

# Dakota County, Minnesota

# 2020 Budget At A Glance



A premier county in which to live and work.

# **Community Services Division**

# Community Services Division

## Program and Service Inventory

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

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- Community Services Division provides 78 programs/services to its residents.
- 63 of the programs/services in the division have some degree of mandate.<sup>1</sup> These mandated services make up:
  - Budget: \$123,040,598 (93% of total division budget)
  - Levy: \$56,674,322 (90% of total division levy)
  - FTEs: 892.6 (94% of total division FTEs)
- Programs/services by primary Strategic Plan Goal

| County Strategic Plan Goals <sup>2</sup>         | Programs/Services | Estimated allocation 2020* |               |              |
|--|-------------------|----------------------------|---------------|--------------|
|  |                   | FTEs                       | Budget        | Levy         |
| A great place to live                            | 65                | 900.6                      | \$126,423,313 | \$59,980,165 |
| A healthy environment with quality natural areas | 1                 | 4.1                        | \$289,709     | \$83,137     |
| A successful place for business and jobs         | 1                 | 5.3                        | \$1,481,573   | -\$109,996   |
| Excellence in public service                     | 11                | 39.9                       | \$4,583,551   | \$2,770,864  |

- Programs/services by department

| Departments                        | Programs/Services | Planning base 2020* |              |              |
|------------------------------------|-------------------|---------------------|--------------|--------------|
|                                    |                   | FTEs                | Budget       | Levy         |
| Community Corrections              | 16                | 176.9               | \$21,479,378 | \$13,440,908 |
| Community Services Administration  | 6                 | 17.0                | \$2,380,665  | \$2,370,665  |
| Employment and Economic Assistance | 22                | 266.2               | \$33,713,102 | \$9,164,652  |
| Extension Services                 | 2                 | 0                   | \$370,441    | \$339,741    |
| Public Health                      | 9                 | 110.0               | \$11,692,355 | \$4,561,511  |
| Social Services                    | 20                | 372.8               | \$62,356,963 | \$32,083,951 |
| Veteran Services                   | 3                 | 7.0                 | \$785,242    | \$762,742    |

<sup>1</sup> Defined by the department: Departments were asked to choose the degree of mandate attached to each separate service/program.

<sup>2</sup> Departments were asked to align each program/service with a primary Strategic Plan Goal.

**Budget Planning Summary**  
**COMMUNITY SERVICES**  
As of 2019-11-04  
Includes OPS

**COMMUNITY SERVICES**

|                                       | 2017 Actual        | 2018 Actual        | 2019 Adopted       | 2020 Final Plan Base | % Change PY | 2020 Recommended Budget | % Change PY |
|---------------------------------------|--------------------|--------------------|--------------------|----------------------|-------------|-------------------------|-------------|
| <b>Expenditures</b>                   |                    |                    |                    |                      |             |                         |             |
| SALARIES                              | 59,524,075         | 62,903,481         | 67,105,241         | 69,008,006           | 2.8%        | 70,573,043              | 5.2%        |
| BENEFITS                              | 18,016,968         | 19,405,397         | 21,044,448         | 22,207,283           | 5.5%        | 22,864,368              | 8.6%        |
| DEPT/COUNTY SUPPORT                   | 4,070,397          | 4,303,864          | 4,509,748          | 4,645,724            | 3.0%        | 4,780,112               | 6.0%        |
| TRAVEL/TRAINING                       | 979,421            | 1,051,978          | 1,107,368          | 1,113,914            | 0.6%        | 1,147,950               | 3.7%        |
| OFFICE SUPPORT                        | 1,045,905          | 1,057,710          | 1,092,604          | 1,064,233            | -2.6%       | 1,064,233               | -2.6%       |
| MATERIALS/SUPPLIES                    | 52,539             | 45,738             | 63,633             | 54,906               | -13.7%      | 54,906                  | -13.7%      |
| CITIZEN/CLIENT RELATED SERVICE        | 29,550,653         | 31,906,668         | 32,185,507         | 34,408,759           | 6.9%        | 34,287,749              | 6.5%        |
| INTERDEPARTMENTAL                     | 0                  | 0                  | 0                  | 0                    | 0.0%        | 0                       | 0.0%        |
| CAPITAL, DEBT, OTHER FINANCING        | 636,277            | 694,920            | 425,217            | 5,543                | -98.7%      | 40,569                  | -90.5%      |
| <b>Total Expenditures</b>             | <b>113,876,236</b> | <b>121,369,756</b> | <b>127,533,766</b> | <b>132,508,368</b>   | <b>3.9%</b> | <b>134,812,930</b>      | <b>5.7%</b> |
| <b>Funding Sources</b>                |                    |                    |                    |                      |             |                         |             |
| CHARGES FOR SERVICES                  | 13,821,437         | 14,900,652         | 14,303,805         | 14,459,322           | 1.1%        | 14,556,002              | 1.8%        |
| OTHER REVENUES                        | 1,201,816          | 1,144,649          | 1,032,215          | 995,979              | -3.5%       | 995,979                 | -3.5%       |
| FEDERAL REVENUE                       | 27,151,464         | 29,146,084         | 29,576,618         | 30,206,625           | 2.1%        | 31,005,964              | 4.8%        |
| STATE REVENUE                         | 21,191,812         | 21,959,631         | 21,477,258         | 21,891,311           | 1.9%        | 22,752,085              | 5.9%        |
| OTHER INTERGOVERNMENTAL REV           | 992,567            | 1,011,209          | 1,259,200          | 1,226,227            | -2.6%       | 1,289,025               | 2.4%        |
| OTHER FINANCING SOURCES               | 0                  | 0                  | 533,825            | 18,980               | -96.4%      | 211,844                 | -60.3%      |
| <b>Total Non-Levy Funding Sources</b> | <b>64,359,096</b>  | <b>68,162,225</b>  | <b>68,182,921</b>  | <b>68,798,444</b>    | <b>0.9%</b> | <b>70,810,899</b>       | <b>3.9%</b> |
| PROPERTY TAXES                        | 51,756,915         | 57,358,015         | 59,350,845         | 63,709,924           | 7.3%        | 64,002,031              | 7.8%        |
| <b>Total Funding Sources</b>          | <b>116,116,011</b> | <b>125,520,240</b> | <b>127,533,766</b> | <b>132,508,368</b>   | <b>3.9%</b> | <b>134,812,930</b>      | <b>5.7%</b> |

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

### Quality, Integrated Services:

- CS Admin has no initiatives to report in this category.

### Integrated Infrastructure:

- *Pathways to Prosperity & Well-Being* – Held design labs with variety of staff to develop and implement initial prototype service models. Obtained \$254,000 grant from Kresge Foundation. Hired a Pathways project coordinator.
- *Data Management* – Advocated for jail mental health data sharing legislation which passed in 2019. Developed and implemented data practices training for Law Enforcement Social Services Mental Health Coordinated Response Pilot. Piloted a process to allow cloud-based data sharing for Public Health’s “Follow Along” program. Improved ability to coordinate services through partnership with the Department of Human Services to provide permanent access to State Master Index for Community Corrections users.
- *Integrated Technology Architecture* – Represented counties on State System Modernization strategic plan to better align System Modernization development and funding to county needs. Hosted metro county IT strategic planning session, then partnered to create a “Human Services User Group” through MCCC to facilitate cross-county collaboration on technology and data tools.
- *Physical Infrastructure* – Used collaborative process to identify more than a dozen space needs and prioritize 4 projects for actual construction in 2019. Community Services directors also held 2 conversations and a site visit with Mecklenburg County (NC) leader to explore space planning ideas re: integrated service delivery.

### Optimize Organizational & Operational Effectiveness:

- *Community Engagement* – Community Engagement Work Group made recommendations to CSD Director Team re: increasing understanding of services across departments and opportunities for skill building. Work group also initiated a training opportunity for staff across the division (“Leading Meetings that Matter”).
- *Inclusion, Diversity & Equity (IDE)* – Implemented “Language Matters” campaign to raise awareness of phrases and words that express bias. Created a library on SharePoint for books, resources, and trainings that support IDE work. Held a Diversity and Inclusion Fair for Community Services Division in Sept 2019.
- *Employee Engagement & Leadership Development* – Convened a project team of 20 staff to create a Job Shadow Program, enabling staff to learn about other job functions and explore career development within CS Division. Implemented successful Job Shadow Pilot in Q1 2019, including 7 program applicants.

## 2020 MANAGER’S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- Data Innovations Contract - \$100,000 Fund Balance

## 2020 SIGNIFICANT PLANS AND ISSUES

### Quality, Integrated Services:

- CS Admin has no initiatives to report in this category.

### Integrated Infrastructure:

- *Pathways to Prosperity & Well-Being* – Take learnings from July-Dec 2019 to implement a larger-scale pilot. Develop more efficient ways for staff to access client information needed for integrated service delivery. Automate the Individual Service Assessment Tool (ISAT).
- *Data Management* – Streamline and implement notice and consent management tools. Procure services to more fully develop data management capability within Community Services.
- *Integrated Technology Architecture* – Prioritize and implement to be established technology tools through MCCC Human Services User Group. Explore efficiencies supported by technology, such as electronic signatures and communication with clients via texting.
- *Physical Infrastructure* – Develop and implement a CIP plan to address the division’s critical 2020 space needs. Initiate strategic planning on how to leverage work space and technology to support integrated service delivery.

### Optimize Organizational & Operational Effectiveness:

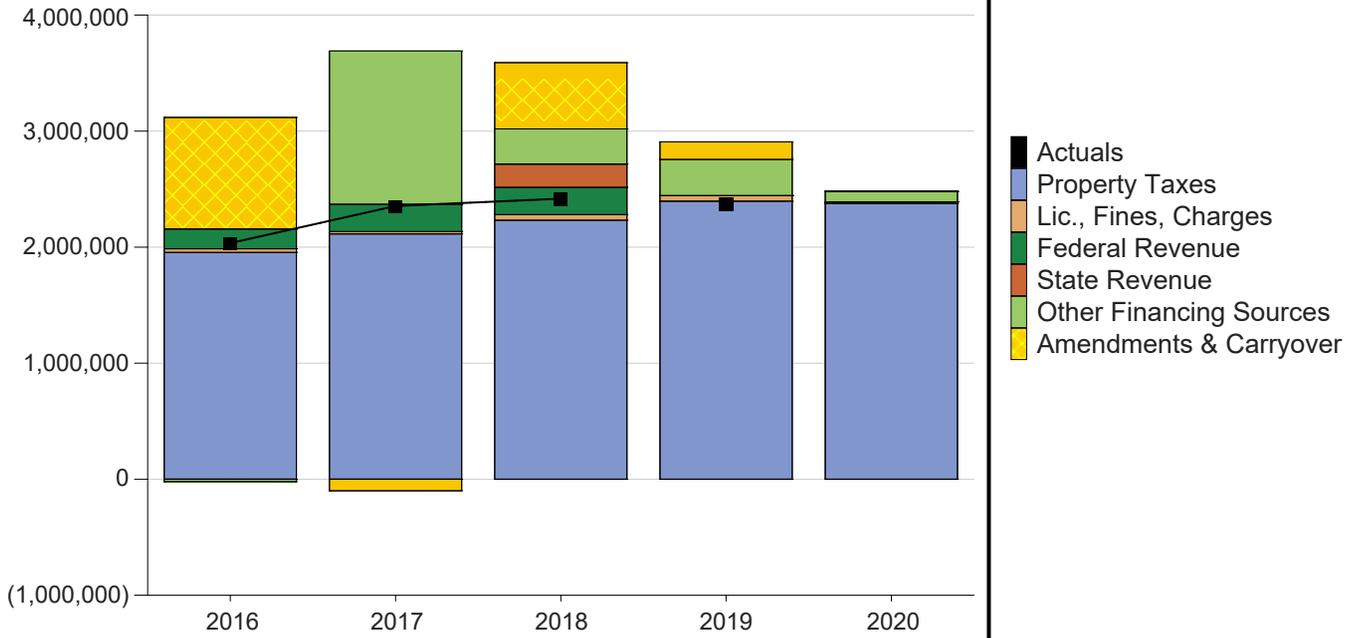
- *Community Engagement* – Continue to facilitate Opportunity Ecosystem initiative to strengthen partnerships with community members, service providers, community-based organizations, cities, schools, and others to maximize our local “ecosystem’s” collective impact in promoting healthy, safe, and thriving communities.
- *Inclusion, Diversity & Equity (IDE)* – Develop plan for enhancing IDE efforts based on 2019 survey results. Hold 2<sup>nd</sup> annual Diversity & Inclusion Fair.
- *Staff Safety, Wellbeing & Development* – Develop comprehensive Community Services employee well-being program that addresses both physical and psychological safety concerns. Revise Safety Alert process to send targeted notifications to caseworkers and other affected staff more efficiently.

**COMMUNITY SERVICES ADMIN**

**Budget At A Glance**

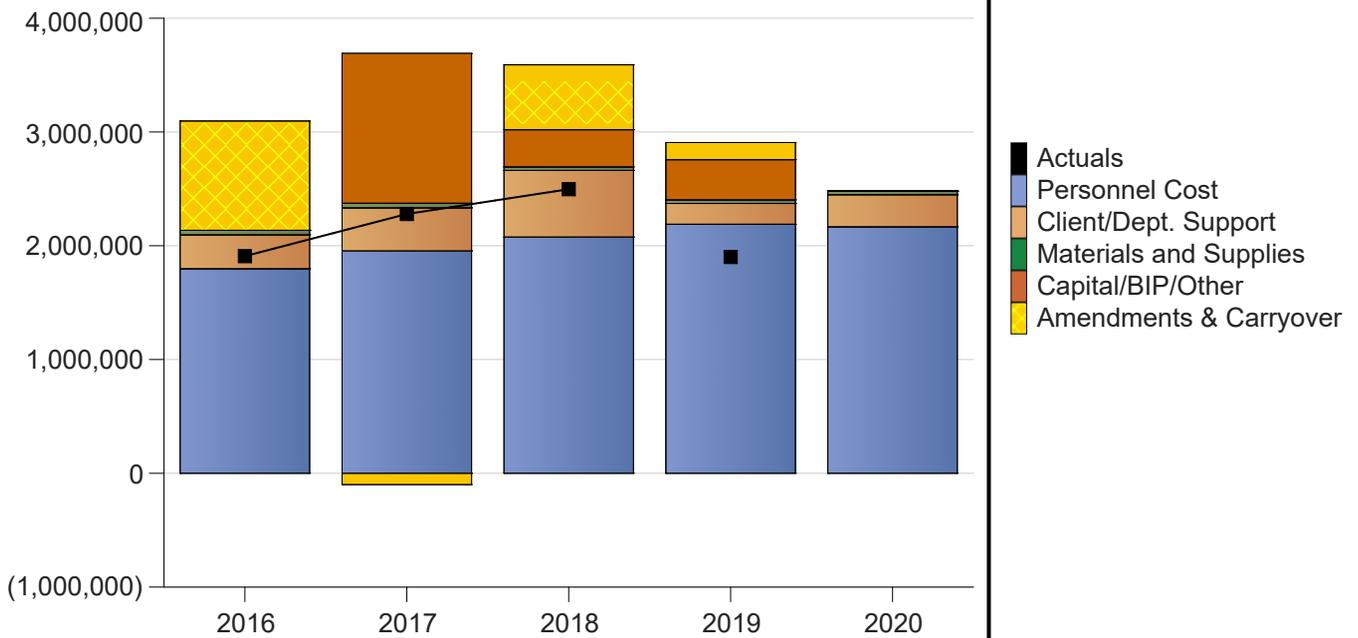
|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$2,135,680  | \$3,691,302  | \$3,019,475  | \$2,755,919  | \$2,480,665      |

**Where it Comes From**



|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$2,135,680  | \$3,691,302  | \$3,019,475  | \$2,755,919  | \$2,480,665      |

**Where it Goes**



**FTE (Budgeted)**

|       |       |       |       |
|-------|-------|-------|-------|
| 18.00 | 18.00 | 18.00 | 17.00 |
|-------|-------|-------|-------|

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 1,973,220        | 2,092,169        | 2,189,129        | 2,166,390        |
|                 | Client/Dept. Support    | 258,910          | 352,483          | 182,721          | 282,067          |
|                 | Materials and Supplies  | 23,498           | 30,276           | 31,576           | 32,208           |
|                 | Capital/BIP/Other       | 23,448           | 22,072           | 352,493          | 0                |
|                 | <b>Total</b>            | <b>2,279,076</b> | <b>2,497,000</b> | <b>2,755,919</b> | <b>2,480,665</b> |
| <b>Revenues</b> | Property Taxes          | 2,140,312        | 2,233,915        | 2,396,256        | 2,376,240        |
|                 | Lic., Fines, Charges    | 5,611            | 21,413           | 48,702           | 13,297           |
|                 | Federal Revenue         | 92,641           | 40,861           | 0                | 0                |
|                 | State Revenue           | 0                | 0                | 0                | 0                |
|                 | Other Financing Sources | 116,312          | 121,836          | 310,961          | 91,128           |
| <b>Total</b>    | <b>2,354,876</b>        | <b>2,418,025</b> | <b>2,755,919</b> | <b>2,480,665</b> |                  |

**2020 Recommended Requests**

|            |                |                |             |
|------------|----------------|----------------|-------------|
| <b>FTE</b> | <b>Expense</b> | <b>Revenue</b> | <b>Levy</b> |
| 0.00       | 100,000        | 100,000        | 0           |

**Budget Planning Summary (Board Version)**  
**COMMUNITY SERVICES ADMIN**  
**As of 2019-11-01 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 1,515,751        | 1,613,467        | 1,642,557        | -35,925                   | 1,606,632            | -2.2%                    | 0                        | 1,606,632            | -2.2%                    |
| BENEFITS                              | 421,162          | 449,692          | 473,407          | 11,724                    | 485,131              | 2.5%                     | 0                        | 485,131              | 2.5%                     |
| DEPT/COUNTY SUPPORT                   | 257,710          | 264,571          | 167,267          | -963                      | 166,304              | -0.6%                    | 100,000                  | 266,304              | 59.2%                    |
| TRAVEL/TRAINING                       | 36,313           | 29,009           | 73,165           | 1,462                     | 74,627               | 2.0%                     | 0                        | 74,627               | 2.0%                     |
| OFFICE SUPPORT                        | 23,498           | 30,278           | 31,576           | 632                       | 32,208               | 2.0%                     | 0                        | 32,208               | 2.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 1,200            | 87,912           | 15,454           | 309                       | 15,763               | 2.0%                     | 0                        | 15,763               | 2.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 23,448           | 22,072           | 352,493          | -352,493                  | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| <b>Total Expenditures</b>             | <b>2,279,081</b> | <b>2,497,000</b> | <b>2,755,919</b> | <b>-375,254</b>           | <b>2,380,665</b>     | <b>-13.6%</b>            | <b>100,000</b>           | <b>2,480,665</b>     | <b>-10.0%</b>            |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 5,473            | 21,053           | 8,702            | 170                       | 8,872                | 2.0%                     | 0                        | 8,872                | 2.0%                     |
| OTHER REVENUES                        | 139              | 360              | 40,000           | -35,575                   | 4,425                | -88.9%                   | 0                        | 4,425                | -88.9%                   |
| FEDERAL REVENUE                       | 92,641           | 40,861           | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 1,425            | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                | 0                | 310,961          | -319,833                  | -8,872               | -102.9%                  | 100,000                  | 91,128               | -70.7%                   |
| <b>Total Non-Levy Funding Sources</b> | <b>99,678</b>    | <b>62,274</b>    | <b>359,663</b>   | <b>-355,238</b>           | <b>4,425</b>         | <b>-98.8%</b>            | <b>100,000</b>           | <b>104,425</b>       | <b>-71.0%</b>            |
| PROPERTY TAXES                        | 2,140,312        | 2,233,915        | 2,396,256        | -20,016                   | 2,376,240            | -0.8%                    | 0                        | 2,376,240            | -0.8%                    |
| <b>Total Funding Sources</b>          | <b>2,239,990</b> | <b>2,296,189</b> | <b>2,755,919</b> | <b>-375,254</b>           | <b>2,380,665</b>     | <b>-13.6%</b>            | <b>100,000</b>           | <b>2,480,665</b>     | <b>-10.0%</b>            |

| Significant Changes from 2019 Adopted Budget - Expenses                               |
|---|
| Salaries/Benefits - Movement of Integrated Systems Coordinator FTE to Social Services |
| Dept/County Support - Recommended increase for Data Innovations Contract              |
| Capital, Debt, Other Financing - Removed BIP/CEP from Planning Base                   |

| Significant Changes from 2019 Adopted Budget - Revenues                            |
|--|
| Other Revenues - Transportation grant moved to Social Services                     |
| Other Financing Sources - Fund Balance for BIP allocation removed in Planning Base |

## Community Services Administration Programs/Services

| Programs  | Estimated allocation 2020* |                    |                    |
|---|----------------------------|--------------------|--------------------|
|   | FTEs                       | Budget             | Levy               |
| Administration and Support Services                   | 2.5                        | \$397,515          | \$395,015          |
| Contracts and Vendor Management                       | 5.3                        | \$581,130          | \$581,130          |
| Data Management, Privacy & Security                   | 1.3                        | \$186,679          | \$185,679          |
| Performance Measurement, Research and Evaluation      | 1.0                        | \$164,208          | \$163,208          |
| Project Management                                    | 3.8                        | \$529,161          | \$526,911          |
| Strategic, Operational and Budget Planning /Oversight | 3.3                        | \$521,972          | \$518,722          |
| <b>Total</b>  | <b>17.0</b>                | <b>\$2,380,665</b> | <b>\$2,370,665</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.



**Request Description:** Requesting funds for professional and technical services to increase data management operational capacity in support of cross-system integrated service delivery.

**How will this request be used?**

Contracted consultants will work in close collaboration with department program staff, partners, IT, the county Data Privacy Officer, and the County Attorney Office to design and implement Community Services' data management strategies and tools to support service delivery integration. Strategies may include establishing and improving data management processes that enable information sharing and collaboration while maintaining compliance, security and efficient resource management. Specific activities may include, but are not limited to, creating appropriate Community Services' policies, procedures, developing information sharing tools, such as releases of information, notices, trainings, guidance documents, project tracking tools and a knowledge bank of resources.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

Data management work is a significant and growing pressure within Community Services as we develop new service delivery models with partners. These models envision new uses of data across system partners within the context of multiple, and potentially conflicting statutes and regulations. Community Services and the County currently does not have the operational capacity nor expertise to provide the level of analysis and development of tools required to support envisioned program innovation. Examples of innovation work this resource would support include the Birth to Age 8 project, Law Enforcement and Social Services co-response pilots, the Pathways program, and the joint CDA/Community Services Housing work.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

Number of integrated service delivery data sharing opportunities analyzed and implemented  
Number of data management tools (consents, resource guides, tip sheets, etc...) and trainings completed  
Number of completed projects leveraging technology that supports use of data to improve service delivery

**How well did you do it? Or how will you measure the quality of the work/resource?**

- A. Overall stakeholder satisfaction with operational capacity and processes that support integrated service delivery data issues; stakeholders include, but not limited to: program staff, community partners, state agency partners, IT, CAO, and consumers.
- B. Overall stakeholder satisfaction with tools, trainings, and other specific work products developed.
- C. Operational capacity and processes that support the following guiding principles:
  - 1) thorough consideration of requests to discern merits, impacts and interactions;
  - 2) transparency through active communication and feedback loops;
  - 3) well understood approaches that are predictable, reliable, and effective;
  - 4) service delivery innovation by balancing risk and opportunity;
  - 5) ethical stewardship of people's information and lived experience;
  - 6) person-centered, whole- family, and community-based services to influence positive, sustainable outcomes.

**Is anyone better off? Or how will you measure the impact?**

Reduced risk and liability for the county and staff.  
Improved ability for staff and partners to provide seamless, well-coordinated, integrated service delivery.  
Improved outcomes for people across Social Determinants of Health and Well-being.  
Improved consumer understanding of data privacy rights, and proposed uses of data to support person-centered, whole-family, and community-based service delivery.

**Program/Service(s) that request is intended to support: *potentially all Community Services programs and services.***

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Career Success
- Pathways to Prosperity and Wellbeing (P2PW)
- Warrant Resolution
- Truancy Reduction
- Encampment Response Plan
- Landlord Engagement
- Coordinated Response Pilot
- Community Engagement

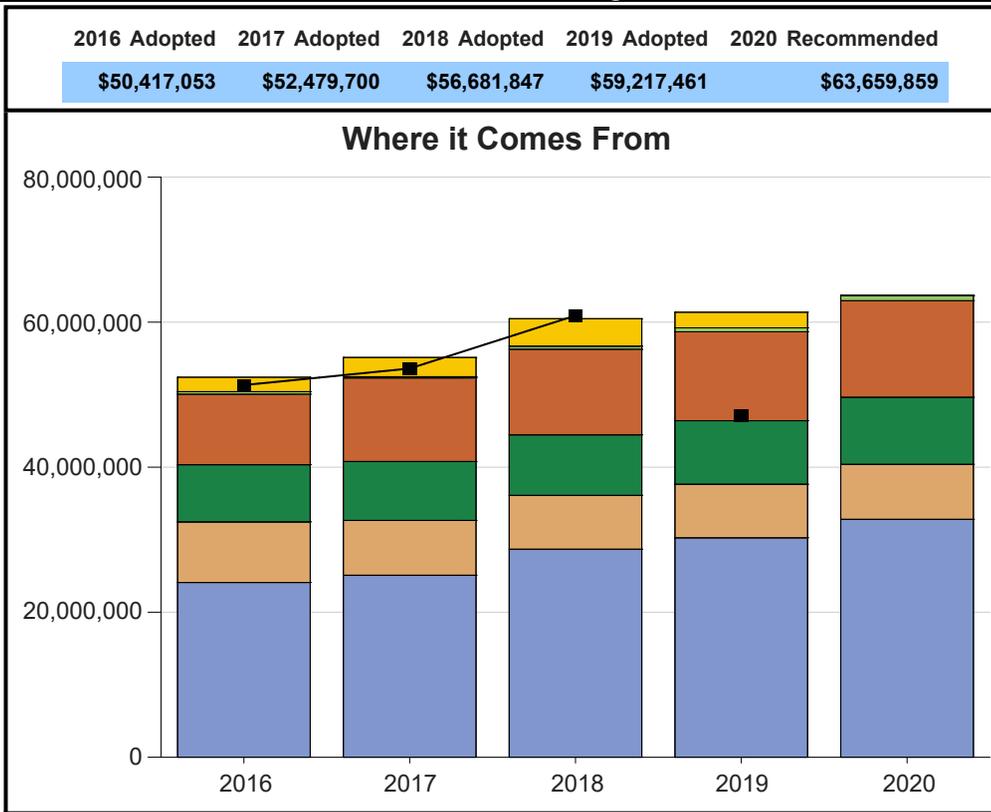
## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- 1.0 FTE Social Worker-Adult Protection (108) - \$103,134 Adult Protection Grant and Levy
- 0.5 FTE Social Worker in Crisis Stabilization (108) - \$50,068 Crisis Revenue and Levy
- 1.0 FTE ICWA Case Specialist (106) - \$86,817 Levy and ICWA Revenue
- 1.0 FTE Data Privacy Specialist (104) - \$73,989 Levy
- 2.0 FTE GoDakota and Transportation Administration Support (105) - \$163,674 Transportation 5310 Grant
- VCA Child Protection 7.0 Limited Term FTE to Permanent - \$703,735 VCA-CP Grant and CW-TCM Revenue
- Continue Existing Coordinated Response Funding (Replace one-time funding w/Fund Bal and potential Coordinated Response Expansion)
- 4.0 FTE MnCHOICES Specialists (108) - \$424,539 MnCHOICE Revenue and Levy
- 1.0 FTE Social Worker for Pathways to Prosperity Pilot (108) - \$100,134 Kresge Grant and Direct Employment Expense reduction

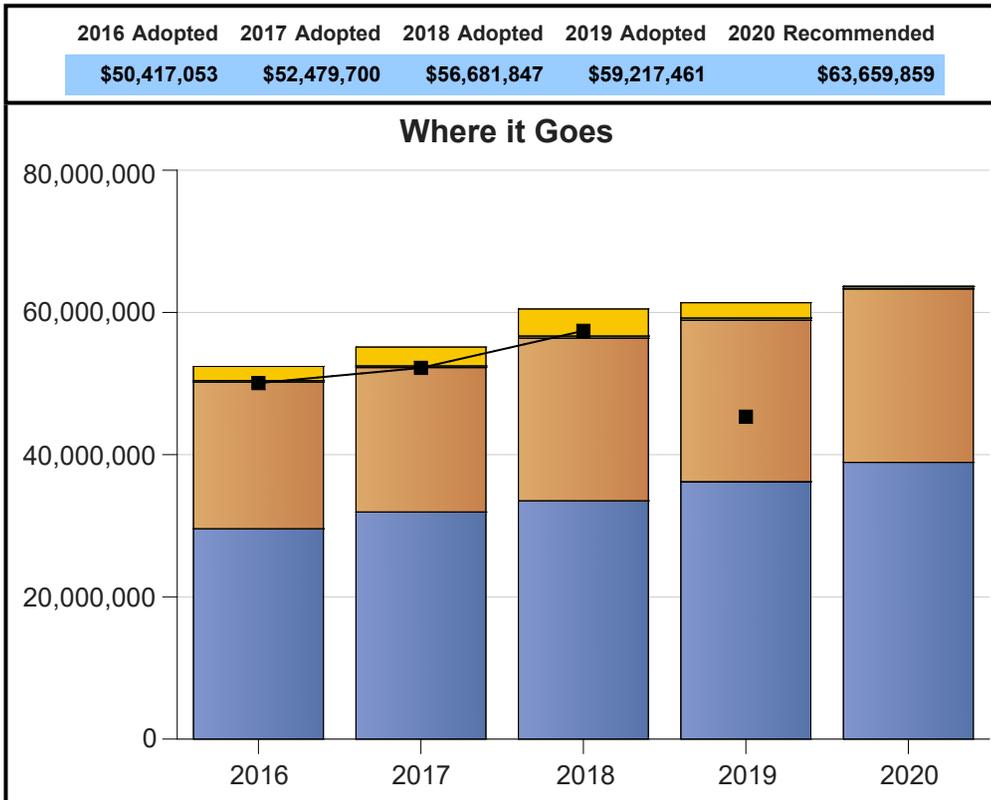
## 2020 SIGNIFICANT PLANS AND ISSUES

- Pathways to Prosperity and Wellbeing (P2PW)
- Housing Business Plan
- Eviction Court Pilot
- Child Protection Courts Partnership
- Children's Mental Health System of Care Grant
- Case Management Redesign and Fiscal Framework
- Lyft Pilot Expansion
- Diverse Workforce Initiative
- Continuing Co-responder Pilot
- Community Engagement
- Substance Use Disorder (SUD) System Reform
- Turn the Curve on Opioid Use
- Opportunity Ecosystem

## SOCIAL SERVICES Budget At A Glance



- Actuals
- Property Taxes
- Lic., Fines, Charges
- Federal Revenue
- State Revenue
- Other Financing Sources
- Amendments & Carryover



- Actuals
- Personnel Cost
- Client/Dept. Support
- Materials and Supplies
- Capital/BIP/Other
- Amendments & Carryover

#### FTE (Budgeted)

355.20      360.20      372.75      382.35

|                 |                         | 2017 Actual       | 2018 Actual       | 2019 Budget       | 2020 Recommended  |
|-----------------|-------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Expenses</b> | Personnel Costs         | 31,801,814        | 34,146,141        | 36,191,322        | 38,917,115        |
|                 | Client/Dept. Support    | 19,813,463        | 22,685,878        | 22,698,476        | 24,394,912        |
|                 | Materials and Supplies  | 344,621           | 353,246           | 312,563           | 318,790           |
|                 | Capital/BIP/Other       | 240,579           | 226,185           | 15,100            | 29,042            |
|                 | <b>Total</b>            | <b>52,200,477</b> | <b>57,411,450</b> | <b>59,217,461</b> | <b>63,659,859</b> |
| <b>Revenues</b> | Property Taxes          | 25,303,008        | 29,419,164        | 30,257,921        | 32,806,141        |
|                 | Lic., Fines, Charges    | 7,815,141         | 8,745,015         | 7,386,535         | 7,585,215         |
|                 | Federal Revenue         | 8,055,246         | 8,663,188         | 8,765,881         | 9,247,523         |
|                 | State Revenue           | 11,708,008        | 12,937,091        | 12,259,507        | 13,317,701        |
|                 | Other Financing Sources | 725,535           | 1,141,728         | 547,617           | 703,279           |
|                 | <b>Total</b>            | <b>53,606,938</b> | <b>60,906,186</b> | <b>59,217,461</b> | <b>63,659,859</b> |

#### 2020 Recommended Requests

| FTE   | Expense   | Revenue   | Levy    |
|-------|-----------|-----------|---------|
| 10.50 | 1,536,265 | 1,304,158 | 232,107 |

**Budget Planning Summary (Board Version)**  
**SOCIAL SERVICES**  
**As of 2019-10-29 (Includes OPS)**

|                                       | 2017 Actual       | 2018 Actual       | 2019 Adopted (A)  | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|-------------------|-------------------|-------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 24,072,314        | 25,778,338        | 27,212,156        | 650,173                   | 27,862,329           | 2.4%                     | 1,166,141                | 29,028,470           | 6.7%                     |
| BENEFITS                              | 7,136,092         | 7,764,072         | 8,343,323         | 416,457                   | 8,759,780            | 5.0%                     | 462,760                  | 9,222,540            | 10.5%                    |
| DEPT/COUNTY SUPPORT                   | 1,148,966         | 1,302,486         | 1,402,525         | 4,207                     | 1,406,732            | 0.3%                     | 25,686                   | 1,432,418            | 2.1%                     |
| TRAVEL/TRAINING                       | 593,389           | 603,724           | 635,843           | -3,384                    | 632,459              | -0.5%                    | 33,646                   | 666,105              | 4.8%                     |
| OFFICE SUPPORT                        | 344,618           | 353,246           | 312,563           | 6,227                     | 318,790              | 2.0%                     | 0                        | 318,790              | 2.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 18,664,496        | 21,383,392        | 21,295,951        | 1,847,553                 | 23,143,504           | 8.7%                     | -181,010                 | 22,962,494           | 7.8%                     |
| INTERDEPARTMENTAL                     | 0                 | 0                 | 0                 | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 240,579           | 226,185           | 15,100            | -15,100                   | 0                    | -100.0%                  | 29,042                   | 29,042               | 92.3%                    |
| <b>Total Expenditures</b>             | <b>52,200,456</b> | <b>57,411,442</b> | <b>59,217,461</b> | <b>2,906,133</b>          | <b>62,123,594</b>    | <b>4.9%</b>              | <b>1,536,265</b>         | <b>63,659,859</b>    | <b>7.5%</b>              |
| <b>Funding Sources</b>                |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 7,324,047         | 8,232,513         | 6,929,213         | 155,000                   | 7,084,213            | 2.2%                     | 96,680                   | 7,180,893            | 3.6%                     |
| OTHER REVENUES                        | 491,092           | 512,501           | 457,322           | -53,000                   | 404,322              | -11.6%                   | 0                        | 404,322              | -11.6%                   |
| FEDERAL REVENUE                       | 8,055,246         | 8,663,188         | 8,765,881         | 290,600                   | 9,056,481            | 3.3%                     | 191,042                  | 9,247,523            | 5.5%                     |
| STATE REVENUE                         | 11,708,009        | 12,937,090        | 12,259,507        | 197,420                   | 12,456,927           | 1.6%                     | 860,774                  | 13,317,701           | 8.6%                     |
| OTHER INTERGOVERNMENTAL REV           | 672,786           | 625,544           | 569,765           | 0                         | 569,765              | 0.0%                     | 62,798                   | 632,563              | 11.0%                    |
| OTHER FINANCING SOURCES               | 0                 | 0                 | -22,148           | 0                         | -22,148              | 0.0%                     | 92,864                   | 70,716               | -419.3%                  |
| <b>Total Non-Levy Funding Sources</b> | <b>28,251,179</b> | <b>30,970,837</b> | <b>28,959,540</b> | <b>590,020</b>            | <b>29,549,560</b>    | <b>2.0%</b>              | <b>1,304,158</b>         | <b>30,853,718</b>    | <b>6.5%</b>              |
| PROPERTY TAXES                        | 25,303,008        | 29,419,164        | 30,257,921        | 2,316,113                 | 32,574,034           | 7.7%                     | 232,107                  | 32,806,141           | 8.4%                     |
| <b>Total Funding Sources</b>          | <b>53,554,187</b> | <b>60,390,001</b> | <b>59,217,461</b> | <b>2,906,133</b>          | <b>62,123,594</b>    | <b>4.9%</b>              | <b>1,536,265</b>         | <b>63,659,859</b>    | <b>7.5%</b>              |

| Significant Changes from 2019 Adopted Budget - Expenses  |
|--|
| Salaries - Recommended 10.5 FTEs in 2020   |
| Benefits - Recommended 10.5 FTEs in 2020   |
| Dept/County Support - Indirect associated with 10.5 Recommended FTEs in 2020   |
| Travel/Training - Training and mileage associated with 10.5 Recommended FTEs in 2020   |
| Citizen/Client Related Service - Foster Care increase to match rising costs, waiver allocation increases offset by revenues, Program Cost reductions to fund 2020 Recommended FTEs |

| Significant Changes from 2019 Adopted Budget - Revenues   |
|---|
| Charges for Service - Waiver allocation increase  |
| Other Revenues - Aligning recovery budgets to actuals   |
| Federal Revenues - MnCHOICE increased revenue (split 50/50 with State), due to more contracted services |
| State Revenues - MnCHOICE increased revenue (split 50/50 with Federal) due to more contracted services  |

## Social Services Programs/Services

| Programs   | Estimated allocation 2020* |                     |                     |
|--|----------------------------|---------------------|---------------------|
|  | FTEs                       | Budget              | Levy                |
| Adult Intake   | 8.2                        | \$796,655           | \$776,011           |
| Adult Mental Health  | 43.3                       | \$9,984,492         | \$7,861,183         |
| Adult Protection   | 10.8                       | \$1,182,671         | -\$1,171,627        |
| Chemical Health  | 12.0                       | \$2,956,337         | \$2,510,887         |
| Child Care Licensing                                       | 8.4                        | \$1,004,798         | \$945,635           |
| Child Foster Care Licensing                                | 9.3                        | \$1,068,123         | \$1,056,815         |
| Child Protection   | 69.9                       | \$12,169,946        | \$4,930,776         |
| Child Welfare  | 16.2                       | \$2,038,696         | \$1,421,721         |
| Children's Mental Health                                   | 30.4                       | \$4,253,803         | \$2,601,246         |
| Collaborative Services                                     | 3.6                        | \$311,927           | \$279,143           |
| Community Living Services Case Management                  | 65.6                       | \$7,724,820         | \$3,544,665         |
| Community Living Services County Share                     | 0.0                        | \$481,110           | \$481,110           |
| Community Living Services Intake, Assessment, Reassessment | 61.9                       | \$7,318,389         | -\$515,359          |
| Developmental Disabilities Community Supports              | 0.0                        | \$2,831,893         | \$1,596,428         |
| Grant Funded Programs                                      | 5.9                        | \$1,113,492         | \$272,629           |
| Housing  | 13.4                       | \$4,024,597         | \$2,740,970         |
| Social Services Cross Departmental Community Supports      | 0.2                        | \$1,378,387         | \$1,378,355         |
| Social Services Cross Departmental Resources               | 12.0                       | \$1,350,762         | \$1,279,806         |
| Transportation Coordination                                | 1.0                        | \$366,065           | \$114,701           |
| Truancy  | 1.0                        | \$0                 | -\$21,144           |
| <b>Total</b>   | <b>372.8</b>               | <b>\$62,356,963</b> | <b>\$32,083,951</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.



**Request Description:**

Add additional Social Worker position to Adult Protection Services (APS) to respond to current and future demand for mandated services and allow for integrated service delivery and system partnership development.

**How will this request be used?**

The social worker will complete investigations of maltreatment of vulnerable adults, arrange protective services and engage with system partners to coordinate response as required by Minn. Stat. 626.557. In the 2019 legislative session, additional dollars were allocated to be used exclusively for APS programs. Statewide, grants total \$1,000,000 in fiscal year 2020 and \$1,500,000 in fiscal year 2021 for funding for adult abuse maltreatment investigations and adult protective services to counties and tribes as allocated and specified under Minnesota Statutes, section 256M.42. For the Adult Protection grants and Community Services Grants, the general fund base for this appropriation is \$2,050,000 in fiscal year 2022 and \$2,655,000 in fiscal year. **Dakota County's preliminary allocation for 2020 (to be paid October 10, 2019) is \$82,441.**

**Explain more about the mandate or pressure: (identify mandate if applicable)**

Counties lead agency role for screening, investigation and providing protective services is defined in Minn. Stat. 626.557. The volume and complexity of Adult Protection work continues to grow with the aging population; the implementation of a statewide adult abuse reporting system; increased awareness about maltreatment of vulnerable adults; and more people with physical and cognitive limitations living in community. At a local level, we are focused on building collaborations with system partners – County Attorney's Office, law enforcement, guardians, community-based agencies, case managers – to more proactively and collaboratively address issues. The Department of Human Services is beginning the process of examining current statutes and systems and making recommendations for how they can evolve to meet needs taking a more proactive and holistic approach. Managing the current volume and planning for the future of this important mandated service will require significant attention and staff involvement in 2020, and is identified as one of Social Services' significant issues and plans.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

In 2018, received and screened 1,853 reports of maltreatment of vulnerable adults. Completed 707 investigations, with a staff of 7 FTE (on any given day we operate with less than a full staffing complement).

**How well did you do it? Or how will you measure the quality of the work/resource?**

95% of initial dispositions completed in 5 days. Goal: 100%; 85% of first contact within 3 days. Goal: 100%; 78% of determinations within 60 days. Goal: 80%.

**Is anyone better off? Or how will you measure the impact?**

97.6% of vulnerable adults who experienced maltreatment do not experience a repeat maltreatment of the same type within 6 months.

**Program/Service(s) that request is intended to support:**

Adult Protection



**Request Description:**

Transition a .5 FTE grant-funded position to a 1.0 FTE grant funded position to provide crisis stabilizaiton services.

**How will this request be used?**

Dakota County receives a grant from DHS to provide short-term mental health crisis stabilizaiton services to adults and families. This service has proven successful in connecting individuals and families who have experienced a mental health crisis with supports to stabilize and connect to ongoing service. The grant plan was written to fund 3.5 FTE. Given an increase in amount of third party revenue generated by the position; the fact that we have not claimed our full DHS grant amount in recent quarters; and continued high demand for the service we propose increasing the FTE from .5 to 1.0. In 2018, crisis revenue exceeded budget by \$32,826 and we did not claim an additional \$58,043 of our allowable grant dollars.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

As the Local Mental Health Authority, Dakota County must meet service requirements in Minnesota Statutes 256B.0624 and 256B.0944. Mobile mental health crisis response services funded by DHS grants include community stablization services provided to individuals and families that remain at-risk for other crisis and are in need of additional services to avoid future crisis. Referrals for crisis stabilziation services come from community residents, hospitals, schools, law enforcement, parents and case managers. Services are generally provided for a duration of 4-8 weeks. There is frequently a waiting list for crisis stabilization services.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

The crisis stabilization program will receive at least 3 referrals a quarter from each of the following partners: local law enforcement, schools and hospitals. Annually, we will open 264 new crisis stabilization cases or 25 new cases/month. In Q 1 2019, the crisis stabilization team provided face to face assessment and stabilization services to 40 new individuals and families. The following is the referral breakout for Q 1: 35% from hospitals; 5% from local law enforcement; 2.5% from schools; 22.5% from Social Services; and 35% from community/self. The team is continuing to do outreach to schools and law enforcement to increase referrals from those

**How well did you do it? Or how will you measure the quality of the work/resource?**

Meeting established goals of DHS grant plan for individuals/families served, outreach to system partners, staff training, system coordination, parent engagement and third party billing.

**Is anyone better off? Or how will you measure the impact?**

Individuals and familes receive support and connection to ongoing services that prevents future crisis.

**Program/Service(s) that request is intended to support:**

Mental Health



**Request Description:**

Add 1.0 FTE Case Specialist to support ICWA

**How will this request be used?**

The Case Specialist will respond to all ICWA administrative requirements for children served in Social Services programs (developmental and intellectual disabilities, children’s mental health, child protection, child welfare, foster care and adoption, truancy), including notifying tribes and the BIA, completing SSIS documentation, drafting and e-filing required court documents, compiling audit responses, and maintaining updated tribal information, while serving as a resource to the programs on MIFPA and ICWA mandates.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

Respond to increased administrative requirements under Minnesota Indian Family Preservation Act (MIFPA) and the Indian Child Welfare Act (ICWA). These result both from Minnesota’s changes to the Social Services Information System to facilitate remote auditing through extensive new data fields required for all children (not just children with tribal affiliation), and from new rulemaking from the Bureau of Indian Affairs (BIA) adding more rigor and penalties for noncompliance to the Indian Child Welfare Act

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

Number of children for whom ICWA-eligibility inquiries and notices were submitted; number of audits completed.

**How well did you do it? Or how will you measure the quality of the work/resource?**

Summary of audit results. The position will be successful if we avoid a funding withhold in 2021 based on results of 2020 audit.

**Is anyone better off? Or how will you measure the impact?**

Percentage of ICWA-eligible children who were placed with relatives or in an ICWA foster home.

**Program/Service(s) that request is intended to support:**

Across all program areas that serve children.



**Request Description:**

Add 1.0 FTE Data Privacy Specialist to Social Services

**How will this request be used?**

The Office of Planning and Analysis did a study for Social Services to evaluate how we could improve our processes for filling requests for data and information (available as supplemental document). The result of that study was that additional resources were needed to organize and meet statutory timelines for these records requests, as well as ensure compliance with data privacy laws and reduce the County's liability. The recommendation for this position in Social Services was 1.0 FTE to coordinate all data practices requests across the department providing consistency in response to all requests, redaction and tracking. This position would be responsible for ensuring operational data privacy compliance and reducing county risk by centralizing all work into one role. This position would also ensure operational data privacy activities are consistent with legal and county policy requirements; and will consult and collaborate with other compliance experts and resources within Dakota County.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

MN Statutes 13.04 requires government entities to respond to requests for data on individuals within ten working days of the request. Reports are centralized by program areas--Children and Family Services, Adult Services, and Community Living Services--to one of three people who screen requests for authority to access data and clarity of data requested, refining requests as needed, and redacting information not available to the requester based on their authority.

Requests have become increasingly complex with shorter timelines. At WSC, all requests are completed by a Program Supervisor who will be retiring in the next 12 months. In 2018 Children & Family Services received 524 requests. At NSC, the workload has become too burdensome on administrative supervisory staff, and often deadlines are missed. Currently 2-3 Senior Program Administrative Supervisors are responding to requests. These positions have turned over in the last three years, creating additional training needs and inconsistency in processes. In 2018, CLS and Adult Services combined completed 272 requests (an increase from 191 in 2017). Many of these requests are time sensitive; require extensive research; consultation with the County Attorney's Office, Courts and the requestor; and follow-up with Social Services Program and Management staff. With the increase in Adult Protection caseloads, we have also seen a correlation in the number of requests from parties involved in AP investigations. In addition, with Community Living Services providing MnCHOICES assessments and reassessments, this makes Social Services the holder of the documentation that is requested from other entities providing services.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

Number of requests completed and responded to

**How well did you do it? Or how will you measure the quality of the work/resource?**

Percentage of requests responded to within statutory 10 working day requirement.

**Is anyone better off? Or how will you measure the impact?**

Clients will have improved interaction and quicker response to their questions and requests. This position will not only organize the records request functions to assure better customer service, but will also alleviate the county's liability regarding compliance with timelines and release of private information. A portion of the responses are a result of requests from Social Security Disability for supplemental support in order to stabilize our client's households financially by giving them access to additional services.

**Program/Service(s) that request is intended to support:**

Across all Social Services Programs and Services



**Request Description:**

2.0 full-time equivalent (FTE) grant-funded staff positions in Social Services to support GoDakota

**How will this request be used?**

The Social Services Department has identified the need to hire 2.0 FTE grant-funded staff positions to further support the 5310 transportation grant work plan and GoDakota. These positions include:  
a.) 1.0 FTE administrative position to support service implementation of transportation activities under the 5310 grant work plan, and  
b.) 1.0 FTE Travel Trainer position to provide direct travel training services to older adults and persons with disabilities.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

There is an increasing amount of administrative support needed to support the work of the 5310 grant as transportation services available to older adults and persons with disabilities grows. The support needed includes:  
Lyft - Process referral, complete one-month and six-month follow-up email, compile data, complete monthly billing  
Travel Training - Manage training waitlist, manage training calendar, manage the follow-up surveys and satisfaction surveys, compile data  
Transit Assistance Program (TAP) cards - Process TAP applications, send cards to TAP recipients  
Transportation billable to waiver - Data input for analysis  
Bus passes for Social Services clients - Order and/or pay invoices  
Other - 5310 project document management, update website, update transportation options document, update transportation bulletin board/other out-facing documents, assist with Social Media, note taking at GoDakota and other meetings (focus groups, contract meetings, etc.)  
  
The travel training position existed as a contracted position in 2018. This contract ended and the position was hired internally using a temporary position. Staff would like to hire this person permanently, contingent on continued grant funds.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

Administrative Support: Support transportation programs for Social Services  
Travel Training: Complete trip training with 30 individuals and group training with 500 individuals per year.

**How well did you do it? Or how will you measure the quality of the work/resource?**

Administrative Support: Collect data to support user satisfaction of the transportation programs.  
Travel Training: 90% of participants will rate their trip training as excellent

**Is anyone better off? Or how will you measure the impact?**

Administrative Support: Support will ensure transportation programs for residents with disabilities and older adults have the proper infrastructure for full implementation  
Travel Training: 90% of participants will increase their confidence using their transportation options. Each individual participating in travel training will learn the route to their chosen destination(s).

**Program/Service(s) that request is intended to support:**

Transportation

## 2020 BUDGET REQUEST WORKSHEET (Form 6) - OPERATIONS/CEP

|                             |  |
|-----------------------------|--|
| <b>Division:</b>            | Community Services   |
| <b>Department:</b>          | Social Services  |
| <b>Request Description:</b> | Move 7.0 FTE (current staff) from limited term to permanent                    |
| <b>Operations/CEP:</b>      | Operations   |
| <b>FTEs Requested:</b>      | 7.00 (If FTE is being requested fill in position calculator at bottom of form) |

|                         |                |
|-------------------------|----------------|
| <b>Division Rank:</b>   | _____ of _____ |
| <b>Department Rank:</b> | _____ of _____ |

| Expense             |               | Funding Sources (Type over headers below to customize funding source) |      |      |              | County Cost |  |
|---------------------|---------------|---|------|------|--------------|-------------|--|
| Expense Description | Expense       | VCA-CP POS  |      |      | Fund Balance | Levy        |  |
| 1.0 FTE Grade 105   | 73,066        | 73,066  |      |      |              |             |  |
| 1.0 FTE Grade 106   | 78,964        | 78,964  |      |      |              |             |  |
| 5.0 FTE Grade 108   | 490,025       | 490,025   |      |      |              |             |  |
|                     | 0             |   |      |      |              |             |  |
|                     | 0             |   |      |      |              |             |  |
|                     | 0             |   |      |      |              |             |  |
|                     | \$ 642,055.00 | \$ 642,055.00   | \$ - | \$ - | \$ -         | \$ -        |  |

**Strategic Plan Goal:** A Great Place to Live  
**Mandate/Pressure:** Existing Mandate

**Position Calculator to be filled out with any FTE requests:**

| Position Title: <span style="color: red;">Senior Program Associate</span> | Position Title: <span style="color: red;">Case Specialist</span>       | Position Title: <span style="color: red;">Social Worker</span>           |
|---|--|--|
| Pay Grade: <span style="float: right;">105</span>                         | Pay Grade: <span style="float: right;">106</span>                      | Pay Grade: <span style="float: right;">108</span>                        |
| Unit (last four digits of Key): _____                                     | Unit (last four digits of center): _____                               | Unit (last four digits of center): _____                                 |
| Position Control # (if known): <span style="float: right;">2184</span>    | Position Control # (if known): <span style="float: right;">2185</span> | Position Control # (if known): _____                                     |
| FTE (1.0, 0.5, etc): <span style="float: right;">1.00</span>              | FTE (1.0, 0.5, etc): <span style="float: right;">1.00</span>           | FTE (1.0, 0.5, etc): <span style="float: right;">5.00</span>             |
| Months in 2020: <span style="float: right;">12</span>                     | Months in 2020: <span style="float: right;">12</span>                  | Months in 2020: <span style="float: right;">12</span>                    |
| Cost:   | Cost:  | Cost:  |
| Salary <span style="float: right;">49,193</span>                          | Salary <span style="float: right;">55,096</span>                       | Salary <span style="float: right;">345,565</span>                        |
| Health Insurance <span style="float: right;">15,421</span>                | Health Insurance <span style="float: right;">15,421</span>             | Health Insurance <span style="float: right;">77,107</span>               |
| FICA <span style="float: right;">3,763</span>                             | FICA <span style="float: right;">4,215</span>                          | FICA <span style="float: right;">26,436</span>                           |
| PERA <span style="float: right;">3,689</span>                             | PERA <span style="float: right;">4,132</span>                          | PERA <span style="float: right;">25,917</span>                           |
| Other Benefits <span style="float: right;">271</span>                     | Other Benefits <span style="float: right;">303</span>                  | Other Benefits <span style="float: right;">1,901</span>                  |
| Staff Training <span style="float: right;">195</span>                     | Staff Training <span style="float: right;">195</span>                  | Staff Training <span style="float: right;">974</span>                    |
| Co-Wide Indirect <span style="float: right;">4,351</span>                 | Co-Wide Indirect <span style="float: right;">4,351</span>              | Co-Wide Indirect <span style="float: right;">21,755</span>               |
| CW Tech Licenses <span style="float: right;">204</span>                   | CW Tech Licenses <span style="float: right;">204</span>                | CW Tech Licenses <span style="float: right;">1,020</span>                |
| (dept enters) Mileage <span style="float: right;">1,000</span>            | (dept enters) Mileage <span style="float: right;">100</span>           | (dept enters) Mileage <span style="float: right;">15,000</span>          |
| (dept enters) Computer/Equip <span style="float: right;">0</span>         | (dept enters) Computer/Equip <span style="float: right;">0</span>      | (dept enters) Computer/Equip <span style="float: right;">0</span>        |
| (dept enters)   | (dept enters)  | (dept enters)  |
| (dept enters)   | (dept enters)  | (dept enters)  |
| (dept enters)   | (dept enters)  | (dept enters)  |
| (dept enters)   | (dept enters)  | (dept enters)  |
| (dept enters)   | (dept enters)  | (dept enters)  |
| <b>Total Cost</b> <span style="float: right;"><b>78,087</b></span>        | <b>Total Cost</b> <span style="float: right;"><b>84,017</b></span>     | <b>Total Cost</b> <span style="float: right;"><b>515,675</b></span>      |
| Outside Revenue:  | Outside Revenue:   | Outside Revenue:   |
| (dept enters) Oth Ben & Training <span style="float: right;">466</span>   | (dept enters) Oth Ben & Trainin <span style="float: right;">498</span> | (dept enters) Oth Ben & Trainin <span style="float: right;">2,875</span> |
| CW Indirect <span style="float: right;">4,351</span>                      | CW Indirect <span style="float: right;">4,351</span>                   | CW Indirect <span style="float: right;">21,755</span>                    |
| CW Tech Licenses <span style="float: right;">204</span>                   | CW Tech Licenses <span style="float: right;">204</span>                | CW Tech Licenses <span style="float: right;">1,020</span>                |
| <b>Total Revenue</b> <span style="float: right;"><b>5,021</b></span>      | <b>Total Revenue</b> <span style="float: right;"><b>5,053</b></span>   | <b>Total Revenue</b> <span style="float: right;"><b>25,650</b></span>    |
| <b>County Cost</b> <span style="float: right;"><b>73,066</b></span>       | <b>County Cost</b> <span style="float: right;"><b>78,964</b></span>    | <b>County Cost</b> <span style="float: right;"><b>490,025</b></span>     |

**NARRATIVE MUST BE FILLED OUT ON SECOND PAGE OF REQUEST**

**Request Description:**

Move 7 positions in Children & Family Services from limited term to being funded in budget

**How will this request be used?**

These positions are all current staff who have been performing work in "limited term" positions since the fourth quarter of 2015. This change would move positions from limited term to being funded in the budget based on the child protection allocation under the Vulnerable Children and Adults Act (VCA). The limited term status has had a negative impact on recruitment and hiring for vacancies in the positions. Continuation of the positions has been managed in annual reports to the Board when the Adopted Budget is amended to reflect receipt of withheld performance funding: this funding will no longer be withheld from the allocation pending achievement of performance measures.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

The funding stream noted, the child protection allocation in the VCA, is limited to nonsupplanting child protection use only. This funding stream was established in recognition of the changing policies and oversight intended to increase child protection volume (VCA child protection). Dakota County has experience the same significant increase in child protection that affected child protection statewide beginning in 2015 with state policy changes, as well as the climb in parental substance use disorder impacting out-of-home placements.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

Current PSI measures the number of workgroup: families. Out of home placement with the primary reason for placement being parental drug abuse, which in 2017--the last year for which statewide information was available--was 79 in Dakota County out of 2,260 statewide (388 in Hennepin, 270 in St. Louis, 139 in Ramsey, 98 in White Earth Nation, 92 in Anoka, 90 in Beltrami, 79 in Dakota, 30 in Washington, 23 in Scott, 9 in Carver).

**How well did you do it? Or how will you measure the quality of the work/resource?**

Percentage of alleged victims in an assigned child protection report who received face-to-face contact from a social worker within the statutorily mandated timelines; percentage of required monthly face-to-face visits between children in out-of-home placement and social worker that were completed, counted for each month each child was in placement

**Is anyone better off? Or how will you measure the impact?**

For all children who had a screened-in maltreatment report in the prior year, what percentage did not have a subsequent report alleging maltreatment in the subsequent year; for all children who were victims of substantiated maltreatment in the prior year, what percentage did not have a subsequent substantiated maltreatment. Ability to meet the "better off" measures is dependent on a stable and trained workforce that is able to have frequent contact with families to re-assess safety plans and make necessary adjustments to case plans.

**Program/Service(s) that request is intended to support:**

Child protection



**Request Description:**

Law Enforcement Pilot Expansion - Continue 1.0 MH Coord and add Social Worker

**How will this request be used?**

Funding to continue the Social Services Law Enforcement Coordinated Response Pilot, an innovative partnership between Social Services and law enforcement. The purpose of the pilot is to explore and implement a more coordinated response to address increased law enforcement calls involving mental health crises and emergencies in the community. Through the Pilot, we will continue to develop and evaluate effective and timely service models. The goal of the Pilot is to transition to a permanent service model(s). The Pilot has been in operation for a year. The request is to extend the 1.0 MH Coordinator to allow extended opportunity for data collection, program evaluation, exploration of revenue potential and relationship-building. The position would continue as a limited-term position. The request also includes a proposal to add a Social Worker to expand the pilot to 1-2 additional cities in order to address unmet needs and further test the Pilot model.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

While the position doesn't tie directly to a mandate, local law enforcement and other city services (EMS, Fire) have reported a significant increase in calls for service where the root cause is a mental health or Substance Use Disorder (SUD) crisis. Dakota County Community Services has been engaged with cities over the last several years to discuss how we link our services to provide an improved and more coordinated response to this emerging need. As a result of the joint conversations, planning, and learning through the Adult Detention Alternatives Initiative (ADAI)/Nacho Stepping Up), Social Services is partnering with the cities of West St. Paul and South St. Paul to pilot a coordinated response model that pairs dedicated police officers with Mental Health Coordinator to provide outreach, service coordination, system education, and co-response to Individuals residing in the cities of South St. Paul and West St. Paul experiencing mental health challenges, with a focus on those with the most complex needs who have persistent law enforcement involvement.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

The team is tracking client and system partner engagement and outreach. In Q 1, 2019 (most recent data), 166 people reached; 48.9% of people referred to new services; 51.1% opportunity for coordination of existing services

**How well did you do it? Or how will you measure the quality of the work/resource?**

Positive response from community members, police officers, Local Advisory Council, and system partners  
Improved and enhanced system relationships and public service to residents

**Is anyone better off? Or how will you measure the impact?**

Early efforts showing significant and meaningful impact on the lives of community members and evolving practice of professionals.  
**Note:** OPA is reviewing the current pilot evaluation and will make recommendations about what can be added or strengthened.

**Program/Service(s) that request is intended to support:**

Mental Health



**Request Description:**

Add 4.0 FTE Community Living Specialists to accommodate increase in MnCHOICES client assessments

**How will this request be used?**

Four MnCHOICES Assessors/Reassessors (grade 108) to address Assessment/ Reassessment demand for MnCHOICES assessments (16.8 FTE) & reassessments (32.8 reassessors not incl. Senior CM/RA) given:  
a. DHS is moving PCA assessments from Family/Children health plan products to a lead agency responsibility, realized in an additional 11 intakes and intial assessments each month;  
b. growth in County of Locaton reassessments (30/mth) increasing intake responsibility to receive referrals for these reassessments; program growth of average of 300/yr (25/mth); 2 year delay for MnCHOICES 2.0 extends the lower than expected productivity (@ 160/yr/FTE vs. 180/yr/FTE); growth places pressure on capacity for MnCHOICES processes beginning at Intake to initial assessment thru reassessment.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

As Dakota County has successfully been assessing all new persons requesting supports with MnCHOICES and have aligned the support documents; our staffing model is insufficient to keep up with launching all current waiver recipients in MnCHOICES. Additional prioritized cases for launch into MnCHOICES reassessment include individuals receiving Rule 185 and Home Care; will provide person served with consistent eligibility determination and increase efficiencies for case management by supporting consistent workflow and assignment processes. Though management had worked with DHS to streamline administrative policy and processes, efficiencies have not been adequate to match the level of desired productivity concurrent with growth in demand. Dakota County's capacity to meet DHS mandates for documentation requires maximization of moving all Waiver and significant State plan volume of reassessments into MnCHOICES related tools/documents. The added assessor/reassessors are critical to preserve Dakota's standing and funding of \$265 million plus of Federal/State funding for services and supports.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

MnCHOICES implementation continues to involve a growing # of persons served from Intake/assessment through reassessment (3,669 in '16; 4,569 in '17; 6,399 in'18 & 7,968 estimated in 2019 and projection of 8,848 for 2020)

**How well did you do it? Or how will you measure the quality of the work/resource?**

Successful results from Corrective Action Plan confirms the need to continue to ensure all eligibility work is accomplished using MnCHOICES with the objectives of efficiencies in one tool and consistency of eligibilty determination for equity. Prioritizing waiver reassessments resulted in 2018 ending with 86.3% of waivers being reassessed in MnCHOICES; average in for '2019 at 96.6% with the goal of 100% by the end of 2019. Annual program growth begins through eligibility determination and is administered through our MnCHOICES team beginning at intake and initial assessment. Additional MnCHOICES staff will allow initial assessments to meet 20 day scheduling from date of request.

**Is anyone better off? Or how will you measure the impact?**

Meet or exceed percent of people with disabilities being served in community compared to State & Cohort

**Program/Service(s) that request is intended to support:**

Community Living Services Intake, Assessment, Reassessment



**Request Description:**

Continuation of 1.0 FTE Social Worker for Pathways To Prosperity Pilot

**How will this request be used?**

We are seeking continuation of this limited term Social Worker position hired in Quarter 3 2018. Community Services was awarded funds through a Kresge grant to cover half of the position. We anticipate repurposing unspent POS funds to supplement the remainder of the position. The new PTPWI service delivery model has highlighted the need for a 108-level Social Worker position in Social Services to coordinate multi-disciplinary team interactions and meetings, facilitate team meetings to incorporate PTPWI goals; facilitate sharing of information between team members; complete and update PTPWI tools; and collect person level data to inform future planning. These needs are very time intensive and not manageable with the regular workload and duties of existing staff.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

The Pathways to Prosperity and Well-Being Initiative (PTPWI) seeks to transform national policy and practice in ways that better support low income families' upward economic mobility and reduce the consequences of generational poverty. To achieve the sought innovation, the PTPWI is developing a new service delivery model tailored to respond to the needs and capacities of the whole family at a particular time, efficiently and seamlessly mobilizing appropriate support and resources.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

The outcomes of increased Social Work support for the PTPWI includes increased clinical support to the multidisciplinary teams working directly with 15-20 families, increased capacity to delivery timely family support; along with additional professional capacity to identify and improve system response and improve operational processes. Will be measured by number of people and families service via pilot program.

**How well did you do it? Or how will you measure the quality of the work/resource?**

Satisfaction surveys, improved outcomes across programs, etc.

**Is anyone better off? Or how will you measure the impact?**

Improved family stability, reduced disparities in outcomes, improved economic security and upward mobility, etc.

**Program/Service(s) that request is intended to support:**

Across all program areas.

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- **Implementation of Adult Diversion Programs:** Dakota County Community Corrections implemented two new diversion programs in 2018/2019 after working with our criminal justice partners. Community Corrections and the Dakota County Attorney's Office developed a diversion program for individuals charged with a felony drug offense. Community Corrections and the City Attorneys developed a diversion program for individuals charged with their first domestic assault or interference with 911 offenses. Both of these programs required collaboration with prosecuting attorneys, judges, district court, and public defenders. They allow those charged to complete the same conditions and probation supervision as clients convicted of those offenses but will have their charges dismissed upon successful completion of required programming. This will decrease the collateral consequences of criminal records.
- **Practice Model Phased Execution:** Community Corrections began implementation of a practice model in 2018 to change how probation officers utilize Evidence Based Practices (EBP) with clients. The practice model also changes the role of supervisors within our agency. Supervisors are trained in coaching practices to use with staff to identify their confidence and skills in implementing EBP and develop individual goals to support them. Staff members are trained in coaching and how to structure individual client meetings to address the highest risk factors for clients. Implementation of a practice model is a multi-year project. Community Corrections continues to engage and coach staff to focus on structured, intentional meetings with clients to enhance their motivation and facilitate interventions that support client change.
- **Whole Family Supervision Approach:** Dakota County Community Corrections moved into Phase II implementation of a Whole Family Approach in 2019 to include the Juvenile Services Center, along with adult and juvenile high risk agents. Phase II implementation also includes expansion of whole family work at the New Chance Day Treatment Program, moving from family engagement to intervention and services.

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

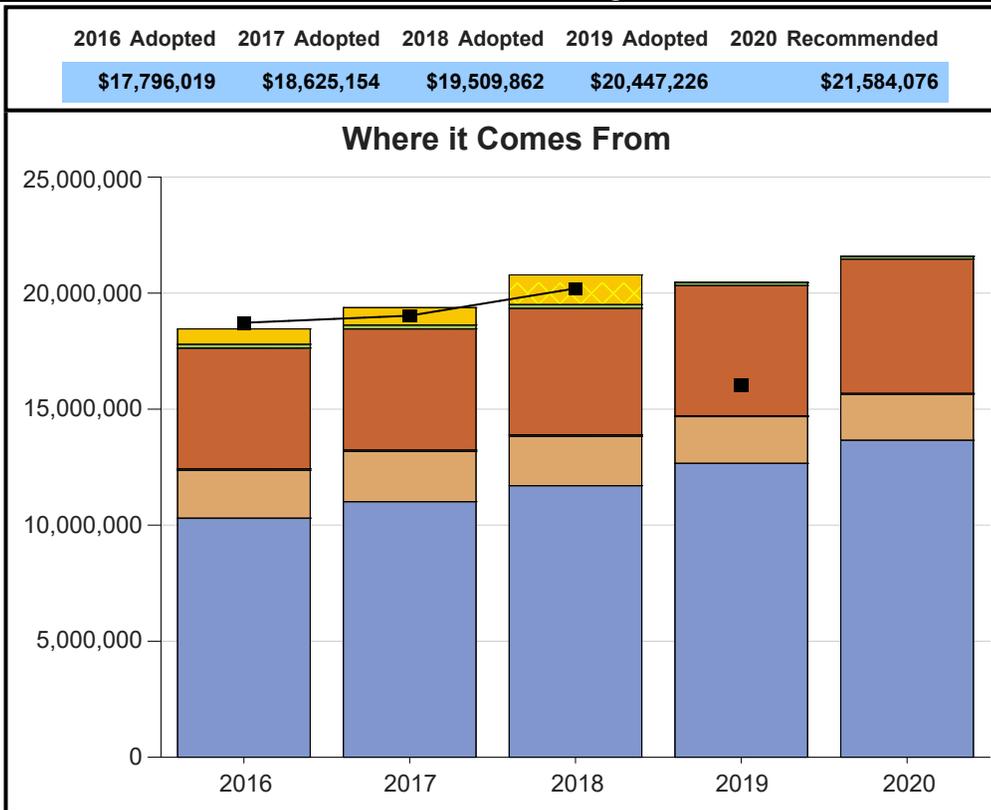
- Mental Health and Therapy Services for youth at the Juvenile Service Center and New Chance day treatment program - \$60,000 Levy

## 2020 SIGNIFICANT PLANS AND ISSUES

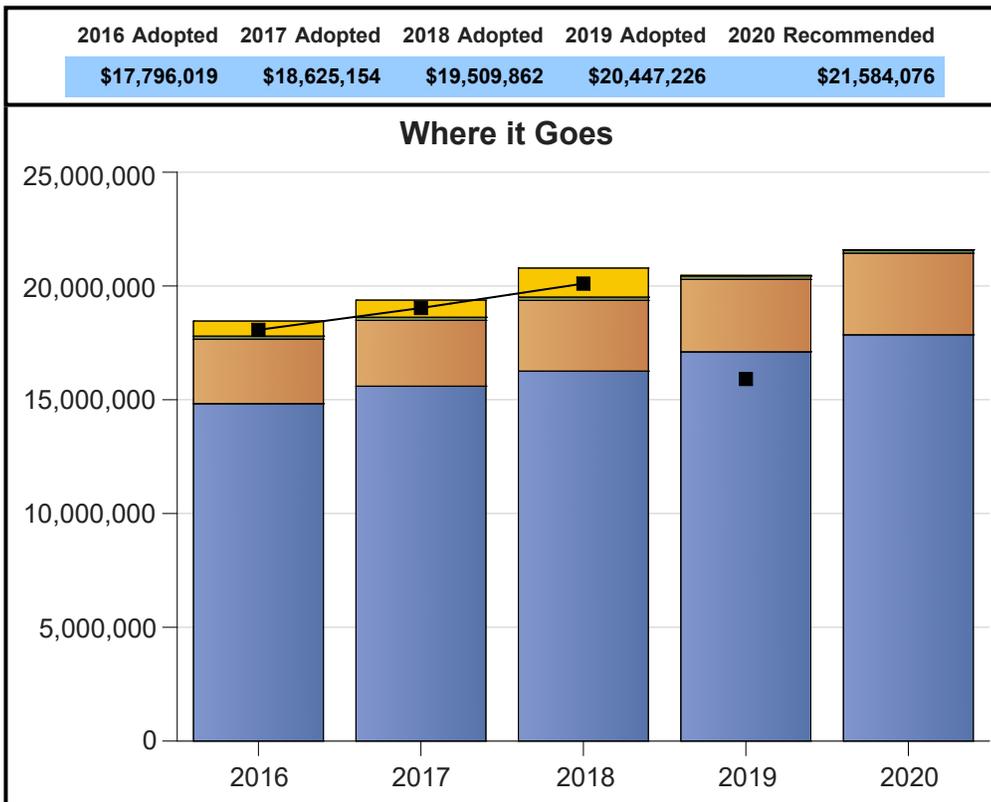
- **Practice Model Expansion:** Continue to implement the recently designed Dakota County Practice Model while integrating the department's Evidence-Based Practices (EBP) plan in daily case management and client interaction by evaluating and measuring staff work to improve and better inform training needs.
- **Adult and Juvenile Whole Family Supervision Approach:** Expand our department's whole family work to include residents ordered to the juvenile service center, along with clients supervised on high risk adult and juvenile caseloads to better engage families and co-create opportunities that will ultimately improve the overall success of our clients to achieve lasting behavior change.

