



Dakota County

Physical Development Committee of the Whole Agenda

Tuesday, November 19, 2024

9:00 AM

Conference Room 3A, Administration
Center, Hastings

If you wish to speak to an agenda item or an item not on the agenda, please notify the Clerk to the Board via email at CountyAdmin@co.dakota.mn.us
Emails must be received by 7:30am on the day of the meeting.
Instructions on how to participate will be sent to anyone interested.

1. Call To Order And Roll Call

Note: Any action taken by this Committee of the Whole constitutes a recommendation to the County Board.

2. Audience

Anyone in the audience wishing to address the Committee on an item not on the Agenda or an item on the Consent Agenda may send comments to CountyAdmin@co.dakota.mn.us and instructions will be given to participate during the meeting. Verbal comments are limited to five minutes.

3. Approval Of Agenda (Additions/Corrections/Deletions)

3.1 Approval of Agenda (Additions/Corrections/Deletions)

4. Consent Agenda

4.1 Approval Of Minutes Of Meeting Held On October 22, 2024

4.2 *Parks, Facilities, and Fleet Management* - Authorization To Execute Joint Powers Agreement With Minnesota Zoological Board To Provide Native Prairie Hay To Feed Zoo Animals

4.3 *Parks, Facilities, and Fleet Management* - Authorization To Award Bid And Execute Contract With RES Great Lakes, LLC For Church's Woods Restoration And Enhancement Project

4.4 *Environmental Resources* - Authorization To Execute Contract With Dynamic Lifecycle Innovations MN LLC For Residential And Business Electronics Collection And Recycling

- 4.5 *Parks, Facilities, and Fleet Management* - Authorization And Execution Of Real Property Declaration For Shade Tree Bonding Grant Reimbursement Of Thompson County Park Natural Resource Improvements
- 4.6 *Parks, Facilities, and Fleet Management* - Authorization To Execute Second Contract Amendment With Schreiber Mullaney Construction Company, Inc., For Crisis And Recovery Center
- 4.7 *Parks, Facilities, and Fleet Management* - Authorization To Accept Funding From State Of Minnesota Legislature-Appropriated Funds For State Fiscal Year 2025 Regional Parks And Trails Tree Planting Grant Program And Amend 2024 Capital Improvement Program
- 4.8 *Environmental Resources* - Authorization To Submit Solid Waste Infrastructure For Recycling Grant Application And Execute Grant Agreement For Proposed Recycling Zone Plus
- 4.9 *Physical Development Administration* - Approval Of 2025 Planning Commission Work Plan

5. Regular Agenda

- 5.1 *Transportation* - Update On Design Alternatives For Interchange Improvements At County State Aid Highway 50/5 And Interstate 35 In City Of Lakeville, County Project 50-33
- 5.2 *Parks, Facilities, and Fleet Management* - Approval Of Conceptual Phasing And To Amend Professional Services Contract With ALLiiANCE For Empire Maintenance Facility Redevelopment
- 5.3 *Parks, Facilities, and Fleet Management* - Review Of Parks Cost Recovery Framework And Discussion On Parks Funding Strategy
- 5.4 *Physical Development Administration* - Overview Of Draft Dakota County 2025-2029 Capital Improvement Program
- 5.5 *Parks, Facilities, and Fleet Management* - Discussion To Consider Acquisition Of Wicklund Property In Waterford Township

6. Physical Development Director's Report

7. Future Agenda Items

8. Adjournment

- 8.1 Adjournment

For more information please call 952-891-7000.
Physical Development agendas are available online at
<https://www.co.dakota.mn.us/Government/BoardMeetings/Pages/default.aspx>
Public Comment can be sent to CountyAdmin@co.dakota.mn.us



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3835

Agenda #: 3.1

Meeting Date: 11/19/2024

Approval of Agenda (Additions/Corrections/Deletions)



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3931

Agenda #: 4.1

Meeting Date: 11/19/2024

Approval Of Minutes Of Meeting Held On October 22, 2024



Dakota County

Physical Development Committee of the Whole

Minutes

Tuesday, October 22, 2024

9:00 AM

Conference Room 3A, Administration
Center, Hastings

1. Call To Order And Roll Call

The meeting was called to order at 9:00 a.m. by Commissioner Holberg.

Present	Commissioner Mike Slavik Commissioner Joe Atkins Commissioner Laurie Halverson Commissioner William Droste Commissioner Liz Workman Chairperson Mary Liz Holberg
Absent	Commissioner Mary Hamann-Roland

Also in attendance were Heidi Welsch, County Manager; Tom Donely, First Assistant County Attorney; Georg Fischer, Physical Development Division Director; Liz Hansen, Administrative Services Coordinator.

The audio recording of this meeting is available upon request.

2. Audience

Commissioner Holberg asked if there was anyone in the audience that wished to address the Physical Development Committee of the Whole on an item not on the agenda or an item on the consent agenda. No one came forward and no comments were submitted to CountyAdmin@co.dakota.mn.us.

3. Approval Of Agenda (Additions/Corrections/Deletions)

3.1 Approval of Agenda (Additions/Corrections/Deletions)

Motion: Liz Workman

Second: William Droste

Ayes: 6

4. Consent Agenda

4.1 Approval Of Minutes Of Meeting Held On September 17, 2024

Motion: Joe Atkins

Second: William Droste

Ayes: 6

4.2 Approval Of Solid Waste Transfer Facility License For Dakota Area Transfer, Inc., Empire

Motion: Joe Atkins

Second: William Droste

WHEREAS, in accordance with Dakota County Ordinance 110, Solid Waste Management, Dakota Area Transfer, Inc. submitted a license application to Dakota County to operate a solid waste transfer facility in the City of Empire; and

WHEREAS, Dakota Area Transfer, Inc., shall provide financial assurance in accordance with Dakota County Ordinance 110, Solid Waste Management, in the amount of \$45,000, in the form of a bond in favor of Dakota County to cover potential closure costs associated with the storage of up to 170 tons of unprocessed, mixed recyclables, subject to the approval of the Dakota County Risk and Homeland Security Manager and the Dakota County Attorney's Office as to form and financial institution; and

WHEREAS, County staff reviewed the application from Dakota Area Transfer, Inc., and determined the proposed solid waste transfer facility conforms to the requirements of Dakota County Ordinance 110, Solid Waste Management.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby approves the issuance of a license pursuant to Dakota County Ordinance 110, Solid Waste Management, to Dakota Area Transfer, Inc., to operate a solid waste transfer facility in the City of Empire for the period of October 29, 2024, to December 31, 2025, subject to compliance with all applicable federal, state, local, and County laws, rules, and ordinance requirements or special conditions; and

BE IT FURTHER RESOLVED, That Dakota Area Transfer, Inc., shall operate the solid waste transfer facility in accordance with the plans and information approved as part of its license application to Dakota County; and

BE IT FURTHER RESOLVED, That pursuant to Dakota County Ordinance 110, Solid Waste Management, Dakota Area Transfer, Inc., shall provide and maintain financial assurance in the form of a \$45,000 bond in favor of Dakota County, subject to the approval of the Dakota County Risk and Homeland Security Manager and the Dakota County Attorney's Office as to form and financial institution.

This item was approved and recommended for action by the Board of Commissioners on 10/29/2024.

Ayes: 6

4.3 Authorization To Execute First Contract Amendment With Ebert Inc. For Law Enforcement Center Locker Room Expansion Project And Amend 2024 Facilities Capital Improvement Program Budget

Motion: Joe Atkins

Second: William Droste

WHEREAS, the 2023 Building Capital Improvement Program (CIP) Adopted Budget authorized the Law Enforcement Center Locker (LEC) Room Expansion project; and

WHEREAS, the Dakota County Board Of Commissioners authorized the award of construction of the LEC Locker Room Expansion project to Ebert Inc. in an amount not to exceed \$373,300 by Resolution No. 24-251 (May 21, 2024); and

WHEREAS, Dakota County Sheriff’s Office (DCSO) staff believes that additional sallyports will activate the full potential of the Locker Room Expansion project because they will allow for employees to both prepare for duty and changeout during shift change, all outside of the secure perimeter; and

WHEREAS, Ebert Inc. has provided a price of \$143,500 for the additional construction improvements needed to build the two new sallyports for the benefit of the LEC Locker Room Expansion project; and

WHEREAS, the LEC Staff Breakroom Expansion project was included within the 2024 Adopted Facilities CIP with a budget of \$145,000; and

WHEREAS, DCSO staff believe that the operational improvement of two additional sallyports within the jail is of greater value than the LEC Staff Breakroom Expansion project.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Facilities Management Director to execute a contract amendment for the Law Enforcement Center Locker Room Expansion project to Ebert Inc., 23350 County Road 10, PO Box 97, Loretto, MN 55357, in an amount not to exceed \$143,500, subject to approval by the County Attorney’s office as to form; and

BE IT FURTHER RESOLVED, That the previously approved Law Enforcement Center Breakroom Expansion project is canceled and its funding reallocated to the Law Enforcement Center Locker Room Expansion project; and

BE IT FURTHER RESOLVED, That the 2024 Buildings Capital Improvement Program budget is hereby amended as follows:

Expense

Law Enforcement Center Breakroom Expansion (2000257)	(\$145,000)
Law Enforcement Center Locker Room Expansion (2000022)	<u>\$145,000</u>
Total Expense	\$0

Revenue

Law Enforcement Center Breakroom Expansion (2000257)	(\$145,000)
Law Enforcement Center Locker Room Expansion (2000022)	<u>\$145,000</u>

Total Revenue

\$0

This item was approved and recommended for action by the Board of Commissioners on 10/29/2024.

Ayes: 6

4.4 Authorization To Execute Agreements With Union Pacific Railroad Company Related To Construction Of Minnesota River Greenway In Cities Of Burnsville And Eagan, County Project P00127

Motion: Joe Atkins

Second: William Droste

WHEREAS, the Minnesota River Greenway runs along the south side of the Minnesota River in Eagan and Burnsville, extending from I-35W in Burnsville to Lilydale Regional Park in Saint Paul; and

WHEREAS, by Resolution No. 11-516 (October 18, 2011), the Dakota County Board of Commissioners adopted the Minnesota River Greenway Plan; and

WHEREAS, the rapidly developing and robust recreational network that has developed in the area has created increased demand for the completion of the trail connection between the recently constructed Lone Oak Trail Head, the Cedar Nicols Trailhead, and the Minnesota River Greenway Black Dog Segment to the west; and

WHEREAS, construction of the Fort Snelling segment of the Minnesota River Greenway began in November 2023; and

WHEREAS, Dakota County is preparing to proceed with the construction of a pedestrian bridge for the Minnesota River Greenway necessary to complete the project and provide a crossing of the adjacent Union Pacific Railroad track for construction activities; and

WHEREAS, Dakota County has sought and received approval from Union Pacific Railroad Company to construct the pedestrian bridge through their right of way; and

WHEREAS, Dakota County has sought and received approval from Union Pacific Railroad Company for a temporary, at-grade crossing of their right of way to allow for construction access to the project area; and

WHEREAS, Union Pacific Railroad Company has identified a total of \$257,500 in fees and construction costs associated with these agreements.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Physical Development Director to execute a public overpass agreement with Union Pacific Railroad Company to authorize the construction of a pedestrian bridge for the Fort Snelling segment of the Minnesota River Greenway; and

BE IT FURTHER RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Physical Development Director to execute a construction agreement with Union Pacific Railroad Company to authorize the construction of a construction access for the Fort Snelling segment of the Minnesota River Greenway.

This item was approved and recommended for action by the Board of Commissioners on 10/29/2024.

Ayes: 6

4.5 Authorization To Execute Contract With Friends Of The Mississippi River For Natural Resources Project Management

Motion: Joe Atkins

Second: William Droste

WHEREAS, the 2020 Land Conservation Plan identified 24 Preliminary Conservation Focus Areas and directed staff to pursue conservation easements with willing landowners within these Focus Areas; and

WHEREAS, through successful Minnesota Outdoor Heritage Fund grant proposals, the program has acquired several new conservation easements eligible for natural resources restoration funding from these same sources; and

WHEREAS, the number of projects queued for restoration exceeds the current capacity of Parks and Soil and Water Conservation District staff; and

WHEREAS, on January 6, 2022, a Request for Qualifications was released to determine vendor interest and labor rates for a variety of Land Conservation activities; and

WHEREAS, Friends of the Mississippi River's (FMR) response for natural resources project management was the lowest cost response, and FMR has a successful track record of providing high-quality services on other Dakota County Land Conservation projects.;

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners approves a three-year contract with Friends of the Mississippi River for natural resources project management and ecological consulting services in an amount not to exceed \$311,947.80, subject to approval by the County Attorney's Office as to form.; and

BE IT FURTHER RESOLVED, That service rates for this contract shall be increased by the inflation rate used in the Dakota County budget process as authorized by the Dakota County Board of Commissioners effective January 1, 2024, as applicable.

This item was approved and recommended for action by the Board of Commissioners on 10/29/2024.

Ayes: 6

4.6 Authorization To Amend Contract With Alliant Engineering Inc., To Provide Additional Preliminary Engineering Services And To Execute A Joint Powers Agreement With City Of Eagan For County State Aid Highway 43 In Eagan, County Project 43-55

Motion: Joe Atkins

Second: William Droste

WHEREAS, to provide a safe and efficient transportation system, Dakota County is proceeding with County Project 43-55; and

WHEREAS, County Project 43-55 is for preliminary and final engineering of improvements to County State Aid Highway 43 (CSAH 43) in Eagan from CSAH 30 to Wescott Road; and

WHEREAS, by Resolution No. 23-587 (December 19, 2023), the County executed a contract with Alliant Engineering Inc., for preliminary and final design engineering consulting services for an amount not to exceed \$264,520; and

WHEREAS, County staff recognizes and recommends that the proposed additional tasks are necessary to complete the project successfully; and

WHEREAS, staff negotiated an amount of \$110,500 with Alliant Engineering Inc., to complete the work; and

WHEREAS, the 2024-2028 Transportation Capital Improvement Program Budget includes \$1,800,000 for County Project 43-55; and

WHEREAS, a joint powers agreement (JPA) between the County and the City of Eagan is necessary to outline cost participation, preliminary and final design responsibilities, future maintenance responsibility, and construction for County Project 43-55; and

WHEREAS, the cost participation for the Project outlined in the JPA will be in accordance with the adopted Cost Share Policy.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Physical Development Director to execute an amendment to the contract with Alliant Engineering Inc., for additional services necessary for County Project 43-55 in an amount not to exceed \$110,500 resulting in a total amended contract not to exceed \$375,020 subject to approval by the County Attorney's Office as to form; and

BE IT FURTHER RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Physical Development Director to execute a joint powers agreement between Dakota County and the City of Eagan for the design and construction of County Project 28-44.

This item was approved and recommended for action by the Board of Commissioners on 10/29/2024.

Ayes: 6

4.7 Authorization To Execute Contract With Kimley-Horn And Associates, Inc. And Execute Joint Powers Agreement With City Of Inver Grove Heights For County State Aid Highway 63 And Interstate 494 Interchange Footprint Study In Inver Grove Heights, County Project 63-29

Motion: Joe Atkins

Second: William Droste

WHEREAS, to provide a safe and efficient transportation system, Dakota County is proceeding with County Project (CP) 63-29; and

WHEREAS, CP 63-29 is the preliminary engineering and consulting services for a study in the anticipated footprint area of County State Aid Highway (CSAH) 63 and Interstate 494; and

WHEREAS, the Transportation Department sent a request for proposals (RFP) to four qualified professional consultants; and

WHEREAS, the proposals received were evaluated by County and City staff; and

WHEREAS, the proposal from Kimley-Horn and Associates, Inc. provided the most complete response to the RFP, including project details and the most comprehensive cost for all the services needed; and

WHEREAS, the 2024-2028 Transportation Capital Improvement Program Budget includes \$470,000 for CP 63-29 engineering consulting and design services; and

WHEREAS, staff recommends the execution of a contract with Kimley-Horn and Associates, Inc. for engineering consulting services for CP 63-29 for actual costs not to exceed \$342,210 and

WHEREAS, the City's staff concurs with this recommendation; and

WHEREAS, a joint powers agreement (JPA) between the County and the City of Inver Grove Heights is necessary to outline cost participation and responsibilities for CP 63-29; and

WHEREAS, the County's cost share for CP 63-29 consulting services is 66.66 percent for the County and 33.33 percent for the City of Inver Grove Heights.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Physical Development Director to execute a contract with Kimley-Horn and Associates, Inc. to perform engineering

consulting services for County Project 63-29 in an amount not to exceed \$342,210, subject to approval by the County Attorney's Office as to form; and

BE IT FURTHER RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Physical Development Director to execute a joint powers agreement with the City of Inver Grove Heights for County Project 63-29 Interchange Footprint Study.

This item was approved and recommended for action by the Board of Commissioners on 10/29/2024.

Ayes: 6

4.8 Authorization To Execute Amendment To Contract With HDR Engineering, Inc., For County Road 86 Railroad Bridge Replacement In Castle Rock Township, County Project 86-34

Motion: Joe Atkins

Second: William Droste

WHEREAS, to provide a safe and efficient transportation system, Dakota County is replacing the original timber railroad bridge over County State Aid Highway 86; and

WHEREAS, the design of the bridge plans was done by HDR Engineering, Inc.; and

WHEREAS, a contract was executed with HDR Engineering, Inc., for the review of materials and plan changes; and

WHEREAS, the current contract amount is \$90,000; and

WHEREAS, the bridge completion date is October 31, 2024; and

WHEREAS, staff recommends authorizing the execution of an amendment to the contract with HDR Engineering, Inc., in the amount of \$50,000 funded by Sales & Use Tax.

NOW, THEREFORE BE IT RESOLVED, That the Dakota Board of Commissioners hereby authorizes the Physical Development Director to execute an amendment to the contract with HDR Engineering, Inc. in the amount of \$50,000 for additional review and approval of materials and changes to the bridge plans for County Project 86-34, subject to approval by the County Attorney's Office as to form.

This item was approved and recommended for action by the Board of Commissioners on 10/29/2024.

Ayes: 6

4.9 Authorization To Execute Contract With WSB LLC For Design Services At County State Aid Highway 31/Pilot Knob Road And Upper 147th Street In City Of Apple Valley And Amendment Of 2024 Transportation Capital Improvement Program Budget, County Project 31-118

Motion: Joe Atkins

Second: William Droste

WHEREAS, to promote a safe and efficient transportation system, Dakota County (County), in cooperation with the City of Apple Valley, is proceeding with County Project (CP) 31-118; and

WHEREAS, the County is the lead agency for the project; and

WHEREAS, CP 31-118 is a project to develop preliminary and final design plans and associated services in the City of Apple Valley; and

WHEREAS, the project consists of developing preliminary design, final design, and other associated services for the conversion of the County State Aid Highway (CSAH) 31 and Upper 147th Street intersection into a three-quarter restricted access; and

WHEREAS, programming is included in the draft 2025-2029 Transportation Capital Improvement Program with construction planned for 2026; and

WHEREAS, three proposals were submitted by consultants for the project; and

WHEREAS, WSB LLC was scored highest by a selection team of County and City of Apple Valley staff ranking the three consultant proposals; and

WHEREAS, WSB LLC project cost was \$287,997, and staff determined this estimate to be acceptable; and

WHEREAS, staff recommends awarding the project to WSB LLC; and

WHEREAS, the design services of this project are anticipated to cost \$287,997.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Physical Development Director to execute the contract with WSB LLC for County Project 31-118, not to exceed \$287,997, based on their selected and negotiated proposal, subject to approval by the County Attorney's Office as to form, and to amend the 2024 Capital Improvement Program budget by an additional \$287,997 to fund the design services of this project.

BE IT FURTHER RESOLVED, That the 2024 Transportation Capital Improvement Program is hereby amended as follows:

Expense:

CP 31-118	\$287,997
Safety & Management	<u>(\$287,997)</u>
Total Expenses	\$0

Revenue:	
CP 31-118 (CSAH)	\$287,997
Safety & Management (CSAH)	<u>(\$287,997)</u>
Total Revenue	\$0

This item was approved and recommended for action by the Board of Commissioners on 10/29/2024.

Ayes: 6

5. Regular Agenda

- 5.1** Authorization To Submit 2024--2044 Dakota County Solid Waste Management Plan To Minnesota Pollution Control Agency Commissioner For Review And Approval

Motion: Laurie Halverson Second: Liz Workman

Renee Burman, Environmental Initiatives Supervisor and Nikki Stewart, Environmental Resources Director, presented this item and responded to questions.

Dave Magnuson, Waste Regulation Supervisor, was in the audience and also spoke to this item.

WHEREAS, Minnesota counties are responsible for developing projects and programs to achieve state goals for waste management; and

WHEREAS, the Minnesota Pollution Control Agency (MPCA) adopted the 2022-2042 Metropolitan Solid Waste Management Policy Plan (Policy Plan) on January 30, 2024; and

WHEREAS, Minn. Stat. § 473.803 requires each metropolitan county to revise its current solid waste management plan to implement the revised Policy Plan; and

WHEREAS, revised metropolitan county solid waste management plans must be submitted to the MPCA Commissioner for review and approval; and

WHEREAS, the Policy Plan prescribes strategies that must be incorporated into county-specific plans, including required strategies and optional strategies that must meet a minimum point threshold; and

WHEREAS, stakeholder engagement was conducted and gathered comments on waste management barriers and opportunities and timing and needs for a preliminary set of required and optional strategies from the MPCA Policy Plan;

and

WHEREAS, by Resolution No. 24-368 (July 30, 2024), the County Board authorized the release of the draft 2024-2044 Dakota County Solid Waste Management Plan (2024-2044 Management Plan) for a 30-day public review and comment period; and

WHEREAS, the revised 2024-2044 Management Plan incorporates input from stakeholder engagement, public review, the Dakota County Planning Commission, and the County Board; and

WHEREAS the 2024-2044 Management Plan was developed in accordance with Minn. Stat. § 473.803 and 115A; and

WHEREAS, the 2024-2044 Management Plan communicates Dakota County's vision, policies, strategies, and tactics for solid waste management over the next 20 years; and

WHEREAS the 2024-2044 Management Plan includes Policy Plan required strategies and optional strategies that meet the minimum point value; and

WHEREAS, tactics and timelines have been included as required by Minn. Stat. § 115A.46; and

WHEREAS, implementation and costs will be determined annually as part of the County Board of Commissioners work plan priorities and approval of the Environmental Resources Department budget.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes Dakota County staff to submit the 2024-2044 Management Plan to the Minnesota Pollution Control Agency Commissioner for review and approval.

This item was approved and recommended for action by the Board of Commissioners on 10/29/2024.

Ayes: 5

Commissioner Slavik, Commissioner Atkins, Commissioner Halverson, Commissioner Droste, and Commissioner Workman

Nay: 1

Chairperson Holberg

5.2 Discussion On Parks, Greenways, And Natural Systems Draft 2050 Values And Vision Statement

Lil Leatham, Principal Planner, presented this item and responded to questions.

Information only; no action requested.

5.3 Update On 2024 Parks Greenway Capital Improvement Construction Projects

Tony Wotzka, Greenways Manager, presented this item and responded to questions.

Information only; no action required.

6. Physical Development Director's Report

Georg Fischer, Physical Development Director, provided the Committee with a written Division update.

7. Future Agenda Items

Chair, Commissioner Mary Liz Holberg, asked the Committee if anyone had a topic they would like to hear more about at an upcoming Physical Development Committee of the Whole. No Commissioners requested topics for future meetings at this time.

8. Adjournment

8.1 Adjournment

Motion: Mike Slavik

Second: Joe Atkins

On a motion by Commissioner Mike Slavik, seconded by Commissioner Joe Atkins, the meeting was adjourned at 10:00 a.m.

Ayes: 6

Respectfully submitted,
Liz Hansen
Administrative Services Coordinator



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3444

Agenda #: 4.2

Meeting Date: 11/19/2024

DEPARTMENT: Parks, Facilities, and Fleet Management

FILE TYPE: Consent Action

TITLE

Authorization To Execute Joint Powers Agreement With Minnesota Zoological Board To Provide Native Prairie Hay To Feed Zoo Animals

PURPOSE/ACTION REQUESTED

Authorize execution of a joint powers agreement (JPA) with the Minnesota Zoological Board (Zoo) for the purpose of providing native prairie hay from the County to the Zoo for feed and bedding for their animals.

SUMMARY

By Resolution No. 17-274 (May 9, 2017), the Dakota County Board adopted the Natural Resource Management System Plan (NRMSP). The NRMSP Tier 1 goals call for increases in acres of parkland restored, actively managed, and maintained. One of the tools being used is the haying of restored prairie, which provides management and enhancement benefits to these prairies. The NRMSP also directs staff to capitalize on partnerships and potential revenue streams, specifically highlighting the sale of prairie hay (p. 97). Staff is proposing to sell the prairie hay, harvested from the County for vegetation management needs, to the Minnesota Zoological Board to feed and bed some of their animals.

Minnesota Zoological Partnership: The Minnesota Zoological Board is a Minnesota State board that "opened in 1978 with a mission to connect people, animals, and the natural world to save wildlife." The Minnesota Zoological Board (Zoo) is authorized by Minn. Stat. § 471.59 to enter into a JPA with the Dakota County.

The JPA includes the following predominant terms (Attachment: Joint Powers Agreement): The Zoo will reimburse the County for prairie hay at the rate of \$210 per ton of native hay received. Each year, the Zoo will provide the County with a letter indicating the amount of native hay the Zoo would like to receive from the County.

All funds provided by the Zoo are to be used by the County solely for the purpose of harvesting and transporting native prairie hay. This JPA will provide the County with an increased capacity for prairie management through mowing and thatch removal.

This is valid through five years with the exact expiration date defined in the JPA.

RECOMMENDATION

Staff recommends execution of a JPA with the Zoo through December 31, 2029.

EXPLANATION OF FISCAL/FTE IMPACTS

The Zoo will provide reimbursement for delivered prairie hay to the County at the rate of \$210 per ton of native hay received. The County makes no guarantees that the entirety of the estimated tonnage will be provided but will, in good faith, work to meet the amount of hay requested by the Zoo. Adequate funds are available within the Parks Natural Resources Capital Improvement Program (CIP) to hire a contractor to mow and gather the clippings into hay bales. Any proceeds from the sale of the hay will be used to reimburse the Natural Resources CIP to help offset costs of vegetation management.

- None Current budget Other
 Amendment Requested New FTE(s) requested

RESOLUTION

WHEREAS, by Resolution No. 17-274 (May 9, 2017), Dakota County’s Natural Resource Management System Plan (NRMSP) calls for increases in acres of parkland restored, actively managed, and maintained and expansion of partnerships and collaborations to effectively leverage external funding resources; and

WHEREAS, to meet these goals, the NRMSP recognized the need to augment the County’s management tools; and

WHEREAS, the NRMSP directs staff to capitalize on potential revenue streams, specifically highlighting the sale of prairie hay (p. 97); and

WHEREAS, the Minnesota Zoological Board (Zoo) is a Minnesota State board; and

WHEREAS, the Zoo, authorized by Minn. Stat. § 471.59, is permitted to enter into a joint powers agreement (JPA) with Dakota County; and

WHEREAS, the Zoo and the County are desirous of entering into this Agreement so that the County and the Zoo may share the actual costs for harvesting and transporting native prairie hay from the County and used by the Zoo; and

WHEREAS, a JPA has been prepared, which includes the following predominant terms: the Zoo will provide reimbursement for prairie hay to the County at the rate of \$210 per ton of native hay received; each year, the Zoo will provide the County with a letter indicating the amount of native hay the Zoo would like to receive from the County; the County makes no guarantees that the entirety of the estimated tonnage will be provided but will in good faith work to meet the amount of hay requested by the Zoo; and

WHEREAS, adequate funds are available within the Parks Natural Resources Capital Improvement Program to mow and gather the clippings into hay bales; and

WHEREAS, the proceeds from the sale of the hay will be used to reimburse the Parks Natural Resources Capital Improvement Program.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby

authorizes the Parks, Facilities, and Fleet Management Director to execute a joint powers agreement with the Minnesota Zoological Board for the purpose of providing native prairie hay from the County to the Minnesota Zoological Board for animal feed and bedding, from January 1, 2025, through December 31, 2029, subject to approval as to form by the County Attorney's Office.

PREVIOUS BOARD ACTION

None.

ATTACHMENTS

Attachment: Joint Powers Agreement

BOARD GOALS

- A Great Place to Live
- A Successful Place for Business and Jobs
- A Healthy Environment
- Excellence in Public Service

CONTACT

Department Head: Niki Geisler

Author: Carleigh Dueck

**JOINT POWERS AGREEMENT BETWEEN DAKOTA COUNTY
AND THE MINNESOTA ZOOLOGICAL BOARD FOR COST SHARING OF
HARVESTING AND TRANSPORTING NATIVE PRAIRIE GRASS**

WHEREAS, Minn. Stat. § 471.59 authorizes local governmental units and State agencies and instrumentalities to jointly or cooperatively exercise any power common to the contracting parties; and

WHEREAS, Dakota County (County) is a political subdivision of the State of Minnesota; and

WHEREAS, the Minnesota Zoological Board (Zoo) is a Minnesota State board (collectively herein the County and the Zoo are referred to as the “Parties”); and

WHEREAS, by resolution _____, the Dakota County Board authorized the adoption of the cost sharing agreement between the County and the Zoo;

WHEREAS, the Parties are desirous of entering into this Agreement so that the County and the Zoo may share the actual costs for harvesting and transporting native prairie grass from County Property and used by the Zoo; and

NOW, THEREFORE, in consideration of the mutual promises and benefits that the Parties shall derive from this Joint Powers Agreement (“Agreement”), the Parties hereby enter into this Agreement for the purposes stated herein.

ARTICLE 1

Purpose

The purpose of this Agreement is to provide cooperation and funding by the Zoo to the County for actual cost of harvesting and transporting native prairie grasses from County Property. All funds provided by the Zoo are to be used by the County solely for this purpose. The County shall use funds pursuant to this Agreement exclusively for the payment of actual harvesting and transporting native prairie grasses costs as provided in this Agreement. "County Property" as used in this agreement is defined as land owned by the County or land for which the County has specific explicit written agreement which allows the harvesting of grasses for the purpose outlined in this JPA.

ARTICLE 2

Parties

The Parties to this Agreement are the Zoo and County. County is acting by and through its Parks Department.

ARTICLE 3

Term

This Agreement shall be effective on the date of the signature (Effective Date) of the last party to sign this Agreement and expires on ___December 31st, 2029___ or upon completion by the Parties of their respective obligations under this Agreement, whichever occurs first, unless amended in writing or earlier terminated by law or according to the provisions of this Agreement.

ARTICLE 4

Cooperation

The Parties agree to cooperate and use their reasonable efforts to ensure prompt implementation of the various provisions of this Agreement and to, in good faith, undertake resolution of any disputes in an equitable and timely manner.

ARTICLE 5

Zoo's Payment Obligation

- 5.1. Reimbursement Amount. The Zoo shall reimburse the County ___210___ and 00/100 (\$___210___) per ton of native grass received.
- 5.2. Reimbursement by Zoo. After this Agreement has been executed by both parties, the County may claim reimbursement in accordance with the Agreement.
 - A. On ___May 1st___ of every year, the Zoo will provide to the County a letter indicating the amount of native grass, per ton or bale number, the Zoo would like to receive from the County. The letter must be submitted in the form acceptable to the County.

- B. After receiving the ___May 1st___ notice from the Zoo, the County will respond by ___June 30th___ notifying the Zoo of the County's capacity to meet the Zoo's tonnage request of native grass/hay. The County will notice the estimated surplus amount of native grass, per ton or bale count, anticipated in that year's harvest that will be available to meet the Zoo's request in the ___June 30th___ notification to the Zoo. The County makes no guarantees that the entirety of the estimated tonnage/bales will be provided but will in good faith work to meet the estimated amount of native grass to the Zoo.
- C. Upon receipt of a request for reimbursement from County, and satisfactory delivery of the tonnage of native grass requested by the Zoo, the Zoo will reimburse the County for the per ton amount described in Section 5.1 within forty-five (45) calendar days. All requests for reimbursement must be submitted by ___two weeks of delivery___. If the request for reimbursement is incorrect, defective, or otherwise improper, the Zoo will notify County within ten (10) calendar days of receiving the incorrect request for reimbursement. Upon receiving the corrected request for reimbursement from County, the Zoo will make payment within forty-five (45) calendar days.
- D. Right to Refuse Payment. The Zoo may refuse to pay any claim that is not specifically authorized by this Agreement. Payment of a claim does not preclude the Zoo from questioning the propriety of the claim. The Zoo reserves the right to offset any overpayment or disallowance of claim by reducing future payments.

ARTICLE 6
County's Obligations

- 6.1. Providing Native Prairie Grass. The County, its agents, or contractors will harvest and transport native prairie grass from County Property to the Minnesota Zoological Garden. The County will provide the native prairie grass by ___October 15th___ each year.
 - 6.2. Request for Reimbursement. Upon delivering the native prairie grass to the Zoo, the County will provide a request for reimbursement. The request for reimbursement will indicate the total cost, the cost per ton of grass received, and the number of tons received by the Zoo.
 - 6.3. Compliance with Laws/Standard. The County shall abide by all federal, state, or local laws, statutes, ordinances, rules and regulations related to the removal and maintenance of native prairie grass. The County or contractor, if any, is responsible for obtaining and complying with all federal, state, or local permits, licenses, and authorizations necessary for performing the work.
- A. Assignment. Neither the Zoo nor the County may assign nor transfer any rights, duties, interests, or obligations under this Agreement without the prior consent of the

County and a fully executed assignment agreement, executed by the County and the Zoo.

- B. Use of Contractors. The County may engage contractors to perform activities funded pursuant to this Agreement.

ARTICLE 7
Indemnification and Insurance

- 7.1. Each party to this Agreement shall be solely liable for the acts of its officers, employees or agents and the results thereof to the extent authorized by law and shall not be responsible for the acts of the other party, its officers, employees or agents. The provisions of the Municipal Tort Claims Act, Minn. Stat. Ch. 466, and the Minnesota Tort Claims Act, Minn. Stat. § 3.736 et seq., and other applicable laws govern liability of the County and the Zoo. Each Party warrants that they are able to comply with the aforementioned indemnity requirements through an insurance or self-insurance program and that each has minimum coverage consistent with liability limits contained in Minn. Stat. Ch. 466 or Minn. Stat. § 3.736, as applicable. In the event of any claims or actions filed against either party, nothing in this Agreement shall be construed to allow a claimant to obtain separate judgments or separate liability caps from the individual Parties. In order to insure a unified defense against any third-party liability claim arising from the work of the Project, Zoo agrees to require all contractors or subcontractors hired to do any of the work contemplated by this Agreement to maintain commercial general liability insurance in amounts consistent with minimum limits of coverage established under Minn. Stat. § 466.04 or Minn. Stat. § 3.736 during the term of such activity. All such insurance policies shall name Zoo and County as additional insureds. Zoo agrees to promptly provide County copies of any insurance policy related to this Agreement upon the County's request.

ARTICLE 8
Reporting, Accounting and Auditing Requirements

- 8.1 Accounting Records. The Zoo and the County agree to establish and maintain accurate and complete accounts, financial records and supporting documents relating to the receipt and expenditure of the funding provided in accordance with this Agreement. Such accounts and records shall be kept and maintained by the Zoo and County for a minimum period of six (6) years following the expiration of this Agreement. Zoo agrees to promptly provide the County copies of any accounting records related to this Agreement upon the County's request, and County agrees to do the same upon the Zoo's request.
- 8.2 Auditing. The Zoo and County shall maintain books, records, documents and other evidence pertaining to the costs or expenses associated with the work performed pursuant to this Agreement. Upon request, the Zoo shall allow the County, Legislative Auditor or the State Auditor to inspect, audit, copy or abstract all of the books, records, papers or other documents relevant to this Agreement, and the County agrees to do the same upon request. The Zoo and County shall use generally accepted accounting principles in the maintenance

of such books and records, and shall retain all such books, records, documents and other evidence for a period of six (6) years from the date of the completion of the activities funded by this Agreement.

8.3 Data Practices. The Zoo and County agree with respect to any data that they possess regarding the Agreement to comply with all of the provisions of the Minnesota Government Data Practices Act contained in Minnesota Statutes Chapter 13, as the same may be amended from time to time.

8.4 Authorized Representatives. The following named persons are designated as the Authorized Representatives of the parties for purposes of this Agreement. These persons have authority to bind the party they represent and to consent to modifications, except that the Authorized Representatives shall have only authority specifically granted by their respective governing boards. Notice required to be provided pursuant this Agreement shall be provided to the following named persons and addresses unless otherwise stated in this Agreement, or in a modification to this Agreement:

TO THE COUNTY: Georg Fischer, or successor
 Physical Development Division Director
 14955 Galaxie Avenue
 Apple Valley, MN 55124-8579

Georg Fischer, or his successor, has the responsibility to monitor the Zoo's performance pursuant to this Agreement and the authority to approve invoices submitted for reimbursement.

TO THE ZOO: Kelly Kappen
 Animal Nutritionist
 13000 Zoo Boulevard
 Apple Valley, MN 55124

In addition, notification to the County regarding termination of this Agreement by the other Party shall be provided to the Office of the Dakota County Attorney, Civil Division, 1560 Highway 55, Hastings, Minnesota 55033.

8.5 Liaisons. To assist the Parties in the day-to-day performance of this Agreement and to ensure compliance and provide ongoing consultation, a liaison shall be designated by the County and the Zoo. The parties shall keep each other continually informed, in writing, of any change in the designated liaison. At the time of execution of this Agreement, the following persons are the designated liaisons:

County Liaison: Carleigh Dueck,
 Natural Resources Bison Technician
 Telephone: 952-891-7142
 Email: carleigh.dueck@co.dakota.mn.us

Zoo Liaison: Kelly Kappen, Animal Nutritionist

Telephone: 952-431-9518
Email: Kelly.kappen@state.mn.us

- 8.6 Changes to Designated Liaisons or Authorized Representatives. The Parties shall provide written notification to each other of any change to the designated liaison or authorized representative. Such written notification shall be effective to change the designated liaison or authorized representative under this Agreement, without necessitating an amendment of this Agreement.

ARTICLE 9 **Modifications**

Any alterations, amendments, variations, modifications, or waivers of the provisions of this Agreement shall only be valid when they have been reduced to writing, approved by the parties' respective Boards, and signed by the Authorized Representatives of the County and the Zoo.

ARTICLE 10 **Termination**

- 10.1 In General. Either Party may terminate this Agreement for cause by giving seven (7) calendar days written notice of its intent to terminate to the other Party. Such Notice of Termination for cause shall specify the circumstances warranting termination of the Agreement. Cause shall mean a material breach of this Agreement and any supplemental agreements or amendments thereto. In addition, either Party may terminate this Agreement without cause by giving thirty (30) calendar days written notice of its intent to terminate to the other Party. Notice of Termination shall be made by certified mail or personal delivery to the Authorized Representative of the other Party. Termination of this Agreement shall not discharge any liability, responsibility or right of any party, which arises from the performance of or failure to adequately perform the terms of this Agreement prior to the Effective Date of termination.
- 10.2 Termination by Dakota County for Lack Of Funding. Notwithstanding any provision of this Agreement to the contrary, Dakota County may immediately terminate this Agreement if it does not obtain funding from the Minnesota Legislature, Minnesota Agencies, or other funding source, or if funding cannot be continued at a level sufficient to allow payments due under this Agreement or any contract or work orders of Invoices submitted. Written notice of termination sent by Dakota County to the Zoo by facsimile is sufficient notice under this section. Dakota County is not obligated to pay for any services that are provided after written notice of termination for lack of funding. Dakota County will not be assessed any penalty or damages if the Agreement is terminated due to lack of funding.
- 10.3 Termination by Zoo for Lack Of Funding. Notwithstanding any provision of this Agreement to the contrary, the Zoo may immediately terminate this Agreement if it does not obtain funding from the Minnesota Legislature, Minnesota Agencies, or other funding source, or if funding cannot be continued at a level sufficient to allow payments due under this Agreement or any contract or work orders of Invoices submitted. Written notice of

termination sent by the Zoo to Dakota County by facsimile is sufficient notice under this section. The Zoo is not obligated to pay for any services that are provided after written notice of termination for lack of funding. The Zoo will not be assessed any penalty or damages if the Agreement is terminated due to lack of funding.

ARTICLE 11
Minnesota Law to Govern

This Agreement shall be governed by and construed in accordance with the substantive and procedural laws of the State of Minnesota, without giving effect to the principles of conflict of laws.

ARTICLE 12
Merger

12.1. Final Agreement. This Agreement is the final expression of the agreement of the parties and the complete and exclusive statement of the terms agreed upon and shall supersede all prior negotiations, understandings, or agreements. No other understanding regarding this Agreement, whether written or oral may be used to bind either party.

ARTICLE 13
Severability

The provisions of this Agreement shall be deemed severable. If any part of this Agreement is rendered void, invalid, or unenforceable, such rendering shall not affect the validity and enforceability of the remainder of this Agreement unless the part or parts that are void, invalid or otherwise unenforceable shall substantially impair the value of the entire Agreement with respect to either Party.

ARTICLE 14
Waiver

If either of the Parties fails to enforce any provision of this Agreement, that failure shall not result in a waiver of the right to enforce the same or another provision of this Agreement.

ARTICLE 15
Relationship of the Parties

Nothing contained in this Agreement is intended or should be construed as creating or establishing the relationship of co-partners or joint ventures between the County and the Zoo, nor shall either of the Parties be considered or deemed to be an agent, representative or employee of

the other party in the performance of this Agreement. Personnel of either of the Parties or other persons while engaging in the performance of this Agreement shall not be considered employees of the other party and shall not be entitled to any compensation, rights or benefits of any kind whatsoever.

ARTICLE 16
Interpretation and Construction

This Agreement was fully reviewed and negotiated by the Parties. Accordingly, the Parties agree the “against the offeror” principle of contract interpretation and construction shall not be applied to this Agreement. Any ambiguity, inconsistency, or question of interpretation or construction in this Agreement shall not be resolved strictly against the party that drafted the Agreement. It is the intent of the Parties that every section (including any subsection thereto), clause, term, provision, condition, and all other language used in this Agreement shall be constructed and construed so as to give its natural and ordinary meaning and effect.

ARTICLE 17
Survivorship

The following provisions under this Agreement shall survive after the termination or expiration of this Agreement: Article 5.2 (Reimbursement by Zoo); Article 6 (County’s Obligations); Article 7 (Indemnification and Insurance); Article 8 (Reporting, Accounting and Auditing); Article 11 (Minnesota Law to Govern); Article 13 (Severability); Article 16 (Interpretation and Construction); and Article 17 (Survivorship).

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IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date(s) indicated below.

APPROVED AS TO FORM:

DAKOTA COUNTY

Assistant County Attorney/Date
KS-24-

By _____
[Name]
[Title]

Date of Signature: _____

County Board Res. No.

MINNESOTA ZOOLOGICAL BOARD

By _____
[Authorized Signatory]

Date of Signature: _____



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3577

Agenda #: 4.3

Meeting Date: 11/19/2024

DEPARTMENT: Parks, Facilities, and Fleet Management

FILE TYPE: Consent Action

TITLE

Authorization To Award Bid And Execute Contract With RES Great Lakes, LLC For Church's Woods Restoration And Enhancement Project

PURPOSE/ACTION REQUESTED

Authorize the execution of a contract with RES Great Lakes, LLC for the Church's Woods Restoration and Enhancement project on 106 acres at Spring Lake Park Reserve (SLPR).

SUMMARY

The Natural Resources Management System Plan adopted by Resolution No. 17-274 (May 23, 2017) determined that Parks Natural Resources shall restore Dakota County Parks System's natural areas per each Park Natural Resource Management Plan.

The Spring Lake Park Reserve Natural Resources Management Plan was adopted by Resolution No. 21-313 (June 22, 2021) and identified four high-priority nodes (section 6.1) for protection and preservation within the park, one of which is located within Church's Woods. The NRMP recommends prioritizing work within these four nodes and fanning out further restoration from the nodes to promote the greatest ecological impact at the park.

The County Board authorized the submission of a 2022 Minnesota Legislature (ML22) Outdoor Heritage Fund (OHF) grant request to the Lessard-Sams Outdoor Heritage Council by Resolution No. 21-265 (May 18, 2021).

The County Board authorized the acceptance of \$6,066,000 in ML22 OHF grant funds with a County match of \$1,175,000 by Resolution No. 22-334 (August 23, 2022). Of this, \$910,400 in grant funds and \$145,664 in match funds were allocated for restoration/enhancement activities in Spring Lake Park Reserve, Miesville Ravine Park Reserve, and Lake Byllesby Regional Park.

A request for proposals was prepared and release on October 18th, 2024, for one of the multiple project sites listed for restoration under the ML 22 OHF grant funds, which will restore and enhance 106 acres of Spring Lake Park Reserve to woodland (Attachment: Project Map). The base quote for this project is for the initial restoration tasks throughout the project area and alternate tasks are listed separately. Submitted proposals were received as follows:

Vendor	Base Quote	Alternate Task E	Alternate Task F
RES Great Lakes, LLC	\$749,780.60	\$68,784.90	\$23,895.09

Natural Resource Preservation, LLC	\$825,002.18	\$64,767.69	\$22,073.27
Landbridge Ecological, Inc.	\$854,345.70	\$50,069.70	\$16,490.95
Minnesota Native Landscapes, Inc.	\$1,420,100.20	\$84,103.59	\$41,725.00

RECOMMENDATION

Dakota County Staff recommends awarding the base proposal including alternate task F and authorizing execution of a contract with RES Great Lakes, LLC for \$773,675.69

EXPLANATION OF FISCAL/FTE IMPACTS

The total ML22 OHF Grant revenue allocated to restoration activities is \$910,400, with \$145,664 of County match from the Environmental Legacy Fund, which was included in the 2022 Environmental Resources Capital Improvement Program. Adequate funds are available for this contract, which is part of the Church’s Woods Restoration and Enhancement project (Attachment: Financial Summary)

- None
- Current budget
- Other
- Amendment Requested
- New FTE(s) requested

RESOLUTION

WHEREAS, the Natural Resources Management System Plan adopted by Resolution No. 17-274 (May 23, 2017) determined that Parks Natural Resources shall restore Dakota County Parks System’s natural areas per each Park Natural Resource Management Plan; and

WHEREAS, the Spring Lake Park Reserve Natural Resources Management Plan was adopted by Resolution No. 21-313 (June 22, 2021) and identified high-priority ecological restoration sites within the park; and

WHEREAS, the County Board authorized the submission of a 2022 Minnesota Legislature (ML22) Outdoor Heritage Fund (OHF) grant request to the Lessard-Sams Outdoor Heritage Council (LSOHC) by Resolution No. 21-265 (May 18, 2021); and

WHEREAS, the County Board authorized the acceptance of \$6,066,000 in ML22 OHF grant funds with a County match of \$1,175,000 by Resolution No. 22-334 (August 23, 2022); and

WHEREAS, of this, \$910,400 in grant funds and \$145,664 in match funds were allocated for restoration/enhancement activities in Spring Lake Park Reserve, Miesville Ravine Park Reserve, and Lake Byllesby Regional Park; and

WHEREAS, a Request for Proposals was prepared and released on October 18th, 2024, for one of multiple project sites that will be restored with the ML22 OHF Grant Funds, which will restore 106 acres of Spring Lake Park Reserve at Church’s Woods; and

WHEREAS, the proposal for this project was for initial restoration and enhancement tasks, and the alternates included prescribed burning and canopy gap enhancement throughout the project site; and

WHEREAS, the selected proposal was submitted by RES Great Lakes, LLC.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby awards the proposal to and authorizes the Physical Development Director to execute a contract with RES Great Lakes, LLC for the Church's Woods Restoration and Enhancement project at Spring Lake Park Reserve, subject to approval by the County Attorney's Office as to form.

PREVIOUS BOARD ACTION

17-274; 05/23/17
21-265; 05/18/21
21-313; 06/22/21
22-334; 08/23/22

ATTACHMENTS

Attachment: Site Map
Attachment: RES-Church Woods Dakota County Proposal
Attachment: RES-Budget Tab

BOARD GOALS

- | | |
|---|---|
| <input type="checkbox"/> A Great Place to Live | <input checked="" type="checkbox"/> A Healthy Environment |
| <input type="checkbox"/> A Successful Place for Business and Jobs | <input type="checkbox"/> Excellence in Public Service |

CONTACT

Department Head: Niki Geisler
Author: Max Samuelson

Church's Woods Restoration and Enhancement Map

Mississippi National River and Recreation Area

4528

4526

4525

4527

4529

4521

4531

4046

4530

4524

4523











4519

4520

4522

4518

Legend

-  Access Points
- County Park Trails (Spring - Summer - Fall)**
-  Hiking
-  Paved Trail
-  Equestrian
-  Mountain Bike
-  Canoe
-  Portage
-  Church's Work Units
- County Parks**
-  Private Property
-  Park Boundary

0 0.07 0.15 0.3 Miles



Esri Community Maps Contributors, County of Dakota, Metrolink, OpenStreetMap, Microsoft, Esri, TomTom, Garmin, SafeGraph, GeoTechno, EPA, NPS, US Census Bureau, USDA, U.S. Forest Service

Dakota County

Spring Lake Park Reserve

Church's Woods Restoration and Enhancement





Nov 1, 2024

Max Samuelson
Natural Resource Specialist
Max.samuelson@co.dakota.mn.us
parksbids@co.dakota.mn.us
952-891-7965
Western Service Center
14955 Galaxie Avenue
Apple Valley, MN 55124

RE: Spring Lake Park Reserve: Church's Woods Restoration and Enhancement

Dear Mr. Samuelson,

Thank you for the opportunity to provide a proposal for the ecological restoration of areas within the Church's Woods portion of Spring Lake Park Reserve. RES commends the county for continuing the restoration, enhancement, and management activities within a unique park such as Spring Lake. The following represents our experience, approach, and costs for this project. RES has the unique background of having completed work within the park, including adjacent to many of the proposed work areas. Our experience and references prove that we know how to implement a special project like this and adapt to have successful outcomes.

We would be happy to discuss our proposal in more detail.

This proposal is valid for 120 days and no addendums were received.

A handwritten signature in black ink that reads "Matthew Lasch".

