



# Dakota County

## General Government and Policy Committee of the Whole

### Agenda

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Tuesday, April 7, 2026

9:30 AM

Conference Room 3A, Administration  
Center, Hastings

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(or following County Board)

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](mailto:CountyAdmin@co.dakota.mn.us)  
Commissioners may participate in the meeting by interactive technology.

#### 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 come forward at this time. Comments are limited to five minutes.

#### 3. Approval of Agenda (Additions/Corrections/Deletions)

##### 3.1 Approval of Agenda (Additions/Corrections/Deletions)

#### CONSENT AGENDA

#### 4. County Administration - Approval of Minutes

##### 4.1 Approval of Minutes of Meeting Held on March 24, 2026

#### 5. Central Operations

##### 5.1 Finance - Update On Dakota County Investment Portfolio For 2025

#### 6. County Board/County Administration

##### 6.1 Office Of The County Manager - 2026 Board Priorities First Quarter Update

**REGULAR AGENDA**

**7. County Board/County Administration**

7.1 *Communications and Public Affairs* - Legislative Update

**8. Central Operations**

8.1 *Office of Performance and Analysis (OPA)* - Update On Services From Nonprofit Vendors

**9. Public Services and Revenue**

9.1 *Public Services and Revenue Administration* - Discussion And Direction On Public Art Blueprint Draft Vision, Mission, Guiding Principles, And Opportunities

**10. County Manager/Deputy/Director's Report**

**11. Future Agenda Items**

**12. Adjournment**

12.1 Adjournment

**For more information, call 651-438-4417**

**Dakota County Board meeting 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](mailto:CountyAdmin@co.dakota.mn.us)**



# General Government and Policy Committee of the Whole

## Request for Board Action

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**Item Number:** DC-5534

**Agenda #:** 3.1

**Meeting Date:** 4/7/2026

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Approval of Agenda (Additions/Corrections/Deletions)



# General Government and Policy Committee of the Whole

## Request for Board Action

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**Item Number:** DC-5535

**Agenda #:** 4.1

**Meeting Date:** 4/7/2026

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Approval of Minutes of Meeting Held on March 24, 2026



# Dakota County

## General Government and Policy Committee of the Whole

### Minutes

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Tuesday, March 24, 2026

9:30 AM

Conference Room 3A, Administration  
Center, Hastings

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(or following County Board)

#### 1. Call to Order and Roll Call

The meeting was called to order by Commissioner Workman at 10:30 a.m.

<b>Present</b>	Commissioner Mike Slavik Commissioner Joe Atkins Commissioner William Droste Commissioner Liz Workman Commissioner Mary Liz Holberg Commissioner Mary Hamann-Roland
<b>Absent</b>	Commissioner Laurie Halverson

Also in attendance were Heidi Welsch, County Manager; Tom Donely, First Assistant County Attorney; and Jeni Reynolds, Sr. Administrative Coordinator to the Board.

The audio recording of this meeting is available upon request.

#### 2. Audience

Chair Workman noted that all public comments can be sent to [CountyAdmin@co.dakota.mn.us](mailto:CountyAdmin@co.dakota.mn.us)  
No comments were received for this agenda.

#### 3. Approval of Agenda (Additions/Corrections/Deletions)

##### 3.1 Approval of Agenda (Additions/Corrections/Deletions)

Motion: Mary Hamann-Roland

Second: Mike Slavik

Ayes: 6

#### CONSENT AGENDA

On a motion by Commissioner Slavik, seconded by Commissioner Hamann-Roland, the Consent agenda was approved as follows:

#### 4. County Administration - Approval of Minutes

##### 4.1 Approval of Minutes of Meeting Held on March 3, 2026 and March 10, 2026

Motion: Mike Slavik

Second: Mary Hamann-Roland

Ayes: 6

## 5. Central Operations

### 5.1 Report On Authorized Write-Off Of Uncollectible Debt For 2025

Information only; no action requested.

### 5.2 Report On Budget Amendments And Contracts

Information only; no action requested.

## REGULAR AGENDA

## 6. County Board/County Administration

### 6.1 Legislative Update

Mary Beth Schubert, Communications and Public Affairs Director briefed this item. Dan Dwight and Paul Cassidy, Stinson representatives and Tom Downs, Downs representative were present via interactive technology and provided a state and federal legislative update. Assistant County Manager (Community Services) Marti Fischbach provided an update on the impacts the State budget may have on county services. This item was on the agenda for informational purposes only.

Information only; no action requested.

## 7. County Manager/Deputy/Director's Report

County Manager Heidi Welsch provided the following updates:

- An overview of the document that will be shared with the Board regarding Board and Committee Discussion Topics. The topics listed within this document will be more policy focused going forward.
- An 2027 Budget update.
- Leadership from Dakota County recently met with Carver and Scott Counties to discuss potential future collaboration on ways to cost share on services.
- Association of Minnesota Counties Steering Committee update.

## 8. Future Agenda Items

The following topic was brought forward for a future agenda:

- Update on transportation cost policy. This topic will be brought to a future meeting.

Additional discussion was held around printing of meeting materials. There was general agreement from the 6 Commissioners present to discontinue printing meeting materials and if something is printed, black and white copies are sufficient.

## 9. Adjournment

**9.1** Adjournment

On a motion by Commissioner Atkins, seconded by Commissioner Slavik, the meeting was unanimously adjourned at 11:08 a.m.

Respectfully submitted,  
Jeni Reynolds  
Sr. Administrative Coordinator to the Board



# General Government and Policy Committee of the Whole

## Request for Board Action

Item Number: DC-5484

Agenda #: 5.1

Meeting Date: 4/7/2026

**DEPARTMENT:** Finance

**FILE TYPE:** Consent Information

### TITLE

**Update On Dakota County Investment Portfolio For 2025**

### PURPOSE/ACTION REQUESTED

Receive an update on Dakota County's investment portfolio.

### SUMMARY

Dakota County investments are made in accordance with Minn. Stat. Ch.118A governing the investment of public funds, and in conformance with the County's Investment Policy 2254. The County's investments are comprised of various sources of revenues and fund balances (Attachment - 2025 Investment Report). The portfolio fluctuates throughout the year especially during the tax collection seasons. The portfolio pools assets from various Dakota County funds to optimize liquidity and returns, and at times, includes funds held by the County on behalf of other public entities (property tax collections held prior to settlement with cities, schools, and townships).

The interest earnings for 2025 were \$14.1 million. This is a 26% decrease from 2024. This change is due to money market funds interest rates dropping at the end of 2024 and into 2025. The market value of Dakota County's portfolio has increased by \$12 million since the end of 2024.

### 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

None.

### ATTACHMENTS

Attachment: 2025 Investment Report

### BOARD GOALS

- Thriving People       A Healthy Environment with Quality Natural Resources  
 A Successful Place for Business and Jobs       Excellence in Public Service

**CONTACT**

Department Head: Will Wallo

Author: Kristen Zimmerman

## **Update on 2025 Dakota County Investment Portfolio**

### **Executive Summary:**

This is a report on the Dakota County investment portfolio as of December 31, 2025. In 2025, we have seen an increase in market values of 6.7% compared to the end of 2024.

Dakota County receives tax payments in the months of May and October. Funds are invested in the Minnesota Association of Governments Investing for Counties Fund (MAGIC fund) to take advantage of high interest rates and tax distribution payment timing.

Interest earnings for 2025 were \$14.1 million which is a decrease of 26% compared to interest earnings of \$19.1 in 2024.

### **Dakota County Investment Overview:**

Dakota County investments are made in accordance with Minn. Stat. Ch.118A governing the investment of public funds, and in conformance with the County's Investment Policy #2254.

The County's investments are comprised of various sources of revenues and fund balances. The portfolio fluctuates throughout the year especially during the tax collection seasons. The portfolio pools assets from various Dakota County funds to optimize liquidity and returns, and at times, includes funds held by the County on behalf of other public entities (property tax collections held prior to settlement with cities, schools, and townships).

Dakota County's Finance Department manages the investment portfolio. There are two major components of the portfolio:

1. Cash component for very short-term investment which are used for daily operating expenses or short-term obligations.
  - a. Dakota County Finance staff manages short term cash.
2. Core component for longer term investment and cash needed in future years.
  - a. Dakota County Finance staff directly manages longer term investments.
  - b. Staff also manages contracts with external investment firms.

Securities for the portfolio are purchased through the bond market for short-term (less than one year), intermediate term (one to five years) and long-term investment periods including maturities at 10 or more years.

In 2025, the County contracted with PMA Asset Management, PFM Asset Management Inc., and RBC Global Asset Management Inc. Each manager has a target benchmark specific to the holding maturity assigned to that manager. Short term (0-3 year) benchmark is assigned to PFM; 1-10 year benchmark to PMA; and the long term benchmark to RBC.

Each of these portfolio managers received around \$50 million in December 2017. The managers have discretion over the purchase and selling of holdings within their portfolio. Finance staff meet quarterly with each manager to review economic conditions, portfolio characteristics, and performance.

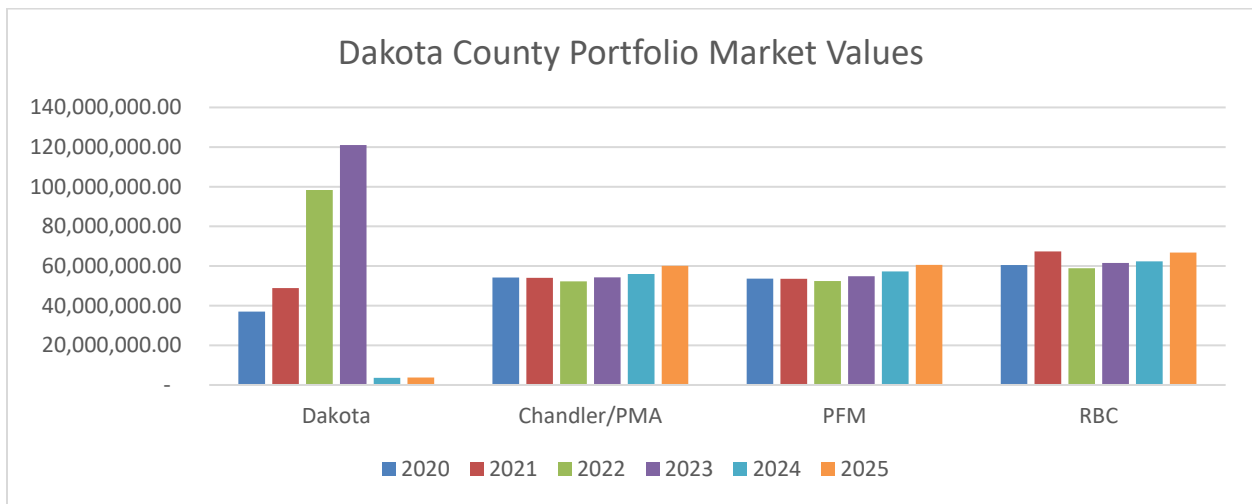
The investment management contracts were set to expire on December 31, 2025. At the end of 2025, staff proposed a recommendation to optimize the structure of the County's external

investment management program by consolidating all external management responsibilities under a single, strategic investment partner, Prudent Man Advisors, LLC d/b/a PMA Asset Management, LLC. This transition is expected to save the County approximately \$60,000 annually over the next three years, providing a substantial and sustainable boost to the budget. The transition was meticulously planned to ensure no measurable impact on the County’s interest earnings or overall portfolio performance.

**Dakota County Portfolio Market Values**

This graph gives a five-year history on market values of investments in the portfolio. It includes the three contracted portfolio managers and the County managed portfolio. As stated in the Executive Summary 2022 saw a decrease in market value due to inflationary pressure and the Federal Government increasing the federal fund rate. This action will cause the market values of current investments to go down. The Dakota County Managed portfolio fluctuated in 2022, with large American Rescue Plan State and Local Fiscal Recovery Funds being invested and then maturing later making the balance spike and fall. An RFP in December 2022 resulted in a change of investment managers, from Chandler to PMA Asset Management.

