

Dakota Communications Center

2020 ADOPTED BUDGET



To: Board of Directors

The Dakota Communication Center's Board of Director's desire to provide a high level of service while remaining fiscally responsible was the basic tenet as we developed the 2020 budget. Working with our partners in law enforcement, fire service and EMS, the staff is committed to continual evaluation and improvement. DCC policies and practices take into consideration the input of our member agencies as well as industry standards for best practices.

Major Initiatives. The Dakota Communications Center endeavors to provide quality service by staying on top of current trends and ways to improve existing service. The following are some items new to the budget in 2020 and reflective of the desire to continually evolve.

- Staffing – The budget reflects the addition of 1 supervisory FTE to handle quality assurance and improvement. An operational study in 2018 showed a need to better monitor the quality of interactions with the public, responders and use of the Emergency Medical Dispatch protocols. Positions such as this are common in dispatch centers or our size.
- Data/Video Wall – has been added to the 2020 capital budget. The purpose is to centrally display information to the dispatchers regarding current information including phone metrics, traffic information, weather emergencies and other metrics.

Revenues. Member fees make up the majority of the revenues that fund the DCC. The 2020 member fee assessment is up 2% over the 2019 assessment. The fees are assessed on a 3 year average of CAD calls not counting self-initiated premise checks, details and follow-up. The assessment increase or decrease to each member varies based upon the 3 year average. Annual E911 Fees from the State of Minnesota have accounted for \$581,696 for the past several years and this is assumed to remain static from year to year.

Cost of Service. Personnel is the largest expense of the DCC and accounts for 72% of the general budget. Operating costs account for the remaining 28%.

Capital Projects Fund. For the 2020 budget, staff spent significant time attempting to better the estimated costs and timing of various projects. This was done in anticipation of discussions on future funding of capital budget.

Acknowledgements. I would like to express my sincere appreciation to the Executive Committee and Board for their support. A special thanks to Logan Martin, Mark Neill, and Matt Smith for their thoughtful review and recommendations.

Recommendation. The DCC staff recommends approval of the budget as provided herein.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'Tom Folie'.

Tom Folie

BUDGET OVERVIEW

The budget is organized into separate funds in order to properly account for organizational business activities and long term capital replacement in addition to serving as a financial report to demonstrate that membership fees are being effectively managed. The funds are as follows:

- **General Fund.** The General Fund accounts for the overall operations of the DCC.
- **Capital Projects Fund.** The Capital Projects Fund accounts for expenditures related to equipment acquisitions and replacements.

A consolidated statement of revenues, expenditures and changes in fund balance for the coming year is as follows:

**Adopted 2020 Budget
Statement of Revenues, Expenditures and Changes in Fund Balance**

	General Fund	Capital Projects Fund	Total
Revenues			
Member fees	\$ 8,860,303	\$ 394,700	\$ 9,255,003
Other	642,869	12,700	655,569
Total revenues	<u>9,503,172</u>	<u>407,400</u>	<u>9,910,572</u>
Expenditures			
Personnel	7,081,513	-	7,081,513
Commodities	21,954	-	21,954
Contractual	2,668,186	-	2,668,186
Capital outlay	-	262,000	262,000
Total expenditures	<u>9,771,653</u>	<u>262,000</u>	<u>10,033,653</u>
Net changes	(268,481)	145,400	(123,081)
Beginning fund balance	<u>1,421,139</u>	<u>1,206,268</u>	<u>2,627,407</u>
Fund balance - unassigned	<u>\$ 1,152,658</u>	<u>\$ 1,351,668</u>	<u>\$ 2,504,326</u>

Fund balance as % of expenditures **11.8%**

General Fund

Member fees are adopted to increase for the coming year, primarily in response to increase personnel costs especially those related to health care benefits LOGIS fees; and the implementation of emergency fire dispatching. The adopted 2020 budget is \$9,771,653 which is a \$264,944 increase when compared to the 2019 Adopted Budget.

	Adopted 2019	Adopted 2020	Increase (decrease)
Revenues			
Member fees	8,686,572	8,860,303	173,731
Other	643,559	642,869	(690)
Total revenues	<u>\$ 9,330,131</u>	<u>\$ 9,503,172</u>	<u>\$ 173,041</u>
Expenditures			
Personnel	6,778,240	7,081,513	303,273
Commodities	21,560	21,954	394
Contractual	2,706,909	2,668,186	(38,723)
Total expenditures	<u>\$ 9,506,709</u>	<u>\$ 9,771,653</u>	<u>\$ 264,944</u>
Net changes	<u>\$ (176,578)</u>	<u>\$ (268,481)</u>	<u>\$ (91,903)</u>

Revenues

Membership fees provide the majority (93%) of the resources for financing operations. Other General Fund revenues are comprised on State aids (911 fees), MTNS partnership revenues, LMCIT rebates and interest revenues. 911 fee revenue provided by State of Minnesota are projected to remain unchanged due to the State's distribution formula. Interest rates, MTNS partnership revenues and LMCIT rebates are anticipated to remain stable.

