



**CARVER  
COUNTY**

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**Carver County Board of Commissioners and Division Directors  
Strategic Planning Meeting**

May 17, 2022 – 9:00 a.m.  
Carver County Justice Center  
Oak Lake Conference Room

9:00 am - 9:10 am	Introductions, Commissioner Degler
9:10 am - 10:30 am	2023 Budget, Long Term Financial Plan and Budget Stabilization Account Request Overview, County Administrator Hemze and Property and Finance Director Frischmon (to be distributed Monday)
10:30 am - 10:40 am	Break
10:40 am – Noon	2022-23 Strategic Plan Review/Board Input, County Administrator Hemze (see attached)
Noon	Lunch

David Hemze  
County Administrator

## 2022-23 Strategic Plan

No.	Objectives	Tasks	Time	Progress to Date/Notes	Assigned
<b>Communities</b>					
1	<b>Promote community connectedness</b> through partnerships with <b>community organizations, schools and governmental agencies.</b>	1. Continue to evolve and expand legislative priorities and advocacy efforts to accomplish County goals. 2. Continue working with Community Development Agency, to market the County as a top business and tourism destination 3. Continue working with CDA, Cities and Townships on ensuring affordable housing stock exists to support a robust, diversified workforce.	Ongoing	Developed 2022 legislative priorities, reviewed options for State lobbyist and decided to wait until 2023 legislative session, renewed contract with Federal lobbyist.	David Hemze All Division Directors
2	<b>Improve recruitment and retention of public safety professionals.</b>	1. Work with legislators to create new on-ramps to peace officer licensure. (Presented to legislators Jan 2022) 2. Negotiate successor CBAs to ensure competitive, performance-based compensation packages that accelerate an employee's wages proportionate to value added. 3. Adjust/change workplace practices to recognize changes in the workforce attitudes toward work/life balance. 4. Explore cadet-type programs for detention deputy and/or 911 Dispatcher. 5. Create internal career paths and structures.	2022-2023		Jason Kamerud Kerie Anderka David Frischmon David Hemze
3	Provide <b>responsive services and appropriate resources</b> to <b>non-criminal calls</b> for service (e.g., mental health, medical, civil matter).	1. Increase crisis co-responder personnel. (RBA in process Mar 2022). 2. Assess development of journeyman crisis workers in Dispatch. 3. Evaluate call for service data to determine actual impact/cost of response to non-criminal calls for service. 4. Assess viability of civilian personnel to respond to non-criminal calls for service.	2022-2023		Jason Kamerud Rod Franks Kerie Anderka

**Bold indicates priority strategy**

## 2022-23 Strategic Plan

No.	Objectives	Tasks	Time	Progress to Date/Notes	Assigned
4	<b>Parks and Trails</b> CIP	<ol style="list-style-type: none"> <li>1. Determine preservation needs and costs for existing Parks assets</li> <li>2. Identify and prioritize known parks and trails enhancement/development projects. (New projects).</li> <li>3. Identify and prioritize master plan needs for existing and future regional parks. -&gt;Baylor, Miller Lake etc</li> <li>4. Identify and prioritize master plan needs for trail corridors. -&gt; Highway 41 Ravine, Victoria to Waconia, etc</li> <li>5. Determine budget scenarios and incorporate in county long term financial plan.</li> </ol>	2022		Lyndon Robjent David Frischmon
5	Provide <b>quality services</b> to the <b>County's veterans</b> and their <b>families</b> .	<ol style="list-style-type: none"> <li>1. Implement periodic program evaluation techniques to ensure that staff is effective in meeting the needs of the community.</li> <li>2. Operate an efficient transportation program which assists veterans in attending VA Medical Center appointments.</li> <li>3. Find ways to identify and serve previously unknown veterans in the County.</li> <li>4. Continue to explore ways to expand participation in Carver County Veterans Treatment Court for justice-involved veterans in Carver County.</li> </ol>	Ongoing	Worked with County IT staff to develop a more advanced CRM database (Veteran Records Manager) which increases the ability to track work completed with various data including type, amount, time, and quality.	Nick Koltavy
6	Address <b>food security</b> as a County-wide Public Health Issue.	Build and enhance community supports and interventions around nutrition and food availability. Ensure availability of food resources to those in need due to COVID-19. Work collaboratively with partners to address pandemic related, and long term food insecurity.	Ongoing	Through SHIP activities, grants, and other partnerships, Public Health workers have begun to engage community partners, schools and Environmental Services. Build and maintain relationships with community partners for food distribution. Continue program funding for Humanity Alliance to distribute healthy weekend meals to county residents.	Rod Franks

