



# Request for Board Action

**BOARD MEETING DATE:**  
6/4/2024

**AGENDA ITEM NUMBER:**  
8.1

## Department Information

<b>ORIGINATING DIVISION/DEPARTMENT:</b> TES - Quality Improvement	
<b>PRESENTER(S):</b> Chris Harder (8120)	<b>PROJECT:</b> Delivering What Matters

## Agenda Item Details

<b>AGENDA ITEM TYPE:</b> Consent	<b>TIME REQUESTED:</b> 15 minutes
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### ACTION REQUESTED:

Adopt Resolution No. 2024-168; 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

### ORGANIZATIONAL VALUES:

**Stewardship:** We will work proactively to make investments, guided by resident input, which will transform lives, communities, and government

### BACKGROUND/JUSTIFICATION:

The purpose of this agenda item is to Adopt Resolution No. 2024-168; 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.

In 2010, the Legislature created the Council on Local Results and Innovation. The Council has established a standard set of 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.

Participation in the Standard Measures Program by a city or a county is voluntary. Cities and counties that choose to participate in the Standards Measure Program are eligible for reimbursement in Local Government Aid (LGA) and exemption from levy limits.

In 2011, by resolution, the County Board authorized participation in the Standard Measures Program and received approximately \$18,000 to help develop the County's own performance measurement program called Delivering What Matters. Over the past nine years, the County has submitted its annual report and received approximately \$19,000 each year. To date, this money has assisted in funding the publication of the *Residents' Report*, the 2016, 2019, and 2022 residents' survey administered by National Research Center, purchased and launched Scott County's online public forum (Speak Up, Scott County), and covers staff training and research on performance management.

Scott County is eligible again for a reimbursement of \$0.14 per capita in LGA, not to exceed \$25,000. In order to receive the per capita reimbursement in 2023, Scott County must:

Adopt a resolution declaring that:

- The County has adopted and implemented the minimum ten performance measures from each applicable service category and the system developed by the Council on Local Results and Innovation.
- The County will report the results of the ten adopted measures to its residents before the end of the calendar year through publication, direct mailing, posting on the entity's website, or through a public

hearing at which the budget and levy will be discussed and public input allowed.

The ten measures, which will be submitted to the Council on Local Results and Innovation in PDF format, are reported in a larger, more comprehensive publication titled the *2023 Annual Performance Report*.

Staff will present a brief overview of the *2023 Annual Performance Report* and request Board approval of the attached resolution.

**BUDGET AMENDMENT:**

No

**FUNDING DESCRIPTION:**

This will enable the County to receive \$0.14/capita in LGA to continue developing and improving our strategic management planning effort called Delivering What Matters.

**ATTACHMENTS:**

1.	Scott County 2023 Annual Performance Report
2.	2023 Annual Performance Report Presentation

**Action**

<b>ACTION TAKEN:</b> APPROVED	<b>MOTION/SECOND/VOTE:</b> TW/JB/4 AYES/JU ABSENT	<b>DEPUTY CLERK:</b> <i>Michelle Hesse</i>
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**BOARD OF COUNTY COMMISSIONERS  
SCOTT COUNTY, MINNESOTA**

**Date:** June 4, 2024

**Resolution No.:** 2024-168

**Motion by Commissioner:** Tom Wolf

**Seconded by Commissioner:** Jody Brennan

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**RESOLUTION NO. 2024-168; 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

**No:** None

**Absent:** Jon Ulrich

**Abstain:** None

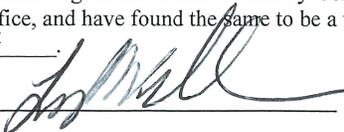
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**State of Minnesota)**

**County of Scott     )**

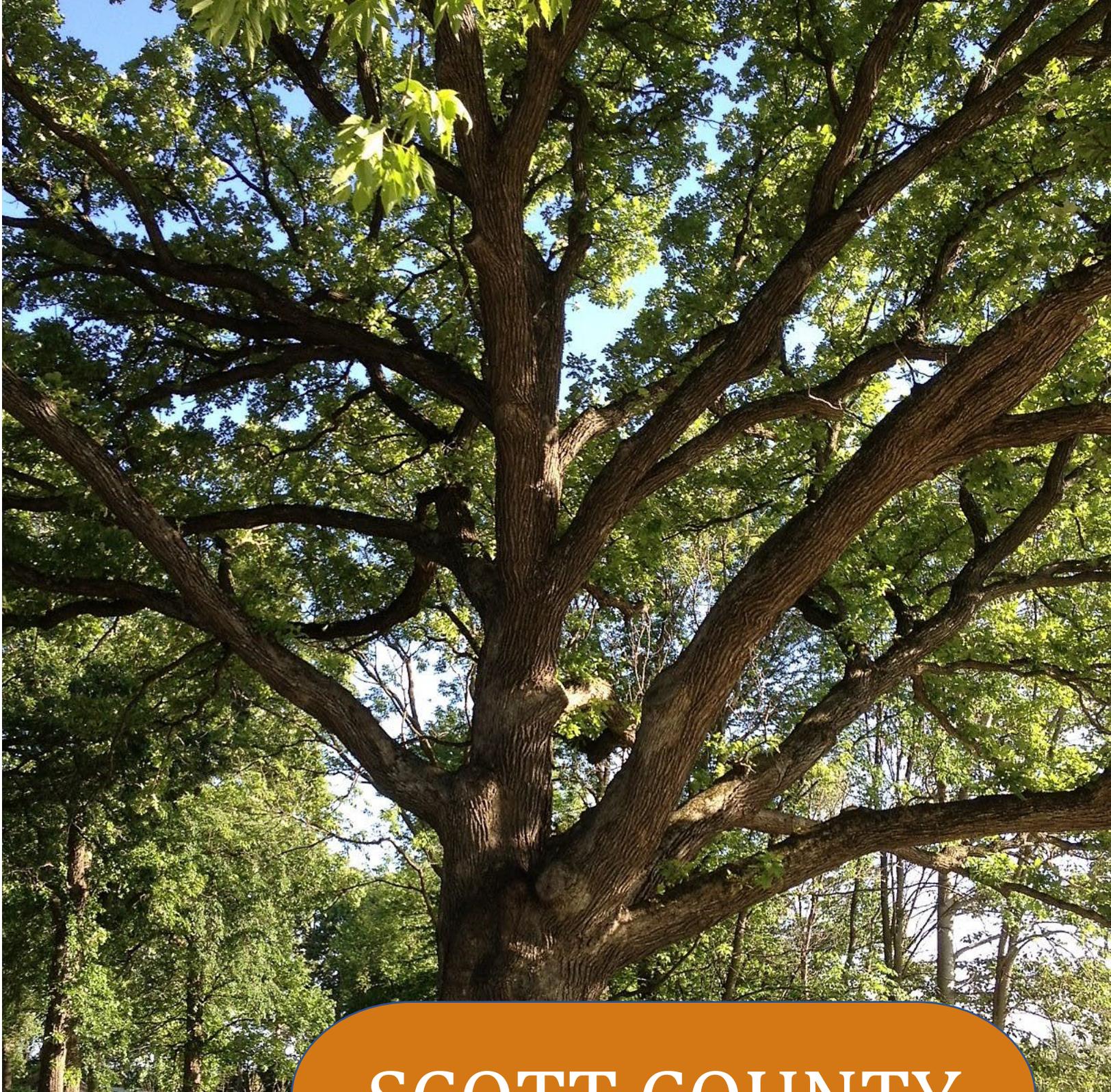
I, Lezlie A. Vermillion, duly appointed qualified County Administrator for the County of Scott, State of Minnesota, do hereby certify that I have compared the foregoing copy of a resolution with the original minutes of the proceedings of the Board of County Commissioners, Scott County, Minnesota, at their session held on June 4, 2024 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 4, 2024.