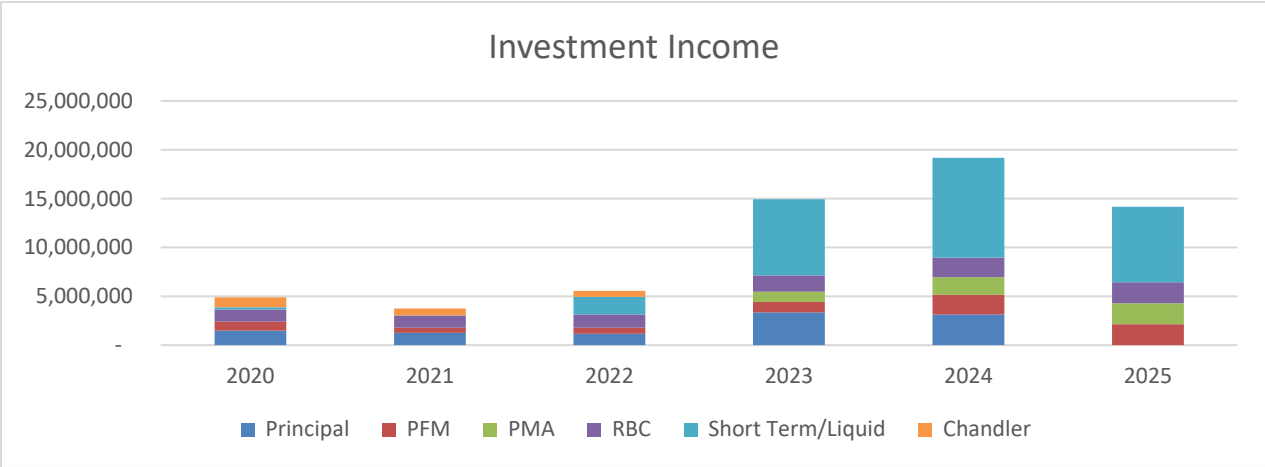
The Dakota County Managed account was not utilized in 2024 and 2025 as most of the funds were invested into the MAGIC fund. As investments matured out of the Dakota County managed account, those funds were placed into the MAGIC fund.



**Interest Earnings**

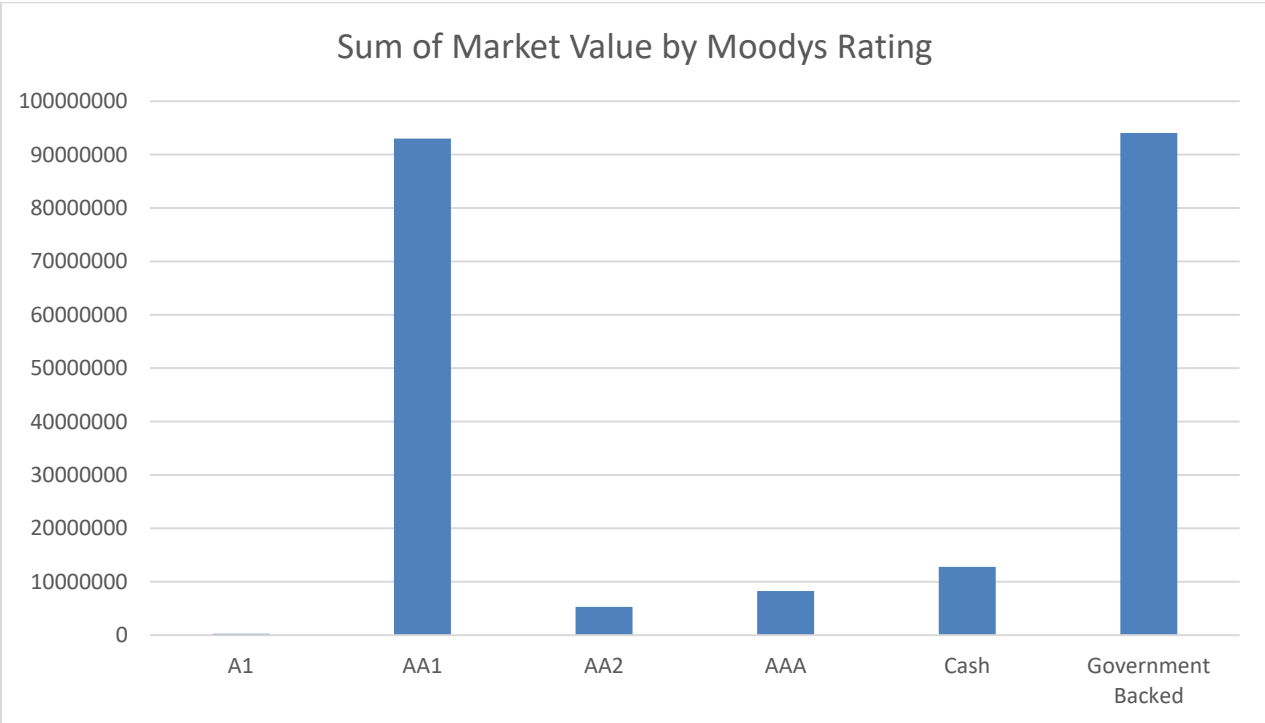
This graph shows the interest that has been earned by the county. Interest earnings have gone up since 2021 primarily due to the Federal Reserve’s actions to combat inflation. High inflation in 2021 and 2022 forced the Federal Reserve to increase interest rates significantly. As the Federal Reserve raised its benchmark interest rate (the federal funds rate), interest rates across the board began to climb.

Interest earnings were \$19.1 million in 2024. At the end of 2025, interest earnings were \$14.1 million. This is a 26% decrease compared to the end of 2024, this change is primarily due to the Federal Reserve dropping interest rates at the end of 2024 and into 2025 which lowered the return of Dakota County’s money market fund portfolio.



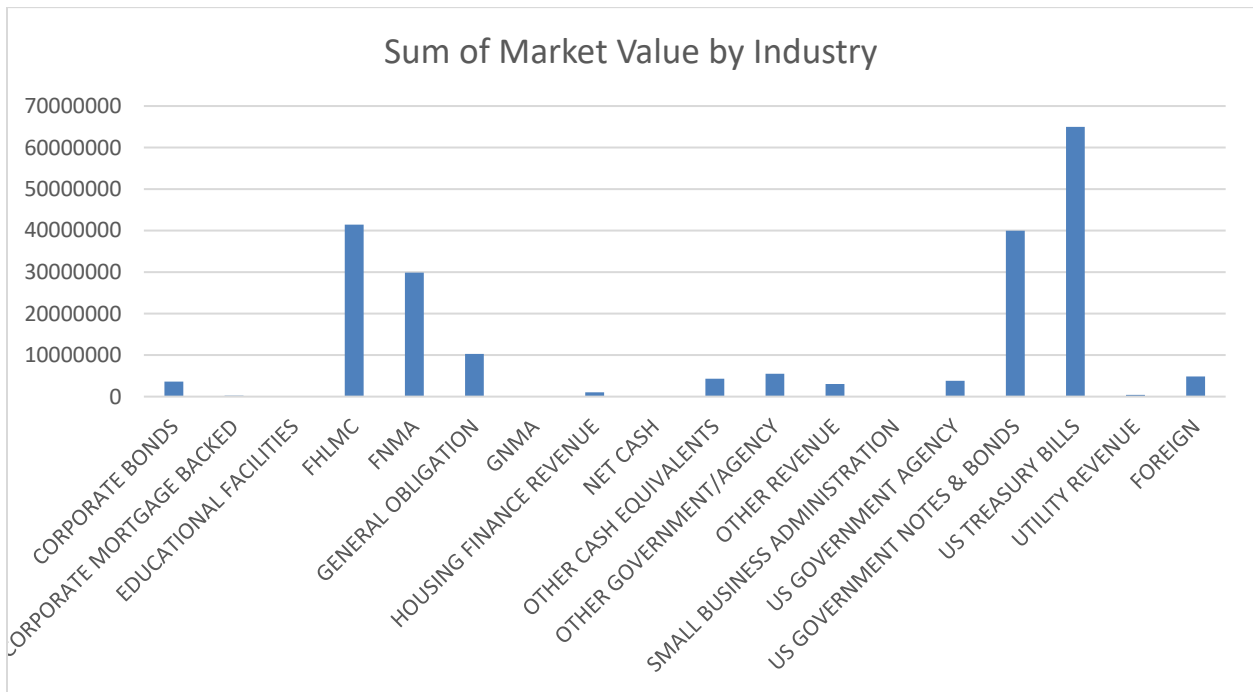
**Quality of Investments**

This chart contains the quality of the investments in Dakota County’s portfolio. All the investments in the portfolio are government backed or at least A rated. Higher-quality investments generally exhibit lower risk and more stable returns over the long term. In May 2025, Moody’s ratings downgraded the US credit rating from AAA to AA1.



**Investment Portfolio Diversification**

The chart below shows the diversity of the investments in the portfolio based on industry type.



### Dakota County Portfolio Benchmark Comparison

Dakota County's portfolio market yield beat benchmarks in 2025. Benchmarks provide a standard to measure the portfolio's performance objectively.

### Dakota County Portfolio Results Versus Benchmarks

Average Duration (years)	12/31/2020	12/31/2021	12/31/2022	12/31/2023	12/31/2024	12/31/2025
RBC	6.8	6.5	5.9	6.0	5.6	5.3
Benchmark (Bloomberg Barclay US Government)	6.8	6.8	5.9	6.0	5.7	5.7
PFM	1.4	1.4	1.2	1.2	1.3	1.4
Benchmark (ICE BofAML 0-3 Year US Treasury Index)	1.4	1.4	1.3	1.3	1.3	1.3
Chandler PMA Asset Mgmt	2.4	1.8	1.9	3.5	3.5	3.5
Benchmark (Bloomberg US Gov Intermediate)	1.9	1.8	1.8	3.7	3.6	3.6

### Market Yield

RBC	0.94%	1.56%	4.47%	4.37%	4.61%	4.02%
Benchmark (Bloomberg Barclay US Government)	0.56%	1.22%	4.21%	4.10%	4.45%	3.89%
PFM	0.14%	-0.33%	0.78%	2.23%	2.26%	3.67%
Benchmark (ICE BofAML 0-3 Year US Treasury Index)	0.04%	-0.38%	0.78%	2.15%	2.04%	3.47%
Chandler PMA Asset Mgmt	0.28%	1.34%	4.53%	0.0	4.57%	3.91%
Benchmark (Bloomberg US Gov Intermediate)	0.13%	1.37%	4.51%	0.0	4.36%	3.66%

### Average Quality

RBC	AA+	AAA	AAA	AA+	AA+	AA+
Benchmark (Bloomberg Barclay US Government)	AAA	AAA	AAA	AA+	AA+	AA+
PFM		AA	AA	AA	AA	AA
Benchmark (ICE BofAML 0-3 Year US Treasury Index)		AA+	AA+	AA+	AA+	AA+
Chandler PMA Asset Mgmt	AA+	AA+	AA+	AA+	AA+	AA+
Benchmark (Bloomberg US Gov Intermediate)	AAA	AAA	AAA	AA+	AA+	AA+



# General Government and Policy Committee of the Whole

## Request for Board Action

Item Number: DC-5514

Agenda #: 6.1

Meeting Date: 4/7/2026

**DEPARTMENT:** Office of the County Manager

**FILE TYPE:** Consent Information

### TITLE

**2026 Board Priorities First Quarter Update**

### PURPOSE/ACTION REQUESTED

Receive an update on the first quarter 2026 Board Priorities.

### SUMMARY

The County Board identifies priorities each year and tracks their progress through the year. With the first quarter of 2026 complete, information regarding the status of 2026 Board Priorities will be provided. A status update is attached along with information regarding each priority.

