



Carver County Board of Commissioners
February 28, 2012
Regular Session
County Board Room
Carver County Government Center
Human Services Building
Chaska, Minnesota

PAGE

- 9:00 a.m. 1. a) **CONVENE**
b) **Pledge of allegiance**
c) **Public comments (limited to five minutes)**
d) **Introduction of New Employees**
2. Agenda review and adoption
3. Approve minutes of February 21, 2012 Regular Session 1-3
4. Community Announcements
- 9:00 a.m. 5. **CONSENT AGENDA**
- 5.1 Community Social Services warrants NO ATT
- 5.2 Commissioners' warrants..... SEE ATT
- 9:05 a.m. 6. **CULTURE: Provide organizational culture fostering accountability to achieve goals and sustain public trust/confidence in County government**
- 6.1 2012 Strategic Plan..... 4-13
- 9:20 a.m. ADJOURN REGULAR SESSION
- 9:20 a.m. **BOARD REPORTS**
1. Chair
2. Board Members
3. Administrator
4. Adjourn

David Hemze
County Administrator

UPCOMING MEETINGS

March 6, 2012	7:30 a.m. ACCEL Meeting
March 6, 2012	9:00 a.m. Board Meeting
March 13, 2012	9:00 a.m. Work Session
March 20, 2012	4:00 p.m. Board Meeting

A Regular Session of the Carver County Board of Commissioners was held in the County Government Center, Chaska, on February 21, 2012. Chair James Ische convened the session at 4:00 p.m.

Members present: James Ische, Chair, Gayle Degler, Vice Chair, Tim Lynch and Randy Maluchnik.

Members absent: Tom Workman.

The following amendment was made to the agenda:

Delete 5.3 – Microsoft Enterprise Agreement

Degler moved, Lynch seconded, to approve the agenda as amended. Motion carried unanimously.

Maluchnik moved, Degler seconded, to approve the minutes of the February 7, 2012, Regular Session. Motion carried unanimously.

Community announcements were made by the Board.

Lynch moved, Degler seconded, to approve the following consent agenda items:

Approved Charitable Gambling Application for exempt permit – Carver County Ducks Unlimited Chapter 128.

Approved Charitable Gambling Application from the Ridgeview Foundation.

Authorized the Sheriff's Office acceptance of \$100 donation to use at the Sheriff's discretion and acceptance of \$35 donation to the Sheriff's Office K9 program.

Approved professional services contract with Bulwark Coatings for jail flooring and an initial project budget of \$62,500 (which includes bid of \$59,105 and \$3,395 in contingency) consistent with the budget amendment.

Approved the 2012 BWSR Natural Resources Block Grant and authorized the Chair to sign the grant agreement accepting the \$84,758 in grant funds.

Community Social Services' actions.

Approved payment of the following Commissioners' warrants:

INSERT

Motion carried unanimously.

Lyndon Robjent, Public Works, requested Board approval of a joint powers agreement between the County of Carver and the cities of Carver and Victoria for the purchase and operation of two road sweepers. He noted the equipment sharing agreement they had been working on through the ACCEL group and part of that also contemplated the idea of a joint equipment purchase. Robjent explained the County would pay 50% and the two cities will each pay 25% of the cost. He clarified the agreement includes how the equipment would be maintained and who pays for the repairs and maintenance. He added they would have regular meetings with the cities to come up with a work plan on who will have it when and at what time.

Lynch moved, Degler seconded, to approve the joint powers agreement between Carver County, the City of Carver and the City of Victoria for the cooperative purchase and operation of two road sweepers subject to review and approval of the County Attorney Office and Risk Management. Motion carried unanimously.

Robjent requested the Board adopt a Resolution indicating a negative declaration on the need for an EIS on the CSAH 11 (SP 10-611-06) roadway project. He explained they were getting ready for construction and, because it includes federal and State funds, an environmental assessment was needed. He stated an environmental assessment worksheet was completed, was put out for public comment and they are ready to move forward.

He indicated the Resolutions states that they have gone through the process, addressed all of the comments and the findings do not trigger a need for an EIS.

