

## 2024-25 Carver County Strategic Plan

Approved August 6, 2024

No.	Item/Objectives	Tasks	Time	Progress to Date/Notes	Assigned
<b>Communities</b>					
1	<p><u>Public Safety Professionals:</u> Improve recruitment and retention.</p>	<ol style="list-style-type: none"> <li>1. Work with legislators to create new on-ramps to peace officer licensure. (Presented to legislators Jan 2022)</li> <li>2. Negotiate successor collective bargaining agreements (CBAs) to ensure competitive, performance-based compensation packages that accelerate an employee's wages proportionate to value added.</li> <li>3. Adjust/change workplace practices to recognize changes in the workforce attitudes toward work/life balance.</li> <li>4. Explore cadet-type programs for Detention Deputy and/or 911 Dispatcher.</li> <li>5. Create internal career paths and structures.</li> </ol>	2024-2025	<ul style="list-style-type: none"> <li>Sheriff Kamerud has worked with and through Minnesota Sheriff's Association and Minnesota Police Officers' Standards and Training (POST) Board to update licensing requirements, with no new pathways added for 2024</li> <li>Successor CBAs covering 2023-2024 were negotiated and deliver competitive performance-based compensation packages.</li> <li>Certain CBA provisions were negotiated to recognize work/life balance values.</li> <li>Sheriff Kamerud is working with contract police communities to adjust scheduling practices to meet life/work balance demands and increase average on-duty per shift. Most patrol personnel moved to 12-hour schedules, with the balance expected to follow in FY2025.</li> <li>Recruitment processes for Detention Deputy and Dispatcher positions continue to be "open until filled" job postings.</li> </ul>	Kamerud Anderka Frischmon Hemze
				<ul style="list-style-type: none"> <li>The Sheriff's Office and Employee Relations have continued to partner on pursuing expansion of law enforcement career path opportunities to reach diverse candidates. Carver County was recently (again*) awarded up to \$100,000 through the Intensive Comprehensive Peace Officer Education and Training Program (ICPOET). This grant will support the Sheriff's Office in hiring two Deputy Cadets to start school fall of 2024. Through the ICPOET program, the County will be reimbursed for 100% of tuition, salary, benefits, and other allowable expenses, up to \$50K per Cadet. *The County had previously pursued and obtained Pathways to Policing grant funding to support its cadet program.</li> <li>Sheriff's Office targeted outreach at post-secondary educational institutions has yielded positive outcomes in connecting future job candidates to County opportunities.</li> </ul>	

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2	<p><u>Non-criminal Calls for Service:</u> Provide responsive services and appropriate resources (e.g., mental health, medical, substance use, crisis, or civil matter).</p>	<ol style="list-style-type: none"> <li>1. Increase crisis co-responder personnel.</li> <li>2. Continue implementation of co-located mental health crisis workers in dispatch.</li> <li>3. Evaluate call for service data to determine actual impact/cost of response to non-criminal calls for service.</li> <li>4. Assess viability of civilian (non Law Enforcement/Community Service Officer) personnel to respond to non-criminal calls for service.</li> </ol>	2024-2025	<p>Sheriff, Health &amp; Human Services (HHS), Employee Relations, and County Administration have developed a different organizational structure to better integrate sheriff operations and HHS clinical supervision. Collaboratively, the Sheriff's Office and HHS hired 1.0 FTE Co-Responder in July 2023. The team will be ready to add a second co-responder in Q2/Q3 2024.</p>	Kamerud Anderka Goodwin
3	<p><u>Determinants of Health:</u> Collaborate with residents and internal/external partners to address housing, food security, access to healthcare services, and other core resources that promote positive health outcomes and wellbeing.</p>	<ol style="list-style-type: none"> <li>1. Food Security: Collaborate with the Carver County Hunger Relief Collaborative and other partners to build and enhance community supports and interventions around healthy nutrition and food availability to ensure accessibility of food resources to those in need across the age span and improve food security of all Carver County residents.</li> <li>2. Housing: Coordinate the efforts of all Health and Human Service departments to collaboratively work with residents and community partners to address the continuum of housing needs from prevention to provision of emergency shelter services to both prevent and mitigate the impact of homelessness.</li> <li>3. Healthcare: Collaborate with the diversity of healthcare and supportive service partners to ensure access and delivery of culturally responsive and trauma informed healthcare to prevent disease and optimize health and wellbeing of all Carver County residents.</li> </ol>	Ongoing	<p><u>Food Security:</u></p> <ul style="list-style-type: none"> <li>• The Carver County Hunger Relief Collaborative completed a strategic plan, identifying six priority areas for eliminating food insecurity by 2027.</li> <li>• The 2023 Free Produce Market program served 3,029 families and a total of 10,049 people (including 4017 children) at two sites. An estimated 93 volunteers contributed nearly 1000 hours to operate the program. Several organizations partnered to coordinate and run the program, demonstrating true community collaboration.</li> <li>• The Cologne Food Shelf opened in July 2023 to meet the need of people experiencing food insecurity in western Carver County.</li> <li>• Carver County Public Health helped coordinate 23 food distributions in 2023. Nearly 24,000 people received food, and an average of 359 households participated in each event. Over 180 volunteers contributed over 2100 hours to operate these events.</li> <li>• The Find Food Carver County website and social media pages continue to be a trusted source for food assistance programs and volunteer opportunities.</li> <li>• The Chaska Farmers Market now accepts SNAP/EBT with a matching program, allowing people to stretch their food budget and access fresh, local produce.</li> </ul>	Goodwin