  
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County Administrator





# SCOTT COUNTY

2023 Annual Performance Report



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# Introduction

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# Executive Summary

## Introduction



**“Delivering What Matters”** is the framework used in Scott County to align strategic planning, performance management, Priority-Based Budgeting, and service delivery. Residents defined their expectations of government services, leading to the development of 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 which promotes excellence in government services.

Findings in this report are organized by Objective Areas (i.e., cross-functional teams comprised of programs which 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.

### 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 counties and cities.

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. Resident Survey data are included as a method of measuring performance in some outcome areas. The report includes data on 18 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.

# Executive Summary

## Summary of Findings: Data

- **Demographics:** County population continues to grow, with a growing percentage of aging residents and greater diversity in race and ethnicity. These changes will impact service demand, changing what services are provided and how those services are best delivered.
- **Community Indicators:** Community-level data reflect positively on how individuals and communities are faring in Scott County. Highway crash rates and child maltreatment rates are low; the rate of serious crime is dropping. The availability of mental health professionals shows slight improvement. High school graduation rates are stable. Unemployment rates and the rates of cost-burdened residents are both up slightly, but remain lower than state rates.
- **Program Performance:** Program-level data also reflect positively on County service delivery. Nearly all program areas demonstrated performance which met or exceeded performance targets. When programs did not perform as well as expected, there were no common barriers or themes, but rather unique challenges to stronger performance. All new programs include metrics to measure performance. Some updates are needed to align data to program outcomes that will impact investment and program development decisions.
- **County financial measures:** 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.

## Summary of Findings: Strategic Plan Objectives

This is the fourth year in a five-year planning cycle, and the County has made significant progress towards the objectives set forth in the existing Strategic Plan. Critical to understanding this success is the value placed on working with community partners, including local governments, state agencies, non-profit organizations; faith communities, schools, private businesses, and others. Strategies were built upon those partnerships, and progress was only achieved through the collective impact of those collaborations.

## Community Safety and Well-being:

**Progress** has been made to make necessary and important services convenient and accessible to residents:

- **Behavioral Health:** The County is working to finalize plans for the construction of a new Behavioral Health Center funded with ARPA dollars. Services offered in this facility will help fill gaps in the existing service continuum for people with mental health and substance abuse needs.
- **Parks and trails:** The County invested ARPA funds in improvements to infrastructure and enhanced amenities at Clearly, Cedar Lake Farm, and opened hiking trails at the Doyle-Kennefick Park, making that park open to the public for the first time. Funding was secured for the Merriam Junction Trail,

# Executive Summary

with a combination of state bonding, the new Transportation Alternative Account (TAA) funding from the state, federal funds, and some ARPA dollars.

- **Community Corrections:** The joint efforts of Community Corrections leaders and elected officials from across the state successfully advocated for changes to the state funding formula used to support Community Corrections. Although the new formula does not completely cover the gap, it does provide substantial funding to support supervision and specialized programs aimed at reducing recidivism.
- **Criminal Justice System:**
  - ARPA funds were allocated to pay for nine time-limited positions across the criminal justice system to resolve the backlog of court cases resulting from the pandemic. Scott County was among the first counties in the state to resolve the backlog.
  - The Justice Steering Committee is guiding an evaluation of the local criminal justice system and will lead the development and implementation of the resulting strategic plan for improvement.
- **Specialty Courts:** The Chief Judge of the First Judicial District led work to create a district-wide Veterans Court, creating an east and a west branch, improving access to veterans across the district.
- **Radio Towers:** ARPA funds were allocated for the construction of two 800 MHz radio towers to support emergency preparedness and public safety.

**Innovations:** Two key innovations support work towards this objective:

- **Coordinated Response:** The Coordinated Response Program is a pilot project, which embedded a social worker in three law enforcement agencies to respond to residents with mental health or substance abuse needs. Coordinated Response also includes one social worker in the Jail to assist inmates in meeting needs upon release, reducing the likelihood of re-entry or recidivism.
- **Rideshare:** Legislative changes to transit funding made dollars available to launch a Rideshare pilot project, creating a transportation option for individuals who have no other way to get to a service that is court ordered or identified in a case plan.

**Going forward:**

- **MnCHOICES:** The County is not meeting timeliness standards for completing assessments. In all metro counties, residents are waiting for months for assessments, resulting in delayed service delivery to vulnerable adults. Demands for service, workforce shortage in the provider networks, and new state-required assessment tools contribute to delays. Systemic solutions rather than program-level improvements are necessary to address this emerging need.
- **Rule 20 Evaluations:** With increasing frequency, Courts are ordering Rule 20 competency evaluations in adult criminal and juvenile delinquency procedures. If overused, this practice results in a drain on mental health resources and costly delays in court proceedings.

**Housing:**

**Progress.** The County Board invested ARPA funds to expand housing resources and ensure homelessness is brief, rare, and non-recurring. Using ARPA dollars, the County:

# Executive Summary

- ... funded trust homes, added four housing units for people living with disabilities, and developed four housing units for families experiencing homelessness. Discussions are underway for a small number of new homes under consideration in Belle Plaine.
- ... paid for renovations and some operating expenses for two transformation homes for men leaving incarceration. The purchase of a third home, this one serving women, will open in 2024. Plans are underway for funding sustainability once ARPA dollars are no longer available.
- ... will contribute to the development of a new 12-unit Specialized Emergency Family Housing residence, wherein a network of faith partners will work together with a contracted service provider to support families and assist them in moving to more permanent housing.

**Innovation:** The Board approved funding for the Landlord Engagement Project to engage landlords and renters to prevent eviction for non-payment of rent.

**Going forward,** legislative changes will bring additional funds to counties to support sustained housing assistance. Local Affordable Housing Aid (LAHA) is aid to metropolitan local governments. LAHA is funded through a new dedicated sales tax in the seven-county metropolitan area. Statewide Affordable Housing Aid (SAHA) is funded by state appropriations through the Department of Revenue. In the metro, aid is funded by the sales tax for housing. Greater Minnesota counties are funded by state appropriation.