### 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

26-040; 1/20/26

### ATTACHMENTS

Attachment: 2026 Board Priorities Q1 Update

### BOARD GOALS

- Thriving People
- A Healthy Environment with Quality Natural Resources
- A Successful Place for Business and Jobs
- Excellence in Public Service

### CONTACT

Department Head: Heidi Welsch

Author: Jessica Parker Carlson



## 2026 Board Priorities – First Quarter Update

Board Goal	Initiative	Division or Office	Update	Status
<p>Excellence in Public Service</p> <p>Innovate and Collaborate</p>	<p>Partner well with cities and counties.</p> <p>Consider intersections among Dakota 911, Emergency Management, and Radio Services.</p>	Central Operations Division	County leadership was provided an overview of the 800Mhz system in place in Dakota County in February from Radio Services and Risk Management staff. Risk Management will meet with Dakota 911 leadership to review potential intersections of work, planning, budgeting and more in early second quarter of 2026.	Yellow
<p>Excellence in Public Service</p> <p>Innovate and Collaborate</p>	Collaborate with Community Development Agency (CDA) and partners on development.	Central Operations Division	The County continues to work with our city partners and the CDA on the County’s role in development.	Yellow
<p>Excellence in Public Service</p> <p>Community Engagement</p>	Design and implement new website.	Communications	Artech, our development vendor, is almost code complete. This will allow project staff to start the migration phase of the project, moving all our current web content to the new platform.	Green

Board Goal	Initiative	Division or Office	Update	Status
Excellence in Public Service Community Engagement	Provide more online/self service options in our services using artificial intelligence.	Central Operations Division	A committee of staff from across the county drafted an artificial intelligence (AI) policy that will be presented to senior leadership in April 2026. Staff in IT have secured a server for proof of concept AI work. An update to the Board on Dakota County AI initiatives and the policy is being planned for later in 2026.	Yellow
Excellence in Public Service Community Engagement	Create more financial and budget engagement (ex. Interactive Budget Books, additional Budget Open House events).	Central Operations Division	The 2027 budget development process calendar includes four open houses spread across multiple locations around the county that will provide opportunities for members of the public to engage with staff and Board members on the County's budget and finances. Staff are exploring options within existing software solutions for creating a web-based budget book to increase accessibility.	Yellow
Excellence in Public Service Dependable and Modern Infrastructure	Fair, efficient, and accurate 2026 elections.	Public Services and Revenue Division	The Elections Department successfully conducted the March township elections on March 10, 2026. Will continue to work with the Office of the Secretary of State, cities and townships, and school districts to plan and prepare for the rest of the year's busy activities.	Green
Excellence in Public Service Hire and Retain Excellent Staff	Confirm current compensation strategy and desired outcomes.	Human Resources	Human Resources staff intends to meet with the Board in May in closed session to discuss labor bargaining strategy, which will include compensation and economic bargaining authority.	Yellow

Board Goal	Initiative	Division or Office	Update	Status
<p>Excellence in Public Service</p> <p>Hire and Retain Excellent Staff</p>	<p>Continue to assess and implement IDEA strategies.</p>	<p>Human Resources</p>	<p>Continued work in support of the County's DEI goals, including:</p> <ul style="list-style-type: none"> <li>- Launching the Diversity, Equity, Inclusion, and Access Network as an online communication forum for employees across the county to share updates, announcements, resources, and event information related to IDEA topics and initiatives within the county and the community.</li> <li>- Offering "Managing Bias in the Hiring Process" training.</li> <li>- Implementing changes to the hiring process to remove candidate's personally identifiable to reduce unconscious bias in the hiring process</li> <li>- Recognizing, celebrate and promote organizational awareness in conjunction with, among other things, Martin Luther King Day, Black History month and Women's History month</li> </ul>	<p>Green</p>
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Maintain overall facilities rating at fair and plan to return to good based on Facility Condition Index (FCI)</p>	<p>Physical Development Division</p>	<p>Reviewed Capital Improvement Program (CIP) projects and released funds where available. Shifted available funding to the most critical items to maintain facility conditions. The 2026 - 2030 CIP projects were adopted to reflect the 5-year strategic plan to maintain Facility Condition Index of .25 (Fair). Several projects have started design in the first quarter. Continue to refine CIP process and project lists for 2027 Budget.</p>	<p>Green</p>

Board Goal	Initiative	Division or Office	Update	Status
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	Collaborate with other counties to ensure interests are adequately represented.	Office of the County Manager	Collaborative activities through Association of Minnesota Counties (AMC) District X and Minnesota Inter-County Association (MICA) continue to meet this goal in the first quarter of 2026.	Green
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	Develop 5-year financial plan – eliminate the structural deficit.	Central Operations Division	The preliminary levy forecast for 2027 includes elimination of the County's structural deficit. The preliminary five-year forecast incorporates balancing the budget in 2027 and each year moving forward.	Yellow
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	Develop 5-year financial plan – increase reserves to be within the Office of the State Auditor (OSA) range (35% - 50%).	Central Operations Division	The County will be out of compliance with the 20% fund balance policy as of December 31, 2025. The five-year financial management plan incorporates a budget approach that would require fully funding personnel costs, which if implemented, would see the County return to near 20% fund balance by the end of 2031. Moving into the Office of the State Auditor (OSA) recommended range will be achieved over a longer time horizon (5-10 years).	Yellow

Board Goal	Initiative	Division or Office	Update	Status
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Develop 5-year financial plan – provide reliable funding for service and program priorities of the Board.</p>	<p>Central Operations Division</p>	<p>On March 10, Finance and Physical Development staff presented options to increase non-levy funding sources to support both operations and capital expenditures. The County is analyzing options for sustainable Parks funding by reviewing the cost recovery model. Additionally, County staff are performing a comprehensive review of the County's fee schedule to determine areas where the County can increase fees to support operations.</p>	<p>Yellow</p>
<p>Excellence in Public Service</p> <p>Responsible Taxes and Sound Stewardship of Resources</p>	<p>Develop 5-year financial plan – prepare for and implement state and federal funding cuts.</p>	<p>Central Operations Division</p>	<p>Finance staff are monitoring the situation at the state legislature to see if there will be any impacts on the County from the 2026 legislative session. Additionally, Finance staff are regularly reviewing federal government actions on County funding sources. Finance and department staff are regularly updating the levy forecast whenever new information arises concerning the cost impacts that are being shifted onto the County as a result of the One Big Beautiful Bill Act. The preliminary five-year levy forecast incorporates \$12 million of additional levy impacts in 2027-2029 from federal legislation.</p>	<p>Yellow</p>
<p>Heathy Environment with Quality Natural Resources</p> <p>Energy Efficiency/Sustainability</p>	<p>Complete Byllseby Dam Turbines.</p>	<p>Physical Development Division</p>	<p>Dry commissioning of the turbines and generators is complete as of February 12, 2026. Wet commissioning was also started and is expected to be complete in the second quarter.</p>	<p>Green</p>

Board Goal	Initiative	Division or Office	Update	Status
<p>Heathy Environment with Quality Natural Resources</p> <p>Energy Efficiency/Sustainability</p>	<p>Audit current energy and emission processes to determine opportunities.</p>	<p>Physical Development Division</p>	<p>Continued data collection for the three inventories (County operations emissions, County operations reductions and offsets, and countywide reductions and offsets) and performed data entry and reconciliation analysis on building energy data in the B3 benchmarking software. Initiated analysis, trend identification, and reporting on countywide emissions from 2005 to 2022 (last full year of data), using data collected and compiled by the Metropolitan Council. Data collection continues for planned August 18, 2026 presentation to the Physical Development Committee (PDC).</p>	<p>Green</p>
<p>Heathy Environment with Quality Natural Resources</p> <p>Protect and Maintain Natural Resources</p>	<p>Implement new Solid Waste Management Plan.</p>	<p>Physical Development Division</p>	<p>Discussed with city governments on January 23 plans to update county ordinance to require haulers provide organics collection to residential customers in suburban areas. Engaged city staff for input, conducted regional research for cities interested in BMP organics collection approaches.</p>	<p>Green</p>
<p>Heathy Environment with Quality Natural Resources</p> <p>Protect and Maintain Natural Resources</p>	<p>Implement 2050 Parks System Plan.</p>	<p>Physical Development Division</p>	<p>The Vision Plan implementation is underway, and the "next steps" section have a number of items that are moving forward and directly impacting the updates to all three Parks operational plans (Greenways Plan, Natural Systems Plan, and Visitor Services Plan).</p>	<p>Green</p>

Board Goal	Initiative	Division or Office	Update	Status
<p>Heathy Environment with Quality Natural Resources</p> <p>Create Access to Opportunities</p>	<p>Update Parks Operational Plans.</p>	<p>Physical Development Division</p>	<p>The Natural Systems Plan update is on schedule and is being done in-house with Dakota County Planning staff. Draft goals have been presented at both the Dakota County Planning Commission and Physical Development Committee (PDC). Staff returned to the Dakota County Planning Commission in March and presented to the Township Officers Meeting on Saturday, March 14.</p>	<p>Green</p>
<p>Successful Place for Business and Jobs</p> <p>Dependable and modern infrastructure and government systems</p>	<p>Deliver 2026 CIP projects on time and in budget.</p>	<p>Physical Development Division</p>	<p>a. The Wentworth Library will open on May 6, 2026 at 9 a.m. with an opening celebration that evening from 5:30-7:30 p.m.</p> <p>b. Recycling Zone Plus agreements continue to be signed. Excavating equipment is on site for spring construction start and the ground breaking is tentatively scheduled for late April.</p> <p>c. The Burnhaven Library closed for renovation on March 23, 2026. The temporary Burnhaven Library on the second floor of Burnsville Center will open on April 1, 2026.</p> <p>d. Spring Lake Park improvements continue with the ongoing construction of the Fischer Trailhead and the design of the Mississippi River Access projects.</p>	<p>Green</p>

Board Goal	Initiative	Division or Office	Update	Status
Thriving People Care for Vulnerable People	Deliver public assistance benefits within State required timelines.	Community Services Division	Timeliness of all applications is in general improving. For cash, timeliness increased from 63% in July to 94% in October and regular SNAP applications also increased to 80%. Disruptions due to the federal shutdown as well as fewer working days in November have caused some volatility in these numbers. Also progressing on Medical Assistance (MA) renewals with a slight increase in backlog at the end of the year, which is typical to the seasonality of renewals. Finishing work with Clarity Solutions on improved workflows and efficient organizational structure.	Yellow
Thriving People Care for Vulnerable People	Complete MNChoices Assessment withing State required timelines.	Community Services Division	Process efficiencies, utilization of technology, and additional staffing has allowed the Community Living Services (CLS) MnCHOICES Intake queue to steadily decrease from 1,619 inquiries in the queue waiting from 7+ months to 815 inquiries, now waiting five months. The tracking of 300+ new inquiries each month and management of staff turnover and training will inform capacity moving forward.	Green
Thriving People Care for Vulnerable People	Develop more youth placement options and alternatives to placement options (with metro collaboration).	Community Services Division	Regional Steering Committee meeting quarterly. Three subgroups have been developed: Prevention, Placement, and Legislative. Scott County asking for bonding money for a new JAF located in Shakopee.	Green

Board Goal	Initiative	Division or Office	Update	Status
Thriving People Care for Vulnerable People	Review and refine the Housing Business Plan.	Community Services Division	Monthly reports going to County Board with shelter statistics. Quarterly report going to County Board with statistics from all Community Service housing programs. Role of Permanent Supportive Housing in the Housing Business Plan will be reviewed later in the year.	Green
Thriving People Care for Vulnerable People	Pilot existing .5 full-time employee (FTE) social worker stationed at Wentworth Library.	Public Services and Revenue Division	The Library and Social Services developed a job description for a Library Social Worker and determined the position would be a part of Social Services' Adult Intake team. Both departments signed an agreement outlining roles and responsibilities to support this new position. Human Resources is reviewing a request for current Library FTE to be reclassified as a .5 FTE Library Social Worker.	Green
Thriving People Community Safety, Health and Well-Being	Facilitate development of Community Resources Center(s).	Community Services Division	Implementation planning continues. The Advisory Council was recruited, selected, and oriented. They convened for the first time in January and continue to meet monthly. Community Resource Centers (CRCs) of Dakota County logo was adopted, and a website is in progress. Evaluation planning is underway, as are preparations to post Navigator positions.	Green
Thriving People Community Safety, Health and Well-Being	Investigate and pursue health care and access for uninsured or under-insured residents.	Community Services Division	In process of developing a workplan and committee to provide guidance for approach to meeting access needs in Dakota County. Included advocacy for healthcare access at the state level while meeting with local legislators during Local Public Health Association Day at the Capitol.	Green

Board Goal	Initiative	Division or Office	Update	Status
Thriving People Community Safety, Health and Well-Being	Complete an assessment of healthcare model in jail.	Central Operations Division and Sheriff's Office	Utilizing Enterprise Risk Management, staff analyzed the risks and benefits of the various means of delivering healthcare in the jail. Staff provided an update and suggested course of action for consideration at the March 3 General Government and Policy (GGP) Committee meeting. Staff moving ahead with evaluating the costs and capabilities of creating a County staffed health unit as recommended in the GGP update.	Yellow
-Thriving People Community Safety, Health and Well-Being	Improve safety at high crash rate locations based on the MN Dept of Transportation (MnDOT) Crash Rate Index.	Physical Development Division	Crash Rate Index Update conducted at March 10, 2026 Physical Development Committee (PDC) meeting.	Green
Thriving People Community Safety, Health and Well-Being	Improve safety for pedestrian and bicyclists based on high and medium priority County Highway Pedestrian and Bicycle Gaps.	Physical Development Division	Update on Priority Ped and Bike Gaps planned for June 16, 2026 Physical Development Committee (PDC) meeting. Maps being updated and information gathered for inclusion in future Capital Improvement Program (CIP) discussions.	Green