# COMMUNITY CORRECTIONS

## Budget At A Glance



- Actuals
- Property Taxes
- Lic., Fines, Charges
- Federal Revenue
- State Revenue
- Other Financing Sources
- Amendments & Carryover



- Actuals
- Personnel Cost
- Client/Dept. Support
- Materials and Supplies
- Capital/BIP/Other
- Amendments & Carryover

#### FTE (Budgeted)

173.92      174.92      176.92      176.92

|                 |                         | 2017 Actual       | 2018 Actual       | 2019 Budget       | 2020 Recommended  |
|-----------------|-------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Expenses</b> | Personnel Costs         | 15,926,601        | 16,693,144        | 17,105,616        | 17,854,487        |
|                 | Client/Dept. Support    | 2,801,615         | 3,106,238         | 3,181,322         | 3,582,207         |
|                 | Materials and Supplies  | 128,378           | 135,459           | 144,688           | 147,382           |
|                 | Capital/BIP/Other       | 174,701           | 169,372           | 15,600            | 0                 |
|                 | <b>Total</b>            | <b>19,031,295</b> | <b>20,104,213</b> | <b>20,447,226</b> | <b>21,584,076</b> |
| <b>Revenues</b> | Property Taxes          | 11,447,006        | 12,541,099        | 12,666,992        | 13,662,366        |
|                 | Lic., Fines, Charges    | 1,957,634         | 1,701,243         | 2,008,000         | 1,985,000         |
|                 | Federal Revenue         | 56,476            | 46,357            | 40,000            | 35,500            |
|                 | State Revenue           | 5,356,581         | 5,655,993         | 5,615,934         | 5,784,910         |
|                 | Other Financing Sources | 210,854           | 257,629           | 116,300           | 116,300           |
| <b>Total</b>    | <b>19,028,551</b>       | <b>20,202,321</b> | <b>20,447,226</b> | <b>21,584,076</b> |                   |

#### 2020 Recommended Requests

| FTE  | Expense | Revenue | Levy   |
|------|---------|---------|--------|
| 0.00 | 60,000  | 0       | 60,000 |

**Budget Planning Summary (Board Version)  
COMMUNITY CORRECTIONS  
As of 2019-10-29 (Includes OPS)**

|                                       | 2017 Actual       | 2018 Actual       | 2019 Adopted (A)  | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|-------------------|-------------------|-------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 12,107,926        | 12,624,181        | 12,902,704        | 462,376                   | 13,365,080           | 3.6%                     | 0                        | 13,365,080           | 3.6%                     |
| BENEFITS                              | 3,653,337         | 3,886,090         | 4,032,550         | 283,088                   | 4,315,638            | 7.0%                     | 0                        | 4,315,638            | 7.0%                     |
| DEPT/COUNTY SUPPORT                   | 171,858           | 180,149           | 196,284           | 47,868                    | 244,152              | 24.4%                    | 0                        | 244,152              | 24.4%                    |
| TRAVEL/TRAINING                       | 165,334           | 182,864           | 170,362           | 3,407                     | 173,769              | 2.0%                     | 0                        | 173,769              | 2.0%                     |
| OFFICE SUPPORT                        | 128,377           | 135,459           | 144,688           | 2,694                     | 147,382              | 1.9%                     | 0                        | 147,382              | 1.9%                     |
| MATERIALS/SUPPLIES                    | 42,317            | 32,766            | 52,413            | -8,951                    | 43,462               | -17.1%                   | 0                        | 43,462               | -17.1%                   |
| CITIZEN/CLIENT RELATED SERVICE        | 2,587,439         | 2,893,320         | 2,932,625         | 301,968                   | 3,234,593            | 10.3%                    | 60,000                   | 3,294,593            | 12.3%                    |
| INTERDEPARTMENTAL                     | 0                 | 0                 | 0                 | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 174,701           | 169,372           | 15,600            | -15,600                   | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| <b>Total Expenditures</b>             | <b>19,031,290</b> | <b>20,104,203</b> | <b>20,447,226</b> | <b>1,076,850</b>          | <b>21,524,076</b>    | <b>5.3%</b>              | <b>60,000</b>            | <b>21,584,076</b>    | <b>5.6%</b>              |
| <b>Funding Sources</b>                |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 1,793,016         | 1,586,126         | 1,843,000         | -13,000                   | 1,830,000            | -0.7%                    | 0                        | 1,830,000            | -0.7%                    |
| OTHER REVENUES                        | 164,618           | 115,118           | 165,000           | -10,000                   | 155,000              | -6.1%                    | 0                        | 155,000              | -6.1%                    |
| FEDERAL REVENUE                       | 56,476            | 46,356            | 40,000            | -4,500                    | 35,500               | -11.2%                   | 0                        | 35,500               | -11.2%                   |
| STATE REVENUE                         | 5,356,581         | 5,655,993         | 5,615,934         | 168,976                   | 5,784,910            | 3.0%                     | 0                        | 5,784,910            | 3.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 136,636           | 160,428           | 116,300           | 0                         | 116,300              | 0.0%                     | 0                        | 116,300              | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                 | 0                 | 0                 | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>7,507,326</b>  | <b>7,564,021</b>  | <b>7,780,234</b>  | <b>141,476</b>            | <b>7,921,710</b>     | <b>1.8%</b>              | <b>0</b>                 | <b>7,921,710</b>     | <b>1.8%</b>              |
| PROPERTY TAXES                        | 11,447,006        | 12,541,099        | 12,666,992        | 935,374                   | 13,602,366           | 7.4%                     | 60,000                   | 13,662,366           | 7.9%                     |
| <b>Total Funding Sources</b>          | <b>18,954,332</b> | <b>20,105,120</b> | <b>20,447,226</b> | <b>1,076,850</b>          | <b>21,524,076</b>    | <b>5.3%</b>              | <b>60,000</b>            | <b>21,584,076</b>    | <b>5.6%</b>              |

| Significant Changes from 2019 Adopted Budget - Expenses   |
|---|
| Salaries/Benefits - Standard Inflationary Increase  |
| Dept/County Support - Increased JSC nurse contract  |
| Citizen/Client Related Service - Court Ordered Psych Eval budget transferred from Social Services, Juvenile Placement Budget increased, grant increases offset by revenue |

| Significant Changes from 2019 Adopted Budget - Revenues   |
|---|
| State Revenue - CCA Subsidy and Drug Court grant increase |

## Community Corrections Programs/Services

| Programs                                 | Estimated allocation 2020* |                     |                     |
|--|----------------------------|---------------------|---------------------|
|  | FTEs                       | Budget              | Levy                |
| Adult/High Risk Supervision              | 46.7                       | \$5,548,651         | \$3,818,813         |
| Adult/Intake and Court Services          | 23.1                       | \$2,655,496         | \$1,724,015         |
| Adult/Intensive Supervised Release (ISR) | 5.9                        | \$743,853           | \$525,322           |
| Adult/Jail and Work Service Programs     | 4.6                        | \$1,192,288         | \$718,471           |
| Adult/Probation Service Center (PSC)     | 9.6                        | \$697,271           | \$311,654           |
| Adult/Re-entry Assistance Program (RAP)  | 4.6                        | \$735,779           | \$509,562           |
| Juvenile/Community Programming           | 3.1                        | \$381,074           | \$250,749           |
| Juvenile/Detention Alternatives          | 3.1                        | \$149,843           | \$50,248            |
| Juvenile/High Risk Supervision           | 11.7                       | \$1,156,530         | \$525,376           |
| Juvenile/Intake and Court Services       | 5.5                        | \$774,154           | \$546,662           |
| Juvenile/Intensive Supervision           | 3.1                        | \$344,738           | \$244,163           |
| Juvenile/Monitoring Supervision          | 2.3                        | \$231,118           | \$157,310           |
| Juvenile/Non Residential Day Treatment   | 8.3                        | \$923,245           | \$654,297           |
| Juvenile/Out of Home Placement           | 2.5                        | \$1,024,352         | \$854,126           |
| Juvenile/Secured Residential Facility    | 38.7                       | \$4,657,625         | \$2,425,816         |
| Juvenile/STS Programs                    | 4.3                        | \$263,361           | \$124,324           |
| <b>Total</b>                             | <b>176.9</b>               | <b>\$21,479,378</b> | <b>\$13,440,908</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.



**Request Description:**

Mental Health (MH) Therapy Services

**How will this request be used?**

Additional mental health therapy dollars will help to address the increasing and ongoing needs of youth within the New Chance Day Treatment Program and the Juvenile Service Center (JSC). In 2018, the department exceeded funds allowed for therapy services due to the increased need for mental health services for youth. A half time contracted therapist was added to provide necessary services for increasingly complex mental health issues and to address trauma. This request will cover the cost of the half time therapist. Going forward, a \$14 per day mental health per diem will be added for out of county youth. This additional fee will assist in paying for increased youth receiving JSC services including mental health.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

Youth in Juvenile Justice have traumatic incident rates at 75%. 93% of children in detention report exposure to adverse events. The majority of youth report six or more traumatic events, which creates a significant trauma level. The treatment of traumatic stress involves stabilization followed by a trauma based Cognitive Behavioral Therapy. The department utilizes Trauma Focused Cognitive Behavioral therapy which includes both individual and family participation. Many of the youth in treatment at the JSC have symptoms that must be stabilized prior to treatment of their traumatic stress. The therapists provide intensive services and a full caseload for a fulltime therapist is eight clients.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

We intend to track the increase in youth receiving mental health services at the JSC.

**How well did you do it? Or how will you measure the quality of the work/resource?**

Youth will be given a trauma assessment pre and post services to gauge the impact of the mental health services and trauma therapy received.

**Is anyone better off? Or how will you measure the impact?**

We anticipate that youth will emotionally and mentally stabilize based on receiving these services. This will allow them to return to the family system and the community in a better place to be fully engaged in daily functioning and life.

**Program/Service(s) that request is intended to support:**

Juvenile/Secured Residential Facility, Juvenile/Non Residential Day Treatment

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

### Build Strength within Core 4-H Youth Leadership Experience

- The 4-H Youth Development program has increased the number of project workshops by approximately 20% in the current 4-H year. This includes offering learning opportunities for Cloverbuds (youth in kindergarten through 2nd grade), horseless horse, livestock, and static (non-animal) exhibits.
- According to a Fall 2018 survey of 4-H members in Dakota County:
  - Nearly 2/3 of youth participating in the survey said their community is different because of their involvement in 4-H.
  - 93% of youth said they learned more about their 4-H project while participating in 4-H that year.

### Increase Youth Enrollment with Audiences Not Currently Served by 4-H

- The 2018-2019 4-H year finished with 1,337 enrolled members, which was a 10.7% increase from the 2017-18 4-H year at 1,207 4-H members. In the 2018-19 4-H year, 4-H increased diverse youth 4-H enrollment (self-reported) to 20.5% of total youth enrollment. This is a 5.5% increase from the prior 4-H year.
- Through 38 community partnerships, Dakota County 4-H Youth Development Program provides positive youth development enrichment during the school day and out of school time for 9,763 youth in kindergarten through one year past high school. This is approximately 11.5% of the youth population in Dakota County.

### Develop Sustainable Fund Development Strategies:

- The Dakota County 4-H Federation secured over \$100,000 in external revenue to support positive youth development programming.
- \$11,344 of 4-H Federation funds were used for scholarships in the 2017-2018 4-H year.

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 Recommended Requests

## 2020 SIGNIFICANT PLANS AND ISSUES

### Build Strength within Core 4-H Youth Leadership Experiences:

- An intensive analysis was done with internal and external stakeholders of the Dakota County 4-H Youth Development Program in the 2018-2019 4-H year resulting in the following priorities for the upcoming year:
  - Expand 4-H opportunities to middle school aged youth.
  - Ensure that new 4-H families and volunteers feel comfortable and confident with a base knowledge of 4-H programming and understand their support system.
  - Bust the 4-H myth so that 4-H is welcoming and provides opportunity for everyone to create a spark for learning and develop their leadership regardless of their project interest.

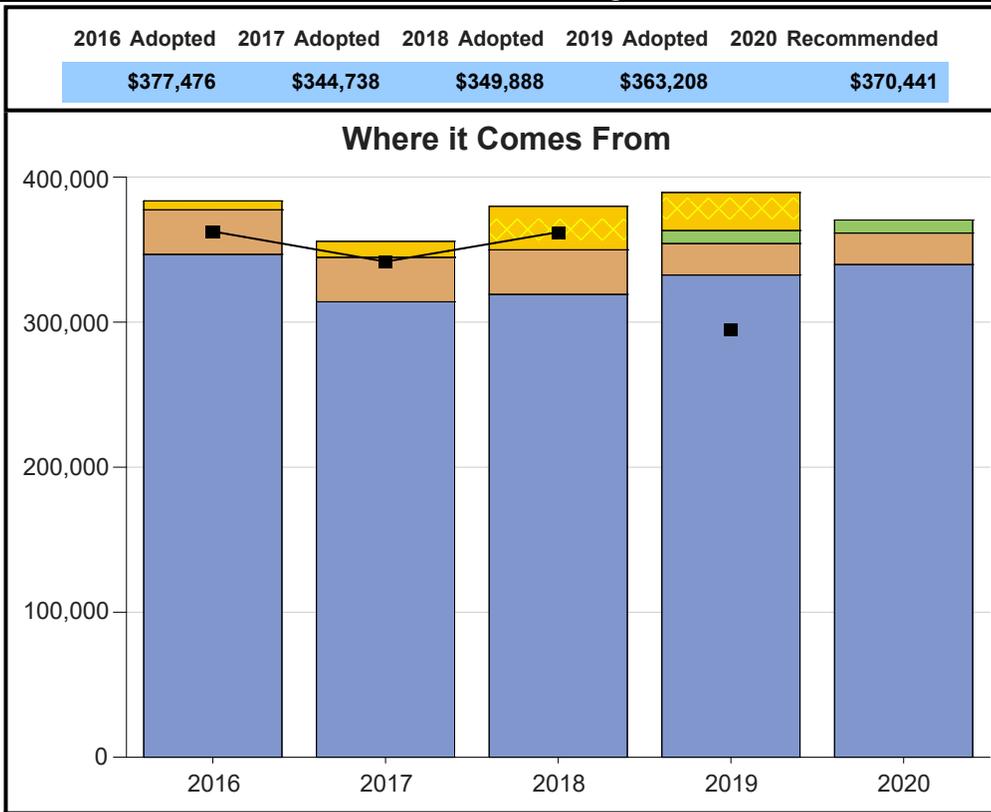
### Increase Youth Enrollment with Audiences Not Currently Served by 4-H:

- Continue to grow partnerships that leverage 4-H participation to new and diverse audiences, exceeding the county youth of color parity of 21% (based on the 2010 Census).

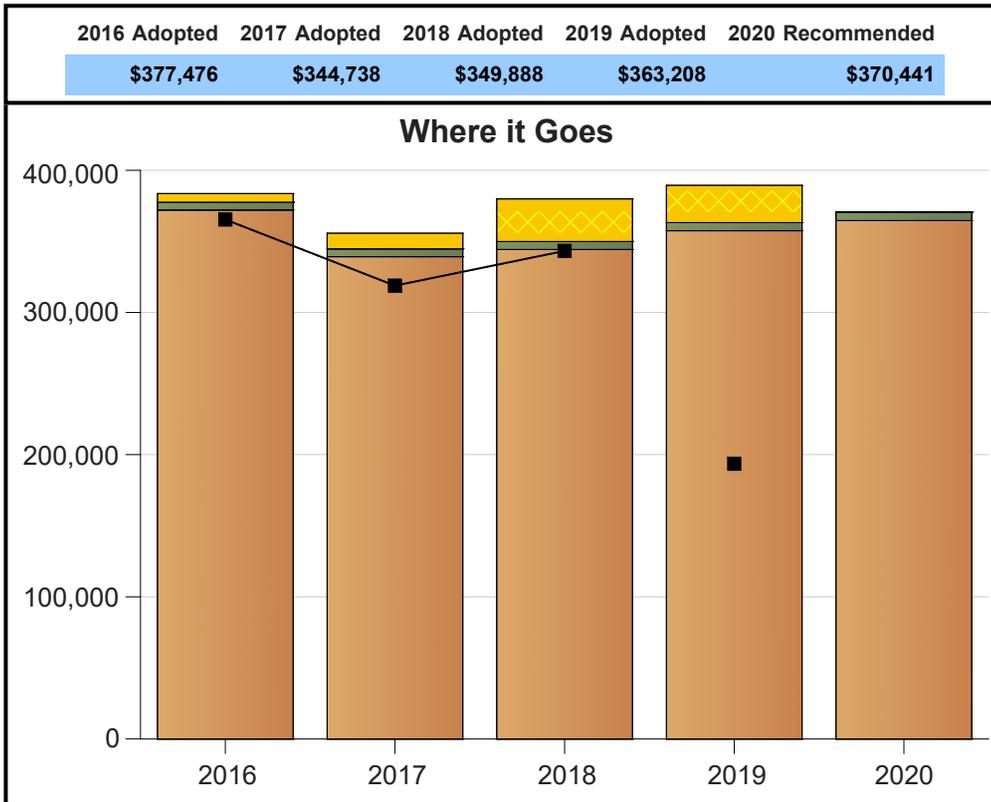
### Develop Sustainable Fund Development Strategies:

- The Dakota County 4-H Federation will institute a long-term business plan that outlines the percentage of funds to be expended by year based on revenues earned, focusing on efforts to provide:
  - High quality project development workshops for youth participants.
  - Outreach to new 4-H audiences utilizing new communication tools and leveraging the 4-H community club model for implementation.
  - Fund short term staff to create new and unique 4-H project experiences in areas of high interest and minimal resources, such as Horseless Horse.

**EXTENSION  
Budget At A Glance**



- Actuals
- Property Taxes
- Lic., Fines, Charges
- Federal Revenue
- State Revenue
- Other Financing Sources
- Amendments & Carryover



- Actuals
- Personnel Cost
- Client/Dept. Support
- Materials and Supplies
- Capital/BIP/Other
- Amendments & Carryover

No Data Available for FTE

|                 |                         | 2017 Actual    | 2018 Actual    | 2019 Budget    | 2020 Recommended |
|-----------------|-------------------------|----------------|----------------|----------------|------------------|
| <b>Expenses</b> | Client/Dept. Support    | 300,357        | 331,661        | 357,503        | 364,622          |
|                 | Materials and Supplies  | 9,670          | 11,610         | 5,705          | 5,819            |
|                 | Capital/BIP/Other       | 8,812          | 0              | 0              | 0                |
|                 | <b>Total</b>            | <b>318,839</b> | <b>343,271</b> | <b>363,208</b> | <b>370,441</b>   |
| <b>Revenues</b> | Property Taxes          | 325,011        | 321,398        | 332,508        | 339,741          |
|                 | Lic., Fines, Charges    | 16,723         | 34,252         | 21,700         | 21,700           |
|                 | Other Financing Sources | 0              | 6,423          | 9,000          | 9,000            |
|                 | <b>Total</b>            | <b>341,734</b> | <b>362,073</b> | <b>363,208</b> | <b>370,441</b>   |

| 2020 Recommended Requests | FTE  | Expense | Revenue | Levy |
|---------------------------|------|---------|---------|------|
|                           | 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**EXTENSION**  
**As of 2019-10-31 (Includes OPS)**

|                                       | 2017 Actual    | 2018 Actual    | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|----------------|----------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                |                |                  |                           |                      |                          |                          |                      |                          |
| DEPT/COUNTY SUPPORT                   | 11,953         | 25,513         | 19,977           | 399                       | 20,376               | 2.0%                     | 0                        | 20,376               | 2.0%                     |
| OFFICE SUPPORT                        | 9,670          | 11,610         | 5,705            | 114                       | 5,819                | 2.0%                     | 0                        | 5,819                | 2.0%                     |
| MATERIALS/SUPPLIES                    | 10,222         | 12,972         | 11,220           | 224                       | 11,444               | 2.0%                     | 0                        | 11,444               | 2.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 278,182        | 293,176        | 326,306          | 6,496                     | 332,802              | 2.0%                     | 0                        | 332,802              | 2.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 8,812          | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Expenditures</b>             | <b>318,840</b> | <b>343,271</b> | <b>363,208</b>   | <b>7,233</b>              | <b>370,441</b>       | <b>2.0%</b>              | <b>0</b>                 | <b>370,441</b>       | <b>2.0%</b>              |
| <b>Funding Sources</b>                |                |                |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 0              | 0              | 200              | 0                         | 200                  | 0.0%                     | 0                        | 200                  | 0.0%                     |
| OTHER REVENUES                        | 16,723         | 34,252         | 21,500           | 0                         | 21,500               | 0.0%                     | 0                        | 21,500               | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 0              | 0              | 9,000            | 0                         | 9,000                | 0.0%                     | 0                        | 9,000                | 0.0%                     |
| OTHER FINANCING SOURCES               | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>16,723</b>  | <b>34,252</b>  | <b>30,700</b>    | <b>0</b>                  | <b>30,700</b>        | <b>0.0%</b>              | <b>0</b>                 | <b>30,700</b>        | <b>0.0%</b>              |
| PROPERTY TAXES                        | 325,011        | 321,398        | 332,508          | 7,233                     | 339,741              | 2.2%                     | 0                        | 339,741              | 2.2%                     |
| <b>Total Funding Sources</b>          | <b>341,734</b> | <b>355,650</b> | <b>363,208</b>   | <b>7,233</b>              | <b>370,441</b>       | <b>2.0%</b>              | <b>0</b>                 | <b>370,441</b>       | <b>2.0%</b>              |

Significant Changes from 2019 Adopted Budget - Expenses  
 No significant variances

Significant Changes from 2019 Adopted Budget - Revenues  
 No significant variances

## Extension Services Programs/Services

| Programs                 | Estimated allocation 2020* |                  |                  |
|--------------------------|----------------------------|------------------|------------------|
|                          | FTEs                       | Budget           | Levy             |
| 4-H Youth Development    | 0.0                        | \$164,378        | \$150,768        |
| 4-H Youth Teaching Youth | 0.0                        | \$206,063        | \$188,973        |
| <b>Total</b>             | <b>0.0</b>                 | <b>\$370,441</b> | <b>\$339,741</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- **Health Promotion/Statewide Health Improvement Partnership (SHIP 4)**
  - Hired a 1.0 FTE health promotion specialist to address emerging and critical health concerns including opioid, alcohol, e-cigarette/vaping, and other drug abuse prevention.
  - \$5,503,240 additional funds have been leveraged to sustain active living and healthy eating projects.
- **Family Health Programs and Process Alignment**
  - Hired a 1.0 FTE family health coordinator to assist with onboarding public health nurses (PHNs), student nurse rotations, and other cross-departmental collaborations such as Birth to Age 8 and Pathways to Prosperity.
  - Hired 3.0 FTE PHNs to address family home visiting caseload demands.
  - Added 0.45 FTE to senior program associates to provide administrative support for a growing team.
- **Birth to Age 8 Initiative**
  - Hired a 1.0 FTE Birth to Age 8 coordinator for project management including coordinating work with new and existing partners and data system management and reporting.
  - Completed phase 2 of portal development for collaboration between the county and school districts.
- **Health Equity**
  - Implementing Public Health Department strategic plan (2018-2020) focused on health equity which includes hiring, training, and community outreach.

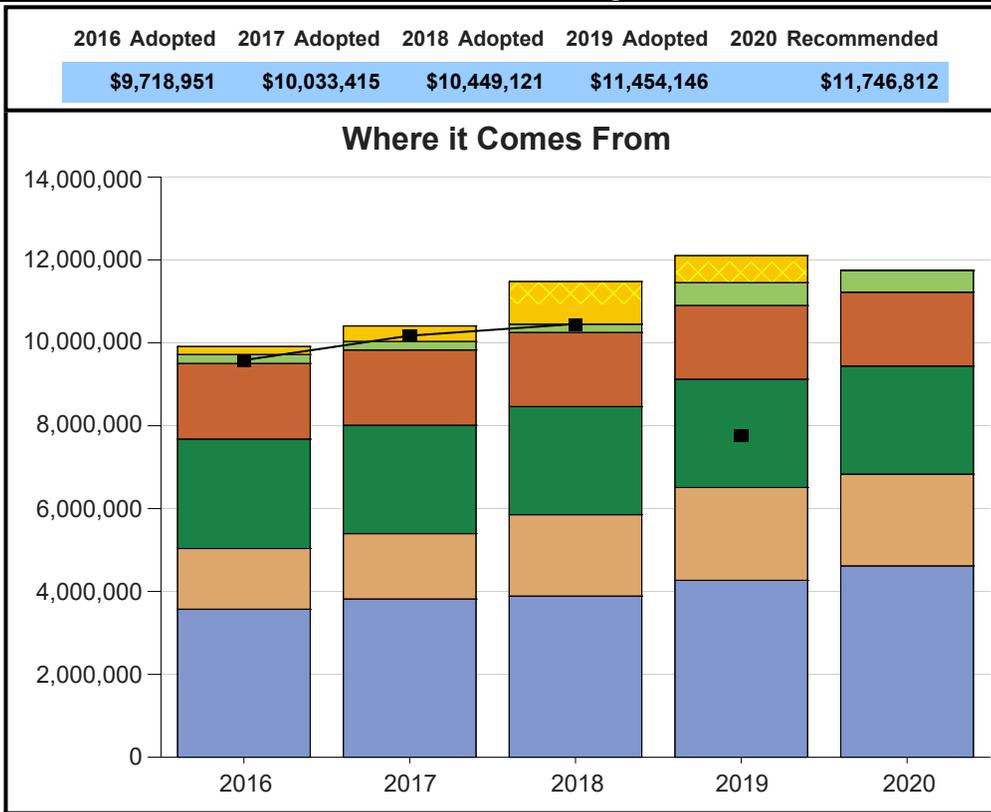
## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 Recommended Requests

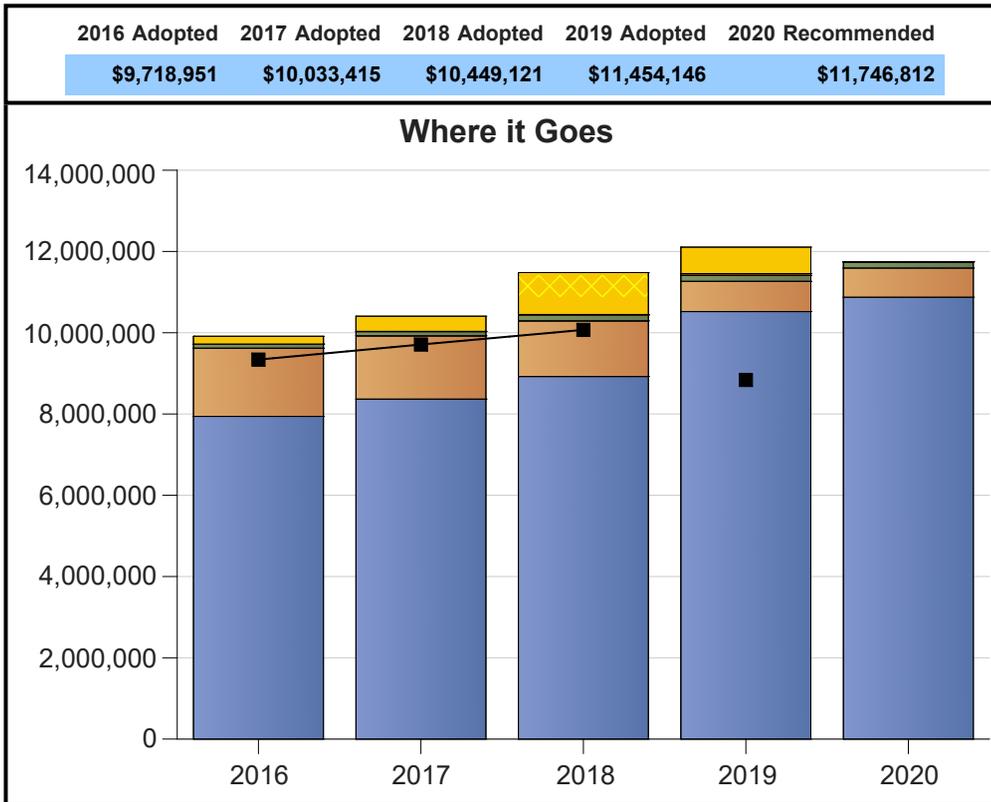
## 2020 SIGNIFICANT PLANS AND ISSUES

- **Health Promotion/Statewide Health Improvement Partnership**
  - Develop work plan to address opioid, alcohol, e-cigarette/vaping, and other drug abuse prevention with key community partners and identify metrics for this work.
  - Leverage additional funding to support and sustain efforts.
- **Family Health Process Alignment**
  - Integrate systems to streamline documentation.
  - Expand outreach to another hospital in Dakota County.
  - Maximize medical billing revenue.
- **Birth to Age 8 Initiative**
  - Launch portal enrollment with 4 schools districts and Public Health and finalize evaluation plan.
- **Health Equity**
  - Continue to align inclusion, diversity, and equity work with division and county efforts.
  - Continue to engage diverse populations to better serve them.

**PUBLIC HEALTH  
Budget At A Glance**



- Actuals
- Property Taxes
- Lic., Fines, Charges
- Federal Revenue
- State Revenue
- Other Financing Sources
- Amendments & Carryover



- Actuals
- Personnel Cost
- Client/Dept. Support
- Materials and Supplies
- Capital/BIP/Other
- Amendments & Carryover

**FTE (Budgeted)**

94.02                      98.42                      110.02                      110.02

|                 |                         | 2017 Actual       | 2018 Actual       | 2019 Budget       | 2020 Recommended  |
|-----------------|-------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Expenses</b> | Personnel Costs         | 8,125,170         | 8,816,624         | 10,521,607        | 10,873,281        |
|                 | Client/Dept. Support    | 1,468,750         | 998,464           | 743,318           | 717,847           |
|                 | Materials and Supplies  | 107,591           | 120,393           | 147,197           | 150,141           |
|                 | Capital/BIP/Other       | 8,208             | 134,931           | 42,024            | 5,543             |
|                 | <b>Total</b>            | <b>9,709,719</b>  | <b>10,070,412</b> | <b>11,454,146</b> | <b>11,746,812</b> |
| <b>Revenues</b> | Property Taxes          | 3,805,860         | 4,016,030         | 4,268,625         | 4,615,969         |
|                 | Lic., Fines, Charges    | 1,847,347         | 1,946,374         | 2,240,690         | 2,214,037         |
|                 | Federal Revenue         | 2,441,386         | 2,540,352         | 2,611,344         | 2,608,874         |
|                 | State Revenue           | 1,965,955         | 1,711,062         | 1,781,521         | 1,781,770         |
|                 | Other Financing Sources | 113,167           | 242,395           | 551,966           | 526,162           |
| <b>Total</b>    | <b>10,173,715</b>       | <b>10,456,213</b> | <b>11,454,146</b> | <b>11,746,812</b> |                   |

**2020 Recommended Requests**

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**PUBLIC HEALTH**  
**As of 2019-10-31 (Includes OPS)**

|                                       | 2017 Actual       | 2018 Actual       | 2019 Adopted (A)  | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|-------------------|-------------------|-------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 6,213,038         | 6,686,614         | 7,926,712         | 289,364                   | 8,216,076            | 3.7%                     | 0                        | 8,216,076            | 3.7%                     |
| BENEFITS                              | 1,802,982         | 1,998,112         | 2,455,710         | 59,526                    | 2,515,236            | 2.4%                     | 0                        | 2,515,236            | 2.4%                     |
| DEPT/COUNTY SUPPORT                   | 103,955           | 109,373           | 139,936           | -20,192                   | 119,744              | -14.4%                   | 0                        | 119,744              | -14.4%                   |
| TRAVEL/TRAINING                       | 109,145           | 131,901           | 139,185           | 2,784                     | 141,969              | 2.0%                     | 0                        | 141,969              | 2.0%                     |
| OFFICE SUPPORT                        | 107,590           | 120,392           | 147,197           | 2,944                     | 150,141              | 2.0%                     | 0                        | 150,141              | 2.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 1,364,792         | 889,087           | 603,382           | -5,279                    | 598,103              | -0.9%                    | 0                        | 598,103              | -0.9%                    |
| CAPITAL, DEBT, OTHER FINANCING        | 8,208             | 134,930           | 42,024            | -36,481                   | 5,543                | -86.8%                   | 0                        | 5,543                | -86.8%                   |
| <b>Total Expenditures</b>             | <b>9,709,710</b>  | <b>10,070,410</b> | <b>11,454,146</b> | <b>292,666</b>            | <b>11,746,812</b>    | <b>2.6%</b>              | <b>0</b>                 | <b>11,746,812</b>    | <b>2.6%</b>              |
| <b>Funding Sources</b>                |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 1,756,010         | 1,927,216         | 2,240,690         | -26,653                   | 2,214,037            | -1.2%                    | 0                        | 2,214,037            | -1.2%                    |
| OTHER REVENUES                        | 91,335            | 19,159            | 0                 | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| FEDERAL REVENUE                       | 2,441,387         | 2,540,352         | 2,611,344         | -2,470                    | 2,608,874            | -0.1%                    | 0                        | 2,608,874            | -0.1%                    |
| STATE REVENUE                         | 1,965,955         | 1,711,062         | 1,781,521         | 249                       | 1,781,770            | 0.0%                     | 0                        | 1,781,770            | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 127,077           | 168,616           | 509,135           | -32,973                   | 476,162              | -6.5%                    | 0                        | 476,162              | -6.5%                    |
| OTHER FINANCING SOURCES               | 0                 | 0                 | 42,831            | 7,169                     | 50,000               | 16.7%                    | 0                        | 50,000               | 16.7%                    |
| <b>Total Non-Levy Funding Sources</b> | <b>6,381,764</b>  | <b>6,366,404</b>  | <b>7,185,521</b>  | <b>-54,678</b>            | <b>7,130,843</b>     | <b>-0.8%</b>             | <b>0</b>                 | <b>7,130,843</b>     | <b>-0.8%</b>             |
| PROPERTY TAXES                        | 3,805,860         | 4,016,030         | 4,268,625         | 347,344                   | 4,615,969            | 8.1%                     | 0                        | 4,615,969            | 8.1%                     |
| <b>Total Funding Sources</b>          | <b>10,187,624</b> | <b>10,382,434</b> | <b>11,454,146</b> | <b>292,666</b>            | <b>11,746,812</b>    | <b>2.6%</b>              | <b>0</b>                 | <b>11,746,812</b>    | <b>2.6%</b>              |

| Significant Changes from 2019 Adopted Budget - Expenses                                |
|--|
| Dept/County Support - Removed expenses associated with FTE approved in 2019            |
| Citizen/Client Related Service - Adjustment of grant expenses                          |
| Capital, Debt, Other Financing - Removed expenses associated with FTE approved in 2019 |

| Significant Changes from 2019 Adopted Budget - Revenues  |
|--|
| Charges for Services - End of Local Collaborative Time Study grant, using Fund Balance to offset in 2020 |
| Other Intergovernmental Rev - Adjustment of grants offset by decrease of expenses                        |
| Other Financing Sources - Fund Balance used to offset change in Local Collaborative Time Study grant     |

## Public Health Programs/Services

| Programs  | Estimated allocation 2020* |                     |                    |
|---|----------------------------|---------------------|--------------------|
|   | FTEs                       | Budget              | Levy               |
| Child and Teen Checkups (C&TC)                      | 12.6                       | \$1,436,423         | \$229,185          |
| Communities for a Lifetime (CFL)                    | 1.4                        | \$88,831            | \$76,955           |
| Community Health Promotion                          | 10.5                       | \$1,329,904         | \$477,114          |
| Disease Prevention & Control                        | 9.4                        | \$1,033,065         | \$854,403          |
| Emergency Medical Services                          | 0.3                        | \$67,468            | \$6,589            |
| Environmental Health                                | 0.5                        | \$57,868            | \$47,734           |
| Family Health                                       | 47.1                       | \$4,938,250         | \$1,945,085        |
| Public Health Emergency Preparedness                | 4.4                        | \$380,742           | \$76,827           |
| Women, Infants and Children (WIC) Nutrition Program | 24.1                       | \$2,359,804         | \$847,619          |
| <b>Total</b>  | <b>110.0</b>               | <b>\$11,692,355</b> | <b>\$4,561,511</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- **Enhance SNAP Employment and Training**
  - 35 successful exits into employment (September 2018 to May 2019)
  - 32% of participants were placed to unsubsidized enrollment
  - \$16.24/hour average wage at placement
- **Continued Work on Minnesota Eligibility Technology System (METS)**
  - 96% of Dakota County residents have medical coverage (last available data 2017)
  - 14% of Dakota County residents are on MA (as of May 2019)
- **Pathways to Prosperity and Well-Being**
  - Developing a division-wide integrated model of service delivery with Employment Services, Child Support, Financial Empowerment, and Public Assistance.
  - Both Financial Empowerment and Public Assistance staff have participated in testing the Economic Stability Indicator (ESI) tool as well as the Integrated Service Assessment (ISAT) tool.
  - Modeled several scenarios to understand how and when increases in hourly wages reduce benefits eligibility and developed a roadmap of how a united benefit set would decrease as participants earn more in wages without decreasing overall household income.

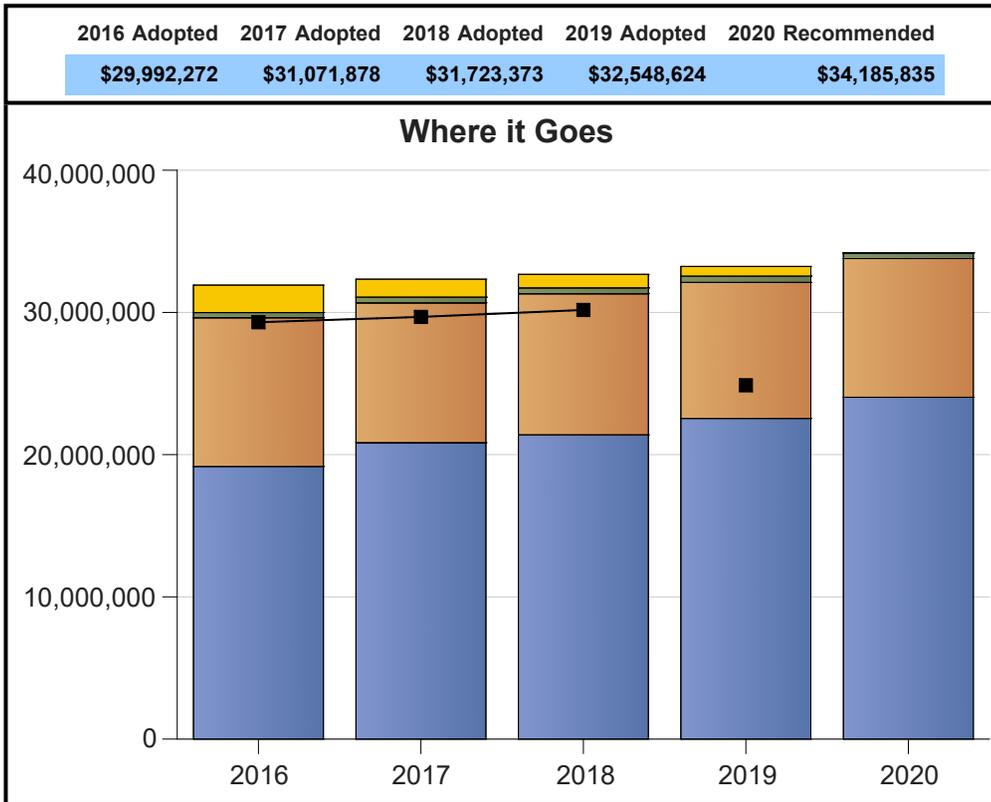
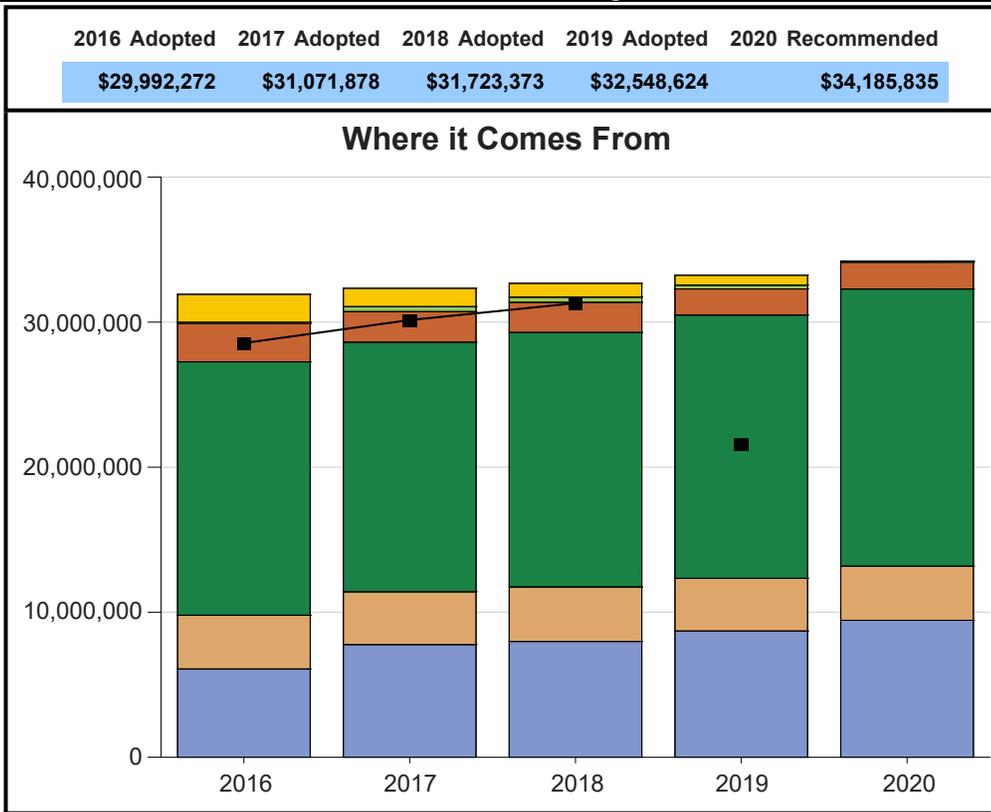
## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- 5.0 FTE METS Client Relations Specialist make permanent - \$419,586 FFP
- 2.0 FTE Client Relations Specialist - \$188,711 FFP

## 2020 SIGNIFICANT PLANS AND ISSUES

- **Enhance SNAP Employment & Training:** The program is still in the early stages of development. The program is continuing to build infrastructure and capacity, increase numbers of participants, and increase the numbers of successful outcomes with livable wages.
- **Pathways to Prosperity and Well-Being:** Further develop integrated service delivery model and fully build out program capabilities to begin implementing program when private funding is secured.

## E&EA Budget At A Glance



#### FTE (Budgeted)

267.15      268.12      267.20      271.20

|                 |                         | 2017 Actual       | 2018 Actual       | 2019 Budget       | 2020 Recommended  |
|-----------------|-------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Expenses</b> | Personnel Costs         | 20,089,568        | 20,898,625        | 22,544,971        | 24,031,980        |
|                 | Client/Dept. Support    | 9,003,740         | 8,752,390         | 9,566,358         | 9,751,830         |
|                 | Materials and Supplies  | 417,730           | 389,880           | 437,295           | 396,041           |
|                 | Capital/BIP/Other       | 173,475           | 132,096           | 0                 | 5,984             |
|                 | <b>Total</b>            | <b>29,684,513</b> | <b>30,172,991</b> | <b>32,548,624</b> | <b>34,185,835</b> |
| <b>Revenues</b> | Property Taxes          | 8,063,040         | 8,081,665         | 8,703,861         | 9,438,832         |
|                 | Lic., Fines, Charges    | 3,380,799         | 3,597,004         | 3,630,393         | 3,732,732         |
|                 | Federal Revenue         | 16,505,715        | 17,855,329        | 18,159,393        | 19,114,067        |
|                 | State Revenue           | 2,136,410         | 1,630,942         | 1,797,796         | 1,845,204         |
|                 | Other Financing Sources | 59,073            | 141,027           | 257,181           | 55,000            |
| <b>Total</b>    | <b>30,145,037</b>       | <b>31,305,967</b> | <b>32,548,624</b> | <b>34,185,835</b> |                   |

#### 2020 Recommended Requests

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 2.00 | 608,297 | 608,297 | 0    |

**Budget Planning Summary (Board Version)**  
**E&EA**  
**As of 2019-10-31 (Includes CIP, DBT, OPS)**

|                                       | 2017 Actual       | 2018 Actual       | 2019 Adopted (A)  | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|-------------------|-------------------|-------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 15,155,936        | 15,657,893        | 16,883,585        | 510,762                   | 17,394,347           | 3.0%                     | 398,896                  | 17,793,243           | 5.4%                     |
| BENEFITS                              | 4,869,265         | 5,152,663         | 5,579,750         | 381,002                   | 5,960,752            | 6.8%                     | 194,325                  | 6,155,077            | 10.3%                    |
| DEPT/COUNTY SUPPORT                   | 2,375,956         | 2,421,771         | 2,583,759         | 104,657                   | 2,688,416            | 4.1%                     | 8,702                    | 2,697,118            | 4.4%                     |
| TRAVEL/TRAINING                       | 64,371            | 88,059            | 81,636            | 1,634                     | 83,270               | 2.0%                     | 390                      | 83,660               | 2.5%                     |
| OFFICE SUPPORT                        | 417,731           | 389,877           | 437,295           | -41,254                   | 396,041              | -9.4%                    | 0                        | 396,041              | -9.4%                    |
| CITIZEN/CLIENT RELATED SERVICE        | 6,627,786         | 6,330,617         | 6,982,599         | 72,113                    | 7,054,712            | 1.0%                     | 0                        | 7,054,712            | 1.0%                     |
| INTERDEPARTMENTAL                     | 0                 | 0                 | 0                 | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 173,475           | 132,095           | 0                 | 0                         | 0                    | 0.0%                     | 5,984                    | 5,984                | 0.0%                     |
| <b>Total Expenditures</b>             | <b>29,684,519</b> | <b>30,172,976</b> | <b>32,548,624</b> | <b>1,028,914</b>          | <b>33,577,538</b>    | <b>3.2%</b>              | <b>608,297</b>           | <b>34,185,835</b>    | <b>5.0%</b>              |
| <b>Funding Sources</b>                |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 2,942,891         | 3,133,744         | 3,282,000         | 40,000                    | 3,322,000            | 1.2%                     | 0                        | 3,322,000            | 1.2%                     |
| OTHER REVENUES                        | 437,909           | 463,259           | 348,393           | 62,339                    | 410,732              | 17.9%                    | 0                        | 410,732              | 17.9%                    |
| FEDERAL REVENUE                       | 16,505,715        | 17,855,327        | 18,159,393        | 346,377                   | 18,505,770           | 1.9%                     | 608,297                  | 19,114,067           | 5.3%                     |
| STATE REVENUE                         | 2,136,410         | 1,630,941         | 1,797,796         | 47,408                    | 1,845,204            | 2.6%                     | 0                        | 1,845,204            | 2.6%                     |
| OTHER INTERGOVERNMENTAL REV           | 54,643            | 56,622            | 55,000            | 0                         | 55,000               | 0.0%                     | 0                        | 55,000               | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                 | 0                 | 202,181           | -202,181                  | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| <b>Total Non-Levy Funding Sources</b> | <b>22,077,568</b> | <b>23,139,892</b> | <b>23,844,763</b> | <b>293,943</b>            | <b>24,138,706</b>    | <b>1.2%</b>              | <b>608,297</b>           | <b>24,747,003</b>    | <b>3.8%</b>              |
| PROPERTY TAXES                        | 8,063,040         | 8,081,665         | 8,703,861         | 734,971                   | 9,438,832            | 8.4%                     | 0                        | 9,438,832            | 8.4%                     |
| <b>Total Funding Sources</b>          | <b>30,140,608</b> | <b>31,221,557</b> | <b>32,548,624</b> | <b>1,028,914</b>          | <b>33,577,538</b>    | <b>3.2%</b>              | <b>608,297</b>           | <b>34,185,835</b>    | <b>5.0%</b>              |

| Significant Changes from 2019 Adopted Budget - Expenses  |
|--|
| Salaries - Removed limited term salaries in Planning Base, adding permanent salaries in Recommended Budget |
| Benefits - Removed limited term benefits in Planning Base, adding permanent benefits in Recommended Budget |
| Dept/County Support - Increased County Attorney Child Support chargeback                                   |
| Office Support - Reduced office supplies   |
| Citizen/Client Related Service - Increased Med B direct service, adjusted Workforce Service grants         |

| Significant Changes from 2019 Adopted Budget - Revenues   |
|---|
| Charges for Services - Increased Med B fees   |
| Other Revenues - Adjusted Workforce Services grant amounts  |
| Federal Revenues - Increased Federal Fund Participation (FFP) revenue based on inflationary increases |
| State Revenues - Adjust Workforce Services grant budgets to new grant amounts                         |
| Other Financing Sources - Fund Balance for limited term positions removed                             |

## Employment and Economic Assistance Programs/Services

| Programs  | Estimated allocation 2020* |                     |                    |
|---|----------------------------|---------------------|--------------------|
|   | FTEs                       | Budget              | Levy               |
| Burials   | 4.8                        | \$467,819           | \$62,736           |
| CareerForce Center Resource Rooms   | 5.3                        | \$1,481,573         | -\$109,996         |
| Child Care Center in NSC  | 0.1                        | \$90,126            | \$22,863           |
| Child Care MN Family Investment Program (MFIP) and Basic Sliding Fee (BSF)          | 10.8                       | \$1,594,492         | \$683,392          |
| Child Support   | 57.6                       | \$8,486,920         | \$2,431,100        |
| County Fees/Overpayment Collections   | 10.1                       | \$731,912           | \$261,421          |
| Diversionsary Work Program (DWP) Public Assistance Employment Services program      | 10.8                       | \$958,540           | \$420,429          |
| Emergency Cash Assistance (ECA)   | 18.3                       | \$1,310,745         | \$590,518          |
| Emergency Programs- EA (Emergency Assistance) & EGA (Emergency General Assistance)  | 10.8                       | \$1,554,104         | \$577,801          |
| Financial Empowerment (FE)  | 3.0                        | \$264,247           | \$21,357           |
| Fraud (Sheriff and County Attorney)   | 4.1                        | \$289,709           | \$83,137           |
| General Assistance (GA)   | 13.8                       | \$955,258           | \$210,052          |
| Housing Support   | 12.4                       | \$861,392           | \$271,367          |
| Medical Assistance (MA)   | 42.6                       | \$7,932,220         | \$2,044,279        |
| Minnesota Supplemental Aid (MSA)  | 13.8                       | \$827,480           | \$335,002          |
| MN Family Investment Program (MFIP) Public Assistance & Employment Services program | 10.8                       | \$1,172,184         | \$464,936          |
| MN Youth Program  | 4.4                        | \$556,235           | \$240              |
| State Dislocated Worker Program   | 4.3                        | \$542,005           | -\$538             |
| Supplemental Nutrition Assistance Program (SNAP) and Employment and Training (E&T)  | 18.4                       | \$2,148,833         | \$803,556          |
| Workforce Innovation and Opportunity Act (WIOA) Adult                               | 3.3                        | \$554,945           | -\$7,374           |
| Workforce Innovation and Opportunity Act (WIOA) Dislocated Worker (DW) Program      | 3.3                        | \$464,280           | -\$146             |
| Workforce Innovation and Opportunity Act (WIOA) Youth                               | 3.3                        | \$468,083           | -\$1,480           |
| <b>Total</b>  | <b>266.2</b>               | <b>\$33,713,102</b> | <b>\$9,164,652</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.



**Request Description:**

Two Client Relations Specialists

**How will this request be used?**

One Client Relations Specialist (CRS) will serve the three Families units in EEA and provide additional case management support to customers with more complicated and/or unique circumstances. The requested CRS position will work directly with active cases in the Families units and provide a higher level of customer service that would otherwise not be available standard financial worker processes. The position will integrate with and coordinate services across all Community Services programs, working to identify/remove barriers, troubleshoot problems, and ensure resource needs are met. The other requested position will work within Social Services, helping clients and families who need additional assistance accessing medical assistance and/or public assistance benefits in order to obtain a waiver and stay in the community. The position will assist clients and families with applying and maintaining benefits and work with MN Choice Assessors for the CADI/BI Waivers, Intake staff and Public Assistance staff.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

The CRS model has been in place for several years. Two CRS positions support programs in Social Services and one CRS position supports EEA. These positions, due to high case loads, have not met the full need of the two departments. The current average caseload per individual financial worker in the Families units is 152. This level of caseload per financial worker does not often allow the ability to provide person-centered customer service experience to individuals needing more comprehensive assistance. The position would allow financial workers to direct more time-consuming cases to the CRS staff, so they can more effectively balance the needs of their entire caseload.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

|  |   |
|--|---|
| In 2018, the three CRS positions working in EEA completed: | - |
| 68 home visits (about 6 visits/month)                      | - |
| sent over 4,000 client related emails (about 335/month)    | - |
| made 392 phone calls (about 32/month)                      | - |
| completed 415 desk consultations (about 35/month)          | - |

**How well did you do it? Or how will you measure the quality of the work/resource?**

One position will support the EEA Families Units and be subject to the quality indicators outlined in the PSI documentation for the MFIP, SNAP, DWP, Child Care Assistance, and EA programs. The other position will support Social Services and be also have similar quality indicators outlined in PSI documentation.

**Is anyone better off? Or how will you measure the impact?**

The two positions will support existing programs with quality indicators outlined in the PSI documentation.

**Program/Service(s) that request is intended to support:**

MFIP, DWP, EA, Childcare Assistance, CADI/BI



**Request Description:**

Add 5 METS position to the operating budget

**How will this request be used?**

EEA currently has 5 time-limited financial worker positions that we are requesting to be permanently funded. Financial workers continue to work in the Minnesota Eligibility and Technology System (METS) with limitations on the case management functionality. Due to the lengthy procedures, staff are not able to reasonably manage all aspects of the mandated case and workload requirements without additional support.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

With the implementation of the Affordable Care Act, the MA active caseload has grown by 71%. In addition to increased enrollment, managing the constant shift in state procedures in incoming cases has resulted in increased work for financial workers, managed care specialists, and support staff.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

METS case banking is continuously reviewed for effectiveness and modified as necessary. -  
34,211 active MA cases as of May 2019  
-295 average monthly MA applications, a 16% increase from 2018  
-1,121 average monthly METS applications

**How well did you do it? Or how will you measure the quality of the work/resource?**

Timely processing of applications is a growing challenge that has required and will continue require consistent monitoring: -  
Applications processed timely (45-60 days): -  
Internal case reviews correct: Maxis = 42% METS = 41%

**Is anyone better off? Or how will you measure the impact?**

96% of Dakota County residents have medical coverage (2017)  
14% of Dakota County residents are on MA (as of May 2019)

**Program/Service(s) that request is intended to support:**

Medical Assistance

### 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Justice Involved Veterans Incentive and Client Support
- Veterans Community Engagement

### 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 Recommended Requests

### 2020 SIGNIFICANT PLANS AND ISSUES

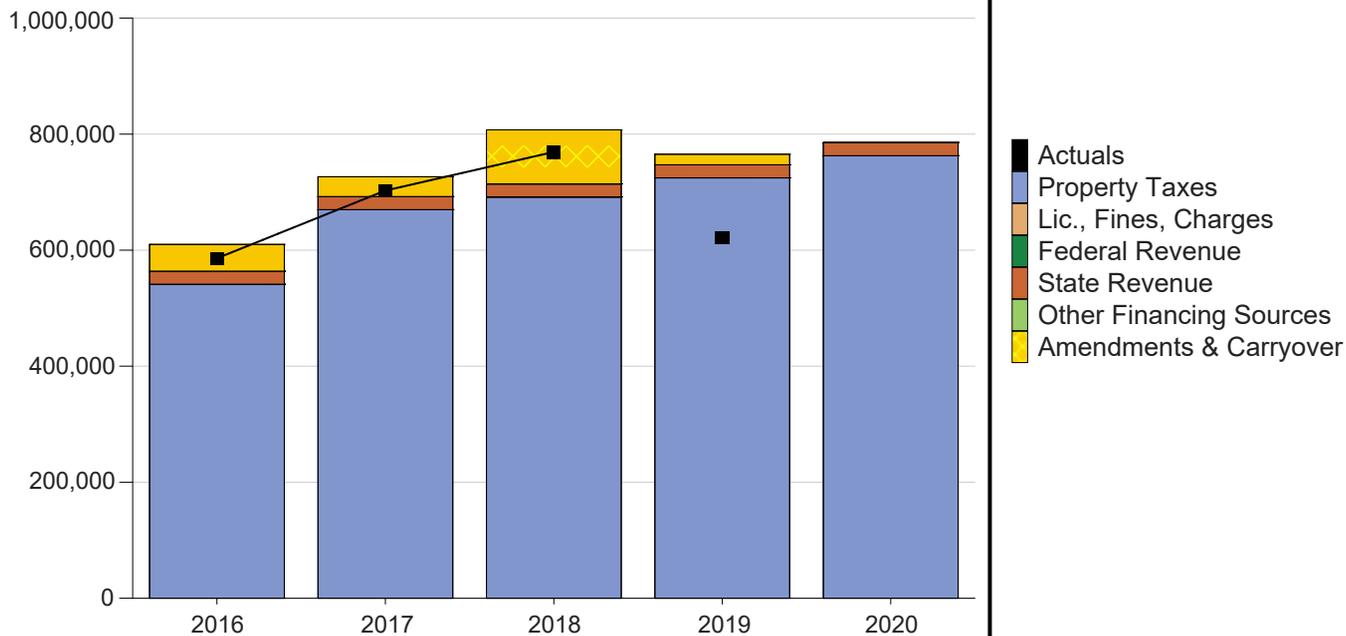
- No 2020 significant plans and issues affecting budget.

# VETERANS SERVICES

## Budget At A Glance

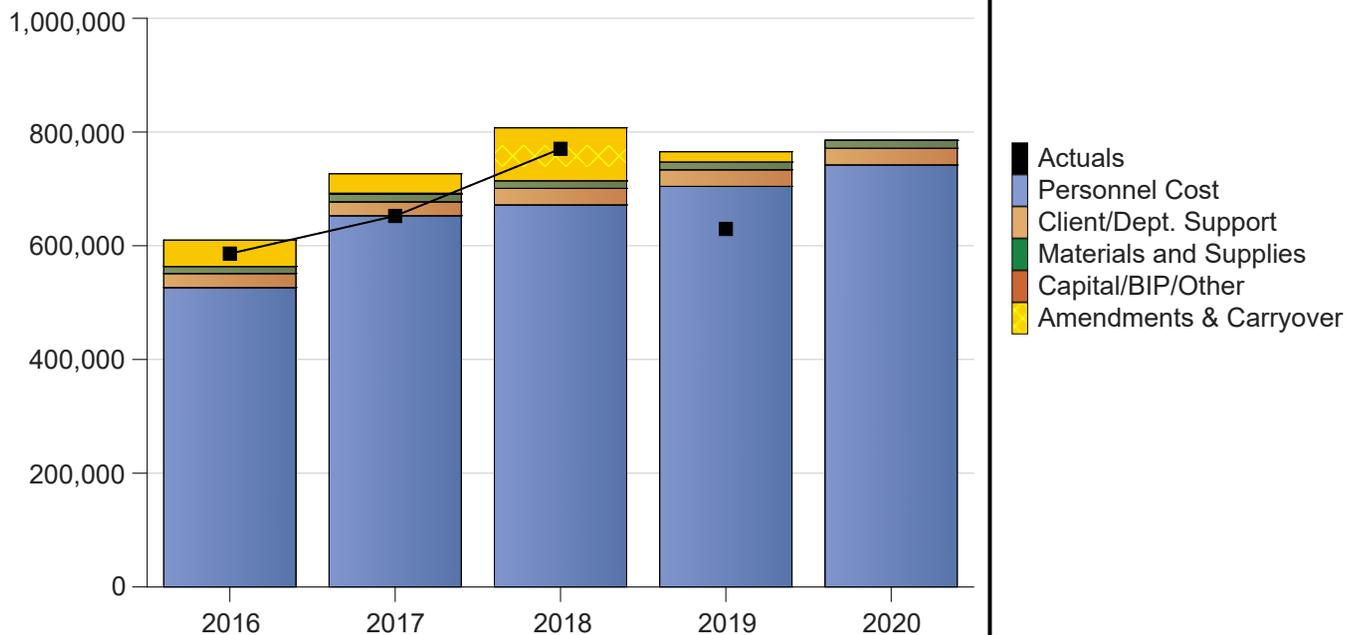
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
|--------------|--------------|--------------|--------------|------------------|
| \$563,543    | \$692,316    | \$714,224    | \$747,182    | \$785,242        |

### Where it Comes From



| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
|--------------|--------------|--------------|--------------|------------------|
| \$563,543    | \$692,316    | \$714,224    | \$747,182    | \$785,242        |

### Where it Goes



### FTE (Budgeted)

7.00      7.00      7.00      7.00

|                 |                         | 2017 Actual    | 2018 Actual    | 2019 Budget    | 2020 Recommended |
|-----------------|-------------------------|----------------|----------------|----------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 604,110        | 714,179        | 704,412        | 742,108          |
|                 | Client/Dept. Support    | 26,757         | 29,162         | 29,190         | 29,282           |
|                 | Materials and Supplies  | 14,421         | 16,848         | 13,580         | 13,852           |
|                 | Capital/BIP/Other       | 7,054          | 10,266         | 0              | 0                |
|                 | <b>Total</b>            | <b>652,342</b> | <b>770,455</b> | <b>747,182</b> | <b>785,242</b>   |
| <b>Revenues</b> | Property Taxes          | 672,678        | 744,744        | 724,682        | 762,742          |
|                 | Lic., Fines, Charges    | 0              | 0              | 0              | 0                |
|                 | State Revenue           | 24,857         | 24,545         | 22,500         | 22,500           |
|                 | Other Financing Sources | 5,211          | 0              | 0              | 0                |
|                 | <b>Total</b>            | <b>702,746</b> | <b>769,289</b> | <b>747,182</b> | <b>785,242</b>   |

### 2020 Recommended Requests

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**VETERANS SERVICES**  
**As of 2019-10-29 (Includes OPS)**

|                                       | 2017 Actual    | 2018 Actual    | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|----------------|----------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                |                |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 459,109        | 542,989        | 537,527          | 26,015                    | 563,542              | 4.8%                     | 0                        | 563,542              | 4.8%                     |
| BENEFITS                              | 134,131        | 154,767        | 159,708          | 11,038                    | 170,746              | 6.9%                     | 0                        | 170,746              | 6.9%                     |
| DEPT/COUNTY SUPPORT                   | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| TRAVEL/TRAINING                       | 10,868         | 16,422         | 7,177            | 643                       | 7,820                | 9.0%                     | 0                        | 7,820                | 9.0%                     |
| OFFICE SUPPORT                        | 14,421         | 16,848         | 13,580           | 272                       | 13,852               | 2.0%                     | 0                        | 13,852               | 2.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 26,757         | 29,162         | 29,190           | 92                        | 29,282               | 0.3%                     | 0                        | 29,282               | 0.3%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 7,054          | 10,266         | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Expenditures</b>             | <b>652,340</b> | <b>770,454</b> | <b>747,182</b>   | <b>38,060</b>             | <b>785,242</b>       | <b>5.1%</b>              | <b>0</b>                 | <b>785,242</b>       | <b>5.1%</b>              |
| <b>Funding Sources</b>                |                |                |                  |                           |                      |                          |                          |                      |                          |
| OTHER REVENUES                        | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 24,857         | 24,545         | 22,500           | 0                         | 22,500               | 0.0%                     | 0                        | 22,500               | 0.0%                     |
| OTHER FINANCING SOURCES               | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>24,857</b>  | <b>24,545</b>  | <b>22,500</b>    | <b>0</b>                  | <b>22,500</b>        | <b>0.0%</b>              | <b>0</b>                 | <b>22,500</b>        | <b>0.0%</b>              |
| PROPERTY TAXES                        | 672,678        | 744,744        | 724,682          | 38,060                    | 762,742              | 5.3%                     | 0                        | 762,742              | 5.3%                     |
| <b>Total Funding Sources</b>          | <b>697,535</b> | <b>769,289</b> | <b>747,182</b>   | <b>38,060</b>             | <b>785,242</b>       | <b>5.1%</b>              | <b>0</b>                 | <b>785,242</b>       | <b>5.1%</b>              |

Significant Changes from 2019 Adopted Budget - Expenses

Salaries/Benefits - Standard Inflationary Increase

Travel/Training - Mileage increase due to increased travel with Justice Involved Veteran program

Significant Changes from 2019 Adopted Budget - Revenues

No Significant Variances

## Veteran Services Programs/Services

| Programs                         | Estimated allocation 2020* |                  |                  |
|----------------------------------|----------------------------|------------------|------------------|
|                                  | FTEs                       | Budget           | Levy             |
| Benefits Advocacy                | 4.5                        | \$502,901        | \$487,324        |
| Beyond the Yellow Ribbon Program | 0.5                        | \$58,829         | \$58,829         |
| Justice Involved Veterans        | 2.0                        | \$223,512        | \$216,589        |
| <b>Total</b>                     | <b>7.0</b>                 | <b>\$785,242</b> | <b>\$762,742</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

# **County Administration**

# County Administration

## Program and Service Inventory

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

\*\*\*\*\*

- County Administration provides 20 programs/services to its residents.
- Ten of the programs/services have some degree of mandate.<sup>1</sup> These mandated services make up:
  - Budget: \$6,354,382 (83% of total budget)
  - Levy: \$6,148,659 (82% of total levy)
  - FTEs: 28.6 (74% of total FTEs)
- Programs/services by primary Strategic Plan Goal

| County Strategic Plan Goals <sup>2</sup> | Programs/Services | Estimated allocation 2020* |             |             |
|--|-------------------|----------------------------|-------------|-------------|
|  |                   | FTEs                       | Budget      | Levy        |
| A great place to live                    | 1                 | 1.1                        | \$138,869   | \$138,869   |
| Excellence in public service             | 19                | 37.3                       | \$7,539,762 | \$7,330,873 |

- Programs/services by department

| Departments           | Programs/Services | Planning base 2020* |             |             |
|-----------------------|-------------------|---------------------|-------------|-------------|
|                       |                   | FTEs                | Budget      | Levy        |
| Communication         | 8                 | 8.0                 | \$952,472   | \$952,472   |
| County Administration | 3                 | 11.0                | \$1,940,058 | \$1,940,058 |
| District Court        | 1                 | 0.0                 | \$409,413   | \$409,413   |
| Employee Relations    | 7                 | 19.5                | \$3,000,940 | \$2,886,131 |
| Medical Examiner      | 1                 | 0.0                 | \$1,375,748 | \$1,281,668 |

<sup>1</sup> Defined by the department: Departments were asked to choose the degree of mandate attached to each separate service/program.

<sup>2</sup> Departments were asked to align each program/service with a primary Strategic Plan Goal.

**Budget Planning Summary**  
**ADMINISTRATION**  
As of 2019-11-03  
Includes OPS

| ADMINISTRATION                        |                  |                  |                  |                               |                |                               |                |
|---------------------------------------|------------------|------------------|------------------|-------------------------------|----------------|-------------------------------|----------------|
|                                       | 2017<br>Actual   | 2018<br>Actual   | 2019<br>Adopted  | 2020<br>Final<br>Plan<br>Base | % Change<br>PY | 2020<br>Recommended<br>Budget | % Change<br>PY |
| <b>Expenditures</b>                   |                  |                  |                  |                               |                |                               |                |
| SALARIES                              | 3,175,920        | 3,234,992        | 3,556,081        | 3,758,362                     | 5.7%           | 3,758,362                     | 5.7%           |
| BENEFITS                              | 944,588          | 957,009          | 1,104,547        | 1,105,729                     | 0.1%           | 1,105,729                     | 0.1%           |
| DEPT/COUNTY SUPPORT                   | 1,476,446        | 1,471,573        | 1,713,140        | 1,627,164                     | -5.0%          | 1,667,164                     | -2.7%          |
| TRAVEL/TRAINING                       | 100,741          | 85,673           | 126,429          | 128,960                       | 2.0%           | 128,960                       | 2.0%           |
| OFFICE SUPPORT                        | 58,211           | 66,580           | 69,878           | 71,275                        | 2.0%           | 71,275                        | 2.0%           |
| CITIZEN/CLIENT RELATED<br>SERVICE     | 82,712           | 89,393           | 111,099          | 111,099                       | 0.0%           | 111,099                       | 0.0%           |
| INTERDEPARTMENTAL                     | -72,690          | -73,509          | -75,256          | -76,761                       | 2.0%           | -76,761                       | 2.0%           |
| CAPITAL, DEBT, OTHER<br>FINANCING     | 40,577           | 74,233           | 48,807           | 3,303                         | -93.2%         | 203,303                       | 316.5%         |
| <b>Total Expenditures</b>             | <b>5,806,505</b> | <b>5,905,943</b> | <b>6,654,725</b> | <b>6,729,131</b>              | <b>1.1%</b>    | <b>6,969,131</b>              | <b>4.7%</b>    |
| <b>Funding Sources</b>                |                  |                  |                  |                               |                |                               |                |
| CHARGES FOR SERVICES                  | 35,424           | 16,318           | 25,000           | 0                             | -100.0%        | 0                             | -100.0%        |
| OTHER REVENUES                        | 84,932           | 103,886          | 112,299          | 112,299                       | 0.0%           | 112,299                       | 0.0%           |
| FINES AND FORFEITURES                 | 0                | 0                | 0                | 0                             | 0.0%           | 0                             | 0.0%           |
| FEDERAL REVENUE                       | 0                | 0                | 0                | 0                             | 0.0%           | 0                             | 0.0%           |
| STATE REVENUE                         | 0                | 0                | 0                | 0                             | 0.0%           | 0                             | 0.0%           |
| OTHER INTERGOVERNMENTAL<br>REV        | 77,011           | 105,170          | 94,000           | 4,000                         | -95.7%         | 4,000                         | -95.7%         |
| OTHER FINANCING SOURCES               | 0                | 0                | 57,946           | 3,303                         | -94.3%         | 203,303                       | 250.8%         |
| <b>Total Non-Levy Funding Sources</b> | <b>197,367</b>   | <b>225,374</b>   | <b>289,245</b>   | <b>119,602</b>                | <b>-58.7%</b>  | <b>319,602</b>                | <b>10.5%</b>   |
| PROPERTY TAXES                        | 6,034,625        | 6,250,944        | 6,365,480        | 6,609,529                     | 3.8%           | 6,649,529                     | 4.5%           |
| <b>Total Funding Sources</b>          | <b>6,231,992</b> | <b>6,476,318</b> | <b>6,654,725</b> | <b>6,729,131</b>              | <b>1.1%</b>    | <b>6,969,131</b>              | <b>4.7%</b>    |

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Developed and executed countywide management policies and implementation strategies to successfully support Board goals, policies and decision. A County Budget and CIP were developed and adopted, and the County earned the GFOA Distinguished Budget Award in 2018 and for the previous 21 years. Administration is working to ensure that all County policies are reviewed and updated in a timely manner.
- County Administration supported the County Board's efforts to advocate for County positions during the 2019 State Legislative Session. Notable outcomes include a \$1.7M increase to County Program Aid, \$250k SMART Center sales tax exclusion, \$3.5M habitat and \$1.3M CPL projects and preservation of the current MVLST distribution formula for transportation
- Continued record of success in keeping taxes low (lowest county tax per capita statewide in 2019) and services high (85 percent of residents rated the quality of county services as good or excellent in 2019)

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- SIRE Replacement - \$240,000 Fund Balance and Levy

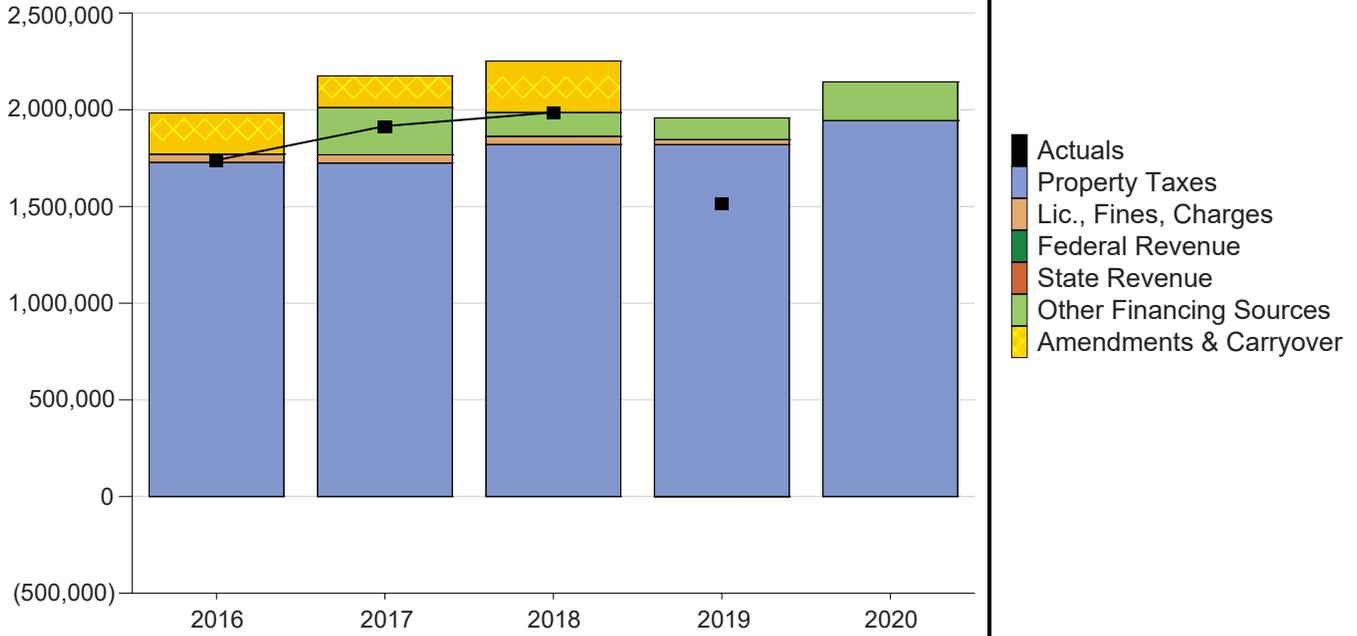
## 2020 SIGNIFICANT PLANS AND ISSUES

- Administration staff will support implementation of the County budget, and successful achievement of Board goals and priorities.
- Administration staff will assist the Board in developing a legislative platform, priorities and policy positions for the 2020 Legislative Session. Staff will continue to work with the Board and contract lobbyists to foster the County's relationship with the Legislature, federal government and other stakeholders and develop the best structure and methods for communicating and advocating for County positions.
- Administration staff will continue to identify and support practices and investments to keep future performance strong.

