



2025 Board Priorities – Fourth Quarter Update

Board Goal	Initiative	Division/Office	Update	Status
<p>Excellence in Public Service</p> <p>Hire and Retain Excellent Staff</p>	Implement consistent hybrid and remote work policy.	All Divisions and Elected Offices	The Dakota County telework policy was revised in February 2025. The updated policy, communication, and telework acknowledgement were sent to all staff in late February/early March. Starting March 31, 2025 staff eligible for hybrid work could telework up to three days as department and duties allow.	
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	Collaborate with like counties to ensure interests are adequately represented.	County Administration	Commissioners in AMC District 10 successfully worked together on a transportation funding issue at the end of the 2025 legislative session. This may be a model for future collaborative work among counties.	
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	Prepare for state and federal funding cuts.	All divisions/elected offices	All divisions/elected offices worked on budget planning and cuts in 2025. Proposed plans were presented to the Board in July and discussion continued throughout the 2026 budget process. Discussions will continue as part of 2027 planning. Priority will continue in 2026.	

Board Goal	Initiative	Division/Office	Update	Status
Successful Place for Business and Jobs Innovate and Collaborate	Collaborate with partners on development.	County Administration	County staff have continued to meet with city development partners on general and city specific issues. While we have not always agreed on specific outcomes, work on enhancing both development and the process will continue. This priority will continue into 2026.	
Excellence in Public Services Community Engagement	Design and implement new website.	Communications Central Operations	Staff recommended and the County Board approved contracts with two vendors to complete pre-work and development of the website. In the third quarter, Information Technology (IT) and Communications completed stakeholder engagement. Throughout the fourth quarter, the team continued to work on the new website redesign and implementation. This included work with all divisions and accessibility efforts. Priority will continue in 2026. The planned launch of the website is summer 2026.	
Excellence in Public Service Community Engagement	Develop strategies that will improve and leverage Commissioner communication and liaison with communities.	Communications	Examples of 4 th quarter 2025 activities include multiple efforts related to county human services modernization such as preparing materials for testimony or meetings and coordination with other counties and Association of Minnesota Counties (AMC), facilitated and provided materials for a visit to the Spring Lake Reserve Bison Prairie by the governor's office, Minnesota Management and Budget (MMB) staff and Met Council representatives, facilitated and provided materials for a House Capital Investment Committee bonding tour of the 1-35/CR50 project and the Crisis and Recovery Center in West St. Paul.	

Board Goal	Initiative	Division/Office	Update	Status
<p>Excellence in Public Service</p> <p>Hire and Retain Excellent Staff</p>	<p>Confirm current compensation strategy and desired outcomes.</p>	<p>Human Resources</p>	<p>In the first quarter, 2025 wage increases were administered. This information was used for the 2025 local county salary survey, which was completed and submitted in June 2025. Priority will continue in 2026.</p>	
<p>Excellence in Public Service</p> <p>Hire and Retain Excellent Staff</p>	<p>Continue to assess and implement Inclusion, Diversity, Equity and Access (IDEA) strategies.</p>	<p>Human Resources</p>	<p>County Manager and Human Resources staff met with all County Employee Resource Groups (ERGs) individually during second quarter to receive feedback, understand needs, and explore opportunities to support ERGs and work to help support a more inclusive work environment. There were also quarterly updates at Senior Leadership meetings related to Inclusion, Diversity, Equity, and Access strategies. Priority will continue in 2026.</p>	
<p>Thriving People</p> <p>Create Access to Opportunities</p>	<p>Complete and implement Library Strategic Plan.</p>	<p>Public Services and Revenue</p>	<p>The library completed the development of the three-year strategic plan at the end of 2024. The library's Senior Management Team worked to identify priorities for the coming year based on the plan. Highlights include the Wentworth and Burnhaven Library remodels, implementation of a new print solution, a teen initiative to strengthen services and staff skills in working with teens, collaboration with Social Services on a .5 social worker position at Wentworth Library. 2026 priorities for the library are budget and resource management, the customer experience, teen initiative, learn to read, reaching specific audiences, and digital books. Priority will continue in 2026.</p>	