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		<p>4. Support development of "Communities of Belonging" across all municipalities and townships in the County to leverage local community resources and activate resident participation to improve the health, wellbeing, and economic prosperity of all who live and work within that community.</p>		<p><u>Housing:</u></p> <ul style="list-style-type: none"> <li>• In 2023 the Housing unit served 30 households with the HSS program, and 44 with the Community Living Infrastructure Grant, ending homelessness or providing sustaining services to 38 households.</li> <li>• In 2023, The Carver County shelter program served a total of 59 households consisting of 87 people (including 19 children). 51 households exited to housing solution, 8 returned to homelessness and 4 are still enrolled today.</li> <li>• The severe weather shelter program received state funding for the first time in 2023, helping provide critical shelter services to 30 households in 2023.</li> <li>• The housing section of the County's website remains a helpful resource along with the Housing Unit helpline, which received 782 calls in 2023, allowing for easier access to housing information for residents of Carver County.</li> <li>• The Income Support Department provided onsite support and resources at local events, libraries, food shelves, and nonprofits to those experiencing food insecurities.</li> </ul> <p>Implemented outreach plans to residents letting them know how they could earn additional months of SNAP benefits.</p>	

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				<ul style="list-style-type: none"> <li>• The Community Living Infrastructure Grant provided direct assistance funds for the first time allowing the Housing Unit to provide help with rent, deposits, application fees, utility help, moving expenses and furnishings. The program provided 294 services to 157 people, ending homelessness for 40 households with Deposit and first month's rent alone.</li> <li>• Additional collaborations were also established with the Carver County Veteran Service Office and the MN Veteran's Administration that allows Carver County to shelter any homeless veteran. In 2023, 6 veterans were sheltered.</li> <li>• The Housing unit continues to participate in a Metro wide collaborative effort called the Kitchen Table works on improving equitable housing practices with a focus on housing justice. Also, Housing and Income support worked together to plan the implementation of the Local Homeless Prevention Aid in 2023. The income support department approved 51 households with this funding.</li> <li>• The Income Support Department and Housing Unit collaborated to administer housing grants to help ensure residents remained in their homes. Provided employment guidance and counseling to the residents focusing on long term housing retention efforts. Collectively, created a joint oversight committee within HHS to better address service integration efforts.</li> </ul>	
4	<p><u>Veterans:</u> Provide quality services to the County's veterans and their families.</p>	<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 Veterans' Assistance (VA) Medical Center appointments.</li> <li>3. Find ways to identify and serve previously unknown veterans in the County.</li> </ol>	Ongoing	<p>Hired new Veteran Services Officer. Worked with Veteran Service Organizations and product manager of current Veteran application system to identify program inefficiencies and gaps so we can find solutions to make us more efficient with our time and better serve veterans. Started advertisement campaign in local restaurants and venues to identify and assist veterans currently unknown to us.</p>	Koktavy

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5	<u>Safe Children:</u> Partner with parents and children/youth to build upon a period of safety to stabilize and strengthen a family's situation and ultimately support and sustain the health, wellness, and safety of the child.	<ol style="list-style-type: none"> <li>1. Adopt our local service delivery model based on direction and requirements from the new State agency (MN Department of Children, Youth, and Families). The new State agency (separate from MN DHS) will be established starting 07/01/2024 and will be fully operational by 07/01/2025. The change will impact how children and family services are funded and delivered at a local level.</li> <li>2. Continue to utilize out-of-home placement as an option of last resort after home-based efforts have failed.</li> <li>3. Collaborate with Public Health, Human Services, Behavioral Health, Housing, Income Support, Court/Probation Services, and Community Child and Family programs to provide appropriate wrap-around services.</li> <li>4. Take appropriate steps to support the MN legislative priority regarding reduction of child protection paperwork.</li> <li>5. Provide a continuum of community-based services and sanctions to hold clients accountable, reduce barriers to success, improve their ability to become productive and lawful members of the community, reduce recidivism, and enhance public safety.</li> <li>6. Continue to work with county partners to explore diversion options for our juvenile clients to keep them out of the justice system whenever possible.</li> <li>7. Provide incentive-based probation supervision and opportunities for early discharge if earned.</li> <li>8. Fully implement Ape Siyalu Diyaniyan probation supervision for higher risk juvenile girls.</li> </ol>	2024-2025	<ul style="list-style-type: none"> <li>• Implemented a preventive Home-Based service approach to support families before the crisis.</li> <li>• Implemented a Multi-Systemic Home-Based or Behavioral Consultant service approach to support families in crisis. The Carver County Child and Family Department is experiencing great success with utilizing a Behavioral Consultant to work with families in the home and avoid out-of-home placement. We have greatly enhanced our Relative Search Collaboration that helps get children placed with relatives instead of in residential or non-relative care. We have shifted our truancy efforts to be more restorative than punitive which has helped assist with increased truancy cases related to the pandemic and post-pandemic recovery. We are not having any success with identifying a Multi-Systemic Therapist to work in our Carver County communities. The feedback is that it is too far out of the metro and agencies we contacted could not solidify staff willing to work in the Carver County area.</li> <li>• Collaborated across the IS and Workforce Development department to provide timely services to families with children. Ensured children had medical coverage through MA, families received needed child support payments, and parents were able to work while their children were being cared for.</li> </ul>	Goodwin
		9. Fully implement STRIVE as an innovative approach to reducing the risk of higher risk juvenile males.			
6	<u>Community Connectedness:</u> Promote partnerships with community organizations, schools and governmental agencies.	<ol style="list-style-type: none"> <li>1. Continue to evolve and expand legislative priorities and advocacy efforts to accomplish County goals.</li> <li>3. Continue working with the Community Development Agency (CDA), Cities, and Townships on ensuring affordable housing stock exists to meet community needs and support a robust, diversified workforce.</li> <li>4. Assess CDA governance and restructuring options and obtain County Board direction on CDA governance moving forward.</li> </ol>	Ongoing	<ul style="list-style-type: none"> <li>• Developed 2024 legislative priorities.</li> <li>• Worked with our State lobbyist, Tony Albright, on a variety of legislative issues and initiatives.</li> <li>• Renewed contract with Primacy Strategy Group.</li> </ul>	All Division Directors

