>	
Service & License Centers	General Revenue Fund	Physical Development Admin	General Revenue Fund
County Fair	General Revenue Fund	Transportation	Special Revenue Fund
Historical Society	General Revenue Fund	Parks	Special Revenue Fund
Library	Special Revenue Fund	Environmental Resources	Special Revenue Fund
		Soil & Water Conservation Dist.	General Revenue Fund
<b>Community Services Division</b>		Survey and Land Information	General Revenue Fund
Comm. Svcs. Admin.	General Revenue Fund		
Social Services	General Revenue Fund	<b>Public Safety</b>	
Employ. & Econ. Asst.	General Revenue Fund	County Sheriff	General Revenue Fund
Public Health	General Revenue Fund	Medical Examiner	General Revenue Fund
Veteran's Services	General Revenue Fund		
Community Corrections	General Revenue Fund	<b>County Attorney</b>	
Extension Services	General Revenue Fund		General Revenue Fund
		County Operations	General Revenue Fund
<b>Capital Improvement Programs</b>			
Intermodal CIP	General Revenue Fund	Debt Service	Debt Service Fund
Transportation CIP	Special Revenue Fund		
Parks CIP	Special Revenue Fund	District Court	General Revenue Fund
Building CIP	Capital Project		
Open Space Acquisition	General Revenue Fund	Regional Rail Authority	Special Revenue Fund

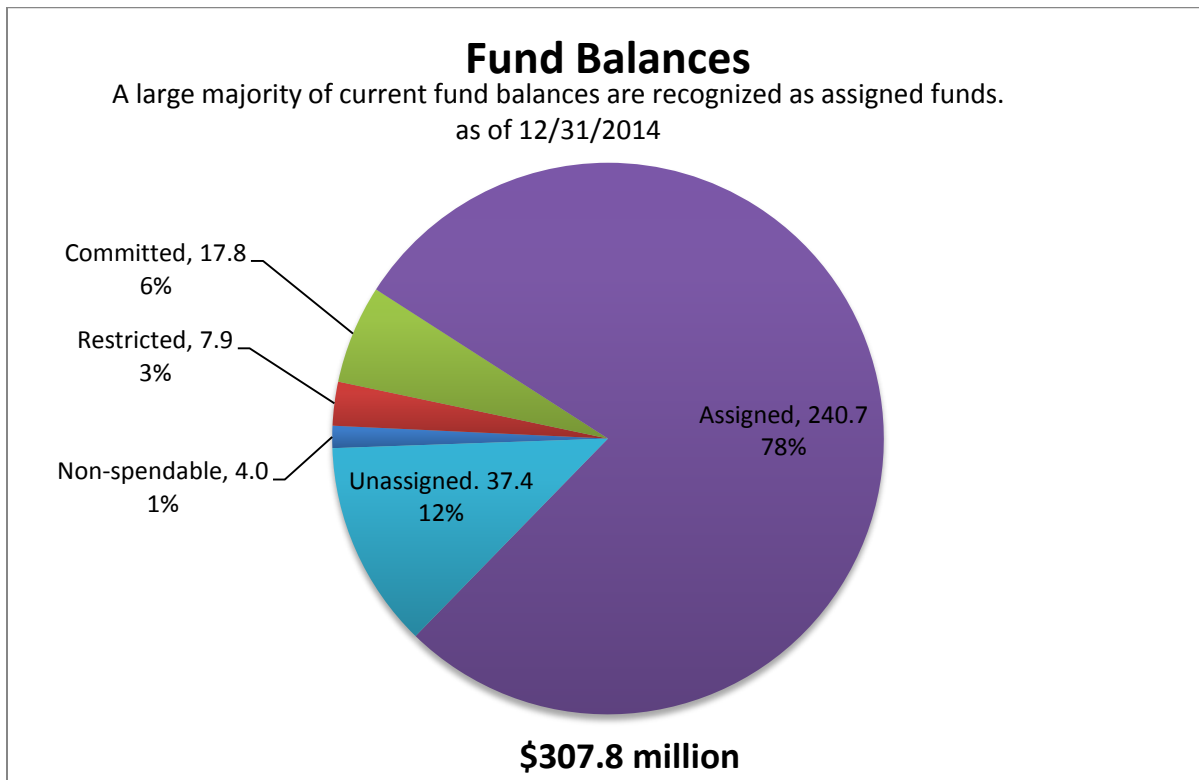
<sup>1</sup> The Dakota County Comprehensive Annual Financial Report also presents financial information for two discrete component units, the Dakota County Community Development Agency (CDA) and the Vermillion River Watershed. Neither is included in Dakota County's annual budgeting process; therefore, they are not subject to appropriation or included as part of this document.

<sup>2</sup>The budget for the Dakota County Regional Rail Authority is adopted by a legally separate board. Budgeted amounts for the Regional Rail are not included in this report. The activities of the Regional Rail are, however, recorded as a special revenue fund in the CAFR and are, therefore, included in the fund balance.

## Reserved and Designated Fund Balance

In 2011, the County implemented the requirements of GASB Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. The Statement requires retroactive restatement of fund balance for the reclassifications made to conform to this statement. Total fund balance did not change.

Fund balance is divided into five classifications based primarily on the extent to which the County is bound to observe constraints imposed upon the use of the resources in the governmental funds. The classifications are as follows:



### Non-spendable

The non-spendable fund balance category includes amounts that cannot be spent because they are not in spendable form, or legally or contractually required to be maintained intact. The “not in spendable form” criterion includes items that are not expected to be converted to cash. Inventories, prepaids, and advances to other funds fall into this category for the County in its 2013 audited financial statement. For 2014, non-spendable fund balance totaled \$4.0 million.

### Restricted

Fund balance is reported as restricted when constraints placed on the use of resources are either externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments or is imposed by law through constitutional provisions or enabling legislation. This category is comprised of debt service, Recorder's equipment purchases, Spring Lake Park, victim witness, Sheriff 911, early retirement

reinsurance program, election-HAVA, boat and water, Attorney-diversion, Sheriff-alcohol compliance and criminal forfeitures. For 2014, restricted fund balance totaled \$7.9 million.

### **Committed**

The committed fund balance classification includes amounts that can be used only for the specific purposes imposed by formal action (ordinance or resolution) of the County Board. Those committed amounts cannot be used for any other purpose unless the Board removes or changes the specified use by taking the same type of action (ordinance or resolution) it employed to previously commit those amounts. The Board committed fund balance to the Farmland and Natural Area Program and investigation and remediation of waste sites in 2013. For 2014, committed fund balance totaled \$17.8 million.

### **Assigned**

Amounts in the assigned fund balance classification the County intends to use for specific purposes but do not meet the criteria to be classified as restricted or committed. In governmental funds other than the General Fund, assigned fund balance represents the remaining amount that is not restricted or committed. In the General Fund, assigned amounts represent intended uses established by the County Board or the Financial Services Director who has been delegated that authority by Board resolution. In addition to the governmental fund assignments, the assigned classification includes; insurance, budget incentive program, capital equipment, petty cash, and other post-employment benefits. For 2014, assigned fund balance totaled \$240.7 million.

### **Unassigned**

Unassigned fund balance is the residual classification for the General Fund and includes all spendable amounts not contained in the other fund balance classifications. In other governmental funds, the unassigned classification is used only to report a deficit balance resulting from overspending for specific purposes for which amounts had been restricted or committed. For 2014, unassigned fund balance totaled \$37.4 million.

The County applies restricted resources first when expenditures are incurred for purposes for which either restricted or unrestricted (committed, assigned, and unassigned) amounts are available. Similarly, within unrestricted fund balance, committed amounts are reduced first followed by assigned, and then unassigned amounts when expenditures are incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used.

## **Fund Balance Changes**

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### **Summary of Fund Balance Changes – Major Funds**

#### ***General Fund***

The General Fund is the chief operating fund of Dakota County. At the end of 2014, the General Fund's fund balance was \$160,508,548 of which \$152,976,302 was committed, assigned or unassigned. At the end of 2014, the County Board approved a change in reporting for the Community Services Fund. This fund is now combined with the General Fund, and comprises 58.2% of the total General Fund fund balance. As a measure of the General Fund's liquidity, it may be useful to compare committed, assigned and unassigned fund balance and total fund balance to total fund expenditures. Committed, assigned and unassigned fund balance represents 82.0% of total General Fund expenditures of \$186,598,133, while total fund balance represents 86.0% of total expenditures.

**Highway Fund**

The Highway Fund had total fund balance of \$71,315,062 at the end of 2014. The fund balance of the Highway Fund increased by \$15,040,719, this can be attributed to lower construction costs and matching revenues from state and federal agencies for completed road projects.

**Regional Rail Fund**

The Regional Rail Fund had a total fund balance of \$9,230,030 at the end of 2014. The fund balance of the Regional Rail Fund increased by \$1,797,561 from the prior fiscal year for reimbursable receipts on county transit projects.

**Capital Projects Fund**

The Capital Projects Fund has a total fund balance of \$11,983,519. The fund balance for the Capital Projects Fund decreased by \$5,197,165 from 2013, this is due to library and judicial center renovations, energy equipment replacements and other capital improvements.

**Environmental Management**

The Environmental Management Fund had a total fund balance of \$36,738,260 at the end of 2014, which reflects an increase of \$2,243,687, partly due to additional host fee revenues.

**Bond Fund**

The Debt Service Fund had a total fund balance of \$832,407 at the end of 2014, all of which is restricted for the payment of debt service. The fund balance of the Debt Service Fund decreased by \$4.2 million during 2014.

**Summary of Fund Balance Changes – Non-Major Funds**

Dakota County's non-major governmental funds include the following special revenue funds: Library, Parks, Law Library, and the Attorney Forfeiture Fund. The projected total amount of fund balance associated with non-major funds for 2014 is \$17.2 million versus \$11.6 million for 2013.

**Summary of Net Assets**

Total net assets increased from \$950.71 million in 2013 to \$1,018.5 million in 2014, or a \$67.79 million increase.

**Net Capital Assets**

The value of land; buildings, improvements; machinery and equipment; and construction in progress make up the fixed assets fund balance. The value of the capital assets offset by accumulated depreciation is \$710.55 million at the end of 2014 compared to the 2013 balance of \$681.42 million. Net capital assets increased by \$29.13 million.

**Long Term Assets**

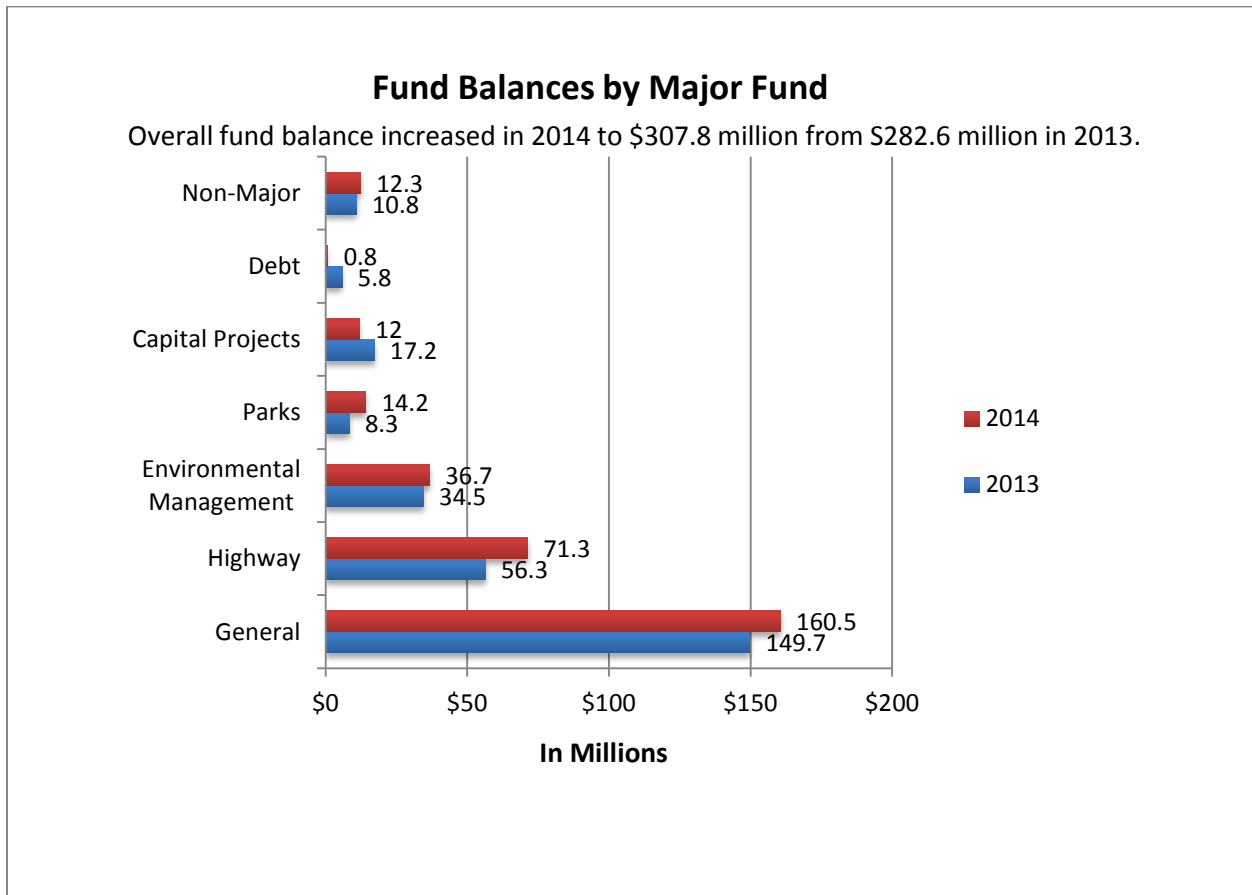
Long-term assets, such as funds receivable, are considered long term in nature if they are not received within 60 days (90 days for state and Federal revenues). Therefore, long term assets are deducted from the current available fund balance of the governmental funds by deferring as unavailable revenue.



**Long Term Liabilities**

Long-term liabilities decreased from \$74.8 million to \$61.5 million.

For comparison purposes, the following table compares various, audited fund balances or 2013 and 2014.



Additionally, the table on the following page compares total net assets as well as recent designations and reserved funds from 2009 through the 2013 audited financial statements.

<b>Net Assets</b>					
	2010	2011	2012	2013	2014
Net Capital Assets	626,238,880	633,146,205	658,324,508	681,421,614	710,553,961
Other Long Term Assets- Deferred	12,648,355	16,893,633	12,043,379	22,780,357	16,803,694
Internal Service Fund			4,819,965	10,993,241	12,728,724
Long-Term Liabilities	(92,217,847)	(60,720,667)	(54,718,722)	(49,752,487)	(37,316,056)
<b>Fund Balances</b>					
Reserved	39,419,569				
Unreserved	186,179,817				
Nonspendable		3,532,451	3,908,677	3,868,238	3,990,040
Restricted		12,124,268	12,189,502	9,949,459	7,869,550
Committed		19,980,168	17,309,796	17,092,387	17,818,120
Assigned		171,752,360	210,577,360	220,517,021	240,684,631
Unassigned		29,176,838	33,158,235	31,174,973	37,407,381
Net Assets - Business-Type Activity	299,704	2,127,270	2,063,341	2,666,664	7,955,705
<b>Total Net Assets</b>	<b>772,568,478</b>	<b>828,012,526</b>	<b>899,676,041</b>	<b>950,711,467</b>	<b>1,018,495,750</b>

<b>Summary of Beginning &amp; Ending Fund Balances</b>					
	2010	2011	2012	2013	2014
Beginning Fund Balance	229,744,717	225,599,386	236,566,085	277,143,570	282,602,078
Ending Fund Balance	225,599,386	236,566,085	277,143,570	282,602,078	309,769,722

## Fund Balance History and Projection

The table below shows recent and projected changes in fund balance by fund.

Fund Balance History						
Fund	Type	2012	2013	2014	2015 Projected	2016 Projected
General	Major	151,939,334	149,752,859	160,508,548	152,251,000	114,518,181
Highway	Major	51,538,533	56,274,343	71,315,062	71,702,000	70,765,478
Environmental Management	Non-Major	32,434,430	34,494,573	36,738,260	35,819,000	37,174,186
Parks	Non-Major	7,499,446	8,319,540	14,155,313	12,863,000	8,476,000
Library	Non-Major	2,010,669	1,936,077	1,691,498	1,767,000	1,767,000
Capital Projects	Major	16,316,696	17,180,684	11,983,519	6,905,000	6,905,000
Debt Service	Major	7,873,365	5,838,954	832,407	150,000	150,000
Regional Rail	Major	6,106,842	7,432,469	9,230,030	14,347,000	12,137,419
Law Library	Non-Major	1,012,197	950,374	871,925	761,000	761,000
Attorney Forfeiture	Non-Major	412,058	422,205	443,160	484,000	484,000
Total*	Total***	277,143,570	282,602,078	307,769,722	297,049,000	253,138,264

\*The total does not include net assets for the business-type activity of the GIS and CIIN Enterprise Funds.

The 2015 and 2016 fund balance amounts are estimates. The most recent audited financial statement is for 2014.

# DEBT

## Debt Management

Dakota County's Debt Service is part of the overall Capital Improvement Program (CIP). Annual debt service payments for debt associated with buildings are funded through property tax levy, Debt Service Fund fund balance, and a transfer from the General Fund. Debt Service has infrequently been used for Transportation projects and in the past has also been funded through a transfer from the Highway Fund.

In the 2015 Budget, \$1.4 million of Debt Service Fund fund balance and \$7.6 million of General Fund fund balance is being used for debt payments. The County utilizes its Debt Service Policy to guide its debt decisions.

## Future Bonding

Dakota County will not have any outstanding bond debt after 2016.

## Ratio of Net Bonded Debt to Tax Capacity

The ratio of *net* bonded debt to tax capacity and the amount of bonded debt per capita are useful indicators of the County's debt position for County management, citizens and investors. At the end of 2014, Dakota County's ratio of bonded debt to tax capacity was 7.4% and debt per capita was \$80. The estimated ratio of debt to tax capacity for 2015 is 6.15% with a debt per capita of \$64.

