



# 2020-2021 Strategic Plan

Approve 6/9/2020

## 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.

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

#### IV. Implementation Plan (Working Draft)

Goals	Strategies	Tasks	Responsibility	Implementation Timeframe	Progress to Date/Notes
<b>I. Communities</b>	A. Mitigate <b>flooding</b> of County Infrastructure.	1. Analyze and develop short and long-range plan to mitigate flooding of County highways, bridges, and buildings. Determine high priority flood mitigation projects. Analyze slope stability risk using GIS. Improve road closure process using GIS application. Research options for the Highway 41 bridge.	Robjent Support: Koktavy	2020	Analysis and potential mitigation strategies for flooding and slope stability will be incorporated as an appendix to the 2040 Roadway System Plan update. GIS Application has been developed and implemented to communicate highway closure due to flooding. This task was added as an implementation task for water management plan, too.
	B. Raise the quality and quantity of service to the County's <b>veterans</b> and their families to a level of excellence.	1. Find ways to identify and serve previously unknown veterans in the County and contribute to efforts to improve veterans' housing options.	Koktavy	2020	Worked with CDA and MAC-V on first veteran housing location in County. Strengthen partnerships with community groups. Identify opportunities to support more veteran housing options.
	C. Transition Health and Human Services' customer service orientation to better address issues of trauma and to facilitate community mitigation strategies to address spread of infectious disease.	1. Train staff on new concepts and methodology; adjust policies and practices. Train staff on new health and safety protocols. Make adjustments to physical environment as needed.	Franks	Ongoing	HHS has begun to introduce staff to the new principles. Continue the trauma informed work groups. HHS leadership to adjust protocols based on health guidance and best practices.
	D. Address <b>food security</b> as a County wide Public Health Issue.	1. Promote a Community of Stakeholders to inform policy and draft consistent response protocols. Build and enhance community	Franks	Ongoing	Through SHIP activities, grants, and other partnerships,

Goals	Strategies	Tasks	Responsibility	Implementation Timeframe	Progress to Date/Notes
		supports and interventions around nutrition and food availability. Ensure availability of food resources to those in need due to COVID-19.			Public Health workers have begun to engage community partners, schools and Environmental Services. Build and maintain relationships with community partners for food distribution.

<b>I. Communities (Continued)</b>	E. Enhance the general overall <b>mental health</b> of Carver County.	1. Continue to maintain or increase use telehealth or virtual presence instituted as a response to COVID-19 to provide safe and effective mental health care to clients.	Franks	2020-2021	Continue to build on current platforms and processes for telehealth. Work with State Legislature/DHS to codify waivers and flexibilities put into place as a response to COVID-19.
		2. Public Health and Behavioral Health combine strategies to address building mental wellness on the individual and community basis.			HHS has adopted a Health in all Strategies policy in 2018. Use learning from pandemic response and CHIP assessment to develop a comprehensive health plan.
		3. Explore the feasibility of a MH/LE co-responder program in Carver County to put people in crisis in direct contact with appropriate resources.	Kamerud Support: Franks	2020-21	Position description created and approved. Interviews have occurred to fill position in 2020.
		4. Explore collocating crisis team phone triage staff in 911 dispatch center.	Kamerud Support: Franks	2020	Currently operating successfully on one shift. Look to continue to expand in 2020-2021.

		<p>5. Expand supportive housing options for homeless population. Create greater housing security for those experiencing difficulties. Continue to provide housing for those experiencing homelessness due to the effects of COVID-19, including providing for essential services for those in need.</p>	Franks	Ongoing	<p>Expand shelter options as necessary to respond to need brought on by COVID-19. Build partnerships with local hotels, and secure additional funding from State and grants. Have expanded Housing Specialist to 2.0 FTE to work with SPMI/Disabilities. Looking to add additional 1.0 FTE to assist with housing homeless funded by new earned revenue. Increased vendors providing supportive housing in 2020.</p>
		<p>6. Open Steiner-Kelting Mental Wellness Facility to provide residential crisis stabilization services.</p>	Franks	2019-2021	<p>Started construction in spring 2019. Vendor selected, and contract nearing completion. Anticipated opening October 2020.</p>