Board Goal	Initiative	Division or Office	Update	Status
<p>Thriving People</p> <p>Welcoming and Responsive Services for All People</p>	<p>Identify program and services areas with the highest disparities for study and potential future action.</p> <p>a. Continue and maintain Americans with Disabilities (ADA) compliance program.</p> <p>b. Prepare for implementation of the African American Family Preservation and Child Welfare Act.</p>	<p>Physical Development Division and Community Services</p>	<p>Work is underway to identify and analyze Dakota County disparity data.</p> <p>a. Special focus placed on digital accessibility efforts with the upcoming April 24, 2026 digital accessibility requirements. This includes putting several tools in place, reviewing the website, third-party tools, and online documents, and training for staff.</p> <p>b. Minnesota African American Family Preservation and Child Welfare Disproportionality Act (MAAFPCWDA) data workgroup developed and meeting monthly. Coordination with Hennepin and Ramsey counties planned and scheduled for second quarter to review system decision points and data tracking.</p>	<p>Green</p>
<p>Thriving People</p> <p>Create Access to Opportunities</p>	<p>Review Comprehensive Plan requirements and provide direction on scope and extent of plan update.</p>	<p>Physical Development Division</p>	<p>Guidance on scope of the Comprehensive Plan was sought at the March 10, 2026 Physical Development Committee (PDC) meeting.</p>	<p>Green</p>

Board Goal	Initiative	Division or Office	Update	Status
<p>Thriving People</p> <p>Create Access to Opportunities</p>	<p>Implement the Library Strategic Plan.</p>	<p>Public Services and Revenue Division</p>	<p>A goal in the library’s strategic plan is to “increase awareness about the library’s many offerings.” In collaboration with Communications, this quarter’s marketing efforts included a Beyond the Books feature article in the Dakota County Newsletter, a campaign on the library’s digital app, and promotion of other beyond books services across existing channels.</p> <p>The library responded to community needs during Operation Metro Surge. The library shared 400 books, activities, and resources with Neighbors, Inc., 360 Communities, The Open-Door Pantry, and Project Access to go to youth whose families are seeking assistance, many who were afraid to send their children to school during increased immigration enforcement. Library spaces also contributed to the effort as community members are using library meeting rooms and lobbies to coordinate food drives.</p>	<p>Green</p>

Board Goal	Initiative	Division or Office	Update	Status
<p>Thriving People</p> <p>Create Access to Opportunities</p>	<p>Advance the Arts Blueprint.</p>	<p>Public Services and Revenue Division</p>	<p>Drafted plan mission, vision, guiding principles and future opportunities with feedback from staff and Public Advisory Committee. Plan to seek Board feedback at the April 7 General Government and Policy Committee meeting (GGP).</p> <p>Tentative schedule and purpose for further Board presentations:</p> <p>June 9 (GGP) - Review and seek approval for draft release for public review. Public review from Mid-June through July.</p> <p>Sept 1 (GGP) - Consider adoption</p> <p>Sept 22 – Adoption (contingent on GGP)</p>	<p>Green</p>
<p>Thriving People</p> <p>Create Access to Opportunities</p>	<p>Update Parks Operations Plans – Greenways Plan.</p>	<p>Physical Development Division</p>	<p>The Greenways Project Manager issued a request for proposals (RFP) for consultant services and has completed interviews. The Board approved a contract on March 3.</p>	<p>Green</p>
<p>Thriving People</p> <p>Create Access to Opportunities</p>	<p>Update Parks Operations Plans – Parks Visitor Services Plan</p>	<p>Physical Development Division</p>	<p>Due to workload within the Planning Department on other plans for Parks, the request for proposals (RFP) for consultant services will be sent out later in the year. The planning process will still kick-off within the year.</p>	<p>Green</p>



# General Government and Policy Committee of the Whole

## Request for Board Action

**Item Number:** DC-5536

**Agenda #:** 7.1

**Meeting Date:** 4/7/2026

**DEPARTMENT:** Communications and Public Affairs

**FILE TYPE:** Regular Information

### TITLE

**Legislative Update**

### PURPOSE/ACTION REQUESTED

Provide an update on legislative topics.

### SUMMARY

Staff will share developments related to the County’s legislative priorities. The update may also include discussion on other State and Federal legislative topics of interest to Dakota County.

### 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

None.

### ATTACHMENTS

Attachment: Presentation Slides

### BOARD GOALS

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

### CONTACT

Department Head/Author: Mary Beth Schubert



# Legislative Update

April 7, 2026

- State update
  - Legislative activity
  - Other policy items
- Federal update
  - Congressionally Directed Spending update
- Letter of opposition – Met Council Regional Funding Solicitation  
Community Considerations criteria
- Other items?



# General Government and Policy Committee of the Whole

## Request for Board Action

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Item Number: DC-5455

Agenda #: 8.1

Meeting Date: 4/7/2026

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**DEPARTMENT:** Office of Performance and Analysis (OPA)

**FILE TYPE:** Regular Information

### TITLE

**Update On Services From Nonprofit Vendors**

### PURPOSE/ACTION REQUESTED

Receive presentations from major nonprofit vendors that Dakota County utilizes for service provision.

### SUMMARY

In order to provide services to county residents, Dakota County contracts with 501(c)(3) nonprofit vendors. The ten nonprofit vendors with the largest county contracts have been invited to present to the Board of County Commissioners and provide an update regarding their activities. Although nonprofit vendors provide services across county divisions and elected offices, the largest nonprofit vendors perform work primarily through Community Services.

Although it is structured as a Limited Liability Company (LLC) and not a nonprofit, Ally Supportive Services has also been included in the list of ten organizations scheduled to present. Ally's inclusion is an example of an organization with a different structure that the county contracts with for services.

The ten presentations are scheduled over two separate General Government and Policy Committee (GGP) meetings. Each presentation is scheduled for 10-15 minutes.

Organizations scheduled to present at the April 7, 2026, GGP meeting include 360 Communities, Ally Supportive Services, Avivo, Center City Housing Corporation (CCHC), and Dakota Woodlands.

Nonprofit presentations scheduled on April 7, 2026, provide the following services for Dakota County:

- **360 Communities** provide housing clinic, homelessness prevention, and Federal Prison Rape Elimination Act (PREA) victim support services.
- **Ally Supportive Services** provide homeless services including unsheltered street outreach, referral based outreach, housing navigation services, and street outreach.
- **Avivo** provides homeless employment and training services.
- **Center City Housing Corporation (CCHC)** provides supportive services for Cahill Place Apartments.
- **Dakota Woodlands** provides temporary shelter and supportive services for families

experiencing homelessness.

Presentations scheduled for the April 21, 2026, GGP meeting include DARTS, Guild, Nexus-FACTS Family Healing, Scott-Carver-Dakota CAP Agency, and The Link.

In addition to the presentations, summaries of the nonprofit activities have been provided and include the nonprofit's mission; the number of contracts they have with the county, including a description of each service, the funding source, and contract dates; a description of the oversight provided for their services; outcome measures provided by the nonprofits illustrating the impact of their services on county residents; a description of the applicable mandates for the services; and financial information, including the budgeted contract amount for 2026-2027.

**RECOMMENDATION**

Information only; no action requested.

**EXPLANATION OF FISCAL/FTE IMPACTS**

See attachments for individual nonprofit financial information.

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

**RESOLUTION**

Information only; no action requested.

**PREVIOUS BOARD ACTION**

None.

**ATTACHMENTS**

- Attachment: 360 Communities Summary Document
- Attachment: 360 Communities Presentation Slides
- Attachment: Ally Supportive Services Summary Document
- Attachment: Avivo Summary Document
- Attachment: Avivo Presentation Slides
- Attachment: Center City Housing Corporation (CCHC) Summary Document
- Attachment: Dakota Woodlands Summary Document
- Attachment: Dakota Woodlands Presentation Slides

**BOARD GOALS**

- Thriving People
- A Healthy Environment with Quality Natural Resources
- A Successful Place for Business and Jobs
- Excellence in Public Service

**CONTACT**

Department Head: Dave Paulsen  
Author: Penny Anderson

## 360 Communities

**Presenter:** Jeff Mortensen, President and CEO, [jmortensen@360Communities.org](mailto:jmortensen@360Communities.org)

### Program Overview

**Mission:** 360 Communities delivers safety and stability that improves lives. With effective and holistic programming, we leverage community partnerships, build trusting relationships, and break cycles of violence and poverty. We strengthen communities with measurable success.

**Contract(s):** Dakota County has 4 contracts with **360 Communities** for the following service(s):

Service	Service Description	Funding Source(s)	Contract Term Date
Housing Clinic Services	Provide Housing Stability Services navigation leveraging all available funding sources in County, primarily through the County Housing Clinic	100% funded by Local Affordable Housing Aid (LAHA) – MN Department of Revenue.	1/1/2026-12/31/2027
Family Homelessness Prevention and Assistance Program (FHPAP)	Prevent homelessness by stabilizing households at risk of homelessness, rehouse those experiencing homelessness, and eliminate repeat episodes of homelessness.	100% funded by FHPAP – MN Housing Finance Agency (MHFA)	10/1/2025-9/30/2027
Local Homeless Prevention Aid – Homeless Families	To help local governments ensure no child is homeless by keeping families from losing housing and helping those experiencing homelessness find housing.	100% funded by grant allocation for Local Homeless Prevention Aid - MN Department of Revenue.	7/1/2023-6/30/2026
PREA Victim Support Services (MOU)	Federal Prison Rape Elimination Act of 2003 (PREA) requires the County to ensure availability of certain victim advocacy services for inmates and residents. The County utilizes 360 Communities to provide victim advocacy services for inmates of the Dakota County Jail and residents of the Dakota County Juvenile Services Center who report sexual abuse occurring inside or outside the Jail and Juvenile Services Center.	NA	2/28/2023-ongoing with yearly review.

## Strategic Alignment

**360 Communities** work supports and aligns with the following County Board strategies:

**Thriving people:** Dakota County creates access to opportunities, cares for vulnerable people, and fosters community safety, health and well-being.

## Oversight

**Housing Clinic Services:** Quarterly reports are required summarizing the following: number of clients served, process measures, outcomes, budget versus actual expenditures. Invoices are submitted, at a minimum, quarterly and include specific budget categories and any support documentation.

**Family Homelessness Prevention and Assistance Program (FHPAP):** Monthly verbal updates at the FHPAP Work Group meetings. Quarterly financial Expenditure Reports with outcome and reporting every six months, using format provided and data system required by MN Housing Finance Agency (MHFA). Documentation supporting expenditures (staff time, administrative time, rent and utility payments) will be reviewed during annual site visits. Invoices are submitted at minimum, monthly and invoices must specify funding sources and accurately reflect service and population deemed eligible under funding source.

**Local Homeless Prevention Aid – Homeless Families:** Prepare reports semi-annually to share activities, number of persons served, demographics and services provided. As part of the semi-annual report, there will be an assessment of how the program impacts people who are currently experiencing homelessness or are at risk of experiencing homelessness as required by Department of Revenue requirements. Provide program information and reports at the homeless prevention and outreach workgroup meeting and Affordable Housing Coalition at least twice a year. Invoices are submitted, at a minimum, monthly.

**PREA Victim Support Services (MOU):** All staff providing victim advocacy services shall be qualified as defined in 5115.21 and 5115.321 as individuals who have been screened for appropriateness to serve in a victim advocacy role and have received education concerning sexual assault and forensic examination issues in general. Ensure that qualified staff who come into contact with victims have completed background checks as appropriate.

## Outcome Measures

### Numbers Served

3,558 individuals

1,510 households

1,496 children

### Housing Goals

72% of people with housing-related goals attained their goals toward greater housing stability

## Mandates

**Mandate Level** (Board Decision) – Program Name, Authority for Program (Statute, Resolution, etc.), Program Description:

**Housing Clinic Services:** The Board of Commissioners is not mandated to provide or contract for these services.

**Family Homelessness Prevention and Assistance Program (FHPAP):** By Minn. Stat. § 462A.204, FHPAP grant funding must be administered by counties in the metro area who, in turn, may sub-grant some or all funds to other entities. Board Resolution 25-309; 1/1/2025.

**Local Homeless Prevention Aid:** The Board of Commissioners is not mandated to provide or contract for these services.

**PREA Victim Support Services (MOU):** Federal Prison Rape Elimination Act of 2003 ("PREA"), specifically 5115.21, 5115.31, 5115.51, 5115.321 and 5115.353, requires the County to ensure availability of certain victim advocacy services for inmates and residents.