Dakota County Ratios		
	2014	2015
Net Bond Debt	32,828,277	30,202,000
Ratio of Net Debt to Tax Capacity	7.40%	6.15%
Deb per Capita	80	64

## Long-Term Liabilities – Bonds Payable

The table below provides a list of changes in the long-term bonded debt for the year ending 2015. The figures below indicate principal only. The figures below have not been audited. The 2015 financial audit conducted by the Office of the State Auditor will not be finalized until the second quarter of 2016.

General Obligation Bonds (in millions)			
	Capital Improvement Projects (net of escrow)	Refunding	Total General Obligation Bonds
Payable on December 31, 2014	8.265	25.31	33.58
Bonds Issued in 2015			
Payoff and Interest less Escrow Income			
Bonds Retired in 2015	(8.27)	(1.89)	(10.16)
Payable on December 31, 2015	0	23.42	23.42

### Summary of Bonds Payable

This next section provides background information for the general long-term obligation and revenue bonds listed above.

#### General Obligation Refunding/Escrow Bond Payable

- Refunding Bonds Payable of 12/31/2015 \$23,420,000

In 2007, the County issued \$31,695,000 in crossover refunding bonds for the refunding of 1999a and 2001a General Obligation Capital Improvement Bonds. These bonds have a maturity of 20 years and an interest rate of 4.0% to 4.25%.

### Computation of Legal Debt Margin

State statute (Minn. Stat. Section 475.53 subd. 1) requires that no municipality, except school districts or a city of the first class may incur or be subject to a net debt in excess of three percent of the estimated market value, except as provided in Minn. Stat. Sections 475.51 to 475.75.

Debt margin is determined by comparing market value to total debt applicable to debt limit. Applicable debt is the difference between total bonded debt and amount available in Debt Service funds. For 2014 year-end, the legal debt margin is \$1.098 billion (unaudited figure). At the end of 2014, the total bonded debt amount is adjusted by the amount in Debt Service Fund balance of \$800,000 for a bonded debt applicable to debt limit of \$32.8 million.

Computation of Legal Debt Margin as of December 31, 2014 (unaudited)	
Estimated Market Value	37.7 Billion
Debt Limit (3% of Estimated Market Value)	1.131 Billion
Total Bond Debt (Net)	32.828 Million
Legal Debt Margin	1.098 Billion

## Debt Expenditures Ratio

The amount of debt paid as a proportion of total expenditures gives an idea of the debt burden in a year. The table below shows a comparison of the annual debt service expenditure compared to the total general governmental expenditures projected through 2014.

Ratio of Annual Debt Service Expenditures for General Obligation Bonded Debt to Total General Government Expenditures					
Year	Principal	Interest	Total Paid	Total General Gov. Expenditure	Ratio
2006	7,185,000	4,096,008	11,281,008	281,230,098	4.01%
2007	7,825,000	4,952,326	12,777,326	316,346,231	4.04%
2008	14,155,000	5,103,037	19,258,037	347,029,843	5.55%
2009	12,650,000	4,519,421	17,169,421	303,611,115	5.66%
2010	8,715,000	4,052,158	12,767,158	276,174,012	4.62%
2011	31,180,000	3,122,794	34,302,794	297,778,525	11.52%
2012	31,180,000	3,122,794	34,302,794	263,699,334	13.01%
2013	5,855,000	2,023,009	7,878,009	274,352,743	2.87%
2014	12,825,000	1,658,381	14,483,381	287,155,834	5.04%
2015 Proj	10,155,000	1,174,596	11,329,596	353,791,496	3.20%
2016 Est	23,420,000	481,834	23,901,834	400,982,893	5.96%

## Schedule for Bond Retirement

The table below shows a summary of annual estimated requirements to retire bonded debt outstanding through 2023 for bonds issued as of 12/31/2015. Nine years of projected debt payments are reflected, although payments for existing debt extend to 2026.

Dakota County Debt Schedule (figure in 000's)		
	Refunding	Total
Original Issue Amount	31,695	31,695
Date/Series	2007/A	
True interest Rate	4.11084%	
2016 1/1 Principal Balance	23,420	23,420
Principal Payment	23,420	23,420
Interest Payment	481	1,194
2017 1/1 Principal Balance		0
Principal Payment		0
Interest Payment		0
2018 1/1 Principal Balance		0
Principal Payment		0
Interest Payment		0
2019 1/1 Principal Balance		0
Principal Payment		0
Interest Payment		0
2020 1/1 Principal Balance		0
Principal Payment		0
Interest Payment		0
2021 1/1 Principal Balance		0
Principal Payment		0
Interest Payment		0
2022 1/1 Principal Balance		0
Principal Payment		0
Interest Payment		0
2023 1/1 Principal Balance		0
Principal Payment		0
Interest Payment		0
2024 1/1 Principal Balance		0
Principal Payment		0
Interest Payment		0

\*Last remaining outstanding bond issued was called in 2016

# CAPITAL IMPROVEMENT PROGRAM

## Introduction

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The Capital Improvement Program (CIP) is a five-year plan that is reviewed, updated, and adopted annually in conjunction with the operating budget for the County. It serves as a blueprint for the growth and development of Dakota County. There are four funds included in the CIP: Parks Fund, General Fund (for open space acquisition through the Land Conservation Program), Highway Fund, and Building Fund. A detail of the five-year expenditures and funding is available later in this section.

### Three Main Parts of the CIP

- Parks/Land Conservation
- Buildings
- Transportation-Roads

The Parks CIP serves as the plan for parkland acquisition and development within the existing park system. The Building CIP is a plan for major improvements to existing County property and construction of new facilities. The Transportation CIP is a plan for major improvement and construction of County Roads.

**The CIP does not include capital equipment** purchased directly by departments such as vehicles, computers and furniture. Department capital equipment purchases exceeding \$20,000 are identified in the operating budgets of the departments. Capital equipment purchases less than \$20,000 are not specifically identified during the budget process but rather are part of the Budget Incentive Program.

## Evaluation of Project Needs

The CIP is based on numerous long range planning documents that are updated periodically and on projected capital needs as identified by County staff, cities and townships. The CIP is the primary tool for implementing the Board's goals regarding the future of the County's infrastructure.

## CIP Budget Process

The Financial Services Department coordinates the CIP process. Early in the budget process, Financial Services provides direction as to the total estimated amount of CIP resources available as guidance to the individual departments preparing the CIP. Transportation and Parks departments are responsible for preparing their CIP and submitting it to Financial Services. The Building CIP is prepared by the Operations Management Department. At several times during the process, cities and townships within the County are provided opportunities to comment on elements of the CIP and request that projects be included. Once the projects have been defined, Financial Services incorporates the CIP into the County budget in the fall.



## Funding Sources

The Transportation CIP receives funding from cities and townships, State and Federal governments, and property taxes. The Parks CIP is funded mostly from revenue from the Metropolitan Council, property taxes, and general purpose state aid. The Building CIP is funded mostly by property taxes, general purpose state aid, and occasionally bond proceeds. In order to help manage the risk of additional losses of state revenue, \$8.3 million of general purpose state aid is budgeted across the capital programs in 2016. The combined amounts of levy and general purpose state aid (County Program Aid or CPA) for the 2016-2020 CIP are indicated below.

2016 - 2020 CIP (County Property Tax Levy & CPA)				
Year	Transportation	Parks	Buildings	Total
2016	9,682,820	1,304,719	2,717,653	13,705,192
2017	8,727,885	1,307,918	2,723,689	12,759,492
2018	7,773,400	1,311,176	2,729,784	11,814,360
2019	7,319,370	1,314,467	2,735,941	11,369,778
2020	7,273,399	1,317,790	2,742,160	11,333,349
Total	40,776,874	6,556,070	13,649,227	60,982,171

## Impact on Operating Budget

### Completed CIP Projects

The operating budget is impacted by changes in maintenance and utility costs for additional or improved buildings, parks, bikeways and highways. Depending on the project, there are also other aspects of the operating budget that may be impacted by the CIP that are not known until incurred. Therefore, in most cases, the full impact of the project on operations is not recognized until the year following project completion. The exception to this is when a project is projected to have a significant impact on operations or an impact is easily identifiable before project completion (i.e. construction of major new facilities).

### Anticipated Operational Costs Associated with CIP Projects

Dakota County recognizes the correlation between the CIP and the operating budget. An example is that in 2006 the County Board approved the construction of a new library to open in 2009 with budgeted total costs of \$6,440,000. Beginning with the 2005 budget year, the County began designating current property tax levy for future operating expenses associated with the new library. Because property tax levy has been gradually set-aside each year there was no increase in the 2009 Adopted Budget related to the opening of the library, above the amount set-aside, nor is there a greater-than-average increase in the 2009 budget. Rather, these funds that have been gradually grown over the past several years and set aside in the Countywide Operations department were reallocated in the 2009 budget process to the Library department for use in 2009. The additional operating costs incurred for the new library were approximately \$995,050. While no similarly sized projects are currently planned, this practice is long-standing in Dakota County.

In the case of capital improvement projects that are not anticipated to have a major impact on the operating budget, the budget base is adjusted in the year in which the improvement is completed.

One area in which additional operational costs have not been quantified, however, has been in the Transportation area. The cost to maintain lane miles is not specifically budgeted in conjunction with the construction. However, in the process of preparing the operating budget for the Transportation department, the number of road miles requiring maintenance is considered, as well as the rating of the quality of the existing infrastructure. An industry standard is applied and the Construction Cost Index is applied when reviewing inflationary costs associated with the road maintenance.

## **Parks Capital Improvement Projects**

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### **Mission**

The Operations Management Department – Parks mission is to enrich lives by providing high quality recreation and education opportunities in harmony with natural resource preservation and stewardship.

The Dakota County Parks System includes and operates 3 regional parks, 2 park reserves, 1 county park and 3 regional greenways:

- Lake Byllesby Regional Park
- Lebanon Hills Regional Park
- Whitetail Woods Regional Park
- Spring Lake Park Reserve
- Miesville Ravine Park Reserve
- Thompson County Park
- Big Rivers Regional Greenway
- Mississippi River Regional Greenway
- River to River Regional Greenway

Dakota County parks and greenways are part of the 7- County Regional Park System and offer diverse and year-round natural resource oriented recreation and education. Recreation opportunities include: hiking, biking, camping, picnicking, swimming, boating, fishing, archery, cross-country skiing, mountain biking, snowshoeing and horseback riding, among other activities.

### **Park System Plan**

The 2008 Dakota County Parks System Plan (PSP) provides the foundation for the strategies guiding the CIP. The PSP created a system vision, with 10 year development priorities. Total estimated cost of implementing the park and greenway vision is \$98 million with the 10 year priorities accounting for \$52 million.

The PSP vision includes a park and greenway system that results in:

1. Great Places: More For Visitors To See and Do
  - All parks are full service and year-round designations providing recreation that the public expects and desires.
  - Fill service gaps adding the most popular nature-based recreation to all parks such as looped paved trails and picnicking.
  - Add signature activities such as water play areas, winter use areas, and special events.

## 2. Connected Places: Bring Parks To People

- Collaborate to interconnect parks with community places via a network of 200 miles of regional greenways with 50 miles to be constructed between 2009 and 2018.

## 3. Protected Places: Protecting Green Infrastructure

- Provide stewardship strategically protecting, improving and managing the park lands and natural resources.
- Restore 500 acres of landscapes near visitor use areas.
- Improve landscape on 1,200 acres, converting cropland within parks and restoring prairies and savannas.
- Protect 170 acres of natural and diverse sites.

### **2016 - 2020 Parks CIP**

The Parks CIP is formatted to reflect the categories of capital projects the Parks department pursues. These categories are:

- Planning
- Acquisition
- Natural Resources
- Greenway Development
- Park Development
- Maintenance

The 2016 – 2020 capital projects focuses on:

- Planning – preparing contemporary plans that strategically guide the use, improvement and management of the park system.
- Acquisition – acquiring key inholdings to advance protection of natural resources and providing recreation opportunities.
- Natural Resources – advancing natural resource protection and restoration of the park and greenway system.
- Greenway Development - delivering federally funded greenways and promote partnerships with the cities to advance the greenway collaborative system vision.
- Park Development - constructing full service and year-round parks that provide the recreation that the public expects and desires.
- Maintenance – providing strategic maintenance of park land and facilities that protects public investment and assure a dependable service level.

### **Strategies to Accomplish the 2016 – 2020 Parks CIP**

#### ***Park Planning***

New to the 2016 – 2020 CIP is the concurrent preparation of master and natural resource management plans that will strategically guide the use, improvement and management of all parks and greenways. Approved master plans are required for Metropolitan Council and State funding and increase competitiveness for grants. The natural resource management plans will direct stewardship, protection and enhancement of the natural resources of parks and greenways. The CIP also includes feasibility studies that refine design and project costs.

Planning totaling \$355,000 is derived from County funds and represents 1% of the 2016 CIP.

***Park/Regional Greenway Acquisition***

Acquisition is necessary to realize the vision of parks and greenways per approved master plans. While timing for most acquisitions are opportunity-based from willing sellers, some acquisitions are necessary to deliver greenway projects funded with Federal grants per strict timelines.

The 2016 – 2020 CIP includes annual parks and greenway acquisition funding of \$4,533,333 using Metropolitan Council acquisition opportunity fund at 75% matched with 25% County funds. If acquisition expense exceeds budgeted revenue, the County Board may consider a CIP budget amendment using other County funds and asking the Metropolitan Council for eligibility for future reimbursement. New to the 2016 – 2020 CIP is \$50,000 per year for acquisition expenses not associated with a Metropolitan Council acquisition opportunity fund. Acquisition represents \$4,583,333 is derived 73% from external funds and represents approximately 19% of the 2016 CIP.

***Park Development***

In order to advance the 2008 Park System Plan goal of filling gaps and providing full service parks, the CIP includes annual funding to advance park improvements based on the priorities within the approved park master plans. A comprehensive evaluation of these approved high priorities established the park projects listed within the 2016 – 2020 CIP. The timing of the high priority projects are also correlated with the timing of the preparation of the park master and natural resource management plans allowing the projects to be refined based on the most contemporary information. While park development may focus on recreation improvements, a majority of these projects also include associated natural resource improvements.

The 2016 – 2020 CIP will advance park improvements in all County parks. Park development totaling \$716,016 is derived 32% from external funding and represents 3% of the 2016 CIP>

***Greenway Development***

The delivery of greenways was prioritized to accommodate funding that leverages Federal Transportation grants and to provide collaborative cost share associated with development within cities.

The 2016 – 2020 CIP will advance thirteen trail segments, three trailheads, and seven grade separated crossings on seven regional greenways totaling 17 miles. While greenway development may focus on greenway trail and amenities, a majority of these projects also include associated natural resource improvements.

Greenway development totaling \$16,416,211 is derived 62% from external funding and represents 70% of the 2016 CIP.

***Natural Resource***

The County Board's approval in 2014 CIP to triple the annual Natural Resource base funding from \$150,000 to \$511,000 and the reorganization of the Operations Management – Parks Department doubling natural resource staff from two to four has resulted in a robust program that is protecting and enhancing natural resources within the park and greenway system.

The 2016 – 2020 CIP continues to protect and manage current ecological gains of the 540 acres of existing restored prairie and the 700 acres of phase 1 buckthorn invasive management in Lebanon Hills Regional Park. The 2016 – 2020 CIP further leverages 90% external grant funding of \$1,454,644 matched by \$151,738 of County funds restoring an additional 728 acres (more than doubling the acres actively managed). Additional grants will be pursued during the 2016 – 2020 CIP and based on the current trending could result in up to 1500 to 1600 acres actively managed throughout the park and greenway system.

Natural resource base in the 2016 – 2020 CIP funding increases from \$511,000 in 2016 to \$963,552 in 2020 to protect the ecological gains of the increased acres actively managed. Adequate externally derived funding carry-over and future Med Council O&M appropriation should accommodate base funding needs through 2019. After, 2019 carry over balances will be depleted and an alternative funding source may be necessary. The completion of the Natural Resource Strategic Management Plan in 2016 will provide the County Board the opportunity to consider program and funding options to guide future needs.

Natural resources improvements totaling \$551,000 is derived 93% from external funding and represents 2% of the 2016 CIP.

### ***Maintenance***

As park facilities age and more facilities are brought on line, the need for deferred maintenance increases. Maintenance funding also accommodates minor redevelopment improvements throughout the parks and greenway system. New in 2016 – 2020 CIP is \$53,000 per year for bituminous maintenance.

Maintenance totaling \$378,000 is derived from County funding and represents 2% of the 2016 CIP.

### **2016-2020 Parks CIP Summaries**

The following two charts summarize first the various funding sources for the Parks CIP and second the expenditure categories those revenues are committed to.

#### ***Overall Revenue Sources***

<b>Funding Source</b>	<b>Amount</b>	<b>% of Total CIP</b>
Federal Transportation	7,016,500	9.0%
State	25,882,008	34.0%
Metropolitan Council	11,349,018	15.0%
County	30,432,952	41.0%
Other	755,000	1.0%
<b>Total 5-Year Revenue</b>	<b>75,435,478</b>	

**Funding Distribution by Category**

Category	Amount	% of Total CIP
Acquisition (Parks and Greenways)	22,916,665	30.0%
Parks	12,666,801	17.0%
Regional Greenway/Trails	29,028,814	38.0%
Natural Resources	4,269,392	6.0%
Grants Match	2,750,000	4.0%
Maintenance, Redevelopment	2,203,806	3.0%
Planning	1,600,000	2.0%
<b>Total 5-Year Expenses</b>	<b>75,435,478</b>	

**Major CIP Projects Summary****Park Planning**

## 2016 Projects:

- Natural Resource Management Plan
- Visitor Services Strategic Operations Plan
- Lake Byllesby Park Master and Natural Resource Plan
- Minnesota River Greenway Underpass Study
- Spring Lake Park Reserve – River Use Area Study

## 2017-2020 Projects:

- Thompson County Park Master Plan and Natural Resource Plans
- Spring Lake Park Reserve Master Plan and Natural Resource Plans
- Lebanon Hills Natural Resource Plan and Lakes, Connector Trail and Sustainable Trails Study
- Miesville Ravine Park and Natural Resource Plans

**Park/Regional Greenway Acquisition**

## 2016 - 2020 Projects:

- Acquire inholdings per approved master plans

**Park Development**

## 2016 Projects:

- Lake Byllesby Park – Trail connection from Mill Towns State Trail bridge to park (construction)
- Lebanon Hills Park – Trail bridge, A-frame building, west trailhead, Wheaton Lake use area, McDonough Lake loop trail and natural resources (design/engineering)
- Miscellaneous park enhancement projects

**2017 - 2020 Projects:**

- Lebanon Hills Park – Trail bridge, A-frame building, west trailhead, Wheaton Lake use area, McDonough Lake loop trail and natural resources (construction)
- Lake Byllesby Park – Picnic, lakeside, river use area and natural resource improvements (design/engineering, construction)
- Whitetail Woods Regional Park – Empire Lake trail, camper cabin and natural resource improvements (design/engineering, construction)
- Thompson County Park – Thompson Lake trail, nature play and natural resource improvements (design/engineering, construction)
- Spring Lake Park Reserve (design/engineering, construction)
- Miesville Ravine Park Reserve (design/engineering, construction)
- Miscellaneous park enhancement projects.