<b>I. Communities (Continued)</b>	F. Study, plan, and implement measures to provide for the improved <b>security</b> and protection of the public and County employees and assets on County grounds.	1. Develop and implement lockdown hardware and procedures, sustain security assessments, and train employees in workplace security. Select and undertake additional facility upgrades identified by assessments.	Koktavy Support: Kamerud	Ongoing	Made physical improvements to County buildings including additional card readers, exterior lights, and cameras. Held County-wide security training.
	G. Update resources and services across the <b>Library</b> system.	1. Reassess plan for a new Chaska Library slated to open in 2022, given the impacts of COVID-19.	Koktavy Support: Frischmon	2022	In working with the city, identified the Chaska LC as the preferred site. Library staff visited other libraries to get ideas for a new Chaska Library. Given the impacts of COVID-19, need to work with the City to reassess the current timeline of 2022.
		2. Evaluate the short- and long-term impacts of COVID-19 on delivery of library services and spaces. This includes social media-based programs, online resources, e-resources, etc.	Koktavy	2020	In response to COVID-19, started social media-based programs on Facebook. Spent additional \$65,000 on e-resources.
	H. Develop strategies to change the governance of the <b>Metropolitan Council</b> .	1. Coordinate with suburban counties to develop and propose a better governance model for the Metropolitan Council. Follow up by coordinating with legislators to implement changes.	Hemze	Q1 + Q2 2021	Suburban County meetings were coordinated in efforts to respond to concerns related to the Metropolitan Council. Legislation introduced during 2019 and 2020 session.
	I. Continue operating <b>drug court</b> , which began in January 2020.	1. Continue to work with our partners to operate the drug court	Metz		We received a significant grant to fund the program and assistance from the board.

	J. Evaluate whether to use a hearing officer for traffic court.	1. Meet with our justice partners in determining whether having a hearing officer hear traffic cases would be more effective and efficient than our traditional court.	Metz		Meeting with the courts and other partners.
	K. Tele-court: Handle more court hearings via the internet.	1. Meet with justice partners in establishing procedures for more court appearances via web services to mitigate the risks with in-person court hearings.	Metz		Coordinating with our justice partners.
	L. Change data practices laws	1. Strategize an approach to coordinate, with partners, to change the data practices law to make it more reasonable and realistic, reducing its weaponization.	Metz		Meet with our partners and lobbyist to develop and approach and plan.

<b>II. Culture</b>	<p>A. Position the County to <b>attract, develop, and retain</b> a well-qualified workforce. Encourage staff engagement, achievement, and effective teamwork, including engagement of more remote workers and dispersed teams. Continue to build a 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. Develop and incorporate new and modified approaches to support an effective workforce in light of the new challenges presented by the COVID-19 pandemic. Recognize that many public services are essential for the community and must continue to be provided by qualified staff including during challenging economic times. County employees must be supported to effectively deliver these essential services even during the most difficult economic periods.</p>	<p>1. Continue to refine methods, process, and approach related to providing meaningful performance feedback, supportive of employee growth and professional development, and performance management processes. Develop management’s ability to guide and support remote teams, and to guide staff through the significant adjustments required to effectively deliver service in a world dramatically changed by COVID-19.</p> <p>Continue to monitor employee compensation and benefits to provide a fair total compensation package that is internally equitable and externally competitive with adjustments responsive to the current market conditions, to support attraction and retention of qualified public employees with a commitment to service excellence. Balance these guideposts along with the need to ensure qualified staffing to deliver necessary services with current and upcoming fiscal constraints.</p> <p>Provide employee training and education to develop and strengthen professional knowledge and skills, and with focus on educational strategies that will build and support a positive workplace culture. Continue to invest in employee safety and health as top priority commitments.</p> <p>Invest in training, development, and professional growth of management, to develop skilled and effective leadership at all levels. Align leadership approach at all levels to create a positive, service-oriented, and effective workplace culture, supportive of employee engagement and growth, and</p>	<p>Anderka Support Hemze</p>	<p>Ongoing</p>	<p>The County continues to build upon a performance based and innovation focused culture, including developing management approach aligned with these goals. Various training and educational sessions were prepared and delivered to County employees during the past year. The COVID-19 pandemic has prompted more frequent communications with employees and management via email, video conferencing technology, and through creation of a new COVID-19 resources page on the County’s intranet site. New HRIS/Payroll System implementation was completed for go-live in Q2 2019. Employee Relations also implemented a new Learning Management System to support more effective delivery, tracking, and management of employee training and development. Employee Relations has worked to develop new County Policies, safety and health protocols, and workplace guidance responsive to the COVID-19 pandemic and continues to deliver updated guidance and resources for employees</p>
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<b>II. Culture (Continued)</b>		<p>ready to address the unprecedented challenges of the COVID-19 pandemic.</p> <p>Evaluate methods of communicating information to both current and prospective employees. Identify strategies to enhance communications approach and develop more effective connections with audience. Address the unique challenges of communicating to a dispersed and remote workforce, testing new methods and approaches, and adjusting to the significant changes in the way we work in light of a worldwide pandemic. Incorporate and hone the most effective new methods to communicate with and support the County workforce in this new world.</p>			and management as the situation progresses.
	B. Create a culture of <b>innovation</b> .	<ol style="list-style-type: none"> <li>1. Communicate new Rapid Improvement Event method to all employees, urging all to innovate. Train entire IT Project Management Office team to serve as Innovation coaches and new PMO Manager to coordinate. Further raise employee engagement in Innovative methods, train more facilitators, 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> </ol>	Koktavy Support: All	Ongoing	Added Innovation management duties to Project Mgt. Officer position. PFS working w/ IT on innovative repository project stemming from Kaizen. Work has begun on improving the IT Onboarding process from Kaizen. Training exercise on the use of a specific innovation tool was facilitated for Public Services. The Innovation Leadership Team continues to focus on areas of big impact affecting multiple departments with an emphasis on the creative use of existing technology.