Expenditures

Personnel. The DCC Board has authorized 65 personnel positions of which 53 are dispatchers. The adopted budget includes adding one additional supervisor for 2020. The adopted budget also takes into consideration step increases based on current union contracts and non-union personnel policies which are related to resignations and retirements. The collective bargaining contracts expire December 31, 2019.

Non-personnel costs. Non-personnel expenses (\$2.69 million) are comprised of facility lease payments, equipment and building maintenance, utilities, technology support and other related costs. Non-personnel costs are projected to decrease by just over \$38,000 when compared to the adopted 2019 budget.

Fund Balance

The Dakota Communications Center Fund Balance policy states: ***“The Dakota Communications Center will endeavor to maintain an unassigned fund balance equivalent to 8.3% - 14.0% of total annual operating expenses to provide adequate working capital for operations and reserves for unanticipated events in order to avoid short term borrowing.”***

The adopted General Fund budget has an ending fund balance which is within the guidelines of the Fund Balance policy.

	2020 Adopted
Revenues	\$ 9,503,172
Expenditures	(9,771,653)
Net increase/(decrease)	(268,481)
Fund balance January 1	1,916,923
Non-spendable and assigned	\$ (495,784)
Fund balance December 31	<u>\$ 1,152,658</u>
Fund balance as a % of expenditures	11.8%

Capital Projects Fund

The primary purpose of the Capital Projects Fund is to provide for acquisition and replacement of equipment which are financed with member fees.

The Dakota Communications Center has established a firm foundation for long term financing of equipment acquisitions and replacements. Therefore, member fees are projected to remain at \$394,000 per year.

Adopted 2020 capital outlay acquisitions are as follows:

	<u>2020</u>
CAD PC's and Monitors	\$ 24,000
Data Display Wall/Analytics	230,000
RAD Equipment Replacement	5,000
New Supervisor PC	2,000
New Supervisor Phone	1,000
	<hr/>
Total Capital Projects Expenditures	<u>\$ 262,000</u>

Membership Fees

The 2020 membership fees are adopted to be \$9,255,055 which is a 1.9% increase over 2019. The member fees are allocated based on the 3-year average of CAD incidents and covers both general operations as well as capital acquisitions.

2020 Member Fees				
	Allocation %	TOTAL	Increase/ (decrease)	Percentage Change
Apple Valley	11.17%	1,033,687	33,765	3.38%
Burnsville	13.93%	1,289,529	(23,511)	-1.79%
Dakota County	7.52%	696,056	(2,701)	-0.39%
Eagan	15.71%	1,454,069	92,955	6.83%
Farmington	3.29%	304,517	3,534	1.17%
Hastings	5.65%	522,793	(29,932)	-5.42%
Inver Grove Heights	8.39%	776,517	87,465	12.69%
Lakeville	12.99%	1,202,492	(14,780)	-1.21%
Mendota Heights	2.71%	250,471	35,398	16.46%
Miesville	0.03%	2,582	307	13.49%
Randolph Hampton	0.05%	4,737	99	2.13%
Rosemount	4.65%	430,563	(9,884)	-2.24%
South Saint Paul	7.13%	659,594	25,837	4.08%
West Saint Paul	6.78%	627,398	(24,819)	-3.81%
Total	100.00%	\$ 9,255,005	\$ 173,733	1.91%

The member fee represents an average cost of \$28.32 per CAD incident.

Operational Forecast

Staff has incorporated a projection of operational costs for years 2021-2024 based on conservative inflationary assumptions. The 2020 projection reflects the addition of one supervisor.

Supporting Information

The following documents provide supporting information for the 2019 adopted budget:

- 1) General Fund Budget Summary (*including 2021-2024 projections*);
- 2) Authorized Staffing Plan;
- 3) Capital Improvement Plan (2020-2029);
- 4) Member Allocation;
- 5) 2020 Member Fees.