Maluchnik offered the following Resolution, seconded by Degler:

Resolution #15-12
Negative Declaration on the Need for an Environmental Impact Statement (EIS) for the
County State Aid Highway (CSAH) 11 Reconstruction Project and Approval of the
Distribution of Record of Decision

On vote taken, all voted aye.

Dave Hemze, County Administrator, requested the Board amend the County's legislative platform to support legislation to add a Court Security fee to criminal and civil cases. He noted the increased emphasis on Court security and the Security Task Force that was created to look at the County's security needs. He stated one of the major concerns is how to fund the improvements that are needed.

He pointed out legislation that is being proposed to add a Court fee for security and an example of how current Court fines and fees are calculated today. He reviewed how Court fines are divided and in no case did the money come back to the County.

Hemze explained he was not asking the Board to adopt specific legislation but was asking the Board to support this change in a more general manner. He clarified the fee would be added at the Board's discretion.

Mark Metz, County Attorney, stated the County Attorney's Association voted in support of the proposed House bill.

Degler moved, Maluchnik seconded, to amend Carver County's legislative priorities to support legislation which provides County Board's the discretion of adding a Court Security Fee to criminal and civil cases. Motion carried unanimously.

Lynch moved, Degler seconded, to adjourn the Regular Session at 4:31 p.m. Motion carried unanimously.

David Hemze
County Administrator

(These proceedings contain summaries of resolutions. The full text of the resolutions are available for public inspection in the office of the county administrator.)

Carver County Board of Commissioners Request for Board Action



Agenda Item:

2012 Strategic Plan

Primary Originating Division/Dept: Administration (County)

Meeting

Date: 2/28/2012

Contact: Dave Hemze Title: County Administrator

Item Type:

Regular Session

Amount of Time Requested: 10 minutes

Presenter: Dave Hemze Title: County Administrator

Attachments: Yes No

Strategic Initiative:

Culture: Provide organizational culture fostering accountability to achieve goals & sustain public trust/confidence in County government

BACKGROUND/JUSTIFICATION:

Carver County's Strategic Plan serves as the foundation for all future strategies, work and priorities of the County. Every Division in the County is responsible for completing tasks that support the County's Strategic Goals. The five Strategic Goals are:

- I. Communities: Create and maintain safe, healthy, and livable communities.
- II. Culture: Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.
- III. Connections: Develop strong public partnerships and connect people to services and information.
- IV. Finances: Improve the County's financial health and economic profile.
- V. Growth: Manage the challenges and opportunities resulting from growth and development.

In January, Division Directors held a retreat to review and update the County's Strategic Plan. Staff is proposing changes to the plan to remove items that have been completed, clarify tasks and add new initiatives. At the February 28 work session, the Board provided direction to staff on the changes.

ACTION REQUESTED:

Motion to adopt the 2012 Carver County Strategic Plan.

FISCAL IMPACT: None

If "Other", specify:

FUNDING

County Dollars =

FTE IMPACT: None

Total \$0.00

Related Financial/FTE Comments:

Office use only:

RBA 2012- 1025



Strategic Plan

~~Revised April 7, 2011~~
Proposed February 14, 2012

I. Vision

Where the future embraces the past in keeping Carver County a great place to live, work and play for a lifetime.

II. Mission

To meet the service requirements and special needs of our residents in a fiscally responsible and caring way. We will plan the county's growth to preserve its uniqueness and will encourage rural and urban compatibility. We will protect our history while planning for a dynamic future.

III. Goals - Summarized

To help define each goal statement, there is a distinctive and characteristic word which summarizes each goal. These five goals are designed to serve as the foundation for all future strategies, work and priorities of the County.

- I. **Communities:** Create and maintain safe, healthy, and livable communities.
- II. **Culture:** Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.
- III. **Connections:** Develop strong public partnerships and connect people to services and information.
- IV. **Finances:** Improve the County's financial health and economic profile.
- V. **Growth:** Manage the challenges and opportunities resulting from growth and development.