**COUNTY ADMIN**  
**Budget At A Glance**

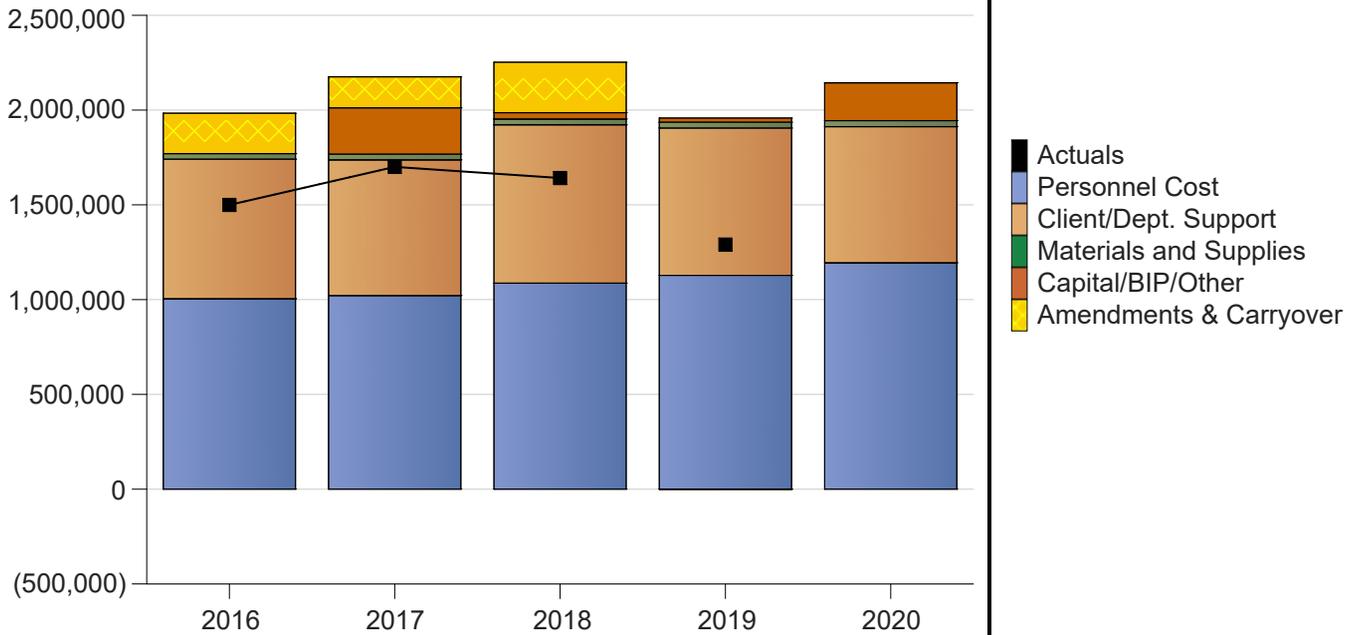
|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$1,770,513  | \$2,011,704  | \$1,986,184  | \$1,957,975  | \$2,144,164      |

**Where it Comes From**



|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$1,770,513  | \$2,011,704  | \$1,986,184  | \$1,957,975  | \$2,144,164      |

**Where it Goes**



**FTE (Budgeted)**

|       |       |       |       |
|-------|-------|-------|-------|
| 11.00 | 11.00 | 11.00 | 11.00 |
|-------|-------|-------|-------|

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 975,592          | 927,143          | 1,127,866        | 1,194,325        |
|                 | Client/Dept. Support    | 686,135          | 675,158          | 777,120          | 718,156          |
|                 | Materials and Supplies  | 24,166           | 26,053           | 31,062           | 31,683           |
|                 | Capital/BIP/Other       | 14,305           | 13,027           | 21,927           | 200,000          |
|                 | <b>Total</b>            | <b>1,700,198</b> | <b>1,641,381</b> | <b>1,957,975</b> | <b>2,144,164</b> |
| <b>Revenues</b> | Property Taxes          | 1,797,828        | 1,842,161        | 1,819,949        | 1,944,164        |
|                 | Lic., Fines, Charges    | 42,354           | 29,799           | 26,099           | 0                |
|                 | Federal Revenue         | 0                | 0                | 0                | 0                |
|                 | Other Financing Sources | 75,566           | 114,479          | 111,927          | 200,000          |
|                 | <b>Total</b>            | <b>1,915,748</b> | <b>1,986,439</b> | <b>1,957,975</b> | <b>2,144,164</b> |

**2020 Recommended Requests**

|            |                |                |             |
|------------|----------------|----------------|-------------|
| <b>FTE</b> | <b>Expense</b> | <b>Revenue</b> | <b>Levy</b> |
| 0.00       | 240,000        | 200,000        | 40,000      |

**Budget Planning Summary (Board Version)**  
**COUNTY ADMIN**  
**As of 2019-10-31 (Includes CIP, DBT, OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 749,025          | 723,151          | 853,539          | 55,161                    | 908,700              | 6.5%                     | 0                        | 908,700              | 6.5%                     |
| BENEFITS                              | 206,967          | 192,094          | 249,184          | 10,795                    | 259,979              | 4.3%                     | 0                        | 259,979              | 4.3%                     |
| DEPT/COUNTY SUPPORT                   | 680,136          | 675,158          | 776,021          | -97,865                   | 678,156              | -12.6%                   | 40,000                   | 718,156              | -7.5%                    |
| TRAVEL/TRAINING                       | 19,599           | 11,898           | 25,143           | 503                       | 25,646               | 2.0%                     | 0                        | 25,646               | 2.0%                     |
| OFFICE SUPPORT                        | 24,166           | 26,053           | 31,062           | 621                       | 31,683               | 2.0%                     | 0                        | 31,683               | 2.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 5,999            | 0                | 1,099            | -1,099                    | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| CAPITAL, DEBT, OTHER FINANCING        | 14,304           | 13,027           | 21,927           | -21,927                   | 0                    | -100.0%                  | 200,000                  | 200,000              | 812.1%                   |
| <b>Total Expenditures</b>             | <b>1,700,196</b> | <b>1,641,380</b> | <b>1,957,975</b> | <b>-53,811</b>            | <b>1,904,164</b>     | <b>-2.7%</b>             | <b>240,000</b>           | <b>2,144,164</b>     | <b>9.5%</b>              |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 35,424           | 16,318           | 25,000           | -25,000                   | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| OTHER REVENUES                        | 6,930            | 13,481           | 1,099            | -1,099                    | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| FEDERAL REVENUE                       | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 75,566           | 105,000          | 90,000           | -90,000                   | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| OTHER FINANCING SOURCES               | 0                | 0                | 21,927           | -21,927                   | 0                    | -100.0%                  | 200,000                  | 200,000              | 812.1%                   |
| <b>Total Non-Levy Funding Sources</b> | <b>117,920</b>   | <b>134,799</b>   | <b>138,026</b>   | <b>-138,026</b>           | <b>0</b>             | <b>-100.0%</b>           | <b>200,000</b>           | <b>200,000</b>       | <b>44.9%</b>             |
| PROPERTY TAXES                        | 1,797,828        | 1,842,161        | 1,819,949        | 84,215                    | 1,904,164            | 4.6%                     | 40,000                   | 1,944,164            | 6.8%                     |
| <b>Total Funding Sources</b>          | <b>1,915,748</b> | <b>1,976,960</b> | <b>1,957,975</b> | <b>-53,811</b>            | <b>1,904,164</b>     | <b>-2.7%</b>             | <b>240,000</b>           | <b>2,144,164</b>     | <b>9.5%</b>              |

Significant Changes from 2019 Adopted Budget - Expenses  
 Capital, Debt, Other Financing - BIP allocation removed in Planning Base  
 Dept/County Support - Weber Johnson Contract removed

Significant Changes from 2019 Adopted Budget - Revenues  
 Charges for Services - SWMCB dues removed  
 Other Financing Sources - Fund Balance for BIP allocation removed in Planning Base  
 Other Intergovernmental Rev - Weber Johnson Contract removed

## County Administration Programs/Services

| Programs                    | Estimated allocation 2020* |                    |                    |
|-----------------------------|----------------------------|--------------------|--------------------|
|                             | FTEs                       | Budget             | Levy               |
| County Executive Leadership | 7.8                        | \$1,196,185        | \$1,196,185        |
| Intergovernmental Relations | 1.3                        | \$307,239          | \$307,239          |
| Support for the Board       | 2.0                        | \$436,634          | \$436,634          |
| <b>Total</b>                | <b>11.0</b>                | <b>\$1,940,058</b> | <b>\$1,940,058</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.



**Request Description:**

Agenda Management Replacement

**How will this request be used?**

This system will be used to develop, distribute, and publish board agendas, minutes, and other relevant materials in support of board meetings. It will have workflow to support the review and approval of all materials throughout packet development. The system will be able to generate minutes and resolutions to be distributed to media and websites.

Agendas, Minutes and Resolutions will continue to be stored in OnBase as the system of record.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

The County is required by statute to publish agendas, minutes of Board actions, and resolutions. It is not clear how long the system currently being used will be supported. To ensure we can continue to fulfill the County's publication requirements and to facilitate the development of Board and Committee materials the system needs to be replaced.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

The agenda management system will support all County Board meetings (24 annually), Committee Of The Whole meetings (36 annually), and may also be used to support the CDA Board meetings at some future point.

**How well did you do it? Or how will you measure the quality of the work/resource?**

The current system is complex and difficult for staff to use in the development of board materials. The system's workflow is linear and results in bottlenecks in the process. Key users will identify metrics to measure quality and efficiency of the resource and will, hopefully, develop a current system baseline to evaluate improvement.

**Is anyone better off? Or how will you measure the impact?**

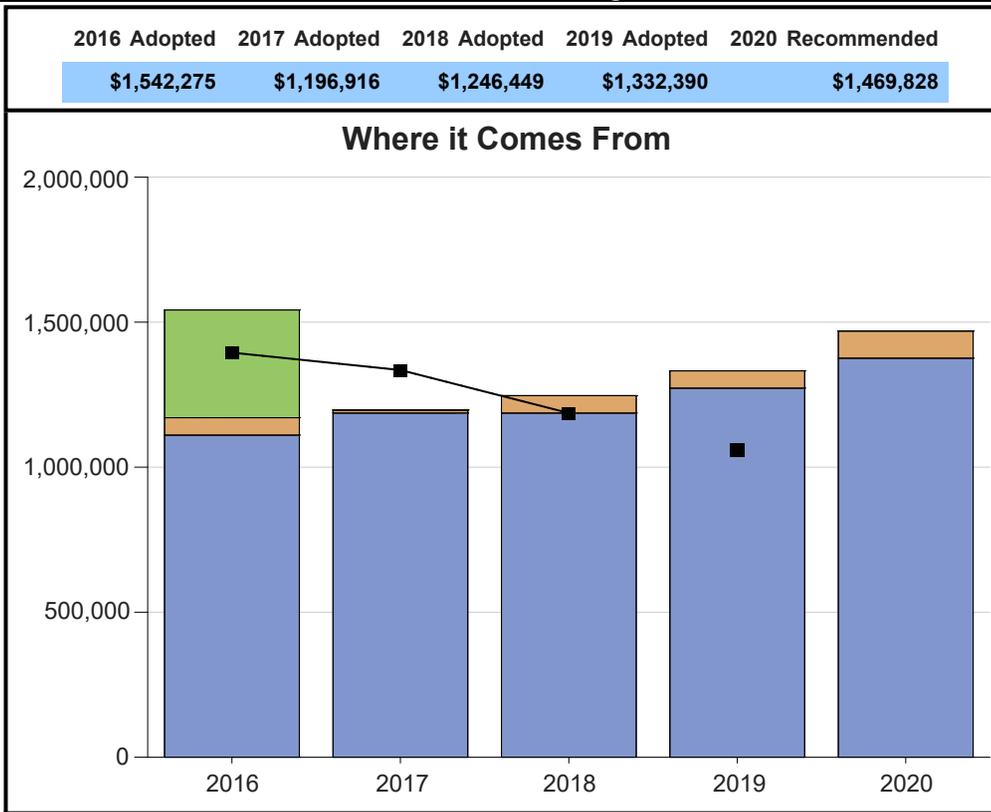
The technology will improve the experience of the County Board by eliminating technology compatibility issues. Staff will be better off with a system that is easier to use while improving the workflow required for proper board action development. Users will continue to have access to meeting materials and minutes through a system that produces documents in a more efficient manner.

**Program/Service(s) that request is intended to support:**

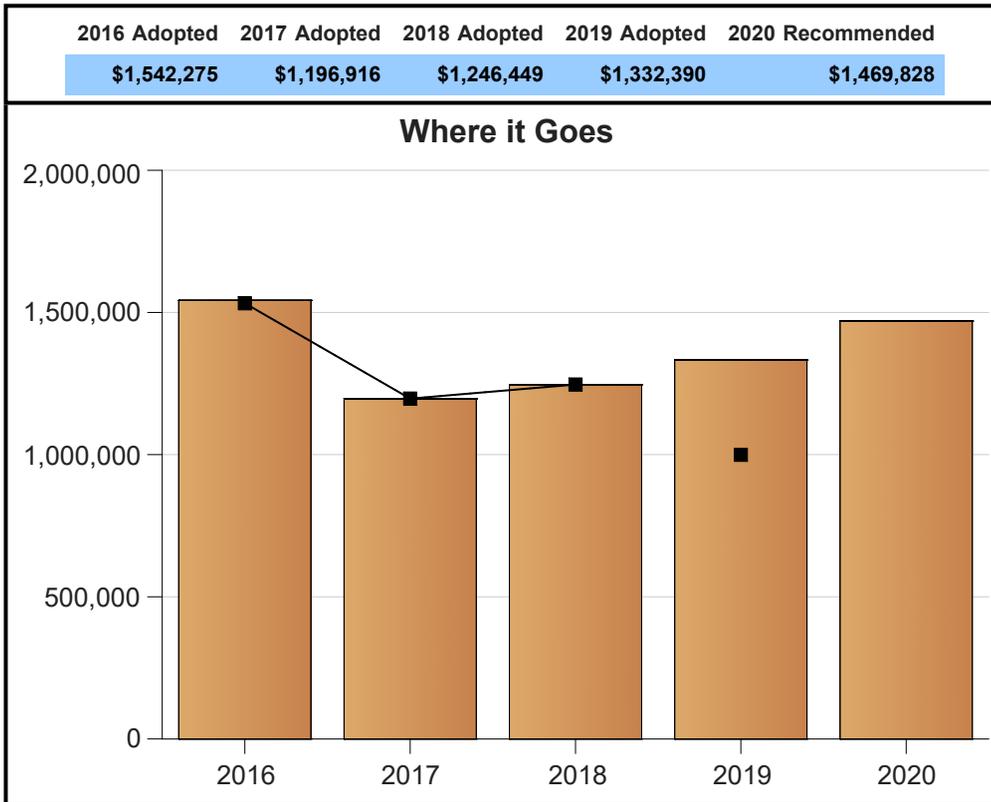
Support for the Board

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**MEDICAL EXAMINER  
Budget At A Glance**



- Actuals
- Property Taxes
- Lic., Fines, Charges
- Federal Revenue
- State Revenue
- Other Financing Sources
- Amendments & Carryover



- Actuals
- Personnel Cost
- Client/Dept. Support
- Materials and Supplies
- Capital/BIP/Other
- Amendments & Carryover

No Data Available for FTE

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Client/Dept. Support    | 1,196,916        | 1,246,449        | 1,332,390        | 1,469,828        |
|                 | <b>Total</b>            | <b>1,196,916</b> | <b>1,246,449</b> | <b>1,332,390</b> | <b>1,469,828</b> |
| <b>Revenues</b> | Property Taxes          | 1,186,602        | 1,186,602        | 1,272,543        | 1,375,748        |
|                 | Lic., Fines, Charges    | 53,501           | 0                | 59,847           | 94,080           |
|                 | Other Financing Sources | 94,793           | 0                | 0                | 0                |
|                 | <b>Total</b>            | <b>1,334,896</b> | <b>1,186,602</b> | <b>1,332,390</b> | <b>1,469,828</b> |

| 2020 Recommended Requests | FTE  | Expense | Revenue | Levy |
|---------------------------|------|---------|---------|------|
|                           | 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**MEDICAL EXAMINER**  
**As of 2019-10-31 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CITIZEN/CLIENT RELATED SERVICE        | 1,196,916        | 1,246,449        | 1,332,390        | 137,438                   | 1,469,828            | 10.3%                    | 0                        | 1,469,828            | 10.3%                    |
| <b>Total Expenditures</b>             | <b>1,196,916</b> | <b>1,246,449</b> | <b>1,332,390</b> | <b>137,438</b>            | <b>1,469,828</b>     | <b>10.3%</b>             | <b>0</b>                 | <b>1,469,828</b>     | <b>10.3%</b>             |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 53,500           | 0                | 59,847           | 34,233                    | 94,080               | 57.2%                    | 0                        | 94,080               | 57.2%                    |
| OTHER INTERGOVERNMENTAL REV           | 94,793           | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>148,294</b>   | <b>0</b>         | <b>59,847</b>    | <b>34,233</b>             | <b>94,080</b>        | <b>57.2%</b>             | <b>0</b>                 | <b>94,080</b>        | <b>57.2%</b>             |
| PROPERTY TAXES                        | 1,186,602        | 1,186,602        | 1,272,543        | 103,205                   | 1,375,748            | 8.1%                     | 0                        | 1,375,748            | 8.1%                     |
| <b>Total Funding Sources</b>          | <b>1,334,896</b> | <b>1,186,602</b> | <b>1,332,390</b> | <b>137,438</b>            | <b>1,469,828</b>     | <b>10.3%</b>             | <b>0</b>                 | <b>1,469,828</b>     | <b>10.3%</b>             |

Significant Changes from 2019 Adopted Budget - Expenses  
 Increase in contract amount

Significant Changes from 2019 Adopted Budget - Revenues  
 Increase in expected revenue

## Medical Examiner Programs/Services

| Programs                  | Estimated allocation 2020* |             |             |
|---------------------------|----------------------------|-------------|-------------|
|                           | FTEs                       | Budget      | Levy        |
| Medical Examiner Services | 0.0                        | \$1,375,748 | \$1,281,668 |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

**Budget Planning Summary (Board Version)  
DISTRICT COURT  
As of 2019-11-04 (Includes OPS)**

|                                       | 2017 Actual    | 2018 Actual    | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|----------------|----------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                |                |                  |                           |                      |                          |                          |                      |                          |
| BENEFITS                              | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| DEPT/COUNTY SUPPORT                   | 28,749         | 6,834          | 4,267            | 85                        | 4,352                | 2.0%                     | 0                        | 4,352                | 2.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 401,507        | 456,713        | 445,059          | 8,901                     | 453,960              | 2.0%                     | 0                        | 453,960              | 2.0%                     |
| INTERDEPARTMENTAL                     | 0              | 0              | -47,940          | -959                      | -48,899              | 2.0%                     | 0                        | -48,899              | 2.0%                     |
| <b>Total Expenditures</b>             | <b>430,255</b> | <b>463,547</b> | <b>401,386</b>   | <b>8,027</b>              | <b>409,413</b>       | <b>2.0%</b>              | <b>0</b>                 | <b>409,413</b>       | <b>2.0%</b>              |
| <b>Funding Sources</b>                |                |                |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER REVENUES                        | 4,305          | 2,224          | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>4,305</b>   | <b>2,224</b>   | <b>0</b>         | <b>0</b>                  | <b>0</b>             | <b>0.0%</b>              | <b>0</b>                 | <b>0</b>             | <b>0.0%</b>              |
| PROPERTY TAXES                        | 387,698        | 393,514        | 401,386          | 8,027                     | 409,413              | 2.0%                     | 0                        | 409,413              | 2.0%                     |
| <b>Total Funding Sources</b>          | <b>392,003</b> | <b>395,738</b> | <b>401,386</b>   | <b>8,027</b>              | <b>409,413</b>       | <b>2.0%</b>              | <b>0</b>                 | <b>409,413</b>       | <b>2.0%</b>              |

Significant Changes from 2019 Adopted Budget - Expenses  
No significant variances

Significant Changes from 2019 Adopted Budget - Revenues  
No significant variances

## District Court Programs/Services

| Programs                | Estimated allocation 2020* |           |           |
|-------------------------|----------------------------|-----------|-----------|
|                         | FTEs                       | Budget    | Levy      |
| District Court Services | 0.0                        | \$409,413 | \$409,413 |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Success at the State Legislature
- Developed and adopted 2019 budget

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 Recommended Requests

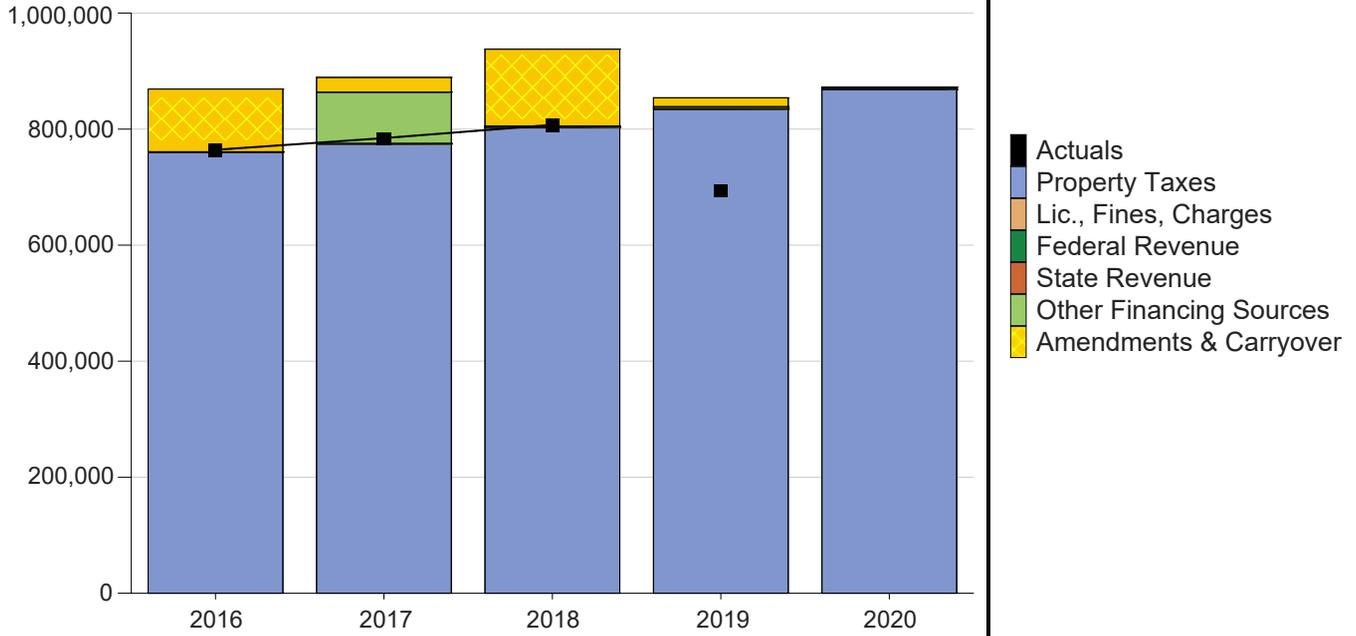
## 2020 SIGNIFICANT PLANS AND ISSUES

- Continue to advocate for Dakota County interests at the State Legislature
- Continue to be good stewards of tax dollars

**COUNTY BOARD**  
**Budget At A Glance**

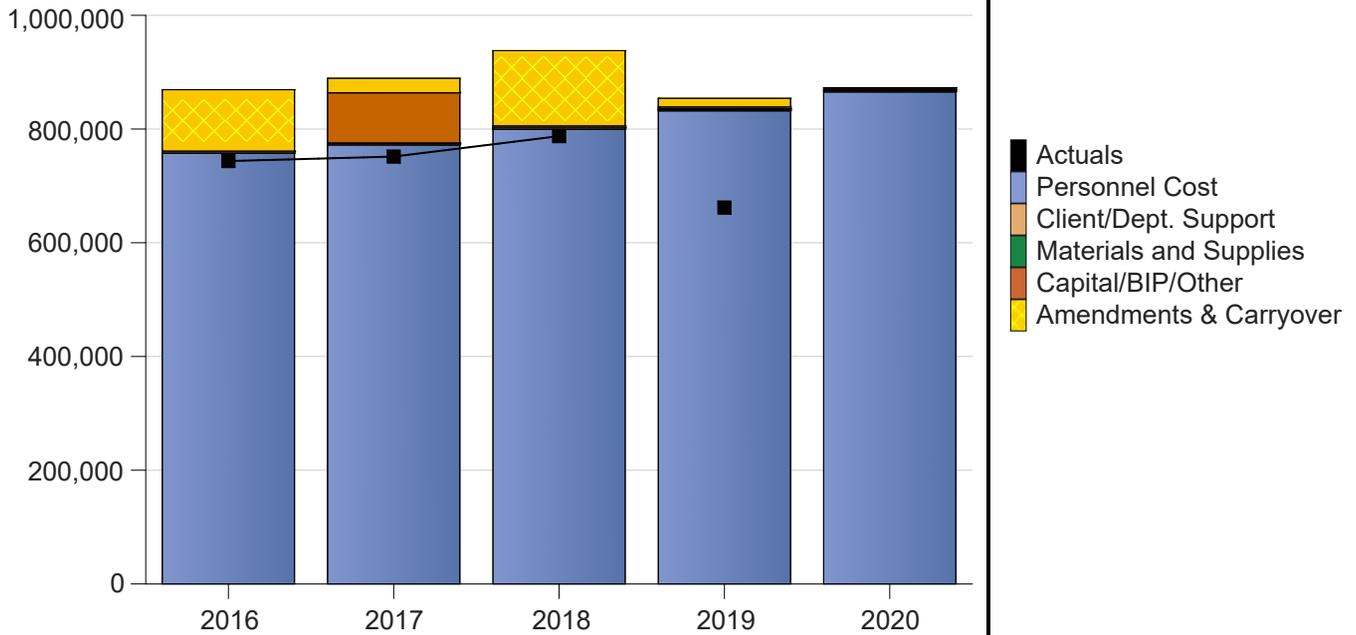
|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$761,069    | \$863,680    | \$805,406    | \$838,789    | \$872,210        |

**Where it Comes From**



|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$761,069    | \$863,680    | \$805,406    | \$838,789    | \$872,210        |

**Where it Goes**



**FTE (Budgeted)**

7.00      7.00      7.00      7.00

|                 |                         | 2017 Actual    | 2018 Actual    | 2019 Budget    | 2020 Recommended |
|-----------------|-------------------------|----------------|----------------|----------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 750,633        | 786,208        | 832,081        | 865,368          |
|                 | Client/Dept. Support    | 441            | 719            | 2,718          | 2,772            |
|                 | Materials and Supplies  | 460            | 538            | 687            | 701              |
|                 | Capital/BIP/Other       | 0              | 0              | 3,303          | 3,369            |
|                 | <b>Total</b>            | <b>751,534</b> | <b>787,465</b> | <b>838,789</b> | <b>872,210</b>   |
| <b>Revenues</b> | Property Taxes          | 775,704        | 802,133        | 834,286        | 867,707          |
|                 | Lic., Fines, Charges    | 1,150          | 870            | 1,200          | 1,200            |
|                 | Other Financing Sources | 7,700          | 4,435          | 3,303          | 3,303            |
|                 | <b>Total</b>            | <b>784,554</b> | <b>807,438</b> | <b>838,789</b> | <b>872,210</b>   |

**2020 Recommended Requests**

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**COUNTY BOARD**  
**As of 2019-11-04 (Includes OPS)**

|                                       | 2017 Actual    | 2018 Actual    | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|----------------|----------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                |                |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 531,725        | 561,121        | 580,762          | 20,327                    | 601,089              | 3.5%                     | 0                        | 601,089              | 3.5%                     |
| BENEFITS                              | 160,911        | 171,900        | 178,281          | 10,586                    | 188,867              | 5.9%                     | 0                        | 188,867              | 5.9%                     |
| DEPT/COUNTY SUPPORT                   | 441            | 719            | 2,718            | 87                        | 2,805                | 3.2%                     | 0                        | 2,805                | 3.2%                     |
| TRAVEL/TRAINING                       | 57,997         | 53,186         | 73,038           | 1,462                     | 74,500               | 2.0%                     | 0                        | 74,500               | 2.0%                     |
| OFFICE SUPPORT                        | 460            | 538            | 687              | 14                        | 701                  | 2.0%                     | 0                        | 701                  | 2.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 0              | 0              | 3,303            | 0                         | 3,303                | 0.0%                     | 0                        | 3,303                | 0.0%                     |
| <b>Total Expenditures</b>             | <b>751,533</b> | <b>787,463</b> | <b>838,789</b>   | <b>32,476</b>             | <b>871,265</b>       | <b>3.9%</b>              | <b>0</b>                 | <b>871,265</b>       | <b>3.9%</b>              |
| <b>Funding Sources</b>                |                |                |                  |                           |                      |                          |                          |                      |                          |
| OTHER REVENUES                        | 1,150          | 870            | 1,200            | 0                         | 1,200                | 0.0%                     | 0                        | 1,200                | 0.0%                     |
| OTHER FINANCING SOURCES               | 0              | 0              | 3,303            | 0                         | 3,303                | 0.0%                     | 0                        | 3,303                | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>1,150</b>   | <b>870</b>     | <b>4,503</b>     | <b>0</b>                  | <b>4,503</b>         | <b>0.0%</b>              | <b>0</b>                 | <b>4,503</b>         | <b>0.0%</b>              |
| PROPERTY TAXES                        | 775,704        | 802,133        | 834,286          | 32,476                    | 866,762              | 3.9%                     | 0                        | 866,762              | 3.9%                     |
| <b>Total Funding Sources</b>          | <b>776,854</b> | <b>803,003</b> | <b>838,789</b>   | <b>32,476</b>             | <b>871,265</b>       | <b>3.9%</b>              | <b>0</b>                 | <b>871,265</b>       | <b>3.9%</b>              |

Significant Changes from 2019 Adopted Budget - Expenses  
 No significant variances

Significant Changes from 2019 Adopted Budget - Revenues  
 No significant variances

## County Board Programs/Services

| Programs          | Estimated allocation 2020* |           |           |
|-------------------|----------------------------|-----------|-----------|
|                   | FTEs                       | Budget    | Levy      |
| County Governance | 7.00                       | \$888,163 | \$883,660 |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Provided on-going leadership development training for existing and aspiring leaders
- Piloted workforce/succession preparation process
- Met with bargaining units through Labor Management Committees (LMC) and other meetings to maintain an open and constructive dialogue, particularly on critical labor/management issues, opportunities and concerns
- Initiated phase II of LMS implementation which included successfully training Division Learning Administrators to leverage LMS at Division/Department levels.
- Developed e-Learning module for managers/supervisors on interview and hiring practices
- Assisted in the development, communication and integration of Dakota County Core Values
- Evaluated and selected a third-party medical plan administrator through formal Request for Proposals (RFP) process.
- Distributed total annual compensation communication for employees to reinforce Dakota County's commitment to providing competitive rewards
- Provided on-going Diversity & Inclusion and Racial Equity programming that supports goals of ensuring an environment that is welcome of diversity; recruiting and retaining a workforce that is reflective of the community we serve; and ensuring a culturally competent workforce
- Administered Countywide Employee Opinion Survey (EOS) and identified strengths, risks and opportunities
- Provided Racial Equity Training for non-supervisory County Staff (approx. 1600 employees)

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 recommended requests

## 2020 SIGNIFICANT PLANS AND ISSUES

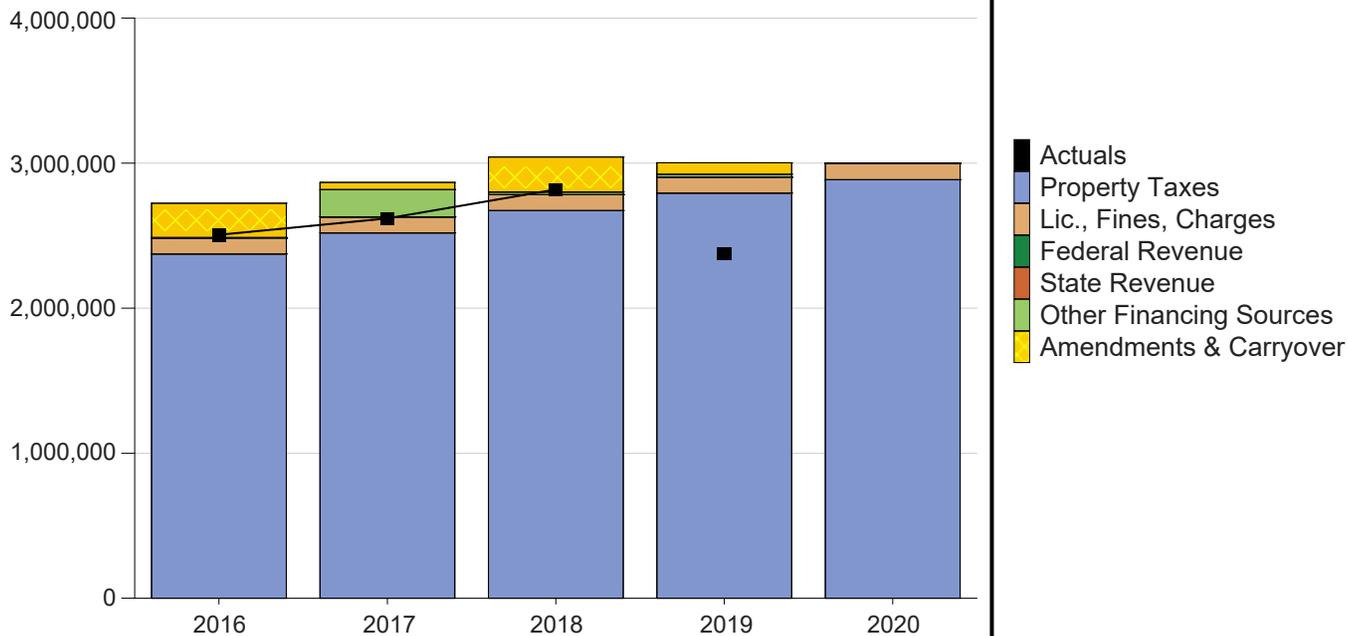
- Evaluate Paid Parental Leave as a new benefit option to attract and retain employees
- Evaluate and select a Benefit consultant partner through a formal Request for Proposals (RFP) process.
- Administer an employee survey to assess the current satisfaction level of voluntary employee benefits and to potentially identify new/different offerings.
- Continue to expand and provide leadership development training for existing and aspiring leaders
- Expand recruitment efforts to target more underrepresented populations and non-traditional candidates particularly for high volume and difficult to fill positions.
- Pilot countywide mentorship program with specified stakeholders
- Seek to provide enhanced opportunities for trainees and interns as talent pipeline into the organization
- Refine process based on pilots and implement workforce/succession preparation process Countywide
- Prepare labor negotiation strategy and begin negotiation process with all 13 bargaining units starting in July 2020
- Using salary survey data, conduct analysis of our market competitiveness
- Complete requested job evaluations to ensure that position descriptions are accurately reflecting changing requirements for recruiting top candidates
- Continue to monitor internal compensation to ensure our ability to retain and recruit a workforce to meet the needs of the changing organization
- Revise job review process to align with budget timelines and ensure on-going review of all jobs
- Continue to evaluate medical plan and other benefit offerings to determine affordability for employees and the County
- Continue to evaluate workplace options to meet the needs and desires of the current and incoming workforce

# EMPLOYEE RELATIONS

## Budget At A Glance

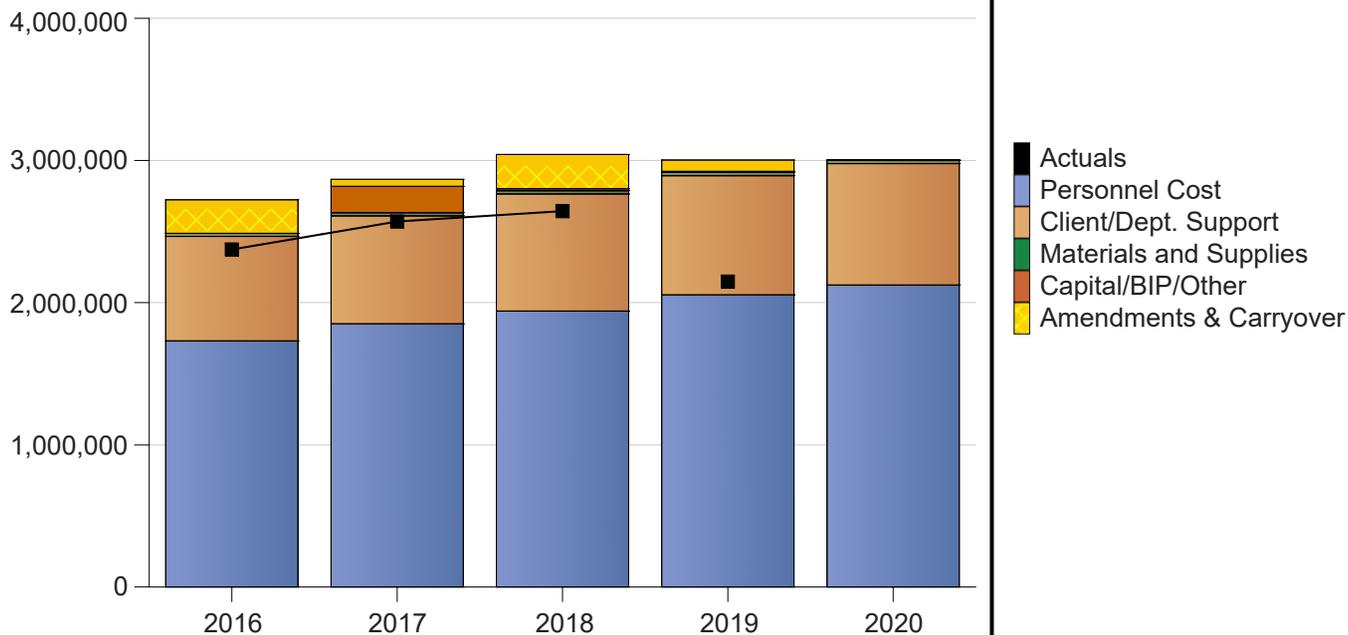
|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$2,487,326  | \$2,817,945  | \$2,800,782  | \$2,923,305  | \$3,001,230      |

### Where it Comes From



|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$2,487,326  | \$2,817,945  | \$2,800,782  | \$2,923,305  | \$3,001,230      |

### Where it Goes



#### FTE (Budgeted)

19.05                      19.05                      19.45                      19.45

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 1,844,948        | 1,849,251        | 2,054,495        | 2,123,493        |
|                 | Client/Dept. Support    | 704,641          | 719,000          | 838,798          | 854,472          |
|                 | Materials and Supplies  | 16,911           | 23,068           | 22,809           | 23,265           |
|                 | Capital/BIP/Other       | 4,000            | 52,219           | 7,203            | 0                |
|                 | <b>Total</b>            | <b>2,570,500</b> | <b>2,643,538</b> | <b>2,923,305</b> | <b>3,001,230</b> |
| <b>Revenues</b> | Property Taxes          | 2,531,069        | 2,661,861        | 2,792,963        | 2,886,131        |
|                 | Lic., Fines, Charges    | 76,852           | 89,535           | 110,000          | 111,099          |
|                 | State Revenue           | 0                | 0                | 0                | 0                |
|                 | Other Financing Sources | 11,116           | 67,078           | 20,342           | 4,000            |
|                 | <b>Total</b>            | <b>2,619,037</b> | <b>2,818,474</b> | <b>2,923,305</b> | <b>3,001,230</b> |

#### 2020 Recommended Requests

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**EMPLOYEE RELATIONS**  
**As of 2019-10-31 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 1,392,884        | 1,399,279        | 1,534,878        | 100,202                   | 1,635,080            | 6.5%                     | 0                        | 1,635,080            | 6.5%                     |
| BENEFITS                              | 434,161          | 435,690          | 498,320          | -31,631                   | 466,689              | -6.3%                    | 0                        | 466,689              | -6.3%                    |
| DEPT/COUNTY SUPPORT                   | 627,926          | 629,606          | 728,798          | 14,575                    | 743,373              | 2.0%                     | 0                        | 743,373              | 2.0%                     |
| TRAVEL/TRAINING                       | 17,903           | 14,283           | 21,297           | 427                       | 21,724               | 2.0%                     | 0                        | 21,724               | 2.0%                     |
| OFFICE SUPPORT                        | 16,911           | 23,067           | 22,809           | 456                       | 23,265               | 2.0%                     | 0                        | 23,265               | 2.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 76,713           | 89,393           | 110,000          | 1,099                     | 111,099              | 1.0%                     | 0                        | 111,099              | 1.0%                     |
| INTERDEPARTMENTAL                     | 0                | 271              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 4,000            | 51,948           | 7,203            | -7,203                    | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| <b>Total Expenditures</b>             | <b>2,570,497</b> | <b>2,643,538</b> | <b>2,923,305</b> | <b>77,925</b>             | <b>3,001,230</b>     | <b>2.7%</b>              | <b>0</b>                 | <b>3,001,230</b>     | <b>2.7%</b>              |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| OTHER REVENUES                        | 76,852           | 89,536           | 110,000          | 1,099                     | 111,099              | 1.0%                     | 0                        | 111,099              | 1.0%                     |
| FINES AND FORFEITURES                 | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 1,445            | 170              | 4,000            | 0                         | 4,000                | 0.0%                     | 0                        | 4,000                | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                | 0                | 16,342           | -16,342                   | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| <b>Total Non-Levy Funding Sources</b> | <b>78,297</b>    | <b>89,706</b>    | <b>130,342</b>   | <b>-15,243</b>            | <b>115,099</b>       | <b>-11.7%</b>            | <b>0</b>                 | <b>115,099</b>       | <b>-11.7%</b>            |
| PROPERTY TAXES                        | 2,531,069        | 2,661,861        | 2,792,963        | 93,168                    | 2,886,131            | 3.3%                     | 0                        | 2,886,131            | 3.3%                     |
| <b>Total Funding Sources</b>          | <b>2,609,366</b> | <b>2,751,567</b> | <b>2,923,305</b> | <b>77,925</b>             | <b>3,001,230</b>     | <b>2.7%</b>              | <b>0</b>                 | <b>3,001,230</b>     | <b>2.7%</b>              |

| Significant Changes from 2019 Adopted Budget - Expenses                  |
|--|
| Benefits - Change in Employee coverage                                   |
| Capital, Debt, Other Financing - BIP allocation removed in Planning Base |

| Significant Changes from 2019 Adopted Budget - Revenues                            |
|--|
| Other Financing Sources - Fund Balance for BIP allocation removed in Planning Base |

## Employee Relations Programs/Services

| Programs   | Estimated allocation 2020* |                    |                    |
|--|----------------------------|--------------------|--------------------|
|  | FTEs                       | Budget             | Levy               |
| Benefits Management  | 3.3                        | \$488,847          | \$470,404          |
| Compensation and Classification Management   | 2.4                        | \$277,876          | \$264,322          |
| Diversity/Inclusion Programs   | 1.4                        | \$194,422          | \$186,356          |
| HRD/Training - mandatory or county ops. specific;<br>Leadership and Employee Development | 4.7                        | \$975,423          | \$942,783          |
| Human Resources (HR) Support to Affiliate Organizations                                  | 0.6                        | \$64,538           | \$61,372           |
| Labor Relations, Employee Relations and Dispute Resolution                               | 3.2                        | \$478,335          | \$460,393          |
| Staffing   | 3.8                        | \$521,499          | \$500,501          |
| <b>Total</b>   | <b>19.5</b>                | <b>\$3,000,940</b> | <b>\$2,886,131</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Launched website refresh/continue to monitor
- Recycling Zone sign package
- Added E-News
- DakotaLink program promotions
- Dam safety support
- Active and engaged on social media
- Proactive and reactive media relations
- Conducted more than 160 (?) volunteer opportunities Parks Trailhead opening
- Ribbon cuttings (3 library openings and 2 parks openings – Pine Bend Trailhead and Thompson County Park)
- Won awards for our volunteer program, newsletters and our website

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 Recommended Requests

## 2020 SIGNIFICANT PLANS AND ISSUES

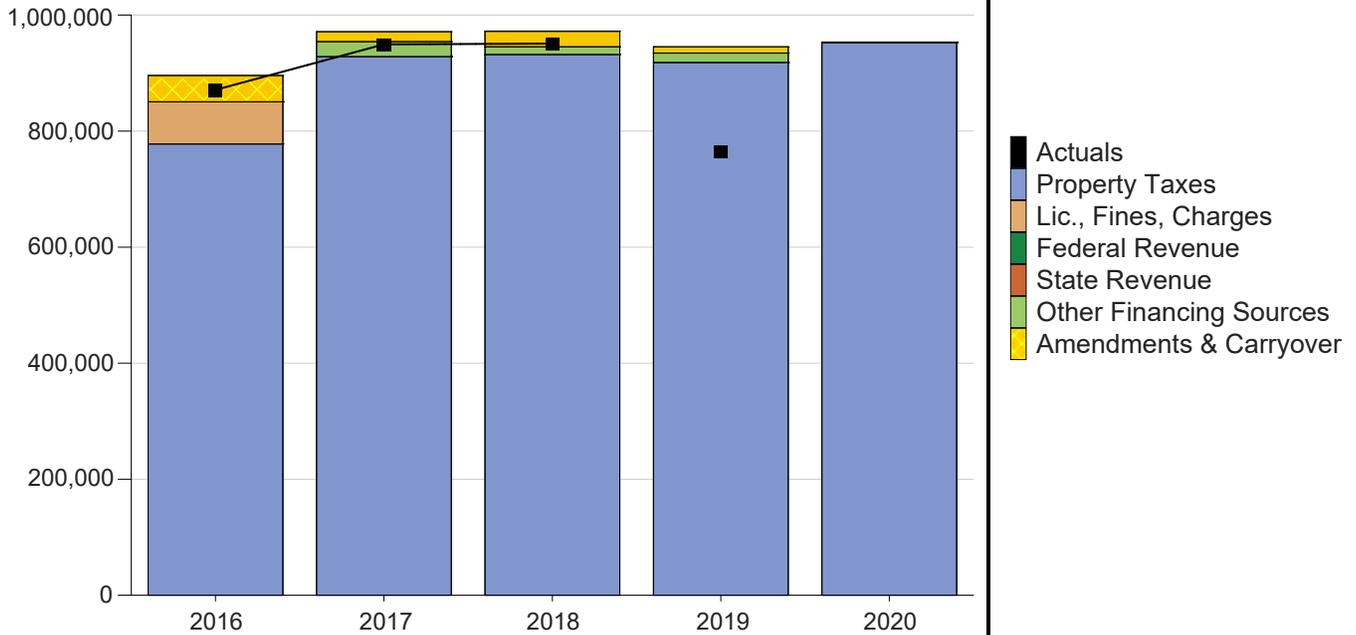
- Partnering with IT on website accessibility
- Initiate more Dakota County events
- Parks marketing
- Legislative support
- Volunteer recruitment and retention
- Elections
- Continue to leverage social media
- Support Environmental Resources (75% by 2030)
- Participation in emergency preparedness drills

# COMMUNICATIONS

## Budget At A Glance

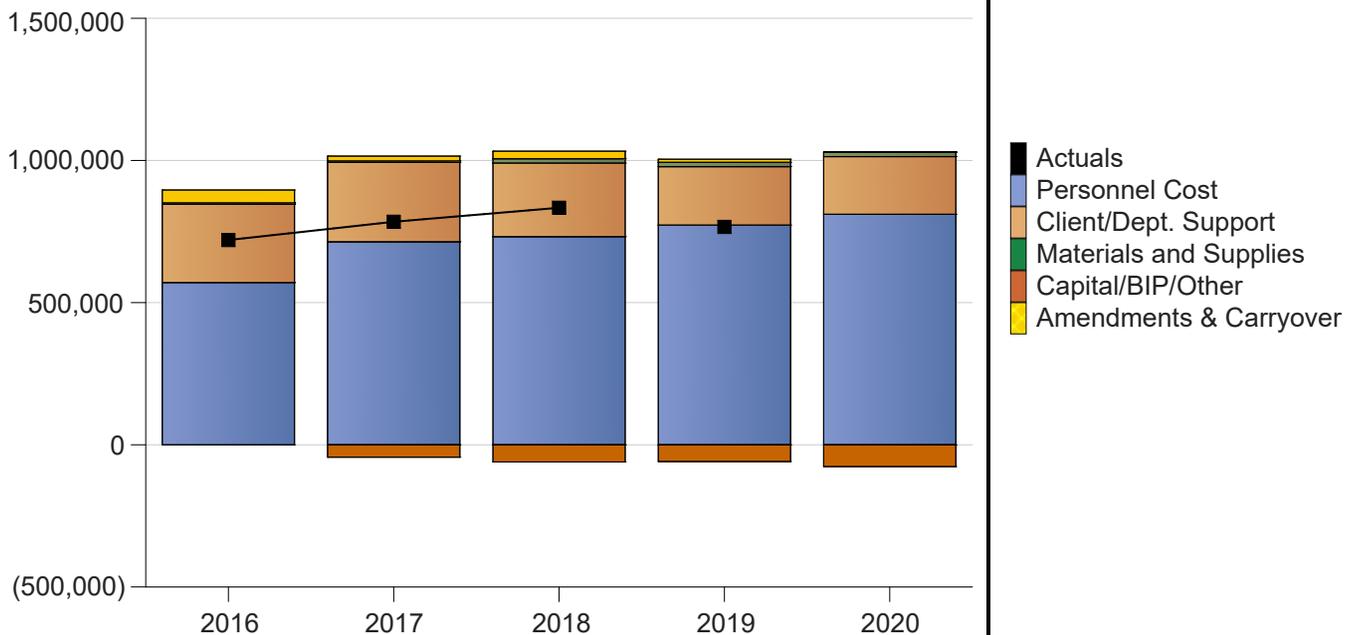
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
|--------------|--------------|--------------|--------------|------------------|
| \$850,590    | \$954,260    | \$945,400    | \$934,656    | \$952,472        |

### Where it Comes From



| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
|--------------|--------------|--------------|--------------|------------------|
| \$850,590    | \$954,260    | \$945,400    | \$934,656    | \$952,472        |

### Where it Goes



#### FTE (Budgeted)

|  |      |      |      |      |
|--|------|------|------|------|
|  | 7.00 | 8.00 | 8.00 | 8.00 |
|--|------|------|------|------|

|                 |                         | 2017 Actual    | 2018 Actual    | 2019 Budget    | 2020 Recommended |
|-----------------|-------------------------|----------------|----------------|----------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 650,080        | 715,073        | 772,615        | 810,777          |
|                 | Client/Dept. Support    | 167,945        | 166,088        | 205,603        | 202,830          |
|                 | Materials and Supplies  | 16,675         | 16,923         | 15,320         | 15,626           |
|                 | Capital/BIP/Other       | (50,417)       | (64,522)       | (58,882)       | (76,761)         |
|                 | <b>Total</b>            | <b>784,283</b> | <b>833,562</b> | <b>934,656</b> | <b>952,472</b>   |
| <b>Revenues</b> | Property Taxes          | 930,024        | 944,789        | 918,282        | 952,472          |
|                 | Lic., Fines, Charges    | 0              | 0              | 0              | 0                |
|                 | Other Financing Sources | 19,580         | 6,146          | 16,374         | 0                |
|                 | <b>Total</b>            | <b>949,604</b> | <b>950,935</b> | <b>934,656</b> | <b>952,472</b>   |

#### 2020 Recommended Requests

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**COMMUNICATIONS**  
**As of 2019-10-31 (Includes CIP, DBT, OPS)**

|                                       | 2017 Actual    | 2018 Actual    | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|----------------|----------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                |                |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 502,287        | 551,442        | 586,902          | 26,591                    | 613,493              | 4.5%                     | 0                        | 613,493              | 4.5%                     |
| BENEFITS                              | 142,549        | 157,326        | 178,762          | 11,432                    | 190,194              | 6.4%                     | 0                        | 190,194              | 6.4%                     |
| DEPT/COUNTY SUPPORT                   | 167,944        | 166,089        | 205,603          | -2,773                    | 202,830              | -1.3%                    | 0                        | 202,830              | -1.3%                    |
| TRAVEL/TRAINING                       | 5,242          | 6,306          | 6,951            | 139                       | 7,090                | 2.0%                     | 0                        | 7,090                | 2.0%                     |
| OFFICE SUPPORT                        | 16,674         | 16,922         | 15,320           | 306                       | 15,626               | 2.0%                     | 0                        | 15,626               | 2.0%                     |
| INTERDEPARTMENTAL                     | -72,690        | -73,780        | -75,256          | -1,505                    | -76,761              | 2.0%                     | 0                        | -76,761              | 2.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 22,273         | 9,258          | 16,374           | -16,374                   | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| <b>Total Expenditures</b>             | <b>784,279</b> | <b>833,562</b> | <b>934,656</b>   | <b>17,816</b>             | <b>952,472</b>       | <b>1.9%</b>              | <b>0</b>                 | <b>952,472</b>       | <b>1.9%</b>              |
| <b>Funding Sources</b>                |                |                |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER FINANCING SOURCES               | 0              | 0              | 16,374           | -16,374                   | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| <b>Total Non-Levy Funding Sources</b> | <b>0</b>       | <b>0</b>       | <b>16,374</b>    | <b>-16,374</b>            | <b>0</b>             | <b>-100.0%</b>           | <b>0</b>                 | <b>0</b>             | <b>-100.0%</b>           |
| PROPERTY TAXES                        | 930,024        | 944,789        | 918,282          | 34,190                    | 952,472              | 3.7%                     | 0                        | 952,472              | 3.7%                     |
| <b>Total Funding Sources</b>          | <b>930,024</b> | <b>944,789</b> | <b>934,656</b>   | <b>17,816</b>             | <b>952,472</b>       | <b>1.9%</b>              | <b>0</b>                 | <b>952,472</b>       | <b>1.9%</b>              |

Significant Changes from 2019 Adopted Budget - Expenses  
 Capital, Debt, Other Financing - BIP allocation removed in Planning Base

Significant Changes from 2019 Adopted Budget - Revenues  
 Other Financing Sources - Fund Balance for BIP allocation removed in Planning Base

## Communications Programs/Services

| Programs  | Estimated allocation 2020* |                  |                  |
|---|----------------------------|------------------|------------------|
|   | FTEs                       | Budget           | Levy             |
| Communications Planning, Implementation, Marketing and Events | 2.6                        | \$314,643        | \$314,643        |
| General support for presentations, speeches and documents.    | 1.8                        | \$258,811        | \$258,811        |
| Internal Communications                                       | 0.4                        | \$45,179         | \$45,179         |
| Live web-streaming of Board meetings                          | 0.0                        | \$2,271          | \$2,271          |
| Maintain External Web Content                                 | 1.0                        | \$89,205         | \$89,205         |
| Media Relations-responsive and proactive                      | 0.3                        | \$32,726         | \$32,726         |
| Social Media  | 0.7                        | \$70,768         | \$70,768         |
| Volunteer Program Oversight                                   | 1.1                        | \$138,869        | \$138,869        |
| <b>Total</b>  | <b>8.0</b>                 | <b>\$952,472</b> | <b>\$952,472</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

# **County Attorney**

# Dakota County Attorney's Office

## Program and Service Inventory

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

\*\*\*\*\*

- Dakota County Attorney's Office provides eight programs/services to its residents.
- Six of the programs/services in the office have some degree of mandate.<sup>1</sup> These mandated services make up:
  - Budget: \$11,268,497 (96% of total budget)
  - Levy: \$10,657,787 (98% of total levy)
  - FTEs: 84.7 (90% of total FTEs)
- Programs/services by primary Strategic Plan Goal

| County Strategic Plan Goals <sup>2</sup> | Programs/Services | Estimated allocation 2020* |             |             |
|--|-------------------|----------------------------|-------------|-------------|
|  |                   | FTEs                       | Budget      | Levy        |
| A great place to live                    | 5                 | 69.4                       | \$8,869,943 | \$8,359,584 |
| Excellence in public service             | 3                 | 24.6                       | \$2,927,260 | \$2,510,321 |

| Programs                    | Estimated allocation 2020* |                     |                     |
|-----------------------------|----------------------------|---------------------|---------------------|
|                             | FTEs                       | Budget              | Levy                |
| Administration              | 8.6                        | \$510,591           | \$195,964           |
| Child Support Enforcement   | 16.3                       | \$2,236,039         | \$2,185,872         |
| Civil Litigation            | 8.0                        | \$1,196,117         | \$1,145,415         |
| Crime Prevention/Outreach   | 0.7                        | \$18,115            | \$16,154            |
| Legal Advice                | 8.1                        | \$1,220,552         | \$1,168,942         |
| Prosecute Crime             | 36.0                       | \$5,596,443         | \$5,359,043         |
| Protect Children and Adults | 8.3                        | \$797,587           | \$744,831           |
| Victim/Witness Services     | 8.2                        | \$221,759           | \$53,684            |
| <b>Total</b>                | <b>94.0</b>                | <b>\$11,797,203</b> | <b>\$10,869,905</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

<sup>1</sup> Staff were asked to choose the degree of mandate attached to each separate service/program.

<sup>2</sup> Departments were asked to align each program/service with a primary Strategic Plan Goal.

**Budget Planning Summary**  
**COUNTY ATTORNEY**  
As of 2019-11-03  
Includes OPS

**COUNTY ATTORNEY**

|                                       | 2017<br>Actual   | 2018<br>Actual   | 2019<br>Adopted  | 2020 Final<br>Plan Base | % Change<br>PY | 2020<br>Recommended<br>Budget | % Change<br>PY |
|---------------------------------------|------------------|------------------|------------------|-------------------------|----------------|-------------------------------|----------------|
| <b>Expenditures</b>                   |                  |                  |                  |                         |                |                               |                |
| SALARIES                              | 7,718,091        | 8,003,832        | 8,290,021        | 8,565,041               | 3.3%           | 8,565,041                     | 3.3%           |
| BENEFITS                              | 2,089,695        | 2,194,383        | 2,351,655        | 2,514,765               | 6.9%           | 2,514,765                     | 6.9%           |
| DEPT/COUNTY SUPPORT                   | 142,866          | 182,171          | 288,150          | 289,203                 | 0.4%           | 289,203                       | 0.4%           |
| TRAVEL/TRAINING                       | 59,513           | 58,697           | 59,879           | 66,078                  | 10.4%          | 66,078                        | 10.4%          |
| OFFICE SUPPORT                        | 122,400          | 127,668          | 126,362          | 128,889                 | 2.0%           | 128,889                       | 2.0%           |
| MATERIALS/SUPPLIES                    | 10,643           | 14,086           | 14,562           | 14,853                  | 2.0%           | 14,853                        | 2.0%           |
| CITIZEN/CLIENT RELATED<br>SERVICE     | 17,153           | 25,648           | 218,147          | 218,374                 | 0.1%           | 218,374                       | 0.1%           |
| INTERDEPARTMENTAL                     | -3,093,279       | -3,442,921       | -3,434,180       | -3,502,864              | 2.0%           | -3,502,864                    | 2.0%           |
| CAPITAL, DEBT, OTHER<br>FINANCING     | 124,061          | 142,141          | 91,204           | 0                       | -100.0%        | 0                             | -100.0%        |
| <b>Total Expenditures</b>             | <b>7,191,144</b> | <b>7,305,705</b> | <b>8,005,800</b> | <b>8,294,339</b>        | <b>3.6%</b>    | <b>8,294,339</b>              | <b>3.6%</b>    |
| <b>Funding Sources</b>                |                  |                  |                  |                         |                |                               |                |
| CHARGES FOR SERVICES                  | 102,382          | 288,898          | 329,533          | 339,533                 | 3.0%           | 339,533                       | 3.0%           |
| OTHER REVENUES                        | 18,398           | 31,698           | 18,734           | 18,734                  | 0.0%           | 18,734                        | 0.0%           |
| FINES AND FORFEITURES                 | 0                | 0                | 0                | 0                       | 0.0%           | 0                             | 0.0%           |
| FEDERAL REVENUE                       | 48,000           | 184,326          | 48,000           | 48,000                  | 0.0%           | 48,000                        | 0.0%           |
| STATE REVENUE                         | 140,000          | 38,769           | 340,000          | 340,000                 | 0.0%           | 340,000                       | 0.0%           |
| OTHER INTERGOVERNMENTAL<br>REV        | 0                | 48               | 13,000           | 8,000                   | -38.5%         | 8,000                         | -38.5%         |
| OTHER FINANCING SOURCES               | 0                | 0                | 197,560          | 100,000                 | -49.4%         | 100,000                       | -49.4%         |
| <b>Total Non-Levy Funding Sources</b> | <b>308,779</b>   | <b>543,739</b>   | <b>946,827</b>   | <b>854,267</b>          | <b>-9.8%</b>   | <b>854,267</b>                | <b>-9.8%</b>   |
| PROPERTY TAXES                        | 6,870,663        | 7,032,433        | 7,058,973        | 7,440,072               | 5.4%           | 7,440,072                     | 5.4%           |
| <b>Total Funding Sources</b>          | <b>7,179,442</b> | <b>7,576,171</b> | <b>8,005,800</b> | <b>8,294,339</b>        | <b>3.6%</b>    | <b>8,294,339</b>              | <b>3.6%</b>    |

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- 1.0 Juvenile Attorney was approved to address the inequitable number of files per attorney compared to other counties.
- \$25,000 was approved to address conversion of physical files to electronic.

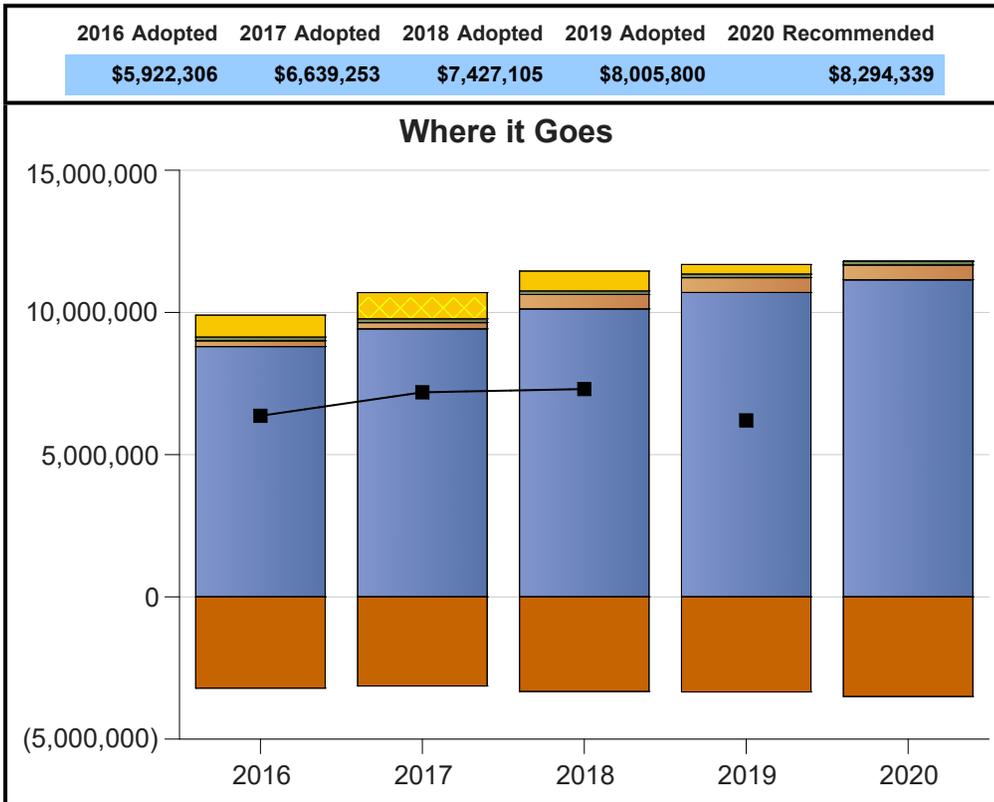
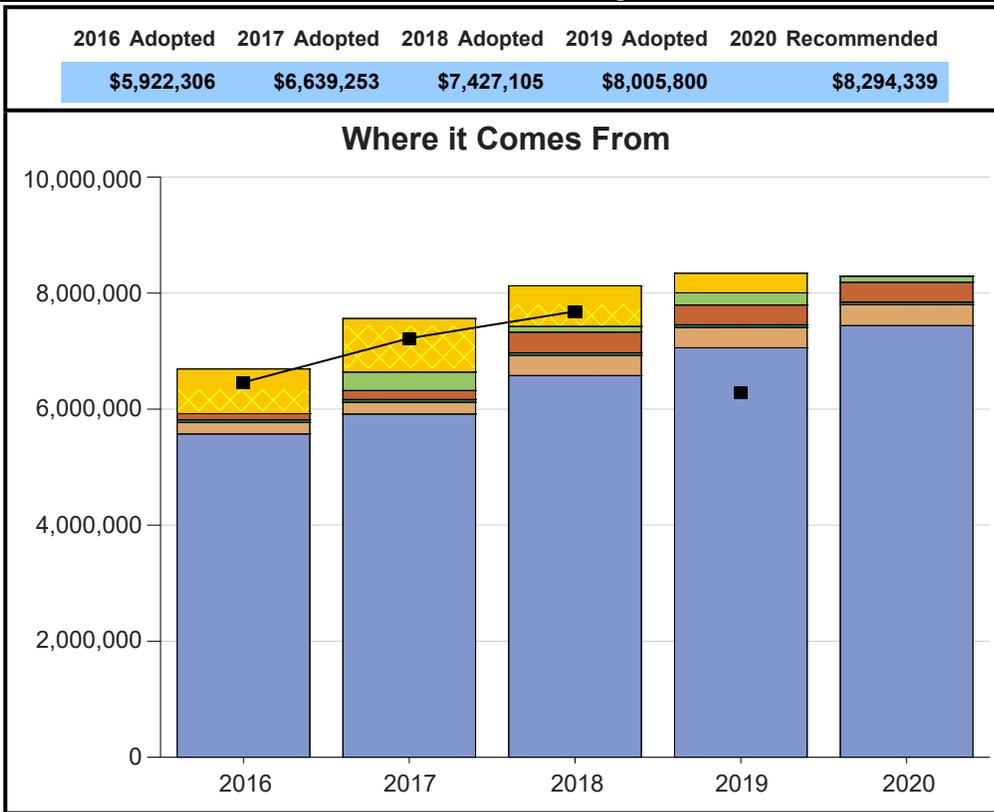
## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- **No 2020 Recommended Requests**

## 2020 SIGNIFICANT PLANS AND ISSUES

- Review of physical files, destruction based on approved retention schedule, and conversion to electronic files will continue.
- Purchase of the rewritten CIBERLaw code is needed to upgrade the software to a modern platform.
- Purchase of a new document management system is required due to ongoing problems with OnBase and CIBERLaw compatibility.

**ATTORNEY  
Budget At A Glance**



**FTE (Budgeted)**

90.87

94.87

95.87

94.00

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 9,867,300        | 10,256,909       | 10,701,555       | 11,145,884       |
|                 | Client/Dept. Support    | 170,662          | 221,905          | 520,859          | 522,430          |
|                 | Materials and Supplies  | 122,403          | 127,670          | 126,362          | 128,889          |
|                 | Capital/BIP/Other       | (2,969,218)      | (3,300,780)      | (3,342,976)      | (3,502,864)      |
|                 | <b>Total</b>            | <b>7,191,147</b> | <b>7,305,704</b> | <b>8,005,800</b> | <b>8,294,339</b> |
| <b>Revenues</b> | Property Taxes          | 6,870,663        | 7,032,433        | 7,058,973        | 7,440,072        |
|                 | Lic., Fines, Charges    | 120,778          | 320,597          | 348,267          | 358,267          |
|                 | Federal Revenue         | 48,000           | 184,326          | 48,000           | 48,000           |
|                 | State Revenue           | 140,000          | 38,769           | 340,000          | 340,000          |
|                 | Other Financing Sources | 42,261           | 108,712          | 210,560          | 108,000          |
|                 | <b>Total</b>            | <b>7,221,702</b> | <b>7,684,837</b> | <b>8,005,800</b> | <b>8,294,339</b> |

**2020 Recommended Requests**

**FTE**

**Expense**

**Revenue**

**Levy**

0.00

0

0

0

**Budget Planning Summary (Board Version)**  
**ATTORNEY**  
**As of 2019-10-31 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 7,718,091        | 8,003,832        | 8,290,021        | 275,020                   | 8,565,041            | 3.3%                     | 0                        | 8,565,041            | 3.3%                     |
| BENEFITS                              | 2,089,695        | 2,194,383        | 2,351,655        | 163,110                   | 2,514,765            | 6.9%                     | 0                        | 2,514,765            | 6.9%                     |
| DEPT/COUNTY SUPPORT                   | 142,866          | 182,171          | 288,150          | 1,053                     | 289,203              | 0.4%                     | 0                        | 289,203              | 0.4%                     |
| TRAVEL/TRAINING                       | 59,513           | 58,697           | 59,879           | 6,199                     | 66,078               | 10.4%                    | 0                        | 66,078               | 10.4%                    |
| OFFICE SUPPORT                        | 122,400          | 127,668          | 126,362          | 2,527                     | 128,889              | 2.0%                     | 0                        | 128,889              | 2.0%                     |
| MATERIALS/SUPPLIES                    | 10,643           | 14,086           | 14,562           | 291                       | 14,853               | 2.0%                     | 0                        | 14,853               | 2.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 17,153           | 25,648           | 218,147          | 227                       | 218,374              | 0.1%                     | 0                        | 218,374              | 0.1%                     |
| INTERDEPARTMENTAL                     | -3,093,279       | -3,442,921       | -3,434,180       | -68,684                   | -3,502,864           | 2.0%                     | 0                        | -3,502,864           | 2.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 124,061          | 142,141          | 91,204           | -91,204                   | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| <b>Total Expenditures</b>             | <b>7,191,144</b> | <b>7,305,705</b> | <b>8,005,800</b> | <b>288,539</b>            | <b>8,294,339</b>     | <b>3.6%</b>              | <b>0</b>                 | <b>8,294,339</b>     | <b>3.6%</b>              |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 102,382          | 288,898          | 329,533          | 10,000                    | 339,533              | 3.0%                     | 0                        | 339,533              | 3.0%                     |
| OTHER REVENUES                        | 18,398           | 31,698           | 18,734           | 0                         | 18,734               | 0.0%                     | 0                        | 18,734               | 0.0%                     |
| FINES AND FORFEITURES                 | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| FEDERAL REVENUE                       | 48,000           | 184,326          | 48,000           | 0                         | 48,000               | 0.0%                     | 0                        | 48,000               | 0.0%                     |
| STATE REVENUE                         | 140,000          | 38,769           | 340,000          | 0                         | 340,000              | 0.0%                     | 0                        | 340,000              | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 0                | 48               | 13,000           | -5,000                    | 8,000                | -38.5%                   | 0                        | 8,000                | -38.5%                   |
| OTHER FINANCING SOURCES               | 0                | 0                | 197,560          | -97,560                   | 100,000              | -49.4%                   | 0                        | 100,000              | -49.4%                   |
| <b>Total Non-Levy Funding Sources</b> | <b>308,779</b>   | <b>543,739</b>   | <b>946,827</b>   | <b>-92,560</b>            | <b>854,267</b>       | <b>-9.8%</b>             | <b>0</b>                 | <b>854,267</b>       | <b>-9.8%</b>             |
| PROPERTY TAXES                        | 6,870,663        | 7,032,433        | 7,058,973        | 381,099                   | 7,440,072            | 5.4%                     | 0                        | 7,440,072            | 5.4%                     |
| <b>Total Funding Sources</b>          | <b>7,179,442</b> | <b>7,576,171</b> | <b>8,005,800</b> | <b>288,539</b>            | <b>8,294,339</b>     | <b>3.6%</b>              | <b>0</b>                 | <b>8,294,339</b>     | <b>3.6%</b>              |

**Significant Changes from 2019 Adopted Budget - Expenses**  
 Capital, Debt, Other Financing - Capital budget fluctuates year to year due to one time purchases

**Significant Changes from 2019 Adopted Budget - Revenues**  
 Other Intergovernmental Rev - Adjusted MAHF revenue closer to anticipated receipts.  
 Other Financing Sources - Fund Balance for BIP allocation removed in Planning Base

# **Non - Departmental**

# Countywide

## Program and Service Inventory

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

\*\*\*\*\*

- Dakota County provides 223 programs/services directly and indirectly to its residents.
- 149 of the programs/services have some degree of mandate.<sup>1,2</sup> These mandated services make up:
  - Budget: \$219,421,406 (77% of total budget)
  - Levy: \$114,456,333 (69% of total levy)
  - FTEs: 1,494.2 (79% of total FTEs)

- Programs/services by primary Strategic Plan Goal

| County Strategic Plan Goals <sup>3</sup>         | Programs/Services | Estimated allocation 2020* |               |              |
|--|-------------------|----------------------------|---------------|--------------|
|  |                   | FTEs                       | Budget        | Levy         |
| A great place to live                            | 93                | 1,224.5                    | \$168,297,518 | \$89,306,296 |
| A healthy environment with quality natural areas | 20                | 59.3                       | \$15,852,032  | \$4,147,832  |
| A successful place for business and jobs         | 3                 | 7.9                        | \$2,027,518   | -\$567,690   |
| Excellence in public service                     | 107               | 598.1                      | \$88,529,589  | \$73,323,901 |

- Programs/services by Division/Elected Offices

| Divisions                         | Programs/Services | Planning base 2020* |               |              |
|-----------------------------------|-------------------|---------------------|---------------|--------------|
|                                   |                   | FTEs                | Budget        | Levy         |
| Community Services                | 78                | 949.9               | \$132,778,146 | \$62,724,170 |
| County Administration             | 20                | 38.4                | \$7,678,631   | \$7,469,742  |
| County Attorney's Office          | 8                 | 94.0                | \$11,797,203  | \$10,869,905 |
| County Board                      | 1                 | 7.0                 | \$888,163     | \$883,660    |
| County Sheriff's Office           | 17                | 183.3               | \$23,244,368  | \$19,999,458 |
| District Court                    | 1                 | 0                   | \$409,413     | \$409,413    |
| Medical Examiner                  | 1                 | 0                   | \$1,375,748   | \$1,281,668  |
| Operations, Management and Budget | 30                | 125.9               | \$22,676,487  | \$20,539,905 |
| Physical Development              | 49                | 245.4               | \$49,394,615  | \$24,182,254 |
| Public Services and Revenue       | 20                | 246.0               | \$26,249,044  | \$19,541,245 |

<sup>1</sup> Levy amount by program/service & Division, reported here, do not match with the County actual net levy because the levy management account was not included in these figures. It is not defined as a program or service but serves to reduce the overall tax levy.