<b>II. Culture (Continued)</b>	C. Address the <b>health disparity</b> of Carver County residents experiencing poverty.	1. Community Health Workers will utilize information gained from the County Health Assessment to work with communities and individuals to reduce health disparities in Carver County.	Franks	Ongoing	The County has hired its first Community Health Worker. Outreach to Latino community has significantly increased.
	D. <b>Continue to develop a consistent leadership approach at all levels in support of County goals and vision.</b> Support positive organizational culture development, through effective leadership engagement at all levels.	1. 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.	Hemze Anderka Support: Div Directors	2018-19	Employee Relations has continued work 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 continues.
	E. <b>Court Services</b>	1. Transition Court Services employees to County employees within the HHS Division.	Hemze Support: Anderka, Franks	Q4 2020	Union negotiations are in-progress regarding the terms and conditions of employment for Court Services staff.

<b>III. Connections (Continued)</b>	A. Develop <b>technology</b> infrastructure, and applications to provide better service and communication to the Carver County community and to raise productivity.	1. Implement an IT Project Management software to help track tasks, IT resources, and portfolio management to increase project visibility and success within the organization.	Koktavy	Q1 2021	IT reviewed top project management solutions within its budget. Clarizon has been selected and IT is working through approval of master purchasing agreement and a professional service agreement for implementation based on IT's business requirements.
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		<p>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.</p>	<p>Koktavy Support: Hemze</p>	<p>Ongoing</p>	<p>Sustain implementation of updated IT Strategic Plan. Implementing Office365 in the Cloud (externally hosted). Wrapping up the roll out of the Office portion with the VDI upgrade. Created strategic roadmap for the implementation and architecture review of Office 365. Moved CRM on-premise to the Dynamics365 Cloud platform. Contracting with a vendor to design a Dynamics365 portal for resident and businesses to interact with County applications. Contracting with a consultant to help with the Exchange on-premise migration to Office365, including the migration of employee mailboxes. Developing governance and policies around OneDrive for internal and external data sharing. Rolled out WebEx as a web conferencing solution and evaluating Microsoft Teams as a second option. Given the number of employees teleworking due to COVID-19, these conferencing solutions</p>
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<p style="text-align: center;"><b>III. Connections (Continued)</b></p>		<p>3. Continuously advance cybersecurity protections and training.</p>	<p>Koktavy</p>	<p>Ongoing</p>	<p>help to connect our workforce.</p> <p>Created and filled a full-time IT Security Manager position that solely focuses on cybersecurity. Completed a full County security assessment to help build a security roadmap. Implemented Multifactor Authentication (MFA) for VDI and Microsoft Cloud platform. Implementing a new next generation anti-virus solution. Purchased and deployed a Security Information and Event Management (SIEM) system that analyzes security logs across systems. Contracting with a vendor to develop a Security Breach Communication Plan. Continue to move the County's cybersecurity training program w/ software (KnowBe4) that provides training and phishing emails to test and train staff.</p>