IV. Implementation Plan (Working Draft)

Goals	Strategies	Tasks	Responsibility	Implementation Timeframe
I. Communities	A. Identify health needs of communities <u>through the Community Health Assessment Program process</u> and encourage multi-dimensional healthy living opportunities.	1. Review statistics and community indicators to determine what the top public health issues are in the County.	Wolf	Q2 2012
		2. Work with providers and health care officials to continue a county-wide strategy to address healthy initiatives <u>including data collection</u> .	Wolf Support: Taylor	Q2 2012
		3. Increase community outreach and enhance communication regarding the importance of preventative care.	Wolf Support: Taylor	Q2 2012
		4. <u>Collaborate with Community Groups such as school districts and other partnerships to ensure County Public Health is responsive to health related community needs.</u>	<u>Wolf</u>	<u>Ongoing</u>
	B. Define our partnership with the Carver County Community Development Agency.	1. Research metropolitan area County-CDA partnerships to determine what possibilities exist.	Wolf Support: Frischmon, Taylor	Q2 2011 <u>Ongoing</u>
		2. Meet with CDA officials to explore specific ideas for the future of the partnership.	Wolf Support: Taylor, <u>Frischmon</u>	Q4 2011 <u>Ongoing</u>
		3. Actively promote livable communities by promoting affordable housing stock in conjunction with the Community Development Agency.	Wolf Support: Frischmon	Q2 2013 <u>Ongoing</u>
		4. Discuss and determine what the current CDA policies are with respect to affordable housing.	Wolf Support: Bork	12/11
		5. Review and update market study to determine county-wide affordable housing needs.	Wolf	Q2 2012
		6. Encourage economic job based development with marketing and incentives to grow the tax base.	Wolf Support: Frischmon, Taylor	Ongoing
		7. Identify the range of incentives available to the County (and the cities, CDA, etc.) and determine where incentive gaps exist that could be used to support economic development <u>and affordable housing</u> efforts.	Wolf Support: Frischmon	Q4 2011 <u>Ongoing</u>

Goals	Strategies	Tasks	Responsibility	Implementation Timeframe
I. Communities (Continued)	C. Commit to investigate and prosecute the most serious, violent and repeat criminals.	1. Assign the most experienced, skilled, and knowledgeable investigators and prosecutors to handle these serious cases.	Metz, Olson	Immediate and ongoing
		2. Focus on school crimes, domestic violence, gun crimes, crimes against children, and crimes against the elderly and infirm.	Metz, Olson	Immediate and ongoing
		3. Promote professional development through mentorship, support and resources. (moved to II E)	Metz, Olson	Ongoing
		4. Foster collaboration with our partner-agencies in prosecution through active communication and training.	Metz, Olson	Ongoing
	D. Enhance multimodal travel and public safety.	1. Complete a county-wide road safety plan to identify high impact crash locations and system wide proactive safety measures.	Robjent	2013
		2. Complete an Americans with Disabilities Act (ADA) transition plan for county road right of ways <u>utilizing a statewide sample plan under development by MnDOT Office of State Aid.</u>	Robjent	<u>2011-2012</u> <u>2012-2013</u>
		3. Complete an inventory of the county road system for compatibility with pedestrian, bike and transit uses. Develop an implementation plan to correct deficiencies on the county road system identified in the Non-Motorized Facility Inventory Plan.	Robjent Support: Wolf	<u>2011</u> <u>2012</u>
		4. Program <u>transportation and safety enhancement projects and secure external funding and internal funding for roads, trails and transit.</u>	Robjent	Ongoing
		5. <u>Develop a listing of high, medium and low priority trail projects consistent with county and city comprehensive plans.</u>	<u>Robjent</u>	<u>2012</u>
	E. Identify needs of communities through the use of surveys and shifting utilization of County Services.	1. Build and maintain high circulating library collections.	Taylor	Ongoing
		2. Provide library programs and services that are community and/or literacy based.	Taylor	Ongoing
		3. <u>Develop a listing of high, medium and low priority park improvement projects and park land acquisitions.</u>	<u>Robjent</u>	<u>Ongoing</u>
	F. <u>Protect and enhance the County's natural resources.</u>	1. <u>Monitor Aquatic Invasive Species in the County.</u>	<u>Wolf</u>	<u>Ongoing</u>
		2. <u>Implement the 2012 Pilot Aquatic Invasive Species Inspection Program at Lake Minnewashta Regional Park.</u>	<u>Robjent</u>	<u>2012</u>

