



2025 Board Priorities – Second Quarter Update

Board Goal	Initiative	Division/Office	Update	Status
Excellence in Public Service Innovate and Collaborate	Improve partnerships with cities. Analyze current relationship. Identify and implement improvements. Determine County funding for Dakota911.	Central Operations	Information from Office of Performance and Analysis study was presented at the April General Government and Policy Committee meeting along with a discussion regarding Dakota911. County staff continue to work on relationships with cities.	
Excellence in Public Services Community Engagement/Communication	Design and implement website	Communications Central Operations	Staff reviewed proposals and chose two vendors to complete pre-work and development of the website. Contracts were approved by the Board and contractors have started work with staff and other partners.	
Excellence in Public Service Community Engagement/Communication	Develop strategies that will improve and leverage Commissioner communication and liaison with communities.	Communications	Organized legislative breakfast in January. Managed the grand opening of the Crisis and Recovery Center. Prepared Dakota County update presentations for several meetings. At commissioners' request, prepared draft letters to cities and schools highlighting Dakota County concerns with budget proposals at the Legislature. Managed the ribbon-cutting for the Dakota County	

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			Jail Integrative Health Unit. Coordinated data collection and prepared a one-pager on state and federal funding cuts/shifts and Medicaid/SNAP changes. Coordinated with Scott County to prepare letters on behalf of county board chairs to MPCA leadership and legislators regarding state funding for a new regional household hazardous waste facility. Supported commissioners with legislators at the Capitol during the legislative session.	
Excellence in Public Service Dependable and Modern Infrastructure and Systems	Replace voting equipment under cost sharing JPA	Public Services and Revenue	Received Board approval for budget adjustment and approval for structure of cost-share and municipal repayment plan. All municipal stakeholders were notified. Five proposals were received by the County in June, and vendor demonstrations have been scheduled for August. All municipal clerks have been invited to attend demonstrations. All 45 partners have executed the cost-share agreement.	
Excellence in Public Service Hire and Retain Excellent Staff	Confirm current compensation strategy and desired outcomes	Human Resources	2025 wage increases were administered. Salaries are now up to date. This will be used for the 2025 local county salary survey. Completed Keystone (metro county) salary survey and submitted data in June.	
Excellence in Public Service Hire and Retain Excellent Staff	Continue to access and implement IDEA strategies.	Human Resources	Discussed at March 2025 Senior Leadership retreat. County Manager and Human Resources staff have met with all County Employee Resource Groups (ERGs) individually during Q2 to receive feedback, understand needs and explore opportunities to support ERGs and there work to help support a more inclusive work environment	

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Excellence in Public Service Hire and Retain Excellent Staff	Implement consistent hybrid and remote work policy.	All Divisions and Elected Offices	The Dakota County telework policy was revised in February 2025. The updated policy, communication, and telework acknowledgement were sent to all staff in late February/early March. Starting March 31, 2025 staff eligible for hybrid work could telework up to three days as department and duties allow.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Maintain overall facilities rating at good.	Physical Development	VFA report prepared and submitted for March Board General Government and Policy Committee discussion. Evaluation of good versus fair conducted as part of CIP development process. Plan for a .25 Facility Condition Index (middle of fair category) developed for draft 2026-2030 CIP.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Improve efficient use of office buildings. Pursue lease agreements for empty office space	Physical Development Public Services and Revenue	Availability of space after the County Fair (when no longer in use by Sheriff's Department) was forwarded to senior leadership. Efforts to rent space will commence after County Fair. Space at NSC on the second floor was offered to ISD 197. Waiting on response.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Collaborate with like counties to ensure interests are adequately represented.	County Administration	Commissioners in AMC District 10 successfully worked together on a transportation funding issue at the end of the 2025 legislative session. Work similar to this will continue going forward.	