<sup>2</sup> Defined by the department: Departments were asked to choose the degree of mandate attached to each separate service/program.

<sup>3</sup> Departments were asked to align each program/service with a primary Strategic Plan Goal.

**Budget Planning Summary**  
**NON-DEPARTMENTAL**  
As of 2019-11-04  
Includes OPS

**NON-DEPARTMENTAL**

|                                       | 2017 Actual       | 2018 Actual       | 2019 Adopted      | 2020 Final Plan Base | % Change PY  | 2020 Recommended Budget | % Change PY  |
|---------------------------------------|-------------------|-------------------|-------------------|----------------------|--------------|-------------------------|--------------|
| <b>Expenditures</b>                   |                   |                   |                   |                      |              |                         |              |
| SALARIES                              | 0                 | 0                 | 5,001,551         | 4,699,911            | -6.0%        | 4,699,911               | -6.0%        |
| BENEFITS                              | 589,488           | 1,194,311         | 3,174,360         | 3,269,795            | 3.0%         | 3,269,795               | 3.0%         |
| DEPT/COUNTY SUPPORT                   | 703,384           | 689,298           | -1,667,096        | -1,770,645           | 6.2%         | -1,770,645              | 6.2%         |
| TRAVEL/TRAINING                       | 0                 | 0                 | 13,677            | 3,894                | -71.5%       | 3,894                   | -71.5%       |
| OFFICE SUPPORT                        | 2,024             | 0                 | 344,277           | 351,163              | 2.0%         | 351,163                 | 2.0%         |
| CITIZEN/CLIENT RELATED SERVICE        | 435               | 0                 | -3,030,477        | -68,131              | -97.8%       | -68,131                 | -97.8%       |
| CAPITAL, DEBT, OTHER FINANCING        | 47,551            | 67,038            | 808,968           | 1,766,324            | 118.3%       | 1,766,324               | 118.3%       |
| TRANSFERS TO OTHER COUNTY FUN         | 596,000           | 0                 | 0                 | 0                    | 0.0%         | 0                       | 0.0%         |
| <b>Total Expenditures</b>             | <b>1,938,882</b>  | <b>1,950,647</b>  | <b>4,645,260</b>  | <b>8,252,311</b>     | <b>77.7%</b> | <b>8,252,311</b>        | <b>77.7%</b> |
| <b>Funding Sources</b>                |                   |                   |                   |                      |              |                         |              |
| OTHER TAXES                           | 1,375,128         | 1,501,181         | 1,302,250         | 1,302,250            | 0.0%         | 1,302,250               | 0.0%         |
| CHARGES FOR SERVICES                  | 176,685           | 176,685           | 176,685           | 676,685              | 283.0%       | 676,685                 | 283.0%       |
| OTHER REVENUES                        | 6,294,503         | 8,196,466         | 6,306,969         | 8,306,969            | 31.7%        | 8,306,969               | 31.7%        |
| FINES AND FORFEITURES                 | 0                 | 0                 | 0                 | 0                    | 0.0%         | 0                       | 0.0%         |
| FEDERAL REVENUE                       | 2,944,667         | 2,740,865         | 2,501,139         | 2,501,139            | 0.0%         | 2,501,139               | 0.0%         |
| STATE REVENUE                         | 10,151,114        | 16,322,001        | 15,989,761        | 18,463,379           | 15.5%        | 18,463,379              | 15.5%        |
| OTHER INTERGOVERNMENTAL REV           | 915,812           | 1,120,397         | 956,748           | 994,748              | 4.0%         | 994,748                 | 4.0%         |
| OTHER FINANCING SOURCES               | 7,111             | 4,853             | -5,427,381        | -2,017,272           | -62.8%       | -2,017,272              | -62.8%       |
| TRANSFERS FROM OTHER COUNTY F         | 0                 | 0                 | 0                 | 0                    | 0.0%         | 0                       | 0.0%         |
| <b>Total Non-Levy Funding Sources</b> | <b>21,865,020</b> | <b>30,062,449</b> | <b>21,806,171</b> | <b>30,227,898</b>    | <b>38.6%</b> | <b>30,227,898</b>       | <b>38.6%</b> |
| PROPERTY TAXES                        | -12,024,414       | -16,674,851       | -17,160,911       | -21,975,587          | 28.1%        | -21,975,587             | 28.1%        |
| <b>Total Funding Sources</b>          | <b>9,840,607</b>  | <b>13,387,597</b> | <b>4,645,260</b>  | <b>8,252,311</b>     | <b>77.7%</b> | <b>8,252,311</b>        | <b>77.7%</b> |

# **Operations, Management & Budget**

# Operations, Management and Budget Division

## Program and Service Inventory

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

\*\*\*\*\*

- Operations, Management and Budget Division provides 30 programs/services to its residents.
- 14 of the programs/services in the division have some degree of mandate.<sup>1</sup> These mandated services make up:
  - Budget: \$9,480,326 (42% of total division budget)
  - Levy: \$9,175,522 (45% of total division levy)
  - FTEs: 50.8 (40% of total division FTEs)

- Programs/services by primary Strategic Plan Goal

| County Strategic Plan Goals <sup>2</sup> | Programs/Services | Estimated allocation 2020* |              |              |
|--|-------------------|----------------------------|--------------|--------------|
|  |                   | FTEs                       | Budget       | Levy         |
| A great place to live                    | 6                 | 7.0                        | \$2,951,254  | \$2,123,882  |
| Excellence in public service             | 24                | 118.9                      | \$19,725,233 | \$18,416,023 |

- Programs/services by department

| Departments                        | Programs/Services | Planning base 2020* |              |              |
|------------------------------------|-------------------|---------------------|--------------|--------------|
|                                    |                   | FTEs                | Budget       | Levy         |
| Budget Office                      | 2                 | 8.0                 | \$770,602    | \$761,410    |
| Criminal Justice Network           | 3                 | 6.9                 | \$1,067,317  | \$496,153    |
| Finance                            | 6                 | 28.0                | \$3,099,939  | \$2,969,648  |
| Information Technology             | 11                | 68.0                | \$13,893,188 | \$13,319,625 |
| Office of Performance and Analysis | 2                 | 8.0                 | \$894,187    | \$869,187    |
| Risk Management                    | 6                 | 7.0                 | \$2,951,254  | \$2,123,882  |

<sup>1</sup> Defined by the department: Departments were asked to choose the degree of mandate attached to each separate service/program.

<sup>2</sup> Departments were asked to align each program/service with a primary Strategic Plan Goal.

**Budget Planning Summary**  
**OPERATIONS, MANAGEMENT AND BDGT**  
As of 2019-11-03  
Includes OPS

**OPERATIONS, MANAGEMENT AND BDGT**

|   | 2017<br>Actual    | 2018<br>Actual    | 2019<br>Adopted   | 2020 Final<br>Plan Base | % Change<br>PY | 2020<br>Recommended<br>Budget | % Change<br>PY |
|---|-------------------|-------------------|-------------------|-------------------------|----------------|-------------------------------|----------------|
| <b>Expenditures</b>                       |                   |                   |                   |                         |                |                               |                |
| SALARIES                                  | 9,766,682         | 9,988,247         | 10,861,725        | 11,275,442              | 3.8%           | 11,358,244                    | 4.6%           |
| BENEFITS                                  | 2,867,422         | 2,917,746         | 3,268,502         | 3,491,826               | 6.8%           | 3,522,242                     | 7.8%           |
| DEPT/COUNTY SUPPORT                       | 4,069,736         | 4,799,976         | 5,392,474         | 5,254,654               | -2.6%          | 5,259,005                     | -2.5%          |
| TRAVEL/TRAINING                           | 135,650           | 135,348           | 176,787           | 184,322                 | 4.3%           | 185,189                       | 4.8%           |
| OFFICE SUPPORT                            | 128,106           | 98,110            | 104,400           | 106,489                 | 2.0%           | 106,489                       | 2.0%           |
| MATERIALS/SUPPLIES                        | 82,553            | 89,223            | 105,997           | 118,118                 | 11.4%          | 118,118                       | 11.4%          |
| CITIZEN/CLIENT RELATED<br>SERVICE         | 103,834           | 109,906           | 30,600            | 31,212                  | 2.0%           | 31,212                        | 2.0%           |
| INTERDEPARTMENTAL                         | 48,070            | -164,932          | -147,328          | -154,432                | 4.8%           | -154,432                      | 4.8%           |
| CAPITAL, DEBT, OTHER<br>FINANCING         | 4,071,394         | 2,527,459         | 4,046,019         | 1,341,060               | -66.9%         | 2,450,532                     | -39.4%         |
| TRANSFERS TO OTHER<br>COUNTY FUN          | 0                 | 0                 | 0                 | 0                       | 0.0%           | 0                             | 0.0%           |
| <b>Total Expenditures</b>                 | <b>21,273,447</b> | <b>20,501,083</b> | <b>23,839,176</b> | <b>21,648,691</b>       | <b>-9.2%</b>   | <b>22,876,599</b>             | <b>-4.0%</b>   |
| <b>Funding Sources</b>                    |                   |                   |                   |                         |                |                               |                |
| OTHER TAXES                               | 9,943             | 10,531            | 0                 | 0                       | 0.0%           | 0                             | 0.0%           |
| CHARGES FOR SERVICES                      | 737,611           | 824,676           | 829,002           | 856,065                 | 3.3%           | 856,065                       | 3.3%           |
| OTHER REVENUES                            | 256,750           | 364,138           | 215,519           | 215,519                 | 0.0%           | 215,519                       | 0.0%           |
| FEDERAL REVENUE                           | 529,712           | 598,424           | 30,000            | 30,000                  | 0.0%           | 30,000                        | 0.0%           |
| STATE REVENUE                             | 50,876            | 50,429            | 50,000            | 50,000                  | 0.0%           | 50,000                        | 0.0%           |
| OTHER INTERGOVERNMENTAL<br>REV            | 756,154           | 644,360           | 920,001           | 963,349                 | 4.7%           | 981,183                       | 6.7%           |
| OTHER FINANCING SOURCES                   | 0                 | 0                 | 3,136,857         | 104,403                 | -96.7%         | 1,210,511                     | -61.4%         |
| TRANSFERS FROM OTHER<br>COUNTY F          | 0                 | 0                 | 0                 | 0                       | 0.0%           | 0                             | 0.0%           |
| <b>Total Non-Levy Funding<br/>Sources</b> | <b>2,341,047</b>  | <b>2,492,557</b>  | <b>5,181,379</b>  | <b>2,219,336</b>        | <b>-57.2%</b>  | <b>3,343,278</b>              | <b>-35.5%</b>  |
| PROPERTY TAXES                            | 17,380,380        | 17,967,337        | 18,657,797        | 19,429,355              | 4.1%           | 19,533,321                    | 4.7%           |
| <b>Total Funding Sources</b>              | <b>19,721,427</b> | <b>20,459,894</b> | <b>23,839,176</b> | <b>21,648,691</b>       | <b>-9.2%</b>   | <b>22,876,599</b>             | <b>-4.0%</b>   |

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- **Performance Measurement and Continuous Improvement:** Includes ongoing tasks such as participation in the State Standard Measures Program, monitoring Dakota County American Community Survey (ACS) and Census data, and preparation of summary demographic and indicator materials. Work was also completed on the Program and Service Inventory, process improvement portfolio, and training on Outcomes Based Accountability.
- **Management Analysis Services:** Research, evaluation, and facilitation assistance to support informed decision making countywide. OPA worked on over 40 projects in 2019 (both large and small). Customer satisfaction surveys are completed for a portion of finished projects. Results from the most recent survey (conducted August 2019) indicated that 100% respondents strongly agree or agree that the information provided will help inform a decision or allow them to take action. Select 2019 projects include:
  - Residential Survey
  - Housing Business Plan evaluation
  - Employee Opinion Survey Data Analysis
  - Survey Inventory

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 Recommended Requests

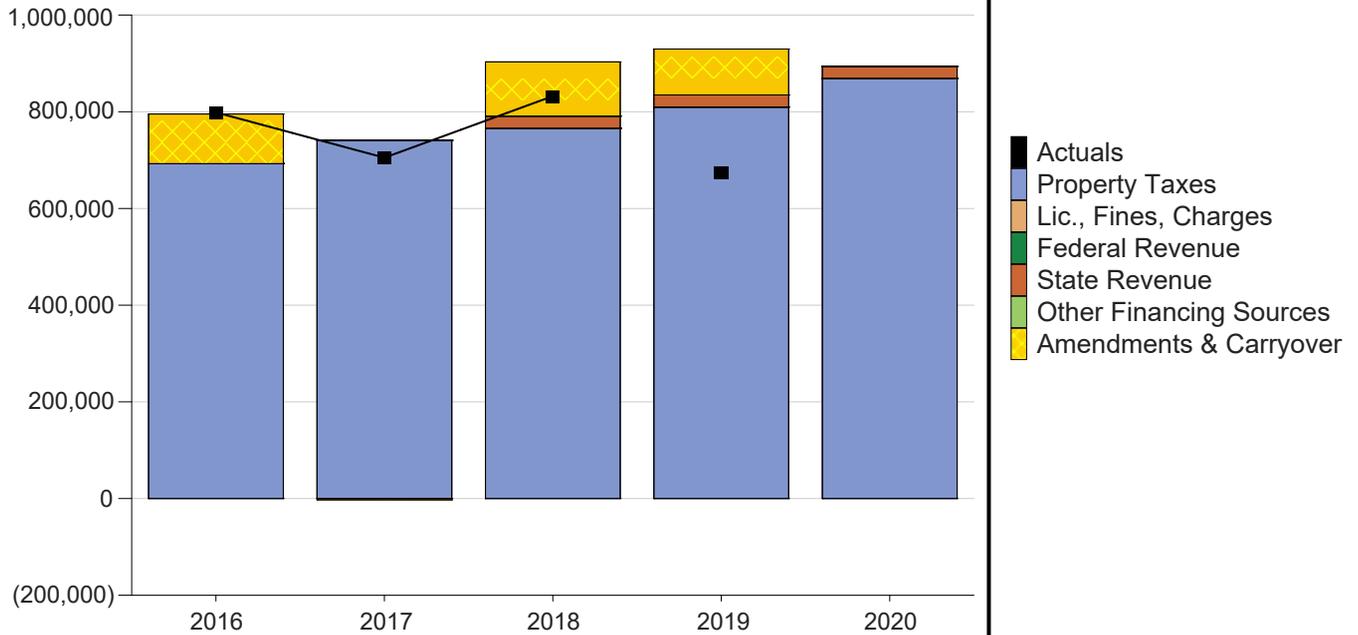
## 2020 SIGNIFICANT PLANS AND ISSUES

- **Performance Measurement and Continuous Improvement:** Activities will continue to focus on performance measurement, process improvement portfolio, and organizational capacity related to measurement and evaluation. This includes work on the Program and Service Inventory and updating indicator and measure data on the Dakota County website. Special focus will be on preparing for the 2020 Census as well as use of tracking tools related to performance measurement.
- **Management Analysis Services:** The Office of Performance and Analysis will continue to deliver research, evaluation, and facilitation services to the entire County. This will include ongoing work as well as new projects. One project that will continue is planning for and implementation of more robust survey and data collection tools.

Budget At A Glance

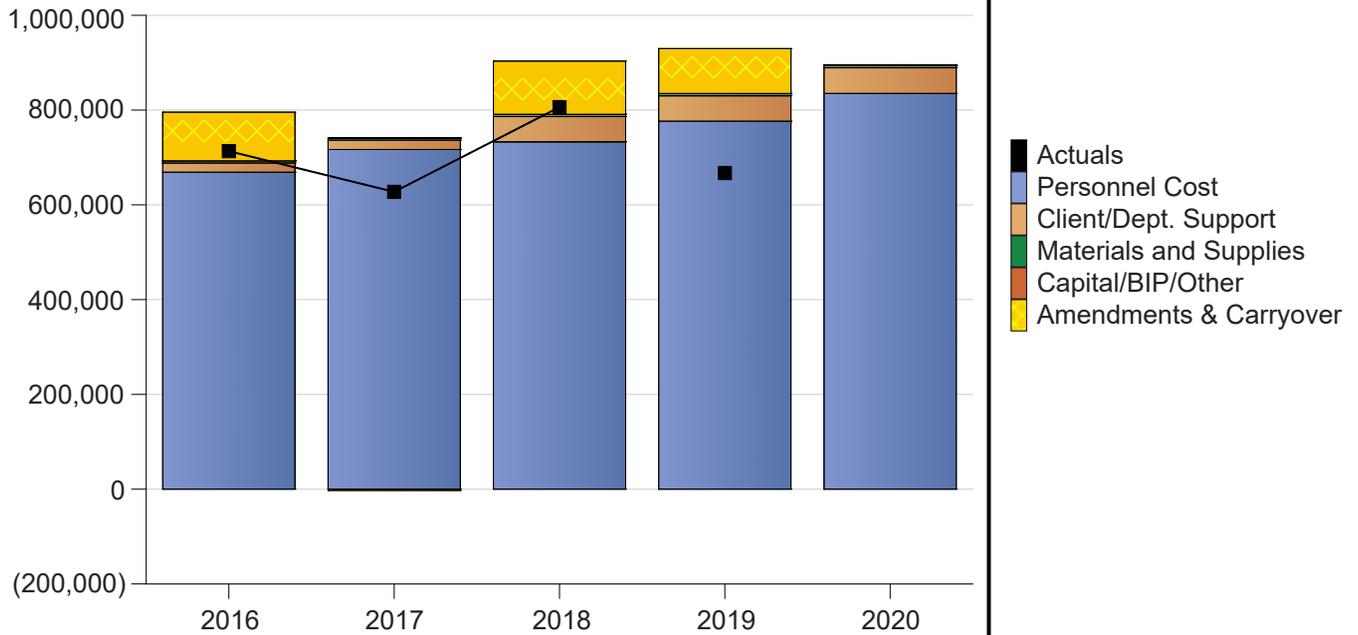
|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$692,663    | \$741,041    | \$790,871    | \$834,926    | \$894,187        |

Where it Comes From



|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$692,663    | \$741,041    | \$790,871    | \$834,926    | \$894,187        |

Where it Goes



FTE (Budgeted)

|      |      |      |      |
|------|------|------|------|
| 8.00 | 8.00 | 8.00 | 8.00 |
|------|------|------|------|

|                 |                         | 2017 Actual    | 2018 Actual    | 2019 Budget    | 2020 Recommended |
|-----------------|-------------------------|----------------|----------------|----------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 603,917        | 767,319        | 776,433        | 835,024          |
|                 | Client/Dept. Support    | 15,212         | 29,151         | 53,763         | 54,338           |
|                 | Materials and Supplies  | 3,748          | 3,063          | 4,730          | 4,825            |
|                 | Capital/BIP/Other       | 4,508          | 6,649          | 0              | 0                |
|                 | <b>Total</b>            | <b>627,385</b> | <b>806,182</b> | <b>834,926</b> | <b>894,187</b>   |
| <b>Revenues</b> | Property Taxes          | 680,122        | 805,033        | 809,926        | 869,187          |
|                 | Lic., Fines, Charges    | 0              | 0              | 0              | 0                |
|                 | Federal Revenue         | 0              | 0              | 0              | 0                |
|                 | State Revenue           | 25,000         | 25,000         | 25,000         | 25,000           |
|                 | Other Financing Sources | 0              | 2,344          | 0              | 0                |
| <b>Total</b>    | <b>705,122</b>          | <b>832,377</b> | <b>834,926</b> | <b>894,187</b> |                  |

2020 Recommended Requests

|      |         |         |      |
|------|---------|---------|------|
| FTE  | Expense | Revenue | Levy |
| 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**OFFICE OF PERFORMANCE/ANALYSIS**  
**As of 2019-10-31 (Includes OPS)**

|                                       | 2017 Actual    | 2018 Actual    | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|----------------|----------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                |                |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 439,380        | 577,597        | 582,510          | 33,467                    | 615,977              | 5.7%                     | 0                        | 615,977              | 5.7%                     |
| BENEFITS                              | 160,413        | 186,071        | 189,615          | 25,038                    | 214,653              | 13.2%                    | 0                        | 214,653              | 13.2%                    |
| DEPT/COUNTY SUPPORT                   | 15,212         | 29,151         | 53,763           | 575                       | 54,338               | 1.1%                     | 0                        | 54,338               | 1.1%                     |
| TRAVEL/TRAINING                       | 4,123          | 3,650          | 4,308            | 86                        | 4,394                | 2.0%                     | 0                        | 4,394                | 2.0%                     |
| OFFICE SUPPORT                        | 3,748          | 3,063          | 4,730            | 95                        | 4,825                | 2.0%                     | 0                        | 4,825                | 2.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 4,508          | 6,649          | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Expenditures</b>             | <b>627,383</b> | <b>806,182</b> | <b>834,926</b>   | <b>59,261</b>             | <b>894,187</b>       | <b>7.1%</b>              | <b>0</b>                 | <b>894,187</b>       | <b>7.1%</b>              |
| <b>Funding Sources</b>                |                |                |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER REVENUES                        | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| FEDERAL REVENUE                       | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 25,000         | 25,000         | 25,000           | 0                         | 25,000               | 0.0%                     | 0                        | 25,000               | 0.0%                     |
| OTHER FINANCING SOURCES               | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>25,000</b>  | <b>25,000</b>  | <b>25,000</b>    | <b>0</b>                  | <b>25,000</b>        | <b>0.0%</b>              | <b>0</b>                 | <b>25,000</b>        | <b>0.0%</b>              |
| PROPERTY TAXES                        | 680,122        | 805,033        | 809,926          | 59,261                    | 869,187              | 7.3%                     | 0                        | 869,187              | 7.3%                     |
| <b>Total Funding Sources</b>          | <b>705,122</b> | <b>830,033</b> | <b>834,926</b>   | <b>59,261</b>             | <b>894,187</b>       | <b>7.1%</b>              | <b>0</b>                 | <b>894,187</b>       | <b>7.1%</b>              |

Significant Changes from 2019 Adopted Budget - Expenses  
 Benefits - Change in Employee coverage

Significant Changes from 2019 Adopted Budget - Revenues  
 No significant variances

## Office of Performance and Analysis Programs/Services

| <b>Programs</b>                                    | <b>Estimated allocation 2020*</b> |                  |                  |
|--|-----------------------------------|------------------|------------------|
|  | <b>FTEs</b>                       | <b>Budget</b>    | <b>Levy</b>      |
| Management Analysis Services                       | 5.0                               | \$545,669        | \$545,669        |
| Performance Measurement and Continuous Improvement | 3.0                               | \$348,518        | \$323,518        |
| <b>Total</b>                                       | <b>8.0</b>                        | <b>\$894,187</b> | <b>\$869,187</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Conducted Exercises at DPC Industries, Lake Byllesby Dam, and Eagan Outlet Mall
- Completed Migration of Countywide Emergency Operations Plan to Web-based/Mobile Format
- Delivered Elected Officials Roles and Responsibilities in Disaster Training (over 50 participants)
- Coordinated 800 MHz Base Radio Upgrade Installation Under MnDOT Contract with Motorola
- Deployed Sheriff's Office 800 MHz Portable Radios with Encryption
- Monitored Claim Cost Impacts on Liability Loss Reserve Fund
- Completed Pilot Project for use of Unity Forms for Claim Reporting
- Developed Classroom Safety Course for New Supervisors
- Supported Learning Center Use for Tracking of OSHA Required Training and New Hire Orientation
- Coordinated with IT to continue to evaluate network security risks and conduct response exercises (COOP)
- Updated Employee On-Line Course for Active Shooter Response Training to Match Protocols
- Continued Implementation of Enterprise Risk Management Program Beyond Pilot Program

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- 800 MHz 5-Year CEP Plan - \$156,108 Fund Balance

## 2020 SIGNIFICANT PLANS AND ISSUES

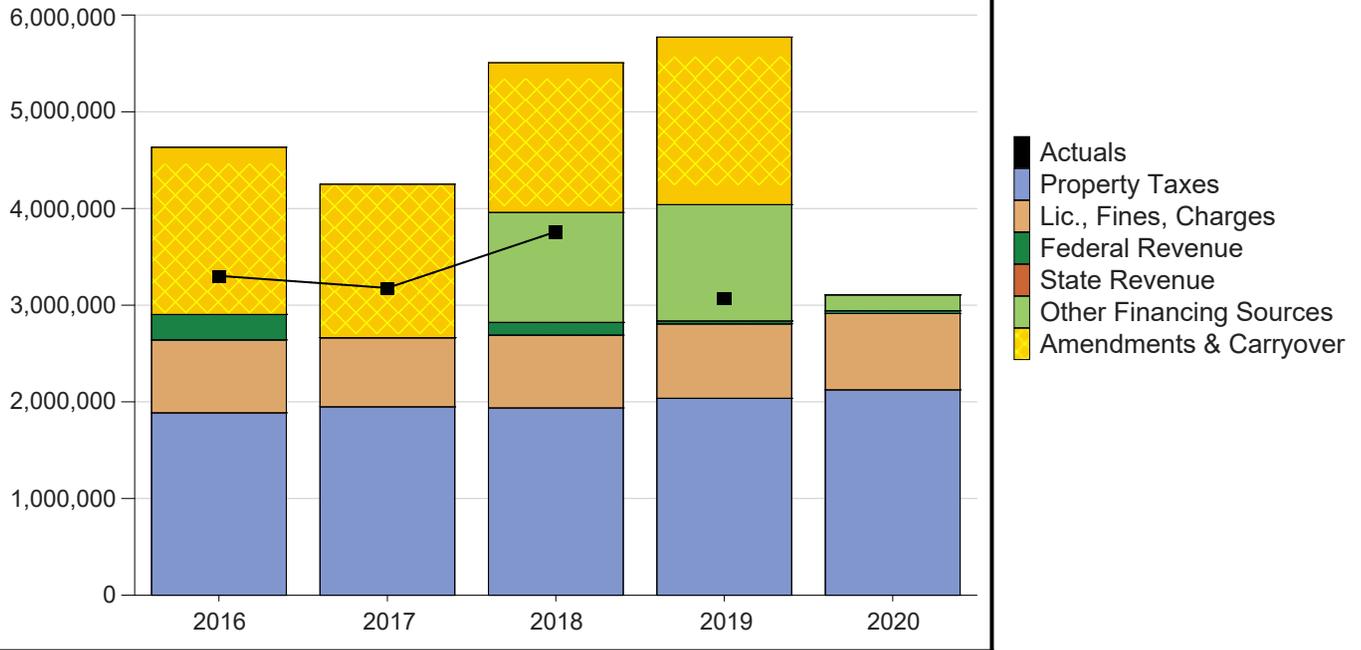
- Implement Enterprise Risk Management (ERM) Program Countywide and Develop Risk Register
- Conduct Radiological Emergency Plan Exercise and support Public Health Mass Dispensing Exercise
- Complete Training and Exercise with Emergency Support Functions in the EOC
- Conduct Departmental Level Drills and Cyber Security Tabletop Exercises
- Coordinate with Capital Planning to Implement Roof Edge Fall Protection Equipment
- Develop E-Learning Safety for Supervisors Class and Field Work Safety Class
- Review and Update AWAIR (A Workplace Accident and Injury Reduction) Program
- Complete Actuarial Analysis of Liability Claims
- Update Insurance Terms and Contract Manual to Reflect Market Changes (Cyber, Drones, Sex Abuse)
- Develop and Deploy Claims Training for Supervisors
- Purchase and Deploy Mobile Radios for the Sheriff's Office
- Develop Spares Equipment Strategy and Purchase Equipment for Radio Site GPS Timing

OFFICE OF RISK MANAGEMENT

Budget At A Glance

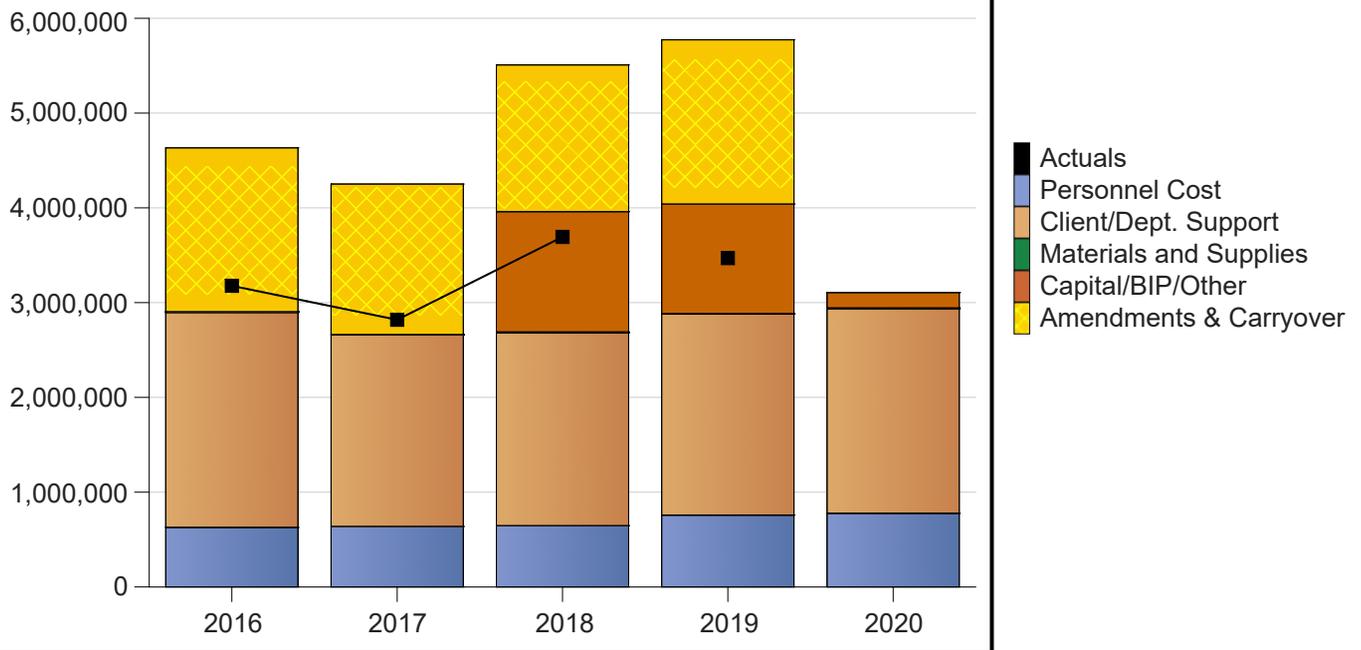
|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$2,903,629  | \$2,664,143  | \$3,959,107  | \$4,039,697  | \$3,107,362      |

Where it Comes From



|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$2,903,629  | \$2,664,143  | \$3,959,107  | \$4,039,697  | \$3,107,362      |

Where it Goes



FTE (Budgeted)

|      |      |      |      |
|------|------|------|------|
| 6.00 | 6.00 | 7.00 | 7.00 |
|------|------|------|------|

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 633,197          | 674,991          | 758,083          | 777,023          |
|                 | Client/Dept. Support    | 1,571,201        | 2,367,429        | 2,119,543        | 2,157,629        |
|                 | Materials and Supplies  | 14,861           | 8,640            | 9,276            | 9,462            |
|                 | Capital/BIP/Other       | 599,520          | 642,142          | 1,152,795        | 163,248          |
|                 | <b>Total</b>            | <b>2,818,779</b> | <b>3,693,202</b> | <b>4,039,697</b> | <b>3,107,362</b> |
| <b>Revenues</b> | Property Taxes          | 1,889,886        | 1,971,603        | 2,036,464        | 2,123,882        |
|                 | Lic., Fines, Charges    | 672,462          | 903,981          | 769,752          | 789,372          |
|                 | Federal Revenue         | 529,713          | 598,425          | 30,000           | 30,000           |
|                 | State Revenue           | 876              | 429              | 0                | 0                |
|                 | Other Financing Sources | 85,110           | 285,212          | 1,203,481        | 164,108          |
| <b>Total</b>    | <b>3,178,047</b>        | <b>3,759,650</b> | <b>4,039,697</b> | <b>3,107,362</b> |                  |

2020 Recommended Requests

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 156,108 | 156,108 | 0    |

**Budget Planning Summary (Board Version)**  
**OFFICE OF RISK MANAGEMENT**  
**As of 2019-11-01 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 500,173          | 533,872          | 589,065          | 14,598                    | 603,663              | 2.5%                     | 0                        | 603,663              | 2.5%                     |
| BENEFITS                              | 123,336          | 125,278          | 149,433          | 3,951                     | 153,384              | 2.6%                     | 0                        | 153,384              | 2.6%                     |
| DEPT/COUNTY SUPPORT                   | 1,384,813        | 2,168,345        | 1,986,462        | 25,423                    | 2,011,885            | 1.3%                     | 0                        | 2,011,885            | 1.3%                     |
| TRAVEL/TRAINING                       | 9,686            | 15,840           | 19,585           | 391                       | 19,976               | 2.0%                     | 0                        | 19,976               | 2.0%                     |
| OFFICE SUPPORT                        | 14,862           | 8,640            | 9,276            | 186                       | 9,462                | 2.0%                     | 0                        | 9,462                | 2.0%                     |
| MATERIALS/SUPPLIES                    | 82,553           | 89,178           | 102,481          | 12,051                    | 114,532              | 11.8%                    | 0                        | 114,532              | 11.8%                    |
| CITIZEN/CLIENT RELATED SERVICE        | 103,834          | 109,906          | 30,600           | 612                       | 31,212               | 2.0%                     | 0                        | 31,212               | 2.0%                     |
| INTERDEPARTMENTAL                     | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 599,520          | 642,141          | 1,152,795        | -1,145,655                | 7,140                | -99.4%                   | 156,108                  | 163,248              | -85.8%                   |
| <b>Total Expenditures</b>             | <b>2,818,778</b> | <b>3,693,200</b> | <b>4,039,697</b> | <b>-1,088,443</b>         | <b>2,951,254</b>     | <b>-26.9%</b>            | <b>156,108</b>           | <b>3,107,362</b>     | <b>-23.1%</b>            |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| OTHER TAXES                           | 9,943            | 10,531           | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CHARGES FOR SERVICES                  | 477,704          | 586,401          | 554,233          | 19,620                    | 573,853              | 3.5%                     | 0                        | 573,853              | 3.5%                     |
| OTHER REVENUES                        | 194,759          | 317,580          | 215,519          | 0                         | 215,519              | 0.0%                     | 0                        | 215,519              | 0.0%                     |
| FEDERAL REVENUE                       | 529,712          | 598,424          | 30,000           | 0                         | 30,000               | 0.0%                     | 0                        | 30,000               | 0.0%                     |
| STATE REVENUE                         | 876              | 429              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 0                | 0                | 8,000            | 0                         | 8,000                | 0.0%                     | 0                        | 8,000                | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                | 0                | 1,195,481        | -1,195,481                | 0                    | -100.0%                  | 156,108                  | 156,108              | -86.9%                   |
| <b>Total Non-Levy Funding Sources</b> | <b>1,212,994</b> | <b>1,513,364</b> | <b>2,003,233</b> | <b>-1,175,861</b>         | <b>827,372</b>       | <b>-58.7%</b>            | <b>156,108</b>           | <b>983,480</b>       | <b>-50.9%</b>            |
| PROPERTY TAXES                        | 1,879,944        | 1,961,073        | 2,036,464        | 87,418                    | 2,123,882            | 4.3%                     | 0                        | 2,123,882            | 4.3%                     |
| <b>Total Funding Sources</b>          | <b>3,092,938</b> | <b>3,474,438</b> | <b>4,039,697</b> | <b>-1,088,443</b>         | <b>2,951,254</b>     | <b>-26.9%</b>            | <b>156,108</b>           | <b>3,107,362</b>     | <b>-23.1%</b>            |

**Significant Changes from 2019 Adopted Budget - Expenses**

Materials/Supplies - Reallocation of MHz expenses (from Dept/County Support)

Capital, Debt, Other Financing - Adjustment to 800 MHz CEP budget based on projected needs

**Significant Changes from 2019 Adopted Budget - Revenues**

Charges for Services - Increase in Radio Subscriber fees to match expenses

Other Financing Sources - Adjustment to 800 MHz CEP budget based on projected needs

## Risk Management Programs/Services

| Programs                                  | Estimated allocation 2020* |                    |                    |
|---|----------------------------|--------------------|--------------------|
|   | FTEs                       | Budget             | Levy               |
| 800 MHz Support                           | 2.2                        | \$703,073          | \$21,177           |
| Emergency Management                      | 0.8                        | \$80,737           | \$76,237           |
| Homeland Security Planning & Coordination | 0.9                        | \$89,708           | \$84,708           |
| Insurance and Claims Management           | 1.4                        | \$1,861,211        | \$1,735,985        |
| Loss Control                              | 1.3                        | \$162,700          | \$154,950          |
| Risk Analysis                             | 0.5                        | \$53,825           | \$50,825           |
| <b>Total</b>                              | <b>7.0</b>                 | <b>\$2,951,254</b> | <b>\$2,123,882</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.



**Request Description:** Continue 5-Year Plan to Upgrade 800 MHz

**How will this request be used?**

Funding will be used to pay contract costs with MNDOT/Motorola under the terms of the SUA 2 Plus maintenance agreement and continue the gradual replacement of 800 MHz radio and infrastructure equipment as it nears end of life. See attachment for 5 year CEP plan. Major components of the 2020 spending plan include replacement of: Mobile radios used by Sheriff's Office staff, HVAC equipment, ground system testing, and timing units that control the simulcast function of the subsystem.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

The mobile radios used by the Dakota County Sheriff's Office will have 12 years of field use prior to replacement. The new radios will also include an encryption feature to prevent monitoring of tactical operations by others.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

1,998 Radio Users 3,454,501 radio communications annually

**How well did you do it? Or how will you measure the quality of the work/resource?**

# of system busy signals – 24 for 34 seconds total

How would you rate the overall performance of the 800 MHz radio system in Dakota County (1-5 scale)

80 percent of respondents reported they were very satisfied or satisfied with the 800 MHz Radio System.

**Is anyone better off? Or how will you measure the impact?**

Radio users are dispatched to appropriate emergencies in a timely fashion and can talk to each other to coordinate the response to an event. Fire/EMS Events – 27,021 Law Enforcement Events – 311,516

**Program/Service(s) that request is intended to support:**

800 MHz

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Further Development to Microsoft Azure Cloud
  - Participate in Microsoft's Fast Track program to plan, development and implement move to Azure
- Staff Recruitment and retention; further implementation of internship program
- Develop and implement a new joint powers agreement for the both CJN and the Dakota County Law Enforcement Agencies (DCLEA) joint power board
- Implementation of CJN's 2019 workplan:
  - eForms NIBRS upgrade
  - eBriefing redesign and upgrade
  - eFile/Serve integration with Courts
  - Accurint Crime Center
  - Work with body camera vendors on integration options between law enforcement and County Attorney's Office
  - Data Practices Review with County Attorney's Office
  - Enterprise Risk Management Workshop
  - Support of ProPhoenix records management system for law enforcement
- Ongoing CJN infrastructure support and maintenance:
  - Upgrade of all CJN servers
  - Upgrade BizTalk Integration Hub
  - Monthly Microsoft updates for CJN infrastructure
- Increase agency participation by adding eForms services for the St. Paul Police Department in addition to receiving funding for 1.0 FTE and \$360,000 of funding to enhance eForms for NIBRS implementation

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- .1 FTE CJN Manager (Make .9 FTE a 1.0 FTE) - \$17,834 Agency Revenue

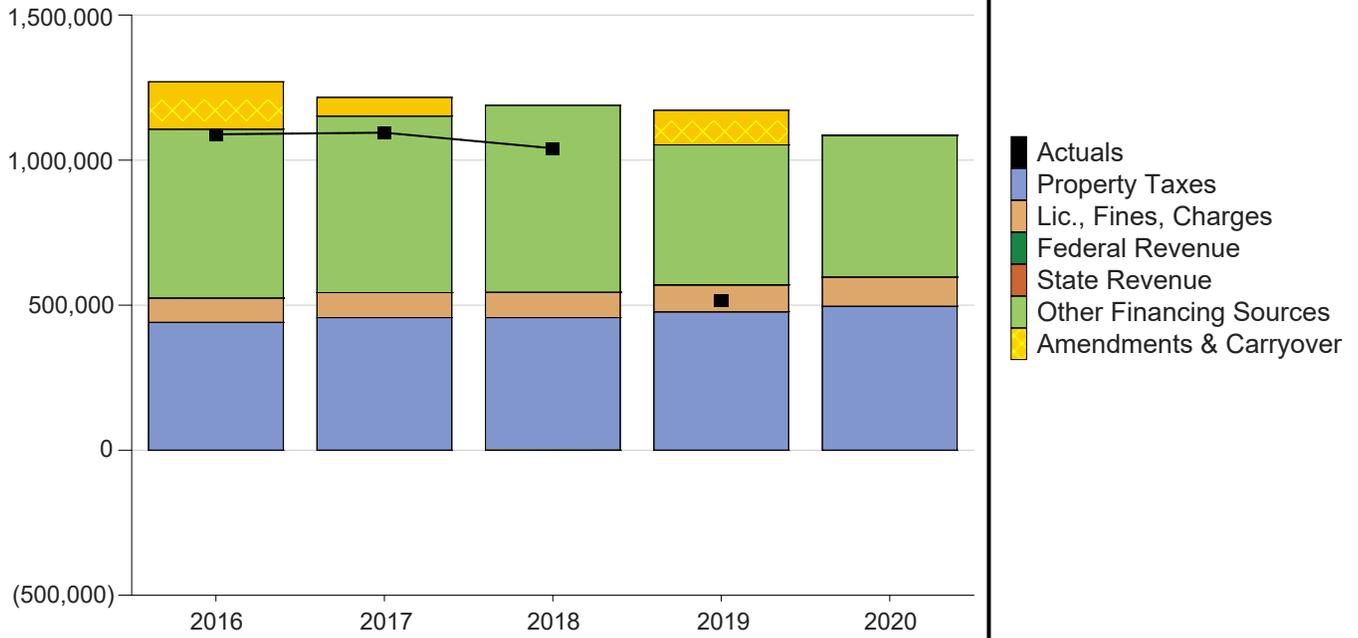
## 2020 SIGNIFICANT PLANS AND ISSUES

- Significant downtime events during 2018 and 2019 caused major disruptions to our services and result in questions from our partner agencies; these downtime events reinforce the importance of moving CJN's infrastructure to the more robust features of the Azure Cloud. This move is a significant undertaking requiring time, resources, and professional expertise.
- Continued hiring for analysts/developers remains a challenge. CJN added one new staff in 2019, continued its summer intern program and will begin recruitment to fill additional open positions. This requires significant time and effort from CJN staff with little recruitment support.
- Delays in implementation of the new joint powers agreement have created significant tension among the County and CJN partners. Furthering this effort will require resources, time and cooperation among the partners.
- Constant technological change requires ongoing updating of CJN applications and services. In addition, finding time for ongoing learning opportunities and training is difficult to find.
- Increasing administrative support limits the CJN Manager, business analyst, and programmers from doing the jobs they are assigned to do and are appropriate for their job class.
- Successfully implement eForms for the Saint Paul Police Department

**CJIN**  
**Budget At A Glance**

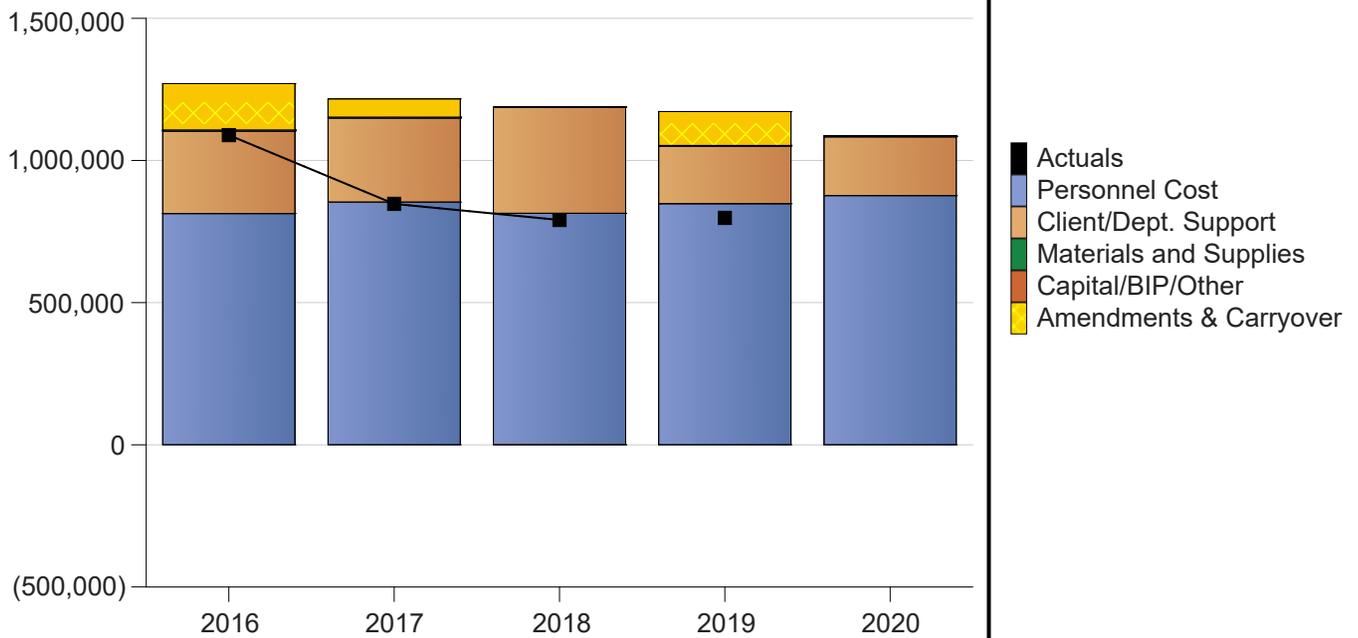
|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$1,106,608  | \$1,151,817  | \$1,189,029  | \$1,052,683  | \$1,085,151      |

**Where it Comes From**



|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$1,106,608  | \$1,151,817  | \$1,189,029  | \$1,052,683  | \$1,085,151      |

**Where it Goes**



**FTE (Budgeted)**

|      |      |      |      |
|------|------|------|------|
| 6.90 | 6.90 | 6.90 | 7.00 |
|------|------|------|------|

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 649,258          | 660,902          | 848,081          | 876,457          |
|                 | Client/Dept. Support    | 191,521          | 117,969          | 202,765          | 206,820          |
|                 | Materials and Supplies  | 1,693            | 1,207            | 1,837            | 1,874            |
|                 | Capital/BIP/Other       | 4,800            | 10,560           | 0                | 0                |
|                 | <b>Total</b>            | <b>847,272</b>   | <b>790,638</b>   | <b>1,052,683</b> | <b>1,085,151</b> |
| <b>Revenues</b> | Property Taxes          | 472,719          | 456,432          | 476,912          | 496,153          |
|                 | Lic., Fines, Charges    | 86,134           | 87,349           | 93,477           | 100,920          |
|                 | Federal Revenue         | 0                | 0                | 0                | 0                |
|                 | State Revenue           | 0                | 0                | 0                | 0                |
|                 | Other Financing Sources | 535,896          | 497,143          | 482,294          | 488,078          |
| <b>Total</b>    | <b>1,094,749</b>        | <b>1,040,924</b> | <b>1,052,683</b> | <b>1,085,151</b> |                  |

**2020 Recommended Requests**

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.10 | 17,834  | 17,834  | 0    |

**Budget Planning Summary (Board Version)**  
**CJN**  
**As of 2019-10-25 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 512,293          | 515,293          | 663,872          | 9,650                     | 673,522              | 1.5%                     | 13,689                   | 687,211              | 3.5%                     |
| BENEFITS                              | 121,622          | 133,918          | 173,383          | -3,325                    | 170,058              | -1.9%                    | 4,145                    | 174,203              | 0.5%                     |
| DEPT/COUNTY SUPPORT                   | 191,520          | 117,969          | 202,765          | 4,055                     | 206,820              | 2.0%                     | 0                        | 206,820              | 2.0%                     |
| TRAVEL/TRAINING                       | 15,345           | 11,690           | 10,826           | 4,217                     | 15,043               | 39.0%                    | 0                        | 15,043               | 39.0%                    |
| OFFICE SUPPORT                        | 1,692            | 1,207            | 1,837            | 37                        | 1,874                | 2.0%                     | 0                        | 1,874                | 2.0%                     |
| INTERDEPARTMENTAL                     | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 4,800            | 10,560           | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| TRANSFERS TO OTHER COUNTY FUNDS       | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Expenditures</b>             | <b>847,272</b>   | <b>790,636</b>   | <b>1,052,683</b> | <b>14,634</b>             | <b>1,067,317</b>     | <b>1.4%</b>              | <b>17,834</b>            | <b>1,085,151</b>     | <b>3.1%</b>              |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 86,134           | 87,349           | 93,477           | 7,443                     | 100,920              | 8.0%                     | 0                        | 100,920              | 8.0%                     |
| OTHER REVENUES                        | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| FEDERAL REVENUE                       | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 535,897          | 497,143          | 523,379          | 43,348                    | 566,727              | 8.3%                     | 17,834                   | 584,561              | 11.7%                    |
| OTHER FINANCING SOURCES               | 0                | 0                | -41,085          | -55,398                   | -96,483              | 134.8%                   | 0                        | -96,483              | 134.8%                   |
| <b>Total Non-Levy Funding Sources</b> | <b>622,030</b>   | <b>584,492</b>   | <b>575,771</b>   | <b>-4,607</b>             | <b>571,164</b>       | <b>-0.8%</b>             | <b>17,834</b>            | <b>588,998</b>       | <b>2.3%</b>              |
| PROPERTY TAXES                        | 472,719          | 456,432          | 476,912          | 19,241                    | 496,153              | 4.0%                     | 0                        | 496,153              | 4.0%                     |
| <b>Total Funding Sources</b>          | <b>1,094,749</b> | <b>1,040,924</b> | <b>1,052,683</b> | <b>14,634</b>             | <b>1,067,317</b>     | <b>1.4%</b>              | <b>17,834</b>            | <b>1,085,151</b>     | <b>3.1%</b>              |

**Significant Changes from 2019 Adopted Budget - Expenses**

Travel/Training - increase for Record Management System (RMS) funded by agency revenue.

**Significant Changes from 2019 Adopted Budget - Revenues**

CJN Operations is being funded 60% County Levy, 40% Other Agencies

Other Financing Sources negative budget is the result of RMS contributing to fund balance.

## Criminal Justice Network Programs/Services

| Programs                            | Estimated allocation 2020* |                    |                  |
|-------------------------------------|----------------------------|--------------------|------------------|
|                                     | FTEs                       | Budget             | Levy             |
| Application Development/Management  | 3.1                        | \$363,333          | \$223,269        |
| Records Management                  | 2.0                        | \$490,598          | \$141,758        |
| User Support/Help Desk and Training | 1.8                        | \$213,386          | \$131,126        |
| <b>Total</b>                        | <b>6.9</b>                 | <b>\$1,067,317</b> | <b>\$496,153</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.



**Request Description:**

.10 CJN Manager (Make .9 FTE a 1.0 FTE)

**How will this request be used?**

The CJN Manager position will be increased from 0.9 to 1.0 FTE, needed to support the management of the CJN Office and the DCLEA joint powers organization and the impending new merged joint powers organization.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

CJN supports criminal justice agencies that have many mandates to perform.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

The increase of 0.1 FTE will allow the CJN Manager to increase the time spent in managing staff, workload, customer relations, financial management and various management/administrative functions.

***How well did you do it? Or how will you measure the quality of the work/resource?***

Improved management of staff workloads to improve the timeliness of CJN projects, improved relationship with CJN customers and opportunities to add new customers, improved ability to recruit and retain employees and improved management of CJN financial resources.

***Is anyone better off? Or how will you measure the impact?***

Increasing the CJN Manager position to 1.0 from .9 can be measure by surveying partner agency leadership on the CJN Managers accomplishments for the year.

***Program/Service(s) that request is intended to support:***

CJN Office and DCLEA Board

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Windows 10 Project
- SQL 2008 Phaseout
- Multi-factor Authentication
- File Server Restructure
- Mobile App
- Video Conference Room Upgrade
- Change Management Implementation
- Completed I-Net Gap Projects
- Operationalized Dakota Broadband Board
- Data Center Remodel

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- Additional Data Storage - \$600,000 Fund Balance
- Business Intelligence Analyst - \$103,966 Levy
- Virtual Desktop Infrastructure (VDI) Replacement - \$350,000 Fund Balance

## 2020 SIGNIFICANT PLANS AND ISSUES

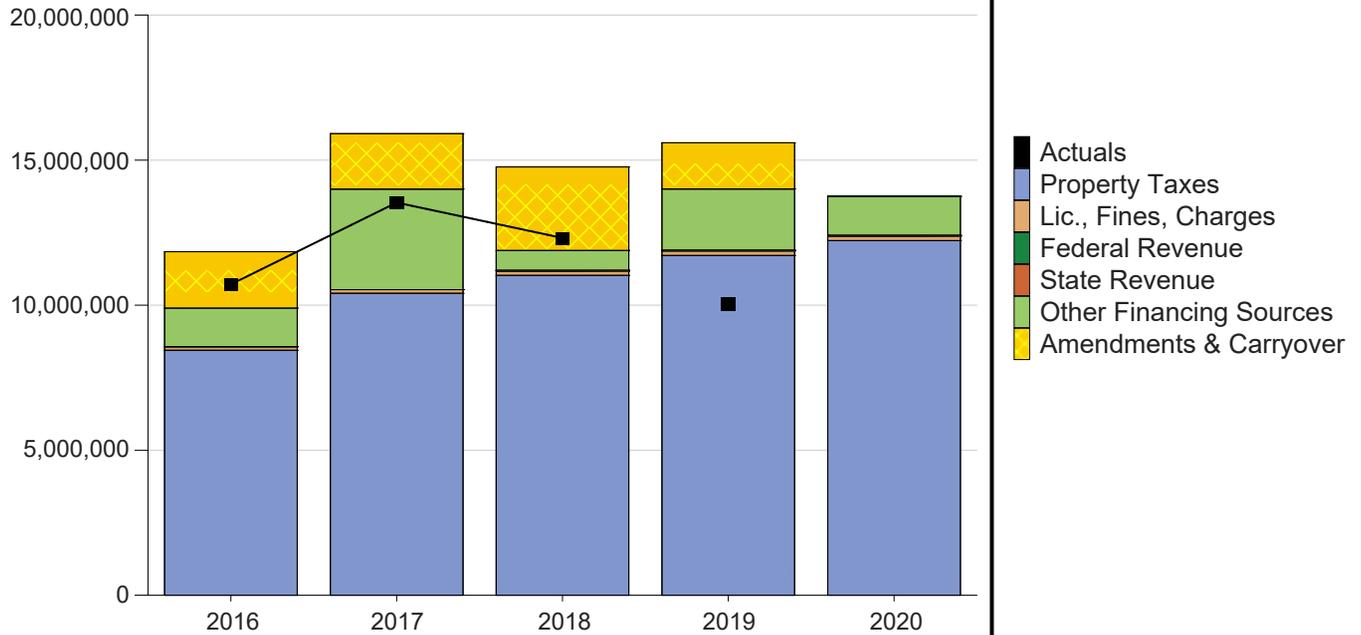
- 2020 Enterprise Server Upgrade - Storage
- DCL Integration
- Enterprise Conference Recording
- Complete Agenda Management (SIRE Replacement) Project
- Complete Contract Management Project
- Complete OneSolution 19.2 Upgrade
- Complete USB Lockdown
- Complete Unified Communications Telephony Project
- Complete Privileged Access Management System
- Service Management System
- Update Service Level Agreements
- Nexgen 911 enhancements for public safety

**INFORMATION TECHNOLOGY**

**Budget At A Glance**

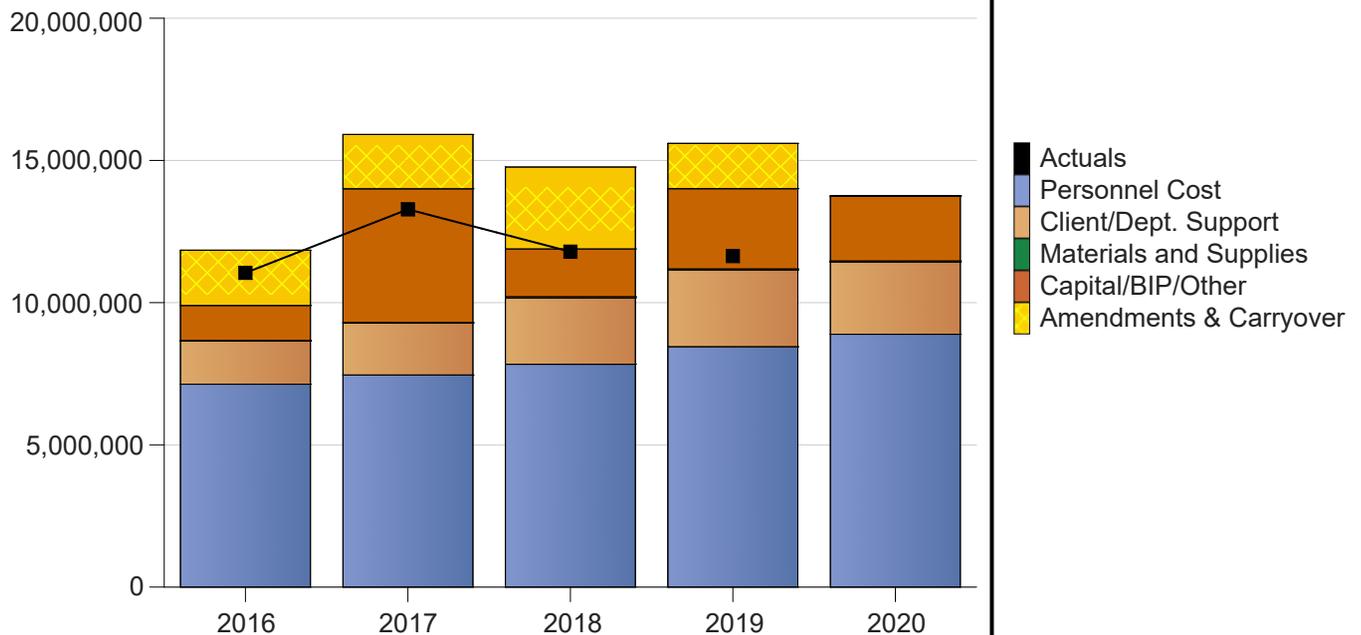
|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$9,898,631  | \$14,000,916 | \$11,885,739 | \$14,005,804 | \$13,750,291     |

**Where it Comes From**



|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$9,898,631  | \$14,000,916 | \$11,885,739 | \$14,005,804 | \$13,750,291     |

**Where it Goes**



**FTE (Budgeted)**

|       |       |       |       |
|-------|-------|-------|-------|
| 65.00 | 66.00 | 68.00 | 69.00 |
|-------|-------|-------|-------|

|                 |                         | 2017 Actual       | 2018 Actual       | 2019 Budget       | 2020 Recommended  |
|-----------------|-------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Expenses</b> | Personnel Costs         | 7,847,451         | 7,895,621         | 8,447,966         | 8,888,834         |
|                 | Client/Dept. Support    | 1,905,786         | 2,083,641         | 2,702,756         | 2,542,355         |
|                 | Materials and Supplies  | 26,670            | 28,254            | 31,193            | 31,817            |
|                 | Capital/BIP/Other       | 3,499,599         | 1,784,143         | 2,823,889         | 2,287,285         |
|                 | <b>Total</b>            | <b>13,279,506</b> | <b>11,791,659</b> | <b>14,005,804</b> | <b>13,750,291</b> |
| <b>Revenues</b> | Property Taxes          | 10,851,914        | 11,212,474        | 11,713,669        | 12,226,569        |
|                 | Lic., Fines, Charges    | 208,970           | 176,479           | 160,100           | 160,100           |
|                 | Federal Revenue         | 0                 | 0                 | 0                 | 0                 |
|                 | State Revenue           | 25,000            | 25,000            | 25,000            | 25,000            |
|                 | Other Financing Sources | 2,451,988         | 902,444           | 2,107,035         | 1,338,622         |
|                 | <b>Total</b>            | <b>13,537,872</b> | <b>12,316,397</b> | <b>14,005,804</b> | <b>13,750,291</b> |

**2020 Recommended Requests**

| FTE  | Expense   | Revenue | Levy    |
|------|-----------|---------|---------|
| 1.00 | 1,053,966 | 950,000 | 103,966 |

**Budget Planning Summary (Board Version)  
INFORMATION TECHNOLOGY  
As of 2019-10-28 (Includes OPS)**

|                                       | 2017 Actual       | 2018 Actual       | 2019 Adopted (A)  | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|-------------------|-------------------|-------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 6,030,166         | 6,061,911         | 6,483,530         | 228,009                   | 6,711,539            | 3.5%                     | 69,113                   | 6,780,652            | 4.6%                     |
| BENEFITS                              | 1,729,239         | 1,745,362         | 1,921,921         | 115,758                   | 2,037,679            | 6.0%                     | 26,271                   | 2,063,950            | 7.4%                     |
| DEPT/COUNTY SUPPORT                   | 1,905,786         | 2,083,597         | 2,699,240         | -164,822                  | 2,534,418            | -6.1%                    | 4,351                    | 2,538,769            | -5.9%                    |
| TRAVEL/TRAINING                       | 88,044            | 88,344            | 42,515            | 850                       | 43,365               | 2.0%                     | 867                      | 44,232               | 4.0%                     |
| OFFICE SUPPORT                        | 26,671            | 28,253            | 31,193            | 624                       | 31,817               | 2.0%                     | 0                        | 31,817               | 2.0%                     |
| MATERIALS/SUPPLIES                    | 0                 | 45                | 3,516             | 70                        | 3,586                | 2.0%                     | 0                        | 3,586                | 2.0%                     |
| INTERDEPARTMENTAL                     | 48,070            | -58,984           | 1                 | 0                         | 1                    | 0.0%                     | 0                        | 1                    | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 3,451,530         | 1,843,127         | 2,823,888         | -1,489,968                | 1,333,920            | -52.8%                   | 953,364                  | 2,287,284            | -19.0%                   |
| <b>Total Expenditures</b>             | <b>13,279,506</b> | <b>11,791,655</b> | <b>14,005,804</b> | <b>-1,309,479</b>         | <b>12,696,325</b>    | <b>-9.3%</b>             | <b>1,053,966</b>         | <b>13,750,291</b>    | <b>-1.8%</b>             |
| <b>Funding Sources</b>                |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 151,658           | 139,521           | 160,100           | 0                         | 160,100              | 0.0%                     | 0                        | 160,100              | 0.0%                     |
| OTHER REVENUES                        | 57,312            | 36,957            | 0                 | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| FEDERAL REVENUE                       | 0                 | 0                 | 0                 | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 25,000            | 25,000            | 25,000            | 0                         | 25,000               | 0.0%                     | 0                        | 25,000               | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 220,258           | 147,217           | 388,622           | 0                         | 388,622              | 0.0%                     | 0                        | 388,622              | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                 | 0                 | 1,718,413         | -1,718,413                | 0                    | -100.0%                  | 950,000                  | 950,000              | -44.7%                   |
| <b>Total Non-Levy Funding Sources</b> | <b>454,228</b>    | <b>348,695</b>    | <b>2,292,135</b>  | <b>-1,718,413</b>         | <b>573,722</b>       | <b>-75.0%</b>            | <b>950,000</b>           | <b>1,523,722</b>     | <b>-33.5%</b>            |
| PROPERTY TAXES                        | 10,851,914        | 11,212,474        | 11,713,669        | 408,934                   | 12,122,603           | 3.5%                     | 103,966                  | 12,226,569           | 4.4%                     |
| <b>Total Funding Sources</b>          | <b>11,306,142</b> | <b>11,561,169</b> | <b>14,005,804</b> | <b>-1,309,479</b>         | <b>12,696,325</b>    | <b>-9.3%</b>             | <b>1,053,966</b>         | <b>13,750,291</b>    | <b>-1.8%</b>             |

**Significant Changes from 2019 Adopted Budget - Expenses**

Dept/County Support - Decrease due to one-time increase of Consulting Budget in 2019

Capital, Debt, Other Financing - Capital budget fluctuates year to year due to one-time purchases

**Significant Changes from 2019 Adopted Budget - Revenues**

Other Financing Sources - Fund Balance for 2019 CEP requests removed in Planning Base

## Information Technology Programs/Services

| Programs                            | Estimated allocation 2020* |                     |                     |
|-------------------------------------|----------------------------|---------------------|---------------------|
|                                     | FTEs                       | Budget              | Levy                |
| Business Application Services       | 13.5                       | \$2,080,231         | \$2,059,072         |
| Business Intelligence               | 3.9                        | \$1,627,857         | \$1,621,011         |
| Computer Security                   | 3.2                        | \$1,344,378         | \$1,338,673         |
| Connectivity                        | 3.2                        | \$1,018,717         | \$964,012           |
| Content & Records Management        | 6.7                        | \$1,857,095         | \$1,845,685         |
| Desktop Support                     | 5.7                        | \$532,902           | \$524,019           |
| Electronic Communications           | 2.2                        | \$1,175,184         | \$1,152,868         |
| Geographic Information System (GIS) | 7.0                        | \$945,944           | \$868,188           |
| Help and Customer Support           | 4.7                        | \$599,257           | \$588,931           |
| Portfolio and Project Management    | 8.0                        | \$2,022,740         | \$1,699,265         |
| Supporting IT Services              | 10.2                       | \$688,883           | \$657,901           |
| <b>Total</b>                        | <b>68.0</b>                | <b>\$13,893,188</b> | <b>\$13,319,625</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.



**Request Description:**

Additional Data Storage

**How will this request be used?**

Purchase additional data storage hardware for the county's virtual host servers.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

The County's data growth has increased dramatically this past year--more than 3.3% each month. Although it's difficult to estimate storage needs beyond 6 months, based on current projections the County will need an additional 200Tb of storage in early 2020 to meet business needs for the coming year. NOTE: Much of this data growth is due to the exponential increase of file storage by the County Attorney's Office (CAO). Just one CAO file server constitutes more than 15% of all consumed data storage countywide--and is increasing 4 times faster than any other file server (at a rate of 375Gb per week or 19.5Tb annually).

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

Between January 1, 2019, and June 30, 2019, County IT managed over 400 production, backup and disaster recovery servers. Most of these are "virtual" servers running on 18 host servers consuming more than 540Tb (almost half a petabyte) of data.

***How well did you do it? Or how will you measure the quality of the work/resource?***

From January 1, 2017, and June 30, 2018, County IT maintained an average server availability rate of 99.9% and satisfied all customer requests for data storage.

***Is anyone better off? Or how will you measure the impact?***

The on-premises server and data storage environment County IT provides to county departments is more affordable, more secure and better suited to county applications than comparable commercial offerings.

***Program/Service(s) that request is intended to support:***

IT/Supporting IT Services



**Request Description:**

Business Intelligence Analyst

**How will this request be used?**

This request will be used to supplement our Cognos report development team that will have their hands full trying to keep up with the reporting demands of our Finance, Budget, and Employee Relations departments as well as addressing the growing number of requests for financial reports to support the other business areas.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

Our financial system is moving away from their proprietary reporting tool, Click Drag and Drill (CDD). Any new reports/dashboards they deliver will be done using Cognos. As such there are many reports that we will need to migrate from CDD to Cognos over time and we currently only have 1 full time person focused on Cognos report development. The demand for reports is coming not only from our Finance, Budget, and ER departments but also all of our business areas who have been asking for improved financial reporting. There are also several outstanding processes that are still in place leveraging Microsoft Access databases to meet reporting needs that have not been able to be addressed due to resource issues. Currently there are 5 reports in process, 48 pending (requested), and there is a task under way to help us determine how many of the hundreds of CDD reports that we will convert over to Cognos.

In Process:

- CIP Multi Year Summary and Detail
- CIP Multi Year Summary 2019 Forward
- CIP Project Transaction Detail
- 1099 Paid Invoices
- Audit CAFR Trial Balance Report

Pending Report Requests:

- A/R Metrics Report
- AP Drill Thru Reports - BK8000 (Bank Information)
- AP Drill Thru Reports - CM8000 (Contract Status)
- AP Drill Thru Reports - PO8001 (Purchase Order Status)

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

This position would allow us to double our current resource pool that is fully focused on report/dashboard development or another ~1500 additional hours per year. This would equate to developing 20 plus new reports and enhancing 50 plus others.

**How well did you do it? Or how will you measure the quality of the work/resource?**

We anticipate that our survey scores surrounding reporting will improve in our annual customer satisfaction survey.

**Is anyone better off? Or how will you measure the impact?**

We'll be able to compare the number of CDD reports that have been migrated over to Cognos as well as the increase in Cognos reports available to staff. With more staff we should also be able to expand the positive impact of Cognos Reporting and Dashboarding across the county.

**Program/Service(s) that request is intended to support:**

Business Intelligence



**Request Description:**

Virtual Desktop Infrastructure (VDI) Replacement

**How will this request be used?**

Conduct an assessment to determine the County's business needs for virtual desktop infrastructure. Select a suitable replacement solution for the existing VDI environment. Procure, install and migrate over to a new VDI environment. Decommission and dispose of VDI hardware that's no longer needed.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

Existing VDI environment is over 7 years old--three years beyond its life expectancy. The County no longer has enough user licenses to meet the needs of its customers. Much of the existing VDI hardware is unsupported and far beyond manufacturer's recommended use. And the overall design of the VDI environment, which was implemented in 2012, is so outdated that the VDI solutions vendor, VMware, can no longer offer certain feature upgrades.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

IT provides VDI seats to over 520 users throughout the County.

***How well did you do it? Or how will you measure the quality of the work/resource?***

Anecdotally, customers report that the VDI service had been performing well until last year. Since then they have reported multiple instances of lost service and degraded performance. IT is unable to satisfy any new requests for VDI licenses at this time.

***Is anyone better off? Or how will you measure the impact?***

Customers who use VDI highly value the flexibility, mobility and accessibility it gives to remote workers. Remote workers such as public health nurses and social workers in the field cannot effectively use the traditional VPN service, which can be far too slow to handle the large amounts of data used by their applications.

***Program/Service(s) that request is intended to support:***

IT/Desktop Support

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- **Awards and Accomplishments:**
  - Print Services project right sizing assessment completed
  - Department mission/rebranding event
- **Policy/Process Improvements:**
  - Procurement Team began processing contracts for Sheriff's Office, PS&R, Libraries and Employee Relations
  - Expanded online payment presence to allow for most non-governmental entities the ability to pay their Dakota County bill online.
- **Enterprise Resource Plans:**
  - Continue to offer Procurement Best Practices and OneSolution Module training to end users.
  - Continued success with the Managed Print Services project, resulting in accuracy and savings.