Matthew Lasch
Operations Manager
mlasch@res.us | 952.210.8452

Table of Contents

- 1.0 Firm Introduction 1**
- 2.0 Team Organization..... 2**
- 3.0 Qualifications & Experience..... 3**
- 4.0 Work Plan..... 4**
 - Units 4518, 4519, 4520, 4521, 4522, 4523, 4524, 4525.....4
 - Unit 4526, 4527, 4528, 4529, 4530, 4531.....4
 - Unit 4046.....5
- 5.0 Schedule 6**
- 6.0 Budget..... 7**
- 7.0 Exceptions and Deviations 8**

Appendices

- Appendix A 9**
 - Non-Collusion and Conflict of Interest Statement 10
 - Trade Secret Form..... 11

Tables

- Table 1. Key Staff.....2
- Table 2. Project Experience.....3
- Table 3. Schedule6



1.0 Firm Introduction

As the nation's largest nature-based solutions company, Resource Environmental Solutions ("RES") supports the public and private sectors with durable, resilient infrastructure for communities through solutions for environmental mitigation, stormwater and water quality, and climate and flooding resilience. RES has a unique operating model for delivering ecological uplift, based on science-led design, full delivery, long-term stewardship, and guaranteed performance. From headwaters to coastal shores, RES designs, builds, and sustains sites that preserve the environmental balance, lifting impaired ecosystems into restored health and ultimately, self-sufficiency. These projects restore sensitive wetland, prairie, and species habitats as well as floodplains, streams, river valleys, and coastal and tidal systems. The result is nature-based systems that cleanse water, shelter wildlife, buffer storms, and sequester carbon from the atmosphere.

RES works closely and creatively with municipalities, developers, operators, landowners, and regulatory agencies to balance the needs of clients, communities, and resources. Our operating model is built around this approach. We employ teams covering the full project lifecycle, combining in-house analytics and technical expertise with implementational resources and capabilities.

We have helped clients successfully permit more than 3,900 projects, creating rich, high-functioning ecosystems as part of each permit. Our clients include local and state governments, large mining operators, energy production companies, energy transmission companies, Fortune 500 companies, departments of transportation, and other public-sector organizations. RES now employs 918 dedicated staff in 48 operational hubs across the country, including a regional office in Jordan.

RES delivers customized solutions tailored to our clients' needs. RES' internal resources include environmental, health, safety, and security (EHS&S) staff, land acquisition specialists, wildlife biologists, Rosgen IV certified stream designers, professional wetland scientists, engineers, hydrologists, QA/QC oversight teams, field ecologists, regulatory project managers, analysts, certified foresters, arborists, landscape architects, construction managers, superintendents, and field crew members as well as supporting project controls, government affairs, public relations, financial, legal and analytical staff.

RES' experience includes:

- Restoration, enhancement, and preservation of 76,150 acres of wetlands
- Restoration of over 678 miles of streams
- Rehabilitation, preservation, and/or management of over 20,392 acres of special-status species habitat
- Currently conducting monitoring and maintenance (including invasive species management) for over 50,225 acres of mitigation and restoration habitat
- Successful close-out of over 117 mitigation sites
- Permitting and development of over 210 permittee-responsible mitigation projects
- Design, permitting, management, and development of 197 wetland, stream, species, and conservation banks
- Delivery of 20,000 acres of custom, turnkey mitigation solutions
- Design and construction of over 356 stormwater management facilities
- Reductions of over 499 tons of water quality nutrients
- Planting of over 26,911,001 trees across all operating regions
- Development and operation of nurseries in six states including the largest coastal nursery in Louisiana
- Facilitation of compensatory mitigation and nutrient offsets for over 3,980 federal and state permits
- Long-term protection and conservation of over 87,202 acres
- Restoration of over 391 miles of shorelines and levees

We draw on our dedicated, in-house resources and deep experience across all phases of ecological restoration projects in defining our project approach, which seeks to balance performance and cost in the manner that is most beneficial to our clients.



2.0 Team Organization

The project team personnel and contact information will be provided to the county when preparing to start work. The staffing structure will include a Restoration Manager, Restoration Supervisor, and Restoration Technicians. The Restoration Manager will be the primary contact and project manager. The Restoration Supervisor will lead the daily tasks and complete work along with Restoration Technicians. RES anticipates crews to range from 1 to 6 people depending on the tasks being completed.

Matt Lasch is the Operations Manager and will be the initial point of contact. Upon awarding, he will provide the project team that will manage and execute work. The Restoration Manager will be Eric Glaser. Below is a list of RES staff that will potentially work at Church’s Woods. All RES field crew have 4-year degrees in natural resource or related fields. Coursework includes general plant identification, so the RES field crew has baseline knowledge of native and non-native species. Furthermore, RES Contracting conducts weekly plant identification with all crew members during the growing season. Identification includes native and non-native species and management approaches for each. During the dormant season, RES conducts woody plant identification of trees and shrubs. There are also numerous identification guides available to field crew year-round.

Table 1. Key Staff

RES Staff	Position	Experience (years)	Pesticide License	% Involvement
Matthew Lasch	Operations Manager	19	20093749	25%
Eric Glaser	Restoration Manager	6	20226697	75%
Steve Salaba	Operator	7	20178484	50%
Jake Filo	Restoration Operator	5	20188370	75%
Thomas Kohn	Restoration Supervisor	3	20244913	100%
Brady Schutz	Restoration Supervisor	2	20257942	100%
Greg Albrecht	Restoration Technician	3	20220096	100%
Guinevere Wilkens	Restoration Technician	2	20256609	100%
Jared Johnson	Restoration Technician	1	20258368	100%
Andy Harrison	Restoration Technician	1	20266180	100%
Shykala Brinkman	Restoration Technician	0.5	IP	100%
Dylan Holven	Restoration Technician	0.5	IP	100%
Austin Johnson	Restoration Technician	0.5	IP	100%
Ella Stone	Restoration Technican	0.5	IP	100%

IP = In Progress



3.0 Qualifications & Experience

Additional references and projects can be provided upon request.

Table 2. Project Experience

Client	Relevant past project work performed
<p>Jack Distel <i>Water Resources Specialist</i> City of Bloomington 1800 West Old Shakopee Road Bloomington, MN 55431 952-563-8748 jdistel@bloomingtonmn.gov</p>	<p>Ecosystem Enhancement: RES began working with the city in 2021 to restore and enhance several natural areas around the city including Bogen Pond, Bush Lake Shoreline, and 98th Street Median. Work has included invasive brush removal, site prep, native seeding, vegetation management, and native plantings.</p>
<p>Warren Tuel Minnesota Department of Transportation 395 John Ireland Blvd, Mail Stop 620 St Paul, MN 55155 651-366-3624 Warren.Tuel@state.mn.us</p>	<p>I-494 Woodland Restoration: In 2022, RES worked with MNDOT to remove invasive brush within a section of the MN River Valley Refuge. Work included a combination of forestry mowing where applicable and cutting/treating in steeper areas. Piles were also made in areas not accessible with equipment. All cut stumps were treated and follow-up management will occur as it is part of the contract.</p>
<p>Becca Tucker Great River Greening Program Manager 651-272-3982 rtucker@greatrivergreening.org</p>	<p>Garlough-Marthaler Parks: Great River Greening, along with Dakota County, and other partners selected RES to complete woody removal and follow-up of invasive brush within Garlough and Marthaler Parks. While the removal work was relatively straightforward, there was a lot of coordination and communication that needed to happen given all of the parties involved. Work was also completed in and around schools. Work included woody removal using a combination of equipment and hand work, and follow-up management.</p>
<p>Dawn Pfarr Metropolitan Council 390 North Robert Street St Paul, MN 55101 612-756-1900 Dawn.pfarr@metc.state.mn.us</p>	<p>System-Wide Maintenance: RES has maintained various open spaces within the Metropolitan Council system since 2009. Staff meets with a representative each spring and fall to determine maintenance needs and execute the work. Sites include water treatment plant facilities, stormwater basins, rain gardens, pump stations, and natural areas. Work completed has included spot herbicide, mowing, native seeding, prescribed burning, native planting, erosion control, and invasive brush removal.</p>
<p>Gregg Thompson <i>Watershed Specialist</i> City of Eagan 3501 Coachmen Pt Eagan, MN 55122 651-675-5335 gthompson@cityofeagan.com</p>	<p>Open Space and BMP Maintenance: Since 2015, RES has worked with the city of Eagan to conduct annual maintenance activities for various sites throughout the city. City staff provide their site-specific needs each spring and RES implements the plan. Maintenance activities include spot herbicide, mowing, hand pulling, and prescribed burning. Sites include stormwater ponds, basins, natural areas, and rain gardens.</p>



4.0 Work Plan

Below is a brief description of work. RES has no significant changes from the Request for Proposal (RFP) regarding scope of work or approach. The description of anticipated work below is broken down by like work units – enhancement and restoration – unless specifically called out. RES knows that for projects like Church’s Woods which have a variety of existing conditions and quality of vegetation, there needs to be adaptability to the work. Any modifications will be discussed with county staff prior to implementation.

Units 4518, 4519, 4520, 4521, 4522, 4523, 4524, 4525

These units are higher quality and have minimal invasive removal, both woody and herbaceous. All units will be scouted for invasive woody species. Individuals will be cut and treated by hand. Material less than 4 feet high or 3/4" in diameter will be bucked and scattered to naturally decompose. Any material larger than 4 feet in height and 3/4" in diameter will be removed from the work unit. Observed invasive woody species include common buckthorn, non-native honeysuckle, and winged burning bush. Dead downfall woody material will be removed per the specification related to distance from the trail and on top of Canada Yew. This removal will be completed using a combination of hand work and tracked skid steers with grapples during frozen conditions. Material will be piled and burned on site, except in 4518 and 4519. If needed, material will be moved to adjacent units with lower-quality vegetation. Burn pile locations will be confirmed with county staff when beginning work to ensure no damage to desirable trees and vegetation.

Herbaceous invasive species will be scouted in the spring and summer. Individuals will be hand-pulled. For individuals or isolated pockets that cannot be hand-pulled, spot treatment using a backpack sprayer will be completed. Scouting will be completed twice per year to ensure controlling cool-season and warm-season species.

Prescribed burning is included as an alternate task for units 4518, 4520, 4522, 4523, and 4525. Burning will be conducted using industry-standard practices for permitting, breaks, ignition, and fire suppression. Special attention will be paid to preparation of the burn units to ensure desirable trees are saved from fire damage. This includes clearing debris, leaves, and other material from around the trunks. Wetting them or using fire suppression techniques to avoid them from catching. The approach will be balancing the maximum amount of fuel consumed without damaging desirable trees and avoiding significant mop-up activities.

Canopy clearing is included as an alternate task. Material will be targeted and removed per the RFP. The intent of these areas is to improve the understory trees, shrubs, and herbaceous vegetation. All cutting and treating will be completed by hand using brushsaws and chainsaws. Material will be handled using a tracked skid steer and grapple and burned on-site using piles identified in the invasive woody removal. RES feels it is important for a thorough clean-up of these areas to avoid them becoming overgrown with less desirable species that thrive on canopy openings. This includes initial removal and thinning, along with follow-up management during the growing season, primarily including mowing 1-2 times per year as needed to keep these areas open.

Unit 4526, 4527, 4528, 4529, 4530, 4531

These units are at varying levels of degradation and in need of significant removal and control of non-native species. RES proposes the same approach for all units given the target plant community is similar. The key element is aggressive removal and treatment without encouraging new species of weedy trees, shrubs, and herbaceous plants. This is done by removing smaller, understory, and less desirable woody species. A clear-cutting of all non-oak trees is not proposed or recommended as this can encourage a response from aggressive weedy species and would move the units away from the woodland. Below is the overall approach to restoration. Please note there may be individual nuance areas that a modified approach will be discussed with the county for those particular instances. Work includes woody removal, aggressive herbaceous control, native seeding, and vegetation management.

WOODY REMOVAL

Aggressive woody removal will be completed targeting non-native, invasive species and less desirable, native species. The intent is to open the understory, allow light to the ground layer, encourage growth of target and desirable species, and make long-term management easier using fire and mowing. RES proposes to remove all non-oak species under 4 inches in diameter, remove 50% of all non-oak species 4-6 inches in diameter, remove 25% of all non-oak species 6-8 inches in diameter, and remove select individuals (approximately 5-10%) of non-oak species larger than 8 inches in diameter. With



the exception of invasive species, trees within the dripline of oak trees or hazard trees (both safety and long-term management), or isolated individuals, no trees over 10 inches are to be removed. Select larger trees may also be girdled or frill cut to stop seed production but left standing for habitat. RES will work with the county to identify any less desirable native species 4-10 inches in diameter that may be left such as hackberry, maple, basswood, hickory, or aspen. No boxelder, elm, or ash will be left under 6 inches.

Targeted species under 4 inches will be forestry mowed with a tracked skid steer and drum-style forestry cutter. Material will be mulched and left in place not to exceed 2 inches in depth. Removal of target species over 4 inches will be cut using a tracked skid steer and front-mounted tree shear or by hand. All cut stumps will be treated using backpack sprayers. Cut material will be piled and burned on site using tracked skid steers.

Dead and downed material that is already decomposing will be left in place. Additional forestry mowing of the material may be done to aid in decomposition. Material smaller than 4 inches lying flat on the ground will be left in place. Any material not in contact with the ground will be forestry mowed and mulched in place. Larger windfalls or debris not in contact with the ground will be piled and burned on site. Large logs over 12 inches will be bucked up and trimmed to ensure contact with the ground and left in place to decompose with all limbs and branches removed. RES will ensure that the larger logs are laid in such a way that will not interfere with future management activities.

As part of the woody species management, RES proposes to brush mow all of the areas the following growing seasons after removal to keep resprouts and seedlings to a minimum. Please note that the timing of the mowing may align with management mowing of herbaceous species also, and this cost is included in the establishment management task.

HERBACEOUS CONTROL

Many of these units have a high infestation of non-native herbaceous species, particularly garlic mustard. RES proposes an aggressive approach to reducing and controlling these species. This will be done through a combination of herbicide treatment and timely mowing to stop seed production. Because native seeding is proposed in these areas, management will shift to mowing and spot herbicide following installation of native seed. The weed seed bank cannot be exhausted during the duration of this initial contract, so the intent is to reduce coverage of species like garlic mustard, encourage establishment of native species, and make future management of spot herbicide and spot mowing easier to target these invasive species.

Initial herbicide application will be completed using ATVs. Spot herbicide will be completed using backpack sprayers. Mowing will be completed using tracked skid steers and front-mounted mowers. Hand cutting or hand pulling will be used where equipment cannot access.

NATIVE SEEDING

Following initial woody removal and aggressive herbaceous control, native seed will be installed. Due to site conditions, stumps, and equipment used, all seed will be broadcast using tractors, ATVs, and by hand. Seeding will be completed at a time when natural freeze and thaw cycles will ensure good soil-to-seed contact. Minor raking or harrowing will be completed in areas as needed.

VEGETATION MANAGEMENT

Establish management will follow the specifications in the RFP. These units are more degraded, and management will be more focused on site-wide mowing and aggressive management of non-native species with spot herbicide. Targets for spot treatment will be herbaceous invasive species and resprouting woody species. Mowing will be completed using tracked skid steers with front-mounted mowers and brush saws. Spot herbicide will be completed using ATVs and backpack sprayers.

Prescribed burning is included as an alternate task for units 4526, 4527, 4528, 4529, 4530, and 4531. Burning will be conducted using industry-standard practices for permitting, breaks, ignition, and fire suppression. RES will work with county staff to determine if fuel loads will carry fire following aggressive removal and management activities, along with assessing the timing of any burning.

Unit 4046

This unit is a degraded grassland with volunteer trees encroaching. RES will remove woody encroachment per the RFP. Site prep will be completed through a combination of herbicide application and mowing. Seed will be installed using a no-till drill. Establishment will focus on mowing during the first two years with spot herbicide targeting perennial, problematic species.



5.0 Schedule

Below is a tentative schedule of activities. This is subject to change. RES will provide regular updates to the county and can discuss a more detailed schedule upon awarding.

Table 3. Schedule

Tasks	2024		2025			2026				2027		
	Winter	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer
Task A. Tree and Shrub Removal				Follow up brush mowing as needed				Follow up brush mowing as needed				
Task B. Herbaceous Invasive Plant Removal												
Task C. Seed Installation							If needed					
Task D. Establishment Management of Seeded Areas												
Alternate Task E. Additional Prescribed Burning												
Alternate Task F. Small Canopy Gap Enhancement												



6.0 Budget

Please see the Budget Tab labeled "Budget Tab-RES" attached to our submission email.



7.0 Exceptions and Deviations

RES has no exceptions to the requirements of this RFP.

Appendix A

Non-Collusion and Conflict of Interest Statement

Trade Secret Form

ATTACHMENT D: NON-COLLUSION AND CONFLICT OF INTEREST STATEMENT

Please print or type (in ink)

CONTRACTOR NAME: RES Great Lakes, LLC FEDERAL TAX ID NUMBER: 29-1611274

Company Address: 20276 Delaware Avenue

City: Jordan State: MN Zip Code: 55352

Contact Person: Matthew Lasch Title: Operations Manager

Phone Number: 952.210.8452 Fax Number: _____ email: mlasch@res.us

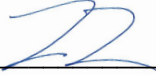
In signing this bid, proposal or quote, Contractor certifies that it has not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of the competition; that no attempt has been made to induce any other person or firm to submit or not to submit a bid, proposal or quote; that this bid, proposal or quote has been independently arrived at without collusion with any other party submitting a bid, proposal or quote, competitor or potential competitor, that this bid, proposal or quote has not been knowingly disclosed prior to the opening of the bids, proposals or quotes to any bid, proposal or quote competitor; that the above statement is accurate under penalty or perjury.

Contractor also certifies that to the best of its knowledge none of its owners, directors, officers or principals (collectively, "Corporate Executive") are closely related to any County employee who has or may appear to have any control over the award, management, or evaluation of the contract. A Contractor's Corporate Executive is closely related when any of the following circumstances exist:

1. A Corporate Executive and any County employee who has or appears to have any control over the award, management or evaluation of the contract are related by blood, marriage or adoption; or
2. A Corporate Executive and any County employee who has or appears to have any control over the award, management or evaluation of the contract are current or former business partners, co-workers, or have otherwise previously worked closely together in the private or public sector; or
3. A Corporate Executive and any County employee who has or appears to have any control over the award, management or evaluation of the contract share a personal relationship that is beyond that of a mere acquaintance, including but not limited to friendship or family friendship.

If one or more of the above circumstances exist, Contractor must disclose such circumstance(s) to Dakota County in writing. Failure to disclose such circumstances invalidates the Contract.

Contractor will comply with all terms, conditions, specifications required by the party submitting a bid, proposal or quote in this Request for Bid, Proposal or Quote and all terms of our bid, proposal or quote response.

<u>Lucas Lilly</u>		<u>Regional General Manager</u>	<u>11/01/2024</u>
Authorized Signature		Title	Date

You are advised that according to Dakota County Board Resolution 18-485 and Policy 2751, if there is a question as to whether there may be an appearance of a conflict of interest, the contract shall be presented to the County Board for approval, regardless of the amount of the contract. Whether a conflict of interest or the appearance of a conflict of interest exists is a determination made by Dakota County.

Submit this form as part of the Bid, Proposal or Quote response.

V.7 Revised: MMH (06-19)

ATTACHMENT E: TRADE SECRET FORM

Trade Secret Information Form

The following form must be provided by Responder to assist the County in making appropriate determinations about the release of data provided in Responder's bid or proposal.

All responders must select one of the following boxes:

- My bid/proposal **does not** contain "trade secret information", as defined in Minn. Stat. § 13.37, Subd. 1(b). I understand that my entire bid/proposal will become public record in accordance with Minn. Stat. § 13.591.


- My bid/proposal **does** contain "trade secret information" because it contains data that:
 - 1. (a) is a formula, pattern, compilation, program, device, method, technique or process; **AND**
 - (b) is the subject of efforts by myself or my organization that are reasonable under the circumstances to maintain its secrecy; **AND**
 - (c) derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use.

- 2. I have submitted one paper and one digital copy of my bid or proposal from which the confidential trade secret information has been excised. The confidential trade secret information has been excised in such a way as to allow the public to determine the general nature of the information removed while retaining as much of the document as possible **AND** I am attaching an explanation justifying the trade secret designation.

Please note that failure to attach an explanation may result in a determination that the data does not meet the statutory trade secret definition. All data for which trade secret status is not justified will become public in accordance with Minn. Stat. § 13.591.

Submit this form as part of the Bid or Proposal response

Revised: 6/28/2018

Lucas Lilly, 
Authorized Signature

Regional General Manager
Title

11/01/2024
Date



BASE TASKS		The totals for cells G - J should equal the task cost per unit in cell F				Tabs for annual work unit total cost.		Fill out per proposal spec for total cost/year	
Unit	Task Densit	QTY	Unit	Unit Cost	Cost	2024	2025	2026	2027
Task A. Tree and Shrub Removal - Sparse = little to none, Low = present in isoated locations, Medium = present									
Complete Task by 12/31/2025									
Unit 4518	Sparse	6.4	Acre	\$ 1,467.00	\$ 9,388.80	\$ 2,347.20	\$ 7,041.60		
Unit 4519	Low	2.9	Acre	\$ 1,385.00	\$ 4,016.50	\$ 1,004.13	\$ 3,012.38		
Unit 4520	Low	8.5	Acre	\$ 1,391.00	\$ 11,823.50	\$ 2,955.88	\$ 8,867.63		
Unit 4521	Sparse	9.8	Acre	\$ 1,356.00	\$ 13,288.80	\$ 3,322.20	\$ 9,966.60		
Unit 4522	Low	5.8	Acre	\$ 1,294.00	\$ 7,505.20	\$ 1,876.30	\$ 5,628.90		
Unit 4523	Medium	12.3	Acre	\$ 1,934.00	\$ 23,788.20	\$ 5,947.05	\$ 17,841.15		
Unit 4524	Low	9.1	Acre	\$ 1,464.00	\$ 13,322.40	\$ 3,330.60	\$ 9,991.80		
Unit 4525	Medium	6.5	Acre	\$ 4,745.00	\$ 30,842.50	\$ 7,710.63	\$ 23,131.88		
Unit 4526	High	7.3	Acre	\$ 6,848.00	\$ 49,990.40	\$ 12,497.60	\$ 37,492.80		
Unit 4527	High	9.2	Acre	\$ 7,712.00	\$ 70,950.40	\$ 17,737.60	\$ 53,212.80		
Unit 4528	High	9.7	Acre	\$ 7,734.00	\$ 75,019.80	\$ 18,754.95	\$ 56,264.85		
Unit 4529	High	9.3	Acre	\$ 7,427.00	\$ 69,071.10	\$ 17,267.78	\$ 51,803.33		
Unit 4530	High	4.6	Acre	\$ 7,975.00	\$ 36,685.00	\$ 9,171.25	\$ 27,513.75		
Unit 4531	Medium	3.5	Acre	\$ 6,199.00	\$ 21,696.50	\$ 5,424.13	\$ 16,272.38		
Unit 4046	Medium	1.1	Acre	\$ 4,239.00	\$ 4,662.90	\$ 1,165.73	\$ 3,497.18		
Task Subtotal:		106	Acre		\$ 442,052.00	\$ 110,513.00	\$ 331,539.00	\$ -	\$ -
Task B. Herbaceous Invasive Plant Removal - Sparse = little to none, Low = present in isoated locations, Medium = present									
This task ends 8/30/2026									
Unit 4518	Sparse	6.4	Acre	\$ 408.00	\$ 2,611.20		\$ 870.40	\$ 870.40	\$ 870.40
Unit 4519	Sparse	2.9	Acre	\$ 500.00	\$ 1,450.00		\$ 483.33	\$ 483.33	\$ 483.33
Unit 4520	Sparse	8.5	Acre	\$ 389.00	\$ 3,306.50		\$ 1,102.17	\$ 1,102.17	\$ 1,102.17
Unit 4521	Sparse	9.8	Acre	\$ 154.00	\$ 1,509.20		\$ 503.07	\$ 503.07	\$ 503.07
Unit 4522	Low	5.8	Acre	\$ 407.00	\$ 2,360.60		\$ 786.87	\$ 786.87	\$ 786.87
Unit 4523	Medium	12.3	Acre	\$ 510.00	\$ 6,273.00		\$ 2,091.00	\$ 2,091.00	\$ 2,091.00
Unit 4524	Low	9.1	Acre	\$ 210.00	\$ 1,911.00		\$ 637.00	\$ 637.00	\$ 637.00
Unit 4525	Medium	6.5	Acre	\$ 506.00	\$ 3,289.00		\$ 1,096.33	\$ 1,096.33	\$ 1,096.33
Unit 4526	High	7.3	Acre	\$ 1,454.00	\$ 10,614.20		\$ 3,538.07	\$ 3,538.07	\$ 3,538.07
Unit 4527	High	9.2	Acre	\$ 1,802.00	\$ 16,578.40		\$ 5,526.13	\$ 5,526.13	\$ 5,526.13
Unit 4528	High	9.7	Acre	\$ 1,788.00	\$ 17,343.60		\$ 5,781.20	\$ 5,781.20	\$ 5,781.20
Unit 4529	High	9.3	Acre	\$ 1,726.00	\$ 16,051.80		\$ 5,350.60	\$ 5,350.60	\$ 5,350.60
Unit 4530	High	4.6	Acre	\$ 1,855.00	\$ 8,533.00		\$ 2,844.33	\$ 2,844.33	\$ 2,844.33
Unit 4531	Medium	3.5	Acre	\$ 1,510.00	\$ 5,285.00		\$ 1,761.67	\$ 1,761.67	\$ 1,761.67
Unit 4046	Medium	1.1	Acre	\$ 1,423.00	\$ 1,565.30		\$ 782.65	\$ 782.65	
Task Subtotal:		106	Acre		\$ 98,681.80	\$ -	\$ 33,154.82	\$ 33,154.82	\$ 32,372.17
Task C Seed Installation - acres represents total acres of seeding per unit									
This Task Ends on 06/10/2027									
Unit 4521		9.8	Acre	\$ 286.00	\$ 2,802.80			\$ 2,802.80	
Unit 4522		3	Acre	\$ 286.00	\$ 858.00			\$ 858.00	
Unit 4523		6	Acre	\$ 286.00	\$ 1,716.00			\$ 1,716.00	
Unit 4524		4.5	Acre	\$ 286.00	\$ 1,287.00			\$ 1,287.00	
Unit 4525		6.5	Acre	\$ 286.00	\$ 1,859.00			\$ 1,859.00	
Unit 4526		7.3	Acre	\$ 428.00	\$ 3,124.40			\$ 3,124.40	
Unit 4527		9.2	Acre	\$ 428.00	\$ 3,937.60			\$ 3,937.60	
Unit 4528		9.7	Acre	\$ 428.00	\$ 4,151.60			\$ 4,151.60	
Unit 4529		9.3	Acre	\$ 428.00	\$ 3,980.40			\$ 3,980.40	
Unit 4530		4.6	Acre	\$ 428.00	\$ 1,968.80			\$ 1,968.80	
Unit 4531		3.5	Acre	\$ 428.00	\$ 1,498.00			\$ 1,498.00	
Unit 4046		1.1	Acre	\$ 428.00	\$ 470.80			\$ 470.80	
Task Subtotal:		74.5			\$ 27,654.40	\$ -	\$ -	\$ 23,564.60	\$ -
Task D. Establishment Management of Seeded Areas									
This Task Ends on 06/30/2027									
Unit 4521		9.8	Acre	\$ 1,432.00	\$ 14,033.60		\$ 4,677.87	\$ 4,677.87	\$ 4,677.87
Unit 4522		5.8	Acre	\$ 795.00	\$ 4,611.00			\$ 2,305.50	\$ 2,305.50
Unit 4523		12.3	Acre	\$ 974.00	\$ 11,980.20			\$ 5,990.10	\$ 5,990.10
Unit 4524		9.1	Acre	\$ 1,287.00	\$ 11,711.70		\$ 3,903.90	\$ 3,903.90	\$ 3,903.90
Unit 4525		6.5	Acre	\$ 1,457.00	\$ 9,470.50			\$ 4,735.25	\$ 4,735.25
Unit 4526		7.3	Acre	\$ 2,681.00	\$ 19,571.30		6523.766667	\$ 6,523.77	\$ 6,523.77
Unit 4527		9.2	Acre	\$ 2,998.00	\$ 27,581.60		9193.866667	\$ 9,193.87	\$ 9,193.87
Unit 4528		9.7	Acre	\$ 3,082.00	\$ 29,895.40		9965.133333	\$ 9,965.13	\$ 9,965.13
Unit 4529		9.3	Acre	\$ 2,847.00	\$ 26,477.10		8825.7	\$ 8,825.70	\$ 8,825.70
Unit 4530		4.6	Acre	\$ 2,904.00	\$ 13,358.40		4452.8	\$ 4,452.80	\$ 4,452.80
Unit 4531		3.5	Acre	\$ 2,898.00	\$ 10,143.00		3381	\$ 3,381.00	\$ 3,381.00
Unit 4046		1.1	Acre	\$ 2,326.00	\$ 2,558.60			\$ 1,279.30	\$ 1,279.30

Subtotal:			Acre		\$ 181,392.40	\$ -	\$ 50,924.03	\$ 48,355,401.67	\$ 65,234.18
Base Task Lump Sum:					\$ 749,780.60				

ALTERNATE TASKS

Unit	Task Densit	QTY	Unit	Unit Cost	Cost				
Alternate Task E. Additional Prescribed Burning									
Unit 4518	X	6.4	Acre	808	\$ 5,171.20				
Unit 4520	X	8.5	Acre	708	\$ 6,018.00				
Unit 4522	X	5.8	Acre	846	\$ 4,906.80				
Unit 4523	X	12.3	Acre	608	\$ 7,478.40				
Unit 4524	X	9.1	Acre	773	\$ 7,034.30				
Unit 4525	X	6.5	Acre	803	\$ 5,219.50				
Unit 4526	X	7.3	Acre	\$ 764.00	\$ 5,577.20				
Unit 4527	X	9.2	Acre	\$ 675.00	\$ 6,210.00				
Unit 4528	X	9.7	Acre	\$ 690.00	\$ 6,693.00				
Unit 4529	X	9.3	Acre	\$ 701.00	\$ 6,519.30				
Unit 4530	X	4.6	Acre	\$ 972.00	\$ 4,471.20				
Unit 4531	X	3.5	Acre	\$ 996.00	\$ 3,486.00				
Subtotal:					\$ 68,784.90				

Unit	Task Densit	QTY	Unit	Unit Cost	Cost				
Alternate Task F. Small Canopy Gap Enhancement									
Unit 4518	X	1.31	Acre	\$ 5,025.00	\$ 6,582.75				
Unit 4520	X	1.03	Acre	\$ 5,216.00	\$ 5,372.48				
Unit 4521	X	1.05	Acre	\$ 5,199.00	\$ 5,458.95				
Unit 4522	X	0.93	Acre	\$ 5,312.00	\$ 4,940.16				
Unit 4523	X	0.25	Acre	\$ 6,163.00	\$ 1,540.75				
Subtotal:					\$ 23,895.09				



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3785

Agenda #: 4.4

Meeting Date: 11/19/2024

DEPARTMENT: Environmental Resources

FILE TYPE: Consent Action

TITLE

Authorization To Execute Contract With Dynamic Lifecycle Innovations MN LLC For Residential And Business Electronics Collection And Recycling

PURPOSE/ACTION REQUESTED

Authorize execution of a contract with Dynamic Lifecycle Innovations MN LLC (Dynamic) for recycling of residential and business electronics collected at The Recycling Zone and at one-day household hazardous waste collection events.

SUMMARY

Dynamic has been recycling electronics collected at The Recycling Zone and at one-day household hazardous waste collection events since 2014. The current contract with Dynamic expires on December 31, 2024.

Background: Electronics, which can contain lead, cadmium, mercury, and lithium, continue to be the largest hazardous waste stream collected at The Recycling Zone. Since Dakota County began collecting electronics in 2007, approximately 28.1 million pounds of electronics have been collected at The Recycling Zone and one-day household hazardous waste collection events. On July 12, 2016 (Resolution No. 16-364), the Dakota County Board of Commissioners authorized a fee to recycle televisions and monitors to offset the increasing cost of recycling these items. The average annual revenue received for electronics since 2017 is \$166,790. Businesses continue to pay 35 cents per pound to drop off electronics at The Recycling Zone.

Request for Proposals: A request for proposals was issued on August 19, 2024, and posted on the Dakota County website. Out of four potential proposers, only one proposal was received by the deadline of September 6, 2024. The proposal was reviewed by staff for completeness of the proposal; understanding of the objectives and scope of the project; vendor qualifications, experience, and demonstrated performance for a service of a similar type, size, and complexity; overall commitment to reuse and recycling; completeness and acceptability of the submitted Electronics Management Plan; and proposed fees and expenses.

Proposed Contract Terms: Proposed terms include recycling electronics collected at The Recycling Zone and one-day household hazardous waste events and from the County's business collection programs; inclusion of small household electronics in the materials collected; data destruction requirements for electronics with memory; a contract term from January 1, 2025, through December 31, 2026; with a two-year extension option; and termination without cause upon 90 days' notice.

Contract Costs: Electronics program costs depend on the amount and type of electronics collected, the vendor cost to collect and manage electronics, and transportation costs. Overall costs for this new contract are down about 30 percent from the prior contract. The contract costs will not exceed \$100,000 annually and are included in the household hazardous waste annual budget.

RECOMMENDATION

Staff recommends executing a two-year contract with Dynamic from January 1, 2025, to December 31, 2026, with a two-year extension option, for electronics recycling services.

EXPLANATION OF FISCAL/FTE IMPACTS

Funding for 2025 is included in the draft 2025 household hazardous waste budget and will not exceed \$100,000. The cost to recycle electronics will be partially offset by fees charged for televisions and monitors. 2024 revenues from electronics fees are projected at \$142,000, and these revenues offset the direct cost for recycling, along with a portion of the labor and site costs.

- None
- Current budget
- Other
- Amendment Requested
- New FTE(s) requested

RESOLUTION

WHEREAS, by Resolution No. 18-493 (September 18, 2018), the Dakota County Board of Commissioners approved the 2018-2038 Dakota County Solid Waste Master Plan (Master Plan); and

WHEREAS, as part of the Master Plan, the Dakota County Board of Commissioners encourages residents and businesses to properly manage hazardous wastes and recyclables; and

WHEREAS, electronics, which can contain lead, cadmium, mercury, and lithium, continue to be the largest hazardous waste stream collected at The Recycling Zone; and

WHEREAS, televisions and monitors are collected for a fee while other electronics are collected from residents at no charge at The Recycling Zone and at one-day household hazardous waste collection events; and

WHEREAS, electronics are collected from businesses at The Recycling Zone for a fee; and

WHEREAS, Dakota County’s current electronics recycling vendor contract expires December 31, 2024; and

WHEREAS, Dakota County staff issued a request for proposals on August 19, 2024, seeking a vendor to provide for the pickup, transportation, and recycling of 1) residential electronics collected by the County at The Recycling Zone; 2) business electronics collected through the County business collection programs; and 3) electronics collected by the County at household hazardous waste collection events; and

WHEREAS, Dakota County requests services for recycling electronics for a two-year contract term, with a two-year extension option for recycling services; and

WHEREAS, one potential vendor submitted a proposal which was evaluated by staff; and

WHEREAS, Dynamic Lifecycle Innovations MN LLC currently services Dakota County and other county electronics collection sites in Minnesota, Wisconsin, Illinois, and Michigan; has a demonstrated tracking and reporting system; has strict data and facility security practices; and identified the ability to recycle all electronic materials and the capability to manage increasing amounts of electronics; and

WHEREAS, the \$100,000 annual contract cost is included in the household hazardous waste annual budget; and

WHEREAS, staff recommends execution of a contract with Dynamic Lifecycle Innovations MN LLC for recycling electronic wastes.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Environmental Resources Director to execute a contract with Dynamic Lifecycle Innovations MN LLC, Inc. for a term from January 1, 2025, to December 31, 2026, with a two-year extension option, subject to the approval of the County Attorney's Office as to form and subject to approval by the County's Risk and Homeland Security Manager.

PREVIOUS BOARD ACTION

23-038; 1/24/23
20-627; 12/15/20
18-493; 9/18/18

ATTACHMENTS

None.

BOARD GOALS

- | | |
|---|---|
| <input type="checkbox"/> A Great Place to Live | <input checked="" type="checkbox"/> A Healthy Environment |
| <input type="checkbox"/> A Successful Place for Business and Jobs | <input type="checkbox"/> Excellence in Public Service |

CONTACT

Department Head: Nikki Stewart
Author: Dave Magnuson



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3828

Agenda #: 4.5

Meeting Date: 11/19/2024

DEPARTMENT: Parks, Facilities, and Fleet Management

FILE TYPE: Consent Action

TITLE

Authorization And Execution Of Real Property Declaration For Shade Tree Bonding Grant Reimbursement Of Thompson County Park Natural Resource Improvements

PURPOSE/ACTION REQUESTED

Authorize the Chair of the Dakota County Board of Commissioners to execute a General Obligation Bond Financed Declaration, which places restrictions on real property for Thompson County Park natural resource improvements made possible with a Department of Natural Resources Shade Tree Bonding Grant.

SUMMARY

Emerald ash borer (EAB) is a non-native insect pest that was discovered in Saint Paul in 2009, and its presence has significantly altered the forests of Dakota County Parks and Greenway Corridors as thousands of mature ash trees have succumbed to EAB infestation.

The ecological and public safety threat and estimated costs of EAB mitigation were analyzed in a 2018 internal technical document, The Dakota County Emerald Ash Borer Management Plan. Areas in the northern part of the County have been impacted first, and Thompson County Park in West St. Paul was identified as an initial mitigation area within the 2020 Thompson County Park Natural Resources Management Plan by Resolution No. 20-037 (January 21, 2020). To assess priority removal areas within Thompson County Park, a trailside tree survey was conducted in 2015 that identified 225 mature ash trees that pose public safety hazards now that they have died. Additional resources are required to remove these hazard trees and replace them with different tree species.

The Department of Natural Resources Urban and Community Forestry Program secured State Bonding funds for a Fiscal Year 2021-2024 grant program to city and county governments towards the replacement of ash trees that have been impacted by EAB. By Resolution No. 21-495 (October 19, 2021), Dakota County executed a grant agreement awarded by this program for the removal and replacement of 225 ash trees in Thompson County Park for the total project amount of \$45,900. Of that amount, \$42,250 are grant funds from the State that were applied towards hiring contractors for the tree removal and replanting, and \$3,650 was to be supplied by the County as matching funds to be used towards purchasing replacement nursery tree stock and tree protection. The Grant agreement includes a General Obligation Bond Financed Declaration that imposes certain restrictions on the improved real property, such that the land cannot be sold or significantly altered for 37.5 years. This Declaration was identified at the time Resolution No. 21-495 approved the execution of the Grant Contract, but the execution of the Declaration is needed at the time that the County submits any reimbursement request for these grant funds.

Approval of the attached Declaration will allow for Dakota County to be reimbursed for all Grant expenditures associated with this Grant Contract, amounting to \$42,250, before the grant completion date of December 10, 2024.

RECOMMENDATION

Dakota County Staff recommends that the Board move to execute the Declaration.

EXPLANATION OF FISCAL/FTE IMPACTS

The Minnesota Department of Natural Resources Shade Tree Bonding Grant would reimburse the Parks-Natural Resources budget with \$42,250. The \$3,650 in matching County funds have been approved in the Parks Budget for 2024.

- None
- Current budget
- Other
- Amendment Requested
- New FTE(s) requested

RESOLUTION

WHEREAS, emerald ash borer (EAB) poses a significant threat to the forests of Dakota County and has resulted in a public safety concern in Thompson County Park; and

WHEREAS, the costs and priorities of ash tree removal within the County Park System were identified in the 2018 internal technical document, The Dakota County Emerald Ash Borer Management Plan; and

WHEREAS, the Dakota County Board of Commissioners adopted the Thompson County Park Natural Resources Management Plan by Resolution No. 20-037 (January 21, 2020), which made recommendations for ash tree removal; and

WHEREAS, by Resolution No. 21-495 (October 19, 2021), Dakota County executed a grant agreement with the Department of Natural Resources for a total reimbursement of \$42,250 for contracting labor to remove EAB-impacted trees and replace them with alternative tree species; and

WHEREAS, Dakota County has matched these grant funds with \$3,650 from the Natural Resources Base Fund for materials and supplies; and

WHEREAS, this grant imposes certain restrictions on the real property improved with grant funds, such that the improved property may not be sold or significantly altered for 37.5 years; and

WHEREAS, Dakota County may agree to these restrictions on real property by executing the General Obligation Bond Financed Declaration; and

WHEREAS, staff recommends the Dakota County Board of Commissioners authorize the Chair of the Dakota County Board of Commissioners to execute the General Obligation Bond Financed Declaration to reimburse Dakota County for Thompson County Park improvements.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Chair of the Dakota County Board of Commissioners to execute the General Obligation Bond Financed Declaration, subject to approval by the Dakota County Attorney's Office as

to form.

PREVIOUS BOARD ACTION

20-037; 1/21/20

21-495; 10/19/21

ATTACHMENTS

Attachment: General Obligation Bond Financed Declaration

BOARD GOALS

A Great Place to Live

A Healthy Environment

A Successful Place for Business and Jobs

Excellence in Public Service

CONTACT

Department Head: Niki Geisler

Author: Christian Klatt

**Attachment I to Grant Agreement
State of Minnesota
General Obligation Bond Financed
DECLARATION**

The undersigned has the following interest in the real property located in the County of Dakota, State of Minnesota that is legally described in **Exhibit A** attached and all facilities situated thereon (collectively, the "Restricted Property"):

- (Check the appropriate box.)
- a fee simple title,
 - a lease, or
 - an easement,

and as owner of such fee title, lease or easement, does hereby declare that such interest in the Restricted Property is hereby made subject to the following restrictions and encumbrances:

- A. The Restricted Property is bond financed property within the meaning of Minn. Stat. § 16A.695, is subject to the encumbrance created and requirements imposed by such statute, and cannot be sold, mortgaged, encumbered or otherwise disposed of without the approval of the Commissioner of Minnesota Management and Budget, which approval must be evidenced by a written statement signed by said commissioner and attached to the deed, mortgage, encumbrance or instrument used to sell or otherwise dispose of the Restricted Property; and
- B. The Restricted Property is subject to all of the terms, conditions, provisions, and limitations contained in that certain [Insert title of the general obligation grant agreement] between _____ and _____, dated _____, _____.

The Restricted Property shall remain subject to this State of Minnesota General Obligation Bond Financed Declaration for 125% of the useful life of the Restricted Property or until the Restricted Property is sold with the written approval of the Commissioner of Minnesota Management and Budget, at which time it shall be released therefrom by way of a written release in recordable form signed by both the Commissioner of Natural Resources and the Commissioner of Minnesota Management and Budget, and such written release is recorded in the real estate records relating to the Restricted Property. This Declaration may not be terminated, amended, or in any way modified without the specific written consent of the Commissioner of Minnesota Management and Budget.

(SIGNATURE BLOCK, ACKNOWLEDGMENTS, AND STATEMENT AS TO WHOM IT WAS DRAFTED BY.)

Exhibit A to Declaration
LEGAL DESCRIPTION OF RESTRICTED PROPERTY

Attachment II to Grant Agreement
LEGAL DESCRIPTION OF REAL PROPERTY

To be determined once Real Property is finalized by Public Entity through an amendment to this Agreement



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3857

Agenda #: 4.6

Meeting Date: 11/19/2024

DEPARTMENT: Parks, Facilities, and Fleet Management

FILE TYPE: Consent Action

TITLE

Authorization To Execute Second Contract Amendment With Schreiber Mullaney Construction Company, Inc., For Crisis And Recovery Center

PURPOSE/ACTION REQUESTED

Authorize execution of the second contract amendment with Schreiber Mullaney Construction Company, Inc., for construction of the Crisis and Recovery Center.

SUMMARY

The Crisis and Recovery Center project began construction in September 2023. The construction contract was awarded to Schreiber Mullaney Construction Company, Inc., in the sum of \$11,516,890 by Resolution No. 23-380 (August 29, 2023). Execution of the original contract also authorized staff to execute up to \$250,000 worth of post-award changes.

In June 2024, when construction work was about 50 percent complete, staff executed the first contract amendment to SMC's construction contract. This amendment increased the contract value by \$199,728.82 and extended the substantial completion date by 15 working days. Of this amount, \$163,047.84 is attributed to the discovery of contaminated soils and debris found during excavation efforts at the project site. These materials required investigation and testing to confirm an acceptable method for handling and then disposal off-site. This discovery added substantial work scope to the project and delayed site development work.

Construction work is now about 85 percent complete. Through this level of completion, staff has discovered additional work scope changes. These changes vary in scope and size and cover all design disciplines ranging from site work to mechanical and interior finishes. These changes also include credits offered by the contractor to realize cost, material or time savings through other proposed means and methods. A full list of all changes can be found in the Summary of Work Scope Changes Attachment.

Execution of a second contract amendment will require formal Board action because it will exceed the limit of the original contract authority. Specifically, staff is requesting a second contract amendment to the construction contract totaling \$363,943.55 and adding ten working days to the schedule. There are sufficient funds remaining in the approved project budget to cover this contract increase. This will bring the new total contract value to \$12,080,562.37 and will extend the substantial completion date to December 16, 2024.

Construction is on schedule to be substantially complete by the end of 2024. County staff estimates

another \$150,000 in work scope changes could arise in the remaining months before final completion. This would be consistent with the percent increase observed on County projects of this size and complexity. As is customary, staff will return in the spring of 2025 with a request for the County Board to authorize a fourth and final contract amendment after the completion of construction when all costs are known. Sufficient funds remain within the approved project budget to also cover these future estimated changes.

RECOMMENDATION

Staff recommends authorizing a second contract amendment with Schreiber Mullaney Construction Company, Inc., in the sum of \$363,943.55, and adding ten working days to the schedule, to cover changes in the work scope of the Crisis and Recovery Center project. This will bring the total authorized contract amendments to this construction contract to \$563,672.37 and the new total contract value to \$12,080,562.37.

EXPLANATION OF FISCAL/FTE IMPACTS

Funds totaling \$14,100,000 were included in the earlier adopted Capital Improvement Program budget for the design and construction of the Crisis and Recovery Center. Sufficient funds within the project budget are available for this amendment.

- None
- Current budget
- Other
- Amendment Requested
- New FTE(s) requested

RESOLUTION

WHEREAS, the 2023 Capital Improvement Program (CIP) Adopted Budget as amended for the Crisis and Recovery Center project is a total of \$14,100,000; and

WHEREAS, by Resolution No. 23-380 (August 29, 2023), the County Board approved the original contract with Schreiber Mullaney Construction Company, Inc., in the sum of \$11,516,890; and

WHEREAS, with the original contract authorization, staff was also authorized to execute up to \$250,000 worth of post-award changes; and

WHEREAS, to date, staff executed one contract amendment totaling \$199,728.82 to amend the work scope and to extend the substantial completion date by 15 working days; and

WHEREAS, a second contract amendment is being requested to add \$363,943.55 and 10 working days for additional work scope changes; and

WHEREAS, the total authorized contract amendments to this contract would then be \$563,672.37 for reimbursement of known construction change orders on the project; and

WHEREAS, the new substantial completion date of the construction contract will be December 16, 2024; and

WHEREAS, there are sufficient funds within the approved project budget for this amendment.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby

authorizes the Facilities Management Director to execute a contract amendment with Schreiber Mullaney Construction Company, Inc., 1286 Hudson Road, Saint Paul, MN 55106, in an amount not to exceed \$363,943.55 and to add ten working days to the schedule, for a maximum contract total not to exceed \$12,080,562.37, subject to approval by the County Attorney's office as to form.

PREVIOUS BOARD ACTION

23-380; 08/29/23

ATTACHMENTS

Attachment: Summary of Work Scope Changes

BOARD GOALS

- | | |
|---|--|
| <input type="checkbox"/> A Great Place to Live | <input type="checkbox"/> A Healthy Environment |
| <input type="checkbox"/> A Successful Place for Business and Jobs | <input checked="" type="checkbox"/> Excellence in Public Service |

CONTACT

Department Head: Mike Lexvold

Author: Patricia Bremer

Attachment: Summary of Work Scope Changes

1001299: B40002 Crisis and Recovery Center

Last Updated: 11/04/24

Proposal Request Log

PR #	Issued Date	Description	Amount	Final Action	Final Action Date	Notes/Explanation
PR 1	09/07/23	Numerous items	\$76,058.94	Accepted	01/18/24	Site/Civil changes to meet SPRWS requirements; civil coordination.
1.0	09/07/23	Civil changes per BMI narrative and drawing changes	\$52,821.71	Accepted	01/18/24	
1.1	09/07/23	Wood door finish clarifications	\$0.00	Accepted	01/18/24	
1.2	09/07/23	Glazing thickness changes	\$0.00	Accepted	01/18/24	
1.3	09/07/23	Roof membrane change from 90-mil to 60-mil	\$1,291.30	Accepted	01/18/24	
1.4	09/07/23	Roof protection board changes on back side of parapets				
1.11	09/07/23	Roof membrane warranty change from 30-year to 25-year				
1.5	09/07/23	Fire service line changes, relocate MAU-1	\$0.00	Accepted	01/18/24	
1.6	09/07/23	Separate domestic water and fire service; adjust sanitary location	\$20,893.20	Accepted	01/18/24	Required changes from SPRWS; final resolution happened after bids, on 08/11/23.
1.7	09/07/23	Revise cold water pipe sizes	\$0.00	no change	12/21/23	
1.8	09/07/23	Electrical site scope changes				
1.10	09/07/23	Update MSB schedule for EV charger				
1.9	09/07/23	Revise CC light fixture locations	\$0.00	Accepted	01/18/24	
1.12	09/07/23	Omit sheet metal roofing materials	\$0.00	Accepted	01/18/24	
1.13	09/07/23	Revise door hardware set 06A	\$1,052.73	Accepted	01/18/24	
1.14	09/07/23	Revise ACT-2 products	\$0.00	Accepted	01/18/24	
1.15	09/07/23	Omit cementitious siding paint system	\$0.00	Accepted	01/18/24	
PR 2	11/27/23	Numerous items	(\$31,530.96)	Accepted	01/16/24	Changes due to WSP P&Z reqs, owner furniture, B3 acoustic reqs, FM Global reqs, contractor proposed brick cost savings
1.0	11/27/23	Site Plan changes - resulting from WSP Planning & Zoning review comments	(\$33,714.25)	Accepted	01/16/24	
1.0	11/27/23	Site Plan changes - resulting from WSP Planning & Zoning review comments	\$38,926.06	Accepted	01/16/24	
1.1	11/27/23	Plan changes: Mother's Room (wall locations/dimensions & counter depth), Training Kitchen (cabinet changes)	\$503.62	Accepted	01/16/24	
1.2	11/27/23	Mech 1 B131 wall type changes to meet B3 STC ratings	\$9,296.96	Accepted	01/16/24	
1.3	11/27/23	Mech 2 B207A wall type changes to meet B3 STC rating				
1.7	11/27/23	Changed interior wall type GA3 to meet B3 STC ratings				
1.8	11/27/23	Clarified interior column fur outs, changed fur out in Mother's Room				
1.4	11/27/23	Omit one type of corner guard	\$0.00	Accepted	01/16/24	
1.5	11/27/23	Change to stairwell handrails to Intastop	\$0.00	no change	12/20/23	
1.6	11/27/23	Curtainwall changes to remove narrow side panels, center assembly in recess, increase door width, change door hardware	(\$1,837.00)	Accepted	01/16/24	
1.9	11/27/23	Change exterior wall assembly insulation to mineral wool; add vapor barrier	\$0.00	no change	12/21/23	
1.10	11/27/23	Change brick size to 4x4x16	(\$45,000.00)	Accepted	01/16/24	
1.11	11/27/23	Reduced number of B1 light fixtures in Storage A115	(\$198.55)	Accepted	01/16/24	
1.12	11/27/23	"No cost" Electrical plan sheets included to show new device locations resulting from plan changes		Accepted	01/16/24	
1.13	11/27/23	Revise sinks in Training Kitchen and Mother's Room	\$492.20	Accepted	01/16/24	
GC PR #1	12/13/23	Eliminate static load testing of CMCs	(\$15,000.00)	Accepted	12/27/23	Stemmed from RFI 12; contractor proposed change through their means methods.
GC PR#2	12/13/23	Provide add'l lineal footage of CMC rigid inclusion piers to meet bearing elevations.	\$22,273.20	Accepted	12/19/23	Contractor provided CMC installation log showing average depth of 35.1' vs. intended design of 31' depth.
PR 3	12/20/23	Site/Civil changes per WSP P&Z review letter	\$1,771.00	Accepted	01/16/24	Site/Civil changes to meet WSP P&Z requirements.

