

**BOARD OF COUNTY COMMISSIONERS
SCOTT COUNTY, MINNESOTA**

Date: June 17, 2025

Resolution No.: 2025-129

Motion by Commissioner: Barb Weckman Brekke

Seconded by Commissioner: Tom Wolf

RESOLUTION NO. 2025-129; AFFIRMING ADOPTION AND IMPLEMENTATION OF THE STANDARD MEASURES PROGRAM DEVELOPED BY THE COUNCIL ON LOCAL RESULTS AND INNOVATION AND AGREEING TO REPORT RESULTS TO RESIDENTS

WHEREAS, in 2010, the Legislature created the Council on Local Results and Innovation; and

WHEREAS, in 2011, the Council released a standard set of ten performance measures for counties and cities that will aid residents, taxpayers, and state and local elected officials in determining the effectiveness of counties and cities in providing services and to measure residents' opinions of those services; and

WHEREAS, cities and counties that choose to participate in the State's standards measure program are eligible for reimbursement in Local Government Aid (LGA) and exemption from levy limits; and

WHEREAS, in June 2011, by resolution, Scott County authorized participation in the Standard Measures Program, officially adopting the ten performance standards developed by the Council; and

WHEREAS, Scott County has developed its own performance measurement system that is strategically aligned to the County's Goals, Vision, and Mission as set by the County Board in 2011 and updated in 2016 called Delivering What Matters; and

WHEREAS, Scott County plans to report the results of the ten adopted measures to residents before the end of the calendar year through postings on the County website and through a public hearing at which the budget and levy will be discussed and public input allowed; and

WHEREAS, Scott County will use the results from the Residential Survey administered by National Research Center to report on some of the adopted measures.

NOW THEREFORE BE IT RESOLVED by the Board of Commissioners in and for the County of Scott, Minnesota, affirms its adoption and implementation of the Standard Measures Program developed by the Council on Local Results and Innovation.

BE IT FINALLY RESOLVED that the Board agrees it will report progress results on the Program to its residents before the end of the calendar year through publication, direct mailing or posting on the County's website.

VOTE RESULTS:

Yes: Barb Weckman Brekke, Tom Wolf, Jody Brennan, Dave Beer, Jon Ulrich

No: None

Absent:

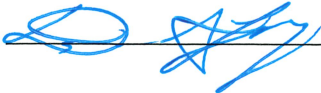
Abstain: None

State of Minnesota)

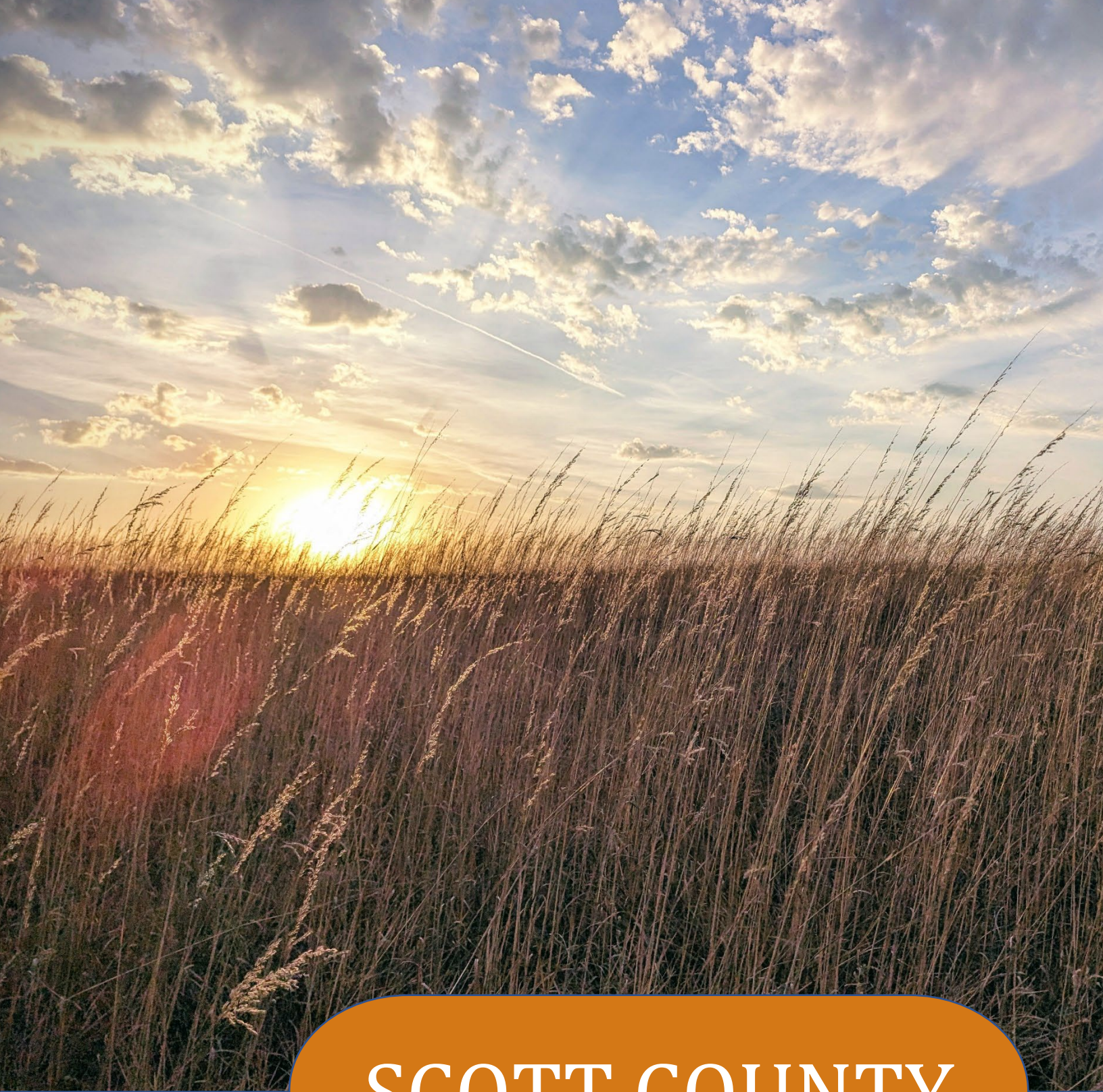
County of Scott)

I, Lezlie A. Vermillion, duly appointed qualified County Administrator for the County of Scott, State of Minnesota, do hereby certify that I have compared the foregoing copy of a resolution with the original minutes of the proceedings of the Board of County Commissioners, Scott County, Minnesota, at their session held on June 17, 2025 now on file in my office, and have found the same to be a true and correct copy thereof.

Witness my hand and official seal at Shakopee, Minnesota, on June 17, 2025.



County Administrator
Administrator's Designee



SCOTT COUNTY

2024 Annual Performance Report



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Introduction

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- Goal, Vision, Mission, Values
- Performance Management
- Linking Investments & Outcomes
- County Demographics

Executive Summary

Introduction



“Delivering What Matters” is the framework used in Scott County, Minnesota to align strategic planning, performance management, Priority-Based Budgeting (PBB), and service delivery. Residents defined their expectations of government services, which led to the development of the Scott County goals for *Safe, Healthy, and Livable Communities* as well as *Responsible Government*. Delivering What Matters (DWM) is embedded in an organizational culture of continuous improvement that promotes excellence in government services.

Findings in this report are organized by Objective Areas (i.e., cross-functional teams composed of programs that impact similar outcomes, regardless of their position in a department or division). This strategic framework draws on Collective Impact theory, aligning planning and use of resources, sharing responsibility for outcome achievement, and enhancing the organization’s capacity to achieve the outcomes included in the Strategic Plan.

This Performance Measurement Report is for the Scott County Board of Commissioners to receive in June 2025 and primarily consists of a look at performance over the 2024 calendar year.

Council on Local Results and Innovation

This report was prepared for the Office of the State Auditor in voluntary participation with the Minnesota Council on Local Results and Innovation. This state initiative supports accountability and transparency in government programs, using clearly defined goals and performance measurement to demonstrate effective, efficient spending of taxpayer dollars. It also promotes continuous improvement efforts in local government.

In accordance with this initiative, County goals, outcomes, and output measures have been developed and adopted by the Scott County Board of Commissioners. Each includes an identification of the goals, Community Indicators, and Key Performance Indicators from multiple programs that all relate to improving results. *Scott County Resident Survey* data are included as a method of measuring performance in some outcome areas. The report includes data on 17 of the Standard County Measures recommended by the Office of the State Auditor and comprehensive documentation of annual efforts to advance the objectives in the County’s Strategic Plan. Because 2024 marks the end of the current Strategic Plan, this year’s annual report also introduces the County Board’s updated Strategic Plan (2025-2027), highlighting new priorities.

Executive Summary

Summary of Findings

For more than 15 years, Scott County has been committed to measuring efficiency and effectiveness in the delivery of government services. This is, and continues to be, an evolving process supported by an organizational culture that promotes data-driven decisions and ongoing examinations of whether financial investments in programs are leading to the intended results.

In 2024, outcome data continued to trend positively, with most Scott County programs meeting or exceeding performance standards. In addition, investments in prevention efforts appear to be having the desired effect: reducing demand for deep-end services that are often more costly to taxpayers and frequently do not result in positive outcomes. Key trends in 2024 include:

- Child maltreatment rates; child protection reports, assessments, and investigations; and out-of-home placements have all been trending downward for more than five years.
- New Educational Neglect and Truancy Diversion programs are both showing improved outcomes (as measured by improved school attendance) when compared to traditional County interventions.
- There are fewer young people involved in Juvenile Justice programs.
- On the County highway system, the number of crashes per million vehicle miles traveled has gone down over the last 10 years.
- A lower serious crime rate, fewer major crime filings in the Scott County Attorney's Office, and fewer people incarcerated in the Jail indicate positive trends in Public Safety. Participants graduating from specialty courts and those leaving transformation homes show improved life factors (e.g., housing, employment), which are associated with long-term success.
- *Resident Survey* results show improved ratings on residents' impression of County employees; feelings of safety in homes and communities; road conditions, including snow removal; and satisfaction with regional parks and trails.
- Markers of financial stability and accountability are strong. Over the last five years, tax rates and costs for government services showed annual declines, the County maintained its AAA credit rating, and residents' ratings of the value for the taxes they paid improved incrementally over time in response to each subsequent *Resident Survey*.

In a small number of program areas, data are trending in a negative direction and further assessments of needs and gap areas are necessary (e.g., childcare and foster care resources). In some areas, regional responses may have potential for improving outcomes and creating more efficient, effective service delivery. Scott County is actively engaged in collaborations with metro and regional partners to resolve these large-scale challenges through coordinated planning and shared resources (e.g., shared dispatch services, legislative advocacy for mental health crisis beds, and a regional solution to solid waste management, et cetera). In some programs, unfunded state mandates are barriers to stronger performance (e.g., timely completion of MnCHOICES assessments). County Commissioners and others have become more actively involved in state and federal discussions, advocating for reasonable program expectations across business areas and opposing efforts to shift costs from the state onto county property tax levies.

Executive Summary

In 2025, the County will continue the evolution of the Delivering What Matters framework, improving the availability of data that allow for evaluation of whether financial investments are leading to the desired outcomes. This alignment will be supported by a new Enterprise Resource Planning (ERP) system set to launch in 2026. In preparation, all departments will engage in a full review of the program-level data and corresponding Community Indicators, looking for opportunities to improve the quality and validity of the data used to measure effectiveness and efficiency. The more robust financial reporting and forecasting capabilities available through the ERP, aligned with improved data quality, will support the County's continuing efforts to provide quality services in a cost-effective manner.

Summary of Findings: Strategic Plan Objectives

This concludes the final year of a four-year planning cycle, and the County has made significant progress toward completing the strategies included in that Plan. At the end of each Objective Area chapter in this report is an update on the work done in 2024 to move the organization closer to the desired objectives. Appendix B includes At-A-Glance charts with a full listing of work done on each objective.

In December 2024, the County Board adopted an updated Strategic Plan (2025-2027). The new Plan includes strategies that continue work not yet finished from the previous Plan and outlines new priorities for the next three years. The County Values will continue to guide how the strategies will be operationalized, driving towards high quality, cost-effective services that positively impact the safety, health, and livability of Scott County residents and communities. Copies of both Strategic Plans are included in the Appendices.

Goal, Vision, Mission, Values

Goal

Safe, Healthy, Livable Communities

Vision

Scott County: Where Individuals, Families, and Businesses Thrive

Mission

To Advance Safe, Healthy, and Livable Communities Through Citizen-Focused Services

Values

Customer Service	We will deliver government services in a respectful, responsive, and solution-oriented manner
Communication	We will always be clear about what we're doing and why we're doing it
Collaboration	We will work with partners -- communities, schools, faith groups, private business, and non-profit agencies -- to see that services are not duplicated but rather are complementary, aligned, and provided by the partners who can deliver the service most effectively
Stewardship	We will work proactively to make investments, guided by resident input, which will transform lives, communities, and government
Empowerment	We will work with individuals and families to affirm strengths, develop skills, restore hope, and promote self-reliance
Resiliency	We will foster public preparedness and respond when families and communities face health and safety emergencies
Innovation	We will take informed risks to deliver services more effectively and will learn from our successes and failures

Performance Management

Results Maps:

Safe, Healthy, Livable Communities and Responsible Governance

With resident and staff input, the Commissioners adopted definitions of what it means to have “Safe, Healthy, and Livable Communities and Responsible Governance.” These definitions became the County goals and told something about what residents say is important for government to provide. Residents who respond to the *Resident Survey* have continued to endorse these elements as priorities for government services.



Performance Management

The Scott County performance management system is focused on achieving positive outcomes for residents. To maintain the focus on results—and to answer the questions *"How well are we doing?"* and *"Is anyone better off as a result of our services?"*—staff examined programs, clearly aligned the purpose of their work with Results Maps outcomes, and assigned Community Indicators and Key Performance Indicators.



Community Indicators (CIs) are *external* measures of how well our communities are doing. They reflect the experiences of all residents in Scott County, not only those who use County services. Community Indicators tie the work of County programs to broader community outcomes and give us a way to examine how close or how far we are from achieving County goals for safe, healthy, and livable communities.

Key Performance Indicators (KPIs) are *internal* measures telling something about how well a program is meeting goals. KPIs reflect the experiences of people or communities who use County services. Using these data points to measure performance, staff can identify areas of strength and those in need of improvement. KPIs support accountability and continuous improvement.



Business measures do not provide information on how well a program is performing. Instead, these data provide important information about volume of work, answering questions about how many people are served, or how many times an activity or service is provided. Business measures provide important contextual information to support understanding of outcome measure results.

Linking Investments & Outcomes

Objective Areas

Adult
Services

Child
Services

Community
& Public
Safety

Community
Design

Public
Records

Linking performance measures to investments and budgeting decisions supports County efforts to maintain the highest standards and promotes investments in effective services that are efficiently delivered.

The County is moving from traditional budgeting models (which consider funding based on divisions and departments), instead considering a Collective Impact model which examines how programs from across the organization impact the same outcomes, and how resources are used across divisions to achieve results outlined in the County's Strategic Plan.

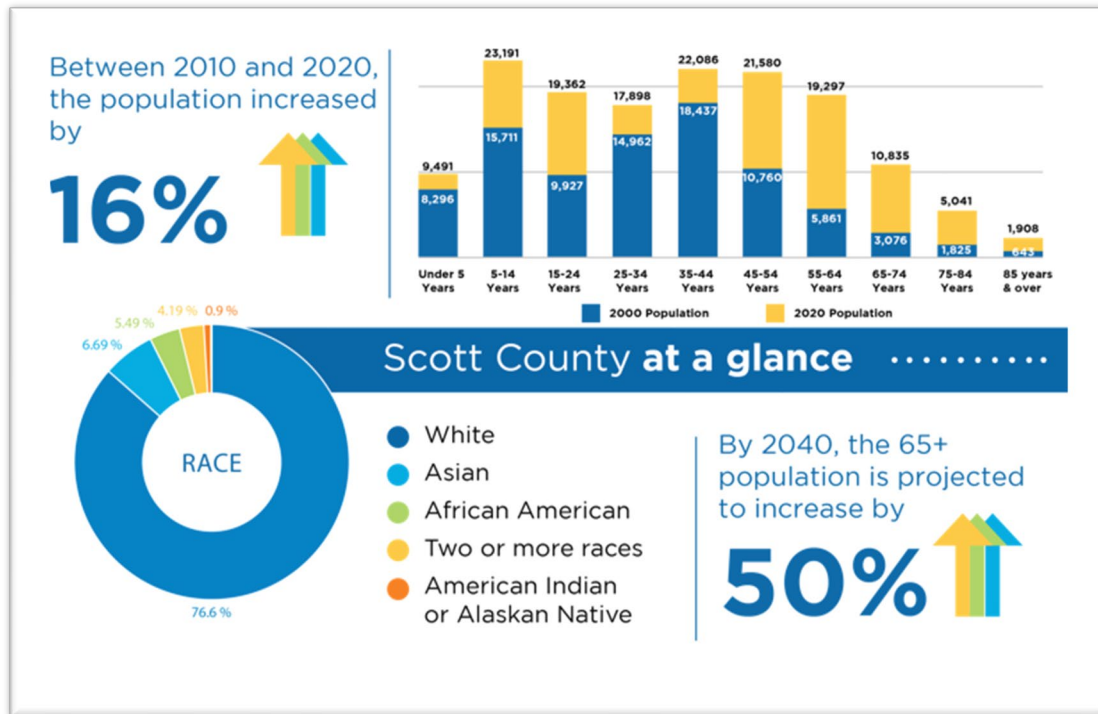
Since 2018, the organization has worked to construct Objective Areas of cross-functional teams to integrate outcomes and investments more effectively. This new strategic investment framework aligns planning and service delivery; supports multi-year budgeting; and provides tools for shifting the balance of investments away from costly deep-end services and contributing more to prevention and early intervention services.



County Demographics

2020 Census Results and County Demographics

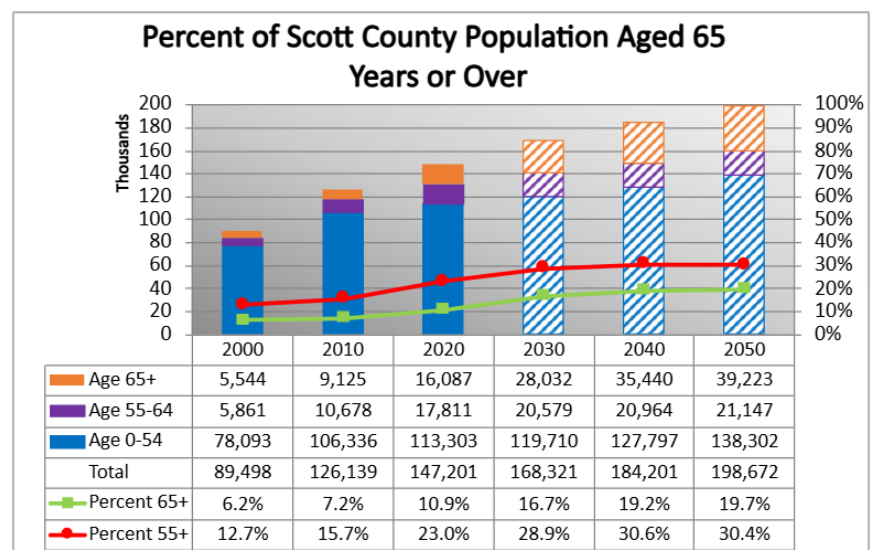
The 2020 U.S. Census data reflected changes in the composition Scott County's population. The County is the second fastest growing county in Minnesota, with a population that is increasing in age and diversity.



County Population

The Metropolitan Council most recent population data available is the 2024 preliminary estimates. Scott County had 58,480 housing units, 55,722 households, and 157,314 people. Household size averaged 2.8 persons per household.

Scott County is seeing an increase in the percentage of residents ages 65 and older. This shift will have a significant impact on our economy, workforce, housing, health care, and services. Communities need to plan for and respond to needs to enable older adults to continue to live safely and independently in the community. The population in Scott County 65 years of age or older was 7.2 percent of the total population in 2010, has grown to 12.3 percent as of 2023.



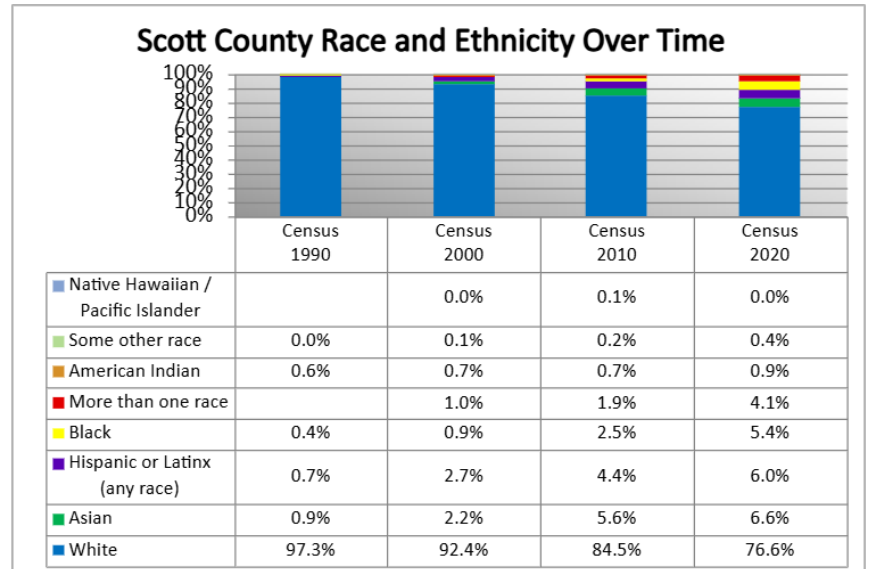
Source: Census Bureau American Community Survey (ACS) 5-year estimates
Projections from Minnesota State Demographic Center

County Demographics

Race and Ethnicity

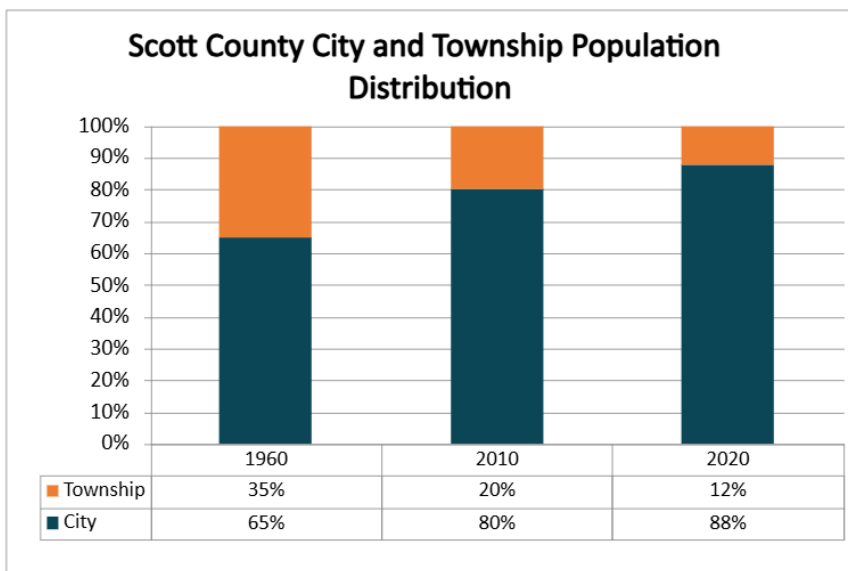
Scott County's population was largely attributable to growth in Black, Indigenous, and People of Color (BIPOC) communities.

These data show a breakdown of the County's population by race and ethnicity over a thirty-year trend. Note: individuals who claimed Hispanic or Latinx as an ethnicity could be from any racial group.



Source: Metropolitan Council Community Profiles, Decennial Census data

City and Township Distribution

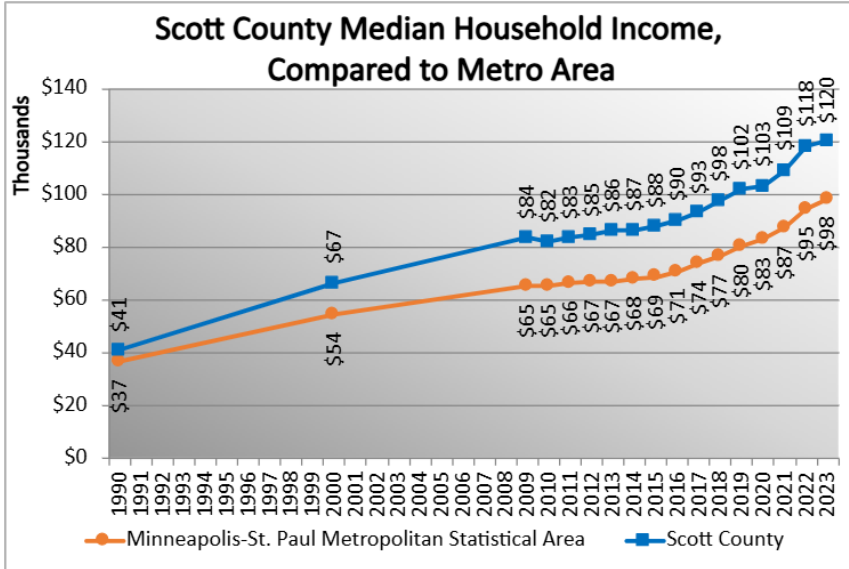


Source: Scott County population data

Planning for the preservation of rural spaces while managing growth are responsibilities of county government. These data show how the population of the County has shifted over time, with the percentage of people residing in cities increasing. These changes impact demand for services, land use and transportation planning, and other core government services.

County Demographics

Income and Poverty



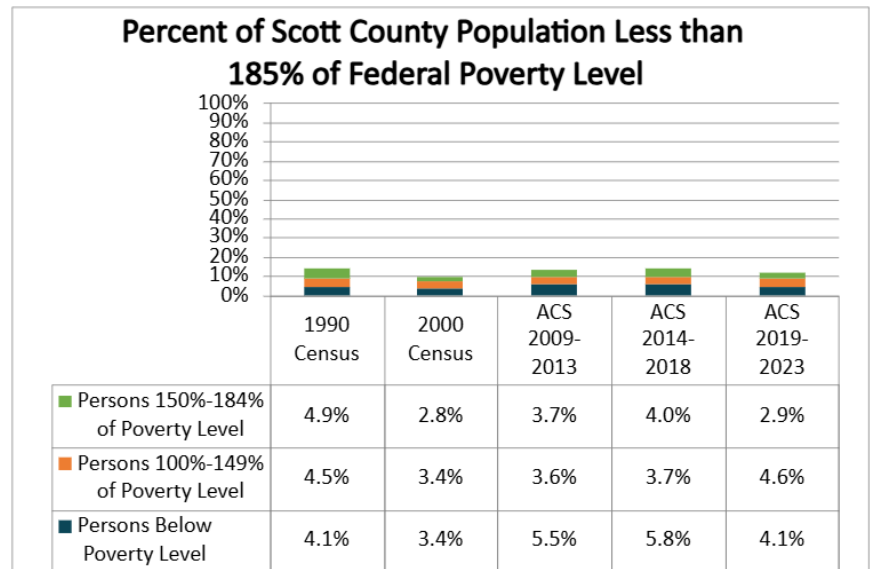
Median Household Income refers to the income level earned by a given household where half of the homes in a demographic area earn more and half earn less. It's used instead of the average (or mean) because it can give a more accurate picture of an area's actual economic status.

These data show Scott County's median household income compared to the Twin Cities metro area.

Source: Metropolitan Council Community Profiles, Decennial Census and American Community Survey (ACS) 5 Year Summaries

These data reflect the poverty status of Scott County's population.

Poverty thresholds are dollar amounts used to determine poverty status. Thresholds vary by the size of the family and age of the members. The same thresholds are used throughout the United States (they do not vary geographically). Thresholds are updated annually for inflation using the Consumer Price Index for All Urban Consumers (CPI-U). The United States Department of Health & Human Services determines the Federal Poverty Level each year using Modified Adjusted Gross Income (MAGI). For example, in 2024 a family of four with \$31,200 in income would be at 100 percent of the Federal Poverty Level.



Source: Metropolitan Council Community Profiles, Census Bureau Decennial Census and American Community Survey (ACS) 5-Year Estimates

Although the thresholds reflect a family's needs in some sense, they are intended for use as a statistical reference point, not as a complete description of what people and families need to live.



Objective Areas

- Adult Services
- Child Services
- Community & Public Safety
- Community Design
- Public Records

Adult Services

Introduction: Adult Services Objective Area



The Adult Services Objective Area encompasses a broad range of government programs which impact outcomes for adults in Scott County. Some programs impact the broader adult population (e.g., Parks, Libraries, and Transit, among others). Other programs are more specialized and provide support to assist vulnerable adults, including those with untreated mental or chemical health issues, seniors who need help to live independently, and adults living with disabilities.

These programs, often administered in collaboration with community partners, include prevention and early intervention services as well as deeper-end interventions. Social Services, Economic Assistance, Veterans Service, Mental Health programs, Parks, Libraries, and Transit work together to ensure adults are safe and have access to the support services they need to live safely and as independently as possible.

Adult Services

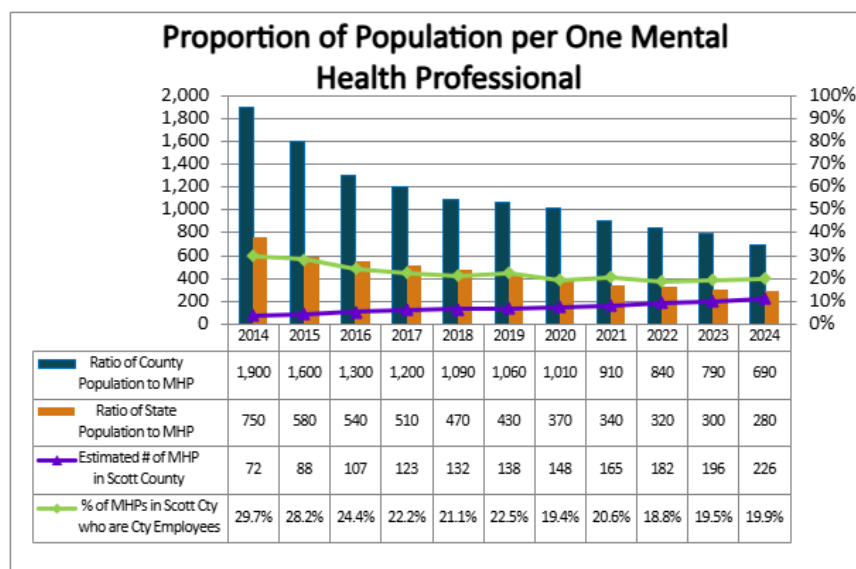
Part I: Measuring Impact

Effective strategic planning relies on implementation of new strategies as well as an evaluation of whether the changes made resulted in the desired impacts. Monitoring Community Indicators and program-level performance data provides essential information for program leaders, elected officials, and taxpayers on whether the new strategies created the intended effects. The following series of data sets provide an examination of access, efficacy, service demand, access to important services, and support for adults in our community.

A. Access to Mental Health Services

Community Indicator: Proportion of Population per One Mental Health Professional

Community-level data reflect a continued improvement in the availability of mental health providers in the County, and the County continues to make strategic improvements in access to mental health services. Statewide, ratios of population-to-provider remain lower than in Scott County, but the gap is closing.



These data include the number of psychiatrists, licensed clinical social workers, counselors, marriage and family therapists, advanced practice nurses, and chemical health counselors in Scott County. These data do not differentiate between outpatient providers (e.g., weekly therapy) and intensive services (e.g., crisis, partial hospital, Intensive Residential Treatment Services, intensive outpatient). There are more providers entering outpatient service delivery than there are entering intensive service delivery.

For over 10 years, Scott County has invested in the build-out of a continuum

of mental health services that will meet the needs of residents. The Integrated Health Center will provide historically missing services in the continuum: Intensive outpatient and partial hospital services. The data trends indicate greater availability of mental health providers in Scott County, improving service access to residents who need them.

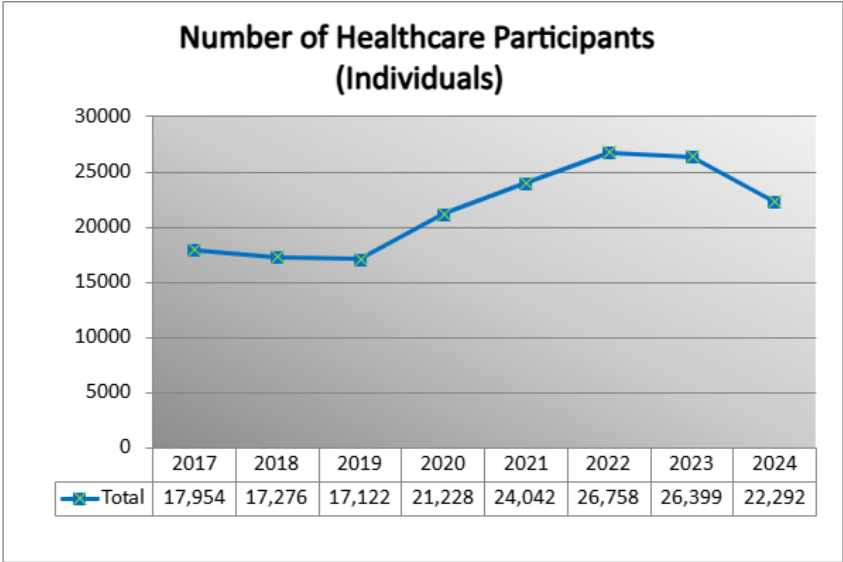
Source: County Health Rankings, Robert Wood Johnson Foundation; Scott Co Manual Collection

Adult Services

Health Care

Health insurance is a prerequisite to accessing specialized services to address the needs of vulnerable residents.

Updated data on the Community Indicator measuring the percent of the total adult population who are uninsured in Scott County are not available. However, historically, the County has shown between four and five percent of adults are uninsured (Robert Wood Johnson County Health Rankings) at or slightly below the state rate.



Minnesota Eligibility Technology System (METS) data from Medicaid Management Information System (MMIS). MAXIS data from MAXIS Reports, Medical Assistance Unduplicated Total (RPUD)

The “unwinding period” from the continuous coverage requirements ended May 31, 2024. This refers to the time when all cases went through their first annual renewal post-public health emergency. During that time, asset limits were waived for affected populations (adults over 21 with disabilities and elderly). In June 2024, the waiver was lifted, and asset verification was an additional eligibility factor throughout the past year and will be ongoing.

Although the total number of health care participants has been stabilizing over the past year, there are still 21 percent more participants in March 2025 (22,158) compared to March 2020 (17,549). The additional staff that were hired for Income Maintenance continue to carry caseloads and support the teams as total caseload numbers are still higher than anticipated.

A significant policy change that could be affecting the increased numbers is the Continuous MA Eligibility for children under the Consolidated Appropriations Act (2023). This federal law requires children under the age of 19 to receive up to 12 months of uninterrupted coverage regardless of changes in circumstances that would make them ineligible. Additionally, there is a requirement for children from birth to six years of age to maintain coverage until the month of their sixth birthday. The department will continue to monitor the effect of these policy changes.

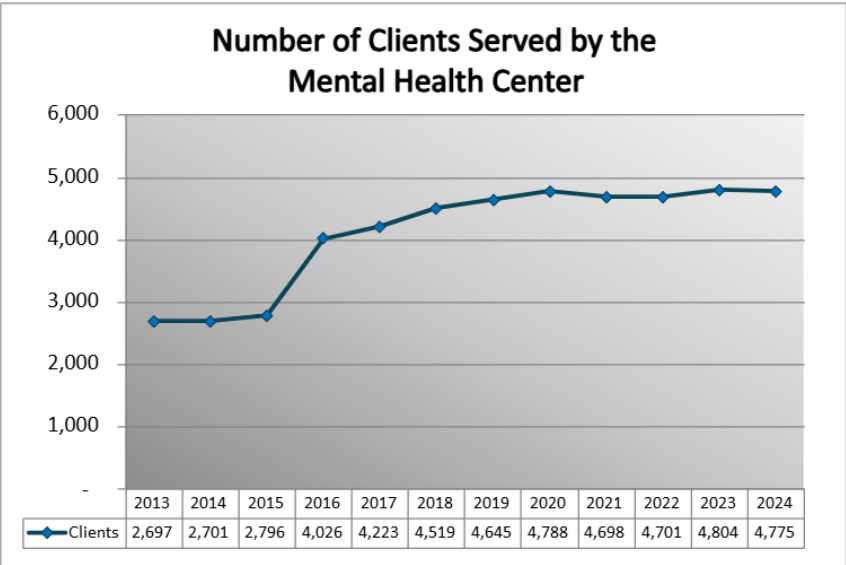
Adult Services

Scott County Mental Health Center

This measure shows the annual increase in the total number of Scott County residents receiving diagnosis, assessment, crisis intervention, and treatment services for mental health issues from the Scott County Mental Health Center (SCMHC).

Growth rates following 2015 are attributable in part to the development and expansion of the school-based mental health programs.

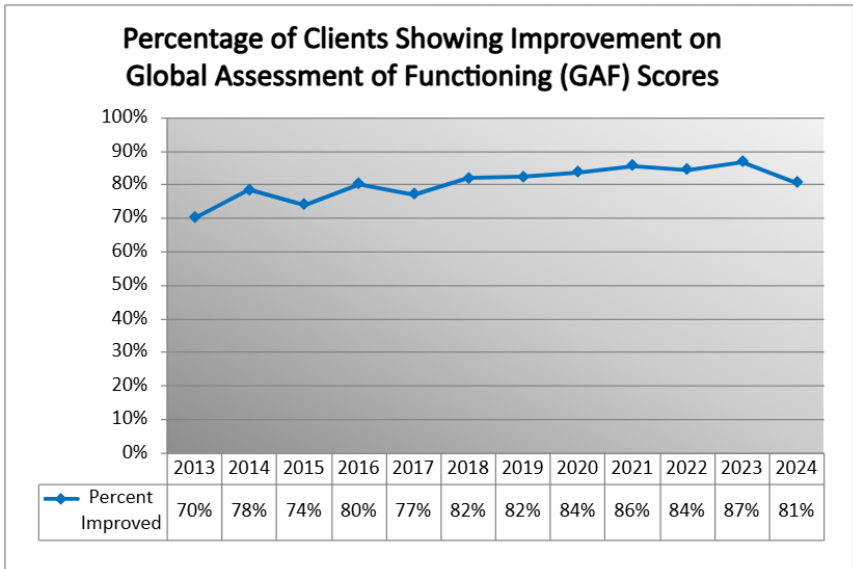
Telemedicine services, provided by client request, have made mental health services more consistently available for those who might experience barriers to in-person appointments.



Source: IRIS (Iron Range Information System) client records, manual tracking beginning April 1st 2017 due to new Vireo software

Mental Health Therapy

Data gathered from periodic measurements of clients’ progress reflect strong performance, with 81 percent of clients showing improvement over time. Client progress is measured using standardized functional assessments before and after services, and every 90 days during treatment, to help focus interventions.



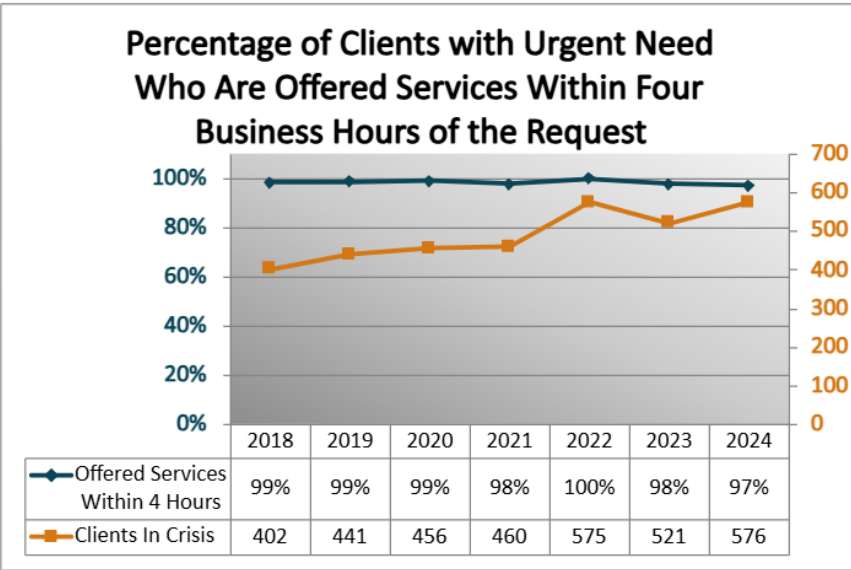
The data can be used as an indicator of whether services were effective, and trends over the last five years indicate strong, stable performance.

Experienced staff and strong supervision support effective treatment provision. Telemedicine supports more consistent participation in therapeutic services, which also contributes to successful completion of treatment plans.

Adult Services

Mental Health Crisis Intervention

Scott County has expanded access to crisis mental health services with a goal of earlier intervention and prevention of hospital placements or civil commitments.



Source: Manual SharePoint Collection

Since 2018, crisis mental health services in Scott County have been provided by SCMHC during business hours and by Canvas Mobile Crisis Response for mobile mental health crisis services in the evenings and weekends. In 2023, the Coordinated Response Program added to the array of crisis mental health services.

This measure shows the percentage of clients who call or come to the SCMHC in crisis. The SCMHC sets a goal of responding to these individuals within four business hours. Clients who contacted crisis services but prefer to be seen later are not considered to be "in crisis" for the purpose of this measure.

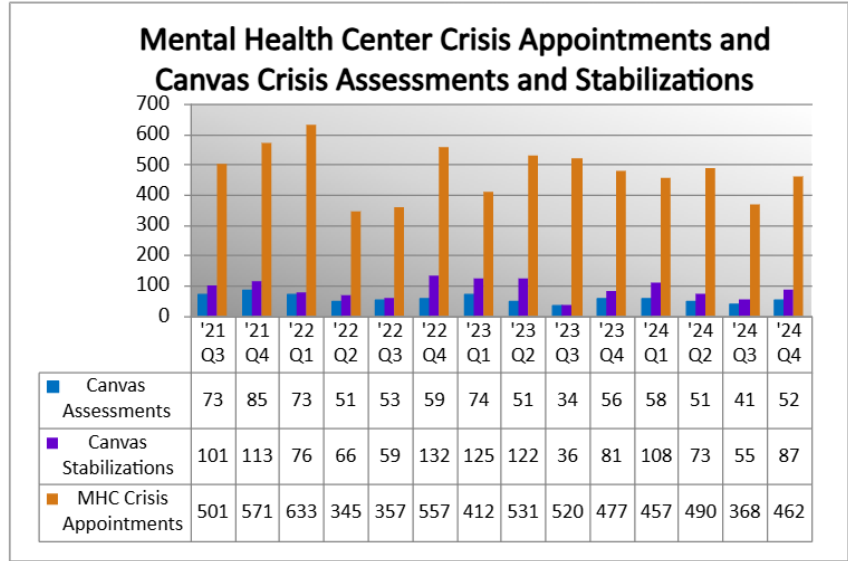


Adult Services

Mental Health Crisis Appointments

These measures reflect how the SCMHC and Canvas Mobile Crisis Response align to address mental health crisis in the community and in the Scott County Jail.

These data show the number of assessments completed by Canvas Mobile Crisis Response on a quarterly basis as well as the number of Mental Health Center crisis appointments. Canvas typically responds to crisis needs in the community, while the Mental Health Center is typically on site at the Government Center. Stabilization



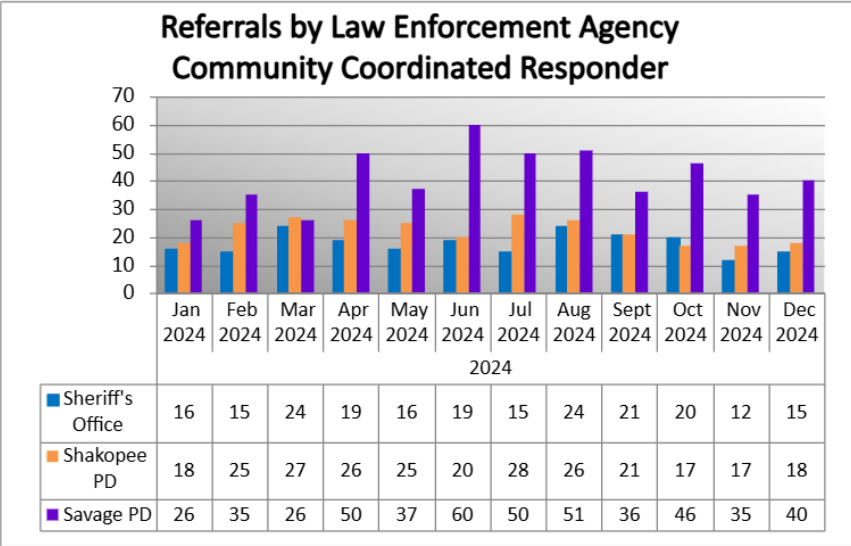
Source: Mental Health Center Reports and Canvas Assessment Reporting



Adult Services

Coordinated Response Program

The Coordinated Response Program was launched in 2023 and includes embedded social workers in three law enforcement jurisdictions (Savage PD, Shakopee PD, and the Scott County Sheriff's Office) and one in the Scott County Jail. Social workers embedded in law enforcement departments respond to mental health, substance use, and service needs in the community, typically following engagement with law enforcement. Community coordinated responders and the Jail's social worker both represent innovative responses for people experiencing mental health concerns and both support expedited service delivery.



Data shown represent the number of referrals per month from each law enforcement jurisdiction participating in the Coordinated Response Program. (Data may be duplicated and include multiple referrals for the same client/family.) These data do not show the number of people linked to services, and improvements in data collection and analysis are warranted as a means of fully evaluating the effectiveness of this program.

Source: *Law Enforcement Dynaforms*
Coordinated Response Tracker SharePoint

the Jail to support inmates' access to support and services following release. In January 2024, a probation officer was also embedded in the Jail to provide further support to inmates who are also on probation supervision. The goal of this program is to promote a more successful return to the community and reduce the likelihood of recidivism.

In March 2023, a full-time Coordinated Response social worker was embedded in

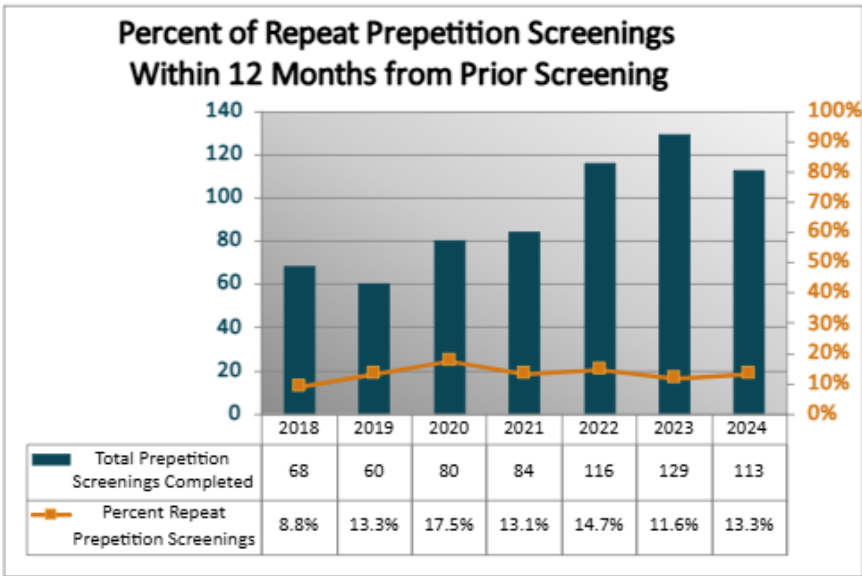


Minnesota Department of Human Services “Commissioner’s Circle of Excellence Award” was awarded to Scott County for the efforts to bridge mental health gaps through the Scott County Coordinated Response program.

Adult Services

Civil Commitments

The pre-petition screening is the first step in the civil commitment process. For people whose illnesses are so severe that they become dangerous to themselves or others, a pre-petition screening process is initiated to determine whether they need involuntary hospitalization.



Source: [AMH Prepetition Screenings SharePoint list](#)

This measure shows the number of pre-petition screening cases that are screened by the Adult Mental Health unit each year, and what percent of people experience a second screening within 12 months of a prior screening. A second screening may indicate gaps in the original treatment plan.

The number of pre-petition screenings has increased -- one marker that mental health needs are not being met with existing voluntary services. This trend also leads to increased costs in service delivery, and creates pressures on Jail, Court, and Social Services systems. There was a slight decrease in numbers in 2024 compared to 2023.

Pre-petition screenings can be requested regarding mental health concerns, chemical dependency concerns, or dual – both mental health and chemical dependency concerns. The type of screening initially selected impacts the options the Court system has in ordering services to help the client later. This serves as an option for future data collection to provide an insight into trends regarding concerns presented for pre-petition screenings.

Adult Services

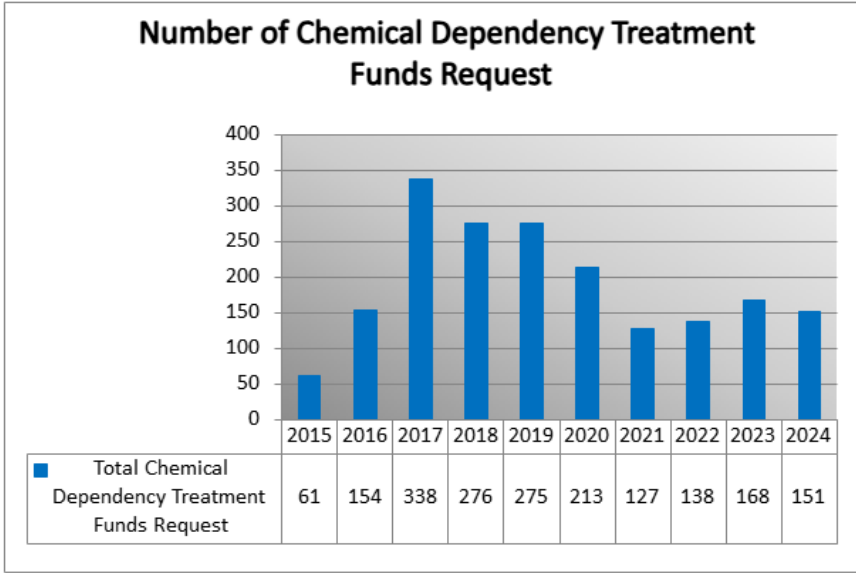
B. Access to Chemical Health Services

As part of the opioid settlement work, Public Health and the Opioid Settlement Committee did some evaluation of access and availability of services for people experiencing substance abuse issues. Additionally, the County’s role in assessments and treatment coordination changed due to state-driven substance abuse reforms (which concluded in July 2020). The reform allowed all individuals to receive chemical use assessments from community providers and have access to substance use disorder treatment without the need for county involvement. Counties may choose to be an enrolled provider with Minnesota health care programs to bill for chemical use assessments and treatment coordination – Scott County is an enrolled provider.



There are no known local providers offering treatment coordination services to those not admitted into their treatment program. The County is unique in its ability to provide treatment coordination services to individuals pre- and post-treatment. It is at these critical decision points that successful outcomes increase – i.e., supporting, educating, and guiding those uncertain if and how to address their substance use disorder and providing necessary supports and services to prevent relapse after being discharged from treatment.