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## 2022-23 Strategic Plan

No.	Objectives	Tasks	Time	Progress to Date/Notes	Assigned
7	Enhance the <b>general overall mental health</b> of Carver County.	<ol style="list-style-type: none"> <li>1. Continue to increase use telehealth or virtual presence instituted as a response to COVID-19 to provide safe and effective mental health care to clients.</li> <li>2. Establish dependable and sustainable psychiatric services. Explore opportunities for partnerships for increased psychiatry services, in addition to in house possibilities.</li> <li>3. Expand mental health services to meet the growing needs of Carver County children, and youth. Expand Day Treatment services to elementary age, enhance school linked mental health services. Expand staffing levels as indicated to meet growing demand.</li> <li>4. Public Health and Behavioral Health combine strategies to address building mental wellness on an individual and community basis.</li> </ol>	2022-2023	<p>Have developed infrastructure and protocols for virtual therapy. Have increased utilization of teletherapy, and are looking to expand this services to meet need. Current legislature ahs passed legislation to continue waivers allow the continuation of many virtual services. Telehealth psychiatry services have been increased to meet demand. Efforts continue to attract in house psychiatry services. Conversations have occurred with area School Districts regarding expansion of Day Treatment services to include elementary age children. East Union Elementary has been identified as a potential location. Financing conversations have occurred. Have started the Communities of Belonging initiative. are using data from pandemic response and CHIP assessment in planning mental health response.</p>	Heather Goodwin
8	Address issues of <b>available, affordable, and sustainable housing</b> for those experiencing or leaving homelessness.	<p>Expand supportive housing options for homeless population. Create greater housing security for those experiencing difficulties, especially the unsheltered. Continue to provide housing assistance for those impacted because of COVID-19.</p>	2022-2023	<p>Have expanded shelter options to meet need during pandemic and recovery period. Obligated funding to the Carver County CDA to use in building out affordable and sustainable housing options within the county for adults and families with low income, seniors, and persons with disabilities. Increased the FTE of the Housing Unit to meet the management responsibilities of increased demand.</p>	Heather Goodwin

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## 2022-23 Strategic Plan

No.	Objectives	Tasks	Time	Progress to Date/Notes	Assigned
9	<b>Partner with families</b> to build upon a period of safety to stabilize and strengthen their situation and ultimately <b>support and sustain the health, wellness, and safety of the child.</b>	<ol style="list-style-type: none"> <li>1. Implement a preventive Home-Based service approach to support families before the crisis.</li> <li>2. Implement a Multi-Systemic Home-Based service approach to support families in crisis.</li> <li>3. Utilize Out of Home Placement as an option of last resort after home-based efforts have failed.</li> </ol>	2022-2023		Heather Goodwin
10	Support <b>post-pandemic economic recovery</b> by addressing needs of <b>employers</b> and offering education and job search assistance to <b>job seekers.</b>	<ol style="list-style-type: none"> <li>1. Assist employers with developing new hiring and retention practices.</li> <li>2. Hold industry-driven job fairs.</li> <li>3. Partner with education institutions to offer training and retraining to job seekers.</li> <li>4. Facilitate connections to transportation and childcare to mitigate barriers to employment.</li> </ol>	2022-2023	Have continued the "Employer of the Day" program in the CareerForce Center. Started partnerships to build career pathways programs. Have placed a CareerForce Counselor onsite at the Humanity Alliance Lodge. Engaged in partnership with District 112 to explore youth employment training in construction/trades careers.	Heather Goodwin
<b>Connections</b>					
11	Work with justice partners to <b>implement the Court Hearing Officer position</b> to handle <b>misdemeanor and traffic offenses.</b>	Work with the Judges and court administration to implement the hearing officer position and communicate with our justice partners on the new change. Monitor and communicate the county attorney's office's policies on plea negotiations and case resolutions to the court and hearing officer.	Ongoing	The Court hired a hearing officer where the county attorney's office participated in the hiring process. The county attorney's office provided a detailed guide of our policies and recommendations on plea negotiations. The hearing officer will begin handling cases in 2022.	Mark Metz
12	<b>CarverLink</b> will <b>implement fiber infrastructure</b> to make available high speed connectivity to Carver County and other public and community support entities.	<ol style="list-style-type: none"> <li>1. Expand the County's broadband fiber optic cable network through CarverLink to meet the growing needs of participating agencies.</li> <li>2. Implement Connect Up Carver initiative to reach unserved and underserved properties in the County.</li> </ol>	Ongoing		Nick Koltavy