PR #	Issued Date	Description	Amount	Final Action	Final Action Date	Notes/Explanation
GC PR #3	01/09/24	Elevator pit waterproofing	\$5,382.00	Accepted	01/16/24	Contractor suggested changes to reduce risk.
CO #1	01/18/24	Change Order #1	\$58,954.18	Executed	02/01/24	
PR 4	01/19/24	UGS redesign	\$0.00	Void	03/22/24	
GC PR #4 R1	03/14/24	Contaminated soils remediation (excavation, hauling and disposal)	\$131,731.15	Accepted	06/25/24	Add 15 working days
GC PR #4B	03/28/24	Contaminated soils remediation - over-excavation	\$81,750.88	Reject	03/28/24	
GC PR #5	03/13/24	Site logistics costs related to discovery of contaminated soils (start/stop of UGS work, test pits, etc.)	\$9,043.49	Accepted	06/25/24	
CO #2		Change Order #2	\$140,774.64			
GC PR #6	03/18/24	Change from standard handrail to anti-ligature handrail on back wall only in Elevator cab	\$2,855.85	Accepted	03/19/24	
PR 6	04/24/24	Site Plan change to route sidewalk around existing power pole.	\$1,529.50	Accepted	06/27/24	
PR 7	05/10/24	Changes resulting from substituted rear access MTS.	\$0.00	Void	06/28/24	
PR 8	05/23/24	Interior Finish Changes	\$0.00			
8.0	05/23/24	Change thresholds at (16) bedrooms from RTS1 (Schluter metal edge) to RTS2 (solid surface).	\$13,714.22	Reject	06/06/24	
8.1	05/23/24	Change thresholds at (2) ADA bedrooms only from RTS1 (Schluter metal edge) to RTS2 (solid surface).	\$1,714.28	Reject	06/06/24	
8.2	05/23/24	Provide Schluter metal edge strip SCH 5 at (2) thresholds to Comm Kitchen.	\$0.00	Accepted	06/06/24	
8.3	05/23/24	Removed LVT2 "plank direction" in (16) bedrooms per submittal review.	\$0.00	Accepted	06/06/24	
GC PR #7	05/29/24	Sliding barn doors - custom frame color to match wall, change to anti-ligature hardware and sloped valence.	\$13,386.08	Reject	06/11/24	
GC PR #7 R1	06/11/24	Sliding barn doors - change to anti-ligature hardware; keep standard frame finish and standard square valence.	\$3,232.91	Accepted	06/21/24	Changes from submittal review.
GC PR #9	05/29/24	SMC to purchase FD key box	\$264.87	Accepted	06/06/24	County asked SMC to purchase and install on our behalf.
GC PR #10	05/29/24	Increase size of exterior louver.	\$237.90	Accepted	06/06/24	Stemming from RFI 35
GC PR #11	05/29/24	Framing for parapet height changes to be 42" high min.	\$12,304.49	Accepted	06/18/24	Stemming from RFI 56
GC PR #12	05/29/24	Time and materials for elevator roof cap over-run.	\$3,061.88	Accepted	07/03/24	Stemming from RFI 59
GC PR #13	06/04/24	Roof sheathing changes from 1/2" to 5/8" thick and add 1" insulation board per FM Global reqs.	\$23,013.29	Accepted	06/18/24	
PR 11	06/07/24	Overflow roof drain drainage and downspout to storm sewer changes.				
11.1	06/07/24	Change concrete to mulch for storm overflow discharge on west side of building.	\$75,440.81	Accepted	06/18/24	
11.2	06/07/24	Connect downspouts from south wing sloped roof to storm sewer system.				
PR 12	06/13/24	Fire Alarm System changes				
12.1	06/13/24	Change fire alarm panel from Onyx series to Insprie series (for CO detection capabilities)	\$3,542.00	Accepted	07/09/24	Stemming from RFI 57
12.2	06/13/24	Change bedroom devices to strobe-only, no horns.				
GC PR #14	06/18/24	Add hat/furring channels at 16" oc.c. to truss bottom chords to support drywall ceiling in Area A.	\$19,383.18	Accepted	06/19/24	Stemming from RFI 78
GC PR #15	06/18/24	Provide combo of drywall encasement and coating to protect firestopping and spray foam insulation used to create continuous vapor barrier at specific locations around building perimeter.	\$44,227.15	Accepted	07/17/24	Propose to add 10 working days
GC PR #16	06/24/24	Change color of hardie board siding from Iron Gray to Last Embers.	\$12,462.22	Reject	07/03/24	
GC PR #17	06/25/24	Aluminum window frame custom color in black.	\$0.00	Accepted	07/02/24	

PR #	Issued Date	Description	Amount	Final Action	Final Action Date	Notes/Explanation
GC PR #19	07/02/24	Added duct insulation for revised duct routing through unconditioned space per RFI #75.	\$9,080.40	Accepted	07/12/24	
GC PR #20	07/03/24	Additional metal coping material for raised parapet.	\$6,440.00	Accepted	07/08/24	Stemming from RFI 56.
PR 5	02/12/24	Numerous items	\$19,917.43	Accepted	09/19/24	
5.0	02/12/24	Civil changes - EV charging station, updated grading and parking stall layout changes.	\$0.00	no change	06/18/24	
5.1	02/12/24	Deleted Hub casework				
5.2 Rev 1	04/23/24	Changed Dining Area ceiling from gyp board to 24x24 ACT with styletix grid covers				
5.3	02/12/24	Added WT3 in (2) Retreat Rooms; interior finish changes; vinyl graphic spec info	\$6,538.60	Accepted	08/07/24	
5.8	02/12/24	Fire protection changes in Dining Room due to change in ceiling type				
5.4	02/12/24	Change stairway handrails to wood custom profile	\$12,172.00	Accepted	09/19/24	
5.5	02/12/24	Change exterior wall insulation from spray foam to 6" thick fiber glass batt fill; add vapor barrier; update window sill brick rowlock details	(\$18,435.00)	Accepted	04/26/24	
5.6	02/12/24	Mechanical changes: various plumbing piping and vent changes from RFI 13; commercial kitchen plumbing changes from food service equip submittal	\$15,038.55	Accepted	04/16/24	
5.7	02/12/24	Mechanical changes: revise VRF refrigerant piping and DOAS-1 selection				
5.9	02/12/24	Electrical changes: EV charging stations; various interior lighting, switch and receptacle changes; REX and detector changes.	\$4,603.28	Accepted	06/18/24	
5.10	02/12/24	Electrical changes: revise motor details and breaker sizes/types.				
PR 9 R1	06/19/24	Electrical changes, add heat tape				
9.1	06/19/24	Revise receptacle heights and locations for washers and dryers to be at 46" a.f.f.; add (2) receptacles; change 1 receptacle to a non-GFCI, provide remote GFCI test station.				
9.2	06/05/24	Provide heat tape and necessary electrical connections.	\$35,264.75	Accepted	08/29/24	
9.3	06/05/24	Revise light schedule for new selection for "Z" fixture.				
9.4	06/05/24	Provide 30mA Ground Fault Equip Protection breakers for heat tape circuits.				
9.5	06/19/24	Provide a 30A/2P GFCI breaker for (2) added dryer receptacles.				
PR 10	06/05/24	Door hardware changes				
10.1	06/05/24	Add card access readers, door hardware changes and component changes/additions at A125 and A130.	\$16,003.41	Accepted	08/07/24	
10.2	06/05/24	Door Schedule changes to add card readers and change door hardware components.				
10.3	06/05/24	Change (14) doors to use Primus cylinders.				
GC PR #18	06/26/24	Added contractor time to research options for MTS; added time for MTS lead time.	\$9,027.50	Reject	10/09/24	
PR 13	07/22/24	Add vinyl graphic and metal trim to wall across from PA station.	\$2,009.17	Accepted	08/21/24	
PR 14	07/29/24	Add sidewall sprinklers and extension of sprinkler system to east covered porch to meet fire protection requirements.	\$3,030.25	Accepted	08/07/24	Fire protection or non-combustible materials req'd per code.
GC PR #21	07/31/24	Add sheet metal "fire break" between polyiso and mineral wool insulations.	\$7,186.35	Accepted	08/29/24	Stemming from RFI 91.
GC PR #22	08/13/24	Upgrade thermally modified wood from Southern Yellow Pine to Ash; includes UV protectant coating.	\$50,851.85	Reject	08/14/24	

PR #	Issued Date	Description	Amount	Final Action	Final Action Date	Notes/Explanation
GC PR #23	08/13/24	Add (1) coat of UV protectant to the thermally modified wood (Southern Yellow Pine species).	\$17,789.35	Reject	08/20/24	
PR 18	08/15/24	Irrigation system clarifications. revise location of water supply connection in building; add irrigation lines with deduct meter and associated components.	\$7,004.65	Accepted	09/06/24	Stemming from RFI 93.
PR 16	08/16/24	CUH Relocation/Clarifications. swap CUH-3 and CUH-6; move CUH-5 to north wall; adjust CUH-6 and light fixture in Vest A129; relocate elect connections CUH-5 and CUH-6; provide CUH-6 with ceiling conversion kit.	\$293.25	Accepted	09/06/24	Stemming from RFI 92.
GC PR #24	09/06/24	Change duplex to quad outlet in (16) bedrooms to meet Elect Inspector's reqs; patch/paint walls at (8) rooms.	\$4,965.21	Accepted	09/30/24	Stemming from RFI 98.
PR 19	09/10/24	Change light fixture at East Porch to be 7" surface mounted puck light with black trim finish.	\$1,748.00	Accepted	09/23/24	Stemming from RFI 102.
GC PR #26	09/18/24	Add'l excavation time and labor at monument sign, to work around existing fiber lines.	\$672.98	Accepted	09/23/24	Stemming from RFI 97.
GC PR #27	09/18/24	Parking lot light and pole changes.	\$1,754.44	Accepted	09/23/24	Stemming from RFI 99.
GC PR #28	09/18/24	Changes to light cove and soffit details in Retreat Rooms 104 and 105 and Wellness Room 145.	\$3,204.60	Accepted	09/23/24	Stemming from RFI 101.
GC PR #29	10/02/24	Adjust wall tile layout in (21) RRs to add wall tile base and cut wall tile.	\$6,706.23	Accepted	10/16/24	
GC PR #30	10/03/24	Hardware changes at serving window sliding doors.	\$4,941.48	Accepted	10/11/24	
GC PR #31	10/08/24	Change color of metal window sills from black to gra to match adjacent material color.	\$4,629.90	Reject	10/10/24	
PR 21	10/14/24	Add surface mounted outlet to Pavilion column; feed circuit from CC light fixtures.	\$2,210.30	Accepted	10/23/24	
GC PR #34	10/18/24	Provide thermally modified wood material on all members at south and north trellis.	\$41,316.05	Accepted	10/23/24	
GC PR #35	10/29/24	Add'l stud framing at electrical panels in commercial kitchen.	\$1,100.77	Accepted	10/31/24	Stemming from RFI 94.

Total of Approved Changes to Date: \$199,728.82

Total of Proposed Changes: \$363,943.55

Add 10 working days

Total of all Changes: \$563,672.37



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3863

Agenda #: 4.7

Meeting Date: 11/19/2024

DEPARTMENT: Parks, Facilities, and Fleet Management

FILE TYPE: Consent Action

TITLE

Authorization To Accept Funding From State Of Minnesota Legislature-Appropriated Funds For State Fiscal Year 2025 Regional Parks And Trails Tree Planting Grant Program And Amend 2024 Capital Improvement Program

PURPOSE/ACTION REQUESTED

Authorize the Physical Development Division Director, or their designee, to accept State of Minnesota appropriated-grant funds for the reimbursement of costs associated with the planting of trees with more diverse, climate-adapted species in the regional park and trail system within Dakota County Parks' jurisdiction.

SUMMARY

The Minnesota Legislature, by Minnesota Laws 2024, Regular Session, Chapter 116, Article 1, Section 5, appropriated funds for State Fiscal Year 2025 from the State General Fund ("Appropriation") to Met Council for grants to Regional Park Implementing Agencies. The total appropriation is \$1,400,000 from the natural resources fund for grants to implementing agencies to plant trees within the metropolitan-area regional parks and trails system. This appropriation is from revenue deposited in the natural resources fund under Minnesota Statutes, section 297A.94, paragraph (h), clause (3). This is a one-time appropriation and is available until June 30, 2026. Dakota County's portion is \$140,153.

RECOMMENDATION

Authorize the Physical Development Division Director, or their designee, to accept State of Minnesota -appropriated grant funds for the reimbursement of costs associated with the planting of trees with more diverse, climate-adapted species in the regional park and trail system within Dakota County Parks' jurisdiction.

EXPLANATION OF FISCAL/FTE IMPACTS

An amendment to the 2024 Parks Capital Improvement Program budget is necessary to accept these State-appropriated funds for tree planting. These funds support initiatives within the Parks Natural Resources Base Program within the Parks Capital Improvement Program.

- None
- Current budget
- Other
- Amendment Requested
- New FTE(s) requested

RESOLUTION

WHEREAS, the Dakota County allocation of State Fiscal Year 2025 Regional Parks and Trails Tree

Planting Program is \$140,153; and

WHEREAS, the tree planting program will support: the Natural Resources Base Funding budget within the Parks Capital Improvement Program; and

WHEREAS, the proposed appropriation is aligned with County Board approved park and greenway master plans.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Physical Development Division Director, or their designee, to accept State of Minnesota-appropriated grant funds for the reimbursement of costs associated with the planting of trees with more diverse, climate-adapted species in the regional park and trail system within Dakota County Parks' jurisdiction; and

BE IT FURTHER RESOLVED, That the Dakota County Board of Commissioners authorizes staff to amend the 2024 Parks Capital Improvement Program for this funding received through Met Council in State Fiscal Year 2025; and

BE IT FURTHER RESOLVED, That the 2024 Parks Capital Improvement Program budget is hereby amended as follows:

Expense	
NR Base Program for Tree Planting	<u>\$140,153</u>
Total Expense	\$140,153
Revenue	
State Funding - NR Base	<u>\$140,153</u>
Total Revenue	\$140,153

PREVIOUS BOARD ACTION

None.

ATTACHMENTS

Attachment: Tree Planting Grant Agreement

BOARD GOALS

- A Great Place to Live
- A Successful Place for Business and Jobs
- A Healthy Environment
- Excellence in Public Service

CONTACT

Department Head: Niki Geisler
Author: Niki Geisler

TREE PLANTING GRANT PROGRAM

GRANTEE: Dakota County	GRANT NO. SG-25P7-04-01
GRANT PROJECT: Tree Planting - See Grant Project Summary attached hereto as Attachment A	
TOTAL GRANT AMOUNT: \$140,153.00	STATE FISCAL YEAR: 2025
STATE FISCAL YEAR 2025: \$140,153.00	
APPROPRIATION: Minnesota Laws 2024, Regular Session, Chapter 116, Article 1, Section 5	
EFFECTIVE DATE: Date agreement has been fully executed by both parties.	
GRANT PROJECT ACTIVITY PERIOD: July 1, 2024, to December 31, 2025	
COUNCIL AUTHORIZED REPRESENTATIVE: Erin Acton, Parks Grants Administrator (erin.acton@metc.state.mn.us)	
COUNCIL ACTION: September 11, 2024	BUSINESS ITEM: 2024-188 JT
EXPIRATION DATE: December 31, 2025	

GRANT AGREEMENT

THIS GRANT AGREEMENT (“Agreement”) is made and entered into on the Effective Date by and between the Metropolitan Council (“Council”) and the Regional Park Implementing Agency identified above as the “Grantee.”

RECITALS

1. The Minnesota Legislature, by [Minnesota Laws 2024, Regular Session, Chapter 116, Article 1, Section 5](#) appropriated funds for State Fiscal Year 2025 from the State General Fund (“Appropriation”) to the Council for grants to Regional Park Implementing Agencies.
2. Minn. Stat. § 473.301 *et seq.* authorizes the Council to make grants to eligible governmental units situated wholly or partly within the metropolitan area for the purpose of regional recreation open space development in accordance with the Council’s 2040 Regional Parks Policy Plan.
3. The Grantee sought funding from the Council for its Grant Project from the appropriation. The Grant Project Summary is attached hereto as **Attachment A**.

TREE PLANTING GRANT PROGRAM

4. The Council authorized the granting of a portion of the Appropriation to the Grantee for the completion of the Grant Project pursuant to the Business Item referenced on Page 1.
5. The Grantee represents that it is duly qualified and agrees to perform all services described in this Agreement to the satisfaction of the Council during the Grant Project Activity Period.

NOW THEREFORE, in reliance on the above statements and in consideration of the mutual promises and covenants contained in this Agreement, the Grantee and the Council agree as follows:

1. Definition of Terms.

The terms defined in this section have the meanings given them in this section unless otherwise provided or indicated by the context.

- A. **Approved Long-Range Plan.** “Approved Long-Range Plan” means the long-range plan for the Park required and approved by the Council.
- B. **Council Action.** “Council Action” means the action or decision of the governing body of the Metropolitan Council, on the meeting date identified at Page 1 of this Agreement, by which the Grantee was awarded State General Funds.
- C. **Effective Date.** “Effective Date” means the date this Agreement is fully executed by both parties. Pursuant to Minn. Stat. §16B98, Subd. 7, no payments can be made to the Grantee until this Agreement is fully executed.
- D. **Eligible Costs.** “Eligible Costs” means and is limited to the Use of Funds described in Attachment A.
- E. **Grant Project Activity Period.** “Grant Project Activity Period” is identified on Page 1 of this Agreement.
- F. **Grant Project Summary.** “Grant Project Summary” identifies the Grant Project activities and is attached hereto as **Attachment A**.
- G. **Measurable Outcomes.** “Measurable Outcomes” means outcomes, indicators, or other performance measures that may be quantified or otherwise measured to measure the effectiveness of a project or program in meeting its intended goal or purpose.
- H. **Park.** “Park” means the regional park, park reserve, trail corridor, or special recreation feature in which the Project is to be performed.
- I. **Policy Plan.** “Policy Plan” means the Council’s 2040 Regional Parks Policy Plan, including the capital improvement program for recreation open space, required by Minnesota Statutes section 473.147.
- J. **Reimbursement.** “Reimbursement” means the Grantee will expend its own funds and provide to the Council acceptable documentation that the expenditure has been made before seeking payment under this agreement for the expenditure.
- K. **Site Monitoring.** “Site Monitoring” means the Council’s review of the Grant Project and records pursuant to Minn. Stat. § 16B.98.
- L. **Small Disadvantaged Businesses.** “Small Disadvantaged Businesses” means small Minnesota-based businesses that are certified as Disadvantaged Business Enterprises (DBEs), Targeted Group Businesses (TGBs), and/or Veteran-Owned Businesses.

2. Survival of Terms.

TREE PLANTING GRANT PROGRAM

The following clauses survive the expiration or cancellation of this grant contract agreement: 11. Liability; 12. Audits; 13. Government Data Practices; 15. Governing Law, Jurisdiction, and Venue; 18.2 Publicity; and 18.3 Endorsement.

3. **Grantee's Duties or Grant Project.**

The Grantee will perform the Grant Project listed on Page 1 during the Grant Project Activity Period identified on Page 1.

4. **Time.**

The Grantee must comply with all the time requirements described in this Agreement. In the performance of this Agreement, time is of the essence.

5. **Eligible Costs.**

5.1 Eligible Costs. Eligible costs are those costs *directly* incurred by the Grantee for Grant Project activities and budget outlined in **Attachment A** taking place during the Grant Project Activity Period that are *solely related* to and necessary for the completion of the Grant Project. This Agreement must be implemented according to Minn. Stat. § 16B.98 and must account for all expenditures.

5.2 Ineligible Costs. The Grantee shall not be reimbursed for in-eligible costs. Any cost not defined as an eligible cost or not included in the Grant Project or approved in writing by the Council is a non-eligible cost. Grant funds may not be used for costs of Project activities that occurred prior to the start of the grant project activity period.

6. **Grant Amount, Payment, and Use.**

6.1 Grant Amount. The Council will reimburse the Grantee for eligible costs during the Grant Project Activity Period up to the Grant Amount identified on Page 1. This amount is granted for the purpose of performing the Grant Project. In no event will the Council's obligation under this agreement exceed the total grant amount. The Council shall bear no responsibility for any cost overruns that may be incurred by the Grantee in the performance of the Grant Project. Notwithstanding anything to the contrary in this agreement, the payment of State General Fund grant proceeds shall be made by the Council within the time frames specified in this agreement only if the Council has adequate State General Funds on hand at the time that payment is due.

6.2 Reimbursement Requests and Documentation. The Council will disburse grant funds in response to a written or electronic payment request submitted by the Grantee to the Council and reviewed and approved by the Council's Authorized Representative. Payment requests shall be made using payment request forms, the form and content of which will be determined by the Council. Payment requests and other reporting forms will be provided to the Grantee by the Council. The Council will disburse grant funds on a reimbursement or a "cost incurred" basis. Payment requests must include the specific Grant Project activities conducted or completed during the authorized time-period.

TREE PLANTING GRANT PROGRAM

Payment requests must include documentation supporting expenses including consultant/contractor invoices showing the time-period covered by the invoice; proof or verification of payment of the invoice, and other supporting documents as the Council deems appropriate.

6.3 Conditions of Payment. All services provided by the Grantee under this Agreement must be performed to the Council's satisfaction, as determined at the sole discretion of the Council's Authorized Representative and in accordance with all applicable federal, Council, and local laws, ordinances, rules, and regulations. The Council will hold the final Grant payment until it receives the completed final project report as referenced in Section 8.2.

6.4 Repayment of Unauthorized Use of Grant Funds. Upon a finding by the Council or the state that Grantee has made an unauthorized or undocumented use of grant funds, and upon a demand for repayment issued by the Council, the Grantee agrees to promptly repay such amounts to the Council. Additionally, if the Grantee is in breach of the requirements of this Agreement, including Minn. Stat. § 16B.98 and MMB's Guidance, the Council may, in its sole discretion, withhold future grants to the Grantee until the breach is cured.

6.5 Contracting and Bidding Requirements. Grantee is expected to follow the contracting and bidding requirements of Minn. Stat. §471.345 and §§177.41 through 177.44 (prevailing wage), if applicable. Grantee may not contract with vendors that are either suspended or debarred in Minnesota:
<https://mn.gov/admin/osp/government/suspended-debarred/index2.jsp>

6.6 Disability Access. Pursuant to the Appropriation, the Grantee should, as part of the Grant Project, in consultation with the Council on Disability and other appropriate governor-appointed disability councils, boards and committees, make progress toward providing greater access to programs, print publications and digital media for people with disabilities.

6.7 Regional Use. The Grantee agrees to develop, operate, and maintain the Park in a manner consistent with the Policy Plan and the park unit's Approved Long-Range Plan, including allowing use of the Park by all persons in the region. The Grantee further agrees that it will not adopt any rules or restrictions hindering or affecting regional use of the Park including, but not limited to, imposing higher fees for non-residents without the express written consent of the Council, either during the Grant Project Activity Period or for a period of twenty (20) years following.

7. Accounting, Record-keeping, and Site Monitoring.

7.1 Accounting and Record-Keeping. The Grantee agrees to establish and maintain a separate account for the Grant Project and to maintain accurate and complete books, records, documents, and other evidence pertaining to the costs and expenses of implementing this Agreement to the extent and in such detail that will accurately reflect

TREE PLANTING GRANT PROGRAM

the total cost of the Grant Project. The Grantee shall use generally accepted accounting principles. Pursuant to Minn. Stat. § 16B.98, all records shall be retained for at least six (6) years after the issuance of the final certificate of acceptance by the Council, or such shorter period as may be specified in writing by the Council at the expiration of the Grant Project Activity Period.

7.2 Site Monitoring. Pursuant to Minn. Stat. § 16B.98, subd. 6, the Council shall monitor Grant Project activities and records.

8. Reporting and Grant Closeout.

8.1 Semi-Annual Reporting during the Grant Project Activity Period. Grantee must submit cash flow and semi-annual progress reports to the Council by July 31 and January 31 of each year while the grant agreement is active. In the cash flow report, the Grantee shall describe the current project spending and projected spending for the periods defined in the report template. The progress report shall include the construction, programming and/or consulting activities taken during the reporting period. The Grantee shall provide sufficient documentation for information the Council reasonably requests.

8.2 Final Report and Closeout. Prior to the final reimbursement, the Grantee shall submit to the Council a final project report that provides the completed project results as detailed in the initial measurable outcomes. The Grantee must submit the closeout requirements in a format determined by the Council providing the total Grant Project receipts and expenditures, summarizing all Grant Project activities, and containing a certification by the Grantee's authorized financial representative (e.g.: CFO, Financial Director) that all grant funds were expended in accordance with this Agreement.

9. Changes in Grant Project and Amendments.

9.1 Changes in Grant Project. Projects funded by the Appropriation must be substantially consistent in both scope and budget with the approved project description. Changes to the Grant Project in either scope or budget shall require an amendment. Failure to inform the Council of any significant changes to the Grant Project or significant changes to grant-funded components of the Grant Project and any use of grant funds for ineligible or unauthorized purposes, will jeopardize the Grantee's eligibility for future funding.

9.2 Amendments. The terms of this Agreement may be changed by mutual agreement of the parties if the changes are consistent in both scope and budget with the approved project description. Changes shall be effective only upon execution of written amendment(s) signed by authorized representatives of the Council and the Grantee. Grant funds for the changed Project will not be disbursed prior to execution of an amendment. If the Grantee needs additional time within which to complete the Grant Project, the Grantee must submit to the Council a written extension request AT LEAST NINETY (90) CALENDAR DAYS PRIOR TO THE EXPIRATION DATE. The combined Grant Agreement with amendments must not exceed five years.

TREE PLANTING GRANT PROGRAM

10. Assignment, Waiver, and Agreement Complete.

10.1 Assignment. The Grantee may neither assign nor transfer any rights or obligations under this Agreement without the prior consent of the Council and a fully executed Assignment Agreement.

10.2 Waiver. If the Council fails to enforce any provision of this Agreement, that failure does not waive the provision or its right to enforce it.

10.3 Agreement Complete. This Agreement contains all negotiations and agreements between the Council and the Grantee. No other understanding regarding this Agreement, whether written or oral, may be used to bind either party.

11. Liability.

The Grantee must indemnify, save, and hold the Council, its agents, and employees harmless from any claims or causes of action, including attorney's fees incurred by the Council, arising from the performance of this Agreement by the Grantee or the Grantee's agents or employees. This clause will not be construed to bar any legal remedies the Grantee may have for the Council's failure to fulfill its obligations under this Agreement.

12. Audits.

Under Minn. Stat. § 16C.05, subd. 5, the Grantee's books, records, documents, and accounting procedures and practices relevant to this Agreement are subject to examination by the Council and/or the State Auditor or Legislative Auditor, as appropriate, for a minimum of six (6) years from the end of this Agreement.

13. Government Data Practices.

The Grantee and Council must comply with the Minnesota Government Data Practices Act, Minn. Stat. chapter 13, as it applies to all data provided by the Council under this Agreement, and as it applies to all data created, collected, received, stored, used, maintained, or disseminated by the Grantee under this Agreement. The civil remedies of Minn. Stat. § 13.08 apply to the release of the data referred to in this clause by either the Grantee or the Council. If the Grantee receives a request to release the data referred to in this Clause, the Grantee must immediately notify the Council.

14. Workers Compensation.

The Grantee certifies that it is in compliance with [Minn. Stat. §176.181](#), Subd. 2, pertaining to workers' compensation insurance coverage. The Grantee's employees and agents will not be considered Council employees. Any claims that may arise under the Minnesota Workers' Compensation Act on behalf of these employees and any claims made by any third party as a consequence of any act or omission on the part of these employees are in no way the Council's obligation or responsibility.

TREE PLANTING GRANT PROGRAM

15. Governing Law, Jurisdiction, and Venue.

Minnesota law, without regard to its choice-of-law provisions, governs this Agreement. Venue for all legal proceedings out of this Agreement, or its breach, must be in the appropriate state or federal court with competent jurisdiction in Ramsey County, Minnesota.

16. Termination.

The Council may cancel this Agreement at any time, with or without cause, upon 30 days' written notice to the Grantee. Upon termination, the Grantee will be entitled to payment, determined on a pro rata basis, for services satisfactorily performed.

17. Use of Small Disadvantaged Businesses.

The Council maintains a list of Small Disadvantaged Businesses that the Grantee and its contractors are encouraged to use. This list and technical assistance are available through the Council's Office of Equal Opportunity at <http://mcub.metc.state.mn.us>. The Grantee and its contractors are also encouraged to use Small Disadvantaged Businesses that are certified through other government programs. The Council expects the Grantee and Grantee's contractors to make reasonable efforts to solicit and include Small Disadvantaged Businesses in economic activities that arise from the Grantee's use of grant funds.

18. Miscellaneous.

18.1 Minnesota Conservation Corps. The Grantee shall give consideration to contracting with the Minnesota Conservation Corps for contract restoration, maintenance, and other activities.

18.2 Publicity. Any publicity regarding the Grant must identify the Council as the sponsoring agency and must not be released without prior written approval from the Council's Authorized Representative. For the purposes of this provision, publicity includes notices, informational pamphlets, press releases, research, reports, signs, and similar public notices prepared by or for the Grantee individually or jointly with others, or any subcontractors, with respect to the program, publications, or services provided resulting from this grant contract. All projects primarily funded by state grant appropriations must publicly credit the State of Minnesota, including on the grantee's website when practicable.

18.3 Endorsement. The Grantee must not claim that the Council endorses its products or services.

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TREE PLANTING GRANT PROGRAM

IN WITNESS WHEREOF, the parties have caused this agreement to be executed by their duly authorized representatives on or as of the Effective Date.

DAKOTA COUNTY

METROPOLITAN COUNCIL

By: _____
Georg T. Fischer
Its: Physical Development Division Director
Date: _____

By: _____
LisaBeth Barajas, Executive Director
Its: Community Development Division
Date: _____

Approved as to form

By: _____
Its: Assistant County Attorney
Date: _____

TREE PLANTING GRANT PROGRAM

ATTACHMENT A

Regional Parks Grant Project Summary

Grant #	SG-25P7-04-01
Funding Type:	State General Fund
Grantee:	Dakota County
Project Name:	Tree Planting Grant
Regional Park or Trail:	Jurisdiction-wide
City:	Numerous
County:	Dakota

Project Detail and Measurable Outcomes

Project Description	Reimbursement for costs associated with the planting of trees with more diverse, climate-adapted species in the regional park and trail system within the grantees jurisdiction.
Detailed Measurable Outcomes	Report on number, location, and species of trees planted.
Project Budget	Total - \$140,153.00



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3882

Agenda #: 4.8

Meeting Date: 11/19/2024

DEPARTMENT: Environmental Resources

FILE TYPE: Consent Action

TITLE

Authorization To Submit Solid Waste Infrastructure For Recycling Grant Application And Execute Grant Agreement For Proposed Recycling Zone Plus

PURPOSE/ACTION REQUESTED

Authorize the submission of a Solid Waste Infrastructure for Recycling (SWIFR) grant application for an amount of up to \$5,000,000 to the United States Environmental Protection Agency (EPA) to fund a portion of the proposed Dakota and Scott counties regional household hazardous waste and recycling facility called the Recycling Zone Plus. If awarded, authorize the Environmental Resources Department Director to execute the grant agreement.

SUMMARY

The SWIFR grant is available through the Infrastructure Investment and Jobs Act, also known as the Bipartisan Infrastructure Law. The SWIFR program provides funding to improve local post-consumer materials management programs, including municipal recycling, and make improvements to local waste management systems.

Counties may apply for activities to manage municipal solid waste including recyclable materials and through source reduction, reuse, recycling composting, industrial uses and feeding animals.

Dakota and Scott counties each operate a household hazardous waste and recycling facility to keep those materials out of landfills and the environment. However, both counties' existing facilities are either over capacity or not designed to handle the expected population growth. A new regional facility - called the Recycling Zone Plus - will increase participation by offering another convenient location to properly manage waste and recyclables and provide a convenient drop-off location for these materials from residents and businesses.

Currently, Dakota County has requested \$8,000,000 of funding from the Minnesota Pollution Control Agency's Capital Assistance Program for the estimated \$24,000,000 project cost for the Recycling Zone Plus. Staff is proposing to request SWIFR funding for the recycling operations portion of the Recycling Zone Plus. The project will meet the following grant funding requirements:

- Establish, increase, expand, or optimize collection and improve materials management infrastructure.
- Establish, increase, expand, or optimize capacity for materials management.
- Demonstrate a significant and measurable increase in the diversion, recycling rate, and quality of materials collected for municipal solid waste.

The proposed Recycling Zone Plus aligns with the Dakota County 2018 - 2038 Solid Waste Management Plan strategies to ensure hazardous materials are properly managed:

- 12.1 to increase opportunities for proper management of problem materials, hazardous waste, and household hazardous waste,
- 12.3 to provide drop-off opportunities for problem material and hazardous waste management, and
- 12.4 to provide consistent and cost-effective household hazardous waste, hazardous waste, and problem management services.

If awarded, the grant will reduce both Dakota and Scott counties' financial contribution to the cost of the proposed Recycling Zone Plus. For Dakota County, this will reduce reliance on County Environmental Legacy Funds. A funding match is not required.

The application deadline is December 20, 2024. Grant awards are expected in winter of 2025.

RECOMMENDATION

Staff recommends the County Board authorize staff to submit a SWIFR grant application for an amount up to \$5,000,000 to the EPA to fund a portion of the proposed regional household hazardous waste and recycling facility - called the Recycling Zone Plus - and authorize the Environmental Resources Department Director to execute agreements with the EPA if awarded.

EXPLANATION OF FISCAL/FTE IMPACTS

If the County is awarded the grant, the funding will be included in the Facilities Capital Improvement Program budget and amended accordingly.

- None Current budget Other
 Amendment Requested New FTE(s) requested

RESOLUTION

WHEREAS, the United States Environmental Protection Agency (EPA) has the Solid Waste Infrastructure for Recycling (SWIFR) grant available through the Infrastructure Investment and Jobs Act, also known as the Bipartisan Infrastructure Law, to provide funding to improve local post-consumer materials management programs including municipal recycling and make improvements to local waste management systems; and

WHEREAS, staff proposes to apply for the SWIFR grant and use the funds for a portion of the proposed Dakota and Scott counties regional household hazardous waste and recycling facility, called the Recycling Zone Plus; and

WHEREAS, the grant would meet the following funding requirements: establish, increase, expand, or optimize collection and improve materials management infrastructure, establish, increase, expand, or optimize capacity for materials management, and demonstrate a significant and measurable increase in the diversion, recycling rate, and quality of materials collected for municipal solid waste; and

WHEREAS, this grant request helps meet the Dakota County 2018 - 2038 Solid Waste Management

Plan strategy 12.1 to increase opportunities for proper management of problem materials, hazardous waste, and household hazardous waste, strategy 12.3 to provide drop-off opportunities for problem materials and hazardous waste management, and strategy 12.4 to provide consistent and cost-effective household hazardous waste, hazardous waste, and problem management services; and

WHEREAS, the grant application deadline is December 20, 2024.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes staff to submit a Solid Waste Infrastructure for Recycling grant application to the United States Environmental Protection Agency to fund a portion of the Recycling Zone Plus for an amount up to \$5,000,000; and

BE IT FURTHER RESOLVED, That, if the grant is awarded, the Dakota County Board of Commissioners hereby authorizes the Environmental Resources Department Director to execute a Solid Waste Infrastructure for Recycling grant agreement with the United States Environmental Protection Agency, subject to approval by the County Attorney's Office as to form and the funding will be included in the 2025 Facilities Capital Improvement Program budget.

PREVIOUS BOARD ACTION

None.

ATTACHMENTS

None.

BOARD GOALS

- | | |
|---|--|
| <input type="checkbox"/> A Great Place to Live | <input checked="" type="checkbox"/> A Healthy Environment |
| <input type="checkbox"/> A Successful Place for Business and Jobs | <input checked="" type="checkbox"/> Excellence in Public Service |

CONTACT

Department Head: Nikki Stewart
Author: Nikki Stewart



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3903

Agenda #: 4.9

Meeting Date: 11/19/2024

DEPARTMENT: Physical Development Administration

FILE TYPE: Consent Action

TITLE

Approval Of 2025 Planning Commission Work Plan

PURPOSE/ACTION REQUESTED

Approve the 2025 Planning Commission Work Plan.

SUMMARY

Dakota County Ordinance No. 118 establishes the powers and duties of the Planning Commission to make recommendations on plans, policies, and programs as directed by the County board. County Policy No. 1015 provides direction regarding citizen advisory committees and states that the Planning Commission is required to consult annually with the County Board to seek concurrence regarding the topics they will study or on which they will advise the County Board. The County Board has identified the following topics for 2025 (Attachment: Draft 2025 Planning Commission Work Plan):

Plans and studies in progress in 2024

- 2050 Parks, Greenways, and Natural Lands Vision
- Mississippi River Greenway Long-Range Plan
- Mississippi River Greenway Natural Resource Management Plan
- Historic Sites Loop Plan (for South St. Paul, West St. Paul, and Inver Grove Heights)

New plans and studies for 2025

- Parks Natural Resource Management Plan Update
- Parks Visitor Services Plan Update
- Spring Lake Park Reserve Cultural Landscape Management Plan
- Park Trails Americans with Disabilities Act (ADA) Transition Plan
- Veterans Memorial Greenway Natural Resource Management Plan
- Minnesota River Greenway Natural Resource Management Plan
- Vermillion River Greenway Interpretive Plan
- Greenway Guidebook Update
- Parks Public Art Overlay Plan

RECOMMENDATION

Approve the 2025 Planning Commission Work Plan.

EXPLANATION OF FISCAL/FTE IMPACTS

None.

- None Current budget Other
 Amendment Requested New FTE(s) requested

RESOLUTION

WHEREAS, Dakota County Ordinance No. 118 establishes the powers and duties of the Planning Commission to make recommendations on plans, policies, and programs, as directed by the County Board; and

WHEREAS, County Policy No. 1015 provides direction regarding citizen advisory committees and states that the Planning Commission is required to consult annually with the County Board to seek concurrence regarding the topics they will study or on which they will advise the County Board; and

WHEREAS, the County Board has identified topics for 2025, including the preparation of plans for natural resources, parks, greenways, and transportation; and

WHEREAS, the Planning Commission’s 2025 Work Plan is consistent with County Board projects.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby approves the Planning Commission’s 2025 Work Plan as presented to the Physical Development Committee of the Whole on November 19, 2024.

PREVIOUS BOARD ACTION

None.

ATTACHMENTS

Attachment: Draft 2025 Planning Commission Work Plan

BOARD GOALS

- A Great Place to Live A Healthy Environment
 A Successful Place for Business and Jobs Excellence in Public Service

CONTACT

Department Head: Erin Stwora
Author: Kurt Chatfield

Draft Planning Commission 2025 Work Plan

Board Goal	Committee's Goal for 2025	Project/Activity	Outcome Measure	Timeline
A Healthy Environment with Quality Natural Areas	2050 Parks, Greenways, and Natural Systems Vision	Review draft plan	Recommendation to PDC	Q1
	Mississippi River Greenway Long Range Plan	Update plan in coordination with "Mississippi River Interpretive Plan" and "Connecting People to the River Plan"	Recommendation to PDC	Q1-Q3
	Mississippi River Greenway Natural Resources Management Plan	Prepare assessment and plan to restore and manage natural resources	Recommendation to PDC	Q1-Q3
	Historic Sites Loop Plan (for South St. Paul, West St. Paul, and Inver Grove Heights)	Review interpretive stories and plan	Recommendation to PDC	Q1-Q2
	Park Natural Resource System Plan Update	Monitor progress on natural resource restoration and modify as needed	Recommendation to PDC	Q1-Q4
	Park Visitor Services Plan Update	Monitor progress on visitor services programs and modify as needed	Recommendation to PDC	Q1-Q4
	Spring Lake Park Reserve Cultural Landscape Management Plan	Review plan to protect and manage cultural resources	Recommendation to PDC	Q3-Q4
	Park Trails Americans with Disabilities Act (ADA) Transition Plan	Assessment of existing accessible trails and plan to provide sufficient accessible trails system-wide	Recommendation to PDC	Q3-Q4*
	Veterans Memorial Greenway Natural Resources Management Plan	Prepare assessment and plan to restore and manage natural resources	Recommendation to PDC	Q3-Q4*
	Minnesota River Greenway Natural Resources Management Plan	Prepare assessment and plan to restore and manage natural resources	Recommendation to PDC	Q3-Q4*
	Vermillion River Greenway Interpretive Plan (Hastings)	Review interpretive stories and plan	Recommendation to PDC	Q3-Q4*
	Greenway Guidebook Update	Review and propose updates to greenway policies and guidebook	Recommendation to PDC	Q3-Q4*
	Parks Public Art Overlay Plan	Review public art precedent study, and role/opportunities for art installations in parks and greenways	Coordinate with DC Public Art advisory committee and make recommendation to PDC	Q1-Q4

* Indicates that project will extend into 2026 work plan.



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3883

Agenda #: 5.1

Meeting Date: 11/19/2024

DEPARTMENT: Transportation

FILE TYPE: Regular Information

TITLE

Update On Design Alternatives For Interchange Improvements At County State Aid Highway 50/5 And Interstate 35 In City Of Lakeville, County Project 50-33

PURPOSE/ACTION REQUESTED

Receive an update and information on design alternatives to improve the County State Aid Highway (CSAH) 50/5 interchange with Interstate 35 (I-35) in the City of Lakeville.

SUMMARY

To provide a safe and efficient transportation system, staff proceeded with work on County Project 50-33 under Contract No. DCA21560, authorized by Resolution No. 24-204 (April 23, 2024), which also confirmed the use of State of Minnesota grant funds to reimburse contract costs. The project is consistent with the adopted Capital Improvement Program and project development needs at the junction of I-35 and CSAH 50/5 in Lakeville. County Project 50-33 will address roadway safety and mobility needs at the major junction, including replacement of County and City roadway infrastructure and bridges. Limited reconstruction along I-35 will also be included.

Dakota County's team proceeded with the project's preliminary design work in partnership with the City of Lakeville and the Minnesota Department of Transportation (MnDOT). The interchange project is now planned for 2028-2029 construction, with current project management goals addressing the need to submit a recommended geometric layout to MnDOT for review by February 1, 2025, as encouraged by Minn. Stat § 161.178 Transportation Greenhouse Gas Emissions Impact Assessment.

County staff and the consultant have now completed studies of current and future safety and traffic problems; identified, refined, and evaluated many design alternatives; and developed preliminary recommendations. On September 9, 2024, the County held a public open-house meeting, with 120 attending. Public outreach also includes contact with owners and tenants adjacent to the interchange project area. The second public open-house meeting will be scheduled in the first quarter of 2025.

The County's contract work has confirmed the need for a project based on traffic and safety measures approaching or exceeding thresholds of concern and the need to soon replace the I-35 bridges over the County roadway. The project partners have developed and reviewed numerous alternatives for an improved interchange. The objectives and criteria included safe and efficient traffic service to at least 2050, accommodations for pedestrians and bicyclists, local roadway connections, and the scale/cost of the alternatives and impacts. Based on detailed review of five design concepts, staff has narrowed the choice down to two design alternatives. The recommended interchange

design will be confirmed for feasibility and refined for submittal to MnDOT by February 1, 2025. The design will also be subject to further technical review, public input, formal approvals, and funding-program work.

RECOMMENDATION

Information only; no action requested.

EXPLANATION OF FISCAL/FTE IMPACTS

The 2024 Transportation Capital Improvement Program Adopted Budget included an approved budget in the amount of \$6,240,000. State of Minnesota Local Road Improvement Program (LRIP) Grant funds were awarded to Dakota County in a 2021 state appropriation, and \$1,466,232 from the LRIP Grant was applied to the current consultant contract under a reimbursable program (Dakota County Contract No. DCA21726 with MnDOT). A federal earmark of \$5.04M was also awarded to County Project 50-33 in 2023 and must be matched with 20 percent local funds and obligated by September 30, 2026. Additional funding sources will be pursued to address costs through construction planned for 2028-2029. Preliminary construction estimates in 2024 range from approximately \$40 million to \$52 million, not including right-of-way costs.

- None
- Current budget
- Other
- Amendment Requested
- New FTE(s) requested

RESOLUTION

Information only; no action requested.

PREVIOUS BOARD ACTION

24-204; 4/23/24

ATTACHMENTS

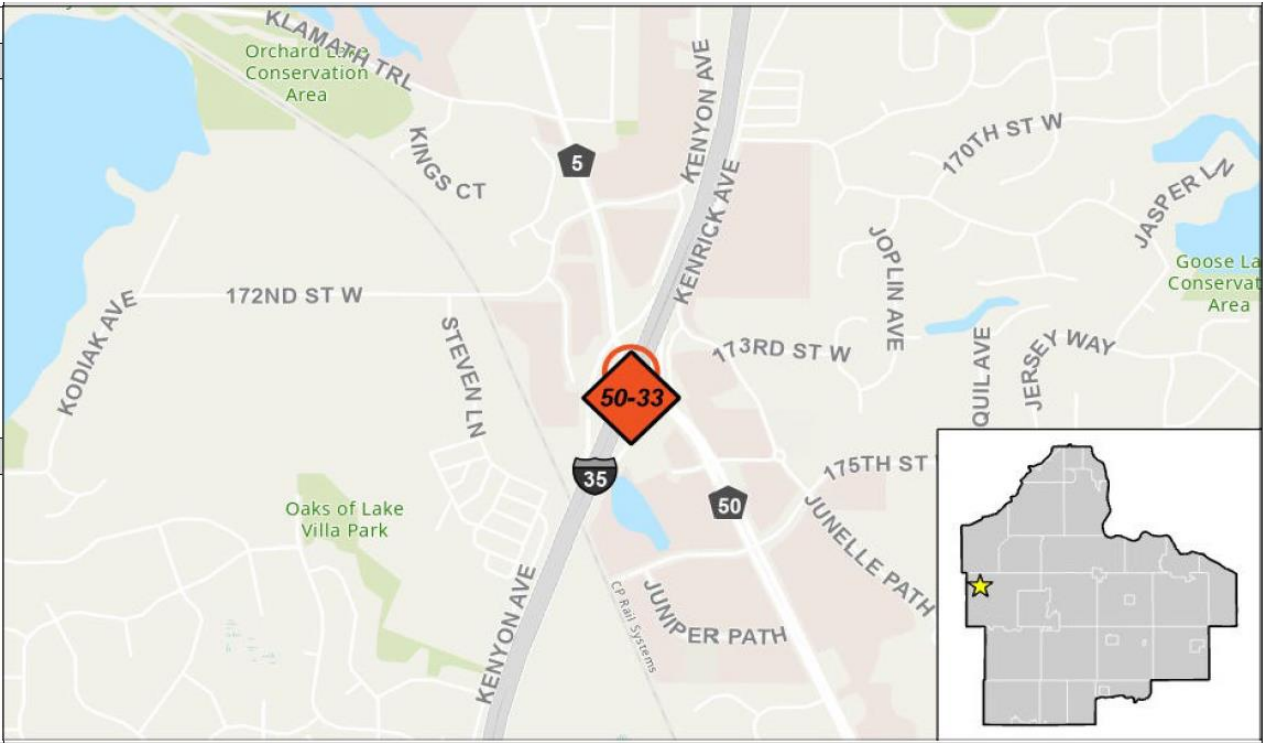
Attachment: Project Location Map

BOARD GOALS

- A Great Place to Live
- A Healthy Environment
- A Successful Place for Business and Jobs
- Excellence in Public Service

CONTACT

Department Head: Erin Laberee
Author: Doug Abere



County Project 50-33
CSAH 50 and I-35 Interchange Improvement
in Lakeville



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3447

Agenda #: 5.2

Meeting Date: 11/19/2024

DEPARTMENT: Parks, Facilities, and Fleet Management

FILE TYPE: Regular Action

TITLE

Approval Of Conceptual Phasing And To Amend Professional Services Contract With ALLiiANCE For Empire Maintenance Facility Redevelopment

PURPOSE/ACTION REQUESTED

Review and approve the conceptual phasing and amend the professional services contract with ALLiiANCE for the Empire Maintenance Facility Redevelopment as presented.

SUMMARY

Phase One improvements and enhancements were completed at the Empire Maintenance Facility in 2020. This included building additions to the West Building, internal changes to the East Building, and the creation of a new South Building. Those improvements increased the capacities of the Transportation, Fleet, Facilities Management, and Sheriff's departments' use of the Empire Maintenance Facility. However, because of budget constraints, only half of the South Building was constructed. An addition to the South Building was included in the 2024-2028 Building Capital Improvement Program (CIP) Adopted Budget and funded in 2024.

Separately, in 2023, schematic-level designs were completed for new maintenance facilities in Lebanon Hills Regional Park and Hampton. During review, the Board decided to proceed with the project at Lebanon Hills; it is currently under construction. However, the Hampton facility did not proceed. Capital Projects Management pledged to the Board that it would return to present an alternate to the Hampton facility, which would meet its objectives of closing the existing Hastings and Farmington Shops through a phased approach.

Additionally, the Transportation Department has found that co-locating all department staff in one location might be more efficient than having them remain split between the Empire Maintenance Facility, the Hastings and Farmington Shops, and the Western Service Center.

This project is trying to complete three goals: expand the South Building as previously planned and currently funded, incorporate that construction into a phased approach for maintenance facilities that were to be at Hampton, and explore co-locating all Transportation Department staff at the Empire Maintenance Facility.

Earlier this year, staff contracted with ALLiiANCE through a competitive Request for Proposals process to provide early phase design services for this project. This selection was approved by the Dakota County Board of Commissioners by Resolution No. 24-147 (March 26, 2024). A professional services contract was executed to include confirmation of the programmatic needs and development

of concept options.