Board Goal	Initiative	Division/Office	Update	Status
<p>Excellence in Public Service</p> <p>Dependable and Modern Infrastructure and Systems</p>	<p>Replace voting equipment under cost sharing Joint Powers Agreement (JPA).</p>	<p>Public Services and Revenue</p>	<p>At the start of the year, the Board approved the budget adjustment and structure for the cost-share and municipal repayment plan. All municipal stakeholders were notified, and all 45 partners executed cost-share agreements. Five proposals were received by the County in June and vendor demonstrations occurred in August. In September, the selection committee finalized a recommendation and in October the County Board accepted the recommendation and authorized the County Attorney's Office to begin contract negotiations.</p>	
<p>Successful Place for Business and Jobs</p> <p>Dependable and Modern Infrastructure and Systems</p>	<p>Complete Cannabis Ordinance adoption and retail registration process.</p>	<p>Public Services and Revenue</p>	<p>Received County Board policy direction at March General Government and Policy Committee (GGP) and reviewed draft ordinance at April GGP. On May 20, Dakota County Board adopted Ordinance Number 133 – Regulating the Registration and Sale of Cannabis Products at a public hearing. To date, 13 rural jurisdictions have consented for the County to administer retail registration and compliance responsibilities. Application information has been posted on the County's website. To date, no retail cannabis or temporary cannabis event applications have been received.</p>	
<p>Successful Place for Business and Jobs</p> <p>Dependable and Modern Infrastructure and Systems</p>	<p>Implement new tax forfeit rules and system.</p>	<p>Public Services and Revenue</p>	<p>Internal procedures and policy have been updated to reflect the new law. Multiple forfeiture auctions were completed in 2025, and distributions managed in accordance with the new law.</p>	

Board Goal	Initiative	Division/Office	Update	Status
<p>Thriving People</p> <p>Create Access to Opportunities</p>	<p>Develop arts blueprint.</p>	<p>Public Services and Revenue</p>	<p>A Request for Proposals was published in January 2025. The consultant selected to work on plan was VIA partnership. A comprehensive tour of County facilities and properties was held with the consultants to establish the current state of public art in the County. Numerous public engagement events were held, a survey deployed, and leadership feedback opportunities offered. Engagement and benchmarking findings were presented to the Board in December 2025. Plan drafting will continue through the first quarter of 2026 with plan adoption planned for the third quarter of 2026. Priority will continue in 2026.</p>	<p style="background-color: #90EE90;"></p>
<p>Excellence in Public Service</p> <p>Innovate and Collaborate</p>	<p>Improve partnerships with cities.</p> <p>Analyze current relationship. Identify and implement improvements.</p> <p>Determine County funding for Dakota911.</p>	<p>Central Operations</p>	<p>Information from Office of Performance and Analysis study was presented at the April General Government and Policy Committee meeting along with a discussion regarding Dakota911. County staff continue to work on relationships with cities. Priority will continue in 2026.</p>	<p style="background-color: #90EE90;"></p>
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Develop 5-year financial plan.</p>	<p>Central Operations</p>	<p>The 2023 and 2024 audit were both completed along with the 2025 debt issuance project. Planning for the five-year financial plan is underway. Priority will continue in 2026.</p>	<p style="background-color: #FFFF00;"></p>

Board Goal	Initiative	Division/Office	Update	Status
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Assess workloads and FTE levels; create 5-year staffing plans.</p>	<p>Central Operations Human Resources</p>	<p>Office of Performance and Analysis staff have completed reports for Human Resources, Service and License Centers, Information Technology, and Finance. Work is underway on reports for departments in the Physical Development Division and Community Services. Priority will continue in 2026.</p>	<p>Green</p>
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Eliminate financial potholes; ensure permanent programs/FTEs are not funded with one-time money.</p>	<p>Central Operations</p>	<p>Several potholes were eliminated during 2026 budget planning. This information will continue to be presented to the Board as part of the 2027 budget process. Priority will continue in 2026.</p>	<p>Yellow</p>
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Review and maximize charge back collections in Community Services.</p>	<p>Central Operations</p>	<p>Direction has been provided by the County Manager to ensure that maximum charge back revenues are being captured going forward.</p>	<p>Green</p>
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Clean up Transportation collections.</p>	<p>Central Operations</p>	<p>Staff successfully completed a reconciliation of Transportation collections in 2025.</p>	<p>Green</p>