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7	<p><u>Behavioral Health (BH):</u> Expand, enhance, and integrate both county and community resources to address the growing and changing behavioral health (mental health/substance use) needs of those who live and work in Carver County.</p>	<ol style="list-style-type: none"> <li>1. Address State of MN shift in the 988 response model and prepare for anticipated doubling of calls. Evaluate need for additional FTEs (staff) to meet the demand.</li> <li>2. Identify and reduce barriers to quality substance abuse and mental health treatment by contracting with local provider(s) for rapid assessment and treatment to augment current crisis and other county mental health services.</li> <li>3. Establish dependable and sustainable psychiatric services. Explore opportunities for partnerships and/or contracted services to provide needed psychiatry and prescribing services in both Jail and HHS Behavioral Health Dept.</li> <li>4. Increase use of targeted interventions with an emphasis on skill building to reduce the risk of justice-involved youth and adults. This includes but is not limited to incorporating cognitive skill instruction to higher risk justice-involved youth using Decision Points Curriculum.</li> <li>5. Contract with local service provider for a Certified Peer Recovery Specialist (CPRS) to optimize successful outcomes for Drug Court participants.</li> <li>6. Continue to evaluate our jail mental health model and sustainability of our collaborative service plan. Continue collaboration across both departments to improve both jail and re-entry outcomes.</li> <li>7. Combine Public Health and Behavioral Health strategies to address building mental wellness on an individual and community level.</li> </ol>	2024-2025	<ul style="list-style-type: none"> <li>• There are eight different services areas in Behavioral Health, providing nearly 52,000 units/encounters of service. Following the implementation of Uniform Services Standards, the Behavioral Health Leadership team is preparing for the next phase including licensure of Crisis Services and Children's Therapeutic Services and Supports. In addition, Targeted Case Management Reform continues on a state level.</li> <li>• In late 2023 and early 2024, the BH team has been implementing increased reporting and accountability tools using the Credible BI reporting system. The goal is to provide all BH staff with data related to their work and provide HHS leadership ready access to program and department wide data.</li> <li>• In 2023, the Crisis Team was on trend with the number of assessments provided, however at significantly diminished mental health professional capacity throughout 2023. The program continues to address service needs and possible operational changes in response to the persistent shortage of mental health professionals.</li> <li>• Adult Mental Health Targeted Case Management is preparing to see more clients and provide more intensive services to higher need clients than previous years.</li> </ul>	Goodwin

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		<p>8. Take appropriate steps to support the Minnesota legislative priority regarding reduction of behavioral health paperwork.</p> <p>9. Develop and implement communication tools to decrease barriers to mental health services.</p> <p>10. Continue to utilize telehealth or virtual presence to augment and enhance safe and effective increase access and reduce barriers to mental health care to for clients.</p>		<ul style="list-style-type: none"> <li>• Outpatient services continues to adapt to both client needs and changes in the state and federal standards. rallied to respond to the needs of their clients when both psychologists retired. The team maximized continues the utilization of telehealth in both therapy and Advance Practice Nurse services to fill in the gap.</li> <li>• HHS transitioned away from Rule 25 and fully implemented the Substance Use Disorder Direct Access initiative.</li> <li>• School Linked and ANICCA Day Treatment continue to adapt to changing needs in the schools including an increased need for mental health services for students as they continue to demonstrate lasting impacts of the COVID-19 pandemic. and continue to ensure continuity of care for students and families. Staff also provided support for teachers who continue to face increased mental health needs in the classroom. Thirty children received therapeutic and recreational services over the summer.</li> <li>• Robust services continue to be provided in BHH department. Several pandemic area initiatives, such as telehealth, are now established as a service delivery option. The most significant challenge facing the department is the impact of a workforce shortage, especially among mental health professionals, prescribers, and nurses. The ongoing implementation of Credible BI provides improved access to data regarding services. Psychiatric services provided by telehealth are impacted by the Ryan Haight Act of 2008.</li> </ul>	