Chemical Dependency



Source: Social Services Information System (SSIS) Case/ workgroup- Assessments
Opened

These data show Scott County has seen a slight decrease in the number of chemical dependency fund requests. Such requests are made by individuals without health insurance and those who are underinsured. Eligibility is based on income and household size. These individuals are seeking assistance to cover the cost of the assessment and treatment for substance use disorders. Due to staffing shifts and its non-mandated status, Scott County ceased providing chemical dependency assessments in 2023. It is the goal that Scott County will resume providing chemical dependency assessments in the future through the Mental Health Center.

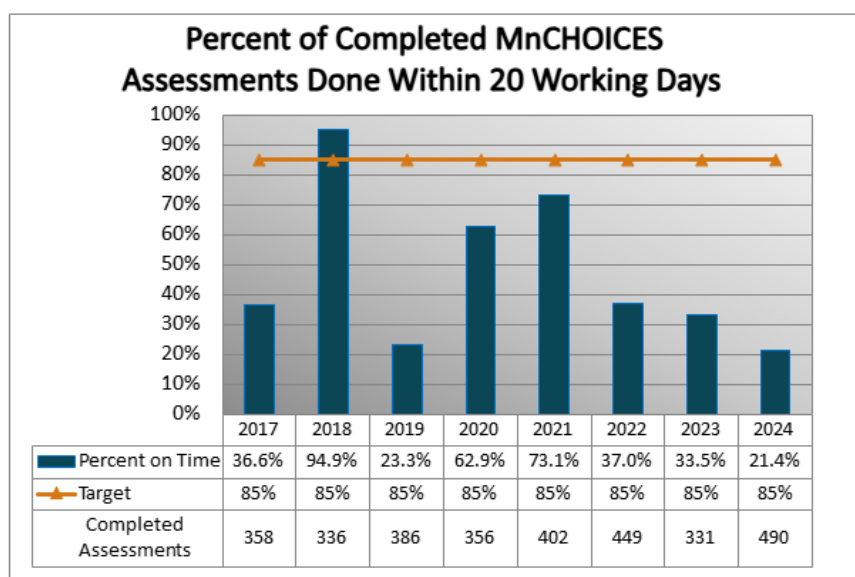
Adult Services

C. Access to Services for People Living with Disabilities

According to the *U.S. Census Bureau Quick Facts* report (2023), 6.2 percent of Scott County residents, or approximately 9,747 people, are under age 65 and living with a disability. The same source indicates 13.1 percent of County residents are age 65 or older, and that percentage is expected to double by 2040. These demographic data points suggest paying close attention to the likely increase in demand for services and the urgency of assessing how well current community resources are aligned to meet those needs.

MnCHOICES Assessments

MnCHOICES assessments are the gateway to services that support vulnerable people living safely and independently in the community. Social workers and nurses work with the individual and their families to determine need and eligibility, as well as link people to service options.



Source: MnCHOICES data and Internal county tracking spreadsheet

This measure shows the percent of MnCHOICES assessments completed within the statutory requirement of 20 working days. Timely assessments promote expedited services and prevent gaps that may put the vulnerable person's health or safety at risk, potentially preventing costly hospitalizations.

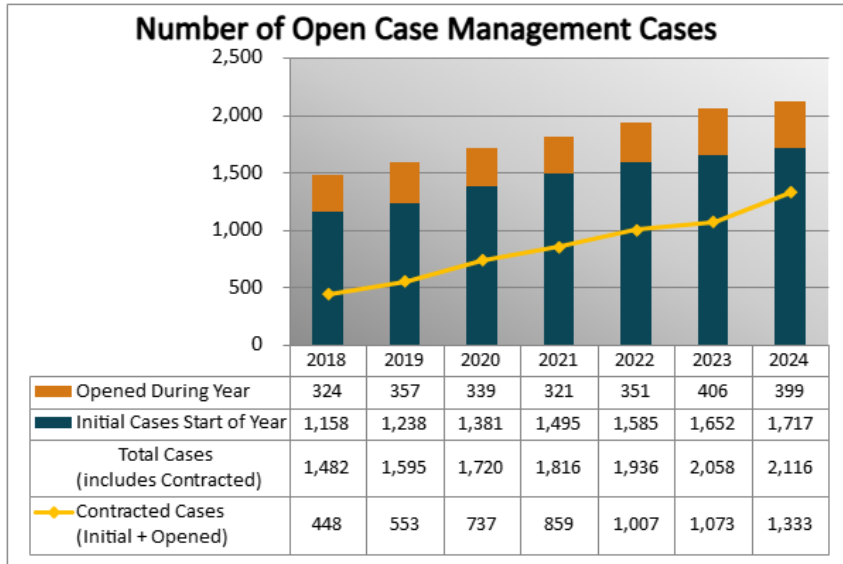
The County is not currently meeting timely completion of MnCHOICES assessments as required by statute. Multiple factors contribute to delays, including high levels of demand for services and workforce shortages that limit the capacity of the service provider networks to provide services even after

an assessment is completed. Further, the state's launch of a new assessment tool has slowed the process of getting services to vulnerable children and adults. As a result, wait lists expanded from five months in 2023 to a peak of a ten-month wait in 2024. In response, the County increased capacity from 17 to 21 assessors through three reallocations of existing staff and the addition of one new position. In December 2024, the year ended with a wait of six months. With an increase of nearly 48 percent additional assessments completed in 2024, the percent of on time assessments decreased. Yet as the population of Scott County continues to age, demand for these services is likely to increase.

Adult Services

Home and Community Care Case Management

Once a MnCHOICES assessment is complete, this measure shows the number of people accessing services waivers and case management through the Home and Community Care program and the Developmental Disabilities unit.



“Initial cases” are those cases already open as of January 1 of the shown year. “Opened cases” shown are cases that opened during the respective year. “Total cases” are all cases who were open at *any* point during the shown year. “Contracted cases” are a part of the overall total cases.

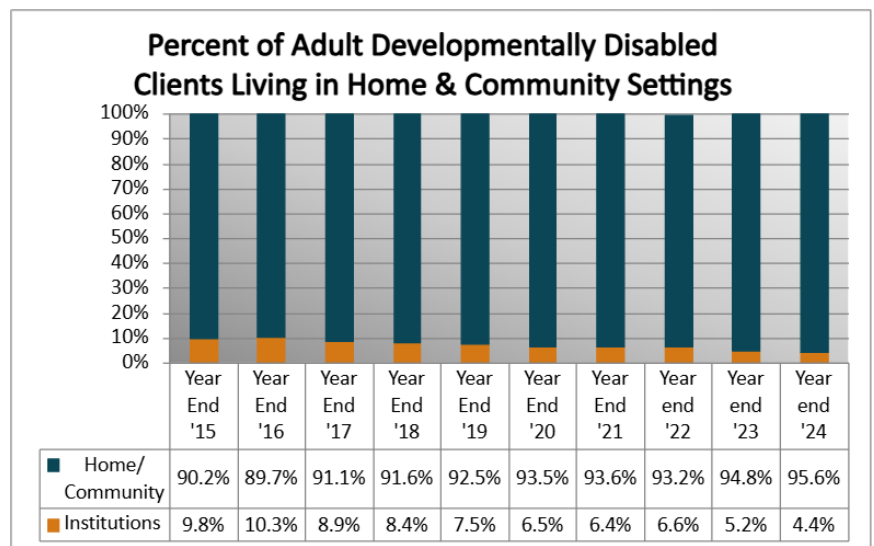
The number of assessments and case management cases increases annually. Currently, there are enough contracted case management providers to meet service demand, but careful monitoring of demand is needed. In 2024, the County engaged in contracts with two new partner organizations to provide contracted case management service to

help meet the growing need. There are now five providers that assist with contracted case management.

Developmental Disabilities Case Management

This measure shows what percentage of adults who reside in home or community settings and are served by a Developmental Disabilities social worker. County practices, effective case management, and community resources support a consistently high percentage of individuals who are able to live in the community.

This performance measure suggests services for these individuals are generally available and accessible to help them live independently.



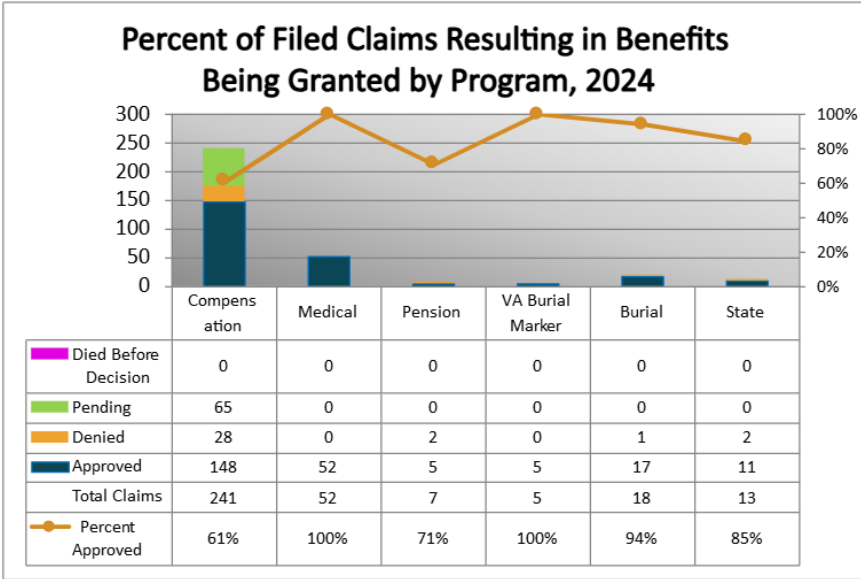
Source: Program Database Excel Spreadsheet

Adult Services

D. Access to Veteran Services

Veterans' Benefits Assistance

In exchange for their service, veterans earn a broad spectrum of benefits. Claims for those benefits are filed with the Scott County Veterans Service Office and submitted to the United States Veterans Administration (VA) or the Minnesota Department of Veterans Affairs (MDVA). Benefit decisions are ultimately made by the VA.



Source: Veterans Benefit Management System (VBMS) and Manual tracking spreadsheet of claim requests

necessary to understand the other components of the work performed by this office.

These data show the benefits approved, denied, and pending in the Veterans Service program in 2023.

The *U.S. Census Bureau, Quickfacts* report (2023) estimated that 5,482 residents of Scott County are veterans. Demand for Veterans Service are impacted by the age progression of veterans associated medical needs.

While these data indicate the volume of benefits processed, they do not include many of the other, more direct services provided, limiting a better understanding of impact. A new database has the potential to provide the information

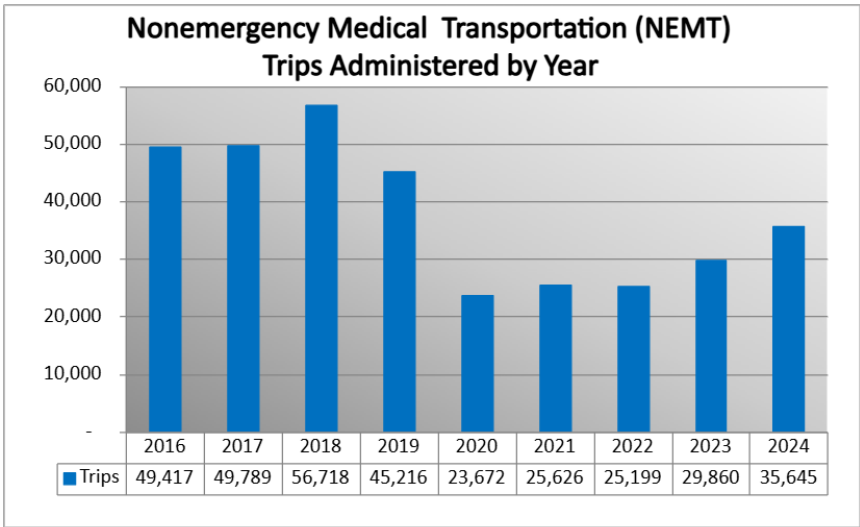


Adult Services

E. Access to Transit

Transit

In 2024, SmartLink provided 35,645 trips to medical services for residents of Scott and Carver Counties eligible for Medical Assistance (MA) transportation benefits. This is 5,785 more trips as compared to the year before, and 11,973 more than in 2020.



Source: Novus & SharePoint

For many adults in need of support services, transportation through the MA program is essential to accessing low- to no-cost transportation to any service covered, thus transportation to a medical appointment is essential to people with limited financial resources. This data set is also the only data available related specifically to services for vulnerable adults. Improvements to data collection and analysis of transportation services for vulnerable adults would better inform decisionmakers on needs or service gaps. Data were previously available regarding the percent of on-time trips, but a change in data collection no longer provides accurate information regarding this.

A new software system in 2019 and changes to data collection in 2022 make annual comparisons of on-time trips invalid.

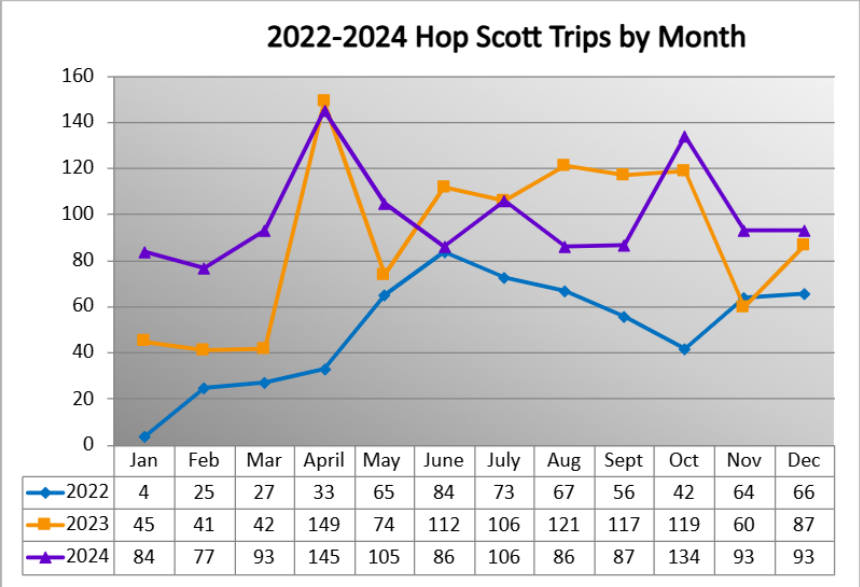


Adult Services

Hop Scott Volunteer Drivers

Hop Scott was launched in 2022 to improve access to transportation in rural areas for senior citizens and those living with disabilities via volunteer drivers. In addition to driving passengers, Hop Scott volunteers also provide food delivery in Belle Plaine and Elko New Market.

In 2024, Hop Scott drivers made 1,189 trips, as compared to 1,073 the year before. Of those, 711 were food drop-offs and 478 were passenger rides. This measure shows the trips performed by Hop Scott volunteer drivers by month, 2022 through 2024.



Source: Novus

Like all volunteer-based programs, the availability of drivers has an impact on the number of trips performed.



Adult Services

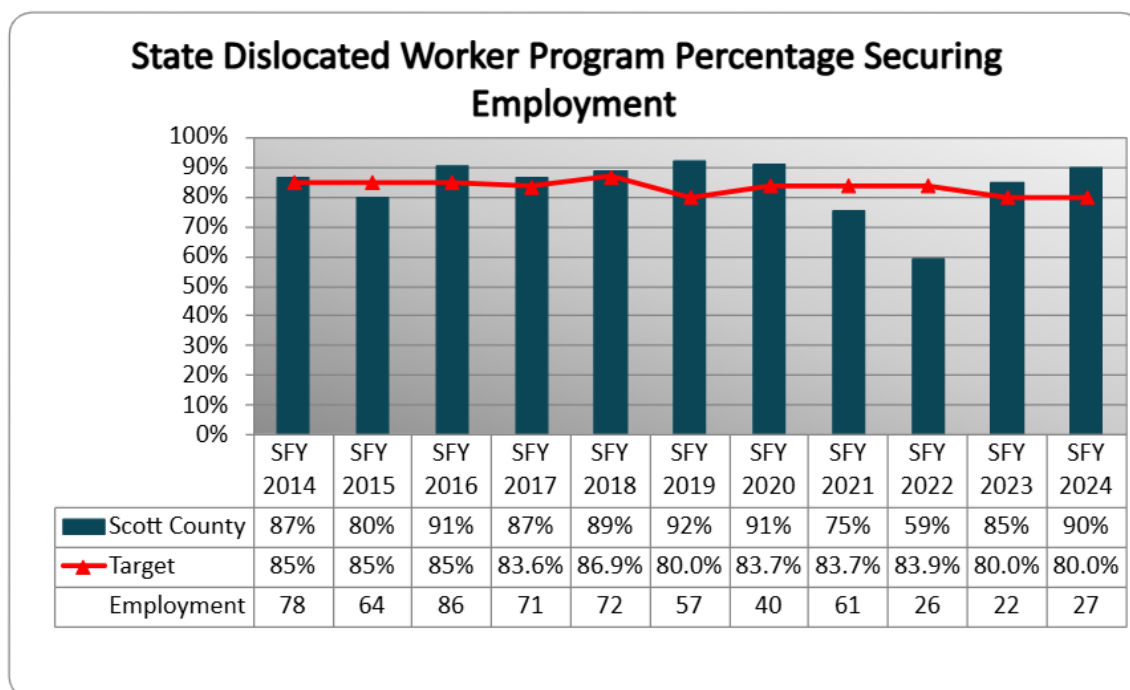
F. Access to Employment and Training

In 2024, the annual unemployment rate in Scott County was 2.9 percent, slightly lower than the state unemployment rate of 3 percent. The following data examine program areas that attempt to remove barriers to employment and support people in entering or re-entering the workforce.

State Dislocated Worker Program

The State Dislocated Worker Program serves adult workers who have been laid off from their jobs. Services include career planning and counseling, job search, placement services, and job training. These data show the percent of participants who exit the program with employment, compared to state performance targets set by the Minnesota Department of Human Services.

Performance on this measure is impacted largely by the labor market, unemployment rates, and the availability of job opportunities. In 2024, 27 of 30 program participants exited to employment.



Source: *WorkForce One Exit Report - State Dislocated Worker Program*

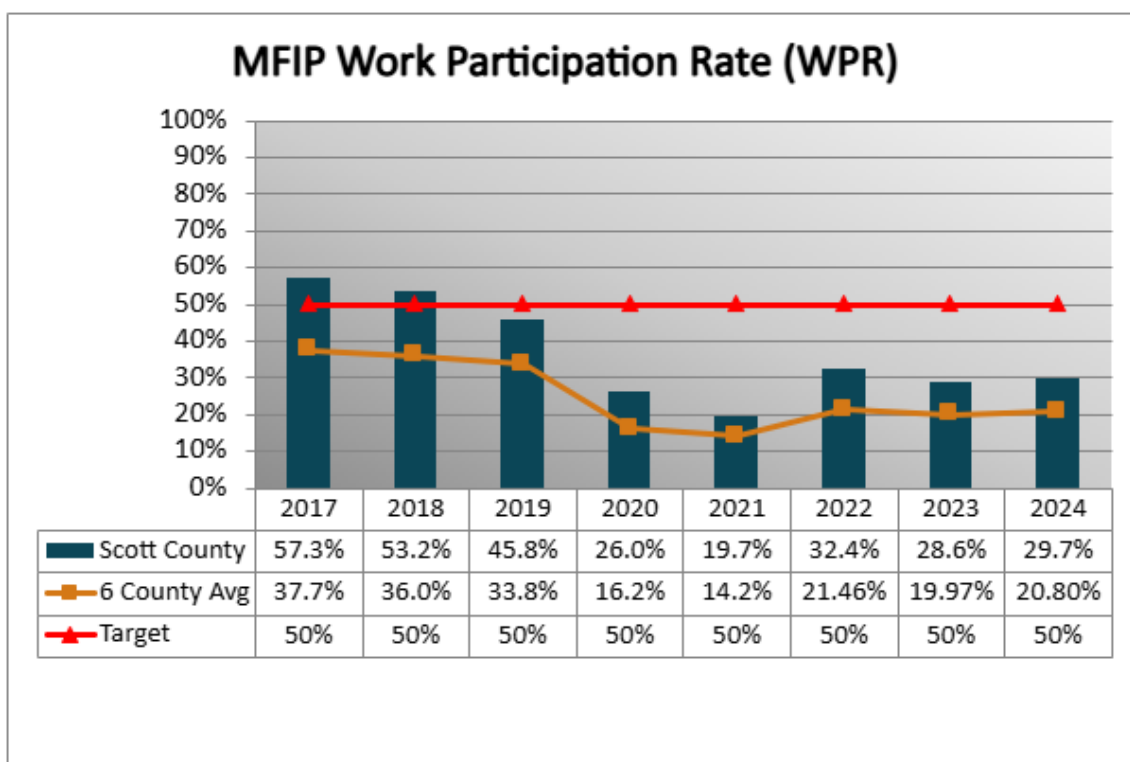
Adult Services

MFIP Work Participation Rate

The second measure related to workforce participation is specific to the Minnesota Family Investment Program (MFIP) and the rate at which participants obtain and maintain employment that will lead to self-sufficiency. The MFIP Work Participation Rate is identified by the percentage of cases that were fully engaged in employment or employment-related activities per federal requirements.

The six-county average scores include Anoka, Carver, Dakota, Hennepin, Ramsey, and Washington Counties. Average scores are weighted for the number of participants. DHS waivers in 2020 and 2021 skew data from those program years.

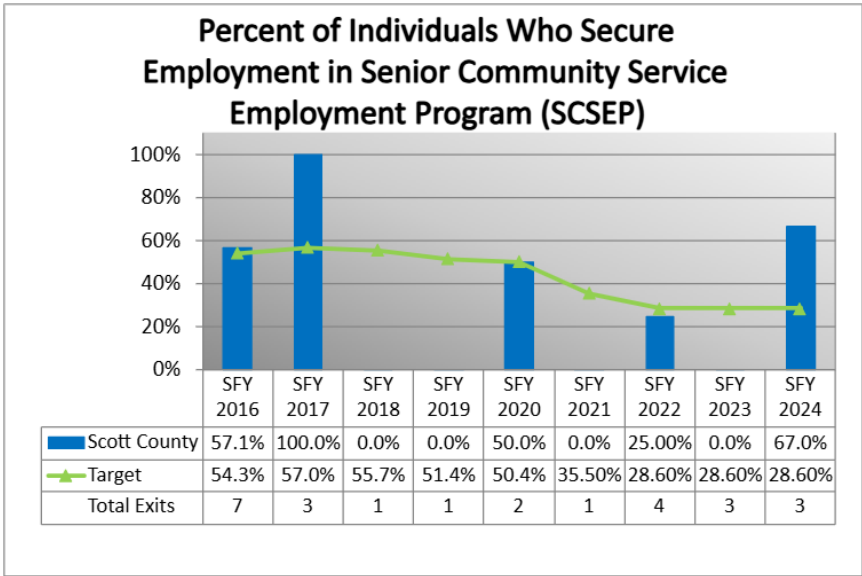
The federal target for this measure is 50 percent of participants will obtain and maintain employment leading to self-sufficiency. While Scott County performs better than the six-county average, it does not meet federal targets. Increases in exits due to health reasons, unrealistic expectations of people seeking jobs without appropriate qualifications, and people who are able to find employment quickly all impact performance.



Source: *MN Department of Employment and Economic Development (DEED) Website, TANF Work Participation Rate Reports*

Adult Services

Senior Community Service Employment Program (SCSEP)



Source: SCSEP Program reports from the SPARQ system

The federal Senior Community Services Employment Program (SCSEP) provides useful part-time assignments in community service activities for unemployed, low-income people who are at least 55 years of age. Services include individualized employment planning, community worksite placement, job skills training, computer literacy training, job search workshops, and job placement activities.

SCSEP program provides paid employment at local public and non-profit employers. “On-the-job” experience may be arranged with a private sector employer. Participants in this program

provide nearly 4,000 hours of community service to local employers each year.

Participants have an opportunity to develop academic, workplace, and occupational skills leading to employment. Employers benefit from a skilled workforce, participants benefit from increased income and positive connections to their communities, and residents benefit from a more stable economy.

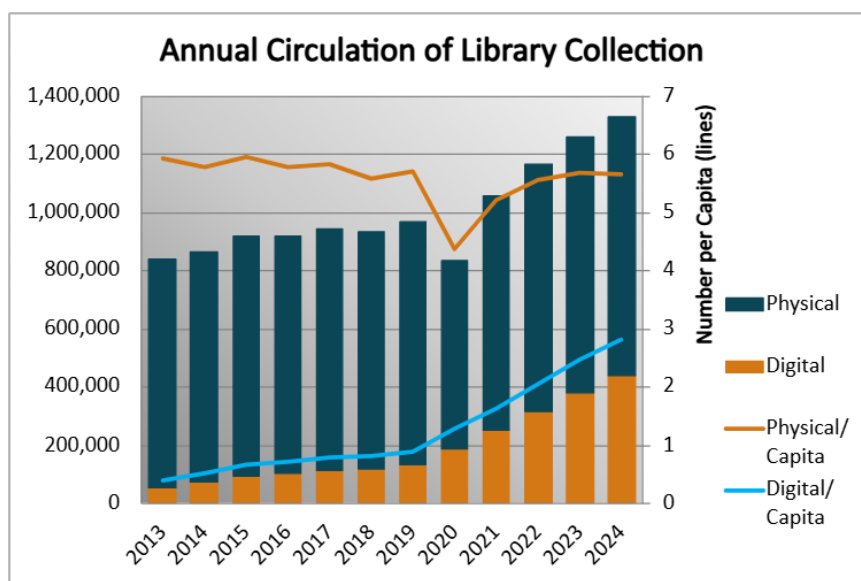


Adult Services

G. Libraries

Libraries provide access to resources for all residents. Data below show participants' use of traditional library resources, but libraries are also resource hubs for prevention and early intervention services, helping people access food, shelter, employment, mental health services, et cetera.

Library Collection Development



Source: vendor reports

This measure indicates the number of times physical and digital items (books, CDs, DVDs, eBooks, audiobooks, et cetera) have been checked out by customers. It also shows per capita use of both collections, which controls for population growth.

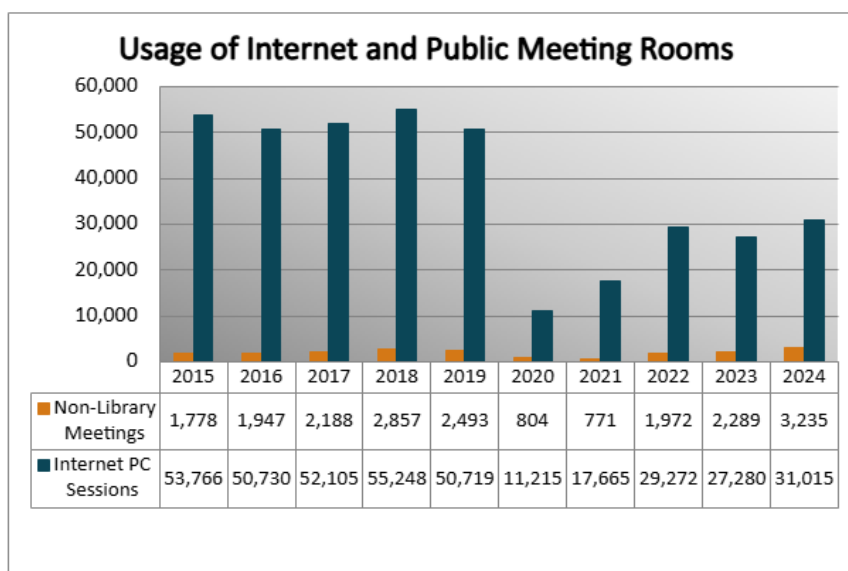
Data from the Scott County Library system are not consistent with circulation patterns seen in other jurisdictions. In other places, they see a decrease in the number of physical materials accessed as the number of digital materials increases. In Scott County, access rates for both physical and digital materials are increasing. Data are being collected in a

different manner, which can explain some degree of the increase.

Libraries: Public Access to Computers, Internet, and Spaces

In addition to the collection, programs, and information services, the Library system makes internet access, computers, Wi-Fi, and meeting rooms available to the public. This program output indicates how many times those resources were accessed.

Demand for non-library meetings has continued to rise over the last four years, one indicator of the importance of libraries as community resources.



Source: Staff and vendor reports

Adult Services



Part II: Summary of Data Findings

At a community level, data sources show an annual unemployment rate that went up slightly when compared to last year but remains lower than the state rate. Other Community Indicators show improved access to mental health services, with County employees making up a smaller percentage of providers.

At a program level:

- Demand for mental health services through the Scott County Mental Health Center (SCMHC) has begun to stabilize, although demand for crisis services through the SCMHC and the Coordinated Response Team have increased.
- The number of Medical Assistance recipients appears to have stabilized for the first time since the pandemic.
- The percent of MnCHOICES assessments completed within the recommended 20 working day timeline continues to decline, and at the time of this writing, waiting lists in Scott County were 10 months for individuals seeking an assessment. Unfunded program mandates and a demand for services that exceeds staff capacity have resulted in significant delays in accessing a MnCHOICES assessment. Scott County leaders have led efforts at the state and federal level to make changes in legislative directives and federal requirements, specifically for the frequency of MnCHOICES assessment reviews, as one step to addressing extensive waitlists.
- The number of pre-petition screens has decreased when compared to last year, but totals remain high. Leaders in Health & Human Services have reorganized staff assignments to better respond to both crisis services and ongoing case management.

Adult Services

Part III: Strategic Plan Progress & Next Steps



Nearly all elements of the 2020-2025 Strategic Plan have been completed or are in the process of being completed (see Appendix B for a complete indexing of completed elements). Highlights from the County's strategic planning work in 2024 include:

- The Scott County Mental Health Center was fully certified as a Certified Community Behavioral Health Clinic (CCBHC). CCBHC is an outpatient, integrated care model that incorporates care coordination and provides a more reliable and sustainable reimbursement model. This certification will allow the County to collect more reimbursement dollars while providing services to individuals in a more coordinated manner.
- The Scott County Board allocated \$7 million pandemic relief dollars to construct an Integrated Health Center in partnership with St. Francis Regional Medical Center, Allina Health, and Open Door Health Center. This facility will bring much-needed crisis services to Scott County and fill gaps in the mental health service continuum (i.e., partial day hospitalization, day treatment, and crisis programming for adults). The new facility will be co-located with the Family Resource Center and in close walking distance of the hospital campus, making service access and coordination more seamless.
- The Board's legislative priorities for the 2025 session include crisis bed prioritization, with a goal of a 20 percent increase in the number of crisis beds statewide.
- Demographic data forecast a significant increase in the percentage of senior citizens in Scott County in the next 20 years. The updated Strategic Plan includes strategies to address these changing demographics and develop a comprehensive plan for housing, transportation, recreation, and access to health services.



Adult Services

- The County, along with participating city partners, continued to support the Coordinated Response Program. Social workers were embedded into law enforcement departments in Savage, Shakopee, and the Scott County Sheriff's Office. These social workers respond to mental health and/or substance abuse needs of residents who had involvement with law enforcement. In its two years, the Coordinated Response Team made contact with over two-thirds of the people referred for assistance. Coordinated Response will expand in 2025 to the rest of the police jurisdictions in Scott County. Updates related to the social worker embedded in the Jail is included in the Community and Public Safety chapter of this report.
- Nearly all mental health program areas see increased demand for services and continued strengths in performance in nearly all areas. Telemedicine services expanded access possibilities and may support consistent participation that is essential to successful treatment outcomes. There was a decline in the number of pre-petition screenings for civil commitments, but referrals remain high.

Going forward, Parks and Libraries will become more integrated into the work of other departments and are increasingly more involved in community-based prevention supports. The 2025-2027 Strategic Plan includes strategies specifically outlining expectations for greater integration. Interventions like "Wellness in the Park" are opportunities, but broader engagement with Adult and Child Services groups will likely lead to other creative initiatives that support early intervention with vulnerable residents. Libraries in Scott County continue to evolve as resource hubs, challenging traditional views of what libraries can be in communities. Library staff are also conducting some home visits or resource drop offs to people who cannot come to a Library. A County reorganization will move Community Engagement staff from most departments under the Library Director.

The 2025-2027 County Strategic Plan continues any unfinished work from the previous Strategic Plan and includes additional strategies for improving outcomes for aging residents, those living with disabilities, and those in need of substance abuse treatment; and second, developing opportunities to grow community connections, perhaps through volunteer efforts and to encourage communities where people care for each other.

Child Services

Introduction: Child Services Objective Area



The Child Services Objective Area encompasses a broad range of county government programs which impact outcomes for children and families in Scott County. Some programs impact the broader adult population (e.g., Parks, Libraries, Transit, among others). Other programs are more specialized and respond to child maltreatment reports, children’s mental and behavioral health needs, developmental delays, educational outcomes, and health concerns.

These programs, often administered in collaboration with community partners, include prevention and early intervention services as well as deeper-end interventions.

Safe, healthy, and educated children are more likely to grow up to lead happy, successful lives. Investments that support positive outcomes for children -- especially those targeting prevention and early intervention -- represent the best opportunity to change the trajectory of children’s lives, addressing concerns when they are less serious, and potentially preventing the need for more intensive and costly services later.

Child Services

Part I: Measuring Impact

Effective strategic planning relies on the implementation of new strategies as well as an evaluation of whether the changes made resulted in the desired impact. Monitoring Community Indicators and program-level performance data provides essential information for program leaders, elected officials, and taxpayers as to whether the new strategies created the intended effects. The following series of data sets provide an examination of results across multiple outcome areas, including education, health, mental health, safety, and financial support.

A. Educational Outcomes

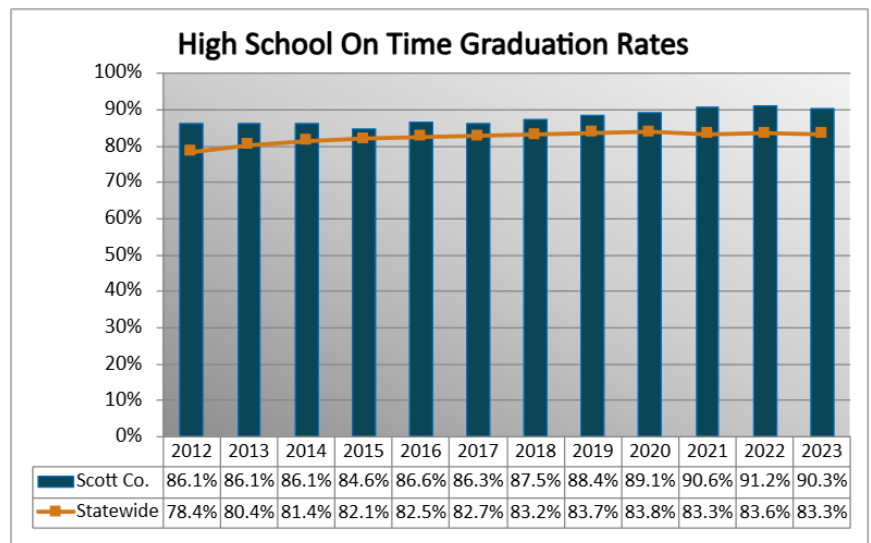
The County supports a wide range of strategies to promote positive educational outcomes. Although county government does not hold a primary role in educating children, the impact of its involvement in convening partners and aligning improvement efforts should not be minimized. Because education is key to lifelong success, individuals and communities benefit when students are successful. County investments in programs and partnerships that support an educated population lead to thriving individuals, families, and communities.

Community Indicator: High School Graduation Rates

Education is foundational to lifelong success. The lack of a high school education puts an individual at greater risk for poor health, lower lifetime earnings, unemployment, greater reliance on public assistance, and incarceration.

Data trends show a gradually increasing percentage of Scott County students graduating within four years of their entry into ninth grade. Scott County graduation rates continue to exceed statewide rates.

Data provided by the Minnesota Department of Education reflect higher on-time graduation rates for Minnesota. As of this writing, 2024 data specific to Scott County is not available.



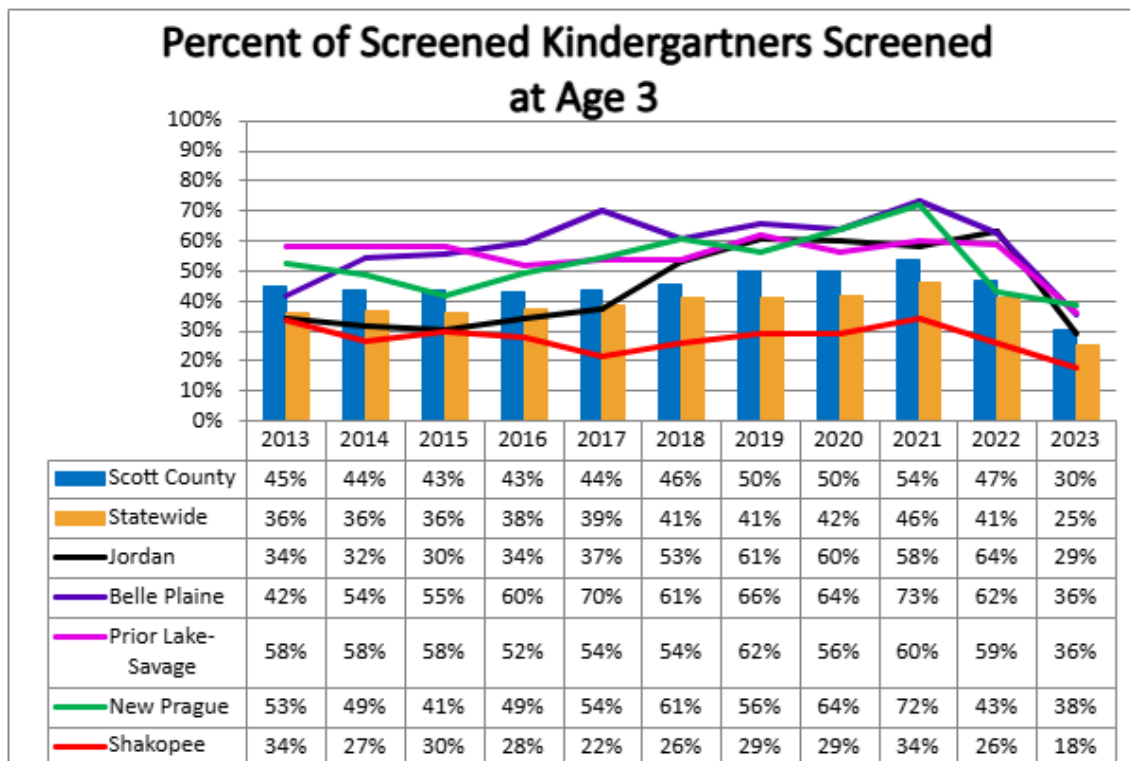
Source: Minnesota Compass

Child Services

Community Indicator: Rates of Early Childhood Screening at Age Three

Research has shown that children not ready for kindergarten are less likely to read by third grade, resulting in a lower likelihood of high school graduation. Minnesota state law requires that all children be screened before entering public kindergarten.

Screening when children are three years old provides the best opportunity to identify and treat potential concerns before children begin kindergarten. Early identification enables children to get services early to increase the likelihood of starting school developmentally ready. This also helps schools have necessary services in place as children enter the school system.



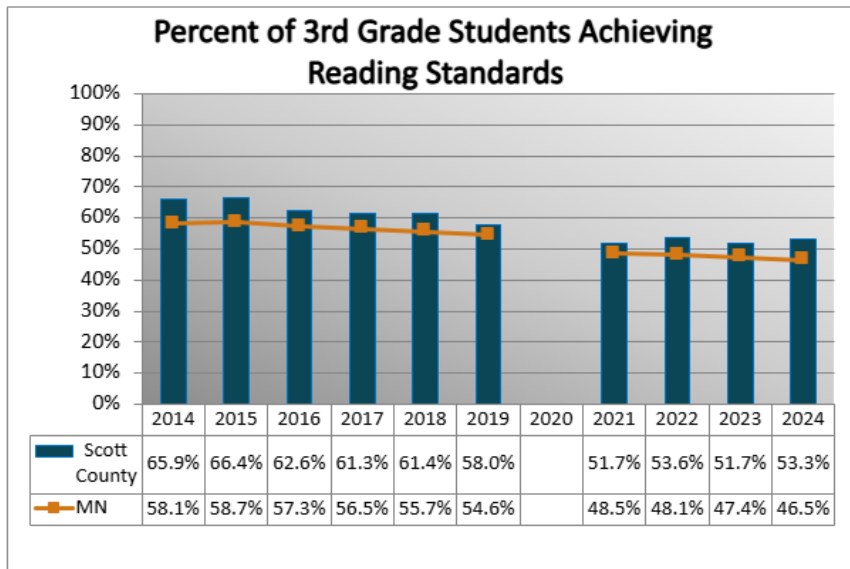
Source: Minnesota Department of Education

County leaders and school partners share an interest in exploring other measures of kindergarten readiness and are engaged in early discussions about data sets that are equally or more predictive of long-term success. Data on Scott County performance for 2024 are not available at the time of this writing.

Child Services

Community Indicator: Percent of Third Grade Students Achieving Reading Standards

Public school students in grades 3-8, then again in grade 10, participate in the Minnesota Comprehensive Assessment (MCA) to measure proficiencies in reading. MCA testing was not administered in 2020 due to the COVID-19 pandemic.



Source: Minnesota Compass, 2024

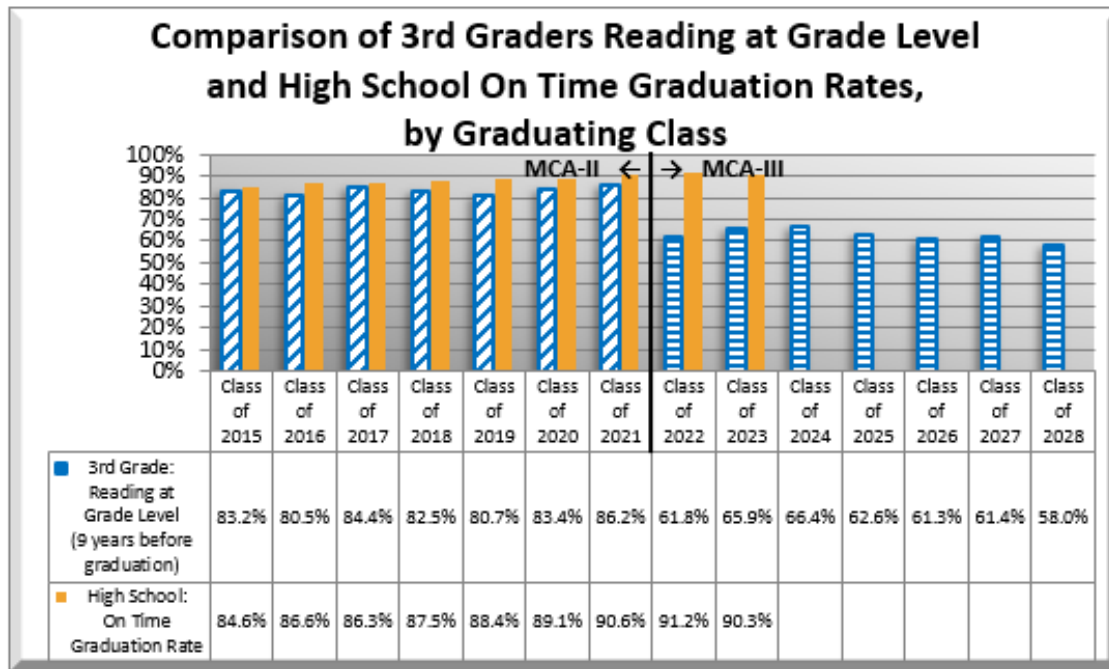
Overall, Minnesota has seen a decrease in reading proficiency since 2019. Data for Scott County have remained relatively flat over the last five years, with slightly more than half of all third graders reading at grade level. Data provided by the Minnesota Department of Education reflect that statewide, a higher percentage of white, non-Hispanic students are proficient in reading compared to third graders of other races and ethnicities.

Historically, reading at grade level by the third grade represented an educational benchmark for later academic success, including the likelihood of high school graduation. However, state and local school partners have expressed growing questions as to the continued reliability of this as a predictor, and interest in developing more reliable indicators is going forward.



Child Services

These data demonstrate the cause for concern regarding the predictive validity of the MCA-III third grade reading for proficiency and high school graduation. These data show the percent of third graders who were reading at grade level compared to the graduation rates for that Scott County class of students nine years later.



Source: *Minnesota Compass, and MN Department of Education Assessment Files*
Note: data sets are not a longitudinal cohort

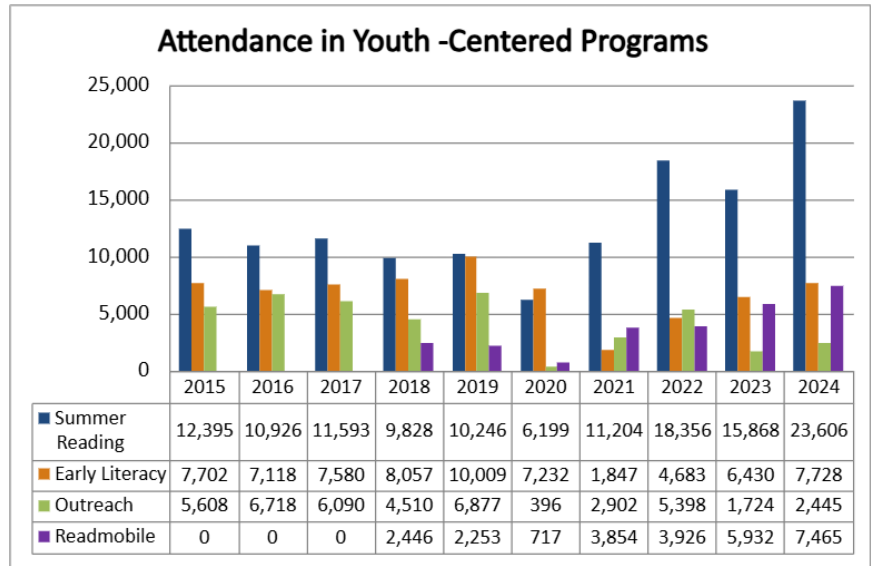
These data include information from Scott County public schools only -- not private schools. The Minnesota Comprehensive Assessment (MCA) for Reading MCA-II was given until 2012; beginning with the 2012-2013 school year, the MCA-III was administered. Note that the same class of students are not necessarily the same individuals, as students change schools for a variety of reasons and are not considered a longitudinal cohort.

Child Services

Library Youth Services

Libraries provide opportunities that support early literacy as well as access to technology, enriching cultural events, and relationships with caring adults.

Scott County Libraries provide a variety of free, youth-centered programs and services in every community. This measure shows total attendance in four key programs, including summer reading, outreach (off-site summer reading), early literacy classes (taught by staff trained in a parent education curriculum), and visits to the Readmobile.



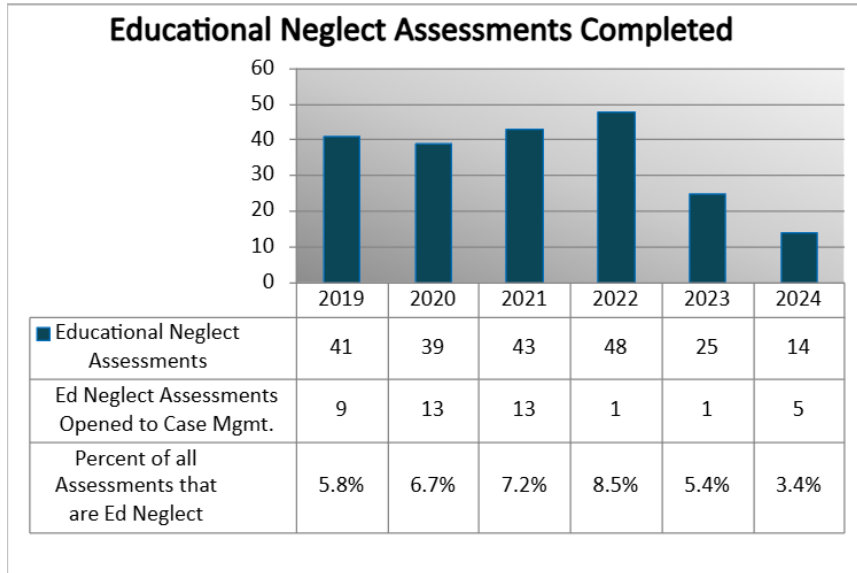
Source: staff reports

In all, 355,494 visitors came to the Scott County Libraries in 2024, 28,340 more than in 2023 -- an increase of 8.66 percent. All youth-centered programs have seen increases in the number of participants when compared to the previous year. Additional early literacy classes, increased outreach via additional sites and visits, and more Readmobile visits and partnerships contributed to the increase of participants.



Child Services

Educational Neglect: Prevention and Diversion

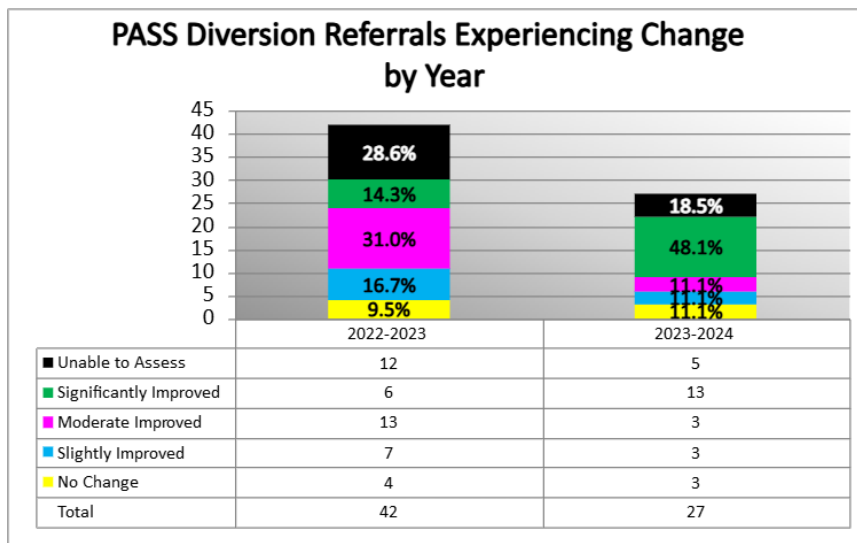


Source: Minnesota Department of Human Services Tableau Server data

years. Factors impacting this result include the development of early intervention and prevention services offered through the FRC and newly implemented Educational Neglect Prevention and Diversion program services.