**Greenway Development****2016 Projects:**

- Mississippi River Greenway – Rosemount West
- Mississippi River Greenway – Rosemount East
- Mississippi River Greenway – St Paul
- North Creek Greenway – Zoo
- Minnesota River Greenway – Zoo
- Minnesota River Greenway – Burnsville
- Minnesota River Greenway – Eagan
- Minnesota River Greenway – Fort Snelling
- Big Rivers Regional Trail - Trailhead
- Greenway Collaborative Partnership projects
- Miscellaneous greenway enhancement projects

**2017-2020 Projects:**

- Mississippi River Greenway – Pine Bend Trailhead
- Mississippi River Greenway – St. Paul
- North Creek Greenway – 157<sup>th</sup> Street tunnel
- Minnesota River Greenway – Eagan
- Vermillion River Greenway – Hastings
- Mendota to Lebanon Greenway – Hwy 110
- Lake Marion Greenway – Burnsville
- Greenway Collaborative Partnership projects
- Miscellaneous greenway enhancement projects

**Natural Resources****2016 - 2020 Projects:**

- Spring Lake Park Reserve – Mississippi River Flyway (88 acres)
- Spring Lake Park Reserve – Plateau Prairie (99 acres)
- Spring Lake Park Reserve – Archery (41 acres)
- Lebanon Hills Regional Park – Buck Pond (175 acres)
- Lebanon Hills Regional Park – Phase 1 Buckthorn management
- Lebanon Hills Regional Park – Tamarac bog (23 acres/pending grant)
- Lebanon Hills Regional Park – Star Pond (116 acres/pending grant)

- Whitetail Woods Regional Park – Park-wide natural resource restoration (325 acres)
- Miesville Ravine Park Reserve – Bluff prairie restoration (82 acres/pending grant)
- Miscellaneous prairie enhancements and rain garden management at County facilities

## **Maintenance**

2016 - 2020 Projects:

- Park and greenway system-wide deferred maintenance and upkeep

## **Building Capital Improvement Projects**

### **Background**

Dakota County manages approximately 1,500,000 square feet in office buildings, libraries, correctional facilities, museum, dispatch, parks, maintenance, and storage facilities. Most of the County's facilities are relatively new, being built or renovated within the past 20 years. As buildings age, the need for mechanical and electrical system replacements increase, placing greater stress on the County's Building and Maintenance Funds.

Over the next 10 to 20 years the ongoing challenge facing the County will be to provide sufficient and suitable space to accommodate the service needs of a growing population. Metropolitan Council Population Forecast shows Dakota County's population increasing 32% from 398,552 in 2010 to 526,727 in 2030. The pace and location of growth will be a primary focus in planning improvements to County facilities. Securing adequate Building Fund revenues for future major projects may be uncertain.

### **Planning Considerations**

Major projects in the building CIP follow recommendations in the Long Range Facilities Plan. System replacements and miscellaneous projects are submitted by facilities and building staff. All projects contained in the Building CIP are evaluated and scored based upon the following:

- Health and Safety (1 to 5 points)
- Asset Protection (1 to 5 points)
- Reduction in Operating Costs (1 to 5 points)
- Improve User Productivity (1 to 5 points)
- Strategic Objective (1 to 3 points)
- Ability to Postpone Project (1 to 3 points)
- Synergy Opportunities (1 to 3 points)



**2016 - 2020 Capital Improvement Program Highlights**

This 2016 – 2020 CIP is a continuation of the previous 2015 -2019 CIP, except for the following:

**New Projects for 2016:**

- Law Enforcement Center replace skylights with energy efficient translucent panels
- North, Western and Administration Centers point of entry security improvements
- Wescott Library new generator
- Western Service Center ADA improvements at Service Desk
- Western Service Center Uninterruptible Power System (UPS) replacement

**New Projects for 2017 include:**

- Cooling system upgrades for the Wescott Library, Administration Center and Juvenile Services Center.
- Dakota Communications Center UPS, security and fire alarm upgrades
- Empire Transportation Fueling System upgrades

**New Projects for 2018 include:**

- Heating, ventilation and cooling upgrades for the Pleasant Hill Library, Juvenile Services Center and Wescott Library data center.

**New Projects for 2019 include:**

- Juvenile Services Center rooftop unit replacements

**New Projects for 2020 include:**

- Wentworth Library space needs assessment
- Countywide – Programmed Carpet Replacement
- Countywide – Parking Lots, Seal and Repair
- Cooling system upgrades for the Heritage and Inver Glen Libraries

**Major Building projects that have been revised include:**

- The budgets are increased for the Law Enforcement Center security improvements, and the
- Judicial Center generator replacement and Government Data Center Tier III upgrades.

Building Fund							
Year	Annual Cost	Interfund Transfer	Other	County Cost	Levy	CPA	Ending Fund Balance
2016	9,267,680	-	40,000	9,227,680	603,551	2,114,102	(1,409,713)
2017	6,323,326	-	463,000	5,860,326	609,587	2,114,102	(1,206,259)
2018	3,866,610	-	-	3,866,610	615,682	2,114,102	(1,136,826)
2019	4,400,000	-	-	4,400,000	621,839	2,114,102	(1,664,059)
2020	1,584,500	-	-	1,584,500	628,058	2,114,102	(1,157,660)
Total	25,442,116	-	503,000	24,939,116	3,078,717	10,570,510	(6,574,517)

Debt Service Fund				
Year	Annual Cost	Levy	Transfers	Other
2016	23,901,834	-	23,901,834	-
2017	-	-	-	-
2018	-	-	-	-
2019	-	-	-	-
2020	-	-	-	-
Total	23,901,834	-	23,901,834	-

\*Expenditures may include estimates for projects carried over from previous years.

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## Transportation Capital Improvement Projects

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The Dakota County Transportation Department is responsible for the planning, design, construction, operation, and maintenance of roads, bridges and traffic control devices on the County highway system.

The existing County highway system has a total of 424 centerline miles of which approximately 353 miles are bituminous surface, 3 miles are concrete surface and 68 miles are gravel surface. There are 1,080 lane miles in the system. The highway system also has approximately 83 bridges, 250 traffic signals, and 25,000 signs.

In providing for pedestrians and bicyclists, the County has a policy to construct off-highway bikeways in conjunction with all County highway projects whenever appropriate. The County has provided more than 92 miles of bikeways.

Long range planning for road improvement and expansion projects are identified in the *Dakota County 2030 Transportation Plan* (Plan). The Plan focuses on six goals with desired outcomes, products, or services.

### Transportation Plan Vision

The purpose of the transportation system in Dakota County is to move people and goods in the safest and most efficient manner possible. The Dakota County Board of Commissioners envisions the transportation system as a critical element of the quality of life for its citizens. Transportation systems must safely, efficiently and effectively allow citizens to travel to work and to conduct their personal lives. Transportation systems must further provide for the efficient movement of goods to markets to support the County's economic vitality. Multiple transportation options should work in coordination to minimize congestion. Additionally, transportation decisions should carefully consider and reflect environmental and community concerns.

### Plan Goals & Programming Strategies

Projects programmed in the Transportation CIP implement policies, strategies and investment levels identified in the Plan. Additional projects may be programmed to address emerging needs.

The Plan includes ten overarching principles that apply to all Plan goals. These included five guiding principles identified in *DC 2030: Planning for the Future* (Dakota County Comprehensive Plan) and five principles specific to transportation. All of these principles together guide the Plan policies and strategies, and help in forming the basis for decision-making and priority determination.

The County will incorporate the following principles into all aspects of transportation system development and operations. Each principle is supported by strategies and policies to implement the principle objective.

- **Sustainability:** Living comfortably in a friendly, clean and healthy community and growing without placing environmental, economic and social burdens on current and future generations. Sustainable transportation is characterized by a transportation system that links people to activity centers through modes of transportation that reduce our use of natural resources and energy.

- **Connectedness:** Land use patterns and multimodal transportation networks that allow people to easily move between neighborhoods, providing jobs near housing, convenient shopping and services.
- **Collaboration:** Coordinating the efforts of public agencies and private entities toward maximizing transportation infrastructure, services and resources. Transportation corridors and transit services should provide access and mobility to business and residential communities. Collaboration is especially important as resources cannot keep pace with increasing transportation needs.
- **Economic Vitality:** Identifies transportation and technology infrastructure playing a large role in attracting high-paying employers in growth industries that are situated to help the region compete nationally and internationally. Interrelationships between transportation investment, telecommunications systems and other public infrastructure are recognized and coordinated with economic development goals.
- **Growing and Nurturing People:** Providing a variety of transportation choices to meet the needs of people of all ages, abilities, incomes and backgrounds. A safe and efficient transportation system exists to provide opportunities for people to accommodate a positive quality of life
- **Transportation Planning:** Activities include the development of plans and studies that identify potential solutions to transportation issues. A travel demand model is used to forecast future traffic projections to assist with transportation plans and studies. Dakota County participates with state, regional and local jurisdictions in transportation planning activities. Transportation planning activities also include the continual monitoring of land use development integration with the County transportation system and the identification of methods to integrate transit and other transportation modes within the overall transportation system.
- **Transportation Safety:** This is a critical factor underlying all transportation services and projects provided by the County. Safety of the traveling public is the priority on the County transportation system. This principle refers to system development and operations pertaining to all goals. Notable activities include design standards, traffic control devices, shoulders, trails, speed limits and intersection lighting with consideration for all modes of transportation.
- **Social, Economic, and Environmental Impacts (SEE):** This principle identifies activities that result in avoiding, minimizing or mitigating impacts associated with the transportation system. Also identified are ways to address air pollution, erosion, noise, wetlands, storm sewers and waste management within the transportation system. Federal and state requirements pertaining to this principle will be followed. In recent years, the importance of transportation design that is sensitive to the surrounding environment has received increasing attention. The growing emphasis on aesthetically pleasing and environmentally sensitive projects has been exhibited at both the federal and state level through funding and design policies. Local governments are increasingly interested in inclusion of aesthetic elements with transportation improvements. Limited investment of transportation funds is supported to enhance the aesthetic character of highway corridors on major transportation improvement projects.
- **Public and Agency Involvement:** Activities resulting in opportunities for residents and agencies to contribute to transportation plans, studies and projects. Examples include open houses, workshops, surveys, publications, web site information and e-mail. In

addition, staff will frequently meet with staff from local County communities and Mn/DOT regarding transportation planning documents, studies and projects.

- **Context Sensitive Design and Complete Streets:** Roadway standards and development practices that are flexible and sensitive to community values allows roadway designs to better balance economic, social and environmental objectives. The complete streets principle seeks to accommodate all transportation system users safely and efficiently in appropriate contexts. Complete streets are defined as roadways designed and operated to enable safe, attractive and comfortable access and travel for all users including pedestrians, bicyclists, motorists and public transport users of all ages and abilities. Context varies by road segment, but can generally be described as rural, suburban and urban. Higher attention should be paid to more intense areas where higher pedestrian and bicyclist use is expected or desired

The *Dakota County 2030 Transportation Plan* focuses on six goals with desired outcomes, products, or services.

***Goal 1 Limited Resources are Directed to the Highest Priority Needs of the Transportation System.***

The County will develop the best transportation system to provide for safe movement of people and goods within financial constraints.

***Goal 2 Transit and Integration of Transportation Modes***

Dakota County will develop and integrate comprehensive transit systems, bicycle and pedestrian networks; and other non-automobile modes for people and freight to maximize the efficiency of the transportation system by providing safe, timely, and efficient connections between communities, activity generators and employment centers.

***Goal 3 Preservation of the Existing System***

The most effective way to protect the County's transportation system investments is to continually evaluate and maintain the existing system to reduce unnecessary or premature replacement investments while maintaining safety and mobility.

***Goal 4 Management to Increase Transportation System Efficiency, Improve Safety and Maximize Existing Highway Capacity***

Safe travel on routes with minimal congestion is an integral part of the County's vision for its transportation system. Fiscal, social and environmental constraints limit the ability for an accelerated road construction program to achieve this vision alone. Management strategies that optimize the capacity and safety of the existing transportation system must be pursued.

***Goal 5 Replace Deficient Elements of the System***

Transportation system elements such as pavement and bridges deteriorate over time. Even with proactive preservation over the life of the transportation system, replacement eventually becomes the most effective approach. Additionally, standards and practices change, affecting system safety and operation to maintain safe and efficient movement of people and goods. The County will replace deficient elements of the transportation system as they become structurally or functionally obsolete.

**Goal 6 Improvement and Expansion of Transportation Corridors**

The County will improve the existing transportation system to address emerging deficiencies and capacity needs to best provide efficient connections for people to travel to work, to shop and to one another by safe travel on routes with minimal congestion.

**Highway Projects**

The Dakota County Transportation Department is responsible for the planning, design, construction, operation, and maintenance of roads, bridges and traffic control devices on the County highway system.

The existing Dakota County highway system has a total of 424 centerline miles of which approximately 353 miles are bituminous surface, 3 miles are concrete surface and 56 miles are gravel surface. There are 1,080 lane miles in the system. The highway system also has approximately 83 bridges, 250 traffic signals, and 25,000 signs.

In providing for pedestrians and bicyclists, the County has a policy to construct off-highway bikeways in conjunction with all County highway projects whenever appropriate. The County has provided more than 92 miles of bikeways.

Long range planning for road improvement and expansion projects are identified in the *Dakota County 2030 Transportation Plan*. Figures 1 and 2 on Trans 8 illustrate capacity deficiencies and future study areas/interchanges and overpasses anticipated through 2030.

## Proposed Investments for the 2016 - 2020 Capital Improvement Program

Goal 1 in the *Dakota County 2030 Transportation Plan* is: Limited Resources are directed to the Highest Priority Needs of the Transportation System. Specific investment categories in Goals 2 through 6 of the *Dakota County 2030 Transportation Plan* are:

Goal	Investment Categories
<b>Transit and Integration of Transportation Modes</b>	<ul style="list-style-type: none"> <li>• Cedar Avenue Transitway (Bus Rapid Transit)</li> <li>• Interstate 35W Transitway (Bus Rapid Transit)</li> <li>• Red Rock Transitway (Commuter Rail)</li> <li>• Robert Street Transitway</li> <li>• Transit Services</li> <li>• Integrating Pedestrian and Bicycling Modes</li> </ul>
<b>Preservation</b>	<ul style="list-style-type: none"> <li>• Highway Surface – Bituminous</li> <li>• Highway Surface – Gravel</li> <li>• Bridge Rehabilitation</li> <li>• Traffic Safety and Operation</li> <li>• Transit, Pedestrian and Bicycle Facilities</li> <li>• Storm Sewer Maintenance</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>• Access Spacing</li> <li>• 10-Ton County Highway System</li> <li>• Functional Classification</li> <li>• Jurisdictional Classification</li> <li>• Traffic Control Devices</li> <li>• Roundabouts</li> <li>• Safety and Management</li> <li>• Traffic Signal Projects</li> <li>• Right-of-Way Preservation &amp; Management</li> </ul>
<b>Replacement</b>	<ul style="list-style-type: none"> <li>• Highway Replacement &amp; Reconstruction</li> <li>• Bridge Replacement</li> <li>• Gravel Road Paving</li> <li>• Traffic Signal Replacement</li> </ul>
<b>Improvement and Expansion</b>	<ul style="list-style-type: none"> <li>• Lane Additions/Expansion</li> <li>• Future County Highway Alignments</li> <li>• Interchanges and Overpasses</li> <li>• Future Studies</li> </ul>

This is the fourth year that the Transportation CIP is guided by the *Dakota County 2030 Transportation Plan*. A majority of the existing projects and any new projects scheduled in the current CIP are consistent with the direction of the *Dakota County 2030 Transportation Plan*.

The chart below shows a comparison of the recommended category funding in the *Dakota County 2030 Transportation Plan* and the 2016-2020 CIP.

2030 Transportation Plan Targets vs. Amount Budgeted in CIP			
	Proposed Draft 5-		
	Year Plan Targets	Proposed 5-Year CIP Actual	Target to Actual (%)
Resources	18,800,000	23,209,605	123.46%
Preservation	23,500,000	38,256,382	162.79%
Management	39,000,000	57,422,774	147.24%
Replacement	77,500,000	93,467,715	120.60%
Improve and Expansion	120,500,000	104,697,060	86.89%
<b>Total</b>	<b>279,300,000</b>	<b>317,053,536</b>	

The Expansion category does not meet the 5-Year Target goal established in the *Dakota County 2030 Transportation Plan*. It should be noted that projects typically include elements in more than one project type category. The Expansion category includes projects that at this time do not have all funding identified. These types of projects are included in the CIP to assist with the pursuit of additional funding.

The “Resources” category is used to include elements in the CIP that are not directly outlined in the *Dakota County 2030 Transportation Plan* Goals 1-6. “Resources” consists of Township Road Distribution and CIP Reimbursement for operations, staffing and Attorney costs. This is the third year of the CIP to include the full cost of all staff necessary to support implementation of the CIP (\$3.9-4.4 million/year).

The *Dakota County 2030 Transportation Plan* determined that over \$1.253 billion would be required to meet Dakota County transportation needs over the 20-year plan period. Less than \$658 million of revenue is anticipated during this time.

The current 2016-2020 Transportation CIP totals approximately \$317 million.

The 2016-2020 Transportation CIP format is organized by which revenue sources are used to support each project. Projects in this CIP that are fully funded through County funds are shown first, projects fully funded with State Aid funds second, and projects funded through a combination of County funds and State Aid funds last for each year. In a time where County funds available for Transportation CIP projects are changing, this format allows for easy identification of projects by funding source.