Goals	Strategies	Tasks	Responsibility	Implementation Timeframe
I. Communities (Continued)	<u>G. Provide assistance and focus on Veterans and active duty military personnel in our court system.</u>	1. <u>Plan a seminar involving local partners on how to work with Veterans and active duty military personnel that encounter our court system.</u>	Metz Support: Olson, Taylor	<u>Q1 2012</u>
		2. <u>Develop and implement a criminal diversion program for qualified Veterans and active duty military personnel in the County Attorney's Office, in coordination with local law enforcement.</u>	Metz Support: Olson, Taylor	<u>Q4 of 2012 - Ongoing</u>
II. Culture	A. Enhance employee communication through various creative and innovative tools.	1. Conduct employee forums, <u>county wide employee meetings and labor management meetings</u> on important county topics.	Hemze Support: Krogman, Lundgren	Ongoing
		2. Continue to monitor and update employee suggestion program.	Frischmon	Ongoing
		3. Hold labor management meetings. (moved to A1 above)	Krogman Support: Bork, Lundgren	Ongoing
		4. Conduct internal county organizational surveys.	Hemze Support: Taylor, Krogman	<u>Begin by Q2 of 2012 and Ongoing</u>
		5. <u>Maintain employee central on SharePoint and the employee newsletter. Encourage Divisions to prepare and distribute annual reports.</u>	Taylor	<u>Ongoing</u>
	B. Develop a realistic and objective performance measurement system.	1. Research existing performance measurement systems that have a reputation for using realistic and objective measurement criterion.	Hemze Support: Taylor, Krogman, Bork	Q2, 2011 & ongoing through implementation
		2. Evaluate the present system for its strengths and areas of need.	Hemze Support: Taylor, Bork, Lundgren, Krogman	Q2, 2011 & ongoing through implementation
	C. Assess the potential and begin to identify steps necessary to implement a pay for performance compensation structure.	1. Create an employee team to serve as the project management resource for this initiative.	Hemze Support: Taylor, Frischmon, Bork, Krogman	Q2, 2011 & ongoing through implementation
		2. Research the pros and cons of a pay for performance system within local government.	Hemze Support: Taylor, Frischmon, Bork, Lundgren, Krogman	Q2, 2011 & ongoing through implementation

Goals	Strategies	Tasks	Responsibility	Implementation Timeframe
II. Culture (Continued)	<u>B. Develop a realistic and objective employee Performance Measurement System that would support the implementation of a pay for performance structure.</u>	1. <u>Create an employee team to serve as the project management resource for this initiative. (from C1)</u>	Krogman Support: Hemze	<u>Complete</u>
		2. <u>Research existing performance measurement systems that have a reputation for using realistic and objective measurement criterion. (from B1)</u>	Krogman Support: Hemze	<u>Q1 2012</u>
		3. <u>Evaluate the present system for its strengths and areas of need. (from B2)</u>	Krogman Support: Hemze	<u>2012</u>
		4. <u>Research the pros and cons of a pay for performance system with local government. (from C2)</u>	Krogman Support: Hemze	<u>2012</u>
		5. <u>Implement and train on new system.</u>	Krogman Support: Hemze	<u>2012</u>
		6. <u>Initiate Pay for Performance with NBG.</u>	Krogman Support: Hemze	<u>2014</u>
	<u>D. Continue county-wide implementation of progressive personnel policy changes such as paid time off (PTO).</u>	1. <u>Identify the major policy changes needed within the personnel policy.</u>	Krogman Support: Hemze, Frischmon, Taylor	<u>on-going</u>
		2. <u>Create an implementation plan to address each change needed.</u>	Krogman Support: Hemze, Frischmon, Taylo r	<u>Begin by Q3, 2011, on-going</u>
	<u>E. Create a leadership development culture through enhanced training and leadership development opportunities. Create a culture of learning, wellness and growth through enhanced training and development programs, encouraging staff engagement and advancement.</u>	1. <u>Develop a strong succession planning program through leadership and mentoring.</u>	Krogman Support: Taylor	<u>Begin by Q2, 2012, on-going</u>
		2. <u>Identify employee cross-training or job-blending opportunities to position the organization for greater flexibility in the future.</u>	Krogman Support: Lundgren	<u>Begin by Q4, 2011Q3 2012, on-going</u>
		3. <u>Develop customer service expectations and training.</u>	Krogman Support: Taylor	<u>Begin by Q3, 2011, on-going</u>
		4. <u>Encourage professional and personal growth by developing and funding individual training profiles, creating career development plans, <u>mentorship, support and resources.</u></u>	Krogman Support: Lundgren Taylor	<u>Begin by Q1, 2012, on-going</u>
		5. <u>Encourage cross-divisional problem solving and communication activities.</u>	Hemze Support: Taylor	<u>Ongoing</u>
		6. <u>Provide integrated programs and resources to improve the health and wellbeing of Carver County employees and their families and create a work environment that supports healthy choices.</u>	Krogman	<u>Ongoing</u>