When children under the age of 12 have seven or more unexcused absences, schools are mandated to make an educational neglect report to Child Protection. Often, inconsistent school attendance is associated with poor school performance. Educational neglect is often an indicator of other challenges families are experiencing in providing for the health and safety of their children. This measure shows the annual number of Child Protection assessments assigned to address educational neglect. The number of educational neglect reports assigned for assessment is significantly lower than at any point in the last five

Educational Neglect: Promoting Attendance and School Success (PASS)



Source: Internal tracking

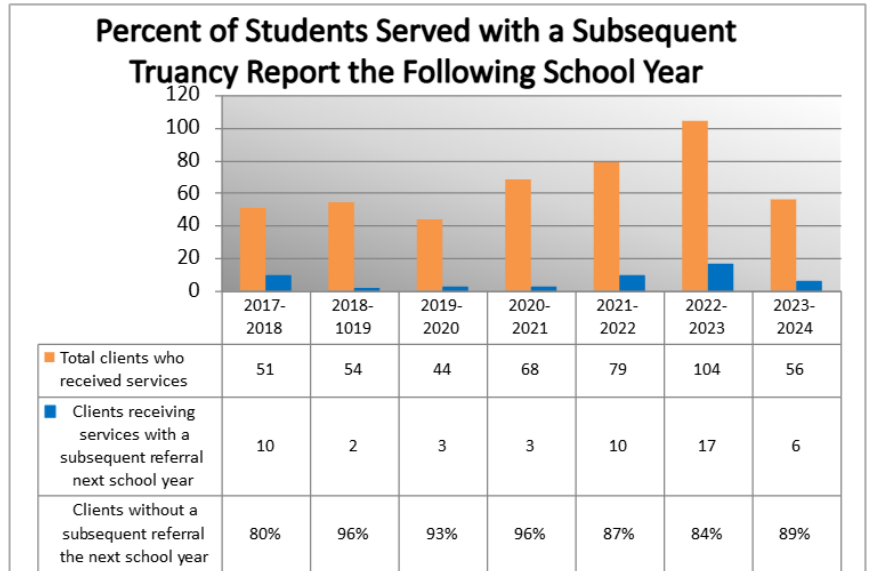
includes under five percent improved attendance, and “unable to assess” includes families that moved, cases that were referred late in the school year, et cetera.

A total of 53 Prevention program referrals were made to the Promoting Attendance and School Success (PASS) program in the 2023-2024 academic year. There were 27 referrals made to the Diversion program. This snapshot represents impact on school attendance for PASS Diversion referrals to St. David's Center for Child and Family Development in the designated school year. “Significantly improved” means 50 percent increase in school attendance; “moderately improved” means 25-49 percent increase in attendance; “slightly improved” means 5-24 percent improved; “unchanged”

Child Services

Truancy Intervention

When children ages 12 or older have seven or more unexcused absences, school officials make Truancy referrals to Social Services. Traditional Truancy interventions were not resulting in the degree of improvements in school attendance the County wished to see. The first data snapshot reflects outcomes from traditional County interventions, illustrating the number of youth referred for Truancy services and the percent of those youth who had a subsequent Truancy report the following school year.



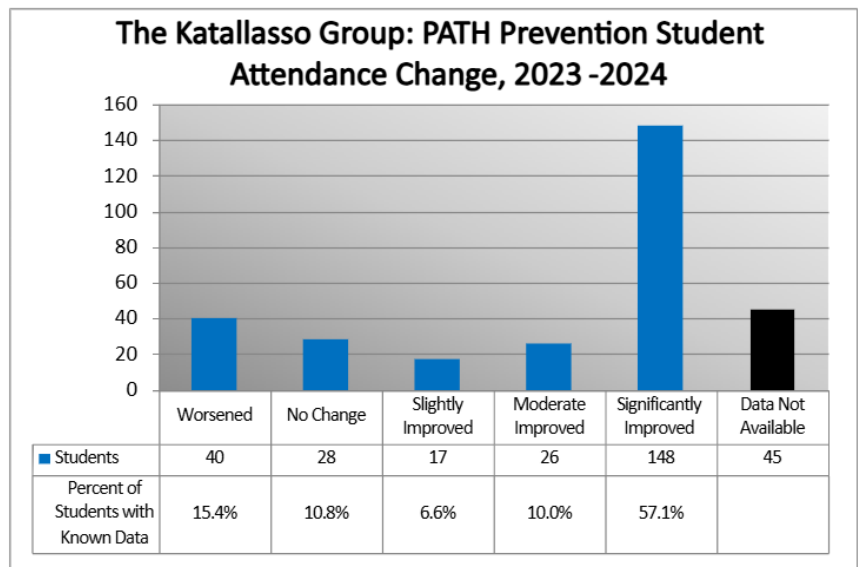
Source: Truancy HHS Referral Tracking SharePoint list

Truancy Prevention and Diversion

In 2022, the County launched Promoting Attendance Through Hope (PATH), a partnership with two non-profit organizations focused on improving attendance and diverting Truancy responses away from a government response. Some youth were referred to Truancy Diversion services through County case management, others were referred to a non-profit organization.

These data show the level of improvement in school attendance for youth served through the PATH partnership.

During the 2023-2024 academic year, the County served 43 Truancy reports through County case management. This is a decrease of nearly 30 percent from 61 in the 2022-2023 school year.



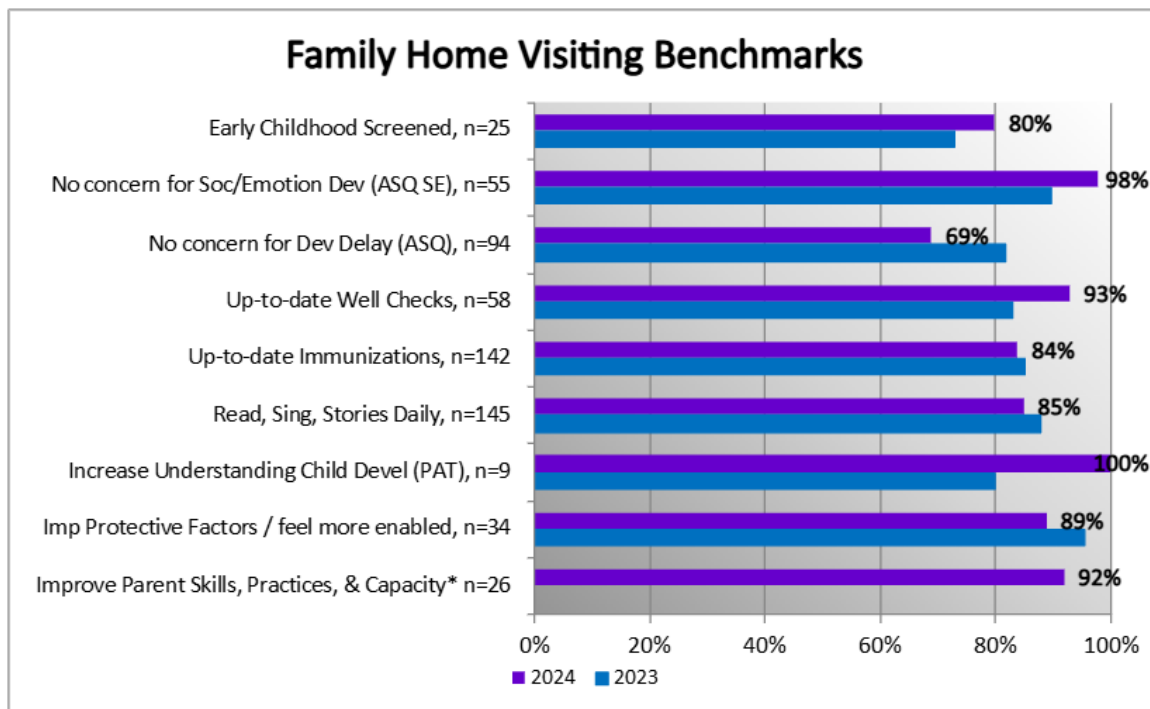
Source: Data provided by The Katallasso Group

Child Services

B. Child Health Outcomes

Public Health Home Visiting

Family Home Visiting programs are an evidence-based early intervention service for young children and their families. Research indicates that using an early intervention home visiting program results in improved skills and attitudes toward parenting; better parent-child attachment; and increased child safety, health, and long-term success in school. Family Home Visiting connects Family Home visitors with pregnant women and parents of young children to build skills, reach healthy outcomes, work on family goals, and provide local resources.



Source: PHDoc and Parent response surveys

Until 2022, the County used the Maternal Alliance for Healthy Families (MAHF) model. In 2023, staff switched to the Maternal Early Childhood Sustained Home Visiting (MECSH) model to reduce the documentation burden and provide nurses more time to spend with families.

Second, a new family home visiting model -- Parents as Teachers (PAT) -- was added to engage families of children ages three to five in educational preparation supports. Business measures in 2024 include the total number of home visits (2,233); the number of MESCH visits (1,421); and the number of PAT visits (812).

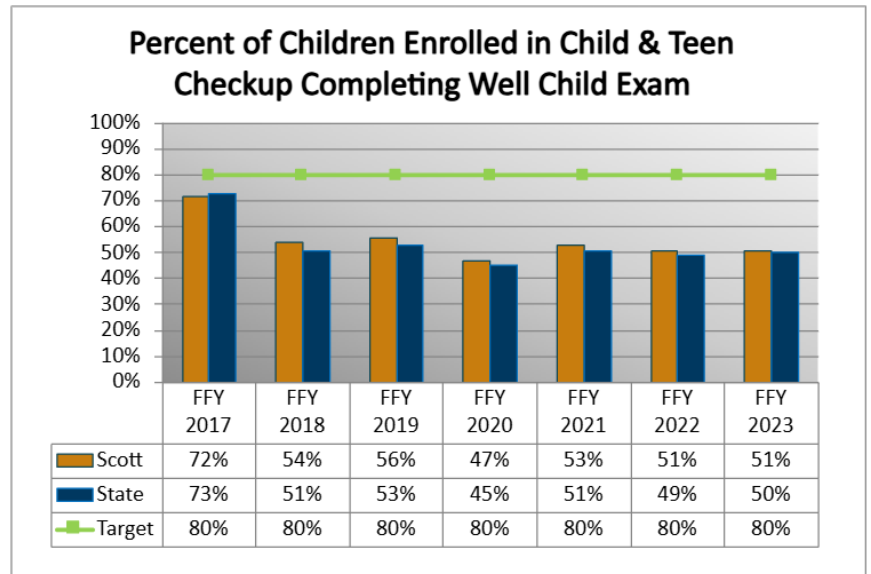
Child Services

Public Health - Family Health

Healthy infant and child development is critical to future educational success. Early identification of health conditions and appropriate treatment is both cost-effective and helps each child reach their full potential.

The Child and Teen Checkups (C&TC) Program is a federal program that offers comprehensive health care to eligible infants, children, and young adults enrolled in Medical Assistance (MA) and is required in every state.

The County provides administrative services, which include assisting children and youth eligible for the program in accessing and receiving comprehensive health care. This includes encouraging families to participate in regular dental and health checkups (well-child visits), reducing barriers to services, and connecting families to resources in the community.



Source: Child and Teen Checkup Data

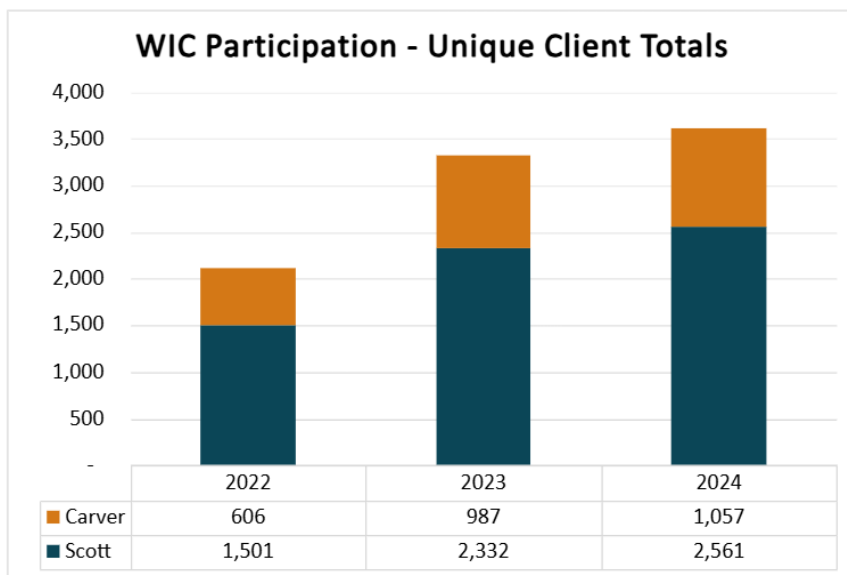
For each state, the Centers for Medicare & Medicaid Services (CMS) have a goal that 80 percent of children eligible for the program participate in well-child visits. The Minnesota and the Scott County well-child visit participation rate reflects the well-child visits completed during a federal fiscal year (FFY) reporting period. The accuracy of the data is based on claims data and how the clinic visit is coded.

The Minnesota Department of Health releases data for this measure each summer, and data for 2024 are not yet available. Youth is defined as individuals birth through age 20.

Child Services



Women, Infants and Children: WIC



Source: WIC Data

The USDA's Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) provides supplemental food packages, nutrition education, breastfeeding support, and health care referrals at no cost to low-income pregnant and postpartum women, infants, and children up to five years of age who are at nutritional risk.

These data reflect the number of unduplicated participants in the WIC program since its leadership was transitioned from a non-profit organization to the County. Additional WIC sites are being added to increase accessibility.

Child Services

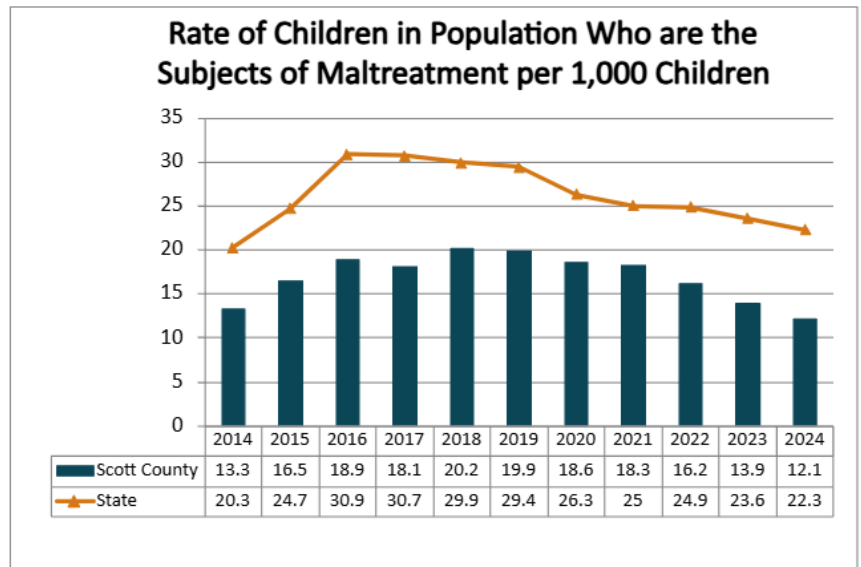
C. Child Safety Outcomes: Prevention

Scott County supports a robust array of prevention and effective intervention services for children and families at risk of requiring deep-end services. The following data sets show correlations between prevention efforts and a reduction in reports, assessments, and out-of-home placements.

Community Indicator: Rate of Children in Population Who are the Subjects of Alleged Maltreatment per 1,000 Children

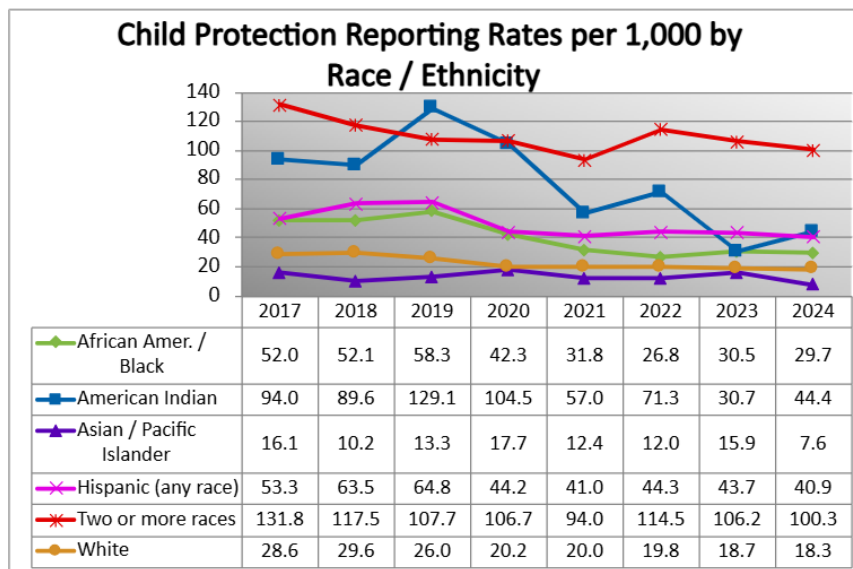
Child maltreatment negatively impacts children, families, and communities. Children who experience abuse and neglect face a higher risk of mental health concerns. They are more likely to become involved in the criminal justice system, exhibit poor school performance, and have challenges entering adulthood.

These data represent the rate at which children in Scott County are reported to Child Protection for the first time. Overall, maltreatment rates have declined since 2018, potentially due to the County's investments in a robust continuum of prevention services.



Source: MN Department of Human Services, Minnesota's Child Maltreatment Report through 2019; MN DHS Child Welfare; Tableau 2020-present)

Rates of Child Maltreatment by Race and Ethnicity



Nationally, children from non-white, non-Hispanic backgrounds are more likely to be referred to Child Protection than are their white, non-Hispanic counterparts. Those same disparities exist when examining outcomes for children in Scott County.

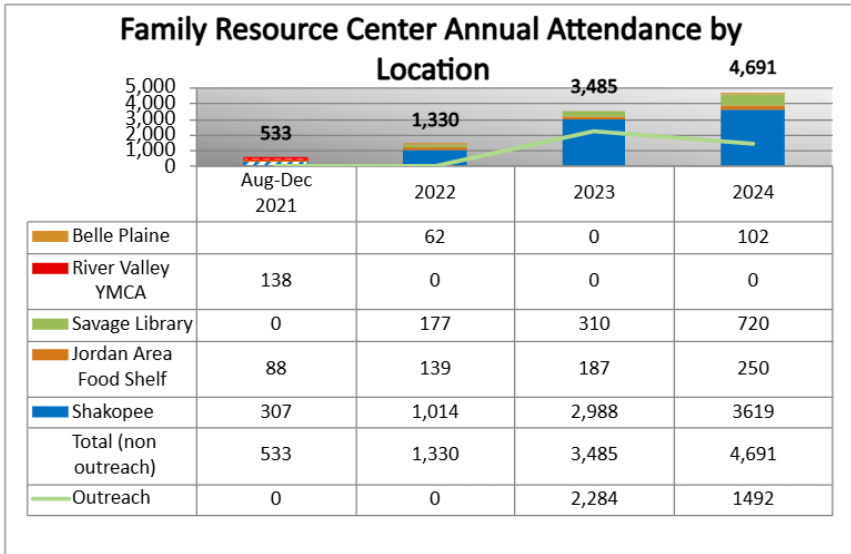
These data compare rates of screened-in reports by the race or ethnicity of the child who was the subject of the report. Disparities indicate the need for coordinated strategies across program areas, particularly those providing community outreach, prevention, and early intervention services to children and families.

Source: DHS General Child Welfare Data Statistics Dashboard Measure #1

Child Services

Family Resource Centers (FRC)

Family Resource Centers (FRC) bring support and services out into the community, giving families safe and easy access to services to address their needs before Child Protection interventions are necessary. Programs at each FRC are informed by the community; are built on existing strengths; and are tailored to the culture, resources, and needs of each community.



These data identify the number of visitors (adults and children) to the FRCs annually. Guests may visit, and therefore may be counted, more than once. FRC staff also make significant investments in outreach opportunities, bringing support and prevention services to families who do not come to the FRC. These data help inform further site development and programming needs.

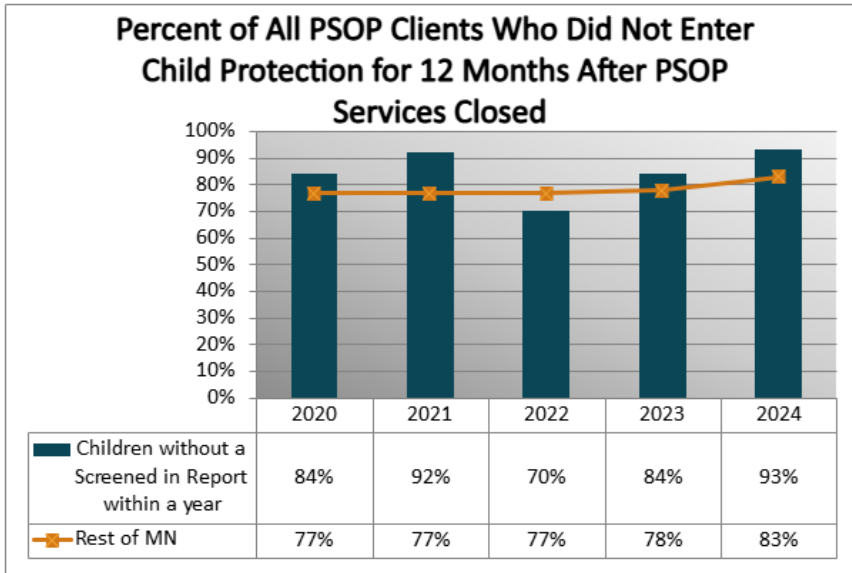
Visitors to the Shakopee FRC increased nearly 35 percent in 2024.

Source: Manual tracking spreadsheet



Child Services

Parent Support Outreach Program



Source: Department of Human Services Tableau data server

Parent Support Outreach Program (PSOP) provides support to families who are struggling to care for their children but who do not meet legal criteria for involvement in Child Protective Services. When successful, this intervention improves outcomes for children and avoids the need for deeper-end, costlier services to taxpayers.

These data are lagging measures, reflecting outcomes one year later for families served by PSOP case management. Sixty-seven families received PSOP case management services in 2023. A year later, only seven percent had a new referral to Child Protection. This performance is stronger than state

performance and may be reflective of the County's investment in a continuum of prevention services to support families.

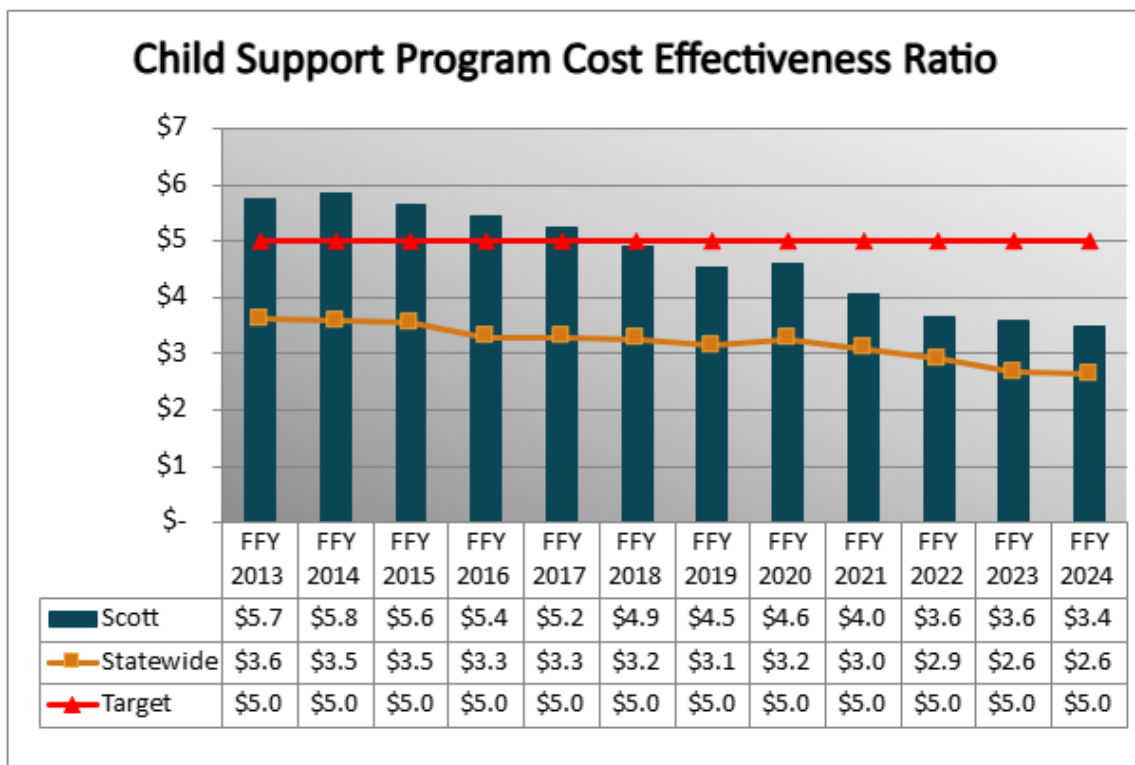


Child Services

Child Support

Research indicates ensuring families have financial resources to meet their children's basic needs is a key prevention strategy. Child Support programs attempt to ensure resources are available and stress the importance of relationships with both parents in their children's lives.

This chart shows the total Child Support dollars collected by Scott County during the Federal Fiscal Year (FFY) divided by the total dollars spent for providing Child Support services during the same year. (FFY is the year ending September 30 of the year shown.) The \$5 target is the statewide performance level to earn federal incentives.



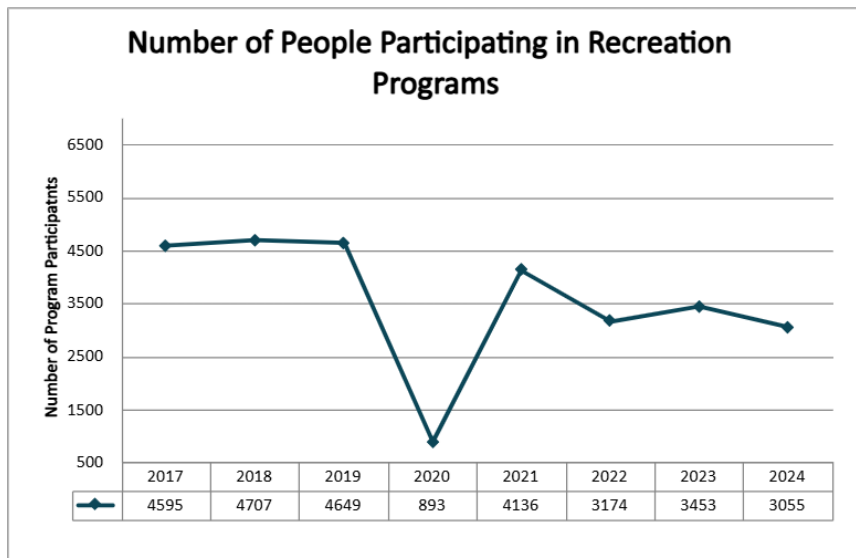
Source: *MN DHS Child Support Performance Report*
 Also Infopac report QQ6402, \$ collected divided by total \$ spent

In 2024, the Child Support unit distributed \$11.38 million to families, similar to the dollars distributed the year before. The calculation of this ratio is impacted by collections forwarded to other states, total collections disbursed, and fees retained to provide Child Support services. Child Support cases have been steadily declining both statewide and in Scott County over the past several years. This trend directly impacts total collections and disbursements, as a smaller caseload results in fewer funds being collected and distributed. Additionally, statewide efforts to ensure that child support orders are fair and appropriately modified have contributed to lower order amounts. Combined with rising annual expenses, these factors have contributed to a decreased cost effectiveness ratio. However, Scott County's numbers remain above the statewide average.

Child Services

Parks: Recreational Programming and Lessons

Parks and park programming can play a key role in supporting children and families and preventing involvement in the Child Welfare System. Parks provide a low-cost venue for healthy family time. The County's Regional Parks and Trails are free to enter and offer many things to do at no cost in well-maintained, natural settings (picnics/grilling, swimming, walking, biking, relaxing) as well as many fee-based activities and amenities.



Source: Scott County, Three Rivers Park District Program Staff

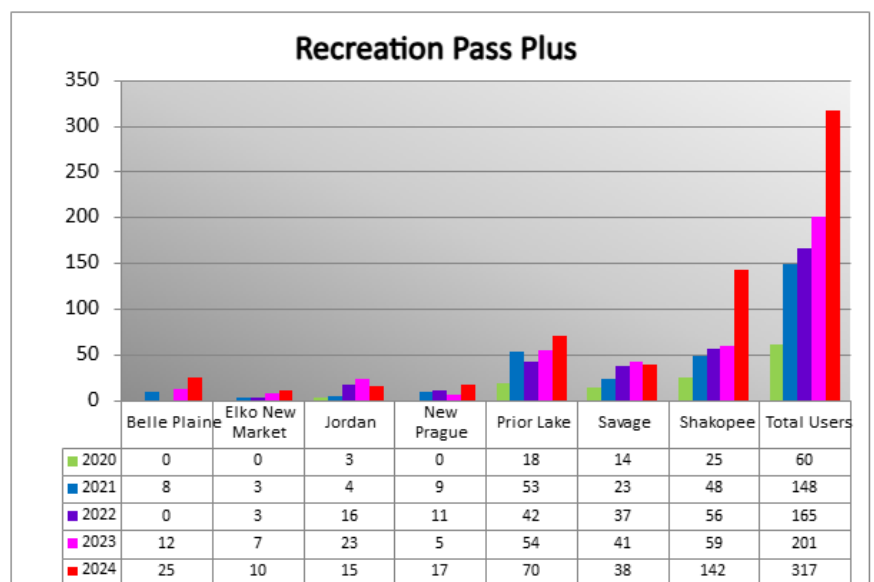
In 2023, over 1,000,000 visitors accessed Scott County Regional Parks and Trail Systems. Data on the number of park visitors for 2024 will be released by the Metropolitan Council in June/July of 2025.

Involvement in youth parks programming builds resiliency, confidence, and independence. This measure shows the total number of children and adults who participated in a summer program. Service is delivered primarily in Regional Parks, with some "off-site" in local parks or at other facilities such as schools. *These data do not include the golf program.

Parks: Rec Pass Plus

Low-income households are less likely to participate in organized recreational and athletic activities than individuals from higher-income homes. The Recreation Pass Plus program is a fee assistance program that removes fees for equipment rental and reduces expenses related to parks programming and activities that may have previously discouraged new Park visitors.

These data show the number of users in the Recreation Pass Plus program and the growth it has experienced over the five years of operation. A grant-funded Wellness in the Parks programming initiative supports free nature-based and wellness-oriented programs.



Source: Three Rivers Park District

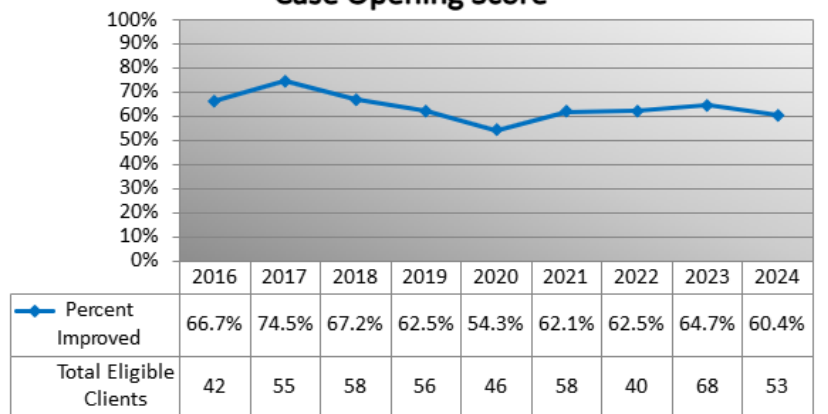
Child Services

Children's Mental Health Case Management

Children's Mental Health services support other prevention efforts. When children receive effective therapeutic services and support, their recovery allows them to become more independent and productive adults.

The Child and Adolescent Service Intensity Instrument (CASII) provides an indication of how well, or how poorly, a child is doing. Although many variables contribute to a child's level of functioning, using this tool at the beginning and end of services can be an indicator of the impact services had on the child's recovery. There is no established performance standard or target for this measure.

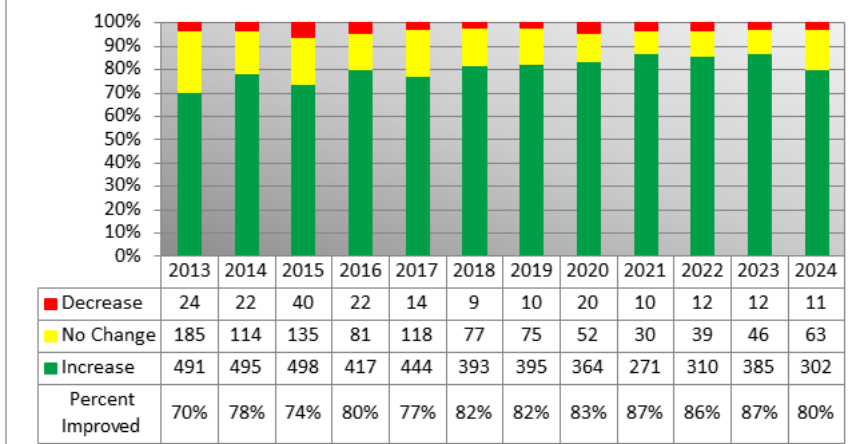
Percent of Clients Who Had CASII Score Improvement at Case Closing Compared to Case Opening Score



Source: *SSIS (Social Services Information System) General Reports*
Child and Adolescent Service Intensity Instrument (CASII) scores

Mental Health Therapy: School Based Mental Health

Percentage of Clients Showing Improvement on Global Assessment of Functioning (GAF) Scores



Source: *IRIS (Iron Range Information System) client records,*
manual tracking beginning April 1st 2017 due to new Vireo software

Mental Health therapy is an essential component of the prevention continuum. This measure indicates the percentage of children who receive school-based Mental Health services through the Scott County Mental Health Center (SCMHC) who show improvement in their functioning. These data do not include clients who receive only short-term assessments.

SCMHC measures severity of mental health symptoms and level of functioning for all clients to measure progress and determine whether services are effective.

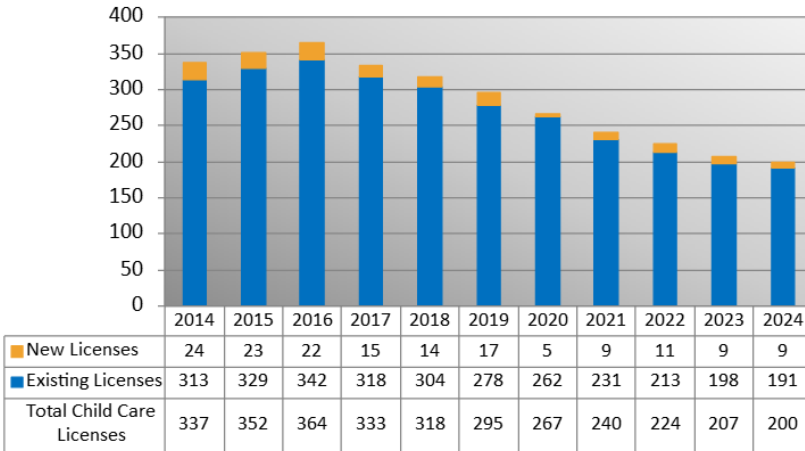
Of those, 677 clients were referred for mental health services through the schools. Therapists in the schools provide the same clinical service (e.g., therapy, diagnostic assessment) as therapists based in the clinic, and provide the same level of coordination with Scott County departments (e.g., Case Management, Child Protection).

In 2024, the SCMHC served 4,775 people.

Child Services

Childcare Licensing

Number of New and Existing Family Child Care Licenses



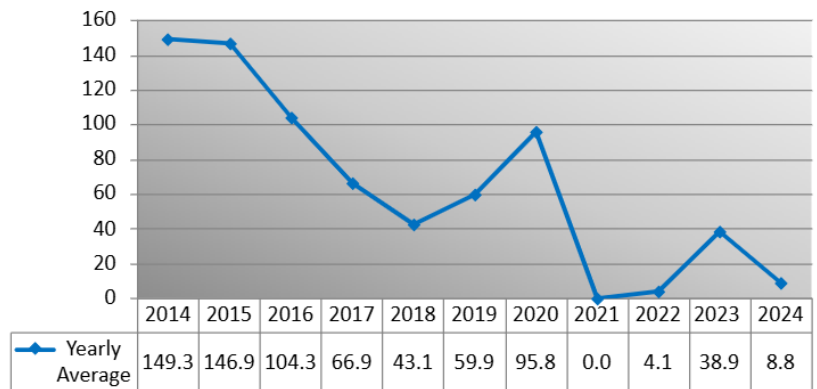
Source: *Social Service Information System (SSIS)
Workgroup Statistics - By Program report*

Access to child care funding and providers is part of the prevention continuum; it promotes safety for children and removes barriers to employment for their parents. This measure shows how many Scott County residents completed and met all the Minnesota rules and statutory requirements to become Licensed Family Child Care providers. Scott County licenses only in-home providers. Child care centers are licensed by the state of Minnesota.

The County has seen a significant decrease in the number of in-home child care providers since 2016.

An associated measure is the number of children on a waiting list for Child Care Assistance. Scott County has an annual funding allocation for this program. Scott County provides Child Care Assistance to as many qualifying families with children as the allocation allows. Once the funding is allocated, a waiting list is created. Both the County and the state monitor this number monthly. The data here reflect the level of service demand weighed against available funding.

Number of Families on Basic Sliding Fee Child Care Assistance Waiting List



Source: *Child Care Assistance Program (CCAP) Basic Sliding Fee Waiting List tracked manually
Reported on DHS Edocs 5671*

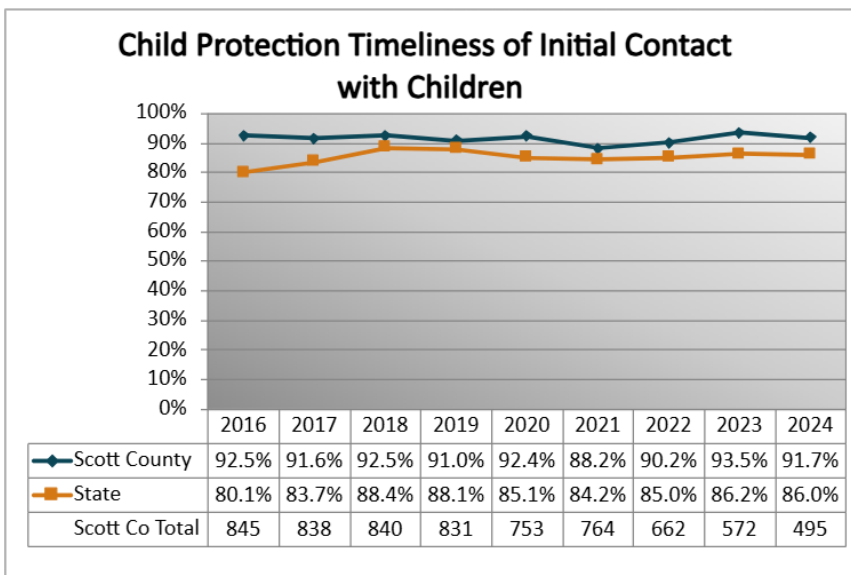
Child Services

D. Child Safety Outcomes - Intervention

The following data sets reflect work in what is considered deep-end services -- those that are provided to people who have not requested the service, and those for whom earlier interventions have been unsuccessful or rejected. All data indicate strong performance.

Child Protection Assessment

In Scott County, a multi-disciplinary screening team reviews Child Maltreatment reports and makes decisions about which meet state criteria for assessment or investigation. Once a report has been accepted for an assessment or investigation, timely face-to-face visits are critical to making comprehensive safety assessments and expediting safety plans to mitigate risks, making it more likely children can remain safely with their families. These data show the percentage of timely initial contacts with children.



In 2024, 495 reports were accepted for assessments or investigations and the children involved in 91.7 percent of those reports had an initial visit with a social worker within the timelines provided in statute. One important contributor to timely initial contacts is the timely screening of maltreatment reports. In 2024, 98.6 percent of reports were screened within the timeline required by statute.

Source: DHS Child Welfare Data Dashboard State Measure #1

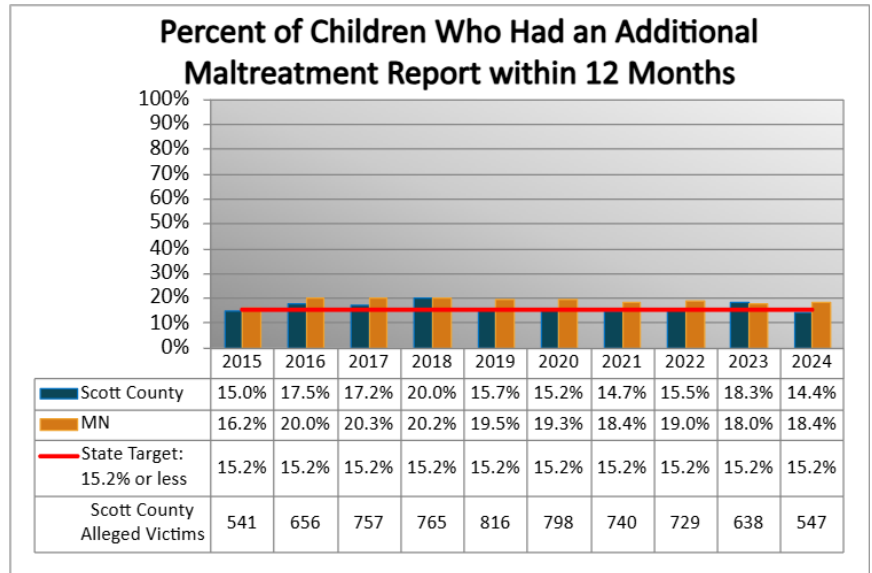
Child Services

Child Protection Case Management

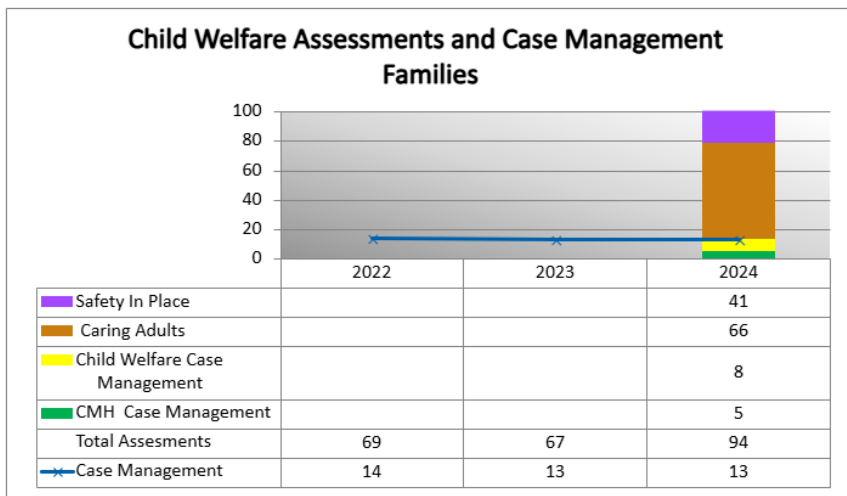
The goal of Child Protection case management is to help families resolve the issues which brought them to the attention of Child Protection and promote long-term child safety. These data represent the percent of children who were the subject of two or more screened-in child maltreatment reports within 12 months of each other.

These data do not indicate that all children represented experienced more than one episode of maltreatment, but the data may provide information on the thoroughness of safety planning and other efforts to prevent further instances of maltreatment.

Of the 547 children who were the subject of one report, 79 (14.4 percent) were the subject of a second screened-in report. This rate meets the state target of 15.2 percent or less.



Source: DHS Child Welfare Data Dashboard, State Measure #5



Source: Social Services Information System (SSIS)/Manual analysis

Child Welfare response can be used to prevent deeper entry into the Child Protection system and deeper end out-of-home placements. Early intervention may reduce risk for deep-end system involvement and reliance on involuntary services while building protective factors for youth and families.

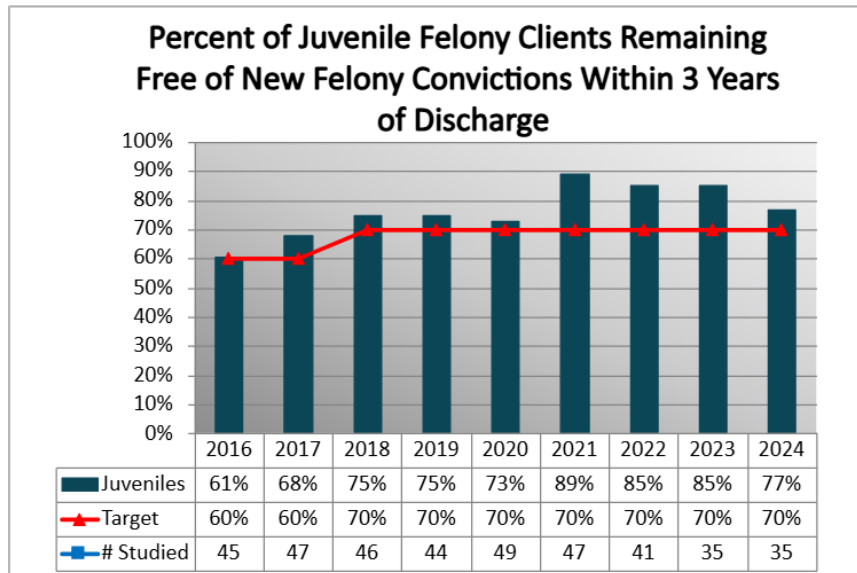
This snapshot represents the number of Child Welfare assessments, and the number of families open for Child Welfare case management.

Child Services

Community Corrections: Juvenile Probation

Youth who become involved in the Juvenile Justice system often experience many of the Adverse Childhood Experiences (ACEs) -- as do youth served through Child Welfare -- and therefore they need services and caring adults to address underlying needs and prevent future delinquent behaviors.

This measure shows the percentage of juvenile felony offenders who were discharged from probation who



remained free of a new felony conviction within three years of discharge from probation. This is a retrospective measure (i.e., 2024 represents 2020 discharges). The 70 percent target for juveniles is set by Scott County Community Corrections.

While these data show the experiences of youth with felony convictions, the table below shows the number of all youth involved in juvenile probation over the past six years. The year total represents the total number of clients served throughout the year. The number of juvenile clients has trended downward.

Source: Minnesota Court Information System (MNCIS) Manual Records Review

	2019	2020	2021	2022	2023	2024
Juvenile Probation Clients	278	223	173	136	139	129

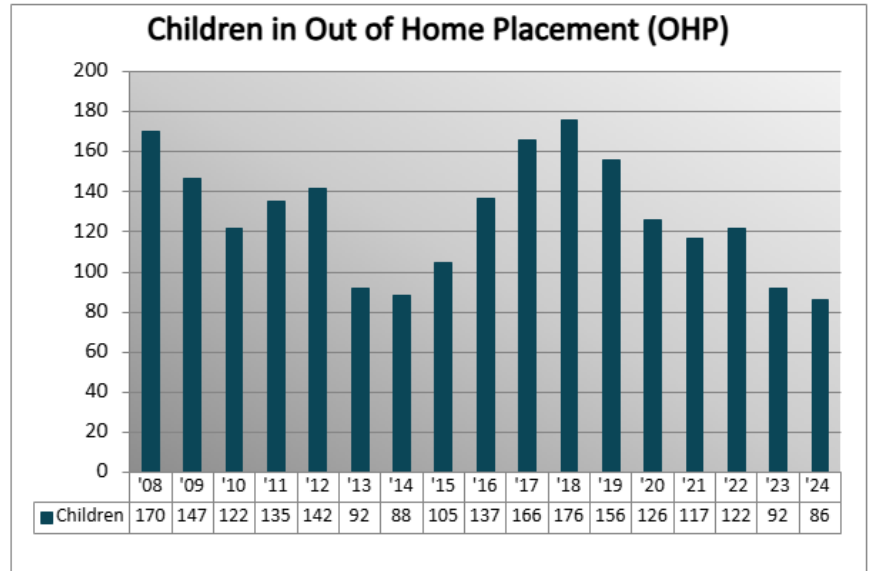
Child Services

Child Out-of-Home Placement

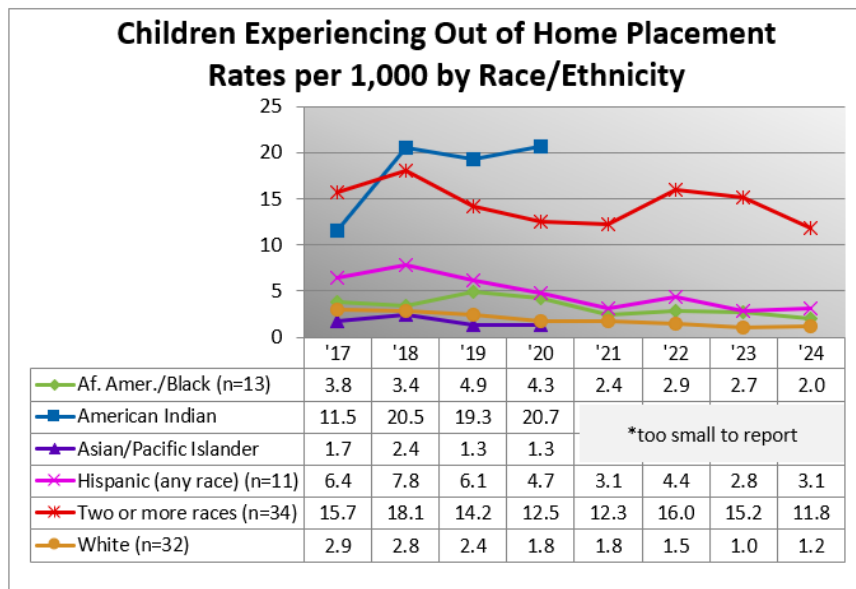
Safely preventing out-of-home placement protects children from the trauma associated with removal from their homes. If no safe alternatives exist and children must be placed, timely permanency decisions are essential to children's emotional well-being.

This measure shows annual data for the number of children in placement through Social Services. (This does not include children placed through Community Corrections.) Children who have had multiple placements in a given year are not duplicated. Monitoring placement numbers informs placement prevention efforts but also has a major impact on County budgets.

In 2024, 86 children were placed in out-of-home care. Placements have been trending downward since 2018, a timeframe that correlates to the expansion of prevention services. In 2024, Scott County's rate of entry into foster care was 2.1 per 1,000 children, compared to the statewide rate of entry of 7.2.



Source: DHS dashboard, General Child Welfare Statistics Dashboard



Source: DHS General Child Welfare Data Statistics Dashboard Measure #8

Child Out-of-Home Placement by Race/Ethnicity

This measure examines out-of-home placement rates by children's race and ethnicity. Data available from the Minnesota Department of Human Services show children of color and those of Hispanic ethnicity enter placement at a disproportionate rate when compared to white children.

Placement data from Scott County are consistent with statewide placement rate trends and reflect differences in how children and families of color experience interventions to address child safety concerns.