### Highlighted Highway Projects

#### **Goal 1: Limited Resources are Directed to the Highest Priority Needs of the Transportation System**

The CIP includes projects submitted through the Regional process for Federal MAP-21 funding:

- CSAH 31 (Pilot Knob Road) from 35E southbound ramps to Central Parkway in Eagan
- CSAH 8 at CSAH 73 construction of a roundabout in West St Paul
- Intersections at various locations for Highway Safety Improvement Program (HSIP) funding



Estimates of new revenue for Wheelage Tax and Leased Motor Vehicle Sales Tax are included in the CIP. New revenue is expected to grow over the life of the CIP. Factors such as fuel consumption and vehicle sales may reduce actual revenues from estimated amounts.

### ***Goal 2: Transit and Integration of Transportation Modes***

Transportation modes will be integrated and provide alternatives that maximize the efficiency of the transportation system.

Bike and Pedestrian Trail Rehabilitation and Transit Infrastructure are included in the Transportation section of the CIP.

Separated bike and pedestrian ways are an important element of a safe and efficient transportation system to serve all modes and users.

A system of bikeways will form a framework to serve countywide needs (e.g. access to major County facilities, activity centers, employment centers, and post-secondary schools) and provide connections between municipalities and to adjacent counties.

The CIP includes funding for Transit Infrastructure projects such as: bus shelters, bus pull-outs, pilot projects for transit improvements and preservation of right of way. The County will actively pursue Counties Transit Improvement Board (CTIB) funding for transit infrastructure projects.

### ***Goal 3 Preservation of the Existing System***

#### ***Highway Surface – Bituminous***

The County will program projects for bituminous milling, overlays and pavement recycling at various locations throughout the County. These projects will repair roadway deterioration and restore the asphalt surface, prolong the life of the roadway, and improve travel comfort as well as riding quality.

Potential bituminous resurfacing projects for consideration in 2016 are listed below. Final project selection will be determined based on a review of the roadways and pavement ratings and in coordination with the cities involved.

- CSAH 23 from CSAH 80 (250<sup>th</sup> Street) to ½ mile south of CSAH 70 in Eureka Township
- CSAH 31 from CSAH 50 to CR 64 in Farmington
- CSAH 50 from CSAH 23 to Vermillion River Bridge in Farmington
- CSAH 66 from TH 3 TH 52 in Farmington, Empire and Vermillion Townships
- CSAH 85 from CSAH 62 to TH 55 in Randolph and Hampton Townships

#### ***Highway Surface – Gravel***

The County will program gravel resurfacing projects at various locations throughout the County. These projects will repair deteriorated surfaces with a gravel surface, prolong the life of the roadway, and improve travel as well as ride quality. To control dust, magnesium chloride will be applied on Dakota County gravel roads.

**Goal 4: Management to Increase System Efficiency and Maximize Existing Highway Capacity****Access and Management Projects**

CP 11-26: The existing 4-lane roadway from Commonwealth Drive to Parkview Avenue will be converted to a 3-lane roadway to improve traffic operations/throughput in Burnsville. Construction is scheduled for 2016. This project includes \$769,500 in Federal funds.

CP 31-87: Signal revisions and fiber interconnection between CSAH 46 from Kenrick Ave to CSAH 31; and CSAH 31 from 170<sup>th</sup> St to CSAH 38 will improve intersection operations and traffic flow along CSAH 46 (185<sup>th</sup> Street) and CSAH 31 (Pilot Knob Road) in Lakeville and Apple Valley. Construction is scheduled for 2018. This project includes \$1,075,900 in Federal funds.

**Goal 5: Replace Deficient Elements of the System****Bridge Replacement**

The Bridge Replacement Program recommends replacing deficient bridges. The projects are funded with federal, county, state, and local funds.

Potential bridge replacement projects for consideration in 2014 are listed below. Final project selection will be determined based upon availability of bridge bonds or state funding.

- CR 83 (Donnelly Ave), Bridge 1315 over Pine Creek in Hampton Township

**Roadway Replacement Projects**

CSAH 86 (Rochester Boulevard) roadway replacement from Trunk Highway 52 to the east County line in Randolph Township, build 2016.

**Goal 6: Improvement and Expansion of Transportation Corridors****Interchanges/Overpasses**

TH 52 at CSAH 86: This project proposes to construct a grade separation at CSAH 86 (280<sup>th</sup> Street) and Trunk Highway 52 in Randolph Township. This project includes associated roadway improvements in the area of the new interchange.

**Future Studies/Professional Services**

CP 97-xx: Future Pincipal Arterial Roadway Study. The study in 2016 will identify preferred alternatives for future east-west and north-south Principal Arterial roadways in Dakota County.

# FINANCIAL POLICIES AND GUIDELINES

The purpose of this section is to provide an understanding of the following:

- Financial philosophy that guides Dakota County's financial operation
- Long-range financial policies
- Fund balance management plan and practices
- Debt Administration
- Investment Policy
- Budget Compliance Policy

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## Financial Philosophy

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The basic principles that drive the development of financial policies and guidelines for Dakota County are to:

- Maintain a clear definition of accountability and spending authority
- Maintain a long-term financial approach for responding to both current and future issues  
Examples of this approach include multi-year outlooks for budget planning as well as balancing the budgeting of tenuous state revenues between the operating and capital budgets. Additionally, as a matter of practice, the county begins budgeting for the operating costs of capital at the time major projects are approved to begin, ensuring resources are in place when the project is complete.
- Maintain appropriate levels of fund balance by:
  - utilizing fund balance for time-limited projects or services
  - fully funding all plans and obligations
  - enhancing funding for building projects

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## Long-Range Financial Policies

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Dakota County has a number of policies and practices that are long-term in scope, but there is no one stated long-range financial policy. For example, the County has a fund balance plan that advocates prudent use of fund balance to promote long-term budget stability. Fund balance is used to smooth the impact of one-time expenditures or revenue shortfalls. Additionally, Dakota County designates a portion of its fund balance for budget stabilization to account for unforeseen disruptions in revenue. Budget planning starting in 2012 has explicitly moved beyond single year budgeting for operations and has considered the longer term environment for revenue as well as likely cost pressures.

Dakota County also engages in long-term facilities planning. The Capital Planning and Project Management unit of the Operations Management Department, in cooperation with other County departments has created a Long Range Facilities Plan. This plan was last updated in 2002 and looks at the County's facilities needs for the next fifteen years. The Long Range Facilities Plan is a planning document only. However, capital costs of future projects are quantified to allow for fiscal planning. In addition to the capital costs, the cost of operating these facilities is considered. Dakota County has a practice of building up operating funds when new facilities are planned to open. This longer-term planning for operating costs allows for a gradual increase in the amount of funding necessary to staff and run the facilities without causing an unusually high increase in property taxes in the years in which the facilities open.

In terms of long range financial planning, Dakota County utilizes a long-term approach to strategic planning and goal setting. For budget planning the County compiles a 5 year project by applying an estimated inflation rate and making assumptions about future FTE growth.

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## Fund Balance Management

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### Background

When reviewing fund balance it is important to understand how it is built and used. Dakota County's fund balance management practices have grown and evolved significantly over time. In the 1980's, planned sources and uses of fund balance were very limited. Throughout the 1990's, these practices have become much better defined and have evolved into the current practices evident in the 2013 budget. Our practices and policies help to assure an appropriate

level of fund balance and allow for the planned use of fund balance for defined purposes, including property tax relief and service and building improvements. As we face a more challenging economic environment, our fund balance practices will again warrant review as we manage risks and continue our transition to a future of lower revenue.

Our financial strengths are affirmed by the current bond ratings by both Moody's and Standard & Poor's indicating Dakota County's strong capacity to meet its financial obligations. The County's strong financial condition was recognized by the AA+ bond rating by Standard and Poor's and Aaa bond rating by Moody's.

<b>Current Bond Ratings</b>	
Moody's Municipal:	Aaa
Standard & Poor's:	AA+

The County plans to be able to maintain long-term appropriate fund balance amounts. It is our desire to maintain an appropriate fund balance level, which allows the County sufficient lead time and resources to respond to budget deficits arising from revenue losses or expenditure increases.

The proper amount of fund balance and budget surplus is a very difficult issue. We believe the proper amount of fund balance varies for every county. Our belief is supported by there being no widely accepted guidelines for proper fund balance amounts. We also believe that each county's fund balance needs vary from year-to-year. Dakota County's fund balance needs increase when planning for major capital expenditures or when we fear declining revenue. Nevertheless, Dakota County does not plan to utilize fund balance for on-going expenditures, but rather for one-time items such as capital purchases or improvements. The major issue related to fund balance is not the amount but rather that we understand our financial condition, have a solid financial plan, and review our plan on a regular basis.

**Dakota County’s Fund Balance Plan**

Fund Balance Plan	
Components of Fund Balance Plan	Demonstration of Achievement of Plan
Maintain and possibly grow fund balance to meet obligations	<ul style="list-style-type: none"> <li>• Cash flow requirements fully designated</li> <li>• IBNR fully designated</li> <li>• Compensated absences increases fully covered (annual transfer to Internal Service Fund)</li> </ul>
Maintain flexibility to cover unforeseen	<ul style="list-style-type: none"> <li>• Contingency funds</li> <li>• Losses in external funding</li> </ul>

**Explanation of Fund Balance Plan Components**

**Maintain and possibly grow fund balance to meet obligations.** Dakota County currently has fund balance fully sufficient to cover all cash flow requirements and incurred but not recognized (IBNR) items.

**Maintain flexibility to cover unforeseen costs.** Dakota County manages its fund balance to insure that unforeseen expenditure increases or revenue losses can be covered in the short-term, thereby allowing the County Board and management sufficient lead time to respond to the financial situation. An unforeseen and untimely loss of revenue occurred at the end of 2008, when the Governor “unallotted” state aids to cities and counties on December 24<sup>th</sup>, just days before the close of the fiscal year (a state law allows the Governor to reduce state payments when in a state budget shortfall). This resulted in a loss of revenue of \$2.3 million. The County’s fund balance was necessary in this case, as there was no way to reduce expenses by this amount in that short of time period.

**Debt Administration Policy**

Dakota County has established debt administration guidelines. While the guidelines have not been formally adopted as a policy by the Board, they nevertheless provide guidance for debt administration. The purposes of the guidelines are to: maintain a high credit standing, preserve debt capacity for future capital needs, acquire capital at the lowest-possible borrowing cost and administer obligations in an efficient manner. Several key policy issues form the framework for the County’s debt procedures. A listing of the key issues follows:

- Competitive and open bonding processes will be the standard.
- Communications with the investor and the national bond rating communities will be given high priority.
- Complete and full disclosure of all financial and economic operations will be met through the timely distribution of information.
- Compliance with the terms, conditions, and covenants of all outstanding bond or lease transactions will be monitored.
- Complex financial transactions requiring county limited or unlimited may be publicly sold through negotiation with a syndicate of investment banks with proper oversight.

- Determination of type and level of security of debt should be made based upon: direct and indirect beneficiaries of the project, time pattern of the stream and the project's useful life, and ability of a project to fund itself through use fees.
- Refunding and advance refunding opportunities will be monitored and the target level of a minimum of four percent Net Present Value debt service savings.
- General obligation bond proceeds will not be employed to fund general operation of the County.

The County policy on debt administration also addresses several guidelines to promote balance. The guidelines outline a variety of factors to consider when issuing debt is presented as a funding option. Samples of the guidelines are listed below:

- Debt service for general obligation (GO) property tax-supported debt and capital leases will not exceed seven percent (7%) of general fund and special revenue expenditures.
- Direct GO debt and capital leases will not exceed 0.65% of indicated Market Value of taxable property.
- Direct GO debt and capital leases will not exceed \$300 per capita.
- Direct GO property tax-supported debt and capital leases will not exceed two percent (2%) of aggregate household income.
- The minimum debt capacity to be preserved for future projects and contingencies will be seventy percent (70%).
- Average life of county GO property tax-supported bonds should not exceed 10 years.
- Variable rate debt will not make up more than twenty percent (20%) of the combined debt portfolio of the County.

## **Investment Policy**

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While funds are in the custody of the County, the funds shall be invested prudently and in accordance with Minn. Stat. § 118A to assure the preservation of principal, provide needed liquidity for daily cash requirements, and provide an acceptable rate of return.

The portfolio is established to preserve financial assets for future operating and capital expenses. The portfolio will be actively invested to achieve growth of capital through appreciation of securities held and through the accumulation and reinvestment of interest income.

The County's Director of Financial Services is the fiduciary agent of the Portfolio. The responsibility for conducting investment transactions involving public funds of the County reside with the Cash Management Section of the Financial Services Department under the direction of the Finance Manager. In the management and investment of the Portfolio, he (she) must act in accordance with the standards of the "prudent person." All transactions shall be made in good faith with the degree of judgment and care, under the circumstances, at the discretion of the person of prudence.

In 2010, the County developed and implemented use of external professional investment managers to manage a portion of the county's intermediate-and long-term portfolio. This is expected to improve net budget revenues from investment returns while adhering to State law requirements and the County's investment principles of safety, liquidity and return.

Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution and management of the investment program or that could impair their ability to make impartial decisions. Employees shall disclose any material direct interests in financial institutions with which the County conducts business. They shall further disclose any personal financial and investment positions that could be related to the performance of the investment portfolio. This will be managed by the annual related party transaction questionnaire that investment employees are required to complete.

The Board will approve the Investment Policy. The Investment and Cash Management Committee will review the portfolio and performance at least quarterly and the policy, guidelines and procedures annually.

The objectives for investing the Portfolio shall be, in order of priority:

1. Legality. Investments will be made in accordance with Minn. Stat. § 118A governing the investment of public funds. Prior to completing an initial transaction with a broker, Dakota County will receive a fully executed "Notification to Broker and Certification by Broker" form from the broker. "Notification to Broker and Certification by Broker" forms will be obtained whenever changes are made to the Investment Policy.
2. Safety of Principal. Investments will be made in a manner that seeks to ensure the preservation of principal in the overall portfolio and to mitigate credit risk and interest rate risk.
  - a. Credit Risk - The risk of loss due to the failure of the security issuer or backer will be minimized by:
    - i. Pre-screening and authorizing financial institutions, broker or dealers and intermediaries with which Dakota County will do business.
    - ii. Diversifying the portfolio to minimize the impact of potential losses from any one type of security or from any one individual issuer.
    - iii. Requiring insurance and collateral to ensure return of capital.
  - b. Interest Rate Risk - The risk that the market value of securities in the portfolio will change due to changes in market interest rates will be minimized by:
    - i. Structuring the portfolio so that securities mature to meet cash requirements for ongoing operations.
    - ii. Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy.

All investment securities purchased by the County shall be held in safekeeping by a third-party designated institution (the "custodian") as agent for the County. All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds. Cash, certificates of deposit and other depository accounts shall be collateralized by pledged securities as specified in Minn. Stat. § 118A. The County requires that all pledged collateral be placed in safekeeping at a Federal Reserve Bank or in an account at a trust department of a commercial bank or other financial institution not owned or controlled by the financial institution furnishing the collateral. Custodial and collateral holdings will be monitored for compliance.



3. Liquidity. The liquidity of the portfolio should be sufficient to meet all County cash flow requirements. Investments should be in liquid securities with a secondary or resale market (dynamic liquidity) and maturities should be laddered over time and structured to meet cash flow requirements to the extent possible (static liquidity). A portion of the portfolio may be placed in money market mutual funds or local government investment pools, which offer same-day liquidity for short-term investments. Securities may be liquidated to meet unanticipated cash requirements or to purchase other investments deemed more attractive in meeting the portfolio objectives.
4. Yield. The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs.

Securities shall generally be held until maturity with the following exceptions:

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

## **Budget Compliance Policy**

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The Board annually adopts a budget, which is the spending and funding plan for the County. The budget is balanced with revenues equaling expenditures. The County Board expects that funds will be spent and earned in compliance with the budget. Budget compliance requires expenditures to be equal or less than and the revenues to equal or exceed the budget amount. A projected budget deficit exists when expenditures estimates exceed authorized spending levels or when projected revenues are lower than budgeted. A projected deficit requires either a plan of action to reduce spending or a budget amendment. A budget amendment might reallocate resources or modify revenue levels to bring each deficit activity back into balance.

The chief purposes of the Budget Compliance Policy (BCP) are to:

- Identify clearly staff's authority to amend the budget;
- Identify clearly where staff is held accountable;
- Provide staff with authority to resolve most projected budget deficits;
- Expect staff to resolve most projected budget deficits.

Budget compliance is measured at budget accountability points. A budget accountability point is the identified level used to evaluate each account group for budget compliance. Budget accountability points are at differing levels. Reasons for differing levels of budget accountability points include: external and internal reporting needs; county policies and practices; and varying levels of desired flexibility.