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Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Develop 5-year financial plan.	Central Operations	The 2023 audit is complete along with the 2025 debt issuance project. The five-year financial plan can now begin.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Sunset corrections fees	Central Operations Community Services	Community Corrections has submitted a letter to the MN Department of Corrections outlining intent to comply with probation fee collection requirements by August 1, 2029, as outlined in statute.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Assess workloads and FTE levels; create 5-year staffing plans.	Central Operations Human Resources	Office of Performance and Analysis staff have completed reports for Human Resources, Service and License Centers, and Information Technology. The report for Finance will be complete in fall. Work is underway to begin reports for departments in Physical Development.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Eliminate financial potholes; ensure permanent programs/FTEs are not funded with one-time money.	Central Operations	Several potholes were eliminated during 2025 budget planning. This work continues as part of the 2026 budget process. This information will continue to be presented to the Board as part of the budget process.	

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Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Review and maximize charge back collections in Community Services.	Central Operations	Direction has been provided by the County Manager to ensure that maximum charge back revenues are being captured going forward.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Clean up Transportation collections.	Central Operations	Work is underway with staff to reconcile.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Increase revenues to be within the Office of the State Auditor range of 35%-50%.	Central Operations	Discussions on need have been incorporated into the budget discussions and planning. The bond rating process called out this issue as an item of importance for the county to work on going forward.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Reduce reliance on CPA for operations.	Central Operations	This issue is being discussed as part of the 2026 budget process.	

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Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Obtain bonds for select CIP projects.	Central Operations	This was successfully completed in June 2025.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Review and align ELF purpose, policy, and practice.	Physical Development Central Operations	The draft 5-year CIP has been developed for discussion with the Board in August 2025. The County Manager has asked Physical Development Director to work with Finance Director to come up with short and long-term review and plan for ELF.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Develop a consistent purpose, policy, and practice for Byllesby Dam revenues.	Physical Development Central Operations	Financial implications and potential changes to the Fund Balance Policy for the Byllesby Dam are being discussed.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Prepare for state and federal funding cuts.	All divisions/elected offices	All divisions/elected offices have been working on budget planning and cuts. Proposed plans were presented to the Board in July.	

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Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Centralize Finance Department. Phase 1: Collections, contracts, and Physical Development Finance	Central Operations	Phase 1 occurred in January 2025. Hiring for some vacant positions occurred. Working on efficiencies from combining units into Finance.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Centralize Finance Department. Phase 2: Grants Management	Central Operations	Phase 2 is planned for 2026 implementation. Meetings have occurred with Public Health, Employment and Economic Assistance, and Social Services to gather grant roles and responsibilities performed by departments.	
Excellence in Public Service Responsible Taxes and Sound Stewardship of Resources	Centralize Finance Department. Phase 3: Accounts Payable	Central Operations	Work in this area will start to be analyzed in 2026.	
Healthy Environment w/Quality Natural Resources Energy Efficiency and Sustainability	Complete Byllesby Dam turbine replacement.	Physical Development	Completing punch list items and finalizing project budget needs. Working on high voltage interconnect logistics for late summer 2025. Anticipate testing of turbines in August 2025, with commissioning in October 2025.	

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Healthy Environment w/Quality Natural Resources Energy Efficiency and Sustainability	Develop energy reduction and greenhouse gas plan for County.	Physical Development	RFP issued, contractor selected to complete inventories of 1) emissions generated by County operations, 2) emissions reductions and carbon sequestration for County operations and lands, and 3) emissions reductions and sequestration facilitated by the County and implemented by others.	
Healthy Environment w/Quality Natural Resources Protect and Maintain Quality Natural Resources	Complete Natural Resources Management System Plan update.	Physical Development	Developed basic concepts as part of vision plan development. Vision plan set for adoption in summer 2025, then plan will start to be developed.	
Healthy Environment w/Quality Natural Resources Protect and Maintain Quality Natural Resources	Secure funding for Recycling Zone +.	Physical Development	Communications and Public Affairs worked with Dakota and Scott counties' lobbyists to secure \$6M in state CAP funds for RZ Plus, rather than having to go through an RFP process.	
Healthy Environment w/Quality Natural Resources Protect and Maintain Quality Natural Resources	Complete 2050 Parks System plan.	Physical Development	Discussed during Physical Development Committee meeting in first quarter. Released for public comment in April. Committee approval in July followed by County Board approval the following week.	