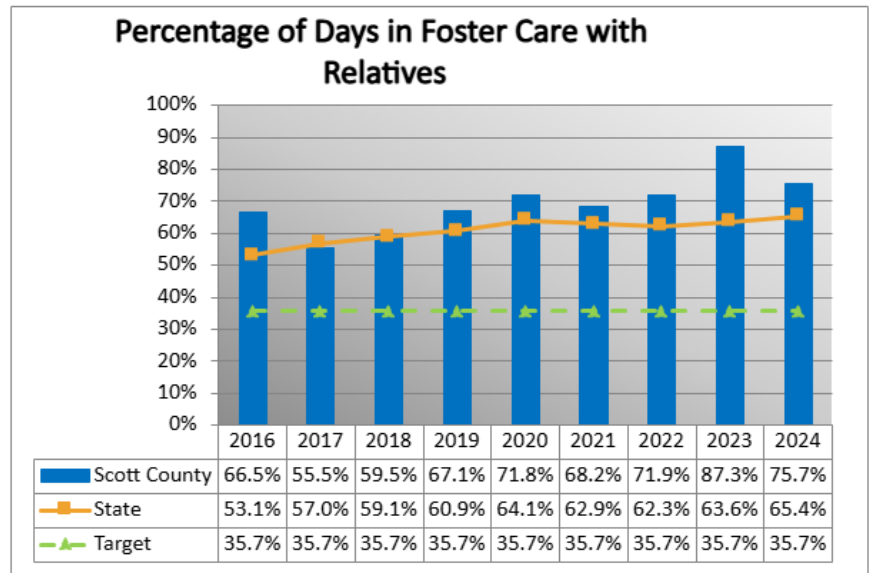
Child Services

Relative Foster Care Placements

Placing children with extended family helps children continue their connection with their parents and siblings and to their larger extended family. Placement with relatives promotes greater contact between children and their parents, and allows children to experience family traditions/rituals even when they cannot live with their parents. Statute requires that extensive efforts be made to identify, locate, and -- whenever possible -- place children in foster care with safe relative caretakers.

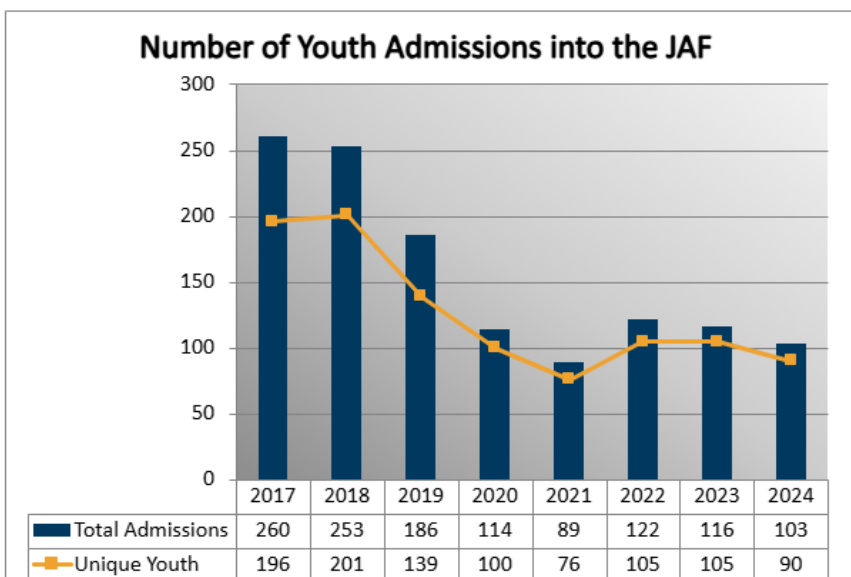
For children placed in family foster care settings (not including shelters, group homes, residential treatment centers, et cetera), this measure examines the percent of placement days with children spend in relative foster care.

Scott County's performance has historically exceeded state targets and aggregate performance.



Source: DHS Child Welfare Data Dashboard, State Measure #3

Youth Admissions to Juvenile Alternative Facility



Source: CSTS Data

The Scott County Juvenile Alternative Facility (JAF) provides co-ed, residential services and non-secure detention services for youth ages 11-17 taken into custody for a delinquent offense, probation violation, warrant, or 72-hour health and safety hold. Through a collaboration of community resources, family-based services, assessments, and evaluations, the JAF provides programs and services that assist residents in improving their decision making and life skill, especially during times of crisis.

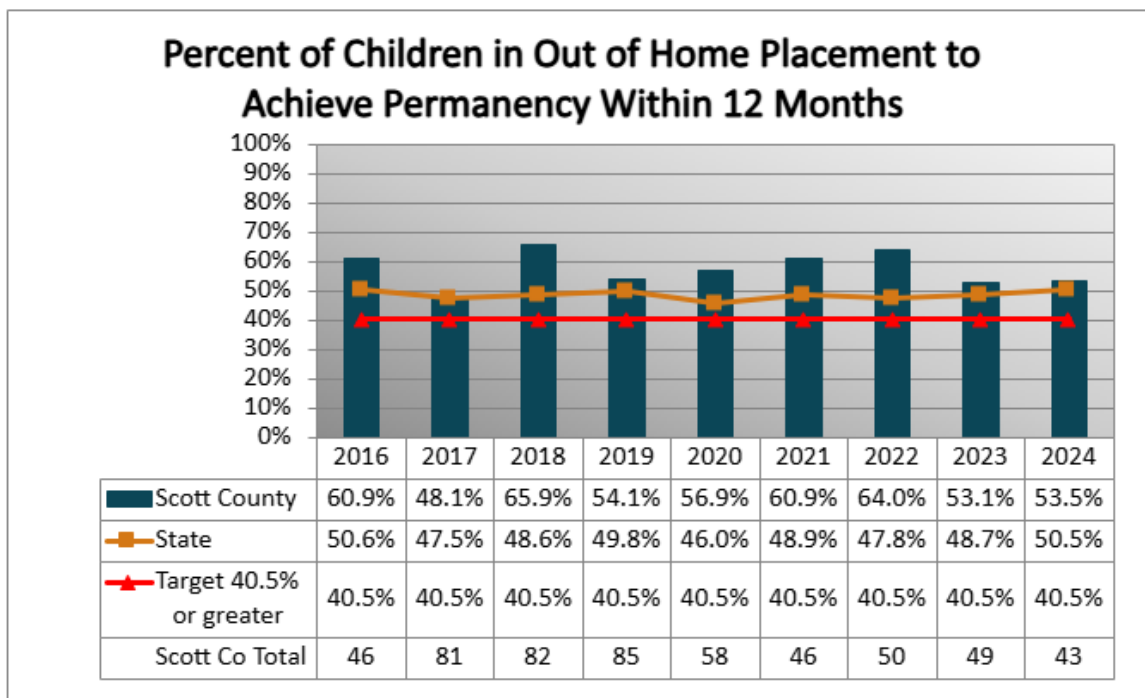
This chart shows the number of annual admissions of youth into the JAF.

Child Services

Children in Out-of-Home Placement: Achieving Permanency

Minnesota statutes require that permanent plans are made for children within 12 months of their entry into placement. The federal Administration for Children and Families sets a performance target of at least 40.5 percent of children placed in out-of-home care must be reunited with parents or placed in another permanent home within one year.

In 2024, 23 of the 43 children who exited out-of-home placement were discharged to a parent's care or to another permanent placement within the timelines established in statute.



Source: DHS Child Welfare Data Dashboard Federal Measure #4

Scott County performance has consistently met national performance standards and exceeded state performance. Research shows cases involving children placed with relatives are more likely to reach permanency decisions within timelines. Other factors that contribute to strong performance include effective court policies, scheduling, and shared attention to the importance of timely permanency.

Child Services

Part II: Summary of Data Findings

At a community level, rates for on-time high school graduation continue to increase and rates of child maltreatment continue to decrease. County Board investments in prevention programs -- coupled with strong collaborations among County staff, schools, and non-profit organizations -- are likely contributing factors in the positive trajectory of both community indicators.

At a program level, nearly all programs impacting outcomes for children and families show positive results.

- Educational Neglect and Truancy Prevention/Diversion programs, administered largely by non-profit organizations, are yielding improved attendance rates. Family Home Visiting programs continue to show improvements in parents' capacity to meet their children's needs. WIC participation numbers are stable; the County continues to work toward the goal of meeting state performance targets for Child and Teen Checkups for children on Medical Assistance. Families participating in the Parent Support Outreach Program (PSOP) have a lower rate of referral to Child Protection when compared to state rates. Participant numbers increased since 2023 for all youth-centered library programs. The number of visits to the Family Resource Centers, service hubs for prevention and early intervention services, continues to increase. Based on the visitor data and input from the Parent Advisory Council, FRC programs have been expanded and the FRC has fostered the addition of new non-profit organizations serving families in Scott County.
- Investments in effective prevention programs contributed to reductions in the need for Child Protection and Juvenile Justice services:
 - The number of Child Protection reports, the number of assessments and investigations, and the number of out-of-home placements are lower than they have been in over 15 years, likely impacted by more robust investments in effective prevention programs. As the demand for Child Protection Services declines, Health and Human Services leaders have been able to cross-train social workers, redirecting some staff time to support prevention programs and maximizing staff resources.
 - The number of youth adjudicated with felonies has trended downward, although recidivism rates for these youth have increased, and the County no longer meets its self-identified performance standard.
- When the need for Child Protection Services cannot be prevented, these programs continue to show strong performance, meeting state performance targets and national standards for timeliness of responses to reports, absence of re-reporting, days in relative placements, and timely achievement of permanency.

Child Services



Part III: Strategic Plan Progress & Next Steps

Nearly all elements of the 2020-2025 Strategic Plan have been completed or are in the process of being completed (see Appendix B for a complete indexing of completed elements). Highlights from the County's strategic planning work in 2024 include:

- **The Shakopee Public Schools/Scott County Collaborative Plan.** Rates of Early Childhood Screenings continue to trend downward. The Shakopee School District/Scott County Collaborative Strategic Plan, approved by both the Shakopee Public School District Board and the Scott County Board in October 2023, was fully implemented in 2024. The objectives in the Plan promoted improvements in third grade reading proficiency and on-time high school graduation rates. The Plan includes strategies to support improvements in:
 - The percentage of children who receive early childhood screenings before they turn four years of age.
 - Improvements in the percentage of students with consistent attendance. One component of that Plan included the launching of a Child Services Prevention worker serving middle school students in the Shakopee School District to intervene early to address absenteeism. As the first year of the service concludes, preliminary data will be collected and used to examine the effectiveness of the service. A comprehensive review of progress on the full Collaborative Strategic Plan, including outcome data relevant to all strategies, is due to both the County Board and the Shakopee School Board in 2025.

Child Services

- **Future of JAF/Regional Continuum of Care for Youth.** A program evaluation of the JAF was completed in 2024, which led to the adoption of a trauma-informed modality for working with youth and the hiring of staff with skills and experience in addressing childhood trauma.

Further defining the future of this Facility is part of a broader regional effort to evaluate and address gaps in the out-of-home placement continuum. While the current system of care addresses the needs of many children, appropriate resources are not available to meet the needs of all children, including those with very complex, high acuity needs.

In 2024, Scott County Health & Human Services took a leading role in convening metro and regional partners and encouraging a regional approach to addressing shortcomings in the out-of-home placement continuum. Counties worked together with other partners to prepare a bonding request to the 2025 legislature for funds to expedite the opening of a crisis stabilization facility in Hennepin County.

Going forward, counties will come together to reimagine and transform the systems of care for children in Minnesota, regardless of how they enter county systems, when out-of-home placement cannot be prevented.

- **Leadership and sustainability of the FRC:** The long-term vision for the FRC has been the eventual transition of “ownership” from the County to a non-profit organization (with the County continuing to have an active partner role). In 2024, County staff and community partners participated in planning discussions at various levels to consider a viable, sustainable vision for the FRC during and after a leadership transition. This work will continue into 2025 and is reflected in the updated Strategic Plan as part of the prioritized investment in Prevention services. Timing, public and private funding considerations, impacts from DHS decisions, and other variables will be evaluated as planning for the transition continues.
- **State funding for Child Protection:** One of Scott County’s legislative priorities is to fully fund Child Protection. Current state funding formulas do not keep pace with the costs of implementing state mandates (i.e., practices and record keeping) and county taxpayers are shouldering an increasingly higher percentage of those costs. The launch of the African American Families Act is expected to include additional unfunded service mandates which will exacerbate the differences between what it costs to operate the program and state funding allocations.

The 2025-2027 County Strategic Plan continues the work outlined above and includes additional strategies for improving outcomes for children and families, including creation of opportunities for youth to be engaged with caring adults through mentorships and pro-social engagement in their community.

Community & Public Safety



Introduction: Community & Public Safety Objective Area

The Community & Public Safety Objective Area includes a broad range of programs that serve core functions of Scott County government. The Sheriff's Office, the County Attorney's Office, Community Corrections, Highway Maintenance, Emergency Management, Public Health, Housing, and Building/Zoning Code programs impacting community and public safety all play a role, individually and collectively, in addressing expectations for safe communities.



Community & Public Safety

Part I: Measuring Impact

Effective strategic planning relies on implementation of new strategies as well as an evaluation of whether the changes made resulted in the desired impacts. Monitoring Community Indicators and program-level performance data provides essential information for program leaders, elected officials, and taxpayers on whether the new strategies created the intended effects. The following series of data sets provide an examination of demands for service, timeliness of responses, and effectiveness of programs.

A. Public Safety: Criminal Justice System

One of the strategies in the Strategic Plan involved an evaluation of the criminal justice system, examining opportunities to improve processes or practices leading to reductions in recidivism. This long-term, County-wide goal has included multiple initiatives through various departments, all aligned with reducing the need for deep-end services.

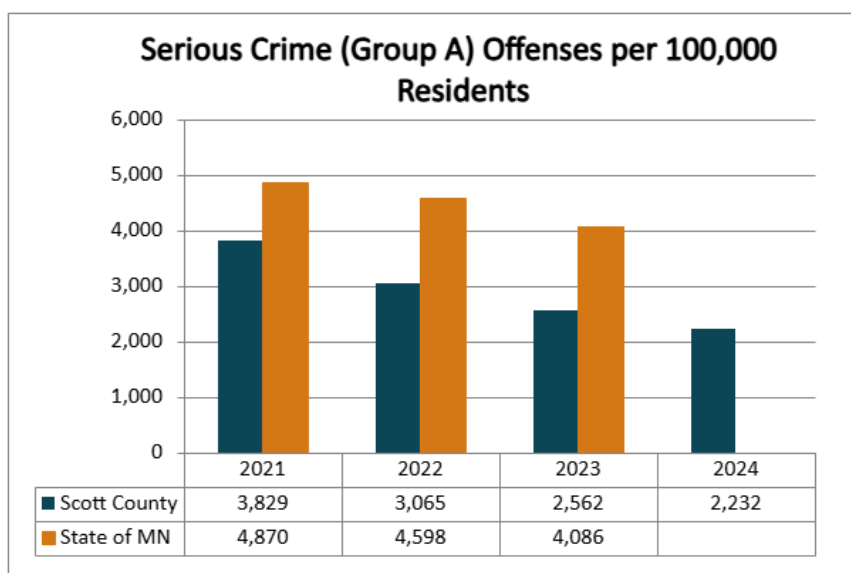
Community Indicator: Group A Offenses

The rate of serious crimes per 100,000 residents is a Community Indicator that tells something about levels of safety within Scott County communities. In 2021, the Bureau of Criminal Apprehension (BCA) changed data reporting methodology and analytics and launched a new public database called the Minnesota Crime Data Explorer. This new tool, updated monthly, provides greater access for the public to detailed safety information.

The changes in methodology create differences in the data sets and it is not possible to compare annual crime rates prior to 2021.

Crime rates are based on an analysis of Group A Offenses, which include 25 categories of the most violent and most serious crimes against people, property, or society. Non-violent crimes and those considered to be less serious in nature are reported as Group B Arrests and are not included in the calculation of crime rates.

2024 data for the State of Minnesota are not yet available.



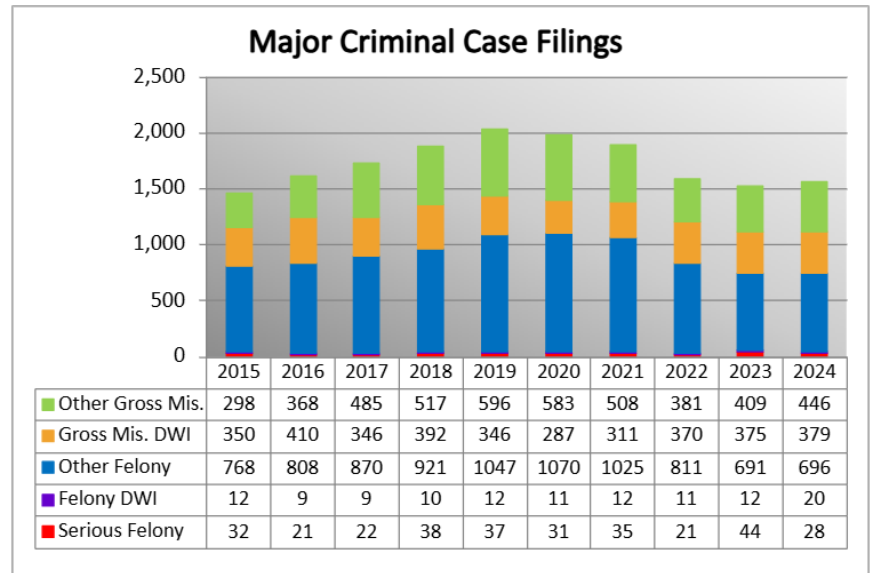
Source: *Uniform Crime Report*
Minnesota Bureau of Criminal Apprehension (BCA), Crime Data Explorer

Community & Public Safety

County Attorney's Office

Criminal Prosecution

The number of felony and gross misdemeanor criminal case filings is a reflection of the more serious criminal activity occurring in the County and indicative of the workload pressures on the criminal justice system, including the County Jail. Major criminal case filings make up one measure of Community Indicator of how safe citizens may feel in their community. This measure shows the number of adult major criminal case filings in Scott County. Criminal case filings are charges made against individuals in Scott County by the County Attorney's Office.



Source: Minnesota Court Information System (MNCIS)

The total number of major criminal case filings has decreased since 2021, with the last three years remaining relatively flat.



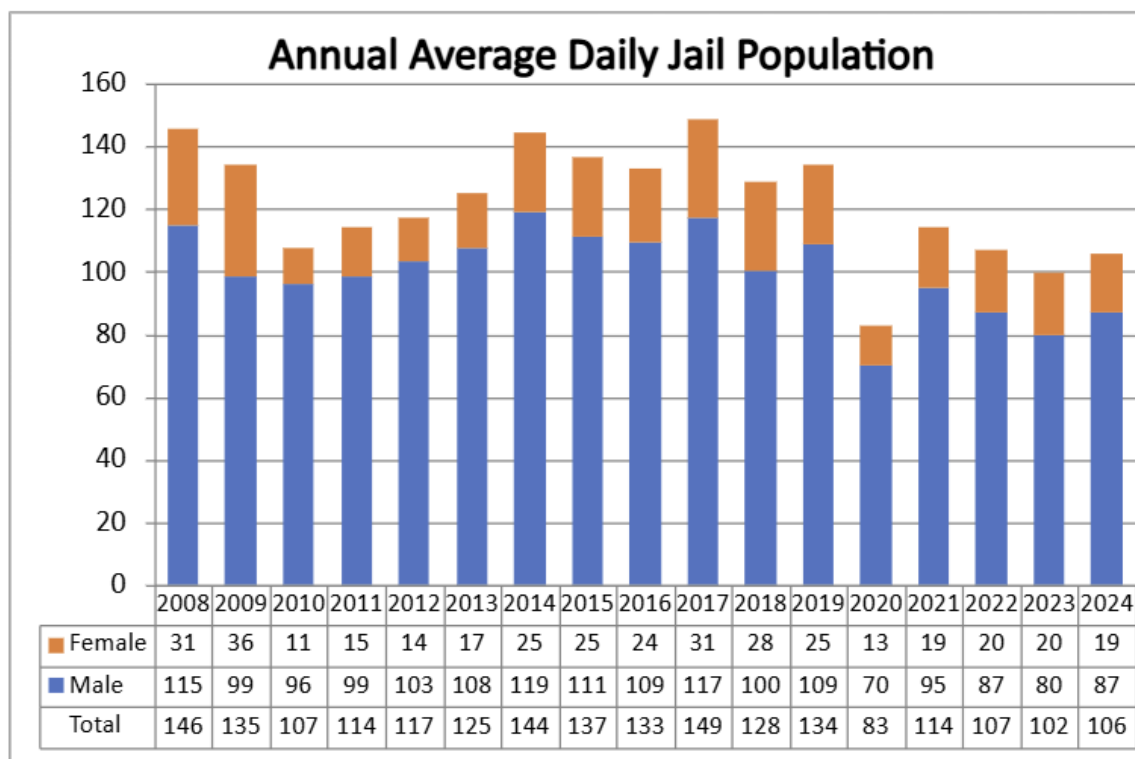
Community & Public Safety

Jail Data

Jail Population

Tracking average daily population of the Jail provides some information about the arrest rates and potential crime trends in Scott County. These data reflect the average number of men and women housed in the Scott County Jail daily. Examining this data over time supports decision making about bed space needs, staffing needs, planning for additional resource needs; and ensures public, inmate, and Correctional Officer safety.

Data sets are reported to the Minnesota Department of Corrections each day to help various state agencies plan/prepare their organizations' responses to inmate populations and potential crime trends throughout the state. It also helps the County determine costs of care for inmates.



Source: Data collected from AS400 (2006-2014) and from LETG (2014- present)

Downward trends in the average daily population reflect work done by the County to improve court efficiencies and a continuum of prevention strategies designed to prevent involvement in deep-end services, including incarceration in the Jail. In 2023 and 2024, lower daily population meant Scott County had capacity to board inmates from jails in neighboring counties without opening another housing pod.

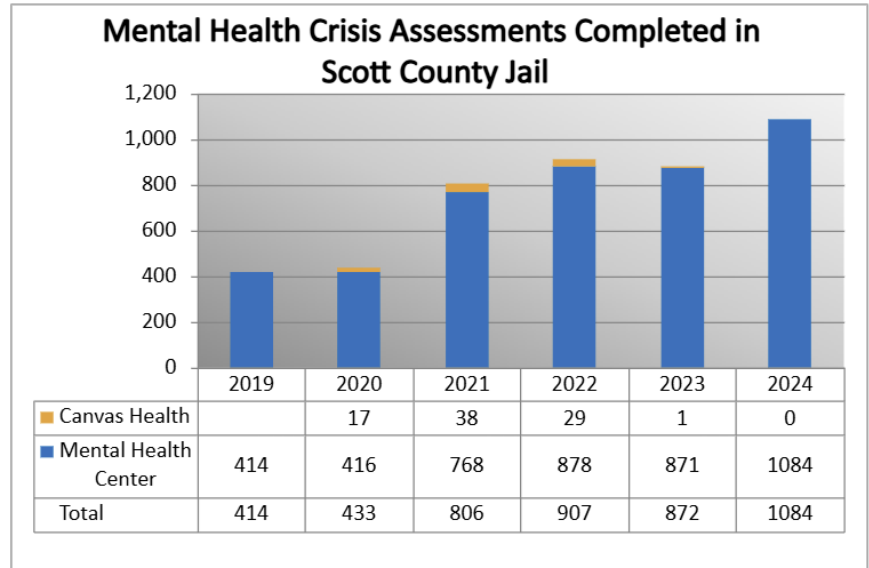
These data do not reflect the complexity of inmate needs, or the staff resources needed to care for them safely while in the Jail.

Community & Public Safety

Mental Health Crisis Assessments

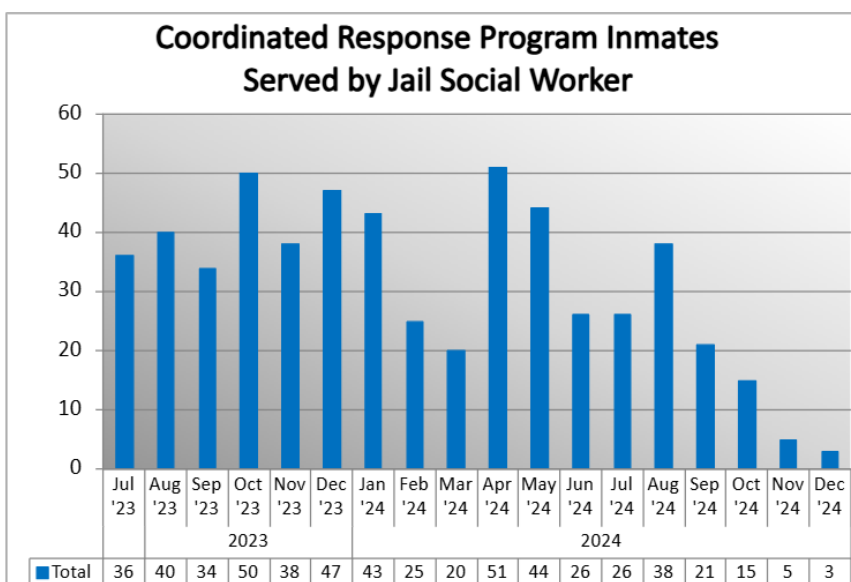
Staff from the SCMHC and Canvas Mobile Crisis Response each respond to mental health emergencies in the Jail; these assessments are performed in response to a serious mental health crisis. Assessments typically completed during normal business hours are done by the Scott County Mental Health Center. After-hours assessments are completed by Canvas Mobile Crisis Response. Assessments increased by 24 percent in 2024 compared to 2023.

In 2024, Jail staff continued to report increases in the number of individuals booked into the facility with significant mental health needs. An embedded social worker and probation officer have assisted in locating County and/or community resources for individuals so mental health and other supports are available when they are released.



Source: Mental Health Center Electronic Health Records reports
Canvas Health

NEW: Jail Coordinated Response & Jail Re-entry Team



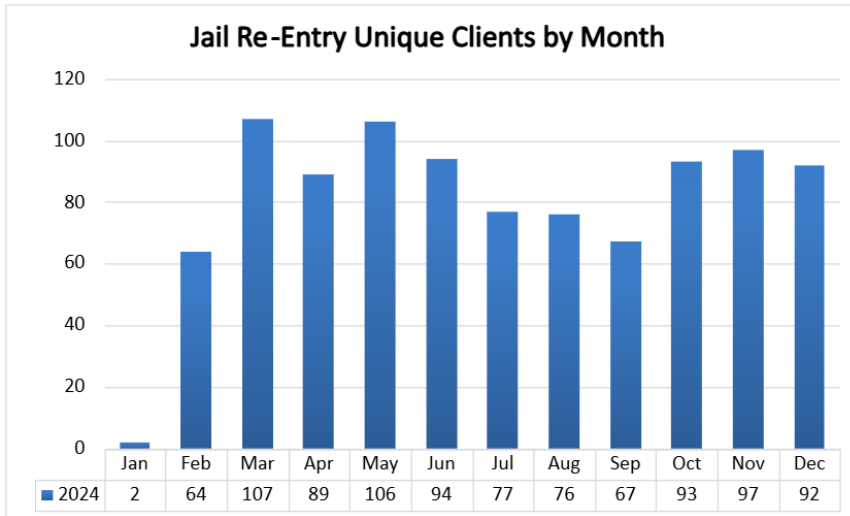
Source: Vireo

In March 2023, a full-time Coordinated Response social worker was embedded in the Jail to support inmates' access to support and services following release. The goal of this program is to promote a more successful return to the community and reduce the likelihood of recidivism. The social worker coordinates resources with the re-entry probation officer.

These data represent monthly totals for the number of unique individuals seen by the Jail social worker. All appointments are voluntary; inmates can self-refer, or Jail staff can make referrals for inmates wanting to meet with the social worker.

Community & Public Safety

In 2024, HHS staff and leadership, working closely with Jail staff, developed and implemented a “coordination of care” model, aligning the work of the Jail social worker and revising the role of the Jail Re-entry Probation Officer. Both positions work closely with Jail program staff to assist inmates in accessing services and supports in place upon release. The goal is to increase the individual’s likelihood of success in the community.



This chart displays the number of unique inmates who met with the Re-entry Probation Officer in 2024. Note: Some individuals also worked with the Jail social worker.

The Re-Entry Probation Officer commonly provides assistance in the areas of chemical dependency, physical health, and mental health, as well as support with housing, employment, and identification cards.

Source: Court Services Tracking System (CSTS) - Smart Chronos



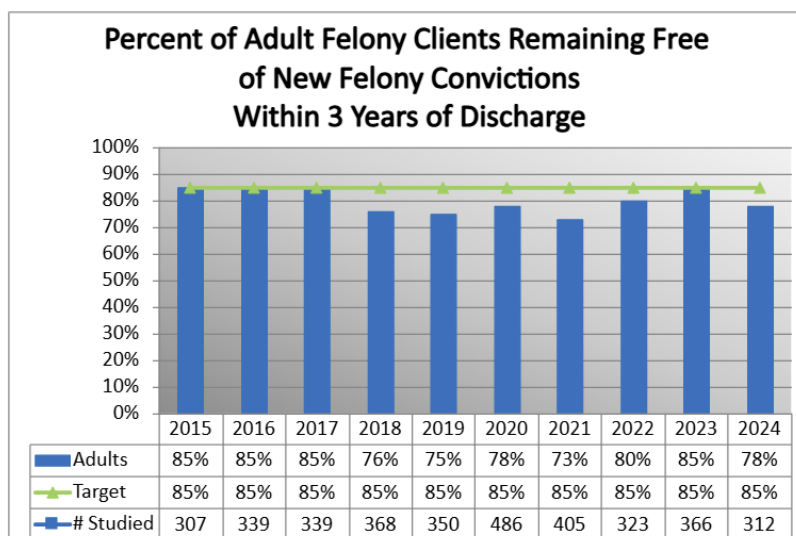
Community & Public Safety

Adult Probation/Supervised Release

The work of Community Corrections is essential to the reduction of recidivism. Programming and supervision practices for adults hold potential to impact how likely it is for people involved in the justice system to remain law-abiding, and therefore how safety in communities is maintained.

This Key Performance Indicator shows the percentage of adult felony offenders discharged from probation who were successful in remaining free of a new felony conviction within three years of their discharge. Research shows a three-year period free of new felony convictions is an indicator of long-term success. This is a look-back measure, as 2024 data reflect discharges in the year 2020.

The Minnesota Department of Corrections sets an 85 percent performance standard for this outcome.



Source: DOC: MN Data Definition Team Statewide Probation and Supervised Release Outcomes

Multiple factors may influence recidivism, including untreated mental health and substance abuse issues (including the high prevalence of opioids, fentanyl, heroin, and other drugs), the availability of treatment and other supports, and the client's own motivation to change.

There were 4,551 adults on probation or supervised release in 2024. Of the individuals that were discharged from supervision, 78 percent successfully discharged from probation, and 70 percent obtained or maintained employment while under supervision – a key factor associated with lower recidivism rates.

The increase in funding from the Minnesota State Legislature in 2023 and the recalculation of the formula used by the Department of Corrections to fund services enabled the County to hire additional staff, reduce caseload sizes, and match risk levels to the intensity of supervision provided. The additional staff includes two Evidence-Based Practices (EBP) Coordinators, which will assist with staff training, and running consistent cognitive-based programming groups.



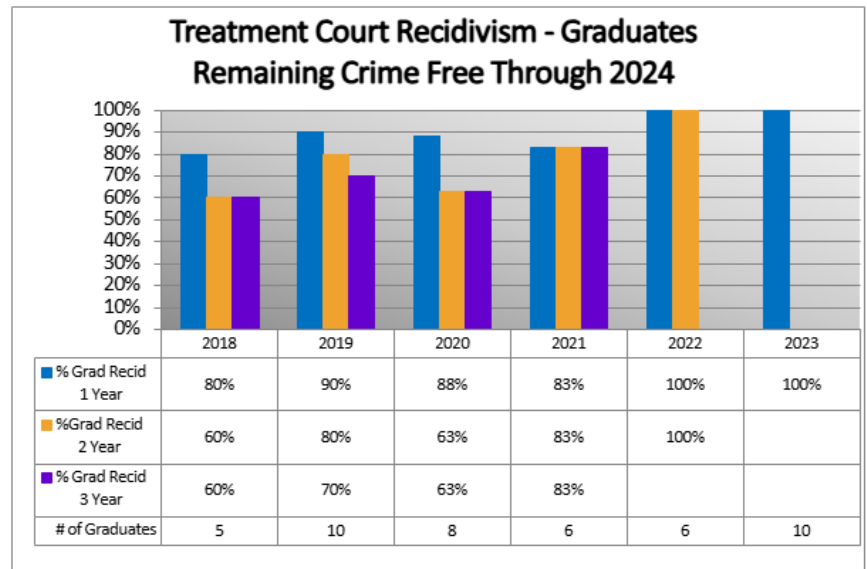
Community & Public Safety

Specialty Courts: Treatment Court

Specialty courts are a strategy for reducing recidivism by bringing more intensive services and greater oversight to support success.

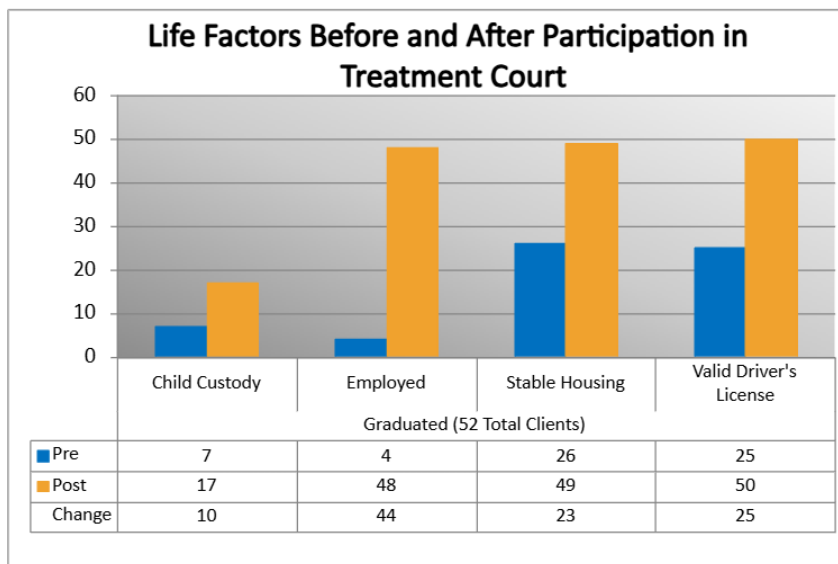
Treatment Court was launched in Scott County in October 2016. It is an evidence-based approach focused on treatment rather than incarceration for certain drug- or alcohol-related offenses and provides services to address the needs of people with untreated mental health and substance abuse disorders. When successful, Treatment Courts have improved outcomes for individuals and reduced costs associated with incarceration.

These data show the percentage of graduates who did not commit a new crime one-, two- and three-years post-graduation. Data on participants who graduated in 2024 will not be included until 2025. A blank space in the chart means the time period has not ended (thus evaluation of recidivism could not be completed).



Source: Manual Data from Treatment Court Tracking obtained from MNCIS

Participants who graduate from Treatment Court experience lower rates of recidivism, and graduates are also more likely to be employed and have stable housing. Factors that contribute to success include matching intensity of services to high risk/high need individuals along with a comprehensive wraparound service delivery.



Source: Data analysis from CSTS

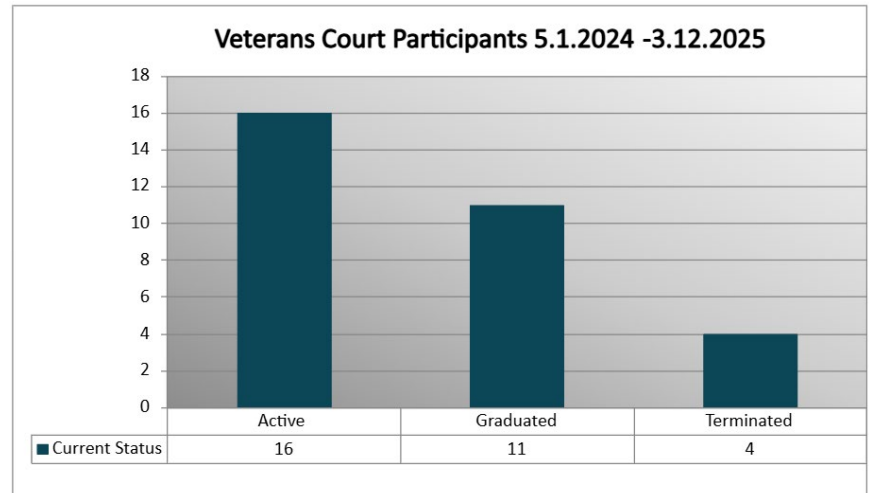
These data are reflective of the 52 graduates (including 2024 graduates). The data compare life factors at acceptance and exit. (Valid driver's license does not include permits, limited, or ID only.) Employment includes part- and full-time; education is diploma/GED or above. Stable housing reflects renting, owning, or residing with family. These data are cumulative from October 2016 through March 2025.

Community & Public Safety

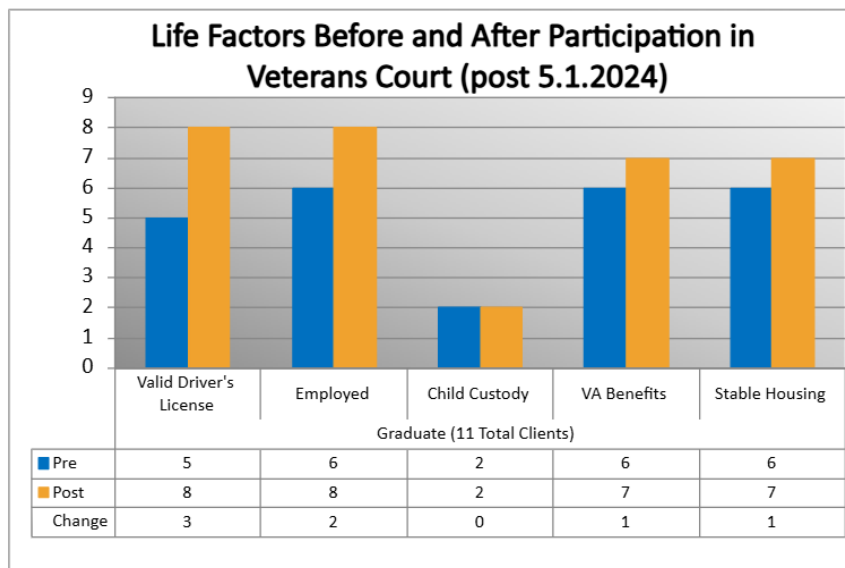
Specialty Courts: Veterans Court

One in five veterans has symptoms of mental health disorder or cognitive impairment. One in six veterans who served in Operation Enduring Freedom and Operation Iraqi Freedom suffer from substance use issues. Left untreated, mental health and chemical health disorders common in veterans can directly lead to involvement in the criminal justice system.

These data show the number of veterans who are active in, graduated from, or have been terminated from Veterans Court since May 1, 2024. Participants include any qualifying individual within the First Judicial District, not all of whom are Scott County residents.



Source: Data analysis from CSTS

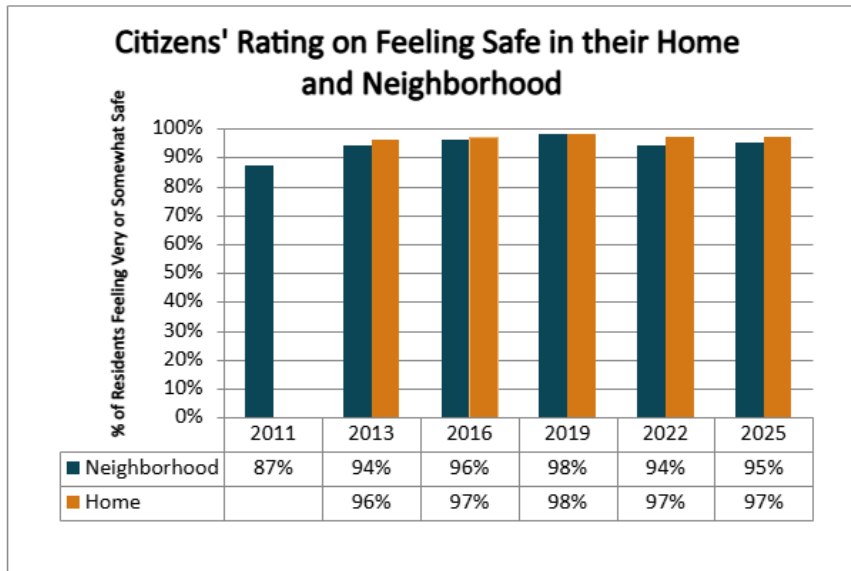


Source: Data analysis from CSTS

Similar to Treatment Court, graduates of Veterans Court were more likely to be employed and to have stable housing when comparing pre- and post-graduation. Graduates were also more likely to be linked to Veterans' Administration benefits when compared to participants who do not successfully complete the program.

Community & Public Safety

Resident Survey: Citizen Feelings of Safety



Source: Scott County Resident Survey

Residents' feelings of safety are as important — or perhaps more important — than crime rates and statistics. When residents feel safe in their homes and neighborhoods, they are more active, involved, and likely to participate in school, the workforce, and community events. Feeling of safety in a community supports economic growth and stability.

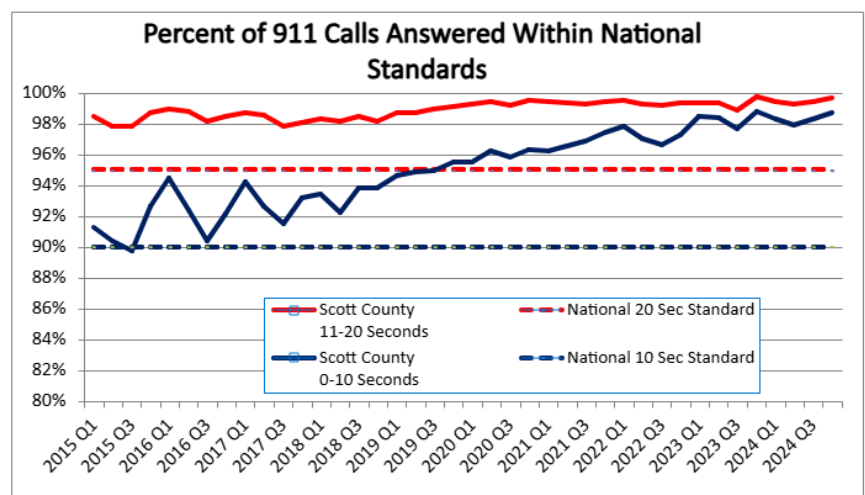
Results from the 2025 Scott County Resident Survey are consistent with results from past surveys. The majority of respondents said they felt “very safe” or “somewhat safe” in their homes and neighborhoods.

B. Public Safety: Dispatch

Dispatch: Law Enforcement

Scott County's 911 Center receives and dispatches all emergency calls within the boundaries of the County. This Key Performance Indicator compares the wait times of callers to the 911 system against the national standard for call handling (95 percent within 10 seconds). Data compare service averages across all hours of the day, instead of during the peak hour as recommended by standard.

Data is trending upwards over time, showing improvement in the percent of calls answered by 911 dispatchers within the national standard timelines.

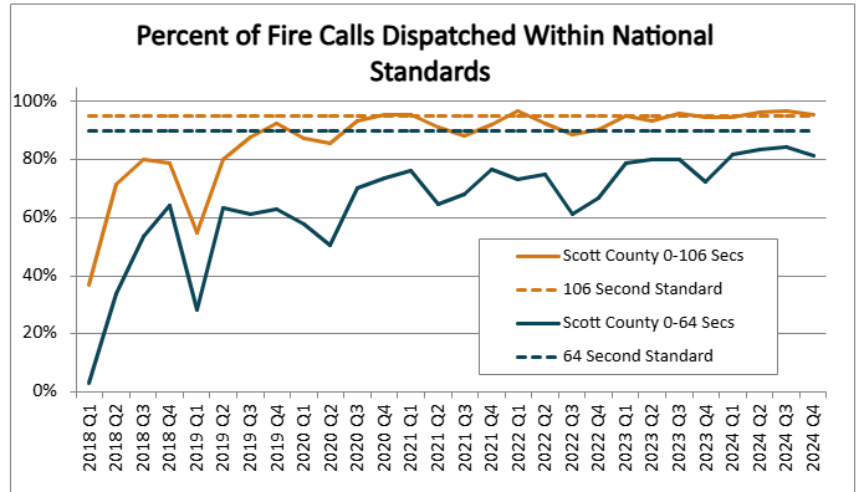


Source: 911 Center Phone System Report Server

Community & Public Safety

Dispatch: Fire

Scott County's 911 Center dispatches fire departments for Scott County and for portions of Sibley, Le Sueur, Carver, and Rice Counties. This measure compares the speed of dispatching departments to structure fires and fire alarm calls against the national standard. The standard measures how quickly fire calls are processed then dispatched by the 911 Communications Center. These performance data are used to determine fire risk ratings for homeowner and commercial fire insurance. Scott County is not meeting national standards on this measure.



Source: 911 Phone Logger

C. Emergency Preparedness & Emergency Management

Emergency Preparedness

There are limited data sets available to examine the efficiency or effectiveness of emergency preparedness programs in Scott County. Historically, data have been collected to show the number of County employees who have met FEMA requirements for required National Incident Management System (NIMS) training. Challenges in collecting accurate data led to a decision to discontinue that data set.



Going forward, the County is exploring alternative, more accurate methods of measuring the organization's readiness to respond in the event of emergencies.

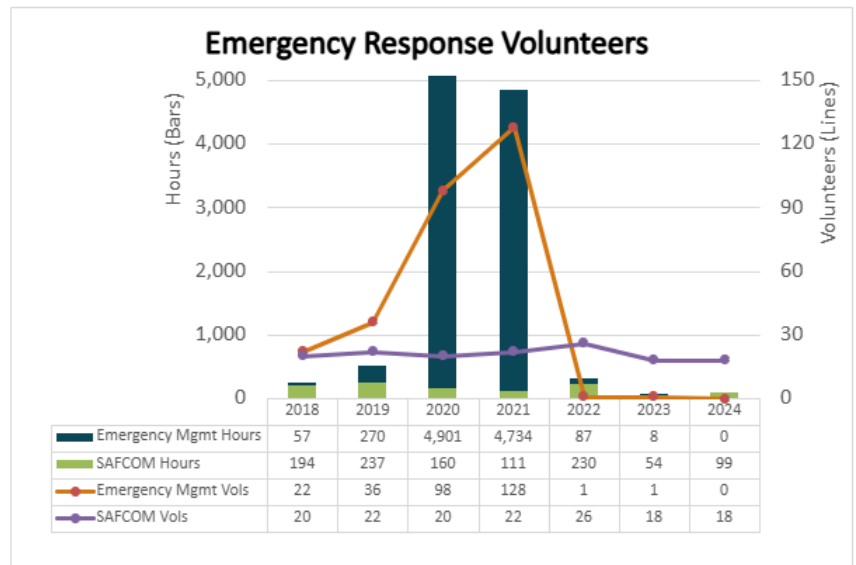
Community & Public Safety

Emergency Preparedness -- Emergency Response Volunteers

Although outcome measures for Emergency Preparedness are not available, business measures are available. One relevant business measure is the number of community volunteers who are an essential resource during an emergency. The Medical Reserve Corps (MRC) responds to local public health emergencies and ongoing Public Health initiatives; Safety Communications (SAFCOM) assist with weather spotting, call center/hotline, sandbag operations, and evacuations.

The accompanying graph shows the number of volunteers and number of hours recorded for emergency response volunteers as tracked through a centralized database. *Not all volunteers report their hours, therefore there is some undercounting of the actual numbers.

Throughout the COVID-19 pandemic, volunteer hours soared as medical and non-medical staff volunteered to staff vaccine clinics, perform contact tracing, deliver food and medicines, and provide a host of other critical services to support people. The County also maintains over 1,000 general volunteers who may be called upon to serve in the event of an emergency or natural disaster.



Source: *Better Impact*



Community & Public Safety

D. Access to Resources to Address Basic Needs

Access to resources to meet basic needs such as food, shelter, and medical care is essential to survival of individuals and stability for communities. They are more likely to be employed, more able to address the well-being and educational needs of themselves and their children, and less likely to be involved in deep-end government services. These services, provided on a short-term basis, are intended to help people address a crisis and resume self-sufficiency. The following data provide information on access and service demand for these essential services which serve as tools to securing safe, healthy, thriving individuals and communities.



Community & Public Safety

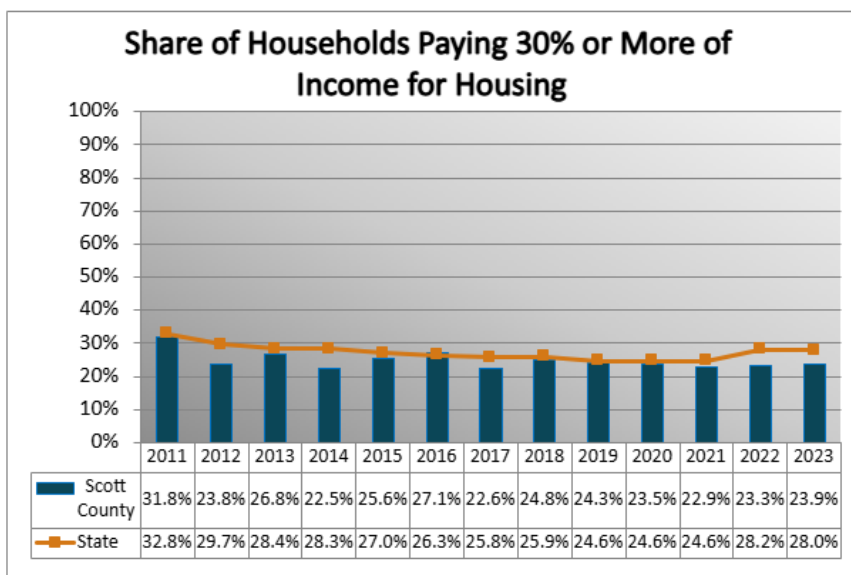
Housing

Community Indicator: Cost-Burdened Households

A household is housing “cost-burdened” when 30 percent or more of its monthly gross income is consumed by housing costs. People whose housing costs exceed this percentage are more likely to struggle to pay for other basic needs and may be forced to make choices to drop health care coverage, discontinue medications, use less safe childcare, or skip meals to save costs.

Almost a quarter of households in Scott County struggle to afford their housing.

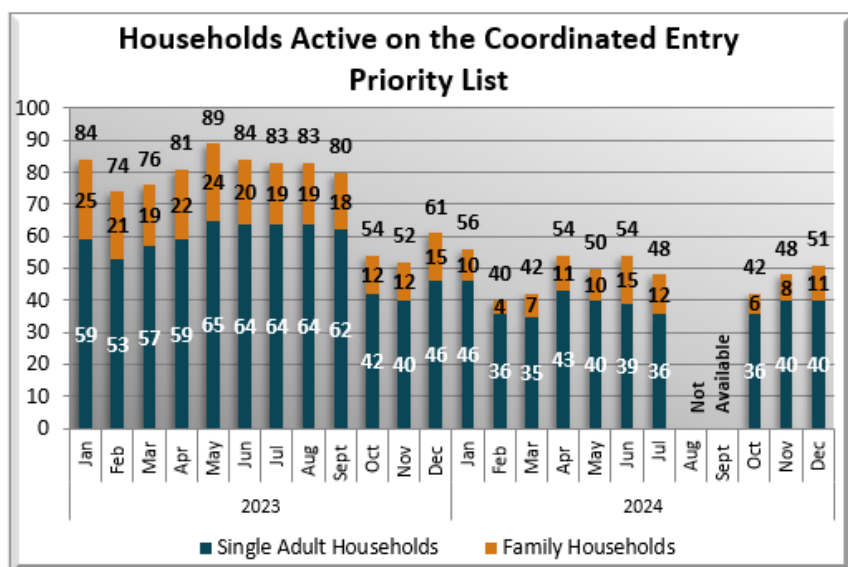
Data for 2024 are not available through Minnesota Compass.