The BCP identifies the circumstances under which staff may amend the budget without Board action. In most cases, the authority has been granted to the County Manager, who has then designated authority to lower levels. The following authorities have been granted to amend the budget:

- Transfer spending authority within a program or department;
- Transfer spending authority between or among programs/department within a division;
- Transfer spending authority between or among divisions;
- Reduce spending authority or increase other revenue budgets related to deficits;

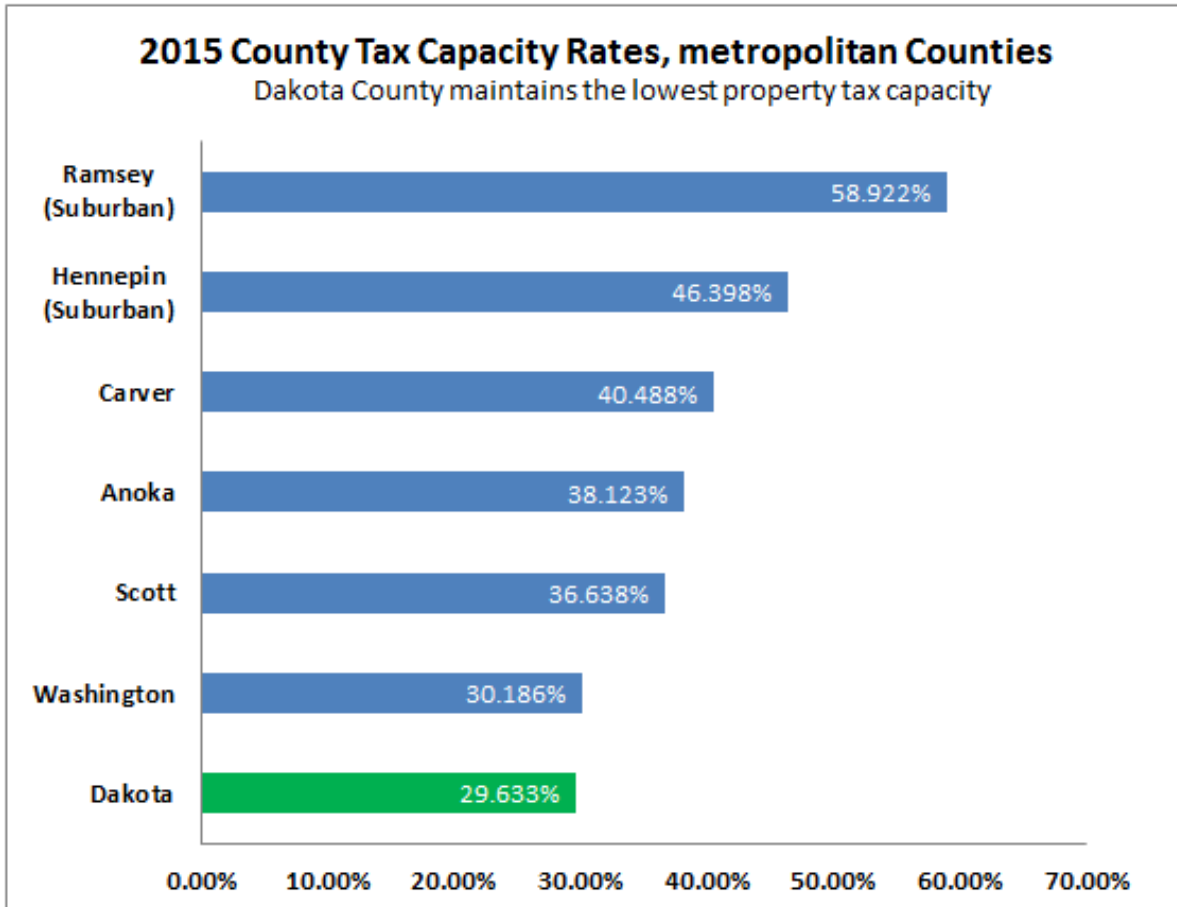
- Expand spending authority related to new or increased categorical revenue sources;
- Transfer spending authority below the budget accountability point;
- Make budget corrections or amendments falling under the authority of other policies.

Budget amendments are required as soon as budget deficits are projected. All other budget amendments are required prior to implementing spending changes.

# APPENDIX

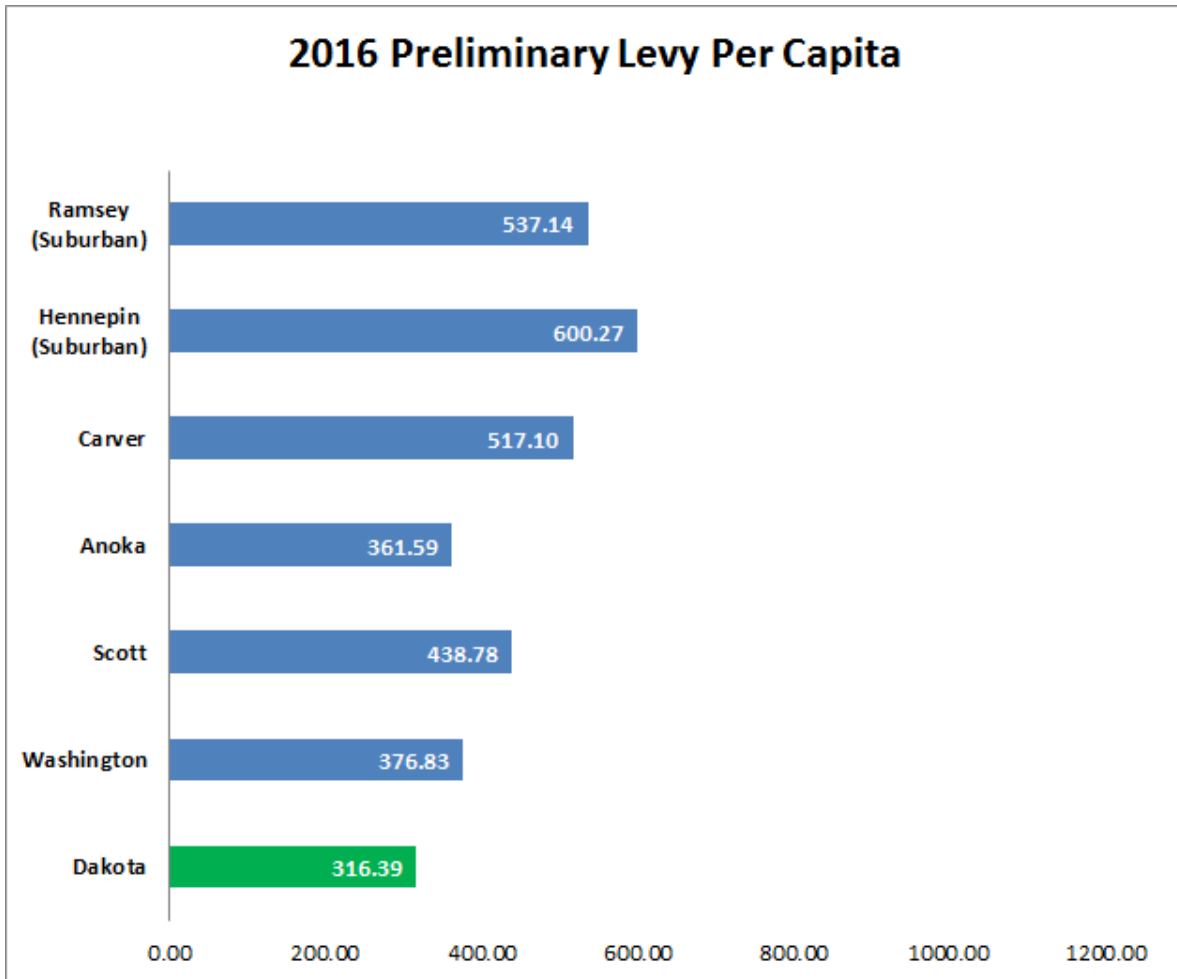
## Item 1: Metropolitan Counties Property Tax Rates

Dakota County has the lowest property tax rate of all the seven metropolitan counties, as well as in the entire state. The amount of County property taxes paid on a \$200,000 home is the lowest of the metropolitan counties for taxes payable in 2015.



## Item 2: Metropolitan Counties Per Capita Property Tax

Dakota County has the lowest per capita net property tax of the seven metropolitan counties.

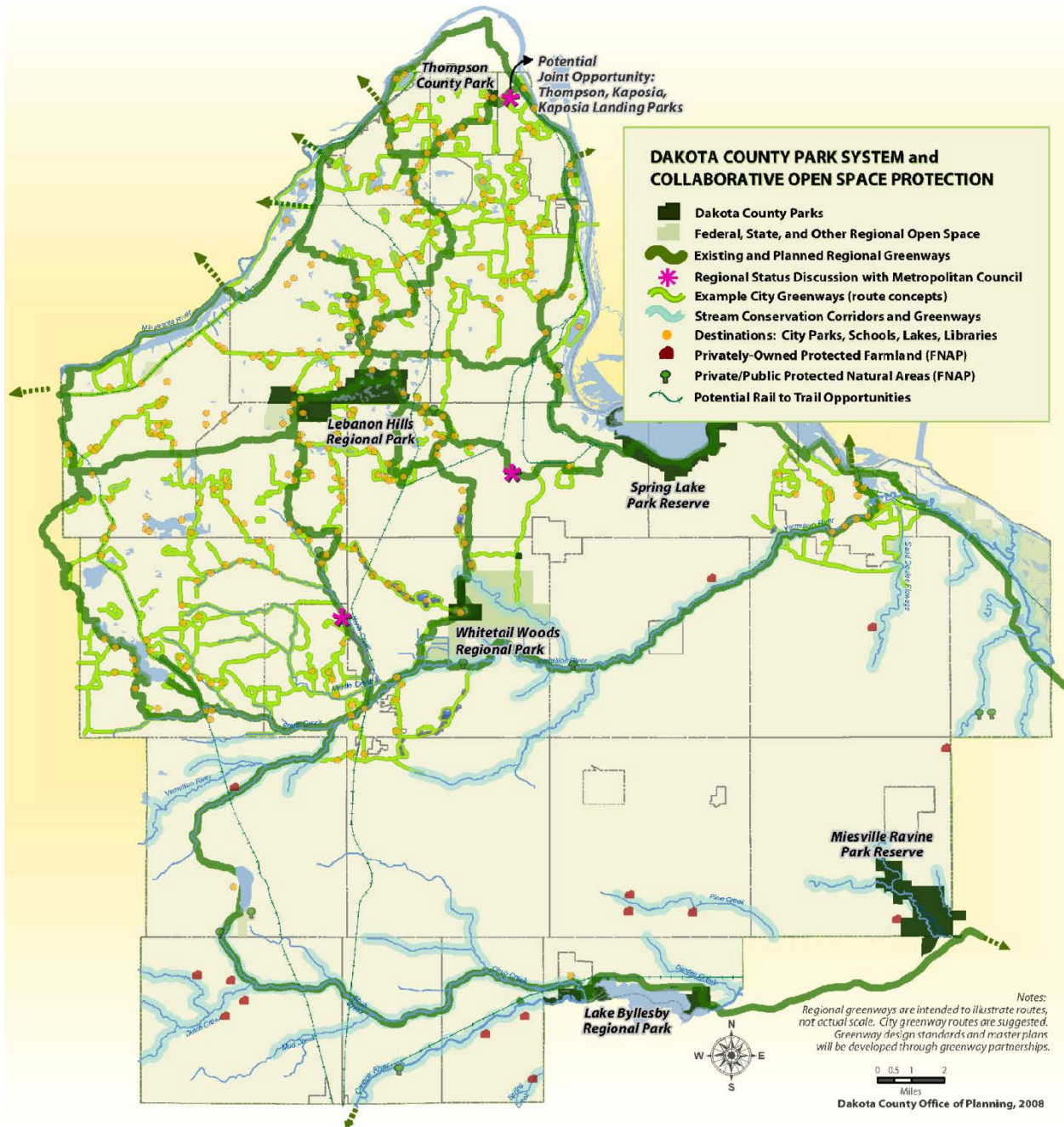


### Item 3: Dakota County Full Time Equivalents (FTEs) by Department

A Full-Time Equivalent (1.0 FTE) employee totals 2,088 hours per year. Departments are authorized a specific number of FTEs under the Adopted Budget. Generally, changes to FTEs must be authorized by the County Board. Under certain circumstances, County staff has the authority to adjust the number of FTEs. These exceptions are outlined in the Position Control Policy, Budget Compliance Policy and the Innovative Program Policy. Each of these policies allow for certain modifications in FTEs, including: adding limited-term position and temporary positions; and eliminating FTEs if funding for the position has been reduced or eliminated. The table below outlines the number of FTEs by County department and division.

Department	2013	2014	2015	2016
<b>Countywide</b>	<b>3.00</b>	<b>2.00</b>	<b>3.00</b>	<b>2.00</b>
Public Services & Revenue Administration	10.25	9.25	9.25	8.56
Assessing Services	35.00	35.00	37.00	38.00
Property Taxation & Records	43.60	44.60	44.50	44.80
Service & License Centers	23.75	23.75	23.75	23.75
Library	135.93	135.93	135.93	135.92
<b>Public Services &amp; Revenue Division</b>	<b>248.53</b>	<b>248.53</b>	<b>250.43</b>	<b>251.03</b>
Risk Management	5.70	5.70	7.00	7.00
Information Technology	51.75	64.00	65.00	65.00
Financial Services	33.50	34.24	35.00	35.00
Office of Planning & Analysis	12.00	8.00	8.00	8.00
Criminal Justice Information Integration Network	6.00	6.00	6.90	6.90
<b>Operation Management &amp; Budget Division</b>	<b>108.95</b>	<b>117.94</b>	<b>121.90</b>	<b>121.90</b>
County Administration	10.00	10.00	11.00	11.00
County Board	7.00	7.00	7.00	7.00
County Communications	6.10	6.10	7.00	7.00
Employee Relations	19.05	19.05	19.05	19.05
<b>Total County Administration</b>	<b>42.15</b>	<b>42.15</b>	<b>44.05</b>	<b>44.05</b>
Community Services Administration	14.00	15.00	17.00	17.00
Social Services	296.52	299.22	313.52	333.52
Employment & Economic Assistance	244.63	255.50	248.10	254.10
Public Health	94.19	90.72	91.52	93.12
Veterans Services	6.00	6.00	6.00	6.00
Community Corrections	169.69	169.29	171.22	171.52
<b>Community Services Division</b>	<b>825.03</b>	<b>835.73</b>	<b>847.36</b>	<b>875.26</b>
<b>County Sheriff</b>	<b>171.31</b>	<b>172.71</b>	<b>174.09</b>	<b>179.09</b>
<b>County Attorney</b>	<b>83.99</b>	<b>85.99</b>	<b>88.99</b>	<b>87.87</b>
Office of Geographic Information Systems	7.00	0.00	0.00	0.00
Operations Management	88.78	86.98	93.65	93.15
Physical Development Administration	22.50	25.75	25.75	25.35
Transportation	82.43	87.43	87.43	90.43
Water Resources	18.15	0.00	0.00	0.00
County Surveyor	8.00	8.00	8.00	8.00
Environmental Resources	12.55	31.50	32.50	33.60
<b>Physical Development Division</b>	<b>239.41</b>	<b>239.66</b>	<b>247.33</b>	<b>250.53</b>
<b>Total County Full-Time Equivalents</b>	<b>1722.37</b>	<b>1744.71</b>	<b>1777.15</b>	<b>1811.73</b>