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## 2022-23 Strategic Plan

No.	Objectives	Tasks	Time	Progress to Date/Notes	Assigned
13	Explore additional ways to <b>enhance library customer service</b> and <b>make libraries more accessible</b> .	<ol style="list-style-type: none"> <li>1. Research options for a fine reduction/access free service.</li> <li>2. Institute the Virtual Library Card in all Carver county school districts.</li> <li>3. Explore options for unstaffed extended hours.</li> <li>4. Develop and present library events and programs in person, virtually and/or hybrid based on community needs.</li> <li>5. Host staff and patron focus groups to discuss community needs.</li> </ol>	Ongoing		Nick Koltavy
14	<b>Develop technology infrastructure</b> , and applications to <b>provide better service and communication</b> to the Carver County community and to raise productivity.	<ol style="list-style-type: none"> <li>1. Continue to enhance IT Project Management software to help track tasks, IT resources, and portfolio management to increase project visibility and success within the organization.</li> <li>2. Implement IT Strategic Plan, including increased external “Cloud” hosting and improvements in IT structure, management, customer service and communications, core technologies, data integration, and the development of high-level business intelligence.</li> <li>3. Virtual desktop enhancements and hardware stabilization to support remote working. (VDI Enhancements and Roadmap).</li> <li>4. Support hybrid work environment with technology (video conferencing).</li> <li>5. Upgrade Wifi in County facilities to support business needs.</li> </ol>	Ongoing		Nick Koltavy
15	Continuously <b>advance cybersecurity protections</b> .	<ol style="list-style-type: none"> <li>1. Train and provide resources to employees on cybersecurity threats.</li> <li>2. Advance hardware security protections.</li> <li>3. Develop security procedures to mitigate daily risk of cyberattacks.</li> </ol>	Ongoing		Nick Koltavy
16	Increase <b>communication</b> by <b>raising and enhancing public and employee understanding of County services and resources</b> .	<ol style="list-style-type: none"> <li>1. Make additional improvements to the County’s website to improve the user’s experience on our site. Explore opportunities for customers to conduct additional business through our website.</li> <li>2. Make more County services available through electronic services (eGov).</li> <li>3. Refine and implement communications strategic plan.</li> <li>4. Continue to enhance our social media presence.</li> </ol>	Ongoing		Nick Koltavy

### Culture

**Bold indicates priority strategy**

## 2022-23 Strategic Plan

No.	Objectives	Tasks	Time	Progress to Date/Notes	Assigned
17	Continue to <b>develop a consistent leadership approach</b> at all levels in support of County goals and vision. Support <b>positive organizational culture development</b> , through effective leadership engagement at all levels.	Continue to build on effective discussions and communication with all levels of County leadership. Align mid-level management methods and approach with organizational goals and vision.	Ongoing	Work continues to develop effective union relationships and engage with County management to discuss challenges, goals, and strategies for effective supervisory and management leadership at all levels. Work to provide continued leadership development and communication opportunities also continues. Development of additional management training and development sessions based on discussions with the supervisory and management Association was paused in order to allocate resources to pandemic response. However, future focus on this area is planned.	All Division Directors
18	Continue positioning the County to attract, develop, and retain a well-qualified, diverse workforce that reflects our community and is prepared to deliver excellent service, responsive to community requirements.	<ol style="list-style-type: none"> <li>1. Encourage staff engagement, achievement, and effective teamwork, including engagement of remote workers and dispersed teams.</li> <li>2. Continue to build a professional, respectful, and welcoming, performance-based and service-oriented culture. Create a culture of learning, wellness, innovation and continued personal and professional growth, positioning employees to deliver a high level of service to the community.</li> <li>3. Continue to support, develop, update, and invest in the elements necessary to attract and retain a well-qualified workforce in a highly competitive labor market, including but not limited to: focus on and investment in competitive compensation and benefits; staff training and development; workplace culture and environment; continued prioritization of workplace safety and health; effective supervisory and leadership strategies and approaches; effective performance management; and innovation and technology investment.</li> </ol>	Ongoing		All Division Directors Kerie Anderka David Hemze