## Children:

**Progress** towards supporting children in having safe, healthy, and successful lives include:

- There is growing evidence of the correlation between the County's build-out of a prevention continuum of services and a reduction in the need for deep-end children's services. Examples include the downward trends in the number of child protection assessments and investigations, and the number of out-of-home placements. At the same time, program-level data show consistent, strong performance in traditional child protection services.
- The Family Resource Center (FRC) is pivotal to the continued growth of prevention work. ARPA dollars were used to renovate the Marschall Road Transit Station (MRTS) building for FRC space and for some operations costs including cultural liaisons to the Hispanic and East African communities. The FRC served as an example for the state and other counties in the development of FRCs.
- Prevention and Diversion programs to address educational neglect and truancy show early signs of success. Public Health launched Parents as Teachers, a family home visiting model for promoting early education for preschoolers.

**Innovation.** Two innovation projects stand out among all the prevention work conducted in 2023.

- The Scott County Board and the Shakopee School District entered a collaborative Strategic Plan for improving educational outcomes, accepted during the first-ever joint County/School Board meeting. The plan targets improvements in Early Childhood Screening rates and in consistent attendance. To support this work, the County approved an Innovation Grant to fund a prevention worker, housed in the school, serving middle school students struggling with consistent attendance. This position will be

# Executive Summary

co-supervised by the school and the County and will provide service in the Family Resource Center during breaks in the academic calendar.

- An Enhanced Child Welfare framework was initiated in 2023 to improve engagement of youth who come to the attention of the County but whose situations do not reach the level of Child Protection or Juvenile Corrections. Stronger engagement efforts, more in-depth assessments, and greater attention to creating connections for youth with caring adults are employed to prevent youth from coming into deep-end services later.

## Going forward:

- The evolution of the FRC will continue, moving forward along the planned roadmap leading to the eventual transition of leadership to a non-profit organization. Planning for funding sustainability for the FRC and improved data collection for this and all prevention initiatives are essential components of work going into 2024.
- Attention is needed to state funding allocations for Child Protection programs, which has gradually diminished over time, shifting a growing percentage of expenses on to the County levy.

## Infrastructure:

**Progress** was made on strategies to promote economic and employment opportunities and support a sustainable, resilient system of regional infrastructure:

- ARPA funds were allocated to support the expansion of fiber to underserved communities and over 90 percent of residents who want internet connections have access. Accessibility made a critical difference in educational and employment opportunities for people during and following the pandemic. Current efforts are underway to improve access near the County Fairgrounds. ARPA funds also supported the construction of a drop-in day care center at the Southwest Metro District, removing barriers to pursuing post-secondary education.
- Critical highway infrastructure projects have been completed, including the expansion of County Highway (CH) 42; a modernization project on CH 83; interchanges at Trunk Highway (TH) 169/CH 59 and TH 13 and Dakota; and roundabouts at TH 13/CH 21, CH 2 & CH15, TH 13 and CH 8 and TH21/CH66/Sawmill Road.
- Scott and Dakota Counties are working together to develop a shared Household Hazardous Waste Facility to improve capacity and accessibility for residents of both communities.

**Innovation.** The Workforce Mobility program was launched in partnership with Carver County and the Dakota County Technical College. This program removes barriers and makes training in high-demand fields available to residents seeking certifications and employment.

## Going forward:

- The closing of waste disposal facilities in other jurisdictions will impact counties in the metro area. Planning -- ideally at a regional level -- is essential to addressing waste disposal that is safe, environmentally healthy, and cost-effective.

# Executive Summary

- In collaboration with cities, townships and MnDOT, project delivery is moving forward on a series of projects to improve safety, mobility, and economic development along the TH 169 and TH 13 corridors. Planning will continue for the CH17 Mobility and Safety Project and the CH8 extension. MnDOT has not programmed replacement of a bridge at the I-35 and CR 2 interchange despite increased transportation revenues, one of the oldest bridges in the metropolitan area on the interstate system.
- The 2023 legislature made changes providing new funding for highway projects, but this legislation gave less discretion to local jurisdictions and mandated new state reporting requirements for the local transportation sales tax. A full evaluation of the impact of these changes is necessary, along with identification of opportunities to maintain local control on project priorities.

## Performance:

### Progress towards changing business models to improve effectiveness and efficiency include:

- **Library:** ARPA funds were allocated to support expansion of the Extended Access Library model, now available in the four branches in the southern part of the County, with plans to launch in Savage and Prior Lake in 2024.
- **Shared Dispatch Resources:** Scott County is currently in talks with Hennepin County to share dispatch systems. The project is scalable (allowing other counties to join later) and represents a first step towards shared resources, maximizing the use of resources and strengthening back-up capabilities across jurisdictions.

### Innovation:

- The Board approved an Innovation Grant to support the addition of on-line portals, bringing efficiencies to the County and convenience to residents wishing to do business remotely.

### Going Forward:

- Final recommendations will be made for the use of the Central Shop campus and the Regional Training Facility.
- Configuration and testing of the new Enterprise Resource Planning (ERP) system will continue, leading to a launch in 2026. This system will create efficiencies, improve data collection, expand capabilities for budget projections, and support associations between investments and outcomes.
- An evaluation of state records retention requirements and examining opportunities to reduce costs related to the unnecessary preservation of public records.

## Conclusion

The County is moving into the final year of the existing Strategic Plan. Staff will work with the County Board to update strategies and continue progress towards the objectives. 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.

# 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

<b>Customer Service</b>	We will deliver government services in a respectful, responsive, and solution-oriented manner
<b>Communication</b>	We will always be clear about what we're doing and why we're doing it
<b>Collaboration</b>	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
<b>Stewardship</b>	We will work proactively to make investments, guided by resident input, which will transform lives, communities, and government
<b>Empowerment</b>	We will work with individuals and families to affirm strengths, develop skills, restore hope, and promote self-reliance
<b>Resiliency</b>	We will foster public preparedness and respond when families and communities face health and safety emergencies
<b>Innovation</b>	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, 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 Residents 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 Area Teams

Adult Services

Child Services

Community Design

Community & Public Safety

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), 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 Board's Strategic Plan.