Goals	Strategies	Tasks	Responsibility	Implementation Timeframe
III. Connections	A. Enhance the County’s presence in regional, state, and federal government forums.	1. Support positions that advocate for fewer unfunded mandates and reduce the maintenance of effort requirements.	Hemze Support: Bork, Taylor	Ongoing
		2. Actively participate in regional, state and federal activities and programs to carry the message.	Hemze Support: Robjent, Lundgren	Ongoing
	B. Develop technology <u>infrastructure</u> , systems <u>and tools</u> to provide better customer service <u>and greater communication</u> to the Carver County community.	1. Expand web based tools to allow citizens to conduct county business on line and eliminate paper as much as possible. Enhance infrastructure technology to increase staff efficiencies and improve customer service.	Taylor	Q2, 2012
		2. Enhance the county web site and social media environment to provide current information and encourage interactive communication with the public. Enhance the county’s presence online to include additional E-Govt services and expanded communication through social media tools.	Taylor	Q3, 2012
		3. Implement electronic permitting, inspection and data management procedures in Environmental Management and Land Management areas of responsibilities.	Wolf Support: Taylor	<u>2012</u>
		4. Utilize technology to enhance the County’s commitment to protecting and providing public access to public records.	Taylor Support: Metz	<u>Ongoing</u>
	C. Promote community connectedness through partnerships with community organizations, schools and government agencies.	1. Move the collaboration between Carver and Scott County on Smart Link to a “merger.”	Bork	2013
		2. Meet with City personnel on a regular basis to determine ways to provide better response times during emergency circumstances or inclement weather.	Wolf Support: Taylor	Quarterly or as needed.
		3. Consider resource sharing opportunities to avoid duplication of services and to save taxpayer monies including entrepreneurial contracts.	Hemze Support: Frischmon, Lundgren, Taylor	Ongoing

Goals	Strategies	Tasks	Responsibility	Implementation Timeframe
III. Connections (Continued)	C. Promote community connectedness through partnerships with community organizations, schools and government agencies. (continued)	4. Consider entrepreneurial contract programs through community based services such as community policing.	Frischmon	Q2 2013
		5. Leverage resources and promote community connectedness through library, <u>historical and extension programs and partnerships.</u> partnerships with community organizations, schools and governmental agencies.	Taylor	Ongoing
		6. <u>Formalize partnerships with stakeholders on homelessness issues.</u>	Bork	Ongoing
		7. <u>Explore the opportunity of merging PSAP with Scott County.</u>	Olson Support: Hemze	2012-2013
		8. <u>Develop and maintain relationships with the county's legislative delegation to accomplishing the County's legislative priorities.</u>	Hemze Support: Robjent, Frischmon, Taylor	Ongoing
	D. Plan all modes of Transportation throughout the county.	1. Plan and construct a safe and efficient multimodal system.	Robjent	Ongoing
		2. <u>Work with Southwest Transit to develop and expand public transportation routes into the western part of the county and coordinate data collection, analysis and planning. Plan for transit needs to accommodate the proposed SW Light Rail Line.</u>	Robjent Support: Wolf	Ongoing
		3. <u>Evaluate need for coordinated transit planning effort between relevant County Divisions.</u>	Wolf Support: Robjent	Ongoing
	E. Develop and continue community crime prevention and outreach activities.	1. Explore the creation of a TRIAD program which is a collaborative effort between the Sheriff's office, local police departments and senior citizens working together to reduce and prevent crimes against seniors.	Olson Support: Wolf, Metz	Q2 2012