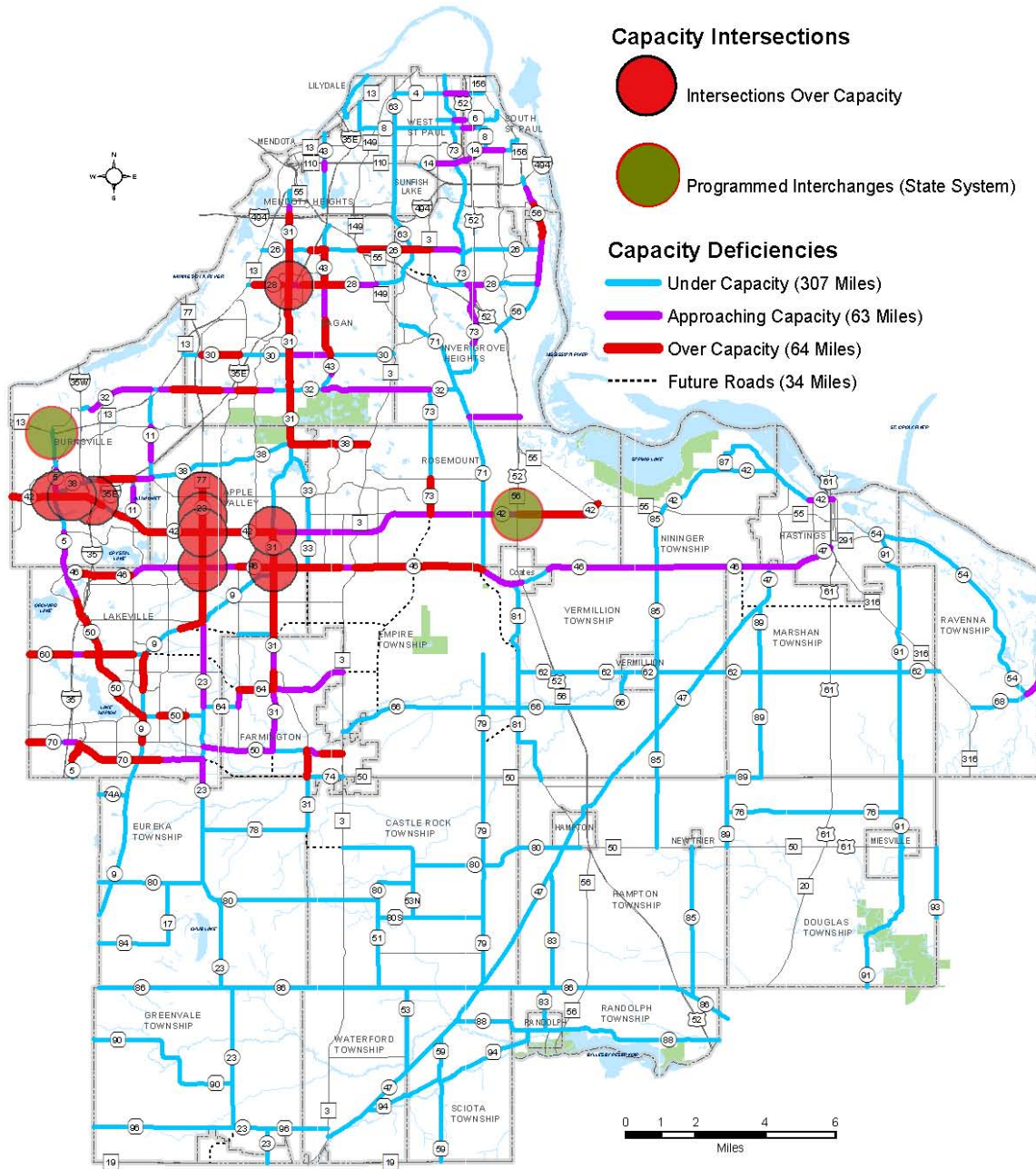
Item 4: Dakota County Park System





# Item 5: Intersection Capacity Map

## Intersections Approaching Capacity

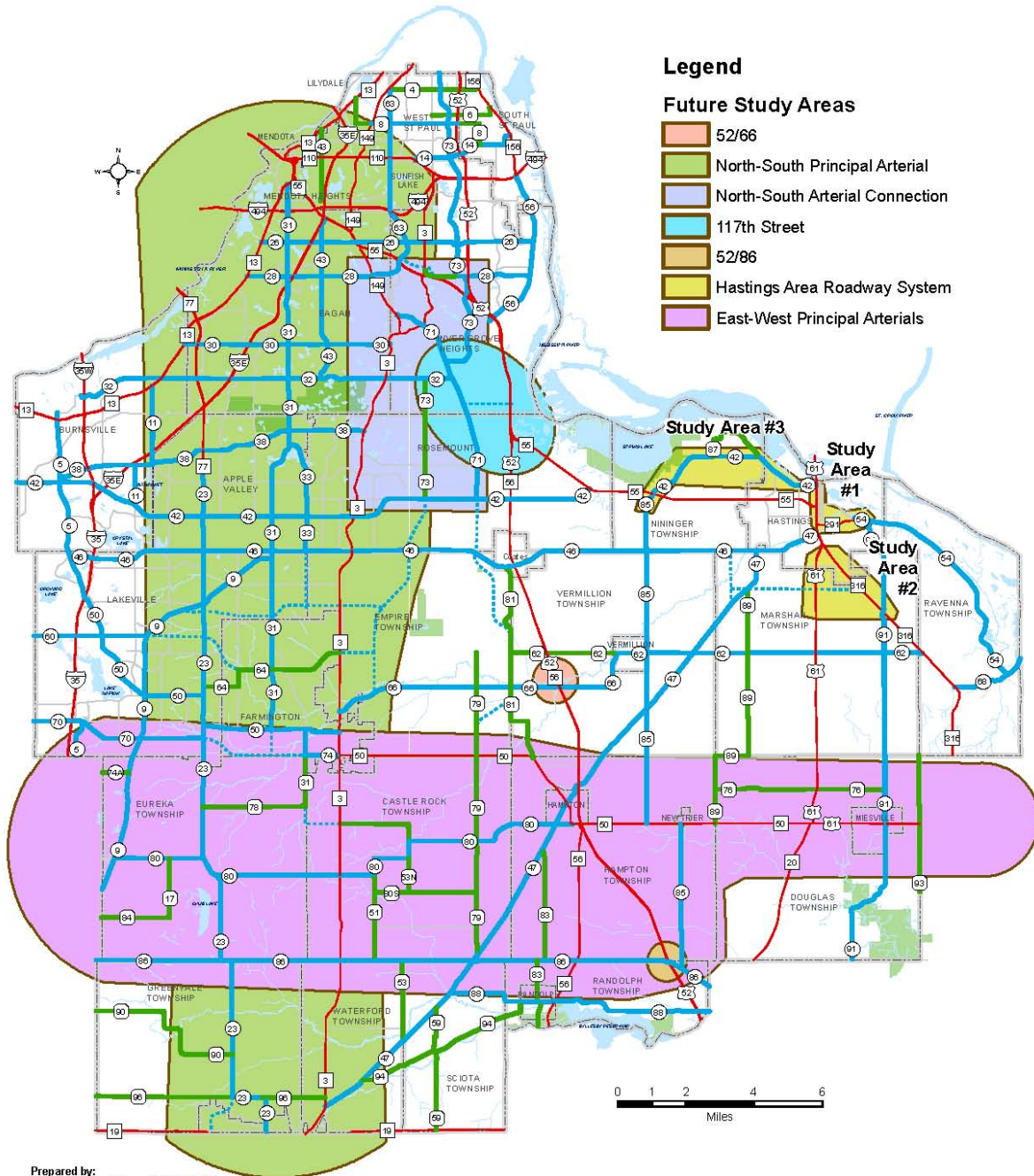


Prepared by:  
Dakota County Office of GIS, 9/2011.

### Dakota County 2030 Transportation Plan - Figure 45

# Item 6: Future Studies Map

## Future Studies



Prepared by:  
Dakota County Office of GIS, 9/2011.

Dakota County 2030 Transportation Plan - Figure 46



## ***County Administration***

### **Office of the County Administrator**

County Administration is the executive arm of the County. The County Administrator is responsible for County operations, management, and general supervision over all County institutions and agencies. In concert with appointed department heads and elected officials, this involves the execution of all decisions, policies, ordinances, and resolutions of the County Board and the prudent management of staff and fiscal resources.

### **Office of the County Board**

The County Board of Commissioners is comprised of a total of seven elected members, each representing separate districts within Dakota County. County Administration staff supports the activities of the County Board and serves as staff to the County Board to prepare agendas, record official Board proceedings, develop policy proposals, assist with constituent services, and provide general support.

## ***Communications***

The Communications Director plans and oversees public information programs for residents and internal County information programs for Dakota County employees. The Communications Director plays a strategic role in supporting the communications needs of the County Board and upper level management throughout the County.

The Communications Department supports County Commissioners and staff in providing information to the residents of Dakota County. This support includes:

- Serving as immediate, primary contact to the media with authority to speak on behalf of the County; providing in-house public relations expertise for the County Board and senior managers; providing media training.
- Responding to requests for public information and preparing responses to inquiries; responding to reporters' requests; promoting positive media coverage of Dakota County Government services and the county as a premier destination; preparing commissioners and staff for media interviews; providing short-term and long-term strategic media and external relations advice.
- Strategically preparing leadership for public perception of decisions.
- Preparing strategic, long-range County communications plans; establishing and enforcing communications policies.
- Directing production and distribution of public information materials and methods.
- Promoting Dakota County services and the quality of life in the county; overseeing informational content provided on the Dakota County Web site; developing strategies for increasing public awareness of County services, activities, and accomplishments.
- Assisting departments in utilizing effective communication to achieve their goals.

## ***Employee Relations***

In strategic partnership with County leadership and pursuant to Minnesota Statute § 383D, Employee Relations discharges functional responsibilities through five program delivery areas:

- **Recruitment and Selection** – Facilitate the recruitment of competent, diverse staff through open and competitive processes that provide County management

- and citizens with a workforce exhibiting the highest level of service, professionalism and integrity.
- **Compensation and Classification** – Develop, administer and promote a system that reflects external market conditions, internal pay equity considerations, and the County’s merit philosophy.
  - **Employee Benefits Administration** – Develop and administer employee benefit options that are market competitive, affordable and offer flexible choices for employees’ needs.
  - **Human Resource Development** – Design and implement integrated programming that fosters individual and organizational capacity to achieve strategic organizational objectives.
  - **Labor Relations** – Promote positive, stable, labor relations through effective labor negotiation and dispute resolution.

## ***Public Safety Division***

### ***County Attorney***

#### **Criminal Prosecution**

Pursuant to Minn. Stat. §388.051, the County Attorney prosecutes all felony crimes committed by adults within Dakota County. Additionally, the County Attorney has the statutory duty to prosecute gross misdemeanor and misdemeanor crimes committed in the unincorporated areas of Dakota County, as well as other specific gross misdemeanor offenses concerning child abuse and tax evasion. Pursuant to Minn. Stat. Ch. 260B, the County Attorney is also authorized to prosecute juvenile offenders for delinquent acts and petty and status offenses. This includes authority to seek adult or extended juvenile jurisdiction prosecution in appropriate cases. Prosecution includes all steps from charging through appeals.

Referrals to the County Attorney’s Office are made by municipal law enforcement agencies in Dakota County, the Dakota County Sheriff’s Office, the Dakota County Drug Task Force, the Minnesota State Patrol and, occasionally, by other state or federal agencies. To support these agencies’ criminal investigatory duties, the County Attorney’s Office provides to them training in developments in the criminal law and the constitutional rights of suspects and defendants, legal advice regarding investigative strategies, and review and/or drafting of search warrants and other documents.

Once a matter is referred to the County Attorney’s Office, the County Attorney has exclusive authority to charge, turn down, or divert the matter. Cases that are charged are prepared for trial. The prosecutor seeks to hold the defendants accountable for their criminal conduct, and, in doing so, must meet all of the requirements imposed by the Court, the rules of criminal/juvenile procedure, and the Minnesota Rules of Professional Conduct. If a case is turned down, the prosecutor notifies the appropriate parties of the decision. If a case is diverted from prosecution, the County Attorney’s Office monitors the defendant’s compliance with the accountability program to which the offender was diverted.

Pursuant to Minn. Stat. Ch. 611A, the County Attorney’s Office provides information and services to victims of crimes committed by adults and by juveniles. By law, crime victims are entitled to information from the prosecutor regarding their statutory rights as crime victims. Many victims also are given information about their case as it progresses from charging through plea negotiations, final disposition, and appeal.

Pursuant to Minn. Stat. §611.271, the County Attorney’s Office must provide at no cost to the public defender copies of police reports, photographs, grand jury transcripts, audiotapes,

videotapes, etc. Private defense attorneys for non-indigent defendants are charged fees for these copies.

Pursuant to Minn. Stat. §253B.185, the County Attorney is obligated to review cases of high-risk sex offenders released or to be released from prison, as referred by the State Commissioner of Corrections. The County Attorney must evaluate whether legal and factual bases exist to support initiation of a civil commitment proceeding for commitment as a sexually dangerous person or person with a sexual psychopathic personality. If legal and factual bases are present, a petition is filed to seek commitment and protect the public safety.

### **Protection of Vulnerable Persons**

Pursuant to Minn. Stat. Ch. 260C, the County Attorney has authority to bring appropriate petitions to protect children from abuse and neglect, and to terminate parental rights. Pursuant to Minn. Stat. Ch. 253B, the County Attorney may initiate commitment petitions against individuals who are mentally ill, chemically dependent, or mentally retarded, and who pose a danger to themselves or others. Pursuant to Minn. Stat. §626.557, the County Attorney is authorized to seek court intervention to protect a vulnerable adult from abuse, neglect and exploitation.

Cases involving vulnerable persons are usually referred to the County Attorney's Office from the County's Social Services Department. To support this department, the County Attorney's Office provides advice on the investigation and preparation of cases for referral. Where the County Attorney's Office determines that court intervention is needed and warranted under the law, this Office prepares the necessary court documents and prosecutes the case.

### **Legal Services to Dakota County**

Pursuant to Minn. Stat. §388.051, the County Attorney's Office has the duty to provide opinions and advice to the County Board, other elected and appointed county officials, the County Administrator and his staff, and the Soil and Water Conservation District. Pursuant to joint powers agreements between Dakota County and the Dakota Communications Center and between Dakota County MELSA (Metropolitan Library Service Agency), the County Attorney provides legal advice to the Dakota Communications Center and MELSA so that they may implement their programs effectively and consistent with law. Legal advice must be timely, accurate, consistent and effective.

Providing legal advice includes the drafting of various documents for County departments. These include contracts, joint powers agreements, ordinances, resolutions, legislation, and the like. Effective drafting results in documents that accomplish intended results, protect County interests, meet legal requirements, and enhance program effectiveness.

The County Attorney also is obligated by law to represent the County in all cases where the County is a party. The County Attorney represents the County in matters coming within the jurisdiction of the federal bankruptcy court, federal and state district courts (defense of contract, tort and statutory claims, condemnation); state tax court (defense of tax petitions); probate court (collections matters); state criminal court (enforcement of county ordinances); family court (child support and paternity matters); and various administrative forums (economic assistance and licensure appeals). Effective representation requires adequate preparation and compliance with all judicial and administrative rules.

Civil legal services are provided chiefly on a departmental basis, i.e., attorneys providing these services are assigned to serve specific departments and are required to track time spent serving each department.

Pursuant to Minn. Stat. §609.5313, the County Attorney has authority to commence actions to forfeit certain property held in connection with or associated with certain criminal activities, including drug crimes, prostitution, illegal gambling and other offenses. Forfeiture occurs apart from the criminal prosecution, and the proceeds are distributed 70% to law enforcement agencies, 20% to this Office, and 10% to the State.

Pursuant to Minn. Stat. Chs. 256 and 257, among others, the County Attorney's Office establishes and enforces child support orders and establishes paternity where needed as a prerequisite to child support. Paternity cases are pursued in court until an alleged father is either established as the legal father or is excluded by genetic testing. The County Attorney's Child Support Enforcement Division is located at the Northern Service Center in West St. Paul across the hall from the County's Child Support Unit and the child support magistrate courtroom.

### **Accountability Programs (Pretrial Diversion)**

Pretrial diversion from criminal prosecution to an Accountability Program, overseen by this Office, is available to certain adult and juvenile offenders. Generally, diversion offers an offender the opportunity to be held accountable for unlawful conduct without the entry of conviction and the establishment of a criminal record and to develop the capacity to change their behavior, thereby avoiding future offenses. The County Attorney has established the following accountability programs:

#### **Youth Accountability Programs**

- first-time juvenile misdemeanor/gross misdemeanor/felony property offenders;
- first and second-time juvenile alcohol/marijuana offenders (Level I and Level II programs);
- first-time juvenile offenders accused of fifth-degree assault or disorderly conduct or traffic violations (Peer Court or Restorative Justice); and
- the juvenile fire setter intervention program.

#### **Adult Community Accountability Programs**

First-time adult property offenders.

Offenders who meet program eligibility criteria and who desire to participate are required to pay a program fee (or perform community work service as an equivalent), to disclose to law enforcement the details of the offense, to make full restitution during the period of accountability, and for felony and gross misdemeanor offenses, to perform some community work service.

Participants are monitored for compliance with program requirements. Successful completion of all conditions avoids prosecution for the offense. If the participant fails to comply, the diverted offense is prosecuted.

Peer Court is a joint program among Dakota County Juvenile Court, Dakota County Community Corrections, and this Office. Peer Court provides an alternative approach to juvenile court in which a jury of peers recommends to the Peer Court District Court Judge sanctions as an alternative sentence.

The Level I and II alcohol and marijuana accountability programs are alternatives to court for juveniles who are apprehended for a first or second time for possession or consumption of alcohol or possession of marijuana. The programs are designed to provide youth training and education in cognitive skills to help reduce the risk of continued use of alcohol or marijuana.

The County Attorney's Office implements a juvenile fire setter intervention educational program, pursuant to direction of the state fire marshal under Minn. Stat. §299F.059. This program

serves youth who have been referred as in need of preventive education regarding fire setting, but who have not been cited by law enforcement in connection with a specific incident. It also serves as an accountability program for some first-time fire-related offenders.

### **Truancy**

Diversion from Chapter 260C child protection proceedings is available to certain truants referred to this Office by school districts. The goal of the program is to improve school attendance, and this Office works with the School Success Programs of the Social Services and Community Corrections Departments to achieve this goal. The schools initially report when there are 3 unexcused absences. The report goes to the School Success worker assigned to the school. Those reports result in a meeting with the student and the parent. If truancy persists, then a report comes to the County Attorney's Office at 7 unexcused absences. Under Minnesota law, a CHIPS petition may not be filed until the 7th unexcused absence. First time referrals at 7 unexcused absences are usually referred back to the worker for a more formal diversion and warning process. The worker can request a petition at that time based on history. Some second time referrals are also diverted. If attendance does not improve or if the family declines to cooperate, a truant may become the subject of a CHIPS petition. This program constitutes an early intervention that will prevent habitual truancy.

### **Problem-Solving Courts**

The County Attorney's Office participates in several problem solving court intervention programs in conjunction with the County's Community Corrections and Social Services Departments, the District Court and First Judicial District Public Defender's Office. These problem solving courts include an Adult Drug Court, a Juvenile Drug Court, and a Family Dependency Treatment Court. These problem-solving court programs are designed to address offender's accountability through a more pro-active treatment focused intervention aimed at addressing underlying chemical dependency or mental health issues, while maintaining protection of the public safety.

### **Victim/Witness Program**

This statutorily mandated program provides assistance and support to victims and witnesses of crime. Services are provided chiefly, but not exclusively, to victims of crimes prosecuted by this Office. Community education regarding victims' rights, needs and services is provided by the program manager to citizen groups, agency staff and criminal justice professionals.

Crime victims receive the following:

- Information: crime victims' rights (by letter, telephone contact or in-person);
- Referrals to community-based services and county departments;
- Referrals to the Minnesota Reparations Board;
- Progress of their case (by letter, phone contact or in-person); and
- Explanation of the adult and criminal justice systems.
- Services: supportive listening; grant-funded emergency funds for out-of-pocket costs resulting from the crime related to court attendance, repair or replacement of necessary property, home security needs, towing and impound fees, and emergency moving expenses; accompaniment to meetings with prosecutors and to court proceedings; assistance filing restitution and reparation claims; liaison with law enforcement and criminal justice agencies; assistance filing civil judgments for restitution; crisis response; assistance preparing victim impact statements; assistance exercising statutory rights; applications for restraining orders; and post-conviction assistance.

Crime witnesses receive:

- Information about the case prosecution and the criminal justice system;
- Subpoenas or letters requesting their testimony with directions to call in to verify receipt;
- Preparation for their testimony;
- Local transportation, if needed, and travel and accommodations for out-of-town witnesses; and
- Assistance with paperwork to obtain witness fees and reimbursements.

They assist prosecutors through:

- Locating missing witnesses;
- Scheduling appointments with witnesses;
- Cancelling and rescheduling witnesses as court status changes;
- General preparation of witnesses for testimony;
- Attention to uncooperative witnesses to ensure their appearance at court;
- Trial monitoring to escort witnesses to the courtroom when needed; and
- Monitoring for compliance with witness sequestration orders.

### **Prevention Programs**

The Dakota County Attorney has been active in chemical abuse and violence prevention efforts throughout the County and has initiated various prevention programs within the County Attorney's Office. The County Attorney partners with other County Departments when possible and also with the Minnesota County Attorneys Association.

### ***Sheriff's Office***

# ***Services Provided:***

- Patrol
- Investigations
- Civil Process
- Electronic Crime Unit
- Detention Services
- Inmate Programs
- MAAG and Crisis Negotiation Team
- Dive Team
- Canine Team
- Records and Warrants
- School Liaison
- Parks, Lakes, and Trails
- Narcotics (Dakota County Drug Task Force)
- Drug Enforcement Administration Task Force
- Dakota County Minnesota Joint Analysis Center (MNJAC) Liaison
- Prisoner Transport
- Emergency Preparedness
- Prescription Drug Drop Off
- Court Security and Point of Entry Screening
- Recruitment and Training
- Fit for Duty

## ***Operations Management & Budget Division***

### ***CJIIN***

The Criminal Justice Information Integration Network (CJIIN) program implements the County's plan for the integration of criminal justice information. Working in partnership with the County Attorney and Sheriff, Community Corrections, the District Court, and nine law enforcement agencies in the County, CJIIN has accomplished the following through implementation of applications to promote information sharing, business re-engineering, and information integration.