**Dakota Communications Center
General Fund Budget**

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Estimate</u>	<u>Adopted</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>
<u>Revenues</u>									
JPA Membership Fees	\$ 8,144,590	\$ 8,368,563	\$ 8,686,572	\$ 8,686,572	\$ 8,860,303	\$ 9,126,113	\$ 9,399,896	\$ 9,681,893	\$ 9,972,350
Annual 911 Fees	581,696	581,696	581,696	581,696	581,696	581,696	581,696	581,696	581,696
Interest on Investments	12,052	15,457	17,750	16,486	17,059	17,486	17,923	18,371	18,830
Grants and other income	18,192	22,318	21,113	21,113	21,113	13,191	13,521	13,859	14,206
LMCIT rebate	3,943	1,844	5,000	5,000	5,000	5,000	5,125	5,253	5,384
MTNS Partnership Income	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Total Revenues	8,778,473	9,007,878	9,330,131	9,328,867	9,503,172	9,761,485	10,036,161	10,319,072	10,610,466
<u>Expenditures</u>									
Personnel Services									
6012 Salaries - Regular	4,307,032	4,177,705	4,776,607	4,619,614	4,921,638	5,139,463	5,309,949	5,487,698	5,669,890
6015 Overtime	369,629	560,717	398,389	398,870	408,842	419,063	429,539	440,277	451,284
6041 Pera	333,677	348,418	388,125	376,208	400,406	418,456	428,918	439,641	450,632
6044 Fica	344,328	349,369	395,887	383,914	408,541	426,675	437,342	448,276	459,483
6051 Hospitalization Insurance	603,053	627,934	747,146	667,451	749,313	843,451	864,537	886,150	908,304
6052 Life and Disability	3,377	1,304	2,182	2,019	2,076	2,442	2,503	2,566	2,630
6053 Long Term Disability	11,627	11,838	11,939	10,806	12,517	12,968	13,292	13,624	13,965
6054 Dental	31,855	30,027	31,497	28,836	33,782	35,395	36,280	37,187	38,117
6055 Workers Compensation Insurance	21,727	24,405	26,468	28,695	31,598	32,948	33,772	34,616	35,481
6057 Unemployment	25	-	-	-	-	-	-	-	-
6058 Contingency	-	-	-	-	112,800	116,000	118,900	121,871	124,918
Total Personnel Services	6,026,331	6,131,717	6,778,240	6,516,414	7,081,513	7,446,861	7,675,032	7,911,906	8,154,704
Commodities									
6120 Operating Supplies	7,706	8,779	12,287	12,250	12,630	12,883	13,161	13,446	13,737
6140 Clothing	2,834	3,247	3,348	3,300	3,399	3,467	3,536	3,607	3,679
6180 Computer Supplies	4,794	3,300	5,925	5,925	5,925	6,044	6,165	6,288	6,414
Total Commodities	15,334	15,326	21,560	21,475	21,954	22,394	22,862	23,341	23,830

**Dakota Communications Center
General Fund Budget**

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Estimate</u>	<u>Adopted</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	
Other Contractual										
6210 Professional Services	31,444	83,088	51,976	63,186	55,900	56,504	57,120	57,749	58,391	
6211 Legal Services	9,119	2,590	11,000	11,000	9,000	11,000	9,000	11,000	9,000	
6214 Fiscal Agent	66,900	68,352	70,403	70,000	71,400	72,828	74,285	75,771	77,286	
6218 Bank Charges	239	215	392	392	392	400	408	416	424	
6221 Audit	10,200	10,500	10,506	10,700	11,050	11,271	11,496	11,726	11,961	
6234 Use of Personal Auto	3,263	2,375	4,378	3,000	3,100	3,162	3,225	3,290	3,356	
6252 Print Public Information	2,870	2,865	3,365	3,190	4,100	4,182	4,266	4,351	4,438	
6261 General Liability Insurance	31,644	29,877	31,284	30,276	31,186	31,810	32,447	33,097	33,760	
6276 Telephone	39,715	39,219	41,807	40,800	42,110	42,952	43,811	44,687	45,581	
6277 Postage	387	143	450	450	450	450	450	450	450	
6280 Other Contractual	58,510	60,800	80,000	64,500	60,500	61,698	62,919	64,166	65,437	
6282 Contract Equipment Maintenance	171,074	172,641	199,750	192,212	206,029	210,151	214,353	218,640	36,885	
6283 Contract Building Maintenance	372,866	372,126	394,594	372,727	380,702	388,516	396,487	404,617	412,909	
6288 Contract Data Processing	838,669	905,605	962,143	977,776	988,925	1,008,954	1,029,133	1,049,716	1,070,709	
6289 Radio Fees	35,792	36,623	49,077	47,955	49,085	50,067	51,069	52,090	53,132	
6290 Equipment Rental	5,136	3,785	4,290	4,092	4,092	4,097	4,217	4,308	4,400	
6291 Building Lease	715,500	715,500	715,500	715,500	715,500	715,500	473,800	-	-	
6310 Miscellaneous	2,325	-	-	-	-	-	-	-	-	
6311 Schools and Conferences	18,712	24,902	73,940	69,840	32,640	39,293	39,959	40,818	41,694	
6312 Business Meetings & Expenses	287	188	350	350	400	350	350	350	350	
6313 Dues and Subscriptions	1,209	979	1,705	1,375	1,625	1,658	1,691	1,725	1,759	
Total Other Charges and Services	<u>2,415,861</u>	<u>2,532,373</u>	<u>2,706,909</u>	<u>2,679,321</u>	<u>2,668,186</u>	<u>2,714,843</u>	<u>2,510,486</u>	<u>2,078,967</u>	<u>1,931,923</u>	
Total Expenditures	8,457,526	8,679,416	9,506,709	9,217,210	9,771,653	10,184,098	10,208,380	10,014,214	10,110,457	
Other Financing Sources/(Uses)										
LOGIS debt proceeds	-	-	-	-	-	-	-	-	-	
Principal Maturities	(259,234)	(263,466)	-	-	-	-	-	-	-	
Interest	(8,531)	(4,299)	-	-	-	-	-	-	-	
Total Other Financing Sources (Uses)	<u>(267,765)</u>	<u>(267,765)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Net change in fund balance	53,182	60,697	(176,578)	111,657	(268,481)	(422,613)	(172,219)	304,858	500,009	
Fund balance refund	-	-	-	-	-	-	-	-	-	
Fund balance January 1	1,691,387	1,744,569	1,493,732	1,805,266	1,916,923	1,648,442	1,225,829	1,053,610	1,358,468	
Non-spendable and Assigned	<u>(747,689)</u>	<u>(627,915)</u>	<u>(522,673)</u>	<u>(550,761)</u>	<u>(495,784)</u>	<u>(508,178)</u>	<u>(520,883)</u>	<u>(533,905)</u>	<u>(547,253)</u>	
Unreserved fund balance - December 31	<u>\$ 996,880</u>	<u>\$ 1,177,351</u>	<u>\$ 794,481</u>	<u>\$ 1,366,162</u>	<u>\$ 1,152,658</u>	<u>\$ 717,650</u>	<u>\$ 532,727</u>	<u>\$ 824,563</u>	<u>\$ 1,311,224</u>	
Total expenditures (Net)	8,725,291	8,947,181	9,506,709	9,217,210	9,771,653	10,184,098	10,208,380	10,014,214	10,110,457	
Unreserved fund balance ratio	11.4%	13.2%	8.4%	14.8%	11.8%	7.0%	5.2%	8.2%	13.0%	
Fund Balance Expected Per Policy										
(1/12th of the annual expenditures)				768,101	814,304	848,675	850,698	834,518	842,538	
Over/(Short) of minimum 8.3%				598,061	338,354	(131,024)	(317,971)	(9,955)	468,686	
Over/(Short) of maximum 14%				75,753	(215,373)	(708,123)	(896,446)	(577,427)	(104,240)	