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 Recommended Requests

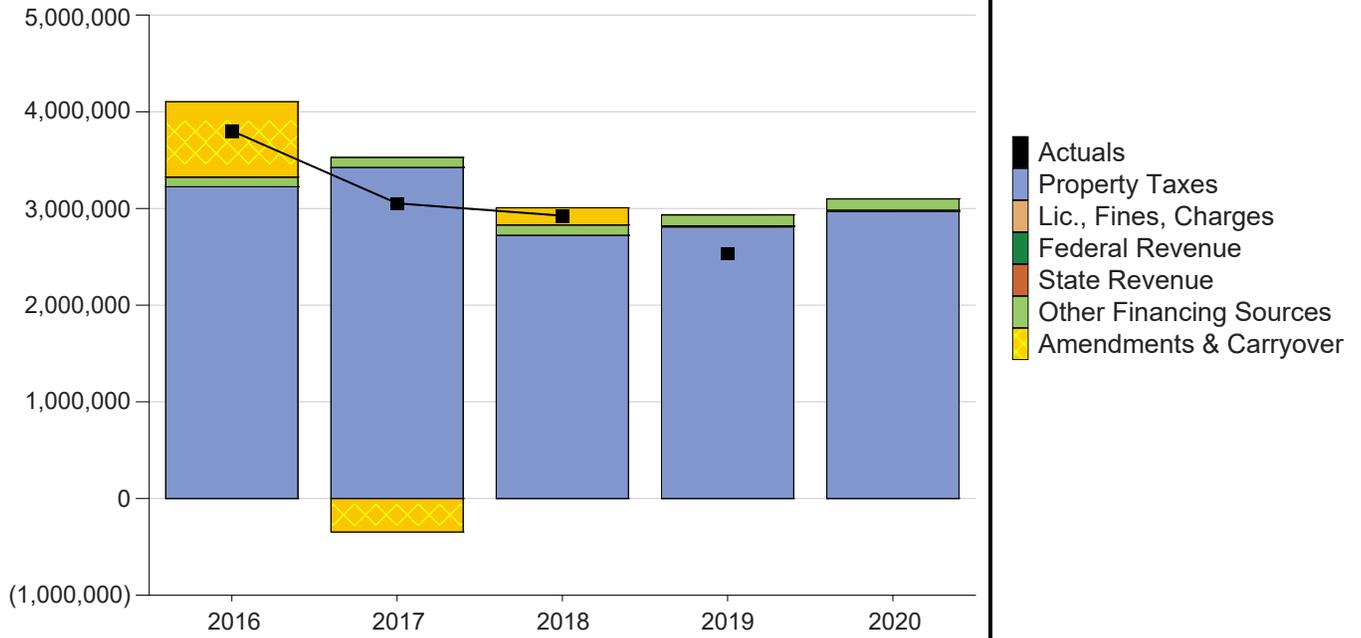
## 2020 SIGNIFICANT PLANS AND ISSUES

- Surplus Disposal Consolidation
- Continue to document staff procedures.
- One Solution/Finance Enterprise 19.2 Implementation
- Finance 101 Training/Outreach
- Implement account receivables process improvements
- Expand credit card acceptance at all Service and License Centers

**FINANCE**  
**Budget At A Glance**

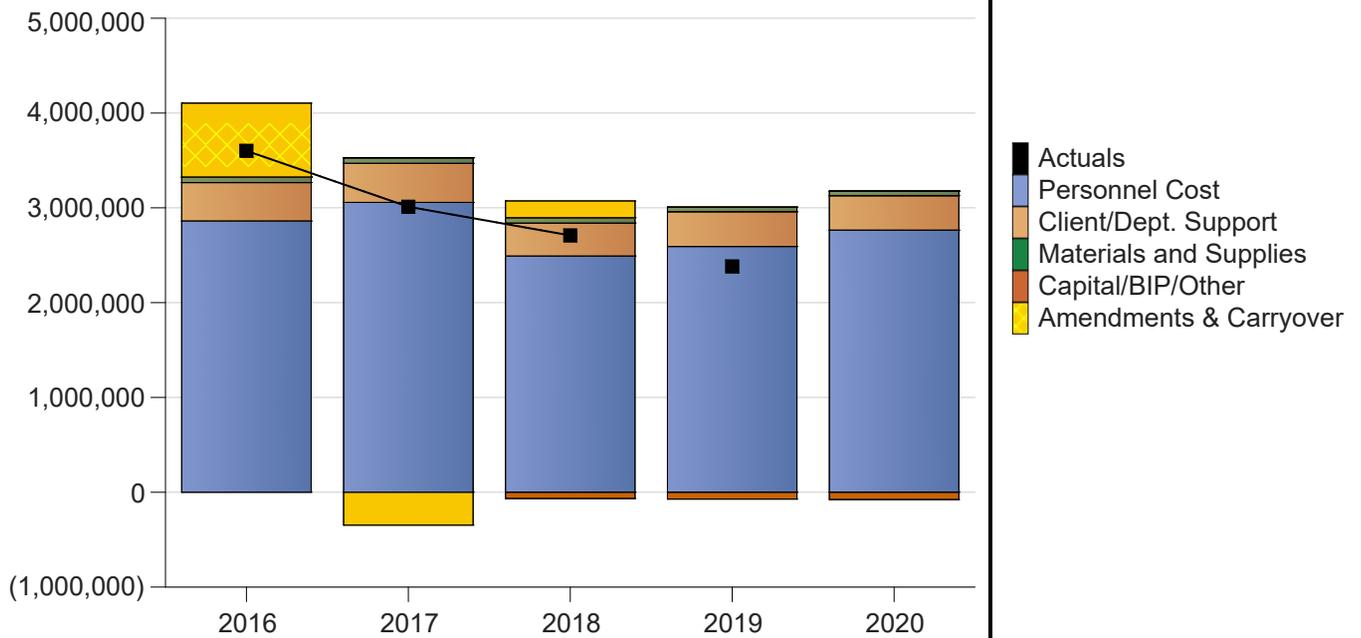
|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$3,324,339  | \$3,527,975  | \$2,829,324  | \$2,933,911  | \$3,099,939      |

**Where it Comes From**



|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$3,324,339  | \$3,527,975  | \$2,829,324  | \$2,933,911  | \$3,099,939      |

**Where it Goes**



**FTE (Budgeted)**

|       |       |       |       |
|-------|-------|-------|-------|
| 35.00 | 28.00 | 28.00 | 28.00 |
|-------|-------|-------|-------|

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 2,365,676        | 2,308,487        | 2,592,459        | 2,764,477        |
|                 | Client/Dept. Support    | 566,123          | 396,121          | 366,647          | 363,576          |
|                 | Materials and Supplies  | 73,753           | 53,990           | 47,251           | 48,196           |
|                 | Capital/BIP/Other       | 5,632            | (49,785)         | (72,446)         | (76,310)         |
|                 | <b>Total</b>            | <b>3,011,184</b> | <b>2,708,813</b> | <b>2,933,911</b> | <b>3,099,939</b> |
| <b>Revenues</b> | Property Taxes          | 2,772,875        | 2,738,301        | 2,809,794        | 2,969,648        |
|                 | Lic., Fines, Charges    | 22,763           | 17,006           | 12,000           | 12,000           |
|                 | Other Financing Sources | 257,631          | 169,967          | 112,117          | 118,291          |
|                 | <b>Total</b>            | <b>3,053,269</b> | <b>2,925,274</b> | <b>2,933,911</b> | <b>3,099,939</b> |

**2020 Recommended Requests**

|            |                |                |             |
|------------|----------------|----------------|-------------|
| <b>FTE</b> | <b>Expense</b> | <b>Revenue</b> | <b>Levy</b> |
| 0.00       | 0              | 0              | 0           |

**Budget Planning Summary (Board Version)**  
**FINANCE**  
**As of 2019-10-31 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 1,778,442        | 1,746,037        | 1,940,837        | 102,981                   | 2,043,818            | 5.3%                     | 0                        | 2,043,818            | 5.3%                     |
| BENEFITS                              | 573,243          | 552,561          | 640,911          | 68,823                    | 709,734              | 10.7%                    | 0                        | 709,734              | 10.7%                    |
| DEPT/COUNTY SUPPORT                   | 566,122          | 396,121          | 366,647          | -3,071                    | 363,576              | -0.8%                    | 0                        | 363,576              | -0.8%                    |
| TRAVEL/TRAINING                       | 13,991           | 9,888            | 10,711           | 214                       | 10,925               | 2.0%                     | 0                        | 10,925               | 2.0%                     |
| OFFICE SUPPORT                        | 73,752           | 53,989           | 47,251           | 945                       | 48,196               | 2.0%                     | 0                        | 48,196               | 2.0%                     |
| INTERDEPARTMENTAL                     | 0                | -62,550          | -72,446          | -3,864                    | -76,310              | 5.3%                     | 0                        | -76,310              | 5.3%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 5,632            | 12,765           | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Expenditures</b>             | <b>3,011,182</b> | <b>2,708,810</b> | <b>2,933,911</b> | <b>166,028</b>            | <b>3,099,939</b>     | <b>5.7%</b>              | <b>0</b>                 | <b>3,099,939</b>     | <b>5.7%</b>              |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 22,115           | 11,405           | 12,000           | 0                         | 12,000               | 0.0%                     | 0                        | 12,000               | 0.0%                     |
| OTHER REVENUES                        | 648              | 5,600            | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                | 0                | 112,117          | 6,174                     | 118,291              | 5.5%                     | 0                        | 118,291              | 5.5%                     |
| TRANSFERS FROM OTHER COUNTY FUNDS     | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>22,763</b>    | <b>17,006</b>    | <b>124,117</b>   | <b>6,174</b>              | <b>130,291</b>       | <b>5.0%</b>              | <b>0</b>                 | <b>130,291</b>       | <b>5.0%</b>              |
| PROPERTY TAXES                        | 2,772,875        | 2,738,301        | 2,809,794        | 159,854                   | 2,969,648            | 5.7%                     | 0                        | 2,969,648            | 5.7%                     |
| <b>Total Funding Sources</b>          | <b>2,795,638</b> | <b>2,755,306</b> | <b>2,933,911</b> | <b>166,028</b>            | <b>3,099,939</b>     | <b>5.7%</b>              | <b>0</b>                 | <b>3,099,939</b>     | <b>5.7%</b>              |

**Significant Changes from 2019 Adopted Budget - Expenses**

Benefits - Change in Employee coverage

Dept/County Support - Annual Software Maintenance moved to IT

Interdepartmental - Increase in staffing costs mostly covered by Transportation

**Significant Changes from 2019 Adopted Budget - Revenues**

Other Financing Sources - Increase in staffing cost - reimbursed by Employee Reserve

## Finance Programs/Services

| Programs   | Estimated allocation 2020* |                    |                    |
|--|----------------------------|--------------------|--------------------|
|  | FTEs                       | Budget             | Levy               |
| Accounts Payable   | 4.3                        | \$409,058          | \$389,013          |
| Accounts Receivable  | 8.7                        | \$826,835          | \$786,244          |
| Annual Audit, Financial Reports and Statements             | 2.9                        | \$438,675          | \$425,145          |
| Cash Management and Investments                            | 3.1                        | \$574,775          | \$560,493          |
| Central Payroll  | 3.2                        | \$295,514          | \$280,731          |
| Procurement and Contracting Services and Surplus Disposals | 5.8                        | \$555,082          | \$528,022          |
| <b>Total</b>   | <b>28.0</b>                | <b>\$3,099,939</b> | <b>\$2,969,648</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Began implementation of new financial reporting tool (OpenGov)
  - Integrated and enhanced new chart of accounts
  - Developed CIP project template
  - Began creation of 5 year CIP
- Developed monthly and quarterly financial projection and budget reporting models for Senior Leaders and County Board
- Continued collaboration with IT to develop, redesign, and deploy new Budget Reports and migrate budget data to data warehouse
- Received Government Finance Officers Association award for 2019 budget documents

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 Recommended Requests

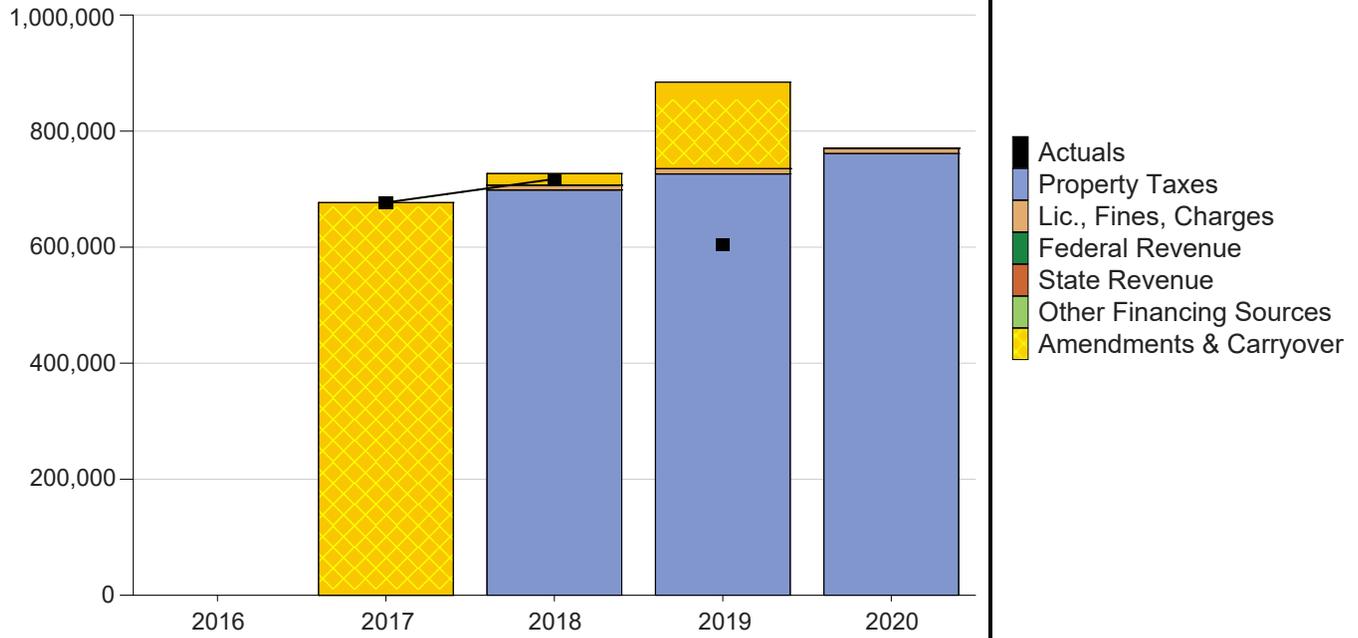
## 2020 SIGNIFICANT PLANS AND ISSUES

- Utilize OpenGov to complete the 2021 Dakota County operational budget.
  - Develop interactive reports and dashboards for end users
  - Install workflow for division/department heads and County Manager
  - Assess the possibility of further integrating Program and Service Inventory (PSI) with financials using OpenGov
- Continue performing the current planning, preparation, and analysis tasks and adding or adjusting as needed.

**BUDGET OFFICE**  
**Budget At A Glance**

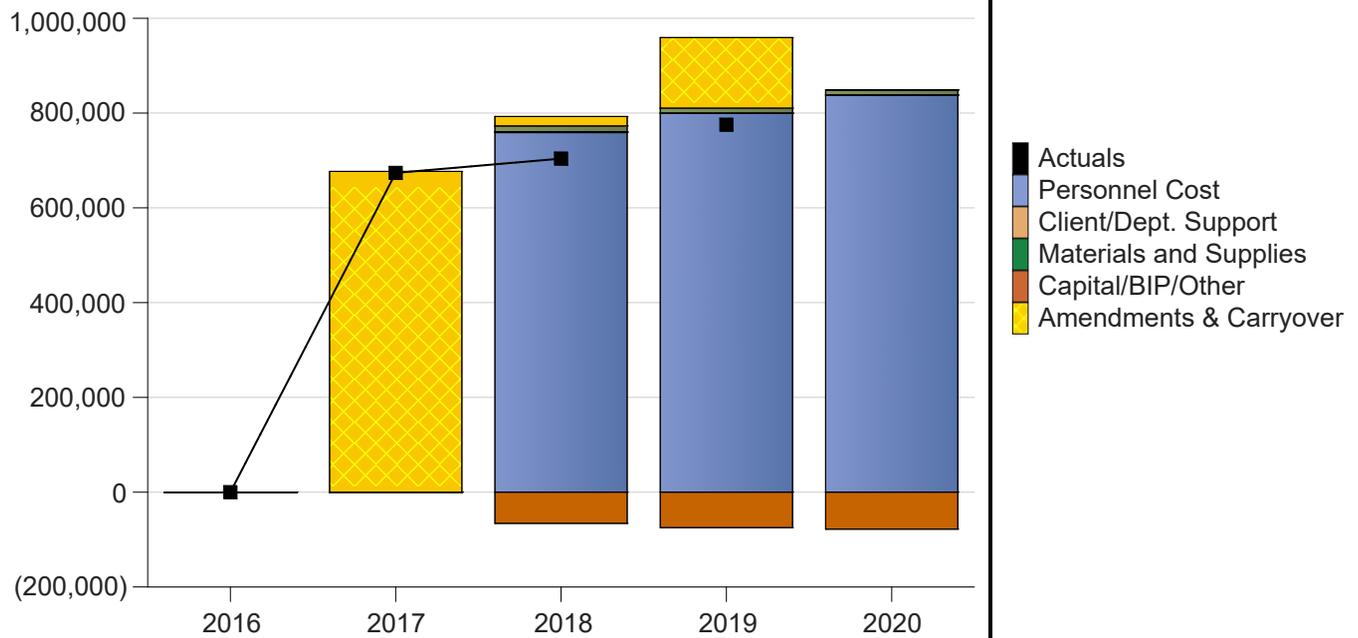
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
|--------------|--------------|--------------|--------------|------------------|
| \$0          | \$0          | \$706,927    | \$735,447    | \$770,602        |

**Where it Comes From**



| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
|--------------|--------------|--------------|--------------|------------------|
| \$0          | \$0          | \$706,927    | \$735,447    | \$770,602        |

**Where it Goes**



**FTE (Budgeted)**

0.00      8.00      8.00      8.00

|                 |                         | 2017 Actual    | 2018 Actual    | 2019 Budget    | 2020 Recommended |
|-----------------|-------------------------|----------------|----------------|----------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 668,308        | 731,931        | 799,215        | 837,388          |
|                 | Client/Dept. Support    | 635            | 1,228          | 1,002          | 1,022            |
|                 | Materials and Supplies  | 3,037          | 1,890          | 10,113         | 10,315           |
|                 | Capital/BIP/Other       | 1,732          | (31,182)       | (74,883)       | (78,123)         |
|                 | <b>Total</b>            | <b>673,712</b> | <b>703,867</b> | <b>735,447</b> | <b>770,602</b>   |
| <b>Revenues</b> | Property Taxes          | 676,911        | 717,497        | 726,255        | 761,410          |
|                 | Lic., Fines, Charges    | 0              | 0              | 9,192          | 9,192            |
|                 | State Revenue           | 0              | 0              | 0              | 0                |
|                 | Other Financing Sources | 0              | 0              | 0              | 0                |
|                 | <b>Total</b>            | <b>676,911</b> | <b>717,497</b> | <b>735,447</b> | <b>770,602</b>   |

**2020 Recommended Requests**

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**BUDGET OFFICE**  
**As of 2019-10-31 (Includes OPS)**

|                                       | 2017 Actual    | 2018 Actual    | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|----------------|----------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                |                |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 506,227        | 553,537        | 601,911          | 25,012                    | 626,923              | 4.2%                     | 0                        | 626,923              | 4.2%                     |
| BENEFITS                              | 159,570        | 174,556        | 193,239          | 13,079                    | 206,318              | 6.8%                     | 0                        | 206,318              | 6.8%                     |
| DEPT/COUNTY SUPPORT                   | 635            | 1,227          | 1,002            | 20                        | 1,022                | 2.0%                     | 0                        | 1,022                | 2.0%                     |
| TRAVEL/TRAINING                       | 2,511          | 3,837          | 4,065            | 82                        | 4,147                | 2.0%                     | 0                        | 4,147                | 2.0%                     |
| OFFICE SUPPORT                        | 3,037          | 1,889          | 10,113           | 202                       | 10,315               | 2.0%                     | 0                        | 10,315               | 2.0%                     |
| INTERDEPARTMENTAL                     | 0              | -43,398        | -74,883          | -3,240                    | -78,123              | 4.3%                     | 0                        | -78,123              | 4.3%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 1,732          | 12,216         | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Expenditures</b>             | <b>673,713</b> | <b>703,865</b> | <b>735,447</b>   | <b>35,155</b>             | <b>770,602</b>       | <b>4.8%</b>              | <b>0</b>                 | <b>770,602</b>       | <b>4.8%</b>              |
| <b>Funding Sources</b>                |                |                |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 0              | 0              | 9,192            | 0                         | 9,192                | 0.0%                     | 0                        | 9,192                | 0.0%                     |
| STATE REVENUE                         | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER FINANCING SOURCES               | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>0</b>       | <b>0</b>       | <b>9,192</b>     | <b>0</b>                  | <b>9,192</b>         | <b>0.0%</b>              | <b>0</b>                 | <b>9,192</b>         | <b>0.0%</b>              |
| PROPERTY TAXES                        | 676,911        | 717,497        | 726,255          | 35,155                    | 761,410              | 4.8%                     | 0                        | 761,410              | 4.8%                     |
| <b>Total Funding Sources</b>          | <b>676,911</b> | <b>717,497</b> | <b>735,447</b>   | <b>35,155</b>             | <b>770,602</b>       | <b>4.8%</b>              | <b>0</b>                 | <b>770,602</b>       | <b>4.8%</b>              |

**Significant Changes from 2019 Adopted Budget - Expenses**  
 Interdepartmental - Increase in staffing costs mostly covered by Transportation

**Significant Changes from 2019 Adopted Budget - Revenues**  
 No significant variances

## Budget Office Programs/Services

| <b>Programs</b>                        | <b>Planning base 2020*</b> |                  |                  |
|--|----------------------------|------------------|------------------|
|  | <b>FTEs</b>                | <b>Budget</b>    | <b>Levy</b>      |
| Budget planning & preparation          | 4.0                        | \$385,301        | \$380,705        |
| Budget projections & variance analysis | 4.0                        | \$385,301        | \$380,705        |
| <b>Total</b>                           | <b>8.0</b>                 | <b>\$770,602</b> | <b>\$761,410</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

# Physical Development

# Physical Development Division

## Program and Service Inventory

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

\*\*\*\*\*

- Physical Development Division provides 49 programs/services to its residents.
- 28 of the programs/services in the division have some degree of mandate.<sup>1</sup> These mandated services make up:
  - Budget: \$27,975,475 (57% of total division budget)
  - Levy: \$6,394,170 (26% of total division levy)
  - FTEs: 150 (61% of total division FTEs)
- Programs/services by primary Strategic Plan Goal

| County Strategic Plan Goals <sup>2</sup>         | Programs/Services | Estimated allocation 2020* |              |              |
|--|-------------------|----------------------------|--------------|--------------|
|  |                   | FTEs                       | Budget       | Levy         |
| A great place to live                            | 9                 | 88.0                       | \$12,332,845 | \$1,992,312  |
| A healthy environment with quality natural areas | 19                | 55.2                       | \$15,562,323 | \$4,064,695  |
| A successful place for business and jobs         | 1                 | 1.8                        | \$504,939    | \$0          |
| Excellence in public service                     | 20                | 100.3                      | \$20,994,508 | \$18,125,247 |

- Programs/services by department

| Departments                         | Programs/Services | Planning base 2020* |              |              |
|-------------------------------------|-------------------|---------------------|--------------|--------------|
|                                     |                   | FTEs                | Budget       | Levy         |
| Byllesby Dam                        | 1                 | 2.0                 | \$731,179    | \$0          |
| Environmental Resources             | 14                | 34.0                | \$9,694,296  | \$0          |
| Facilities - OM                     | 6                 | 51.0                | \$13,506,696 | \$12,449,138 |
| Fleet - OM                          | 5                 | 14.0                | \$3,411,583  | \$2,261,883  |
| Parks - OM                          | 4                 | 21.0                | \$5,310,485  | \$3,733,393  |
| Physical Development Administration | 5                 | 26.3                | \$2,901,191  | \$2,842,317  |
| Soil & Water District Conservation  | 1                 | 0.0                 | \$331,302    | \$331,302    |
| Transportation                      | 13                | 97.0                | \$13,507,883 | \$2,564,221  |

<sup>1</sup> Defined by the department: Departments were asked to choose the degree of mandate attached to each separate service/program.

<sup>2</sup> Departments were asked to align each program/service with a primary Strategic Plan Goal.

**Budget Planning Summary**  
**PHYSICAL DEVELOPMENT**  
As of 2019-11-04  
Includes OPS

**PHYSICAL DEVELOPMENT**

|   | 2017<br>Actual    | 2018<br>Actual    | 2019<br>Adopted   | 2020 Final<br>Plan Base | % Change<br>PY | 2020<br>Recommended<br>Budget | % Change<br>PY |
|---|-------------------|-------------------|-------------------|-------------------------|----------------|-------------------------------|----------------|
| <b>Expenditures</b>                       |                   |                   |                   |                         |                |                               |                |
| SALARIES                                  | 16,803,112        | 17,923,515        | 18,867,113        | 19,767,982              | 4.8%           | 19,872,271                    | 5.3%           |
| BENEFITS                                  | 4,806,965         | 5,071,105         | 5,573,768         | 6,001,230               | 7.7%           | 6,048,445                     | 8.5%           |
| DEPT/COUNTY SUPPORT                       | 9,129,147         | 10,625,872        | 12,110,036        | 11,583,704              | -4.3%          | 11,545,170                    | -4.7%          |
| TRAVEL/TRAINING                           | 212,165           | 260,585           | 212,962           | 240,853                 | 13.1%          | 243,895                       | 14.5%          |
| OFFICE SUPPORT                            | 331,072           | 317,105           | 297,759           | 302,981                 | 1.8%           | 302,981                       | 1.8%           |
| MATERIALS/SUPPLIES                        | 1,307,534         | 1,449,929         | 1,682,485         | 1,919,936               | 14.1%          | 1,919,936                     | 14.1%          |
| CITIZEN/CLIENT RELATED<br>SERVICE         | 4,619,913         | 4,476,885         | 6,642,074         | 6,468,744               | -2.6%          | 6,468,744                     | -2.6%          |
| INTERDEPARTMENTAL                         | -4,461,928        | -5,496,574        | -6,319,761        | -5,334,735              | -15.6%         | -5,334,735                    | -15.6%         |
| CAPITAL, DEBT, OTHER<br>FINANCING         | 2,786,787         | 2,144,870         | 2,918,186         | 2,129,904               | -27.0%         | 2,138,668                     | -26.7%         |
| TRANSFERS TO OTHER<br>COUNTY FUN          | 0                 | 0                 | 0                 | 0                       | 0.0%           | 0                             | 0.0%           |
| <b>Total Expenditures</b>                 | <b>35,534,768</b> | <b>36,773,290</b> | <b>41,984,622</b> | <b>43,080,599</b>       | <b>2.6%</b>    | <b>43,205,375</b>             | <b>2.9%</b>    |
| <b>Funding Sources</b>                    |                   |                   |                   |                         |                |                               |                |
| CHARGES FOR SERVICES                      | 9,009,178         | 10,057,716        | 8,063,750         | 9,101,047               | 12.9%          | 9,101,047                     | 12.9%          |
| OTHER REVENUES                            | 3,821,741         | 3,947,594         | 3,217,585         | 3,288,493               | 2.2%           | 3,371,330                     | 4.8%           |
| FINES AND FORFEITURES                     | 4,385             | 5,622             | 10,000            | 10,000                  | 0.0%           | 10,000                        | 0.0%           |
| LICENSES & PERMITS                        | 1,333,795         | 1,322,722         | 1,324,535         | 1,341,306               | 1.3%           | 1,341,306                     | 1.3%           |
| FEDERAL REVENUE                           | 0                 | 0                 | 0                 | 0                       | 0.0%           | 0                             | 0.0%           |
| STATE REVENUE                             | 5,485,081         | 6,381,012         | 7,610,487         | 7,912,400               | 4.0%           | 7,912,400                     | 4.0%           |
| OTHER INTERGOVERNMENTAL<br>REV            | 1,288,564         | 1,401,610         | 1,533,284         | 1,539,471               | 0.4%           | 1,539,471                     | 0.4%           |
| OTHER FINANCING SOURCES                   | 192,051           | 296,075           | -537,869          | -790,935                | 47.0%          | -790,935                      | 47.0%          |
| TRANSFERS FROM OTHER<br>COUNTY F          | 0                 | 0                 | 0                 | 0                       | 0.0%           | 0                             | 0.0%           |
| <b>Total Non-Levy Funding<br/>Sources</b> | <b>21,134,794</b> | <b>23,412,352</b> | <b>21,221,772</b> | <b>22,401,782</b>       | <b>5.6%</b>    | <b>22,484,619</b>             | <b>6.0%</b>    |
| PROPERTY TAXES                            | 20,832,048        | 20,888,410        | 20,762,850        | 20,678,817              | -0.4%          | 20,720,756                    | -0.2%          |
| <b>Total Funding Sources</b>              | <b>41,966,842</b> | <b>44,300,762</b> | <b>41,984,622</b> | <b>43,080,599</b>       | <b>2.6%</b>    | <b>43,205,375</b>             | <b>2.9%</b>    |

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Supported development and management of the division's 2020 operating and capital budget.
- Managed 12 business improvement projects in coordination with departments throughout the County.
- Staff facilitated the reporting of nine board priorities.
- Coordinating divisional social media content for four social media platforms.
- Supported nine legislative positions in the County's legislative platform.
- Through October of 2019, the Physical Development Division processed 22 Grants totaling \$6,586,279 and processed a total of 460 contracts totaling \$88,135,836.
- Tracked the development of, and proofed, 46% (333) of the total County requests for Board action for three separate Board meetings; and coordinated and conducted 12 Physical Development Committee meetings.
- Planning staff prepared 13 grants to seek federal and state funding to construct greenways and trails throughout Dakota County as identified in County Board adopted plans. Dakota County's park and greenway visitation increased by 14% since 2017.
- Staff prepared nine major plans and studies and assisted in the preparation of three others. In partnership with the Dakota County Public Health, staff administered the SHIP funding designated for Active Transportation by allocating funding for four mini-grants with cities.

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 Recommended Requests

## 2020 SIGNIFICANT PLANS AND ISSUES

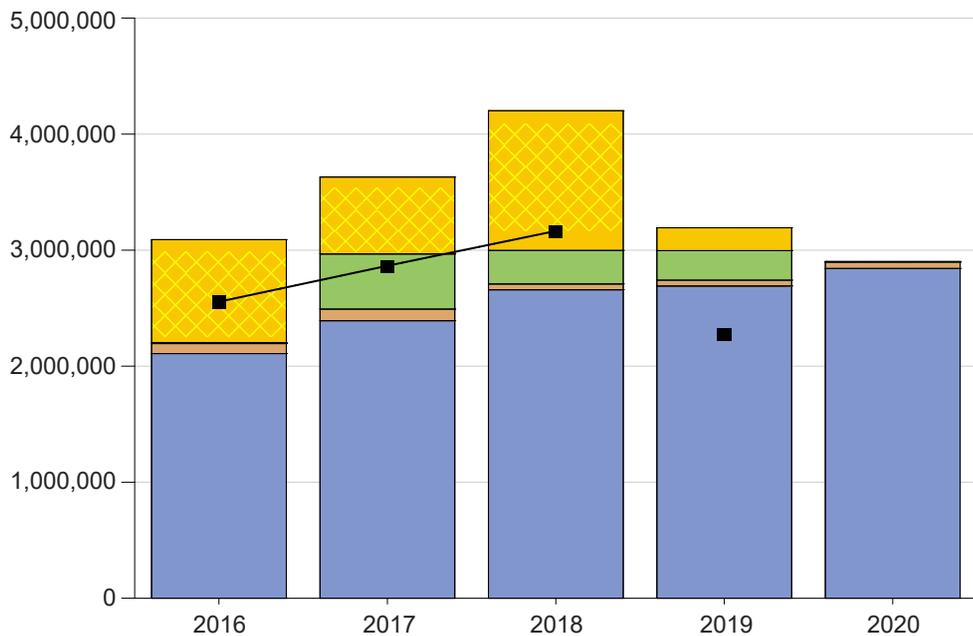
- Physical Development Division Diversity Equity and Inclusion Team (IDEA – Inclusion, Diversity, and Equity Ambassadors)
- Improved financial reporting and processes to streamline administrative workload and transparency
- Expanding technology and training resources to staff throughout the division
- Continued focus on process improvement
- Design and implement unity forms to simplify internal processes
- Cross training emphasis to ensure seamless support coverage
- Continued efforts to develop ACS staff to more effectively support programs and initiatives
- Implement DocuSign for contracts and grants as applicable
- Prepare regional solicitation grants for greenway trails and trails along County highways (2-year cycle)
- Coordinate greenway collaborative projects with cities and agencies
- Miesville Ravine Park Reserve Natural Resources Master Plan
- North Creek Greenway-Lakeville/Farmington Gaps Design Study
- North Creek Greenway- CSAH 42 Grade Separated Crossing Design Study
- Cultural Resources Plan
- Greenway Natural Resources Management Plan
- Feasibility Study

**PHYSICAL DEVELOPMENT ADMIN**

**Budget At A Glance**

|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$2,203,983  | \$2,967,296  | \$2,997,676  | \$2,996,051  | \$2,901,192      |

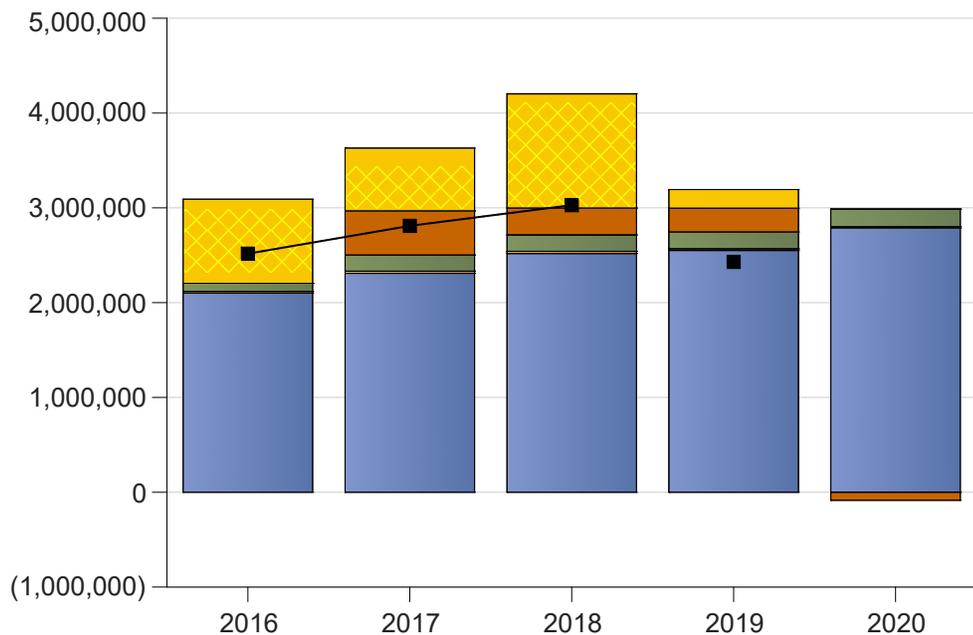
**Where it Comes From**



- Actuals
- Property Taxes
- Lic., Fines, Charges
- Federal Revenue
- State Revenue
- Other Financing Sources
- Amendments & Carryover

|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$2,203,983  | \$2,967,296  | \$2,997,676  | \$2,996,051  | \$2,901,192      |

**Where it Goes**



- Actuals
- Personnel Cost
- Client/Dept. Support
- Materials and Supplies
- Capital/BIP/Other
- Amendments & Carryover

**FTE (Budgeted)**

|       |       |       |       |
|-------|-------|-------|-------|
| 25.35 | 26.35 | 25.35 | 26.35 |
|-------|-------|-------|-------|

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 2,396,210        | 2,575,869        | 2,550,512        | 2,787,412        |
|                 | Client/Dept. Support    | 17,046           | 17,376           | 17,901           | 13,060           |
|                 | Materials and Supplies  | 287,315          | 265,983          | 177,052          | 185,364          |
|                 | Capital/BIP/Other       | 109,196          | 169,006          | 250,586          | (84,644)         |
|                 | <b>Total</b>            | <b>2,809,767</b> | <b>3,028,234</b> | <b>2,996,051</b> | <b>2,901,192</b> |
| <b>Revenues</b> | Property Taxes          | 2,563,152        | 2,870,564        | 2,691,362        | 2,842,318        |
|                 | Lic., Fines, Charges    | 99,133           | 81,643           | 50,103           | 54,874           |
|                 | Other Financing Sources | 202,969          | 213,125          | 254,586          | 4,000            |
|                 | <b>Total</b>            | <b>2,865,254</b> | <b>3,165,332</b> | <b>2,996,051</b> | <b>2,901,192</b> |

**2020 Recommended Requests**

|            |                |                |             |
|------------|----------------|----------------|-------------|
| <b>FTE</b> | <b>Expense</b> | <b>Revenue</b> | <b>Levy</b> |
| 0.00       | 0              | 0              | 0           |

**Budget Planning Summary (Board Version)  
PHYSICAL DEVELOPMENT ADMIN  
As of 2019-11-04 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 1,849,016        | 1,966,112        | 1,906,551        | 182,578                   | 2,089,129            | 9.6%                     | 0                        | 2,089,129            | 9.6%                     |
| BENEFITS                              | 521,238          | 571,927          | 570,087          | 52,651                    | 622,738              | 9.2%                     | 0                        | 622,738              | 9.2%                     |
| DEPT/COUNTY SUPPORT                   | 17,046           | 17,377           | 17,901           | -4,841                    | 13,060               | -27.0%                   | 0                        | 13,060               | -27.0%                   |
| TRAVEL/TRAINING                       | 25,955           | 37,825           | 73,874           | 1,671                     | 75,545               | 2.3%                     | 0                        | 75,545               | 2.3%                     |
| OFFICE SUPPORT                        | 287,313          | 265,985          | 177,052          | 8,312                     | 185,364              | 4.7%                     | 0                        | 185,364              | 4.7%                     |
| MATERIALS/SUPPLIES                    | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| INTERDEPARTMENTAL                     | 0                | 0                | 0                | -84,644                   | -84,644              | 0.0%                     | 0                        | -84,644              | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 109,194          | 169,006          | 250,586          | -250,586                  | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| <b>Total Expenditures</b>             | <b>2,809,762</b> | <b>3,028,232</b> | <b>2,996,051</b> | <b>-94,859</b>            | <b>2,901,192</b>     | <b>-3.2%</b>             | <b>0</b>                 | <b>2,901,192</b>     | <b>-3.2%</b>             |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 98,849           | 80,543           | 50,103           | 4,771                     | 54,874               | 9.5%                     | 0                        | 54,874               | 9.5%                     |
| OTHER REVENUES                        | 284              | 1,101            | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 3,553            | 2,778            | 4,000            | 0                         | 4,000                | 0.0%                     | 0                        | 4,000                | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                | 0                | 250,586          | -250,586                  | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| TRANSFERS FROM OTHER COUNTY FUNDS     | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>102,686</b>   | <b>84,422</b>    | <b>304,689</b>   | <b>-245,815</b>           | <b>58,874</b>        | <b>-80.7%</b>            | <b>0</b>                 | <b>58,874</b>        | <b>-80.7%</b>            |
| PROPERTY TAXES                        | 2,563,152        | 2,870,564        | 2,691,362        | 150,956                   | 2,842,318            | 5.6%                     | 0                        | 2,842,318            | 5.6%                     |
| <b>Total Funding Sources</b>          | <b>2,665,838</b> | <b>2,954,986</b> | <b>2,996,051</b> | <b>-94,859</b>            | <b>2,901,192</b>     | <b>-3.2%</b>             | <b>0</b>                 | <b>2,901,192</b>     | <b>-3.2%</b>             |

**Significant Changes from 2019 Adopted Budget - Expenses**

Dept/County Support - Moved unspent consulting funds to Facilities Management for work order system

Interdepartmental - Added chargeback to Transportation for contracts position moved to PD Admin

Capital, Debt, Other Financing - BIP allocation removed in Planning Base

**Significant Changes from 2019 Adopted Budget - Revenues**

Other Financing Sources - Fund Balance for BIP allocation removed in Planning Base

Charges for Services - Increased SHIP Grant amount

## Physical Development Administration Programs/Services

| Programs  | Estimated allocation 2020* |                    |                    |
|---|----------------------------|--------------------|--------------------|
|   | FTEs                       | Budget             | Levy               |
| Administrative Coordinating Services (ACS) Unit Operations      | 8.8                        | \$1,639,319        | \$1,626,030        |
| Comprehensive Planning  | 3.9                        | \$559,944          | \$529,402          |
| Contracts and Grants Administration                             | 6.0                        | \$215,474          | \$215,474          |
| Develop external resources and funding for County adopted plans | 1.9                        | \$275,793          | \$260,750          |
| Division Administration and Financial Oversight                 | 5.8                        | \$210,661          | \$210,661          |
| <b>Total</b>  | <b>26.3</b>                | <b>\$2,901,191</b> | <b>\$2,842,317</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

### **2019 ACCOMPLISHMENTS AND HIGHLIGHTS**

- Restored 397 acres resulting in 1,348 acres now being maintained of 1,434 acre 5 year goal.
- Applied for and received \$568,820 in Conservation Partner Legacy Grants for parkland restoration.
- Increased park volunteer participation by 10%, which is 66% of 5 year VSP goal.
- Restructured Parks Outdoor Education and Visitor Services unit to deliver 5 year Visitor Services Plan (VSP).
- Parks visitation increased by over 257,000 people in 2018, 286% above our 5 year VSP target.
- Parks hosted 14 events serving almost 6,000 participants, which is 98% of 5 year VSP target.
- Provided 280 Outdoor Education programs, serving 855 participants and 2,606 more students, that is 86% more participants and 104% more students than 5 year VSP goals, respectively.
- 13% increase in fee-based facility rental revenue and for parks, meeting 5 year rental target in 2 years.
- Fleet averaged over 12% increase in fuel economy for replacement vehicles.
- Fleet replaced all fuel island stations and software resulting in reduced operating costs and staff time to manage fuel.
- County office space and maintenance expenditures per square foot were 11% lower than comparable market.
- Completed design of, and land acquisition for SMART Center
- Completed design of and started construction of Lake Byllesby Regional Park and Whitetail Woods Regional Park Master Plan Improvements and Empire (MFOS) expansion.
- Completed remodeling of Pleasant Hill and Heritage libraries.

### **2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS**

- 1.0 FTE FM – Assistant Security Services Administrator Position (106) \$89,175 Reallocation of Facilities Management Expenses & Levy
- 1.0 FTE Parks – Guest Services Specialist (105) \$82,837 Fee Based Revenue

### **2020 SIGNIFICANT PLANS AND ISSUES**

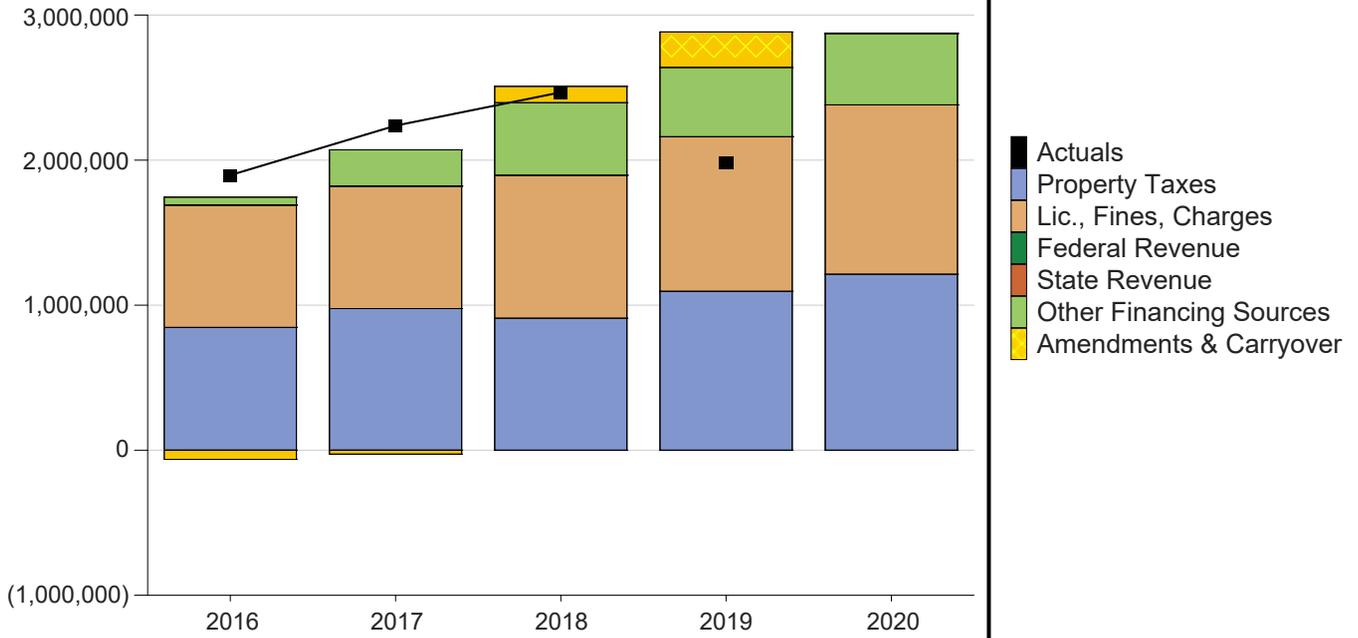
- Conduct restoration activities on a minimum of 600 acres utilizing State grants that have already been awarded.
- Initiate and/or complete Natural Resource Management Plans for Spring Lake Park Reserve and a greenway unit.
- Complete Lake Byllesby and Whitetail Woods Master Plan improvements
- Implement the County Board's direction regarding the bison feasibility study.
- Start construction of SMART Center
- Complete MFOS Empire Addition Improvements
- Design and construct Judicial Center Lower Level Courts Renovations
- Continue office space renovation multi-year program
- Design LEC Housing Unit Reconfiguration

# PARKS

## Budget At A Glance

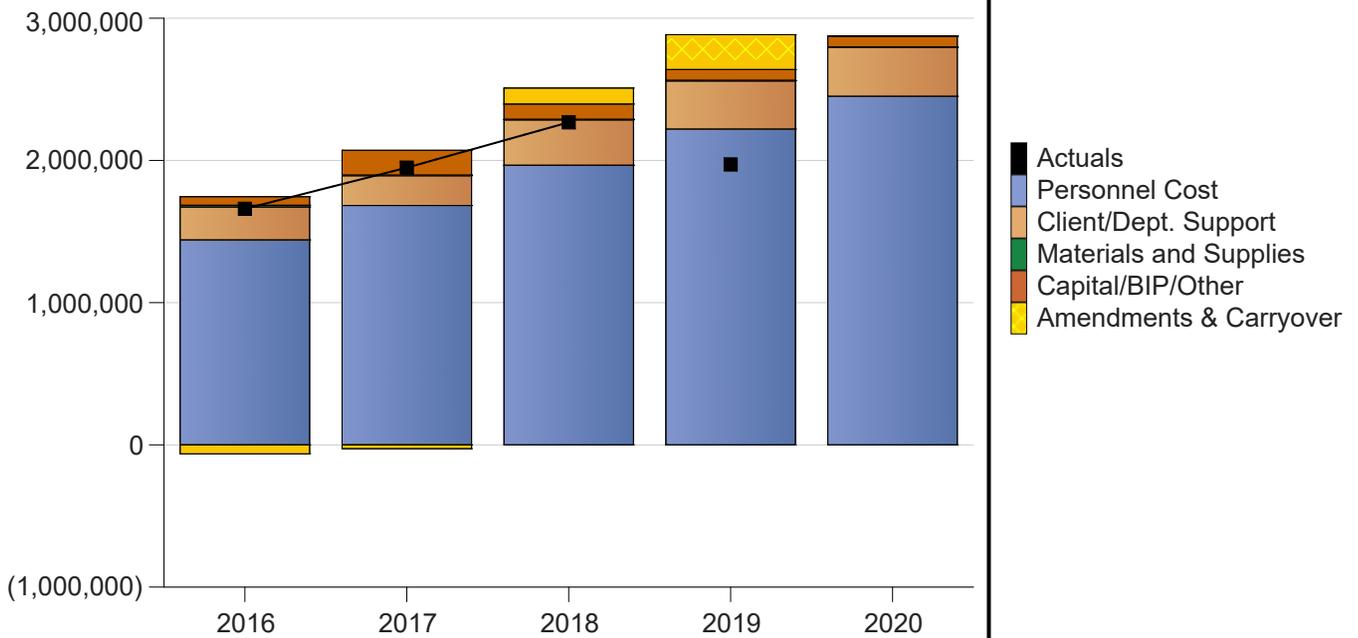
|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$1,744,810  | \$2,071,261  | \$2,396,240  | \$2,639,152  | \$2,873,322      |

### Where it Comes From



|              |              |              |              |                  |
|--------------|--------------|--------------|--------------|------------------|
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
| \$1,744,810  | \$2,071,261  | \$2,396,240  | \$2,639,152  | \$2,873,322      |

### Where it Goes



#### FTE (Budgeted)

|       |       |       |       |      |
|-------|-------|-------|-------|------|
| 2016  | 2017  | 2018  | 2019  | 2020 |
| 25.08 | 27.78 | 30.78 | 21.70 |      |

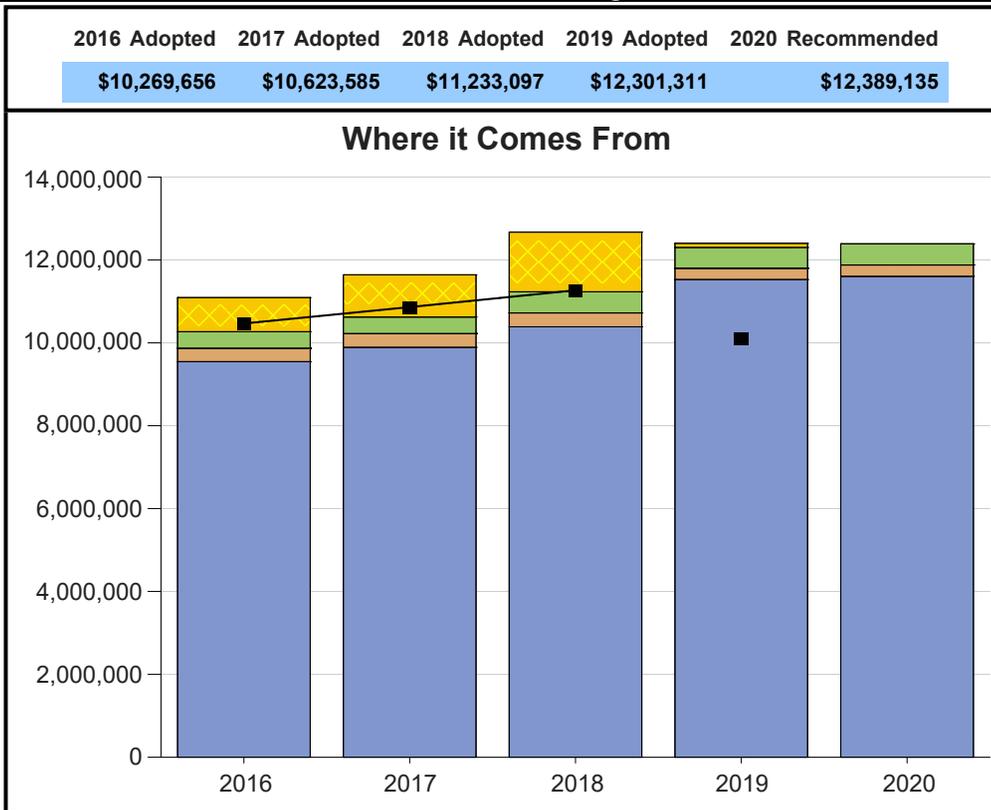
|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 1,622,402        | 1,959,811        | 2,220,378        | 2,451,029        |
|                 | Client/Dept. Support    | 198,859          | 211,961          | 339,095          | 342,535          |
|                 | Materials and Supplies  | 5,348            | 7,469            | 3,779            | 4,000            |
|                 | Capital/BIP/Other       | 122,487          | 88,605           | 75,900           | 75,758           |
|                 | <b>Total</b>            | <b>1,949,096</b> | <b>2,267,846</b> | <b>2,639,152</b> | <b>2,873,322</b> |
| <b>Revenues</b> | Property Taxes          | 949,062          | 971,042          | 1,095,514        | 1,213,393        |
|                 | Lic., Fines, Charges    | 1,083,569        | 1,222,066        | 1,066,136        | 1,167,874        |
|                 | Federal Revenue         | 0                | 0                | 0                | 0                |
|                 | State Revenue           | 0                | 0                | 0                | 0                |
|                 | Other Financing Sources | 205,222          | 274,646          | 477,502          | 492,055          |
| <b>Total</b>    | <b>2,237,853</b>        | <b>2,467,754</b> | <b>2,639,152</b> | <b>2,873,322</b> |                  |

#### 2020 Recommended Requests

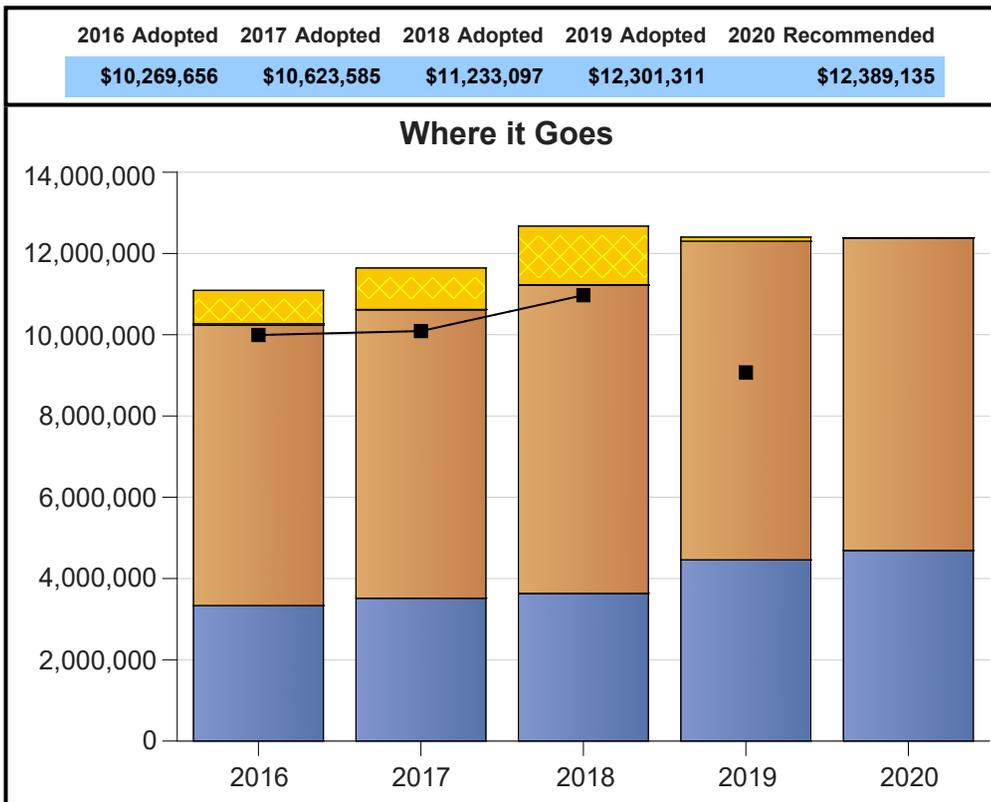
|            |                |                |             |
|------------|----------------|----------------|-------------|
| <b>FTE</b> | <b>Expense</b> | <b>Revenue</b> | <b>Levy</b> |
| 1.00       | 82,837         | 82,837         | 0           |

# FACILITIES MANAGEMENT

## Budget At A Glance



- Actuals
- Property Taxes
- Lic., Fines, Charges
- Federal Revenue
- State Revenue
- Other Financing Sources
- Amendments & Carryover



- Actuals
- Personnel Cost
- Client/Dept. Support
- Materials and Supplies
- Capital/BIP/Other
- Amendments & Carryover

**FTE (Budgeted)**

52.07                      52.07                      58.07                      52.00

|                 |                         | 2017 Actual       | 2018 Actual       | 2019 Budget       | 2020 Recommended  |
|-----------------|-------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Expenses</b> | Personnel Costs         | 3,475,066         | 3,581,945         | 4,459,422         | 4,690,927         |
|                 | Client/Dept. Support    | 6,586,437         | 7,341,467         | 7,833,969         | 7,682,298         |
|                 | Materials and Supplies  | 3,943             | 6,255             | 420               | 5,000             |
|                 | Capital/BIP/Other       | 24,788            | 42,687            | 7,500             | 10,910            |
|                 | <b>Total</b>            | <b>10,090,234</b> | <b>10,972,354</b> | <b>12,301,311</b> | <b>12,389,135</b> |
| <b>Revenues</b> | Property Taxes          | 9,869,760         | 10,406,084        | 11,528,534        | 11,605,389        |
|                 | Lic., Fines, Charges    | 327,556           | 314,161           | 273,681           | 275,434           |
|                 | Federal Revenue         | 0                 | 0                 | 0                 | 0                 |
|                 | State Revenue           | 0                 | 0                 | 0                 | 0                 |
|                 | Other Financing Sources | 666,040           | 549,247           | 499,096           | 508,312           |
| <b>Total</b>    | <b>10,863,356</b>       | <b>11,269,492</b> | <b>12,301,311</b> | <b>12,389,135</b> |                   |

**2020 Recommended Requests**

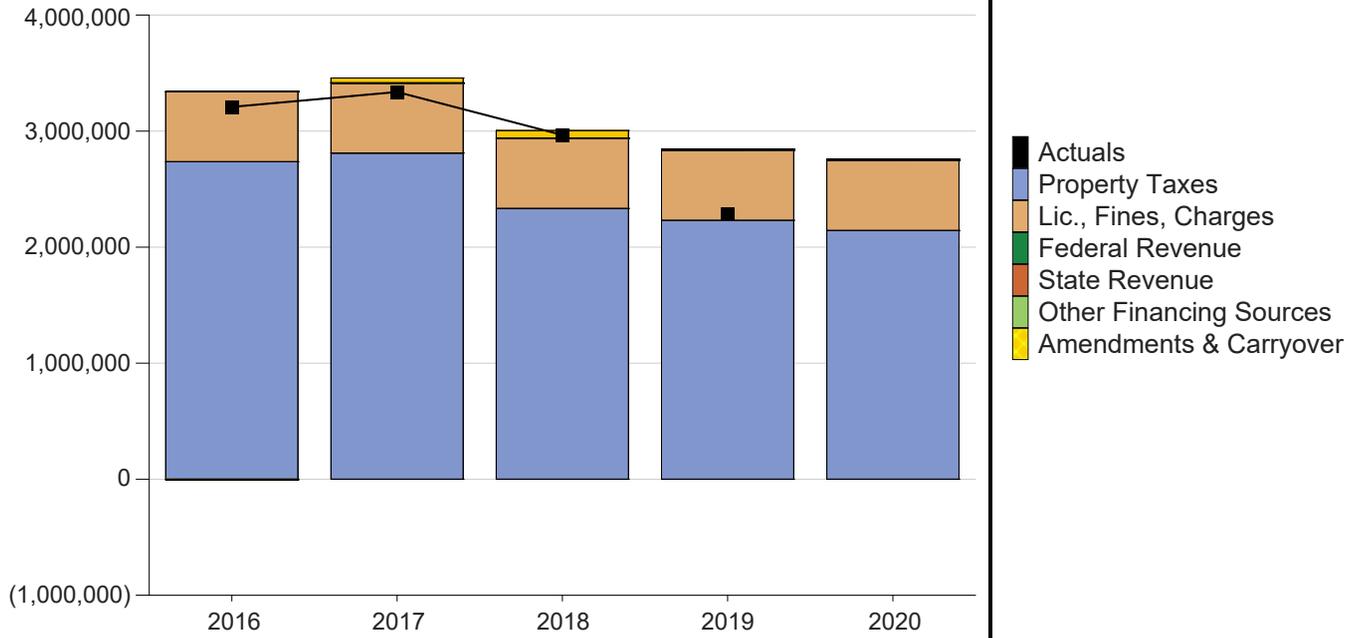
| FTE  | Expense | Revenue | Levy   |
|------|---------|---------|--------|
| 1.00 | 41,939  | 0       | 41,939 |

# FLEET MANAGEMENT

## Budget At A Glance

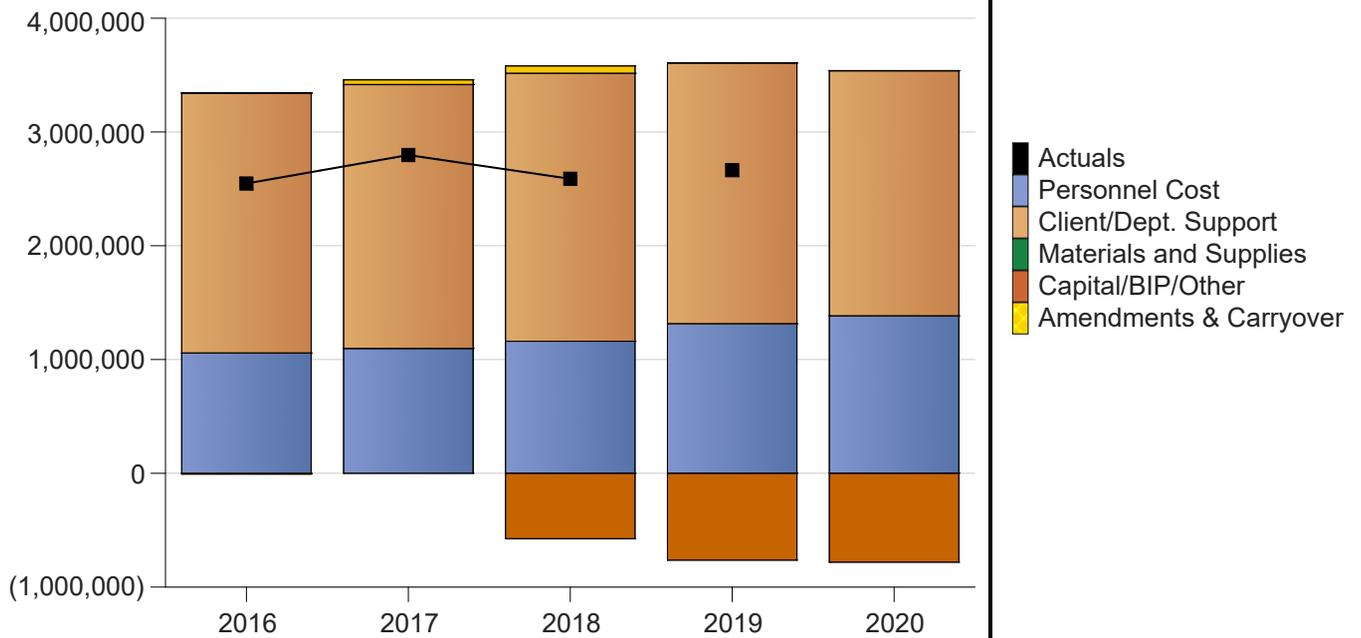
|                    |                    |                    |                    |                    |
|--------------------|--------------------|--------------------|--------------------|--------------------|
| 2016 Adopted       | 2017 Adopted       | 2018 Adopted       | 2019 Adopted       | 2020 Recommended   |
| <b>\$3,343,770</b> | <b>\$3,417,287</b> | <b>\$2,940,542</b> | <b>\$2,845,033</b> | <b>\$2,757,833</b> |

### Where it Comes From



|                    |                    |                    |                    |                    |
|--------------------|--------------------|--------------------|--------------------|--------------------|
| 2016 Adopted       | 2017 Adopted       | 2018 Adopted       | 2019 Adopted       | 2020 Recommended   |
| <b>\$3,343,770</b> | <b>\$3,417,287</b> | <b>\$2,940,542</b> | <b>\$2,845,033</b> | <b>\$2,757,833</b> |

### Where it Goes



#### FTE (Budgeted)

|       |       |       |       |
|-------|-------|-------|-------|
| 13.00 | 13.00 | 14.00 | 14.00 |
|-------|-------|-------|-------|

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 1,138,139        | 1,248,085        | 1,314,560        | 1,383,507        |
|                 | Client/Dept. Support    | 1,657,922        | 1,884,010        | 2,292,706        | 2,154,252        |
|                 | Materials and Supplies  | 1,177            | 1,493            | 1,367            | 1,394            |
|                 | Capital/BIP/Other       | 0                | (545,321)        | (763,600)        | (781,320)        |
|                 | <b>Total</b>            | <b>2,797,238</b> | <b>2,588,267</b> | <b>2,845,033</b> | <b>2,757,833</b> |
| <b>Revenues</b> | Property Taxes          | 2,851,289        | 2,398,654        | 2,231,333        | 2,144,133        |
|                 | Lic., Fines, Charges    | 477,587          | 560,399          | 602,600          | 602,600          |
|                 | Federal Revenue         | 0                | 0                | 0                | 0                |
|                 | State Revenue           | 0                | 0                | 0                | 0                |
|                 | Other Financing Sources | 8,762            | 7,805            | 11,100           | 11,100           |
| <b>Total</b>    | <b>3,337,638</b>        | <b>2,966,858</b> | <b>2,845,033</b> | <b>2,757,833</b> |                  |

#### 2020 Recommended Requests

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**PARKS**  
**As of 2019-10-31 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 1,265,411        | 1,540,100        | 1,709,134        | 84,684                    | 1,793,818            | 5.0%                     | 49,193                   | 1,843,011            | 7.8%                     |
| BENEFITS                              | 324,370          | 383,770          | 491,420          | 63,586                    | 555,006              | 12.9%                    | 23,144                   | 578,150              | 17.6%                    |
| DEPT/COUNTY SUPPORT                   | 47,956           | 51,630           | 61,226           | 1,117                     | 62,343               | 1.8%                     | 4,351                    | 66,694               | 8.9%                     |
| TRAVEL/TRAINING                       | 32,618           | 35,942           | 19,824           | 9,249                     | 29,073               | 46.7%                    | 795                      | 29,868               | 50.7%                    |
| OFFICE SUPPORT                        | 5,347            | 7,469            | 3,779            | 221                       | 4,000                | 5.8%                     | 0                        | 4,000                | 5.8%                     |
| MATERIALS/SUPPLIES                    | 149,140          | 159,036          | 177,869          | -2,028                    | 175,841              | -1.1%                    | 0                        | 175,841              | -1.1%                    |
| CITIZEN/CLIENT RELATED SERVICE        | 1,762            | 1,294            | 100,000          | 0                         | 100,000              | 0.0%                     | 0                        | 100,000              | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 122,487          | 88,605           | 75,900           | -5,496                    | 70,404               | -7.2%                    | 5,354                    | 75,758               | -0.2%                    |
| <b>Total Expenditures</b>             | <b>1,949,090</b> | <b>2,267,846</b> | <b>2,639,152</b> | <b>151,333</b>            | <b>2,790,485</b>     | <b>5.7%</b>              | <b>82,837</b>            | <b>2,873,322</b>     | <b>8.9%</b>              |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER REVENUES                        | 1,002,246        | 1,121,920        | 961,636          | 18,901                    | 980,537              | 2.0%                     | 82,837                   | 1,063,374            | 10.6%                    |
| FINES AND FORFEITURES                 | 4,385            | 5,622            | 10,000           | 0                         | 10,000               | 0.0%                     | 0                        | 10,000               | 0.0%                     |
| LICENSES & PERMITS                    | 76,935           | 94,522           | 94,500           | 0                         | 94,500               | 0.0%                     | 0                        | 94,500               | 0.0%                     |
| FEDERAL REVENUE                       | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 133,784          | 82,706           | 250,000          | -1,425                    | 248,575              | -0.6%                    | 0                        | 248,575              | -0.6%                    |
| OTHER FINANCING SOURCES               | 0                | 0                | 227,502          | 15,978                    | 243,480              | 7.0%                     | 0                        | 243,480              | 7.0%                     |
| TRANSFERS FROM OTHER COUNTY FUNDS     | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>1,217,350</b> | <b>1,304,771</b> | <b>1,543,638</b> | <b>33,454</b>             | <b>1,577,092</b>     | <b>2.2%</b>              | <b>82,837</b>            | <b>1,659,929</b>     | <b>7.5%</b>              |
| PROPERTY TAXES                        | 949,062          | 971,042          | 1,095,514        | 117,879                   | 1,213,393            | 10.8%                    | 0                        | 1,213,393            | 10.8%                    |
| <b>Total Funding Sources</b>          | <b>2,166,412</b> | <b>2,275,813</b> | <b>2,639,152</b> | <b>151,333</b>            | <b>2,790,485</b>     | <b>5.7%</b>              | <b>82,837</b>            | <b>2,873,322</b>     | <b>8.9%</b>              |

**Significant Changes from 2019 Adopted Budget - Expenses**

Salaries - Recommended 1.0 FTE in 2020

Benefits - Recommended 1.0 FTE in 2020

Travel/Training - Increase offset by decrease in Dept/County Support and Capital, Debt, Other Financing

**Significant Changes from 2019 Adopted Budget - Revenues**

Other Revenues - Anticipated increase in Parks utilization results in increased revenues

## PFF - Parks Programs/Services

| Programs                                  | Estimated allocation 2020* |                    |                    |
|---|----------------------------|--------------------|--------------------|
|   | FTEs                       | Budget             | Levy               |
| Natural Resource Restoration & Management | 5.9                        | \$731,629          | \$731,629          |
| Outdoor Education & Interpretation        | 5.0                        | \$464,724          | \$399,652          |
| Parks Management & Administration         | 2.6                        | \$2,914,938        | \$2,542,432        |
| Visitor Services - Park Operations        | 7.6                        | \$1,199,194        | \$59,680           |
| <b>Total</b>                              | <b>21.0</b>                | <b>\$5,310,485</b> | <b>\$3,733,393</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

**Budget Planning Summary (Board Version)  
FACILITIES MANAGEMENT  
As of 2019-10-31 (Includes OPS)**

|                                       | 2017 Actual       | 2018 Actual       | 2019 Adopted (A)  | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|-------------------|-------------------|-------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 2,647,100         | 2,729,846         | 3,399,131         | 112,539                   | 3,511,670            | 3.3%                     | 55,096                   | 3,566,766            | 4.9%                     |
| BENEFITS                              | 794,967           | 818,393           | 1,023,760         | 29,735                    | 1,053,495            | 2.9%                     | 24,071                   | 1,077,566            | 5.3%                     |
| DEPT/COUNTY SUPPORT                   | 6,560,590         | 7,330,449         | 7,659,488         | -116,784                  | 7,542,704            | -1.5%                    | -42,885                  | 7,499,819            | -2.1%                    |
| TRAVEL/TRAINING                       | 32,997            | 33,702            | 36,531            | 7,817                     | 44,348               | 21.4%                    | 2,247                    | 46,595               | 27.5%                    |
| OFFICE SUPPORT                        | 3,942             | 6,255             | 420               | 4,580                     | 5,000                | 1,090.5%                 | 0                        | 5,000                | 1,090.5%                 |
| MATERIALS/SUPPLIES                    | 0                 | 0                 | 0                 | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 25,844            | 11,000            | 174,481           | 7,998                     | 182,479              | 4.6%                     | 0                        | 182,479              | 4.6%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 24,788            | 42,687            | 7,500             | 0                         | 7,500                | 0.0%                     | 3,410                    | 10,910               | 45.5%                    |
| <b>Total Expenditures</b>             | <b>10,090,228</b> | <b>10,972,333</b> | <b>12,301,311</b> | <b>45,885</b>             | <b>12,347,196</b>    | <b>0.4%</b>              | <b>41,939</b>            | <b>12,389,135</b>    | <b>0.7%</b>              |
| <b>Funding Sources</b>                |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 0                 | 0                 | 0                 | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER REVENUES                        | 327,556           | 314,161           | 273,681           | 1,753                     | 275,434              | 0.6%                     | 0                        | 275,434              | 0.6%                     |
| FEDERAL REVENUE                       | 0                 | 0                 | 0                 | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 0                 | 0                 | 0                 | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 382,940           | 490,060           | 499,096           | 9,216                     | 508,312              | 1.8%                     | 0                        | 508,312              | 1.8%                     |
| OTHER FINANCING SOURCES               | 0                 | 0                 | 0                 | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>710,496</b>    | <b>804,221</b>    | <b>772,777</b>    | <b>10,969</b>             | <b>783,746</b>       | <b>1.4%</b>              | <b>0</b>                 | <b>783,746</b>       | <b>1.4%</b>              |
| PROPERTY TAXES                        | 9,869,760         | 10,406,084        | 11,528,534        | 34,916                    | 11,563,450           | 0.3%                     | 41,939                   | 11,605,389           | 0.7%                     |
| <b>Total Funding Sources</b>          | <b>10,580,256</b> | <b>11,210,305</b> | <b>12,301,311</b> | <b>45,885</b>             | <b>12,347,196</b>    | <b>0.4%</b>              | <b>41,939</b>            | <b>12,389,135</b>    | <b>0.7%</b>              |

| Significant Changes from 2019 Adopted Budget - Expenses  |
|--|
| Salaries - Recommended 1.0 FTE in 2020   |
| Travel/Training - Increase offset by decrease in Dept/County Support.                          |
| Benefits - Recommended 1.0 FTE in 2020   |
| Office Support - Increased membership & associations dues budget to historical average         |
| Capital, Debt, Other Financing - Increase related to computer equip for added position in 2020 |

| Significant Changes from 2019 Adopted Budget - Revenues |
|---|
| No significant variances                                |

## PFF - Facilities Programs/Services

| Programs                                      | Estimated allocation 2020* |                     |                     |
|---|----------------------------|---------------------|---------------------|
|   | FTEs                       | Budget              | Levy                |
| Energy Management                             | 1.0                        | \$611,186           | \$572,802           |
| Facilities Operation, Maintenance, and Repair | 24.0                       | \$8,727,844         | \$8,060,804         |
| Facility Design and Construction Management   | 5.0                        | \$1,484,077         | \$1,210,266         |
| Facility Planning                             | 1.0                        | \$121,782           | \$121,782           |
| Grounds Maintenance                           | 19.0                       | \$1,903,267         | \$1,867,807         |
| Security Services/Systems                     | 1.0                        | \$658,540           | \$615,677           |
| <b>Total</b>                                  | <b>51.0</b>                | <b>\$13,506,696</b> | <b>\$12,449,138</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

**Budget Planning Summary (Board Version)**  
**FLEET MANAGEMENT**  
**As of 2019-10-31 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 841,325          | 934,168          | 986,268          | 50,657                    | 1,036,925            | 5.1%                     | 0                        | 1,036,925            | 5.1%                     |
| BENEFITS                              | 267,291          | 286,686          | 321,155          | 18,147                    | 339,302              | 5.7%                     | 0                        | 339,302              | 5.7%                     |
| DEPT/COUNTY SUPPORT                   | 1,657,924        | 1,884,011        | 2,292,706        | -138,454                  | 2,154,252            | -6.0%                    | 0                        | 2,154,252            | -6.0%                    |
| TRAVEL/TRAINING                       | 29,522           | 27,232           | 7,137            | 143                       | 7,280                | 2.0%                     | 0                        | 7,280                | 2.0%                     |
| OFFICE SUPPORT                        | 1,176            | 1,493            | 1,367            | 27                        | 1,394                | 2.0%                     | 0                        | 1,394                | 2.0%                     |
| MATERIALS/SUPPLIES                    | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| INTERDEPARTMENTAL                     | 0                | -545,321         | -766,000         | -15,320                   | -781,320             | 2.0%                     | 0                        | -781,320             | 2.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 0                | 0                | 2,400            | -2,400                    | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| <b>Total Expenditures</b>             | <b>2,797,239</b> | <b>2,588,269</b> | <b>2,845,033</b> | <b>-87,200</b>            | <b>2,757,833</b>     | <b>-3.1%</b>             | <b>0</b>                 | <b>2,757,833</b>     | <b>-3.1%</b>             |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 107,061          | 101,810          | 83,000           | 0                         | 83,000               | 0.0%                     | 0                        | 83,000               | 0.0%                     |
| OTHER REVENUES                        | 370,526          | 458,590          | 519,600          | 0                         | 519,600              | 0.0%                     | 0                        | 519,600              | 0.0%                     |
| FEDERAL REVENUE                       | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 8,762            | 7,804            | 4,100            | 0                         | 4,100                | 0.0%                     | 0                        | 4,100                | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                | 0                | 7,000            | 0                         | 7,000                | 0.0%                     | 0                        | 7,000                | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>486,349</b>   | <b>568,204</b>   | <b>613,700</b>   | <b>0</b>                  | <b>613,700</b>       | <b>0.0%</b>              | <b>0</b>                 | <b>613,700</b>       | <b>0.0%</b>              |
| PROPERTY TAXES                        | 2,851,289        | 2,398,654        | 2,231,333        | -87,200                   | 2,144,133            | -3.9%                    | 0                        | 2,144,133            | -3.9%                    |
| <b>Total Funding Sources</b>          | <b>3,337,638</b> | <b>2,966,858</b> | <b>2,845,033</b> | <b>-87,200</b>            | <b>2,757,833</b>     | <b>-3.1%</b>             | <b>0</b>                 | <b>2,757,833</b>     | <b>-3.1%</b>             |

**Significant Changes from 2019 Adopted Budget - Expenses**  
 Capital, Debt, Other Financing - Capital budget fluctuates year to year due to one-time purchases

**Significant Changes from 2019 Adopted Budget - Revenues**  
 No significant variances

## PFF - Fleet Programs/Services

| Programs   | Estimated allocation 2020* |                    |                    |
|--|----------------------------|--------------------|--------------------|
|  | FTEs                       | Budget             | Levy               |
| Fleet CEP Planning and Acquisition               | 1.0                        | \$110,681          | \$110,681          |
| Fuel Management                                  | 0.5                        | \$1,204,247        | \$776,247          |
| New Unit Setup                                   | 2.0                        | \$207,526          | \$207,526          |
| Non-Fleet Fabrication, Repairs and Projects      | 1.0                        | \$55,340           | \$55,340           |
| Repair and Maintenance of Vehicles and Equipment | 9.5                        | \$1,833,789        | \$1,112,089        |
| <b>Total</b>                                     | <b>14.0</b>                | <b>\$3,411,583</b> | <b>\$2,261,883</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.