Board Goal	Initiative	Division/Office	Update	Status
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Increase revenues to be within the Office of the State Auditor range of 35%-50%.</p>	<p>Central Operations</p>	<p>Discussions on need have been incorporated into the budget discussions and planning. The bond rating process noted this issue as an item of importance for the County. Continued discussions as part of the 2027 budget process. Priority will continue in 2026.</p>	<p></p>
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Reduce reliance on County Program Aid (CPA) for operations.</p>	<p>Central Operations</p>	<p>This issue was discussed as part of the 2026 budget process and will continue to be discussed as part of the 2027 budget. Priority will continue in 2026.</p>	<p></p>
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Obtain bonds for select Capital Improvement Program (CIP) projects.</p>	<p>Central Operations</p>	<p>This was successfully completed in June 2025.</p>	<p></p>
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Centralize Finance Department.</p> <p>Phase 1: Collections, Contracts, and Physical Development Finance</p>	<p>Central Operations</p>	<p>Phase 1 occurred in January 2025. Hiring for multiple vacant positions occurred. Continuing to work on efficiencies from combining units into Finance.</p>	<p></p>

Board Goal	Initiative	Division/Office	Update	Status
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Centralize Finance Department. Phase 2: Grants Management	Central Operations	Phase 2 is planned for 2026 implementation. Meetings have occurred with Public Health, Employment and Economic Assistance, and Social Services to gather grant roles and responsibilities performed by departments. Work continues to be underway on the workplans and schedule.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Centralize Finance Department. Phase 3: Accounts Payable	Central Operations	Work in this area will start to be analyzed in 2026.	
Thriving People Create Access to Opportunities	Stand up Disability Advisory Council.	Central Operations	Coordination for the Disability Advisory Council was transferred to the Access Management Coordinator in 2025. Bylaws and priorities for the Council were approved by the Board in 2025. The Council completed 2026 workplan which was presented to the Board.	
Thriving People Welcome and Responsible Service for All People	Design and implement Americans with Disabilities Act (ADA) Compliance Program.	Central Operations	Access Management Coordinator has been meeting with stakeholders and working on several projects. Quality Logic was consultant hired to assist with digital accessibility. This includes training and assessment on a variety of digital applications. Work is also underway with staff in Physical Development to further review and work on physical accessibility in buildings. Priority will continue in 2026.	

Board Goal	Initiative	Division/Office	Update	Status
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Maintain overall facilities rating at good.</p>	<p>Physical Development</p>	<p>Evaluation of a good versus fair facility rating was conducted as part of the Capital Improvement Program development process. The 2026-2030 Capital Improvement Program projects were adopted to reflect the five-year plan to maintain the Facility Condition Index of .25 (Fair). Priority will continue in 2026.</p>	
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Improve efficient use of office buildings.</p> <p>Pursue lease agreements for empty office space</p>	<p>Physical Development Public Services and Revenue</p>	<p>Vacant space in the Extension and Conservation Building have been discussed by Senior Leadership as part of countywide space discussions. Space on the Northern Service Center second floor was offered to ISD 197 and the County Attorney's Office. The space did not meet the needs of either.</p>	
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Review and align Environmental Legacy Fund (ELF) purpose, policy, and practice.</p>	<p>Physical Development Central Operations</p>	<p>The Physical Development Director worked with the Finance Director on a short and long-term review and plan for ELF. The 5-year CIP was reviewed and approved by the Board in December 2025.</p>	
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Develop a consistent purpose, policy, and practice for Byllesby Dam revenues.</p>	<p>Physical Development Central Operations</p>	<p>Financial implications and potential changes to the Fund Balance Policy for the Byllesby Dam are being discussed. The County Board approved an ELF fund balance transfer to the Byllesby Dam enterprise fund to cover operating expenses from 2023-2025.</p>	