Alliance worked with a Core Planning Group comprised of staff from the Transportation, Fleet, Facilities Management, Sheriff's, and IT departments to identify and confirm the programmatic equipment and staff needs for each department. Immediate, short-term, and long-term needs were analyzed and projected out 20 years. These design efforts created three conceptual phases of construction, driven mainly by equipment storage needs, described here and as shown in the Conceptual Phases Attachment:

- Phase One: Complete the South Building and close the Hastings Shop. This completes the building as originally intended in 2020 while factoring in the closing of the Hastings Shop and consolidation of all equipment, materials, and staff at the Empire Maintenance Facility.
- Phase Two: Construct a pre-engineered "cold storage" building and close the Farmington Shop. Constructing a new storage building will free up space in other existing tempered buildings while accommodating the closing of the Farmington Shop and consolidation of all equipment and staff at the Empire Maintenance Facility.
- Phase Three: Construct a dedicated building for all Sheriff's equipment and staff spaces. This would allow for the growth and centralization of Sheriff's equipment, which is currently spread across the county, while freeing up space in the East Building for other department needs into the future.

The design efforts also generated two different approaches to co-locating all Transportation Department staff to the West Building at the Empire Maintenance Facility:

- Approach A: Construct a 4,700-sf building addition onto the west side of the existing office area. This will meet staff workspace needs through a hybrid or space-sharing strategy with the least disruption to the existing building configuration. This approach will minimally impact the site and surrounding parking.
- Approach B: Expand the office area into the existing shop, storage, and vehicle spaces. This will meet staff workspace needs through a hybrid or space-sharing strategy while maintaining the current exterior footprint of the building, site, and parking. This method will require reallocation of approximately 3,600 sf of equipment storage space displaced from the West Building into the South Building.

The above equipment storage phases should be taken in numerical order to best meet identified department needs. However, the selected Transportation Department staff approach can be combined with any of the construction phases or executed independently on its own. There will be efficiencies in combining these separately priced pieces of work into one larger project.

Any and all pieces of work or combinations thereof will require additional design efforts to confirm a project scope, schedule and budget. ALLiANCE has provided a fee proposal to provide full schematic design services for the recommended approach and to increase fees by \$390,000; for a new not to exceed contract value of \$529,050. There are sufficient funds within the project budget to cover this contract increase.

After direction is provided, staff will continue with design work and will return to the Board in 2025 for review and approval of the one unified project and its associated budget needs. Depending on the

extent to which the project supports Transportation Department needs, dedicated non-levy funding may be available for most of the work.

RECOMMENDATION

Staff recommends moving ahead with design for equipment storage Phase One and Two plus Transportation Department staff Approach A. These are all related and could benefit from being combined into one project. Staff also recommends amending the professional services contract with ALLiiANCE to include full schematic design services for the recommended approach.

EXPLANATION OF FISCAL/FTE IMPACTS

Funding approved in the 2024-2028 Building CIP Adopted Budget is adequate to support additional design efforts of the selected project scope.

- None
- Current budget
- Other
- Amendment Requested
- New FTE(s) requested

RESOLUTION

WHEREAS, Phase One improvements were completed at the Empire Maintenance Facility in 2020, including only half of the proposed South Building; and

WHEREAS, an addition to the South Building was included in the 2024-2028 Building Capital Improvement Program Adopted Budget and funded in 2024; and

WHEREAS, a previously proposed project to develop a new maintenance facility in Hampton was not approved to proceed; and

WHEREAS, Capital Projects Management pledged to the Board to develop and present an alternate to the Hampton facility that would meet its objectives of closing the existing Hastings and Farmington Shops through a phased approach; and

WHEREAS, the Transportation Department requested to co-locate all department staff to the Empire Maintenance Facility to improve efficiency; and

WHEREAS, this project scope is trying to complete three goals: expand the South Building as previously planned and currently funded, incorporate that construction into a phased approach for maintenance facilities that were to be at Hampton, and explore co-locating all Transportation Department staff at the Empire Maintenance Facility; and

WHEREAS, ALLiiANCE was selected as the consultant firm to provide early phase design services for this project by Resolution No. 24-147 (March 26, 2024); and

WHEREAS, ALLiiANCE worked with a Core Planning Group to confirm the programmatic needs and develop conceptual phases of construction; and

WHEREAS, three conceptual phases were developed to meet short- and long-term equipment storage and staff needs for the Transportation, Fleet, Facilities Management, and Sheriff's departments at the Empire Maintenance Facility; and

WHEREAS, two additional approaches were developed to meet Transportation Department staff needs to co-locate at the Empire Maintenance Facility; and

WHEREAS, staff recommends moving ahead with design for equipment storage Phase One and Two plus Transportation Department staff Approach A; and

WHEREAS, additional design efforts to confirm a project scope, schedule and budget are necessary; and

WHEREAS, ALLiiANCE has provided a fee proposal to provide full schematic design services for the recommended approach and to increase fees by \$390,000; for a new not to exceed contract value of \$529,050; and

WHEREAS, there are sufficient funds within the project budget to cover this contract increase.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby approves proceeding with the recommended conceptual designs as presented and authorizes the Facilities Management Director to execute a contract amendment to the professional services contract with ALLiiANCE, 400 Clifton Avenue S., Minneapolis, MN 55403 to increase professional design fees for the Empire Maintenance Facility Redevelopment, in an amount not to exceed \$390,000, subject to approval by the County Attorney's Office as to form.

PREVIOUS BOARD ACTION

24-147; 03/26/24

ATTACHMENTS

Attachment: Conceptual Phases

BOARD GOALS

- | | |
|---|--|
| <input type="checkbox"/> A Great Place to Live | <input type="checkbox"/> A Healthy Environment |
| <input type="checkbox"/> A Successful Place for Business and Jobs | <input checked="" type="checkbox"/> Excellence in Public Service |

CONTACT

Department Head: Mike Lexvold

Author: Jay Biedny



Empire Maintenance Facility Redevelopment

November 19, 2024 Physical Development Committee of the Whole

RBA: Approval of the conceptual phasing for the Empire Maintenance Facility Redevelopment

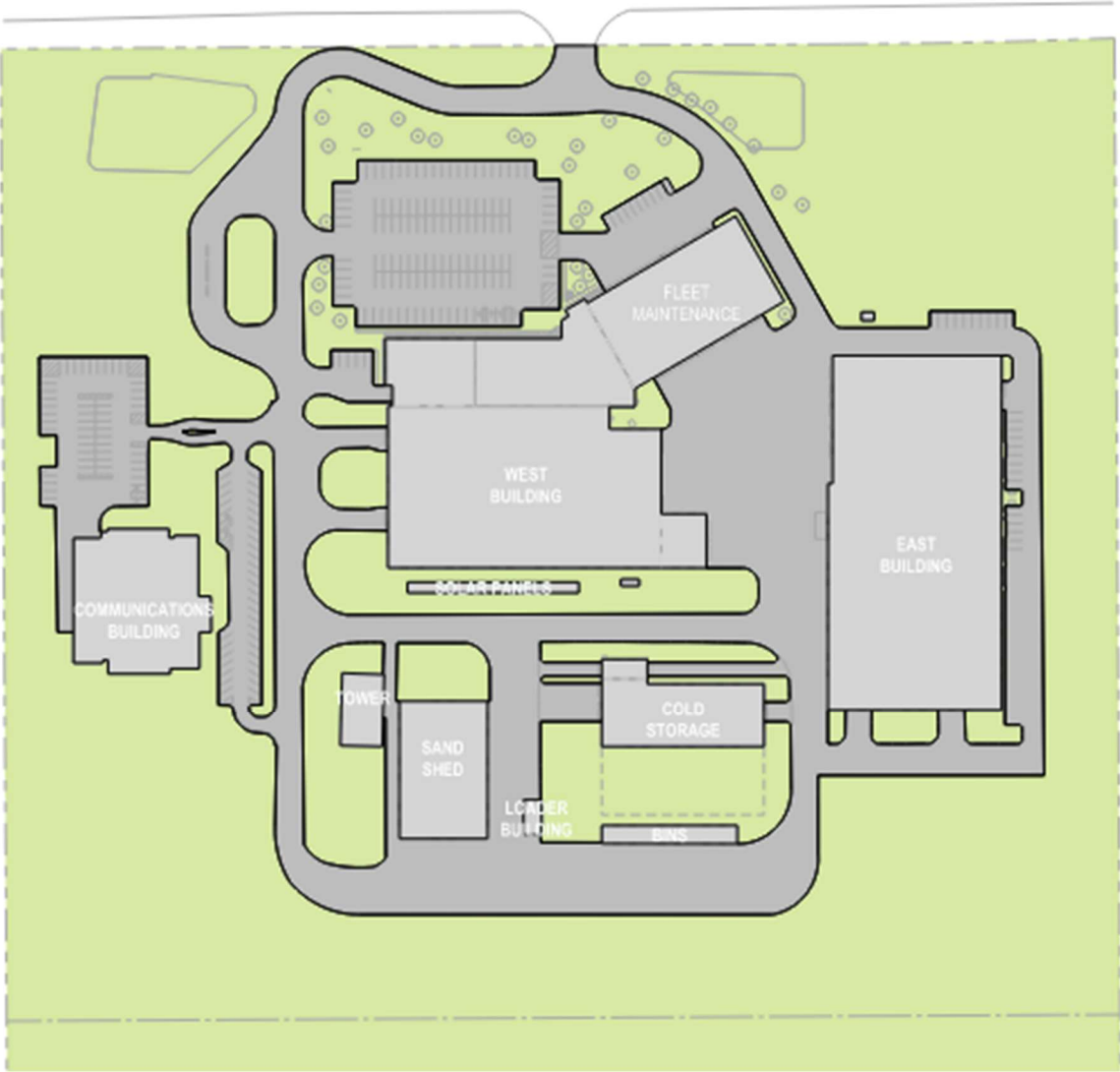


Image 1 – Existing Empire Maintenance Facility site plan

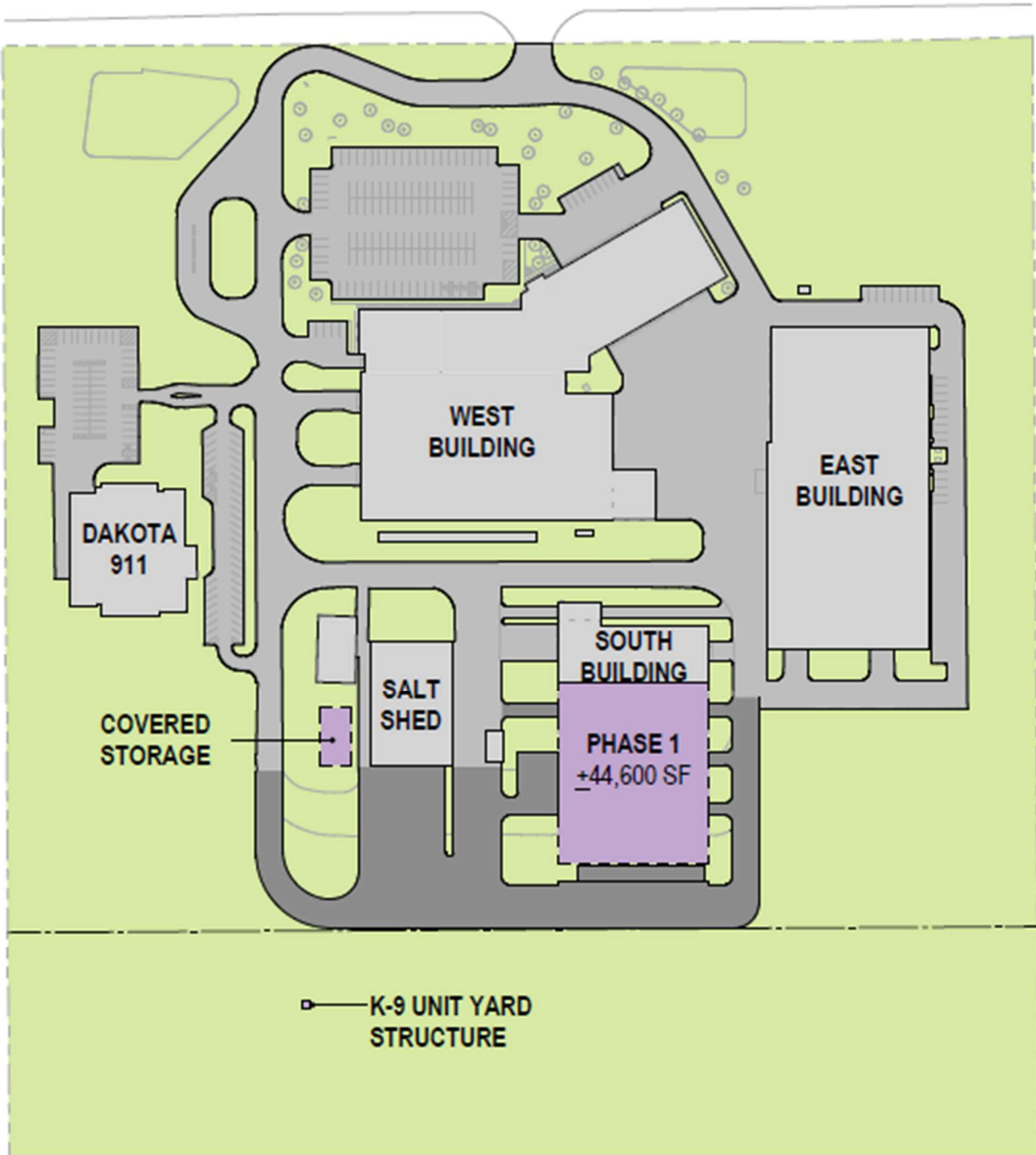


Image 2 – Proposed Phase One site plan

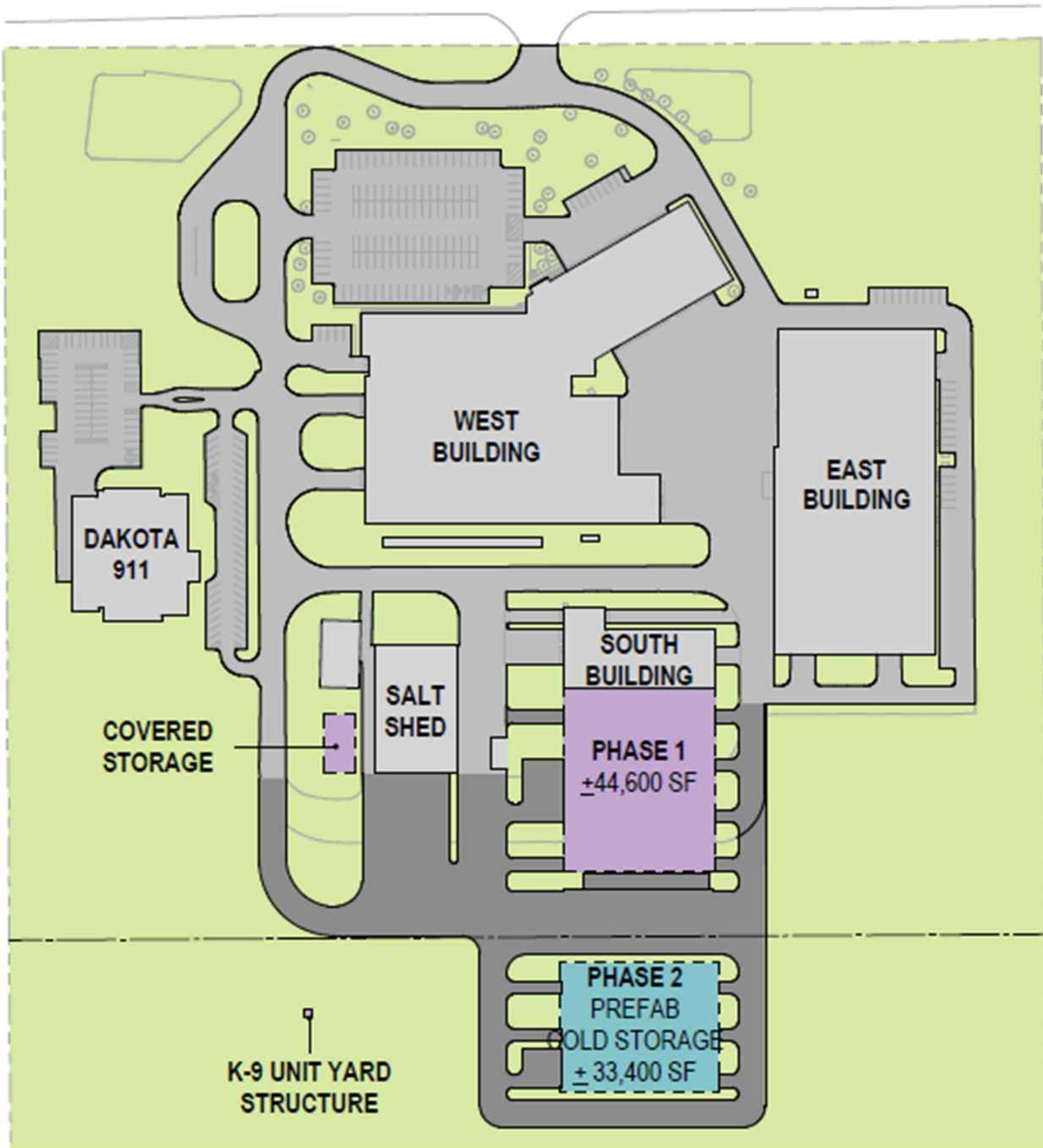


Image 3 – Proposed Phase Two site plan

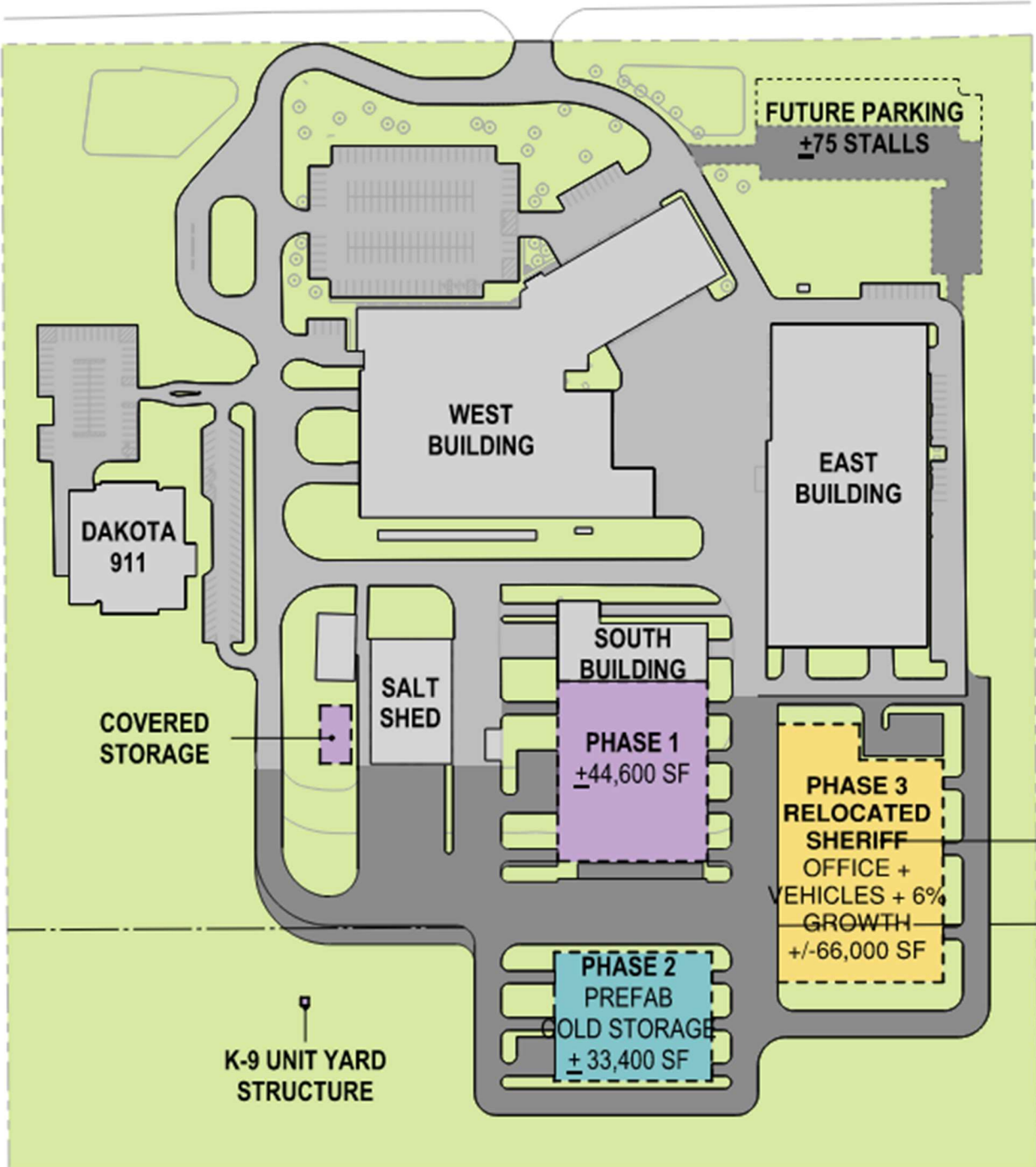


Image 4 – Proposed Phase Three site plan

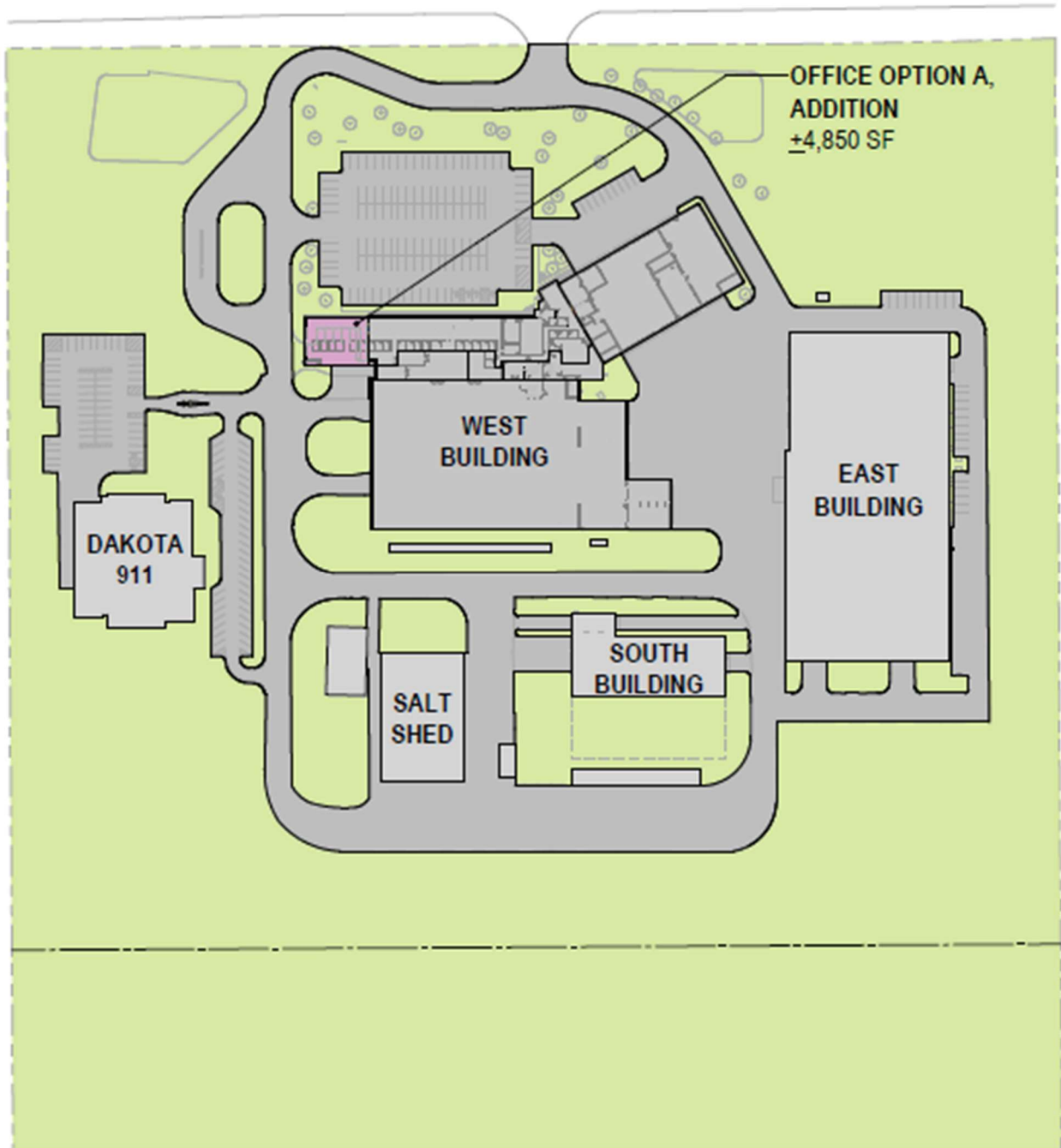


Image 5 – Transportation Department Staff Office Option A

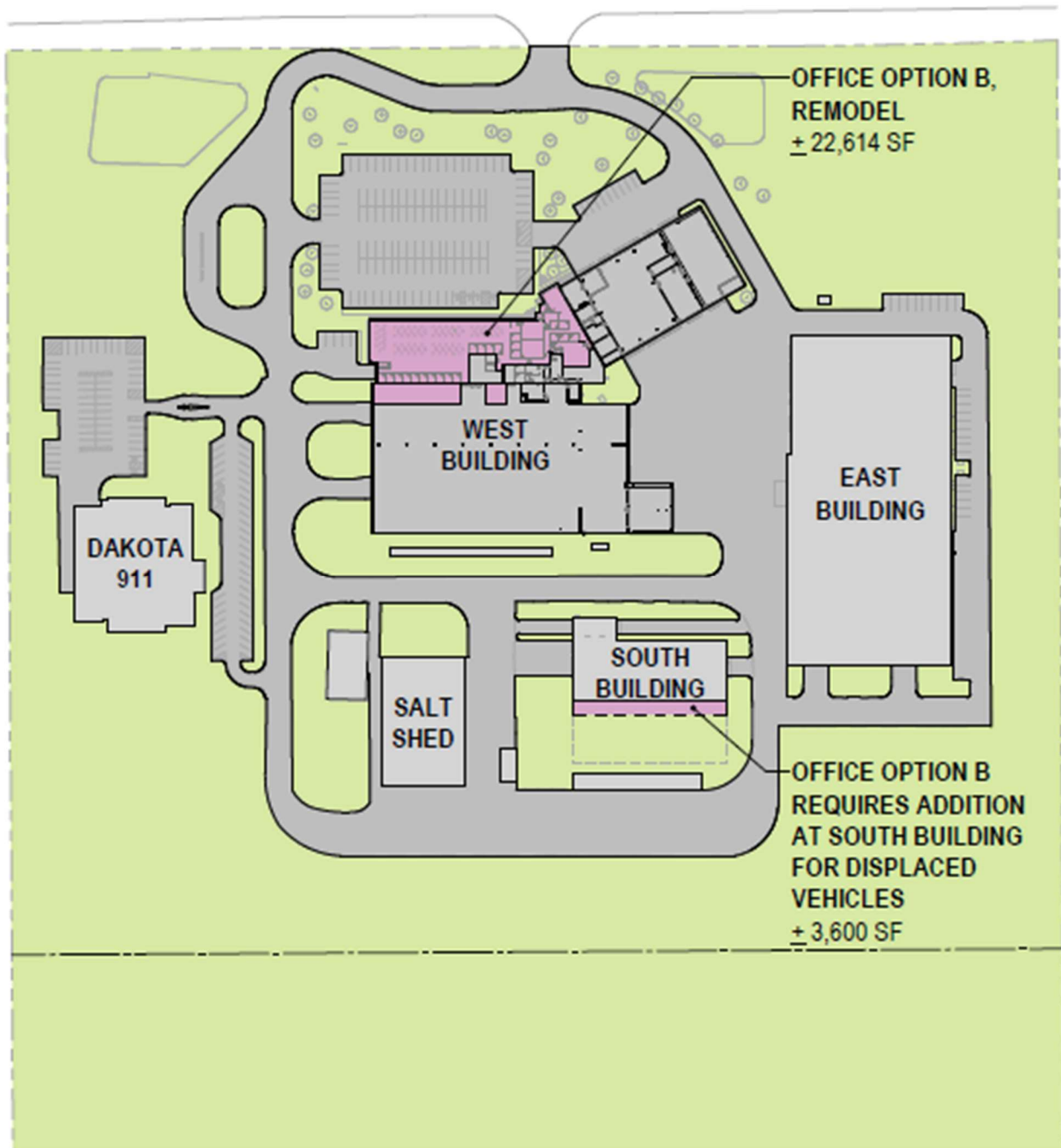


Image 6 – Transportation Department Staff Office Option B



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3556

Agenda #: 5.3

Meeting Date: 11/19/2024

DEPARTMENT: Parks, Facilities, and Fleet Management

FILE TYPE: Regular Information

TITLE

Review Of Parks Cost Recovery Framework And Discussion On Parks Funding Strategy

PURPOSE/ACTION REQUESTED

Discuss the Parks Department's current cost recovery framework and the previously reviewed purpose and objectives of utilizing cost recovery metrics, particularly in the development of fees or to adapt service delivery to better align with County goals. Provide guidance on the continued use of the current cost recovery framework or direct staff to reevaluate. Discuss potential strategies to create consistent and reliable funding for the Parks Department and provide guidance to staff if all, some, or none of the options provided should be explored further.

SUMMARY

Cost Recovery Background: The Dakota County Parks Visitor Services Plan (VSP) was approved by the Dakota County Board of Commissioners by Resolution No. 17-541 (October 31, 2017). The VSP established goals to provide services that were relevant and accessible to more people, make the best use of investments in the park system, and provide services in a cost-effective, responsible manner. In particular, the plan included a recommendation to measure and track cost recovery levels. Since approval of the VSP, staff has also received feedback from the County Board regarding the need to evaluate Park user fees and charges.

Definition of Cost Recovery: Cost recovery is the amount of operational cost that is offset (i.e., recovered) by revenue other than taxes, such as user fees and charges. Measuring and tracking cost recovery levels does not necessarily create an initiative to generate more user fee revenue. Instead, the purpose is to:

- Identify the total cost of providing services;
- Determine the degree that the overall community benefits from each service versus the extent that specific users benefit; and
- Develop goals on how each service is funded in terms of the percentage of tax versus non-tax dollars.

Fundamentally, the process to determine cost recovery goals asks: what mix of tax subsidy versus fees should be associated with a service if an individual user receives greater benefit than the community as a whole?

Project Description: In 2020, working cooperatively with the Office of Performance and Analysis

(OPA), the Parks Department developed a framework to measure and track cost recovery levels (Attachment: Parks Cost Recovery Report Final). Based on previous feedback from the Board, staff uses cost recovery information to inform potential changes to fees, monitor program and service affordability, and consider operational adjustments to ensure efficient and effective service delivery.

Feedback Requested: Staff seek input and direction from the County Board on the merits of continued use of the existing cost recovery framework as an additional factor in decision making, especially regarding proposed changes to fees. Cost recovery levels are currently used to identify services where fees might be increased or decreased and inform an appropriate degree of change. If desired by the Board, the use of cost-recovery data will continue to be implemented as part of the annual budget development process.

Parks Funding Strategy Background: In 2009, the Dakota County Board of Commissioners included among their annual goals a specific goal for generating parks revenue. The Board charged the Parks Department with identifying potential revenue options to help support and stabilize future funding. The purpose of this OPA-led project was to explore three revenue areas within the Board goal for Parks operation and management. These included grants, fee based revenue, and philanthropic opportunities.

Within each, specific methods of generating revenue were further defined.

1. Grants:
 - a. Federal, state, and regional grants
 - b. Private foundation grants
2. Fees:
 - a. Admit fee (also known as an entrance fee, typically administered as a vehicle pass)
3. Philanthropy:
 - a. Sponsorship and Naming Rights (private partnerships for mutual benefit)
 - b. Events (fundraising or promotional events that generate interest and potential revenue)
 - c. Donations (all types, including memorials, bequests, and honorary)
 - d. Foundation (specific 501(c)3 organization established for the purpose of fundraising)

These revenue streams were identified for this project because they represent either areas not previously explored by Dakota County or areas where potential to expand capacity was believed to exist. However, the revenue potential from these options was still minor in comparison to traditional and more common sources of parks funding from governmental approaches such as property taxes, special assessment districts, sales and use taxes, bonds, and tax increment financing. It should be noted that the 2009 OPA Study was completed without any input from the CAO at that time. It references activities from jurisdictions that are subject to different laws and authorities than Dakota County and defines activities as philanthropic that have since been determined are not philanthropic; like sponsorships and naming rights.

2009 Findings and Recommendations: Benchmarking data demonstrated that Dakota County generally functioned with a smaller operating budget and staff than other park departments but serves a larger population. This poses both challenges and opportunities for revenue generation. Strategic planning and partnering help maximize limited resources while diversifying revenue approaches tap the potential interest of the population.

- Admit fees are not in place in Dakota County, although they have been previously discussed. Among Metro Regional Park Agencies, only two continue to charge admit fees in 2024 (Washington and Anoka). The primary benefit to an admit fee is the immediacy of its revenue potential and its relative stability as a funding source. However, considerations against an admit fee are the concerns about public access to parks and the costs of administering the admit fee.
- Philanthropy as a revenue source for parks was identified as good potential but acknowledged that it takes time and consistent effort.
- Grant opportunities continue to be a priority. However, it is important to keep expectations reasonable, as options are limited for general operations support of parks through grants.
- The report recommended (1) developing philanthropy as a continuum of options and partnerships, (2) establishing the necessary framework to implement corporate sponsorship opportunities, and (3) determining circumstances where admit fees would be considered in the future.

Since 2009, it has continued to be the position of the Dakota County Board of Commissioners for parks to remain free to access and the option of Admit/Entrance fees has not been embraced broadly. Philanthropic options have been explored in depth, and due to statutory limitations, very limited options have been pursued. In 2023, legal descriptions were provided for a number of these options and it was determined that the County will not pursue business transactions like sponsorships or naming. A donation program was developed in 2024 to identify what types of donations the County will accept. While the Dakota County Board of Commissioners authorized the establishment of a Friends of the Dakota County Parks program, it has since been discovered that the County can accept donations from a Parks Foundation or Friends Group, but does not have authority to create or run those entities.

External grants continue to be a significant source of funding for the Parks Department, although concerns regarding operations eligibility, stability, and consistency continue to be discussed.

In recent years, staff has identified additional potential funding sources for board consideration.

These include:

1. Increasing levy funding beyond the current average of 25%
2. Public/private partnerships to offset operations and maintenance
3. A park referendum
4. A Special Park District
5. Statutory authority for a Parks Foundation
6. Park entrance/admit fees

RECOMMENDATION

Provide guidance to continue the use of the current cost recovery framework or guide staff to reevaluate current practices. Provide direction to staff to further explore all, some, or none of the potential funding strategies.

EXPLANATION OF FISCAL/FTE IMPACTS

The use of cost recovery data is applied to aid decision-making regarding fees and to make operational adjustments for efficiency and effectiveness. The exploration of additional funding options for operations could add both revenue and expense to the Parks operating budget. These will need to be examined in more detail if the board directs staff to do so.

- None Current budget Other
 Amendment Requested New FTE(s) requested

RESOLUTION

Information only; no action requested.

PREVIOUS BOARD ACTION

17-541; 10/31/17

09-355; 07/21/09

ATTACHMENTS

Attachment: Parks Cost Recovery Report Final

Attachment: Dakota County Parks and Open Space Revenue Options 2009

Attachment: County Donation Plan Final 2.2024

BOARD GOALS

- A Great Place to Live A Healthy Environment
 A Successful Place for Business and Jobs Excellence in Public Service

CONTACT

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Author: Geisler, Niki

Parks Cost Recovery



July 2020

OFFICE OF PERFORMANCE AND ANALYSIS





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This report was prepared for:

Parks Department

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Dakota County Office of Performance and Analysis

Dakota County Administration Center
1590 Highway 55
Hastings, Minnesota 55033-2372

“Bridging today and tomorrow with planning and analysis to improve residents’ lives and their government.”

This report was prepared with input and assistance from the following individuals:

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Taud Hoopgarner; Parks, Facilities, and Fleet Management Director
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Dan Scheuermann, Sheriff’s Office Commander
Steve Sullivan, Parks Director

Table of Contents

EXECUTIVE SUMMARY	3
RECOMMENDATIONS.....	4
BACKGROUND AND PURPOSE	5
Background	5
Best Practices.....	5
Projected Growth	6
County Population Projected Growth	6
Parks Services Projected Demand Growth	6
DISCUSSION	7
Cost Recovery Process	7
Results for 2018 and 2019	11
Future Considerations.....	13
APPENDIX A: THE PYRAMID METHODOLOGY	14
APPENDIX B: PARKS SERVICES – DEFINITIONS	20
APPENDIX C: BUDGET INFORMATION USED TO CALCULATE COST RECOVERY	22

EXECUTIVE SUMMARY

The Dakota County Parks Visitor Services Plan (VSP) approved by the Board of Commissioners in Fall 2017 includes a policy recommendation including the need to develop a Cost Recovery Policy. Cost recovery is defined as the amount of operational costs that are offset (i.e. “recovered”) by funding other than tax revenue. Establishment of a cost recovery policy is an intentional approach to determining the amount of public subsidy each service should receive, based on the amount of public/private benefit each provides.

Staff annually track direct operating expenses against revenues and conduct market comparisons when developing the annual fee schedule, but there has not been County Board direction on what the actual cost recovery targets should be for various services. In conducting research for the Visitor Services Plan, it became clear that a cost recovery policy is a best practice and would provide a clear strategic fiscal direction when determining pricing and fees.

To effectively meet the anticipated growth among the services provided in the coming years, the Dakota County Parks system may adjust operations, resource allocation, capital investment, and programming. A Cost Recovery Policy is necessary to effectively price and financially sustain this growth over the long term.

OPA and the Parks Department examined best practices for Parks cost recovery policies and conducted an analysis of growth prospects for County population and demand for Parks services. OPA facilitated several workshops with Parks staff to identify and categorize all services offered to Parks visitors, determine the appropriate cost recovery targets for each service, and attribute costs and revenues to services to determine each service’s cost recovery level.

OPA and the Parks Department used the GreenPlay Pyramid concept as a guide to create the proposed cost recovery targets for proposal to the Board.

To account for all costs that should be attributed to Parks operations, Parks costs paid for out of other departments’ budgets—primarily grounds and Parks costs budgeted under Facilities Management, and park ranger costs budgeted under the Sheriff’s Office—were located and attributed to corresponding Parks services. Indirect costs were calculated using a county-wide indirect rate that is calculated by a consultant based on audited financials.

The cost recovery process provided an opportunity for staff to examine their budget and the true cost of providing Parks services in a new and detailed way. The primary lesson learned was that, for the purposes of providing services to the public and accounting for expenses, the categorization of costs and revenue are examined from very different perspectives. Within the Parks budget, costs and revenues are primarily categorized by park location, whereas each location may provide multiple services to the public. This creates challenges to cleanly identify costs and revenues for each cost recovery category.

RECOMMENDATIONS

Through the process of creating the Parks Cost Recovery policy, OPA and Parks learned lessons for future updates of the cost recovery calculations for Parks services. OPA recommends the following to simplify future cost recovery calculations and to examine resulting calculations in the context of operating conditions:

1. Consider realigning budget keys and objects that currently must be split across multiple services into keys and objects that each align only with one cost recovery service. This will greatly simplify the act of tying costs and revenues with each cost recovery service. As this process could be a large undertaking, it may make sense to incorporate it when performing the Enterprise Resource Planning software update/switch, which is scheduled to occur in the next few years.
2. If budget keys and objects are not realigned, consider updating cost recovery calculations every few years instead of yearly. The process of pulling multiple reports to split costs and revenues across services is time-consuming and it would make sense to consolidate the work to examine multiple years at once.
3. Consider cost recovery results in the context of the circumstances. Cost recovery percentages may vary drastically from year to year due to circumstances outside anyone's control – particularly related to weather or other unforeseen events. While it is important to make decisions to better align services to their cost recovery targets, these percentages should not be examined in isolation without an understanding of the overall conditions that led to the percentage. By examining multiple years at once and understanding the operating environment, staff and other stakeholders will be able to make more informed decisions regarding revenue, pricing, and expenses.

BACKGROUND AND PURPOSE

Background

The Dakota County Parks Visitor Services Plan (VSP) was approved by the Board of Commissioners in Fall 2017. It identifies goals to provide services and opportunities that are relevant and accessible to more people; to make the best use of investments in the park system; and to provide services in a cost effective, responsible manner. The VSP also includes a policy recommendation including the need to develop a Cost Recovery Policy.

Staff annually track direct operating expenses against revenues and conduct market comparisons when developing the annual fee schedule. However, there has not been County Board direction on what the actual cost recovery targets should be for various services. In conducting research for the Visitor Services Plan, it became clear that a cost recovery policy is a best practice and would provide a clear strategic fiscal direction when determining pricing and fees.

The implementation of the VSP, as well as an initiative to enhance marketing, outreach, partnerships, and volunteerism, will create growth among the services provided in the Dakota County Parks system. This growth is in addition to the population growth that the region is also experiencing. To effectively meet this growth, the Dakota County Parks system will adjust operations, resource allocation, capital investment, and programming. A Cost Recovery Policy is necessary to effectively price and financially sustain this growth over the long term. The Parks Department requested OPA's assistance to facilitate and document the process to establish a Cost Recovery policy.

As part of the process, OPA and the Parks Department examined best practices for Parks cost recovery policies, and an analysis of growth prospects for both County population and demand for Parks services. OPA facilitated several workshops with Parks staff to identify and categorize all services offered to Parks visitors, determine the appropriate cost recovery targets for each service, and attribute costs and revenues to services to determine each service's cost recovery level.

Best Practices

Cost recovery is defined as the amount of operational costs that are offset (i.e. "recovered") by funding other than tax revenue. Establishment of a cost recovery policy is an intentional approach to determining the amount of public subsidy each service should receive, based on the amount of public/private benefit each provides.

GreenPlay, LLC¹, a management consulting firm that specializes in parks and recreation agencies, has established the Pyramid methodology to determine cost recovery of parks services. It has been widely used by park agencies nationwide, and has ten steps²:

1. Building on your organizations' values, vision and mission;
2. Understanding the Pyramid Methodology, the Benefits Filter, and Secondary Filters;
3. Developing the organization's categories of service;
4. Sorting the categories of service onto the pyramid;
5. Defining direct and indirect costs;
6. Determining (or confirming) current subsidy/cost recovery levels;
7. Establishing cost recovery/subsidy goals;
8. Understanding and preparing for influential factors and considerations;
9. Implementation; and
10. Evaluation.

¹ <https://greenplayllc.com/>

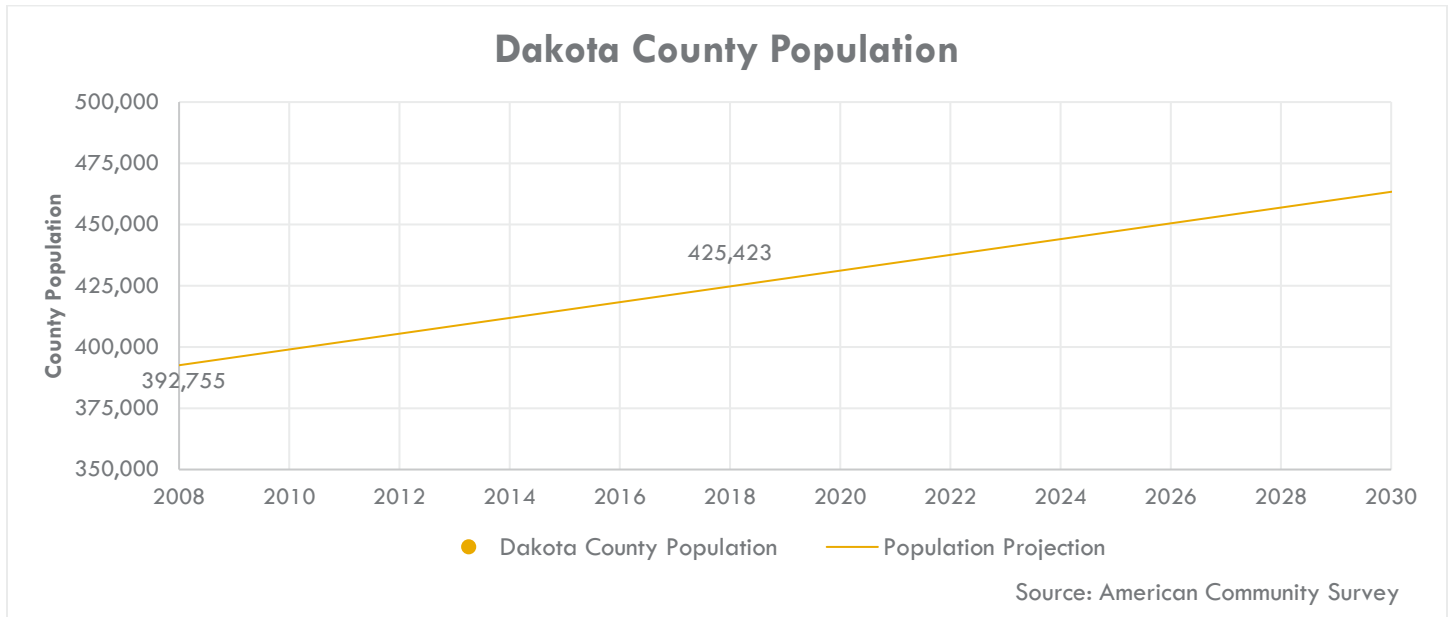
² http://cityofpt.granicus.com/MetaViewer.php?view_id=4&event_id=598&meta_id=139289

The Pyramid Methodology provides a blueprint for the Parks Department to build a cost recovery policy based on its own mission, vision, values, and priorities. More information about the Pyramid Methodology and each individual step can be found in Appendix A.

Projected Growth

County Population Projected Growth

The population of Dakota County has been growing at a rate of approximately 0.5 – 1% per year for the last decade. American Community Survey data indicates that in 2018, Dakota County had a population of approximately 425,000 people.



Using this data to project future growth, we anticipate that the population of Dakota County will pass 450,000 residents around year 2026. If growth continues at the current rate, the population will increase by approximately 3,000 to 4,000 people per year.

Parks Services Projected Demand Growth

The Metropolitan Council Regional Park System Annual Use Estimates indicate that visitation to the Dakota County Park & Greenway System is growing year by year. In 2013, the Council estimated that Dakota County parks and trails received 1,038,000 visits. In 2018 the use estimate totaled 2,224,340. This represents a 93% increase – nearly double the visitation five years prior.

Use of the park and greenway system continues to grow, and with it comes increased demand for park services. These services include access to trails, water, facilities, and amenities. It also includes demand for outdoor education and interpretation programming. Over the next several years, the Parks Department will undertake efforts to further promote visitation by increasing awareness about the system, offering more programming to reach new users, and addressing physical accessibility barriers. As a result, demand for park services are expected to continue to increase.

Growth in demand places additional pressure on the County to provide quality experiences and facilities. A system-wide cost recovery strategy will provide an understanding of the costs of these services as well as provide an opportunity to evaluate to what degree users contribute to those costs versus taxpayers overall.

DISCUSSION

Cost Recovery Process

OPA and the Parks Department implemented the following process to create the proposed cost recovery targets for proposal to the Board, using the GreenPlay Pyramid concept as a guide. The process to generate the Parks Cost Recovery targets was implemented over two years. The timeline of activities is described below.³

June 2018

1. **Build off the department's mission, vision, and values.**

The mission of Dakota County Parks is *"To enrich lives by providing high quality recreation and education opportunities in harmony with natural resource preservation and stewardship."*

The Parks' vision is *"Great Places, Connected Places, Protected Places."* The 2017 Visitor Services Plan further spells out this vision:

Great Places: Improve recreation opportunities within Dakota County Parks

- Fill basic recreation gaps including accessible trails, biking, and picnicking; and add signature activities that build on the unique resources within the County system
- Improve awareness of the park system and prepare an operation plan to improve service delivery

Connected Places: "Bring parks to people" with collaborative city and County greenways

- Connect parks, schools, athletic fields, libraries, lakes, scenic areas, and neighborhoods
- Provide for the most popular trail activities – walking and biking
- Protect natural areas, habitat, stream corridors, and water quality within and along greenways

Protected Places: Protect Dakota County's unique natural assets

- Develop strategic natural resource stewardship approaches within parks
- Explore opportunities to protect high quality natural areas throughout the County

The mission and vision of the Dakota County Parks Department guided the discussions regarding services and targets for cost recovery.

2. **Examine primary and secondary filters to understand how they might influence the cost recovery goals for services.**

- a. The primary filter is a spectrum of the main beneficiary of each service, from mostly community benefit to mostly individual benefit. A service can be placed anywhere along the spectrum and should be considered in the context of other services provided.

³ Throughout the process, as more discussions took place, some decisions regarding categorization of services were reconsidered. For clarity sake, only the final categories for Parks services as of July 2020 are discussed here.



Mostly Community Benefit



Mostly Individual Benefit



More Subsidy
(Less Cost Recovery)

Less Subsidy
(More Cost Recovery)

- b. Secondary filters could include organizational responsibility, historical expectations, outreach and increased use, equity, similar providers, anticipated impacts, reinvestment potential, political expectations, etc. These filters examine the context and goals of the particular agency in determining the cost recovery targets of services. The main secondary filters used by the Dakota County Parks Department in this exercise centered around equity, outreach and increased use, and organizational responsibility, though others played a role in placement of some services on the spectrum.

July – August 2018

3. Identify and categorize services.

Parks staff identified the public-facing services provided by Visitor Services and Outdoor Education. In many cases, services were already delineated through the operation of various programs. Others required more definition. Categories were drafted, with the opportunity to revise, as needed, as the process progressed and further grouping or splitting was needed.

August – November 2018

4. Sort each service onto the spectrum.

Over the course of several workshops, Parks staff considered primary and secondary filters, as well as the department's mission and vision, to place each service on the cost recovery spectrum. During this process, some additional services were added that had not previously been elucidated, while others were split apart or combined if more or less granularity was needed.

5. Establish preliminary cost recovery targets.

As part of the exercise of placing services along the cost recovery spectrum, Parks staff generated cost recovery targets for each service.

These targets serve as guides for cost recovery calculations. If the cost recovery percentage falls above or below the target, it would indicate that those services should be examined in greater detail. For services falling below the target, a closer examination of how to bring down costs or how to increase revenues would be warranted. For those exceeding their target, potential considerations might include an examination of whether that service is being implemented in accordance with the department's established values. For instance, if the goal of a potential service is greater participation and equity, is that being achieved if the cost recovery level exceeds the established target?