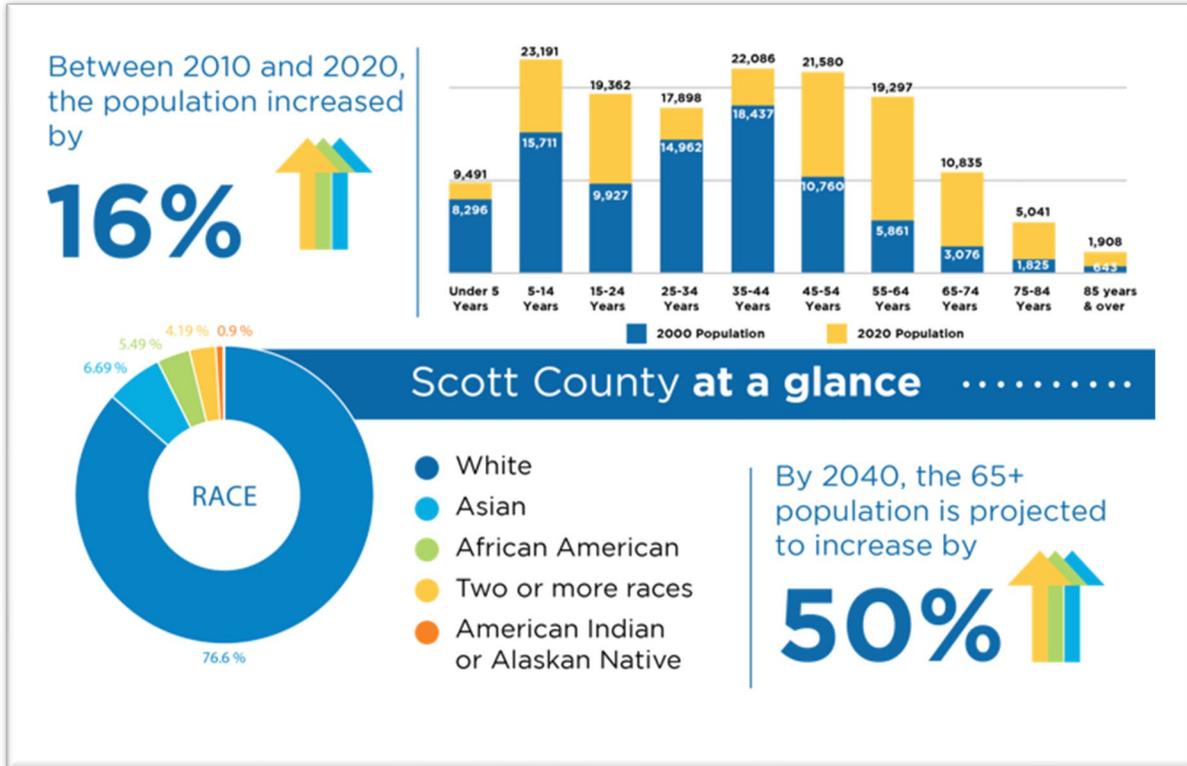
Since 2018, the organization has worked to construct Objective Areas, a strategic hierarchy of cross-functional teams to integrate outcomes and investments more effectively. This new strategic investment framework aligns planning and service delivery; supports multi-year budgeting; and provides tools 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

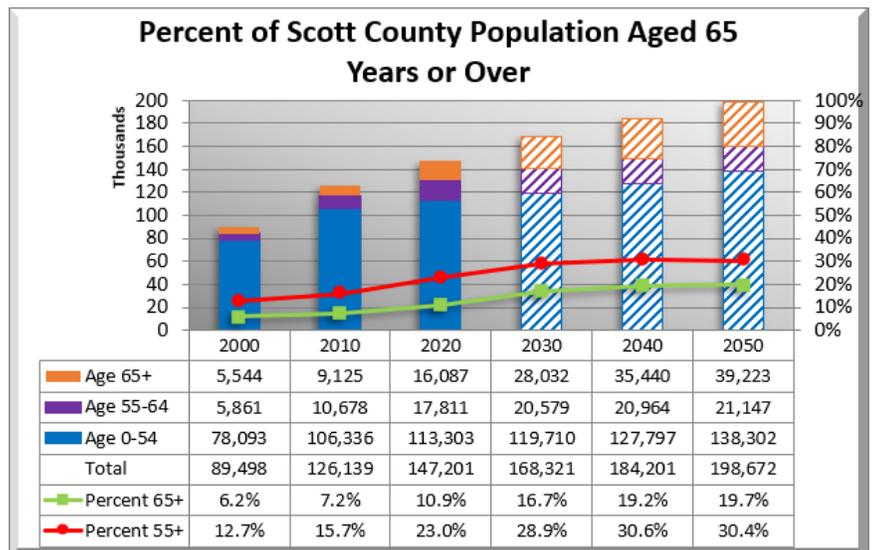
The 2020 U.S. Census reflects changes in the composition of the population in Scott County. The County is the second fastest growing county in Minnesota, with a population that is increasing in age and diversity.



## County Population

The Metropolitan Council population estimates most recently available is from 2022. Scott County had 56,803 housing units, 54,295 households, and 154,395 people (of whom 1,407 lived in group quarters facilities). Household size averaged 2.818 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.



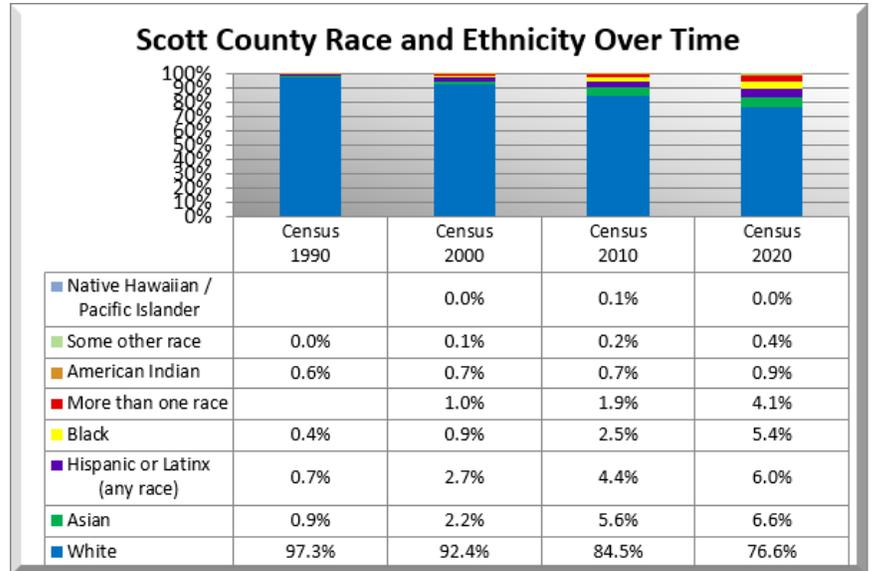
Source: Census Bureau American Community Survey (ACS) 5-year estimates  
Projections from Minnesota State Demographic Center