## Financials

**Total Contracted Payments 2024-2025:** \$4,878,910

Services	Contract Budget 2026-2027
Housing Clinic Services	\$800,000
Family Homelessness Prevention and Assistance Program (FHPAP)	\$887,875
Local Homeless Prevention Aid – Homeless Families	\$2,001,096
PREA Victim Support Services (MOU)	\$0



# OUR MISSION

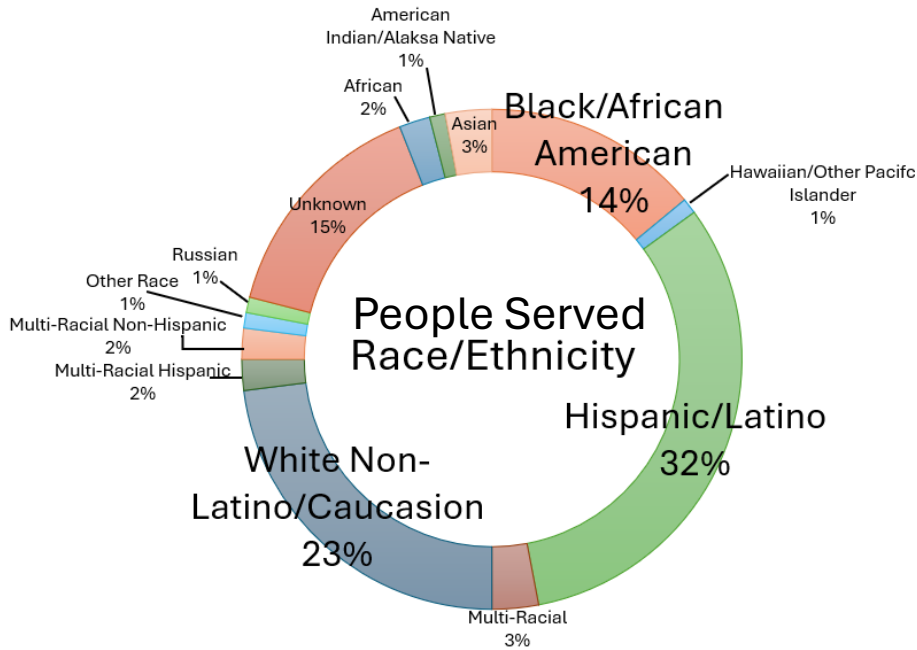
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360 Communities<sup>®</sup> delivers  
**safety and stability**  
that improves lives.

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Jeff Mortensen, President & CEO  
Lisa Lusk, Director of Programs & Operations

# OVERVIEW



**\$10.5M annual budget**

**26,236 people served (10,229 households)**

**882 volunteers (60,775 hours equivalent to 29 FTE)**

**17 board members (70% with lived experiences related to services, 41% racial diversity)**

**100 staff (24% racial diversity)**

**95% workplace survey participation**

**81% employee satisfaction index**

**Violence Prevention & Intervention**  
**Student Success**  
**Community Resources**

**Intervene & Stabilize**  
**Support, Goal Plan & Advocate**  
**Break Cycles & Prevent**



# PROGRAM OUTCOME MEASURES

- **Numbers Served**

- 3,558 individuals
- 1,510 households
- 1,496 children



- **Financial Assistance**

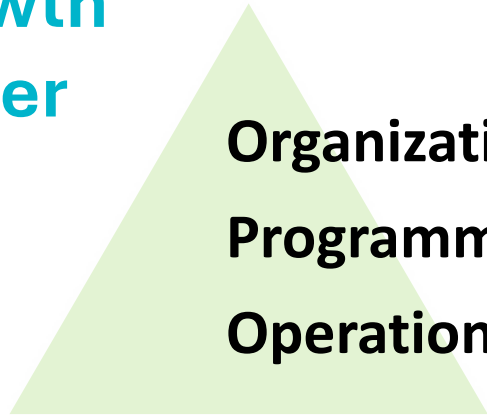
- Provided \$1,715,533 dollars in financial assistance to 450 households
- 97% of funds provided were for rent

- **Housing Goals**

- 72% of people with housing related goals attained their goals toward greater housing stability

# ADVANCING THE MISSION

**Sustainable growth  
to deliver greater  
impact**



STRATEGIC THINKING

**Organizational** to secure resources  
**Programmatic** to increase impact  
**Operational** to enhance execution





**360 Communities.**

Help in the moment. Hope for the future.

## Ally Supportive Services

**Presenter:** Amber Hanson, Director of Housing and Homeless Services, [ahanson@allyservices.net](mailto:ahanson@allyservices.net), 612-799-0608

### Program Overview

**Mission:** Ally's mission is to fight to end homelessness by providing optimal client centered support, advocacy, safe, and affordable housing to homeless adults with severe housing barriers in Minnesota.

**Contract(s):** Dakota County has 2 contracts with **Ally Supportive Solutions** for the following service(s):

Service	Service Description	Funding Source(s)	Contract Term Date
Outreach Services	<p>Ally performs activities under the Dakota County Community Living Infrastructure grant from the MN Department of Human Services:</p> <p>Unsheltered Street Outreach: Locates and engage individuals in County living with a disabling condition, are homeless, living in vehicles or places not meant for human habitation, to screen for basic needs and assist with referral to community resources.</p> <p>Referral based Outreach: Ally receives referrals to outreach and engage individuals in County who are living with disabling conditions, navigating housing instability, homelessness, and/or residing in segregated settings (e.g., hospitals, treatment centers, corrections, etc.) to screen for basic needs and assist with referral to community resources.</p> <p>Housing Navigation: Assist individuals in County living with disabilities, disabling conditions, and low income find and maintain housing by connecting them with resources and assistance programs.</p>	100% funded by DHS – Community Living Infrastructure (CLI) Grant	7/1/2025-6/30/2027

Service	Service Description	Funding Source(s)	Contract Term Date
Street Outreach	Ally locates and engages individuals in County who are homeless, living in vehicles or places not meant for human habitation, to screen for basic needs and assist with referral to community resources. They also assist individuals in County who are unsheltered homeless find and maintain housing and provide information about services and resources to community stakeholders.	100% funded by County Levy	1/1/2026-12/31/2027

**Strategic Alignment**

Ally’s work supports and aligns with the following County Board strategies:

**Thriving people:** Dakota County creates access to opportunities, cares for vulnerable people, and fosters community safety, health and well-being.

**Oversight**

**CLI Grant Outreach Services:** Quarterly reports are required summarizing the following: number of unduplicated individuals served in Outreach program, basic demographics of individuals (age, race, gender), length of time in program for each individual, number and percent of individuals obtaining housing, exit destination for each individual who left the program and success stories of outreach participants. Invoices are submitted, at a minimum, quarterly and include specific budget categories and any support documentation.

**Street Outreach Services:** Quarterly reports are required summarizing the following: number of unduplicated individuals served in Outreach program, basic demographics of individuals (age, race, gender), length of time in program for each individual, number and percent of individuals obtaining housing, exit destination for each individual who left the program and success stories of outreach participants. Invoices are submitted, at a minimum, quarterly and include specific budget categories and any support documentation.

## Outcome Measures

### Ally Homeless Street Outreach - Dakota County Total Clients Served 2019-2024

Year	Total Clients Served Each Year
2019	1,314
2020	882
2021	854
2022	1,664
2023	1,869
2024	2,092

Note: the drop in number of clients served in 2020 and 2021 is related to increased shelter availability and funding during COVID. In 2025, data will begin to reflect a drop in number of clients served related to a decrease in Ally Street Outreach funding and staff.

### Minnesota Homeless Management Information System (HMIS) Q3 2025 Data (counts reflect number of households)

Household Type	Count
Adult/Child Household	42
Adults Only Household	26
Single Individual	243
<b>Total</b>	<b>311</b>

# of Members in Household	Count
1	250
2	34
3	13
4	7
5	3
6	1
7	1
<b>Total</b>	<b>309</b>

Head of Household Age	Count
18-24	10
25-34	25
35-44	55
45-54	44
55-61	24
62 plus	16
<b>Total</b>	<b>174</b>

Head of Household Gender	Count
Man/Boy	154
Woman/Girl	150
Non-Binary	2
Transgender	3
Data not collected	15
<b>Total</b>	<b>324</b>

Head of Household Race and Ethnicity	Count
White	124
Black	58
Other	32
Data not collected	101
<b>Total</b>	<b>315</b>

Head of Household Disability	Count
Yes	155
No	16
Data not collected	135
Prefers not to answer	4
<b>Total</b>	<b>310</b>

Head of Household Veteran	Count
Yes	3
No	251
Data not collected	67
Prefers not to answer	1
<b>Total</b>	<b>322</b>

Living Situation at Start Date	Count
Literally Homeless	230
Temporary Housing	47
Permanent Housing	12
Institutional Setting	15
<b>Total</b>	<b>304</b>

<b>Housing Resources Provided</b>	<b>Count</b>
Yes	296
No	25
Data not collected	3
<b>Total</b>	<b>324</b>

<b>Income Resources Provided</b>	<b>Count</b>
Yes	94
No	187
Data not collected	23
<b>Total</b>	<b>304</b>

<b>Other Resources Provided</b>	<b>Count</b>
Yes	248
No	60
Data not collected	14
<b>Total</b>	<b>322</b>

<b>Living Situation at End Date</b>	<b>Count</b>
Institutional Setting	8
Literally Homeless	97
Permanent Housing	32
Temporary Housing	41
Other	2
<b>Total</b>	<b>180</b>

City Located (calls included)	Count
Apple Valley	8
Burnsville	24
Eagan	25
Farmington	5
Hastings	19
Inver Grove	8
Lakeville	17
Northfield	4
Rosemount	5
South Saint Paul	18
Vermillion	1
West Saint Paul	37
Hennepin County	10
Ramsey County	13
Other County	10
<b>Total</b>	<b>204</b>

Note: HMIS data no longer available for Ally internal data with city specific and other recommended local data.

## Mandates

**Mandate Level** (Board Decision) – Program Name, Authority for Program (Statute, Resolution, etc.), Program Description:

**Outreach Services – DHS – CLI Grant Funded:** In 2017, language was added through the Minnesota Housing Support Act (Chapter 256I) to increase opportunities for Minnesotans with disabilities to live in the community. Board Resolution 25-040; 1/21/2025.

**Street Outreach Services:** The Board of Commissioners is not mandated to provide or contract for these outreach services.

## Financials

**Total Contracted Payments 2024-2025:** \$1,454,123

Services	Contract Budget 2026-2027
DHS Grant Outreach Services	\$170,000
Street Outreach Services	\$322,000

# Avivo

**Presenters:** Becca Lopez, Vice President, [becca.lopez@avivomn.org](mailto:becca.lopez@avivomn.org)

Julie Kizlik, Director, [julie.kizlik@avivomn.org](mailto:julie.kizlik@avivomn.org)

## Program Overview

**Mission:** Avivo increases well-being through recovery and career advancement while working to end homelessness.

**Vision:** Our communities are free of economic and health inequities.

**Contract(s):** Dakota County has 1 contract with **Avivo** for the following service:

Service	Service Description	Funding Source(s)	Contract Term Date
2026 Minnesota Family Investment Program (MFIP) Contract	To assist participants in obtaining and retaining employment by providing employment and training services that increase one’s employability and advancement skills while removing barriers to self-sufficiency.	100% funded by Temporary Assistance for Needy Families (TANF) Block Grant	1/1/2026-12/31/2026

## Strategic Alignment

**Avivo’s** work supports and aligns with the following County Board strategies:

**Successful place for business and jobs:** Dakota County strives for dependable and modern infrastructure and systems and prepared connected workforce.

## Oversight

Avivo provides written monthly reports to the Dakota County Program Supervisor that indicate the following:

- Work participation rate
- Enrollment information (both new enrollments and number served)
- Placement services
- Career development services
- Education information
- Terms

- Number of clients showing low basic skills through assessment results; and
- Race, age, and gender of clients showing low basic skills through CASAS assessment results quarterly.
- Information pertaining to those clients in the EEP and P2PW including enrollment, placement, success stories, etc.

Avivo provides retention data indicating the number of clients exited employed, and what percentage is still employed at 90- and 180-days post-exit and provides written monthly reports reflecting the referrals to and outcomes of the social worker intervention. They are also subject to program monitoring by the county at least once annually with or without notice and will comply with any and all reasonable requests for files, documents and information pertaining to Dakota County MFIP clients. All required DHS and Dakota County documentation must be maintained in program files.

## Outcome Measures

Avivo provided services to 1,413 individuals in 2025. 733 of these individuals were new enrollments.