**Dakota Communications Center
General Fund Budget**

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Adopted</u>	<u>2019</u> <u>Estimate</u>	<u>2020</u> <u>Adopted</u>	<u>2021</u> <u>Estimate</u>	<u>2022</u> <u>Estimate</u>	<u>2023</u> <u>Estimate</u>	<u>2024</u> <u>Estimate</u>
SUMMARY:									
Personnel	\$ 6,026,331	\$ 6,131,717	\$ 6,778,240	\$ 6,516,414	\$ 7,081,513	\$ 7,446,861	\$ 7,675,032	\$ 7,911,906	\$ 8,154,704
Change from prior year	(10,690)	105,386	646,523	384,697	565,099	365,348	228,171	236,874	242,798
Percentage Change from prior year	-0.2%	1.7%	10.5%	6.3%	8.7%	5.2%	3.1%	3.1%	3.1%
Commodities	15,334	15,326	21,560	21,475	21,954	22,394	22,862	23,341	23,830
Change from prior year	1,243	(8)	6,234	6,149	479	440	468	479	489
Percentage Change from prior year	8.8%	-0.1%	40.7%	40.1%	2.2%	2.0%	2.1%	2.1%	2.1%
Other Contractual	2,415,861	2,532,373	2,706,909	2,679,321	2,668,186	2,714,843	2,510,486	2,078,967	1,931,923
Change from prior year	109,949	116,512	174,536	146,948	(11,135)	46,657	(204,357)	(431,519)	(147,044)
Percentage Change from prior year	4.8%	4.8%	6.9%	5.8%	-0.4%	1.7%	-7.5%	-17.2%	-7.1%
Total Expenditures	8,457,526	8,679,416	9,506,709	9,217,210	9,771,653	10,184,098	10,208,380	10,014,214	10,110,457
Change from prior year	100,502	221,890	827,293	537,794	554,443	412,446	24,282	(194,166)	96,243
Percentage Change from prior year	1.2%	2.6%	9.5%	6.2%	6.0%	4.2%	0.2%	-1.9%	1.0%

Dakota Communication Center
Authorized Staffing Plan
Full time equivalents

<u>Position Titles</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2023</u>
<u>Dispatch Operations</u>						
Dispatchers	53.0	53.0	53.5	54.0	54.5	55.0
Shift Supervisors (incl Training/Cad Sup.)	<u>7.0</u>	<u>8.0</u>	<u>8.0</u>	<u>8.0</u>	<u>8.0</u>	<u>8.0</u>
Total operations	<u>60.0</u>	<u>61.0</u>	<u>61.5</u>	<u>62.0</u>	<u>62.5</u>	<u>63.0</u>
<u>Admin & Technical Support</u>						
Operations Director	1.0	1.0	1.0	1.0	1.0	1.0
Executive Director	1.0	1.0	1.0	1.0	1.0	1.0
HR Coordinator/Executive Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Technical Support	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
Total administrative and technical	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>
Total staffing (f.t.e.)	<u>65.0</u>	<u>66.0</u>	<u>66.5</u>	<u>67.0</u>	<u>67.5</u>	<u>68.0</u>