# County Demographics

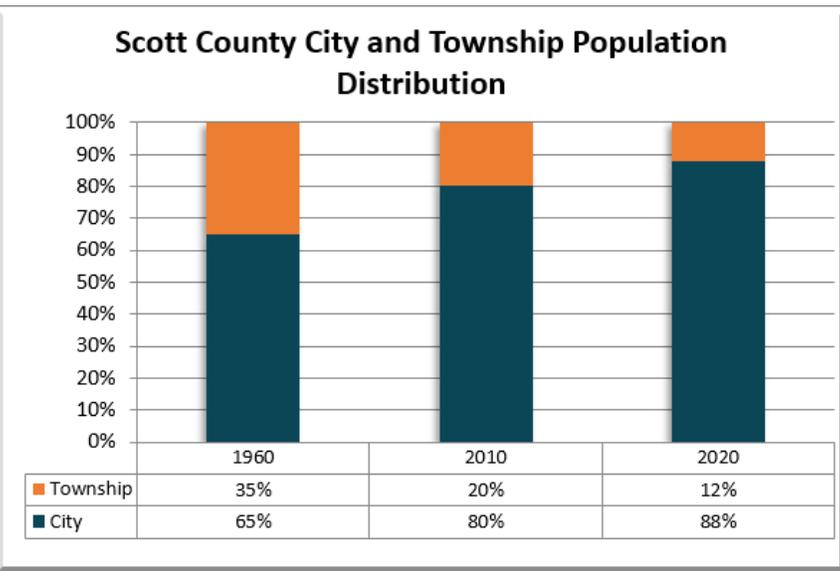
## Race and Ethnicity

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 forty-year trend. Note: individuals who endorsed Hispanic or Latinx as an ethnicity could be from any racial background.



Source: Metropolitan Council Community Profiles, Decennial Census data



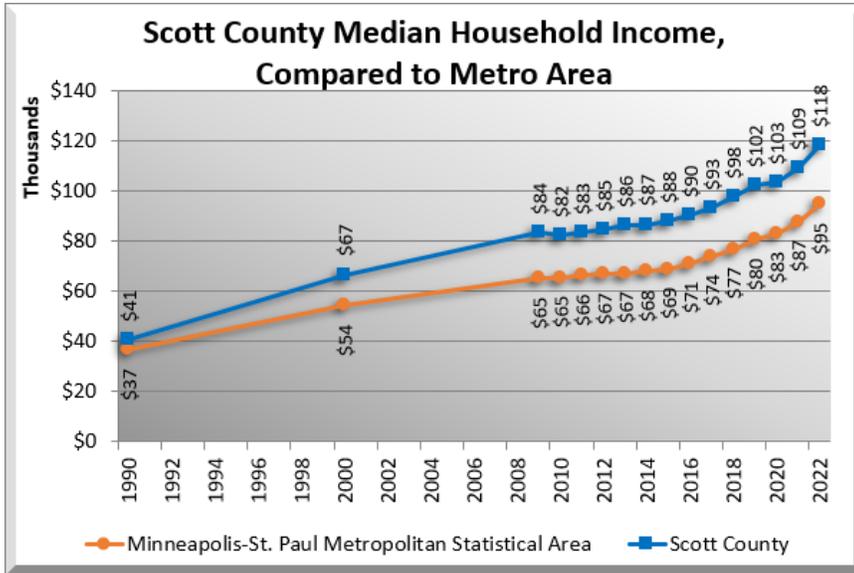
Source: Scott County population data

## City and Township Distribution

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 growing of the last 30 years. These changes impact demand for services, land use and transportation planning, and other core government services.

# County Demographics

## Income and Poverty



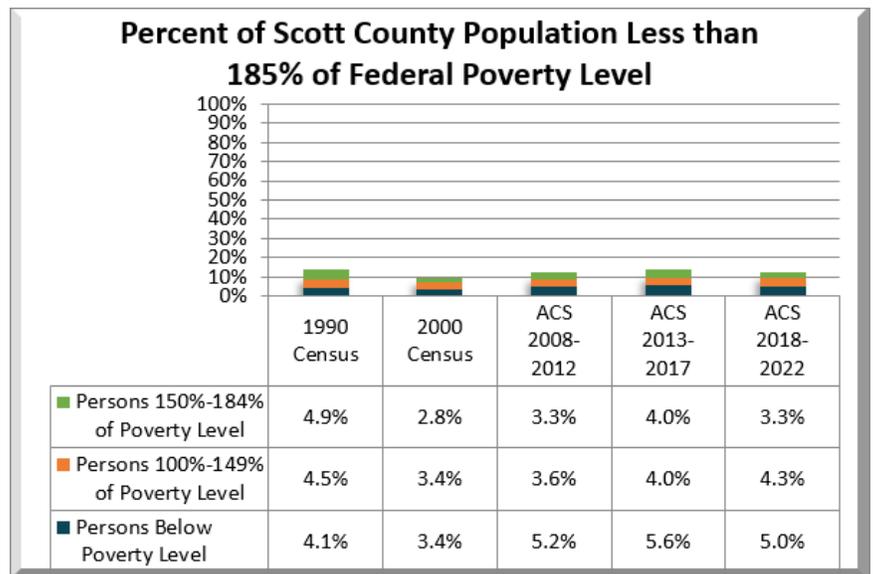
Median Household income refers to the income level earned by a given household where half of the homes in a demographic area earn more and half earn less. It's used instead of the average, or mean, because it can give a more accurate picture of an area's actual economic status.

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 2023 a family of 4 with \$30,000 in income would be at 100% 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 in some sense reflect a family's needs, they are intended for use as a statistical yardstick, not as a complete description of what people and families need to live.



# Objective Areas

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

# Adult Services

## Introduction: Adult Services Objective Area



The Adult Services Objective Area encompasses a broad range of County 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 Services, 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: Progress on the Strategic Plan

Programs within the Adult Services Objective Area have a primary impact on the Community Safety and Well-being objective and its related strategies in the County’s Strategic Plan.

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

AT-A-GLANCE PROGRESS SUMMARY (2020-2023)		
Completed	In Process	Opportunity
<ul style="list-style-type: none"> <li>• Opening of the IRTS</li> <li>• Mental Health Center and Anchor Center: New building created new space; Anchor Center expanded hours</li> <li>• Availability of telemedicine services in Public Health and the Mental Health Center</li> <li>• Three Rivers Park District expanded wellness programming</li> <li>• Successfully moved PROACT to new location</li> <li>• Launched Drug Free Communities Prevention Grant</li> <li>• Launched Hop Scott to expand transit options</li> <li>• Launched Coordinated Response Pilot (2023)</li> </ul>	<ul style="list-style-type: none"> <li>• Application for CCBHC</li> <li>• Behavioral Health Center (ARPA – pending)</li> <li>• Library Extended Access available in four branches; will open in Savage and Prior Lake in 2024</li> <li>• Innovation Grant: Employment incentives programs for people living with disabilities (2023)</li> <li>• Bed Prioritization legislative priority (2023)</li> <li>• Evaluation of availability and access to chemical health services</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of access and availability of services for aging residents and people living with disabilities</li> </ul>