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8	<u>Substance Use</u> : Identify, collaborate, and mitigate the harm associated with opioid abuse and other substance use disorders and address the associated impact of the legalization of cannabis.	<ol style="list-style-type: none"> <li>1. Leverage funding from the National Opioid Settlement with input from the Opioid Settlement Advisory Committee to support current and establish new initiatives to prevent and mitigate the negative impact of opioid and other substance abuse and addiction.</li> <li>2. Collaborate with municipalities in updating zoning code to reflect Minnesota's new cannabis law including location and number of locations in the County.</li> <li>3. Develop ordinance(s) and procedures for registering and conducting compliance checks on cannabis retail locations.</li> <li>4. Assess and take measures to address criminal justice and public and human services impacts.</li> </ol>	Ongoing	<ul style="list-style-type: none"> <li>• Carver County signed on to receive payments from a National Opioid Settlement Agreement. Carver County received their first payment on 10/17/2022 from the first distributor settlement, then subsequent payments in December 2022 as other distributors settled.</li> <li>• In Q1 2023, various pharmacies settled and Carver County signed paperwork in April 2023 to receive those payments.</li> <li>• Hired a .3 FTE position to assist with these efforts in Q3 2023.</li> <li>• The State of Minnesota assigned HHS-Public Health as the organization responsible to manage and disburse settlement funds. The focus is on abatement.</li> <li>• On November 30, 2023, CCHHS held the "Carver County Mental Wellness Roundtable-Discussion About Mental Health in Community and Opioid Settlement" in partnership with Ridgeview Medical Center introducing Settlement details and the Opioid Advisory Council to the public. Held work session with County Board. Moving forward with public use ordinance.</li> </ul>	Koktavy Metz Goodwin Kamerud Frischmon
9	<u>Centralized Traffic Management Center (TMC)</u>	Implement a central traffic signal control system to improve traffic signal operations utilizing federal grant. Evaluate needs for software, hardware and expansion of traffic signal/sign shop office.	2024-2025	Federal funding has been secured. Consultant hired.	Robjent



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<b>Connections</b>					
10	<u>Fiber infrastructure:</u> Make high-speed connectivity available 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> <li>3. Continue to look for opportunities to connect the last remaining unserved/underserved areas of the county.</li> </ol>	Ongoing	<ul style="list-style-type: none"> <li>• Connecting up the last of the desiring Connect Up Carver customers by Metronet.</li> <li>• CarverLink is negotiating final proposals with Metronet on a Connect Up Carver Expansion project that would meet the County's desire of making high speed broadband available to all remaining locations in the County that want it.</li> </ul>	Koktavy
11	<u>Technology Enhancements:</u> Develop infrastructure and applications to provide better service and communication to the Carver County community and to raise productivity.	<ol style="list-style-type: none"> <li>1. Implement IT Strategic Plan, including increased external "Cloud" hosting, improvements in Information Technology (IT) structure, management, customer service and communications, core technologies, data integration, and the development of high-level business intelligence.</li> <li>2. Support hybrid work environment with technology (video conferencing and computer hardware).</li> <li>3. Upgrade County network that is aging. Includes replacing switches across County facilities and libraries.</li> </ol>	Ongoing	<ul style="list-style-type: none"> <li>• Land Records went live with their Trimming Cloud hosted applications.</li> <li>• Employee Relations benefits went live with a new hosted solution.</li> <li>• IT is utilizing Microsoft PowerBI for data analytics.</li> <li>• IT partnered with the Sheriff's Office to create crime reports utilizing Microsoft PowerBI for data analytics.</li> <li>• Installed new Wifi controller and increasing Wifi capacity across County buildings.</li> <li>• Attorney's Office went live with their new Cloud hosted application.</li> <li>• Replacing mobile ThinClients with Laptops to support mobile workforce.</li> </ul>	Koktavy
12	<u>Cybersecurity:</u> Continuously advance protections.	<ol style="list-style-type: none"> <li>1. Train and provide resources to employees on cybersecurity threats.</li> <li>2. Develop security procedures to mitigate daily risk of cyberattacks.</li> <li>3. Transition County email to carvercountymn.gov domain.</li> </ol>	Ongoing	<ul style="list-style-type: none"> <li>• Completed annual cybersecurity training for all employees in October.</li> <li>• Transitioned County website to .GOV domain on April 6th.</li> <li>• Transitioning emails to .GOV domain, IT went live in March.</li> <li>• Scheduling FISA score security assessment to evaluate progress since 2018 assessment.</li> </ul>	Koktavy
13	<u>Communication:</u> Enhance public and employee understanding of County services and resources.	<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. Implement new communications structure.</li> <li>3. Refine and implement staff level communications strategic plan.</li> <li>4. Continue to enhance our social media presence.</li> </ol>	Ongoing	<ul style="list-style-type: none"> <li>• County Board approved new Communications Department in Public Services. The three goals are: 1) enhance overall County communications; 2) foster consistency in communications; and 3) leverage higher level of expertise in communication strategy. Currently hiring a new Chief Communications Officer to lead this team.</li> <li>• Continuous improvements are being made to the website so residents and customers can find needed information.</li> </ul>	All Division Directors