229 (40%) individuals exited to employment at an average wage of \$21.52 hour.

90% (220) of these retained employment for 180 days or 6 months post exit.

80% remained off public assistance for 12 months or longer.

## Mandates

**Mandate Level** (Board Decision) – Program Name, Authority for Program (Statute, Resolution, etc.), Program Description:

By Minn. Stat. §142G.76, subd.4, requires counties to have an approved biennial service agreement (BSA) with the Minnesota Department of Children, Youth, and Families (DCYF) to receive consolidated funds. Board Resolution 25-525; 11/4/2025.

## Financials

**Total Contracted Payments 2024-2025:** \$2,109,066

Services	Contract Budget 2026-2027
2026 MFIP Contract	\$1,390,406



AVIVO®

# Getting to Know Avivo



## Career Education & Employment Services

- Licensed post-secondary school offering short-term training programs
- Career services for youth, adults, immigrants, and people with disabilities



## Chemical & Mental Health Services

- Intensive outpatient treatment
- Mental health clinic & targeted case management
- Community support programming



## Ending Homelessness

- Avivo Village: Low barrier shelter using tiny home model
- Street outreach team
- Supportive housing services

# Impact and Outcomes in Dakota County

## Participants Served:

- 1,413 individuals served (733 new enrollments)

## Placements:

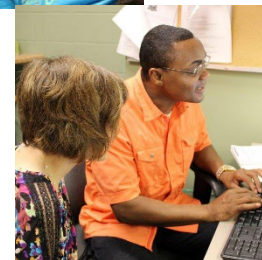
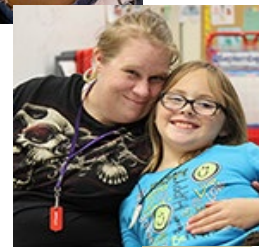
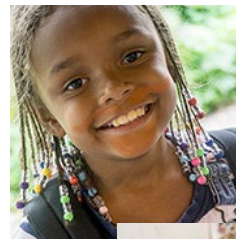
- 229 individuals placed in employment (40%)
- Average starting wage: \$20.81/hour

## Retention:

- 90% (220 individuals) retained employment 180 days/6 months post-exit
- 80% remained off public assistance for 12+ months

## Self- Support Index:

- January rate: 60.42%,
- Contracted range: 56.21%–64.05%
- Avivo has consistently remained within range since our first award in 2007



# Enhancing Participant Success: Social Worker Impact

- New initiative to focus on individuals facing extreme barriers impeding their success was launched and funded in 2025
- 94 families referred to Intensive Stabilization Services
- Top needs: Housing stabilization (45%) and family violence support
- 163 referrals provided to address legal issues, children's mental health, food insecurity, utilities, and education



# Collaborations



## Improved Access to Services

- Expedited intake through coordination with Dakota County staff
- Promotion of and participation in CareerForce Center classes, workshops, and job fairs
- Dual enrollment with WIOA programs to support continued training after MFIP exit

## Community Support Initiatives

- Avivo Adopt-A-Family event provided holiday gifts to 600 Dakota County individuals in 2025

# Community Collaboration

**Family & Community Engagement:** Quarterly Family Networking Events connect participants with community resources and activities.

## Key Community Partners

- Dakota County Parks & Recreation
- Dakota County Financial Wellness
- Dakota County Technical College
- Dakota County Library
- Dakota County WIC
- Dodge Nature Center
- Neighbors Inc.
- Fare For All
- 360 Communities
- Local businesses (Domino's & Subway)



# Questions?



## Center City Housing Corporation (CCHC)

**Presenter:** Nancy Cashman, Executive Director, [ncashman@centercityhousing.org](mailto:ncashman@centercityhousing.org), 218-428-5351

### Program Overview

**Mission:** CCHC develops, owns and/or manages quality housing opportunities and provides associated services for those most in need.

**Contract(s):** Dakota County has **1** contract with **Center City Housing Corporation** for the following service(s):

Service	Service Description	Funding Source(s)	Contract Term Date
Supportive Services for Cahill Place Apartments	<p>Currently provides the following:</p> <ul style="list-style-type: none"> <li>• Support services for families residing at Cahill Place Apartments, a family supportive housing development in Inver Grove Heights.</li> <li>• Front desk staff 365 days per year, 24-hours per day.</li> <li>• On-site case management services and whole-family programming that includes but is not limited to: Independent Living Skills groups and materials, social and recreational activities, database administration, housing stability supports, and client assistance.</li> <li>• Engage in outreach to community agencies to develop strong working relationships, specifically schools, law enforcement and other local community agencies.</li> </ul>	100% funded by Local Affordable Housing Aid (LAHA) – MN Department of Revenue.	1/1/2026-12/31/2027

### Strategic Alignment

**Center City Housing Corporation's** work supports and aligns with the following County Board strategies:

**Thriving people:** Dakota County creates access to opportunities, cares for vulnerable people, and fosters community safety, health and well-being.

## Oversight

**Supportive Services for Cahill Place Apartments:** Quarterly reports are required summarizing the following: number of referrals, number of unduplicated clients, basic demographics of clients (age, self-identified race, family status), 80% of residents will maintain housing for one year, 80% of families will meet key indicators of parent/child attachment and 100 percent of children will have increased executive functioning skills. Invoices are submitted, at a minimum, quarterly and include specific budget categories and supporting documentation.

## Outcome Measures

### How Much?

18 Referrals

18 Unduplicated clients

Basic demographics of clients (age, self-identified race, family status)

Age	Number of Clients
Under 18	110
Over 18	60
<b>Total</b>	<b>170</b>

Race	Number of Clients
White	55
Asian	3
Indigenous	13
Black or African American	43
Hispanic/Latino	4
Multiple Races	52
<b>Total</b>	<b>170</b>

Family Status	Number of Households
Single parent household	45
Two parent household	3
<b>Total</b>	<b>48</b>

**How Well?**

56% of households obtained employment in 2025

100% of those eligible for mainstream resources have access

100% of children who attend programming have a growth plan

50% (7 out of 14) households have children who participate in TOTS (childcare) program, while the remaining 50% are enrolled in day care

**Is Anyone Better Off?**

95% of tenants have maintained housing for a year

70% of families have key indicators of parent/child attachment

100% of children in programming have shown an increase in executive functioning skills

**Mandates**

**Mandate Level** (Board Decision) – Program Name, Authority for Program (Statute, Resolution, etc.), Program Description:

**Supportive Services for Cahill Place Apartments:** The Board of Commissioners is not mandated to provide or contract for these services.

**Financials**

**Total Contracted Payments 2024-2025:** \$1,052,564

Services	Contract Budget 2026-2027
Supportive Services for Cahill Place Apartments	\$1,300,000

# Dakota Woodlands

**Presenter:** Colleena Carlisle Executive Director, [info@dakotawoodlands.org](mailto:info@dakotawoodlands.org), 651-456-911, 763-328-4056 (direct), 3430 Wescott Woodlands, Eagan, Minnesota 55123

## Program Overview

Dakota Woodlands is the only family shelter in Dakota County providing temporary shelter, safety, and comprehensive supportive services to families experiencing homelessness.

**Mission:** Dakota Woodlands’ mission is to empower displaced families on their journey to independence by providing stable shelter, trauma-informed case management, life skills education, and connections to permanent housing and community resources. We envision a community where every family has access to the support needed to thrive in sustainable housing.

**Contract(s):** Dakota County has 2 contracts with **Dakota Woodlands** for the following service(s):

Service	Service Description	Funding Source(s)	Contract Term Date
Emergency Shelter Services	Provide emergency shelter services at Dakota Woodlands for families with minor children experiencing homelessness in Dakota County.	34% funded by County Levy; and 66% funded by Local Affordable Housing Aid (LAHA) – MN Department of Revenue.	1/1/2026-12/31/2027
Cost Neutral Shelter Services	Shelter services at Dakota Woodlands include: the provision of emergency shelter, food, and support services for adults with disabling conditions who are experiencing homelessness; coordination with County staff for referrals, services, and housing search; and entering all households into the Client Track data management system.	100% funded by Department of Human Services (DHS) Cost Neutral Shelter Services Grant	7/1/2024-6/30/2026

## Strategic Alignment

**Dakota Woodlands** work supports and aligns with the following County Board strategies:

**Thriving people:** Dakota County creates access to opportunities, cares for vulnerable people, and fosters community safety, health and well-being.

## Oversight

**Emergency Shelter Services:** Quarterly reports are required summarizing the following: number of unduplicated families in shelter, basic demographics of families (age, race, gender), number of families exiting to permanent housing, number of families connected to community resources, and 90% of families are not exited to homelessness. Invoices are submitted, at a minimum, quarterly and include specific budget categories and any support documentation.

**Cost Neutral Shelter Services:** Quarterly reports are required summarizing the following: number of unduplicated adults in shelter, basic demographics of families (age, race, gender), entry date for each adult, exit date for each adult, length of time in shelter, number of adults exiting to permanent housing, number of adults connected to mental health services, success stories of shelter residents. Invoices are submitted, at a minimum, quarterly and include specific budget categories and any support documentation.

## Outcome Measures

### Households Exiting to Permanent Housing

36 households exited to permanent housing in 2025. This outcome demonstrates the effectiveness of county-funded shelter, housing navigation, and case management services in moving families from homelessness to stability.

### Residents Connected to Appropriate Resources

100% of residents were connected to appropriate resources. This reflects coordinated case management linking families to housing supports, employment resources, mental health services, financial literacy programming, childcare, and community-based services.

### Additional Impact Metrics Demonstrating County Investment

The following measures illustrate the scale and quality of services provided:

225 unduplicated individuals served (85 adults and 140 children)

71 families served during 2025

20,718 total nights of safe shelter provided

2,015 case management sessions delivered

193 program sessions provided in housing stability, financial literacy, career development, parenting wellness, and computer literacy

87,921 meals and snacks provided to families in shelter

4,029 basic need items distributed, including hygiene supplies, baby care items, and move-in baskets

92 childcare sessions provided, enabling parents to attend work, appointments, and programming

Average length of stay: 111 days, reflecting stabilization and housing navigation support

### Population Served

69% of individuals identified as BIPOC

51% of adults reported a history of domestic violence

55% of adults reported annual incomes of \$12,000 or less  
33% of adults reported a mental or physical disability

## Mandates

**Mandate Level** (Board Decision) – Program Name, Authority for Program (Statute, Resolution, etc.),  
Program Description:

**Emergency Shelter Services:** The Board of Commissioners is not mandated to provide or contract for these services.

**Cost Neutral Shelter Services:** Under the authority of Minn. Stat. 256I.05, subd. 11, a cost-neutral transfer from the Housing Support funds to Dakota County to provide emergency shelter beds for people with disabilities experiencing homelessness. Board Resolution 25-300; 6/24/2025.

## Financials

**Total Contracted Payments 2024-2025:** \$1,003,997

Services	Contract Budget 2026-2027
Housing Clinic Services (County Levy + LAHA)	\$915,000
Cost Neutral Shelter Services (DHS Grant)	\$760,112



# DAKOTA WOODLANDS

STRENGTHENING FAMILY  
SHELTER & HOUSING STABILITY  
IN DAKOTA COUNTY

# WHO WE ARE

## Dakota Woodlands

- The only family shelter in Dakota County
- Serving families experiencing homelessness with children since 1995 in Dakota County.
- In business since 1981, serving mothers and children.
- Providing safe shelter, trauma-informed care, and supportive services
- Focused on helping families move from crisis to long-term stability



## WHO WE SERVE

Families: Biological and legally adopted

- 69% of individuals identified as BIPOC
- 62% children and teens
- 51% of adults reported a history of domestic violence
- 55% of adults reported annual incomes of \$12,000 or less
- 33% of adults reported a mental or physical disability



# OUR ROLE IN THE HOUSING CONTINUUM

## A Critical Part of the System

Dakota Woodlands serves as two essential components:

- Emergency Family Shelter
- Supportive Services & Stabilization

We:

- Stabilize families in crisis
- Prepare families for permanent housing
- Support long-term success and independence



# PROGRESS IN 2025

## Strengthening Operations & Infrastructure

In 2025, we have:

- Rebranded and created a new work culture
- Stabilized operations during staffing and funding challenges
- Implemented stronger internal systems and accountability
- Expanded programming and partnerships
- Completed major capital repairs thanks to DC CDA

With Dakota County's support, we were able to keep all shelter beds open and move 36 families into permanent housing.