# Adult Services

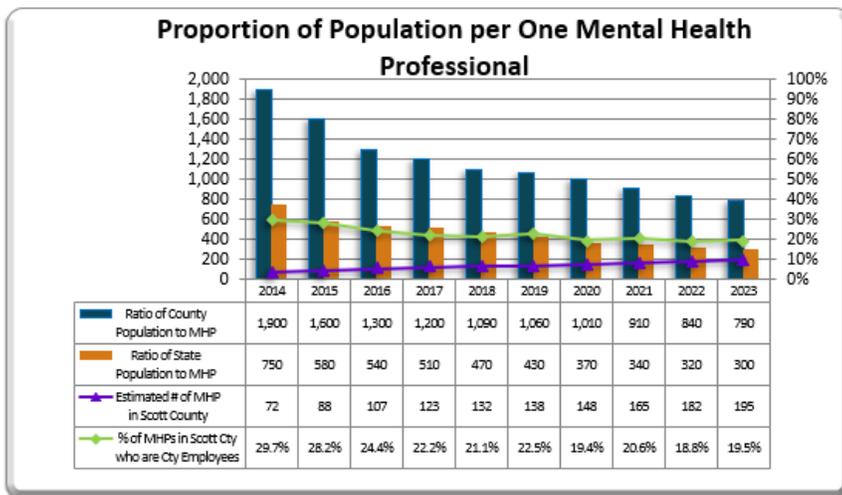
## Part II: Measuring Impact

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 work to implement 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 supports 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.



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

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.

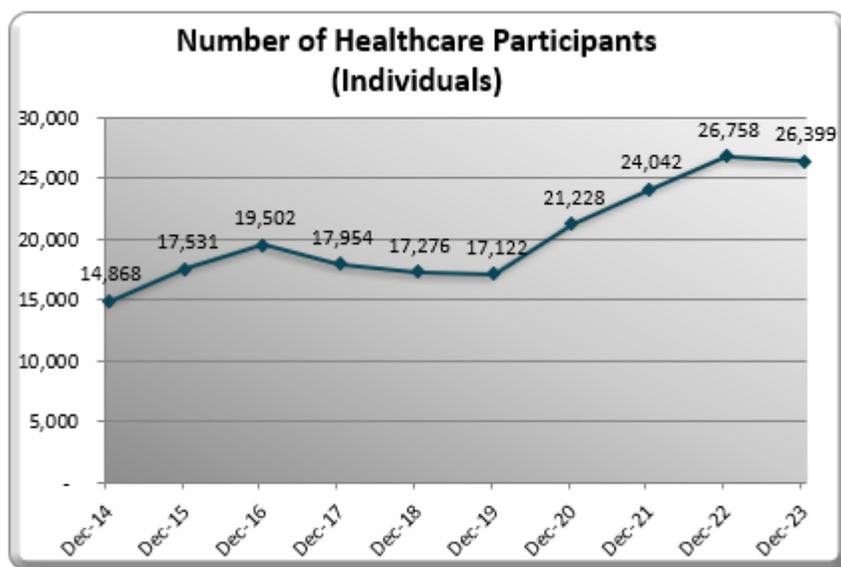
For over 10 years, Scott County has invested in the build-out of a continuum of mental health services that will meet the needs of residents. These data trend toward greater availability of mental health providers in Scott County, improving service access to residents who need them.

# Adult Services

## Healthcare: Program 196

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 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.



*Source: Minnesota Eligibility Technology System (METES) data from Medicaid Management Information System (MMIS); MA/MIS data from MA/MIS Reports, Medical Assistance Unduplicated Total (RPLUD)*

Another way to look at access to health insurance coverage is to look at the number of healthcare participants, or the number of people who are accessing health insurance coverage annually through County programs.

This business measure reflects the number of individuals who are active on Medical Assistance (MA) in Scott County at the same point in time each year.

The number of participants in healthcare programs has begun to stabilize, likely due to the re-evaluation of eligibility following the end of a moratorium on case closing during the pandemic. Two opposing factors impacting the number of healthcare participants include:

- In 2023, the moratorium on continuous healthcare coverage issued during the pandemic ended, and the County began considerable work to re-examine the eligibility of participants after nearly three years. The “unwind” required the hiring of seven temporary staff and has produced a strain on staff resources. Results from redeterminations may be a factor in the leveling-off of program participants. Eligibility redetermination of all cases must be completed by July 1, 2024.
- An opposing factor impacting the number of MA participants resulted from state legislative changes which eliminated parental fees for coverage of children with extraordinary medical needs. With the removal of the parental fee requirement, MA applications on behalf of disabled children expanded; continued growth in the number of these cases is anticipated throughout 2024.

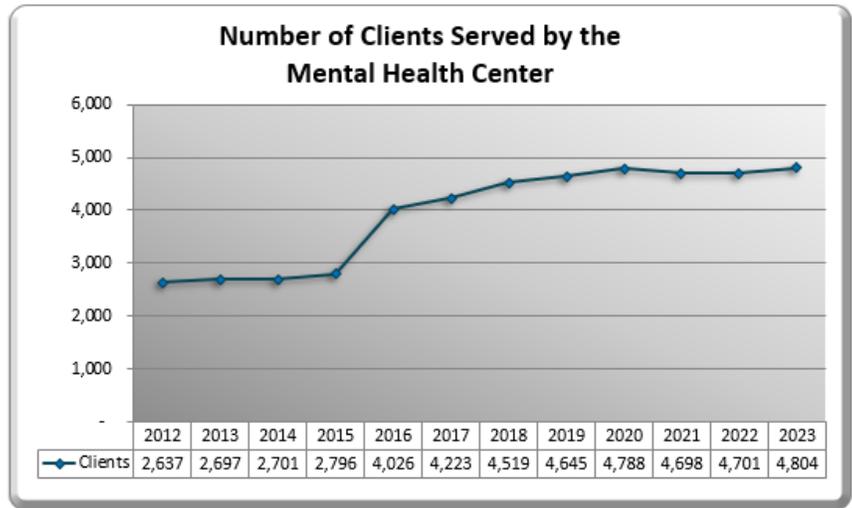
# Adult Services

## 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.

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

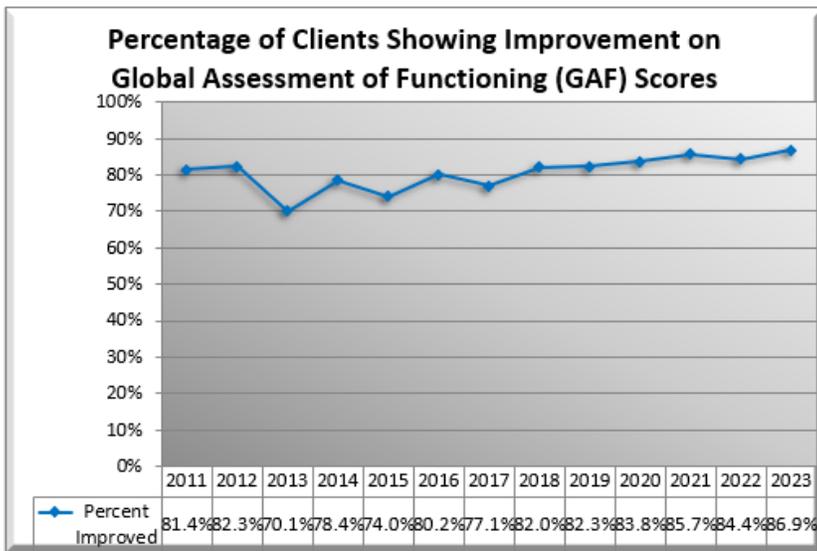
Telemedicine services, provided by client request, have made mental health services more consistently available for those who might experience barriers to in-person appointments.