Source: Minnesota Compass, (2010-2023)

Homelessness Housing and Homelessness: Coordinated Entry List

The Coordinated Entry List is a centralized point of contact for people experiencing homelessness. It is also the referral source for the new housing initiatives targeting support for families experiencing homelessness.



Source: Coordinated Entry Priority List, Manual tracking

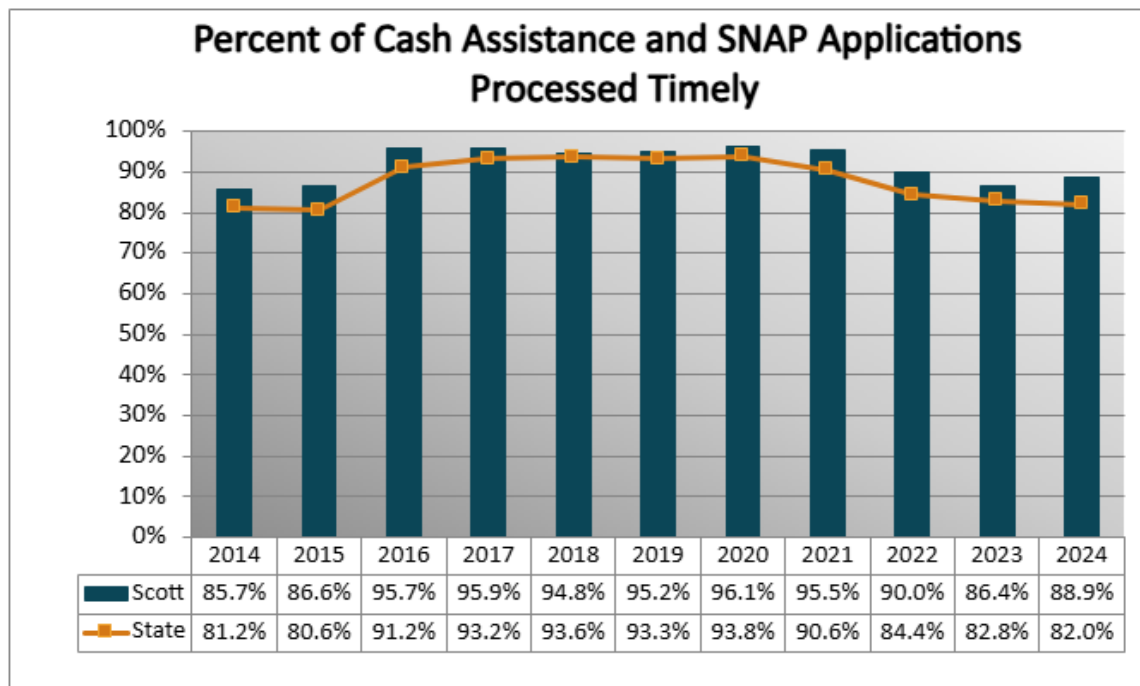
The associated data table reflects the number of single adults versus family households on the priority list waiting for housing units to become available. Approximately 60 percent of households on this list identify as having at least member with a disability. The significant decline in the number of households on the priority list is due at least in part to the effective investment of new state prevention dollars by County staff and community partners.

Community & Public Safety

Economic Assistance

Supplemental Nutrition Assistance: 30-Day Service

This measure looks at the timeliness of Scott County's response to requests for cash assistance and SNAP benefits using a 30-day timeline for issuing benefits. In the past, DHS has also tracked SNAP applications issued within one business day; that data will no longer be available to counties. Expedited SNAP timeliness will continue to be monitored by the SNAP Quality Assurance team at the Department of Children, Youth, and Families.



Source: Human Service Performance Management Report

Scott County's performance on processing applications by 30 days exceeds the state's minimum performance threshold for timeliness. Performance is impacted by application accuracy and the ability to reach applicants for additional required information. If applications are incomplete, they may not be able to process within the desired timelines. The state of the economy also has an influence: The greater the need for the program, the higher the volume of applications.

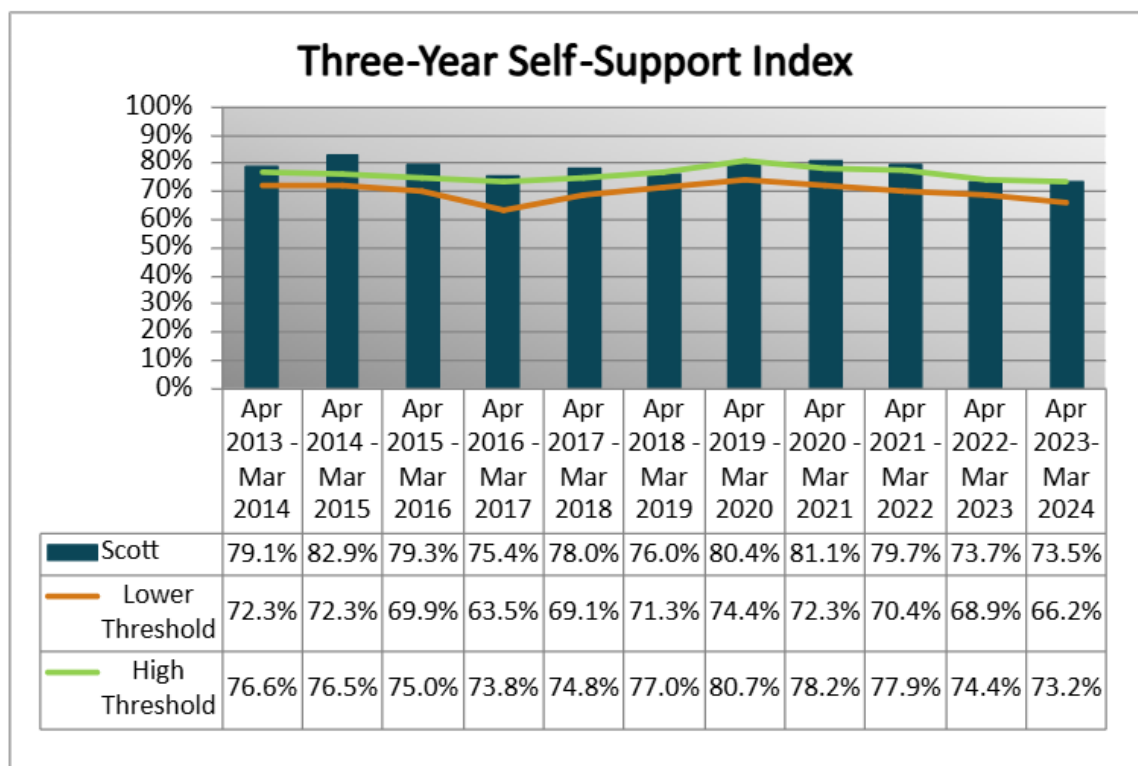
Community & Public Safety

Minnesota Family Investment Program

This outcome measures the overall goal of the Minnesota Family Investment Program (MFIP), which is moving people into employment and off public assistance. Positive outcomes on the *Self Support Index* are defined as meeting state-established performance targets for the percentage of individuals working an average of 30 or more hours per week or off cash assistance three years after the baseline data were collected.

The reason MFIP exists is to help families in the short term and then move them to a position of self-sufficiency. Scott County performance has exceeded the high threshold targets set by the Minnesota Department of Human Services.

An individual's ability to achieve and maintain employment is strongly influenced by the job market and the availability of affordable housing, transportation, and childcare. The quality of the employment plan and communication between Employment & Training and eligibility staff also affect this measure.



Source: Human Service Performance Management Report (MN DHS)

Community & Public Safety

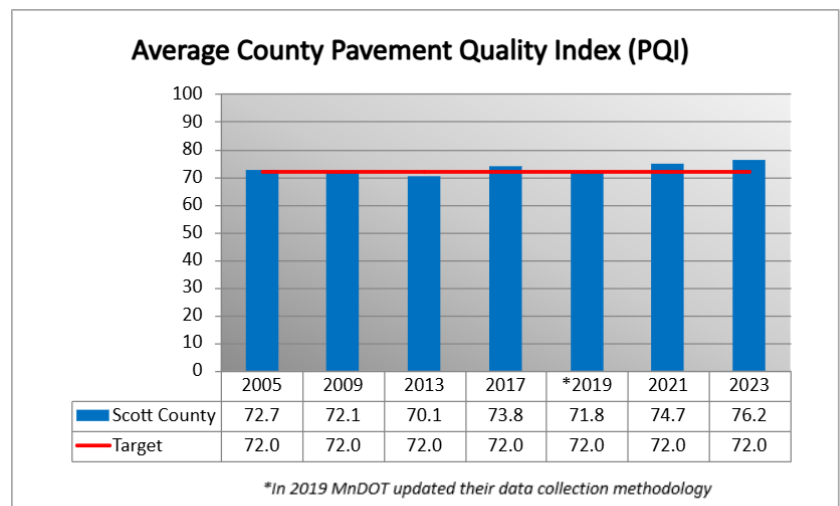
E. Highway Safety

Pavement Preventative Maintenance

Maintaining highway pavement in good condition is important both for driver safety and to maximize taxpayer investment in roads by ensuring they last for full life expectancy.

Pavement Quality Index (PQI) was developed by the Minnesota Department of Transportation (MnDOT) and is a pavement condition rating (with 100 representing the best possible condition and 0 representing the worst possible condition). It is updated every two years, most recently in 2023. The next update will occur in summer 2025.

In 2006, the County Board established an expectation for the County to maintain an average PQI of 72, this was re-established as the performance standard in 2024. This measure tracks the percentage of the County Highway system by average PQI. Investments in routine maintenance (including overlays and resurfacing), materials, workmanship, weather, and traffic volume are all factors that impact pavement conditions and preservation. As a result, performance has been stable, meeting the established target. In 2019, MnDOT changed its evaluation processes, testing entire segments of roads and not simply testing sections, leading to greater accuracy in the overall evaluation of pavement quality.

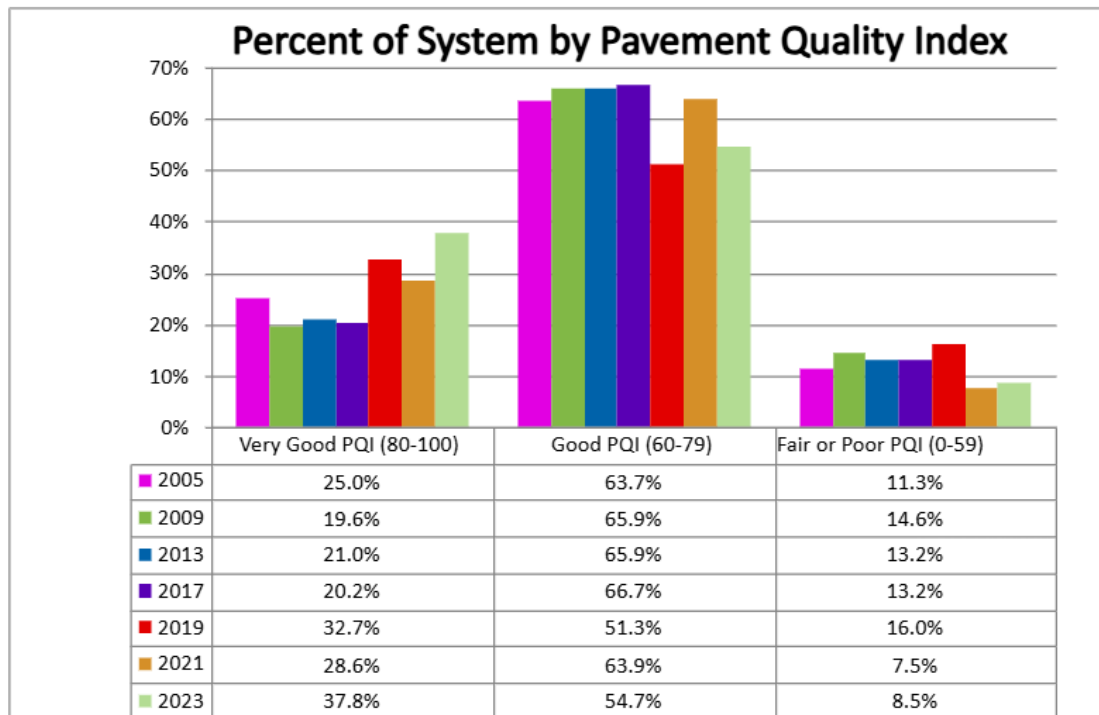


Source: MnDOT Visual Survey, historically every 4 years; Reviewed every 2 years starting with 2017; County Target PQI, 2040 Comprehensive Plan, Transportation Chapter

Community & Public Safety

Pavement Condition

This measure shows the percentage of the system in “fair/poor” condition increasing over the last decade. It is important to limit the percentage of the system in “fair” condition to less than 30 percent. The goal is to prevent roadways from slipping into the “poor” condition category, which would necessitate higher-cost pavement fixes on those roadways.



Source: MnDOT Visual Survey, historically every 4 years; Reviewed every 2 years starting with 2017; County Target PQI, 2040 Comprehensive Plan, Transportation Chapter

Highway design and operations apply the first seal coat after new pavement is constructed and then on a seven-year cycle. Seal coating also plays a critical role in winter operations, as it provides an abrasive material to the road surface, as opposed to a smooth pavement that can become slippery even with a little frost.

Mill and overlays replace the top few inches of pavement and are performed on a 15- to 20-year basis. The Highway Department has also been experimenting with a cement stabilization process to strengthen the subbase where there are poor soils and constructability issues. It takes several years of data to determine if pavement fixes are working, but it is expected this process will extend the need for a mill and overlay beyond the 20-year basis. Early results are favorable, and it is expected this will extend the life of the pavement before additional overlays or major rehabilitation is needed.

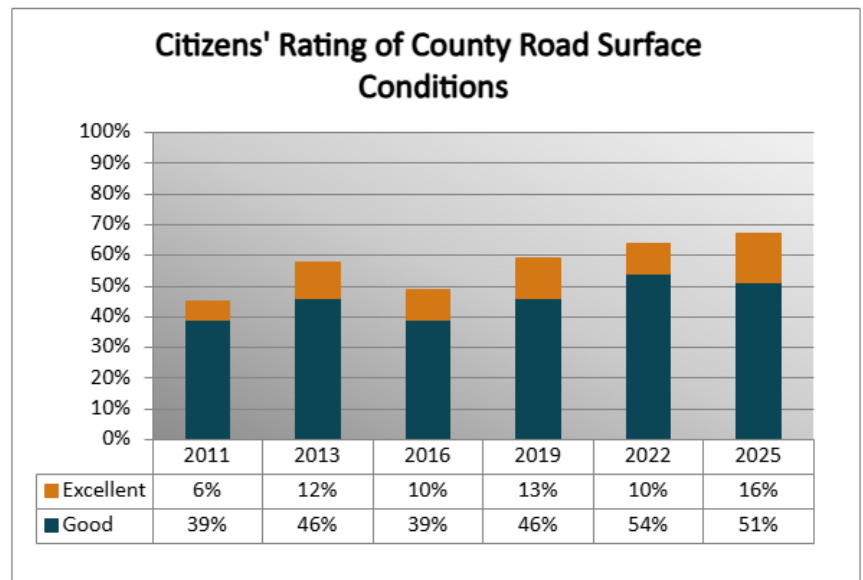
These activities provide greater pavement quality and increase the life cycle of a roadway. These activities, coupled with the investments in the mill and overlay program, continue to yield a County PQI at or higher than the Board’s established goal of 72.

Community & Public Safety

Resident Survey: Citizen Rating of Road Surface Conditions

Residents' feedback on the quality of road maintenance is critically important to assess the proper level of services to provide in our communities. An important source of resident feedback comes from the *Resident Survey*. Two questions are regularly included in the survey that directly related to road maintenance. These two corresponding graphs reflect residents' responses.

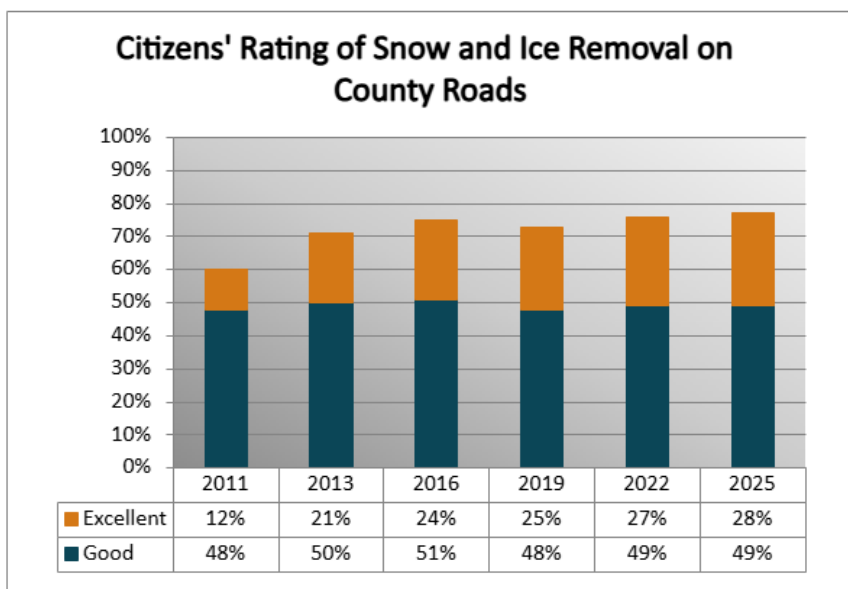
The first question asked about impressions of overall road surface conditions. Sixty seven percent of respondents said County roads were in "good" or "excellent" condition. Responses have been relatively consistent and positive over the last six years, but resident opinion ratings are much lower than the actual Pavement Quality Index measures. The survey asks about all roadways, not only County highways, so this could explain the differences in residents' ratings versus County highway conditions. The second question is detailed below.



Source: Scott County Resident Survey

Resident Survey: Snow and Ice Removal

The second question included in the *Resident Survey* related to road maintenance was a rating of snow and ice removal on Countywide roads.



Source: Scott County Resident Survey

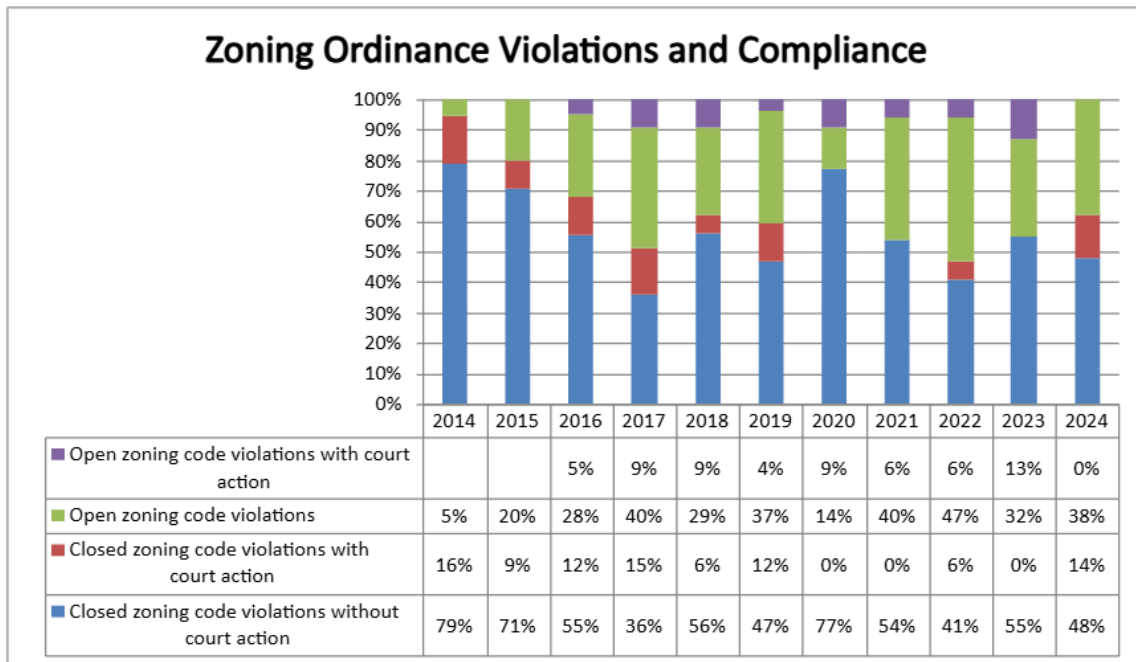
This measure indicates how well respondents think the County is meeting residents' expectations of safe roads in winter. In response to the 2025 survey, 77 percent of respondents rated snow and ice removal as "good" or "excellent." Examples of practices that support strong performance include supervisors physically reviewing road conditions before calling for snow and ice control, Highway Maintenance staff pre-treating roads whenever possible, and Highway staff collaboration with patrol officers for road/weather conditions.

Community & Public Safety

F. Building and Zoning Code Compliance

Zoning Ordinance Violations and Compliance

Zoning ordinances provide for public safety, ensuring land is used in a way that does not create unsafe conditions for that property or property owned by others. Examples might include water contamination or hazardous waste creation or storage.



Source: CityView

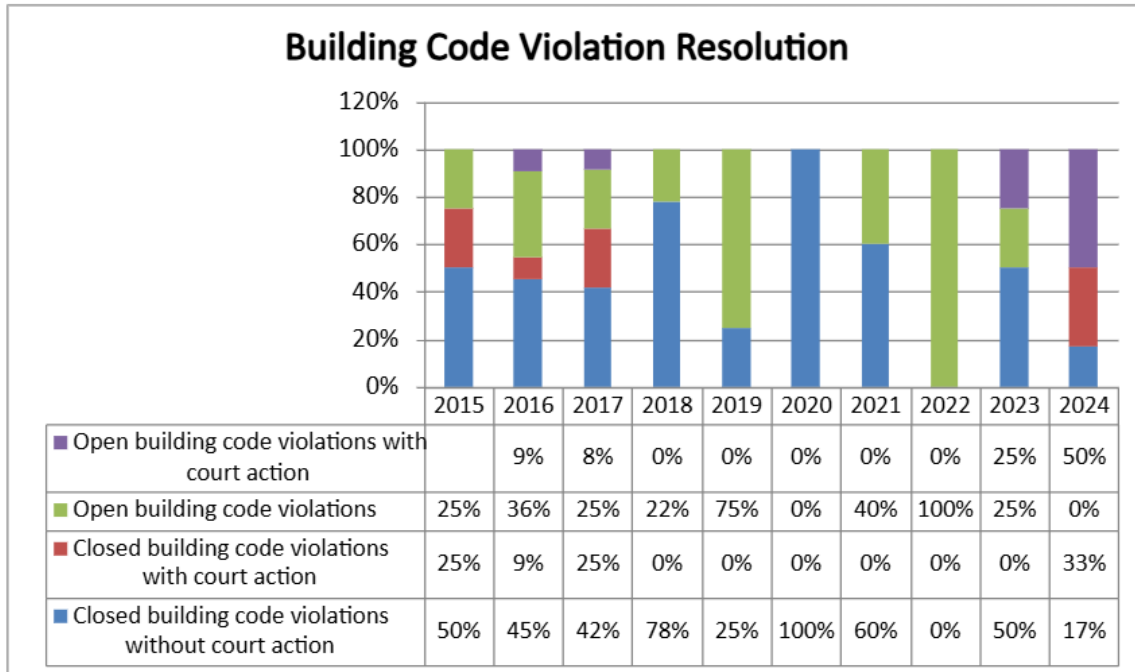
Active enforcement of zoning ordinances is important to preserve property values and protect the environment and natural areas of rural Scott County. Citizens can be assured that zoning regulations are responded to and enforced in a fair manner.

This measure displays the percentage of complaints that remain open or have been resolved voluntarily versus the complaints that were referred to the County Attorney's Office.

Staff in this program area continue to show high rates of case resolution through agreement rather than Court action.

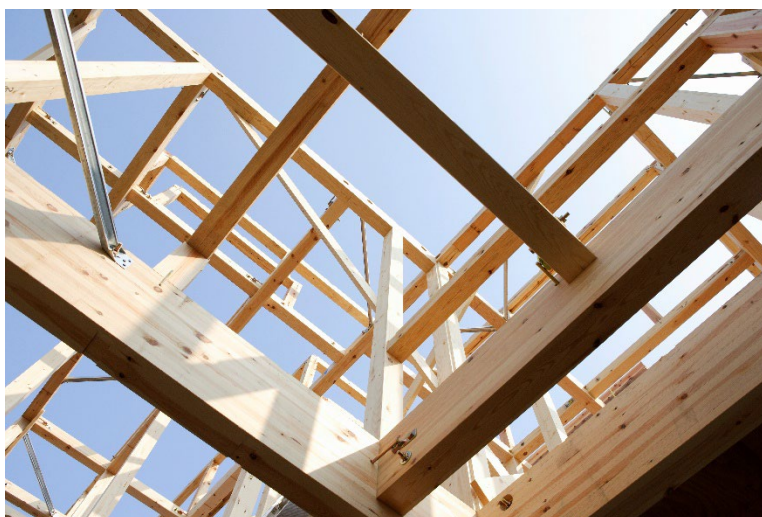
Community & Public Safety

Building Code Violations and Compliance



Source: CityView

Active enforcement of ordinances and codes is also important to ensure structures in rural Scott County meet all applicable codes and are safe for the residents. This measure displays the percentage of complaints that remain open, or have been resolved voluntarily, versus complaints that were referred to the County Attorney's Office. The County has seen an increase in percent of cases requiring Court action for resolution. Factors impacting this change include a lack of response to written notices of violation to correct the issues outside the Court system. As part of a Countywide data cleanup process, this department is working on improving the collection and presentation of the data.



Community & Public Safety



Part II: Summary of Data Findings

At a program level, data sets generally reflect positively on public safety and access to services.

- **Criminal Justice programs:**

- The number of major crime filings and the total number of criminal findings by the Scott County Attorney's Office has remained relatively stable over the past three years.
- Law enforcement dispatch calls are generally answered with the national standard timelines, with data trending upward. Data are not as strong for timely responses to fire dispatch calls.
- Findings from the *2025 Resident Survey* continue to show consistent performance, with 95 percent or more of residents expressing high ratings of feeling safe in their homes and neighborhoods.
- Recidivism rates have increased for adults convicted of felonies. Participants in specialty courts show improvements in life factors and low levels of recidivism, which are factors when evaluating the costs of funding these intensive interventions. Recidivism data for individuals residing/have resided in transformation houses are a future measure.
- The Average Daily Population in the Scott County Jail is trending downward. Lower population numbers have made it possible for the County to board inmates from other jurisdictions without adding additional staffing costs to the jail.

The Jail Study (2022) recommended embedding a social worker and aligning that position's work with a re-entry probation officer and the program staff in the Jail. In 2024, the Coordinated Response team and Community Corrections created a model for using those positions to augment, but not duplicate, services that assist inmates in connecting to support services before leaving the Jail. Performance measures, including the number of people served and the number/percent of people served who return to the Jail, will be tracked and provided to the Board in 2025.

- **Highway Maintenance:** Nearly all data sources reflect positively on the quality and maintenance of road conditions. Crash rates are low, the Pavement Quality Index is high, and over two-thirds of respondents to the *2025 Resident Survey* indicated roads are in "good" or "excellent" condition.

Community & Public Safety

- **Building and Zoning:** Code violations have historically been resolved without court litigation. However, in the last two years, the County has seen an increase in the number of building inspection cases referred to the Court system for resolution. Factors impacting this change include a lack of response to written notices of violation to correct the issues outside the Court system.
- **Economic Assistance:** County Economic Assistance programs are meeting some, but not all, of the state performance targets used to measure effective, efficient service delivery. The local economy, the job market, and spikes in demand for services following the pandemic were the most identified barriers to stronger performance. Economic Assistance, Child Support, and Housing program staff are available for consultation at the Family Resource Centers to provide broader community access.



Community & Public Safety

Part III: Strategic Plan Progress & Next Steps

The 2020-2025 Strategic Plan identified objectives and strategies to address public safety, and many of the elements of that Plan have been completed or are in the process of being completed (see Appendix B for a complete indexing of completed elements). **Going forward**, the 2025-2027 updated Strategic Plan brings together program data and outcomes for community and public safety.

Two elements of the 2020 Strategic Plan have not yet been completed: An evaluation of the local criminal justice system and some of the Emergency Preparedness work in the community, and the updated Plan includes strategies and tactics to continue to move this work forward.

Highlights from the County's strategic planning work in 2024 include:

- **Housing:** The Board's investment of ARPA dollars and the County's successful applications for state grants have helped to fill gaps in the local housing continuum. Three key opportunities became available in 2024.
 - Allos Ministries opened an Opportunity Home in Shakopee, providing housing for four families experiencing homelessness. The County invested ARPA dollars into the purchase of a fourplex for this non-profit provider to house and work alongside families in resolving the issues that led to their experience of housing instability and support their path to ongoing permanent housing. Considerable support has been provided to Allos by the Health and Human Services Housing staff as this relatively new non-profit launches this new resource in Shakopee.
 - The County Board approved the pursuit and acceptance of state-allocated grant dollars to construct a 12-unit specialized emergency housing development named Hope's Portage. Following the award of the state grant, the County Board approved ARPA dollars for the purchase of land previously owned by Shepherd of the Lake Lutheran Church (SLLC); construction is scheduled to be completed in late 2025. The CAP Agency will serve as the contracted service provider, and a Memorandum of Understanding has been executed between the County and SLLC for the coordination of wraparound services, food support, preschool tuition, and other support services not already being provided by CAP. SLLC has also agreed to serve as a coordination hub for faith communities and other volunteers to bring support services to families as they enter, while they are in residence, and as they prepare to leave the facility for more permanent housing.
 - ARPA funds were also allocated in 2024 for the purchase of a house in Shakopee to serve as a transformation house for women leaving incarceration. This house is scheduled to accept its first residents in 2025.
 - Local Affordable Housing Aid (LAHA) and Statewide Affordable Housing Aid (SAHA) revenue began to be received in 2024. This revenue source provides ongoing support for components of these projects while also providing a valuable resource to fund additional housing infrastructure projects, homelessness prevention activities and services, and other systemic supports for the housing continuum.
 - An innovation grant, approved by the Board in 2023, targeted eviction prevention through early engagement of landlords. At the time of this writing, staff from the County, the Community Development Agency (CDA), and CAP are engaged in discussions with landlords to further clarify how grant dollars could have the most significant impact on preventing evictions. Once operational, program evaluation data will be collected to measure program effectiveness.

Community & Public Safety

- **Dispatch:** The County is currently in negotiations with Hennepin County for shared dispatch resources, launching in 2025. The plan would be scalable, allowing other jurisdictions to join later. This represents a step towards a regional model for delivering dispatch services that may make better use of resources and create stronger back-up capabilities in the event of major incidents.
- **Community Corrections:** Changes to the funding formula for Community Corrections (2023) resulted in additional staff positions, reducing the staff/client ratio to a level more consistent with managing risk. While this was a point of progress, Scott County continues to advocate on the state level of a fully funded community corrections program (2025).
The Minnesota Department of Corrections is redesigning metrics for recidivism and the existing data set will not be available after 2024. Anticipated changes are not yet finalized but are expected to make it easier for counties to run their own data locally, allowing for higher quality information for program improvements. However, a different method of measurement will make it difficult to make comparisons or evaluate the impact of the infusion of staffing resources (2023) on reductions in recidivism.
- **First Judicial District Veterans Court:** In 2024, Scott County joined other County and Court partners in implementing a First District Veterans Court. This district-wide model allows for shared resources and makes it possible for counties with smaller veteran populations to offer the same resources and benefits.
- **Emergency Management:** Pandemic relief dollars have been allocated to construct two 800 MHz radio towers, replacing an existing tower in Jordan and adding a new tower in the Shakopee area to improve public safety communications in these high-density areas. The costs for both towers can be moved off the County levy, paid for by revenue recapture funds. Beginning in 2025, Emergency Management has launched training sessions and tabletop exercises for elected officials, senior leaders, and SCALE partners. Additional community education and engagement activities, perhaps through the use of volunteers, would support improvements in the public's own level of preparedness.
- **Data:** There are some significant challenges in collecting and analyzing data necessary to fully inform decisions within this Objective Area. There are few or no shared databases; differences in definitions of core measurements (e.g., recidivism) and the LETG system has limited reporting capabilities. Opportunities to refine and improve data collection exist as part of the shared dispatch resource with Hennepin County and going forward, through the County's Enterprise Resource Planning system.

The 2025-2027 County Strategic Plan continues the work outlined above and includes additional strategies for improving outcomes for community and public safety including resolution to the future of the Regional Training Facility, launching the Housing Trust Fund, and updating the local housing assessment and market study (historically completed by Maxfield Research and Consulting).

Community Design

Introduction: Community Design Objective Area



Photo: Cleary Lake Visitor Center, Prior Lake, Minnesota

The Community Design Objective Area encompasses a broad range of county government programs which impact the safety, health, and livability of our communities. Programs in this Objective Area are heavily focused on the planning, implementation, and execution of the County's Comprehensive Plan (balancing growth and development with preservation of open, rural spaces); land use policies; highway planning and design; economic and workforce development; access to assets residents expect and value (e.g., parks, trails, libraries); environmental protections; and other components of maintaining communities where people thrive.

At all stages of their work, Community Design programs engage with residents, cities, townships, the state, and community partners to plan for and deliver projects and services.

Community Design

Part I: Measuring Impact

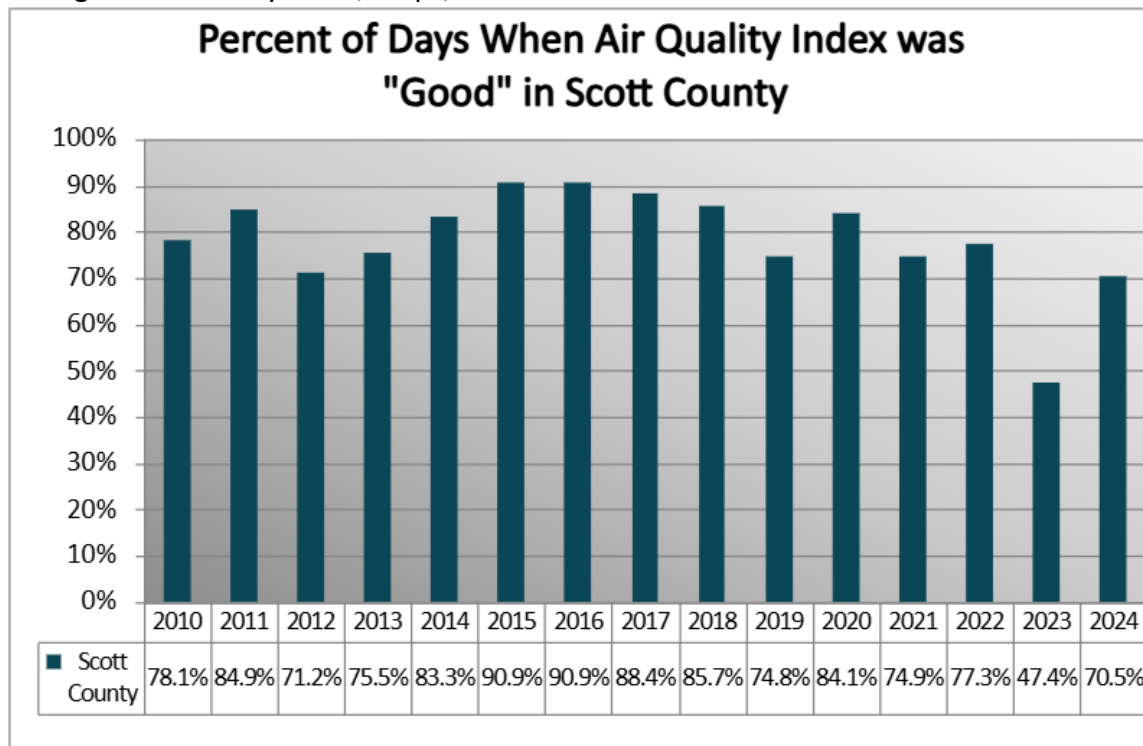
Effective strategic planning relies on implementation of new strategies as well as an evaluation of whether the changes made resulted in the impact desired. Monitoring Community Indicators and program level performance data provides essential information for program leaders, elected officials, and taxpayers to consider when examining whether new strategies are contributing to the desired outcomes.

A. Natural Resources

The following data sets provide information on the current state of the natural environment, service level demands for safe waste disposal, and efforts to protect natural resources.

Community Indicator: Air Quality Rating

Poor air quality is associated with increased risk of asthma, lung disease, and heart disease. Air pollutants can also cause damage to lake ecosystems, crops, and our climate.



Source: U.S. Environmental Protection Agency Air Quality Index and Minnesota Compass

The Air Quality Index measures five of the main pollutants regulated by the 1990 Clean Air Act. Days are rated based upon the number of pollutants in the air.

The County may influence the number of "good" days by maximizing transit and employer telework options to reduce the number of vehicles on roadways, moving traffic more efficiently to reduce emissions, encouraging proper disposal of hazardous wastes, conducting safety inspections of septic systems, and improving surface water quality.

Community Design

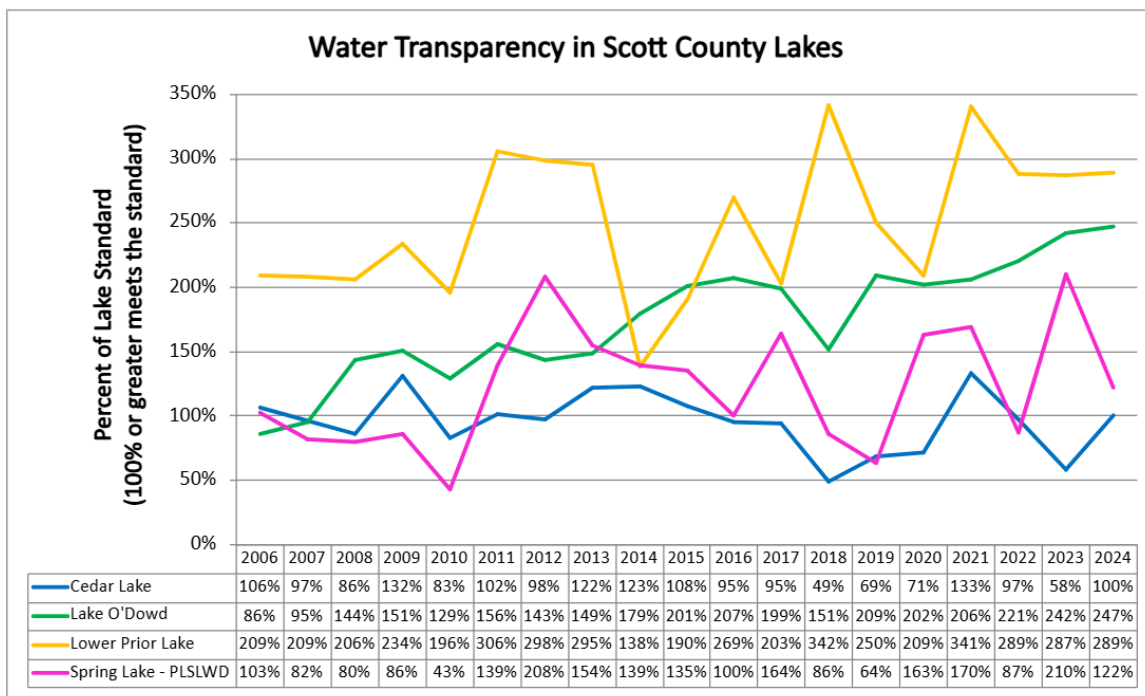
Land and Water Treatment

Clear water is an indicator of low levels of nutrient enrichment, better recreational suitability, and lake health in general. The County, watershed organizations, and residents are concerned about the condition of surface waters and whether management efforts are protecting and improving water quality. These groups track water quality data to identify overall quality trends.

This graph shows water clarity measurements (using a Secchi disk) over time as a percentage of the state water clarity standard for each lake. Measuring water clarity is only one measure of overall water quality. A value of 100 percent or greater meets the water quality standard.

Data from 2024 show all lakes shown meet standards for water clarity. Since 2019, the County has been engaged in targeted activities to better understand the health of this lake and address water clarity concerns.

It is important to remember it often takes years to see the impact of mitigation efforts and trends in the data are more meaningful than a single year's data.



Source: MetCouncil Citizen-Assisted Monitoring Program (CAMP) Lake Monitoring Results for Lake O'Dowd, Cedar, and Lower Prior. Prior Lake Spring Lake Watershed District (PLSLWD) for Spring Lake.

Community Design

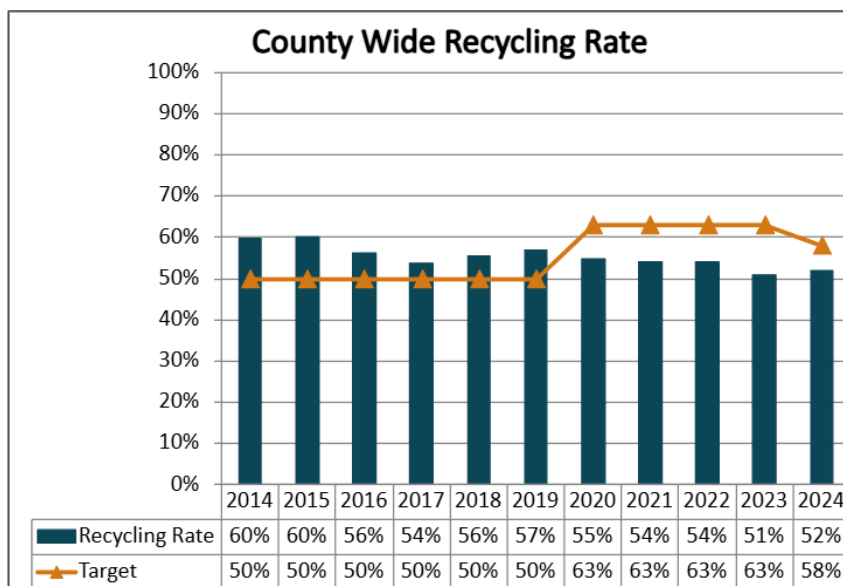
B. Environmental Health

Ensuring the proper disposal of all waste types, such as solid waste, hazardous waste, and sewage, is important to protect the public and environment. The challenge of safe disposal of solid waste is taking on greater urgency as waste generation is increasing, coupled with a plateau in recycling rates and continued reliance on landfilling as primary disposal.

Environmental Health Recycling

In alignment with the County's Solid Waste Management Plan, staff provide education and outreach to keep residents informed on ways to properly dispose of solid waste, household hazardous waste, and business hazardous waste.

Recycling is one strategy for minimizing the impact of waste on the environment and the recycling rate is indicative of the outreach efforts to the public.



As we work toward the goal of 75 percent of waste recycled by 2030, the Minnesota Pollution Control Agency provides suggested targets or benchmarks as a guide on our way. Although Scott County is below the target for total percent recycled, we did meet the organic recover collection goal.

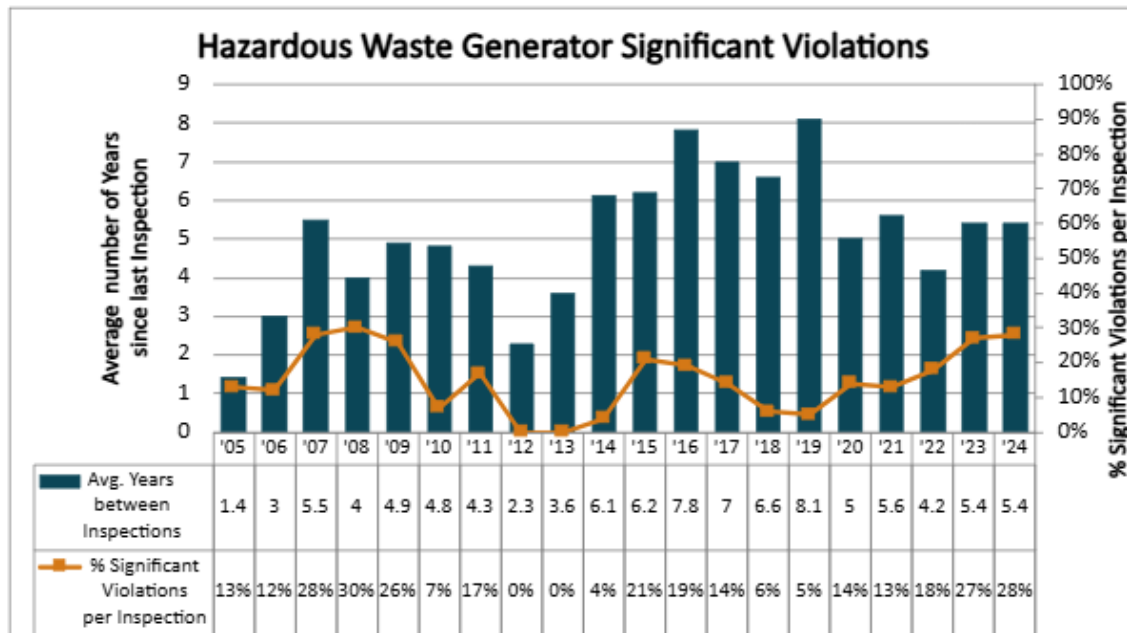
Recycling rates in Scott County have plateaued or are slightly down. The County continues to explore ways to engage the public in expanded recycling practices by making recycling affordable and convenient for residents.

Source: Annual SCORE Reports to Minnesota Pollution Control Agency

Community Design

Hazardous Waste Inspections

In 2024, there were 530 licensed generators in Scott County. Staff members from the Environmental Services Department conducted inspections on 40 generators. This measure identifies the percentage of significant hazardous waste violations per inspection along with the average time elapsed between inspections.



Source: Year-End Reports, Access Database

Historically, the frequency of inspections has been tied to the increase or decrease in compliance. Only 13 percent of the hazardous waste generators received an inspection in 2024.

Improperly managed hazardous waste (i.e., dumped on the ground or poured down the drain) poses a threat to human health and the environment by contaminating the groundwater, soil, and air. The County's Household Hazardous Waste facility provides a safe, sustainable, and financially sound solution for the proper disposal of these items.

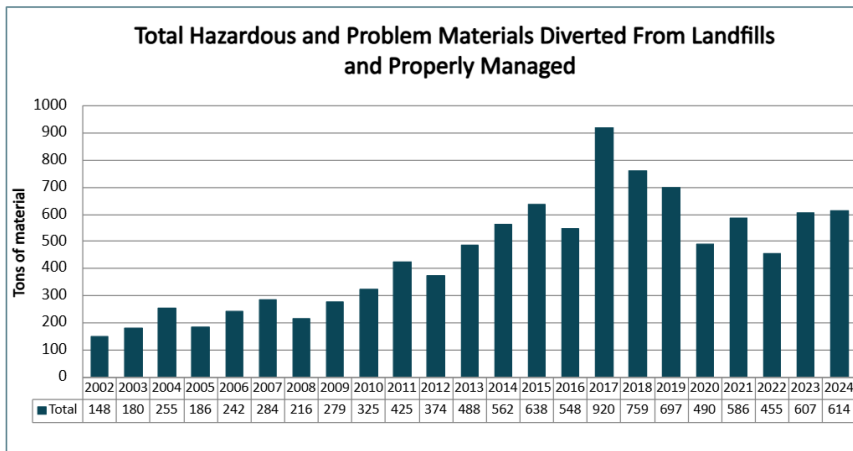


Businesses or organizations that generate less than 220 pounds (22 gallons) of hazardous waste per month qualify as Very Small Quantity Generators (VSQG) and are able to use the VSQG business program. The HHW/VSQG is an important resource and disposal location for small metro businesses.

Community Design

Household Hazardous Waste Facility Operation

These data show the volume of household and business hazardous waste the Household Hazardous Waste (HHW) facility receives annually.



Source: Environmental Health Annual Reports

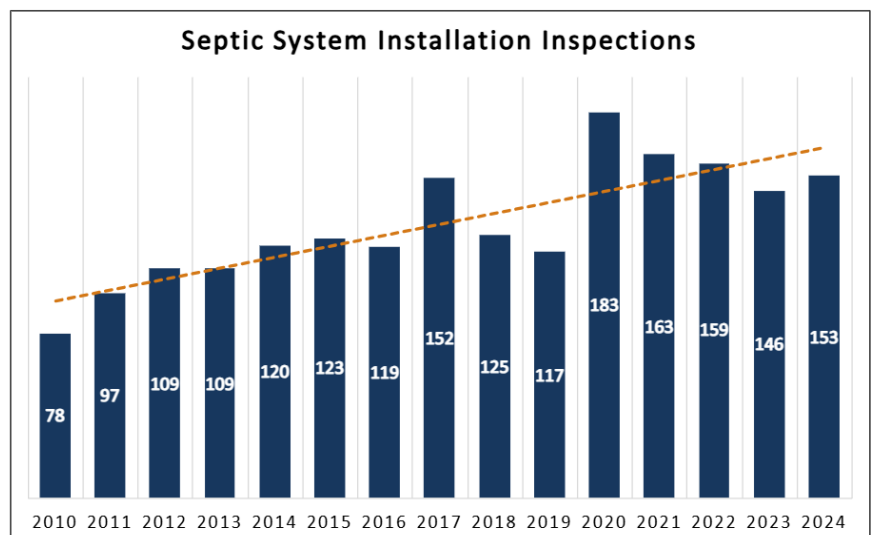
Performance vacillations are attributable not to a lack of participation by the community, but rather to a series of changes to access. The County closed the facility temporarily in 2016 for remodeling, which resulted in a surge of demand the following year. In 2018, e-waste was collected without fees, so participation -- especially from out-of-County residents -- went up. In 2019, fees were added, and participation went down. HHW closed in 2020 for three months for the COVID-19 pandemic.

In 2024, 14,590 people participated in services at the HHW, the highest number of HHW visitors in recorded in its history. In addition to diverting hazardous materials, the amount of Reuse Room materials redistributed to residents was 25.7 tons. The Reuse Room is a safe, sustainable, and financially sound solution for the proper disposal of these items.

Septic System Permitting, Enforcement, and Maintenance

A failing septic system poses a public health threat. These data provide information on the number of septic systems constructed and inspected annually.