# COUNTY INVESTMENT IN ACTION

\$300,000 yearly until 2027

\$560,000 towards capital

With this investment, we:

- Completed three critical facility repairs
- Maintained consistent services and safety for families
- Avoided reductions in capacity
- Continued serving families without interruption

Thank You!



# 2025 IMPACT METRICS

## What We Delivered

- 225 individuals served (140 children)
- 71 families supported
- 36 families exited to permanent housing
- 100% connected to critical resources
- 20,718 nights of shelter provided
- 2,015 case management sessions
- 87,000+ meals provided
- 4,029 essential items given
- 300+ childcare and program sessions

Success stories: <https://youtu.be/jEuJazdoCNc>



## HIGHLIGHTED PARTNERSHIP

### Doing More with Limited Resources

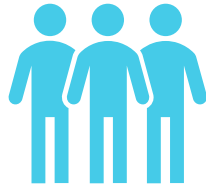
- Partnered with a local college to deliver childcare services
  - After eliminating internal positions due to funding constraints



# COMMUNITY INVESTMENT GROWTH



Partnered with 250+  
volunteers



Engaged 100 new donors  
in 2025



Focused on grassroots,  
small-dollar giving



Strengthened community  
connection and  
awareness

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# WHAT WE SEE

TWO OF THE CHALLENGES WE ARE SEEING  
ACROSS THE SYSTEM

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## Hotel Placements Not a Long-Term Solution

- Estimated cost: \$2,000–\$4,000 per month per family
- Annual cost per family: up to \$48,000
- No on-site case management or supportive services
- Limited access to food preparation, childcare, or programming
- Frequent moves and instability for children

## Increase in mental health and substance use

- Affecting family stability and children
- Can increase CPS calls, recidivism, and generational repetition

---

# WHAT WE RESEARCHED

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## People Serving People Hopes Portage

In looking at other counties, we've seen models that include:

- Facility-based family shelter, one-stop shop
- Updated shelter units
- On-site mental health services and programming
- Coordinated systems with nonprofit providers

Outcomes:

- Shelter is intentional and service-connected
- Families are supported from day one
- Focus is on shorter stays and faster exits to housing
- Children benefit from routine and programming
- Services are immediate and consistent



# THE VISION FOR DAKOTA COUNTY

## A Stronger Family Shelter Model

Dakota Woodlands envisions:

- Expanding into a larger, purpose-built facility
- Providing private/semi-private family units
- Offering in-room restrooms and small kitchenettes
- Delivering family shelter services in one stable location
- Increased emergency mental health and family stabilization support on-site

---

# LET US CONTINUE TO PARTNER

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## What does it look like?

### Dakota County:

- Invests in shelter operations & facility + system coordination

### Dakota Woodlands:

- Operates shelter
- Provides services
- Leverages community funding

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# A SHARED OPPORTUNITY

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## What Can Be the Outcome?

- Strengthen the front-end of the housing system
- Reduce hotel costs and damage costs
- Allows a nonprofit to manage the shelter, reduce county involvement outside of SHU services
- Improve outcomes for families and provides more stabilization
- Use resources more effectively
- Reduces facility challenges on nonprofit

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# LOOKING AHEAD

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Dakota Woodlands is excited to continue to partner with Dakota County to build a model that:

- Supports families more effectively
- Reduces long-term system costs
- Creates lasting impact in our community
- Provides shared goals and alignment

What does that look like to you?

Let us continue to collaborate on what can be reality.

We're not here with a specific ask today, but we're excited about what continued collaboration could look like together.

Thank you for continuing to invest and support us as your family operating shelter!



# General Government and Policy Committee of the Whole

## Request for Board Action

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Item Number: DC-5344

Agenda #: 9.1

Meeting Date: 4/7/2026

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**DEPARTMENT:** Public Services and Revenue Administration

**FILE TYPE:** Regular Information

### TITLE

**Discussion And Direction On Public Art Blueprint Draft Vision, Mission, Guiding Principles, And Opportunities**

### PURPOSE/ACTION REQUESTED

Discuss and provide feedback on Public Art Blueprint vision, mission, guiding principles and initial opportunities.

### SUMMARY

Dakota County is developing its first Public Art Blueprint to guide how public art is incorporated across County libraries, parks, and facilities. The blueprint will establish a unified vision and goals for public art and address practical considerations, including funding, maintenance, and policy.

The research and community dialogue phases were completed in fall 2025. Key themes identified include:

- Desire for interactive, functional and family-friendly art
- Preference for vibrant and memorable public art
- Interest in nature-connected public art
- Public art as a catalyst for gathering and inclusivity
- Integration into everyday life and infrastructure
- Support for local artists and cultural expression

Based on the research and community dialog findings, the project team has developed a draft vision for public art in Dakota County,

### Draft Vision

Public art in Dakota County is where creativity, curiosity, and community thrive together. Art transforms everyday life as it is woven into County services and the public spaces where people live, work, and play, by:

1. Honoring Dakota County's diverse cultures of the past and present
2. Creating spaces where residents gather, interact, and build community through accessible, engaging artworks that foster learning, engagement, and play
3. Highlighting Dakota County's natural environment, ecological systems, landscapes, waterways, and commitment to sustainability

Draft supporting mission statements, guiding principles, and initial opportunities for integrating public art across County services are included in Attachment: Draft Public Art Vision, Mission, Guiding Principles, and Opportunities. The Public Art Advisory Committee reviewed and provided feedback on February 10 and March 10, 2026.

The next phase is development of the draft Public Art Blueprint, including implementation priorities, administrative tools, and funding strategies. The draft Blueprint is anticipated to be presented to the General Government and Policy Committee of the Whole in June 2026.

**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**

None.

**ATTACHMENTS**

- Attachment: Draft Public Art Vision, Mission, Guiding Principles, and Opportunities
- Attachment: Presentation Slides

**BOARD GOALS**

- Thriving People             A Healthy Environment with Quality Natural Resources
- A Successful Place for Business and Jobs             Excellence in Public Service

**CONTACT**

Department Head: Teresa Mitchell  
Author: Lil Leatham

## ATTACHMENT: DRAFT PUBLIC ART VISION, MISSION, GUIDING PRINCIPLES, AND OPPORTUNITIES

March 24, 2026

### 1. VISION, MISSION, AND GUIDING PRINCIPLES

The following draft statements took into consideration the key takeaways from the public engagement, including the on-line questionnaire, tabling, roundtables and individual interviews. The Drafts have been reviewed and revised with feedback from the project's staff team and the Public Art Advisory Committee.

#### Key Takeaways from Public Engagement

The following is a brief summary of the key takeaways from the public engagement process:

- **Interactive & Functional:** Respondents want hands-on, playful art that serves dual purposes (climbing structures, benches, shade pavilions, play areas).
- **Vibrant & Memorable Design:** Respondents value colorful, visually striking art that lifts spirits during long winters and creates lasting impressions that shape community identity.
- **Art that Connects People to Nature:** There is strong interest in artworks using natural materials, honoring local landscapes, and celebrating the County's agricultural heritage and environmental identity.
- **Gathering & Inclusivity:** Art should foster togetherness and belonging through shared spaces. Celebrating local culture, history, and Indigenous heritage strengthens community pride.
- **Everyday Integration:** Respondents want art in high-traffic spaces like bridges, tunnels, and roundabouts. Strong interest in rotating/temporary exhibits.
- **Local Artists & Cultural Expression** Art should reflect Dakota County's unique character, diverse cultures, and history.

#### Vision Statement

##### Vision Statement Parameters

The vision statement should answer the question "What impact should public art have in Dakota County?"

##### Draft Vision

Public art in Dakota County is where creativity, curiosity, and community thrive together. Art transforms everyday life as it is woven into County services and the public spaces where people live, work, and play, by:

- Honoring Dakota County's diverse cultures of the past and present



- Enhancing spaces where residents gather, interact, and build community through accessible, engaging artworks that foster learning, engagement, and play
- Highlighting Dakota County's natural environment, ecological systems, landscapes, waterways, and commitment to sustainability

## Mission Statement

### Mission Statement Parameters

The mission statement should answer the question “What does Dakota County do to support public art?”

### Draft Mission

Dakota County:

- Engages artists as creative partners in Dakota County initiatives, bringing artistic perspectives to planning, design, and service-delivery
- Promotes community access to and engagement with public art
- Commissions and acquires public art for County-owned facilities and public spaces
- Stewards Dakota County's public art collection, ensuring its preservation and accessibility
- Supports the growth of the arts community in Dakota County
- Partners with other entities (cities, nonprofits, developers) creating public art in Dakota County

## Guiding Principles

### Guiding Principles Parameters

Guiding Principles should answer the question "What values and commitments guide how Dakota County operates and makes decisions relative to public art?"

### Guiding Principles

- Public art will be accessible and integrated into the everyday experience of people who live in, work in, and visit Dakota County
- Artwork will respect the diverse histories, cultures, and lived experiences of Dakota County's residents.
- Selection and commissioning processes will be transparent, equitable, and aligned with best practices.
- Community engagement will be ongoing throughout the public art process, ensuring resident voices and local perspectives inform decisions and shape outcomes.
- Public art commissions support working artists by providing fair compensation and respecting artists' rights as creators.
- Artworks will be designed with long-term maintenance and material durability in mind, ensuring cost-effective and responsible use of public resources.



- Artworks will consider environmental impact, prioritizing sustainable practices where feasible.
- Public art commissions will balance proven practices with opportunities for innovation, supporting artists in exploring new forms and materials.
- The impact and effectiveness of public art will be regularly evaluated using community feedback and professional assessment to continuously improve.

## 2. INVENTORY OF OPPORTUNITIES

In January, project team held a series of meetings with Dakota County departments to explore how art can be integrated across Dakota County departments and services. The following list are potential opportunities and a starting point for conversation. The categories were developed to help organize the various public art opportunities identified thus far. Each category includes a set of projects opportunities based on a similar set of characteristics tied to process, media, artist scope, etc.

### Opportunities Tied to Capital Improvement Program (CIP)

*When Dakota County is beginning the scoping for a significant public-facing CIP project, the host County Department should engage the capital project managers in a conversation about public art. These conversations should result in a set of goals for art for the project, the proposed scope of the project, possible locations for art, and how art can be resourced.*

#### Parks Opportunities in 2026-2030 CIP

- Lake Byllesby Regional Park
- Lebanon Hills Regional Park
- Thompson Park
- Spring Lake Park Preserve
- Whitetail Woods

#### Library Opportunities in 2026-2030 CIP

- Burnhaven Library
- Wescott Library
- Robert Trail Library
- Inver Glen Library

#### Opportunities that May Be Integrated into Future CIPs

- County Service Center Public Lobbies
- Community Corrections Lobbies
- Child and Family Service Lobbies and Family Spaces
- Public Health Department Reception Areas and Clinical Spaces

- Dakota County Jail Family Visit Spaces
- Child and Family Service Department Lobbies and Family Spaces
- Veterans Services Lobbies
- Display Spaces for Temporary Exhibits
- Outdoor Spaces at County Buildings

### Opportunities for Murals

*There are opportunities throughout Dakota County for murals of different scales. These are projects that are generally not tied to Capital Projects and can be done when the resources are available.*

- Greenway Tunnels. *Continued partnerships to develop a series of murals in Greenway Tunnels, both existing and new.*
- Park Murals. *A mural roster and annual budget to paint murals on building exteriors, pavement areas, and other flat surfaces.*
- Park and Greenway Retaining Walls. *There are opportunities for murals on retaining walls throughout the parks system. The Mississippi River Greenway has many opportunities retaining wall greenways, including the longest mural on the Mississippi Greenway.*

### Opportunities for Artist-Designed Functional Elements and Furnishings

*There are many opportunities, mostly in parks and along greenways, for artist-designed functional elements and site furnishings.*

- Artist-Designed Habitats
- Artist-Designed Bird Window Treatments
- Park Pavement Art
- Artist Designed “Now Entering” Signs and other Wayfinding
- Nature Play Art
- Dog Park Art
- Artist Designed Benches/Seating

### Opportunities to Engage Artists in Residence and Artist Consultants

*Several County Departments expressed an interest in working with an artist to engage with the Department and the people they serve in creative ways. This could be through an artist residency or through contracting with artists as consultants or advisors with specific outcomes or deliverables in mind.*

- Parks Artist in Residence. *Residency focused on key interpretative goals. Could utilize campground, shelters.*
- Planning Department Artist in Residence. *Engaging artists to bring a creative lens to planning initiatives. Could be involved in designing community engagement and creative idea generation.*