## Mental Health Therapy

----- IRIS (Iron Range Information System) reports, and Vireo software

Data gathered from periodic measurements of clients' progress reflect strong performance, with almost 87 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.



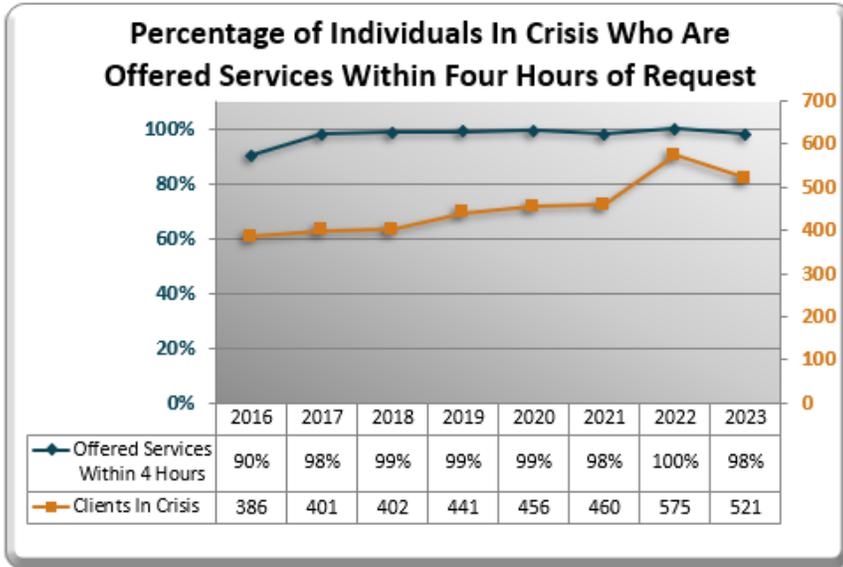
The data can be used as an indicator of whether services were effective, and trends over the last five years indicate strong, stable performance.

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 Spreadsheet

Since 2018, crisis mental health services in Scott County have been provided by the Scott County Mental Health Center (SCMHS) 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 was added the array of crisis mental health services.

This measure shows the percentage of clients who call or come to the SCMHC in crisis. The SCMHS 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.

**SCOTT COUNTY CRISIS RESPONSE**  
**(952) 818-3702**




*We are open & here to help, 24/7*  
**Mental Health Crises • Anxiety**  
**COVID-19 Worries • Hopelessness**  
**Thoughts of Suicide**

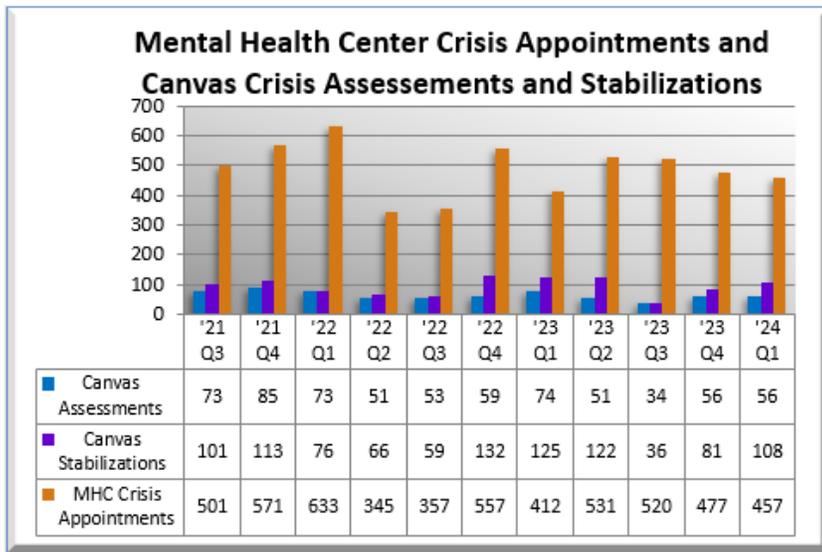
Services are free of charge to Scott County residents. Services are provided via telehealth or in person using social distancing.

# Adult Services

## Mental Health Crisis Appointments

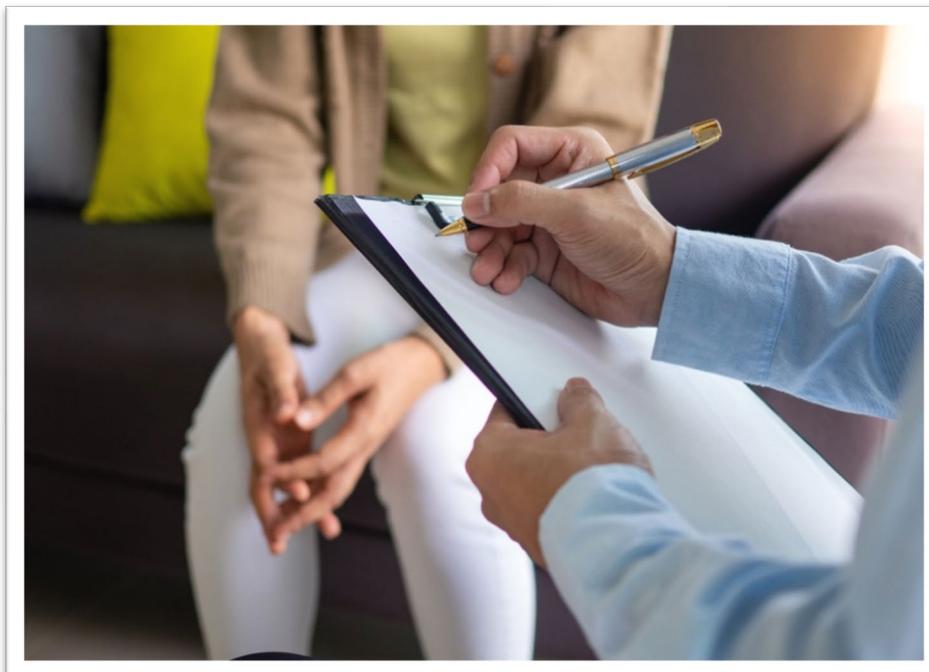
These measures reflect how the SCMHC and Canvas Mobile Crisis Response align to address mental health crisis in the community and in the jail.