December 2018 – April 2020

6. Determine direct and indirect costs, revenue, and cost recovery levels.

Following definition of services and cost recovery targets, OPA examined financial data, which was provided by the Budget Office. Through this process, staff determined that the budget information was not able to be

broken out in a method that corresponded to the service categories identified by Parks staff. Some revenue and expense lines contained pieces of multiple different services, with no detail to break them apart.

In December 2018, upon consultation with Parks leadership and staff, the project team made the decision to pause the project to implement measures that would allow for better data collection. In early 2019, additional fields were added to the RecTrac reservations system to provide detail to break apart reservations into their corresponding cost recovery categories. Throughout 2019, OPA worked with Parks staff to break apart 2018 revenue and expenses into corresponding cost recovery categories, using other datasets. At the beginning of 2020, Parks and Budget Office staff provided 2019 data to calculate cost recovery levels for that year.

To account for all costs that should be attributed to Parks operations, Parks costs that are paid for out of other departments' budgets—primarily grounds and parks costs budgeted under Facilities Management, and park ranger costs budgeted under the Sheriff's Office—were located and attributed to corresponding Parks services.

Indirect costs were calculated using a county-wide indirect rate that is calculated by a consultant based on audited financials. As the indirect rate is calculated from audited financials, it lags by two years. For the 2018 calculations, the 2016 countywide indirect rate of 24.39 percent was applied; for 2019 calculations, the 2017 countywide indirect rate of 26.86 percent was used. In this manner, calculations for future years will use the indirect rate for the audited financials two years prior.

OPA calculated the 2018 and 2019 cost recovery levels for Parks services. Results for those years are provided in the next section. In total, there are more than 100 budget line items that pertain to Parks services to the public, which are spread across the budgets for Parks, Facilities and the Sheriff's Office. These budget keys and objects are listed in Appendix C, along with to which Parks service categories they apply and need to be split among. OPA has also provided Parks with a spreadsheet to perform these calculations to determine the cost recovery of each service.

7. **Revise cost recovery goals based on information learned through the process.**

After conducting the previous steps, the project team decided to simplify the resulting cost recovery targets into three categories:

Cost Recovery Goal	Definition
Mostly Subsidy	Cost recovery greater than zero percent (>0%)
Mostly Fee	Cost recovery greater than fifty percent (>50%)
Entirely Fee	Cost recovery greater than one hundred percent (>100%)

This decision was made because there is a lack of precision available in budget information due to costs or revenues from multiple services being combined into the same budget objects.

8. **Develop cost recovery policy.**

After multiple iterations, the Parks Department determined cost recovery goals for all services provided to the public. The Parks services and their cost recovery targets are:

Service Category⁴	Cost Recovery Goal
General Access	Mostly Subsidy (>0%)
Activity Pass – Hunt	Mostly Subsidy (>0%)
Events	Mostly Subsidy (>0%)
Facility Rental – Dakota County	Mostly Subsidy (>0%)
Special Use Permit – Public Agencies, Community, Non-Profits, Education	Mostly Subsidy (>0%)
Outdoor Education - Camps	Mostly Subsidy (>0%)
Outdoor Education – Children’s Birthday Parties	Mostly Subsidy (>0%)
Outdoor Education – County Partnership Program (Libraries, Community Corrections, Social Services)	Mostly Subsidy (>0%)
Outdoor Education – Field Trips/School Outreach	Mostly Subsidy (>0%)
Outdoor Education – General Programs: Adult	Mostly Subsidy (>0%)
Outdoor Education – General Programs: Youth & Family	Mostly Subsidy (>0%)
Activity Pass – Garden	Mostly Fee (>50%)
Activity Pass – Horse	Mostly Fee (>50%)
Activity Pass – Ski	Mostly Fee (>50%)
Activity Pass – Archery	Mostly Fee (>50%)
Facility Rental – Public Agencies, Community, Non-Profits, Education	Mostly Fee (>50%)
Group Camping – Non-profits	Mostly Fee (>50%)
Outdoor Education – Group Nature Programs (Adult)	Mostly Fee (>50%)
Outdoor Education – Group Nature Programs (Youth & Family)	Mostly Fee (>50%)
Activity Pass – Dog	Entirely Fee (>100%)
Camping – Cabins	Entirely Fee (>100%)
Camping – Tent/RV	Entirely Fee (>100%)
Concessions	Entirely Fee (>100%)
Facility Rental – Private	Entirely Fee (>100%)
Recreational Equipment Rental	Entirely Fee (>100%)
Special Use Permit – Commercial/Private	Entirely Fee (>100%)

9. Implement.

Prior to implementation, these cost recovery categories will be presented to the Board of Commissioners for feedback. If needed, staff will revise the targets based on feedback and then implement the policy.

10. Evaluate.

Evaluation is an ongoing activity. Cost recovery levels can vary year by year depending on program participation, weather, unforeseen costs, or many other variables. A cost recovery policy is intended to provide a framework for intentional decision-making, using data. If a service is widely out of cost recovery alignment in a particular year, it provides the opportunity to have an informed discussion about the variables that caused the change. Then decisions can be made regarding what action, if any, is necessary to bring the cost recovery calculation back into alignment. Potential actions include increasing revenue from fees or

⁴ Service Category definitions can be found in Appendix B.

another funding source or decreasing costs. As such, periodic review of cost recovery is advisable to determine each service's cost recovery versus its goal.

Given the level of detail updating involves, due to the spreading of costs across multiple departments and the way revenue and costs from multiple services and combined into budget keys, yearly updates would be a time-consuming process. OPA advises that Parks staff complete the exercise every other or every third year to reduce administrative burden, while still providing a regular opportunity for reflection on cost recovery of each service.

The process to perform the update is detailed in Appendix C.

Results for 2018 and 2019

Using the process detailed above, OPA and Parks calculated the cost recovery rates for 2018 and 2019, which are detailed in the table on the next page. It is important to note that cost recovery percentages may vary widely from year to year, as they may be impacted by circumstances outside anyone's control – particularly related to weather or other unforeseen events. For instance, ski activity pass revenue may be down in years when the region does not receive much snow. However, the expenses to provide for skiing in County Parks are likely to be more fixed from year to year. For years in which ski pass revenue is low and expenses remain consistent, the ski activity pass cost recovery percentage would likely far fall short of its target. In these and other similar circumstances, a service may be widely out of target range but may return within range when conditions improve. Also, cost recovery percentages should be examined within the context of the operating conditions to understand the full picture of why services may or may not achieve their cost recovery targets, which are important to consider when making decisions regarding pricing.

Parks Cost Recovery Summary							
Service Category	Proposed Goal	Cost Recovery Goal Levels					
		>0%	Mostly SUBSIDY	within range			
		>50%	Mostly FEE	adjacent (within 10%)			
		>100%	Entirely FEE	out of range			
		2018			2019		
		Revenue	Expenses	Cost Recovery	Revenue	Expenses	Cost Recovery
General Access	Mostly SUBSIDY	\$123,959	\$3,929,518	3%	\$17,783	\$4,009,754	0%
Activity Pass (Hunt)	Mostly SUBSIDY	\$4,968	\$17,261	29%	\$4,212	\$18,063	23%
Events (Public Agencies, Community, Non-Profits, Education, Awareness)	Mostly SUBSIDY	\$0	\$150,296	0%	\$0	\$170,610	0%
Facility Rental (Dakota County)	Mostly SUBSIDY	\$1,216	\$14,537	8%	\$1,201	\$16,853	7%
Special Use Permit (Public Agencies, Community, Non-Profits, Education)	Mostly SUBSIDY	\$1,652	\$19,150	9%	\$2,104	\$22,481	9%
OE Camps	Mostly SUBSIDY	\$26,242	\$44,858	59%	\$18,472	\$52,762	35%
OE Children's Birthday Parties	Mostly SUBSIDY	\$5,385	\$16,416	33%	\$3,040	\$19,559	16%
OE County Partnership Program (Lib, Corrections, Social Svcs)	Mostly SUBSIDY	\$1,277	\$17,159	7%	\$0	\$19,196	0%
OE Field Trips/School Outreach	Mostly SUBSIDY	\$13,286	\$57,813	23%	\$8,885	\$69,292	13%
OE General Programs (Adult)	Mostly SUBSIDY	\$10,758	\$33,898	32%	\$7,015	\$38,776	18%
OE General Programs (Youth & Family)	Mostly SUBSIDY	\$10,694	\$46,504	23%	\$6,968	\$54,301	13%
Activity Pass (Garden)	Mostly FEE	\$1,980	\$15,132	13%	\$2,010	\$18,574	11%
Activity Pass (Horse)	Mostly FEE	\$3,119	\$27,789	11%	\$3,514	\$29,114	12%
Activity Pass (Ski)	Mostly FEE	\$30,422	\$53,674	57%	\$50,222	\$56,908	88%
Activity Pass (Archery)	Mostly FEE	\$6,602	\$22,325	30%	\$6,038	\$25,368	24%
Facility Rental (Public Agencies, Community, Non-Profits, Education)	Mostly FEE	\$22,644	\$105,766	21%	\$11,813	\$118,333	10%
Group Camping (Non-Profits)	Mostly FEE	\$40,572	\$27,877	146%	\$41,981	\$30,094	139%
OE Group Nature Program (Adult)	Mostly FEE	\$1,467	\$4,426	33%	\$140	\$5,540	3%
OE Group Nature Program (Youth & Family)	Mostly FEE	\$4,311	\$20,040	22%	\$2,245	\$24,781	9%
Activity Pass (Dog)	Entirely FEE	\$49,412	\$40,564	122%	\$50,443	\$59,412	85%
Camping (Cabins)	Entirely FEE	\$87,015	\$95,651	91%	\$82,064	\$102,107	80%
Camping (Tent/RV)	Entirely FEE	\$560,134	\$492,445	114%	\$542,780	\$515,803	105%
Concessions	Entirely FEE	\$63,387	\$68,291	93%	\$60,613	\$57,239	106%
Facility Rental (Private)	Entirely FEE	\$212,289	\$172,777	123%	\$175,356	\$186,519	94%
Recreational Equipment Rental	Entirely FEE	\$102,274	\$129,319	79%	\$93,465	\$144,630	65%
Special Use Permit (Commercial, Private)	Entirely FEE	\$9,148	\$26,755	34%	\$11,646	\$29,694	39%

Future Considerations

The cost recovery process provided an opportunity for staff to examine their budget and the true cost of providing Parks services in a new and detailed way. Several lessons were learned along the way.

The primary lesson learned was that, for the purposes of providing services to the public and accounting for revenue/expenses, the categorization of costs and revenue are examined from different perspectives. Within the Parks budget, costs and revenues are primarily categorized by park location (i.e. Camp Spring Lake, Lebanon Hills Visitor Center, etc.), whereas each location may provide multiple services to the public. For example, Lake Byllesby Campground offers two services identified as cost recovery categories—tent/RV camping and concessions—that are combined into one revenue line. This creates challenges to cleanly identify costs and revenues for each cost recovery category.

To work around this issue, Parks staff pulled additional reports from RecTrac to understand how revenues should be allocated among cost recovery categories. However, RecTrac can provide different report results depending on when the information is pulled, and in what format. One way in which results can be affected is by reporting bookings that have been paid for but are still in the future. This variability can result in inaccurate allocation estimates.

An alternative to this to more easily attribute costs or revenues to cost recovery services is to create new objects within the existing budget keys. For instance, instead of combining all revenue into one object for Lake Byllesby Campground, use two different objects—one for tent/RV camping and another for concessions. OPA recognizes that there are other budget keys and objects that this will not be possible for—particularly grant revenues that support many different services—but it would help for earned revenue tied to specific parks. This process might take some time to set up. One option to consider is to implement this change when the County switches to the new Enterprise Resource Planning software, which is scheduled to occur in the next few years.

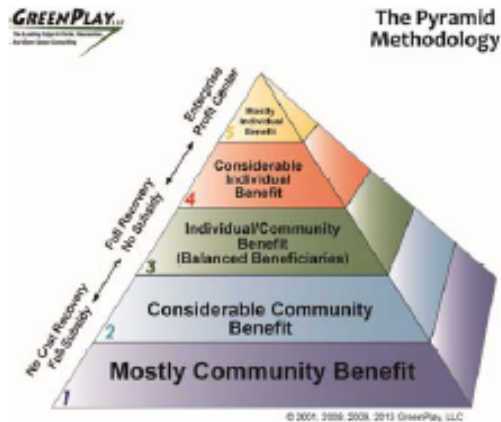
Due to the amount of work that is required to calculate cost recovery for services and to avoid placing too much emphasis on results that may be temporary, OPA recommends that the Parks Department and other stakeholders review the cost recovery policy and calculate cost recovery levels for multiple years at a time. By examining multiple years at once, the process can be consolidated and streamlined. It will also provide more information about trend information over time – including whether a dip in revenue was temporary or should be examined in further detail. If a service continually falls short of its cost recovery target, options to bring it into alignment include increasing fees, raising funds through other means (e.g. grants), increasing (paid) participation while keeping expenses static, or reducing expenses.

APPENDIX A: THE PYRAMID METHODOLOGY⁵

THE PYRAMID METHODOLOGY: COST RECOVERY AND SUBSIDY ALLOCATION PHILOSOPHY

The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining an agency’s financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services.



The development of a financial resource allocation philosophy can be separated into the following steps:

Step 1 – Building on Your Organization’s Values, Vision, and Mission

The premise of this process is to align agency services with organizational values, vision, and mission. It is important that organizational values are reflected in the vision and mission. Oftentimes, mission statements are a starting point and further work needs to occur to create a more detailed common understanding of the interpretation of the mission and a vision for the future. This is accomplished by engaging staff and community members in a discussion about a variety of Filters.

Step 2 – Understanding the Pyramid Methodology, the Benefits Filter, and Secondary Filters

Filters are a series of continuums covering different ways of viewing service provision. Filters influence the final positioning of services as they relate to each other and are summarized below. The Benefits Filter, however, forms the foundation of the Pyramid Model and is used in this discussion to illustrate a cost recovery philosophy and policies for parks and recreation organizations.

Filter	Definition
Benefit	Who receives the benefit of the service? (Skill development, education, physical health, mental health, safety)
Access/Type of Service	Is the service available to everyone equally? Is participation or eligibility restricted by diversity factors (i.e., age, ability, skill, financial)?
Organizational Responsibility	Is it the organization’s responsibility or obligation to provide the service based upon mission, legal mandate, or other obligation or requirement?
Historical Expectations	What have we always done that we cannot change?
Anticipated Impacts	What is the anticipated impact of the service on existing resources? On other users? On the environment? What is the anticipated impact of not providing the service?
Social Value	What is the perceived social value of the service by constituents, city staff and leadership, and policy makers? Is it a community builder?

⁵ Downloaded from: http://cityofpt.granicus.com/MetaViewer.php?view_id=4&event_id=598&meta_id=139289

THE BENEFITS FILTER

The principal foundation of the Pyramid is the Benefits Filter. Conceptually, the base level of the pyramid represents the mainstay of a public parks and recreation system. Services appropriate to higher levels of the pyramid should only be offered when the preceding levels below are comprehensive enough to provide a foundation for the next level. This foundation and upward progression is intended to represent public parks and recreation's core mission, while also reflecting the growth and maturity of an organization as it enhances its service offerings.

It is often easier to integrate the values of the organization with its mission if they can be visualized. An ideal philosophical model for this purpose is the pyramid. In addition to a physical structure, *pyramid* is defined by Webster's Dictionary as "an immaterial structure built on a broad supporting base and narrowing gradually to an apex." Parks and recreation programs are built with a broad supporting base of core services, enhanced with more specialized services as resources allow. Envision a pyramid sectioned horizontally into five levels.

MOSTLY COMMUNITY Benefit

The foundational level of the Pyramid is the largest, and includes those services including programs and facilities which **MOSTLY** benefit the **COMMUNITY** as a whole. These services may increase property values, provide safety, address social needs, and enhance quality of life for residents. The community generally pays for these basic services via tax support. These services are generally offered to residents at a minimal charge or with no fee. A large percentage of the agency's tax support would fund this level of the Pyramid.

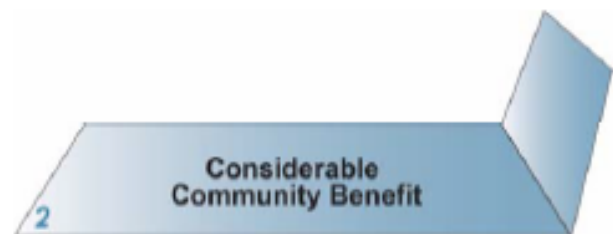


Examples of these services could include: the existence of the community parks and recreation system, the ability for youngsters to visit facilities on an informal basis, low-income or scholarship programs, park and facility planning and design, park maintenance, or others.

NOTE: All examples above are generic – individual agencies vary in their determination of which services belong in the foundation level of the Pyramid based upon agency values, vision, mission, demographics, goals, etc.

CONSIDERABLE COMMUNITY Benefit

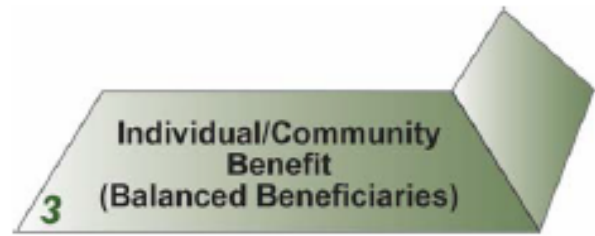
The second and smaller level of the Pyramid represents services which promote individual physical and mental well-being, and may begin to provide skill development. They are generally traditionally expected services and/or beginner instructional levels. These services are typically assigned fees based upon a specified percentage of direct (and may also include indirect) costs. These costs are partially offset by both a tax subsidy to account for **CONSIDERABLE COMMUNITY** benefit and participant fees to account for the **Individual** benefit received from the service.



Examples of these services could include: the capacity for teens and adults to visit facilities on an informal basis, ranger led interpretive programs, beginning level instructional programs and classes, etc.

BALANCED INDIVIDUAL/COMMUNITY Benefit

The third and even smaller level of the Pyramid represents services that promote individual physical and mental well-being, and provide an intermediate level of skill development. This level provides balanced INDIVIDUAL and COMMUNITY benefit and should be priced accordingly. The individual fee is set to recover a higher percentage of cost than those services that fall within lower Pyramid levels.



Examples of these services could include: summer recreational day camp, summer sports leagues, year-round swim team, etc.

CONSIDERABLE INDIVIDUAL Benefit

The fourth and still smaller Pyramid level represents specialized services generally for specific groups, and those which may have a competitive focus. Services in this level may be priced to recover full cost, including all direct and indirect expenses.



Examples of these services could include: specialty classes, golf, and outdoor adventure programs.

MOSTLY INDIVIDUAL Benefit

At the top of the Pyramid, the fifth and smallest level represents services which have profit center potential, may be in an enterprise fund, may be in the same market space as the private sector, or may fall outside the core mission of the agency. In this level, services should be priced to recover full cost in addition to a designated profit percentage.



Examples of these activities could include: elite diving teams, golf lessons, food concessions, company picnic rentals, and other facility rentals such as for weddings or other services.

Step 3 – Developing the Organization’s Categories of Service

In order to avoid trying to determine cost recovery or subsidy allocation levels for each individual agency service including every program, facility, or property, it is advantageous to categorize agency services into like categories. This step also includes the development of category definitions that detail and define each category and service inventory “checks and balances” to ensure that all agency services belong within a developed category. *Examples of Categories of Service could include: Beginner Instructional Classes, Special Events, and Concessions/Vending.*

Step 4 – Sorting the Categories of Service onto the Pyramid

It is critical that this sorting step be done with staff, governing body, and citizen representatives involved. This is where ownership is created for the philosophy, while participants discover the current and possibly varied operating histories, cultures, and organizational values, vision, and mission. It is the time to develop consensus and get everyone on the same page – the page that is written together. Remember, this effort must reflect the community and must align with the thinking of policy makers.

Sample Policy Development Language:

XXX community brought together staff from across the department, agency leadership, and citizens to sort existing programs into each level of the Pyramid. The process was facilitated by an objective and impartial facilitator in order to hear all viewpoints. It generated discussion and debate as participants discovered what different people had to say about serving culturally and economically varied segments of the community, about historic versus active-use parks, about the importance of adult versus youth versus senior activities, and other philosophical and values-based discussions. This process gets at both the “what” and “why” with the intention of identifying common ground and consensus.

Step 5 – Defining Direct and Indirect Costs

The definition of direct and indirect costs can vary from agency to agency. What is important is that all costs associated with directly running a program or providing a service are identified and consistently applied across the system. Direct costs typically include all the specific, identifiable expenses (fixed and variable) associated with providing a service. These expenses would not exist without the service and may be variable costs. Defining direct costs, along with examples and relative formulas is necessary during this step.

Indirect costs typically encompass overhead (fixed and variable) including the administrative costs of the agency. These costs would exist without any specific service but may also be attributed to a specific agency operation (in which case they are direct expenses of that operation). If desired, all or a portion of indirect costs can be allocated, in which case they become a direct cost allocation.

Step 6 – Determining (or Confirming) Current Subsidy/Cost Recovery Levels

This step establishes the expectation that the agency will confirm or determine current cost recovery and subsidy allocation levels by service area based on the new or revised definition of direct and in-direct costs. This will include consideration of revenues sources and services costs or expenses. Typically, staff may not be cost accounting consistently, and these inconsistencies will become apparent. Results of this step will identify whether staff members know what it costs to provide services to the community, whether staff have the capacity or resources necessary to account for and track costs, whether accurate cost recovery levels can be identified, and whether cost centers or general ledger line items align with how the agency may want to track these costs in the future.

Step 7 – Establishing Cost Recovery/Subsidy Goals

Subsidy and cost recovery are complementary. If a program is subsidized at 75%, it has a 25% cost recovery, and vice-versa. It is more powerful to work through this exercise thinking about where the tax subsidy is used rather than what is the cost recovery. When it is complete, you can reverse thinking to articulate the cost recovery philosophy, as necessary.

The overall subsidy/cost recovery level is comprised of the average of everything in all of the levels together as a whole. This step identifies what the current subsidy level is for the programs sorted into each level. There may be quite a range within each level, and some programs could overlap with other levels of the pyramid. This will be rectified in the final steps.

This step must reflect your community and must align with the thinking of policy makers regarding the broad picture financial goals and objectives.

Examples

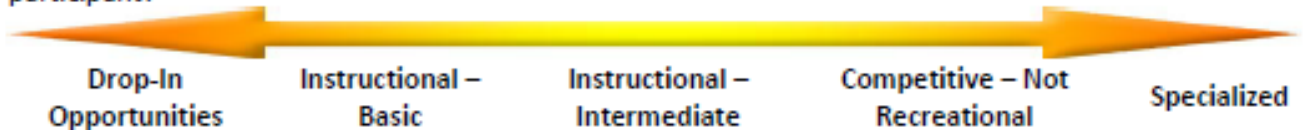
Categories in the bottom level of the Pyramid may be completely or mostly subsidized, with the agency having established limited cost recovery to convey the value of the experience to the user. An established 90-100% subsidy articulates the significant community benefit resulting from these categories.

The top level of the Pyramid may range from 0% subsidy to 50% excess revenues above all costs, or more. Or, the agency may not have any Categories of Service in the top level.

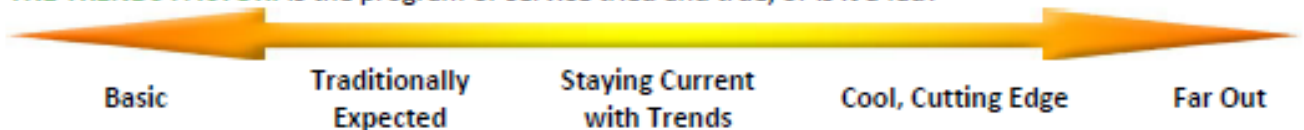
Step 8 – Understanding and Preparing for Influential Factors and Considerations

Inherent to sorting programs onto the Pyramid model using the Benefits and other filters is the realization that other factors come into play. This can result in decisions to place services in other levels than might first be thought. These factors also follow a continuum; however, do not necessarily follow the five levels like the Benefits Filter. In other words, a specific continuum may fall completely within the first two levels of the Pyramid. These factors can aid in determining core versus ancillary services. These factors represent a layering effect and should be used to make adjustments to an initial placement on the Pyramid.

THE COMMITMENT FACTOR: What is the intensity of the program; what is the commitment of the participant?



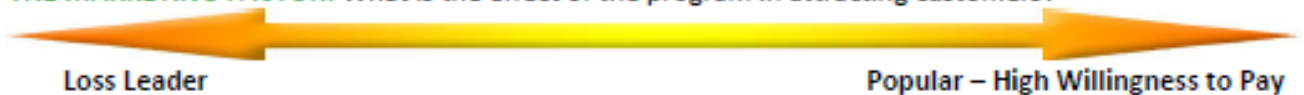
THE TRENDS FACTOR: Is the program or service tried and true, or is it a fad?



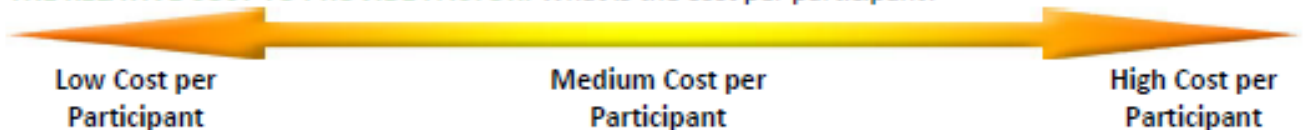
THE POLITICAL FILTER: What is out of our control?

This filter does not operate on a continuum, but is a reality, and will dictate from time to time where certain programs fit in the pyramid

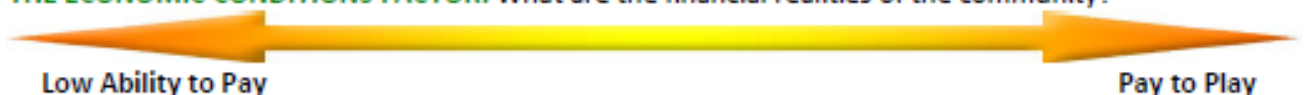
THE MARKETING FACTOR: What is the effect of the program in attracting customers?



THE RELATIVE COST TO PROVIDE FACTOR: What is the cost per participant?



THE ECONOMIC CONDITIONS FACTOR: What are the financial realities of the community?



FINANCIAL GOALS FACTOR: Are we targeting a financial goal such as increasing sustainability, decreasing subsidy reliance?



Step 9 – Implementation

Across the country, ranges in overall cost recovery levels can vary from less than 10% to over 100%. The agency sets their goals based upon values, vision, mission, stakeholder input, funding, and/or other criteria. This process may have been completed to determine present cost recovery levels, or the agency may have needed to increase cost recovery levels in order to meet budget targets. Sometimes, simply implementing a policy to develop equity is enough without a concerted effort to increase revenues. Upon completion of steps 1-8, the agency is positioned to illustrate and articulate where it has been and where it is heading from a financial perspective.

Step 10 – Evaluation

The results of this process may be used to:

- articulate and illustrate a comprehensive cost recovery and subsidy allocation philosophy
- train staff at all levels as to why and how things are priced the way they are
- shift subsidy to where it is most appropriately needed
- benchmark future financial performance
- enhance financial sustainability
- recommend service reductions to meet budget subsidy targets, or show how revenues can be increased as an alternative
- justifiably price new services

This Cost Recovery/Subsidy Allocation Philosophy: The Pyramid Methodology Outline is provided by:



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APPENDIX B: PARKS SERVICES – DEFINITIONS

Parks staff identified the following services that are provided to the public. Services in **green** below are part of the Visitor Services umbrella; services in **brown** are provided by Outdoor Education (OE).

Activity Pass - Archery: Daily or season pass purchased for the use of archery trails at Spring Lake Park Reserve.

Activity Pass – Dog: Daily or annual pass purchased for the use of the Dakota Woods Dog Park.

Activity Pass – Garden: Season pass purchased for the use of a garden plot at Spring Lake Park Reserve.

Activity Pass - Horse: Daily or season pass purchased for the use of equestrian trails at Lebanon Hills Regional Park.

Activity Pass – Hunt: Parking permit purchased for waterfowl hunting access from Bud's Landing in Spring Lake Park Reserve to the Spring Lake Islands Wildlife Management Area.

Activity Pass – Ski: Daily or season pass purchased for the use of cross-country ski and skate skiing trails in Dakota County parks.

Camping (Cabins): Camping at the camper cabins located in Whitetail Woods Regional Park.

Camping (Tent/RV): Tent or recreational vehicle (RV) camping at Lake Byllesby or Lebanon Hills Regional Parks.

Concessions: Resale of consumable items to the public (e.g. firewood, bait, water, candy, etc.).

Events: Community-based events with the purpose to celebrate, educate, provide an entry/introductory experience, and raise awareness about the Dakota County Parks System and the programs and activities offered.

Facility Rental (Dakota County): Use of park rental facilities by County staff for work purposes.

Facility Rental (Private): Use of park rental facilities for private functions.

Facility Rental (Public Agencies, Community, Non-Profits, Education): Use of park rental facilities by public sector organizations with 501c3 or other tax-exempt status.

General Access: Use of park areas that are open to the public and for which there is no fee, including the visitor centers and general use trails.

Group Camping (Non-Profits): Use of retreat center campsites by non-profit/youth organizations.

Group Camping (Private): Use of retreat center campsites by the general public for private functions. This service is defined for future expansion potential, but is currently rare, so it has been excluded from summary documents.

OE - Camps: Day camps for youth with curriculum focused on recreational and/or environmental education. Fees are paid by participants and registration is open to the public.

OE - Children's Birthday Parties: Birthday parties for youth ages 5-12 with curriculum focused on recreation and/or environmental education. Fees are paid by organizer and program is for a private group.

OE - County Partnership Program (Libraries, Corrections, Social Services): Programs offered in partnership with internal Dakota County departments. Curriculum is focused on recreational or/or environmental education. No fees are charged to participants or departments. Participants may be from the general public or clientele of internal departments.

OE - Field Trips/School Outreach: Parks Outdoor Education programs offered to schools. Curriculum follows Minnesota state science standards and is focused on environmental education and/or recreational education. Fees are charged to the school, though scholarships are offered and utilized by schools.

OE - General Programs (Adult): Parks Outdoor Education programs offered to adults. Curriculum is focused on environmental and/or recreational education. Programs may be free or fee-based, depending on topic, interest, and mission. Fees (if charged) are paid by participants and registration is open to the public.

OE - General Programs (Youth or Family): Parks Outdoor Education programs offered to youth or families. Curriculum is focused on environmental and/or recreational education. Programs may be free or fee-based, depending on topic, interest, and mission. Fees (if charged) are paid by participants and registration is open to the public.

OE - Group Nature Program (Adult): Parks Outdoor Education programs offered to pre-organized adult groups. Curriculum is focused on recreation and/or environmental education. Fees are paid by the organizer and the program is for a private group. Registration occurs for a full group, as opposed to participants signing up individually to take part in a group.

OE - Group Nature Program (Youth or Family): Parks Outdoor Education programs offered to youth or family groups. Curriculum is focused on recreation and/or environmental education. Fees are paid by the organizer and the program is for a private group. Registration occurs for a full group, as opposed to participants signing up individually to take part in a group.

Recreational Equipment Rental: Rental of equipment such as canoes, kayaks, and paddleboards at Lebanon Hills Regional Park.

Special Use Permit (Commercial, Private): Use of park areas and trails by private sector organizations for events that are not open to the public.

Special Use Permit (Public Agencies, Community, Non-Profits, Education): Use of park areas and trails by public sector organizations for events that are not open to the public.

APPENDIX C: BUDGET INFORMATION USED TO CALCULATE COST RECOVERY

The below keys and objects were active in 2018 and/or 2019 and were relevant to Parks services offered to the public. It is possible that in future years some may no longer be relevant—particularly grants that are time-limited—and others that are not on the list below may become relevant. For each iteration of cost recovery review, budget details should be examined to determine if new keys and/or objects should be added or others removed from the cost recovery analysis.

Procedure to update cost recovery in future years:

- 1) Request the “Specific Expenses/Revenue by Department and Key” budget reports for the relevant year from the Budget Office for Parks, Facilities Management and the Sheriff’s Office.
- 2) Examine the Parks report to find the keys and objects listed below. Determine if there are any additional relevant budget keys/objects that should be added or any that are no longer relevant.
- 3) Input the “YTD Actual” amount for each of the below keys and objects in the Cost Recovery calculations spreadsheet. The formulas contained in the spreadsheet will use these totals and the corresponding percentages entered to allocate costs/revenues to each identified service.
- 4) For objects that need to be split apart, details have been provided below for how to determine percentages to enter, based on the activities performed to create the cost recovery calculations for 2018 and 2019.
- 5) Request the calculated countywide indirect cost rate from Finance. Input that percentage in the row at the bottom titled “Indirect Expenses” in the same column as the YTD Actual amounts.
- 6) The spreadsheet will calculate the cost recovery rate for each service at the bottom.

Key	Key Description	Object	Object Description	Applicable Cost Recovery Service(s)	Procedure to Pull Information, if split among services
0770050134	Camp Sacajawea	43315	Rentals	12, 13, 15, 16	RecTrac report for Facility Rentals, which includes Group Camping and Facility Rentals. Sort by location and cost recovery category. Calculate the revenue and percentage of the whole for each of the four applicable cost recovery categories.
0770050134	Camp Sacajawea	56001	Materials & Supplies	12, 13, 15, 16	Use same allocations as Camp Sacajawea Rental Object above.

Key	Key Description	Object	Object Description	Applicable Cost Recovery Service(s)	Procedure to Pull Information, if split among services
0770050135	Camp Spring Lake	43315	Rentals	12, 13, 15, 16	RecTrac report for Facility Rentals, which includes Group Camping and Facility Rentals. Sort by location and cost recovery category. Calculate the revenue and percentage of the whole for each of the four applicable cost recovery categories.
0770050135	Camp Spring Lake	56001	Materials & Supplies	12, 13	Use same allocations as Camp Spring Lake Rental Object above.
0770050133	Lake Byllesby Campground	43315	Rentals	8, 9	RecTrac Report for camping and concessions. Total concessions revenue and determine the concessions percentage of the total budget line. The remainder is camping revenue.
0770050133	Lake Byllesby Campground	56001	Materials & Supplies	8	N/A
0770050133	Lake Byllesby Campground	56068	Uniform/Laundry	8	N/A
0770050133	Lake Byllesby Campground	56071	Resale Items	9	N/A
0770050132	Lebanon Hills Campground	43315	Rentals	8, 9	RecTrac Report for camping and concessions. Total concessions revenue and determine the percentage concessions percentage of the total budget line. The remainder is camping revenue.
0770050132	Lebanon Hills Campground	56001	Materials & Supplies	8	N/A
0770050132	Lebanon Hills Campground	56068	Uniform/Laundry	8	N/A
0770050132	Lebanon Hills Campground	56071	Resale Items	9	N/A

Parks Cost Recovery

Key	Key Description	Object	Object Description	Applicable Cost Recovery Service(s)	Procedure to Pull Information, if split among services
0770050132	Lebanon Hills Campground	56099	Other Utilities	8	N/A
0770050137	Lebanon Hills Visitor Center	43315	Rentals	9, 12, 13	RecTrac Reports for Facility Rental and concessions. Total revenue from Facility Rental – Private, Facility Rental – Public and concessions. Determine the percentage of the whole earned by each.
0770050137	Lebanon Hills Visitor Center	43360	Rental Equipment	17	N/A
0770050137	Lebanon Hills Visitor Center	55995	Food & Refreshments	10	N/A
0770050137	Lebanon Hills Visitor Center	56001	Materials & Supplies	14	N/A
0770050137	Lebanon Hills Visitor Center	56068	Uniform/Laundry	14	N/A
0770050137	Lebanon Hills Visitor Center	56071	Resale Items	9	N/A
0770050137	Lebanon Hills Visitor Center	56098	Program Services	10	N/A
0770050136	Marketing Campaign Grant	48320	Metropolitan Council	1, 2, 3, 4, 5, 6, 7, 8, 10, 12, 13, 14, 17, 18, 19, 20, 21, 23, 24, 25, 26, 27	Estimate the percentages of the marketing campaign grant being used to benefit each cost recovery category.
0770050136	Marketing Campaign Grant	57011	Direct Program	1, 2, 3, 4, 5, 6, 7, 8, 10, 12, 13, 14, 17, 18, 19, 20, 21, 23, 24, 25, 26, 27	Use same allocations as Marketing Campaign Grant revenue Object above.
0770050138	Outdoor Education	43378	Education Program	20, 21, 23, 24, 25, 26, 27	Compiled from RecTrac revenue reports for Outdoor Education programs. Calculate each program's percentage of total revenue.
0770050138	Outdoor Education	55995	Food & Refreshments	25	N/A

Key	Key Description	Object	Object Description	Applicable Cost Recovery Service(s)	Procedure to Pull Information, if split among services
0770050138	Outdoor Education	56001	Materials & Supplies	20, 21, 22, 23, 24, 25, 26, 27	Allocated by each category's percentage of total OE programs. Will likely remain consistent from year to year. Should be reexamined every 3-5 years.
0770050138	Outdoor Education	56068	Uniform/Laundry	14	N/A
0770050138	Outdoor Education	56098	Program Services	10, 20, 21, 22, 23, 24, 25, 26, 27	Compiled from RecTrac contract expenses report for Outdoor Education programs and events. Separate the lines by cost recovery category and determine each category's percentage of total expenses.
0770050001	Parks Admin Pay	51001 - 51999	All Parks Admin Salaries Expense Objects	8, 10, 14, 22	Divide time of Parks Director and Parks Senior Project Specialist among services based on time allocation. Will likely remain similar from year to year but should be reviewed every 3-5 years for current allocations.
0770050001	Parks Admin Pay	52051 - 52999	All Parks Admin Benefits Expense Objects	8, 10, 14, 22	Use same allocations as Parks Admin Salaries Expense Objects above.
0770050001	Parks Admin Pay	54001 - 54104	All Parks Admin Travel/Training Expense Objects	8, 10, 14, 22	Use same allocations as Parks Admin Salaries Expense Objects above.
0770050000	Parks Administration	43099	Misc. Other Revenue	14	N/A
0770050000	Parks Administration	45051	Waterfowl Hunt Permit	5	N/A
0770050000	Parks Administration	45065	Deer Hunting Permit	5	N/A

Parks Cost Recovery

Key	Key Description	Object	Object Description	Applicable Cost Recovery Service(s)	Procedure to Pull Information, if split among services
0770050000	Parks Administration	48320	Metropolitan Council	14	N/A
0770050000	Parks Administration	53012	Credit Card Fees	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23, 24, 25, 27	Credit card fees are allocated to each service that allows credit card transactions, based on each service's percentage of total credit card revenue.
0770050000	Parks Administration	53019	General Support	3, 5, 6, 8, 12, 13, 14, 23, 24, 25	Use same allocations as Parks Admin Salaries Expense Objects above.
0770050000	Parks Administration	53066	Employee Recruitment	14	N/A
0770050000	Parks Administration	54003	Transportation/Parking	8, 12, 13, 14, 23, 24, 25	Use same allocations as Parks Admin Salaries Expense Objects above.
0770050000	Parks Administration	54007	Phone Stipend	8, 12, 13, 14, 23, 24, 25	Use same allocations as Parks Admin Salaries Expense Objects above.
0770050000	Parks Administration	54101	Conference & Seminar Fees	8, 12, 13, 14, 23, 24, 25	Use same allocations as Parks Admin Salaries Expense Objects above.
0770050000	Parks Administration	55602	Postage & Freight	14	N/A
0770050000	Parks Administration	55808	Membership & Assoc Dues	14	N/A
0770050000	Parks Administration	55995	Food & Refreshments	14	N/A
0770050131	Schaar's Bluff Gathering Center	43315	Rentals	12, 13	RecTrac Report for Facility Rental – Private and Facility Rental – Public. Calculate the revenue and percentage of the whole for each.
0770050131	Schaar's Bluff Gathering Center	56001	Materials & Supplies	12, 13	Use same allocations as Schaar's Bluff Rental Object above.

Key	Key Description	Object	Object Description	Applicable Cost Recovery Service(s)	Procedure to Pull Information, if split among services
0770050031	Software Maintenance	53019	General Support	6, 10, 11, 12, 13, 14, 15, 16, 17, 24, 25	Supervisory staff estimate based on staff time exerted per year on each relevant service
0770050136	Thompson Park/Dakota Lodge	43315	Rentals	12, 13	RecTrac Report for Facility Rental – Private and Facility Rental – Public. Calculate the revenue and percentage of the whole for each.
0770050136	Thompson Park/Dakota Lodge	53019	General Support	12	N/A
0770050136	Thompson Park/Dakota Lodge	56001	Materials & Supplies	12, 13	Roughly even split between Private and Public Facility Rentals. Remains stable unless there is a significant change in public versus private rental breakdown.
0770050139	Visitor Service Mat. & Supp.	43099	Misc. Other Revenue	12, 13, 18, 19	Would typically be revenue to support facility rentals and special use permits. May vary by year and is only pertinent in years when there is miscellaneous revenue not coded elsewhere.
0770050139	Visitor Service Mat. & Supp.	43316	Special Use Rentals	18, 19	Compiled from Special Use Permit RecTrac report. Each permit has a coding for “Commercial/Private” or “Public Agencies, Community, Non-Profits, Education.” Calculate the total revenue collected by each of those categories and then as a percentage of total special use permit revenue.
0770050139	Visitor Service Mat. & Supp.	43342	Rent Garden Plots	3	N/A

Parks Cost Recovery

Key	Key Description	Object	Object Description	Applicable Cost Recovery Service(s)	Procedure to Pull Information, if split among services
0770050139	Visitor Service Mat. & Supp.	43377	Shelter Reservation	11, 12, 13	Compiled from Shelter Reservation RecTrac report. Each reservation has a coding for "Dakota County," "Non-Profit" or "Private." Calculate the total revenue collected by each of those categories and then as a percentage of total shelter revenue.
0770050139	Visitor Service Mat. & Supp.	45050	Archery User Permit	1	N/A
0770050139	Visitor Service Mat. & Supp.	45105	Off Leash Dog Permit	2	N/A
0770050139	Visitor Service Mat. & Supp.	45106	Horse Trail Permit	4	N/A
0770050139	Visitor Service Mat. & Supp.	45107	Cross Country Ski Pass	6	N/A
0770050139	Visitor Service Mat. & Supp.	56001	Materials & Supplies	14	N/A
0770050139	Visitor Service Mat. & Supp.	56068	Uniform/Laundry	14	N/A
0770050139	Visitor Service Mat. & Supp.	56071	Resale Items	9, 10, 14, 15, 16	This key and object are specific to firewood. Estimate the percentage of firewood used by each applicable category.
0770050139	Visitor Service Mat. & Supp.	56096	Direct/Program Printing	1, 2, 4, 6, 10, 12, 13, 14, 21	Estimate the percentage of printing costs used for each applicable category.
0770050139	Visitor Service Mat. & Supp.	56097	Program Publicity	7, 8, 10, 12, 14, 20	Estimate the percentage of publicity costs used for each applicable category.
0770050101	Visitor Services Pay	48320	Metropolitan Council	10, 14, 20, 21, 22, 23, 24, 25, 26, 27	Revenue to pay for Parks Outreach Coordinator. Estimate the percentage of time spent on each relevant cost recovery category.

Key	Key Description	Object	Object Description	Applicable Cost Recovery Service(s)	Procedure to Pull Information, if split among services
0770050101	Visitor Services Pay	51001	Salaries Nonlim Full-Time	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 27	Use "Cost Recovery – Staff Breakdown by Person" spreadsheet—Permanent tab—to allocate each staff's allocation according to amount of time spend per cost recovery category. Row 33 provides overall percentage, which may need to be rounded to total to 100%. Row 34 allows space to round each and provides the sum in cell C34.
0770050101	Visitor Services Pay	51004	Salaries Temporary FT/PT	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 20, 21, 22, 23, 24, 25, 27	Use "Cost Recovery – Staff Breakdown by Person" spreadsheet—Temp tab—to allocate role's allocation according to amount of time spend per cost recovery category. Row 18 provides overall percentage, which may need to be rounded to total to 100%. Row 19 allows space to round each and provides the sum in cell C19.
0770050101	Visitor Services Pay	51005	Overtime	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 27	Use same percentages calculated for 51004 - Salaries Temporary FT/PT object above.

Parks Cost Recovery

Key	Key Description	Object	Object Description	Applicable Cost Recovery Service(s)	Procedure to Pull Information, if split among services
0770050101	Visitor Services Pay	51006	Holiday Worked Over Time	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 27	Use same percentages calculated for 51004 - Salaries Temporary FT/PT object above.
0770050101	Visitor Services Pay	51008	Compensated Absences	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 27	Use same percentages calculated for 51001 - Salaries Nonlim Full-Time above.
0770050101	Visitor Services Pay	51010	Severance	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 27	Use same percentages calculated for 51001 - Salaries Nonlim Full-Time above.
0770050101	Visitor Services Pay	51011	Flex Payout	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 27	Use same percentages calculated for 51001 - Salaries Nonlim Full-Time above.

Key	Key Description	Object	Object Description	Applicable Cost Recovery Service(s)	Procedure to Pull Information, if split among services
0770050101	Visitor Services Pay	52051 - 52062	All Benefits Expense Objects	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 27	Use same percentages calculated for 51001 - Salaries Nonlim Full-Time above.
0770050101	Visitor Services Pay	54001 - 54104	All Travel/Training Expense Objects	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 27	Use same percentages calculated for 51001 - Salaries Nonlim Full-Time above.
0770050101	Visitor Services Pay	56001	Materials & Supplies	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 27	Use same percentages calculated for 51001 - Salaries Nonlim Full-Time above.
0770059830	Visitor Services – Equipment Prg./Sale of Fixed	43929	Equipment Prg./Sale of Fixed	7, 8, 12, 13, 14, 15, 16, 17, 20, 21, 22, 23, 24, 25, 26, 27	Estimate the percentage of revenue from sold equipment or grants for each cost recovery category. It is possible this key may not be relevant each time cost recovery is calculated.
0770059830	Visitor Services – Equipment Prg./Sale of Fixed	48320	Metropolitan Council – Equipment Prg.	7, 8, 12, 13, 14, 17, 20, 21, 22, 23, 24, 25, 26, 27	Estimate the percentage of revenue from sold equipment or grants for each cost recovery category. It is possible this key may not be relevant each time cost recovery is calculated.

Parks Cost Recovery

Key	Key Description	Object	Object Description	Applicable Cost Recovery Service(s)	Procedure to Pull Information, if split among services
0770059830	Visitor Services – Equipment Prg./Sale of Fixed	59141	Visitor Services – Equipment	7, 8, 10, 12, 13, 14, 17, 20, 21, 22, 23, 24, 25, 26, 27	Capital Equipment Purchases – will vary by year. Allocate purchases to each relevant cost recovery service.
0770050130	Volunteer Program	55995	Food & Refreshments	10, 14	Estimate the percentage of food & refreshment costs used for events versus general access.
0770050130	Volunteer Program	56001	Materials & Supplies	14	N/A
0770050140	WWRP	43344	Rent Camper Cabin Rental	7	N/A
0770050140	WWRP	56001	Materials & Supplies	7	N/A
0160080002	Grounds Pay	51001 – 51011	All Grounds Pay Salaries Expense Objects	1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 14, 15, 18, 19, 20, 23, 24, 25	Estimated by Facilities Grounds Maintenance Manager. Will likely remain similar from year to year but should be reviewed every 3-5 years for current allocations.
0160080002	Grounds Pay	52051 – 52062	All Grounds Pay Benefits Expense Objects	1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 14, 15, 18, 19, 20, 23, 24, 25	Use same percentages calculated for 51001 – Grounds Pay Salaries above.
0160080002	Grounds Pay	54001 - 54108	All Grounds Pay Travel/Training Expense Objects	1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 14, 15, 18, 19, 20, 23, 24, 25	Estimated by Facilities Grounds Maintenance Manager. Will likely remain similar from year to year but should be reviewed every 3-5 years for current allocations.

Key	Key Description	Object	Object Description	Applicable Cost Recovery Service(s)	Procedure to Pull Information, if split among services
0160080180	Lake Byllesby Park	53100 - 53219	All Lake Byllesby Park Expense Objects	6, 8, 12, 13, 14, 18, 19	Estimated by Facilities Grounds Maintenance Manager. Will likely remain similar from year to year but should be reviewed every 3-5 years.
0160080181	Lebanon Hills Park/ Misc. Other Revenue	43099	Other Revenues	14	N/A
0160080181	Lebanon Hills Park/Metropolitan Council	48320	Other Intergovernmental Rev	14	N/A
0160080181	Lebanon Hills Park	53100 - 53219	All Lebanon Hills Park Expense Objects	4, 5, 6, 8, 10, 11, 12, 13, 14, 15, 18, 19, 24, 25	Estimated by Facilities Grounds Maintenance Manager. Will likely remain similar from year to year but should be reviewed every 3-5 years.
0160080182	Miesville Ravine Park	53100 - 53214	All Miesville Ravine Park Expense Objects	5, 14	Estimated by Facilities Grounds Maintenance Manager. Will likely remain similar from year to year but should be reviewed every 3-5 years.
0160080183	Spring Lake Park/Metropolitan Council	48320	Other Intergovernmental Rev	14	N/A
0160080183	Spring Lake Park	53100 - 53219	All Spring Lake Park Expense Objects	1, 5, 6, 10, 11, 12, 13, 14, 15, 18, 19, 24, 25	Estimated by Facilities Grounds Maintenance Manager. Will likely remain similar from year to year but should be reviewed every 3-5 years.
0160080184	Thompson Park/West St. Paul	48307	Other Intergovernmental Revenue	13	N/A

Parks Cost Recovery

Key	Key Description	Object	Object Description	Applicable Cost Recovery Service(s)	Procedure to Pull Information, if split among services
0160080184	Thompson Park	53100 - 53219	All Thompson Park Expense Objects	10, 11, 12, 13, 14, 18, 19, 24, 25	Estimated by Facilities Grounds Maintenance Manager. Will likely remain similar from year to year but should be reviewed every 3-5 years.
0160080186	Whitetail Woods Regional Park	53100 - 53214	All Whitetail Woods Regional Park Expense Objects	7, 10, 12, 13, 14, 18, 19, 24, 25	Estimated by Facilities Grounds Maintenance Manager. Will likely remain similar from year to year but should be reviewed every 3-5 years.
0160080187	Rock Island Swing Bridge	53100 - 53214	All Rock Island Swing Bridge Expense Objects	14	N/A
0160080188	Regional Trails	53100 - 53214	All Regional Trails Expense Objects	14	N/A
0160080189	Dog Park	53100 - 53214	All Dog Park Expense Objects	2	N/A
0160080190	Pine Bend Bluffs Trailhead	53100 - 53154	All Pine Bend Bluffs Trailhead Expense Objects	14	N/A
0150010701	Parks Patrol Payroll	51001 - 51006	All Parks Patrol Payroll Salaries Expense Objects	2, 4, 5, 6, 7, 8, 10, 12, 13, 14, 15, 16, 18, 19	Estimated as percent of time spent by Parks Patrol on relevant cost recovery categories. Will likely remain similar from year to year but should be reviewed every 3-5 years.