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<p>Healthy Environment w/Quality Natural Resources</p> <p>Protect and Maintain Quality Natural Resources</p>	Complete and implement new Solid Waste Management Plan.	Physical Development	Plan was submitted to MPCA. No substantive comments were received from MPCA. Scheduled for presentation to the County Board in August 2025.	
<p>Healthy Environment w/Quality Natural Resources</p> <p>Protect and Maintain Quality Natural Resources</p>	Study new waste technologies.	Physical Development	Provided details to General Government and Policy Committee in January 2025.	
<p>Successful Place for Business and Jobs</p> <p>Innovate and Collaborate</p>	Collaborate with partners on development.	County Administration	County staff have continued to meet with our city development partners on general and city specific issues. While we have not always agreed on specific outcomes, work on enhancing both development and the development process will continue for both the county and our city partners.	
<p>Successful Place for Business and Jobs</p> <p>Dependable and modern infrastructure and systems</p>	<p>Deliver 2025 CIP projects on time and in budget.</p> <p>Build Lebanon Maintenance Facility.</p>	Physical Development	Construction on schedule for summer 2025 completion.	

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Successful Place for Business and Jobs Dependable and Modern Infrastructure and Systems	Complete Cannabis Ordinance adoption and retail registration process.	Public Services and Revenue	Received County Board policy direction at 3/11 General Government and Policy Committee (GGP) and reviewed draft ordinance at 4/8 GGP. On May 20, 2025, Dakota County Board adopted Ordinance Number 133 – Regulating the Registration and Sale of Cannabis Products at a public hearing. To date, ten rural jurisdictions have consented for the County to administer retail registration and compliance responsibilities. Application information has been posted on the County's website. To date, no retail cannabis or temporary cannabis event applications have been received.	
Successful Place for Business and Jobs Dependable and Modern Infrastructure and Systems	Implement new tax forfeit rules and system.	Public Services and Revenue	Internal procedures have been updated to reflect the new law. Three tax forfeiture auctions were completed in the first quarter and sales distributions have been managed in accordance with the new law. All internal procedures and policy are complete. Forfeit auctions are tentatively scheduled for 4th quarter, 2025.	
Thriving People Care for Vulnerable Populations	Deliver Public Assistance Benefits withing state required timelines.	Community Services	Clarity completed first quarter work. PAS Team taking 100% of Tier1 METS calls as of late April. Overtime hours plus Greater MN hours provided support of over 16 FTEs. DHS support of 645 MA applications, phase 2 ex-parte for May and phase 1 and 2 for June. Service Delivery Project in-flight. Application research moved. Adult Special Populations (ASP) Phones higher Q2, Tier1 calls with SNAP/Cash case. MN Eligibility Technology System (METS/ASP) improved June '25 in our backlogs; Application avg 45% less and avg 19% less renewals. Blitzes, overtime, and Greater MN remain.	

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Thriving People Care for Vulnerable Populations	Complete MNChoices assessments within state required timelines.	Community Services	Backlog Status: June 30 2025 1,284 in queue (transitioned all to e-form workflow); 7 months for response; 6-10 weeks to initial assessment; 8.5 to 9.5 months from request to assessment. 13 FTE hired (1/2 of 2025 approved FTE)	
Thriving People Care for Vulnerable Populations	Develop more youth placement options (with metro collaboration).	Community Services	Regional workgroup met three times in first quarter and developed legislative proposals. Received Board approval and letter of support for the policy asks. Workgroup working on developing formal structure moving forward, collecting data and engaging community. In second quarter staff continuing to advocate for needs. Collaborating with other counties to maximize capacity. Greater utilization of Aspen House capacity for Dakota County youth.	
Thriving People Care for Vulnerable Populations	Refine Housing Business Plan.	Community Services	CDA, Office of Performance and Analysis, and Community Services worked on data summary. Currently on hold. Started discussion with County Manager about re-visiting Housing Business Plan. On-track with Finance meetings to outline roles and responsibilities for LAHA. 2025 LAHA revenue amounts published, \$10.9 million. Board action in June 2025 authorizing transfer of LAHA funds to CDA.	