## Request Description:

Visitor Services Plan Implementation - Guest Services Specialist Position

### How will this request be used?

This request will be used to better meet the growing service delivery needs and demands of the public and will support implementation of the Parks Visitor Services Plan (VSP) goals in the areas identified below. The VSP identified the resources needed to advance the work necessary to achieve the 5-year outcomes including the addition of 2.0 FTE permanent staff in the areas of outdoor education and guest services. The addition of this guest services position would fulfill the permanent position needs identified in the VSP.

**Responsive Customer Service (0.2 FTE)** - Campgrounds – begin accepting year round reservations similar to camper cabins and many other metro campgrounds (reservations made 1 year in advance of booking versus reservation opening on March 1 for the season). This service improvement is the most frequently requested by customers and will require year round staff support, not currently available, in order to support online reservations for 176 campsites and 5 cabins. While there is efficiency gained with online reservations, campers still require quite a bit of online support. In 2018, total campground and cabin revenue was \$686,070, an increase of \$163,445, or 31% from 2016 to 2018. (0.1 FTE) - Special use permits – support increasing demand for issuance of special use permits for outside groups holding events throughout the park system. The ability to host (and permit) these types of activities was a priority identified in the VSP as a strategy for increasing use by leveraging others capacity and interest in using DC parks as a “canvas” to implement their events. In 2018, 252 special use permits were processed, resulting in an increase of 149, or 244% from 2016 to 2018; a \$4,055 increase in revenue over 2016 total revenue of \$6,845. Due to the more involved nature of special use permit requests, it's typical for a permit to involve 1.5 - 2 hrs/permit. (0.05 FTE) - Facility reservations – support increasing facility rentals. In 2018, total facility rental revenue was \$254,455, an increase of \$11,267, or 5% from 2016 to 2018; 90% of the increase attributed to increased sales vs. increase in fees. This will continue to increase as the Parks Awareness and Promotion Plan is implemented. (0.05 FTE) - Outdoor Education – support growth in programming. In 2018, 214 general public programs were provided, an increase of 45, or 27% from 2016 to 2018, a \$13,656 increase in revenue over the 2016 total revenue of \$49,728. In 2018, 102 school field trips were offered, an increase of 66, or 283% from 2016 to 2018 (revenue is included above). (see OE FTE below)

**Improved Organizational Effectiveness (0.6 FTE)** o Have the right staff, doing the right level of work. OE - transition administrative and programmatic support tasks to this position e.g. coordinating waivers with participants, invoicing, program-related data entry, etc. allowing supervisor and coordinator level staff to focus on higher level work including interpretive planning projects, curriculum development, grant writing and volunteer program development. (0.2 FTE) ACS – transition general park public communication, reservations support and pass sales processing to this position, allowing ACS staff to work on other PDD work priorities (0.3FTE) VS – transition responses to general public queries to this position allowing other VS staff to focus on higher level work (0.1 FTE)

**Support Growth of the Parks System (0.2 FTE)** o Annual Parks CIP will have service level and FTE ramifications impacting this position. Near term improvements impacting this position include: 2020 expansion of LBRP campground by 26 campsites, addition of 2 camper cabins at WWRP and increased miles of regional greenway. o Implementation of Parks Awareness and Promotion Plan will result in increases across all Parks service areas beginning in 2020 as this is a primary goal of the Plan.

### Explain more about the mandate or pressure: (identify mandate if applicable)

**Park visitation increasing:** 59% increase in park visitation since 2016 (over 2M visitors in 2108) Impacts: Has resulted in increasing number of general public contacts to the Parks phone/email/web (although specific #'s are difficult to derive through telecom and web analytics). **Lack of back-up for existing guest services position:** Currently there is no staff back-up available to provide customer or reservations support in the absence of existing guest services staff. Impacts: Has / will result in lengthy response time (could be up to 1 to 2 weeks in the event of a vacation). Plus, any back-up provided by existing staff would result in their work priorities being delayed. Although responding to customer requests is always a priority; as customer demands for reservations and online support continue to increase, response time will be lengthened and other priority work e.g. performance management tracking and reporting, continuous improvement implementation, etc. will not occur or be delayed. **Visitor Services Plan goals and outcomes:** Provided direction to grow in key service areas including reservations, permits, volunteers, programs and events (see previous section for #'s) Impacts: Overall goal of increased use has required staff at all levels to prioritize front-line customer support work when necessary (since that is a priority) and has resulted in delay or inability to get higher level work done including updating policies and procedures, advancing equipment rental opportunities, pursuing grants. **Changing customer expectations:** While we primarily refer to Parks as a service provider, Parks is a business and needs to be responsive to evolving customer expectations including speedy response, personalized service, mobile-friendly online options, live chat, etc. Parks business is occurring 24/7 with 7,500 online transaction completed in 2018 and hundreds of inquiries made weekly. Impacts: Has required us to focus on continuous improvement, especially related to technology, responsive service and prioritizing the customer or guest experience and interaction above other competing priorities.

Please describe below how you will measure the implementation and impact of this resource.

### How much did you do? Or how much will you do?

Fee-based revenue increased by \$188,877, or 19%, to \$1.2M since 2016. Approx. 60% (or \$113,326) of that was increase in sales while 40% (or \$75,551) was from fee increases. Over the past 5 years, annual revenue increase has been approx. \$67,587, a 7% increase. In 2018, overall revenue generated through online sales was \$704,007, a 40% increase, and 71% of all revenue generated. In 2018, of the 7,596 annual web transactions, 38% (or 2,879) of those transaction occurred between 4:30pm and 8am, that's 64% of the 8am-4:30pm transactions are occurring after business hours. 2020 park improvements will result in increased reservation support needs for campsites and generate an estimated: \$17,535 in new revenue at Lake Byllesby Campground (based on 6 weeks of operation) and \$18,720 in new revenue at Whitetail Wood for cabin rental (based on 6 mon of operation). These are conservative estimates.

### How well did you do it? Or how will you measure the quality of the work/resource?

92% of customers rated overall satisfaction as excellent or good. Parks will continue to measure overall satisfaction along with measuring other specific service areas including reservation process, cleanliness of facilities and staff.

### Is anyone better off? Or how will you measure the impact?

Parks will continue to track customer support contacts including volume and nature of customer needs. The customer will be better off as a result of this effort as staff will be proactive in addressing reoccurring issues through technology, communication or other service improvements. Parks will also continue measuring and tracking customer satisfaction ratings related to all facility rentals and program registrations. The customer will be better off as this feedback loop enables staff to be responsive to customer needs.

**Program/Service(s) that request is intended to support:** PHYSICAL DEVELOPMENT 19

Park Operations and Outdoor Education

## 2020 BUDGET REQUEST WORKSHEET (Form 6) - OPERATIONS/CEP

|                             |   |
|-----------------------------|---|
| <b>Division:</b>            | Physical Development  |
| <b>Department:</b>          | Facilities Management   |
| <b>Request Description:</b> | Assistant Security Services Administrator Position                            |
| <b>Operations/CEP:</b>      | Operations  |
| <b>FTEs Requested:</b>      | 1.0 (If FTE is being requested fill in position calculator at bottom of form) |

|                         |                |
|-------------------------|----------------|
| <b>Division Rank:</b>   | _____ of _____ |
| <b>Department Rank:</b> | _____ of _____ |

| Expense             |              | Funding Sources (Type over headers below to customize funding source) |      |        |              | County Cost  |
|---------------------|--------------|---|------|--------|--------------|--------------|
| Expense Description | Expense      | FM Operating  | CIP  | CW-BIP | Fund Balance | Levy         |
| 1.0 FTE             | 89,175       | 47,236  |      |        |              | 41,939       |
|                     | 0            |   |      |        |              |              |
|                     | 0            |   |      |        |              |              |
|                     | 0            |   |      |        |              |              |
|                     | 0            |   |      |        |              |              |
|                     | 0            |   |      |        |              |              |
|                     | 0            |   |      |        |              |              |
|                     | \$ 89,175.00 | \$ 47,236.00  | \$ - | \$ -   | \$ -         | \$ 41,939.00 |

**Strategic Plan Goal:** Excellence in public service  
**Mandate/Pressure:** Supporting Infrastructure

**Position Calculator to be filled out with any FTE requests:**

|   |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
|---|---------------|--------|------------------|--------|------|-------|------|-------|----------------|-----|----------------|-----|------------------|-------|------------------|-----|-----------------------|-------|------------------------------|-------|----------------------------------|-------|-----------------------------|-----|---------------------------------|---|---------------|--|-------------------|---------------|---|--------|---|------------------|---|------|---|------|---|----------------|---|----------------|---|------------------|---|------------------|---|-----------------------|--|------------------------------|--|---------------|--|---------------|--|---------------|--|---------------|--|---------------|--|-------------------|----------|---|--------|---|------------------|---|------|---|------|---|----------------|---|----------------|---|------------------|---|------------------|---|-----------------------|--|------------------------------|--|---------------|--|---------------|--|---------------|--|---------------|--|---------------|--|-------------------|----------|
| Position Title: <b>Asst. Security Services Admin.</b><br>Pay Grade: 106<br>Unit (last four digits of Key): _____<br>Position Control # (if known): _____<br>FTE (1.0, 0.5, etc): 1.00<br>Months in 2020: 12<br>Cost:<br><table style="width: 100%; border-collapse: collapse;"> <tr><td>Salary</td><td style="text-align: right;">55,096</td></tr> <tr><td>Health Insurance</td><td style="text-align: right;">15,421</td></tr> <tr><td>FICA</td><td style="text-align: right;">4,215</td></tr> <tr><td>PERA</td><td style="text-align: right;">4,132</td></tr> <tr><td>Other Benefits</td><td style="text-align: right;">303</td></tr> <tr><td>Staff Training</td><td style="text-align: right;">195</td></tr> <tr><td>Co-Wide Indirect</td><td style="text-align: right;">4,351</td></tr> <tr><td>CW Tech Licenses</td><td style="text-align: right;">204</td></tr> <tr><td>(dept enters) Mileage</td><td style="text-align: right;">1,500</td></tr> <tr><td>(dept enters) Computer/Equip</td><td style="text-align: right;">1,456</td></tr> <tr><td>(dept enters) Office Support/Cha</td><td style="text-align: right;">1,750</td></tr> <tr><td>(dept enters) Phone Stipend</td><td style="text-align: right;">552</td></tr> <tr><td>(dept enters) PD Admin Indirect</td><td style="text-align: right;">0</td></tr> <tr><td>(dept enters)</td><td></td></tr> <tr><td><b>Total Cost</b></td><td style="text-align: right;"><b>89,175</b></td></tr> </table> Outside Revenue:<br>(dept enters) FM Operations (Sec) 47,236<br>[source]<br>[source]<br><b>Total Revenue</b> 47,236<br>County Cost 41,939 | Salary        | 55,096 | Health Insurance | 15,421 | FICA | 4,215 | PERA | 4,132 | Other Benefits | 303 | Staff Training | 195 | Co-Wide Indirect | 4,351 | CW Tech Licenses | 204 | (dept enters) Mileage | 1,500 | (dept enters) Computer/Equip | 1,456 | (dept enters) Office Support/Cha | 1,750 | (dept enters) Phone Stipend | 552 | (dept enters) PD Admin Indirect | 0 | (dept enters) |  | <b>Total Cost</b> | <b>89,175</b> | Position Title: _____<br>Pay Grade: _____<br>Unit (last four digits of center): _____<br>Position Control # (if known): _____<br>FTE (1.0, 0.5, etc): _____<br>Months in 2020: _____<br>Cost:<br><table style="width: 100%; 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border-collapse: collapse;"> <tr><td>Salary</td><td style="text-align: right;">0</td></tr> <tr><td>Health Insurance</td><td style="text-align: right;">0</td></tr> <tr><td>FICA</td><td style="text-align: right;">0</td></tr> <tr><td>PERA</td><td style="text-align: right;">0</td></tr> <tr><td>Other Benefits</td><td style="text-align: right;">0</td></tr> <tr><td>Staff Training</td><td style="text-align: right;">0</td></tr> <tr><td>Co-Wide Indirect</td><td style="text-align: right;">0</td></tr> <tr><td>CW Tech Licenses</td><td style="text-align: right;">0</td></tr> <tr><td>(dept enters) Mileage</td><td></td></tr> <tr><td>(dept enters) Computer/Equip</td><td></td></tr> <tr><td>(dept enters)</td><td></td></tr> <tr><td>(dept enters)</td><td></td></tr> <tr><td>(dept enters)</td><td></td></tr> <tr><td>(dept enters)</td><td></td></tr> <tr><td>(dept enters)</td><td></td></tr> <tr><td><b>Total Cost</b></td><td style="text-align: right;"><b>0</b></td></tr> </table> Outside Revenue:<br>(dept enters) [source]<br>[source]<br>[source]<br><b>Total Revenue</b> 0<br>County Cost 0 | Salary | 0 | Health Insurance | 0 | FICA | 0 | PERA | 0 | Other Benefits | 0 | Staff Training | 0 | Co-Wide Indirect | 0 | CW Tech Licenses | 0 | (dept enters) Mileage |  | (dept enters) Computer/Equip |  | (dept enters) |  | <b>Total Cost</b> | <b>0</b> |
| Salary  | 55,096        |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| Health Insurance  | 15,421        |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| FICA  | 4,215         |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| PERA  | 4,132         |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| Other Benefits  | 303           |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| Staff Training  | 195           |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| Co-Wide Indirect  | 4,351         |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| CW Tech Licenses  | 204           |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters) Mileage   | 1,500         |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters) Computer/Equip  | 1,456         |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters) Office Support/Cha  | 1,750         |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters) Phone Stipend   | 552           |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters) PD Admin Indirect   | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters)   |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| <b>Total Cost</b>   | <b>89,175</b> |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| Salary  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| Health Insurance  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| FICA  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| PERA  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| Other Benefits  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| Staff Training  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| Co-Wide Indirect  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| CW Tech Licenses  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters) Mileage   |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters) Computer/Equip  |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters)   |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters)   |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters)   |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters)   |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters)   |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| <b>Total Cost</b>   | <b>0</b>      |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| Salary  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| Health Insurance  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| FICA  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| PERA  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| Other Benefits  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| Staff Training  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| Co-Wide Indirect  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| CW Tech Licenses  | 0             |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters) Mileage   |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters) Computer/Equip  |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters)   |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters)   |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters)   |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters)   |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| (dept enters)   |               |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |
| <b>Total Cost</b>   | <b>0</b>      |        |                  |        |      |       |      |       |                |     |                |     |                  |       |                  |     |                       |       |                              |       |                                  |       |                             |     |                                 |   |               |  |                   |               |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |   |        |   |                  |   |      |   |      |   |                |   |                |   |                  |   |                  |   |                       |  |                              |  |               |  |               |  |               |  |               |  |               |  |                   |          |

**NARRATIVE MUST BE FILLED OUT ON SECOND PAGE OF REQUEST**

**Request Description:**

Assistant Security Services Administrator Position

**How will this request be used?**

The duties of this position include creating card access reports, monitoring cameras, responding to video requests from internal and external customers, assisting with key and card access control measures, managing the CJN certification for FM, and managing the background check process for FM as well as providing backup support and redundancy for the Security Services Administrator position.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

The security functions and systems represent almost 1.5% of the County's total assets, as well as 6.5% of the maintenance and service costs in the FM operating budget. Furthermore, the annual FM work plan historically shows a need for more than 1.0 FTE to perform duties related to the ever-growing security needs in and around our facilities. This position is critical to ensuring our existing security and life-safety systems in our facilities continue to function as planned in order to meet organizational expectations in the event of serious security or life-safety event. The most critical need for this position came to light when our Security Services Administrator was on a military deployment for one year overseas and the department backfilled with a temporary work-out-of-grade position.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

The Security Services Administrator manages over 1,000 security-related work orders per year through a number of contracted vendors. Additionally, he manages an average of 100 requests for video per year for investigation purposes. The sole incument is currently attempting to manage over 2,300 hours of work per year with building maintenance and administrative support staff providing an additional almost 1,600 hours. The addition of an Assistant Security Services Administrator will alleviate this workload from the current staff person and additional staff allowing them to better focus on their areas of expertise. Based on the revised work plan, the two Security Services staff will provide over 3,300 hours (to more diligently plan and manage our infrastructure systems) and reduce the additional (building maintenance and administrative support) staff time by 100 hours per year. With the addition of the Assistant position, staff estimates annual contracted services savings of approximately \$14,000, due to having the ability to perform simple troubleshooting and repairs with internal staff.

**How well did you do it? Or how will you measure the quality of the work/resource?**

County staff and external law enforcement agencies will receive a quicker response time to video requests, identification badge creation and access level changes, and a more comprehensive planned approach to security system infrastructure management. This includes delivery of security Capital Improvement Program projects which have been increasing in number as the current systems age. Many of these have been deferred due to workload and the time required to dedicate to these projects in addition to the everyday business of managing the \$5,000,000 in security system assets.

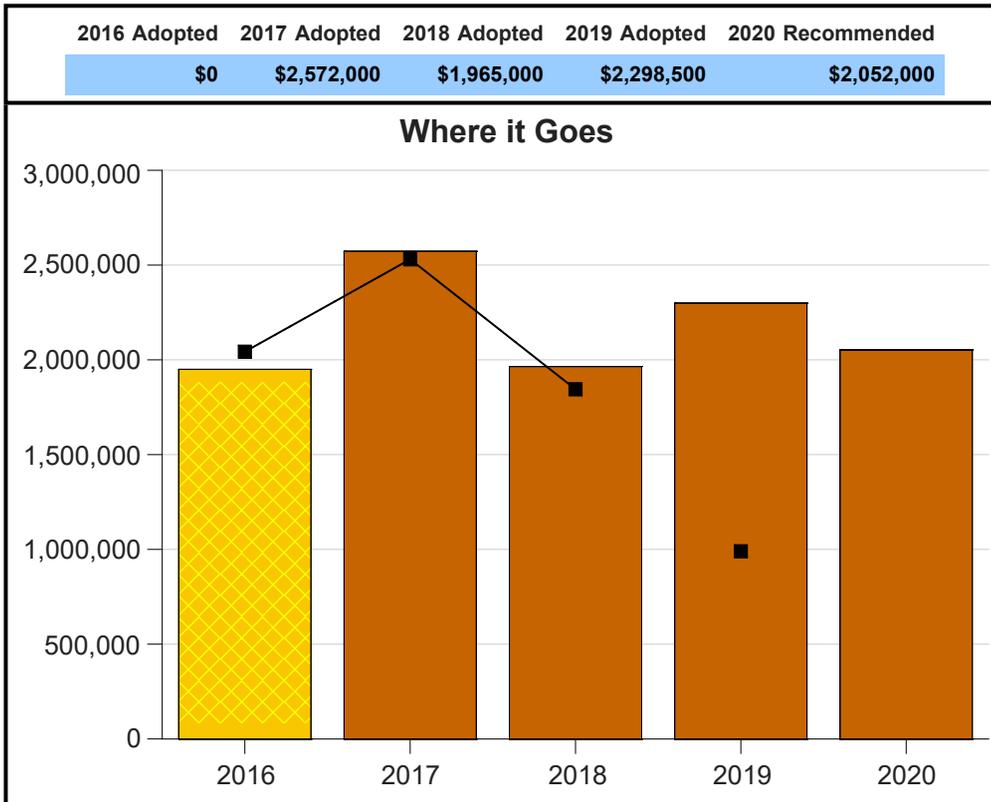
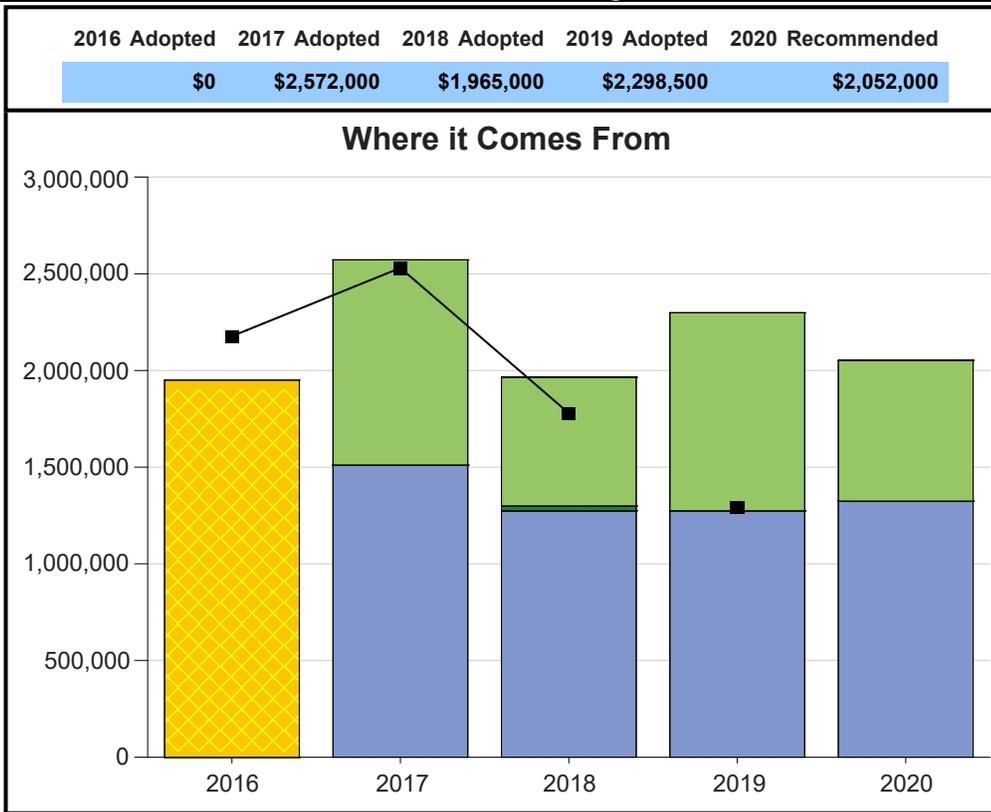
**Is anyone better off? Or how will you measure the impact?**

As noted above, the addition of this position will allow a more manageable workload for the Security Systems staff, a more comprehensive and diligent approach to managing the aging system and assets, and finally to have a permanent level of redundancy with these critical systems and security infrastructure. Based on the 2018 staff survey, 88% of respondents feel safe in County facilities and parking lots. The 2019 residential survey reports that 99% of the public feels safe when visiting County libraries, courts, and office buildings.

**Program/Service(s) that request is intended to support:**

Security Services/Systems

**FLEET CEP  
Budget At A Glance**



No Data Available for FTE

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Client/Dept. Support    | 0                | 0                | 0                | 0                |
|                 | Capital/BIP/Other       | 2,530,317        | 1,844,573        | 2,298,500        | 2,052,000        |
|                 | <b>Total</b>            | <b>2,530,317</b> | <b>1,844,573</b> | <b>2,298,500</b> | <b>2,052,000</b> |
| <b>Revenues</b> | Property Taxes          | 1,510,609        | 1,274,000        | 1,274,000        | 1,324,000        |
|                 | Lic., Fines, Charges    | 10,000           | 8,921            | 0                | 0                |
|                 | Federal Revenue         | 0                | 0                | 0                | 0                |
|                 | State Revenue           | 52,366           | 0                | 0                | 0                |
|                 | Other Financing Sources | 957,343          | 496,076          | 1,024,500        | 728,000          |
|                 | <b>Total</b>            | <b>2,530,318</b> | <b>1,778,997</b> | <b>2,298,500</b> | <b>2,052,000</b> |

| 2020 Recommended Requests | FTE  | Expense | Revenue | Levy |
|---------------------------|------|---------|---------|------|
|                           | 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**FLEET CEP**  
**As of 2019-11-04 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| DEPT/COUNTY SUPPORT                   | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 2,530,317        | 1,844,572        | 2,298,500        | -246,500                  | 2,052,000            | -10.7%                   | 0                        | 2,052,000            | -10.7%                   |
| <b>Total Expenditures</b>             | <b>2,530,317</b> | <b>1,844,572</b> | <b>2,298,500</b> | <b>-246,500</b>           | <b>2,052,000</b>     | <b>-10.7%</b>            | <b>0</b>                 | <b>2,052,000</b>     | <b>-10.7%</b>            |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 10,000           | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER REVENUES                        | 0                | 8,921            | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| FEDERAL REVENUE                       | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 52,366           | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 330,921          | 200,000          | 200,000          | 0                         | 200,000              | 0.0%                     | 0                        | 200,000              | 0.0%                     |
| OTHER FINANCING SOURCES               | 192,051          | 296,075          | 824,500          | -296,500                  | 528,000              | -36.0%                   | 0                        | 528,000              | -36.0%                   |
| TRANSFERS FROM OTHER COUNTY FUNDS     | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>585,338</b>   | <b>504,996</b>   | <b>1,024,500</b> | <b>-296,500</b>           | <b>728,000</b>       | <b>-28.9%</b>            | <b>0</b>                 | <b>728,000</b>       | <b>-28.9%</b>            |
| PROPERTY TAXES                        | 1,510,609        | 1,274,000        | 1,274,000        | 50,000                    | 1,324,000            | 3.9%                     | 0                        | 1,324,000            | 3.9%                     |
| <b>Total Funding Sources</b>          | <b>2,095,947</b> | <b>1,778,996</b> | <b>2,298,500</b> | <b>-246,500</b>           | <b>2,052,000</b>     | <b>-10.7%</b>            | <b>0</b>                 | <b>2,052,000</b>     | <b>-10.7%</b>            |

**Significant Changes from 2019 Adopted Budget - Expenses**  
 Capital, Debt, Other Financing - Capital budget fluctuates year to year due to one-time purchases.

**Significant Changes from 2019 Adopted Budget - Revenues**  
 Budgeted sale of fixed assets decreased.

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Substantially completed 2019 Transportation Capital Improvement Program (CIP) Projects:
  - CSAH 8 Reconstruction, West St. Paul
  - CSAH 23 Reconstruction, Greenvale Township
  - CSAH 42 Reconstruction, Nininger Township
  - CSAH 50 Reconstruction to a 2-lane divided section, Lakeville
  - Advanced Traffic Management System Implementation on CSAH 26 and CSAH 31, Eagan
  - TH 3/CSAH 26 Roundabout construction, Inver Grove Heights and intersection Improvements at TH 77 and CSAH 32 in cooperation with MnDOT
  - Trail improvements along CSAH 8 and CSAH 73 in West St. Paul and South St. Paul
  - 16.7 Lane miles of pavement preservation
- Awarded CSAH 26 at CSAH 43, Eagan, for construction in 2020.
- Received nearly \$30 Million of transportation funding through the Regional Solicitation.
- Realigned Transit Office to address multi-modal transportation needs.
- Completed East Dakota Transit and Orange Line Extension Studies.
- Approved 35 contiguous final plats related to County Highways and dedication of right-of-way.
- Reorganized department filing system to align with County Retention Schedule and improve efficiency.
- Provided snow and ice control to 38 events and managed spring floods.
- Began update to 2030 Transportation Plan.

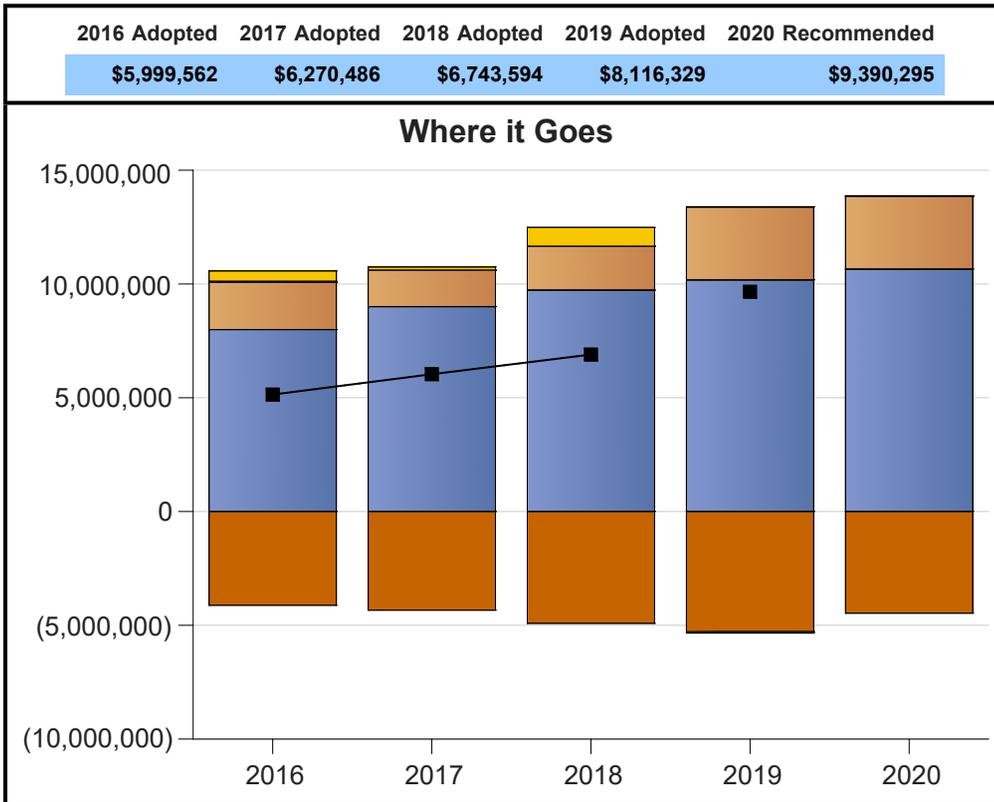
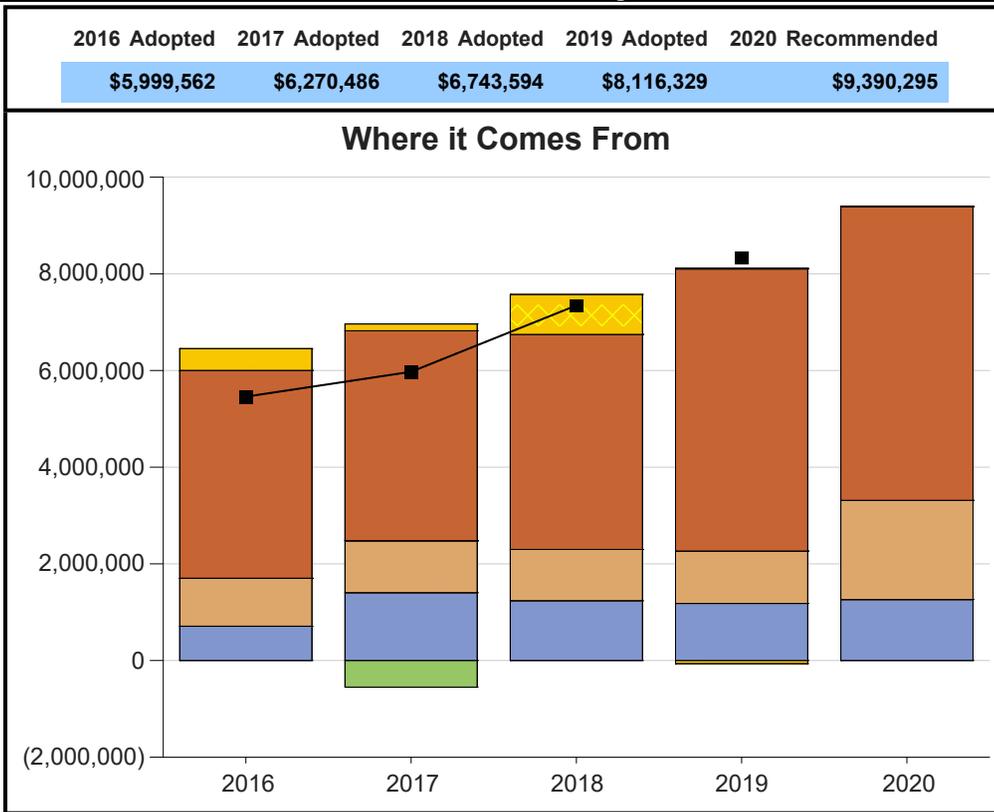
## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 Recommended Requests

## 2020 SIGNIFICANT PLANS AND ISSUES

- Delivery of the proposed Transportation CIP which averages nearly \$70 million annually.
- Construction of 2020 CIP projects:
  - CSAH 70 Reconstruction, Lakeville
  - CR 73 Reconstruction, Rosemount
  - CSAH 78 Reconstruction, Castle Rock Township
  - CSAH 86 Reconstruction including railroad bridge replacement, Eureka, Castle Rock, Waterford and Greenvale Townships
  - CSAH 91 Reconstruction, Marshan and Douglas Townships
- Complete the 2040 Dakota County Transportation Plan including transit vision and cost participation policies.
- Monitor transportation technology and coordinate with Transportation Plan update.
- Maintaining current level of service for snow and ice removal on growing highway system and reduced salt.
- Support implementation of METRO Orange Line Phase 1 and Orange Line Extension.
- Pursue transportation and transit funding, including regional solicitation for federal funds.
- Preparation of right-of-way maps to support transportation CIP delivery.
- Complete Transportation Studies including;
  - CSAH 42 corridor in Burnsville, Apple Valley, and Rosemount
  - Regional Roadway Visioning Study Update, Inver Grove Heights, Eagan, Mendota Heights
- Begin work on TH 77 and I-35/CSAH 50 preliminary engineering.
- Begin work on I-494/Argenta Interchange Scoping Study

# TRANSPORTATION Budget At A Glance



**FTE (Budgeted)**

98.43

102.43

98.00

97.00

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 8,959,686        | 9,536,595        | 10,180,638       | 10,657,216       |
|                 | Client/Dept. Support    | 1,504,224        | 2,307,330        | 3,206,680        | 3,196,371        |
|                 | Materials and Supplies  | 4,902            | 3,653            | 5,372            | 5,479            |
|                 | Capital/BIP/Other       | (4,434,507)      | (4,949,401)      | (5,276,361)      | (4,468,771)      |
|                 | <b>Total</b>            | <b>6,034,305</b> | <b>6,898,177</b> | <b>8,116,329</b> | <b>9,390,295</b> |
| <b>Revenues</b> | Property Taxes          | 1,472,250        | 1,387,003        | 1,181,125        | 1,260,221        |
|                 | Lic., Fines, Charges    | 1,149,118        | 1,305,580        | 1,080,931        | 2,052,051        |
|                 | Federal Revenue         | 0                | 0                | 0                | 0                |
|                 | State Revenue           | 3,692,871        | 4,653,427        | 5,837,133        | 6,078,023        |
|                 | Other Financing Sources | (340,737)        | 0                | 17,140           | 0                |
| <b>Total</b>    | <b>5,973,502</b>        | <b>7,346,010</b> | <b>8,116,329</b> | <b>9,390,295</b> |                  |

**2020 Recommended Requests**

**FTE**

**Expense**

**Revenue**

**Levy**

0.00

0

0

0

**Budget Planning Summary (Board Version)**  
**TRANSPORTATION**  
**As of 2019-11-04 (Includes**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 6,881,591        | 7,349,744        | 7,807,776        | 243,389                   | 8,051,165            | 3.1%                     | 0                        | 8,051,165            | 3.1%                     |
| BENEFITS                              | 2,034,050        | 2,116,960        | 2,328,973        | 231,872                   | 2,560,845            | 10.0%                    | 0                        | 2,560,845            | 10.0%                    |
| DEPT/COUNTY SUPPORT                   | 113,108          | 712,818          | 1,417,709        | -265,949                  | 1,151,760            | -18.8%                   | 0                        | 1,151,760            | -18.8%                   |
| TRAVEL/TRAINING                       | 44,042           | 69,885           | 43,889           | 1,317                     | 45,206               | 3.0%                     | 0                        | 45,206               | 3.0%                     |
| OFFICE SUPPORT                        | 4,902            | 3,653            | 5,372            | 107                       | 5,479                | 2.0%                     | 0                        | 5,479                | 2.0%                     |
| MATERIALS/SUPPLIES                    | 1,126,336        | 1,289,759        | 1,502,576        | 239,438                   | 1,742,014            | 15.9%                    | 0                        | 1,742,014            | 15.9%                    |
| CITIZEN/CLIENT RELATED SERVICE        | 264,777          | 304,752          | 286,395          | 16,202                    | 302,597              | 5.7%                     | 0                        | 302,597              | 5.7%                     |
| INTERDEPARTMENTAL                     | -4,434,507       | -4,949,401       | -5,553,761       | 1,084,990                 | -4,468,771           | -19.5%                   | 0                        | -4,468,771           | -19.5%                   |
| CAPITAL, DEBT, OTHER FINANCING        | 0                | 0                | 277,400          | -277,400                  | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| TRANSFERS TO OTHER COUNTY FUNDS       | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Expenditures</b>             | <b>6,034,299</b> | <b>6,898,171</b> | <b>8,116,329</b> | <b>1,273,966</b>          | <b>9,390,295</b>     | <b>15.7%</b>             | <b>0</b>                 | <b>9,390,295</b>     | <b>15.7%</b>             |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 445,700          | 493,390          | 450,097          | 891,400                   | 1,341,497            | 198.0%                   | 0                        | 1,341,497            | 198.0%                   |
| OTHER REVENUES                        | 455,649          | 511,311          | 404,300          | 79,720                    | 484,020              | 19.7%                    | 0                        | 484,020              | 19.7%                    |
| LICENSES & PERMITS                    | 247,770          | 300,879          | 226,534          | 0                         | 226,534              | 0.0%                     | 0                        | 226,534              | 0.0%                     |
| FEDERAL REVENUE                       | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 3,692,871        | 4,653,427        | 5,837,133        | 240,890                   | 6,078,023            | 4.1%                     | 0                        | 6,078,023            | 4.1%                     |
| OTHER INTERGOVERNMENTAL REV           | 0                | 0                | 7,080            | 0                         | 7,080                | 0.0%                     | 0                        | 7,080                | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                | 0                | 10,060           | -17,140                   | -7,080               | -170.4%                  | 0                        | -7,080               | -170.4%                  |
| <b>Total Non-Levy Funding Sources</b> | <b>4,841,990</b> | <b>5,959,006</b> | <b>6,935,204</b> | <b>1,194,870</b>          | <b>8,130,074</b>     | <b>17.2%</b>             | <b>0</b>                 | <b>8,130,074</b>     | <b>17.2%</b>             |
| PROPERTY TAXES                        | 1,472,250        | 1,387,003        | 1,181,125        | 79,096                    | 1,260,221            | 6.7%                     | 0                        | 1,260,221            | 6.7%                     |
| <b>Total Funding Sources</b>          | <b>6,314,240</b> | <b>7,346,009</b> | <b>8,116,329</b> | <b>1,273,966</b>          | <b>9,390,295</b>     | <b>15.7%</b>             | <b>0</b>                 | <b>9,390,295</b>     | <b>15.7%</b>             |

| Significant Changes from 2019 Adopted Budget - Expenses                       |
|---|
| Salaries/Benefits - Standard Inflationary Increase                            |
| Dept/County Support - Adjustment for 2020 CSAH Chargebacks                    |
| Materials/Supplies - Salt Budget Increase Offset by Revenues                  |
| Interdepartmental - Hwy Reimbursement Increase Based on 2020 Allocation       |
| Capital, Debt, Other Financing - No Capital Purchase in 2020 Compared to 2019 |

| Significant Changes from 2019 Adopted Budget - Revenues                |
|--|
| Charges for Services - 2020 Sales & Use Tax Reimbursement for Staff    |
| Other Revenues - Sale of Salt & Sand Increase                          |
| State Revenues - Increase in CSAH Based on Expense Increases           |
| Other Financing Sources - Eliminating Transp Admin Use of Fund Balance |

## Transportation Programs/Services

| Programs  | Estimated allocation 2020* |                     |                    |
|---|----------------------------|---------------------|--------------------|
|   | FTEs                       | Budget              | Levy               |
| Bridge Inspection   | 0.5                        | \$26,606            | \$4,280            |
| Construction and Administration                                   | 20                         | \$2,463,483         | \$22,361           |
| Highway Maintenance   | 14                         | \$1,849,864         | \$397,765          |
| Land Survey Services to County Departments                        | 2.5                        | \$329,956           | \$243,855          |
| Plats   | 2                          | \$314,047           | \$226,986          |
| Project Development and Design                                    | 17                         | \$1,921,647         | \$21,018           |
| Regional and Multi-Modal Office                                   | 3                          | \$287,601           | \$80,327           |
| Remonumentation - Preservation of Public Land Survey (PLS) system | 1.5                        | \$322,339           | \$233,839          |
| Right of Way Acquisition  | 6                          | \$552,183           | \$45,672           |
| Right of Way Management and Permitting                            | 2                          | \$235,142           | \$13,888           |
| Snow and Ice Control  | 16.5                       | \$2,649,675         | \$830,617          |
| Traffic Control Devices   | 8                          | \$1,910,145         | \$420,981          |
| Transportation Planning and Administration                        | 4                          | \$645,195           | \$22,632           |
| <b>Total</b>  | <b>97</b>                  | <b>\$13,507,883</b> | <b>\$2,564,221</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Completed efficiency and safety updates and site improvements at the Recycling Zone facility in Eagan.
- Saved approximately \$250,000 by converting operations at the Byllesby Dam from a contractor to County staff.
- Completed a 67.6-acre wetland banking project in Waterford Township and continued to develop a 116-acre wetland bank in Castle Rock Township, reducing the costs associated with wetland impacts from County construction projects and retaining the environmental benefits of wetland restoration within the County.
- Conducted robust stakeholder engagement and research to assess support for potential goals and strategies related to the County's on-going Land Conservation and Groundwater Protection planning efforts.
- Achieved 100% compliance with the State Riparian Buffer Program requirements on all public waters and public drainage ditches located in Dakota County, providing a consistent and effective approach for water protection.
- Reviewed and revised all solid waste abatement programs to align with the County Solid Waste Master Plan.
- Prepared draft ordinance amendments related to Solid Waste and Groundwater Protection to amend outdated language, increase protection and flexibility and implement programs related to the Solid Waste Master Plan.
- Conducted targeted groundwater monitoring in Greenvale Township and the City of Lakeville to fill data gaps and address specific questions and concerns related to manganese, arsenic and nitrate.

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

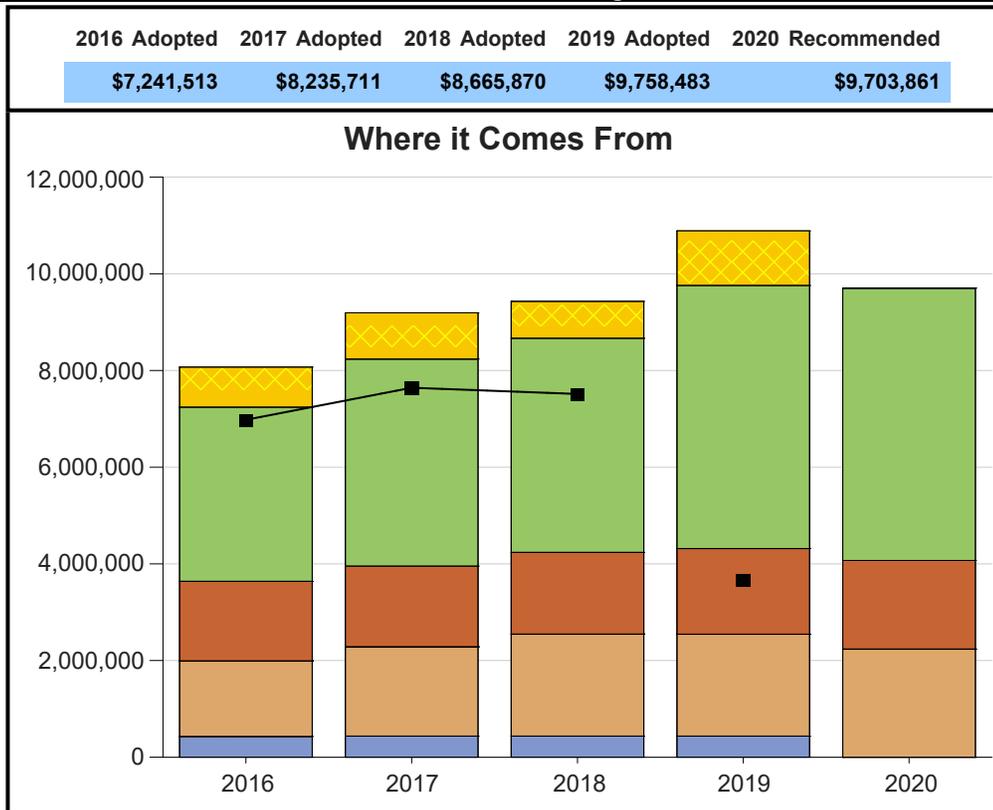
- No 2020 Recommended Requests

## 2020 SIGNIFICANT PLANS AND ISSUES

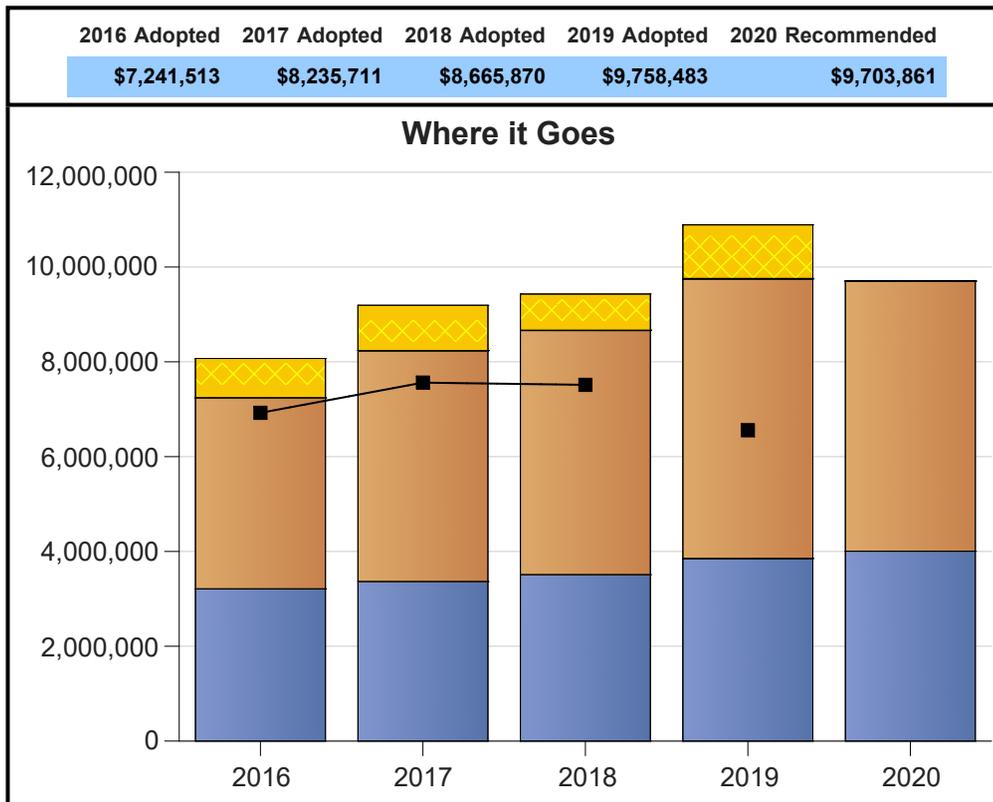
- Work with partner organizations and other County Departments to implement cost effective water quality and environmental assessment/remediation capital improvement projects that address common goals.
- Begin construction of the power house and turbine installation project at the Byllesby Hydroelectric Dam
- Monitor and maintain the wetland bank in Waterford Township and complete the project in Castle Rock Township while managing County wetland credits to realize cost savings for County construction projects.
- Complete the Land Conservation and Groundwater Protection Plans, revise existing programming and develop new approaches and programs to implement the strategies identified within these plans.
- Continue to implement strategies identified within the County Solid Waste Master Plan, phasing in new strategies as identified within the plan and Dakota County Ordinance 110, Solid Waste Management.
- Partner with Scott County to select and procure land for the construction of a Household Hazardous Waste Collection Site to serve the residents of southern and eastern Dakota County and western Scott County.
- Implement changes to Dakota County Ordinance 110 Solid Waste Management and Dakota County Ordinance 114 Wells and Water Supply Management, beginning with extensive outreach and education efforts.
- Perform targeted groundwater sampling to determine the impacts of biosolids land application, herbicide and pesticide use at nurseries, and surface water/groundwater interactions.
- Continue to provide staff support for the Vermillion River Watershed Joint Powers Organization.

# ENVIRONMENTAL RESOURCES

## Budget At A Glance



- Actuals
- Property Taxes
- Lic., Fines, Charges
- Federal Revenue
- State Revenue
- Other Financing Sources
- Amendments & Carryover



- Actuals
- Personnel Cost
- Client/Dept. Support
- Materials and Supplies
- Capital/BIP/Other
- Amendments & Carryover

**FTE (Budgeted)**

33.50      33.50      34.00      34.00

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 3,503,775        | 3,648,366        | 3,851,367        | 4,006,283        |
|                 | Client/Dept. Support    | 4,079,797        | 3,862,217        | 5,897,574        | 5,691,415        |
|                 | Materials and Supplies  | 5,053            | 5,403            | 6,042            | 6,163            |
|                 | Capital/BIP/Other       | (27,421)         | (1,853)          | 3,500            | 0                |
|                 | <b>Total</b>            | <b>7,561,204</b> | <b>7,514,133</b> | <b>9,758,483</b> | <b>9,703,861</b> |
| <b>Revenues</b> | Property Taxes          | 575,218          | 559,995          | 436,176          | 0                |
|                 | Lic., Fines, Charges    | 2,109,458        | 1,973,741        | 2,107,419        | 2,235,850        |
|                 | Federal Revenue         | 0                | 0                | 0                | 0                |
|                 | State Revenue           | 1,739,844        | 1,727,585        | 1,773,354        | 1,834,377        |
|                 | Other Financing Sources | 3,218,622        | 3,252,812        | 5,441,534        | 5,633,634        |
| <b>Total</b>    | <b>7,643,142</b>        | <b>7,514,133</b> | <b>9,758,483</b> | <b>9,703,861</b> |                  |

**2020 Recommended Requests**

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**ENVIRONMENTAL RESOURCES**  
**As of 2019-11-04 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 2,752,101        | 2,855,660        | 3,004,237        | 151,966                   | 3,156,203            | 5.1%                     | 0                        | 3,156,203            | 5.1%                     |
| BENEFITS                              | 714,164          | 747,918          | 815,614          | 2,319                     | 817,933              | 0.3%                     | 0                        | 817,933              | 0.3%                     |
| DEPT/COUNTY SUPPORT                   | 136,286          | 93,462           | 214,398          | -2,174                    | 212,224              | -1.0%                    | 0                        | 212,224              | -1.0%                    |
| TRAVEL/TRAINING                       | 37,509           | 44,785           | 31,516           | 631                       | 32,147               | 2.0%                     | 0                        | 32,147               | 2.0%                     |
| OFFICE SUPPORT                        | 5,053            | 5,403            | 6,042            | 121                       | 6,163                | 2.0%                     | 0                        | 6,163                | 2.0%                     |
| MATERIALS/SUPPLIES                    | 2,400            | 1,133            | 2,040            | 41                        | 2,081                | 2.0%                     | 0                        | 2,081                | 2.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 3,941,109        | 3,767,622        | 5,681,136        | -204,026                  | 5,477,110            | -3.6%                    | 0                        | 5,477,110            | -3.6%                    |
| INTERDEPARTMENTAL                     | -27,421          | -1,853           | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 0                | 0                | 3,500            | -3,500                    | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| TRANSFERS TO OTHER COUNTY FUNDS       | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Expenditures</b>             | <b>7,561,202</b> | <b>7,514,130</b> | <b>9,758,483</b> | <b>-54,622</b>            | <b>9,703,861</b>     | <b>-0.6%</b>             | <b>0</b>                 | <b>9,703,861</b>     | <b>-0.6%</b>             |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 438,367          | 400,389          | 465,550          | 141,126                   | 606,676              | 30.3%                    | 0                        | 606,676              | 30.3%                    |
| OTHER REVENUES                        | 662,001          | 646,028          | 638,368          | -29,466                   | 608,902              | -4.6%                    | 0                        | 608,902              | -4.6%                    |
| LICENSES & PERMITS                    | 1,009,090        | 927,321          | 1,003,501        | 16,771                    | 1,020,272            | 1.7%                     | 0                        | 1,020,272            | 1.7%                     |
| FEDERAL REVENUE                       | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 1,739,844        | 1,727,585        | 1,773,354        | 61,023                    | 1,834,377            | 3.4%                     | 0                        | 1,834,377            | 3.4%                     |
| OTHER INTERGOVERNMENTAL REV           | 428,604          | 618,261          | 569,008          | -1,604                    | 567,404              | -0.3%                    | 0                        | 567,404              | -0.3%                    |
| OTHER FINANCING SOURCES               | 0                | 0                | 4,872,526        | 193,704                   | 5,066,230            | 4.0%                     | 0                        | 5,066,230            | 4.0%                     |
| TRANSFERS FROM OTHER COUNTY FUNDS     | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>4,277,906</b> | <b>4,319,584</b> | <b>9,322,307</b> | <b>381,554</b>            | <b>9,703,861</b>     | <b>4.1%</b>              | <b>0</b>                 | <b>9,703,861</b>     | <b>4.1%</b>              |
| PROPERTY TAXES                        | 575,218          | 559,995          | 436,176          | -436,176                  | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| <b>Total Funding Sources</b>          | <b>4,853,124</b> | <b>4,879,579</b> | <b>9,758,483</b> | <b>-54,622</b>            | <b>9,703,861</b>     | <b>-0.6%</b>             | <b>0</b>                 | <b>9,703,861</b>     | <b>-0.6%</b>             |

**Significant Changes from 2019 Adopted Budget - Expenses**  
 Citizen/Client Related Service - Adjusted program expense to agreements, Added PACE Assessment Program, Removed one time funding for HHW Site

**Significant Changes from 2019 Adopted Budget - Revenues**  
 Property Taxes - Removed Levy funding from department  
 Charges for Services - Increased HHW Reciprocity fees, Added PACE Assessment Program  
 Other Revenues - Decreased HHW Electronics revenue  
 State Revenue - Increased LRDG and SCORE revenue  
 Other Financing Sources - Increased ELF transfer

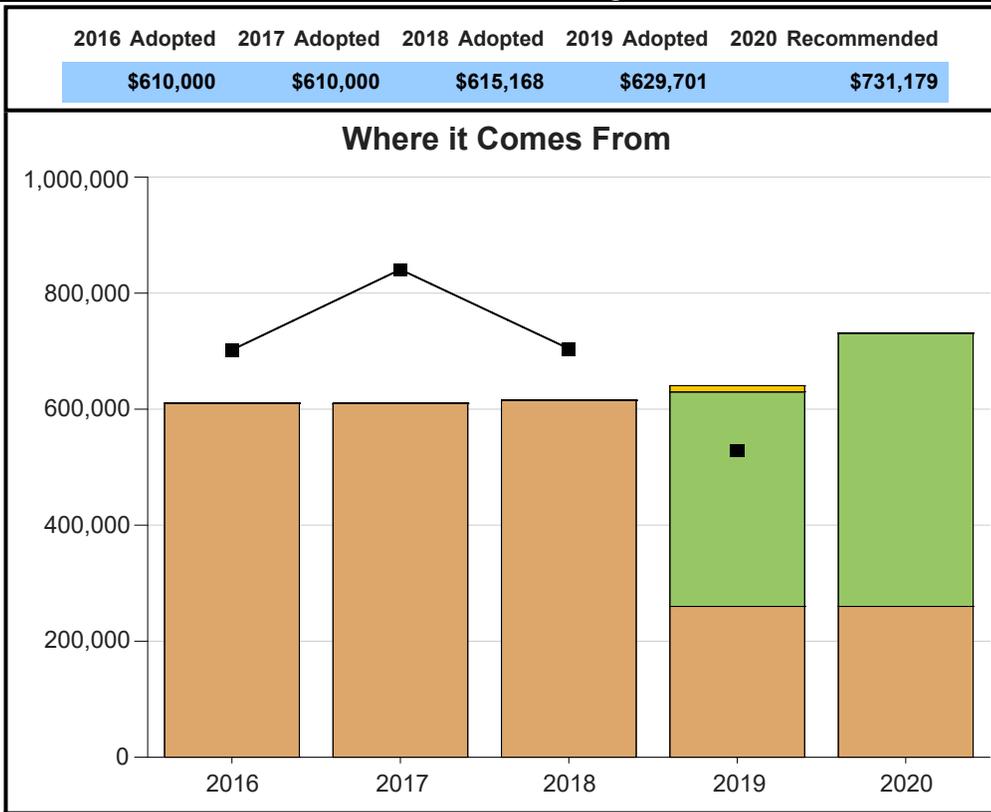
## Environmental Resources Programs/Services

| Programs  | Estimated allocation 2020* |                    |            |
|---|----------------------------|--------------------|------------|
|   | FTEs                       | Budget             | Levy       |
| Brownfields and Contaminated Sites                | 1.8                        | \$504,939          | \$0        |
| Byllesby Dam (Staffing)                           | 1.1                        | \$98,946           | \$0        |
| Drinking Water Protection                         | 4.7                        | \$879,747          | \$0        |
| Hazardous Waste Generator Regulation              | 2.3                        | \$300,096          | \$0        |
| Hazardous Waste Management                        | 1.8                        | \$2,806,948        | \$0        |
| Land Conservation - Easement Monitoring           | 0.3                        | \$69,721           | \$0        |
| Land Conservation - Natural Area Protection       | 3.3                        | \$519,107          | \$0        |
| Land Conservation - Park and Greenway Acquisition | 0.5                        | \$132,894          | \$0        |
| Shoreland and Floodplain Regulation               | 1.1                        | \$181,581          | \$0        |
| Solid Waste Regulation                            | 1.8                        | \$184,295          | \$0        |
| Surface Water Protection                          | 3.9                        | \$931,067          | \$0        |
| Vermillion River Watershed                        | 4.2                        | \$542,251          | \$0        |
| Waste Reduction and Recycling Initiatives         | 6.9                        | \$2,455,351        | \$0        |
| Wetlands and Water Retention                      | 0.4                        | \$87,353           | \$0        |
| <b>Total</b>                                      | <b>34.0</b>                | <b>\$9,694,296</b> | <b>\$0</b> |

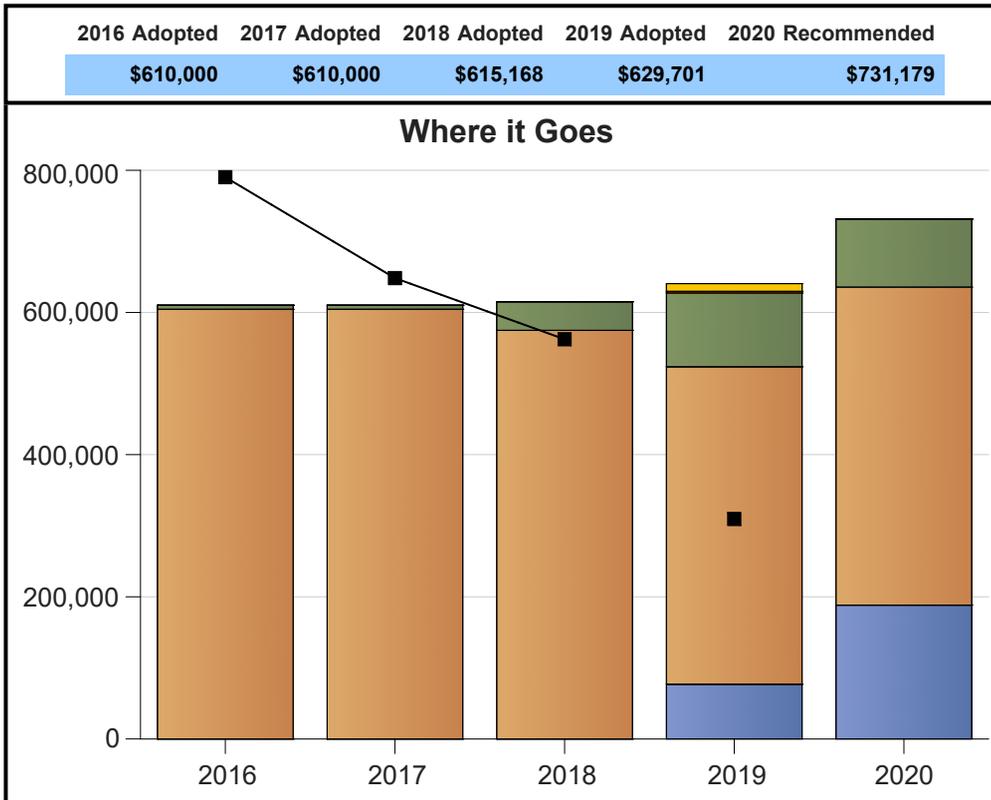
\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

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**BYLLESBY DAM  
Budget At A Glance**



- Actuals
- Property Taxes
- Lic., Fines, Charges
- Federal Revenue
- State Revenue
- Other Financing Sources
- Amendments & Carryover



- Actuals
- Personnel Cost
- Client/Dept. Support
- Materials and Supplies
- Capital/BIP/Other
- Amendments & Carryover

**FTE (Budgeted)**

0.00                      0.00                      1.00                      2.00

|                 |                         | 2017 Actual    | 2018 Actual    | 2019 Budget    | 2020 Recommended |
|-----------------|-------------------------|----------------|----------------|----------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 0              | 0              | 76,966         | 188,237          |
|                 | Client/Dept. Support    | 625,895        | 535,886        | 446,608        | 447,361          |
|                 | Materials and Supplies  | 22,416         | 26,387         | 103,727        | 95,581           |
|                 | Capital/BIP/Other       | 0              | 0              | 2,400          | 0                |
|                 | <b>Total</b>            | <b>648,311</b> | <b>562,273</b> | <b>629,701</b> | <b>731,179</b>   |
| <b>Revenues</b> | Lic., Fines, Charges    | 840,710        | 704,290        | 260,000        | 260,000          |
|                 | Other Financing Sources | 0              | 0              | 369,701        | 471,179          |
|                 | <b>Total</b>            | <b>840,710</b> | <b>704,290</b> | <b>629,701</b> | <b>731,179</b>   |

**2020 Recommended Requests**

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**BYLLESBY DAM**  
**As of 2019-11-04 (Includes OPS)**

|                                       | 2017 Actual    | 2018 Actual    | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|----------------|----------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                |                |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 0              | 0              | 54,016           | 75,056                    | 129,072              | 139.0%                   | 0                        | 129,072              | 139.0%                   |
| BENEFITS                              | 0              | 0              | 22,759           | 29,152                    | 51,911               | 128.1%                   | 0                        | 51,911               | 128.1%                   |
| DEPT/COUNTY SUPPORT                   | 596,237        | 535,885        | 446,608          | 753                       | 447,361              | 0.2%                     | 0                        | 447,361              | 0.2%                     |
| TRAVEL/TRAINING                       | 0              | 0              | 191              | 7,063                     | 7,254                | 3,697.9%                 | 0                        | 7,254                | 3,697.9%                 |
| OFFICE SUPPORT                        | 22,416         | 26,387         | 103,727          | -8,146                    | 95,581               | -7.9%                    | 0                        | 95,581               | -7.9%                    |
| MATERIALS/SUPPLIES                    | 29,658         | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 0              | 0              | 2,400            | -2,400                    | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| <b>Total Expenditures</b>             | <b>648,311</b> | <b>562,273</b> | <b>629,701</b>   | <b>101,478</b>            | <b>731,179</b>       | <b>16.1%</b>             | <b>0</b>                 | <b>731,179</b>       | <b>16.1%</b>             |
| <b>Funding Sources</b>                |                |                |                  |                           |                      |                          |                          |                      |                          |
| OTHER REVENUES                        | 840,710        | 704,290        | 260,000          | 0                         | 260,000              | 0.0%                     | 0                        | 260,000              | 0.0%                     |
| OTHER FINANCING SOURCES               | 0              | 0              | 369,701          | 101,478                   | 471,179              | 27.4%                    | 0                        | 471,179              | 27.4%                    |
| <b>Total Non-Levy Funding Sources</b> | <b>840,710</b> | <b>704,290</b> | <b>629,701</b>   | <b>101,478</b>            | <b>731,179</b>       | <b>16.1%</b>             | <b>0</b>                 | <b>731,179</b>       | <b>16.1%</b>             |
| <b>Total Funding Sources</b>          | <b>840,710</b> | <b>704,290</b> | <b>629,701</b>   | <b>101,478</b>            | <b>731,179</b>       | <b>16.1%</b>             | <b>0</b>                 | <b>731,179</b>       | <b>16.1%</b>             |

**Significant Changes from 2019 Adopted Budget - Expenses**

Salaries/Benefits - Added FTE during 2019, not in 2019 Adopted Budget

Travel/Training - Increase due to added Staff

**Significant Changes from 2019 Adopted Budget - Revenues**

Other Financing Sources - Increased Use of Fund Balance

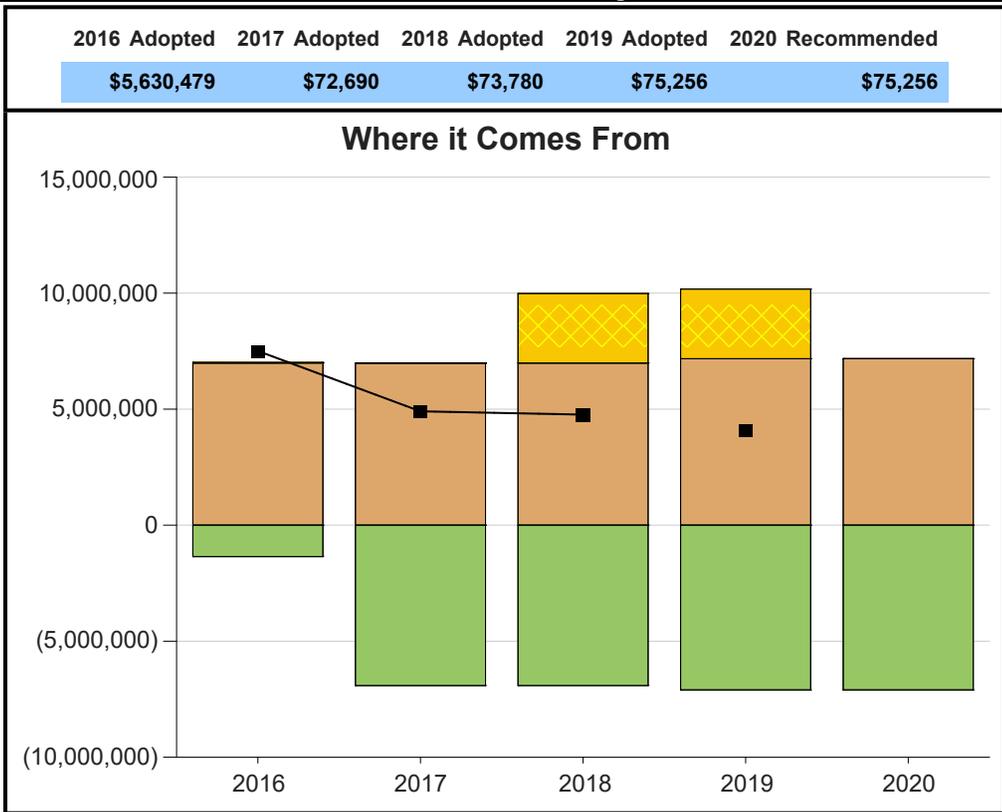
## Byllesby Dam Programs/Services

| Programs                  | Estimated allocation 2020* |           |      |
|---------------------------|----------------------------|-----------|------|
|                           | FTEs                       | Budget    | Levy |
| Byllesby Dam (Operations) | 2.0                        | \$731,179 | \$0  |

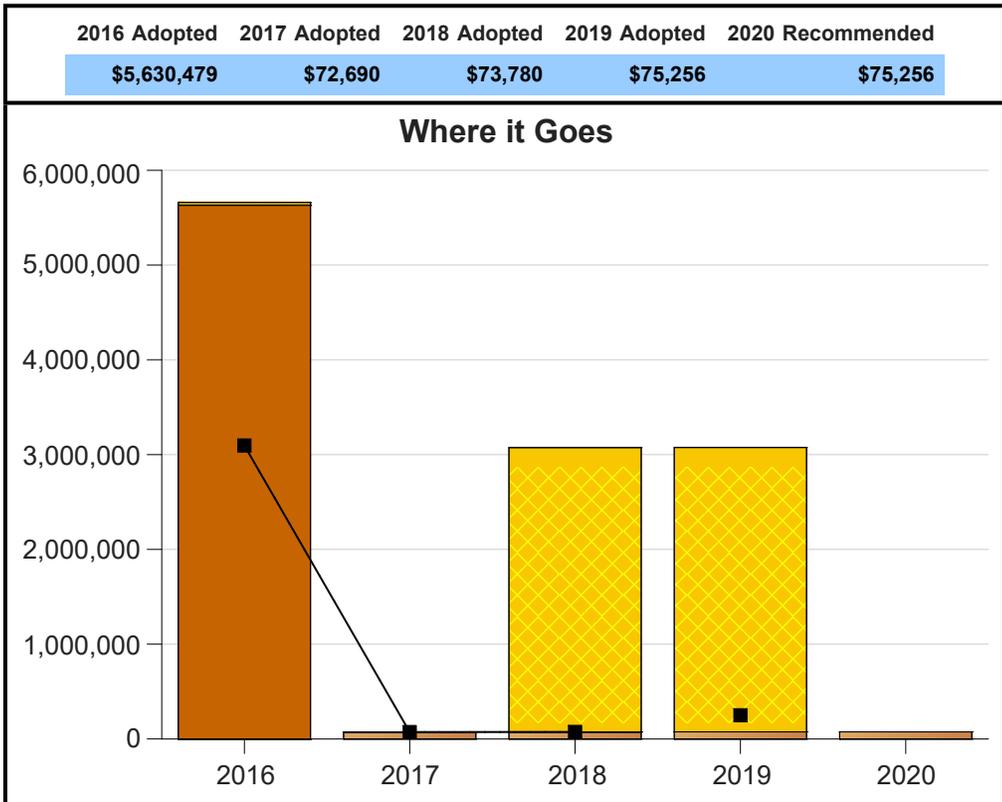
\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