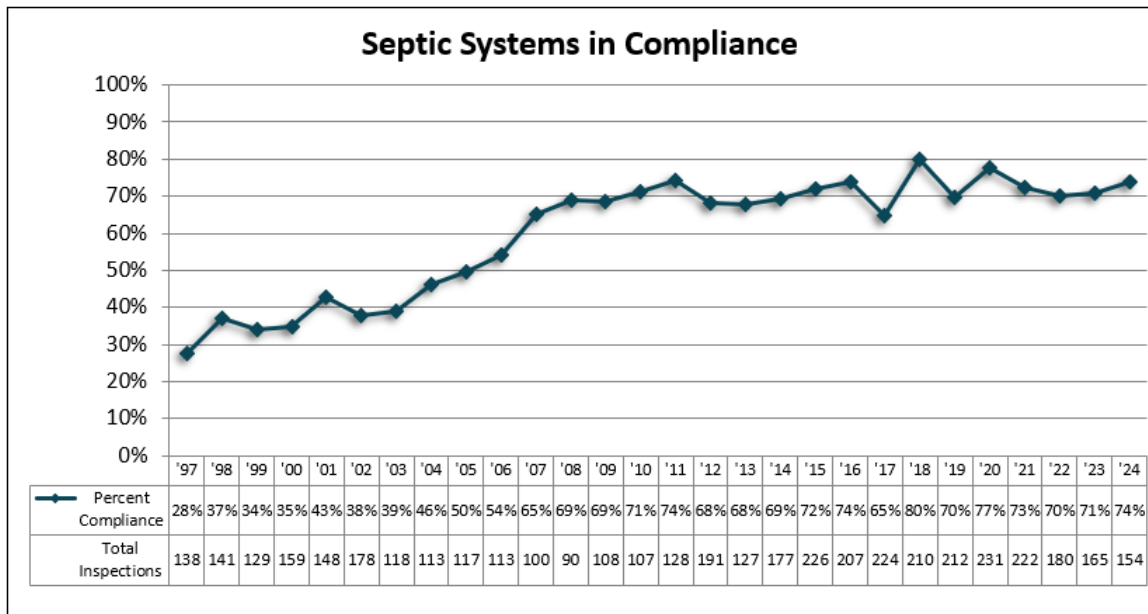
Every year, Environmental Services inspects the construction of every septic system installed in the County to ensure that it meets current state and Scott County requirements. Environmental Services and the Minnesota Pollution Control Agency track the number of septic systems (new and replacement) constructed.



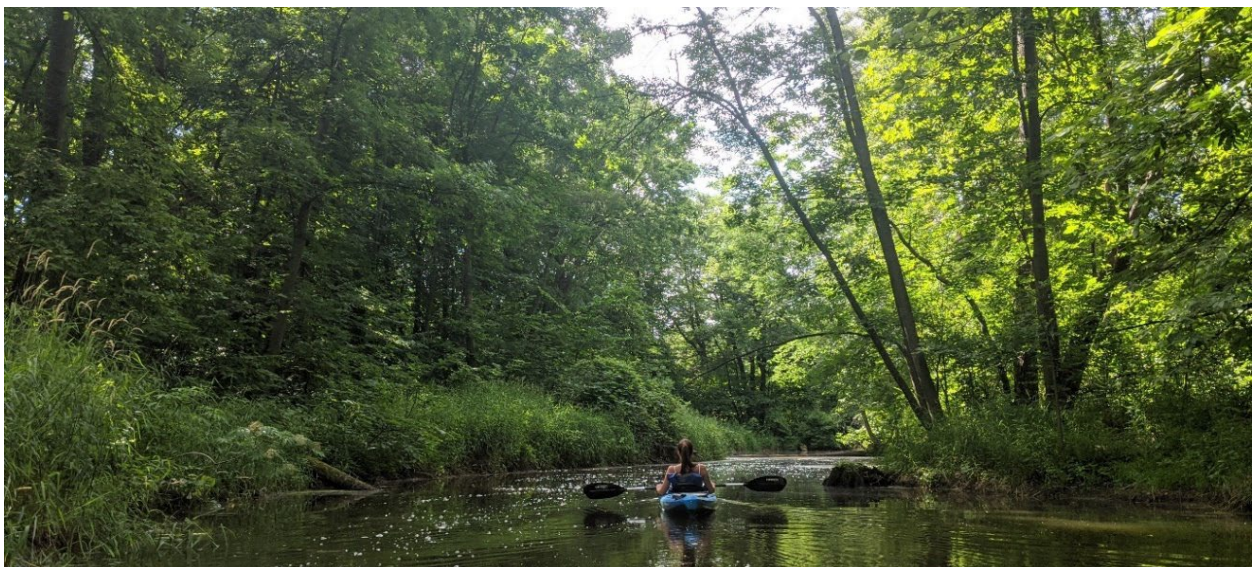
Source: Environmental Health Annual Report

Community Design

This measurement tells the public that septic systems that were inspected by the County at the time of construction are highly likely to pass a private, third-party compliance inspection requested by the homeowner for property transfer. A high level of compliance is indicative of installing and maintaining systems correctly. Studies have found that the life of a septic system with proper maintenance is 30 to 40 years, therefore 100 percent compliance is not achievable as systems age over their lifespan.



Source: *Environmental Health Annual Report*



Community Design

C. Parks and Trails

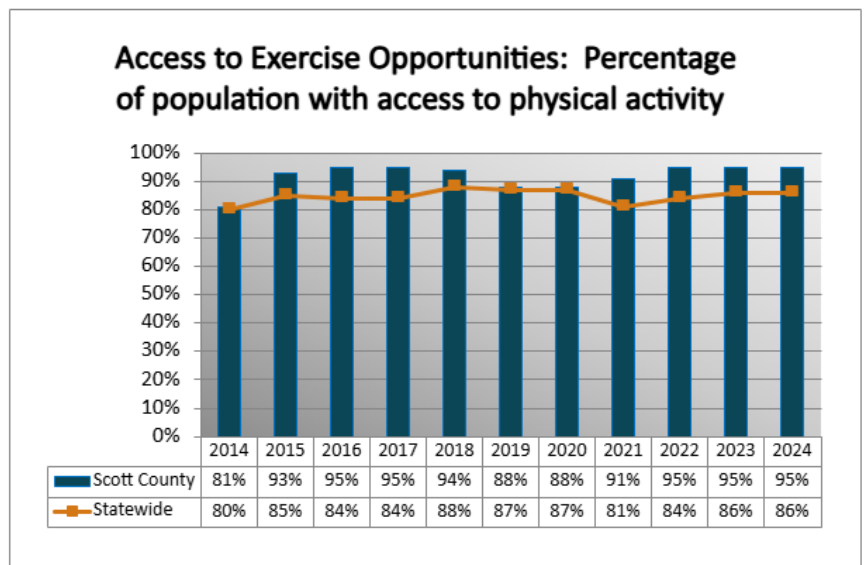
Effective planning for accessible parks and trails within community planning and design is essential to creating thriving communities, promoting healthy lifestyles, and connections to communities and neighbors. Progress on planned acquisitions and strong visitor data are both indicators of successful parks planning by elected officials and program staff. Additionally, 85 percent of respondents to the most recent *Resident Survey (2025)* rated parks and trails in Scott County as “good” or “excellent.”

Community Indicator: Access to Exercise Opportunities

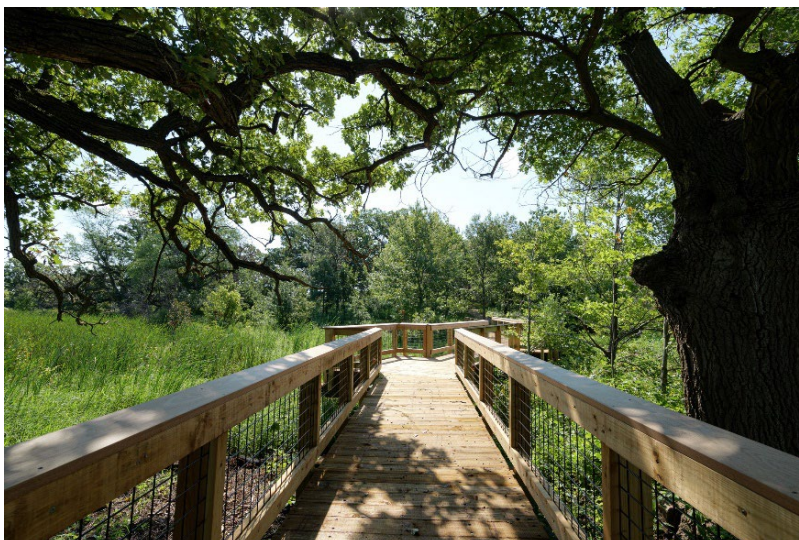
Research shows that people are more likely to take advantage of opportunities for physical exercise when there is easy access to parks, trails, gyms, and sidewalks. Access to exercise opportunities is a balance between development, location, and transportation.

This data set measures the percentage of individuals in the County who live reasonably close to a location for physical activity. (Locations for physical activity are defined as parks or recreational facilities.) Individuals are considered to have access to exercise opportunities if they reside in:

- A Census block that is within a half mile of a park, or
- An urban Census block that is within one mile of a recreational facility, or
- A rural Census block that is within three miles of a recreational facility.



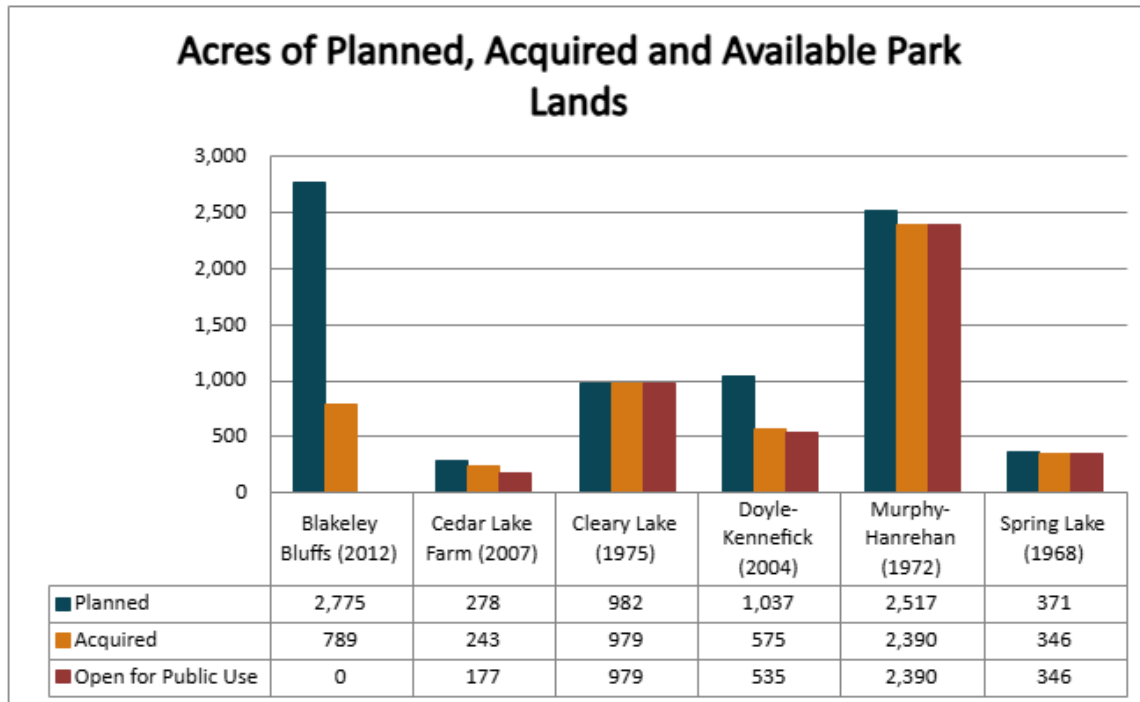
Source: County Health Rankings, Robert Wood Johnson Foundation



Community Design

Parks Acquisition Planning

In partnership with the Three Rivers Park District, the County plays a key role in planning for the acquisition, development, and maintenance of park resources as part of an overall approach to land use and community design.



Source: GIS

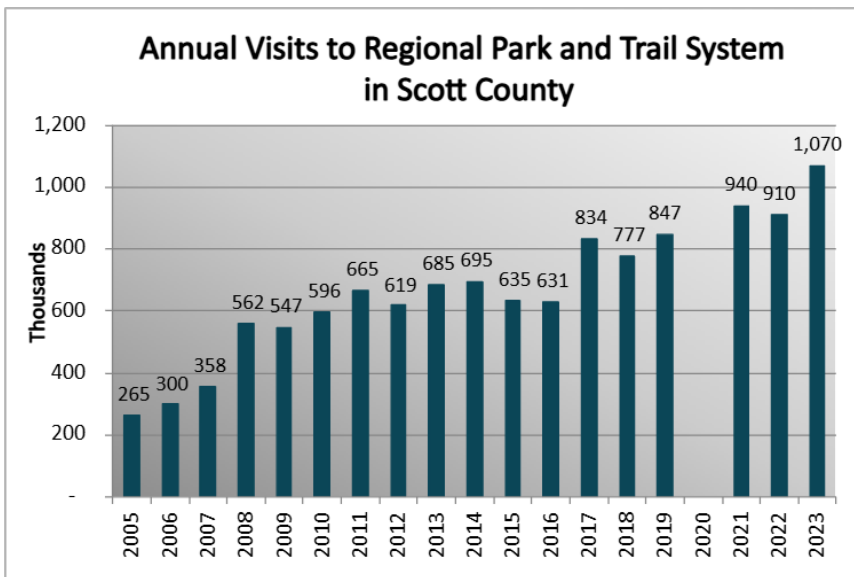
This measure includes land acquisition data for all the Regional Parks and Park Reserves in Scott County, including Blakeley Bluffs, Cedar Lake Farm Regional Park, Cleary Lake Regional Park, Doyle-Kennefick Regional Park, Spring Lake Regional Park, and Murphy-Hanrehan Park Reserve. The total acres planned for acquisition is 7,960. This includes the number of acres planned (as guided by County Board-approved master plans) to be acquired at each of the Scott County Regional Parks, the number of acres acquired, and the number of acres currently open for public use today.

This measure shows that parks created in the early stages of the County's Park system are, for the most part, fully acquired and open for use by today's public. It also demonstrates that considerable progress has been made in acquiring land for more recently created parks, even if those lands are not officially designated for public use at this time. The 895 acres "not open" receive substantially less operational and maintenance attention than the "open" parks. This presents challenges if the public is using and pressuring to use acquired lands which are not yet set up for use. In 2024, geographic information systems (GIS) were used to review the number of acquired acres. As of 2024, 5,322 acres have been acquired, and 4,427 acres are open for public use. This is an increase of 598 acres from 2023 to 2024.

Community Design

Park and Trail Planning

The Metropolitan Council estimates regional park annual use based on the average of four years of sample consisting of people, boats, and vehicles that enter a regional park through recognized entrances or pass by designated points on a regional trail. The use estimates are an indicator of whether a park's offerings and operations are meeting demand. The Scott County Board of Commissioners guide and approve decisions about park development.



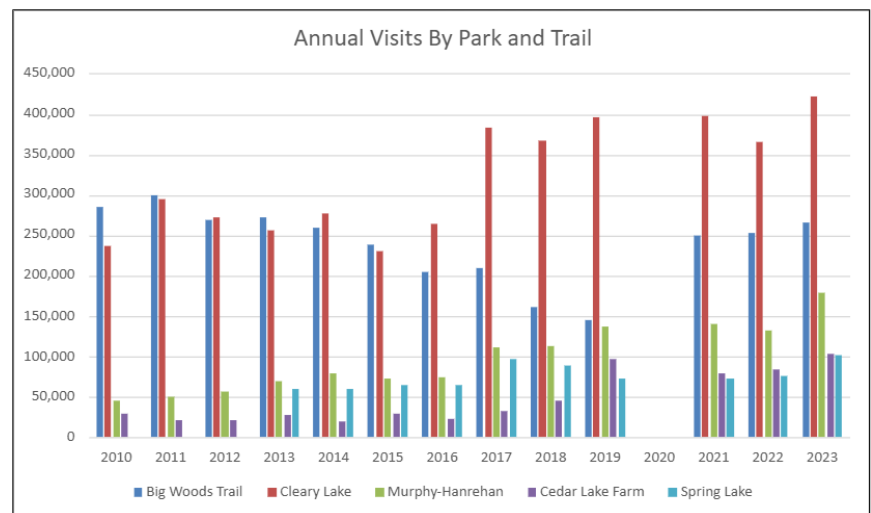
In 2023, over 1,000,000 visitors accessed parks and trails in Scott County. Data on the number of County Park visitors for 2024 will be released by the Metropolitan Council in June/July of 2025.

The data in these two charts show:

- The annual estimated total number of visitors to Regional Parks and Trails in Scott County.
- Annual visits per Park, shown in the chart below.

Source: *Metropolitan Council Annual Use Estimate of the Metropolitan Regional Park System*

Park visitor trends should reflect population trends, with an increase in visitation coinciding with an increase in park use. Currently, growth rates exceed population growth, one indication that people are finding and appreciating opportunities that parks and trails provided. As new amenities are added to each of these Parks, due in part to improvement projects funded through ARPA dollars, annual visits are expected to increase as residents take advantage of greater access and opportunities in the parks.



Source: *Interpreted from - Metropolitan Council Annual Use Estimate of the Metropolitan Regional Park System*

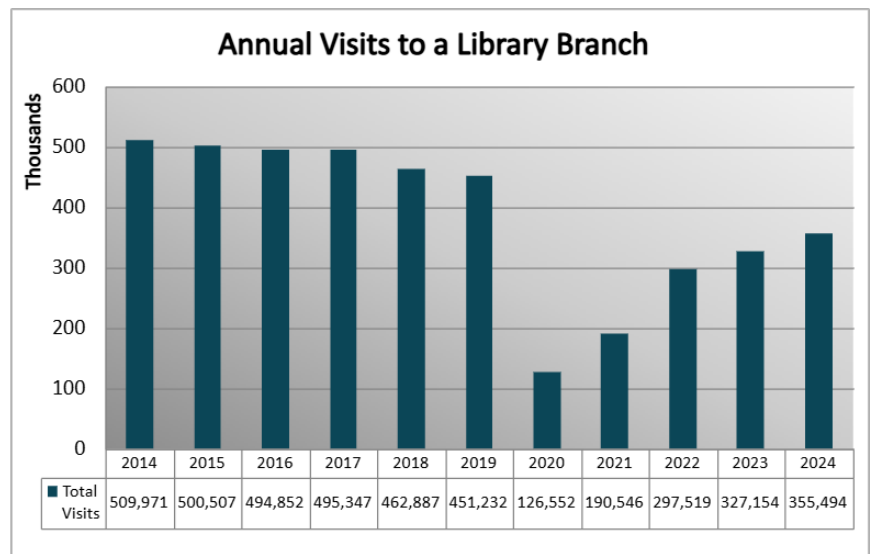
Community Design

D. Libraries

Like Parks, effective planning for the location, purpose, and services within the Library system is essential to designing thriving communities. Planning for libraries brings together the County, cities, the Library Board, and communities. Access to libraries promotes literacy and early learning, access to resources, connections to communities and neighbors, and cultural opportunities.

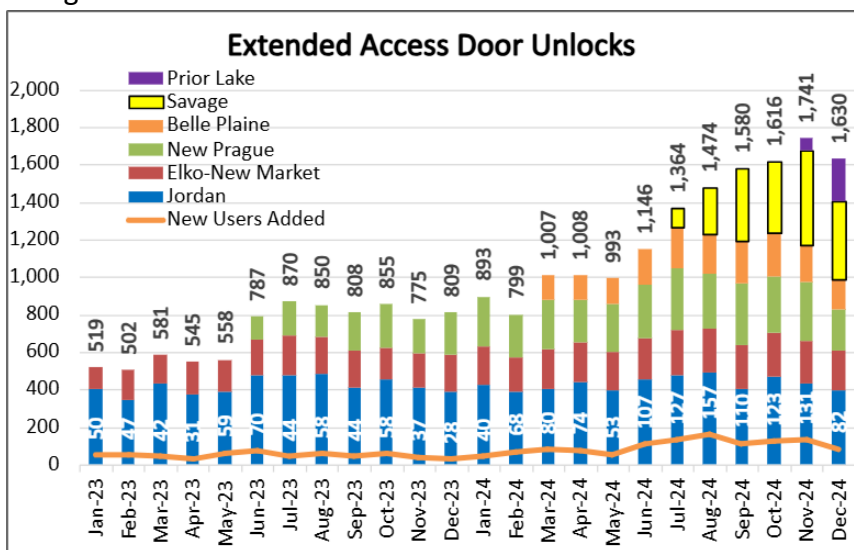
In Scott County, several Library branches also support the presence of Family Resource Centers and serve as an important component of the “social first responder” network of prevention services intended to help people before they require other government services.

The data sets on this page reflect Scott County Library visitor data, including Extended Access visits. Visitor use trends tell something about the value residents find in the resources and services provided by the libraries and are essential to evaluating the quality of programming, changes to operations, and community priorities related to future investments.



Source: door counter

Extended Access services are now available in all Scott County Library branches with the exception of Shakopee and the Law Library. In 2023, Extended Access became available in New Prague and Belle Plaine. Savage and Prior Lake Extended Access services became available in 2024.



Source: Open +

Extended Access allows residents to use the Library and its resources any time between 6 a.m. to 10 p.m. daily. The technology solution (Open+) is cost-effective and has allowed branch Library staff to continue focusing on the most important aspects of customer service.

Community Design

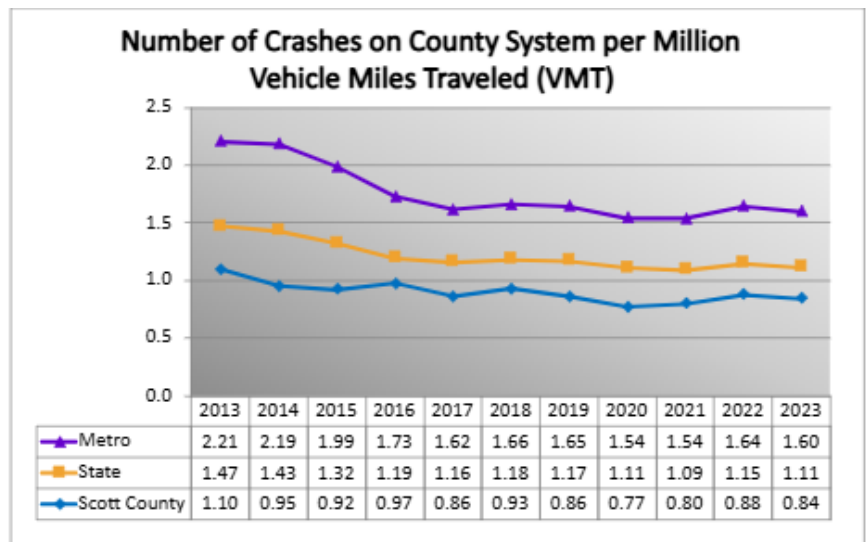
E. Highway Planning and Infrastructure

Highway design impacts the safety and mobility of residents and is an essential component of the community infrastructure that supports economic development. By nearly all measures, the Scott County Highway system has been designed and constructed to effectively support those core tenets.

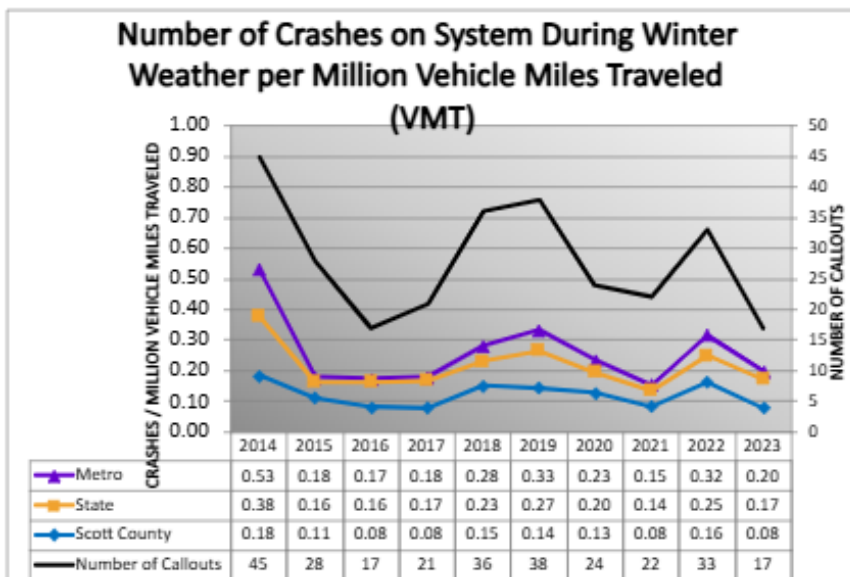
Community Indicator: Crashes per Million Vehicle Miles Traveled

Crashes per Million Vehicle Miles Traveled (VMT) is an industry standard measure of roadway safety. The Minnesota Department of Transportation (MnDOT) releases crash data in June for crash rates occurring in the previous year. Data related to crashes are collected and analyzed to identify common elements to determine mitigation strategies to improve safety along roadways.

An associated indicator (below) tells us something about Highway safety specifically during the winter months, when road and weather conditions may present greater challenges for drivers.



Source: Mn/DOT Transportation Information System (TIS); Minnesota Crash Mapping Analysis Tool (MnCMAT)



In 2023, there were 393 crashes on roadways in Scott County. Of those, snow and/or ice was a factor in 35 of those crashes.

Scott County has consistently had lower rates of crashes than the metro area or the state. County highway planning, design, and maintenance practices support low crash rates.

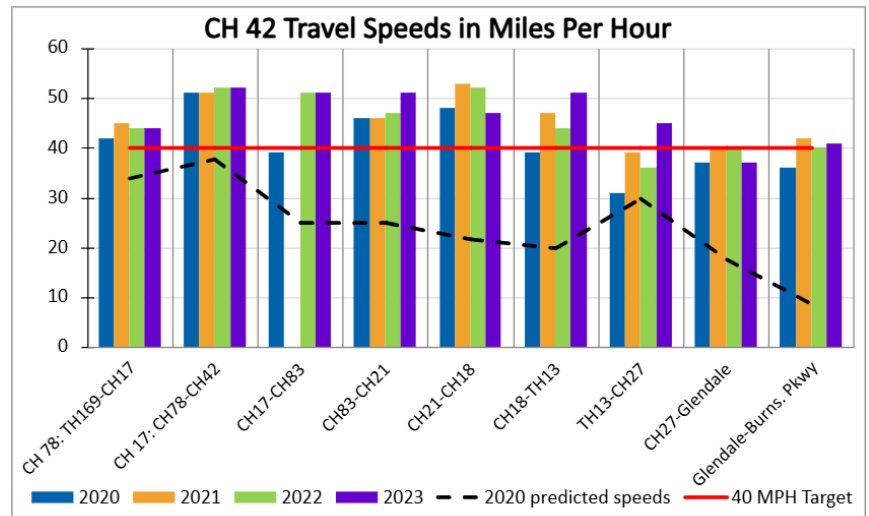
Source: Mn/DOT Transportation Information System (TIS); Minnesota Crash Mapping Analysis Tool (MnCMAT)

Community Design

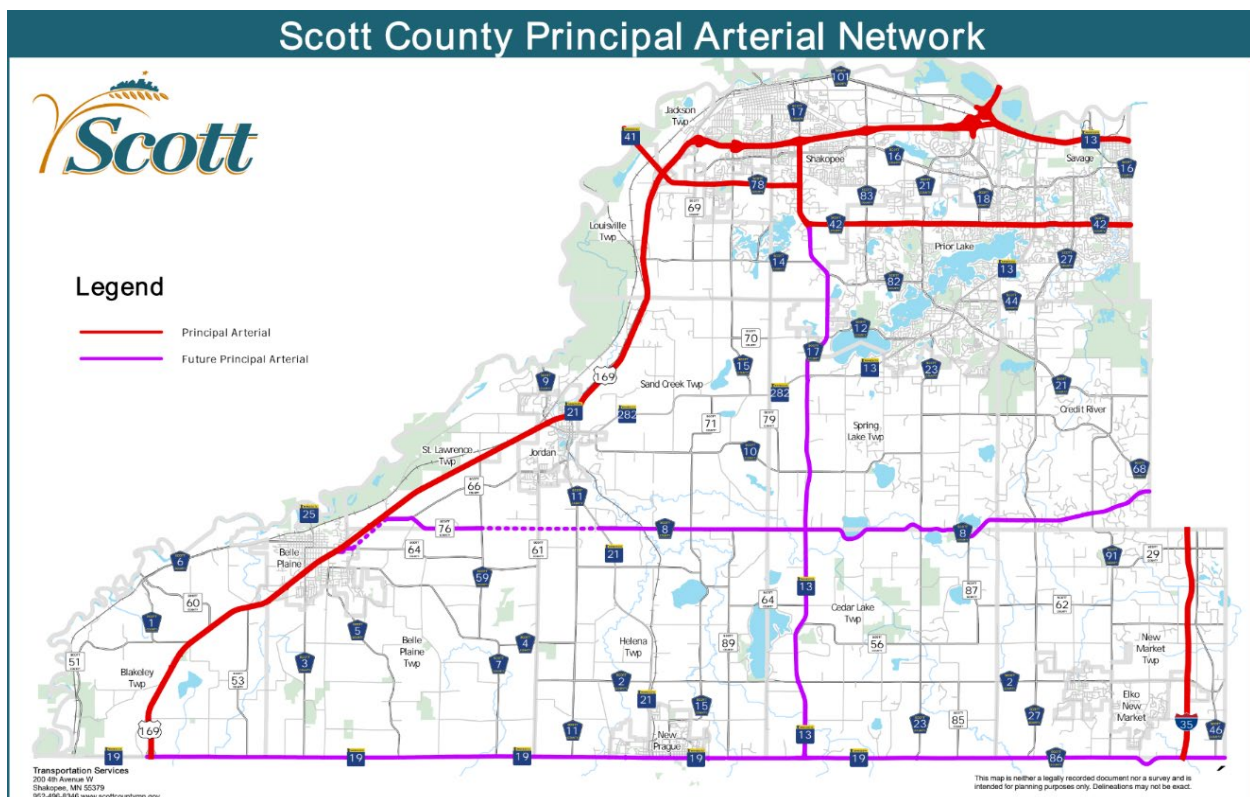
Highway Management

Mobility is an important function for the economic viability of Scott County. Residents expect a reliable trip so they can budget their trips wisely (i.e., spending less time in traffic congestion). It's important for principal arterial corridors to maintain acceptable travel speeds during peak periods; this can be achieved through a combination of efforts to manage operations, access, and signal placement/timing along the corridor. As traffic volumes increase, the overall reliability degrades unless the roadway is managed for optimal performance.

These data reflect travel speeds along County Highway 42 (2020-2023). The only intersection not meeting speed targets in 2023 was Glendale Avenue, where construction was completed to improve the intersection. Factors positively impacting performance include effective design and the signal timing work done by Transportation Services.



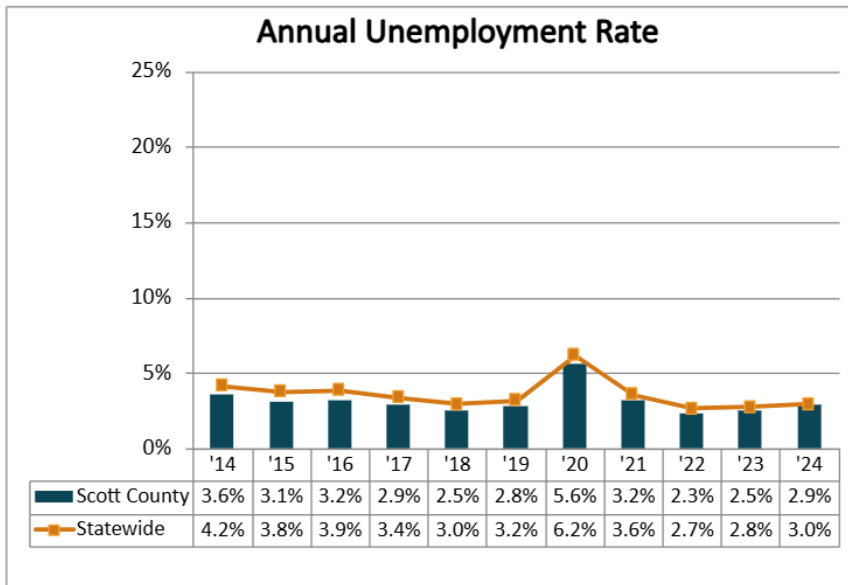
Source: CH 42 Corridor Study 1999, Scott County traffic model database, NPMRDS Data (Updated April 2024)



Community Design

F. Economic and Workforce Development

Community Indicator: Annual Unemployment Rate



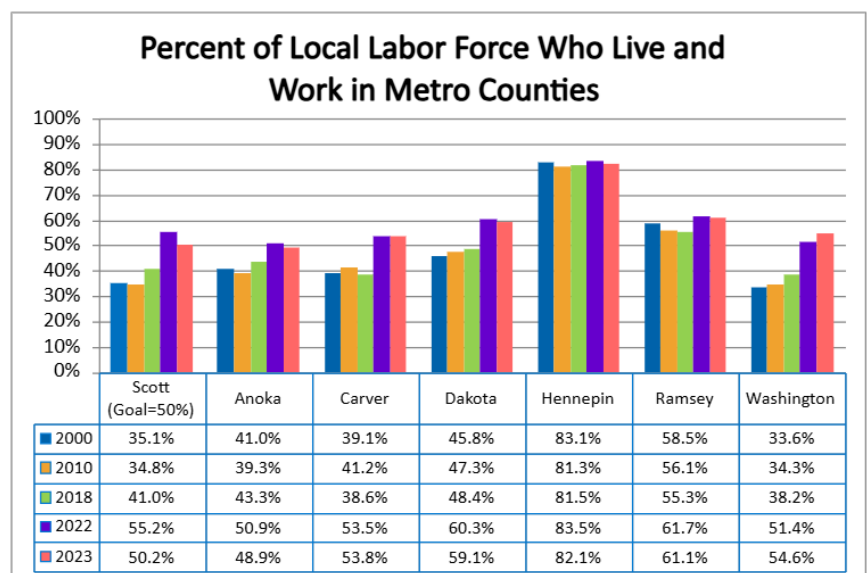
Source: Minnesota Department of Employment and Economic Development
Local Area Unemployment Statistics (LAUS) Not seasonally adjusted

This Community Indicator reflects the annual unemployment rate of Scott County as compared against state unemployment rates. This measure is one of the primary economic indicators used to measure the health of an economy. It tends to fluctuate with the business cycle, increasing during recessions and decreasing during expansions. It is among the most watched indicators by policy makers, investors, and the general public.

Economic Development Planning

Scott County and its city, township, tribal, and school district partners have set a vision that by 2030, 50 percent of the local labor force would be living and working in the County. Having more people live and work in the community would alleviate congestion on major highways and river crossings, reduce average commute times for our residents, and free up more time for residents to connect with their families, neighborhoods, and communities. It is computed by dividing the number of workers who live and work in the same county by the total workers living there.

These data, provided by the US Census Bureau and the American Community Survey, show this goal has been achieved, with 50 percent of residents living and working in Scott County.

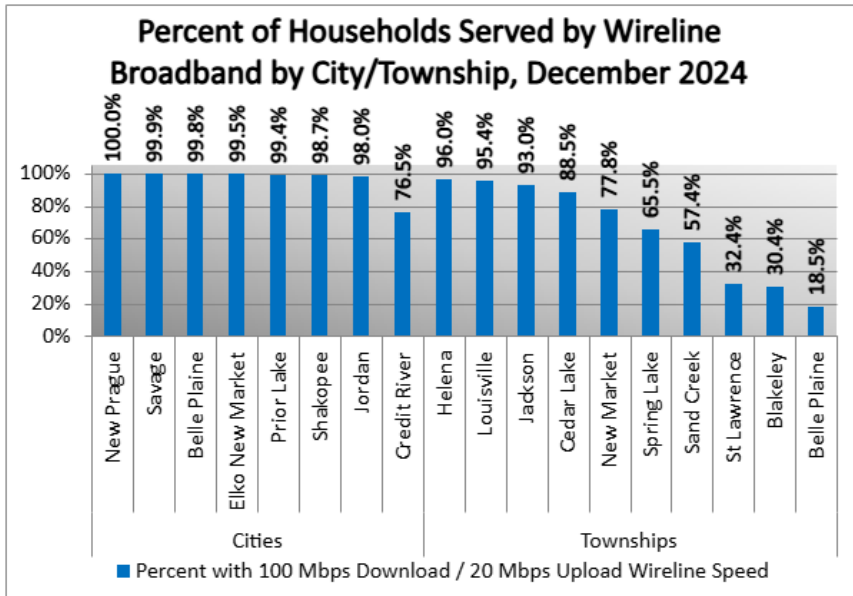


Source: U.S. Census Bureau, American Community Survey, 1-year Estimates, Table S0802 - MEANS OF TRANSPORTATION TO WORK BY SELECTED CHARACTERISTICS

Community Design

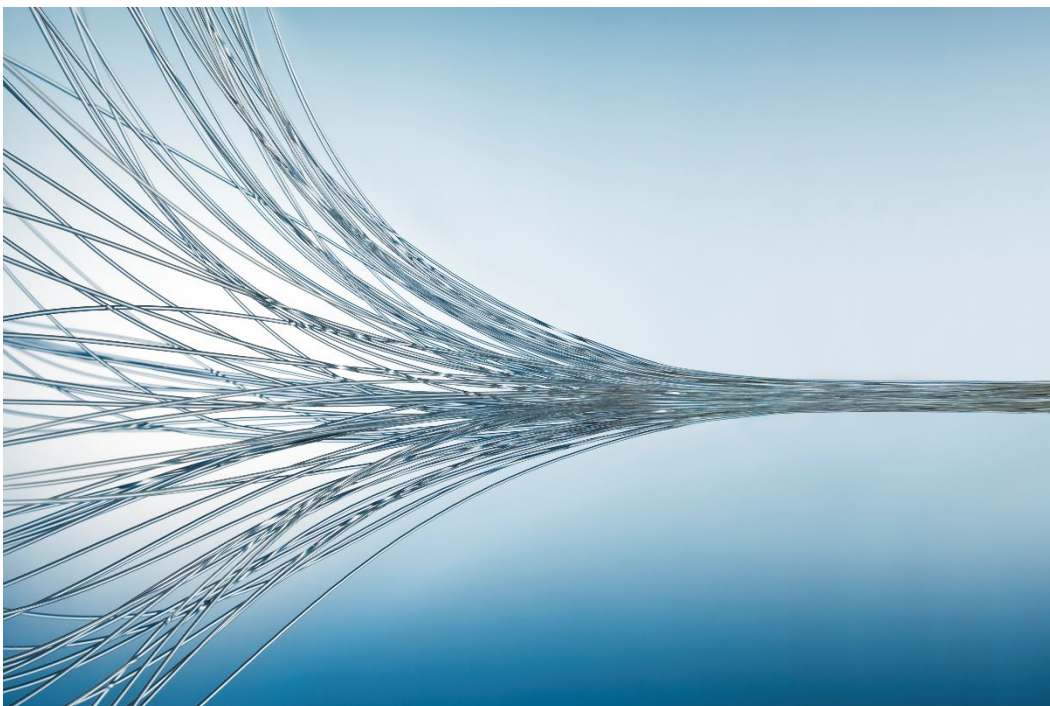
Fiber Program

The County's investment in fiber infrastructure has resulted in more homes and businesses having access to broadband, exceeding state targets and statewide performance. Considerable growth was made in coverage in rural areas. These data, provided by the Minnesota Department of Employment and Economic Development, are the most current available.



Source: MN DEED Office of Broadband Development

The availability of existing fiber connections has an impact on economic development. This measure directly reflects wired broadband availability meeting the Federal Communications Commission (FCC) and Minnesota Office of Broadband Development's recommended minimums of 100 Mbps download and 20 Mbps upload capability by 2026. This measure shows how accessible broadband is to businesses and residences in Scott County.



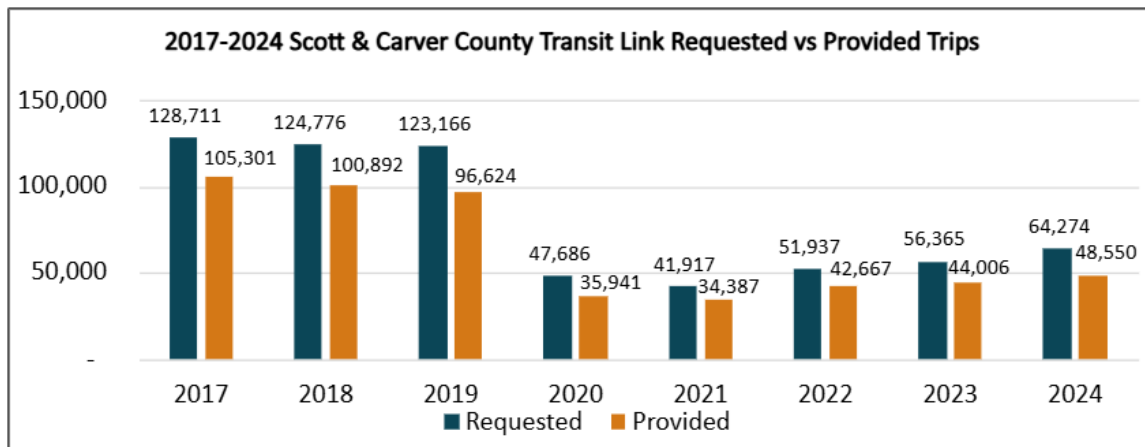
Community Design

Transit Services

Transit is part of the community infrastructure that supports employment, education, and access to services. The following data sets are used to view ridership trends. The data indicate there has not been a return to pre-pandemic levels. However, rates of provided trips are steadily rising and show strong performance for the services that are provided, including the percentage of provided trips and on-time service.

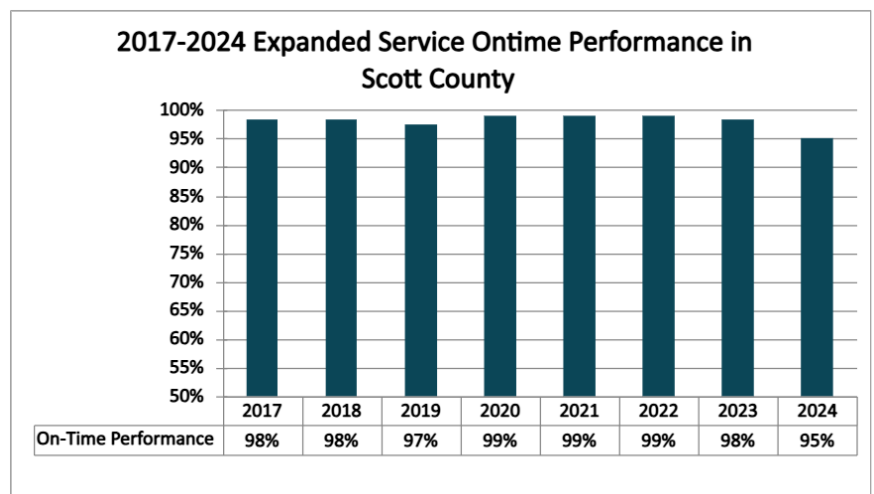
Transit Link

The next two data charts show the requested and performance trips by SmartLink in Scott and Carver Counties. Access to reliable transportation is critically important to adults trying to get to work, attend school, access health care appointments, or attend social events. Sometimes, access to transportation can be the deciding factor for someone's ability to remain living independently. Services need to be available, reliable, and affordable.



On-time performance is a measure of service dependability and dramatically affects the confidence residents have in the services provided. "On time" is defined as picking up the customer within a 30-minute window of the scheduled time. The goal of the Metropolitan Council is 95 percent, but the County's goal is 100 percent.

Timeliness has been an area of strong performance over the last 10 years.



Source: Met Council Trapeze

Community Design

Part II: Summary of Data Findings

Community Indicator metrics for 2024 generally reflect positively on conditions in Scott County.

- Data trends indicate that Scott County residents have greater access to exercise opportunities when compared to statewide averages. This trend may have been bolstered, and likely will continue to be supported, by County Board investments in the parks and trails systems.
- Serious and fatal crash rates remain lower than state and metro rates. This trend is also consistent over the last 10 years.
- The Annual Unemployment Rate is up slightly over 2023 but remains lower than state rates.
- One exception are metrics for air quality, which have declined every year since 2021. Factors contributing to fewer days of good air quality include forest fires in the western United States and Canada.

Community Design programs generally fall into planning functions or community resources. Planning functions are broad, long-term initiatives outlined in the “Strategic Planning & Next Steps” section (below).

- Transit: Although ridership has not returned to pre-pandemic levels, the number of transit rides provided annually in Scott County has risen every year since 2021. The percentage of rides completed on time dropped slightly.
- Transit: One of the innovation grants approved in 2023 created a pilot Rideshare program, further expanding transportation options for residents receiving services through Scott County. This pilot project (launched in 2024) accessed \$75,000 of active transportation funding to move people, most of whom are clients of mandatory County services, as an alternative to staff transporting them to activities that are either court-ordered or reflected in a case plan/probation contract. Some funding is available to be used to assist people who are not currently clients access prevention services or other County resources. Going forward, user data will be collected and provided to the County Board to examine time and cost savings.
- Parks and Libraries: Visits to libraries have increased annually since 2020. User data for park visits is not available for 2024.
- HHW: Visits to the HHW are relatively stable when compared to 2023.

Community Design

Part III: Progress on the Strategic Plan & Next Steps



Official groundbreaking of the Merriam Junction Regional Trail on September 17, 2024.

The 2020-2025 Strategic Plan included an objective for first developing infrastructure to serve as a foundation for economic development and employment opportunities; and second, ensuring residents have access to necessary and important services and activities. Progress continues towards both of those objectives through the combined efforts of the County, other local government leaders, and community partners. Most strategies and tactics included in that plan are completed or in process (see Appendix B for a complete indexing of completed elements). Highlights from the County's strategic planning work in 2024 include:

Community Design

- **Solid Waste/Household Hazardous Waste Removal:** The safe disposal of solid waste and hazardous household waste has assumed greater urgency as demand at the Scott County HHW facility grows and as neighboring counties consider and plan for solid waste management facility closures. In 2024, the Board approved a joint project with Dakota County to construct and operate a shared Household Hazardous Waste facility to serve both counties, alleviating some pressures on existing facilities. Scott County, along with other metropolitan county partners, has led efforts to build a regional solution to solid waste, and the updated Strategic Plan sets expectations for this work as a priority. Improvements in the County's recycling rate is one prevention strategy, and concrete efforts were made for broader community education on the realities of recycling and to engage the public in supporting recycling.
- **Parks and Trails:** The County Park and Trail systems were prioritized by the County Board for American Rescue Plan Act (ARPA) funding. Investments in these resources ensured all residents would be able to see the impact of those dollars in our communities and to access these resources for decades to come. In 2024:
 - Doyle-Kennefick opened for the first time to residents with newly constructed trails, some bridge work over a wetland, and the construction of a parking lot and restrooms.
 - Four camper cabins had been installed at Cedar Lake in 2023, but work to complete a highway roundabout to support safe access was completed in 2024. Cabins are in use most weekends and often during the week. In 2025, user data will be collected and published on the Commissioners' Weekly Actively Report.
 - Sewer and water systems at Cleary Lake needed upgrading to meet health code standards. That work was completed, and new shower facilities were constructed. **Going forward**, these upgrades will support group camping sites.
 - Working with state and federal delegations, Scott County leaders and city partners secured funding for the Merriam Junction Trail, and work began in 2024 to prepare the land for construction. This project not only links Scott and Carver Counties to the broader metro-wide trail system but also supports reduction in erosion and improved water quality in the river. The trail is anticipated to open in 2027. **Going forward**, work will continue to secure a funding package for the completion of a final segment of the Merriam Junction Trail through Louisville.
- **Libraries:** In 2024, the Extended Access (EA) project was completed in the Libraries. Six of seven branches now host EA, with Shakopee being the exception (due to the physical configuration of the building, EA in that branch is not planned). Instead, hours and days of operation were expanded to give residents greater access to Library resources. Going forward, Community Engagement services will be reorganized under the direction of the Library Director, and a service hub model will be developed into the Library system.

Community Design

- **Highway Projects:**
 - In 2024, projects along the 169 corridor advanced. Construction began on the County Highway (CH) 59 and 169 interchange and 169 and Bluff Drive, adding an overpass and frontage roads for safer access on/off 169. Once these interchanges are completed, the last remaining traffic light on Highway 169 will be eliminated between St. Peter and Champlin.
 - Projects along Trunk Highways (TH) also advanced. The County secured \$96 million in Corridors of Commerce funding and \$10.6 million in state freight funding for work on TH 13. Going forward, work will continue to complete the TH 13 Corridor vision, with final completion scheduled for 2027.
 - **Going forward**, planned improvements are also planned for the interchange at CH 2 and I-35 and the expansion of CH 8.
- **Economic Development:**
 - Scott County used ARPA dollars to fund the expansion of fiber to the County Fairgrounds. This improvement allows Fair vendors to accept electronic payments instead of reliance on cash transactions. The availability of internet access also opens up opportunities for new events and broader use of fairground buildings.
 - Scott County invested \$270,000 to build out space for a drop-in day care center at the Dean Lakes Center, giving parents access to safe childcare while they access educational programs. Although there were some delays in opening this facility, it is scheduled to open in early 2025. User data will be collected and provided to the County Board in 2025.
 - Scott County applied for and received a state grant to support the Drive for Five employment and training opportunities. This grant allows access to low/no cost employment and training programs and supports workforce development. The County built the grant proposal, in part, on the success of a similar pilot project funded through ARPA dollars.
- **Watershed Management:** In 2024, the Scott Watershed Management Organization began the process of updating its 10-year Watershed Management Plan. 2024 tasks were completed on time and on budget. The plan is scheduled to be finalized and adopted in December 2026.
- **Comprehensive Planning:** High-level planning for the development of the 2050 Comprehensive Plan will begin in 2025.

The 2025-2027 County Strategic Plan continues the work outlined above and includes additional strategies for aligning mental health and public health initiatives into parks programming; broadening the use of the County's social media presence and the Great Scott website to connect residents to prevention resources and other community services; and protections for natural resources, including water quality and strategies for flood alleviation.

Public Records

Introduction: Public Records Objective Area



The Public Records Objective Area encompasses Scott County programs which collect, maintain, and distribute records that are critical to residents. Public Records program areas maintain documents which serve as the source of truth for many legal rights, responsibilities, ownership, and property values. These programs typically represent some of the core functions for which county government was created and are foundational to orderly communities.

Public Records

Part I: Measuring Impact

Effective strategic planning relies on implementation of new strategies as well as an evaluation of whether the changes made resulted in the desired impacts. Monitoring Community Indicators and program-level performance data provides essential information for program leaders, elected officials, and taxpayers on whether the new strategies created the intended effects.

Due to the nature of the work, Public Records Objective Area outcome measures most often evaluate the accuracy of the records and/or the efficiencies involved managing them. These program areas have effectively leveraged technology solutions to support time savings and efficiencies. As an added benefit, the automation of records often makes program data available and accessible.

The following series of data sets provide an examination of accuracy in records and efficiencies in management that support reliability and trust by residents.



Public Records

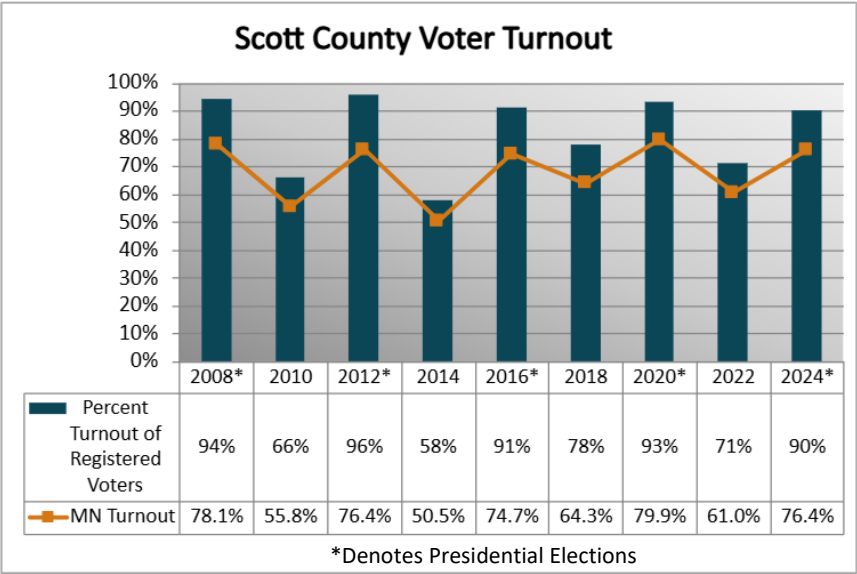
A. Elections

The most recent elections were held in 2024, and the data below reflect voter turnout statistics and performance by the County Elections staff.