Capital Improvement Plan

Ten Year Plan

<u>Item</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>2019 Amended</u>	<u>2019 Estimate</u>	<u>2020 Adopted</u>	<u>2021 Estimate</u>	<u>2022 Estimate</u>	<u>2023 Estimate</u>	<u>2024 Estimate</u>	<u>2025 Estimate</u>	<u>2026 Estimate</u>	<u>2027 Estimate</u>	<u>2028 Estimate</u>	<u>2029 Estimate</u>
Revenues														
Member assessment	394,700	394,700	394,700	394,700	394,700	394,700	394,700	394,700	394,700	394,700	394,700	394,700	394,700	394,700
Member reductions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Assets	-	1,572	-	-	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	1,200,000	3,000,000	-	-
Interest on Investments	20,014	28,741	10,800	13,300	12,700	15,200	14,500	13,900	17,100	20,600	19,100	15,600	11,100	6,400
Total revenues	414,714	425,013	405,500	408,000	407,400	409,900	409,200	408,600	411,800	415,300	1,613,800	3,410,300	405,800	401,100
Expenditures														
CAD Equipment:														
CAD Replacement -LOGIS	-	-	-	-	-	-	-	-	-	-	-	3,000,000	-	-
CAD PC's and Monitors	10,884	20,309	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	25,000	25,000
Video Display Panels	1,894	-	-	-	-	-	-	-	-	-	-	-	-	-
CAD Backup Laptops (12)	-	-	24,000	24,000	-	-	-	-	24,000	-	-	-	-	24,000
CAD Integration to TriTech	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dispatching:														
23 Dispatch Radio Consoles	-	-	-	-	-	-	-	-	-	-	1,897,650	-	-	-
Logging telephone/Radio recorder	-	-	-	-	-	-	342,000	-	-	-	350,000	-	-	-
Fire Alerting Control System	-	567,103	-	-	-	-	-	-	-	-	-	-	-	-
23 Dispatch Work Stations	-	3,985	-	400,000	-	-	-	-	-	-	-	-	325,000	-
Dispatch Chairs	-	-	-	-	-	-	-	29,000	-	-	-	-	-	-
Touch Screen Monitors 23	-	-	24,000	-	-	24,000	-	-	-	-	24,000	-	-	-
Dispatch Desktop Radios (2)	-	-	-	-	-	-	-	-	-	-	-	9,000	-	-
Emergency Fire Dispatching	-	-	160,000	160,000	-	-	-	-	-	-	-	-	-	-
Data Display Wall	-	-	-	-	230,000	-	-	-	-	-	-	250,000	-	-
Telephone Systems:														
E911 Telephone Backbone system	-	-	-	-	-	-	500,000	-	-	-	-	-	520,000	-
Text-to-911	-	31,337	-	-	-	-	-	-	-	-	-	-	-	-
Abandonment Device Switch (Centurylink)	-	-	14,000	14,000	-	-	-	-	-	-	-	-	-	-
Antenna/Radios:														
Radios - handheld-desktop control	-	-	-	-	-	-	-	-	-	-	-	-	90,000	-
RAD	-	-	-	-	5,000	-	-	-	-	-	-	-	-	10,000
Antenna Replacements	-	-	5,000	-	-	-	-	-	-	-	-	-	-	-
Information Technology:														
Cisco 3750 series switch (3)	-	-	19,500	19,500	-	-	-	-	20,000	-	-	-	-	21,000
Cisco ASA 5520 (2) Firewall	-	-	11,500	11,500	-	-	-	-	12,000	-	-	-	-	12,900
WiFi Devices and Controller	-	-	2,600	2,600	-	-	-	-	3,000	-	-	-	-	3,100
Fiber expansion	15,509	-	-	-	-	-	-	-	-	-	-	-	-	-
NEW - Servers for Active Directory & Exchange	-	2,235	-	-	-	-	11,000	-	-	-	11,000	-	-	-