Key	Key Description	Object	Object Description	Applicable Cost Recovery Service(s)	Procedure to Pull Information, if split among services
0150010701	Parks Patrol Payroll	52051 - 52062	All Parks Patrol Payroll Benefits Expense Objects	2, 4, 5, 6, 7, 8, 10, 12, 13, 14, 15, 16, 18, 19	Use same percentages calculated for Parks Patrol Payroll Salaries above.
0150010701	Parks Patrol Payroll	54006 - 54007	All Parks Patrol Payroll Travel/Training Expense Objects	2, 4, 5, 6, 7, 8, 10, 12, 13, 14, 15, 16, 18, 19	Use same percentages calculated for Parks Patrol Payroll Salaries above.
0150010701	Parks Patrol Payroll	56068	Uniform/Laundry	2, 4, 5, 6, 7, 8, 10, 12, 13, 14, 15, 16, 18, 19	Use same percentages calculated for Parks Patrol Payroll Salaries above.

Budget Information color coding legend: Blue = Parks budget, Purple = Facilities Management budget, Red = Sheriff's Office budget

Cost Recovery Services

Visitor Services

1. Activity Pass - Archery
2. Activity Pass – Dog
3. Activity Pass – Garden
4. Activity Pass - Horse
5. Activity Pass – Hunt
6. Activity Pass – Ski
7. Camping (Cabins)
8. Camping (Tent/RV)
9. Concessions

10. Facility Rental (Dakota County)
11. Facility Rental (Private)
12. Facility Rental (Public Agencies, Community, Non-Profits, Education)
13. General Access
14. Group Camping (Non-Profits)
15. Group Camping (Private)
16. Recreational Equipment Rental
17. Special Use Permit (Commercial, Private)
18. Special Use Permit (Public Agencies, Community, Non-Profits, Education)

Outdoor Education

19. OE Camps
20. OE Children's Birthday Parties
21. OE County Partnership Program (Libraries, Corrections, Social Services)
22. OE Field Trips/School Outreach
23. OE General Programs (Adult)
24. OE General Programs (Youth or Family)
25. OE Group Nature Program (Adult):
26. OE Group Nature Program (Youth or Family)

Dakota County Parks and Open Space Revenue Options

Findings and Recommendations for Consideration

October, 2009





Dakota County Board of Commissioners:

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Bridging today and tomorrow with planning and analysis to improve residents' lives and their government.

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Table of Contents

<i>Background and Purpose</i>	4
<i>Findings</i>	4
Benchmarking	4
Admit Fees	4
Philanthropy	5
Grants	5
<i>Recommendations</i>	5
I. Background Information	7
<i>Introduction</i>	7
<i>Purpose</i>	7
<i>Methodology</i>	8
<i>Funding Profile: Parks Operations and Maintenance</i>	8
II. Findings	10
<i>Benchmarking</i>	10
NRPA Survey	10
Dakota County Benchmarking Survey	11
<i>Revenue Option Findings and Case Studies</i>	13
Admit Fees	13
Sponsorship	16
Donations	21
Events	24
Foundations	27
Grant Opportunities	28
III. Analysis and Recommendations for Dakota County	32
<i>Benchmarking</i>	32
<i>Admit Fees</i>	32
<i>Philanthropy</i>	32
<i>Grants</i>	32
<i>Recommendations</i>	33
IV. Appendix A	34
<i>Survey Respondent Summary Profile</i>	34

Executive Summary

Background and Purpose

In 2009, the Dakota County Board of Commissioners included among their annual goals a specific goal for generating parks revenue, which is to *increase non-County transportation and parks and open space funding by pursuing other governmental funding sources, fee-based revenue, land owner donations, grants, and philanthropic opportunities.* The Board has charged the Parks and Open Space Department with identifying potential revenue options to help support and stabilize future funding for Parks and Open Space.

The purpose of this project was to explore three revenue areas within the Board goal for Parks and Open Space operation and management. These include: grants, fee-based revenue, and philanthropic opportunities. Within each, specific methods of generating revenue have been further defined below.

1. Grants:
 - a. Federal, state, and regional grants
 - b. Private foundation grants
2. Fees:
 - a. Admit fee (also known as an entrance fee, typically administered as a vehicle pass)
3. Philanthropy:
 - a. Sponsorship and Naming Rights (private partnerships for mutual benefit)
 - b. Events (fundraising or promotional events that generate interest and potential revenue)
 - c. Donations (all types, including memorials, bequests, and honorary)
 - d. Foundation (specific 501(c)3 organization established for the purpose of fundraising)

These revenue streams were identified for this project because they represent either areas not previously explored by Dakota County or areas where potential to expand current capacity is believed to exist. However, the revenue potential from these options is still minor in comparison to traditional and more common sources of parks funding from governmental approaches such as property taxes, special assessment districts, sales and use taxes, bonds, and tax increment financing.¹

Findings

Benchmarking

Benchmarking data demonstrate that Dakota County generally functions with a smaller operating budget and staff than other county park departments, but serves a larger population. This poses both challenges and opportunities for revenue generation. Strategic planning and partnering help maximize limited resources, while diversifying revenue approaches tap the potential interest of the population.

Admit Fees

Admit fees are not currently in place in Dakota County, although they have been previously discussed. Among Twin Cities Metro counties, a mixed approach is currently in place, with three counties administering such a fee and four counties not doing so. The primary benefit to an admit fee is the immediacy of its revenue potential and its relative stability as a funding source, as well as potential ease of

¹ Hopper, Kim. Increasing Public Investment in Parks and Open Space, Volume I of Local Parks, Local Financing. Trust for Public Land, 1998. Online Resource: http://www.tpl.org/tier2_cl.cfm?folder_id=825.

administration once the policies and procedures are in place. However, considerations against an admit fee are the concerns about public access to parks (despite methods to mitigate economic hardships for potential users), the need to balance admit revenue with other potential fees, and the costs of administering the admit fee. From local benchmarking, Dakota County might be able to realize \$200-400,000 in annual revenue from an admit fee, but would likely need 2-3 partial FTEs to support the infrastructure and would also likely have to mitigate some existing user fees currently generating revenue.

Philanthropy

Philanthropy as a revenue source for parks has good potential, but it takes time and consistent effort. Two components of philanthropy for Dakota County—the new Friends group and regional Foundation—are just getting off the ground and will require additional time to assess their potential and overall effectiveness in revenue generation. From a national perspective, both of these philanthropic endeavors are gaining momentum as revenue sources for parks.

Corporate sponsorship is also gaining momentum nationwide, and has a wide range of potential depending upon the amount of time and effort dedicated to cultivating such sponsorship and the opportunities and interest that exists in the local community. Similar to admit fees, corporate sponsorships require deliberation on the importance of maintaining the public domain, and Dakota County would need to develop the policies that support whatever balance is ultimately desired.

Donations and events also have revenue potential over time, but are most likely smaller in overall dollars generated and also require ongoing dedicated effort. Donations of physical items (trees, benches, and so on) also bring the burden of management and maintenance and policies, so clearly articulating parks responsibilities through policy is important to a successful program. Events in Dakota County are currently limited in space and amenities available, but there is potential to enrich options over time. Specifically, Dakota County can further assess the options and cost benefit for hosting its own events and allowing others to use parks for events, where there is interest and capacity to do so.

Grants

Dakota County currently monitors and applies for grant opportunities to foster parks and open space, and this should continue to be a priority. However, it is important to keep expectations reasonable, as options are limited for general operations support of parks through grants.

Recommendations

1. Develop philanthropy as a continuum of options and partnerships, rather than discreet choices. Parks entities nationwide that emphasize philanthropy capitalize on the synergy among the options and players. In Dakota County, both the new Friends group and the regional foundation could become key partners in soliciting donations and hosting events. Although events likely bring in small amounts of money, at least initially, they provide useful exposure for parks and could generate momentum over time. Developing one or more trial events with partners would be an effective way to explore this future potential. Corporate sponsors can also support events financially as well as with in-kind support. A more formal donations policy and program, that specifies priority donations desired by parks, would also focus donor potential. Communications support is also important to developing philanthropic opportunities through exposure. A recent example of this support is the 2010 calendar featuring Dakota County parks and open space, which has a goal of bringing in more than \$30,000 in revenue.

2. Establish the necessary framework to implement corporate sponsorship opportunities.
Although it would be a departure from Dakota County's historical approach to the issue, corporate sponsorship likely has the best revenue *potential* over time, and can address needs in the areas of both operational and capital revenues. However, sponsorship requires careful planning and cultivation of potential sponsors so it takes time to develop a program, but in the short-term, the need for a sponsorship policy should be addressed. Numerous agencies nationwide have experimented enough with requests for proposals, policies, and other infrastructure to glean best practice, as tailored to the needs of Dakota County. Public input is also important before implementing corporate sponsorship programs, but national examples do not show negative public reaction to be a significant prohibiting factor.

3. Define and document circumstances under which admit fees would be considered in the future.
Admit fees, although they generate stable and possibly considerable annual revenue, and revenue is realized *immediately upon institution*, are a potentially larger departure from past policy and practice at Dakota County. Once admit fees are decided upon, it is difficult to test them in a limited fashion, because the universal application is an inherent in fairness. In addition, admit fees will likely inhibit some growth in other user fees and require staff administration time, so their revenue potential has implications on other aspects of parks programming. For this reason, they may be less desirable than philanthropy. However, because of the stability that they bring in revenue, it is important to consider whether there is a threshold at which an admit fee would be considered a significant revenue source in the future.

The research and report found that there is potential to expand the revenue capacity of Dakota County's parks and open spaces using the specific methods reviewed. However, matching the pace of such revenue development to organizational capacity will be important to ensure long-term effectiveness and sustainability.

I. Background Information

Introduction

Dakota County’s park system currently includes 5,060 acres, six parks, and three regional trails. More than half of County residents live within three miles of a County park, such as Lebanon Hills, Lake Byllesby, Thompson, Spring Lake, Miesville Ravine, or a 460-acre regional park in Empire Township, currently in the planning phase. Almost 900,000 park visits take place annually.

During the development of the Dakota County 2030 Parks System Plan, finalized in April 2008, goal 23 was to “identify revenue and fundraising targets.” Objectives under this goal included:

- Balance private rental uses with general public use for all facilities in the system that have rental potential.
- Regularly evaluate opportunities to expand revenue generation from non-basic recreation activities.
- Define cost recovery goals for education programs, fee-based public events, and fee-based recreational uses to develop appropriate revenue generation guidelines.
- Consider future opportunities for enterprise facilities that fit well within the Parks Mission and Vision, meet public demand, and can be operated in a cost effective manner.
- Work with a new Parks Foundation to establish a fundraising program to include a general fund for all park purposes, as well as targeted funds.

In 2009, the Dakota County Board of Commissioners included among their annual goals a specific goal for generating parks revenue. The Board has charged the Parks and Open Space Department with identifying potential revenue options to help support and stabilize future funding for Parks and Open Space.



2009 Board Goal #13: Increase non-County transportation and parks and open space funding by pursuing other governmental funding sources, fee-based revenue, land owner donations, grants, and philanthropic opportunities.



Purpose

The purpose of this project is to explore three revenue areas within the Board goal for Parks and Open Space operation and management. These include: grants, fee-based revenue, and philanthropic opportunities. Within each, specific methods of generating revenue have been further defined below.

4. Grants:
 - a. Federal, state, and regional grants
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5. Fees:
 - a. Admit fee (also known as an entrance fee, typically administered as a vehicle pass)
6. Philanthropy:
 - a. Sponsorship and Naming Rights (private partnerships for mutual benefit)
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 - d. Foundation (specific 501(c)3 organization established for the purpose of fundraising)

These revenue streams were identified for this project because they represent either areas not previously explored by Dakota County or areas where potential to expand current capacity is believed to

exist. However, the revenue potential from these options is still minor in comparison to traditional and more common sources of parks funding from governmental approaches such as property taxes, special assessment districts, sales and use taxes, bonds, and tax increment financing.²

For each area of revenue potential explored, the project:

1. Analyzes the potential for revenue generation, including estimated targets where possible;
2. Recommends best fit models in Dakota County for further strategy development; and
3. Analyze the strengths and challenges of existing policies, staffing capacity and practice needed to successfully implement potential revenue strategies.

Methodology

The methodology for the project included benchmarking through surveys of selected county and city Parks Departments nationwide, targeted contact to those with programs and revenue options of particular interest, and general literature searching.

Funding Profile: Parks Operations and Maintenance

In 2008, Dakota County Parks Department had an annual operations and maintenance budget of \$3.8million, the majority of which comes from County tax levy. Revenue generation has been, to date, only a supportive source of funding in this area, at approximately \$780,000 in 2008.

One important source of revenue currently is user fees generated through park patronage, which generated almost \$600,000 in 2008. User fees include rentals of facilities, campgrounds, and equipment; permits and passes for activities, such as ski passes or dog park permits; and program registration, such as educational classes and parties. Total user fees have increased as a revenue source by more than 30% since 2004, due to fee increases and additional fees. In addition to user fees noted above, one enterprise facility, a rental ropes course, generated an additional \$2,000 in revenue in 2008. Dakota County presently charges user fees for nearly every type of “special use” which happens in the park and reviews these fees annually. Incremental and market-based adjustments are made within legal limits and reflect at least 75% of market rate. For these reasons, user fees were not considered a necessary part of this research project.

External to the County, the Metropolitan Council oversees acquisition and development of regional parks, operated by ten partnering cities, counties and special districts. The Council allocates funds for ongoing acquisition and development of the parks system, as well as funds to cover a small share of the cost of parks operation and maintenance (in 2007, the figure was \$8.62 million or 10% of the money spent by the 10 park agencies for this purpose). The typical O&M allocation for Dakota County ranges from \$100,000-200,000 annually and is based on a formula derived from visitor data and has historically been put into the CEP program, rather than the operations and maintenance budget.

The six revenue options targeted in this report-grants, admit fees, sponsorship, events, donations, and fundraising foundation- currently generate little or no revenue for Dakota County Parks, as outlined below.

² Hopper, Kim. Increasing Public Investment in Parks and Open Space, Volume I of Local Parks, Local Financing. Trust for Public Land, 1998. Online Resource: http://www.tpl.org/tier2_cl.cfm?folder_id=825.

- Donations are accepted on a voluntary basis through passive collections boxes, and have ranged from \$150 to \$2100 annually since 2002, averaging \$700 annually. However, in 2009, the County Board of Commissioners approved Forever Wild Friends of Dakota County. Friends will be managed by county staff and offer tax-deductible memberships and volunteer opportunities. Suggested membership donations will begin \$25 annually. In exchange, Friends will receive invitations to special events or other promotions. Revenue targets have not yet been set for the Friends of the Parks program.
- Grants beyond those already mentioned above are monitored regularly and pursued. Resources applicable to county parks have been identified. In 2008, a state Clean Water, Land and Legacy Amendment was passed and increased the state sales tax by 3/8 of a percentage point to fund projects benefitting arts, culture and the outdoors. Dakota County is anticipated to receive approximately \$1,988,000 in 2010-2011 from the parks and trails portion of the Land and Legacy Amendment, and another \$1M for habitat protection and restoration from the Lessard-Sams Outdoor Heritage Council.
- Dakota County has never charged an admittance fee to its parks, although the option was discussed during the 2007 park system plan and was determined to be a less favorable approach.
- Sponsorship, in the form of partnerships with private/corporate entities has been pursued very minimally on a case-by-case basis as an opportunity arises, but no policy or program exists. There is currently no sponsorship policy in Dakota County.
- Events sponsored by the Parks Department are also periodic and generate little revenue to date. Events hosted by others within the parks have not previously been implemented.
- Dakota County does not currently have a fundraising foundation, although this option was considered recently alongside the Friends of the Parks concept, now approved. However, in 2008, a regional Parks Foundation was authorized by the state legislature and formed by the Metropolitan Council. This non-profit partner for the Twin Cities regional park system, of which Dakota County is a part, will raise funds and accept donations for park acquisition or small capital projects. Stated revenue goals for 2009 through 2011 are between \$345,000 and \$640,000, derived from gifts/grants, membership fees, and events.³ Specific fundraising methods are still in development and it is unknown how much Dakota County might benefit from this new Foundation.

³ Metropolitan Council, Regional Parks Foundation of the Twin Cities Area. *Report to the Minnesota Legislature fulfilling 2007 Minnesota Law, Chapter 113, Section 17.* January 15, 2009.

II. Findings

Benchmarking

Gathering comparative data on other park departments is an important tool to help gauge the current status and best course of future action for Dakota County. Two benchmarking surveys are summarized here: the first is a national survey released in July, 2009 by the National Recreation and Park Association (NRPA) called the “2009 Operating Ratio Study.” The second is a survey conducted for this report, also in July, 2009, tailored to specific revenue streams and park systems of interest.

NRPA Survey

The NRPA survey was sent to approximately 3,100 NRPA members in early 2009, with 679 agencies responding. Its purpose is to provide accurate, complete, and up-to-date data for the parks and recreation profession to allow easy comparison of operations among peers. For the purposes of this study, it provides some useful contextual and background information. Of the respondents, 15% were County-based, while the majority of respondents (68%) were municipal, and the remaining 15% were special districts. This breakdown allows for comparison most directly with those respondents who also represent County park systems, as shown below.

Table 1.

	<i>Population</i>	<i>Jurisdiction Square Miles</i>	<i>Acres of Land owned by agency</i>	<i>Land developed for recreation</i>	<i>Number of parks/sites maintained</i>	<i>FTEs for parks (full- time 2008)</i>	<i># of Volunteers</i>
<i>All county survey respondents (median figures)</i>	200,000	516	1,600	57.5%	23	40	256
<i>Dakota County</i>	390,000	587	5,100	23%	10	36	100

Also, from the NRPA survey, comparison to median figures of all county survey respondents is in Table 2.

Table 2.

	<i>Agency operating expenses (2008)</i>	<i>Agency Revenue (2008)</i>	<i>Revenue as % of operating expenses (2008)</i>	<i>Agency Revenue per capita</i>	<i>Agency Revenue (budgeted 2009)</i>	<i>Revenue % change from 2008 to 2009</i>
<i>All county survey respondents (median figures)</i>	\$4.3 million	\$1.8 million	28%	\$6	\$2 million	1.1%
<i>Dakota County</i>	\$3.35 million	\$778,000*	23%	\$2	\$762,000 million	-2%

*Does not include County levy.

Dakota County Benchmarking Survey

In order to specifically capture the revenue options of most interest for this study, 25 park entities across the country were contacted to invite them to complete an online survey between June and early August, 2009. Of the 25 invitees, 13 agreed to complete the survey and 10 entities ultimately answered the survey, either partially or completely. These 10 agencies represent nine counties and one large city. Facts about survey respondents are summarized below. Additional summary information for each responding agency can be found in Appendix A.

Some of these data overlap with information gathered through the NRPA survey, but those surveyed specifically for this study are directly more comparable to Dakota County in their basic infrastructure.

Table 3.

	<i>Population Served</i>	<i>Jurisdiction Square Miles</i>	<i>County/City Budget</i>	<i>Parks Budget 2008</i>	<i>Parks Department Employees</i>
<i>Survey Respondents (median figures)</i>	374,000	593	\$263 million	\$9 million	77
<i>Dakota County</i>	390,000	587	\$300 million	\$3.85 million	50.28

Beyond basic jurisdiction and park information, the survey inquired about specific revenue streams, revenue amounts, policies to support revenue options, and past and future consideration or implementation of the revenue streams presented. Data are shown in Table 4 below.

Table 4. Revenue Streams Currently Used by Parks Agencies Surveyed

	<i>Admit Fee</i>	<i>Special Events hosted by agency</i>	<i>Events hosted by others on park land</i>	<i>Donation program</i>	<i>Sponsorship</i>	<i>Foundation</i>
<i>Yes</i>	4	5	5	6	2	3
<i>No</i>	3	2	2	1	5	4
<i>If yes, a supporting policy exists for this strategy</i>	4	5	5	5	0	1
<i>If yes, annual revenue generated (median)</i>	\$450,000	\$18,500	\$375,000 (1 reporting)	\$12,500	None reported	\$10,000 (1 reporting)
<i>Annual revenue as % of median agency budget</i>	5%	.2%	N/A	.1%	N/A	N/A

Events and donations are the most commonly used revenue streams, among the options presented. Admit fees and foundations were strategies being used, but were not necessarily the “norm” among this small sample. Sponsorship was the least used of the strategies presented. These findings on sponsorship correlate to general research highlighted in the next section of the report, which suggests that sponsorship is still a new and more complex strategy being considered by public parks departments nationwide. Where a revenue strategy is being implemented, the park department usually has a written policy that outlines and supports the parameters of the strategy. One notable exception to this is that neither of the two agencies reporting sponsorship as a revenue stream reports any policies in place or give any revenue figures, perhaps because the concept is still in development.

In terms of revenue, admit fees have the most potential for revenue among the agencies surveyed. Special events (e.g., fundraisers to benefit the agency itself) and donations have very minor revenue potential overall. Not enough data were gathered on events hosted by others within the parks, sponsorship, or foundations to make any relevant comparison regarding percent of total budget.

Summary

From benchmarking data, the following information is useful for analyzing Dakota County’s overall potential relative to others:

- In national comparison of counties, Dakota County manages a small amount of land developed for recreation and actual park sites, but serves a larger population with approximately equivalent staff. This might pose challenges in sufficiently staffing programs and opportunities specifically intended to reach the general public and generate revenue from them, such as fundraising and other events, donations programs, and corporate sponsorship development and management. However, a larger jurisdiction also theoretically provides greater opportunity to tap personal resources to support parks priorities. In addition, there is opportunity to increase volunteerism in Dakota County, perhaps partially in support of the aforementioned revenue generation strategies.
- Dakota County’s current revenue as a percent of operating expenses (23%) is less than the median reported by all responding counties for 2008 (28%). According to respondents, the 28% represented a decrease from 38.6% in 2005, and revenue was projected to increase to 36.5% for 2009, making Dakota County’s revenue projections even smaller in comparison. The projected increase on the part of other counties might signal either anticipated economic recovery to stimulate revenue, continued economic challenges leading to more local travel and recreation and therefore local revenue, deliberate effort to generate revenue to offset decreasing budgets in parks departments, or some combination of factors therein. Dakota County does have opportunity for increased revenue, from methods beyond its County levy dollars.
- From benchmarking to directly comparable counties, Dakota County has a smaller operating budget and fewer employees. While only a very few of the comparable counties generated large amounts of revenue from the methods asked about in the survey, most were implementing at least one method of revenue generation not currently used by Dakota County (or to a very limited extent), suggesting opportunities for increased diversity in revenue streams (as well as dollar amounts), while factoring in Dakota County’s smaller budget and staff.

Revenue Option Findings and Case Studies

This section will delve into more detail on each of the five revenue generating methods researched for this report: admit fees, sponsorship, and philanthropy through donations, events, and foundations.

Admit Fees

Admit, or entrance fees, are typically charged when a vehicle arrives at the entrance to a park and are facilitated through annual and/or daily park passes that patrons purchase. Admit fees do not typically apply to persons who arrive at the park on foot or by bicycle. A synopsis of pros and cons to admit fees is found below.

Table 5.

Pros	Cons
Once in place, is an option that is fairly easy to manage year to year.	Requires staffing to administer the permit program and monitor its efficacy.
May make it easier to predict future revenue than some other options.	Public reception can be negative, especially if other user fees are also in place.
Facilitates data collection on number of park users.	Should be balanced with opportunity to assure public access to parks for those unable to pay the admit fee.

Parity with other parks in proximity to Dakota County is important in considering admit fees, because of the public perception of fairness and also the possibility that the public might decide to drive a little farther to use parks without such a fee. That said; currently three park systems in the Twin Cities area do have an admit fee, while the remaining do not. Profiles of these three entities are shown below.

Table 6.

Park System	Fee	Reciprocity	Annual Revenue From passes	Annual Visits*	Staff**	Relation to User Fees
Washington County	\$25 annual/ \$5 daily	Yes, with Anoka and Carver	\$500,000 (25% of budget)	1,158,400	No full FTEs	Do not charge for most other programs
Anoka County	\$25 annual/ \$5 daily	Yes, with Washington	\$450,000 (10% of budget)	3,280,700	No full FTEs	Keep user fees competitive despite admit fee
Carver County	\$22 annual/ \$5 daily	Yes, with Washington and Anoka	\$135,000	265,000	No full FTEs	Have few user fees, may not require park pass when user fees in place, charge less for campgrounds
State of Minnesota	\$25 annual/ \$5 daily	None	\$2-3 million (~20% of budget)	8.4 million	Very few full FTEs	Fees stable or lowered in recent years to keep in balance with camping and other fees

**Annual visits are estimated by the Metropolitan Council. Figures in Table are for 2008. Dakota County had an estimated 879,600 visits in that same year.*

***Each agency reports using a variety of staff to manage its admit fee process. Anoka and Washington County estimate approximately 3 FTEs contribute to the process, such as through staff in accounting, gate superintendents, and seasonal parks workers. Carver County also uses a mix of staff, including seasonal staff at gate houses, administrative staff for honor boxes, and Sheriff's deputies for monitoring passes. They estimate \$24,000 in expenses for seasonal gatehouse staff in 2008. The State of Minnesota has numerous staff involved in admit fee activities, but most also have other duties that they would fulfill even without admit fee tasks. With the creation of new state legacy funds benefiting parks, the State of Minnesota is reviewing the admit fee, given the administration required to maintain it and the limitations it puts on first time contact with potential users/customers.*

In contrast to these three park systems, Three Rivers Park District dropped its patron pass (admit fee) in 2005. This decision was considered a bellwether, because of the size of the park system—27,000 acres, 20 sites, and more than 5.5 million annual visitors-in parks in Hennepin and Scott County, as well as facilities in five other counties, including Dakota. As a result of this decision, however, the District did not experience significant revenue drops. In fact, the number of persons paying user fees for other recreational opportunities has increased. For 2008, revenue from charges for services (user fees) comprised 89.3% of business-type activities, which include a ski facility and two golf courses and business-type revenues increased 6% over 2007. In addition, the number of persons entering the parks on foot or bike trails has also increased, which would have been revenue neutral under the patron pass system. The District continues to charge some parking fees for trailers/boats and buses/tours, however.

In the City of Minneapolis, there is no admit fee, per se, but approximately 100% of parking spaces in Minneapolis regional parks are pay (either designated with signage, pay boxes, or meters). Since 2002, patrons can purchase an annual pass for \$34 (\$27 for seniors), which can be used at almost all park facilities. The hourly rate was increased minimally in 2009, for the first time since 2002. A \$40 fine is administered by the City for vehicles parked in the reserved spaces without the appropriate pass or fee paid. For first time offenders, it is possible to convert the fine to an annual \$34 pass. All of the fines collected stay within the Park Board's general fund. Special fees are also assessed to certain types of vehicles for use of the parkway (e.g., tour buses, carriages, limousines), but these do not apply to cars, bikes, or pedestrians.

Access

To address the concern of ensuring access for all residents to a public park system, the Cascade Policy Institute suggests possible options for park systems, such as regular or periodic free or discount days. This approach is used commonly among museums across the county. For parks, the City of Chicago instituted a fee for admit to a recently upgraded skating rink, but set a policy of 40% of hours, in periods of lower demand, that would be free of charge.

Options for directly subsidizing the costs to patrons include: coupons or vouchers for free or reduced admission with advertisement by business sponsors, opportunities to volunteer in exchange for admission, or sliding scale fees based on self-assessment of the park patron. In the Twin Cities, Carver County offers a pass assistance program run by its Social Services Department. The Department sends out annual letters to clients, who have the opportunity to buy an annual pass for \$5, rather than the

standard \$22 fee. Participation in the program has averaged about 12-15% in response to the offer. Carver also allows park users to apply daily fees toward an annual pass, if they decide to purchase one.

Summary

None of the park systems in the Twin Cities report significant problems with public perception of the admit fees nor with administering them, but their programs have been in place for multiple decades. When considering admit fees (or any user fees), the Trust for Public Land recommends the following preventative measures to mitigate any potential negative reaction by the public:

1. Provide high quality facilities and amenities and complete necessary upgrades before implementing a new fee. Explain fees and budgetary realities faced by the park system.
2. Highlight the value by comparison to activities such as movies, professional sports, or museums.
3. Provide alternatives, such as those mentioned above, to ensure access for all.
4. Institute increases on a rolling basis, at the end of seasons, rather than in the middle.
5. Pre-inform elected officials of the rationale and need, ideally with factsheets that they use.

Sponsorship

Corporate Sponsors

Private (corporate) sponsorship of parks and park activities for the mutual benefit of the park and the sponsor has become more commonplace in recent years, despite concerns that private agendas do not mix well with public space. There is a broad range of activity that can constitute sponsorship, from advertising at a one-time event to permanent naming rights for facilities or entire parks. Privatization of parks is also part of this spectrum, where private entities manage the daily operations of a park that is still publicly owned. Various aspects and examples of these strategic partnerships are reviewed here.

The Trust for Public Land (TPL), in its report on Financing Local Parks, asserts that people believe parks have intrinsic worth they are willing to pay for, including through patronage of corporations that also promotionally support parks.⁴ The report notes that privatization is slowing increasing, because park advocates believe it is more secure than relying exclusively on public funds and because it gives them more control over what happens within parks. TPL advocates for at least a limited amount of privatization, if not supporting and stimulating additional privatization, in particular because it seems to be working very well for certain large-scale urban parks, such as Chicago and New York.

To demonstrate how long this topic has already been a consideration for park systems, advice to parks was offered by a sponsorship consulting firm at an annual conference of the Urban Park Institute more than a decade ago. In the publication written for the conference, the firm asserts that park systems must identify the assets that can be leveraged with sponsors, namely the people that go to parks or events in parks.⁵ They recommend Parks Departments bundle any sponsorship rights for a park system as a whole, so that flagship locations are leveraged to the benefit of all parks within a system. Or, if this is not possible, emphasize events to drive traffic and bring people to the park. The author also indicates that parks can leverage the things that they buy (services, equipment) or offer (information, tours) and target sponsorship to corporate entities that are also involved with these assets. Finally, the author stresses that corporate sponsors should not supplant other forms of fundraising, but rather augment them to create more awareness of other parts of fundraising efforts.

The NRPA, in a June 2007 article⁶, cites various studies and surveys that demonstrate the growing importance of corporate sponsors in making parks viable and the fact that generally such partnerships are well-received by the intended customer, parks users and community residents. The article recommends some best practices, however, before engaging in private/public partnerships:

1. recognize that sponsorship is not philanthropy and the sponsor looks for something in return for financial investment;

⁴ Harnik, Peter. Paying for Urban Parks Without Raising Taxes: Local Parks, Local Financing, Volume II, 1998. Online resource: http://www.tpl.org/tier2_cl.cfm?folder_id=826.

⁵Bartram, Kevin, Vice President, the Wilkinson Group. *Parks as Community Places: San Francisco, 1998*. Urban Parks Institute Annual Conference, 1998. http://www.pps.org/parks_plazas_squares/info/funding/corpsponsor.bartrum1

⁶ Potwarka, Luke R. and Ron E. McCarville, PhD. *Building Lasting Relationships with Corporate Sponsors*. National Recreation and Park Association, June 2007. <http://www.nrpa.org/content/default.aspx?documentID=8046>

2. approach sponsorship negotiations as an exchange for mutual benefit to realize something that cannot be realized singularly by either partner;
3. find a common link, including a common audience and a tangible way for that audience to easily see the connection between the sponsor and the park or park activity, and therefore be more supportive of the sponsorship;
4. evaluate and report on the sponsorship success for the benefit of both partners; and
5. make sponsorship agreements resident-friendly, such as using naming rights sparingly (emphasize naming events over facilities), selecting an appropriate location for recognizing

sponsors and donors (favoring indoor over outdoor), establishing advertisement size and content restrictions, and keeping the sponsorship agenda from becoming too aggressive.

California State Parks Corporate Sponsorships are offered to those with the following qualities:

Corporate Citizenship: innovative and generous charitable programs

High-Quality Outdoor Recreation: create and preserve opportunities

Environment: promote preservation and conservation

Healthful Living: provide opportunities through health and fitness

Diversity: respect for cultural resources and promote diverse cultures

Safe and Useful Products: high quality products and industry leaders in research and development

In considering corporate sponsorship of parks, written policies help outline how, when and under what conditions they will enter into sponsorship agreements. Portland, Oregon, for example, has a policy on sponsorship, which outlines proposal procedures as well as guidelines and types of recognition. They also have a separate policy on naming/re-naming of parks and/or recreational facilities. In addition to written policies, criteria for

sponsorship can also be developed, such as those used by California State Parks summarized at left.

Although larger park systems tend to be the ones that have very well-developed corporate sponsorship agendas or programs, smaller park systems are also becoming engaged in seeking such partnerships. Two examples along this spectrum are King Co, Washington and McLean County, Illinois.

McLean County, Illinois

McLean County is smaller than Dakota County, serving the Bloomington-Normal metropolitan area (population 165,000) and managing 2,200 acres of regional parks and amenities with 250,000 visitors annually. In 2005, they launched their Parks Partners Program. The goal of this program is to “use entrepreneurial initiatives to assist in funding conservation and resource related activities which commonly do not generate revenue of their own.” The program includes the possibility for concessions, naming rights, event sponsorships, gifts and grants, marketing and advertising, and includes an annual Request for Proposals (RFP) process to structure the program.

Thus far, interest in the program has not been significant in terms of number of applicants, but two that have been awarded have yielded about \$33,000 in revenue. The first, a beverage agreement with Coca Cola for exclusive marketing rights within the parks, generated \$30,000 in revenue for the parks and also offered McLean County exposure by posting their park calendar of events on Coca Cola vending machines located off-site from their parks. The second agreement with Herman Brothers/Cabelas

(outdoor sporting retail chain), produced a lake contour map at no cost to or involvement from the County. The County is now able to sell the maps and cd-rom at a profit, while businesses are allowed to advertise on the map itself. They estimate this partnership has generated about \$3,000 in revenue for the park thus far.

King County, Washington

King County, one of the nation's largest park systems, serves Seattle and the surrounding metropolitan area (population almost 1.9 million), manages 25,000 acres of natural areas, 180 parks, and hosts 8 million visitors annually. King County is well known for its many innovative programs and is a leader among county governments. The Parks Division is no exception. In 2002, the Parks Division wrote a Business Plan that included fourteen revenue enhancement strategies. Strategies range from user fees to legislative action to concessions and enterprise facilities, such as a driving range.

One of the strategies was naming rights and advertising through corporate partnerships. At that time, the recommendation was to identify and price naming rights opportunities for the parks system, with the following in mind: maximize media exposure opportunities as a selling point for corporate partners, focus naming rights on local corporations with strong community roots (such as those with headquarters in the community), and consider naming rights before a facility is built, to increase name recognition. In addition, the Division conducted focus groups with residents and found the public to be receptive to the concept of sponsorship. The strategy proposed either an external consultant or an internal RFP process for naming rights, while advertising could be immediately pursued at a number of existing facilities.

King County Parks Division adopted its Partners-for-Parks initiative the following year, in 2003, to "develop public-private entrepreneurial partnerships." The 2009 Big Ideas RFP seeks proposals not only for naming rights/sponsorship and promotional advertising, but also property lease agreements, eco tourism opportunities, and sustainable building projects, among others. To protect its own interests, the Parks Division states its sole discretion to select proposals that it deems feasible and beneficial to the citizens of King County and its right to negotiate agreements, to add provisions consistent with County policies and applicable laws, and to enter into agreements using other procedures. To the benefit of corporate partners, the County offers grants or matching funds and promises selected partners a knowledgeable and motivated partner within the Parks Division.

Since the 2002 business plan, corporate sponsorships and event partnering have increased significantly with large, name brand partners, such as 2008 partnerships with Group Health for sponsorship of a facility, Whole Foods Market sponsorship of "Parks Day," and movie events sponsored by Nintendo. Overall, business revenue has increased from \$2.3 million in 2002 (characterized as primarily pool and user fees) to more than \$5.1 million in 2008 (now largely entrepreneurial partnerships). However, during that same period, overall revenue for the Division has remained about the same at \$26 million, as has the proportion considered business revenue, about 22%. This is largely because of increased operating costs and a transfer of assets, such as pools, to school districts and cities. In other words, the County has changed the business revenue component of its budget by successfully replacing one type of business revenue for another.

Sponsorship Beyond Parks

Using a more comprehensive approach, the city of San Diego has a Corporate Partnership Program for the entire city, including parks. This program has generated more than \$12 million since its inception in 1999. The stated objectives are to: establish and guide relationships with business partners who share the City’s commitment to high quality civic environment; generate revenue to fund existing and additional facilities, projects, programs, and activities; and minimize the perception that the City has become “corporatized” by limiting the number of corporate partners while maximizing revenue from the partners. Two corporate sponsors to the City of San Diego include well-known brands, Pepsi Bottling Co. and Verizon Wireless.

Other Partnerships

Beyond corporate sponsorship, other types of partnerships (with public, private, and non-profit entities) are also becoming more common for parks. Brief examples are referenced in the table below. Boulder, Colorado and Scott County, Minnesota, are described in more detail.

Table 7.

Park System	Partnership Description	Benefit for Parks
Maricopa County, Arizona (Phoenix area)	Cactus League Partnership between county and cities	Jointly funds efforts to attract and keep major league baseball teams in the area for spring training; produced state of the art complex.
Pinellas County, Florida	Cooperation with city parks and unincorporated areas	County reimburses unincorporated residents for additional fees paid to city programs. No additional revenue, but assures consistent revenue by helping county residents unable to pay.
City of Indianapolis	Partnership with churches and community groups	Parks are maintained by local, neighborhood resources (mowed, litter picked up, etc.), while county provides capital improvements.
Portland, Oregon	Lease with private firm to manage golf course	Metro regional government receives \$700,000 annually, which it uses to subsidize other facilities.

Boulder, Colorado

The city of Boulder, Colorado has a population of just less than 100,000. The City Parks Department is separate from Open Space, and deals primarily with recreational opportunities rather than natural areas. The Parks Department has created a facility and amenity partnership process, which accepts proposals from interested partners in the fall of each year, in line with the City’s budget process. The City has outlined selection criteria and a specific approval process.

To date, response to the call for proposals has been somewhat limited, and most proposals received have not come to fruition primarily because the ideas proposed do not fit with the mission and/or

priorities of the park department and would require too much city financing and support, such as capital expenses. To remedy this, the department is now considering new tactics, such as adding value to partnerships in their CIP process. If the park has a willing and interested partner, it will be given added weight, improving its ranking among CIP priorities. This also gives potential partners information about city priorities, so that proposals will be more appropriately tailored to the plans created by the city.

One partnership in Boulder has been a great success thus far, however. The Mountain Bike Alliance proposed additional upgrades and amenities for a mountain bike park already being planned by the city. The Alliance has agreed to fundraise for the upgrades and thus far, has secured approximately \$200,000, almost half of which came from a state grant the Alliance applied for and received. According to staff, although the partnership doesn't generate revenue, per se, the Alliance's contributions will make the difference between a municipal quality park and a world class mountain biking park. Once the park is built, the city is also considering additional partnerships to help maintain the quality of the park.

Scott County

Scott County is a newer suburb of the Twin Cities metro area and as such, its parks are largely still being developed. In 2007, the county had the opportunity to acquire 230-acres of the Cedar Lake Farm property near New Prague, which already features a catering kitchen, picnic tables, ball fields, boats, docks and other facilities. However, the County did not yet have the funds to fully acquire and develop it into the 300-acre regional park with wetlands, Big Woods forest and 4,000 feet of shoreland that they envisioned. The county plans to complete its master park plan in 2010, but full development is contingent on funding.

As a result, in late 2008, the County issued an RFP for a private organization to operate the park in the interim while public funds could be raised to develop the park for recreational use by the public. As a result of the RFP, five organizations submitted proposals and in 2009, Lancer Hospitality was selected for a contract that includes paying for much of the current upkeep costs and guarantees public access to be integrated with private group picnics, weddings, and other events from which they derive revenue. Although still in its initial phase, the private-public partnership seems to be working well, and county representatives say they would consider other such short to long-term agreements again in the future, although never permanent agreements for public land.

Summary

In summary, sponsorship can take many forms, including general solicitation of ideas to a more structured format that closely matches priorities already set by the Parks Department. In addition, a range of corporate influence is possible, from significant naming and advertising opportunities and event co-sponsoring to more minimalist approaches, such as helping to fund defined projects or events. In all cases, to be successful these partnerships require diligent planning, organization, promotion, and management. Corporate sponsorships pose policy challenges that must be forethought, but can also provide opportunity to shift business models away from historically parks driven activities, if desired.

Donations

Donation Types

Donations can be either solicited or unsolicited by the Parks Department or by a supporting group, such as a Friends group or Foundation. Donations can be solicited in many ways, such as: an annual fund drive or other direct requests for financial support; a capital campaign to raise funds for a specific project; donations in exchange for a specific good or service, such as a memorial; or through passive mechanisms, such as collection boxes like those currently placed in Dakota County parks.

Donations can also take multiple tangible forms: cash is usually preferred because of its flexibility, but in-kind services or goods and volunteer time are also sources of donations. Cash donations might be given for general use by parks (again, the most flexible) or might be targeted for specific programs, projects, or purposes. Gift catalogs are sometimes developed to help focus donations in areas of particular need by the agency.

Of these options, the most common donation mechanism across the country seems to be memorials or honorary tribute in the name of someone. Annual fund drives and capital campaigns are commonly used in the non-profit sector, but less so within Parks. An example of capital campaign methodology used in some park settings are brick campaigns, whereby individuals (or other entities) purchase one or more bricks (or other material) that is used to construct a building, sidewalk, or other infrastructure. In exchange, their name is engraved on the brick as a lasting, visible tribute to their donation. Such examples can be found on Harriet Island in St. Paul and in the cities of Eagan and Burnsville, to name just a few.

Revenue Potential

Revenue potential from donations varies greatly, in part based on the assertiveness of the park system in requesting donations, but also dependent upon supporting mechanisms such as Friends groups or Foundations, the financial base from which the park system draws and competing demands for donations. In 2001, the Trust for Public Land surveyed 56 city park agencies and found that private donations averaged \$116,500 annually. However, some of the largest cities in the survey, such as New York City, drew in as much as \$50 million annually, potentially skewing the survey results heavily. Similarly, the Como Park Zoo and Conservatory, which has a very robust external non-profit Friends program and receives almost 2 million visitors per year, generates more than \$1 million annually in voluntary donations. In 2008, the Zoo and Conservatory experienced the third consecutive year of increased donations, since the start of the voluntary program in lieu of an admissions fee.

The small survey of parks similar to Dakota County conducted as part of this study showed median donations of \$12,500 annually. Washington County averages \$5-10,000 annually in donations. Dakota County has historically received an average of \$700 annually in donations. With a more robust solicitation effort, a conservative target might be \$10,000 annually.

Models

The following examples provide a snapshot of the many types of donations programs in operation.

Gifts to Share, Inc.—Sacramento, California

Incorporated in 1985, Gifts to Share, Inc. is a 501(c) 3 organization supporting the City of Sacramento's (population 460,000) park, recreation, cultural, educational and neighborhood improvement programs and facilities. Similar to a Foundation or the newly created Friends program at Dakota County, but unique in its implementation, this organization provides fiscal sponsor services, fundraising, training and project planning assistance, and seed-money grants. The fundraising component includes formulating fundraising plans as well as assistance securing individual gifts, sponsorships, and grants. Gifts to Share, Inc. also published a volunteer project guide that helps volunteers with project planning and fundraising.

The organization has 1.5 FTEs, all part-time, who are employed and housed by the City, although their work is under the non-profit umbrella. Donations average about \$1 million annually, with a fund balance of approximately \$800,000 that has been stable for many years. Approximately 80% of donations are private individual contributions (more of them in smaller amounts) and 20% are corporate (fewer in number, but larger dollar amounts).

King County, Washington

King County's Community Partnerships and Grants (CPG) Program leverage community investments in the form of cash, grants, in-kind donations, and volunteer labor for new or improved facilities and amenities. In 2009, there were 32 such project in negotiation, planning, or underway, representing \$12 million in commitments. The projects will add an estimated value of \$64 million to the park system. Project examples range from interpretive trails and information kiosks to athletic fields to habitat restoration to road, boat and parking access points.

City of Boulder, Colorado

In 2001, the City of Boulder implemented its donation program and related policies. Opportunities are currently focused on memorials in the form of trees and benches. Other donation opportunities are available, but are funneled through the Boulder Parks and Recreation Foundation.

Experience has shown the need for revision to their memorial bench policy, currently underway. Primary factors influencing the revisions are: staff burden for managing bench requests and implementation during summer months and the need to shift the schedule accordingly; difficulty in placing benches to meet the desires of donors, but also the practical considerations of park maintenance staff and aesthetic considerations of park planners; and underestimated costs, leading to a revised pricing schedule that includes the cost of the bench, labor and maintenance, as well as exemption for the park system from replacement of benches that are damaged during the estimated 10-year life of the bench. If damaged or after ten years, donors will be given an opportunity to replace the bench with a new donation.

Other common issues that agencies face with donations include expectations for recognition (especially tangible forms, such as plaques) and the acceptance of and placement of artwork or other visual contributions and the subsequent balance of "grey" (referring to concrete) vs. "green" in the park

system. City policies that articulate these issues from the perspective of park systems include Seattle and Portland.

Anoka County, Minnesota

Anoka County is currently completing production of a gift catalog that will address inquiries from the public about potential donations to the parks, while standardizing the prices and options and targeting requests to items most needed. Options and prices vary widely and include things such as: bird seed (\$50-100), team building equipment, plants/shrubs (\$100-300), technology equipment, such as binoculars or microscopes (\$100-500), natural resources, such as prairie seed and trees (\$100-5,000), ranger units, such as uniforms and first aid (\$100-500), docks or fishing piers (\$7-20,000), and others. The catalog also lists volunteer opportunities and describes policies for memorial plaques and replacement procedures. The primary benefit to the agency of such a catalog is that it broadens the public's thinking about options for donations (beyond typical bench or tree donations), yet also targets the donations to those items most in need by the park system.

Summary

While all types of donations might be accepted by an agency, specific methods should be chosen as part of a focused, cultivated donations program for parks. Developing policies is important so as not to detract from the benefit of donations by internal challenges with meeting donor demands, maintaining physical gifts over time, and balancing general aesthetics and user desires with donor requests for tangible and visible displays of their donations.

Events

Event Types and Considerations

For the purpose of this analysis, two types of events are considered: those that seek to generate revenue purposefully (i.e., fundraisers) and events whereby parks receive additional exposure, which in turn creates greater potential for other revenue (e.g., donations). Fundraising events are most commonly hosted either by Friends groups or by Foundations, on behalf of the park system. Fundraising events can even be held by one Friend or one corporate partner. Events potentially provide valuable one-time (or recurring) opportunities for private funding in exchange for name recognition. Events that largely generate exposure for parks, rather than direct revenue, tie in closely with educational programming, which draws in parks users (either free or fee-based), but events are generally considered to be larger in scope than what typical educational programming can accommodate. Event revenue potential varies widely depending upon the number, type, and scope of events held, but benchmarking suggests \$10-20,000 annually might be a reasonable goal for Dakota County over time.

In order to secure revenue, events should be carefully planned using a cost benefit analysis that includes costs incurred as a result of the event itself (e.g., providing security, janitorial or other event support beyond day-to-day operations). The event must also be of a size that allows for sufficient revenue (and/or exposure) for the parks, but appropriate for the physical space available. Currently in Dakota County, space is limited for hosting large-scale events, as are the amenities that might be needed, such as a stage. However, future phases of some parks include planned event space and mobile options, such as stages, exist. Currently, Lebanon Hills has the most capacity for events, and is estimated to accommodate roughly 1,000 people for this purpose. Even given Dakota County's current constraints, there are still many event possibilities, as described below.

General Event Ideas

Dakota County presently offers a number of educational programs and a limited number of events at its park locations. Educational programs currently offered include naturalist programs, children's programming, recreational education opportunities, and others which add to the fee-based revenues generated through the park system, though some programs are also free to the public. A limited number of special events focus on the provision of outdoor recreational activity with lesser or no emphasis on fundraising. These events include an annual New Year's Eve Party for families and two candlelight ski events. An event with broad fundraising potential has not been pursued to date.

The following ideas offer opportunities for resident participation beyond educational programming and for revenue generation and co-sponsorship. Most examples from Minnesota State Parks are offered free, but state parks also require a vehicle permit. It would be feasible to charge an entrance fee or solicit donations through these events in Dakota County. Ideas below are just a snapshot of current activities at other parks; similar, but unique options could be created in Dakota County.

- Performance: Theater productions, movies, and concert series are often done in park settings, but do require a stage or screen, and appropriate seating to ensure viewing and acoustical opportunities. Examples include City of Minneapolis events, such as concerts at Lake Harriet Bandshell, movies at Loring Park, or Shakespeare in the Park; Cities of Eagan and Burnsville's concert performance series; and performances held at the privately owned Caponi Art Park in Eagan.

- **Physical Fitness Events:** Races (walks, bike rides, and runs) are very commonplace today, and can either be a direct fundraiser for the park or can benefit an outside entity, but include the park in order to increase its exposure. A benefit is that such an event might begin, end, and/or incorporate the park, but also include other parts of a neighborhood and community, such that the large concentration of people does not occur at the park for any extended time period. A race series called Ground Pounders Race already exists in Dakota County among city agencies and includes six running events. Other successful events of this type in the metro area include the Autumn Woods Classic run in Three Rivers Park District and the Minneapolis Bike Tour, among others.
- **Nature observation opportunities:** Two examples of this type are star gazing and bird watching events. Star gazing is usually offered as a partnership with a college or university that provides the telescopes and guides (which can limit participation due to equipment available). Both types of events provide an opportunity to extend the hours of parks programming (either early morning or late evening), to partner with other entities (such as colleges), and are an inexpensive option for drawing in park users for a small fee or donation. *Examples: Universe in the Park at William O'Brien State Park or Bagels and Birds at Riverbend Nature Center in Faribault.*
- **Presentations:** Speakers provide another opportunity to draw people into the parks at a low cost, to speak about topics of general interest (e.g., photographers, naturalists, etc.). *Example: Presenters under the Pines and Ask the Expert! at Itasca State Park.*
- **Themed Days:** A day (or weekend) with a specific theme and related activities, which might hold appeal different audiences, but require minimal actual programming. *Examples: Play Day at St. Croix State Park, which includes hopscotch, a scavenger hunt, building a sand castle, making a bird feeder, or taking a hike; Get Outside and Play Day at Itasca State Park, which might include blindfold tent set-up challenge, make a pop-can fishing reel, learn campfire cooking, learning to cast a fly rod, etc.; Family Outdoors Fair at Whitewater State Park, co-sponsored by Project Get Outdoors; and Children's Day at Splitrock Lighthouse State Park.*
- **Festivals:** Festivals can have a wide range of themes, including arts/crafts, book fairs, seasonal (such as harvest time), and many others. Because they typically span an entire day or weekend, festivals do require multiple amenities, such as food/beverage options, music, and a range of activities. *Examples: Harvest Festival at Itasca State Park, Halloween Howl at Lake Maria State Park, International Festival at Nicollet Commons Park in Burnsville,*
- **Historical Re-creations:** Depending upon the amenities available, historical re-creations or re-enactments, which can also be offered seasonally, offer opportunities to partner with historical societies and reach a segment of the population that might or might not already be park users. *Examples: Christmas 1918 with the Lindberghs at the Lindbergh State Park and Voices of the Park at Jay Cooke State Park.*

Event Planning Approaches

Countywide Special Events Planning

Camden County, New Jersey is similar in population size to Dakota County (approximately 500,000 residents). The County has Special Events planning staff (nine FTEs) that plan several hundred events each year, including those for and in parks. All revenue is generated through corporate sponsorship or entrance fees for events and revenue is funneled into the County's general fund, which then provides annual budget to departments. The two largest annual events are a festival with an entrance fee of

approximately \$30-40 and a Fourth of July event that is free to the public, but sponsored by corporate partners. Although Dakota County may not wish to employ a similar model of countywide events planning, opportunities for partnering on events planning and considering events sponsored by Parks but not necessarily in the parks are two lessons from Camden County.