- Reduce and Reuse Artist in Residence. *An artist embedded in Environmental Resources who develops projects that help demonstrate (and teach how to) reuse of materials to keep them out of the waste stream.*
- Public Health Department Art Therapist/Educator. *Engage an art therapist and/or educator to design activities that children and parents can do together at service centers or during home visits.*
- Family Services Art Therapist. *Engage an art therapist to develop art-driven tools for working with families and creative evaluation techniques.*

## Partnerships

*The Dakota County Historical Society (DCHS) is a nonprofit organization that partners with Dakota County. DCHS envisions public art as a way to engage people in aspects of the county's history.*

- George Daniels Story. *Project in discussion for LeDuc Estate, which is managed by DCHS. Daniels was an enslaved person who escaped; plans to tell his story through public art.*
- Black Heritage Trail Art. *Project in discussion in Hastings, partnership with the City. Highlights thriving Black community (1857–1954); absence of Black residents (1954–1980s). Historic church burned down due to arson; plans to memorialize it. Interest in expanding trail throughout the county.*

## Other Park and Greenway Ideas

*Staff expressed interest in specific projects for Dakota County parks and greenways. Where these support priorities in existing park long-range plans and greenway interpretive plans, the plan is noted.*

### Parks

- Byllesby Dam Artifacts (Lake Byllesby Regional Park Master Plan)
- Spring Lake Park Reserve – Bison and Native American Art Exhibits (Spring Lake Park Reserve Master Plan)
- Iconic Art/Selfie Spots in Parks

### Greenways

- North Creek Greenway / Minnesota Zoo Pollinator Art Installation (North Creek Greenway Master Plan)
- Minnesota River Greenway – *Giant Fish Sculptures showcasing the top 5 fish species in this section of the Minnesota River* (Minnesota River Cultural Resources Interpretive Plan)
- Minnesota River Greenway - Mendota Work Camp 1 – *Art installation exploring the history African Americans in the Works Progress Administration* (Minnesota River Cultural Resources Interpretive Plan)
- Veterans Memorial Greenway - *Gold Star Families Memorial Sculpture* (Veterans Memorial Greenway Interpretive Memorial Plan)
- Musical Mile installation where sound changes based on bicycle speed



## Projects Currently Underway

*The following projects are currently underway.*

- Wentworth Library (*Grant funded: Mn Arts and Cultural Heritage - Legacy Funds*)
- Unity Trail Mosaic Art Bench Project (*Grant funded: Metropolitan Council Equity Grant*)
- Veterans Memorial Greenway Mural (*Grant funded: Mn Department of Administration*)
- Student Art Contest (*Public Art Advisory Committee Budget, funded through the County Levy*)



# Discussion and Direction on Public Art Blueprint Vision, Mission, and Opportunities

Lil Leatham, Principal Planner  
Teresa Mitchell, Deputy Director Public Services and Revenue

- Project purpose
- Draft public art vision, mission, and guiding principles
- Opportunities
- Next Steps
- Discussion

## Process

### **Summer - Fall 2025:**

*Research and Community Dialog*

### **Winter - Spring 2026:**

*Develop Draft Blueprint*

**Spring 2026: Public Review**  
*Draft Plan*

**Summer 2026: Final Plan**  
*and Approvals*

# Purpose and Outcomes

Articulate Dakota County's role in public art and guide future activities

- Vision, Mission & Goals = Why
- Opportunities = Where + What + When
- Administrative Tools = How + Who



# Engagement Themes

- Vibrant and memorable design
- Nature-connected art
- Gathering and inclusivity
- Everyday integration
- Local artists and cultural expression
- Art in locations that residents frequently visit



*Equinox Sunrise*, Juliette Perine Myers, Kaposia Library



*Mourning Tree*, Dale Lewis, Administration Center

## ***What impact should public art have in Dakota County?***

Public art in Dakota County is where creativity, curiosity, and community thrive together. Art transforms everyday life as it is woven into County services and the public spaces where people live, work, and play, by:

- Honoring Dakota County's diverse cultures of the past and present
- Enhancing spaces where residents gather, interact, and build community through accessible, engaging artworks that foster learning, engagement, and play
- Highlighting Dakota County's natural environment, ecological systems, landscapes, waterways, and commitment to sustainability

## ***What does Dakota County do to support public art?***

### Dakota County:

- Engages artists as creative partners in Dakota County initiatives, bringing artistic perspectives to planning, design, and service-delivery
- Promotes community access to and engagement with public art
- Commissions and acquires public art for County-owned facilities and public spaces
- Stewards Dakota County's public art collection, ensuring its preservation and accessibility
- Supports the growth of the arts community in Dakota County
- Partners with other entities (cities, nonprofits, developers) creating public art in Dakota County

## ***What values and commitments guide how Dakota County operates and makes decisions relative to public art?***

1. Public art will be accessible and integrated into the everyday experience of people who live in, work in, and visit Dakota County.
2. Artwork will respect the diverse histories, cultures, and lived experiences of Dakota County's residents.
3. Selection and commissioning processes will be transparent, equitable, and aligned with best practices.
4. Community engagement will be ongoing throughout the public art process, ensuring resident voices and local perspectives inform decisions and shape outcomes.

# Draft Guiding Principles



5. Public art commissions support working artists by providing fair compensation and respecting artists' rights as creators.
6. Artworks will be designed with long-term maintenance and material durability in mind, ensuring cost-effective and responsible use of public resources.
7. Artworks will consider environmental impact, prioritizing sustainable practices where feasible.
8. Public art commissions will balance proven practices with opportunities for innovation, supporting artists in exploring new forms and materials.
9. The impact and effectiveness of public art will be regularly evaluated using community feedback and professional assessment to continuously improve.

- Tied to the CIP
  - Current Parks CIP
  - Planned Library Renovations
  - Future
- Functional Elements and Furnishings
- Artists in Residence and Artist Consultants
- Dakota County Historical Society
- Other Parks and Greenways

What is missing?  
What ideas seem particularly compelling?

# Parks CIP Opportunities

- Lake Byllesby
- Lebanon Hills
- Thompson
- Spring Lake
- Whitetail Woods



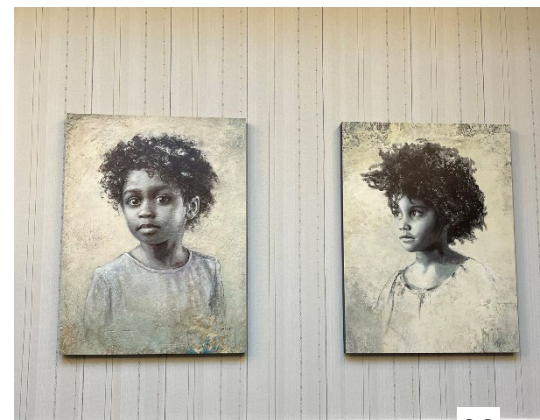
# Planned Library Renovations

- Burnhaven
- Wescott
- Robert Trail
- Inver Glen



# Future CIP Opportunities

- County Service Center Public Lobbies
- Community Corrections Lobbies
- Child and Family Service Lobbies and Family Spaces
- Public Health Department Reception Areas and Clinical Spaces
- Dakota County Jail Family Visit Spaces
- Child and Family Service Department Lobbies and Family Spaces
- Veterans Services Lobbies
- Display Spaces for Temporary Exhibits
- Outdoor Spaces at County Buildings



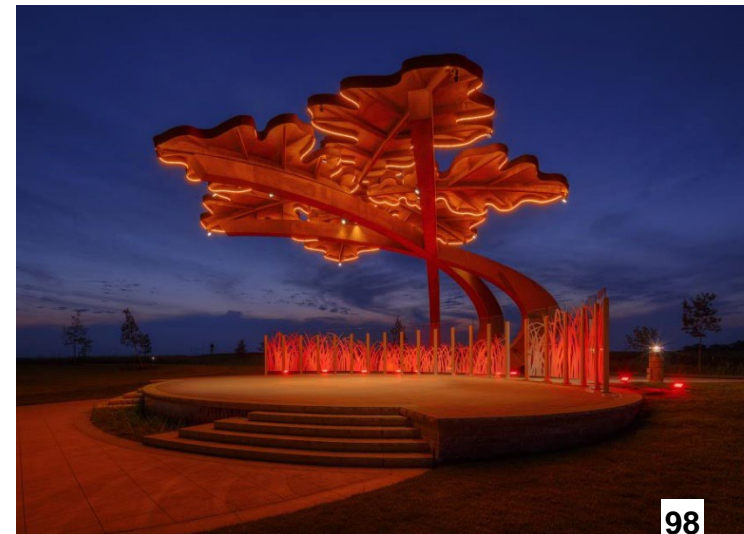
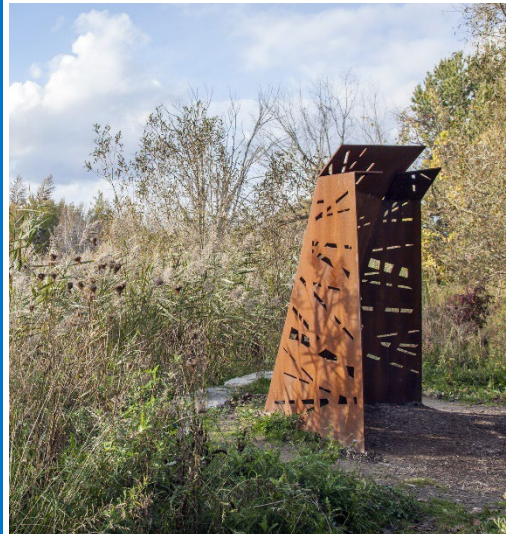
# Mural Opportunities

- Retaining Walls
- Greenway Tunnels
- Pavement
- Park Buildings
- Lobby Spaces
- Library Spaces



# Functional Elements

- Habitats
- Bird Window Treatments
- “Now Entering” Signs
- Nature Play Art
- Dog Park Art
- Benches/Seating
- Bird Blinds
- Pavilions
- Bandshells
- Art as Wayfinding



# Residency Opportunities

- Parks Artist in Residence. *Create projects focused on interpretation.*
- Planning Department Artist in Residence. *Bring a creative lens to planning initiatives.*
- Reduce and Reuse Artist in Residence. *Develop projects that demonstrate reuse of materials.*
- Public Health Department Art Therapist/Educator. *Design activities that children and parents can do at service centers or during home visits.*
- Family Services Art Therapist. *Develop art-driven tools for working with families and creative evaluation techniques.*



# Partnerships

## Dakota County Historical Society

- George Daniels Story
- Black Heritage Trail Art



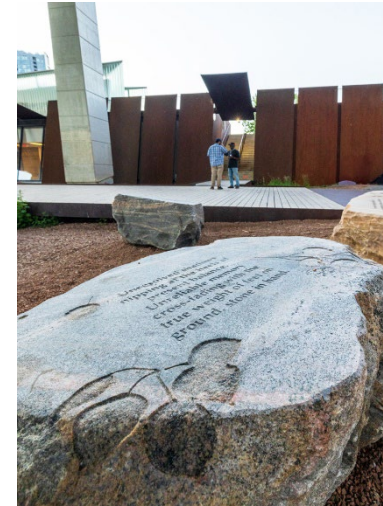
# Other Park Opportunities

- Byllesby Dam Artifacts (Lake Byllesby Regional Park Master Plan)
- Spring Lake Park Reserve – Bison and Native American Art Exhibits (Spring Lake Park Reserve Master Plan)
- Iconic Art/Selfie Spots in Parks



# Other Greenway Opportunities

- North Creek Greenway / Minnesota Zoo Pollinator Art Installation
- Minnesota River Greenway – Giant Fish Sculptures
- Minnesota River Greenway - Mendota Work Camp 1
- Veterans Memorial Greenway - Gold Star Families Memorial Sculpture
- Musical Mile installation



# Projects Currently Underway



- **Wentworth Library**  
*State funded: Mn Arts and Cultural Heritage - Legacy Funds*
- **Unity Trail Mosaic Art Bench Project**  
*Grant funded: Metropolitan Council Equity Grant*
- **Veterans Memorial Greenway Mural**  
*Grant funded: Mn Department of Administration*
- **Student Art Contest**  
*Public Art Advisory Committee Budget, funded through the County Levy*

## Opportunities

- What is missing?
- What ideas seem particularly compelling?

## Next Steps

**Winter - Spring 2026:**

*Develop Draft Blueprint*

**Spring 2026: Public Review**

*Draft Plan, Community Engagement*

**Summer 2026: Final Plan and Approvals**



# General Government and Policy Committee of the Whole

## Request for Board Action

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**Item Number:** DC-5537

**Agenda #:** 12.1

**Meeting Date:** 4/7/2026

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Adjournment