<b>III. Connections (Continued)</b>		<p>4. Expand the County's broadband fiber optic cable network through CarverLink to meet the growing needs of participating agencies.</p>	<p>Koktavy</p>	<p>Ongoing</p>	<p>Expansion of fiber connectivity to the last six traffic control cabinets. Established a new diverse and redundant internet backbone connection out of Belle Plaine, MN that makes CarverLink a multi-homed network. CarverLink increased the backbone internet capacity from 20GB to 30GB bandwidth. Using the February 2019 approved Right of Way (ROW) Ordinance, CarverLink is expanding its network through the Verizon Chaska Govt Center to downtown Shakopee via the Hwy 101/MN River crossing project as well as the upwards of over 60 miles of planned Connect America Fund 2 (CAF2) construction in rural Carver County that Jaguar Communications is looking to complete over the next 3 years starting in 2019. Add redundant fiber to Hollywood radio tower to eliminate obsolete microwave radio system.</p>
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		5. Develop a best practice for responding to requests for public data including redacting private information that can eventually be implemented county-wide. Review organizational issues related to Responsible Authority assignments to create more efficient and effective responses to data requests.	Koktavy Support: Metz, Kamerud, Franks	2020	Formed a committee to develop best practices. (Kamerud suggests changes to MNGDPA as a possible legislative priority)
	B. Promote <b>community connectedness</b> through partnerships with community organizations, schools and governmental agencies.	1. Continue to evolve and expand legislative priorities and advocacy efforts to accomplish County goals.	Hemze Support: All	Ongoing	Developed 2020 legislative priorities, continued contracted with Scott County for legislative advocacy, hired a federal lobbyist and held a breakfast with local legislators to discuss County priorities. Work with AMC to facilitate policy and legislative changes to maintain efficiencies developed in response to COVID-19.

<b>III. Connections (Continued)</b>		2. State Law changes dramatically increased the use of absentee ballots for the 2016 and 2018 election. The popularity of this preferred voting option is expected to continue and perhaps required to maintain COVID-19 physical distancing for the 2020 election. The County needs to expand its capacity to process absentee ballots for future elections.	Frischmon	Ongoing	Successfully piloted project with Waconia as a City Absentee Precinct for the 2018 primary and general elections, which it plans to continue for the 2020 elections. County staff reserved the County Board room and plans to hire additional city election judges for the 2020 General Election to expand processing capacity for absentee ballots.
	C. Communications: raise and enhance <b>public and employee understanding</b> of County services and resources.	1. Refresh the County’s website to improve the user’s experience on our site. Explore opportunities for customers to conduct additional business through our website.	Koktavy	2020	Finalizing the wireframe of the refresh. Continue work to update content and navigation started in 2019. Contracted with Ledgeview Partners to set up a platform for citizens and businesses to communicate, collaborate, and do business with County services through a portal. We are starting with septic pumping and will expand it from there.
		2. Enhance the development of the County Board agenda technology and improve board room technical capabilities including live streaming.	Hemze Support: Koktavy	2020	Live streaming hardware installed, and service launched in Q1 2020 through YouTube. Gives residents ability to

					access, either live or on demand, Board meetings during COVID-19 pandemic.
		3. Develop County wide maintenance agreements with cities.	Robjent	2020	Define responsibilities for routine highway maintenance activities.
<b>IV. Finance</b>	A. Develop dynamic and flexible budgeting, financing and fiscal forecasting model.	1. Create a sustainable funding system to develop, maintain and replace existing road, bridge, parks and trails infrastructure over a 20-year capital investment cycle. 2. Evaluate effects of COVID-19 on transportation and park revenue	Robjent Support: Frischmon	2016-2019	Goals and strategies incorporated into 2040 comp plan along with performance measures. PW continues to implement Cartegraph Asset Management Software that inventories, rates and tracks assets. The implementation of the Transportation Tax allows the major rehabilitation highways that are more than 60 years old.
		2. Meeting increased service needs of our citizens with limited financial resources.	All	Ongoing	For the 2018-20 budgets, the County Board approved the staff recommended 3-4% tax impact on the average value home which is considered a sustainable strategic solution to structurally balance