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## 2022-23 Strategic Plan

No.	Objectives	Tasks	Time	Progress to Date/Notes	Assigned
19	<b>Improve community trust</b> through <b>employee accountability</b> .	<ol style="list-style-type: none"> <li>1. Increase use of measurable data as part of employee evaluations.</li> <li>2. Provide additional training for supervisors &amp; managers to further develop employee performance management skills.</li> <li>3. Consider accountability language during CBA negotiations.</li> <li>4. Leverage technologies to accurately capture performance data (e.g., BWCs, in-car camera systems, GPS). [Completed 2021 w/ practices under review in 2022.]</li> </ol>	Ongoing		Jason Kamerud Kerie Anderka
20	Create a <b>culture of innovation</b>	<ol style="list-style-type: none"> <li>1. Further raise employee engagement in Innovative methods, spark more innovations and cultural change, and improve measurement of results.</li> <li>2. Support a culture where the above can be facilitated in work environment more focused on remote working and teleworking. Look to build and enhance business processes and structures that increase efficiencies in a remote/telework structure.</li> <li>3. Focus innovation processes to continue promoting front-line workers' ability to bring forward ideas that improve current work processes.</li> </ol>	Ongoing		Nick Koltavy
21	Continue to seek out and <b>implement resource saving measures</b> and develop a coordinated message promoting these efforts.	<ol style="list-style-type: none"> <li>1. Identify and assemble existing efforts and potential new ways to reduce the County's use of resources including seeking cost savings in energy use, and waste generation and collection.</li> <li>2. Promote County efforts that reduce costs and resource use.</li> <li>3. Explore options for vehicle charging stations.</li> <li>4. Explore cost-benefit of electric vehicles.</li> </ol>	2022-2023		Nick Koltavy Lyndon Robjent

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## 2022-23 Strategic Plan

No.	Objectives	Tasks	Time	Progress to Date/Notes	Assigned
22	<b>Address the health disparity of Carver County residents</b> experiencing poverty, as well as those negatively impacted by the COVID -19 pandemic.	Use the Community Health Worker position to continue to build and enhance relationships with those individuals and communities living on little. Work with healthcare and clinic partners to ensure access to health care. Utilize information gained from the County Health Assessment to work with communities and individuals to reduce health disparities in Carver County.	Ongoing	The Community Health Worker continues to engage and outreach to the Latino community. Public Health strike teams are ensuring that those in need of pandemic health assistance are being helped. Carver County Public Health has partnered with District 112 in support of community liaison position to outreach to disaffected individuals and communities.	Heather Goodwin
23	<b>Components of Culture (and "Best Place to Work") Lens:</b> Strengthen our workplace culture to "win the war on talent" through intentional commitment and invest in people and culture.	<ol style="list-style-type: none"> <li>1. Integrate six proposed pillars in the culture of our organization: Values Base, Purposeful Work, Engagement &amp; Calrity, Equipped/Resourced, Rewards, Gratefulness &amp; Appreciation.</li> <li>2. Report efforts that roll up to each pillar.</li> </ol>	Ongoing Annual report to Board		All Divison Directors David Hemze
24	<b>Inspect What We Expect:</b> Develop clearer expectations and success measures.	<ol style="list-style-type: none"> <li>1. Implement Q12 Gallup Survey.</li> <li>2. Develop manager training video on performance evaluation best practices.</li> <li>3. Consider best practices to confirm that established standards are being met (e.g. work from home productivity, out of office signatures, responses to requests, etc.).</li> <li>4. Explore effort and benefits of an enterprise dashboard.</li> <li>5. Develop and implement response standards and format (e.g. voicemail, email, virtual background, etc.).</li> </ol>	Survey--annually starting Q1 2023; other items--end of 2023		All Divison Directors David Hemze
<b>Customer Service</b>					