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<b>Culture</b>					
14	<u>Innovation:</u> Create a culture of innovation.	<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	Over the past year, completed or engaged in innovation events including Mobile Home Kaizen; Veterans facilitated discussion around records; Lockout event in Property and Finance; Elections coordination; Receivable and Invoice tracking; Digital Discovery; and Cost Recovery in PWM. The Innovation leadership team is also having discussions around the use of AI in the workplace.	Koktavv
15	<u>Employee Accountability:</u> Improve community trust through employee accountability.	<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 and 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., body-worn cameras, in-car camera systems, Global Position Satellite).</li> </ol>	Ongoing	<ul style="list-style-type: none"> <li>• Performance management training was delivered to all Divisions including the Sheriff's Office by Employee Relations during 2023. Additionally, countywide management training addressing performance management, writing effective performance evaluations, and managing a hybrid/remote workforce was provided by an external attorney presenter.</li> <li>• Sheriff's Office management utilized an informal Q-12 to evaluate employee engagement and provide coaching materials as part of supervisor/management skill development in 2023 and 2024.</li> <li>• The Sheriff's Office has begun the policy draft and purchasing of body-worn cameras in the Jail to improve community trust and liability protections.</li> </ul>	Kamerud Anderka
16	<u>Components of Culture:</u> Develop clearer expectations and success measures and create a "Best Place to Work".	<ol style="list-style-type: none"> <li>1. Integrate six proposed pillars in the culture of our organization: Values Base, Purposeful Work, Engagement &amp; Clarity, Equipped/Resourced, Rewards, Gratefulness &amp; Appreciation.</li> <li>2. Report efforts that roll up to each pillar.</li> </ol>	Ongoing	Pillars are intentionally integrated into a variety of efforts including the strategic plan, annual budget, goal setting, performance management and performance evaluation processes.	All Division Directors
17	<u>Inspect What We Expect:</u> Develop clearer expectations and success measures.	<ol style="list-style-type: none"> <li>1. Develop manager training video on performance evaluation best practices.</li> <li>2. Consider best practices to confirm that established standards are being met (e.g. telework productivity, out-of-office signatures, responses to requests, etc.).</li> <li>3. Explore effort and benefits of an enterprise dashboard.</li> <li>4. Develop and implement response standards and format (e.g. voicemail, email, virtual background, etc.).</li> </ol>	2024-2025	<ul style="list-style-type: none"> <li>• Employee Relations provided video based and more specifically tailored departmental in-person training as well as intranet resources to support best practices in the performance evaluation process.</li> <li>• Board direction was to not conduct survey.</li> <li>• Work best practices are integrated into innovation and performance evaluation efforts.</li> </ul>	All Division Directors

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18	<p><b>Leadership:</b> Continue to develop a consistent leadership approach at all levels in support of County goals and vision. Support positive organizational culture development, through effective leadership engagement at all levels.</p>	<ol style="list-style-type: none"> <li>1. Continue effective discussions and communication with all levels of County leadership.</li> <li>2. Review opportunities for constructive conversations, training, and clear communications to support alignment of mid-level management approach and engagement with organizational goals, vision, and values.</li> <li>3. Invest in leadership development for supervisors and managers across all work areas.</li> <li>4. Build mid-management recognition of the importance of their significant role and ability to define and influence organizational culture, employee engagement, accountability, and experience of workplace culture pillars for their teams and those with whom they interact. (Supervisors and managers significantly influence employee experience of values based and purposeful work, engagement, clarity of work direction/expectations, being equipped/resourced to complete work safely and effectively, and creating a culture of gratefulness and appreciation.)</li> </ol>	Ongoing	<ul style="list-style-type: none"> <li>• Regular information sharing opportunities are created through monthly countywide manager meetings.</li> <li>• Additional performance management training (building on and reviewing prior training in this area) was delivered by Employee Relations for management across all work areas.</li> <li>• Additional management training to support effective telework and managing remote/hybrid workforce best practices was delivered countywide in 2023.</li> <li>• Management training on various leadership development and effective supervision topics has been arranged by Employee Relations and delivered by a variety of internal and external presenters. Countywide leadership development training plans continue throughout 2024.</li> <li>• Employee Relations has sought feedback and continues to collaborate with management to identify and develop training and resources to support effective leadership practices and growth.</li> </ul>	All Division Directors
19	<p><b>Attraction and Retention:</b> Position 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.</p>	<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	<ul style="list-style-type: none"> <li>• Carver County has positioned itself as a leader in effective, technology driven, remote and hybrid work practices. Maintenance and oversight of the County's telework program continues to be a key strategy to capitalize on service delivery efficiencies, maintain County office space requirements in-check, and supports the County's goals to maintain a competitive edge on attraction and retention of a well-qualified, diverse workforce that reflects our community.</li> <li>• Ongoing training has been provided to support management in effectively supervising and managing a hybrid/remote workforce.</li> <li>• Collective Bargaining Agreements (CBAs) covering 2023-2024 were negotiated with all ten bargaining units. The agreements reflect investment in competitive compensation and benefits packages, responsive to a competitive labor market. Employee relations continues to monitor relevant labor and market factors as the County prepares to negotiate CBAs covering 2025 and beyond.</li> <li>• Investment in staff training and development, workplace culture and environment, prioritization of workplace safety and health, effective supervisory and leadership strategies and approaches, effective performance management, innovation and technology investment have continued.</li> </ul>	All Division Directors