Board Goal	Initiative	Division/Office	Update	Status
Healthy Environment w/Quality Natural Resources Energy Efficiency and Sustainability	Complete Byllesby Dam turbine replacement.	Physical Development	In 2025, staff completed punch list items and worked on high voltage interconnect logistics. During the fourth quarter of 2025, staff continued to finalize the interconnection process. Full commissioning is expected in March 2026. Priority will continue in 2026.	
Healthy Environment w/Quality Natural Resources Energy Efficiency and Sustainability	Develop energy reduction and greenhouse gas plan for County.	Physical Development	Contractor selected to complete inventories of 1) emissions generated by County operations, 2) emissions reductions and carbon sequestration for County operations and lands, and 3) emissions reductions and sequestration facilitated by the County and implemented by others. Data collection in third and fourth quarters. Staff initiated analysis, trend identification, and reporting on countywide emissions from 2005 to 2022 (last full year of data). Priority will continue in 2026.	
Healthy Environment w/Quality Natural Resources Protect and Maintain Quality Natural Resources	Complete Natural Resources Management System Plan update.	Physical Development	Vision plan was adopted in third quarter 2025. During the fourth quarter, draft objectives were developed and work started to merge the Land Conservation and the Natural Resource Management System plans into the Natural Systems Plan. Priority will continue in 2026.	
Healthy Environment w/Quality Natural Resources Protect and Maintain Quality Natural Resources	Secure funding for Recycling Zone +.	Physical Development	Additional \$6 million from Minnesota Pollution Control Agency (MPCA) secured in CAP funding. County Board authorized agreement in August. Bids were opened in October 2025. During the fourth quarter a contractor was selected for project construction. The project was \$2.88 million lower than 2023 estimates.	

Board Goal	Initiative	Division/Office	Update	Status
<p>Healthy Environment w/Quality Natural Resources</p> <p>Protect and Maintain Quality Natural Resources</p>	Complete 2050 Parks System plan.	Physical Development	Discussed during Physical Development Committee meeting in first quarter. Released for public comment in April. Committee approval in July followed by County Board approval the following week. Priority will continue in 2026.	
<p>Healthy Environment w/Quality Natural Resources</p> <p>Protect and Maintain Quality Natural Resources</p>	Complete and implement new Solid Waste Management Plan.	Physical Development	Plan was submitted to Minnesota Pollution Control Agency (MPCA) and no substantive comments were received. The plan was approved by the Board in September 2025. Priority will continue in 2026.	
<p>Healthy Environment w/Quality Natural Resources</p> <p>Protect and Maintain Quality Natural Resources</p>	Study new waste technologies.	Physical Development	Provided details to General Government and Policy Committee in January 2025 with additional details provided via the Physical Development Directors update in March 2025.	
<p>Successful Place for Business and Jobs</p> <p>Dependable and modern infrastructure and systems</p>	<p>Deliver 2025 CIP projects on time and in budget.</p> <p>Build Lebanon Maintenance Facility.</p>	Physical Development	Construction completed in summer 2025. Staff moved in starting in mid-August. Priority will continue in 2026.	

Board Goal	Initiative	Division/Office	Update	Status
Thriving People Create Access to Opportunities	Complete initial phase of Dan Patch Rail Corridor Study for potential greenway/trail.	Physical Development	Presented at Regional Rail Authority meeting in March 2025.	
Thriving People Create Access to Opportunities	Complete Parks Visitors Services Plan update.	Physical Development	Basic elements discussed during Vision Plan development. Vision Plan scheduled for approval in summer 2025. Planned for early 2026 due to staffing capacity with other plans being updated and created. Priority will continue in 2026.	
Thriving People Care for Vulnerable Populations	Deliver Public Assistance Benefits withing state required timelines.	Community Services	During 4 th quarter 2025, Medical Assistance (MA) review volume was managed, slight growth in MA application backlog due to renewals. Clarity's support with reorganization and workflow redesign underway. Seeing the wins from this work in our Supplemental Nutrition Assistance Program (SNAP)/Cash timeliness data; 30 Day SNAP timeliness for application processing is at 80% and cash programs are at 90%. This is an increase from 32% in Dec 2024 for SNAP and from 67% for cash. We continue to experience a great deal of support through use of overtime and up to 39 temp PT staff working in the Greater MN initiative. Great amount of uncertainty due to Federal Administration informing Minnesota they are freezing Child Care Assistance Program (CCAP), Temporary Assistance for Needy Families (TANF), and SNAP budgets along with State's auditing, holds and no longer approving providers for 14 MA paid services. Priority will continue in 2026.	