Capital Improvement Plan

Ten Year Plan

Item	Actual 2017	Actual 2018	2019 Amended	2019 Estimate	2020 Adopted	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	2026 Estimate	2027 Estimate	2028 Estimate	2029 Estimate
Administrative:														
Supervisory Office Desktop PCs (4)	-	1,869	4,200	4,200	2,000	2,000	6,000	-	2,000	6,000	-	2,000	6,000	-
Tech support Laptop PCs (2)	-	3,737	-	-	-	4,000	-	-	4,000	-	-	4,000	-	-
Admin Area Laptop/PCs (3)	720	7,323	-	-	-	7,500	-	-	7,500	-	-	7,500	-	-
Admin Area Phones	-	3,456	-	-	1,000	-	-	-	-	-	-	-	-	20,000
Building Furniture/Other:														
Training Room Tables (20 & Chairs (40)	7,154	8,109	-	-	-	-	-	-	-	-	-	25,000	-	-
Excercise Equipment- 5 pieces	1,999	-	2,500	2,500	-	-	2,500	-	-	3,000	-	-	-	3,000
Breakroom Furniture - New (4 tables/16 chrs)	-	-	-	-	-	-	-	8,000	-	-	-	-	-	-
Lobby Furniture - (4 chairs)	-	-	-	-	-	-	-	6,000	-	-	-	-	-	-
Workstations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Debt Repayment	-	-	-	-	-	-	-	-	-	-	-	96,000	336,200	327,300
	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total expenditures	<u>38,160</u>	<u>649,463</u>	<u>291,300</u>	<u>662,300</u>	<u>262,000</u>	<u>61,500</u>	<u>885,500</u>	<u>67,000</u>	<u>96,500</u>	<u>33,000</u>	<u>2,306,650</u>	<u>3,417,500</u>	<u>1,302,200</u>	<u>446,300</u>
Net increase or (decrease)	376,554	(224,450)	114,200	(254,300)	145,400	348,400	(476,300)	341,600	315,300	382,300	(692,850)	(7,200)	(896,400)	(45,200)
Fund Balance, January 1	<u>1,308,464</u>	<u>1,685,018</u>	<u>1,017,918</u>	<u>1,460,568</u>	<u>1,206,268</u>	<u>1,351,668</u>	<u>1,700,068</u>	<u>1,223,768</u>	<u>1,565,368</u>	<u>1,880,668</u>	<u>2,262,968</u>	<u>1,570,118</u>	<u>1,562,918</u>	<u>666,518</u>
Fund Balance December 31	<u>1,685,018</u>	<u>1,460,568</u>	<u>1,132,118</u>	<u>1,206,268</u>	<u>1,351,668</u>	<u>1,700,068</u>	<u>1,223,768</u>	<u>1,565,368</u>	<u>1,880,668</u>	<u>2,262,968</u>	<u>1,570,118</u>	<u>1,562,918</u>	<u>666,518</u>	<u>621,318</u>

Allocation of Member Fees

Member	CAD Events						Allocation
	2016		2017		2018		
	Total	%	Total	%	Total	%	
Apple Valley	36,225	11.44%	36,579	11.25%	36,622	10.82%	11.17%
Burnsville	45,241	14.28%	46,283	14.24%	44,955	13.28%	13.93%
Dakota County	23,662	7.47%	24,094	7.41%	26,001	7.68%	7.52%
Eagan	49,677	15.68%	50,288	15.47%	54,099	15.98%	15.71%
Farmington	10,154	3.21%	10,433	3.21%	11,699	3.46%	3.29%
Hastings	18,533	5.85%	18,914	5.82%	17,864	5.28%	5.65%
Inver Grove Hts	21,921	6.92%	30,098	9.26%	30,438	8.99%	8.39%
Lakeville	44,939	14.19%	38,561	11.86%	43,769	12.93%	12.99%
Mendota Hts	7,262	2.29%	8,597	2.64%	10,771	3.18%	2.71%
Miesville	75	0.02%	102	0.03%	97	0.03%	0.03%
Randolph Hampton	154	0.05%	175	0.05%	173	0.05%	0.05%
Rosemount	15,303	4.83%	14,603	4.49%	15,685	4.63%	4.65%
South St. Paul	21,579	6.81%	24,138	7.43%	24,180	7.14%	7.13%
West St. Paul	22,046	6.96%	22,183	6.82%	22,184	6.55%	6.78%
Total	316,771	100.0%	325,048	100.0%	338,537	100.0%	100.0%
Percent Change in CAD Events			2.6%		4.1%		

Formula: $(+ \text{Year 1 CAD } \% + \text{Year 2 CAD } \% + \text{Year 3 CAD } \%) \div 3 = \text{Member allocation}$

Member	Allocation			% change
	2018	2019	2020	
Apple Valley	10.76%	11.01%	11.17%	0.16%
Burnsville	14.52%	14.46%	13.93%	-0.53%
Dakota County	7.86%	7.69%	7.52%	-0.17%
Eagan	14.34%	14.99%	15.71%	0.72%
Farmington	3.61%	3.31%	3.29%	-0.02%
Hastings	6.88%	6.09%	5.65%	-0.44%
Inver Grove Hts	6.85%	7.59%	8.39%	0.80%
Lakeville	13.15%	13.40%	12.99%	-0.41%
Mendota Hts	2.30%	2.37%	2.71%	0.34%
Miesville	0.02%	0.03%	0.03%	0.00%
Randolph Hampton	0.05%	0.05%	0.05%	0.00%
Rosemount	5.03%	4.85%	4.65%	-0.20%
South St. Paul	6.86%	6.98%	7.13%	0.15%
West St. Paul	7.76%	7.18%	6.78%	-0.40%
Total	100.0%	100.0%	100.0%	0.0%