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		<p>4. Develop effective strategies for communicating about County career paths and job opportunities through engagement with post-secondary educational institutions and additional potential job candidate sources, including diverse communities. Continue to develop communication methods and materials to connect with job seekers and potential future workforce candidates. an intentional future talent pipeline strategy by forming partnerships with high schools including educational events and strategies such as such as tours, presentations, and/or communication media.</p> <p>5. Continue to monitor market conditions and developments, and conduct market analysis to ensure competitive compensation and benefits as appropriate. Perform market analysis for position with high vacancy periods. Revise and/or update salary ranges to ensure Carver County can compete with other agencies.</p> <p>6. Continue to identify and implement, within budget parameters, effective job/career path marketing approaches and appropriate attraction/retention strategies based on County-specific experience and considerations, and external market factors. Develop marketing plan to attract talent.</p>		<p>These strategies all contribute to a positive workplace environment, attraction and retention of a qualified workforce, and service delivery excellence.</p> <ul style="list-style-type: none"> <li>• Adoption and initial implementation of a Total Worker Health philosophy and approach provides an overarching strategy and guidance focusing on employee safety, health, wellbeing, and the overall workplace experience.</li> <li>• The County has implemented various innovative strategies to support attraction of a well-qualified workforce to serve the public. Work in this area includes but is not limited to development and ongoing administration of a deputy cadet program, obtaining additional grant funding to support this program, building relationships with educational institutions and engaging with future job candidates, provision of On the Job Training Benefits including options for service members to use GI Bill benefits in career development opportunities, development and implementation of an Entry Level Drivers Training Program supporting career development for workers to attain their CDL, and expanding communications and advertising of County job opportunities such as through social media and expanding the use of QR codes to quickly connect job seekers within information on County careers.</li> </ul>	
20	<p><u>Legislative Impacts:</u> Address multiple significant changes impacting County workforce planning and management arising from recent legislative updates.</p>	<ol style="list-style-type: none"> <li>1. Continue to focus on analysis regarding the outcome and County impacts of recent significant legislation, including in the areas of Minnesota Paid Family and Medical Leave, Earned Sick and Safe Leave, and various Public Employment Labor Relations Act changes.</li> <li>2. Review and update County policies, procedures, processes, and technology systems to support required management and tracking as needed, responsive to upcoming requirements including preparing for Minnesota Paid Family and Medical Leave, and other changes that may arise from 2024 legislative sessions.</li> <li>3. Analyze countywide staffing, workforce, and budget impacts.</li> <li>4. Continue to monitor the development of guidance and clarification regarding <del>for</del> practical application of program requirements and adjust County approaches as needed.</li> <li>5. Review Employee Relations staffing and/or contracted options for administration of expanded requirements including Minnesota Paid Family Leave.</li> </ol>	2023 – 2026	<p>Employee Relations prepared updates to numerous County policies and programs responsive to recent changes in Minnesota law, and worked collaboratively with Finance to update HRIS, payroll system, and timecard technology systems to support requirements. Additionally, Employee Relations provided education and training for County management on key areas of the new laws. With numerous potential changes underway in 2024 legislative sessions, Employee Relations will continue to monitor and respond to additional and upcoming requirements.</p>	Anderka Hemze Frischmon

No.	Item/Objectives	Tasks	Time	Progress to Date/Notes	Assigned
21	<p><u>Resource Savings:</u> Continue to seek out and implement resource saving measures and develop a coordinated message promoting these efforts.</p>	<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> </ol>	Ongoing	<p>Working with a consultant to apply for federal grants which will save energy and have a short payback period. The initial vehicle station plan did not work out. We continue to look for opportunities.</p>	Koktavy