- **eBriefing**, the automation of roll call information that can be shared by all law enforcement agencies.
- **eForms**, the consolidation, automation, and re-engineering of forms used by law enforcement to allow officers to enter information once and move that information electronically through the criminal justice system.
- **Scheduling**, the automation of paper scheduling, providing for complex patterns, multiple work teams, requests for changes to schedules submitted and approved online, view-only access from home and various user friendly reports.
- **Integration Hub solutions**, the integration of criminal justice systems and information, linking the following key systems and agencies: Dakota Communication Center (DCC), law enforcement, Sheriff's Office, County Attorney's Office, Community Corrections, Courts and external law enforcement agencies throughout Minnesota.
- **Search**, an application that gives law enforcement personnel the ability to search local and state databases for driver, vehicle, prisoner, warrant, probation, hot file, Orders for Protection/Orders for Harassment, arrest information and court information. In 2012 Search was significantly upgraded and information access will increase greatly in the 4<sup>th</sup> quarter with the addition of Ramsey County Jail records, St Paul Police records, and eight State criminal justice databases.
- **RAI (Risk Assessment Instrument) for the Juvenile Detention Alternatives Initiative (JDAI)** assists Community Corrections in assessing juveniles for placement in secure confinement, diversion or release. The RAI tool through CJIIN automatically accesses records in various criminal justice databases to help "score" each individual. Manual work looking up records in various systems that took hours previously is now reduced to seconds, creating efficiencies and improving accuracy for Community Corrections. Work for the JDAI also includes the creation of a long-term repository of data, populated by the RAI tool, and a reporting feature used to monitor results for the JDAI.
- **Records Management System Support** for the Dakota County Law Enforcement Agencies (DCLEA) joint powers agreement.
- **Re-engineering/Process Improvement Services**

### ***Financial Services***

Dakota County centralizes its support functions rather than providing them within each department. Financial Services, Information Technology, Employee Relations, Office of

Planning and Analysis, and Operations Management are the County support departments. Financial Services' two main functions are accounting services and financial analysis. Accounting services include: payroll, payables, receivables, grant and other reporting, transaction recording and creation of the annual financial statement. Financial analysis includes providing fiscal forecasts, leading the budget development process, analyzing financial data, developing fiscal policies and plans, and producing the annual plan and budget document.

- **The payables section** is responsible for making payments for goods and services that have been purchased by the County. Departments provide the payables section with the vendor invoices and a transmittal form authorizing payment and identifying the budget accounts to be charged. The section audits the bills prior to payment and insures that they are properly coded prior to payment. Daily payments to vendors are made and reconciled.
- **The payroll section** handles distribution of payroll funds, as well as payroll deductions. Timekeeping records are reviewed for accuracy to ensure appropriate payment to County staff. Additionally, payroll personnel assist in setting up direct deposit and the payment of benefits to both existing and former staff who are eligible to receive them.
- **The Financial Services receivables section** works directly with the Community Services departments in monitoring State, Federal, and other payers' policies to assure the billing, collection, and the receipt of revenues are accurate and completed in a timely fashion. This section also assists in the collection process for NSF checks received by the County, as well as funds owed the County for property damage.
- **The Financial Services analysis staff** meets regularly with each County department to review their financial status, identify potential budget variances, provide fiscal advice, and identify and resolve any fiscal issues. A summarization of the results appears in the department and Countywide navigational scorecards. An additional outcome of these meetings is an opportunity to gain insight into our customers' financial and operational issues and concerns. Departments also gain an opportunity to learn more about the County's fiscal systems and to become better consumers of our services.
- **The cash management section** is responsible for the deposit and investment of public funds in compliance with MN Statute 118A and the County investment policy.
- **The financial analysis staff** participates in the annual budget preparation by assisting departments in identifying budget needs and implementing budget-creation criteria in allocating funds. As part of the budget and analysis function, staff monitors the interrelationship between the monthly projections, budget compliance, and budget preparation. Involvement in multiple aspects of each department's finances allows the staff to assist departments in grant applications and reporting. The financial analysis staff also performs a number of other tasks such as the publication of the County's Comprehensive Annual Financial Report (CAFR), Capital Improvement Plan and the Annual Plan and Budget.

Because most of the department's work is focused on internal county operations, the direct beneficiaries of Financial Services' efforts are the County Board, the County Administrator, County staff and County clients. County citizens and taxpayers are indirect beneficiaries of Financial Services' efforts.

### ***Information Technology***

The Dakota County Information Technology Department is the trusted partner for forward thinking technology that provides Dakota County Government with premier operational support while bringing new technology solutions to the Departments that meet their business needs.



I.T. strives to:

- Be a provider of services that are valued by its customers,
- Meet the technology needs of Dakota County government,
- See and embrace change and take the initiative to innovate,
- Develop solution-oriented and results-driven solutions to improve programs and services

## ***Office of Planning & Analysis***

The Office of Planning and Analysis (OPA) provides long-range planning; research, data analysis, program evaluation, and performance measurement and continuous improvement services countywide.

- **Long-range and strategic planning.** OPA conducts strategic planning processes and facilitates long-range planning on a variety of topics.
- **Research, policy analysis, and program evaluation.** OPA gathers and analyzes information in order to provide context and support informed decision-making countywide. For example, OPA facilitates a biennial residential survey to inform County leaders on important issues and trends among the public.
- **Performance measurement and continuous improvement.** OPA facilitates organizational strategy and performance measure development and implementation, ensuring alignment with other countywide functions such as budget development and links to continuous improvement efforts that fulfill strategy and influence performance outcomes.

## ***Risk Management***

There is an inherent "cost" or "risk of loss" associated with operating any organization. Risk Management identifies and evaluates organizational risks, develops and implements methods and programs that can reduce or eliminate such risks, and monitors programs to ensure they are effectively addressing the identified exposures.

Risk Management exists to provide direction, oversight, and support in the following areas:

- **OSHA compliance** – Ensure that County operations and facilities meet or exceed OSHA and related safety and health standards through policy development, enforcement and education.
- **Employee safety and health training** – Reduce the potential for injuries to County staff or the public, damage to County properties, vehicles or public properties through risk assessment, education and training programs.
- **Insurance and self-insurance administration** – Analyze, select, and monitor the most appropriate risk financing tools for funding the costs associated with incurred losses.
- **Contract risk management** – Collaborate with departmental contract management and legal staff to ensure that all County contracts are structured appropriately to protect the County's interests.
- **Claims management** – Manage all general liability, auto, property loss, and workers' compensation claims in a manner that reduces the overall cost of the claims to the County.
- **Risk assessment** – Monitor County operations, activities, and facilities to identify and manage risk exposures that may adversely affect the County's financial position.
- **Security** - Reduce the potential for personal injuries to County staff or the public by evaluating and recommending improvements in personal security at County facilities.

- **Homeland Security** – Plan, coordinate, administer, and monitor homeland security measures to facilitate organizational and regional efforts to protect against terroristic threats.
- **Continuity of Operations Planning (COOP)** - Establish and maintain a plan to prepare for and respond to potential risk exposures that could adversely affect the County's ability to continue providing essential services to customers.

## ***Public Services and Revenue Division***

The Public Services and Revenue Division provides a broad range of services to the citizens of Dakota County. Services vary from routine transaction-based services such as the recording of real estate documents and processing tax payments to direct customer services such as passports, marriage certificates, and drivers' licenses to enhancement of quality of life through the County's system of libraries.

Citizens depend upon PS&R for accurate and timely tax calculations, defensible property assessments, timely recording of real estate records, customer-friendly assistance with services such as drivers' licenses, passports, and marriage licenses, and open, friendly library services.

It is not Public Services and Revenue's role to create new programs for the County but rather to deliver services that are fair, efficient, reliable, effective and understandable.

The Public Services and Revenue Division has responsibility for:

- Quality, responsive and accessible land and property services.
- Fair and representative elections.
- Fair and equitable tax administration, Vital Records, Motor Vehicle and Passport Services.
- County Public and Law Library Services.

Division Administration provides strategic direction and professional support for the Assessing Services, Property Taxation and Records, Service and License Centers Departments, and the Dakota County Public and Law Libraries. The Division also coordinates support and services for the Dakota County Historical Society and the Dakota County Agricultural Society.

Business levels have increased in all PS&R departments since 2001. The Division prides itself on its continued success in delivering high quality services in a cost-effective manner. It has done this through:

- Effectively using technology.
- Increasing flexibility of staff to compensate for reductions in staff.
- Collaborating with other units and organizations to leverage resources.

## ***Assessing Services***

Legal Authority:

Minnesota's power of taxation is found in Article X of the Constitution of the State of Minnesota. The article states that the power of taxation will never be surrendered, suspended or contracted away. The article also states that the taxes will be uniform upon the same class of subjects and will be levied for public purposes.

Numerous Minnesota Statutes govern the primary activities of Assessing Services. The major laws and statutes governing property tax assessments are found in Minn. Stat. § 214.09, 270.02 through 270.81, 272.01 through 272.68, 273.05 through 273.37, 367.05 and 367.25, 375.23, and 412.131.

Value and classify all property in the County as of January 2.

Estimate the market value and determine the classification of all taxable property in the County annually. Minnesota State law establishes each January 2<sup>nd</sup> as the assessment date for all property.

Physically inspect, revalue and classify 20% of the real estate parcels in the County annually.

As required by statute, appraisers visit and inspect 20% of the parcels in the County each year. A computerized mass appraisal system, with edits, aids in accurate completion of the appraisal process.

Value all new construction.

Over the past several years local cities and townships issued an average of 17,200 building permits. Appraisers must visit and inspect each property and estimate the improved value, if any, as of January 2<sup>nd</sup>, which is the statutory assessment date.

Maintain a level of assessment between 90% and 105% on all property types.

The Minnesota Department of Revenue reviews and verifies that the required level is being met for all taxing jurisdictions and types of property. Compliance is mandatory, statewide. Department staff annually analyzes an average of 6,500 sales of property in Dakota County to comply with this requirement.

Reach the best resolution possible on petitions filed with the Tax Court.

Appeals to the Minnesota Tax Court may be costly to conduct and time consuming to prepare and defend, but are extremely important to preserve an accurate, equitable assessment. Court appeals, while a fraction of the total parcels in the County, normally require expert, detailed appraisals. Professional staff with good negotiation skills, appraisal expertise and common sense, assure County taxpayers of the best possible resolution of these cases.

Provide information to taxpayers in Dakota County.

Public data and records located in Assessing Services are made available to anyone who makes a request for information. Inquiries on sales, land or structure sizes, values, taxes, homestead requirements, and numerous other taxpayer questions are willingly answered and information promptly provided.

Local government officials are provided with information on specific property values, taxable value of their community and the impact of potential tax changes.

Internet access to Dakota County property information provides up-to-date data on every property in the County, and has been extensively used by the public and government entities. The Assessing Services web page provides users with easy to understand answers to a wide variety of frequently asked property tax questions.

## ***Property Taxation & Records***

Legal Authority:

The Property Taxation and Records Department provides essential services and support to the citizens of Dakota County as well as to cities, schools, townships, commissioners, administrators, and County departments. The Constitution of Minnesota and Minnesota Statutes directly govern the activities of the Property Taxation and Records Department. Dakota County Ordinances, Resolutions, Policies and Procedures govern other activities of the office.

- The department is responsible for accurately calculating, collecting and distributing property taxes. Article X of the Constitution of the State of Minnesota and Minn. Stat. § 270-293 authorize taxation responsibilities of the County.
- Minnesota Statute § 259 is the framework for the vital statistics and licensing services provided in response to public requests. The centralized phone service ensures a prompt, professional response to public requests for information.
- The department is responsible for the administration of fair, accurate, and efficient elections based on Minn. Stat. § 201-211.
- Minn. Stat. § 383-386, 507, and 508 are the framework for the responsibility of the department to record all changes to property descriptions, including combinations and splits, and for processing legal documents that relate to property ownership.
- The Department records all legal documents affecting real estate within Dakota County under Minn. Stat. § 387, 505, 507 and 515 et. al.

### ***Service & License Centers***

The Dakota County Service and License Centers Department offers services to the citizens of Dakota County under Minn. Stat. § 168-171 at Service Center Desks located in the County's Northern Service Center (NSC) and Western Service Center (WSC) and through the License Centers located in Burnsville (BLC), Lakeville (LLC), and Rosemount (RTLCL).

Service Center Desks provide passport and passport photo service, accept marriage license applications, provide birth, death and marriage certificates, accept payments for current and delinquent real estate and mobile home property taxes, accept documents and fees for recording, and perform a variety of other services for the public and departments in the county.

The License Centers act as agents of the State of Minnesota and offer full title transfer, tab renewal and driver's license services for automobiles and sport utility vehicles. The License Centers also accept homestead applications and provide birth/death certificates.

### ***Community Services Division***

The Community Services Division is composed of five Departments and Community Services Administration. In addition, locally-funded educational services are provided through a partnership with the University of Minnesota Extension Service and the United States Department of Agriculture. A description of services provided by each Department can be found in the individual Department budget documents. Indicators of effectiveness, efficiency and responsiveness are measured at the Department level. A detailed description of specific challenges the Division will face in the coming year can be found in each Department's budget document.

The following is a summary of Community Services Administration division management functions and Department services:

### **Community Services Administration**

Primary conduit to Dakota County Administration; develop, communicate, and ensure compliance with Dakota County and Community Services strategic direction, priorities, policies and processes. Shared accountability with departments for business model development and advocacy to Dakota County Administration, the legislature, and other partners and stakeholders. Achieve these objectives by providing management oversight and support in these four areas:

#### **Administrative Services**

Responsible for effective and compliant Community Services County Board processes and requests for action, and other administrative functions within the division. Primary conduit to Community Services Administration, Employee Relations, and Communications.

- **Project and Performance Management/Technology Support:** Responsible for developing and maintaining Community Services division portfolio of priority projects. Ensure proper work plans, status reports, and risk mitigation tools are used to effectively complete strategic initiatives. Primary conduit to Office of Planning and Analysis and Information Technology.
- **Contracts, Vendor Management, Compliance:** Responsible for compliant and appropriate Community Services third-party agreements. Develop tools and processes to ensure agreements contain valid, measurable, and tracked vendor performance standards. Primary conduit to County Attorney and Risk Management.
- **Budget and Finance:** Responsible for accurate and compliant Community Services budget development, tracking, and reporting. Primary conduit to Financial Services.

## Community Corrections Department

The Community Corrections Department provides services and programs in six major areas:

- **Community-based probation services:** are provided for adult and juvenile offenders and for supervised release offenders from state prisons. The department offers specialized caseloads for domestic, gender-specific and sex offenders. Supervision services are based on offender level of risk and include both one-on-one and group supervision strategies.

Department staff provides assessment, evaluation and recommendations to the court. Bail evaluations, presentence investigations and a variety of other assessments are conducted.

The Juvenile Services Center is a 40 bed secure residential facility with both detention and treatment services for juvenile offenders. The facility serves Dakota County and other neighboring counties.

Specialized programs for juvenile offenders include an extended day treatment and after school program, drug court, and intensive in home family programs. For adult offenders there are specialized programs for domestic, DUI and sex offenders, as well as presentence supervision programs, jail alternative programs and community restoration programs.

Services to victims of crime are provided to give victims the opportunity to give input on how offenders' actions impacted their lives. Services focus on emotional and financial restoration.

Community Corrections involves community members in justice activities through an advisory board, volunteer opportunities, forums and circle sentencing.

- **Employment and Economic Assistance:** The Employment and Economic Assistance Department provides services in six major areas:
  - Administration of income maintenance programs including Medical Assistance, the Minnesota Family Investment Program (MFIP), food support, Minnesota Supplemental Aid, general assistance, emergency assistance, and childcare subsidies.
  - Collection of child support payments from non-custodial parents.
  - Collection of fees from families who receive services based on their ability to pay.

- Fraud prevention to deter, investigate and stop fraudulent use of public assistance.
- Supportive housing services for families and youth at risk of losing their housing or who are actually homeless.
- Employment and training services for disadvantaged youth and adults, dislocated workers who have lost their jobs, and School to Work initiatives to prepare students to secure employment and improve their work life.

## Public Health

The Public Health Department provides services in five major areas to individual, families and communities to promote and protect the health of citizens of the County.

- WIC, well-child health checkups and home visiting services for at-risk pregnant women, infants and children and their families to promote healthy pregnancies, healthy infants and children.
- Community-based long-term care services targeting disabled, elderly and medically fragile persons to support them to remain in their own homes and communities through long-term care consultations, purchased in-home and community services, and case management.
- Disease prevention and control services including vaccinations, communicable disease investigation and control measures, preparedness for public health threats, health care for jail inmates, and inspection and response to public health nuisances.
- Health promotion services to encourage healthy lifestyles, healthy community environments, and to mobilize citizen and community resources to identify and address local health needs and priorities.
- Emergency medical services to assure quality and coordinated response to medical emergencies through continuing medical education, standardized service guidelines, and coordinated disaster response.

## Social Services

The Social Services Department provides services in four major areas:

- Children and Family Services provide assessment and ongoing services for child protection, children's mental health, family conflict, minor parents, and truancy. This section is also responsible for adoption, foster care recruitment and licensing, and child care licensing.
- Adult Services provides investigation of vulnerable adult reports, as well as ongoing case management for those who need continued assistance. In addition, this section provides assessment and case management for adults with mental health issues. Chemical Health assessments and referral to treatment are provided in this section as well.

The Crisis Response Unit is a part of this section, providing phone and on-site crisis assessment and services 24 hours/day, 7 days/week. Working closely with first responders and community services, they refer clients to the appropriate options for a particular situation.

- Long-Term Care section includes Developmental Disabilities, Pre-admission Screening, Alternative Care, Waivered Services, and Personal Care Assistance programs. The goal is to maintain elderly and disabled individuals in the least restrictive setting, preferably in the home. Where home care is not possible, other residential care options are provided to ensure that they will be kept healthy and safe within reasonable risk parameters. Working in partnership with Public Health Nursing, they provide assessment, case management, and service provision to low-income, frail elderly, or persons with disabilities at risk of nursing home placement. These programs provide home-based or homelike services as alternatives to nursing home placement, reducing the risk of self-neglect or caregiver neglect, using state and federal funds to cover most of the costs of these services.
- Administrative Operations and Quality Assurance provides clerical, administrative, and analytical support to all program areas.

## **Veterans' Services**

The Veterans' Services Department serves as an advocate and resource to the veterans of Dakota County by assisting them in accessing the benefits they are entitled to under law.

## **Extension**

The Extension Department links with the University of Minnesota Extension Office to provide resources and outreach in the areas of youth development, including the 4-H program, multi-cultural/diversity education, and family financial and nutrition education.