Community Indicator: Voter Turnout

In the 2024 presidential election, 90,668 votes were cast of the 100,318 registered voters. Of those, 38,364 voters voted by absentee ballot. The percentage of absentee voters changed from election to election, based on many factors. The number of absentee voters dropped in 2024 compared to 2020 numbers, and are likely more reflective of a regular, post-COVID world.

These data reflect voter turnout for the County and the state for the last eight general elections. These data compare the percentage of registered voters who cast ballots. Rates of voter turnout in Scott County have been considerably higher than state rates during both presidential and midterm elections.



Source: *Scott County data: Scott County Elections Report*
Minnesota data: MN Secretary of State, Historical Voter Turnout Statistics



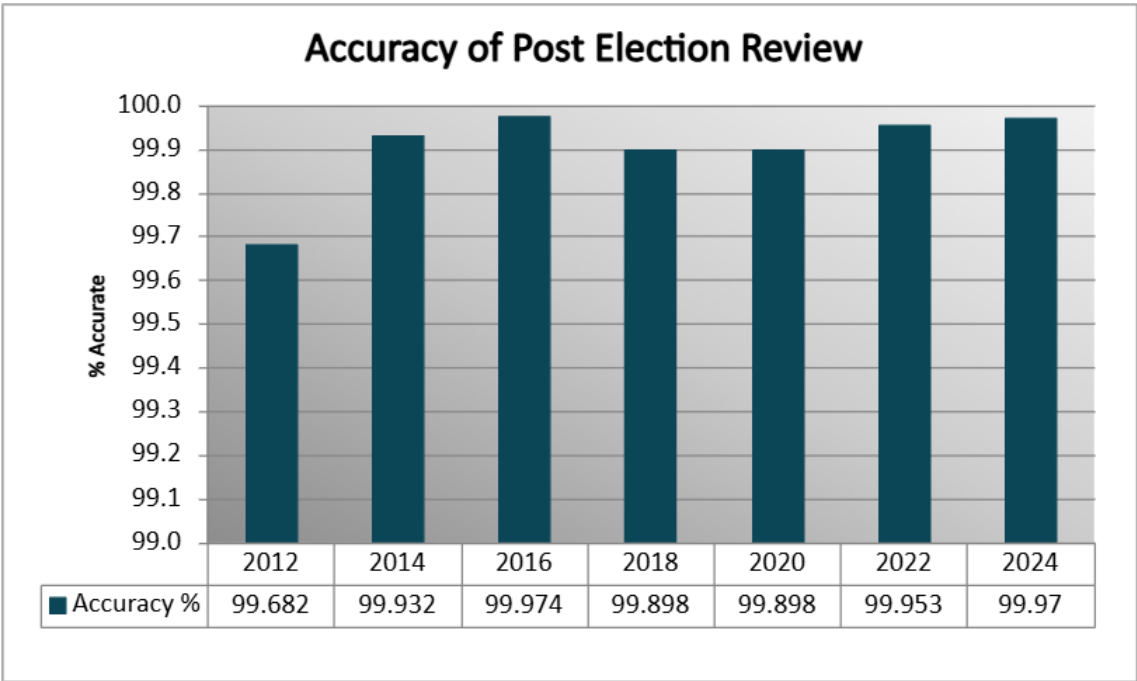
Public Records

Election Administration

This performance measure captures the accuracy rates of post-election reviews, comparing results from votes submitted through an optical scanner against a hand count of votes in selected precincts. This review is mandated when electing U.S. presidents, vice presidents, and members of Congress.

The comparison of the results from the voting system and the hand count must be accurate to within one-half of one percent (or not more than two votes in a precinct where 400 or fewer voters cast ballots).

These data reflect performance from the last national election.



Source: Ballots/Precinct Summary

Public Records

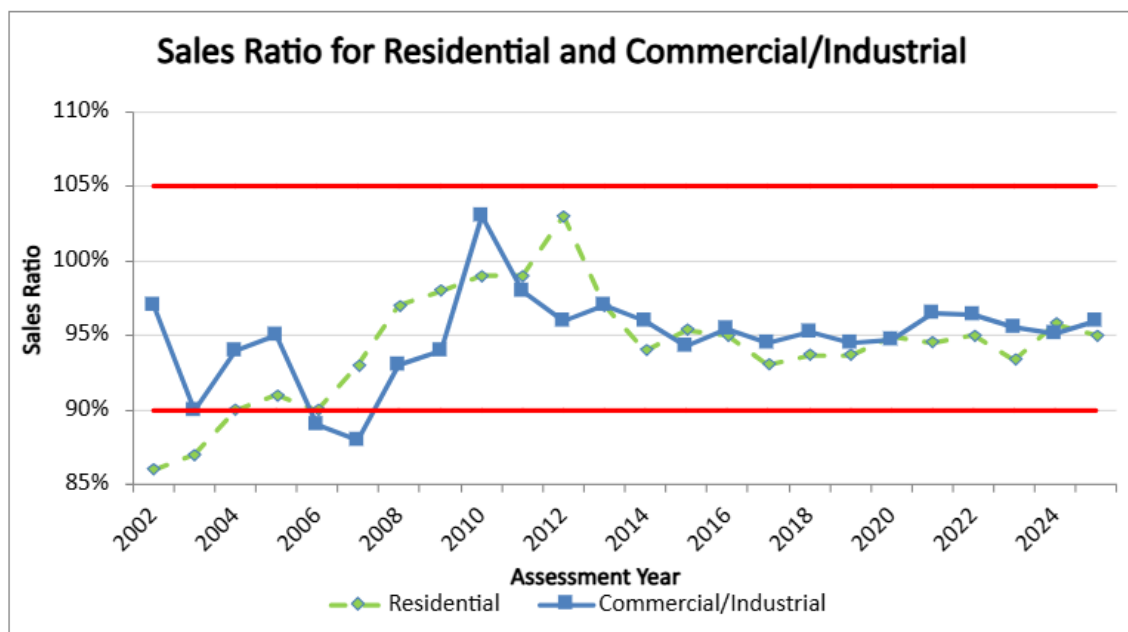
B. Taxation and Property Assessments

Property Valuation and Assessment

To ensure everyone is paying their fair share of taxes, residents must have confidence the value determined by the Assessor is close to a property's actual market value. The median ratio measurement serves this purpose by identifying an acceptable range and reviewing the overall assessment level each year.

The overall median ratio for each jurisdiction is considered acceptable by the Minnesota Department of Revenue (MDOR) if it lands between 90 and 105 percent of market value. In the data below, 2025 figures are based on MDOR's April 9, 2025, sales ratio, -- this is expected to be finalized in June 2025.

Scott County continues to demonstrate exemplary performance and leads efforts to advise state agencies on policy and practice changes. Annually, Scott County collects over 99 percent of taxes assessed by the County, cities, townships, schools, and special districts.



Source: MN Department of Revenue Sales Ratio Reporting

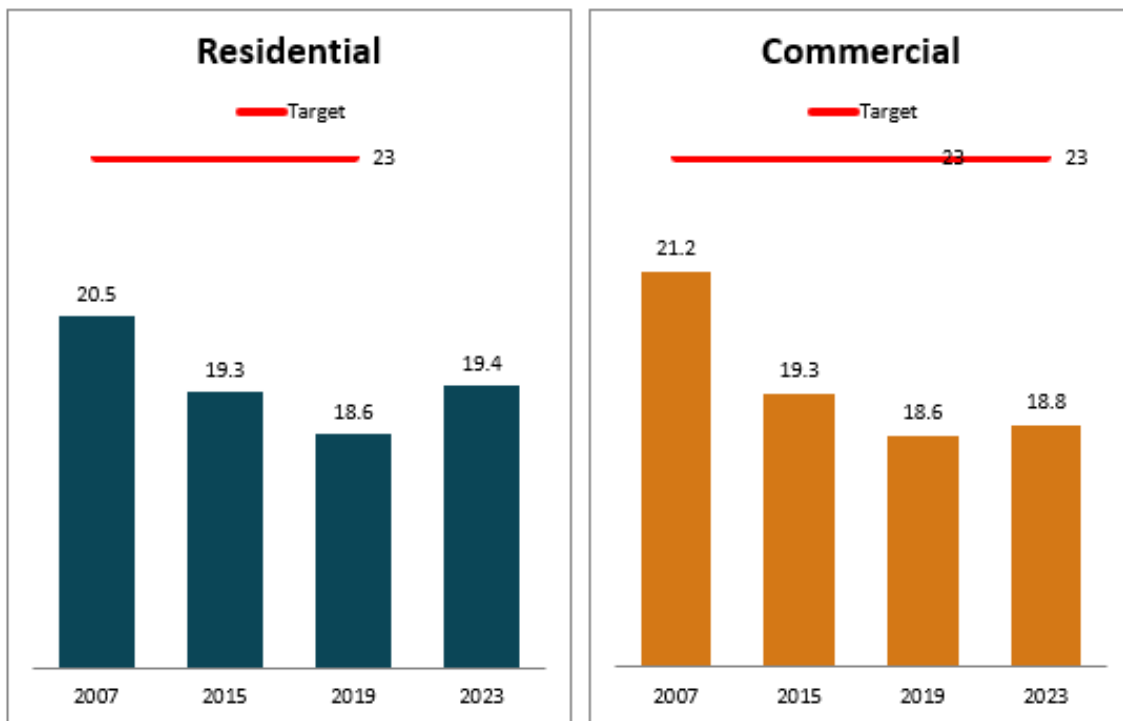
Factors that support strong performance:

- Scott County has the highest percentage of Senior Accredited Minnesota Assessors Licensed staff in the metro area.
- Strong supervision, regular staff training, and attention to accuracy in staff performance reviews are systemic support for consistently high performance.
- Data on assessments, property values, tax statements, and related information are shared annually at County Board meetings, SCALE meetings, and other public venues to support transparency and understanding.

Public Records

Building Inspections

Proper administration of building codes ensures all structures and their included systems are meeting minimum health and life safety requirements. Staffing levels, staff experience, and time for proper completion of inspections and plan review are essential components in the process of determining whether the Building Inspections Department can effectively administer and enforce building codes.



Source: ISO (Insurance Services Office)

The Insurance Services Office (ISO) Building Code Effectiveness Grading Scale (BCEGS) rates the effectiveness of a Building Code Department's ability to effectively administer the building code. These data are taken from the latest BCEGS report based on a Scott County Building Inspections Department survey from information related to calendar year 2021. The most recent BCEGS report was issued in 2023.

This survey is completed every four years and is important to the building owners of rural Scott County, as property insurance rates may be based on the score at the time their permits are in process. A perfect score in this rating scale would be the target of 23 points. Used as a performance measure, the BCEGS can help identify areas needing improvement.

These data show Scott County's BCEGS score has increased in 2023. The increase in rating reflects changes to staffing levels and experienced staff.

Public Records

C. Property Records

Property Document Recording

This measure provides information on the timeliness of land recording processing. Minnesota statutes require that 90 percent of all documents be submitted, recorded, and returned within 10 days. By meeting these

requirements, the public can have confidence their interests in the property are being preserved and protected -- and that the information they need is current and accurate.

The average turnaround time is 0.16 working days, well within the 10-day state performance target. Scott County has consistently exceeded the state targets for timely processing. In 2024, a total of 18,696 property documents were processed in Scott County, consistent with documents filed in 2023 (18,991) and about 6,000 fewer when compared to 2022. Of those, 74 percent were filed

electronically. Residents' use of electronic filings spiked during the pandemic but has returned to pre-pandemic levels.

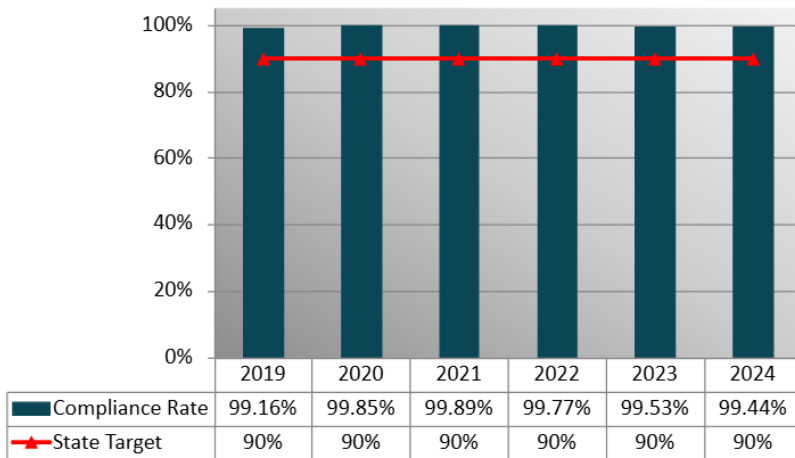
Surveyor Administration

This measure provides information on the time it takes to review subdivision plats that are submitted to the Surveyor's Office. The measure shows the number of days from first submittal to completion of the review. The metro area best management practice (BMP) target is fewer than 30 days.

Property cannot be transferred to new owners until the plat is recorded, so delays can add additional costs to land sellers and buyers.

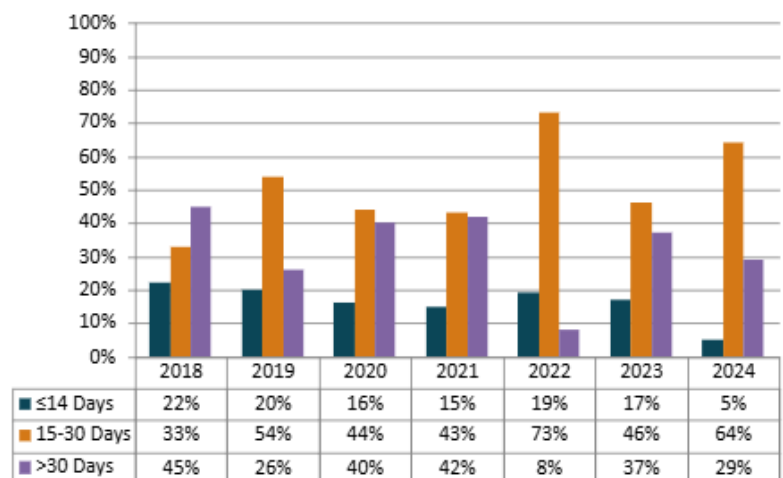
In 2024, the number of plats reviewed (57) by the County remained relatively stable. Eighty percent of section corners have been verified.

Compliance Rate for Timely Recording of Documents



Source: RecordEase software

Plat Review Turnaround Time



Source: SharePoint Parcel Modifications List- Plats - aka PLAT TRACKER

Public Records

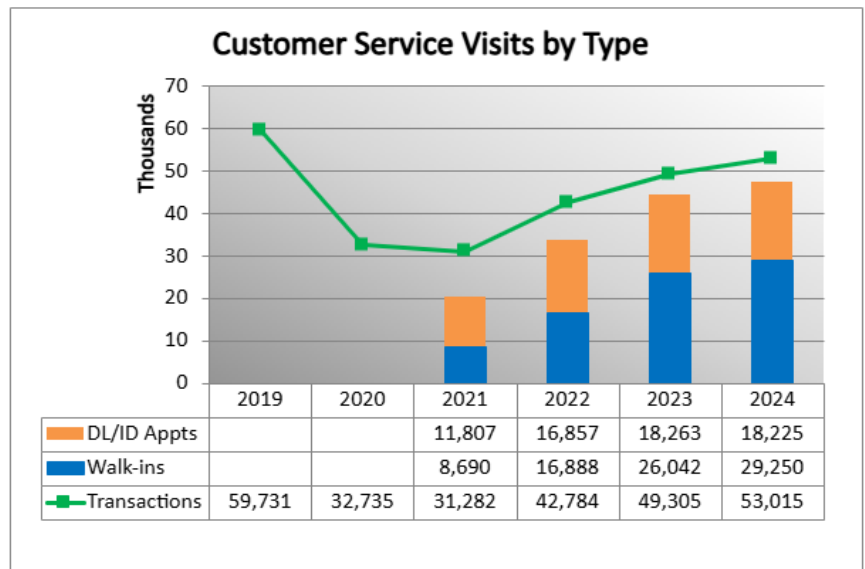
D. Customer Service

Customer Service includes a range of Licensing and Permitting functions, as well as Motor Vehicle Records, Vital Statistics, Passports, and some cash receipting. Most of these services are not mandated, but residents expect convenient access and local availability.

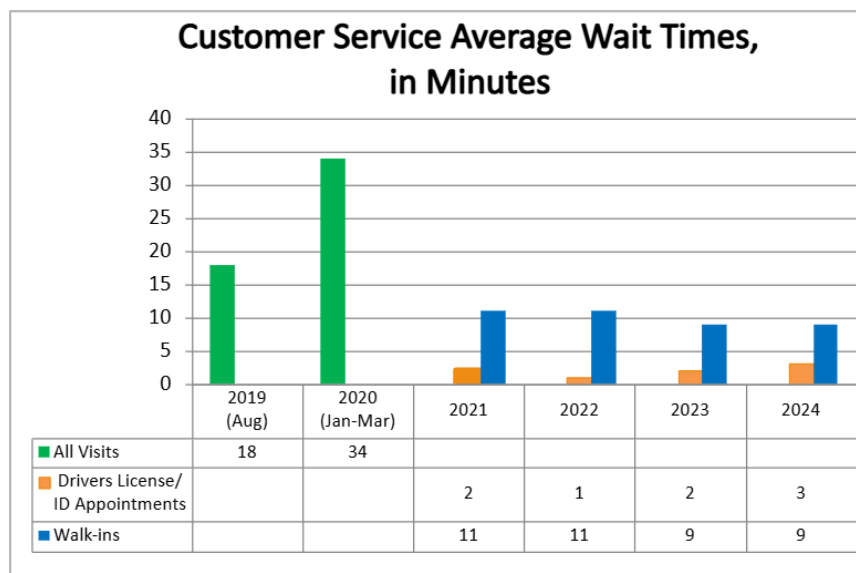
This measure shows how residents access Customer Service and the number of transactions completed annually.

Since June 2021, the County has maintained a hybrid service delivery model in Customer Service in response to the needs and preferences of the community for both appointment and walk-in options.

In 2024, there were 47,475 visits to the Customer Service counter. Of those, 18,225 visits occurred by appointment (38 percent) and 29,250 visits occurred as walk-ins (62 percent).



Source: Manual tracking and Scheduling Software - No Wait Inside



Source: Manual tracking and Scheduling Software - No Wait Inside

Residents also expect convenience. This measure shows the number of minutes customers wait for service at the Customer Service counter. Additionally, performance over time has been impacted (either positively or negatively) by various software solutions. Some caution should be used in examining these data as collection methods changed over time, making direct comparisons difficult. However, they do serve as a marker of progress towards reducing wait times for services.

Public Records

Part II: Summary of Data Findings

Historically, the County has used two Community Indicators to examine impacts of Public Records programs on the broader community. The first is very specific to Elections: Voter Turnout Rates in Scott County have consistently reflected that over 90 percent of registered voters cast ballots in at least the last five presidential elections. This rate is relatively stable over time and exceeds state rates of voter turnout.

The other Community Indicator relevant to Public Records is “County Levy as a Percent of Personal Income,” which represents the cost of delivering government services.

At a program level, data from nearly all program areas met or exceeded state or local performance targets. Measures of accuracy and efficiency are the most common, and are essential to supporting the County’s responsibility for collecting, maintaining, and distributing public records:

- Post-election reviews have consistently held at over 99.9 percent accuracy rates.
- The accuracy of Scott County’s property valuation work has been well within the Minnesota Department of Revenue reporting standards every year since 2006.
- The County exceeded state timeliness standards for property document recordings, with an average turnaround time of less than one day.
- Customer Service counters offer both scheduled and walk-in appointment options, which are positively received by residents and have resulted in reduced wait times even as the total number of transactions continues to climb.



Public Records

Part: III: Strategic Plan Progress Summary & Next Steps

Nearly all elements of the 2020-2025 Strategic Plan have been completed or are in the process of being completed (see Appendix B for a complete indexing of completed elements). Highlights from the strategic planning work in 2024 and likely next steps include:

- **Workday:** Preparation for the launch of Workday, the County's Enterprise Resource Planning technology, has consumed considerable amounts of staff time in 2024 to design and test workflows functions, ensuring they work effectively and to maximize reporting capabilities for program leaders. Throughout 2025, testing and training will be essential to maximize benefits of this costly investment. Workday is scheduled to launch in Scott County on January 1, 2026.
- **The launch of Vitals, Licenses, and Permits (VLP):** This online portal is a new software solution which makes it possible for County residents to do more of their business online and is an example of a business model change leading to improved outcomes for residents. Data on the number of users, and potential time savings, will be collected and shared after the program has been in operation for a year. **Going forward**, the Board would like to see an expansion of online portals, allowing residents to do business with the County at times that are most convenient for them. In 2025, an inventory of existing online portals will be completed, priorities set for the most needed new portals, and CIP Governance Team will evaluate and plan for future expansion.
- **Hennepin County CAD and Dispatch:** Work began in 2024 to support the sharing of the emergency response data systems (dispatch and CAD) with Hennepin County. This collaboration will support interagency responses and use resources most effectively. This work is in process and will continue into next year. Significant work was done to detail information system requirements, support data security, and plan for technical assistance and training. The updated Strategic Plan includes tactics specifically related to the implementation of this project, with an anticipated start date in the summer of 2025.
- **Elections:** As a follow-up to lost ballots during the 2024 election, Scott County elections officials and community partners participated in a full review of internal processes as well as coordination processes with city and township partners. Recommendations for improvements were shared with the public to support transparency and with state officials to support broader system improvements through legislative or administrative changes.
- **Commissioners' Weekly Activity Report:** Throughout 2024, additions and improvements were made to the Commissioners' Weekly Activity Report of service demand in multiple service areas. This weekly distribution of data assists the Commissioners in understanding levels of demand for specific services and also augments other organizational strategies for the transparent sharing of information related to what taxpayers are receiving for the taxes they pay. Going forward, technical improvements are needed to support the addition of new data, data visualization, and the user's experience accessing the data.

The 2025-2027 County Strategic Plan continues the work outlined above and includes additional strategies for examining business model changes to improve efficiency and accuracy of Public Records management through Artificial Intelligence technology, Workday solutions, or other initiatives.



Internal Services

- Internal Services

Internal Services

Introduction: Internal Services



Internal Services departments provide the infrastructure, support, and resources that enable externally facing business units to achieve their goals in efficient, effective ways. In its broadest sense, Internal Services can be defined as groups of related activities and resources that are administered to support the needs of programs and obligations of an organization. They are the essential services that are happening behind the scenes so business units can do their day-to-day work to achieve larger outcomes. Internal Services programs also serve an important regulatory or monitoring function, ensuring compliance with County policies and mitigating enterprise risks.

Because they are intertwined into the work of other business units, they are incorporated into the five Objective Area Teams. However, to examine their performance and potentially any budget needs, Internal Services are pulled together in this chapter to examine their impact on cost-effective and efficient service delivery.

Internal Services groups include Employee Relations, Accounting, Payroll, Information Technology (IT), Budget, Quality Improvement, and other internal-facing services. Some of these departments are dual sided in that they have both a public and an internal focus for their work (e.g., Employee Relations).

Internal Services

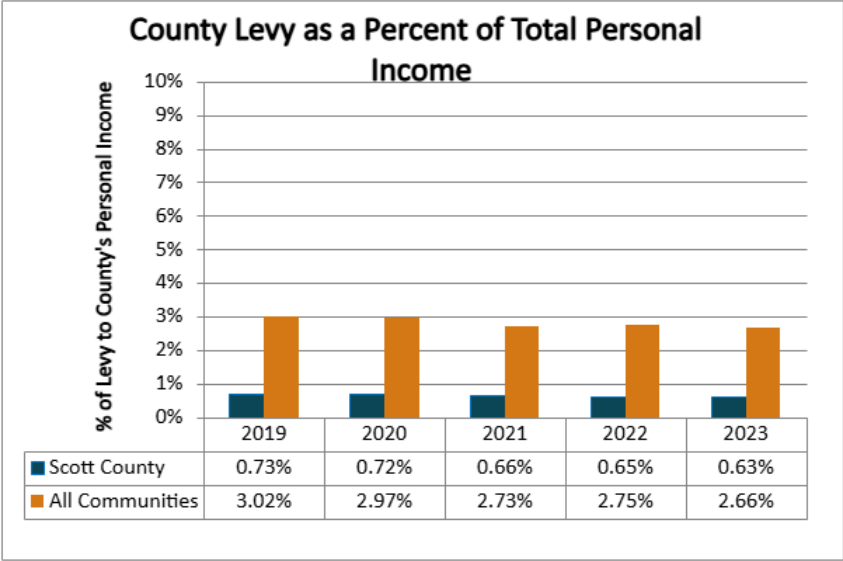
Part I: Measuring Impact

Effective strategic planning relies on implementation of new strategies as well as an evaluation of whether the changes made resulted in the desired impacts. Monitoring Community Indicators and program-level performance data provides essential information for program leaders, elected officials, and taxpayers on whether the new strategies created the intended effects.

Performance measures for Internal Services focus primarily on efficient, timely, and accurate execution of their responsibilities. At a program level, the data in this chapter represent performance on those measures. Nearly all Internal Services expenses are on-levy and impact on the overall cost of government, reflected in the following Community Indicator.

Community Indicator: County Levy as a Percent of Personal Income

The *price of government* is a measure of the economy’s ability to generate property tax revenue necessary to fund county programs and services. In other words, the price of government is the tax cost that residents pay for all county government services as a percentage of total personal income generated by residents.



Source: Annual Scott County Budget and US Bureau of Economic Analysis

This measure is the total levy divided by the total personal income of residents, showing the average percentage of income spent for county services.

Data for 2024 are not yet available.

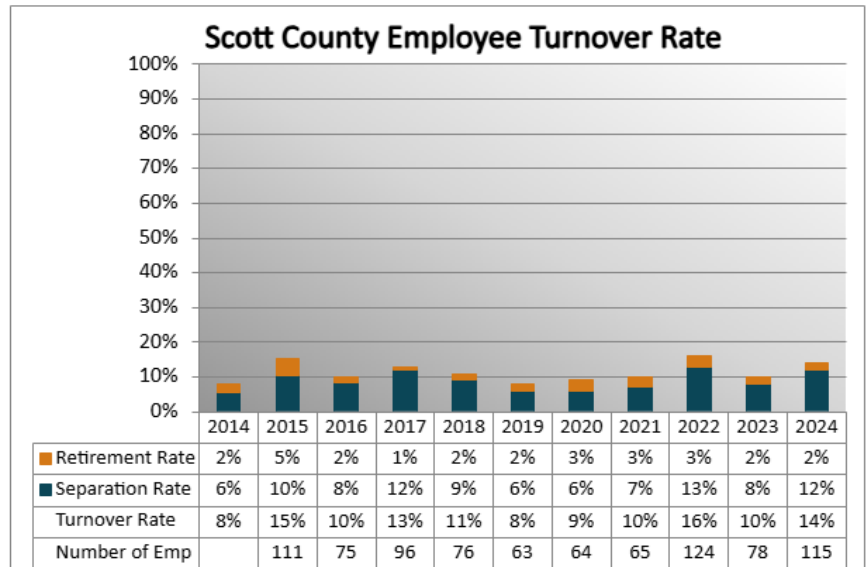
Internal Services

Employee Relations: Staff Turnover Rates

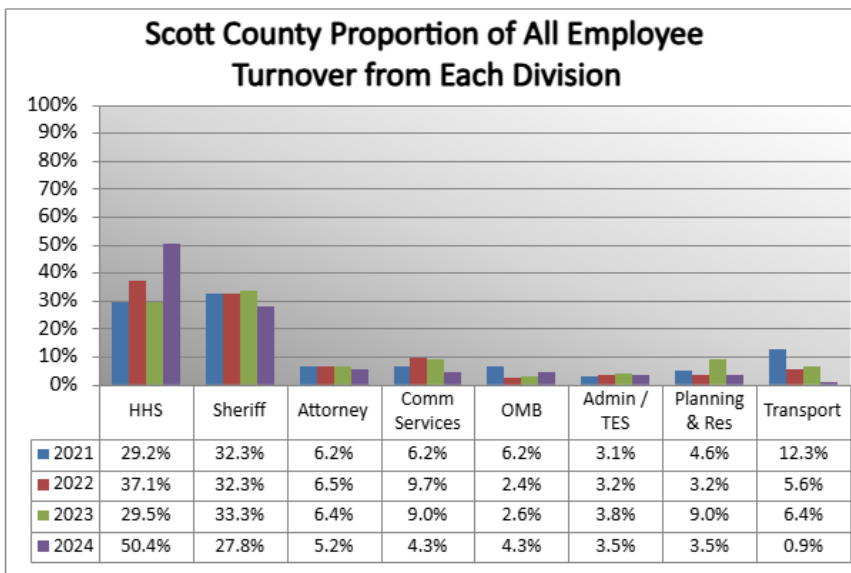
Staff turnover may negatively impact service delivery and generate expenses tied to recruiting and hiring new staff. Monitoring the rate of staff turnover is important in recognizing trends or patterns occurring within the organization that might need to be addressed. Some turnover is natural for an organization, some departments experience turnover at higher rates than others. The number alone is neither implicitly good nor bad, and these data are used most effectively when looking at trends over time.

The turnover rate provides an average of the number of full-time and part-time employees in budgeted and classified positions who leave as a percentage of the average number of full-time and part-time employees. It is a measure of the amount of “churning” that is occurring due to the coming and going of staff into and out of the organization.

Nationally, workforce analytics data reflect increasing rates of separation as the impact of the pandemic subsides. In 2022, Scott County saw its highest rate of turnover since this data was officially recorded since 2014.



Source: Infor



Source: Infor

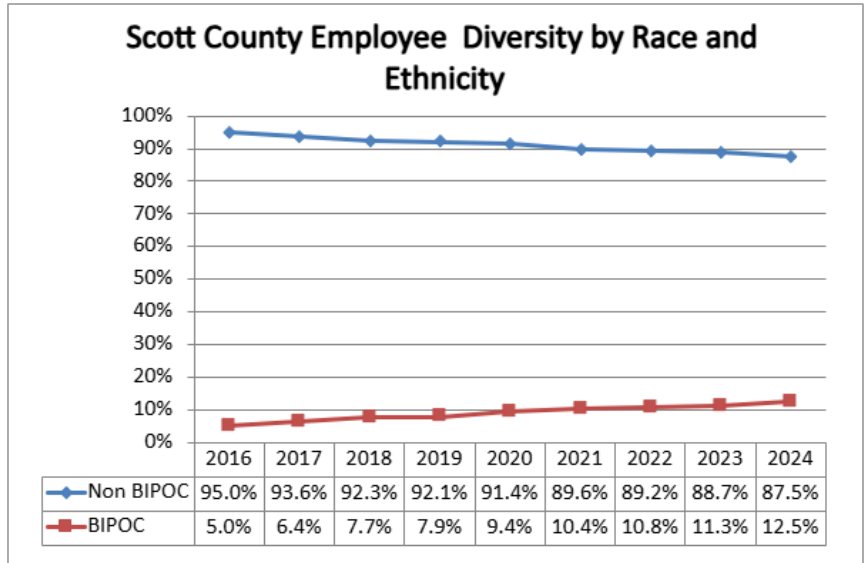
This chart shows differences in how divisions experience staff turnover. Of all people who left employment, in the year shown, this chart shows the percentage of that total from each division.

Departments and divisions experience turnover rates differently. The data here show turnover rates by division for the last four years. In 2024, County divisions experienced organizational changes, reassigning existing staff and adding the Transformation and Enterprise Services division.

Internal Services

Employee Relations and its business partners have worked together on the Board strategy which supports hiring and retaining a culturally informed workforce. This measure shows the composition of the workforce by race/ethnicity (these data come from information that is self-reported by employees). This measure serves as one marker for examining progress on the strategy and is also focused on only one element of workplace diversity.

About 87.5 percent of Scott County employees are white/non-Hispanic, compared to 77.5 percent of the general population in the County (*US Census; American Community Survey, 2018-2023*). The US Census data accounts for individuals of all ages, including children, whereas the County data encompass only adults. These data show movement towards a pool of employees that more closely reflects population demographics within Scott County.



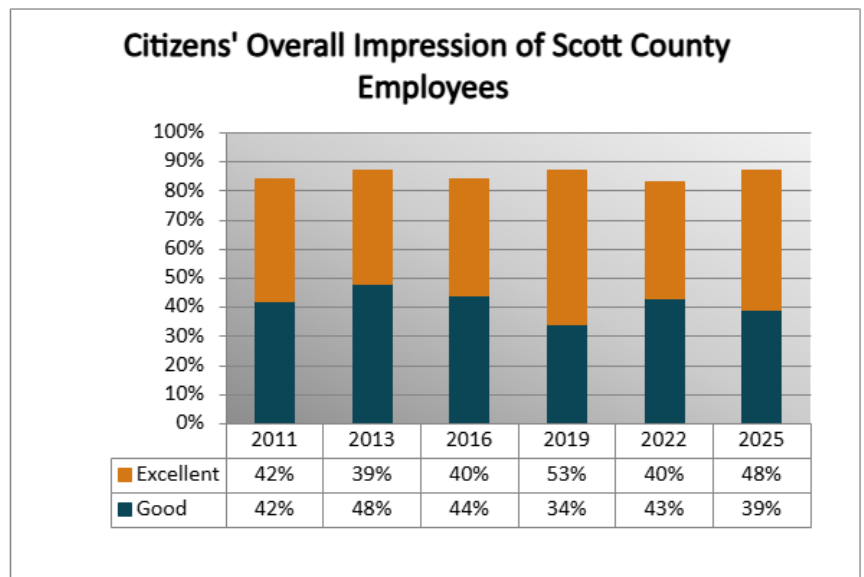
Source: Infor

Residents Survey: Citizens' Overall Impression of Scott County Employees

When citizens have contact with County employees, they form an impression of how well their local government operates. Employees are the face of the County; their interactions with residents are important in determining how County services are perceived and influence residents' thinking about the value they receive for the taxes paid.

In the 2025 Resident Survey, 87 percent of respondents said their overall impression of employees was "good" or "excellent."

This measure is an indicator of how well we are attracting and retaining the employees with the right level of talent and skills needed to deliver quality public services as expected by our residents.



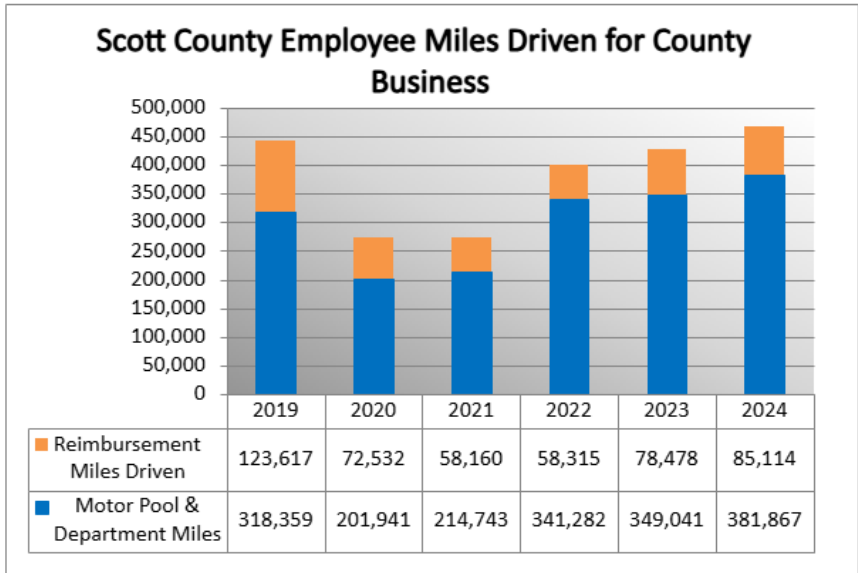
Source: Scott County Resident Survey

Internal Services

A. Fleet

Fleet Motor Pool

This measure allows us to see the total number of miles that were put on by mileage reimbursement and motor pool with a grand total for each year.



Source: Agile Fleet

These data tell something about employee use of the fleet resources, reflecting the total number of miles that were driven in the Scott County Motor Pool system. General Motor Pool and department vehicles are included in the total.

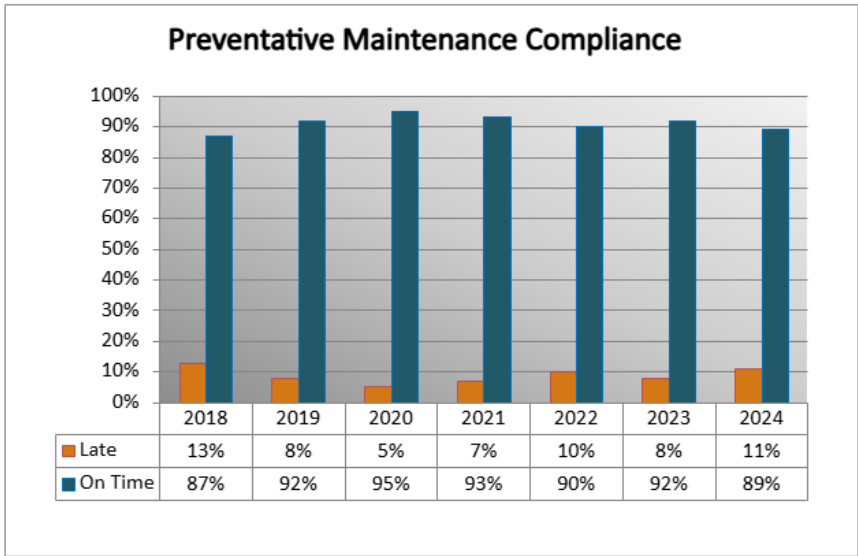
Reimbursement miles were paid out reimbursements to employees for personal vehicle use for Scott County business.



Internal Services

Fleet Management: Motor Pool Vehicle Maintenance

Caring for County assets is part of the County’s goal for responsible government. Fleet vehicles are one example of assets that require care and maintenance to reduce long-term costs associated with premature replacement or costly repairs that could have been avoided.



Source: *AssetWorks - Scott County Fleet Maintenance Software*
PM Compliance Report at 1 meter over

Fleet vehicles (e.g., cars, snowplows, and squad cars) and other equipment are a major investment for the County and replacing them accounts for a significant portion of the Capital Improvement Plan each year.

This measure shows the percentage of preventive maintenance work completed on time. A significant improvement in timely preventive maintenance was gained through the implementation of new scheduling technology.

The Fleet Maintenance program continues to demonstrate strong performance when measuring timely preventive maintenance of County vehicles. Software systems and scheduling flexibility for drivers have supported this performance.

In a survey of Fleet users conducted in 2024, 90 percent of respondents endorsed a positive overall satisfaction rate when considering the quality of staff, vehicles, and system.

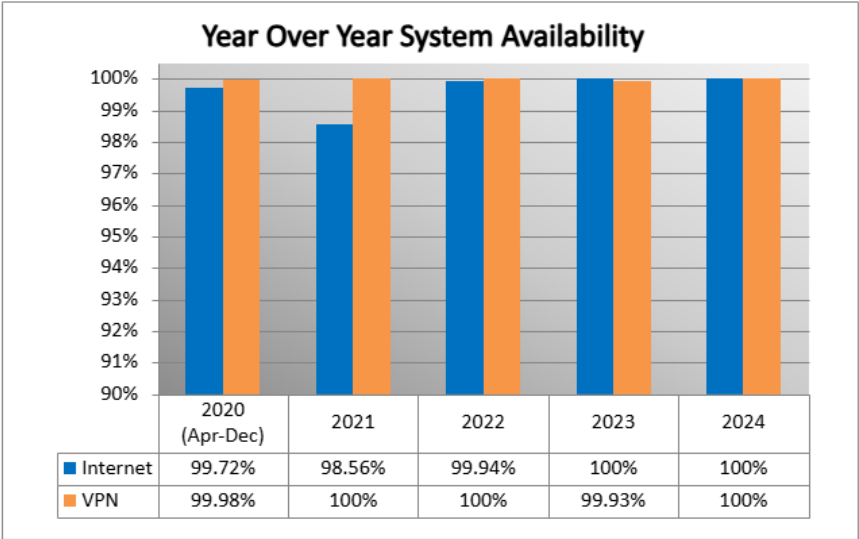
Internal Services

B. Information Technology

Data User Experience

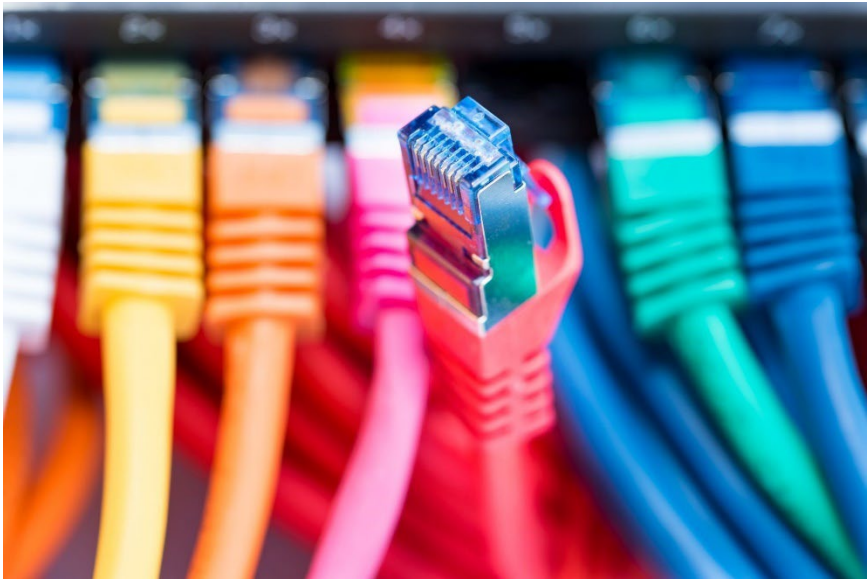
This measure tells the story of system availability and stability, which directly impacts the work of County staff while serving the citizens and community. Data reflect reliable access to both the internet and the VPN. Up-times for essential systems are reported weekly in the Commissioners’ Weekly Activity Report.

The goal is to have technology and systems available to deliver services in a timely and effective manner. System availability percentages are the total number of hours available in a year (less the hours of downtime from unplanned outages), resulting in the number of hours a system was available.



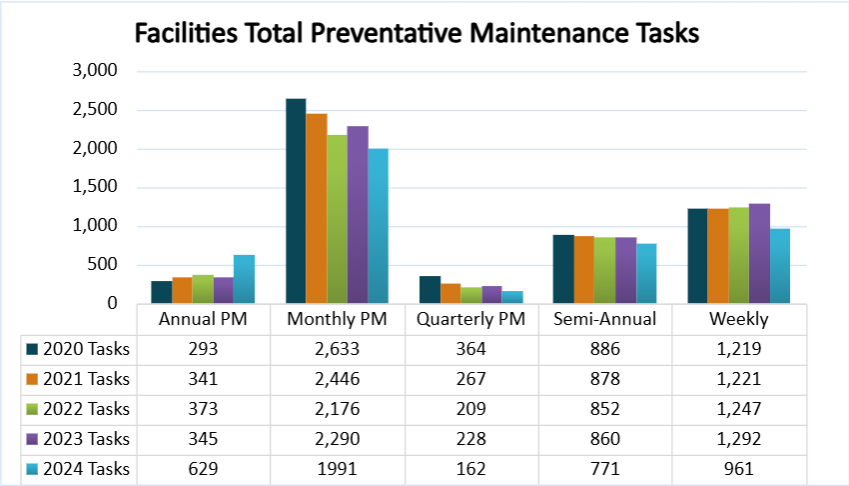
Source: IT Metrics Data

In addition, to system availability the County places high value on system security. These data are not made publicly available to protect the integrity of the systems.



Internal Services

C. Building Facilities

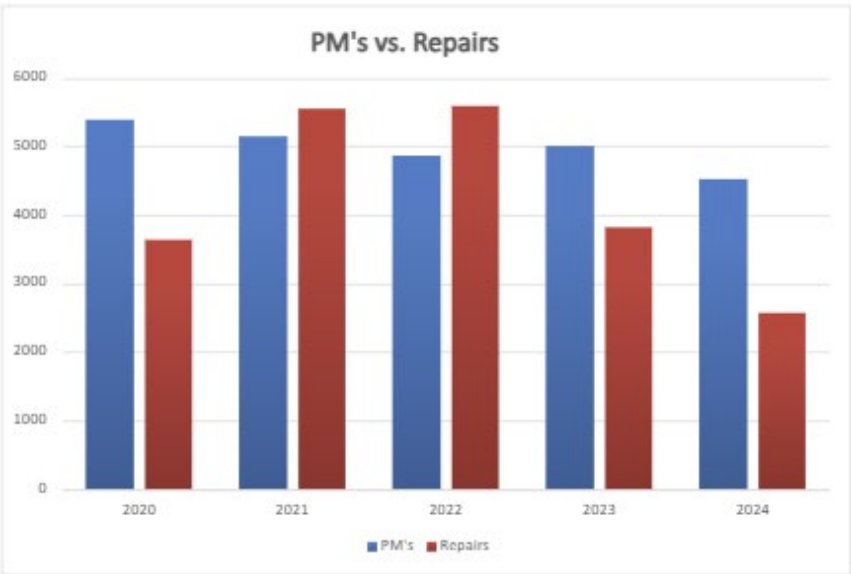


Source: Cartegraph & AssetWorks

This measure tracks the number of tasks devoted to preventive maintenance, which is regularly scheduled repair and maintenance needed to keep building components -- such as HVAC systems, roofs, plumbing, and electrical systems -- running efficiently and to extend their useful life.

Activities include inspections, lubrication, calibration, and parts replacement.

This measure compares the work of maintenance personnel focused on preventative maintenance (PMs) with the intent to limit the request for repair work, which can result in higher costs than preventative efforts.



Source: Cartegraph

Internal Services

Part II: Summary of Data Findings

Performance data from Internal Services generally reflects strong performance. Examples include:

- Lower rates of staff turnover,
- High rates of IT system availability,
- Strong preventive maintenance in Facilities and Fleet,
- Overall cost of government (as measured by the County levy as a percent of personal income) has gone down for the fifth consecutive year.

Part III: Strategic Plan Progress & Next Steps



Staff from all parts of the organization came together for a group photo in 2024.

In 2024, Internal Services business areas supported the daily work of the organization and business unit efforts to advance Strategic Plan initiatives.

- The County met deadlines for spending or encumbering federal ARPA dollars. County leaders worked closely with community partners to ensure spending was consistent with Board priorities and federal regulations. County Budget and Accounting staff collected and maintained records necessary to support transparency and ensure accurate records were available in the event of a federal audit.

Internal Services

In total, the County received \$28,944,028 in ARPA funds. Of those, investments and expenditures included:

- Capital investments: \$23,165,804
 - Operating: \$2,679,307
 - Innovations \$2,835,781
 - Other: \$197,401
-
- Staff members from across the organization are engaged in the design, configuration, testing, and implementation of the new Enterprise Resource Planning (ERP) system. This includes inventing business processes that do not currently exist. Internal services have been most heavily impacted in the design and configuration of this system. This new system will transform how Internal Services departments engage with business units in the future. In addition to creating greater efficiencies and significant improvements in reporting capabilities across the organization, the new ERP system will move transactional work, currently conducted by Internal Services staff, to a self-service model for business units. This shift will allow time for Internal Services staff to be more engaged in analysis and strategic work with business units to drive future program improvements. The ERP system represents a long-term investment for the County.
 - The County brought together staff to implement the Enterprise Communications Plan adopted by the Board in 2023. This cross-departmental group is building strategies to support strong communication with County residents and expand the County's social media presence.
 - Internal Services lead continued efforts to align performance, budgeting, and investments:
 - An updated Priority-Based Budgeting framework supports an organizational shift from a focus on work conducted by a department/division to a focus on cross-functional teams, or Objective Areas (OA), that work together to deliver services and achieve outcomes. In 2024, the County continued to refine team membership and align the OA framework with Workday. Going forward, that alignment work will continue to support robust reporting capabilities.
 - One strategy for moving the organization to a multi-year budget cycle is continued work on detailed budget books and in-depth budget discussions with the County Board. This work supports informed decision-making on current and future investments and identifies legislative priorities.
 - In 2024-2025, County Administration has been involved in systematic evaluation of the relevance and quality of data currently used to reflect Community Indicators and program performance data. Updates, additions, and revisions will support a higher quality of information upon which leaders can make decisions. This supports a data-driven culture and continuous quality improvement.
 - The Commissioners' Weekly Activity Report includes statistics from key program areas, including most new initiatives, and is available on a public-facing dashboard. Additional business measures were added to the dashboard in 2024. Going forward technical support for the dashboard will be necessary to support the growing number of available data sets.

Internal Services

- County Administration and department leaders have revised and improved New Employee Welcome Sessions (NEWS), the organization's orientation for all staff joining Scott County. NEWS is now provided within a cohort model that reviews County values, strategic planning, exposure to County leaders, and tours of relevant community sites throughout Scott County. This improved orientation process grounds staff in the County culture and supports staff retention.
- In 2024, work continue on the development of a leadership philosophy and plan to support leadership development within the County.
- The County will work with SCALE partners and the Regional Training Facility Board on future plans for that Facility and access to appropriate training sites for first responders.

Since 2023, legislative changes have continued to have significant impact on employers with policy and program mandates across Internal Service functions. Changes have been significant in Employee Relations, creating challenges in implementation of new policies and practices for leaves and benefits. Full implementation of these changes will continue to be debated in the legislature. At the time of this writing, the complete fiscal impact is unknown.

- In 2024, a monthly employee newsletter, *County Connections*, debuted. *County Connections* offers an opportunity to keep staff informed and build a strong internal sense of community.
- Internal services will continue to support existing and future strategic plan initiatives with a specific focus on preparation for Workday going live in January 2026.



Appendices

A. Budgets and Levy

B. Scott County Strategic Plan

- Strategic Plan (2020-2025)
- Strategic Plan (2025-2027)

Budget and Levy

Introduction: Budget and Levy



Scott County Board of Commissioners

Responsible government is a government that works for people. It is accountable, dependable, efficient, and fiscally responsible. It is transparent regarding budgets and how taxes are used to support mandated services and County goals. It provides effective services in the most efficient way to minimize tax burdens for residents.

The County Board approves a budget and sets the tax levy each year to fund the cost of the operating budget not covered by other sources of revenue. These essential functions of government impact all strategic planning initiatives, as well as goals for safe, healthy, and livable communities.