Dakota Communications Center Member Fees

2019 Member Fees

	<u>%</u>	<u>Proposed General Fund</u>	<u>Capital Projects Fund</u>	<u>TOTAL</u>
Apple Valley	11.01%	956,462	43,460	999,922
Burnsville	14.46%	1,255,971	57,069	1,313,040
Dakota County	7.69%	668,387	30,370	698,757
Eagan	14.99%	1,301,956	59,158	1,361,114
Farmington	3.31%	287,901	13,082	300,983
Hastings	6.09%	528,702	24,023	552,725
Inver Grove Heights	7.59%	659,104	29,948	689,052
Lakeville	13.40%	1,164,364	52,908	1,217,272
Mendota Heights	2.37%	205,725	9,348	215,073
Miesville	0.03%	2,176	99	2,275
Randolph Hampton	0.05%	4,436	202	4,638
Rosemount	4.85%	421,304	19,143	440,447
South Saint Paul	6.98%	606,212	27,545	633,757
West Saint Paul	7.18%	623,870	28,347	652,217
	<u>100.00%</u>	<u>\$ 8,686,572</u>	<u>\$ 394,700</u>	<u>\$ 9,081,272</u>

2020 Member Fees

	<u>%</u>	<u>Proposed General Fund</u>	<u>Capital Projects Fund</u>	<u>TOTAL</u>	<u>Increase/ (decrease)</u>	<u>Percentage Change</u>
Apple Valley	11.17%	989,603	44,084	1,033,687	33,765	3.38%
Burnsville	13.93%	1,234,534	54,995	1,289,529	(23,511)	-1.79%
Dakota County	7.52%	666,371	29,685	696,056	(2,701)	-0.39%
Eagan	15.71%	1,392,057	62,012	1,454,069	92,955	6.83%
Farmington	3.29%	291,530	12,987	304,517	3,534	1.17%
Hastings	5.65%	500,497	22,296	522,793	(29,932)	-5.42%
Inver Grove Heights	8.39%	743,401	33,116	776,517	87,465	12.69%
Lakeville	12.99%	1,151,207	51,285	1,202,492	(14,780)	-1.21%
Mendota Heights	2.71%	239,789	10,682	250,471	35,398	16.46%
Miesville	0.03%	2,472	110	2,582	307	13.49%
Randolph Hampton	0.05%	4,535	202	4,737	99	2.13%
Rosemount	4.65%	412,201	18,362	430,563	(9,884)	-2.24%
South Saint Paul	7.13%	631,464	28,130	659,594	25,837	4.08%
West Saint Paul	6.78%	600,641	26,757	627,398	(24,819)	-3.81%
	<u>100.00%</u>	<u>\$ 8,860,303</u>	<u>\$ 394,700</u>	<u>\$ 9,255,005</u>	<u>\$ 173,733</u>	<u>1.91%</u>
		2.00%	0.00%		1.91%	

Dakota Communications Center Member Fees

2021 Member Fees

	<u>%</u>	<u>Proposed General Fund</u>	<u>Capital Projects Fund</u>	<u>TOTAL</u>	<u>Increase/ (decrease)</u>	<u>Percentage Change</u>
Apple Valley	11.17%	1,019,291	44,084	1,063,375	29,688	2.87%
Burnsville	13.93%	1,271,570	54,995	1,326,565	37,036	2.87%
Dakota County	7.52%	686,363	29,685	716,048	19,992	2.87%
Eagan	15.71%	1,433,818	62,012	1,495,830	41,761	2.87%
Farmington	3.29%	300,277	12,987	313,264	8,747	2.87%
Hastings	5.65%	515,511	22,296	537,807	15,014	2.87%
Inver Grove Heights	8.39%	765,703	33,116	798,819	22,302	2.87%
Lakeville	12.99%	1,185,745	51,283	1,237,028	34,536	2.87%
Mendota Heights	2.71%	246,982	10,682	257,664	7,193	2.87%
Miesville	0.03%	2,546	110	2,656	74	2.87%
Randolph Hampton	0.05%	4,671	202	4,873	136	2.87%
Rosemount	4.65%	424,567	18,362	442,929	12,366	2.87%
South Saint Paul	7.13%	650,408	28,130	678,538	18,944	2.87%
West Saint Paul	6.78%	618,660	26,757	645,417	18,019	2.87%
	<u>100.00%</u>	<u>\$ 9,126,113</u>	<u>\$ 394,700</u>	<u>\$ 9,520,812</u>	<u>\$ 265,807</u>	<u>2.87%</u>
		3.00%	0.00%		2.87%	