## ***Physical Development Division***

The Physical Development Division (Division) includes the following departments: Administration, Operations Management, Environmental Resources, Transportation and the County Surveyor's Office.

## **Physical Development Administration Department**

Includes the Office of Planning, the Administrative Coordinating Services (ACS) unit and the Contract Management unit. Each of these units supports the activities of each department within the Division.

## **Operations Management (OM) Department**

Includes the Facilities, Fleet and Parks workgroups. The mission statement of OM is to plan, design, construct, and maintain County facilities, parks, vehicles, and equipment in order to meet user needs.

## **County Surveyor's Office**

Maintains the Public Land Survey system, reviews and approves new subdivisions and condominium plats ensuring that they meet all State statutes and local ordinances. The office also provides surveying servicing to other County departments.

## **Environmental Resources Department**

Includes the Environmental Management, Water Resources and Land Conservation workgroups, oversight of the Byllesby Dam, and staff support for the Vermillion River Watershed Joint Powers Organization, which the Division is responsible for administering. Dakota and

Scott counties formed a joint powers organization to develop policies, programs, and projects that will protect and preserve the water resources in the Vermillion River Watershed.

## **Transportation Department**

Includes the Roads, Transit workgroups, and the County Surveyor's Office. The mission statement of the Transportation Section is, "Providing safe and efficient multi-modal transportation and survey services that are responsive to the needs of Dakota County."

The Division acts as the liaison between the County and the Community Development Agency (CDA) and Soil and Water Conservation District (SWCD).

- **The CDA's** mission is to improve the lives of County residents through affordable housing and community development. The CDA administers over 30 different programs that serve communities and residents and manages over 1,800 units of affordable rental housing for working families and seniors.
- **The SWCD** is governed by an elected board of supervisors and provides technical, educational, and financial assistance to agricultural and urban land users and local governmental units in the management, conservation, and protection of soil and water resources.



# Glossary

In some cases, definitions for common terms are adopted from other government reports.

<b>Accrual Basis</b>	The recording of financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.
<b>Activity</b>	A specific and distinguishable service performed by one or more organizational components of a government to accomplish a function for which the government is responsible.
<b>Adopted Budget</b>	The County budget for a fiscal year (January to December) as adopted by the County Board of Commissioners.
<b>Advance Refunding</b>	A transaction in which new debt is issued to provide monies to pay interest on old, outstanding debt as it becomes due, and to pay the principal on the old debt either as it matures or at an earlier call date.
<b>Agency Fund</b>	One of four types of fiduciary funds. Agency funds are used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities).
<b>Allotment</b>	Portion of an annual or biennial budget appropriation allocated to an interim period.
<b>Arbitrage</b>	The reinvestment of the proceeds of tax-exempt securities in materially higher yielding taxable securities (GFOA).
<b>Assessed Valuation</b>	A value established for real property for use as a basis for levying property taxes.
<b>Attorney Forfeiture Special Revenue Fund</b>	To account for the 20 percent of the proceeds from the sale of forfeited property this is distributed to the County Attorney as a supplement to operating monies for prosecutorial purposes.
<b>Available Fund Balance</b>	The portion of fund balance not reserved for an existing obligation and could be used to finance appropriations.
<b>Basic Financial Statements</b>	The minimum combination of financial statements and note disclosures required for fair presentation in conformity with GAAP.
<b>Basis differences</b>	Differences that arise through the employment of a basis of accounting for budgetary purposes that differs from the basis of accounting prescribed by GAAP for a given fund type.
<b>Basis of Accounting</b>	The timing of recognition, that is, when the effects of the transactions or events should be recognized for financial reporting purposes. Basis of accounting is an essential part of measurement focus because a particular timing of recognition is necessary to accomplish a particular measurement focus.
<b>Budget</b>	A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures.
<b>Budgetary Basis of Accounting</b>	The method used to determine when revenues and expenditures are recognized for budgetary purposes.

<b>Budgetary Guidelines</b>	Recommendation on budgeting issued by the National Advisory Council on State and Local Budgeting (NACSLB). The NACSLB's budgetary guidelines are chiefly of interest to accountants because of the emphasis they place on performance measurement in the context of the budgetary process.
<b>Budgetary Reporting</b>	The requirement to present budget-to-actual comparisons in connection with general purpose external financial reporting. Budgetary reporting is required in connection with the basic financial statements for both the general fund and individual major special revenue funds with legally adopted annual budgets. Budgetary reporting also is required within the comprehensive annual financial report to demonstrate compliance at the legal level of control for all governmental funds with legally adopted annual budgets.
<b>Budget Compliance</b>	The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.
<b>Budget Compliance Points</b>	The level at which spending in excess of budget and/or collecting revenue less than budget would be in violation of Dakota County's Budget Compliance Policy.
<b>Budget Incentive Policy (BIP)</b>	Dakota County policy whereby departments and divisions are able to receive a portion of their prior years' budget savings to purchase small capital items and supplement funding for short-lived or one-time projects.
<b>Business-type Activities</b>	One of two classes of activities reported in the government-wide financial statements. Business-type activities are financed in whole or in part by fees charged to external parties for goods or services. These activities are usually reported in enterprise funds.
<b>Capital Expenditures</b>	Expenditures resulting in the acquisition of or addition to the government's general fixed assets.
<b>Capital Improvement</b>	Major construction, repair of or addition to building, parks, roads and bridges, and bikeways.
<b>Capital Improvements Budget</b>	The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.
<b>Capital Improvement Program</b>	Five year plan for capital improvement projects.
<b>Capital Projects Fund</b>	Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).
<b>Cash Basis of Accounting</b>	Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.
<b>Challenges</b>	Anticipated tests to the departments or organization's abilities or resources in achieving stated goals or undertakings.
<b>Class Rates</b>	The percent of market value set by state law that establishes the property's tax capacity subject to the property tax.
<b>Community Services Special Revenue Fund</b>	To account for all costs for human services. Financing comes primarily from an annual property tax levy and intergovernmental revenue from the State and Federal Governments.

<b>Countywide Operations Department</b>	An accounting entity where expenditures and revenues are recorded that impact or benefit all county departments.
<b>Community Indicators</b>	These provide a “snap-shot” of the quality of life in a community or county. They report on crime levels, housing conditions, environmental pollution, child immunization rates, demographic trends, incidents of youth and domestic violence, household wealth, community voting rates, and other aspects of community life.
<b>County Library Special Revenue Fund</b>	To account for the operating cost of the Dakota County Library System. Financing is provided by an annual property tax levy.
<b>County Parks Special Revenue Fund</b>	To account for park acquisition, development, and operating costs. Financing is provided by an annual property tax levy and grants from the Metropolitan Council.
<b>Debt Service Fund</b>	A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
<b>Deficit</b>	(1) The excess of expenditures over revenues during an accounting period. (2) When actual revenue received is less than budgeted. (3) When actual expenditures are greater than budgeted.
<b>Department</b>	An organizational entity designated by the County Board of Commissioners as a department.
<b>Designated Fund Balance</b>	A portion of an unreserved fund balance that has been identified for a specific purpose. Designations are can be either required by state statute or other policy or resolution.
<b>Effectiveness Indicators</b>	Performance indicators that measure how well a particular service accomplishes the intended purpose and that is of direct importance to managers, clients, and the public. It may measure an intermediate outcome (an initial outcome that is expected to lead to the desired end, but is not an “end” in itself, or an end outcome (long-term results that are anticipated or desired.
<b>Efficiency Indicators</b>	Measures that indicate how well resources are being used. It is expressed as a ratio between the amount of input and the amount of output or outcome, and is often described as the cost per unit of output. It may be the cost per library material circulated or the cost per person hired. The input may also be expressed in staff time; such as the number of welfare applications processed per financial worker FTE or the number of inspections completed per assessor per hour.
<b>Enterprise Fund</b>	(1) A fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g., airports, transit systems). In this case the governing body intends that costs (i.e., expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user fees. (2) A fund established because the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.
<b>Environmental Management Special Revenue Fund</b>	To account for environmental management activities within the county including waste reduction, planning, administration, regulation, and education.

<b>Expenditure</b>	Use of an appropriation to purchase goods and services (including services of employees) necessary to carry out the responsibilities of a department or organization.
<b>Expenditure-driven Grants</b>	Government-mandated or voluntary non-exchange transactions in which expenditure is the prime factor for determining eligibility. Also referred to as <i>reimbursement grants</i> .
<b>Expenditures</b>	Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service, and capital outlays, and intergovernmental grants, entitlements and shared revenues.
<b>Expenses</b>	Outflows or other using up of assets or incurrence of liabilities (or a combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations.
<b>FTE</b>	Full Time Equivalent. A full time employee works 2,088 hours per year. FTE's are calculated by dividing hours worked per year (or planned hours to be worked) by 2,088. For example, an employee working 1,044 hours per year divided by 2,088 equals 0.50 FTE.
<b>Fiduciary Funds</b>	Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.
<b>Financial Resources</b>	Resources that are or will become available for spending. Financial resources include cash and resources ordinarily expected to be converted to cash (e.g., receivables, instruments). Financial Resources also may include inventories and prepaid items (because they obviate the need to expend current available financial resources).
<b>Fiscal Year</b>	A 12-month period not necessarily corresponding to a calendar year.
<b>Formula Grants</b>	Government-mandated or voluntary non-exchange transactions involving the provision of resources based upon established criteria (e.g., number of full-time equivalent students) other than the incurrence of qualifying expenditures.
<b>Function</b>	A group of services aimed at accomplishing a defined purpose. Functions may cross-organizational boundaries.
<b>Fund</b>	An independent fiscal accounting entity with a self-balancing set of accounts. Examples are the General Fund, Special Revenue Funds, Capital Projects, Enterprise, and Internal Service Funds. Annual budgets may or may not be adopted for different funds.
<b>Fund Balance</b>	In accounting terms, it is the net fund assets minus fund liabilities. In simple non-accounting terms, ignoring such things as loans, designations, and reserves, fund balance can be considered the beginning fund balance + actual revenues – actual expenditures.
<b>Fund Classifications</b>	One of the three categories (governmental, proprietary, and fiduciary) used to classify fund types.
<b>Fund Type</b>	Any one of seven categories into which all funds are classified in governmental accounting. The seven fund types are: general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

<b>Funded Mandate</b>	Also known as a government-mandated non-exchange transaction. A situation where a government at one level provides resources to a government at another level and requires the recipient to use the resources for a specific purpose (for example, federal programs that state of local governments are mandated to perform).
<b>General Fund</b>	To account for all financial resources not required to be accounted for in another fund.
<b>General Obligation</b>	A security backed by the full and faith and credit of a municipality.
<b>General Revenue</b>	All revenues that are not required under GASB 34 to be reported as program revenues, for example, taxes—even those that are levied for a specific purpose.
<b>Goal</b>	A broad statement of the desired outcome for a county, division, department, or program.
<b>Governmental Activities</b>	Activities generally financed through taxes, intergovernmental revenues, and other non-exchange revenues. These activities are usually reported in governmental funds and internal service funds.
<b>Homestead and Agricultural Aid (HACA)</b>	A property tax relief program that replaced the former homestead agricultural credit program. HACA is tied to class rate reduction for certain classes of property. HACA is no longer recognized as tax revenue, but rather revenue from the State.
<b>Incurred But Not Reported (IBNR) Claims</b>	Term used in connection with risk financing. Claims for insured events that have occurred but have not yet been reported to the governmental entity, public entity risk pool, insurer, or reinsurer as the date of the financial statements. IBNR claims include (a) known loss events that are expected to be presented later as claims (b) unknown loss events that are expected to become claims, and (c) expected future development on claims already reported.
<b>Indirect Expenses</b>	Expenses that cannot be specifically associated with a given service, program, or department and thus, cannot be clearly associated with a particular functional category.
<b>Input</b>	A resource used to achieve a department goal. Examples include, staff, volunteers, facilities, equipment, and funding. Departments use inputs to support their activities, which are organized as services or programs.
<b>Interfund Transfers</b>	A transfer of moneys between two different funds.
<b>Internal service funds</b>	Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.
<b>Intrafund Transfer</b>	A transfer of moneys between departments in the same fund.
<b>Investment Trust Funds</b>	Fiduciary fund type used to report governmental external investment pools in separately issued reports and the external portion of these same pools when reported by the sponsoring government.
<b>Legal Level of Budgetary Control</b>	The level at which a government's management may not reallocated resources without special approval from the legislative body ( <i>see Budget Compliance Points</i> ).

<b>Local Tax Rate</b>	The rate used to compute most taxes for each parcel of property. Local tax rate is computed by dividing the certified levy (after reduction for fiscal disparities distribution levy, if applicable, and counting disparity reduction aid) by the taxable tax capacity.
<b>MFIP</b>	Minnesota Family Investment Program – State welfare-reform program that encourages and promotes employment by supporting families who do not earn enough to support themselves on their wages alone. The program has a 60-month lifetime limit. Federal TANF funds are used to help support this program.
<b>Mission</b>	A concise statement of the fundamental current and future purpose of a county, division, department, or program.
<b>Modified Accrual Basis of Accounting</b>	Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.
<b>Net County Cost</b>	The difference between budgeted appropriations (expenses) and departmental revenue. The total dollar difference is funded by property tax levy.
<b>Net Interest Cost</b>	Represents the average coupon rate of a bond issue, weighted to reflect the term adjusted for the premium or discount. It does not consider the time value of money, as does the true interest cost (TIC).
<b>Objective</b>	A broad statement of the desired outcome for a county, division, department, or program.
<b>Overlapping Debt</b>	The proportionate share of debt in addition to a community's own direct obligations, such as those by a county or school district in which it is located.
<b>Outcome Claim</b>	A general description of the relationship between what is expected (the outcomes), what means (program or service activities) will be used to achieve the desired outcome, and how it will be known that the outcomes have been achieved (by looking at indicators of effectiveness, efficiency, responsiveness). "If particular activities are completed, "then" what will result?"
<b>Outcome Statement</b>	A concrete statement of a specific outcome that contributes to an overall goal.
<b>Output Indicators</b>	These measure the product of activity, the completion of service or program "units." These track internal activity, the amount of work done within an organization, rather than the result, impact, or outcome of that activity. For example, they are the number of interviews completed, the number of brochures distributed, the number of users served, or the number of transactions logged. A program or service's outputs should produce desired outcomes for the program's participants.
<b>Pass-through Grants</b>	Grants and other financial assistance received by a governmental entity to transfer to or spend on behalf of a secondary recipient.
<b>Planning Base</b>	Starting point for budget development. Typically, this is prior-year budgeted expense and updated estimate of revenue.
<b>Process Indicators</b>	A measure of some factor critical to the successful implementation of a program. This kind of data does not fit into any of the other indicator category, but provides crucial management information. For example, they could be staff quality indicators (the percent of certified workers), or the percent of approved staff positions that are filled.

<b>Program</b>	Group activities, operations or organizational units directed to attaining specific purposes or objectives.
<b>Program Aid</b>	State aid program for local governments. This revenue source replaces the former HACA program.
<b>Property Class</b>	The classification assigned to each parcel based on the use of the property. For example, owner occupied residential property is classified as homestead.
<b>Proprietary Funds</b>	Funds that focus on the determination of operating income, changes in net assets (of cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.
<b>Recommended Budget</b>	The County budget for a fiscal year as proposed by the County Manager to the County Board of Commissioners, based on department requests.
<b>Refunding</b>	The issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose (a current refunding), or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time (an advance refunding).
<b>Regional Rail Authority Special Revenue Fund</b>	To account for revenues and expenditures of the Regional Rail Authority established by the Dakota County Board of Commissioners to plan and develop light rail transit within the County.
<b>Reimbursement Grant</b>	A grant for which a potential recipient must first incur qualifying expenditures to be eligible. Reimbursement grants are also referred to as <i>expenditure-driven grants</i> .
<b>Reserved Fund Balance</b>	The portion of a governmental fund's net assets that is not available for appropriation.
<b>Responsiveness Indicators</b>	These measure the customer's evaluation of a product or service. It captures the customer's level of satisfaction with the timelines, accuracy, or convenience of a service (in terms of its location, hours of operation, and staff availability). Customers may also provide valuable feedback regarding staff pleasantness, friendliness, and flexibility in adapting to and meeting client needs. Departments are being responsive when they use customer feedback from surveys, focus groups, feedback cards, or other sources to change and improve service or program activities.
<b>Revenue</b>	Income from taxes, fees, and other charges, Federal or State government, excluding interfund transfers, fund balance, or debt issuance proceeds.
<b>Road and Bridge Special Revenue Fund</b>	To account for all costs for maintenance and construction of streets and highways. Financing comes primarily from an annual property tax levy and intergovernmental revenue from local, State and Federal Governments. Also known as <i>Transportation Fund</i> .
<b>Same Price Per Citizen</b>	A term Dakota County uses to refer to the practice of charging taxes at the same rate as population growth plus inflation.
<b>Service/Program</b>	Departments provide an array of programs and services - basic units or functions of activity organized for management or cost accountability purposes. These activities are what a department does with its inputs to fulfill its mission. Activities result in outputs.

<b>Special Revenue Fund</b>	A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes. GAAP only requires the use of special revenue funds when legally mandated.
<b>Strategies</b>	Proposed continuation or modification of organizational activities and/or structures that will serve or appear to serve an important function in improving outcomes.
<b>TANF</b>	Temporary Assistance for Needy Families – Federal formula grant program to States, Territories, or Tribes to assist needy families with children so that children can be cared for in their own homes; to reduce dependency by promoting job preparation, work, and marriage; to reduce and prevent out-of-wedlock pregnancies; and to encourage the formation and maintenance of two-parent families.
<b>Tax Capacity</b>	The valuation of property based on market value and statutory class rates. The property tax for each parcel is based on its tax capacity.
<b>True Interest Cost</b>	A method of calculating interest cost while taking into account the time value of money.
<b>Undesignated Unreserved Fund Balance</b>	Available expendable financial resources in a governmental fund that are not the object of tentative managements (i.e., designations).
<b>Use of Fund Balance</b>	The amount of fund balance needed to fund current or budgeted expenditures.
<b>Vision</b>	A statement of an ideal future for an organization, or geographic location.
<b>Wheelage Tax</b>	A per vehicle fee of \$5 assessed by Dakota County at the time of license plate renewal to garner additional resources for transportation.



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