Goals	Strategies	Tasks	Responsibility	Implementation Timeframe
IV. Finances	A. Develop a multi-year dynamic and flexible budgeting, financing and fiscal forecasting model.	1. Develop <u>Update</u> a 5-year plan to identify and fund technology investments <u>including software</u> .	Frischmon Support: Taylor	<u>2012 Budget</u> <u>2013</u>
		2. Develop a 5-year plan for levy-funded positions within the County's workforce.	Krogman <u>Frischmon</u> Support: Frischmon, <u>Krogman</u> Lundgren, Taylor	<u>2012 Budget</u> <u>2013</u>
		3. Implement an infrastructure (buildings, facilities, roads, bridges etc.) replacement fund for large capital repair projects.	Frischmon Support: Taylor, Robjent, Lundgren	<u>2012 Budget</u>
		4. Determine the viability of self-insuring employee health insurance.	Hemze Support: Frischmon, Krogman	<u>End of 2012</u> <u>2013</u>
		5. Develop a phased replacement program (including a dollar value threshold) for office equipment, computers, and other necessary equipment needed for County business.	Frischmon Support: Taylor	<u>2012 Budget</u> <u>2013</u>
		6. Implement Asset Management Systems to efficiently track and manage county assets and plan for future needs.	Taylor Support: Robjent	2011-2015
		7. <u>Develop funding strategy for the acquisition and development of park areas.</u>	<u>Robjent</u>	<u>2013</u>
	B. Actively explore and legislatively promote other sources of revenue to decrease reliance on county property taxes.	7. Research grant opportunities and alternative revenue sources available to county government <u>that supports the county's strategic plan.</u>	Frischmon Support: Robjent, Taylor	<u>2012 Budget</u> <u>2013</u>
		8. Develop a legislative platform which supports alternative revenue sources for county government	Hemze Support: Robjent, Frischmon, Taylor	<u>2012 Legislative Session</u>
		4. Research and promote non-property tax funding sources for the funding of facility security improvements.	Metz Support: Hemze	<u>2012</u>

Goals	Strategies	Tasks	Responsibility	Implementation Timeframe
V. Growth	A. Implement the elements of the Comprehensive Plan.	1. Identify the most important areas of focus and prioritize these areas for study and follow-up.	Wolf Support: Robjent, Lundgren	Ongoing
		2. Develop measurable outcomes and metrics to monitor progress.	Wolf Support: Robjent	Q2 2012
		3. <u>Coordinate and centralize data collection and analysis efforts.</u>	Wolf	<u>Q2 2012</u>
		4. <u>Evaluate potential for increased coordination with CDA around data collection, analysis and planning activities.</u>	Wolf	<u>Q3 2012</u>
	B. Create a review process to identify development needs and to seek solutions as early as possible in the process. <u>Construct sufficient county infrastructure to accommodate land development while protecting natural resources and limiting the financial burden on the existing tax base.</u>	1. Implement a cost allocation process for transportation improvements needed to support growth and development.	Robjent Support: Hemze, Frischmon	2011-2012
		2. <u>Create a review process to identify development needs and to seek solutions as early as possible in the process.</u>	<u>Robjent</u> <u>Support:</u> <u>Hemze,</u> <u>Frischmon</u>	<u>2012</u>
	C. Develop a county service strategy to efficiently accommodate citizen service needs, county staffing and facility needs.	1. Update the staffing analysis and determine where, if any, space needs exist within the county.	Taylor Support: Bork, Frischmon, Lundgren, Wolf Bork	Ongoing
		2. Improve access to all library services by responding to changes in how the public uses libraries.	Taylor	Ongoing
		3. <u>Review and improve building security for all county facilities.</u>	<u>Taylor</u>	<u>4Q 2012</u>
		4. <u>Evaluate the county tourism opportunities utilizing the UofM extension service.</u>	<u>Taylor</u>	<u>2013</u>
	D. <u>Implement the Carver County Water Organization Master Plan</u>	1. <u>Prioritize areas for implementation.</u>	Wolf	<u>Ongoing</u>
		2. <u>Measure the established short term metrics.</u>	Wolf	<u>Ongoing</u>