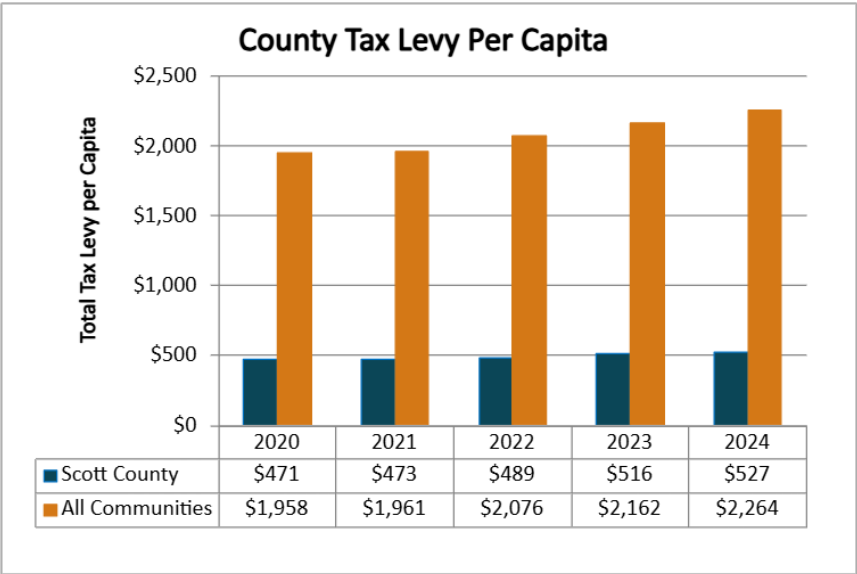
The following data tell something about the organization's accountability in setting levies and tax rates, how Scott County tax rates compare to other taxing jurisdictions, and how financially stable the organization is as a whole. *Resident Survey* data provide essential information about how respondents feel about the value they receive from the taxes they pay, and their views on the job the County does on listening to and informing residents.

Budget and Levy

A. Budget and Levy Data

County Tax Levy Per Capita

One way of demonstrating the total cost of public services paid by local property taxes is to show the average cost for everyone in the County if each individual paid the same amount. These data include the total taxes paid per individual as levied by the County and also other taxing authorities. Costs for schools, law enforcement, fire, highways, and other public services are funded through these taxes. Understanding total taxes paid allows for more transparent discussions of tax burdens to residents.



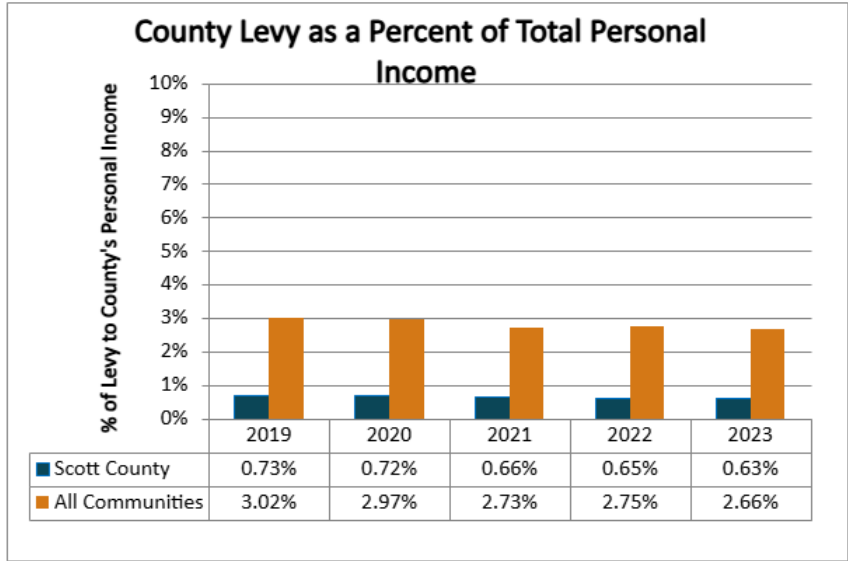
Source: Annual Scott County Budget

This measure is the total County levy divided by the total population of Scott County residents showing the average per capita (per person) spent for County services.

Tax Levy as a Percent of Personal Income

In Minnesota, a large portion of the cost of city and county services and local schools is paid by residents through property tax. The price of government is a measure of the economy's ability to generate property tax revenue necessary to fund Scott County programs and services.

This measure is the total Scott County property tax levy divided by the total personal income of Scott County residents. The result is displayed as the percentage of personal income that, on average, is spent on County government services. For comparison, the measure includes the percentage of personal income spent across all local governments in Scott County. Note: 2024 data is not yet available.



Source: Annual Scott County Budget and US Bureau of Economic Analysis

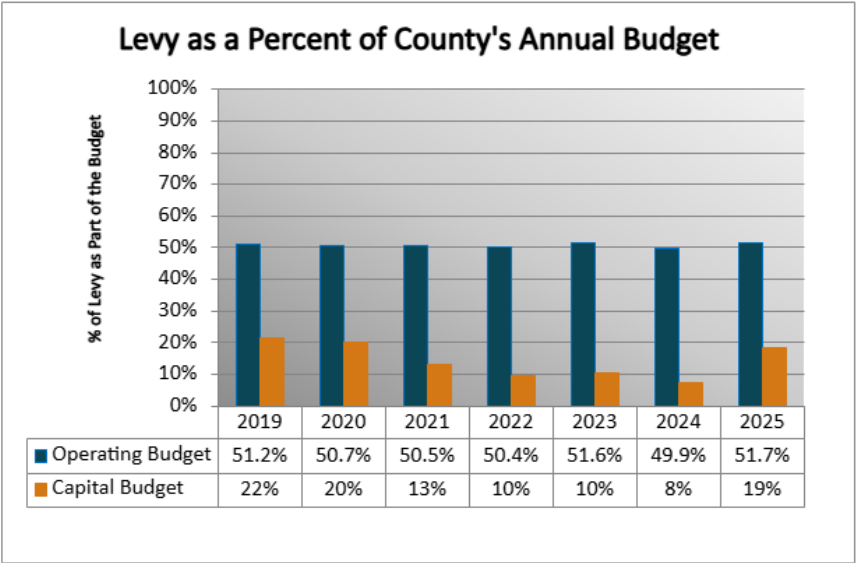
All local jurisdictions that levy property taxes are included in one annual statement. Residents need to be aware of the breakdown of their taxes to assure transparency and encourage participation in decision making at all levels of government.

Budget and Levy

Levy as a Percent of County's Annual Budget

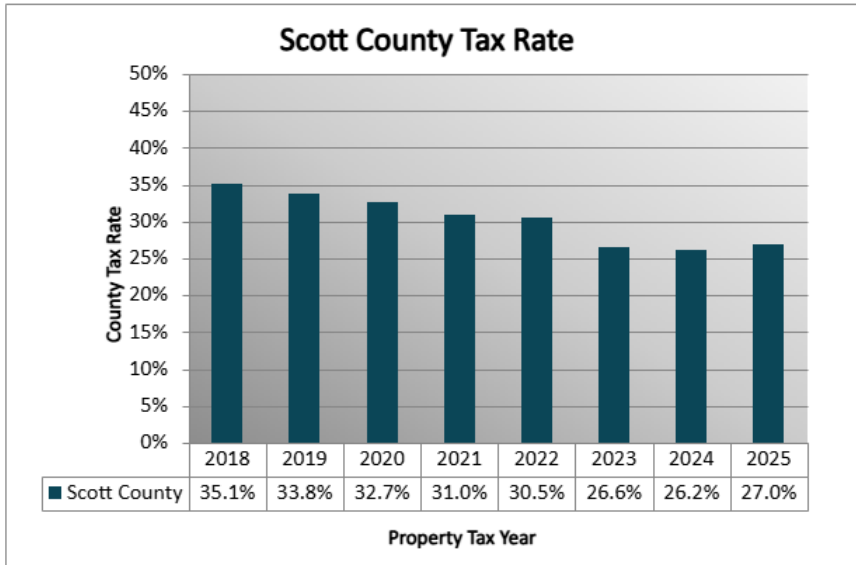
The County’s tax levy is set annually by the Board after public input. A levy is an assessment of taxes for each parcel of property in the County based on the value of that property. The Board sets the levy—the difference between the cost of services and the revenue available from other sources—after the budget is developed and all other revenue is taken into account.

Many Scott County services are mandated, but not fully funded, by the state. Other services are expected by residents as something of value provided by the County.



Source: Annual Scott County Budget

Scott County Tax Rate



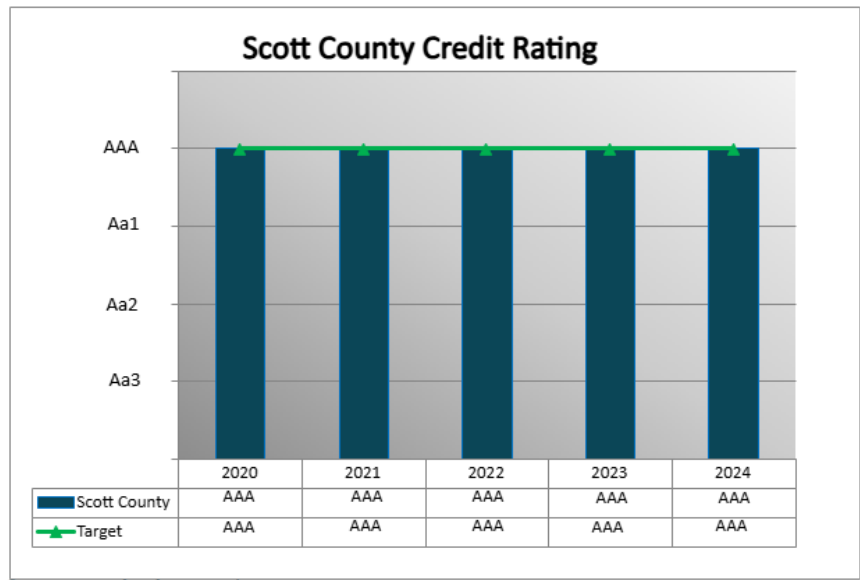
Source: Annual Scott County Budget

The residents of Scott County want to be assured that their property taxes will not go up substantially in any given year. One of the ways this is measured is through the County’s tax rate. This rate is multiplied against each individual value to determine the property tax liability for that property. The lower the rate, the lower the tax. The County tax rate has continued to decrease due to the growth in the County tax base and leadership's decision to keep the County levy at a level that does not overburden taxpayers.

The tax rate reflects the County's fiscal responsiveness to the resident taxpayers and County Board of Commissioners' priorities and strategies.

Budget and Levy

Scott County Bond Rating

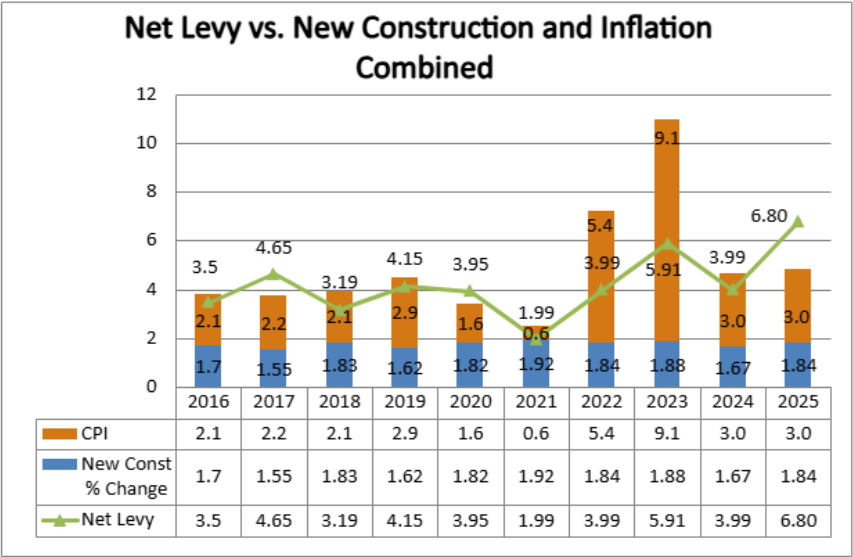


Source: Standard & Poor's Rating Agency

Net Levy Compared to New Construction and Inflation

The Consumer Price Index (CPI) is a measure of inflation. Using this measure specific to the region in combination with the new construction growth is a measure used to track levy growth with the local economic conditions to balance the impact on taxpayers. Inflation is an expected growth in cost, and new construction growth brings new residents to share cost.

Residents expect that their cost be predictable and consistent with growth in income. Balancing levy increases with both inflation and new construction growth means new residents pay their share of the increase and levy increases are balanced by income growth.



Source: Annual Scott County Budget

Budget and Levy

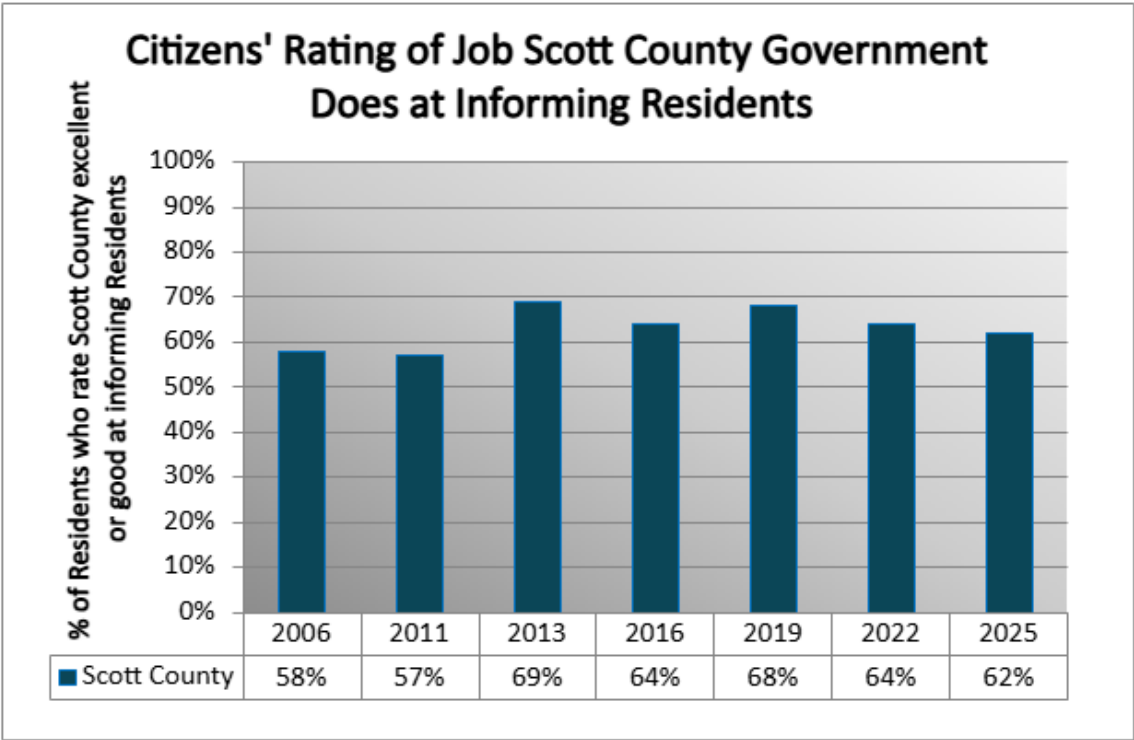
B. Resident Survey Results

Counties are responsible for providing state-mandated programs to residents. They are also empowered to levy property taxes to fund services and programs. Residents have a voice through their elected officials. When counties perform well in providing easily accessible and understandable information to residents, they are more likely to meet citizen expectations for cost and quality of services.

One way residents have a voice is through responses to the *Scott County Resident Survey*, administered every three years. The most recent survey was conducted in 2025. Three data sets directly inform leadership on the responsiveness the County brings to its residents.

Resident Survey: The Job Scott County Government Does at Informing Residents

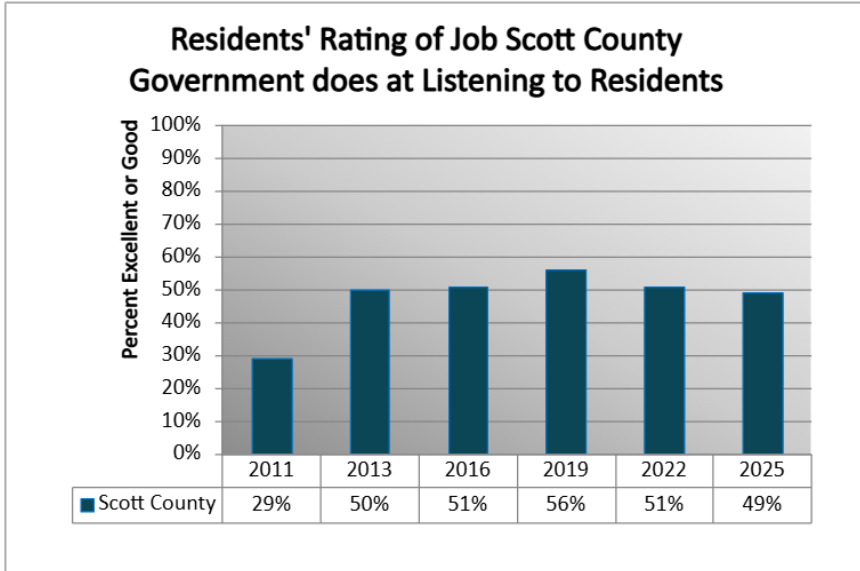
Respondents to the *2025 Residents Survey* were asked to rate how well Scott County does informing residents about government operations. Attention to this measure encourages the County to explore new options for more effective communication.



Source: *Scott County Resident Survey*

Budget and Levy

The Job Scott County Government Does at Listening to Residents



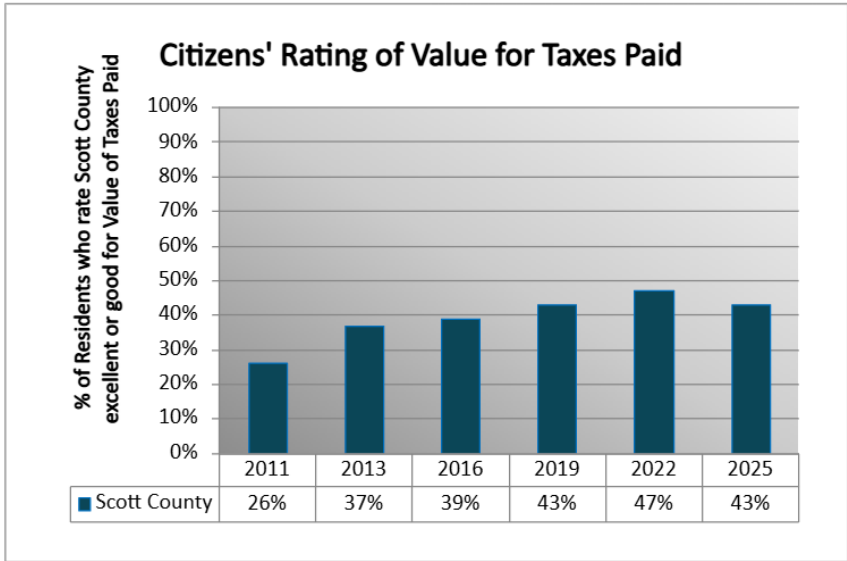
Source: Scott County Resident Survey

Survey respondents were asked to rate how well Scott County does at listening to residents. To understand what residents want or need, it is critical that the County does a good job listening to them. Residents who feel their concerns and opinions are listened to are more likely to be supportive of County operations and feel their taxes are being used appropriately. Active engagement with our communities also contributes to programming and service delivery.

County leaders remain committed to further improvements in how we listen and become engaged with our communities.

Resident Survey: Citizens' Rating of Value for Taxes Paid

Questions included in the *Resident Survey* ask respondents to rate the value of services for the taxes they paid in Scott County. Residents expect a high level of service from County programs that are funded through taxes paid to Scott County. Taxpayers must be confident that the County is being responsible with their taxpayer dollars.



Source: Scott County Resident Survey

It is the responsibility of local government to monitor residents' satisfaction with services provided. General upward trends in this data are encouraging and provide a foundation for continued community engagement efforts.

Strategic Plan

Introduction: Strategic Plan

The following charts provide an “At A Glance” final listing of progress on strategies included in the County’s 2020-2024 Strategic Plan as it concluded in December 2024. On December 17, 2024, the County Board adopted the 2025-2027 Strategic Plan. The new plan sets priorities and direction for the next three years and includes strategies and tactics to continue nearly all the work charted as in progress, or not yet completed from the previous plan.

A. Adult Services

In the County’s 2020-2024 Strategic Plan, programs within the Adult Services Objective Area have a primary impact on the Community Safety and Well-being objective.

- **Objective: Community Safety and Well-being:** Through strategic partnerships, residents will have convenient and reliable access to necessary and important services and activities.
 - **Strategy:** Assess the need, availability, and access to services to meet the needs of our most vulnerable residents.

AT-A-GLANCE PROGRESS SUMMARY (2020-2024)	
Completed	• Opening of the IRTS • Mental Health Center and Anchor Center: New building created new space; Anchor Center expanded hours • Availability of telemedicine services in Public Health and the Mental Health Center attained CCBHC Certification • Three Rivers Park District expanded wellness programming • Successfully moved PROACT to new location • Launched Drug Free Communities Prevention Grant • Launched Hop Scott to expand transit options • Launched Coordinated Response Pilot (2023) • Library Extended Access available in six branches • Launched Rideshare Program (innovation grant)
In Progress	• Integrated Health Center funding approved, construction in progress • Bed Prioritization legislative priority for a request for the State to house those found mentally incompetent in State facilities • Evaluation of availability and access to chemical health services • Assessment of access and availability of services for aging residents and people living with disabilities
Opportunity	• Innovation Grant: Employment incentives programs for people living with disabilities (2023)

Strategic Plan

B. Child Services

The 2020-2024 Strategic Plan included a single objective and a single strategy for improving outcomes for children and families:

- **Objective: Children:** Strong families and community partners will come together supporting children in having safe, healthy, and successful lives.
 - **Strategy:** Promote healthy child development and family resiliency by aligning resources and community partnerships directed at prevention and early intervention.

AT-A-GLANCE PROGRESS SUMMARY (2020-2024)	
Completed	- Launched new Community Prevention Response unit in HHS - Assumed leadership for Women Infants & Children (WIC) (2022) - Transitioned Together We CAN back to Scott County leadership - Opened Family Resource Centers (FRC) and added tabling hours at Savage Library - ARPA to renovate the MRTS (March 2023) for a free-standing FRC - Adverse Childhood Experiences (ACEs) – Train-the-trainer events - Launched Parents as Teachers (Public Health) - Launched truancy neglect and diversion (CARES) - Launched educational neglect and diversion (ARPA) - Innovation Grant: Launched Child Services prevention worker in the school 2024-2025
In Progress	- Transition of FRC leadership to non-profit - Sustainability of FRCs - Initiated Collaborative strategic planning with Shakopee Public Schools - Continued implementation of Together We CAN – strategic plan to end child abuse - Improve rates for early childhood screening - Improve rates of third grade reading levels - Data sharing agreement with Shakopee Public Schools - Expanding the number of non-profits in Scott County - Finalize and implement findings from the JAF study
Opportunity	Create opportunities for caring adults to support and mentor youth

Strategic Plan

C. Community & Public Safety

Programs within the Community & Public Safety Objective Area have a primary impact on two objectives and their related strategies in the County's Strategic Plan.

- **Objective: Community Safety and Well-being:** Through strategic partnerships, residents will have convenient and reliable access to necessary and important services and activities.
 - **Strategy:** Reduce recidivism among youth and adults and make communities safer.
 - **Strategy:** Enhance the safety of residents by ensuring efforts that prepare residents and communities for emergencies.

AT-A-GLANCE PROGRESS SUMMARY (2020-2024)	
Completed	• Opened the IRTS • Launched the Drug Free Communities Grant • State funding formula for Community Corrections revised • Integrated 10 new Community Corrections staff • Developed a secure courtroom in the Jail • Evaluated adult and juvenile recidivism data; added staff and revised supervision and risk levels • Embedded a social worker and re-entry probation officer in the Jail • Operated two specialty courts • Developed plan for sustainability of Veterans Court (model and funding) • \$1.47 million to open and operate two re-entry/transformation homes for men • Purchased re-entry home for women to be opened in 2025 • Cleared court backlog resulting from the pandemic • Finalized setback ordinances to protect bluffs • Increased staffing level in Emergency Management • Launched data collection project in the Jail • Improved rates of National Incident Management System (NIMS) training • Launched Hop Scott
In Progress	• Study of the local justice system for long-range planning impacting efficiency, effectiveness, and opportunities to reduce recidivism • Funded Installation of two 800 MHz radio towers • Develop plan for sustainability for re-entry homes • Emergency Management training for elected officials and senior staff • Develop All Hazards Incident Management Team and run a full-scale event/exercise • Resolution of Medical Assistance exclusion for inmates
Opportunity	• Schedule a "tabletop" exercise with SCALE • Plan for engaging community in emergency preparedness and developing self-reliance; consider the use of volunteers

Strategic Plan

Community & Public Safety, continued

- **Objective: Housing:** Partners will come together to support expanded housing resources, recognizing that housing is a community foundation.
 - **Strategy:** Implement a plan to ensure appropriate housing is available to meet the needs of all residents and that homelessness is brief, rare, and non-recurring.

AT-A-GLANCE PROGRESS SUMMARY (2020-2024)	
Completed	- Developed a Strategic Plan for housing - Defined County's role in housing as prevention and policies to support expanded workforce housing stock - Completed Housing Blue Print (with SCALE partners) - Invested CARES funding to prevent evictions and foreclosures, financial assistance to renters and landlords \$1 million in ARPA dollars to CDA to expand housing for people living with disabilities - Created housing options for people leaving incarceration - Designated additional \$10,000 to emergency housing vouchers - Engaged faith communities and non-profit organizations in creating housing options for families experiencing homelessness - Used state-issued funds for homelessness prevention - Allos Ministries: Faith-based non-profit awarded ARPA funds to purchase fourplex in Shakopee to serve families experiencing homelessness - Expanded workforce housing through Community Land Trust homes - Memorandum of Understanding with faith communities to support Shepherd of the Lake housing opportunity
In Progress	- Secured funding for Shepherd of the Lake: Specialized Emergency Family Housing opportunities – construction underway with scheduled opening early 2026 - Innovation Grant: Landlord Engagement
Opportunity	- Consider housing option in the southern part of the County - Create opportunities for warming and cooling spaces

Strategic Plan

D. Community Design

Programs within the Community Design Objective Area have a primary impact on two objectives, and the related strategies in the County’s 2020-2024 Strategic Plan. The chart below provides an “At-A-Glance” summary of work towards each objective.

- **Objective: Infrastructure:** Private and public partners collaborate to develop a foundation promoting economic and employment opportunities.
 - **Strategy:** Work with community partners to conduct targeted expansion of broadband services to underserved residents and communities.
 - **Strategy:** Create a more sustainable, resilient system of regional infrastructure.

AT-A-GLANCE PROGRESS SUMMARY (2020-2024)	
Completed	- Expand fiber broadband availability to underserved residents (CARES) - Installed fiber service/coverage at the Fairgrounds/Blakeley - Over \$5 million in federal pandemic relief funds to support small businesses - With Community Development Agency (CDA), launched Great Scott website - Highway projects: - Highway 169/CR 41 - Trunk Highway 13/CR 21 roundabout - County Highway 2/Co Road 91 roundabout - TH21/CH66/Sawmill Road Roundabout - CR 42 expansion - New bluff setback requirements adopted to preserve bluffs; protect water and property - Completed Library Extended Access project with EA services in six branches - Updated the Unified Transit Plan (2023) with CDA - Launched workforce mobility short-term training in high-demand fields (2023) - Received grant and launched Drive for Five workforce training programs - Amended 2040 Comprehensive Plan to allow for a rural industrial park development in Sand Creek township - Secured \$96 million in Corridors of Commerce funds and \$10.6 million State Freight funding: MnDOT completing design of TH 13 between Quentin and Nicollet Aves - Invested \$270,000 in ARPA dollars for drop-in childcare center at Southwest Metro
In Progress	- Bluff Drive Overpass, frontage road improvements and 166th acceleration lanes - TH 13/ Dakota - CH 59 and 169 Interchange - TH 282/CH9 and 169 Interchange - Develop Scott-Dakota HHW facility
Opportunity	- Plan to address solid waste, potentially through a regional solution - County Hwy 2 and I-35 interchange - CH17 Mobility & Safety Project - CH8 Extension to TH 169

Strategic Plan

Community Design, continued

- **Objective: Community Safety and Well-being:** Through strategic partnerships, residents will have convenient and reliable access to necessary and important services and activities.
 - **Strategy:** Promote and expand services that help residents lead healthy, active lives.

AT-A-GLANCE PROGRESS SUMMARY (2020-2024)	
Completed	• Community Outreach work with Parks to engage families from diverse communities in parks programming • SHIP: reduced barriers for low- income people to access healthy foods • Added three community gardens • Arranged for some Farmers’ Markets to accept economic assistance program benefits, making healthy foods more available to people with limited incomes • Provided grant funding for a sports court in a Shakopee city park • Opened trails in the Doyle Kennefick Park • Opened camper cabins and group campsite improvements at Cedar Lake • Brought water and sewer systems at Cleary Lake into compliance with Minnesota Department of Health standards • Secured funding and let the Merriam Junction Trail project • Updated the Scott / WMO Comprehensive Water Management Plan
In Progress	
Opportunity	• Address solid waste disposal • Update the Solid Waste Plan

Strategic Plan

E. Public Records

Programs within the Public Records Objective Area have a primary impact on the Performance Objective because of their focus on efficiencies and changing business models to support improved outcomes. The chart below provides an “At-A-Glance” summary of work towards the objective.

- **Objective: Performance:** Identify and implement changes to service delivery leading to improved outcomes.
 - **Strategy:** Design and implement business model changes that improve service delivery.

AT-A-GLANCE PROGRESS SUMMARY (2020-2024)	
Completed	• Conducted efficient elections with accurate results • Congressional redistricting project completed with broad community involvement; completed on time • Implemented appointment-based scheduling and later hybrid business models in Customer Services – reduced wait times for customers • Expanded online portals in some business areas (e.g., Tax and Building permits) • Vitals, Licenses, and Permits (VLP) portal is in progress, with anticipated launch in summer 2024
In Progress	Innovation Grant: Identify and expand options for online portals
Opportunity	

Strategic Plan

F. Internal Services

Programs within Internal Services have impact on all objectives and strategies within the 2020-2024 Strategic Plan, with primary impact on the Performance Objective and related strategies.

- **Objective: Performance:** Identify and implement changes to service delivery leading to improved outcomes.
 - **Strategy:** Broaden community participation in all aspects of planning, decision-making, and plan implementation.
 - **Strategy:** Evaluate and address Scott County government operations based on the 2040 Comprehensive Plan.
 - **Strategy:** Recruit, retain, and support a high-quality, culturally informed workforce.

AT-A-GLANCE PROGRESS SUMMARY (2020-2024) (NOTE: Internal Services contributed to or impacted all Objectives & Strategies)	
Completed	• Constructed a secure courtroom in the Jail • Completed Commissioner redistricting on time with community involvement • Developed a community engagement charter • Hired community outreach officers and manager • Senior leaders completed Individualized Diversity Inventory (IDI) • Developed and launched Objective Area Teams – focus on outcomes for planning and investments • Developed budget books and hosted budget conversations with the Commissioners • Government Center West opened (June 2021), Government Center East re-opened (2022), both projects on time/under budget • Implemented referral and retention bonus for staff stability in the Sheriff's Office • Fees for services recalculated to cover but not to exceed total costs • Removed fines from libraries • Launched Commissioners Weekly Activity Report Dashboard
In Progress	• Expand role of advisory teams in informing policy and making decisions • Study operations at the Central Shop campus and evaluate future use/needs • Planning for the future of Regional Training Facility • Enterprise Resource Planning software (ERP) implementation, Workday software go-live scheduled for 2026 • Completed Gallagher Study of Employee Relations current and future needs, implementation of recommendations in progress • Develop and implement leadership philosophy and training
Opportunity	• Engage County employees in civic and community groups as part of an outreach strategy • Evaluate organization maturity model and review/revise budget policies and personnel policies in accordance with a growing organization

Scott County **Goal**:

Safe, Healthy, and Livable Communities

Scott County **Vision**:

Scott County: Where individuals, families, and businesses thrive

- Residents are connected to their community, safe within their homes, and confident their needs will be met
- People have access to quality health services and support a clean environment
- Communities value a range of services for residents of all ages in learning, work, home, mobility, and recreation

Scott County **Mission**:

To advance safe, healthy, and livable communities through citizen-focused services

Scott County **Values** transform the public's expectations for service delivery through our caring, creation and innovation:

- **Customer Service:** We will deliver government services in a respectful, responsive, and solution-oriented manner
- **Communication:** We will always be clear about what we're doing and why we're doing it
- **Collaboration:** We will work with partners – communities, schools, faith groups, private business, and non-profit agencies – to see that services are not duplicated but rather are complimentary, aligned, and provided by the partners who can deliver the service most effectively
- **Stewardship:** We will work proactively to make investments, guided by resident input, which will transform lives, communities, and government
- **Empowerment:** We will work with individuals and families to affirm strengths, develop skills, restore hope, and promote self-reliance
- **Resiliency:** We will foster public preparedness and respond when families and communities face health and safety emergencies
- **Innovation:** We will take informed risks to deliver services more effectively and will learn from our successes and failures

Scott County **Objectives**: Long-term goals (4-6 years) that set priority for the Strategies

- **Community Safety & Well-being:** Through strategic partnerships, residents will have convenient and reliable access to necessary and important services and activities
- **Housing:** Partners will come together to support expanded housing resources, recognizing that housing is a community foundation
- **Children:** Strong families and community partners will come together supporting children in having safe, healthy, and successful lives
- **Infrastructure:** Private and public partners collaborate to develop a foundation promoting economic and employment opportunities
- **Performance:** Identify and implement changes to service delivery leading to improved outcomes

Scott County 2020–2022 Strategies: Short-term (1-3 year) specific strategies to achieve the Board's objectives

1. Community Safety & Well-being: Through strategic partnerships, residents will have convenient and reliable access to necessary and important services and activities

1. **Strategy: Assess the need, availability, and access to services to meet the needs of our most vulnerable residents**
 - a. **Tactic:** Examine the current array of services to meet the needs of aging residents and people with disabilities so they can live as safely and independently as possible
 - b. **Tactic:** Evaluate the need, availability, and access to chemical health services including early intervention, prevention, and impacts on families and government services
 - c. **Tactic:** Fully implement improvements to mental health services continuum initiated from the previous strategic plan
2. **Strategy: Promote & expand services that help residents lead healthy, active lives**
 - a. **Tactic:** Expand park programming that supports involvement of residents of all ages, abilities, and diverse backgrounds
 - b. **Tactic:** Plan for expanded regional trail system mileage and secure funding and partner with developers for implementation
 - c. **Tactic:** Promote access to healthy eating and active living by implementing healthy community design strategies
3. **Strategy: Reduce recidivism among youth and adults and make communities safer**
 - a. **Tactic:** Review the local justice system and evaluate how the current strengths and needs impact recidivism
 - b. **Tactic:** Complete the evaluation of supervision risk levels and recidivism data and identify services that are responsive to the needs of individuals involved in the justice system
 - c. **Tactic:** Expedite the availability and access to health insurance for people in jail or leaving jail so mental health services may continue with minimal disruptions
 - d. **Tactic:** Explore funding options and potential collaborations for implementing a Veterans' Court
4. **Strategy: Enhance the safety of residents by ensuring efforts that prepare residents and communities for emergencies**
 - a. **Tactic:** Update and implement development standards and strategies aimed at preserving and protecting bluff areas. Evaluate long-term costs to maintain County infrastructure and investments (roads, trails, ravines, stabilization projects, etc.) along highly erodible ridgelines and bluff zones
 - b. **Tactic:** Evaluate options to fund long-term maintenance of rural water drainage infrastructure needed to alleviate localized flooding and rising lake levels
 - c. **Tactic:** Develop and implement a plan to engage the community in emergency preparedness and developing self-reliance
 - d. **Tactic:** Ensure that County staff is trained and meet appropriate requirements for continued FEMA support

Scott County 2020–2022 Strategies: Short-term (1-3 year) specific strategies to achieve the Board's objectives

2. Housing: Partners will come together to support expanded housing resources, recognizing that housing is a community foundation

1. Strategy: Implement a plan to ensure appropriate housing is available to meet the needs of all residents and that homelessness is brief, rare, and non-recurring

- a. **Tactic:** Engage partners and residents in developing a comprehensive opportunity plan for housing in Scott County:
 - i. Define roles and responsibilities for the County and for community partners in implementing the comprehensive housing plan
 - ii. Support the availability of lifecycle housing and decrease the percentage of cost-burdened households
 - iii. Explore options to address the need for an emergency shelter and drop-in warming/cooling spaces
 - iv. Update the current emergency voucher process including assessment of other funding sources and new partners for distribution
 - v. Expand supportive services for elderly and persons with disabilities to allow them to live in the community as independently as possible
 - vi. Develop a short-term transitional housing option for individuals released from correctional facilities

3. Children: Strong families and community partners will come together supporting children in having safe, healthy, and successful lives

1. Strategy: Promote healthy child development and family resiliency by aligning resources and community partnerships directed at prevention and early intervention

- a. **Tactic:** Implement the strategic plan to prevent child abuse and neglect
- b. **Tactic:** Foster literacy rich environments for children
- c. **Tactic:** Increase presence of and support for nonprofit service agencies serving children, youth, and families in Scott County
- d. **Tactic:** Increase opportunities to prevent and address Adverse Childhood Experiences (ACEs)
- e. **Tactic:** Create opportunities for caring adults to support and mentor youth
- f. **Tactic:** Share data across agencies to target services to children and families at highest risk

Scott County 2020–2022 Strategies: Short-term (1-3 year) specific strategies to achieve the Board's objectives

4. Infrastructure: Private and public partners collaborate to develop a foundation promoting economic and employment opportunities

1. **Strategy: Work with community partners to conduct targeted expansion of broadband services to underserved residents and communities**
 - a. **Tactic:** Prepare infrastructure for 5G cell service
 - b. **Tactic:** Increase fiber presence in areas that are targeted for commercial industrial growth
2. **Strategy: Work with SCALE partners to increase access to employment and education opportunities**
 - a. **Tactic:** Secure funding and launch community website (housing, transportation, employment, community, and education)
 - b. **Tactic:** Increase post-secondary education/training opportunities for local residents
 - c. **Tactic:** Explore avenues for connecting local youth to local employers
 - d. **Tactic:** Support targeted economic development by increasing employment opportunities that build on resident skill sets
3. **Strategy: Create a more sustainable, resilient system of regional infrastructure**
 - a. **Tactic:** Develop and implement the unified transit management plan
 - b. **Tactic:** Work with state agencies to plan for connected autonomous vehicles and supporting infrastructure
 - c. **Tactic:** Evaluate and update regional river crossing capacity and flood resiliency needs and work to identify which crossings to invest in
 - d. **Tactic:** Complete the vision for TH13 (between 169 & I 35W) and TH 169 corridor studies
 - e. **Tactic:** Explore opportunities for the development of an industrial park

Scott County 2020–2022 Strategies: Short-term (1-3 year) specific strategies to achieve the Board's objectives

5. Performance: Identify and implement changes to service delivery leading to improved outcomes

1. **Strategy: Design and implement business model changes that improve service delivery**
 - a. **Tactic:** Expand residents' access to library services by implementing self-service solutions and expanding services in community spaces
 - b. **Tactic:** Develop and implement a plan for programming changes at the Juvenile Alternative Facility
 - c. **Tactic:** Evaluate the current business model at the jail and implement recommendations for operational improvements
 - d. **Tactic:** Explore opportunities to collaborate and combine resources for 911 emergency dispatch services with other jurisdictions
 - e. **Tactic:** With the expansion of the government center campus, explore new service delivery options to improve customer experiences
2. **Strategy: Broaden community participation in all aspects of planning, decision-making, and plan implementation**
 - a. **Tactic:** Develop and implement a framework for community engagement
 - b. **Tactic:** Develop and implement an organizational plan to reduce disparities in outcomes for all residents
 - c. **Tactic:** Expand the role of advisory teams in informing policies and decisions
 - d. **Tactic:** Involve county employees in community groups to improve opportunities to listen to citizens
3. **Strategy: Evaluate and address Scott County Government operations based on the 2040 Comprehensive Plan**
 - a. **Tactic:** Complete an organizational maturity model and risk management framework and implement changes to policy, processes, and practices based on the results
 - b. **Tactic:** Integrate PBB and performance management data into financial practices and budget development that are transparent and support multiple year budgeting cycles
 - c. **Tactic:** Plan for and align operational structures and processes for implementation of new Enterprise Resource Planning software
 - d. **Tactic:** Develop plans to address workforce shortages through business model changes and partnering
4. **Strategy: Recruit, retain, and support a high-quality, culturally-informed workforce**
 - a. **Tactic:** Explore creative recruitment options to attract a high quality, diverse workforce that reflects Scott County communities
 - b. **Tactic:** Provide training to all staff that meets their technical needs and also promotes creative thinking and leadership
 - c. **Tactic:** Identify and implement a leadership development philosophy and training program to support current and future supervisors and managers

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- **Innovation:** We will take informed risks to deliver services more effectively and will learn from our successes and failures

Scott County **Objectives**: Long-term goals (4-6 years) that set priority for the Strategies

- **Adults:** Strong individuals, families and communities come together providing tools, supports and skill development that promote safe environments and self-reliance
- **Children:** Strong individuals, families and community partners come together supporting children in having safe, healthy, and successful lives
- **Community and Public Safety:** Enhance safety of residents through community partnerships and restorative strategies
- **Community Design:** Private and public partners collaborate to support and adapt community infrastructure to be safe, healthy, and livable
- **Public Records and Performance:** Identify and implement changes to service delivery and staff professional development, leading to improved outcomes

Scott County 2025–2027 Strategies: Short-term (1-3 year) specific strategies to achieve the Board’s objectives

Adults: Strong individuals, families and communities come together providing tools, supports and skill development that promote safe environments and self-reliance.

1. Strategy: Assess the need, availability, and access to services to meet the needs of our most vulnerable residents

- a. **Tactic:** Strengthen the current array of public and private services to meet the needs of individuals with mental health or substance abuse needs:
 - 1. Implement a coordinated plan to address opioid prevention and treatment.
 - 2. Implement a behavioral health clinic public/private partnership
- b. **Tactic:** Strengthen and fill gaps in the service array for people living with disabilities so they can live as safely and independently as possible
- c. **Tactic:** Evaluate and develop a strategic plan for housing, transportation, recreation, and access to health services for our rapidly aging population

2. Strategy: In collaboration with community partners, promote and grow community connections among all Scott County residents to feel connected, respond to needs, and support each other

- a. **Tactic:** Expand the Wellness in the Parks initiative to grow community connections and reach a goal where 50% of wellness program offerings coordinate and collaborate with at least one community or county partner
- b. **Tactic:** Expand library services through the use of volunteers in the branch libraries and in the community
- c. **Tactic:** Expand volunteer opportunities in the Family Resource Center and integrate volunteers into operations and service delivery
- d. **Tactic:** Expand opportunities to engage residents in the Public Health Medical Reserve Corps and emergency preparedness training

3. Strategy: Work with SCALE partners to promote infrastructure for employment and education opportunities

- a. **Tactic:** Measure outcomes for participants in the Drive for Five initiative
- b. **Tactic:** Support access to increased post-secondary education/training opportunities for residents
- c. **Tactic:** Expand employment opportunities for individuals living with disabilities

Scott County 2025–2027 Strategies: Short-term (1-3 year) specific strategies to achieve the Board’s objectives

Children: Strong individuals, families and community partners come together supporting children in having safe, healthy, and successful lives

1. Strategy: Participate in the development of a regional continuum of care for youth requiring out of home placement that addresses the needs of children regardless of how they enter county systems

- a. **Tactic:** Develop and implement Scott County’s role in the regional continuum of care plan
- b. **Tactic:** Evaluate and address gaps in the availability and accessibility of childcare and foster care resources

2. Strategy: Promote healthy child development and family resiliency by aligning resources and community partnerships directed at prevention, early intervention, and reducing the need for deep end services

- a. **Tactic:** Update and further the strategic plan to prevent child abuse and neglect, including meeting the requirements of the state mandated African American Family Preservation and Child Welfare Disproportionality Act
- b. **Tactic:** Implement the Collaborative Strategic Plan with the Shakopee School District, and measure outcomes related to improved early childhood screening rates and consistent attendance rates
 - 1. Support program implementation and evaluation of the Shakopee School Attendance Specialist position, the Promoting Attendance and School Success (PASS) program, and the Promoting Attendance Through Hope (PATH) program
 - 2. Measure outcomes for program participants and complete program analysis by May 2025
- c. **Tactic:** Strengthen the continuum of direct support and coordination of services for families that promote strong parent-child attachment, foster child development and support parents’ role as their child’s first teacher

3. Strategy: Develop and implement a plan for leadership and sustainability of the Family Resource Center

- a. **Tactic:** Increase presence of, support for, and collaboration among nonprofit agencies serving children, youth, and families in Scott County

4. Strategy: Promote activities that engage youth in their communities, schools, peer groups, and organizations, that build resiliency, positive relationships, and foster long-term success

- a. **Tactic:** Work with partners to create opportunities for caring adults to support and mentor youth
- b. **Tactic:** Expand opportunities for youth involvement in youth advisory committees

Scott County 2025–2027 Strategies: Short-term (1-3 year) specific strategies to achieve the Board’s objectives

Community and Public Safety: Enhance safety of residents through community partnerships and restorative strategies

1. Strategy: Reduce recidivism among youth and adults and promote a positive return of justice-involved individuals to the community

- a. **Tactic:** Work with federal and state delegations to resolve barriers to finalizing the Inmate Medicaid Exclusion policy
- b. **Tactic:** Complete Justice Steering Strategic Plan and implement changes in policy committee structure
- c. **Tactic:** Support program implementation and evaluation of the women’s transformation house program and measure outcomes for participants
- d. **Tactic:** Through partnership with community therapy dog providers, implement supports for people in social service or criminal justice programs

2. Strategy: Improve the safety of residents by ensuring efforts that prepare residents and communities for emergencies

- a. **Tactic:** Develop and implement a plan to engage the community in emergency preparedness and developing self-reliance
- b. **Tactic:** Work with the Regional Training Facility Board to implement future investments for emergency service training
- c. **Tactic:** Conduct tabletop emergency response training with County Board and County senior staff in 2025
- d. **Tactic:** In the event of an emergency or disaster, identify and designate options for emergency shelter locations and drop-in warming/cooling spaces

3. Strategy: Implement a plan to ensure appropriate housing is available to meet the needs of all residents and that homelessness is brief, rare, and non-recurring

- a. **Tactic:** Develop and launch specialized emergency family housing, including sustainable community supports for pre-K education and addressing concrete needs for families
- b. **Tactic:** Prevent evictions by working with community partners, landlords, cities, and renters and measure outcomes of the prevention work
- c. **Tactic:** Launch the Housing Trust Fund including the establishment of a Community Advisory Committee comprised of SCALE partners to support the priorities and management of the fund
- d. **Tactic:** Update the countywide housing needs assessment and market study for future planning purposes

Scott County 2025–2027 Strategies: Short-term (1-3 year) specific strategies to achieve the Board’s objectives

Community Design: Private and public partners collaborate to support and adapt community infrastructure to be safe, healthy, and livable

1. Strategy: Participate in the development of a state and regional plan for solid waste

- a. **Tactic:** Develop and implement Scott County’s role in the region for a coordinated, sustainable solid waste plan
- b. **Tactic:** Promote businesses engaged in innovative uses for recycled materials or products in Scott County

2. Strategy: Promote & expand services that help residents lead healthy, active lives

- a. **Tactic:** Expand parks programming to support camping programs for families at Cedar Lake and Cleary Lake Regional Parks
- b. **Tactic:** Secure funding for the next phase of the Merriam Junction Trail along County Highway 14
- c. **Tactic:** Launch programming aligning mental health, public health and parks to support mental health and active living initiatives
- d. **Tactic:** Utilize the Great Scott County Website to promote community resources, including the Family Resource Centers, parks and libraries programming; food resources; school and community events; etc.
- e. **Tactic:** Utilize Scott County social media to inform and educate people on available community resources, pointing them to non-profit organizations

3. Strategy: Create a more sustainable, resilient system for protecting natural resources and maintaining regional infrastructure

- a. **Tactic:** Evaluate and update regional river crossing capacity and flood resiliency needs and identify crossings needing investment
- b. **Tactic:** Evaluate options to fund long-term maintenance of rural water drainage infrastructure needed to alleviate localized flooding
- c. **Tactic:** Develop and implement plans to protect the quality and supply of ground water
- d. **Tactic:** Develop and implement plans to protect surface water
- e. **Tactic:** Evaluate the potential for solar and green construction methods for Scott County buildings

4. Strategy: Support the County’s goals of safety, mobility, and economic development through a balanced transportation system:

- a. **Tactic:** Complete the regional highway system, meeting needs for safety, mobility and economic development
 - 1. Complete the TH13 Corridor vision of grade separation, bringing the final project to construction by 2027
 - 2. Plan for the future construction of the I-35 and County Road 2 interchange
 - 3. Plan for the County Road 8 extension
- b. **Tactic:** Explore opportunities for the development of a rural industrial park with adequate transportation and fiber resources
- c. **Tactic:** Explore and move towards developing a micro-transit system and mobility management program that supports autonomous vehicles within the County

Scott County 2025–2027 Strategies: Short-term (1-3 year) specific strategies to achieve the Board’s objectives

Public Records and Performance: Identify and implement changes to service delivery and staff professional development, leading to improved outcomes

1. Strategy: Design and implement business model changes that improve service delivery

- a. **Tactic:** Implement a community hub model for bringing services to the libraries
- b. **Tactic:** Implement the CAD collaboration project with Hennepin County and explore opportunities to support better interagency responses to operations, events, incidents and disasters
- c. **Tactic:** Explore opportunities for using Artificial Intelligence technology to improve services to customers and increase efficiencies
- d. **Tactic:** Implement and integrate with Workday portals and online services to improve access and convenience for residents
- e. **Tactic:** Develop plans to address workforce shortages through business model changes, hiring, succession planning, and partnering

2. Strategy: Evaluate and address Scott County Government operations based on the Enterprise Resource Planning (ERP) Workday implementation.

- a. **Tactic:** Implement changes to policy, processes, and practices
- b. **Tactic:** Enhance contracting processes to include incentive-based contracting and clearly defined outcome measures
- c. **Tactic:** Design and implement the Objective Service Area framework
- d. **Tactic:** Design and implement budget books that bring financial and outcome-based data together for decision-makers

3. Strategy: Recruit, retain, and support a diverse, high-quality, culturally informed workforce

- a. **Tactic:** Implement a comprehensive County onboarding process for new employees
- b. **Tactic:** Develop and implement a *Collaborative Safety* framework and advance a work environment that promotes safety and accountability
- c. **Tactic:** Provide all staff with training to meet their technical needs; promote creative thinking; and expand leadership opportunities within their jobs
- d. **Tactic:** Implement a leadership development philosophy and training program to support current and future supervisors, managers, and directors