Board Goal	Initiative	Division/Office	Update	Status
Thriving People Care for Vulnerable Populations	Complete MNChoices assessments within state required timelines.	Community Services	-March: 1,619 in queue; seven to eight months for response -June: 1,284 in queue; seven months for response -Sept: 1,148 in queue; Hiring remaining 2025 approved FTE -December: 926 in queue. Continuing to bring down backlog even with record setting numbers of new requests (avg. 300 new requests/month). Wait is now 5 months from initial inquiry to assessment. Priority will continue in 2026.	
Thriving People Care for Vulnerable Populations	Develop more youth placement options (with metro collaboration).	Community Services	Regional workgroup met three times in first quarter and developed legislative proposals. Received Board approval and letter of support. Workgroup developing formal structure moving forward, collecting data and engaging community. In second quarter staff continuing to advocate for needs. Collaborating with other counties to maximize capacity. Greater utilization of Aspen House capacity for Dakota County youth. Priority will continue in 2026.	
Thriving People Care for Vulnerable Populations	Refine Housing Business Plan.	Community Services	Board approval to authorize transfer of Local Affordable Housing Aid (LAHA) funds to CDA. 2026 budget reflects current board approved activities. Plans for early 2026 to begin LAHA discussion through Finance. Staff provided update in January 2026 to the Board. Priority will continue in 2026.	
Thriving People Care for Vulnerable Populations	3-5 year lease/contract for homeless shelter.	Community Services Physical Development	Staff learned that Eagan hotel will no longer be an option in early spring 2026. Staff are reviewing alternatives. Provided an update to the Board in January 2026.	

Board Goal	Initiative	Division/Office	Update	Status
Thriving People Community Safety, Health and Well-being	Open Mental Health Crisis Center.	Community Services Physical Development	Ribbon cutting February 2025. Mental Health Crisis Center is now open and being utilized.	
Thriving People Community Safety, Health and Well-being	Investigate and plan Family Resource Center(s).	Community Services	Continue to prepare for launch in 2026. The advisory council has been selected, the planning workgroup is drafting communication and evaluation plans, and the navigator position description is nearing completion. In the fourth quarter, a contract was executed for the coordinating agency. The Program Coordinator was onboarded and began working with host organizations to prepare and plan for implementation in Q2 2026. Priority will continue in 2026.	
Thriving People Community Safety, Health and Well-being	Investigate and pursue federally qualified health center (FQHC) access for uninsured or under-insured residents.	Community Services	Community Health Improvement Plan (CHIP) includes this work. The CHIP Advisory Committee and Internal Steering Committee reviewed most recent data on access to care. Priorities were identified. Several next steps were determined including additional research on models. Priority will continue in 2026.	
Thriving People Community Safety, Health and Well-being	Develop plan and invest Opioid Settlement funds in the community.	Community Services	Board gave direction to sunset Opioid Response Advisory Committee (ORAC) at the end of 2025. Launched five additional Naloxone Access Point (NAP) sites. ORAC held its last meeting in early December. Held annual city partners meeting in mid-November. Reviewed RFP applicants for multimedia campaign and began working through the contracting process.	

Board Goal	Initiative	Division/Office	Update	Status
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Sunset corrections fees</p>	<p>Central Operations Community Services</p>	<p>Community Corrections submitted a letter to the MN Department of Corrections outlining intent to comply with probation fee collection requirements by August 1, 2029, as outlined in statute.</p>	
<p>Thriving People</p> <p>Community Safety, Health and Well-being</p>	<p>Open jail Integrative Health Unit.</p>	<p>Sheriff's Office Physical Development</p>	<p>Ribbon cutting in March 2025. Unit is now occupied by inmates.</p>	