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## 2022-23 Strategic Plan

No.	Objectives	Tasks	Time	Progress to Date/Notes	Assigned
25	<b>Maintain preparedness and demonstrate a nimble approach</b> to support effective <b>service delivery</b> and incorporate adjusted strategies as needed <b>in the event that additional COVID-19 variants</b> or other critical challenges threaten to affect <b>continuity of operations</b> and effective delivery of services throughout the community.	<ol style="list-style-type: none"> <li>1. Continue to monitor new developments and assess potential impact on the workforce, business operations, and service delivery.</li> <li>2. Continue to consider the needs of more vulnerable community members and provide appropriate and/or flexible options to meet the service delivery needs of all community members.</li> <li>3. Develop and timely implement appropriate responsive strategies to emerging challenges.</li> <li>4. Maintain appropriate level of investment in cross-training and flexible workplace approaches, continue to advance and build on technology-based capabilities, periodically review and update COOP documentation, systems, and strategies.</li> </ol>	2022-2023		All Division Directors Kerie Anderka David Hemze
26	Develop a <b>consistent means</b> and personnel to respond to <b>data requests</b> .	<ol style="list-style-type: none"> <li>1. Examine/evaluate data redaction tools.</li> <li>2. Update/define retention practices for miscellaneous data not included in the data inventory and/or records retention schedule.</li> <li>3. Evaluate feasibility of creating a data practices specialist position in the Sheriff's Office.</li> <li>4. Review resources needed to coordinate data requests.</li> </ol>	2022-2023		Jason Kamerud Mark Metz Kerie Anderka
27	Transform <b>Health and Human Services' delivery model</b> to administer <b>efficient and excellent services</b> , with <b>intercultural competency</b> , that are <b>responsive to the community</b> and <b>promote engagement and belonging</b> .	Equip all HHS staff with the tools and skills to best serve an ever-changing population that present with very complex, co-occurring circumstances. The overall goal is to provide a learning series around effective communication, evaluating structural barriers, and establishing a cultural framework with integrated policies and procedures that meet the division's vision of having a safe, welcoming organization where customers feel valued, leaders see its services through the lens of the customer, and the service delivery model supports a pathway for all to thrive.	2022-2023	HHS contracted with YMCA of the North to provide this training. HHS leaders, select staff from Employee Relations, and HHS Equity & Inclusion Committee members completed phase one of the learning series titled, "Equity Leadership Institute" Sept.-Dec. 2021. That same group completed phase two of the learning series titled, "Transforming Workplace Culture" from Jan.–May 2022. HHS offered the phase one training to the remaining 240 frontline HHS staff in six different cohorts. The first cohort started in April 2022, running through 2022.	Heather Goodwin
<b>Finance</b>					

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## 2022-23 Strategic Plan

No.	Objectives	Tasks	Time	Progress to Date/Notes	Assigned
28	<b>Balance</b> the <b>increasing service needs</b> from the fastest growing county in the State with <b>taxpayers limited financial resources</b> while residential 2023 property values increase on average over 20%.	Develop the County Administrator's Recommended 2023 Budget by balancing citizen service needs with property tax impacts.	2022-2023		David Frischmon
29	Seek <b>Federal</b> and <b>State grants</b> and <b>appropriations</b> for <b>transportation projects</b> .	<ol style="list-style-type: none"> <li>1. Submit TAB Regional Solicitation Applications - April</li> <li>2. DOT BUILD app for 212 -April</li> <li>3. Federal earmarks requests for Highway 5 -May</li> <li>4. Meet with delegation.</li> <li>5. HSIP (safety) grants - June</li> <li>6. State bonding - 82nd, Highway 5 - active</li> <li>7. TED, LPP - summer, fall</li> <li>8. Corridors of Commerce - Hwy 5 2022, 2023 9. Others as available</li> </ol>	2022		Lyndon Robjent
<b>Growth</b>					
30	<b>Develop Lake Waconia Regional Park</b>	<p>Mainland:</p> <ol style="list-style-type: none"> <li>1. Construct Waterfront Service Center Building (Fall 2022 start)</li> <li>2. Seek additional state bonding for Phase 3. \$2.25 M requested.</li> <li>3. Budget county match</li> <li>4. Design Phase 3 improvements (Playground, trails, docks, other amenities)</li> <li>5. Construct Phase 3.</li> <li>6. Determine scope of additional future development.</li> </ol> <p>Coney Island:</p> <ol style="list-style-type: none"> <li>1. Construct vault latrines (2022)</li> <li>2. Design and construct additional trails</li> <li>3. Determine next steps for future amenities.</li> </ol>	2022-2023	Master Plan done 2 rounds of bonding secured (\$1.5M, \$2.5M for Phase 1 & 2) Phase 1 development complete (grading utilities) Phase 2 development (WSC Building) design complete. In bidding phase.	Lyndon Robjent