Park Exposure through Free Events

During 2009, Portland Parks & Recreation (PP&R) launched “Summer Free for All,” a website specifically highlighting all the free events, classes, and programs Portland Parks & Recreation offers the public. The site also provides a continually updated list of all the free activities and classes offered each week, by week, through early September.

According to promotional materials, the website came about because “During these tough times, we’re committed to continuing to offer fun, free events for all Portlanders, and especially for families with children,” said Parks Commissioner Nick Fish. “When many families are having trouble paying the rent and buying food, we want to make sure they have access to free and affordable recreational opportunities, including movies, concerts, and other traditional summer activities.”

The events are offered free in part through private sponsorship (e.g., movie nights offered have 5-6 different sponsors, such as radio and TV stations) and also through the foundation that supports Portland parks. However, the events themselves and the specific website provide an opportunity for increased exposure to Portland parks and to revenue that might come as a result through donations, future class enrollment, or other corporate partners.

Amenities Marketing: With the LEED certification of Lebanon Hills Visitor Center and the Schaar’s Bluff Gathering Center, there is potential for emphasizing the ecological benefit of hosting events at these sites. The Green Meetings Industry Council, the United States Environmental Protection Agency (US EPA) and the National Recycling Coalition, among others, all have “green meeting guides” that could be reviewed and adapted to help establish policies and/or best practices applicable to parks sites. This marketing and event planning approach is underway at Sequoia National Park in California and the State of Kentucky Parks, among others. Evaluation would be needed to demonstrate revenue resulting directly from such marketing approaches.

Summary

Choosing the best events to host in Dakota County parks is a combination of: 1) goal setting (fundraising vs. exposure); 2) matching event types to available space, staffing and amenities; 3) determining whether any partners are involved/invited (such as corporate sponsorship); 4) public preferences and expressed desires for events, based on inquiry or past history of events; and 5) where possible, hosting events in conjunction with others, such as Friends groups, foundations, or corporate sponsors to bring added revenue potential and alleviate some burden on Parks staff. To begin, selecting one to three events to host on a trial basis over a designated period of time might help determine one (or potentially more) “niche” event that can be branded and continued on a recurring basis.

Foundations

Foundations are a formal way of soliciting and collecting donations and other funds to support parks and open space, through a non-profit 501(c) 3 organization. Increasingly common, they have a wide range of revenue potential, generally related to population, geographic region, and the extent of the park system being supported, with large, urban park systems generating the most revenue typically.

As noted in the background section of this report, a regional Parks Foundation for the Twin Cities area was authorized by the state legislature and formed by the Metropolitan Council in 2008. This non-profit partner for the regional park system, of which Dakota County is a part, will raise funds and accept donations primarily for parkland acquisition. Stated revenue goals for 2009 through 2011 are between \$345,000 and \$640,000, derived from gifts/grants, membership fees, and events.⁷ However, specific fundraising methods are still in development and it is unknown how much Dakota County might benefit from this new Foundation.

For the purposes of this report, a local foundation specific to Dakota County is not being seriously contemplated at this time, given the regional foundation just launched. However, benchmarking provides useful insight into local foundation potential, should it be relevant for future consideration. The most relevant local example is profiled below for reference.

Three Rivers Park District Foundation

This foundation in the Twin Cities area began as a 501(c) 3 non-profit in 1986, known as the Hennepin Parks Foundation, and was active until about 1992. It then became inactive for a period of years, but since 2006 has been retooling itself with a name change and with a goal to be a more substantive partner to the Three Rivers Park District. Currently, revenue generated is about \$200,000 between the two entities, with the vast majority still being generated by the Park District itself. The foundation brought in \$25,000 in 2006, \$16,000 in 2007, and almost \$18,000 in 2008. The foundation is currently undergoing a planning process with an external consultant to determine future fundraising methods and priorities, such as solicitation drives and events. Grants and donations for specific projects, such as a partnership with REI, Inc. are also planned or underway.

⁷ Metropolitan Council, Regional Parks Foundation of the Twin Cities Area. *Report to the Minnesota Legislature fulfilling 2007 Minnesota Law, Chapter 113, Section 17.* January 15, 2009.

Grant Opportunities

In general, grant opportunities are limited for use by public park systems to support general operations and maintenance. Registered non-profit organizations are the presumed beneficiary for most private foundation grants. Federal and state grants that might be directed toward Parks are typically more specialized in nature, either for land acquisition, protection of natural resources or species, and or other environmental or educational priorities. However, some potential does exist and general opportunities are outlined below.

Federal

Currently, Dakota County pursues and has historically received Federal Transportation enhancement grants for regional trails are pursued when available. Between 2009 and 2012, approximately \$1-2 million annually is available for the Parks Department for this purpose. Additional applications were submitted in 2009, but funding beyond 2012 is not yet secured.

Additional Federal funding opportunities can be either ongoing/periodic in nature, or one time authorizations such as the recent American Recovery and Reinvestment Act (i.e., stimulus funds). In general, these opportunities tend to be very time-limited, so close monitoring and an ability to quickly respond to deadlines is necessary to pursue them successfully.

The Federal Government Grants database (grants.gov) is the most comprehensive clearinghouse for available Federal monies. Two categories relevant to parks are profiled in the table below.

Table 8.

Category Name	Subcategories	Primary Federal Funding Sources
Environment	None	U.S. Fish and Wildlife Service, National Park Service, and the Department of the Interior, U.S. Environmental Protection Agency, Extension, and National Institutes of Health for educational programs
Natural Resources	Agriculture, food/nutrition, transportation, arts, and community development (rural)	U.S. Fish and Wildlife Service, National Park Service, and the Department of the Interior

In general, Federal grants are for land and water management, and wildlife and habitat protection. There are not typically general sources of revenue and would require a specific project to which they would be tailored.

Also at the national level, associations offer some limited funding opportunities. The National Recreation and Park Association (NRPA) has three primary focus areas: enabling outdoor play (including access to safe play areas) for youth, improving health and livability, and conservation and stewardship. They receive grants for health and livability from the Centers for Disease Control and Prevention (CDC) and others, and use these funds for advocacy, research, and health promotion. Grants issued by NRPA tend to focus on recreational opportunities at the city level, such as team sports and similar programs. For example, a current funding opportunity is a partnership between NRPA and United States

Paralympics to support local communities that enhance and grow their recreation, sport, and physical activity programming for injured military personnel through grants. Public park and recreation agencies are encouraged to apply for grants between \$5,000 and \$25,000.

The National Association of Counties, which represents county governments nationwide, currently has two monetary grants: Coastal Counties Restoration Initiative, benefitting counties with U.S. coastlines and Five Star Restoration Challenge Grants for community-based wetland and stream bank restoration projects, which has very specific and limited application to Dakota County.

State/Regional

The Minnesota office of Grants Management tracks grants given by state agencies in the state. A number of classifications for grants could possibly apply to parks related priorities, although very few seem directly and immediately beneficial.

There may be small, targeted opportunities that apply to natural resources under several of these categories, such as Pollution Control Agency funds under business and government for projects such as burn barrel reduction, solid waste processing, phosphorus reduction, surface water assessments, and the like. However, the only significant categories for Parks and Open Space projects are Community and Regional Development and Environment. They are outlined below.

Categories of Funding-State Grants

- Business and Government
- Community and Regional Development
- Environment
- Health
- Agriculture/Food
- Arts/Culture
- Energy

Community and Regional Development includes both community improvement and economic development.

- Under community improvement, tourism is a primary emphasis, but MN Office of Tourism grants for innovative marketing and organizational partnerships are currently available only for non-profit tourism organizations or entities designated as the primary tourism office for their community.
- Economic Development includes a Department of Employment and Economic Development (DEED) redevelopment grant available to development authorities for land acquisition, demolition, infrastructure improvements, and adaptive reuse of buildings, including remediation. A 50% local match is required and 50% of money is awarded to site outside the seven-county metro area.
- Livable Communities Act, facilitated by the Met Council, which provides grants specifically for polluted land clean-up, development and re-development, and connectivity.

Environment includes grants through the Department of Natural Resources (DNR) and the Legislative-Citizen Commission on Minnesota Resources (LCCMR). The DNR administers four grants programs for local governments to promote land acquisition in order to implement the State Comprehensive Outdoor Recreation Plan (SCORP). Between 1998 and 2005, these grants totaled more than \$60 million.

These DNR grants include:

1. Regional Park Grants: available only outside the Twin Cities metro area to develop regionally significant parks.
2. Outdoor Recreation Grants to enhance facilities such as park trails, picnic shelter, playgrounds, athletic facilities, boat accesses, fishing piers, swimming beaches and campgrounds. A 50% non-state match is required.
3. Natural and Scenic Area Grants to protect and enhance natural and scenic areas statewide, requiring a 50% local match, up to a maximum of \$500,000. The grant is administered as a reimbursement, once costs are incurred and paid for and project proposals must be at least \$10,000.
4. Remediation Fund Grants targeted to communities in watersheds with a history of pollution.

In addition to these conservation-related local grants programs, DNR also administers Metro Greenways (established by 1998 Legislative action), which aims to protect, restore, connect and manage a metro-wide network of regionally locally significant natural areas and open spaces interconnected by ecological corridors in the Twin Cities. It provides for 50% of total project costs (with match required) for activities within the twelve county greater metro region. Applications for the 2009 funds, approved by the Minnesota Legislature, were due in May and awarded entities must complete projects by 2011.

LCCMR makes annual funding recommendations to the legislature from the Natural Resources Trust Fund for special environment and natural resource projects. Eligibility is broad and includes private organizations and academic institutions, as well as public entities. After recommendation by LCCMR, one state house and one state senate member become chief authors of the bill, which can be altered in the legislative process. Once approved by the legislature, the governor may also line-item veto projects.

As noted earlier in this report, in 2008, a state Clean Water, Land and Legacy Amendment was passed which will generate funds for parks and open space using state sales tax revenue. Additional grant funds are also available, and Dakota County has recently applied for approximately \$1 million in such grants.

Private

The Minnesota Council on Foundations profiles Minnesota grantmaking, as follows:

- Compared to other states, Minnesota ranks 10th in foundation giving per capita and 14th in total foundation giving, suggesting a robust giving climate in the state.
- In 2006, there were 1,398 active grantmakers in Minnesota, 85% of who were private foundations, 9% corporate foundations, and 6% community/public foundations.
- In 2006, grantmakers gave 54% of their dollars to organizations serving Minnesota (32% going to the Twin Cities Metro Area exclusively).
- In 2004, Minnesota grantmaking grew to over \$1 billion for the first time, and the trend continued into 2006. Most of the grantmaking comes from a relatively small number of grantmakers, however. Just ten percent of grantmakers account for 86% of the dollar value of the grants paid.
- Education has the largest share of Minnesota grant dollars, followed by human services and public affairs. Environment and animals constituted just five percent of the total grantmaking in Minnesota in 2006.

- Environment/Animals grantmaking largely goes to natural resources conservation and protection (61% of the total \$36 million in 2006). The five largest Minnesota environmental grantmakers in 2006 were the McKnight, Bush, Cargill, Blandin, and 3M Foundations.

A review of the current opportunities available from these five significant funders in Minnesota for environmental priorities is highlighted in the table below.

Table 9.

Foundation Name	Applicability to Dakota County	Relevant Examples
3M	Supports communities in Wisconsin, but not Minnesota at this time.	None
Blandin	Offers rural support, primarily forestry projects near Grand Rapids.	None
Cargill	Offers grants to non-governmental organizations only.	None
Bush	Targets environmental support to American Indian tribes in Minnesota.	None
McKnight	Funds a variety of public and non-profit entities, currently emphasizing Mississippi River protection and climate change initiatives.	City of Minneapolis for trail development, City of St. Paul funds to hire a consultant to help launch their new Foundation. Dakota County has also received two recent McKnight Foundation grants for programs within the Community Services Division; one in 2007 for \$1million and one in 2009 for \$50,000.

While this short list of funders is by no means exhaustive and priorities do change over time, the finding is that private foundation support for public park systems is limited in terms of qualifications, applicability of funds, and funding amounts. However, ongoing monitoring of foundations such as McKnight is warranted as future opportunities are likely to present themselves over time.

Summary

In summary, some federal, state, and private funds for parks and open space are available, but they are not likely to become a significant, consistent source of revenue. Grant seeking requires diligent monitoring for opportunities and changing priorities, and flexible staff resources to be able to apply for time limited options. In addition, many grants require a local match, usually 50%, and require very specific proposals for particular land acquisition, restoration, or management projects, rather than general operating and maintenance support. In these cases, applying for specific funds might divert POS from other priority work, so finding the right match at the right time is challenging.

III. Analysis and Recommendations for Dakota County

Benchmarking

Benchmarking data demonstrate that Dakota County generally functions with a smaller operating budget and staff than other county park departments, but serves a larger population. This poses both challenges and opportunities for revenue generation. Strategic planning and partnering help maximize limited resources, while diversifying revenue approaches tap the potential interest of the population.

Admit Fees

Admit fees are not currently in place in Dakota County, although they have been previously discussed. Among Twin Cities Metro counties, a mixed approach is currently in place, with three counties administering such a fee and four counties not doing so. The primary benefit to an admit fee is the immediacy of its revenue potential and its relative stability as a funding source, as well as potential ease of administration once the policies and procedures are in place. However, considerations against an admit fee are the concerns about public access to parks (despite methods to mitigate economic hardships for potential users), the need to balance admit revenue with other potential fees, and the costs of administering the admit fee. From local benchmarking, Dakota County might be able to realize \$200-400,000 in annual revenue from an admit fee, but would likely need 2-3 partial FTEs to support the infrastructure and would also likely have to mitigate some existing user fees currently generating revenue.

Philanthropy

Philanthropy as a revenue source for parks has good potential, but it takes time and consistent effort. Two components of philanthropy for Dakota County—the new Friends group and regional Foundation—are just getting off the ground and will require additional time to assess their potential and overall effectiveness in revenue generation. From a national perspective, both of these philanthropic endeavors are gaining momentum as revenue sources for parks.

Corporate sponsorship is also gaining momentum nationwide, and has a wide range of potential depending upon the amount of time and effort dedicated to cultivating such sponsorship and the opportunities and interest that exists in the local community. Similar to admit fees, corporate sponsorships require deliberation on the importance of maintaining the public domain, and Dakota County would need to develop the policies that support whatever balance is ultimately desired.

Donations and events also have revenue potential over time, but are most likely smaller in overall dollars generated and also require ongoing dedicated effort. Donations of physical items (trees, benches, and so on) also bring the burden of management and maintenance and policies, so clearly articulating parks responsibilities through policy is important to a successful program. Events in Dakota County are currently limited in space and amenities available, but there is potential to enrich options over time. Specifically, Dakota County can further assess the options and cost benefit for hosting its own events and allowing others to use parks for events, where there is interest and capacity to do so.

Grants

Dakota County currently monitors and applies for grant opportunities to foster parks and open space, and this should continue to be a priority. However, it is important to keep expectations reasonable, as options are limited for general operations support of parks through grants.

Recommendations

4. Develop philanthropy as a continuum of options and partnerships, rather than discreet choices.
Parks entities nationwide that emphasize philanthropy capitalize on the synergy among the options and players. In Dakota County, both the new Friends group and the regional foundation could become key partners in soliciting donations and hosting events. Although events likely bring in small amounts of money, at least initially, they provide useful exposure for parks and could generate momentum over time. Developing one or more trial events with partners would be an effective way to explore this future potential. Corporate sponsors can also support events financially as well as with in-kind support. A more formal donations policy and program, that specifies priority donations desired by parks, would also focus donor potential. Communications support is also important to developing philanthropic opportunities through exposure. A recent example of this support is the 2010 calendar featuring Dakota County parks and open space, which has a goal of bringing in more than \$30,000 in revenue.
5. Establish the necessary framework to implement corporate sponsorship opportunities.
Although it would be a departure from Dakota County's historical approach to the issue, corporate sponsorship likely has the best revenue *potential* over time, and can address needs in the areas of both operational and capital revenues. However, sponsorship requires careful planning and cultivation of potential sponsors so it takes time to develop a program, but in the short-term, the need for a sponsorship policy should be addressed. Numerous agencies nationwide have experimented enough with requests for proposals, policies, and other infrastructure to glean best practice, as tailored to the needs of Dakota County. Public input is also important before implementing corporate sponsorship programs, but national examples do not show negative public reaction to be a significant prohibiting factor.
6. Define and document circumstances under which admit fees would be considered in the future.
Admit fees, although they generate stable and possibly considerable annual revenue, and revenue is realized *immediately upon institution*, are a potentially larger departure from past policy and practice at Dakota County. Once admit fees are decided upon, it is difficult to test them in a limited fashion, because the universal application is an inherent in fairness. In addition, admit fees will likely inhibit some growth in other user fees and require staff administration time, so their revenue potential has implications on other aspects of parks programming. For this reason, they may be less desirable than philanthropy. However, because of the stability that they bring in revenue, it is important to consider whether there is a threshold at which an admit fee would be considered a significant revenue source in the future.

In conclusion, there is potential to expand the revenue capacity of Dakota County's parks and open spaces using the specific methods reviewed in this report. However, matching the pace of such revenue development to organizational capacity will be important to ensure long-term effectiveness and sustainability. To begin, important steps are to determine desired approaches, develop needed policies and programs that support these approaches, define organizational capacity and commitment levels to each approach, seek support from needed internal and external partners, and finally, set goals and timelines appropriate to meeting revenue needs but also sustainability.

IV. Appendix A

Survey Respondent Summary Profile

County/City:	State:	County/City Population	County/City Square Miles	County/City Budget	Parks Department Employees (Number)	Parks Department Operating Budget
Stark County	OH	370,000		N/A	90 \$	4,000,000
King County	WA	1,884,200	2,134	\$4,947,378,584	166 \$	27,000,000
Anoka County	MN	320,803	440	\$269,707,293	40 \$	4,700,000
St. Charles County	MO	350,000	558	\$59,800,000	75 \$	13,600,000
Waukesha County	WI	377,348	576	\$256,454,122	83 \$	11,094,298
Ramsey County	MN	511,000	170	\$589,000,000	85 \$	9,056,000
Waukegan County	IL	90,000	N/A	\$0	21 \$	30,600,000
Maricopa County	AZ	3,500,000	9226	\$2,136,275,386	85 \$	6,543,758
Butler County	OH	357,888	467	\$91,000,000	44 \$	2,500,000
Median		370,000	558	\$263,080,708	83	\$9,056,000

Dakota County Donation Plan

Purpose Statement

This Donation Plan (Plan) has been created in accordance with Policy 1570 Gift Acceptance (Gift Policy). Gifts and contributions may come from individuals, families, organizations, foundations, corporations, businesses, and other entities as an expression of support, and an acknowledgment of need. Divisions can accept gifts that enhance and support the mission, values, and service needs of the County.

This Plan defines the criteria and procedures for donor recognition and describes the form and duration of recognition for different types and levels of gifts. The Plan includes types of gifts, procedures, requirements, and recognition that Divisions within the County are authorized to provide, in accordance with delegated authority, within the framework of the Gift Policy.

Gift Acceptance

See the Policy 1570 Gift Acceptance (Gift Policy) for criteria used to determine gift appropriateness.

This Plan contains the donor recognition practices for all Divisions across the County and specific standards for various departments that regularly accept gifts.

The County does not approximate the value of any gift. Any donor wishing to donate a tax-deductible gift should have an appraisal or other fair market value calculated from an outside source before donating the gift.

Timely and appropriate recognition of gifts and contributions is important to acknowledge the donor's generous support.

All gifts accepted by delegated authority (see Table 1) will be promptly recognized with a letter of acknowledgment/thanks/receipt from the County Board Chair, with a carbon copy to the commissioner(s) for the district(s) from which the individual or entity providing the gift is located.

Commissioners will be promptly notified of all gifts originating from their district and may choose to personally recognize donors.

All gifts over \$1,500 and not specifically addressed in this plan must be accepted and recognized directly by the County Board.

Departments will not acknowledge final acceptance and conveyance of a non-monetary gift until after the object is in the County's physical possession and has been determined to meet the guidelines for acceptance.

Guidelines for acceptance of non-monetary gifts:

- The object must be in good condition.
- The donor must accept the possibility that the item will not always be available or on exhibit.
- The owner must have clear title.
- The County and/or Division/Department must be able to care properly for the object.
- The gift must be free from donor-imposed restrictions.
- All gifts are accepted in strict adherence to IRS regulations.
- No gifts will be encumbered by less than full literary rights, property rights, copyrights, patents, or trademarks, or by obscene or physically hazardous attributes.
- Recognition for the donation of used items with minimal or negligible value will be at the discretion of the receiving department.

Records documenting the transfer of ownership of a non-monetary gift may include:

- The gift agreement, title, deed, relevant correspondence, and a photograph of the object, depending on the type of gift.
- When appropriate, equipment will be added to the Dakota County Inventory of Fixed Assets.

Gift Categories

Policy 1570 provides for the following general gift categories:

Unrestricted: Donors may choose to provide an unrestricted donation to allow the County to flexibly utilize the donation for a variety of purposes after they have made their donation.

Designated: Pursuant to this Donation Plan, Donors may choose to provide a donation for a specific purpose, such as an infrastructure project, program, or event identified within an approved County plan.

Approved Plaque and Temporary Signage Options

A Tribute or Capital Project donation may allow for a donor recognition plaque to be placed on the donated item/project, with the following criteria:

- Approved plaque size is 2.5” x 7”
- The Division will provide sample text to the donor.
- No more than 200 characters on plaques (including spaces) and up to 4 lines total.
- County-determined font/size
- Donor choice of the following:
 - Donated by...
 - In honor of...
 - In memory of...

Temporary signage onsite or at an event may include:

- Event signage stating “We thank our partners...” or “Funded in part by...”
- Donor list in the annual report to the Board and on the website.
- Annual donor list in location (park building, library, etc.).

Acknowledgment of Corporate gifts does not indicate sponsorship or endorsement of the entity providing the gift or donation.

Deaccessioning

The maintenance and disposal of donated items will be subject to applicable county policies and procedures.

Specific Gifts

Programs: The County provides a wide variety of programs and events. Donors may contribute to programs and events included in the County budget.

Tributes: Donors can designate their monetary donation to be used for the purchase, construction, maintenance, and/or installation of the pre-authorized infrastructure listed in Table 1.

Donors may select a location from the available locations identified by the Physical Development Division

- Donors are not allowed to change, alter, add, subtract, or provide any maintenance or repair for the item. The County reserves the right to remove, alter, relocate, or discontinue the use of a donated item based on the needs of the County. There is no minimum duration, and the donor will be informed of the discontinuation or relocation of the item through the renewal process.
- Donors waive any right to ownership or interest in any items funded with their donation. All fees and maintenance costs are included in the donation.

- Tributes and some designated capital donations may be recognized with the option to create individualized signage by attaching a name(s) to one of the pre-authorized language plaques or sign designs.

Capital Projects: Donors may contribute to capital projects that align with adopted Master Plans and approved Capital Improvement Program

Donors may select a location from the available locations identified by the Physical Development Division.

- Donors are not allowed to change, alter, add, subtract, or provide any maintenance or repair for the item. The County reserves the right to remove, alter, relocate, or discontinue the use of a donated item based on the needs of the County. There is no minimum duration, and the donor will be informed of the discontinuation or relocation of the item.
- Donors waive any right to ownership or interest in any items funded with their donation. All fees and maintenance costs are included in the donation.

Donations of Real Estate or Real Estate Value: All donations of real estate must be authorized by the County Board.

If the County is acquiring a permanent easement or fee title, and the property owner would like to make a partial or full donation, the property owner is required to sign a “Waiver of Compensation” or a “Donation Agreement” with the donated value calculated by subtracting the County’s purchase price from the certified appraised value. The value of the donation will determine the type of acknowledgement and other considerations, as detailed in Table 1:

Table 1: Approval Authority and Recognition for Specific Donations

Gift	Donation Amount	Approval Authority	Minimum Recognition
Program Donation: Natural Resources	\$1,500 to \$5,000	Department/Division Director	Thank you letter from the County Board Chair
Program Donation: Dakota County Park Events	\$1,500 to \$5,000	Department/Division Director	Temporary event signage or pre-approved plaque and thank you letter from the County Board Chair

Program Donation: Library Events	\$1,500 to \$5,000	Department/Division Director	Temporary event signage or pre-approved plaque and thank you letter from the County Board Chair
Program Donation: Outdoor Education for previously authorized Park Programming	\$1,500 to \$5,000	Department/Division Director	Thank you letter from the County Board Chair
Program Donation: Outreach (to conduct previously authorized outreach activities)	\$1,500 to \$5,000	Department/Division Director	Thank you letter from the County Board Chair
Tribute: Bench New (10 years) Renewal (10 years)	 \$4,000 \$1,000	Department/Division Director	Pre-approved plaque and thank you letter from the County Board Chair
Tribute: Bike Repair Station New (6 years) Renewal (6 years)	 \$3,500 \$1,500	Department/Division Director	Pre-approved plaque and thank you letter from the County Board Chair
Capital Project: Greenway Trailhead	Any amount	County Board	Pre-approved plaque and thank you letter from the County Board Chair
Capital Project: Veterans Memorial	Any Amount	County Board	Pre-approved plaque and thank you letter from the County Board Chair

Greenway Memorial Node			
Real Estate or Real Estate Value	\$0-\$100,000	County Board	Recognition and thank you letter signed by the Board Chair and the Commissioner of the Donor's district.
Real Estate or Real Estate Value	More than \$100,000	County Board	Recognition and thank you letter signed by the Board Chair and the Commissioner of the Donor's district, and a Board approved plaque or temporary signage on the property acquired.

Plan history:

Origination date: February 2024



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3856

Agenda #: 5.4

Meeting Date: 11/19/2024

DEPARTMENT: Physical Development Administration

FILE TYPE: Regular Information

TITLE

Overview Of Draft Dakota County 2025-2029 Capital Improvement Program

PURPOSE/ACTION REQUESTED

Review the Draft 2025-2029 Capital Improvement Program (CIP).

SUMMARY

The Dakota County CIP forecasts priorities and budgets for the capital needs of the County for the next five years. The CIP document is a planning tool, but expenditures presented in the first year will be consistent with the County’s 2025 Adopted CIP Budget.

The County’s draft CIP contains seven sections: Byllesby Dam, Data Networks, Environmental Resources, Facilities, Transportation, and Regional Rail.

Staff presented early draft versions of the 2025 CIP to the County Board throughout the spring and summer of 2024. By Resolution No. 24-480 (September 24, 2024), the County Board authorized staff to submit the draft CIP to cities and townships for comments. Dakota County sent a letter to the cities and townships requesting their comments by November 15, 2024. Comments gathered through this process will be provided at the CIP public hearing scheduled for December 3, 2024.

The presentation on November 19, 2024, will provide an overview of the Draft 2025-2029 CIP. A copy of the Draft 2025-2029 CIP can be located on the County website:

<https://www.co.dakota.mn.us/Government/BudgetFinance/2025/Documents/2025-2029CapitalImprovementProgramDraft.pdf>

RECOMMENDATION

Information only; no action requested.

EXPLANATION OF FISCAL/FTE IMPACTS

- None
- Current budget
- Other
- Amendment Requested
- New FTE(s) requested

RESOLUTION

Information only; no action requested

PREVIOUS BOARD ACTION

24-480; 09/24/24

ATTACHMENTS

Attachment: Draft Dakota County 2025-2029 Capital Improvement Program (CIP) Maps and Project Legend

BOARD GOALS

- | | |
|---|--|
| <input type="checkbox"/> A Great Place to Live | <input type="checkbox"/> A Healthy Environment |
| <input type="checkbox"/> A Successful Place for Business and Jobs | <input checked="" type="checkbox"/> Excellence in Public Service |

CONTACT

Department Head: Erin Stwora

Author: Alex Jermeland

Draft 2025-2029 Capital Improvement Program (CIP) Countywide Project Legend

District	Map Identifier	CIP	Project Description	2025	2026	2027	2028	2029
1	F1	Facilities	Administration Center: County Board Room Updates	Design; Modifications/Repairs				
1; 2	F1; F9	Facilities	Administration Center (F1) & Northern Service Center (F9): Staff Kitchenettes and Break Spaces	Modifications/Repairs				
1	F1	Facilities	Administration Center: Restroom Renovations (Six Public)			Design; Modifications/Repairs		
5	F2	Facilities	Burnhaven Library Design and Renovation	Design	Modifications/Repairs			
4	F3	Facilities	Empire Maintenance Facility: Empire Campus Redevelopment Design and Construction	Design				
1	F4	Facilities	Hastings Shop Facility: Fueling Dispensing System	Construction				
1	F5	Facilities	Judicial Center (F5): Exterior Window Replacement	Design; Modifications/Repairs				
1	F5; F8	Facilities	Judicial Center (F5) and Law Enforcement Center (F8): Water Softener Replacement	Modifications/Repairs				
1	F6	Facilities	Juvenile Service Center (F6): Intake Shower and Storage Area Renovation	Modifications/Repairs				
1	F6	Facilities	Juvenile Service Center: Restroom Renovations (Two New Chance Area)			Design; Modifications/Repairs		
4	F7	Facilities	Lebanon Hills Grounds Maintenance Shop	Construction				
1	F8	Facilities	Law Enforcement Center: Boiler and Chiller Replacement	Modifications/Repairs				
1	F8	Facilities	Law Enforcement Center: Housing Unit Floor Replacement	Modifications/Repairs				
1	F8	Facilities	Law Enforcement Center: Intake, Release, and Garage Renovation	Modifications/Repairs				
1	F8	Facilities	Law Enforcement Center: Restroom Renovations (Two Main Public, Two Upper Floor)	Design; Modifications/Repairs				
6	F10	Facilities	Recycling Zone Plus	Construction				
2	F11	Facilities	Wentworth Library Design and Renovation	Modifications/Repairs				
7	F12	Facilities	Western Service Center: Cooling System Replacement	Modifications/Repairs				
7	F12	Facilities	Western Service Center: Second Floor Hybrid Work Environment	Modifications/Repairs				
6	P1	Parks	Lake Marion Greenway - Lakeville (Dodd Blvd (CSAH 9) to Holyoke) [city-led]	Design	Construction			
4	P2	Parks	Vermillion Highlands Greenway - Rosemount (Connemara to CSAH42 to 155th)	Design; Construction				
3; 4	P3	Parks	Lebanon Hills Greenway - Lebanon Hills Regional Park to Dodd Rd (TH149)	Design	Design; Construction			
4	P4	Parks	Vermillion Highlands Greenway - Whitetail Woods Regional Park to Farmington	Design		Design; Construction		
4; 7	P5	Parks	Lebanon Hills Regional Park - Sustainable Trail Improvements (Phase 1)	Modifications/Repairs				
4; 7	P5	Parks	Lebanon Hills Regional Park - Sustainable Trail Improvements (Phase 2)		Design	Natural Resources Improvements		

*JPA project (City led): project includes design, construction and reimbursement; time from JPA start to reimbursement varies but is usually 1-3 years

Draft 2025-2029 Capital Improvement Program (CIP) Countywide Project Legend

District	Map Identifier	CIP	Project Description	2025	2026	2027	2028	2029
1; 4	P6	Parks	North Creek Greenway - Vermillion River and South Creek - Farmington	Design	Construction			
1; 4	P7	Parks	Lebanon Hills and Lake Byllesby Regional Parks: Campground Buildings and Beach House Replacement/Renovation Project	Construction	Construction	Construction		
2	P8	Parks	Thompson County Park Master Plan Improvements	Natural Resources Improvements	Construction		Construction	Construction
1	P9	Parks	Lake Byllesby Regional Park Master Plan Improvements	Construction		Construction		
1	P10	Parks	Mississippi River Greenway - Hastings Bluff and Overlook	Design; Construction				
1	P11	Parks	Lake Byllesby Regional Park Turbine Exhibit	Construction				
1	P12	Parks	Cannon River Preservation and Access: Waterford Bridge Restoration and Park Conservation Area	Construction				
1; 4; 7	P13	Parks	Lebanon Hills Regional Park and Spring Lake Park Reserve Retreat Centers Improvement Analysis	Design				Construction
3	P14	Parks	River to River Greenway - Mendota Heights TH149 Crossing and Trail improvements south of Marie		Design; Construction			
3; 4	P15	Parks	Lebanon Hills Greenway - Lone Oak Road (CSAH 26) to I-494		Design	Design	Construction	Construction
3	P16	Parks	Lebanon Hills Greenway - Mendota Hills Gap		Design		Design; Construction	
4	P17	Parks	Lebanon Hills Visitor Center Improvements- Study and Design		Design		Construction	Construction
4	P18	Parks	Spring Lake Park Reserve - Park Entrance Road Paving		Construction			
7	P19	Parks	North Creek Greenway - Apple Valley CSAH 42 Crossing			Construction		
4	P20	Parks	Vermillion Highlands Greenway - Biscayne to Bella Vista			Design		
4	P21	Parks	Whitetail Woods Regional Park - Improvements - Future Phase			Construction	Construction	
4	P22	Parks	Rosemount Greenway - Flint Hills Park to Mississippi River Greenway/Spring Lake Park			Design	Design	
4	P23	Parks	Vermillion Highlands Greenway - 155th to Whitetail Woods Regional Park			Design		
4	P24	Parks	Vermillion River Greenway - Biscayne to Miles WMA			Design	Design	
6	P25	Parks	Lake Marion Greenway - Dodd Road (CSAH 9) Underpass			Construction		
1	P26	Parks	Vermillion River Greenway - Denmark (CSAH 31) Crossing			Construction		
3; 4	P27	Parks	Lebanon Hills Greenway - Eagan/Inver Grove Heights TH55 & CSAH28 Crossings				Design	Construction
1; 4	P28	Parks	Spring Lake Park Reserve Master Plan Improvements - River Access and Site Programming (excluding Fischer Ave Trailhead) and Bison Prairie Interpretive Center				Construction	Construction

*JPA project (City led): project includes design, construction and reimbursement; time from JPA start to reimbursement varies but is usually 1-3 years

Draft 2025-2029 Capital Improvement Program (CIP) Countywide Project Legend

District	Map Identifier	CIP	Project Description	2025	2026	2027	2028	2029
4	P29	Parks	Rosemount Greenway - Bonaire to Lebanon Hills Regional Park				Design	
1; 6	P30	Parks	Lake Marion Greenway - Cedar Avenue (CSAH 23) to Denmark				Design	
1; 6	P31	Parks	Lake Marion Greenway - Cedar Avenue (CSAH23) Crossing					Design
6	P32	Parks	Lake Marion Greenway - Holyoke Ave to Cedar Ave (CSAH 23)					Design
6	P33	Parks	Lake Marion Greenway - Ritter Farm to Murphy-Hanrehan Park Reserve					Design
7	P34	Parks	*Greenway Collaborative: North Creek GW – Johnny Cake Ridge Park 147th to 140th	Construction				
4	P35	Parks	*Greenway Collaborative: North Creek GW- East Lake – East Community Park – 170th to Eagleview Drive	Construction				
4	P36	Parks	*Greenway Collaborative: North Creek GW- East Lake – East Community Park – East Community Park to Eagleview and trailhead	Design	Construction			
1; 6	P37	Parks	*Greenway Collaborative: North Creek GW – Pheasant Run	Design	Construction			
6	P38	Parks	*Greenway Collaborative: Lake Marion Greenway – Casperson Park to Ritter Farm Park and Trailhead	Design	Construction			
4	P39	Parks	*Greenway Collaborative: Rosemount Greenway – Flint Hills Park Trails at Flint Hills Athletic Complex	Construction				
4	P40	Parks	*Greenway Collaborative: Rosemount Greenway – McMenemy Gap between Autumn and Ardroe Aves			Design		
4	P41	Parks	*Greenway Collaborative: Rosemount Greenway – Dunmore Development (Connemara to Bonaire Path)	Construction				
3; 4	P42	Parks	*Greenway Collaborative: Lebanon Hills GW – Argenta Trail Segment – Dodd Rd/TH149 to Opperman Drive	Construction				
2	04-017	Transportation	Trail Gap: CR 4 (Butler Avenue) from TH 952 (Robert Street) to TH 52 in West St Paul	Construction				
2; 3	04-018	Transportation	Sidewalk and School Safety Improvements: CR 4 (Butler Avenue) from CSAH 63 (Delaware Avenue) to Smith Avenue in West St Paul		Construction			
5	05-058	Transportation	Signal Replacement: CSAH 5 and Southcross Drive in Burnsville	Land Acquisition; Construction				
6	09-065	Transportation	Roadway Reconstruction: Reconstruct CSAH 9 (Dodd Boulevard) from 208th Street to CSAH 50 (Kenwood Trail) in Lakeville	Design	Land Acquisition	Construction		
6	09-067	Transportation	Roadway Reconstruction: CSAH 9 (Dodd Boulevard) from CSAH 70 (215th Street) to south of 210th Street in Lakeville		Design	Land Acquisition	Construction	

*JPA project (City led): project includes design, construction and reimbursement; time from JPA start to reimbursement varies but is usually 1-3 years

Draft 2025-2029 Capital Improvement Program (CIP) Countywide Project Legend

District	Map Identifier	CIP	Project Description	2025	2026	2027	2028	2029
5; 7	11-028	Transportation	Construct Signal/Intersection: CSAH 11/140th Street at CSAH 38 (McAndrews Road) intersection in Apple Valley/Burnsville			Construction		
2; 3	14-034	Transportation	Signal Replacement: CSAH 14 (Mendota Road) and TH 62 in Inver Grove Heights/Sunfish Lake				Construction	
7	23-088	Transportation	Preservation: CSAH 23 (Cedar Avenue) from CSAH 9 (179th Street) to CSAH 42 (150th Street) in Apple Valley/Lakeville	Design	Land Acquisition	Modifications/Repairs		
7	23-089	Transportation	Preliminary Engineering: CSAH 23 (Cedar Avenue) from Griffon Trail/Upper 164th Street to 135th Street in Apple Valley/Lakeville		Design			
2	26-060	Transportation	Roadway Reconstruction: CSAH 26 (70th Street E) from Allen Way to CSAH 73 (Babcock Trail) in Inver Grove Heights	Design	Land Acquisition	Construction		
2	26-065	Transportation	Management: Roundabout at CSAH 26 (70th Street) at TH 52 West Ramp in Inver Grove Heights				Construction	
2	26-068	Transportation	Intersection, Pedestrian, & Drainage Improvements: CSAH 26 (70th Street E) from CSAH 73 (Babcock Trail) to 1,000' East of Cahill Avenue in Inver Grove Heights	Design	Land Acquisition	Construction		
2	28-048	Transportation	Preliminary Engineering: CSAH 28 (80th Street) from TH 3 to Austin Way in Inver Grove Heights	Design				
3; 4	28-073	Transportation	Pedestrian Underpass: CSAH 28 (Yankee Doodle Road) at the Eagan/Inver Grove Heights border					Construction
1	31-111	Transportation	Trail Gap: CSAH 31 (Pilot Knob Road) between CSAH 50 (212th Street) and CSAH 64 (195th Street) in Farmington		Construction			
1	31-115	Transportation	Roadway Reconstruction: CSAH 31 (Denmark Ave) from CSAH 74 (220th St) to CSAH 50 (212th St) in Farmington	Design	Land Acquisition	Construction		
7	31-118	Transportation	Intersection Modifications: CSAH 31 (Pilot Knob Road) at Upper 147th Street in Apple Valley	Design	Construction			
3; 4; 7	31-119	Transportation	Preliminary Engineering: CSAH 31 (Pilot Knob Road) from CSAH 46 (160th Street) to I-494 in Apple Valley/Eagan			Design		
4	32-093	Transportation	Corridor Improvements: CSAH 32 (Cliff Road) from Johnny Cake Ridge Road to CSAH 31 (Pilot Knob Road) in Eagan		Construction			
5	32-113	Transportation	Intersection Improvements: CSAH 32 (Cliff Road) at the I-35W east frontage road in Burnsville	Land Acquisition		Construction		
5	32-115	Transportation	Roadway Reconstruction: I-35W Bridge Replacement at CSAH 32 (Cliff Road) in Burnsville	Construction				
7	33-019	Transportation	Roadway Reconstruction: CSAH 33 (Diamond Path) from 140th Street/Connemara Trail to CSAH 31 (Pilot Knob Road) in Apple Valley/Rosemount			Design	Land Acquisition	Construction

*JPA project (City led): project includes design, construction and reimbursement; time from JPA start to reimbursement varies but is usually 1-3 years

Draft 2025-2029 Capital Improvement Program (CIP) Countywide Project Legend

District	Map Identifier	CIP	Project Description	2025	2026	2027	2028	2029
4; 5; 7	33-020	Transportation	Preliminary Engineering: CR 33 (Diamond Path) Extension between 170th Street and CSAH 46 (160th Street) in Apple Valley/Empire/Lakeville			Design		
7	38-067	Transportation	Trail Gap: CSAH 38 (McAndrews Road) from Johnny Cake Ridge Road to Everest Trail in Apple Valley	Design				
1	42-161	Transportation	Trail Crossing & Safety Improvements: CSAH 42 (Lock Boulevard) between 1st Street and Riverdale Drive in Hastings	Land Acquisition; Design	Construction			
5; 7	42-163	Transportation	Safety & Management: CSAH 42 (150th Street) from Redwood Drive to 147th Street in Apple Valley		Construction			
5	42-164	Transportation	Safety and Management: CSAH 42 at I-35W Southbound Exit to Burnsville Center in Burnsville	Construction				
5	42-167	Transportation	Trail Gap: CSAH 42 from CSAH 5 to Nicollet Avenue in Burnsville	Land Acquisition	Construction			
7	42-172	Transportation	Preservation: CSAH 42 (150th Street) from 147th Street to CSAH 33 (Diamond Path) in Apple Valley	Modifications/Repairs				
4; 7	42-173	Transportation	Preservation: CSAH 42 (150th Street) from CSAH 33 (Diamond Path) to TH 3 in Apple Valley/Rosemount	Design	Land Acquisition	Modifications/Repairs		
4	42-174	Transportation	Intersection Improvements: CSAH 42 (145th Street) at TH 52 interchange in Rosemount	Land Acquisition	Construction			
4	42-175	Transportation	Pedestrian Underpass: CSAH 42 (145th Street) Pedestrian Underpass east of CR 73 (Akron Avenue) in Rosemount		Construction			
7	42-177	Transportation	Signal Replacement: CSAH 42 (150th Street) at Garrett Avenue and at CSAH 31 (Pilot Knob Road) in Apple Valley	Land Acquisition; Construction				
4	42-179	Transportation	Intersection Controls & Pedestrian Needs: CSAH 42 (150th Street) from West of Business Parkway to 800 feet East of Biscayne Avenue in Rosemount	Land Acquisition; Design	Construction			
4	42-180	Transportation	Trail Gap: CSAH 42 (150th Street, 145th Street) from TH 3 to CR 73/Akron Avenue in Rosemount	Design				
3	43-057	Transportation	Trail Gap: CSAH 43 (Lexington Avenue) from Keefe Street to TH 55 in Eagan		Land Acquisition	Construction		
1	46-050	Transportation	Roadway Reconstruction: CSAH 46 Reconstruction from 1,000 feet west of Pleasant Drive to TH 61 (Vermillion Street) in Hastings				Land Acquisition	Construction
1	47-047	Transportation	Roadway Reconstruction: CSAH 47 (Northfield Boulevard) from north of CSAH 86 (280th Street) to TH 50 in Castle Rock Township, Hampton Township, and Hampton	Land Acquisition	Construction			
1	47-048	Transportation	Roadway Reconstruction: CSAH 47 (Northfield Boulevard) from TH 3 to north of CSAH 86 (280th Street) in Waterford Township, Sciota Township, and Castle Rock Township	Design	Land Acquisition	Construction		

*JPA project (City led): project includes design, construction and reimbursement; time from JPA start to reimbursement varies but is usually 1-3 years

Draft 2025-2029 Capital Improvement Program (CIP) Countywide Project Legend

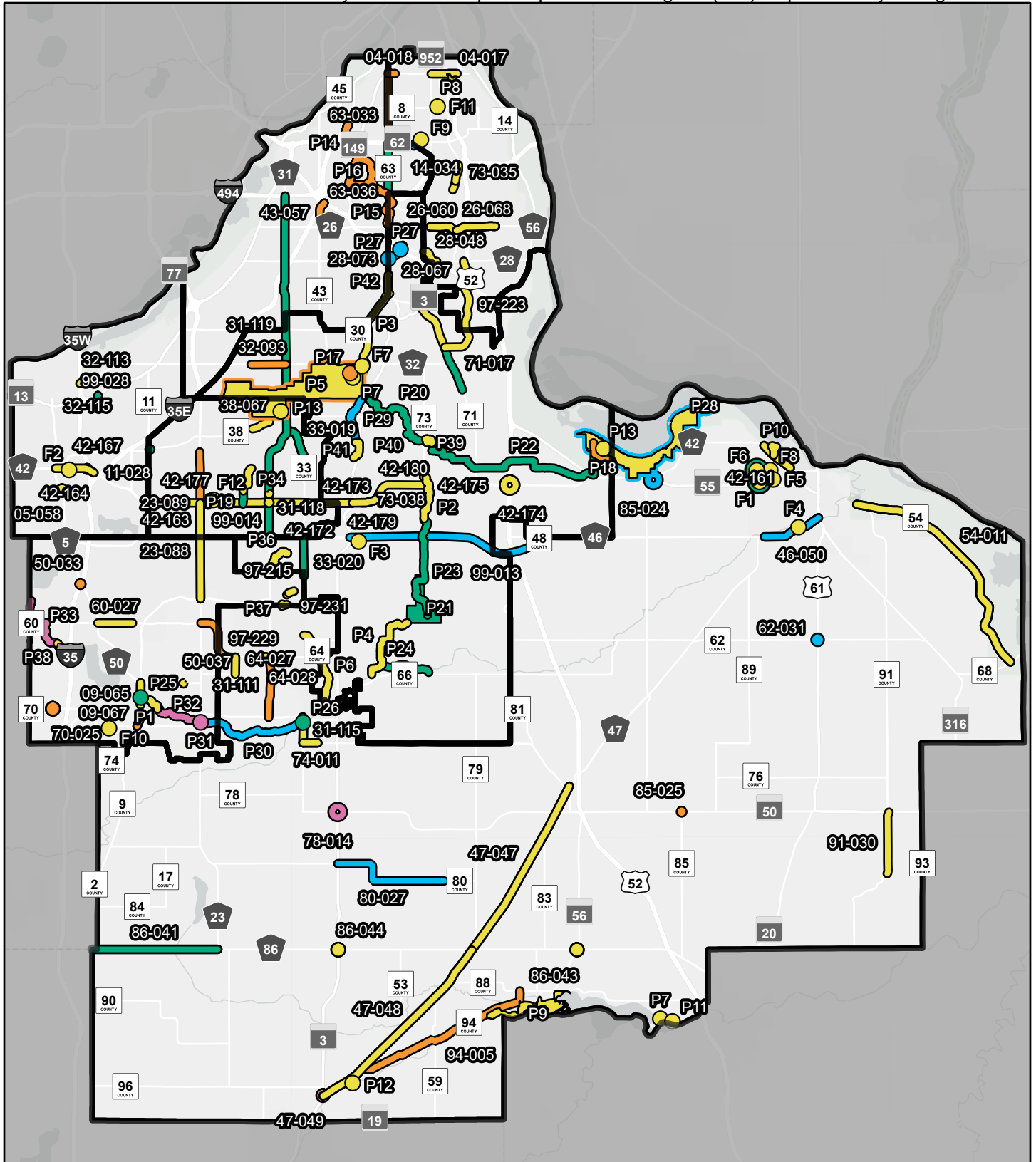
District	Map Identifier	CIP	Project Description	2025	2026	2027	2028	2029
1	47-049	Transportation	Safety & Management: Roundabout at CSAH 47 (Northfield Boulevard) and TH 3 in Waterford Township					Construction
6	50-033	Transportation	Interchange Reconstruction: I-35 at CSAH 50 Interchange Reconstruction in Lakeville		Land Acquisition		Construction	
6	50-037	Transportation	Safety & Management: Roundabout at CSAH 50 (202nd Street) and Hamburg Avenue in Lakeville	Construction				
1	54-011	Transportation	Roadway Reconstruction: CSAH 54 (Ravenna Trail) from Hastings City Limits to CSAH 68 (200th Street) in Ravenna Township	Design	Land Acquisition		Construction	
6	60-027	Transportation	Roadway Expansion & Safety Improvements: CSAH 60 (185th Street) from East of CSAH 50 to Ipava Avenue in Lakeville	Construction				
1	62-031	Transportation	Safety & Management: Roundabout at CSAH 62 (190th Street) and TH 61 (Lillehei Avenue) in Marshan Township				Construction	
2; 3	63-033	Transportation	Roadway Reconstruction: CSAH 63 (Delaware Avenue) from Marie Avenue to TH 149 (Dodd Road) in Mendota Heights/West St Paul		Construction			
2; 3; 4	63-036	Transportation	Preliminary Engineering: CSAH 63 (Delaware Avenue) from I-494 to TH 62 in Mendota Heights/Sunfish Lake			Design		
1	64-027	Transportation	Preliminary Engineering: CR 64 (Flagstaff Avenue) from 200th Street to 195th Street in Farmington	Design				
1	64-028	Transportation	Intersection Modifications: CR 64 (195th Street) at Eureka Avenue in Farmington	Construction				
6	70-025	Transportation	Safety & Management: Roundabout at CSAH 70 (210th Street) and Keswick Loop in Lakeville		Design	Land Acquisition	Construction	
4	71-017	Transportation	Preliminary Engineering: CSAH 71 (Rich Valley Blvd) from CSAH 32 (117th St) to CSAH 73 (105th St) in Inver Grove Heights			Design		
2	73-035	Transportation	Trail Gap: CSAH 73 (Babcock Trail) from Upper 55th Street to I-494 in Inver Grove Heights	Construction				
4	73-038	Transportation	Management & Safety: Roundabout at CR 73 (Akron Avenue) at Connemara Trail in Rosemount	Land Acquisition	Construction			
1	74-011	Transportation	Roadway Reconstruction: CSAH 74 (220th Street) from CSAH 31 (Denmark Avenue) to Honeysuckle Lane in Farmington	Design	Land Acquisition	Construction		
1	78-014	Transportation	Safety & Management: Roundabout at CSAH 78 (240th Street) and TH 3 (Chippendale Avenue) in Castle Rock Township					Construction
1	80-027	Transportation	Roadway Reconstruction: CSAH 80 (255th St, Biscayne Ave, 260th St) from TH 3 to one mile west of CSAH 79 (Blaine Ave) in Castle Rock Township				Land Acquisition	