2022 Member Fees

	<u>%</u>	<u>Proposed General Fund</u>	<u>Capital Projects Fund</u>	<u>TOTAL</u>	<u>Increase/ (decrease)</u>	<u>Percentage Change</u>
Apple Valley	11.17%	1,049,870	44,084	1,093,954	30,579	2.88%
Burnsville	13.93%	1,309,717	54,995	1,364,712	38,147	2.88%
Dakota County	7.52%	706,953	29,685	736,638	20,590	2.88%
Eagan	15.71%	1,476,833	62,012	1,538,845	43,015	2.88%
Farmington	3.29%	309,285	12,987	322,272	9,008	2.88%
Hastings	5.65%	530,977	22,296	553,273	15,466	2.88%
Inver Grove Heights	8.39%	788,674	33,116	821,790	22,971	2.88%
Lakeville	12.99%	1,221,317	51,283	1,272,600	35,572	2.88%
Mendota Heights	2.71%	254,392	10,682	265,074	7,410	2.88%
Miesville	0.03%	2,623	110	2,733	77	2.90%
Randolph Hampton	0.05%	4,811	202	5,013	140	2.87%
Rosemount	4.65%	437,304	18,362	455,666	12,737	2.88%
South Saint Paul	7.13%	669,920	28,130	698,050	19,512	2.88%
West Saint Paul	6.78%	637,220	26,757	663,977	18,560	2.88%
	<u>100.00%</u>	<u>\$ 9,399,896</u>	<u>\$ 394,700</u>	<u>\$ 9,794,596</u>	<u>\$ 273,784</u>	<u>2.88%</u>
		3.00%	0.00%		2.88%	

Dakota Communications Center Member Fees

2023 Member Fees

	<u>%</u>	<u>Proposed General Fund</u>	<u>Capital Projects Fund</u>	<u>TOTAL</u>	<u>Increase/ (decrease)</u>	<u>Percentage Change</u>
Apple Valley	11.17%	1,081,366	44,084	1,125,450	31,496	2.88%
Burnsville	13.93%	1,349,009	54,995	1,404,004	39,292	2.88%
Dakota County	7.52%	728,162	29,685	757,847	21,209	2.88%
Eagan	15.71%	1,521,138	62,012	1,583,150	44,305	2.88%
Farmington	3.29%	318,563	12,987	331,550	9,278	2.88%
Hastings	5.65%	546,906	22,296	569,202	15,929	2.88%
Inver Grove Heights	8.39%	812,335	33,116	845,451	23,661	2.88%
Lakeville	12.99%	1,257,956	51,283	1,309,239	36,639	2.88%
Mendota Heights	2.71%	262,024	10,682	272,706	7,632	2.88%
Miesville	0.03%	2,702	110	2,812	79	2.89%
Randolph Hampton	0.05%	4,956	202	5,158	145	2.89%
Rosemount	4.65%	450,423	18,362	468,785	13,119	2.88%
South Saint Paul	7.13%	690,017	28,130	718,147	20,097	2.88%
West Saint Paul	6.78%	656,337	26,757	683,094	19,117	2.88%
	<u>100.00%</u>	<u>\$ 9,681,893</u>	<u>\$ 394,700</u>	<u>\$ 10,076,594</u>	<u>\$ 281,998</u>	<u>2.88%</u>
		3.00%	0.00%		2.88%	

2024 Member Fees

	<u>%</u>	<u>Proposed General Fund</u>	<u>Capital Projects Fund</u>	<u>TOTAL</u>	<u>Increase/ (decrease)</u>	<u>Percentage Change</u>
Apple Valley	11.17%	1,113,807	44,084	1,157,891	32,441	2.88%
Burnsville	13.93%	1,389,479	54,995	1,444,474	40,470	2.88%
Dakota County	7.52%	750,007	29,685	779,692	21,845	2.88%
Eagan	15.71%	1,566,772	62,012	1,628,784	45,634	2.88%
Farmington	3.29%	328,120	12,987	341,107	9,557	2.88%
Hastings	5.65%	563,313	22,296	585,609	16,407	2.88%
Inver Grove Heights	8.39%	836,705	33,116	869,821	24,370	2.88%
Lakeville	12.99%	1,295,695	51,283	1,346,978	37,739	2.88%
Mendota Heights	2.71%	269,884	10,682	280,566	7,860	2.88%
Miesville	0.03%	2,783	110	2,893	81	2.88%
Randolph Hampton	0.05%	5,104	202	5,306	148	2.87%
Rosemount	4.65%	463,936	18,362	482,298	13,513	2.88%
South Saint Paul	7.13%	710,718	28,130	738,848	20,701	2.88%
West Saint Paul	6.78%	676,027	26,757	702,784	19,690	2.88%
	<u>100.00%</u>	<u>\$ 9,972,350</u>	<u>\$ 394,700</u>	<u>\$ 10,367,050</u>	<u>\$ 290,456</u>	<u>2.88%</u>
		3.00%	0.00%		2.88%	