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## 2022-23 Strategic Plan

No.	Objectives	Tasks	Time	Progress to Date/Notes	Assigned
31	<b>Implement projects in Arboretum Area Transportation Plan</b>	<ol style="list-style-type: none"> <li>1. Refine implementation plan to consolidate projects to reduce traffic and community disruption.</li> <li>2. Complete preliminary engineering of combined projects on Highway 5 from 78th St through Highway 41 and Rolling Acres Road from 5 to Interlaken. RFP in June 2022.</li> <li>3. Engage public and policy makers.</li> <li>4. Seek federal and state funding with the goal to construct this section of Highway 5 (including Lake Minnewashta causeway bridge) in 2025.</li> <li>5. Secure state bonding for CR 18 (82nd Street) with the goal to construct in 2024-2025.</li> <li>6. Determine county funding including potential bonding needs.</li> <li>7. Continue development of remaining projects on Highway 5 and the rest of Rolling Acres Rd</li> </ol>	Ongoing	Completed AATP study Hired Program Manager Secured \$10m grant and \$2m earmark. Submitted state bonding requests	Lyndon Robjent
32	Complete <b>Highway 212 expansion</b> from Cologne to Norwood Young America.	<ol style="list-style-type: none"> <li>1. Complete environmental study, engineering, public engagement, and property acquisition for Phase 2 (Benton Township) from Cologne to NYA. 2022-2023</li> <li>2. Seek federal grants (BUILD) to reduce county cost share.</li> <li>3. Finalize cost estimate. Determine if additional funds needed beyond current budget to include interchange and CR 53 (Bongards)</li> <li>4. Construct in 2024</li> </ol>	2022-2023	Funding secured. Project development ongoing Developing alternatives for Bongards interchange	Lyndon Robjent
33	Plan for <b>new and renovated library facilities</b> to meet growing and changing community needs.	<ol style="list-style-type: none"> <li>1. Evaluate community needs for library service in each community in Carver County.</li> <li>2. Partner with each city to determine capacity to support varying types of library service.</li> <li>3. Build new, enlarged library building in Chaska.</li> </ol>	Ongoing	The City of Chaska has held focus groups and plans more. The City and County are in talks about a new library.	Nick Koltavy
34	Plan for <b>future demand of household hazardous waste</b> and problem material disposal to meet the increased service needs of our citizens.	<ol style="list-style-type: none"> <li>1. Review existing Environmental Center service models and annual collection events.</li> <li>2. Analyze participation rates, material trends, and future population growth to determine how long the Environmental Center can continue to operate at the current site, if operational changes are needed to extend the life of the facility, and if/when a new facility is necessary.</li> </ol>	2022-2023	Upcoming Board Work Session	Nick Koltavy

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## 2022-23 Strategic Plan

No.	Objectives	Tasks	Time	Progress to Date/Notes	Assigned
35	Continue to <b>examine</b> and <b>develop</b> the current <b>Land Management Department Code Enforcement process</b> .	Continue to enhance/improve upon current enforcement process through improvements to complaint tracking, more enforcement of permit deadlines, annual reviews, use of sureties. Pursue adding staff resources. Establish an enforcement procedural guidelines document to ensure consistency with county staff review.	2022-2023	March 22, 2022 County Board Work Session	Nick Koltavy
36	Continue to <b>assess operational efficiencies in CCWMO operations</b> and <b>explore collaboration opportunities</b> with the Land Mgmt. and Env. Services Depts.	<ol style="list-style-type: none"> <li>1. Restructure the PWM dept.</li> <li>2. Explore communication and education/ innovation needs across the Land, Water, Environment depts.</li> <li>3. Continue to enhance technology solutions for program operations</li> <li>4. Seek collaboration opportunities with PW regarding stormwater inspections.</li> </ol>	2022-2023		Nick Koltavy
37	<b>Reassess the County master space plan</b> to accommodate growing and changing citizen service needs, county staffing, and facility needs.	Reassess the master space plan given the impacts of COVID19 and teleworking. Update spaces to accommodate teleworking impacts.	Ongoing		Nick Koltavy
38	Prepare a <b>transit plan to complement the 2040 Comprehensive Plan</b> and better serve those who work and live in Carver County	Coordinate stakeholders including SouthWest Transit, SmartLink, Met Council and County HHS. Determine system improvements and enhanced collaboration. Identify funding sources and options.	2022-2023	Stakeholders have continued to meet, transit user/rider survey completed, transit provider survey completed, results and approach prepared for Board review.	Nick Koltavy Heather Goodwin Lyndon Robjont
	<b>Key:</b>				
	<b>Communities</b>				
	<b>Connections</b>				
	<b>Culture</b>				
	<b>Customer Service</b>				
	<b>Finance</b>				
	<b>Growth</b>				

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