# ENVIRONMENTAL LEGACY

## Budget At A Glance



- Actuals
- Property Taxes
- Lic., Fines, Charges
- Federal Revenue
- State Revenue
- Other Financing Sources
- Amendments & Carryover



- Actuals
- Personnel Cost
- Client/Dept. Support
- Materials and Supplies
- Capital/BIP/Other
- Amendments & Carryover

No Data Available for FTE

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget   | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|---------------|------------------|
| <b>Expenses</b> | Client/Dept. Support    | 72,690           | 73,780           | 75,256        | 75,256           |
|                 | Capital/BIP/Other       | 0                | 0                | 0             | 0                |
|                 | <b>Total</b>            | <b>72,690</b>    | <b>73,780</b>    | <b>75,256</b> | <b>75,256</b>    |
| <b>Revenues</b> | Lic., Fines, Charges    | 8,071,969        | 9,162,855        | 7,175,000     | 7,175,000        |
|                 | Other Financing Sources | (3,164,447)      | (4,398,066)      | (7,099,744)   | (7,099,744)      |
|                 | <b>Total</b>            | <b>4,907,522</b> | <b>4,764,789</b> | <b>75,256</b> | <b>75,256</b>    |

| 2020 Recommended Requests | FTE  | Expense | Revenue | Levy |
|---------------------------|------|---------|---------|------|
|                           | 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)  
ENVIRONMENTAL LEGACY  
As of 2019-11-04 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CITIZEN/CLIENT RELATED SERVICE        | 72,690           | 73,780           | 75,256           | 0                         | 75,256               | 0.0%                     | 0                        | 75,256               | 0.0%                     |
| TRANSFERS TO OTHER COUNTY FUNDS       | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Expenditures</b>             | <b>72,690</b>    | <b>73,780</b>    | <b>75,256</b>    | <b>0</b>                  | <b>75,256</b>        | <b>0.0%</b>              | <b>0</b>                 | <b>75,256</b>        | <b>0.0%</b>              |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 7,909,201        | 8,981,585        | 7,015,000        | 0                         | 7,015,000            | 0.0%                     | 0                        | 7,015,000            | 0.0%                     |
| OTHER REVENUES                        | 162,768          | 181,272          | 160,000          | 0                         | 160,000              | 0.0%                     | 0                        | 160,000              | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                | 0                | -7,099,744       | 0                         | -7,099,744           | 0.0%                     | 0                        | -7,099,744           | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>8,071,969</b> | <b>9,162,857</b> | <b>75,256</b>    | <b>0</b>                  | <b>75,256</b>        | <b>0.0%</b>              | <b>0</b>                 | <b>75,256</b>        | <b>0.0%</b>              |
| <b>Total Funding Sources</b>          | <b>8,071,969</b> | <b>9,162,857</b> | <b>75,256</b>    | <b>0</b>                  | <b>75,256</b>        | <b>0.0%</b>              | <b>0</b>                 | <b>75,256</b>        | <b>0.0%</b>              |

Significant Changes from 2019 Adopted Budget - Expenses  
No significant variances

Significant Changes from 2019 Adopted Budget - Revenues  
No significant variances

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Provided technical assistance to design and install approximately 90 conservation projects
- Adopted Education and Outreach Plan
- Led development of Cannon River Comprehensive Watershed Management Plan
- Participated in development of the Dakota County Groundwater Plan
- Participated in development of the Dakota County Land Conservation Plan
- Provided administrative and technical tasks associated with developing wetland bank projects
- Provided leadership to manage engineering and technical assistance grants for 11-metro area SWCDs
- Reached milestone of 14,000<sup>th</sup> fifth grade student participating in annual Outdoor Education Days
- Reach milestone of 500<sup>th</sup> installed rainwater garden in Dakota County
- Conducted surface water and groundwater monitoring activities throughout Dakota County
- Held 29 landowner workshops with approximately 680 attendees
- Leveraged over \$600,000 of federal, state and local funds other than County sources

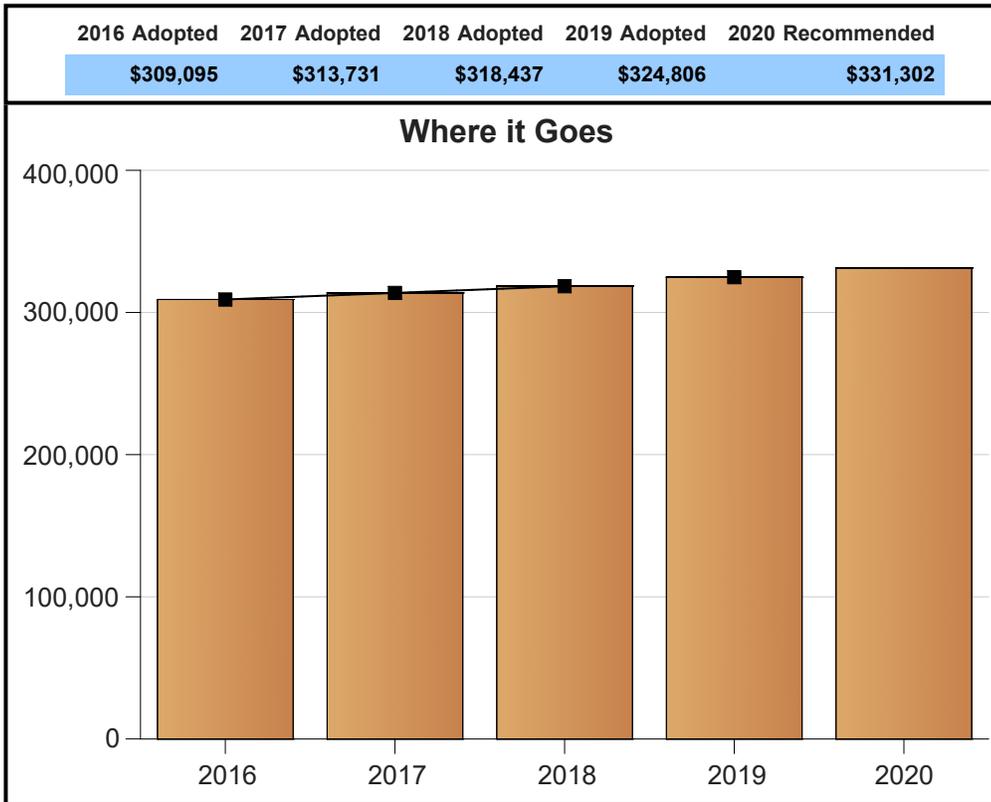
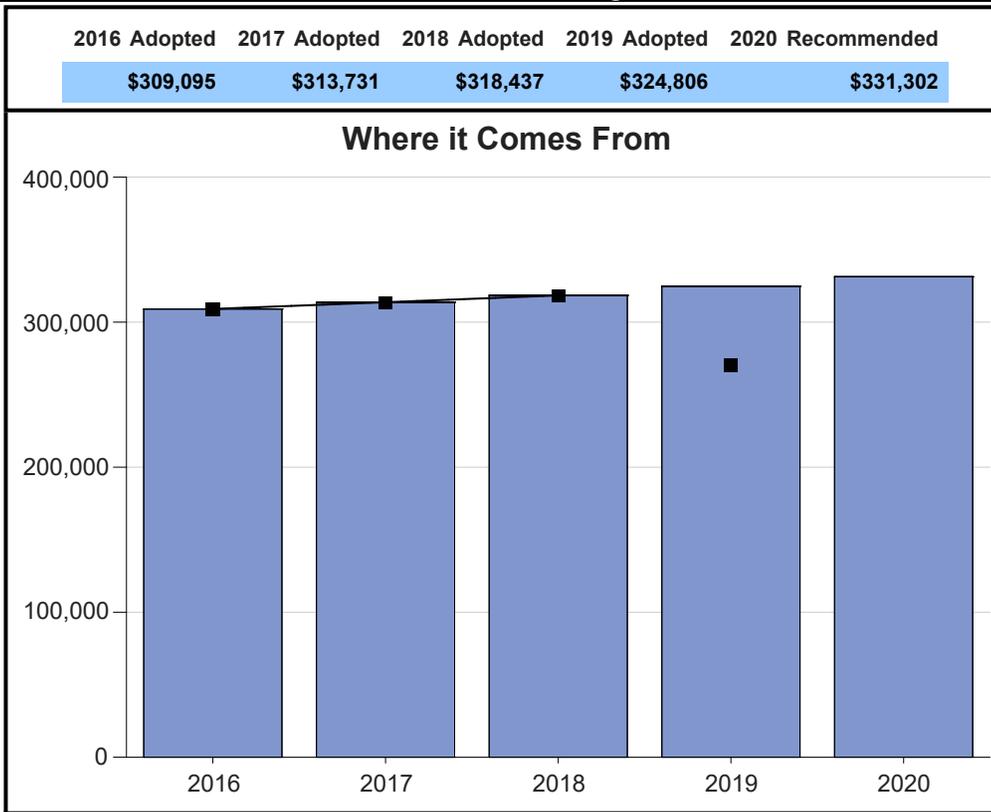
## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 Recommended Requests

## 2020 SIGNIFICANT PLANS AND ISSUES

- Provide administrative functions and construction oversight to facilitate wetland restorations and release of wetland bank credits to Dakota County for the first time since 2004
- Continue to provide high quality technical assistance to develop solutions and to install voluntary conservation projects through trained staff
- Assist with finalizing and implementing the Dakota County Groundwater Plan and Land Conservation Plan with focus on avoiding duplication of SWCD programs and services.
- Continue to provide leadership with administering the Lower Mississippi River, Eagan-Inver Grove Heights and North Cannon River Watershed Management Organizations' within Dakota County; evaluate opportunities to provide leadership to the 14-member Cannon River Watershed Joint Powers Board involving over one million acres of land within six different counties
- Participate and help establish a Cannon River Agricultural Collaborative which is a public-private-nonprofit partnership with a vision of prosperous farms, healthy soils, clean water and vibrant communities
- Continue to evaluate and pursue federal and state grant opportunities

## SOIL & WATER Budget At A Glance



No Data Available for FTE

|                 |                      | 2017 Actual    | 2018 Actual    | 2019 Budget    | 2020 Recommended |
|-----------------|----------------------|----------------|----------------|----------------|------------------|
| <b>Expenses</b> | Client/Dept. Support | 313,731        | 318,437        | 324,806        | 331,302          |
|                 | <b>Total</b>         | <b>313,731</b> | <b>318,437</b> | <b>324,806</b> | <b>331,302</b>   |
| <b>Revenues</b> | Property Taxes       | 313,731        | 318,437        | 324,806        | 331,302          |
|                 | <b>Total</b>         | <b>313,731</b> | <b>318,437</b> | <b>324,806</b> | <b>331,302</b>   |

| 2020 Recommended Requests | FTE  | Expense | Revenue | Levy |
|---------------------------|------|---------|---------|------|
|                           | 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**SOIL & WATER**  
**As of 2019-11-04 (Includes OPS)**

|                                | 2017 Actual    | 2018 Actual    | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|--------------------------------|----------------|----------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>            |                |                |                  |                           |                      |                          |                          |                      |                          |
| CITIZEN/CLIENT RELATED SERVICE | 313,731        | 318,437        | 324,806          | 6,496                     | 331,302              | 2.0%                     | 0                        | 331,302              | 2.0%                     |
| <b>Total Expenditures</b>      | <b>313,731</b> | <b>318,437</b> | <b>324,806</b>   | <b>6,496</b>              | <b>331,302</b>       | <b>2.0%</b>              | <b>0</b>                 | <b>331,302</b>       | <b>2.0%</b>              |
| <b>Funding Sources</b>         |                |                |                  |                           |                      |                          |                          |                      |                          |
| PROPERTY TAXES                 | 313,731        | 318,437        | 324,806          | 6,496                     | 331,302              | 2.0%                     | 0                        | 331,302              | 2.0%                     |
| <b>Total Funding Sources</b>   | <b>313,731</b> | <b>318,437</b> | <b>324,806</b>   | <b>6,496</b>              | <b>331,302</b>       | <b>2.0%</b>              | <b>0</b>                 | <b>331,302</b>       | <b>2.0%</b>              |

Significant Changes from 2019 Adopted Budget - Expenses  
 No significant variances

Significant Changes from 2019 Adopted Budget - Revenues  
 No significant variances

## Soil and Water District Conservation Programs/Services

| Programs   | Estimated allocation 2020* |           |           |
|--|----------------------------|-----------|-----------|
|  | FTEs                       | Budget    | Levy      |
| Grant to Soil and Water Conservation District (SWCD) | 0                          | \$331,302 | \$331,302 |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

# **Public Service And Revenue Division**

# Public Services and Revenue Division

## Program and Service Inventory

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

\*\*\*\*\*

- Public Services and Revenue Division provides 20 programs/services to its residents.
- 13 of the programs/services in the division have some degree of mandate.<sup>1</sup> These mandated services make up:
  - Budget: \$11,235,677 (43% of total division budget)
  - Levy: \$6,053,048 (31% of total division levy)
  - FTEs: 111.3 (45% of total division FTEs)
- Programs/services by primary Strategic Plan Goal

| County Strategic Plan Goals <sup>2</sup> | Programs/Services | Estimated allocation 2020* |              |              |
|--|-------------------|----------------------------|--------------|--------------|
|  |                   | FTEs                       | Budget       | Levy         |
| A great place to live                    | 5                 | 130.3                      | \$14,349,876 | \$13,625,876 |
| A successful place for business and jobs | 1                 | 0.9                        | \$41,006     | -\$457,694   |
| Excellence in public service             | 14                | 114.8                      | \$11,858,162 | \$6,373,063  |

- Programs/services by department

| Departments                                | Programs/Services | Planning base 2020* |              |              |
|--|-------------------|---------------------|--------------|--------------|
|  |                   | FTEs                | Budget       | Levy         |
| Assessor                                   | 4                 | 40.0                | \$4,152,897  | \$4,149,697  |
| County Fair and Historical Society         | 1                 |                     | \$298,302    | \$298,302    |
| Elections                                  | 1                 | 5.0                 | \$721,361    | \$635,361    |
| Law Library                                | 1                 | 3.4                 | \$0          | \$0          |
| Library                                    | 4                 | 130.3               | \$14,051,574 | \$13,327,574 |
| Property Taxation and Records              | 4                 | 34.3                | \$3,915,952  | \$133,953    |
| Public Services and Revenue Administration | 2                 | 3.5                 | \$651,351    | \$302,351    |
| Service and License Centers                | 3                 | 29.5                | \$2,457,607  | \$694,007    |

<sup>1</sup> Defined by the department: Departments were asked to choose the degree of mandate attached to each separate service/program.

<sup>2</sup> Departments were asked to align each program/service with a primary Strategic Plan Goal.

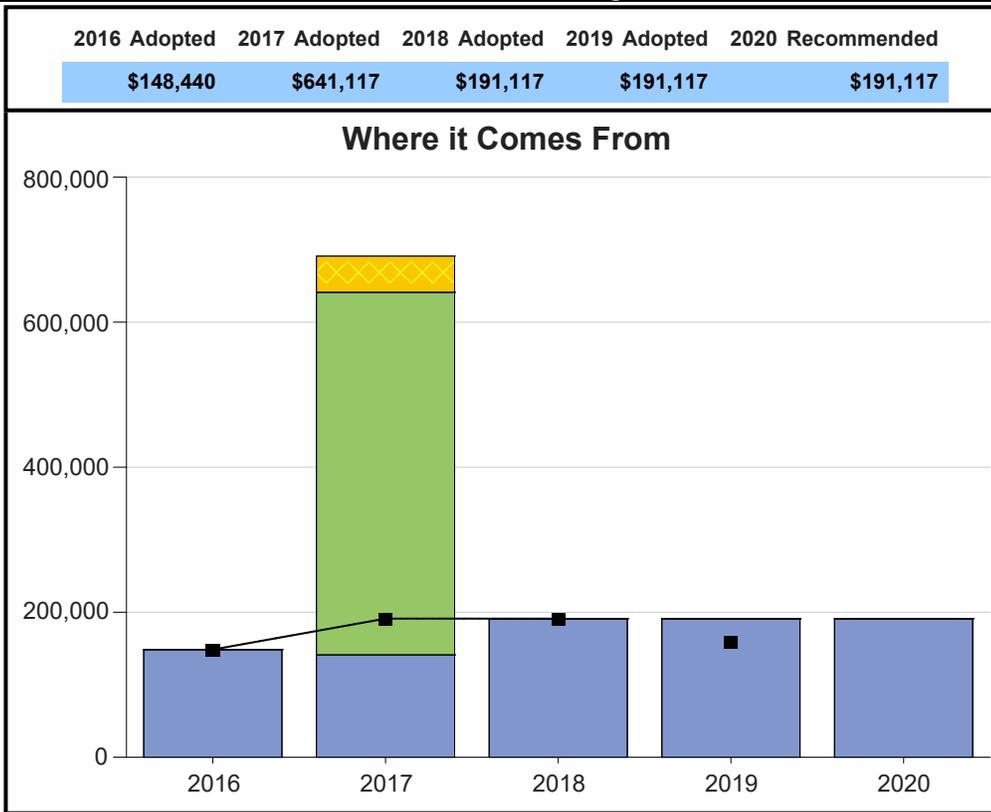
**Budget Planning Summary**  
**PUBLIC SERVICES AND REVENUE**  
As of 2019-11-01  
Includes OPS

**PUBLIC SERVICES AND REVENUE**

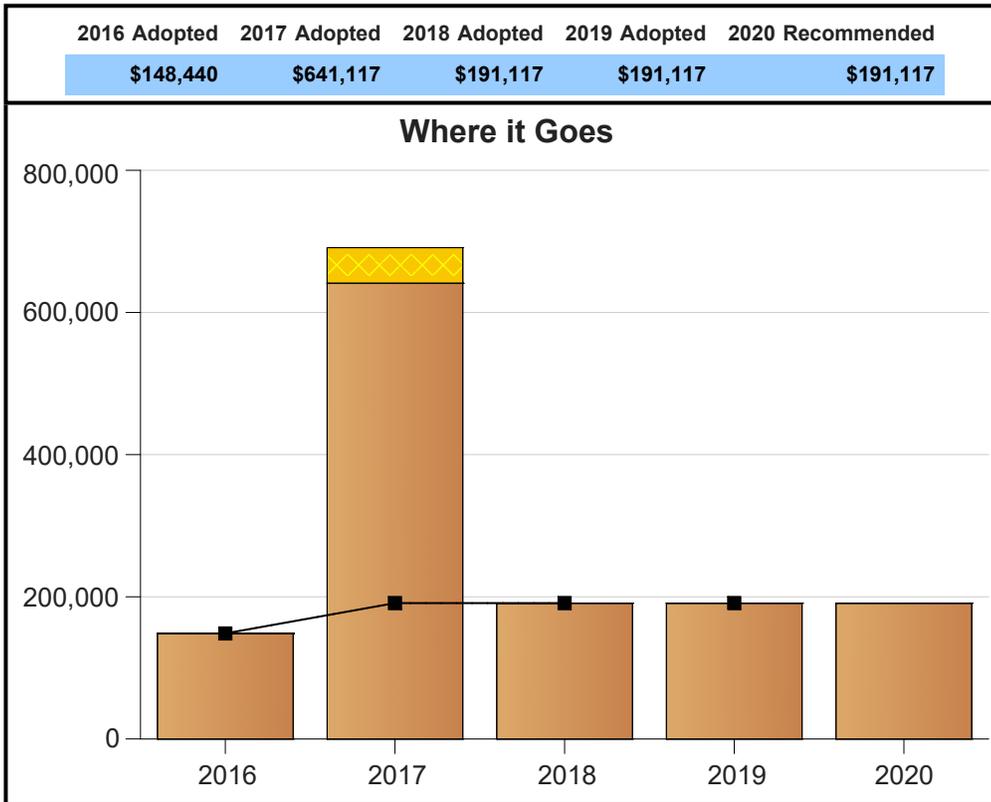
|   | 2017<br>Actual    | 2018<br>Actual    | 2019<br>Adopted   | 2020 Final<br>Plan Base | % Change<br>PY | 2020<br>Recommended<br>Budget | % Change<br>PY |
|---|-------------------|-------------------|-------------------|-------------------------|----------------|-------------------------------|----------------|
| <b>Expenditures</b>                       |                   |                   |                   |                         |                |                               |                |
| SALARIES                                  | 14,674,426        | 15,240,503        | 15,565,804        | 16,129,830              | 3.6%           | 16,149,438                    | 3.7%           |
| BENEFITS                                  | 4,426,862         | 4,620,756         | 4,802,429         | 5,120,701               | 6.6%           | 5,131,491                     | 6.9%           |
| DEPT/COUNTY SUPPORT                       | 998,846           | 718,325           | 780,739           | 774,572                 | -0.8%          | 1,376,748                     | 76.3%          |
| TRAVEL/TRAINING                           | 130,493           | 147,909           | 142,945           | 145,804                 | 2.0%           | 146,001                       | 2.1%           |
| OFFICE SUPPORT                            | 356,497           | 448,060           | 403,889           | 411,968                 | 2.0%           | 411,968                       | 2.0%           |
| MATERIALS/SUPPLIES                        | 0                 | 0                 | 0                 | 0                       | 0.0%           | 0                             | 0.0%           |
| CITIZEN/CLIENT RELATED<br>SERVICE         | 2,707,136         | 2,945,725         | 2,777,088         | 2,825,863               | 1.8%           | 2,825,863                     | 1.8%           |
| INTERDEPARTMENTAL                         | 40,052            | 66,509            | 0                 | 0                       | 0.0%           | 0                             | 0.0%           |
| CAPITAL, DEBT, OTHER<br>FINANCING         | 1,233,596         | 1,718,920         | 920,305           | 840,000                 | -8.7%          | 905,102                       | -1.7%          |
| <b>Total Expenditures</b>                 | <b>24,567,909</b> | <b>25,906,707</b> | <b>25,393,199</b> | <b>26,248,738</b>       | <b>3.4%</b>    | <b>26,946,611</b>             | <b>6.1%</b>    |
| <b>Funding Sources</b>                    |                   |                   |                   |                         |                |                               |                |
| OTHER TAXES                               | 728,969           | 705,623           | 680,000           | 710,000                 | 4.4%           | 710,000                       | 4.4%           |
| CHARGES FOR SERVICES                      | 5,122,693         | 5,086,988         | 5,289,900         | 5,217,100               | -1.4%          | 5,217,100                     | -1.4%          |
| OTHER REVENUES                            | 557,099           | 569,887           | 430,700           | 457,200                 | 6.2%           | 457,200                       | 6.2%           |
| LICENSES & PERMITS                        | 66,720            | 44,957            | 31,000            | 38,500                  | 24.2%          | 38,500                        | 24.2%          |
| FEDERAL REVENUE                           | 0                 | 0                 | 0                 | 0                       | 0.0%           | 0                             | 0.0%           |
| STATE REVENUE                             | 393,632           | 660,004           | 150,000           | 126,000                 | -16.0%         | 126,000                       | -16.0%         |
| OTHER INTERGOVERNMENTAL<br>REV            | 297,399           | 214,845           | 109,000           | 109,000                 | 0.0%           | 109,000                       | 0.0%           |
| OTHER FINANCING SOURCES                   | 0                 | 0                 | 87,525            | 50,000                  | -42.9%         | 715,000                       | 716.9%         |
| <b>Total Non-Levy Funding<br/>Sources</b> | <b>7,166,512</b>  | <b>7,282,304</b>  | <b>6,778,125</b>  | <b>6,707,800</b>        | <b>-1.0%</b>   | <b>7,372,800</b>              | <b>8.8%</b>    |
| PROPERTY TAXES                            | 17,697,771        | 18,387,221        | 18,615,074        | 19,540,938              | 5.0%           | 19,573,811                    | 5.2%           |
| <b>Total Funding Sources</b>              | <b>24,864,283</b> | <b>25,669,525</b> | <b>25,393,199</b> | <b>26,248,738</b>       | <b>3.4%</b>    | <b>26,946,611</b>             | <b>6.1%</b>    |

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**COUNTY FAIR  
Budget At A Glance**



- Actuals
- Property Taxes
- Lic., Fines, Charges
- Federal Revenue
- State Revenue
- Other Financing Sources
- Amendments & Carryover



- Actuals
- Personnel Cost
- Client/Dept. Support
- Materials and Supplies
- Capital/BIP/Other
- Amendments & Carryover

No Data Available for FTE

|                 |                         | 2017 Actual    | 2018 Actual    | 2019 Budget    | 2020 Recommended |
|-----------------|-------------------------|----------------|----------------|----------------|------------------|
| <b>Expenses</b> | Client/Dept. Support    | 191,117        | 191,117        | 191,117        | 191,117          |
|                 | <b>Total</b>            | <b>191,117</b> | <b>191,117</b> | <b>191,117</b> | <b>191,117</b>   |
| <b>Revenues</b> | Property Taxes          | 191,117        | 191,114        | 191,117        | 191,117          |
|                 | Other Financing Sources | 0              | 0              | 0              | 0                |
|                 | <b>Total</b>            | <b>191,117</b> | <b>191,114</b> | <b>191,117</b> | <b>191,117</b>   |

| 2020 Recommended Requests | FTE  | Expense | Revenue | Levy |
|---------------------------|------|---------|---------|------|
|                           | 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**COUNTY FAIR**  
**As of 2019-10-28 (Includes OPS)**

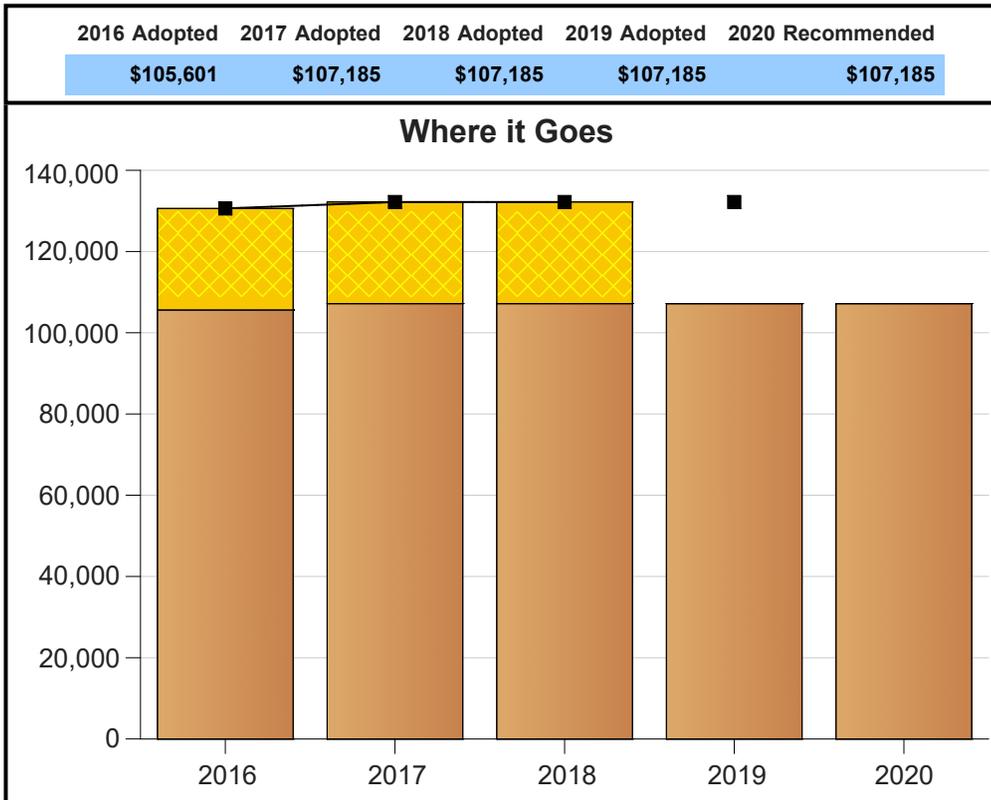
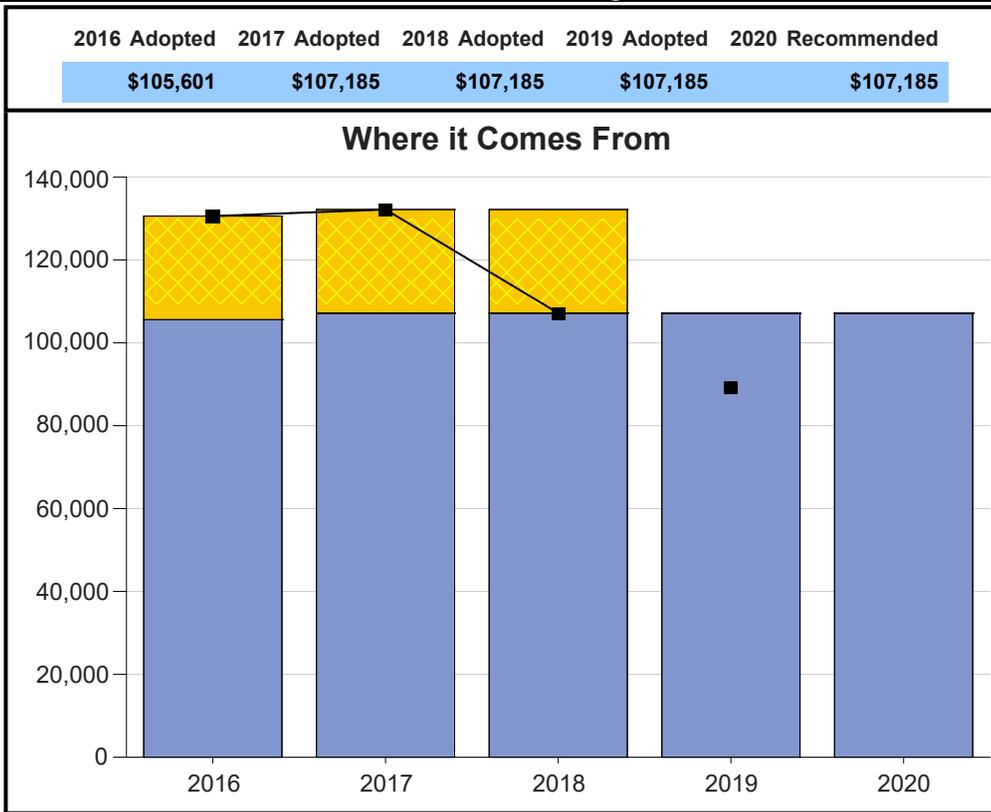
|                                       | 2017 Actual    | 2018 Actual    | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|----------------|----------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                |                |                  |                           |                      |                          |                          |                      |                          |
| CITIZEN/CLIENT RELATED SERVICE        | 191,117        | 191,117        | 191,117          | 0                         | 191,117              | 0.0%                     | 0                        | 191,117              | 0.0%                     |
| <b>Total Expenditures</b>             | <b>191,117</b> | <b>191,117</b> | <b>191,117</b>   | <b>0</b>                  | <b>191,117</b>       | <b>0.0%</b>              | <b>0</b>                 | <b>191,117</b>       | <b>0.0%</b>              |
| <b>Funding Sources</b>                |                |                |                  |                           |                      |                          |                          |                      |                          |
| OTHER FINANCING SOURCES               | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>0</b>       | <b>0</b>       | <b>0</b>         | <b>0</b>                  | <b>0</b>             | <b>0.0%</b>              | <b>0</b>                 | <b>0</b>             | <b>0.0%</b>              |
| PROPERTY TAXES                        | 191,117        | 191,114        | 191,117          | 0                         | 191,117              | 0.0%                     | 0                        | 191,117              | 0.0%                     |
| <b>Total Funding Sources</b>          | <b>191,117</b> | <b>191,114</b> | <b>191,117</b>   | <b>0</b>                  | <b>191,117</b>       | <b>0.0%</b>              | <b>0</b>                 | <b>191,117</b>       | <b>0.0%</b>              |

Significant Changes from 2019 Adopted Budget - Expenses  
 No significant variances

Significant Changes from 2019 Adopted Budget - Revenues  
 No significant variances

# HISTORICAL SOCIETY

## Budget At A Glance



No Data Available for FTE

|                 |                         | 2017 Actual    | 2018 Actual    | 2019 Budget    | 2020 Recommended |
|-----------------|-------------------------|----------------|----------------|----------------|------------------|
| <b>Expenses</b> | Client/Dept. Support    | 132,185        | 132,185        | 107,185        | 107,185          |
|                 | <b>Total</b>            | <b>132,185</b> | <b>132,185</b> | <b>107,185</b> | <b>107,185</b>   |
| <b>Revenues</b> | Property Taxes          | 107,185        | 107,185        | 107,185        | 107,185          |
|                 | Lic., Fines, Charges    | 0              | 0              | 0              | 0                |
|                 | Other Financing Sources | 25,000         | 0              | 0              | 0                |
|                 | <b>Total</b>            | <b>132,185</b> | <b>107,185</b> | <b>107,185</b> | <b>107,185</b>   |

| 2020 Recommended Requests | FTE  | Expense | Revenue | Levy |
|---------------------------|------|---------|---------|------|
|                           | 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**HISTORICAL SOCIETY**  
**As of 2019-10-28 (Includes OPS)**

|                                       | 2017 Actual    | 2018 Actual    | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|----------------|----------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                |                |                  |                           |                      |                          |                          |                      |                          |
| CITIZEN/CLIENT RELATED SERVICE        | 132,185        | 132,185        | 107,185          | 0                         | 107,185              | 0.0%                     | 0                        | 107,185              | 0.0%                     |
| <b>Total Expenditures</b>             | <b>132,185</b> | <b>132,185</b> | <b>107,185</b>   | <b>0</b>                  | <b>107,185</b>       | <b>0.0%</b>              | <b>0</b>                 | <b>107,185</b>       | <b>0.0%</b>              |
| <b>Funding Sources</b>                |                |                |                  |                           |                      |                          |                          |                      |                          |
| OTHER REVENUES                        | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER FINANCING SOURCES               | 0              | 0              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>0</b>       | <b>0</b>       | <b>0</b>         | <b>0</b>                  | <b>0</b>             | <b>0.0%</b>              | <b>0</b>                 | <b>0</b>             | <b>0.0%</b>              |
| PROPERTY TAXES                        | 107,185        | 107,185        | 107,185          | 0                         | 107,185              | 0.0%                     | 0                        | 107,185              | 0.0%                     |
| <b>Total Funding Sources</b>          | <b>107,185</b> | <b>107,185</b> | <b>107,185</b>   | <b>0</b>                  | <b>107,185</b>       | <b>0.0%</b>              | <b>0</b>                 | <b>107,185</b>       | <b>0.0%</b>              |

Significant Changes from 2019 Adopted Budget - Expenses  
 No significant variances

Significant Changes from 2019 Adopted Budget - Revenues  
 No significant variances

## County Fair and Historical Society Programs/Services

| <b>Programs</b>                          | <b>Estimated allocation 2020*</b> |               |             |
|--|-----------------------------------|---------------|-------------|
|  | <b>FTEs</b>                       | <b>Budget</b> | <b>Levy</b> |
| Grant Funding to Community Organizations | 0.0                               | \$298,302     | \$298,302   |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Training for new leadership and succession planning for future leadership
- Progress toward credit card acceptance throughout the division
- Technology
  - Digitize land records and ensure preservation of records
  - Expand pollbooks use
  - Enhance elections security

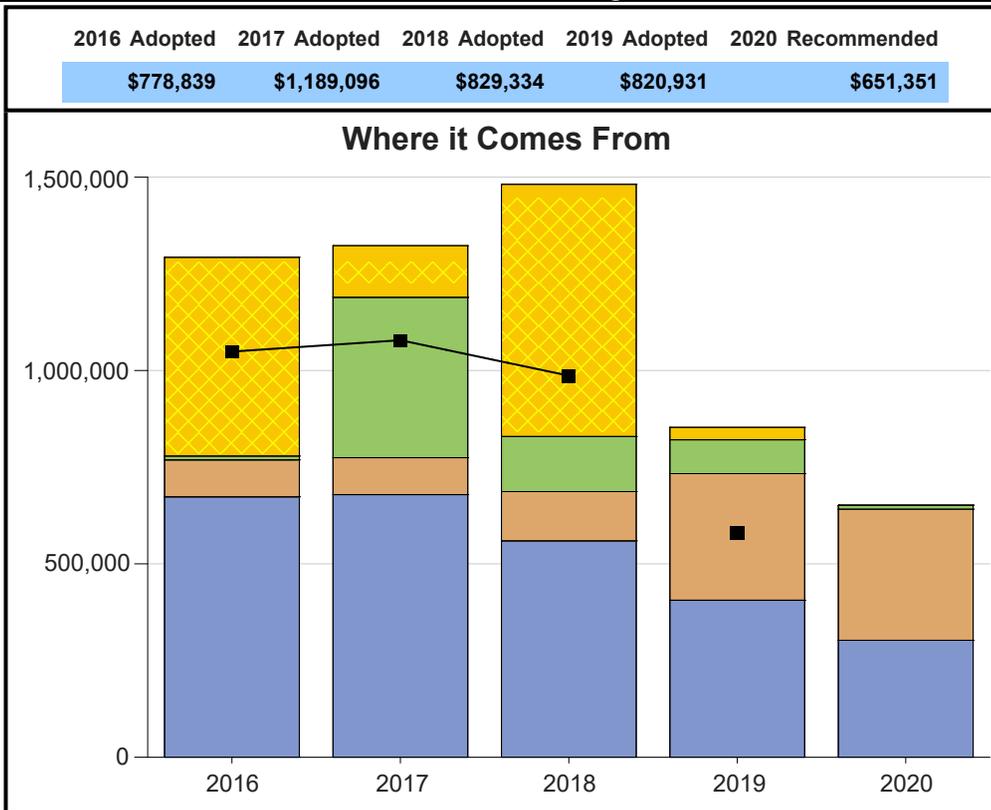
## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 Recommended Requests

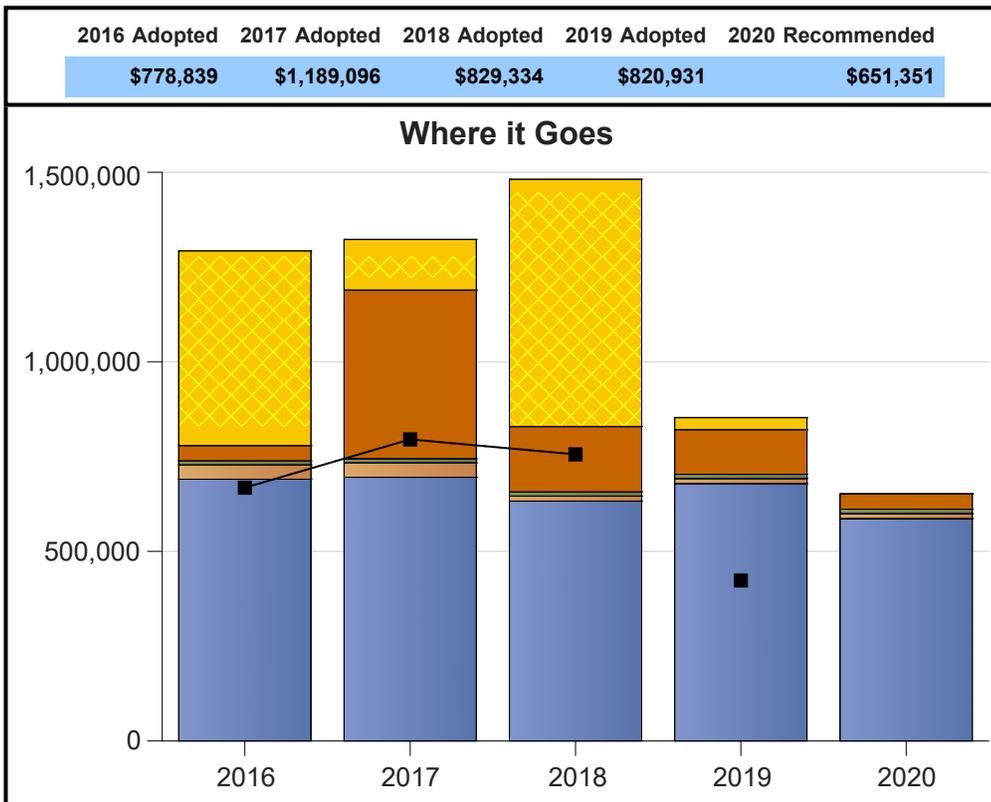
## 2020 SIGNIFICANT PLANS AND ISSUES

- Complete credit card acceptance throughout the division
- Ensure digital preservation of records
- Support expansion of election technology and security

Budget At A Glance



- Actuals
- Property Taxes
- Lic., Fines, Charges
- Federal Revenue
- State Revenue
- Other Financing Sources
- Amendments & Carryover



- Actuals
- Personnel Cost
- Client/Dept. Support
- Materials and Supplies
- Capital/BIP/Other
- Amendments & Carryover

**FTE (Budgeted)**

7.00                      7.06                      5.31                      3.50

|                 |                         | 2017 Actual      | 2018 Actual    | 2019 Budget    | 2020 Recommended |
|-----------------|-------------------------|------------------|----------------|----------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 631,521          | 513,173        | 678,809        | 586,462          |
|                 | Client/Dept. Support    | 21,401           | 7,202          | 13,317         | 13,383           |
|                 | Materials and Supplies  | 10,075           | 11,073         | 11,280         | 11,506           |
|                 | Capital/BIP/Other       | 132,474          | 224,494        | 117,525        | 40,000           |
|                 | <b>Total</b>            | <b>795,471</b>   | <b>755,942</b> | <b>820,931</b> | <b>651,351</b>   |
| <b>Revenues</b> | Property Taxes          | 627,315          | 619,150        | 405,906        | 302,351          |
|                 | Lic., Fines, Charges    | 375,734          | 344,914        | 327,500        | 339,000          |
|                 | Other Financing Sources | 75,269           | 22,518         | 87,525         | 10,000           |
|                 | <b>Total</b>            | <b>1,078,318</b> | <b>986,582</b> | <b>820,931</b> | <b>651,351</b>   |

**2020 Recommended Requests**

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**PUBLIC SERVICE & REVENUE ADMIN**  
**As of 2019-11-01 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual    | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|----------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 517,650          | 428,419        | 538,316          | -71,078                   | 467,238              | -13.2%                   | 0                        | 467,238              | -13.2%                   |
| BENEFITS                              | 106,794          | 72,327         | 103,765          | -22,003                   | 81,762               | -21.2%                   | 0                        | 81,762               | -21.2%                   |
| DEPT/COUNTY SUPPORT                   | 21,402           | 6,711          | 13,317           | 66                        | 13,383               | 0.5%                     | 0                        | 13,383               | 0.5%                     |
| TRAVEL/TRAINING                       | 7,075            | 12,426         | 36,728           | 734                       | 37,462               | 2.0%                     | 0                        | 37,462               | 2.0%                     |
| OFFICE SUPPORT                        | 10,075           | 11,074         | 11,280           | 226                       | 11,506               | 2.0%                     | 0                        | 11,506               | 2.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 0                | 490            | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| INTERDEPARTMENTAL                     | 40,052           | 66,509         | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 92,422           | 157,985        | 117,525          | -77,525                   | 40,000               | -66.0%                   | 0                        | 40,000               | -66.0%                   |
| <b>Total Expenditures</b>             | <b>795,471</b>   | <b>755,942</b> | <b>820,931</b>   | <b>-169,580</b>           | <b>651,351</b>       | <b>-20.7%</b>            | <b>0</b>                 | <b>651,351</b>       | <b>-20.7%</b>            |
| <b>Funding Sources</b>                |                  |                |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 252,261          | 236,752        | 242,500          | 0                         | 242,500              | 0.0%                     | 0                        | 242,500              | 0.0%                     |
| OTHER REVENUES                        | 57,112           | 63,604         | 54,000           | 4,000                     | 58,000               | 7.4%                     | 0                        | 58,000               | 7.4%                     |
| LICENSES & PERMITS                    | 66,360           | 44,557         | 31,000           | 7,500                     | 38,500               | 24.2%                    | 0                        | 38,500               | 24.2%                    |
| OTHER FINANCING SOURCES               | 0                | 0              | 87,525           | -77,525                   | 10,000               | -88.6%                   | 0                        | 10,000               | -88.6%                   |
| <b>Total Non-Levy Funding Sources</b> | <b>375,733</b>   | <b>344,914</b> | <b>415,025</b>   | <b>-66,025</b>            | <b>349,000</b>       | <b>-15.9%</b>            | <b>0</b>                 | <b>349,000</b>       | <b>-15.9%</b>            |
| PROPERTY TAXES                        | 627,315          | 619,150        | 405,906          | -103,555                  | 302,351              | -25.5%                   | 0                        | 302,351              | -25.5%                   |
| <b>Total Funding Sources</b>          | <b>1,003,048</b> | <b>964,064</b> | <b>820,931</b>   | <b>-169,580</b>           | <b>651,351</b>       | <b>-20.7%</b>            | <b>0</b>                 | <b>651,351</b>       | <b>-20.7%</b>            |

Significant Changes from 2019 Adopted Budget - Expenses

Salaries/Benefits - Movement of FTEs to Service License Centers

Capital, Debt, Other Financing - BIP allocation removed in Planning Base

Significant Changes from 2019 Adopted Budget - Revenues

Other Revenues - Increased Gravel Tax revenue

Licenses & Permits - Increased various license fees

Other Financing Sources - Fund Balance for BIP allocation removed in Planning Base

## Public Services and Revenue Administration Programs/Services

| Programs                       | Estimated allocation 2020* |           |           |
|--------------------------------|----------------------------|-----------|-----------|
|                                | FTEs                       | Budget    | Levy      |
| Division Wide Programs         | 3.5                        | \$622,485 | \$320,015 |
| Specialized Licensing Services | 0                          | \$28,866  | -\$17,664 |
| <b>Total</b>                   | 3.5                        | \$651,351 | \$302,351 |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Heritage Library/License Center renovation completed
- Completed Phase 2 &3 of the implementation of the marriage application module
- Online appointments for passports
- Ability to amend marriage records in order to complete enhanced or REAL ID application. (Ex. Name variation – Beth instead of Elizabeth)

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 Recommended Requests

## 2020 SIGNIFICANT PLANS AND ISSUES

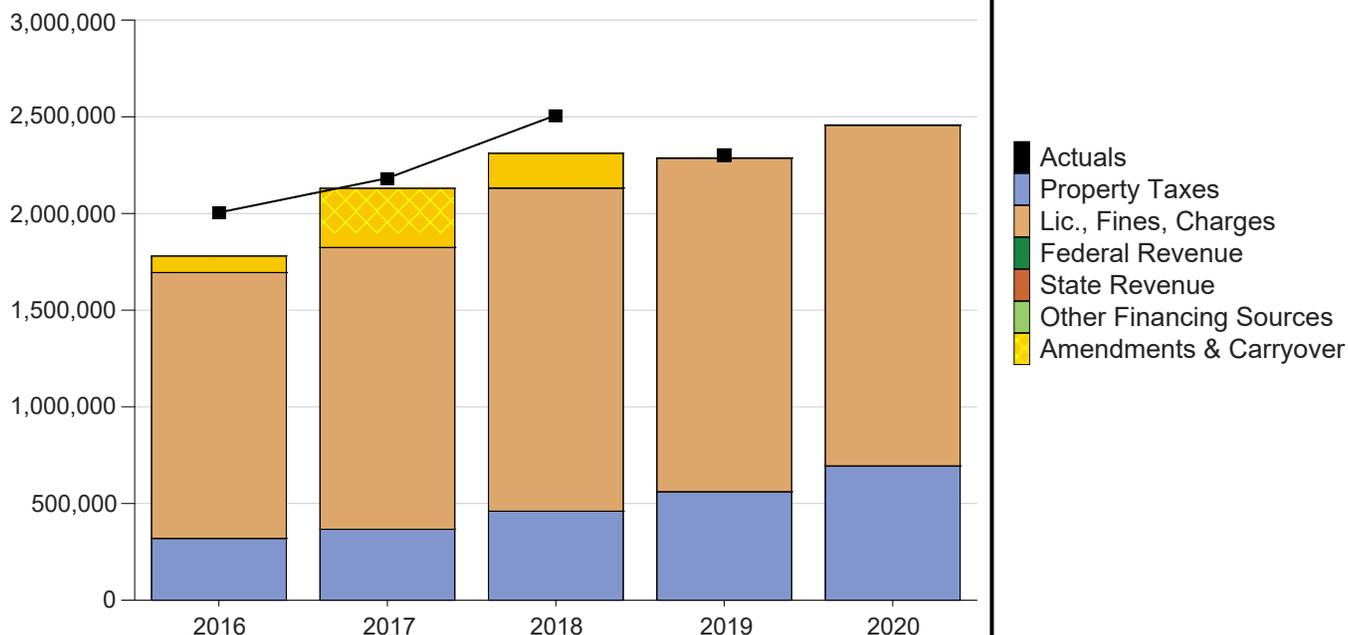
- Western and Northern Service Centers will be accepting credit cards 1<sup>st</sup> quarter 2020
- Customer check-in kiosks
- Train for new department of motor vehicle system – implementation Nov. 2020

# SERVICE & LICENSE CENTERS

## Budget At A Glance

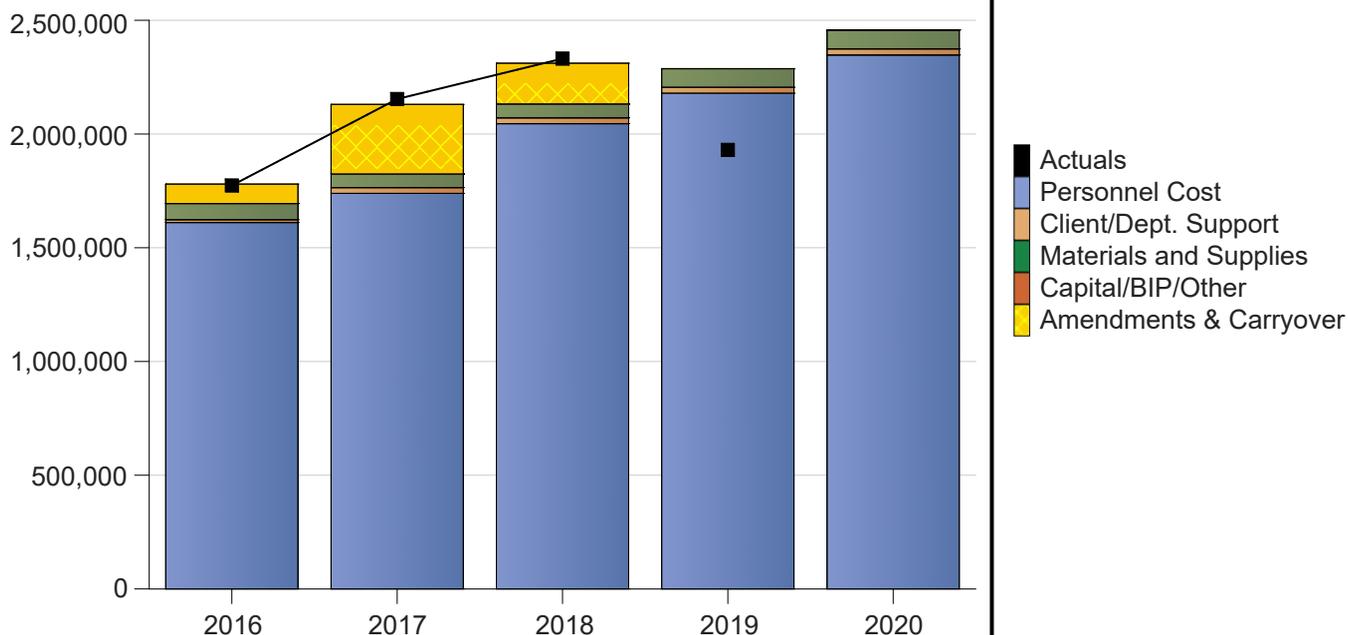
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
|--------------|--------------|--------------|--------------|------------------|
| \$1,694,528  | \$1,823,968  | \$2,131,722  | \$2,287,172  | \$2,457,607      |

### Where it Comes From



| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
|--------------|--------------|--------------|--------------|------------------|
| \$1,694,528  | \$1,823,968  | \$2,131,722  | \$2,287,172  | \$2,457,607      |

### Where it Goes



#### FTE (Budgeted)

|  |       |       |       |       |
|--|-------|-------|-------|-------|
|  | 24.81 | 28.75 | 28.44 | 30.00 |
|--|-------|-------|-------|-------|

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 2,049,725        | 2,215,962        | 2,179,280        | 2,347,556        |
|                 | Client/Dept. Support    | 27,552           | 16,360           | 26,199           | 26,724           |
|                 | Materials and Supplies  | 75,928           | 99,142           | 81,693           | 83,327           |
|                 | Capital/BIP/Other       | 609              | 40               | 0                | 0                |
|                 | <b>Total</b>            | <b>2,153,814</b> | <b>2,331,504</b> | <b>2,287,172</b> | <b>2,457,607</b> |
| <b>Revenues</b> | Property Taxes          | 497,884          | 639,772          | 560,772          | 694,007          |
|                 | Lic., Fines, Charges    | 1,684,566        | 1,868,211        | 1,726,400        | 1,763,600        |
|                 | State Revenue           | 0                | 0                | 0                | 0                |
|                 | Other Financing Sources | 0                | 0                | 0                | 0                |
|                 | <b>Total</b>            | <b>2,182,450</b> | <b>2,507,983</b> | <b>2,287,172</b> | <b>2,457,607</b> |

#### 2020 Recommended Requests

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)  
SERVICE & LICENSE CENTERS  
As of 2019-11-01 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 1,580,972        | 1,733,783        | 1,682,954        | 94,283                    | 1,777,237            | 5.6%                     | 0                        | 1,777,237            | 5.6%                     |
| BENEFITS                              | 457,604          | 472,304          | 480,693          | 73,682                    | 554,375              | 15.3%                    | 0                        | 554,375              | 15.3%                    |
| DEPT/COUNTY SUPPORT                   | 27,553           | 16,360           | 26,199           | 525                       | 26,724               | 2.0%                     | 0                        | 26,724               | 2.0%                     |
| TRAVEL/TRAINING                       | 11,150           | 9,869            | 15,633           | 311                       | 15,944               | 2.0%                     | 0                        | 15,944               | 2.0%                     |
| OFFICE SUPPORT                        | 75,924           | 99,142           | 81,693           | 1,634                     | 83,327               | 2.0%                     | 0                        | 83,327               | 2.0%                     |
| MATERIALS/SUPPLIES                    | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 609              | 40               | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Expenditures</b>             | <b>2,153,812</b> | <b>2,331,497</b> | <b>2,287,172</b> | <b>170,435</b>            | <b>2,457,607</b>     | <b>7.5%</b>              | <b>0</b>                 | <b>2,457,607</b>     | <b>7.5%</b>              |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 1,547,279        | 1,754,568        | 1,606,400        | 37,200                    | 1,643,600            | 2.3%                     | 0                        | 1,643,600            | 2.3%                     |
| OTHER REVENUES                        | 137,105          | 113,239          | 120,000          | 0                         | 120,000              | 0.0%                     | 0                        | 120,000              | 0.0%                     |
| LICENSES & PERMITS                    | 180              | 400              | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>1,684,564</b> | <b>1,868,207</b> | <b>1,726,400</b> | <b>37,200</b>             | <b>1,763,600</b>     | <b>2.2%</b>              | <b>0</b>                 | <b>1,763,600</b>     | <b>2.2%</b>              |
| PROPERTY TAXES                        | 497,884          | 639,772          | 560,772          | 133,235                   | 694,007              | 23.8%                    | 0                        | 694,007              | 23.8%                    |
| <b>Total Funding Sources</b>          | <b>2,182,448</b> | <b>2,507,979</b> | <b>2,287,172</b> | <b>170,435</b>            | <b>2,457,607</b>     | <b>7.5%</b>              | <b>0</b>                 | <b>2,457,607</b>     | <b>7.5%</b>              |

Significant Changes from 2019 Adopted Budget - Expenses  
Salaries/Benefits - Movement of FTEs from PS&R Admin

Significant Changes from 2019 Adopted Budget - Revenues  
Charges for Services - Increase in Passport Fees

## Service and License Centers Programs/Services

| <b>Programs</b>         | <b>Estimated allocation 2020*</b> |                    |                  |
|-------------------------|-----------------------------------|--------------------|------------------|
|                         | <b>FTEs</b>                       | <b>Budget</b>      | <b>Levy</b>      |
| License Centers         | 16.0                              | \$1,291,505        | \$146,605        |
| Mail and Other Services | 0.9                               | \$41,006           | -\$457,694       |
| Service Centers         | 12.7                              | \$1,125,096        | \$1,005,096      |
| <b>Total</b>            | <b>29.5</b>                       | <b>\$2,457,607</b> | <b>\$694,007</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Restructured business sections within the department to streamline workflow, better manage changing work volumes and utilize technology to improve efficiencies
- Contracted with a leading Land Records imaging company to convert (image and index) all original Tract Index Books to an electronic format, allowing for electronic access by staff and subscribers of RecordEASE Land Records System. This project is part of an ongoing effort to ensure the preservation and maintenance of land records in accordance with MN Stat. § 386.459
- Continued partnership with Minnesota client counties via the Minnesota Tyler Technologies User Group, fostering collaboration and increased efficiencies in the use of system applications, to provide better service and values to County stakeholders. Dakota County hosted in 2019
- Together with Finance, Information Technology, Services & License Centers and Public Services & Revenue (PS&R) Administration, determined project scope for credit card acceptance for payments of services, fees and property taxes over the counter at Property Taxation & Records (PT&R) and Service Center locations
- Expanded our County Website presence, by providing additional resource information and data reporting for taxpayers, taxing districts, and other customers
- All document recording requirements under MN. Stat. § 357.182 were met

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

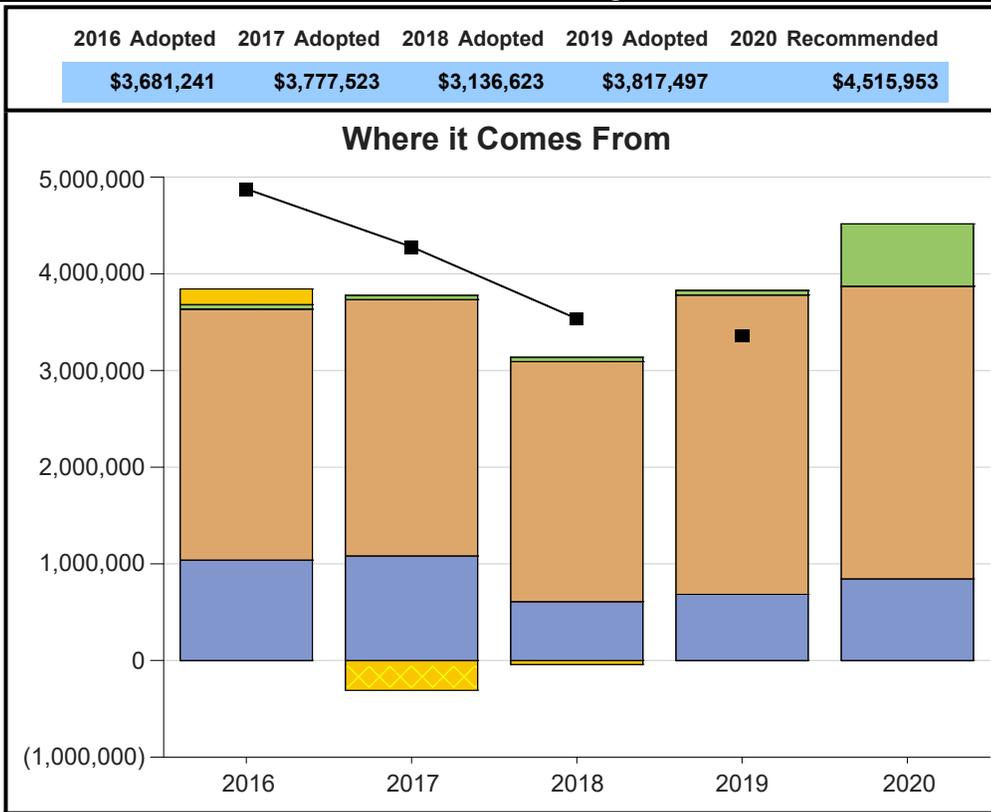
- Imaging and Indexing Documents - \$600,000 Fund Balance

## 2020 SIGNIFICANT PLANS AND ISSUES

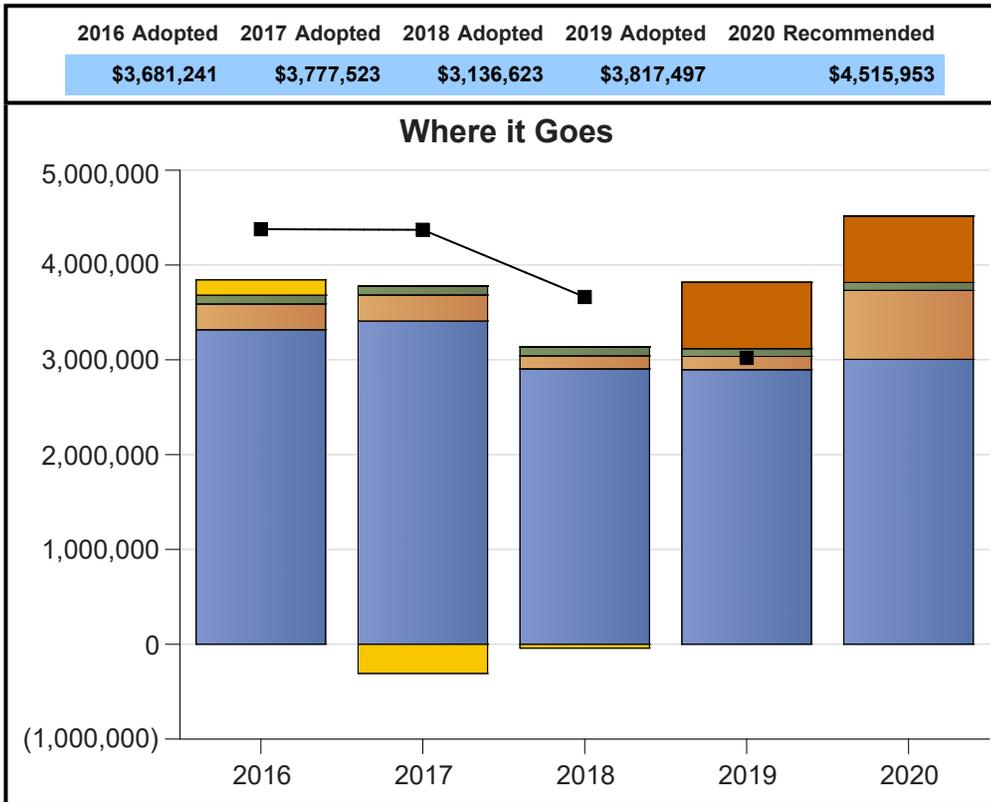
- Contract with a leading Land Records imaging company to convert 1.6 million mortgages, deeds and miscellaneous documents into an electronic format allowing for remote access of documents by RecordEASE Land Records System subscribers and staff. This is the next phase of an ongoing effort to ensure the preservation of permanent records in accordance with MN Stat. § 386.459
- Together with Finance, Information Technology, Services & License Centers and PS&R Administration, complete implementation credit card acceptance for payments of services, fees and property taxes over the counter at (PT&R) and Service Center locations
- Continue efforts to enhance our online presence, providing an immediate resource for the public
- Continued partnership with Minnesota client counties via the Minnesota Tyler Technologies User Group, fostering collaboration and increased efficiencies in the use of system applications, to provide better service and values to County stakeholders
- Prioritize staff development and succession planning

# PROPERTY TAXATION & RECORDS

## Budget At A Glance



- Actuals
- Property Taxes
- Lic., Fines, Charges
- Federal Revenue
- State Revenue
- Other Financing Sources
- Amendments & Carryover



- Actuals
- Personnel Cost
- Client/Dept. Support
- Materials and Supplies
- Capital/BIP/Other
- Amendments & Carryover

**FTE (Budgeted)**

45.30      36.30      34.30      34.30

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 2,994,302        | 2,861,640        | 2,896,012        | 3,005,039        |
|                 | Client/Dept. Support    | 513,880          | 127,775          | 139,677          | 727,470          |
|                 | Materials and Supplies  | 60,969           | 87,725           | 81,808           | 83,444           |
|                 | Capital/BIP/Other       | 802,005          | 585,613          | 700,000          | 700,000          |
|                 | <b>Total</b>            | <b>4,371,156</b> | <b>3,662,753</b> | <b>3,817,497</b> | <b>4,515,953</b> |
| <b>Revenues</b> | Property Taxes          | 971,647          | 679,229          | 675,497          | 843,953          |
|                 | Lic., Fines, Charges    | 3,027,184        | 2,804,336        | 3,097,000        | 3,027,000        |
|                 | Federal Revenue         | 0                | 0                | 0                | 0                |
|                 | State Revenue           | 0                | 0                | 0                | 0                |
|                 | Other Financing Sources | 279,993          | 52,480           | 45,000           | 645,000          |
| <b>Total</b>    | <b>4,278,824</b>        | <b>3,536,045</b> | <b>3,817,497</b> | <b>4,515,953</b> |                  |

**2020 Recommended Requests**

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 600,000 | 600,000 | 0    |

**Budget Planning Summary (Board Version)**  
**PROPERTY TAXATION & RECORDS**  
**As of 2019-11-01 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 2,217,836        | 2,143,062        | 2,159,706        | 91,998                    | 2,251,704            | 4.3%                     | 0                        | 2,251,704            | 4.3%                     |
| BENEFITS                              | 762,025          | 705,351          | 725,287          | 16,809                    | 742,096              | 2.3%                     | 0                        | 742,096              | 2.3%                     |
| DEPT/COUNTY SUPPORT                   | 513,880          | 127,775          | 139,677          | -12,207                   | 127,470              | -8.7%                    | 600,000                  | 727,470              | 420.8%                   |
| TRAVEL/TRAINING                       | 14,441           | 13,225           | 11,019           | 220                       | 11,239               | 2.0%                     | 0                        | 11,239               | 2.0%                     |
| OFFICE SUPPORT                        | 60,969           | 87,725           | 81,808           | 1,636                     | 83,444               | 2.0%                     | 0                        | 83,444               | 2.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 802,005          | 585,612          | 700,000          | 0                         | 700,000              | 0.0%                     | 0                        | 700,000              | 0.0%                     |
| <b>Total Expenditures</b>             | <b>4,371,156</b> | <b>3,662,750</b> | <b>3,817,497</b> | <b>98,456</b>             | <b>3,915,953</b>     | <b>2.6%</b>              | <b>600,000</b>           | <b>4,515,953</b>     | <b>18.3%</b>             |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| OTHER TAXES                           | 728,969          | 705,623          | 680,000          | 30,000                    | 710,000              | 4.4%                     | 0                        | 710,000              | 4.4%                     |
| CHARGES FOR SERVICES                  | 2,931,294        | 2,715,999        | 3,000,000        | -70,000                   | 2,930,000            | -2.3%                    | 0                        | 2,930,000            | -2.3%                    |
| OTHER REVENUES                        | 95,709           | 88,336           | 97,000           | 0                         | 97,000               | 0.0%                     | 0                        | 97,000               | 0.0%                     |
| LICENSES & PERMITS                    | 180              | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| FEDERAL REVENUE                       | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 279,993          | 52,480           | 45,000           | 0                         | 45,000               | 0.0%                     | 0                        | 45,000               | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 600,000                  | 600,000              | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>4,036,145</b> | <b>3,562,438</b> | <b>3,822,000</b> | <b>-40,000</b>            | <b>3,782,000</b>     | <b>-1.0%</b>             | <b>600,000</b>           | <b>4,382,000</b>     | <b>14.7%</b>             |
| PROPERTY TAXES                        | 242,677          | -26,394          | -4,503           | 138,456                   | 133,953              | -3,074.8%                | 0                        | 133,953              | -3,074.8%                |
| <b>Total Funding Sources</b>          | <b>4,278,822</b> | <b>3,536,044</b> | <b>3,817,497</b> | <b>98,456</b>             | <b>3,915,953</b>     | <b>2.6%</b>              | <b>600,000</b>           | <b>4,515,953</b>     | <b>18.3%</b>             |

Significant Changes from 2019 Adopted Budget - Expenses  
 Dept/County Support - Addition of Imaging and Indexing Document Form 6

Significant Changes from 2019 Adopted Budget - Revenues  
 Other Taxes - Increase in 1st Year Delq Tax and State Deed Fee  
 Charges for Services - Decrease in Abstract related fees

## Property Taxation and Records Programs/Services

| Programs            | Estimated allocation 2020* |                    |                  |
|---------------------|----------------------------|--------------------|------------------|
|                     | FTEs                       | Budget             | Levy             |
| Document Processing | 20.3                       | \$1,174,053        | -\$995,495       |
| Property Taxation   | 5.1                        | \$2,190,513        | \$1,382,257      |
| Tax Forfeiture      | 1.2                        | \$46,798           | -\$56,534        |
| Taxpayer Services   | 7.8                        | \$504,588          | -\$196,275       |
| <b>Total</b>        | <b>34.3</b>                | <b>\$3,915,952</b> | <b>\$133,953</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.



**Request Description:**

Conversion of pre 1993 mortgages, deeds and miscellaneous documents to electronic format.

**How will this request be used?**

Dakota County will contract with a licensed Land Records imaging company to image and index 1.6 million mortgages, deeds and miscellaneous documents. These documents will be indexed into the county's existing OnBase and land records systems, allowing for immediate retrieval of documents electronically by staff and RecordEASE system subscribers. In addition, MN Stat. 357.182 Subd. 7, sets aside \$11.00 (of the \$46.00 total recording fee per recorded document) specifically for the purpose of ensuring compliance with recording requirements, supporting enhancements to the recording process and undertaking data integration and aggregation projects. These funds reside in fund balance until authorized by the Board of Commissioners for supporting enhancements. While the project has a total estimated cost of \$600,000, this project is likely to be completed in phases with project costs spanning two budget cycles.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

It is the county recorder's responsibility to maintain a permanent public repository, ensure the preservation of the information contained in the records and allow for public examination of all real estate records and instruments, in accordance with MN Chapter 386, MN Stat. 386.459, MN Stat. 507.0944 and County Policies 6004 and 6005. It is also the responsibility for the county to ensure compliance with recording requirements per MN State. 357.182, ensuring all recordable instruments are recorded within the time limits prescribed. Dakota County has experienced deterioration of our current forms of record for documents recorded in 1993 and prior. Current forms include paper copy in books, microfiche and aperture cards. Most forms are the only existing copy of the record, with no disaster recovery in place.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

Dakota County currently has 116 subscribers in RecordEase software and collects \$150,000 annually in research fees. Only 1994 and newer documents are currently indexed into the system and can be researched electronically. Imaging and indexing 1.6 millions documents will allow for more opportunity for system users to access the information instead of manual retrieval on site. It is estimated that the county will collect an additional \$25,000 annually.

**How well did you do it? Or how will you measure the quality of the work/resource?**

Dakota County maintains a permanent repository for all recorded instruments in the county since 1847. Minnesota law requires the county to provides access to the information contained in these records by those authorized by law to have access to the information. Converting documents to electronic format will allow for better access to these records.

**Is anyone better off? Or how will you measure the impact?**

Agencies and citizen requiring recording and researching land records have access to all recorded instruments. Providing electronic access to all recorded instruments will allow for immediate access to records and to ensure permanent record maintenance.

**Program/Service(s) that request is intended to support:**

Document Processing

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Achieved high quality assessment results - the 2019 assessment met the requirements of the State Board of Appeal and Equalization with no changes ordered.
- Completed statutory reassessment in light of having the highest parcel responsibility per appraiser in the 7 county metro area. Use of imagery and desktop inspections to address staffing levels is maximized.
- Implemented cross-organizational process innovations in partnership with the City of Hastings for building permit automations
- Increased online customer self-service by adding valuation notices, property sketches and square footage to Property Information Search online.
- Continued partnership with Minnesota Counties via the Minnesota Tyler Technologies User Group, fostering collaboration and increased efficiencies in the use of system applications, to provide better service and values to County stakeholders.