No.	Item/Objectives	Tasks	Time	Progress to Date/Notes	Assigned
<b>Customer Service</b>					
22	<u>Data Requests:</u> Develop a consistent means and personnel to respond to data requests.	<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 collaborative data practices specialist position to support the Sheriff's Office, Health &amp; Human Services, and Public Services.</li> </ol>	2024-2025	Sheriff's Office and Employee Relations have developed a job description and worked with compensation consultant to conduct job classification evaluation. Sheriff's Office is examining organizational chart and budget to determine if position can be fully funded with existing budget or would need additional funding for FY2024 and beyond.	Kamerud Metz Anderka Koktavy Goodwin
23	<u>Absentee Voters:</u> Reduce in-person wait times at the Chaska Government Center by having additional Carver County cities provide in-person absentee voting at their City Halls for the 2026 <del>4</del> -Election.	Promote an In-Person Absentee City Precinct pilot project to reimburse out-of-pocket costs for Chanhassen and Victoria if they join Waconia in being an In-Person Absentee City Precinct for the 2026 Election.	Ongoing	Due to staffing turnover, Chanhassen & Victoria were not in a position to participate in a pilot project to be an In-Person Absentee City Precinct for the 2024 Election but are interested in reconsidering for the 2026 Election. State Legislature changed the in-person absentee voting process to allow "early voting" which means voters will have the same experience voting 18 days before election day as they do on election day. This change will make it significantly less work for cities to be in-person absentee/"early voting" City precincts for the 2026 Election.	Frischmon
24	<u>Fleet Management:</u> Update the plan to optimize fleet usage, replacement schedules and future needs	<ol style="list-style-type: none"> <li>1. Re-assess pool vehicle usage and determine recommendations (eliminate, rent, implement kiosk system etc.).</li> <li>2. Determine policy needs as necessary for pool vehicle use versus mileage reimbursement.</li> <li>3. Analyze Public Works equipment usage and future needs and update long term equipment replacement program.</li> <li>4. Utilize AssetWorks software to aid with equipment replacement schedules and budgeting (capital planning)</li> </ol>	2024-2025	First phase of pool vehicles study was completed. Four vehicles removed from the fleet in 2023. Will review again in 2024.	Robjent Koktavy

No.	Item/Objectives	Tasks	Time	Progress to Date/Notes	Assigned
<b>Finance</b>					
25	<u>Parks and Trails Asset Management Plan/CIP</u>	<ol style="list-style-type: none"> <li>1. Determine high level preservation needs and costs for existing parks assets.</li> <li>2. Identify and prioritize known parks and trails enhancement/development projects.</li> <li>3. Develop strategic plan for existing and future regional parks and trails needs.</li> <li>4. Perform parks building assessment.</li> <li>5. Determine budget scenarios and incorporate in county long term financial plan.</li> <li>6. Update/Develop Parks and Tail CIP.</li> </ol>	2024-2025	Parks asset needs assessment complete. First 5-year CIP priorities established. Parks strategic plan complete.	Robjent Frischmon
26	<u>Annual Budget</u>	<ol style="list-style-type: none"> <li>1. Develop appropriate annual budget to address increasing service needs from the fastest growing county in the state with taxpayers limited financial resources.</li> <li>2. Develop the County Administrator's Recommended 2025 budget by balancing mandatory and discretionary service needs and demands with limited revenue sources.</li> </ol>	2024-2025	Developed 2024 budget recommendations and Board adopted December of 2023.	Hemze Frischmon
27	<u>20-year Capital Budget</u>	Incorporate high-level summary of anticipated 20-year capital projects from the Master Space Plan Study and the Parks and Trails Strategic Investment Plan into five-year Long-Term Financial Plan.	Ongoing		All Division Directors
28	<u>Labor Market:</u> Develop strategies to operate in a strained labor environment.	<ol style="list-style-type: none"> <li>1. Maximize organizational capacity.</li> <li>2. Maximize telework efficiencies.</li> </ol>	Ongoing		All Division Directors
29	<u>Federal and State Transportation Grants and Appropriations</u>	<ol style="list-style-type: none"> <li>1. Continue to submit DOT discretionay grants for Highway 5 and coninue to seek MnDOT funds to help with match.</li> <li>2. Overall funding plan needs to be fully established by end of 2024 to determine final proejct limits and potential county bonding rquierments</li> </ol>	Ongoing	Awarded 10M in state bonds for 82nd/CR 18. Need language change Awarded 10.8M fregiht funds for Highway 5, & \$7M in federal earmark for Highway 5. Another \$10 M in IJA match fund for Highway 212	Robjent