*JPA project (City led): project includes design, construction and reimbursement; time from JPA start to reimbursement varies but is usually 1-3 years

Draft 2025-2029 Capital Improvement Program (CIP) Countywide Project Legend

District	Map Identifier	CIP	Project Description	2025	2026	2027	2028	2029
1	85-024	Transportation	Safety & Management: Roundabout at CSAH 85 (Goodwin Avenue)/CSAH 42 (Mississippi Trail) and TH 55 in Nininger Township				Construction	
1	85-025	Transportation	Intersection Improvement: CSAH 85 (Hogan Avenue) at TH 50 (240th Street E) in New Trier		Construction			
1	86-041	Transportation	Roadway Reconstruction: CSAH 86 (280th Street) from County line to CSAH 23 (Galaxie Avenue) in Eureka/Greenvale Townships			Design		Construction
1	86-043	Transportation	Safety & Management: Roundabout at TH 56 (Randolph Boulevard) and CSAH 86 (280th Street) in Randolph Township	Land Acquisition	Construction			
1	86-044	Transportation	Safety & Management: Roundabout on CSAH 86 (280th Street) at TH 3 in Castle Rock Township	Land Acquisition	Construction			
1	91-030	Transportation	Roadway Reconstruction: CSAH 91 (Nicolai Avenue) from Miesville Trail to Trunk Highway 61 (240th Street) in the City of Miesville/Douglas Township	Construction				
1	94-005	Transportation	Preliminary Engineering: CR 94 (Cannon River Blvd, Cooper Ave) from CSAH 47 to CSAH 88 (292nd St) in Waterford, Sciota, and Randolph Townships		Design			
1; 6	97-215	Transportation	New Alignment/Bridge: 179th Street Bridge at North Creek in Lakeville		Construction			
2; 4	97-223	Transportation	Preliminary Engineering: Bicycle/Pedestrian Facilities along portions of CSAH 71 & CSAH 73 in Inver Grove Heights	Design				
1; 6	97-229	Transportation	Future County Road alignment between CSAH 23 (Cedar Avenue)/CSAH 60 (185th Street) intersection and the CR 64 (195th Street)/Flagstaff Avenue roundabout in Farmington and Lakeville		Design			
1; 4; 6	97-231	Transportation	New Alignment: 179th Street (future CSAH) from Eagleview Drive to 800 feet East of Eagleview Drive in Lakeville	Construction				
1; 4	99-013	Transportation	Lane Additions: CSAH 46 from TH 3 to 1,300 feet east of CR 48 in Rosemount/Coates/Empire				Construction	
7	99-014	Transportation	Trail Gap - CSAH 42 (150th Street) from Flagstaff Avenue to CSAH 31 (Pilot Knob Road) in Apple Valley		Construction			
5	99-028	Transportation	Safety & Management: TH 13 and Nicollet Avenue Grade-Separated Intersection in Burnsville			Construction		

*JPA project (City led): project includes design, construction and reimbursement; time from JPA start to reimbursement varies but is usually 1-3 years

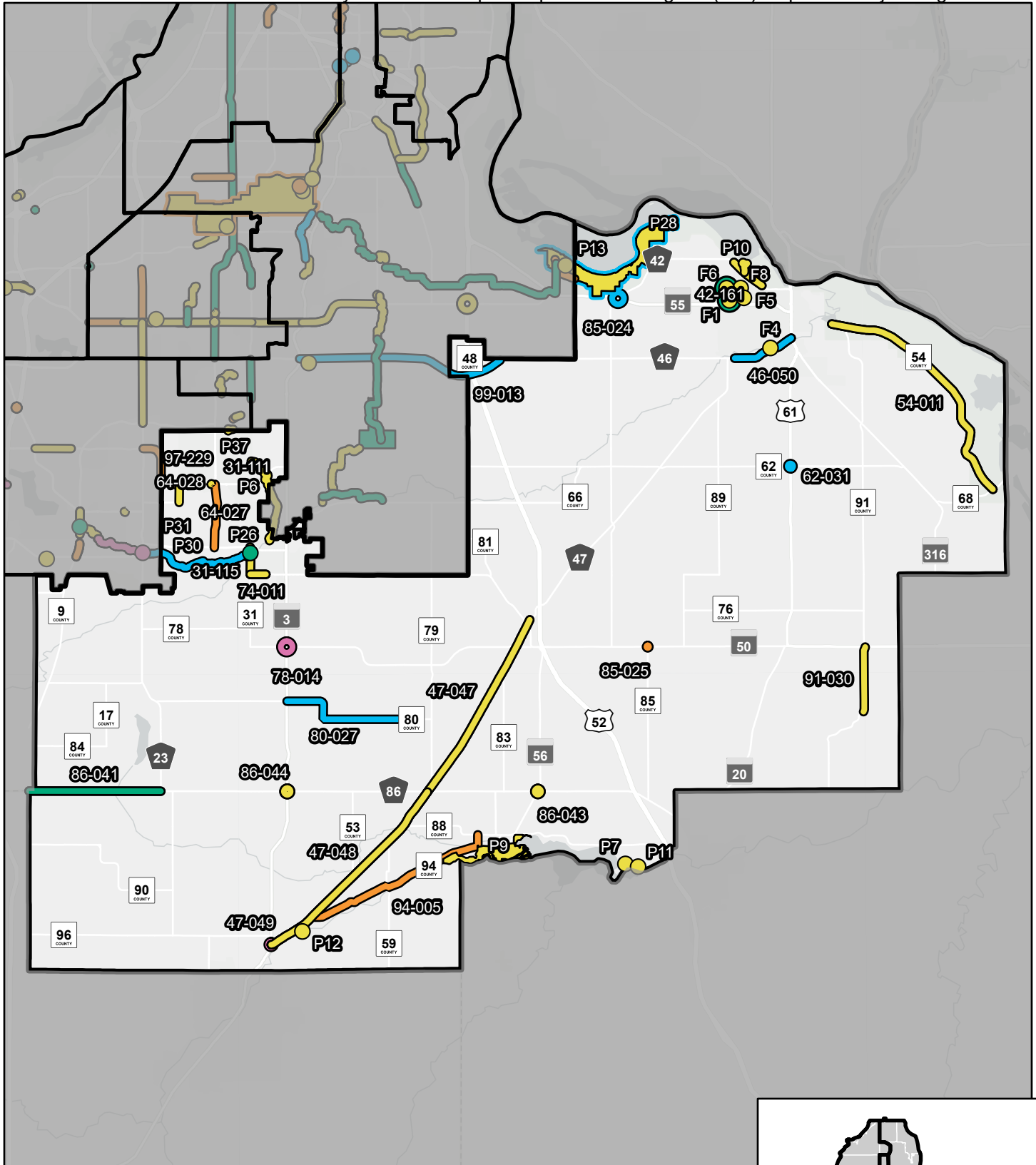


Project Year

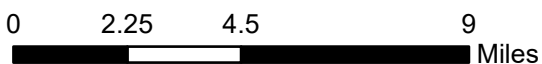
- 2025
- 2026
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- 2029



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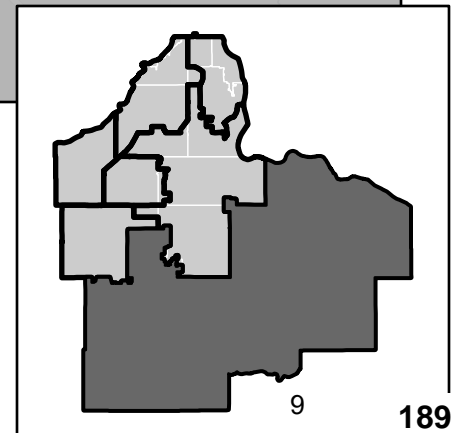


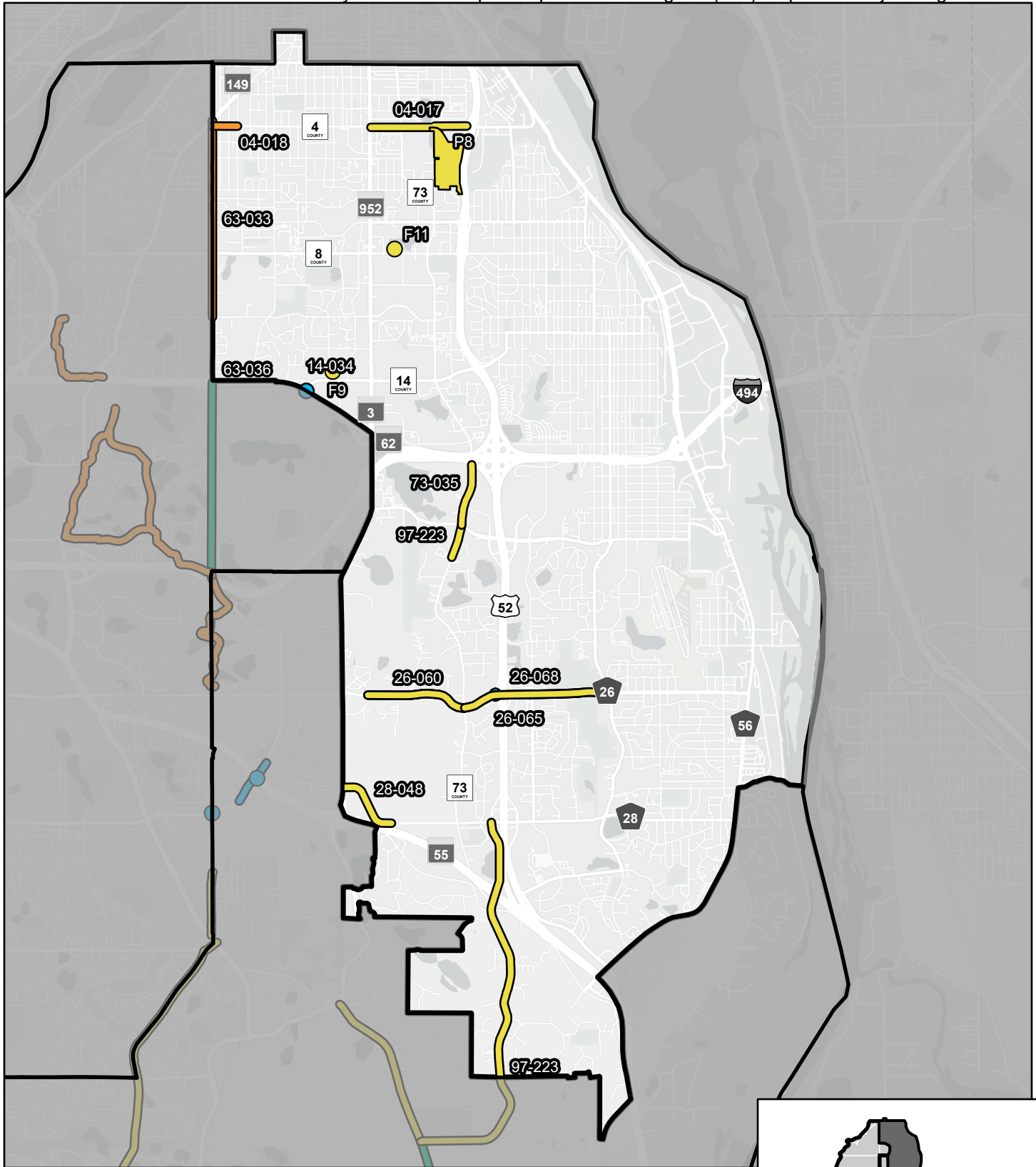
Commissioner District 1



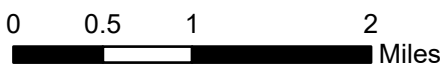
Project Year

- 2025 (Yellow line)
- 2026 (Orange line)
- 2027 (Green line)
- 2028 (Blue line)
- 2029 (Pink line)



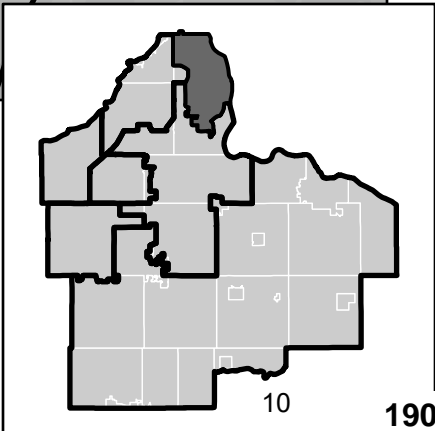


Commissioner District 2

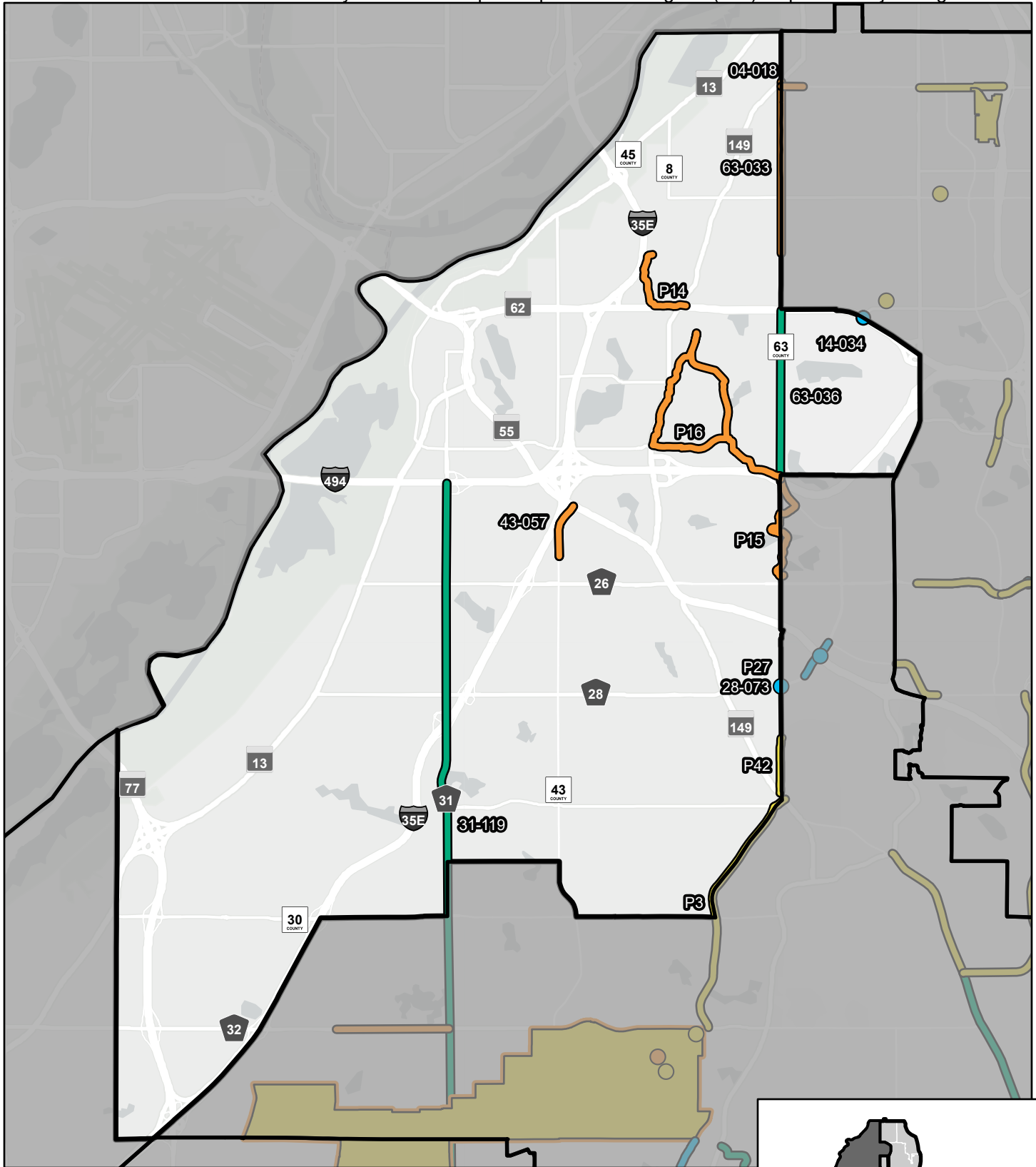


Project Year

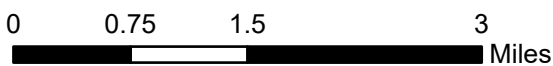
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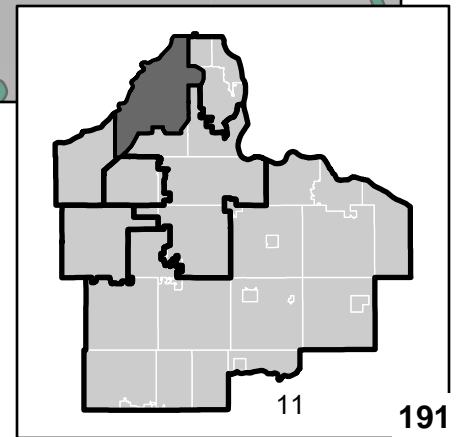


Commissioner District 3

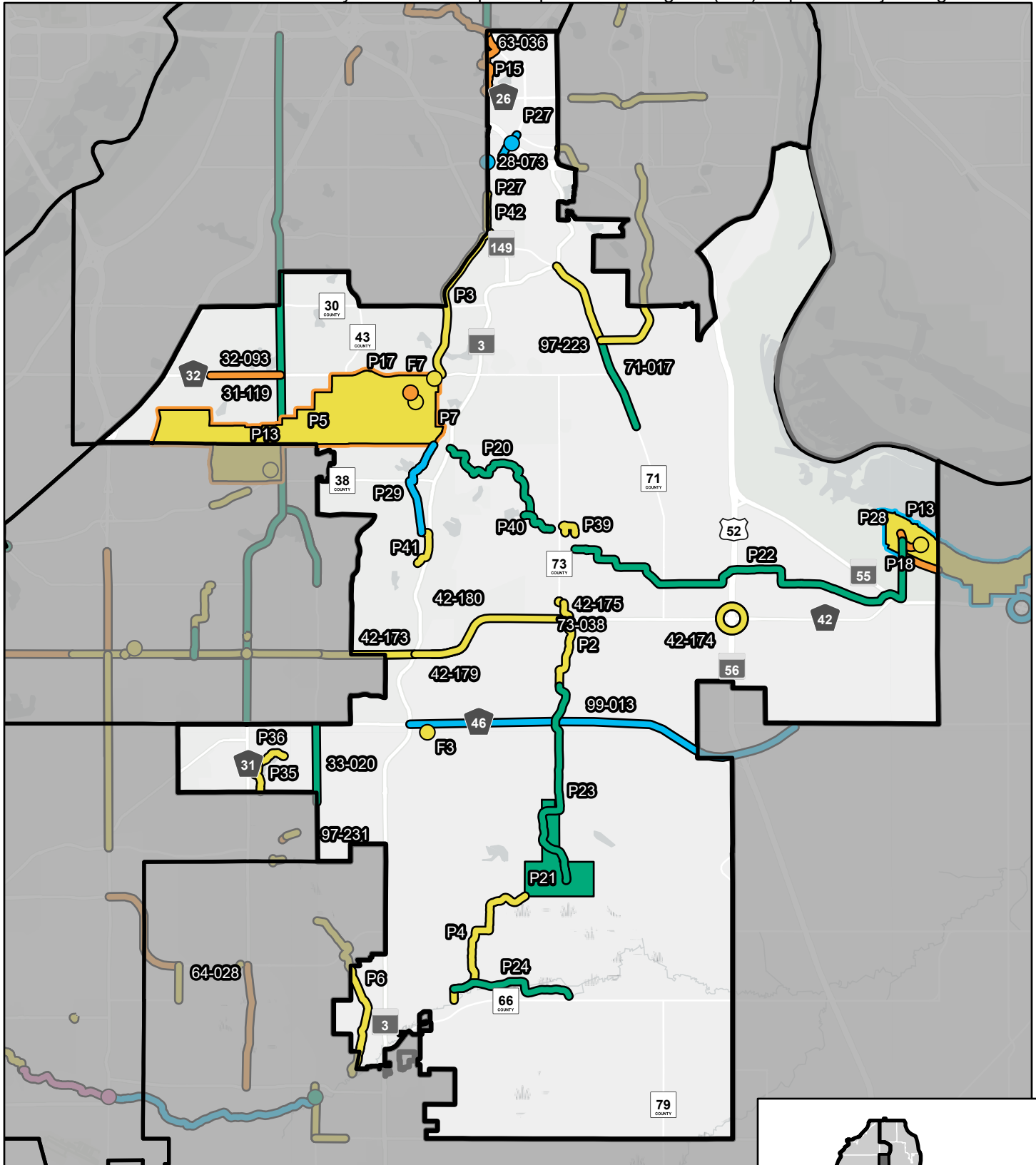


Project Year

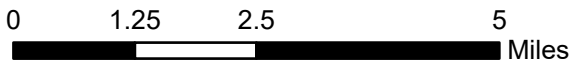
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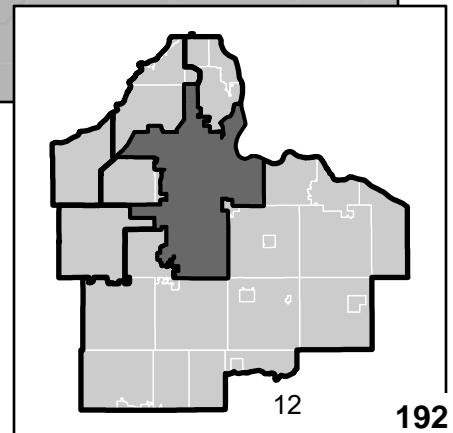


Commissioner District 4

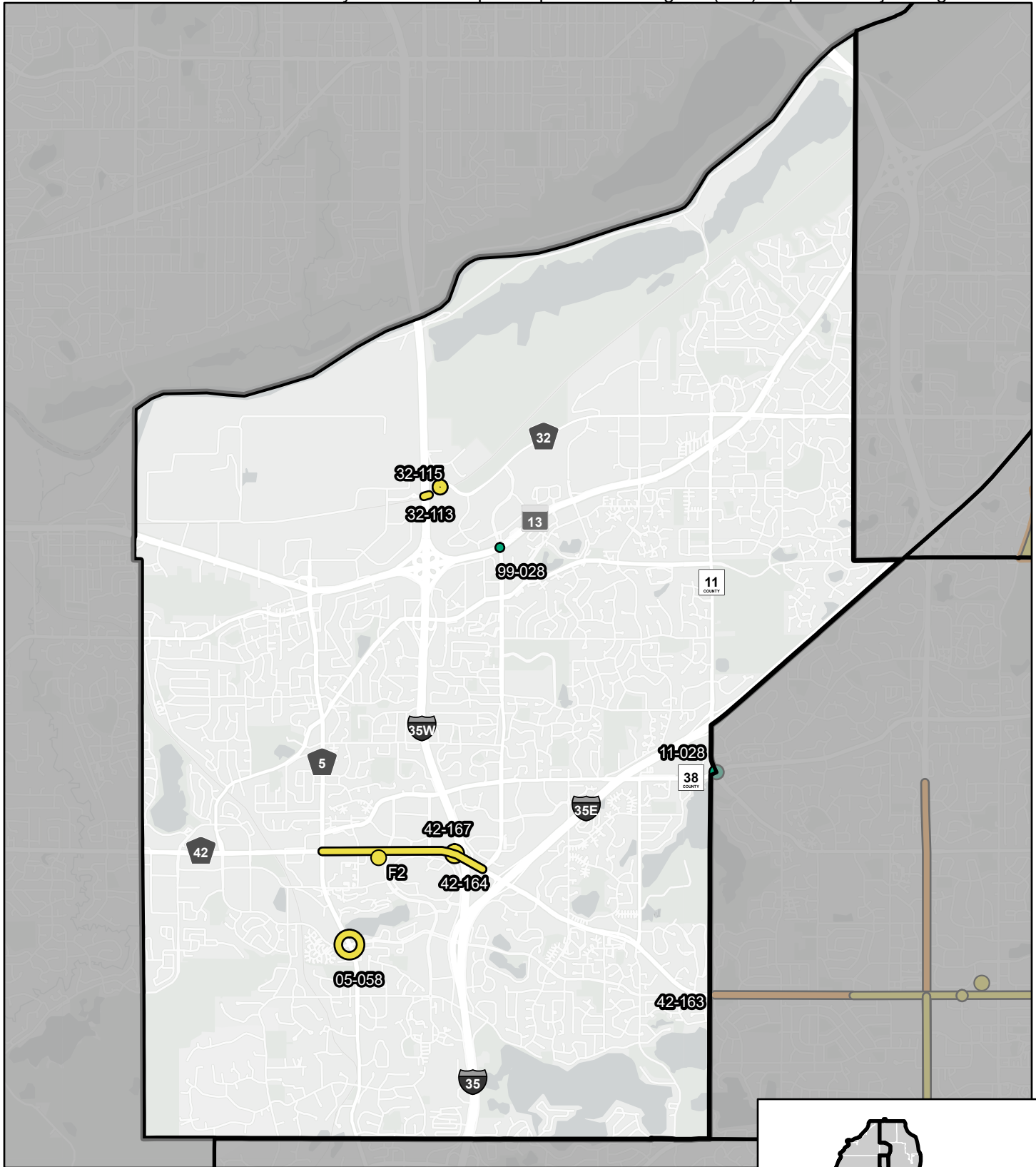


Project Year

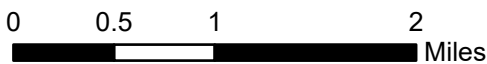
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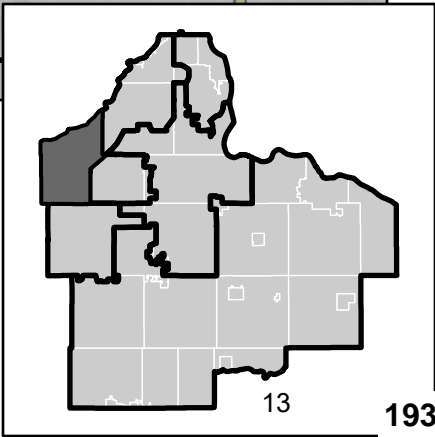


Commissioner District 5

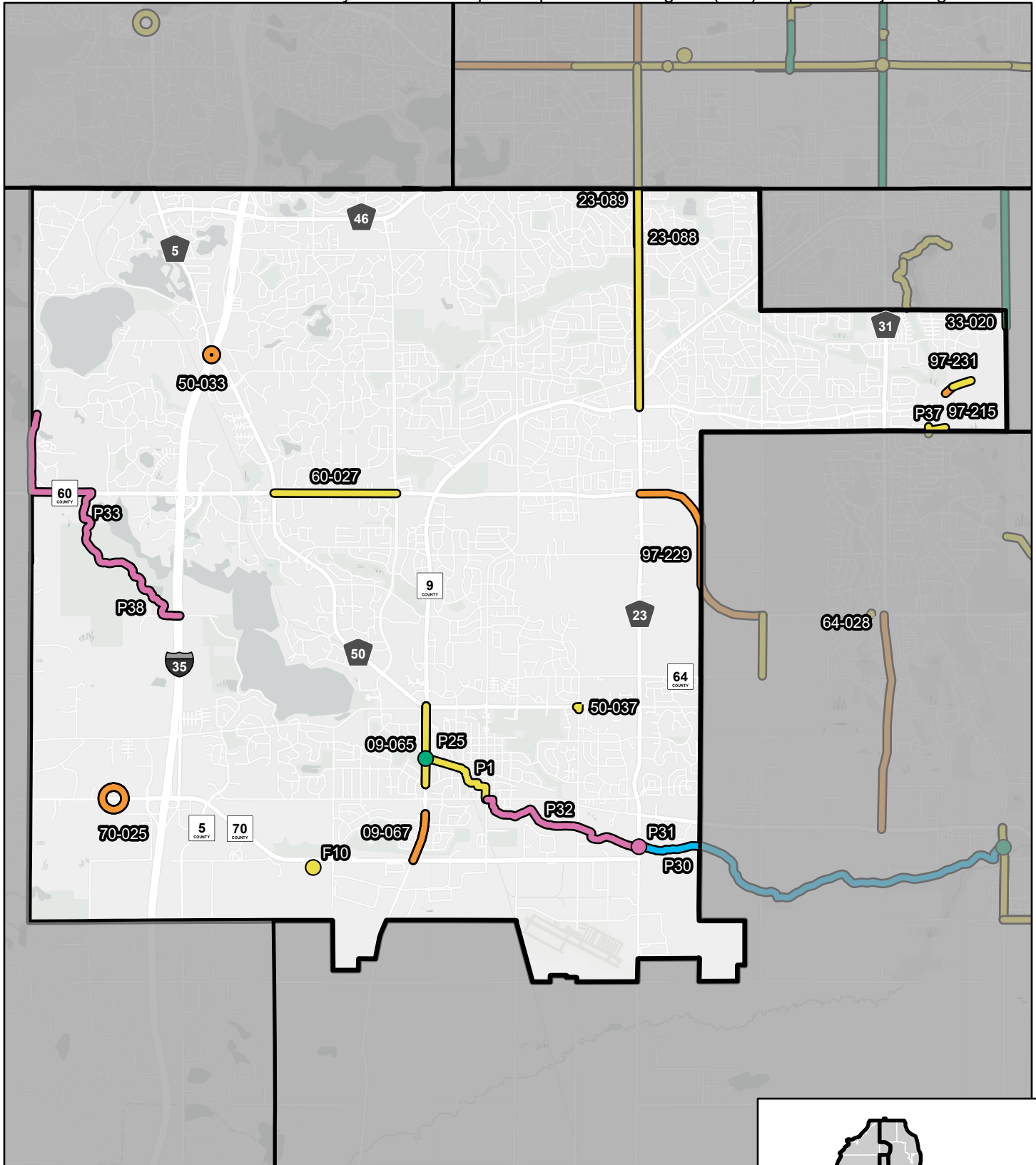


Project Year

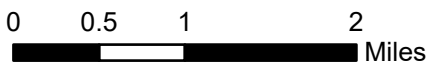
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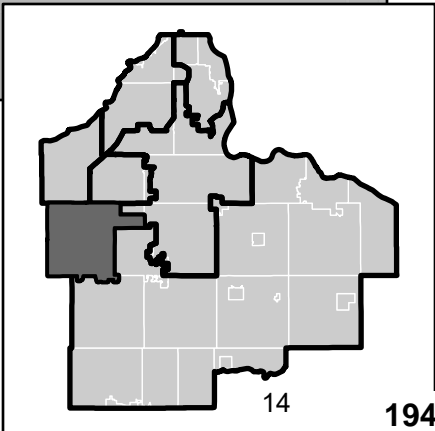
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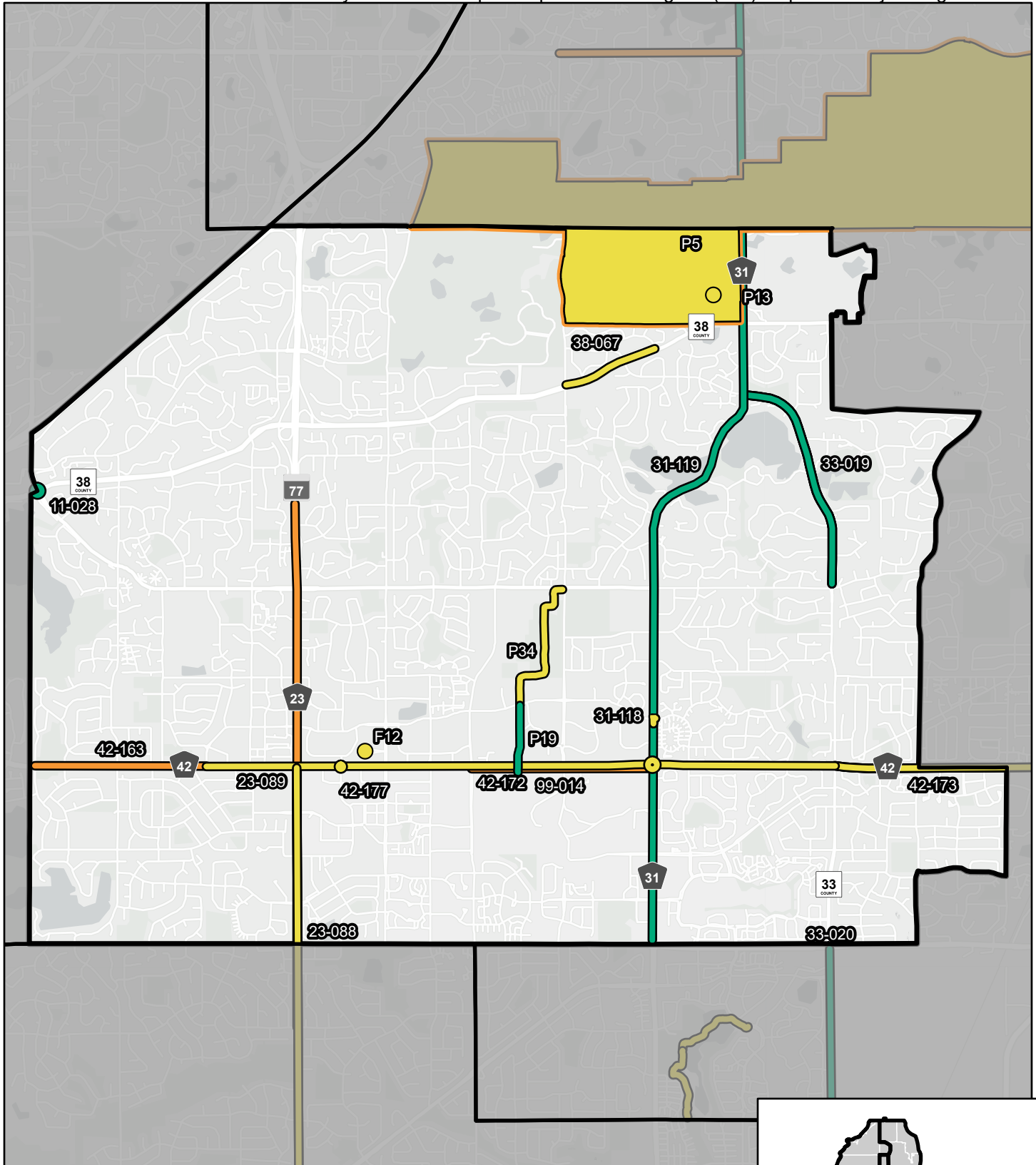
Commissioner District 6



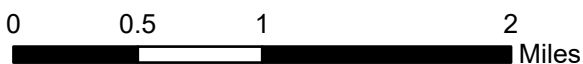
- Project Year**
- 2025
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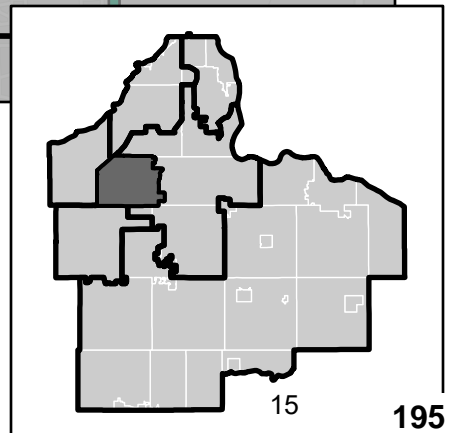


Commissioner District 7



Project Year

-  2025
-  2026
-  2027
-  2028
-  2029





Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3799

Agenda #: 5.5

Meeting Date: 11/19/2024

DEPARTMENT: Parks, Facilities, and Fleet Management

FILE TYPE: Regular Information

TITLE

Discussion To Consider Acquisition Of Wicklund Property In Waterford Township

PURPOSE/ACTION REQUESTED

Review potential acquisition of the 123.5-acre Jerry and Audrey Wicklund property located in Waterford Township to establish a new County Park Conservation Area (CPCA).

SUMMARY

Background information on the establishment of County Park Conservation Areas (CPCAs): By Resolution No. 15-239 (May 5, 2015) the County Board approved acquisition of the 61.7-acre former Cemstone property along the Vermillion River to preserve a future greenway trail corridor and by Resolution No. 15-534 (October 20, 2015) designated the property as the first CPCA and amended the Parks Ordinance to allow hunting. Since 2015, an additional nine properties, totaling 270.5-acres, have been acquired and designated CPCAs in anticipation of future paved greenway trail segments.

Wicklund Property:

The Wicklunds own 151 acres, including 4,100 feet of Chub Creek in Waterford Township. The Wicklund property is located within the future Chub Creek Greenway corridor identified in the 2008 Dakota County 2030 Park System Plan and within the Chub Creek Conservation Focus Area, identified in the 2020 Land Conservation Plan for Dakota County. Several State-listed rare plants have been identified on the property. The Wicklunds have planted many native trees and prairie species over their lifetime of ownership, in addition to investing extensive effort into controlling invasive species, such as buckthorn. The Wicklunds have also allowed public use of two snowmobile trails and special turkey hunting opportunities in the Spring for veteran's and youth.

County staff began working with the Wicklunds in 2009 to permanently protect a portion of their property. The County Board of Commissioners, by Resolution No. 20-633 (December 14, 2020), approved the expenditure of up to \$291,912 to acquire a 121.60-acre Easement on the Wicklund property. However, due to a reduction in landowner donation and a slight increase in the size of the Easement, the County Board of Commissioners rescinded Resolution No. 20-633, and by Resolution No. 21-185 (April 6, 2021), the County Board of Commissioners approved the expenditure of up to \$339,412 to acquire a 122.43-acre natural area conservation easement (Easement). The Easement was acquired on May 14, 2021, using a combination of 73 percent State Outdoor Heritage (OH) funds and 27 percent County grant match.

The County and the Wicklunds continue to improve natural resource quality within the Easement

through a natural resource management agreement, and the Wicklunds have allowed County staff to harvest seeds for use within the park system.

The Easement area includes two existing countywide snowmobile trails and numerous mowed trails which function as natural resource management unit boundaries. This Easement and other County easements allows additional recreational trails only with prior written County approval. (Attachment: Wicklund Property Conservation Easement Trail Language).

In 2023, the Wicklunds began planning for future ownership of their property and have a strong preference to sell fee title to the Easement Area to the County for public use as a new CPCA. Public benefits for acquiring fee title include providing public access through use of existing mowed trails, ensuring that existing high natural resource quality can be maintained, which could be at risk with new ownership, and not requiring landowner approval and additional acquisition cost for future greenway trail easement. A landowner request to sell property, with an existing County easement, to the County has not occurred to date and this acquisition could establish a potential precedent for the future.

The County completed a fee title appraisal for the Easement area plus an additional 1.07 acres for a small parking area and access. A general depiction of the proposed acquisition is attached. (Attachment: General Depiction of the Wicklund Property)

County staff contacted the Lessard-Sams Outdoor Heritage Council (LSOHC), to determine if OH funds previously appropriated to the County would be eligible for this fee title acquisition since the LSOHC has a policy that OH funds are generally not eligible for funding fee title acquisitions of property with an existing easement. This policy was recently affirmed when the LSOHC did not approve a request from the Nature Conservancy to use OH funds for a similar circumstance. LSOHC staff determined that a County request to use OH funds for this intended purpose would likely not be approved, which was confirmed by the LSOHC Chair. Since OH funds were used to acquire the Wicklund Easement, a future paved Chub Creek Greenway trail will require approval from the LSOHC.

The Wicklunds are willing to sell the property for 31 percent less than the \$617,000 appraised value. The County would be eligible to receive payments from an existing State Conservation Reserve Program (CRP) contract with the Wicklunds, which would reduce the net cost of the acquisition by an additional \$63,305. The Wicklunds are requesting that the County Board consider approving a variance to section 3.7 of Park Ordinance 107 to allow Spring youth and veterans turkey hunting to continue. The financial summary of estimated acquisition costs is as follows:

Appraised Fee Title Value of 123.5 acres	Landowner Donation	County Acquisition Cost	Estimated Closing Costs	CRP Payments (2025 - 2028)	Net Total County Cost
\$617,000	\$192,000	\$425,000	\$3,500	\$63,305	\$365,195

RECOMMENDATION

None. Staff is seeking County Board guidance on this acquisition.

EXPLANATION OF FISCAL/FTE IMPACTS

The combined total expenditure of the previous Easement payment and cost of fee title is \$700,607 or \$5,674 per acre. Adequate funding is available in the ML 22 OH County match for this acquisition.

- None Current budget Other
 Amendment Requested New FTE(s) requested

RESOLUTION

Information only; no action requested.

PREVIOUS BOARD ACTION

- 15-239 5/5/15
- 15-534 10/20/15
- 20-633 12/14/20
- 21-185; 4/6/21

ATTACHMENTS

- Attachment: Legal Description of the Wicklund Property
- Attachment: Wicklund Property Map
- Attachment: Wicklund Property Easement Trail Language

BOARD GOALS

- A Great Place to Live A Healthy Environment
 A Successful Place for Business and Jobs Excellence in Public Service

CONTACT

Department Head: Niki Geisler
Author: Tom Lewanski

Legal Description of the Jerry and Audrey Wicklund Property with Existing Natural Area Conservation Easement

Tract ID No. 486

That part of the Northwest Quarter of Section 18, Township 112 North, Range 19 West, Dakota County, Minnesota, lying easterly of the railroad right of way.

AND

That part of the Southwest Quarter of Section 7, Township 112 North, Range 19 West, Dakota County, Minnesota, lying easterly of the railroad right of way described as follows:

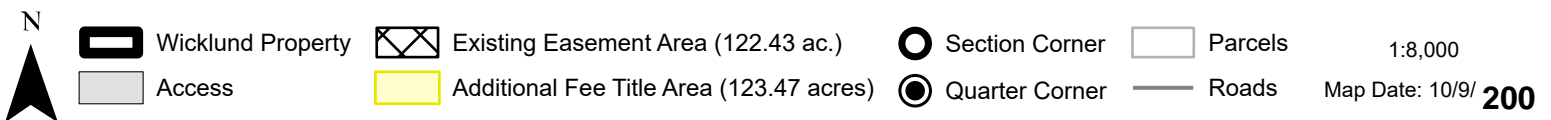
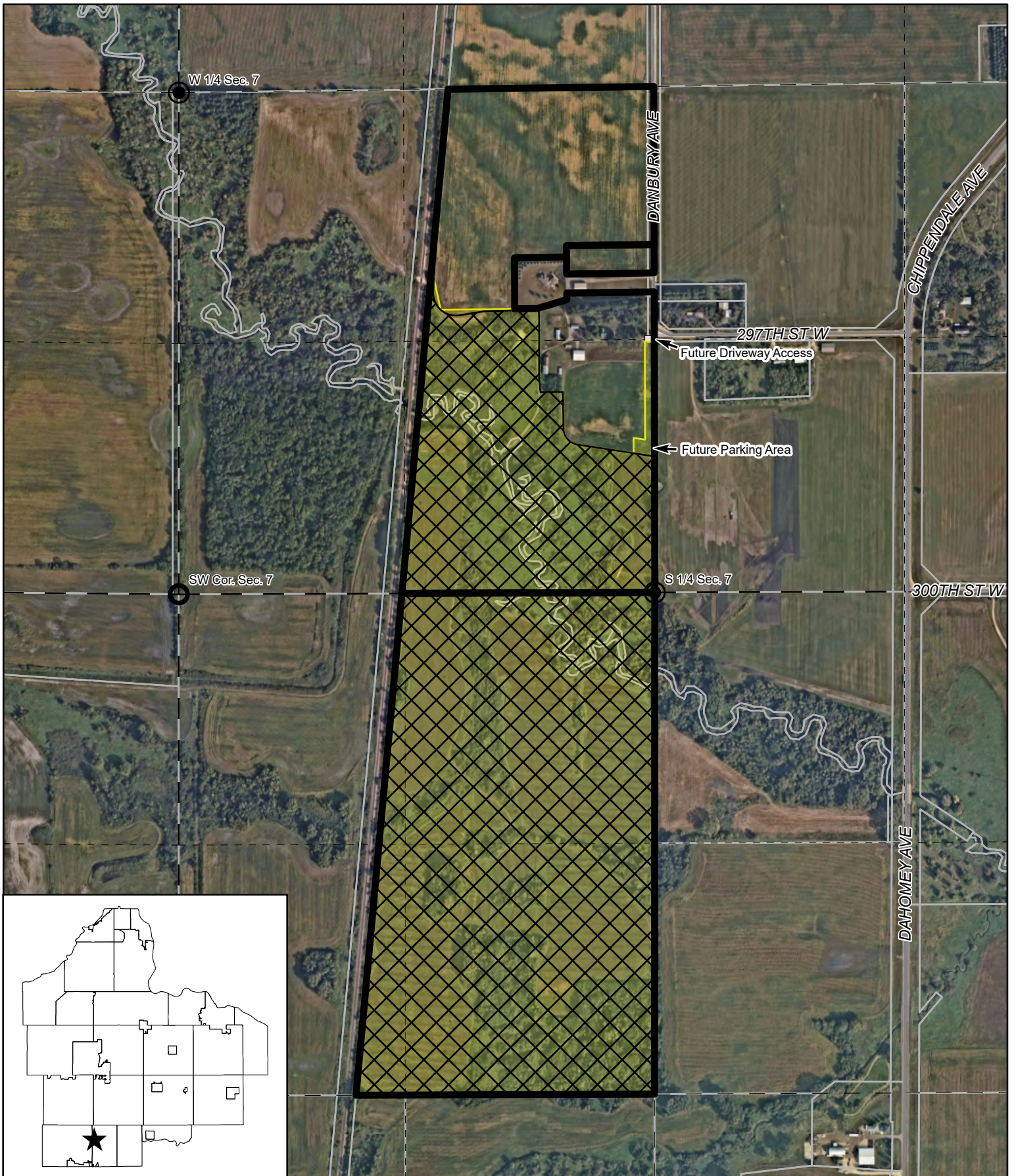
Beginning at the southeast corner of said Southwest Quarter of Section 7; thence North 00 degrees 06 minutes 30 seconds West, assumed bearing, along the east line of said Southwest Quarter a distance of 1326.25 feet; thence South 89 degrees 31 minutes 20 seconds West a distance of 50.00 feet; thence South 00 degrees 06 minutes 30 seconds East a distance of 519.34 feet; thence North 81 degrees 09 minutes 21 seconds West a distance of 60.74 feet; thence South 00 degrees 06 minutes 30 seconds East a distance of 80.99 feet; thence North 81 degrees 09 minutes 21 seconds West a distance of 301.02 feet; thence northerly a distance of 121.57 feet along a tangential curve concave to the northeast having a radius of 86.75 feet and a central angle of 80 degrees 17 minutes 26 seconds; thence North 00 degrees 51 minutes 56 seconds West tangent to said curve a distance of 192.08 feet; thence South 89 degrees 53 minutes 30 seconds West a distance of 117.80 feet; thence North 06 degrees 01 minutes 56 seconds West a distance of 73.37 feet; thence North 00 degrees 06 minutes 30 seconds West a distance of 371.31 feet; thence South 73 degrees 07 minutes 21 seconds West a distance of 8.76 feet; thence South 89 degrees 15 minutes 40 seconds West a distance of 510.64 feet; thence North 12 degrees 12 minutes 27 seconds West a distance of 171.04 feet; thence South 89 degrees 57 minutes 27 seconds West a distance of 16.14 feet to said railroad right of way; thence South 05 degrees 12 minutes 35 seconds West along said railroad right of way a distance of 1671.64 feet to the south line of said Southwest Quarter; thence North 89 degrees 46 minutes 57 seconds East along said south line a distance of 1334.43 feet to point of beginning.

Area: 123.47 acres

Legal Description of Access easement on Jerry and Audrey Wicklund Property

A 30.00 foot wide permanent access easement over part of the Southwest Quarter of Section 7, Township 112 North, Range 19 West, Dakota County, Minnesota described as follows: Commencing at the southeast corner of said Southwest Quarter of Section 7; thence North 00 degrees 06 minutes 30 seconds West, assumed bearing, along the east line of said Southwest Quarter a distance of 1326.25 feet to the point of beginning of the access to be described; thence South 89 degrees 31 minutes 20 seconds West a distance of 50.00 feet; thence North 00 degrees 06 minutes 30 seconds West a distance of 30.00 feet; thence North 89 degrees 31 minutes 20 seconds East a distance of 50.00 feet to the east line of said Southwest Quarter; thence South 00 degrees 06 minutes 30 seconds East along said east line a distance of 30.00 feet to the point of beginning.

Audrey & Jerry Wicklund Property



Attachment: Wicklund Property Easement Trail Language

Permanent Natural Area Conservation Easement Deed on the Audrey and Jerry Wicklund Property

Section 4.7 Paragraph B.

- B. Roads, Parking Areas, Paths, and Trails – There shall be no building of new roads or other rights-of-way, except for paths and trails, consistent with the preservation of the Protected Property. Existing roads, paths, and trails may be maintained or improved, but may not be widened or relocated without the prior written approval of Grantee. New paths or trails may be established on the Protected Property for non-motorized, recreational uses only in accordance with a revised NRMP. No other roads or other rights-of-way may be established or constructed on the Protected Property without the prior written approval of Grantee. In order to prevent erosion and soil loss, Grantor may relocate existing roads/trails on the Protected Property, provided the total number and cumulative length and width does not increase and the disturbance to soils is minimized. Existing roads/trails, including local snowmobiles trails are generally depicted in the attached **Exhibit C** and identified in the Property Report described in Section 7.2 of this Easement. Abandoned roads/trails shall be returned to native vegetative cover, either by letting natural succession occur or by replanting with appropriate native species (based on soil type) using local seed, if possible. A proposed snowmobile trail easement, utilizing the existing snowmobiles trails depicted in the attached Exhibit C would be allowed.



Physical Development Committee of the Whole

Request for Board Action

Item Number: DC-3836

Agenda #: 8.1

Meeting Date: 11/19/2024

Adjournment