					annual operational revenues and expenditures while meeting service demands. Balancing increasing service demands and limited financial resources as the economy heads into a likely recession is expected to be a difficult process for the 2021 budget.
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<p style="text-align: center;"><b>IV. Finance (Continued)</b></p>	<p>B. Develop, improve and monitor for compliance accounting and budgeting processes, policies, internal controls, etc. to ensure county wide financial efficiency, integrity, transparency and accountability.</p>	<ol style="list-style-type: none"> <li>1. Continue to Implement Asset Management Systems to efficiently track and manage county assets and plan for future needs.</li> <li>2. Continue to implement Cartegraph OMS for transportation and parks and trails assets and Assetworks for fleet assets. Enhance mobile work orders within Cartegraph to assign and track maintenance work. Eliminate E-timecard entry for PW Operations staff</li> <li>3. Prepare a Transportation Asset Management Plan (TAMP)</li> </ol>	<p>Robjent Support: Frischmon, Kamerud, Koktavy</p>	<p>Ongoing</p>	<p>Public Works continues to implement Cartegraph OMS for transportation and parks and trails assets and Assetworks for fleet assets 2018 includes the rollout of mobile work orders within Cartegraph to automate maintenance activities and tracking. PW will prepare a Transportation Asset Management Plan (TAMP) in 2019. IT and Facility Services are working on integrating asset management within the work order software system. Launched Kaizen on capital assets (and inventory \$2,500-4,999) and insurance on assets.</p>
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	<p>A. Construct sufficient <b>county infrastructure</b> to accommodate land development while protecting natural resources and limiting the financial burden on the existing tax base.</p>	<ol style="list-style-type: none"> <li>1. Update Transportation Tax Implementation Plan and 5-year CIP Enhance the web site to describe the projects and report progress. Determine financing needs as necessary for county share of projects if grants are won for large projects on Highways 212 and 5.</li> <li>2. Enhance the county development review process. Improve communication process between cities and county related to land development and impacts to transportation system. Utilize technology as much as possible. Develop engineering review fee structure to ensure quality outcomes.</li> </ol>	<p>Robjent Support: Frischmon</p>	<p>2020</p>	<p>Implementation plan complete with CIP, A, B, C priorities. Refine implementation plan in 2020, incorporating new forecasts.</p>
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<b>V. Growth (Continued)</b>	B. Modernize County <b>Fleet</b> Operations.	1. Analyze and enhance pool car program. Launch pilot kiosk program. As part of space plan, consider storage of pool cars.	Robjent Support: Frischmon, Kamerud, Franks and Koktavy	2020	
	C. Develop <b>Lake Waconia</b> Regional Park	1. Apply for grants and state bonding for Phase II development and plan for County funding share.	Robjent	2020-22	Submitted request for \$4.35M in State Bonds. County needs to match funding.
		2. Develop Coney Island	Robjent	2020-21	
		3. Develop removal plan for Waconia Event Center	Robjent	2020	

	D. Plan for impacts of new CCWMO Plan.	1. Determine operational impacts of O&M agreements. Operations and maintenance agreement include inspection and maintenance requirements for new BMPs built with projects. This will require additional resources for the county. Develop partnership with WMO, PW and others to inspect stormwater BMPs.	Robjent Support: Koktavy	2020	Coordination between PW and PWM to determine additional resource needs to be finalized in 2020.
		2. Enhance the county development review process. Improve communication process between cities and county related to land development and impacts to transportation system. Utilize technology as much as possible.	Robjent Support: Koktavy	2020-21	
	F. Evaluate <b>recyclable materials</b> accepted at County recycling sites and events to improve our service to residents and businesses and prepare for future growth.	1. Analyze markets and local opportunities to enhance or offer new environmental service programs.	Koktavy	2020	In March 2020, Environmental Services added home-generated needles and medical sharps to the list of no-charge items accepted at the Environmental Center. This addition provides Carver County residents with a safe, convenient and affordable management solution for consumer generated sharps waste.
	G. Develop a sustainable model to protect the County's water from Aquatic Invasive Species (AIS).	1. Analyze different service delivery options, cost saving measures, and revenue sources to deliver a sustainable and equitable AIS program.	Koktavy	2020	Several options for delivery and cost savings analyzed in 2019. County Board continued with current model in 2020. Program funding is fluid and options will be revisited for 2021. Impacts of COVID-19

					on funding may present additional challenges.
	H. Implement the County <b>master space plan</b> to accommodate growing citizen service needs, county staffing, and facility needs.	1. Reassess phase one of the master space plan given the impacts of COVID 19. Update spaces to accommodate COVID 19 impacts.	Koktavy Support: Franks	2020-21	Prior to COVID-19, reviewed a number of sites as potential options for the HHS campus. As a next step, need to work with divisions and the architect to refresh/reassess the master space plan and evaluate space scenarios based on the changing work environment as a result of COVID-19.
		2. Refine and develop both short term and long-term facility protocols, plans and improvements related to health including preventing the spread of COVID-19. Rethink gathering places such as waiting rooms, conference rooms, break rooms, etc. to implement health best practices.	Koktavy	2020	Installed plexiglass at service counters. Refined cleaning protocols to assist in protecting health.
	I. Update zoning codes	1. Update/amend the zoning code to reflect 2040 Comprehensive Plan.	Koktavy	2020-21	Drafting Code changes to present to all Townships and Planning Commission Advisory Board in Winter of 2020. County Board approval Spring of 2021.