No.	Item/Objectives	Tasks	Time	Progress to Date/Notes	Assigned
<b>Growth</b>					
30	<u>Transit Plan:</u> Prepare a plan and strategies to complement the 2040 Comprehensive Plan and better serve those who work and live in Carver County.	<ol style="list-style-type: none"> <li>1. Complete a transit study.</li> <li>2. Continue exploring service expansion options and funding sources.</li> </ol>	2024-2025	Board discussion and direction on recommended strategies occurred in Jan 2024. Service improvements scheduled for 2024. Discussion on SWT expansion to continue. Scope of a longer term transit study to be determined in 2024. Transit planning role to shift from PWM dept. to PW. HHS, in partnership with Public Works, Public Services Administration, Smart Link ( Transit Link) and Southwest, with approval from the board is working on phase one implementation of transit plan. The phase one implementation includes a partnership between Carver County and Met Council to secure funding and expand evening and weekend services for the low income residents and seniors. The goal is to connect people to jobs and address resident's essential needs. In addition, the expansion will include a shopping loop circulator.	Koktavy Robjent Goodwin
31	<u>Library Facilities:</u> Plan for new and renovated library facilities 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 cities to determine capacity to support varying types of library service.</li> <li>3. Build new, enlarged library building in Chaska.</li> <li>4. Explore and implement different service delivery models for expanded access.</li> </ol>	Ongoing	The City of Chaska and County are in the discussion phases regarding a new library.	Koktavy
32	<u>Master Space Plan:</u> Implement the County Master Space Plan to accommodate growing and changing citizen service needs, county staffing, and facility needs.	<p>Implement phase one of the master space plan recommendations. The first phase is focused on the Government Center including demo 600 and 601 buildings; construct new 2-3 story building; full remodel of 602 building; and minor refresh and build out in 604/606. The next task is to complete the predesign which has two parts:</p> <ol style="list-style-type: none"> <li>1) Staff and Community Engagement; and 2) predesign services.</li> </ol>	Ongoing	At the September 5, 2023 work session, Leo A Daly presented the findings and recommendations and sought input from the County Board. In December, the County Board approved an agreement with Leo A Daly to complete the predesign phase.	Koktavy
33	<u>Lake Waconia Regional Park</u>	<p>Mainland:</p> <ol style="list-style-type: none"> <li>1. Seek additional state bonding for Phase III, \$3.25 M requested.</li> <li>2. Design Phase III improvements (playground, trails, docks, other amenities).</li> <li>3. Construct Phase III. 6. Determine scope of additional future development.</li> </ol> <p>Coney Island:</p> <ol style="list-style-type: none"> <li>1. Complete implementation plan for Phase II and incorporate into Long Term Financial Plan.</li> </ol>	2024-2025	Applied for bonding in 2024 legislative session.	Robjent



No.	Item/Objectives	Tasks	Time	Progress to Date/Notes	Assigned
34	<u>Arboretum Area Transportation Plan</u>	<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.</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. Determine County funding including potential bonding needs. Update CIP/LTFP.</li> <li>6. Complete final design plans and state bonding language for CR 18 (82nd Street) with the goal to construct in 2024-2025. for 18-82</li> <li>7. Continue development of remaining projects on Highway 5 and the rest of Rolling Acres Rd.</li> <li>8. Negotiate land acquisition agreement with the UofM/Landscape Arboretum</li> </ol>	Ongoing	Secure additional federal funds. Gap is now \$19M out of \$114M	Robjent
35	<u>Carver County Water Management Organization (CCWMO)</u>	<p><u>Internal Processes</u></p> <ol style="list-style-type: none"> <li>1. Update CCWMO business rules to include Land Management procedures and the Carver Soil and Water Conservation District (SWCD) role.</li> <li>2. Complete project for CCWMO cost recovery and other invoicing processes to follow Finance Dept. recommendations and initiatives.</li> <li>3. Expand communication and innovation across all LWE depts in coordination with new Communications Dept.</li> </ol> <p><u>Water Management Plan</u></p> <ol style="list-style-type: none"> <li>1. Update the project list based on CCWMO and community input and proposed capital funding.</li> <li>2. Review the water management plan priority water body list and amend if necessary.</li> <li>3. Follow state procedures on the watershed based implementation funding including the convene group process with communities.</li> </ol>	2024-2025	Additional staffing for Land Management to enhance permit compliance in process. LM Dept. procedures complete. CCWMO cost recovery project begun in March.	Koktavy
36	<u>Household Hazardous Waste (HHW):</u> Plan for future demand of HHW and problem material disposal to meet the increased service needs of our citizens.	<ol style="list-style-type: none"> <li>1. Work with consultant to review existing Environmental Center service models and annual collection events.</li> <li>2. 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> <li>3. Bring proposed options for Board discussion.</li> </ol>	2024-2025	Consultant completed a future services and facility plan on 3/15/2024. The analysis and recommendations will be presented to the County Board this spring.	Koktavy

No.	Item/Objectives	Tasks	Time	Progress to Date/Notes	Assigned
37	<u>Environmental Services</u> <u>Department:</u> Analyze future funding needs of Environmental Services Department. Determine future service demands and financial challenges.	1. Review existing Environmental Service models and programs. Determine anticipated future budget demands. 2. Prepare Solid Waste Fee plan to meet those needs, and proceed along necessary timeline to provide for those needs.	2024-2025	Staff has started to conduct an analysis of the solid waste fee.	Koktavy
38	<u>County Solid Waste</u> <u>Management Plan:</u> Update the County Plan to align with the Metropolitan Solid Waste Management Policy Plan, guiding waste management initiatives through 2029.	Solicit input from residents on waste management and reduction, assemble a Stakeholder Group to discuss strategies, and prepare a final draft for public comment, MPCA approval, and County Board adoption.	2024	Staff conducted a residential waste management survey and assembled participants for a Stakeholder Group.	Koktavy

No.	Item/Objectives	Tasks	Time	Progress to Date/Notes	Assigned
<b>Key:</b>					
	<b>Communities</b>				
	<b>Connections</b>				
	<b>Culture</b>				
	<b>Customer Service</b>				
	<b>Finance</b>				
	<b>Growth</b>				