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Thriving People Care for Vulnerable Populations	3-5 year lease/contract for homeless shelter.	Physical Development Community Services	Following Board direction in Oct. 2024, Community Services and Physical Development explored long-term lease option. ESA responded they will enter 2-year contract, same terms as current contract. Shared update with Board in May, Heidi directed to continue planning for EHS contract, and PD, CAO and contracts will review terms.	
Thriving People Community Safety, Health and Well-being	Open jail Integrative Health Unit.	Physical Development Sheriff's Office	Ribbon cutting in March 2025. Unit is now occupied by inmates.	
Thriving People Community Safety, Health and Well-being	Open Mental Health Crisis Center.	Physical Development Community Services	Ribbon cutting February 2025. Mental Health Crisis Center is now open and being utilized.	
Thriving People Community Safety, Health and Well-being	Investigate and plan Family Resource Center(s).	Community Services	RFP process almost complete, will be awarded soon. Blending work with learnings from Pathways program.	
Thriving People Community Safety, Health and Well-being	Investigate and pursue federally qualified health center (FQHC) access for uninsured or under-insured residents.	Community Services	Community Health Improvement Plan (CHIP) includes this work. The CHIP Advisory Committee has begun conversations related to healthcare access. Preparing to open a school-based health center fall 2025.	

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Thriving People Community Safety, Health and Well-being	Develop plan and invest Opioid Settlement funds in the community.	Community Services	Contracted partners held presentation with Advisory Committee about their projects. System partners working together to develop referral process for new resources. Board gave direction to sunset ORAC at the end of 2025.	
Thriving People Create Access to Opportunities	Complete and implement Library Strategic Plan.	Public Services and Revenue	The library completed the development of the three-year strategic plan at the end of 2024. In January, the library's Senior Management Team met to identify the priorities for the upcoming year based on the plan. These priorities were brought to an all-supervisor and manager library team meeting for review. From that conversation, Library Administration developed an annual work plan detailing which projects and initiatives will be the focus for this year. The Wentworth Library closed on April 7 for remodel, with the temporary location opening one week later at the NSC. The temporary location saw over 5,000 visits in May and 2,000 in June. Visits have also increased at Wescott, Kaposia, and Inver Glen locations reflecting continued community demand. Schematic design and public engagement are underway for the Burnsville Library remodel. A new Public Conduct Policy has been implemented along with systemwide staff training, and customer experience commitments are nearing completion. Additional strategic projects are underway to expand access and build awareness including planning with Veteran's Services and community organizations who work with Spanish speakers.	

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Thriving People Create Access to Opportunities	Complete initial phase of Dan Patch Rail Corridor Study for potential greenway/trail.	Physical Development	Presented at Regional Rail Authority meeting in March 2025.	
Thriving People Create Access to Opportunities	Stand up Disability Advisory Board.	Central Operations	Coordination for Disability Advisory Council was transferred to the Access Management Coordinator in early 2025. Bylaws for the Council were approved by the Board in February 2025. The Council set their priorities for 2025 which were reviewed and approved by the County Board during the second quarter of 2025.	
Thriving People Create Access to Opportunities	Develop arts blueprint.	Public Services and Revenue	A Request for Proposals was published in January 2025. The consultant selected to work on the plan is VIA partnership. A comprehensive tour of County facilities and properties was held with the consultants to establish the current state of public art in the County and lay the groundwork for their work. The consultant held kick off meetings with the staff project team as well as the Public Art Advisory committee to discuss desired outcomes and goals. Public engagement and leadership feedback is planned for Q3 and plan drafting is scheduled for Q4 which includes presentations to GGP. Final deliverables are due 1st half of 2026.	
Thriving People Create Access to Opportunities	Complete Parks Visitors Services Plan update.	Physical Development	Basic elements discussed during Vision Plan development. Vision Plan scheduled for approval in summer 2025. This plan will start development after approval of the Vision Plan.	

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Thriving People Welcome and Responsible Service for All People	Design and implement ADA Compliance Program.	Central Operations	Access Management Coordinator has been meeting with stakeholders and working on a variety of projects. Proposals for digital accessibility issues were reviewed and work is underway to finalize selection of vendor. Will be brought forward to the County Board for contract approval in Q3. Work is also underway with staff in Physical Development to further review and work on physical accessibility in buildings.	