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- No 2020 Recommended Requests

## 2020 SIGNIFICANT PLANS AND ISSUES

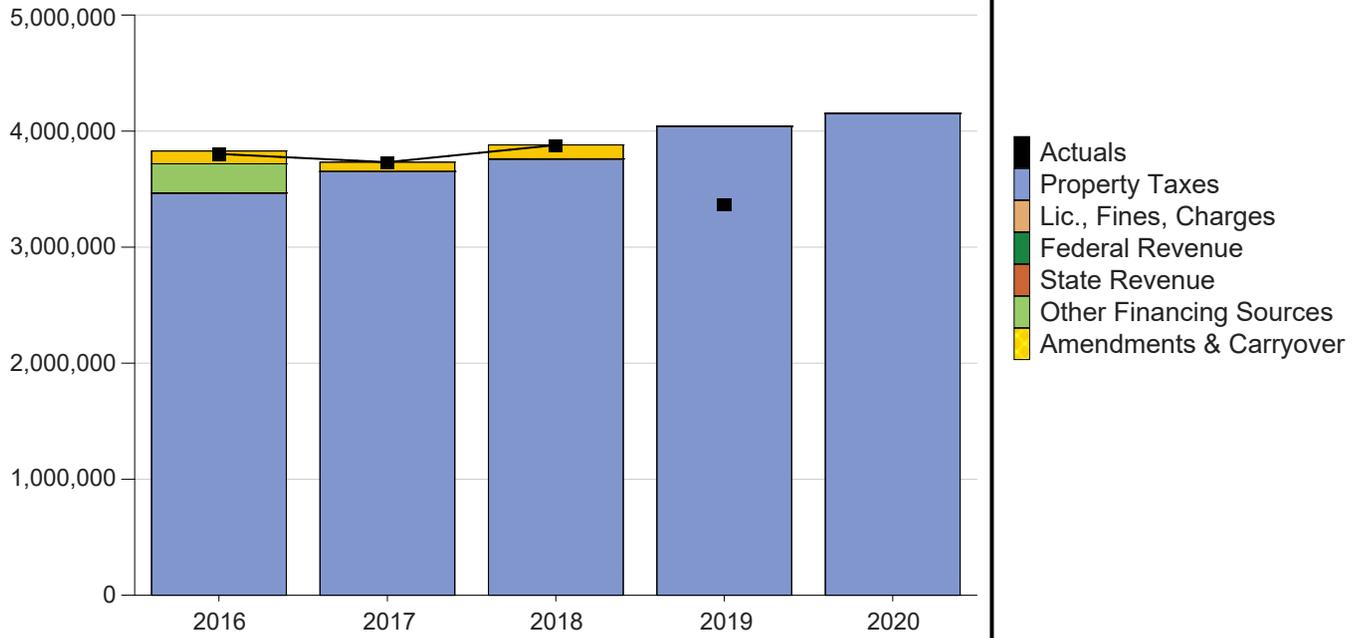
- Use of aerial imagery and desktop inspections to meet statutory reassessment responsibilities must be right-sized to ensure prudent use of the solution and maintenance of assessment accuracy. Available technologies are maximized whereby greater reliance on staff resources will be necessary to meet this mandate.
- Continue efforts to enhance our online presence and increase taxpayer engagement through online processes and services.
- Work towards the goal of staff retention and increasing staff diversity by promoting the field of assessing to workforce participants to encourage candidates to enter this specialized field at a rate that will replace turnover and retirements.
- Continue partnership with Minnesota Counties via the Minnesota Tyler Technologies User Group, fostering collaboration and increased efficiencies in the use of system applications, to provide better service and values to County stakeholders.

# ASSESSING SERVICES

## Budget At A Glance

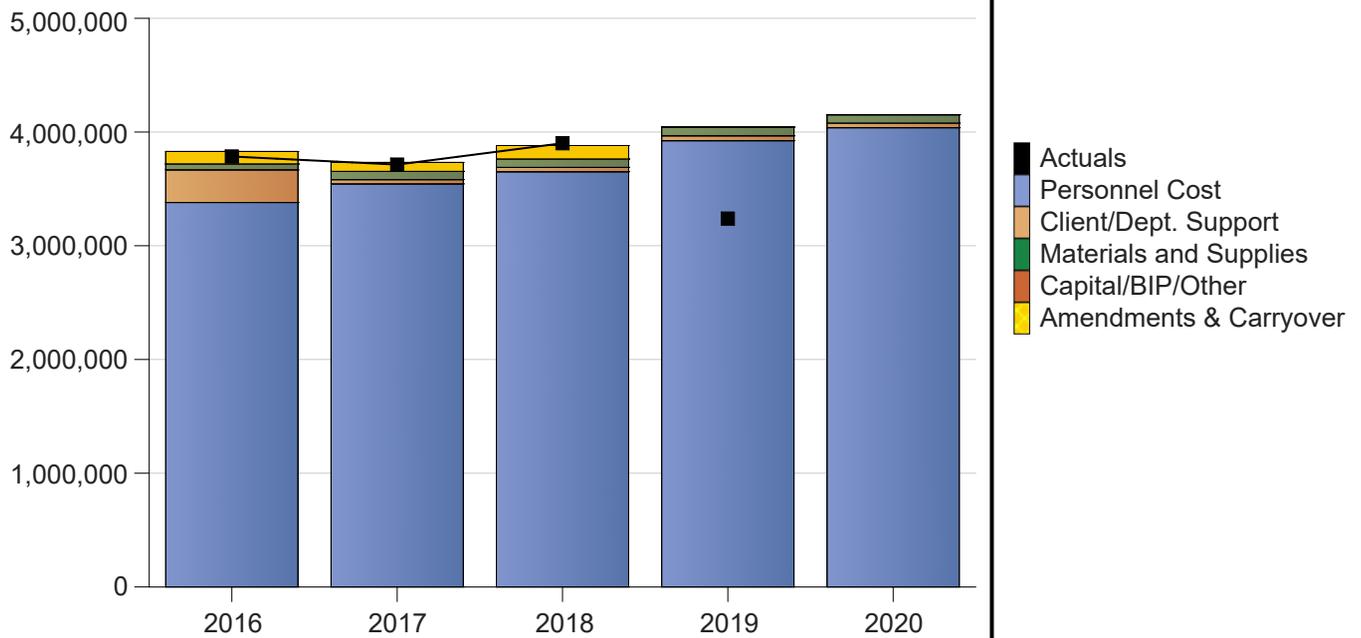
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
|--------------|--------------|--------------|--------------|------------------|
| \$3,718,641  | \$3,653,636  | \$3,761,970  | \$4,042,966  | \$4,152,590      |

### Where it Comes From



| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
|--------------|--------------|--------------|--------------|------------------|
| \$3,718,641  | \$3,653,636  | \$3,761,970  | \$4,042,966  | \$4,152,590      |

### Where it Goes



#### FTE (Budgeted)

|  |       |       |       |       |
|--|-------|-------|-------|-------|
|  | 38.50 | 38.50 | 40.00 | 40.00 |
|--|-------|-------|-------|-------|

|                 |                         | 2017 Actual      | 2018 Actual      | 2019 Budget      | 2020 Recommended |
|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 3,580,057        | 3,793,810        | 3,923,786        | 4,038,087        |
|                 | Client/Dept. Support    | 64,307           | 39,570           | 43,103           | 39,658           |
|                 | Materials and Supplies  | 52,911           | 67,902           | 73,377           | 74,845           |
|                 | Capital/BIP/Other       | 16,286           | 0                | 2,700            | 0                |
|                 | <b>Total</b>            | <b>3,713,561</b> | <b>3,901,282</b> | <b>4,042,966</b> | <b>4,152,590</b> |
| <b>Revenues</b> | Property Taxes          | 3,704,341        | 3,878,004        | 4,039,766        | 4,149,390        |
|                 | Lic., Fines, Charges    | 3,053            | 2,044            | 3,200            | 3,200            |
|                 | Other Financing Sources | 24,977           | 0                | 0                | 0                |
|                 | <b>Total</b>            | <b>3,732,371</b> | <b>3,880,048</b> | <b>4,042,966</b> | <b>4,152,590</b> |

#### 2020 Recommended Requests

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 0       | 0       | 0    |

**Budget Planning Summary (Board Version)**  
**ASSESSING SERVICES**  
**As of 2019-11-01 (Includes OPS)**

|                                       | 2017 Actual      | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|------------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 2,715,658        | 2,846,811        | 2,956,167        | 54,044                    | 3,010,211            | 1.8%                     | 0                        | 3,010,211            | 1.8%                     |
| BENEFITS                              | 813,027          | 887,663          | 931,139          | 59,526                    | 990,665              | 6.4%                     | 0                        | 990,665              | 6.4%                     |
| DEPT/COUNTY SUPPORT                   | 64,307           | 39,570           | 43,103           | -3,445                    | 39,658               | -8.0%                    | 0                        | 39,658               | -8.0%                    |
| TRAVEL/TRAINING                       | 51,371           | 59,335           | 36,480           | 731                       | 37,211               | 2.0%                     | 0                        | 37,211               | 2.0%                     |
| OFFICE SUPPORT                        | 52,911           | 67,900           | 73,377           | 1,468                     | 74,845               | 2.0%                     | 0                        | 74,845               | 2.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 16,286           | 0                | 2,700            | -2,700                    | 0                    | -100.0%                  | 0                        | 0                    | -100.0%                  |
| <b>Total Expenditures</b>             | <b>3,713,561</b> | <b>3,901,278</b> | <b>4,042,966</b> | <b>109,624</b>            | <b>4,152,590</b>     | <b>2.7%</b>              | <b>0</b>                 | <b>4,152,590</b>     | <b>2.7%</b>              |
| <b>Funding Sources</b>                |                  |                  |                  |                           |                      |                          |                          |                      |                          |
| OTHER REVENUES                        | 3,053            | 2,044            | 3,200            | 0                         | 3,200                | 0.0%                     | 0                        | 3,200                | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                | 0                | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>3,053</b>     | <b>2,044</b>     | <b>3,200</b>     | <b>0</b>                  | <b>3,200</b>         | <b>0.0%</b>              | <b>0</b>                 | <b>3,200</b>         | <b>0.0%</b>              |
| PROPERTY TAXES                        | 3,704,341        | 3,878,004        | 4,039,766        | 109,624                   | 4,149,390            | 2.7%                     | 0                        | 4,149,390            | 2.7%                     |
| <b>Total Funding Sources</b>          | <b>3,707,394</b> | <b>3,880,048</b> | <b>4,042,966</b> | <b>109,624</b>            | <b>4,152,590</b>     | <b>2.7%</b>              | <b>0</b>                 | <b>4,152,590</b>     | <b>2.7%</b>              |

| Significant Changes from 2019 Adopted Budget - Expenses                                  |
|--|
| Benefits - Change in Employee coverage   |
| Dept/County Support - One-time expenses associated with FTE requested in 2019            |
| Capital, Debt, Other Financing - One-time expenses associated with FTE requested in 2019 |

| Significant Changes from 2019 Adopted Budget - Revenues |
|---|
| No significant variances                                |

## Assessor Programs/Services

| Programs                             | Estimated allocation 2020* |                    |                    |
|--------------------------------------|----------------------------|--------------------|--------------------|
|                                      | FTEs                       | Budget             | Levy               |
| Appeals                              | 10.6                       | \$1,162,688        | \$1,161,856        |
| Assessment Information and Reporting | 5.0                        | \$499,161          | \$498,777          |
| Classification of Property           | 7.3                        | \$662,450          | \$661,874          |
| Valuation of Property                | 17.2                       | \$1,828,598        | \$1,827,190        |
| <b>Total</b>                         | <b>40.0</b>                | <b>\$4,152,897</b> | <b>\$4,149,697</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Implemented consistent year-round hours at most library locations
- Reopening of two library locations after remodel
- Fine Forgiveness Week
- 50 year anniversary celebration
- Awareness Campaign
- Student card expansion

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- .5 Senior Information Assistant for Pleasant Hill Library - \$32,873 Levy

## 2020 SIGNIFICANT PLANS AND ISSUES

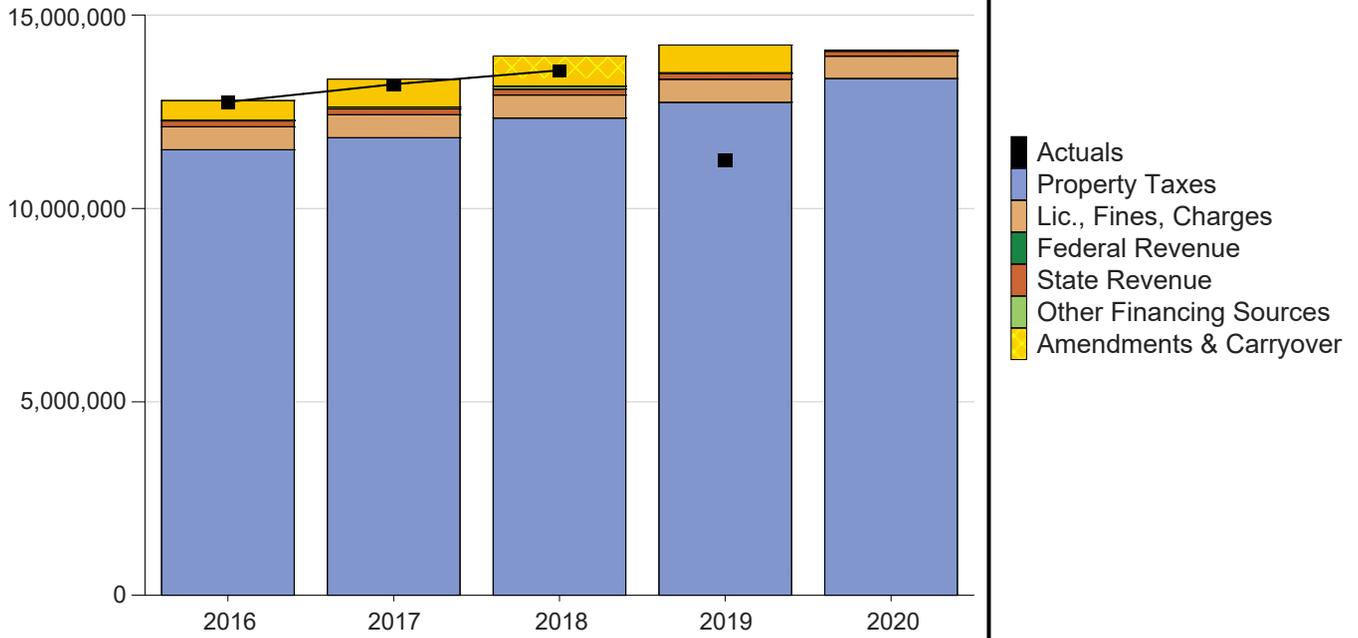
- Explore methods to increase library services to those residents experiencing barriers to using the library
- Rollout expanded services to older adults particularly those in residences or homebound
- Develop and integrate customer experience best practices for all staff
- Begin exploring possible services to expand support of entrepreneurs and business start-ups

# LIBRARY

## Budget At A Glance

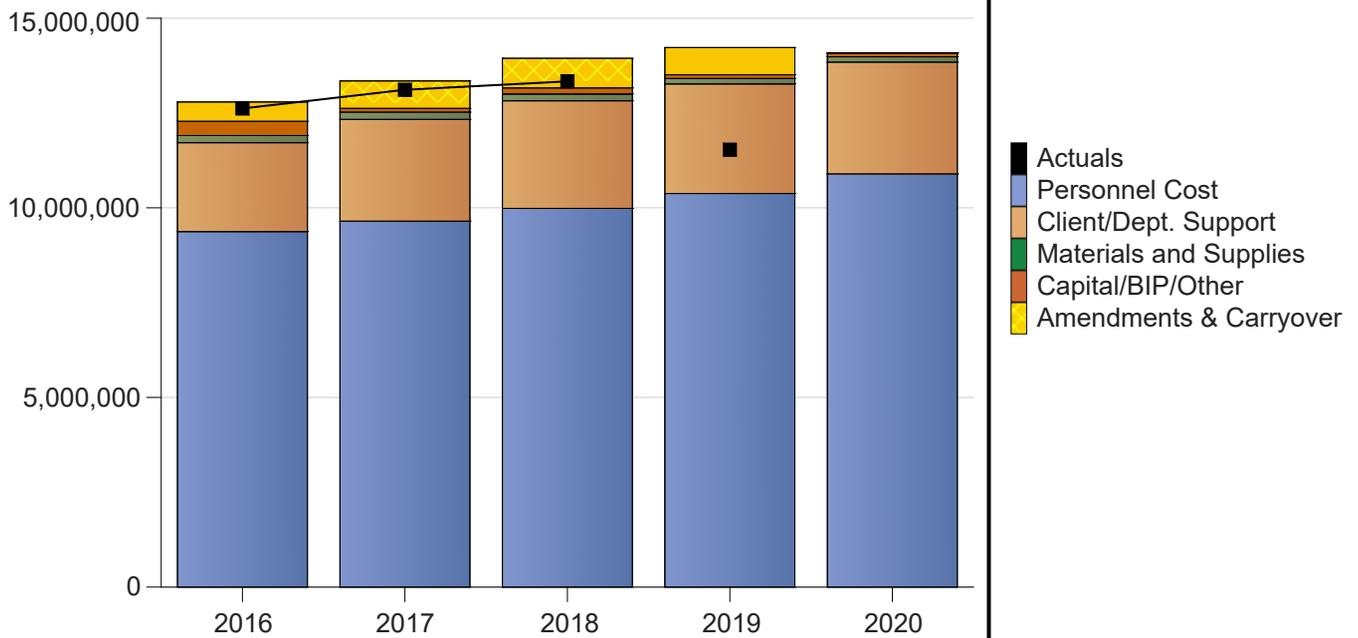
| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
|--------------|--------------|--------------|--------------|------------------|
| \$12,281,316 | \$12,622,385 | \$13,161,554 | \$13,510,192 | \$14,084,447     |

### Where it Comes From



| 2016 Adopted | 2017 Adopted | 2018 Adopted | 2019 Adopted | 2020 Recommended |
|--------------|--------------|--------------|--------------|------------------|
| \$12,281,316 | \$12,622,385 | \$13,161,554 | \$13,510,192 | \$14,084,447     |

### Where it Goes



#### FTE (Budgeted)

|  |        |        |        |        |
|--|--------|--------|--------|--------|
|  | 134.86 | 134.86 | 130.48 | 130.81 |
|--|--------|--------|--------|--------|

|                 |                         | 2017 Actual       | 2018 Actual       | 2019 Budget       | 2020 Recommended  |
|-----------------|-------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Expenses</b> | Personnel Costs         | 9,877,515         | 10,098,418        | 10,377,933        | 10,892,422        |
|                 | Client/Dept. Support    | 2,755,541         | 2,936,495         | 2,891,448         | 2,948,377         |
|                 | Materials and Supplies  | 156,618           | 164,522           | 140,731           | 143,546           |
|                 | Capital/BIP/Other       | 322,275           | 135,350           | 100,080           | 100,102           |
|                 | <b>Total</b>            | <b>13,111,949</b> | <b>13,334,785</b> | <b>13,510,192</b> | <b>14,084,447</b> |
| <b>Revenues</b> | Property Taxes          | 12,079,402        | 12,456,584        | 12,744,692        | 13,360,447        |
|                 | Lic., Fines, Charges    | 655,978           | 673,026           | 596,500           | 579,000           |
|                 | State Revenue           | 393,631           | 399,883           | 150,000           | 126,000           |
|                 | Other Financing Sources | 83,507            | 42,993            | 19,000            | 19,000            |
|                 | <b>Total</b>            | <b>13,212,518</b> | <b>13,572,486</b> | <b>13,510,192</b> | <b>14,084,447</b> |

#### 2020 Recommended Requests

| FTE  | Expense | Revenue | Levy   |
|------|---------|---------|--------|
| 0.50 | 32,873  | 0       | 32,873 |

**Budget Planning Summary (Board Version)**  
**LIBRARY**  
**As of 2019-11-01 (Includes OPS)**

|                                       | 2017 Actual       | 2018 Actual       | 2019 Adopted (A)  | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|-------------------|-------------------|-------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 7,556,746         | 7,683,018         | 7,883,179         | 304,906                   | 8,188,085            | 3.9%                     | 19,608                   | 8,207,693            | 4.1%                     |
| BENEFITS                              | 2,274,348         | 2,366,588         | 2,452,434         | 178,140                   | 2,630,574            | 7.3%                     | 10,790                   | 2,641,364            | 7.7%                     |
| DEPT/COUNTY SUPPORT                   | 371,704           | 314,566           | 412,662           | 5,978                     | 418,640              | 1.4%                     | 2,176                    | 420,816              | 2.0%                     |
| TRAVEL/TRAINING                       | 46,417            | 48,812            | 42,320            | 848                       | 43,168               | 2.0%                     | 197                      | 43,365               | 2.5%                     |
| OFFICE SUPPORT                        | 156,617           | 164,523           | 140,731           | 2,815                     | 143,546              | 2.0%                     | 0                        | 143,546              | 2.0%                     |
| CITIZEN/CLIENT RELATED SERVICE        | 2,383,834         | 2,621,933         | 2,478,786         | 48,775                    | 2,527,561            | 2.0%                     | 0                        | 2,527,561            | 2.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 322,275           | 135,349           | 100,080           | -80                       | 100,000              | -0.1%                    | 102                      | 100,102              | 0.0%                     |
| <b>Total Expenditures</b>             | <b>13,111,941</b> | <b>13,334,789</b> | <b>13,510,192</b> | <b>541,382</b>            | <b>14,051,574</b>    | <b>4.0%</b>              | <b>32,873</b>            | <b>14,084,447</b>    | <b>4.3%</b>              |
| <b>Funding Sources</b>                |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 391,859           | 376,667           | 440,000           | -40,000                   | 400,000              | -9.1%                    | 0                        | 400,000              | -9.1%                    |
| OTHER REVENUES                        | 264,121           | 296,359           | 156,500           | 22,500                    | 179,000              | 14.4%                    | 0                        | 179,000              | 14.4%                    |
| STATE REVENUE                         | 393,632           | 399,882           | 150,000           | -24,000                   | 126,000              | -16.0%                   | 0                        | 126,000              | -16.0%                   |
| OTHER INTERGOVERNMENTAL REV           | 17,406            | 18,162            | 19,000            | 0                         | 19,000               | 0.0%                     | 0                        | 19,000               | 0.0%                     |
| OTHER FINANCING SOURCES               | 0                 | 0                 | 0                 | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>1,067,017</b>  | <b>1,091,070</b>  | <b>765,500</b>    | <b>-41,500</b>            | <b>724,000</b>       | <b>-5.4%</b>             | <b>0</b>                 | <b>724,000</b>       | <b>-5.4%</b>             |
| PROPERTY TAXES                        | 12,079,402        | 12,456,584        | 12,744,692        | 582,882                   | 13,327,574           | 4.6%                     | 32,873                   | 13,360,447           | 4.8%                     |
| <b>Total Funding Sources</b>          | <b>13,146,419</b> | <b>13,547,654</b> | <b>13,510,192</b> | <b>541,382</b>            | <b>14,051,574</b>    | <b>4.0%</b>              | <b>32,873</b>            | <b>14,084,447</b>    | <b>4.3%</b>              |

Significant Changes from 2019 Adopted Budget - Expenses  
 Benefits - Change in Employee coverage

Significant Changes from 2019 Adopted Budget - Revenues  
 Charges for Services - Decrease in Library Fines revenues  
 Other Revenues - Increase in copiers for public revenues  
 State Revenue - County Program Aid moved to Countywide

## Library Programs/Services

| Programs                 | Estimated allocation 2020* |                     |                     |
|--------------------------|----------------------------|---------------------|---------------------|
|                          | FTEs                       | Budget              | Levy                |
| Adult and Youth Services | 53.3                       | \$4,527,394         | \$4,331,209         |
| Customer Service         | 56.3                       | \$4,764,205         | \$4,432,823         |
| Digital Presence         | 7.3                        | \$1,090,612         | \$1,003,907         |
| Library Collections      | 13.5                       | \$3,669,363         | \$3,559,635         |
| <b>Total</b>             | <b>130.3</b>               | <b>\$14,051,574</b> | <b>\$13,327,574</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.



**Request Description:**

.5 Senior Information Assistant for Pleasant Hill Library

**How will this request be used?**

The addition of this .5 Senior Information Assistant will allow sufficient staffing levels for Sunday hours year-round at Pleasant Hill Library.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

Pleasant Hill Library is the only library with seasonal hours. For most of the year, Pleasant Hill Library offers a schedule of 64 open hours a week. It is the only library that, while open on Sunday during the winter, closes on summer Sundays. Hastings is an area with public transportation challenges and Pleasant Hill Library is almost 20 miles away from the nearest library location. Summer is a busy time for in-person visits to the library and weekends are an optimum time for busy families to access the Library's resources.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

97,309 in-person visits, 1,842 public meeting room reservations, 113,093 checkouts and renewals of material at the Pleasant Hill Library in 2018

**How well did you do it? Or how will you measure the quality of the work/resource?**

98% of residential survey participants rated library services as excellent or good. (2019)  
92% of respondents strongly agree or agree that "I feel welcome at Dakota County Library." (2017)

**Is anyone better off? Or how will you measure the impact?**

In 2018, meeting room reservations are up 12% in 2018 compared to 2017 at all Library locations. The new Pleasant Hill Library opened on June 25, 2019 and residents can reserve online the expanded meeting room and two new conference rooms.  
*Note: Pleasant Hill Library was closed September 30, 2018 - June 25, 2019.*

**Program/Service(s) that request is intended to support:**

Customer Service

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- Conducted 3 elections, March Township, City of Randolph Special Election, School District General Election
- Purchased and deployed 37 laptops in partnership with IT to securely transmit election results back to county office
- Transition Electronic Pollbooks to Apple's Mobile Device Management
- Worked with IT and external agencies to improve elections security

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

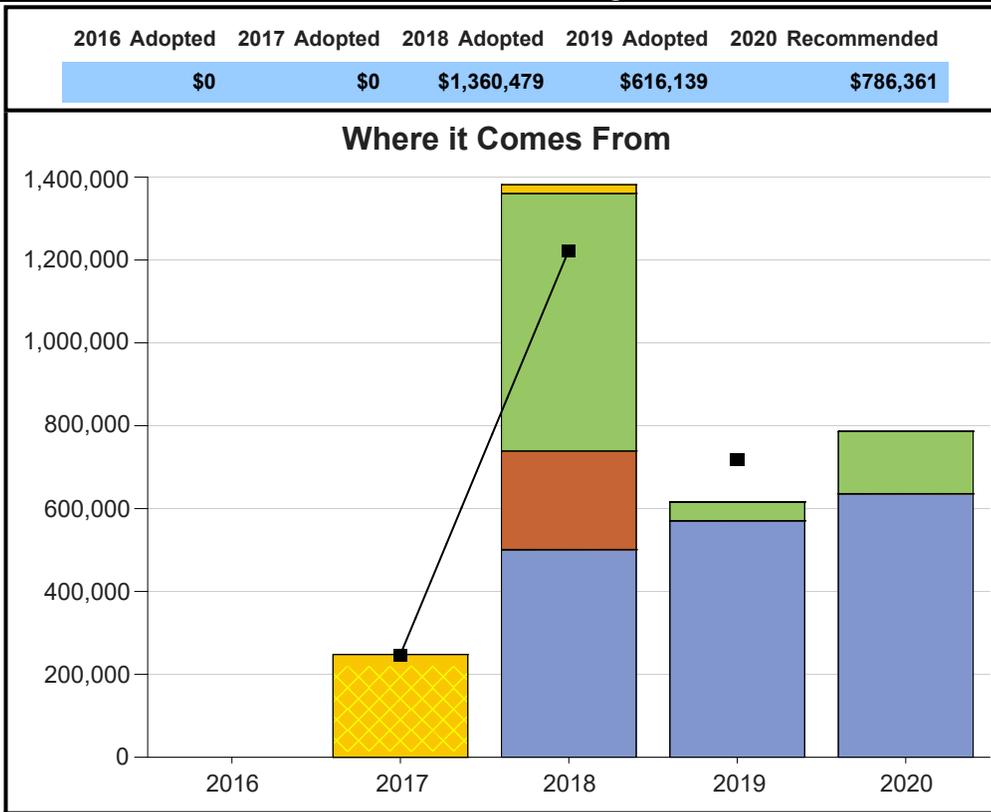
- Electronic Pollbooks for Small Cities/Townships - \$65,000 Fund Balance

## 2020 SIGNIFICANT PLANS AND ISSUES

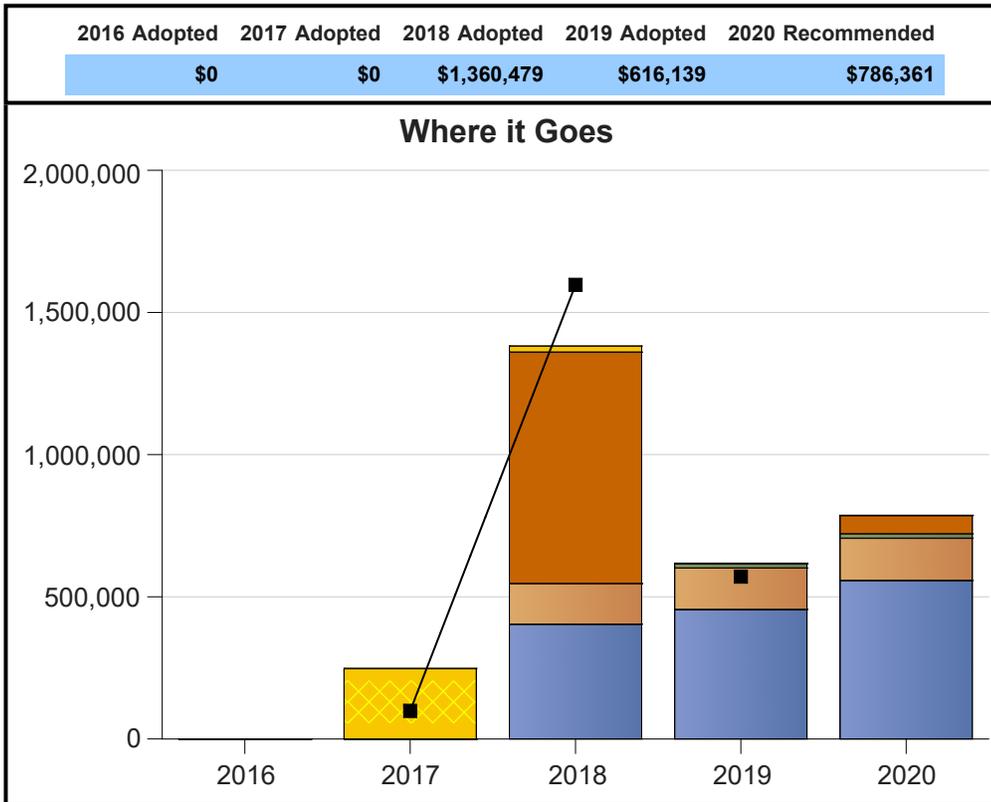
- Conduct the Presidential Nomination Primary countywide
- Conduct the 2020 State Primary and General
- Purchase and deploy 44 electronic pollbooks for the use of 22 small municipalities and 4 school districts

# ELECTIONS

## Budget At A Glance



- Actuals
- Property Taxes
- Lic., Fines, Charges
- Federal Revenue
- State Revenue
- Other Financing Sources
- Amendments & Carryover



- Actuals
- Personnel Cost
- Client/Dept. Support
- Materials and Supplies
- Capital/BIP/Other
- Amendments & Carryover

**FTE (Budgeted)**

0.00      5.00      5.00      5.00

|                 |                         | 2017 Actual    | 2018 Actual      | 2019 Budget    | 2020 Recommended |
|-----------------|-------------------------|----------------|------------------|----------------|------------------|
| <b>Expenses</b> | Personnel Costs         | 98,667         | 526,177          | 455,358        | 557,364          |
|                 | Client/Dept. Support    | 0              | 213,342          | 145,781        | 148,697          |
|                 | Materials and Supplies  | 0              | 17,698           | 15,000         | 15,300           |
|                 | Capital/BIP/Other       | 0              | 839,934          | 0              | 65,000           |
|                 | <b>Total</b>            | <b>98,667</b>  | <b>1,597,151</b> | <b>616,139</b> | <b>786,361</b>   |
| <b>Revenues</b> | Property Taxes          | 247,850        | 521,806          | 570,139        | 635,361          |
|                 | Lic., Fines, Charges    | 0              | 9,307            | 1,000          | 1,000            |
|                 | State Revenue           | 0              | 260,122          | 0              | 0                |
|                 | Other Financing Sources | 0              | 432,413          | 45,000         | 150,000          |
|                 | <b>Total</b>            | <b>247,850</b> | <b>1,223,648</b> | <b>616,139</b> | <b>786,361</b>   |

**2020 Recommended Requests**

| FTE  | Expense | Revenue | Levy |
|------|---------|---------|------|
| 0.00 | 65,000  | 65,000  | 0    |

**Budget Planning Summary (Board Version)  
ELECTIONS  
As of 2019-11-01 (Includes OPS)**

|                                       | 2017 Actual    | 2018 Actual      | 2019 Adopted (A) | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---------------------------------------|----------------|------------------|------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                   |                |                  |                  |                           |                      |                          |                          |                      |                          |
| SALARIES                              | 85,564         | 405,411          | 345,482          | 89,873                    | 435,355              | 26.0%                    | 0                        | 435,355              | 26.0%                    |
| BENEFITS                              | 13,064         | 116,523          | 109,111          | 12,118                    | 121,229              | 11.1%                    | 0                        | 121,229              | 11.1%                    |
| DEPT/COUNTY SUPPORT                   | 0              | 213,342          | 145,781          | 2,916                     | 148,697              | 2.0%                     | 0                        | 148,697              | 2.0%                     |
| TRAVEL/TRAINING                       | 39             | 4,242            | 765              | 15                        | 780                  | 2.0%                     | 0                        | 780                  | 2.0%                     |
| OFFICE SUPPORT                        | 0              | 17,697           | 15,000           | 300                       | 15,300               | 2.0%                     | 0                        | 15,300               | 2.0%                     |
| CAPITAL, DEBT, OTHER FINANCING        | 0              | 839,933          | 0                | 0                         | 0                    | 0.0%                     | 65,000                   | 65,000               | 0.0%                     |
| <b>Total Expenditures</b>             | <b>98,667</b>  | <b>1,597,148</b> | <b>616,139</b>   | <b>105,222</b>            | <b>721,361</b>       | <b>17.1%</b>             | <b>65,000</b>            | <b>786,361</b>       | <b>27.6%</b>             |
| <b>Funding Sources</b>                |                |                  |                  |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                  | 0              | 3,002            | 1,000            | 0                         | 1,000                | 0.0%                     | 0                        | 1,000                | 0.0%                     |
| OTHER REVENUES                        | 0              | 6,305            | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| STATE REVENUE                         | 0              | 260,122          | 0                | 0                         | 0                    | 0.0%                     | 0                        | 0                    | 0.0%                     |
| OTHER INTERGOVERNMENTAL REV           | 0              | 144,203          | 45,000           | 0                         | 45,000               | 0.0%                     | 0                        | 45,000               | 0.0%                     |
| OTHER FINANCING SOURCES               | 0              | 0                | 0                | 40,000                    | 40,000               | 0.0%                     | 65,000                   | 105,000              | 0.0%                     |
| <b>Total Non-Levy Funding Sources</b> | <b>0</b>       | <b>413,631</b>   | <b>46,000</b>    | <b>40,000</b>             | <b>86,000</b>        | <b>87.0%</b>             | <b>65,000</b>            | <b>151,000</b>       | <b>228.3%</b>            |
| PROPERTY TAXES                        | 247,850        | 521,806          | 570,139          | 65,222                    | 635,361              | 11.4%                    | 0                        | 635,361              | 11.4%                    |
| <b>Total Funding Sources</b>          | <b>247,850</b> | <b>935,437</b>   | <b>616,139</b>   | <b>105,222</b>            | <b>721,361</b>       | <b>17.1%</b>             | <b>65,000</b>            | <b>786,361</b>       | <b>27.6%</b>             |

Significant Changes from 2019 Adopted Budget - Expenses

Salaries - One-time Overtime Budget adjustment for Presidential Election

Benefits - Change in Employee coverage

Significant Changes from 2019 Adopted Budget - Revenues

No significant variances

## Elections Programs/Services

| <b>Programs</b> | <b>Estimated allocation 2020*</b> |               |             |
|-----------------|-----------------------------------|---------------|-------------|
|                 | <b>FTEs</b>                       | <b>Budget</b> | <b>Levy</b> |
| Elections       | 5.0                               | \$721,361     | \$635,361   |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.



**Request Description:**

Electronic Pollbooks for small cities and townships

**How will this request be used?**

Voting systems (ballot counting equipment) is PC/windows based hardware like many other technical devices. It becomes obsolete as hardware, software, communications techniques and scanning techniques advance. The current voting system in the county is already 5 years old. The previous voting system was in use for 15 years. While it was purchased with grant funds, there are no indications that subsequent grants will be made for the purchase of voting equipment.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

Polling places utilizing electronic pollbooks are able to process voters much more quickly and accurately than those who use traditional paper rosters. Currently, election day registration and voter history posting is done entirely manually for 22 county municipalities. In addition, election security will be enhanced because voter data will be electronically protected. The county successfully implemented electronic pollbooks in 2018 in partnership with 12 cities. This request would fund the purchase of an additional 44 electronic pollbooks to equip the small communities that have not yet implemented this hardware. The county will apply for grant funds in the event they become available from the Secretary of State's Office for the purchase of voting equipment for this purpose. The County will have one system to work with.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

This request would allow elections staff to post voter history, process election day registrations and investigate any suspected irregular voting much more quickly than when applications were entered by hand.

***How well did you do it? Or how will you measure the quality of the work/resource?***

By automating voter history and election day registration data entry at the polling place and after the election, the speed and accuracy of these data will be greatly increased.

***Is anyone better off? Or how will you measure the impact?***

Voter history will be posted much more quickly following the election, allowing for faster access to the data, and requiring fewer staff hours for data entry.

***Program/Service(s) that request is intended to support:***

Elections

# County Sheriff

# Dakota County Sheriff's Office

## Program and Service Inventory

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

\*\*\*\*\*

- Dakota County Sheriff's Office provides 17 programs/services to its residents.
- 14 of the programs/services in the office have some degree of mandate.<sup>1</sup> These mandated services make up:
  - Budget: \$20,798,688 (89% of the total budget)
  - Levy: \$18,469,165 (92% of the total levy)
  - FTEs: 169.3 (92% of the total FTEs)
- Programs/services by Strategic Plan Goal

| County Strategic Plan Goals <sup>2</sup> | Programs/Services | Estimated allocation 2020* |              |              |
|--|-------------------|----------------------------|--------------|--------------|
|  |                   | FTEs                       | Budget       | Levy         |
| A great place to live                    | 2                 | 28.0                       | \$3,231,418  | \$3,085,608  |
| Excellence in public service             | 15                | 155.3                      | \$20,012,950 | \$16,913,850 |

| Programs                                   | Estimated allocation 2020* |                     |                     |
|--|----------------------------|---------------------|---------------------|
|  | FTEs                       | Budget              | Levy                |
| Administrative                             | 8.0                        | \$1,619,011         | \$1,220,404         |
| Civil Process                              | 5.0                        | \$559,978           | \$316,437           |
| Court Security                             | 19.0                       | \$1,678,593         | \$1,628,567         |
| Electronic Crimes Unit                     | 3.0                        | \$660,995           | \$644,754           |
| Emergency Preparedness                     | 2.0                        | \$393,533           | \$136,986           |
| Fraud Investigations                       | 1.0                        | \$202,557           | \$198,054           |
| Gun Permit Processing                      | 3.5                        | \$256,883           | \$24,012            |
| Inmate Health Care                         | 0.0                        | \$1,280,708         | \$1,265,708         |
| Inmate Programs                            | 5.3                        | \$342,818           | \$307,044           |
| Investigations                             | 7.0                        | \$1,293,055         | \$882,181           |
| Jail Operations and Administrative Support | 75.0                       | \$8,039,289         | \$7,599,692         |
| Narcotics                                  | 5.0                        | \$162,056           | \$97,402            |
| Parks, Lakes and Trails                    | 2.0                        | \$139,021           | \$92,992            |
| Patrol Division                            | 26.0                       | \$3,092,397         | \$2,992,616         |
| Records                                    | 8.5                        | \$1,559,245         | \$1,165,656         |
| School Resource Officers                   | 5.0                        | \$624,112           | \$111,835           |
| Transportation                             | 8.0                        | \$1,340,117         | \$1,315,118         |
| <b>Total</b>                               | <b>183.3</b>               | <b>\$23,244,368</b> | <b>\$19,999,458</b> |

\* Budget, levy, and FTEs data reflect the 2020 budget planning base. Data are current as of 8/30/2019.

<sup>1</sup> Staff were asked to choose the degree of mandate attached to each separate service/program.

<sup>2</sup> Departments were asked to align each program/service with a primary Strategic Plan Goal.

**Budget Planning Summary**  
**COUNTY SHERIFF**  
As of 2019-11-03  
Includes OPS

**COUNTY SHERIFF**

|   | 2017<br>Actual    | 2018<br>Actual    | 2019<br>Adopted   | 2020 Final<br>Plan Base | % Change<br>PY | 2020<br>Recommended<br>Budget | % Change<br>PY |
|---|-------------------|-------------------|-------------------|-------------------------|----------------|-------------------------------|----------------|
| <b>Expenditures</b>                       |                   |                   |                   |                         |                |                               |                |
| SALARIES                                  | 13,007,083        | 13,724,248        | 13,529,374        | 14,306,007              | 5.7%           | 14,438,190                    | 6.7%           |
| BENEFITS                                  | 3,965,119         | 4,242,876         | 4,371,608         | 4,730,010               | 8.2%           | 4,754,081                     | 8.7%           |
| DEPT/COUNTY SUPPORT                       | 583,765           | 567,126           | 631,984           | 598,531                 | -5.3%          | 602,882                       | -4.6%          |
| TRAVEL/TRAINING                           | 115,459           | 146,414           | 130,690           | 134,087                 | 2.6%           | 134,282                       | 2.7%           |
| OFFICE SUPPORT                            | 233,843           | 219,786           | 227,174           | 246,551                 | 8.5%           | 246,551                       | 8.5%           |
| MATERIALS/SUPPLIES                        | 473,680           | 563,123           | 343,297           | 419,247                 | 22.1%          | 419,247                       | 22.1%          |
| CITIZEN/CLIENT RELATED<br>SERVICE         | 2,294,904         | 2,508,046         | 2,981,865         | 3,248,554               | 8.9%           | 3,645,042                     | 22.2%          |
| INTERDEPARTMENTAL                         | 0                 | 0                 | -41,348           | -43,920                 | 6.2%           | -43,920                       | 6.2%           |
| CAPITAL, DEBT, OTHER<br>FINANCING         | 33,868            | 143,682           | 261,932           | 0                       | -100.0%        | 161,019                       | -38.5%         |
| <b>Total Expenditures</b>                 | <b>20,707,721</b> | <b>22,115,301</b> | <b>22,436,576</b> | <b>23,639,067</b>       | <b>5.4%</b>    | <b>24,357,374</b>             | <b>8.6%</b>    |
| <b>Funding Sources</b>                    |                   |                   |                   |                         |                |                               |                |
| CHARGES FOR SERVICES                      | 1,316,369         | 1,273,207         | 1,133,555         | 1,133,555               | 0.0%           | 1,133,555                     | 0.0%           |
| OTHER REVENUES                            | 319,157           | 347,199           | 302,370           | 285,200                 | -5.7%          | 285,200                       | -5.7%          |
| FINES AND FORFEITURES                     | 22,496            | 21,380            | 20,000            | 20,000                  | 0.0%           | 20,000                        | 0.0%           |
| FEDERAL REVENUE                           | 215,955           | 260,464           | 238,245           | 269,700                 | 13.2%          | 269,700                       | 13.2%          |
| STATE REVENUE                             | 852,288           | 908,152           | 746,750           | 900,000                 | 20.5%          | 900,000                       | 20.5%          |
| OTHER INTERGOVERNMENTAL<br>REV            | 454,924           | 444,909           | 434,260           | 590,046                 | 35.9%          | 590,046                       | 35.9%          |
| OTHER FINANCING SOURCES                   | 0                 | 421               | 402,579           | 150,703                 | -62.6%         | 388,605                       | -3.5%          |
| <b>Total Non-Levy Funding<br/>Sources</b> | <b>3,181,190</b>  | <b>3,255,732</b>  | <b>3,277,759</b>  | <b>3,349,204</b>        | <b>2.2%</b>    | <b>3,587,106</b>              | <b>9.4%</b>    |
| PROPERTY TAXES                            | 18,210,641        | 19,362,090        | 19,158,817        | 20,289,863              | 5.9%           | 20,770,268                    | 8.4%           |
| <b>Total Funding Sources</b>              | <b>21,391,831</b> | <b>22,617,822</b> | <b>22,436,576</b> | <b>23,639,067</b>       | <b>5.4%</b>    | <b>24,357,374</b>             | <b>8.6%</b>    |

## 2019 ACCOMPLISHMENTS AND HIGHLIGHTS

- SMART Center contractor selection and design phase
- Addition of a commercial vehicle enforcement deputy
- Development of body-worn camera policy and pilot of cameras in patrol division
- Addition of one school resource deputy at Lebanon Education Center in Apple Valley
- Facilities Management/Sheriff's Office agreement to staff licensed deputies at county buildings for security
- RFP and award for expanded medical services in jail
- Strategic plan workshop in April 2019
- 40-hour crisis intervention training – 80% of all licensed deputies have attended
- Peer support team
- Auto Theft Grant – 2-year State of MN

## 2020 MANAGER'S RECOMMENDED BUDGET CHANGES & IMPLICATIONS

- 1.0 FTE Correctional Deputy booking specialist (WSC) - \$83,917 Levy
- MEnd Contract Increase for 24/7 Nursing - \$553,746 - \$157,258 Internal Funding Sources, \$396,488 Levy
- Evidence Technician – (Limited Term Position) - \$77,087 Fund Balance
- Body Scanner for Jail Intake - \$140,000 Fund Balance
- Livescan Booking Terminal - \$20,815 Fund Balance

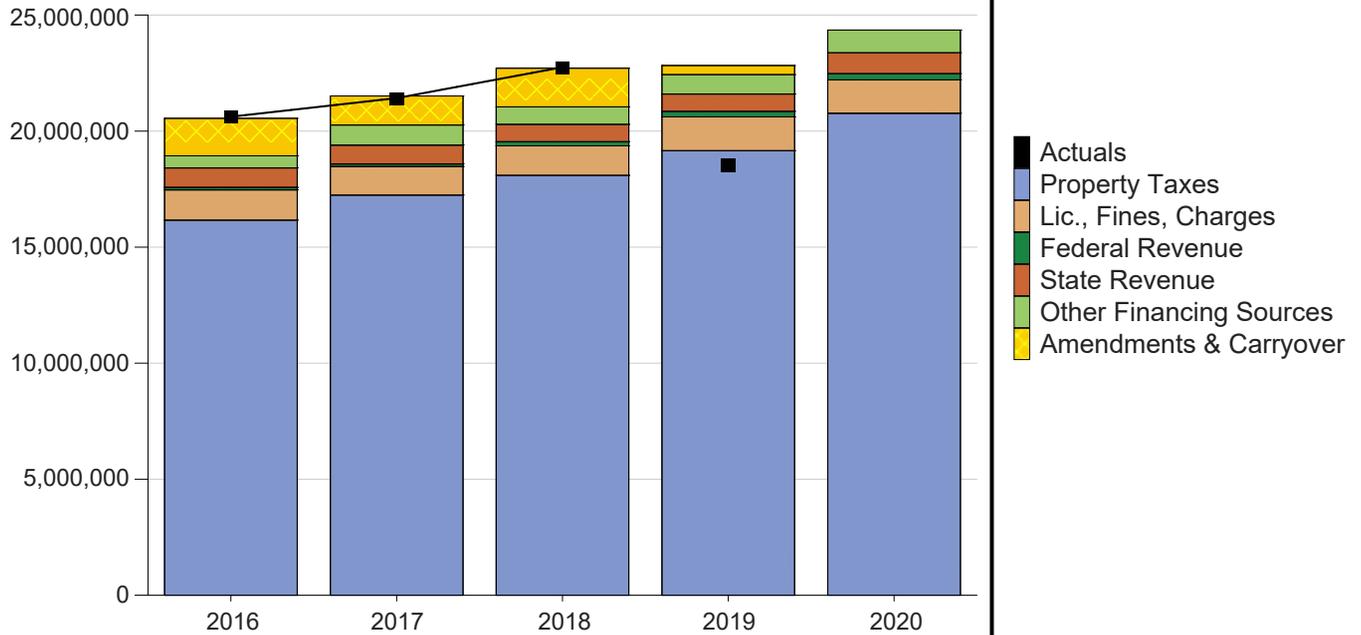
## 2020 SIGNIFICANT PLANS AND ISSUES

- County building security rollout
- SMART Center ground breaking and build spring 2020
- Department of Corrections jail staffing study
- Patrol staffing study and explore funding models
- Opioid strategies in community and jail
- Address emerging crime trends that use technology
- Recruitment and retention of staff

# SHERIFF Budget At A Glance

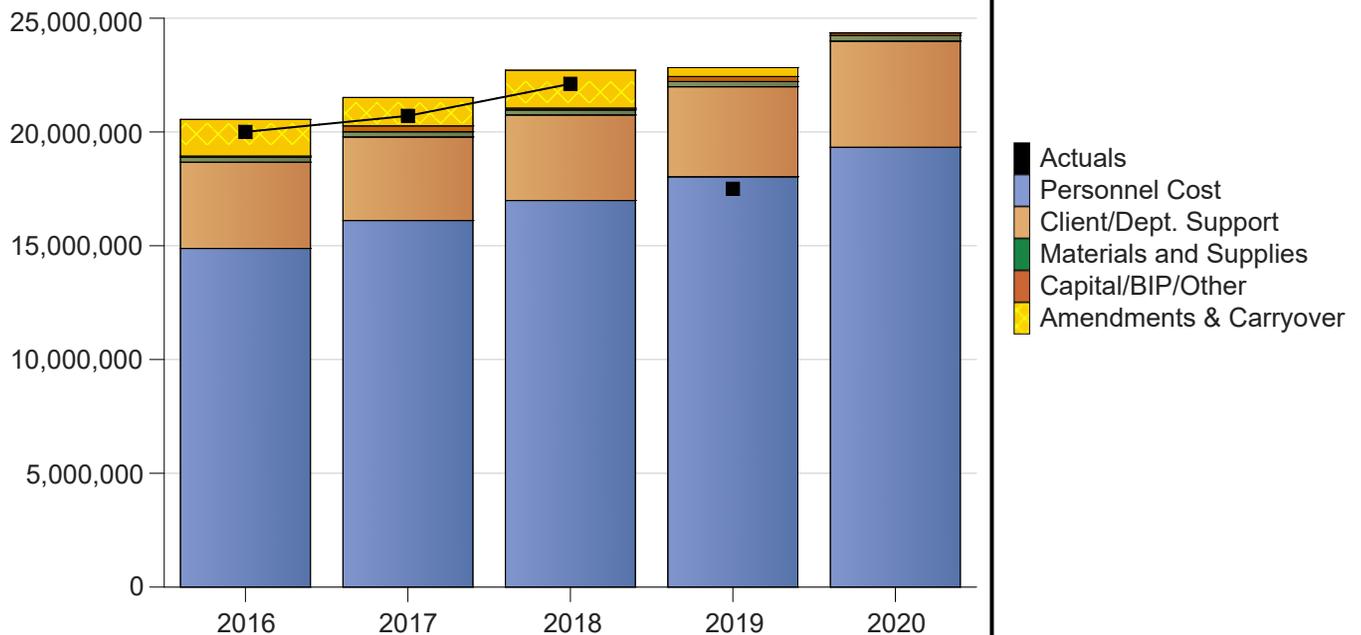
|                     |                     |                     |                     |                     |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| 2016 Adopted        | 2017 Adopted        | 2018 Adopted        | 2019 Adopted        | 2020 Recommended    |
| <b>\$18,936,749</b> | <b>\$20,265,278</b> | <b>\$21,046,474</b> | <b>\$22,436,576</b> | <b>\$24,357,374</b> |

## Where it Comes From



|                     |                     |                     |                     |                     |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| 2016 Adopted        | 2017 Adopted        | 2018 Adopted        | 2019 Adopted        | 2020 Recommended    |
| <b>\$18,936,749</b> | <b>\$20,265,278</b> | <b>\$21,046,474</b> | <b>\$22,436,576</b> | <b>\$24,357,374</b> |

## Where it Goes



### FTE (Budgeted)

|        |        |        |        |
|--------|--------|--------|--------|
| 182.59 | 186.09 | 189.09 | 189.25 |
|--------|--------|--------|--------|

|                 |                         | 2017 Actual       | 2018 Actual       | 2019 Budget       | 2020 Recommended  |
|-----------------|-------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Expenses</b> | Personnel Costs         | 17,087,659        | 18,113,539        | 18,031,672        | 19,326,553        |
|                 | Client/Dept. Support    | 3,352,346         | 3,638,298         | 3,957,146         | 4,667,171         |
|                 | Materials and Supplies  | 233,844           | 219,786           | 227,174           | 246,551           |
|                 | Capital/BIP/Other       | 33,868            | 143,683           | 220,584           | 117,099           |
|                 | <b>Total</b>            | <b>20,707,717</b> | <b>22,115,306</b> | <b>22,436,576</b> | <b>24,357,374</b> |
| <b>Revenues</b> | Property Taxes          | 18,210,641        | 19,362,090        | 19,158,817        | 20,770,268        |
|                 | Lic., Fines, Charges    | 1,658,021         | 1,641,789         | 1,455,925         | 1,438,755         |
|                 | Federal Revenue         | 215,956           | 260,465           | 238,245           | 269,700           |
|                 | State Revenue           | 852,288           | 908,151           | 746,750           | 900,000           |
|                 | Other Financing Sources | 486,536           | 582,112           | 836,839           | 978,651           |
| <b>Total</b>    | <b>21,423,442</b>       | <b>22,754,607</b> | <b>22,436,576</b> | <b>24,357,374</b> |                   |

### 2020 Recommended Requests

| FTE  | Expense | Revenue | Levy    |
|------|---------|---------|---------|
| 1.00 | 718,307 | 237,902 | 480,405 |

**Budget Planning Summary (Board Version)**  
**SHERIFF**  
**As of 2019-10-31 (Includes OPS)**

|   | 2017 Actual       | 2018 Actual       | 2019 Adopted (A)  | 2020 Planning Changes (B) | 2020 Final Plan Base | % Change from PY Adopted | 2020 Recom'd Changes (C) | 2020 Recom'd (A+B+C) | % Change from PY Adopted |
|---|-------------------|-------------------|-------------------|---------------------------|----------------------|--------------------------|--------------------------|----------------------|--------------------------|
| <b>Expenditures</b>                     |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| SALARIES                                | 13,007,083        | 13,724,248        | 13,529,374        | 776,633                   | 14,306,007           | 5.7%                     | 132,183                  | 14,438,190           | 6.7%                     |
| BENEFITS                                | 3,965,119         | 4,242,876         | 4,371,608         | 358,402                   | 4,730,010            | 8.2%                     | 24,071                   | 4,754,081            | 8.7%                     |
| DEPT/COUNTY SUPPORT                     | 583,765           | 567,126           | 631,984           | -33,453                   | 598,531              | -5.3%                    | 4,351                    | 602,882              | -4.6%                    |
| TRAVEL/TRAINING                         | 115,459           | 146,414           | 130,690           | 3,397                     | 134,087              | 2.6%                     | 195                      | 134,282              | 2.7%                     |
| OFFICE SUPPORT                          | 233,843           | 219,786           | 227,174           | 19,377                    | 246,551              | 8.5%                     | 0                        | 246,551              | 8.5%                     |
| MATERIALS/SUPPLIES                      | 473,680           | 563,123           | 343,297           | 75,950                    | 419,247              | 22.1%                    | 0                        | 419,247              | 22.1%                    |
| CITIZEN/CLIENT RELATED SERVICE          | 2,294,904         | 2,508,046         | 2,981,865         | 266,689                   | 3,248,554            | 8.9%                     | 396,488                  | 3,645,042            | 22.2%                    |
| INTERDEPARTMENTAL                       | 0                 | 0                 | -41,348           | -2,572                    | -43,920              | 6.2%                     | 0                        | -43,920              | 6.2%                     |
| CAPITAL, DEBT, OTHER FINANCING          | 33,868            | 143,682           | 261,932           | -261,932                  | 0                    | -100.0%                  | 161,019                  | 161,019              | -38.5%                   |
| <b>Total Expenditures</b>               | <b>20,707,721</b> | <b>22,115,301</b> | <b>22,436,576</b> | <b>1,202,491</b>          | <b>23,639,067</b>    | <b>5.4%</b>              | <b>718,307</b>           | <b>24,357,374</b>    | <b>8.6%</b>              |
| <b>Funding Sources</b>                  |                   |                   |                   |                           |                      |                          |                          |                      |                          |
| CHARGES FOR SERVICES                    | 1,316,369         | 1,273,207         | 1,133,555         | 0                         | 1,133,555            | 0.0%                     | 0                        | 1,133,555            | 0.0%                     |
| OTHER REVENUES                          | 319,157           | 347,199           | 302,370           | -17,170                   | 285,200              | -5.7%                    | 0                        | 285,200              | -5.7%                    |
| FINES AND FORFEITURES                   | 22,496            | 21,380            | 20,000            | 0                         | 20,000               | 0.0%                     | 0                        | 20,000               | 0.0%                     |
| FEDERAL REVENUE                         | 215,955           | 260,464           | 238,245           | 31,455                    | 269,700              | 13.2%                    | 0                        | 269,700              | 13.2%                    |
| STATE REVENUE                           | 852,288           | 908,152           | 746,750           | 153,250                   | 900,000              | 20.5%                    | 0                        | 900,000              | 20.5%                    |
| OTHER INTERGOVERNMENTAL REV             | 454,924           | 444,909           | 434,260           | 155,786                   | 590,046              | 35.9%                    | 0                        | 590,046              | 35.9%                    |
| OTHER FINANCING SOURCES                 | 0                 | 421               | 402,579           | -251,876                  | 150,703              | -62.6%                   | 237,902                  | 388,605              | -3.5%                    |
| <b>Total Non-L Levy Funding Sources</b> | <b>3,181,190</b>  | <b>3,255,732</b>  | <b>3,277,759</b>  | <b>71,445</b>             | <b>3,349,204</b>     | <b>2.2%</b>              | <b>237,902</b>           | <b>3,587,106</b>     | <b>9.4%</b>              |
| PROPERTY TAXES                          | 18,210,641        | 19,362,090        | 19,158,817        | 1,131,046                 | 20,289,863           | 5.9%                     | 480,405                  | 20,770,268           | 8.4%                     |
| <b>Total Funding Sources</b>            | <b>21,391,831</b> | <b>22,617,822</b> | <b>22,436,576</b> | <b>1,202,491</b>          | <b>23,639,067</b>    | <b>5.4%</b>              | <b>718,307</b>           | <b>24,357,374</b>    | <b>8.6%</b>              |

| Significant Changes from 2019 Adopted Budget - Expenses                    |
|--|
| Salaries - Recommended 1.0 FTE in 2020                                     |
| Benefits - Recommended 1.0 FTE in 2020                                     |
| Citizen/Client Related Service - Mend Contract increase                    |
| Capital, Debt, Other Financing - 2020 Body Scanner & Live Booking Terminal |

| Significant Changes from 2019 Adopted Budget - Revenues                                   |
|---|
| Federal Revenue - DHS Grant increase  |
| State Revenue - Increase in State Peace Officer Aid and Licensed Deputy Training funding. |
| Other Intergovernmental Rev - Added SRO at Lebanon Education Center in 2020               |

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**Request Description:**

1.0 FTE Correctional Deputy Booking Specialist WSC

**How will this request be used?**

As of July 9, 2019 there are 10,923 outstanding Dakota County suspense records. Outstanding suspense records or most likely those cases where fingerprints are not obtained and therefore the final disposition of the case is not recorded as final in the criminal history. Cases in suspense can have an impact in Gun Permit applications or enhanceable crimes such as Domestic Assault or OFP Violations. Suspense records are viewable as a separate record, but per the BCA, they may not be used as the information has not been confirmed via fingerprinting. This position would be assigned to the Western Service Center and responsible to respond to judicial orders for booking and in addition review suspense records for validity, missing information, query prosecutor or judge to order a Booking Order via mail, matching up errors, etc. It takes 5 minutes to 1 hour per record, plus time for correspondence to those listed above. (This is in addition to regular printing duties). This position will review all court dockets for suspense issues as there is currently no staff time to complete. This position will provide fingerprint services related to Dakota County contractor and other general public needs just as we do in Hastings and NSC.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

In late 2017, the District Court notified the Sheriff's Office of a court schedule change that would move gross misdemeanor cases from Hastings to the Northern Service Center and Western Service Center. The Courts indicated that this would take effect January 1, 2018. This transition impacts the Sheriff's Office more than the Courts may have anticipated. The Sheriff's Office is required to move fingerprinting services to the satellite locations to fulfill a judges' order of a defendant to submit fingerprints prior to leaving court. The Sheriff's Office did not have resources to accommodate for this request including personnel and up-to-date fingerprinting machines at these locations. As a compromise and due to budgetary constraints, the Sheriff's Office agreed to open one location, that being the Northern Service Center in 2019 and the Western Service Center in 2020. If these files are not accurate they will go into suspense with the state making us non-compliant. We currently focus our efforts on first appearances, with correct staffing we could focus on all mandatory court appearances.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

In 2018, the Sheriff's Office processed 1,899 finger prints orders issued between Hastings and NSC. There were 696 booking orders issued at the Western Service Center and not booked at that location. Those individuals were ordered to go to Hastings or Northern Service Center to be booked. Those who did not do so had their records in fall into suspense. Between Hastings and NSC, there were 837 individuals fingerprinted for Dakota County contract work or other civilian requests.

**How well did you do it? Or how will you measure the quality of the work/resource?**

Because of our efforts, Dakota County has one of the lowest suspense rates of all counties, (BCA records). The Sheriff's Office will continue to track booking and fingerprint data as resources and procedures change. We anticipate that the number of bookings that go into suspense will be lowered with this added position and equipment.

**Is anyone better off? Or how will you measure the impact?**

Holding misdemeanor/gross misdemeanor court at the Northern Service Center and Western Service Center allows for easier access to court appearances for those who may have limited or no transportation. Before satellite coverage, the public had to come to Hastings for all finger printing needs; (criminal, applicant, contractors).

**Program/Service(s) that request is intended to support:**

Jail Operations

## 2020 BUDGET REQUEST WORKSHEET (Form 6) - OPERATIONS/CEP

|                             |   |
|-----------------------------|---|
| <b>Division:</b>            | Sheriff's Office  |
| <b>Department:</b>          | Detention Services  |
| <b>Request Description:</b> | Medical Services Costs and Funding  |
| <b>Operations/CEP:</b>      | Operations  |
| <b>FTEs Requested:</b>      | 0.0 (If FTE is being requested fill in position calculator at bottom of form) |

|                         |                |
|-------------------------|----------------|
| <b>Division Rank:</b>   | _____ of _____ |
| <b>Department Rank:</b> | _____ of _____ |

| Expense                        |               | Funding Sources (Type over headers below to customize funding source) |      |        |              | County Cost   |  |
|--------------------------------|---------------|---|------|--------|--------------|---------------|--|
| Expense Description            | Expense       | Grant   | CIP  | CW-BIP | Fund Balance | Levy          |  |
| MEnD Contract Additional Exp   | 553,746       |   |      |        |              | 553,746       |  |
| Identified Sheriff Savings     | -110,000      |   |      |        |              | -110,000      |  |
| Identified Corrections Savings | -47,258       |   |      |        |              | -47,258       |  |
|                                | 0             |   |      |        |              |               |  |
|                                | 0             |   |      |        |              |               |  |
|                                | 0             |   |      |        |              |               |  |
|                                | \$ 396,488.00 | \$ -  | \$ - | \$ -   | \$ -         | \$ 396,488.00 |  |

**Strategic Plan Goal:** Excellence in public service  
**Mandate/Pressure:** Existing Mandate

**Position Calculator to be filled out with any FTE requests:**

|   |  |  |
|---|--|--|
| Position Title: _____<br>Pay Grade: _____<br>Unit (last four digits of Key): _____<br>Position Control # (if known): _____<br>FTE (1.0, 0.5, etc): _____<br>Months in 2020: _____<br>Cost:<br>Salary 0<br>Health Insurance 0<br>FICA 0<br>PERA 0<br>Other Benefits 0<br>Staff Training 0<br>Co-Wide Indirect 0<br>CW Tech Licenses 0<br>(dept enters) Mileage _____<br>(dept enters) Computer/Equip _____<br>(dept enters) _____<br>(dept enters) _____<br>(dept enters) _____<br>(dept enters) _____<br>(dept enters) _____<br><u>Total Cost 0</u> | Position Title: _____<br>Pay Grade: _____<br>Unit (last four digits of center): _____<br>Position Control # (if known): _____<br>FTE (1.0, 0.5, etc): _____<br>Months in 2020: _____<br>Cost:<br>Salary 0<br>Health Insurance 0<br>FICA 0<br>PERA 0<br>Other Benefits 0<br>Staff Training 0<br>Co-Wide Indirect 0<br>CW Tech Licenses 0<br>(dept enters) Mileage _____<br>(dept enters) Computer/Equip _____<br>(dept enters) _____<br>(dept enters) _____<br>(dept enters) _____<br>(dept enters) _____<br>(dept enters) _____<br><u>Total Cost 0</u> | Position Title: _____<br>Pay Grade: _____<br>Unit (last four digits of center): _____<br>Position Control # (if known): _____<br>FTE (1.0, 0.5, etc): _____<br>Months in 2020: _____<br>Cost:<br>Salary 0<br>Health Insurance 0<br>FICA 0<br>PERA 0<br>Other Benefits 0<br>Staff Training 0<br>Co-Wide Indirect 0<br>CW Tech Licenses 0<br>(dept enters) Mileage _____<br>(dept enters) Computer/Equip _____<br>(dept enters) _____<br>(dept enters) _____<br>(dept enters) _____<br>(dept enters) _____<br>(dept enters) _____<br><u>Total Cost 0</u> |
| Outside Revenue:<br>(dept enters) [source] _____<br>(dept enters) [source] _____<br>(dept enters) [source] _____<br><u>Total Revenue 0</u>  | Outside Revenue:<br>(dept enters) [source] _____<br>(dept enters) [source] _____<br>(dept enters) [source] _____<br><u>Total Revenue 0</u>   | Outside Revenue:<br>(dept enters) [source] _____<br>(dept enters) [source] _____<br>(dept enters) [source] _____<br><u>Total Revenue 0</u>   |
| <u>County Cost 0</u>  | <u>County Cost 0</u>   | <u>County Cost 0</u>   |

**NARRATIVE MUST BE FILLED OUT ON SECOND PAGE OF REQUEST**

**Request Description:**

Medical Services Costs and Funding

**How will this request be used?**

The Dakota County Sheriff operates a 263-bed jail facility, which includes providing healthcare services to its inmates. To effectively coordinate services, the Sheriff has worked with Dakota County Community Corrections to include residents of the JSC. Since 2013, Dakota County has contracted with MEnD to provide nursing services for the Dakota County Jail and JSC. In 2018, with authorization from the Dakota County Board of Commissioners, the agreement with MEnD was amended to add medical director and medical provider services. In January 2019, the agreement with MEnD was amended to include mental health services. In 2019, the Sheriff's Office posted competitively to solicit proposals for current and additional desired services. Four vendors responded to the solicitation, and proposals were rated by staff based upon the vendor's ability to satisfy the requirements of the solicitation. Upon completion of the interviews, staff determined that MEnD offered the best overall value and service.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

**How well did you do it? Or how will you measure the quality of the work/resource?**

**Is anyone better off? Or how will you measure the impact?**

**Program/Service(s) that request is intended to support:**

Inmate Healthcare



**Request Description:**

Evidence Technician

**How will this request be used?**

The Sheriff's Office was granted this position in the 2018 adopted budget and funded through deferred CEP funds (\$30,000) and County-Wide fund balance (\$38,239). The position was filled in April 2018 and the employee hired has been highly effective in inventorying and reconciling items in the property room. Though much progress has been made, the goal of combing through all items of evidence and reducing the inventory by returning, selling or destroying property is a much larger task and at minimum will require additional year(s) of full time services. In addition to the evidence room, there is a need for this position to manage the jail's inmate property. Similar to the evidence room, the jail inmate property room requires inventory, returning, selling or destroying property. The Sheriff's Office does not have a person designated to those functions at this time which presents a liability. It is the intention to have this position manage the evidence room and the jail property room in 2020. Ideally this position would be a full-time, permanent position in the future. The employee hired for this position left abruptly in May 2019. The position is currently posted and anticipated to be filled in September 2019. The Sheriff's Office is requesting to defer unused 2019 funds toward funding a portion of the position in 2020. See Form 6 data.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

The Sheriff's Office is responsible for the safe keeping of seized evidence and property. Without the devotion of resources to that responsibility, it can become a liability to the county and cause unnecessary delay in destruction, sale or return of property. Criminal cases are reliant upon proper evidence handling. A well-managed evidence room assists in successful prosecution. In addition, misplacing or improper handling, misplacement or failure to destroy evidence can present a liability to the County. The reduction of property in the evidence room was a 2018 board goal. Milestones were achieved, however with the position now vacant, evidence and property are once again adding up. If this position is not replaced, we will have difficulty processing evidence/property from initial entry to final disposition. Jail inmate property also presents a liability to the County if not properly managed. The Sheriff's Office has been sued in the past for missing inmate's property. With the proper controls in place, including dedicating a property room technician, the County will reduce its liability.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

Since the position was filled in April 2018, nearly 1,800 cases and over 8,000 items of evidence have been entered or updated into the property records system. Through the purge/destroy/release process, the total items inventory was reduced by 39%. The total case inventory was reduced by 26%. Since inception, over 600 items were sent to auction resulting in approximately \$5,300 in revenue. In 2019, January - May there were 518 cases and 3,120 items entered into the evidence room. 46 cases and 150 items were destroyed, 69 cases and 192 items were released, and over 800 pounds of Rx Take-Back was collected in Hastings, entered, inventoried and destroyed.

**How well did you do it? Or how will you measure the quality of the work/resource?**

The inventory and reconciliation of the property room items is time consuming, however the majority of all items have been reconciled or inventoried since the position was filled. The disposition of the majority of those items continues and will be on hold until this position is filled.

**Is anyone better off? Or how will you measure the impact?**

This position has made much needed, drastic improvements in our property room processes, procedures and overall organization. It has allowed the supervisors of investigations, who previously managed the property room as needed to focus on their primary duties. Without this position, the Sheriff's Office will most likely once again fall behind in property room management in the evidence room and jail inmate property increasing the liability of the County.

**Program/Service(s) that request is intended to support:**

Investigations, Detention Services, Patrol, PLT, Civil, Divisions



**Request Description:**

Body scanner for jail intake

**How will this request be used?**

This equipment will be used to assist in the search of an arrestee and locate contraband. See Correctional Deputy FTE request.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

July 10, 2017- Inmate overdose death (Weaver). Medical Examiner advised levels of methamphetamine were within the "lethal dosage amount for humans". Led to investigation where other involved inmate recorded on jail phone stating he had 3-5 grams of methamphetamine inside his stomach and Inmate states he is getting "higher and higher" believing the bag he swallowed was opening up. He adds that he has "dope in his other part as well". 2018: 43 instances of contraband found on incoming inmates to include drugs and a pistol. Located anywhere from pockets/bras to vaginas/buttocks. 2019: As of October 13, there have been 24 instances including drugs, syringes and a knife.

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

The number of individuals booked into the Jail has consistently increased over the past several years, culminating in 11,245 in 2018. All incoming arrestees and transports from other jurisdictions/facilities will be screened upon entry to the Jail.

**How well did you do it? Or how will you measure the quality of the work/resource?**

We track instances of contraband located on incoming arrestees during their initial intake search. There were 43 incidents in 2018 and 24 as of October 13, 2019. We also track instances where contraband was located during a more thorough search such as changing into jail uniforms (change-out) or later while assigned to a housing unit. This means the contraband was typically concealed beyond articles of clothing. In 2018, there were 4 incidents of contraband found during a change-out and 1 incident where it was in a housing unit. In 2019, there were 8 incidents of contraband found during a change-out and 1 incident where it was in a housing unit. The tracking includes where it was located, type of contraband and at what point it was located in the intake process, such as initial clothing search versus during a change out to jail clothing. The intended focus for body scanner technology is to assist with areas that may not be searched absent a search warrant, including body cavities. We will continue to track instances of contraband located by individuals as well as use of body scanner technology.

**Is anyone better off? Or how will you measure the impact?**

Introduction of contraband in a correctional setting is not unique to Dakota County. Substance abuse drives those with addiction to become more creative in concealing items. Reducing the amount of contraband within the facility impacts potential medical costs, behavioral issues and overdose opportunities. The reduction of contraband in our jail increases safety of staff and individuals in our custody and reduces potential litigation stemming from overdose deaths, etc.

**Program/Service(s) that request is intended to support:**

Jail



**Request Description:**

Livescan Booking terminal

**How will this request be used?**

This equipment is necessary to support the booking specialist's duties at the Northern Service Center. The current terminal is operational, however has not been reliable and is due for replacement. This cost includes one year warranty and maintenance.

**Explain more about the mandate or pressure: (identify mandate if applicable)**

See form 6 narrative for Correctional Deputy Booking Specialist

Please describe below how you will measure the implementation and impact of this resource.

**How much did you do? Or how much will you do?**

See form 6 narrative for Correctional Deputy Booking Specialist

***How well did you do it? Or how will you measure the quality of the work/resource?***

See form 6 narrative for Correctional Deputy Booking Specialist

***Is anyone better off? Or how will you measure the impact?***

See form 6 narrative for Correctional Deputy Booking Specialist

***Program/Service(s) that request is intended to support:***

Jail Operations