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.



The Canvas Mobile Crisis Response services respond to adult and child mental health emergencies needing a timely intervention to reduce the possibility of physical harm. Staff provide assessments, short term stabilization services, and necessary safety planning to assist in recovery from a crisis. Services are provided in the community (primarily in a person's home) in hopes of avoiding more intensive services.

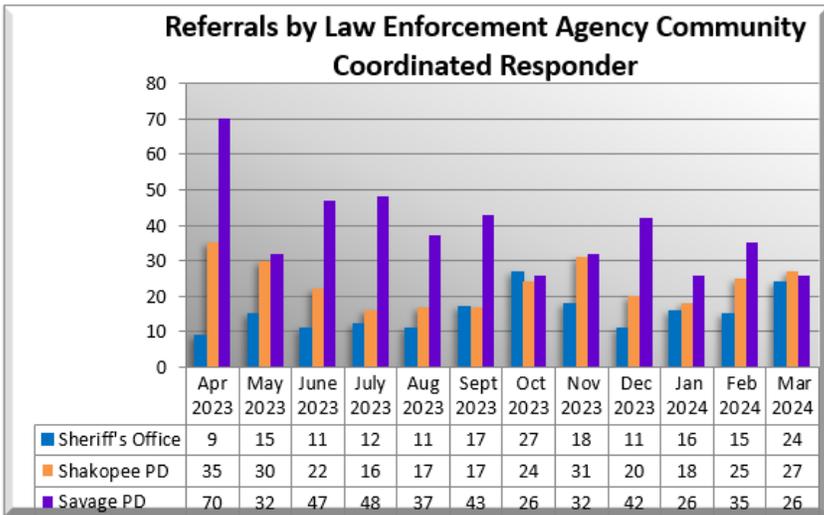
Source: Mental Health Center Reports and Canvas Assessment Reporting



# Adult Services

## NEW INITIATIVE: Coordinated Response Program

The Coordinated Response Program was launched in 2023 and includes imbedded social workers in three law enforcement jurisdictions (Savage, Shakopee, 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 social worker both represent innovative responses for people experiencing mental health concerns and both support expedited service delivery.



Source: Law Enforcement Dynaforms  
Coordinated Response Tracker SharePoint

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.

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. In it’s first year, the social worker met with 416 inmates during their incarceration, assisting them in accessing resources and services upon release.

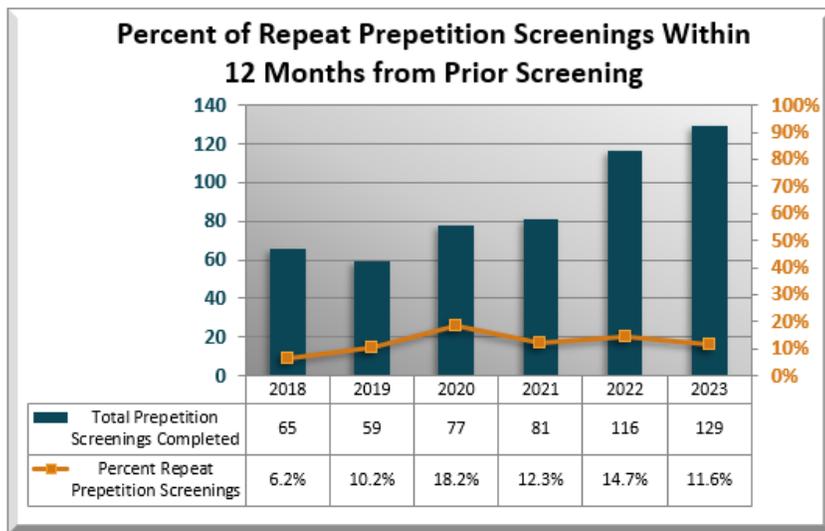


**Minnesota Sheriffs’ Association award ceremony recognizing Katie Pearson’s work as the embedded Coordinated Response social worker in the Scott County Jail.**

# Adult Services

## Civil Commitments: Program 181

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 significantly 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.

All pre-petition screenings in 2023 were in response to mental health concerns, and there were no screenings for chemical dependency needs.

## 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 because of state-driven substance abuse reforms. The role of County staff is unclear but is in the process of being clarified.

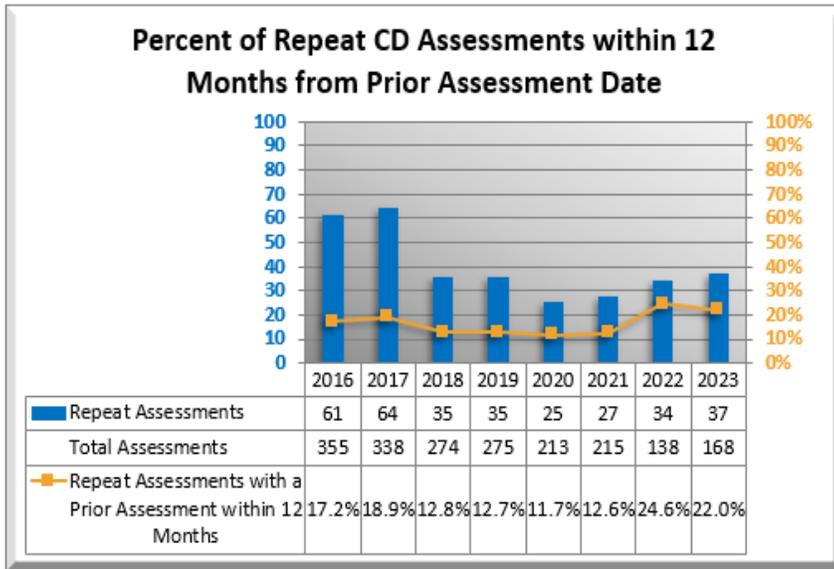
In 2023, the County completed 376 intakes for individuals requesting a chemical dependency assessment and funding for treatment. Of those, County staff completed 168 assessments. In addition, changes in state requirements made assessments and treatment services available through community service providers.

Scott County is the only local entity offering treatment coordination for those with barriers to accessing and successfully completing treatment. Referring departments report improvements in the timeliness of entry into treatment.

# Adult Services

## Chemical Dependency: Programs 184 and 185

These data show Scott County has seen an increase in the number of referrals for chemical dependency assessments -- both initial and repeat assessments -- when compared to 2022. The data are based on the number of assessments completed within the year shown that were for clients who had a prior assessment given in the previous 12 months.



Repeat assessment data may provide important information on barriers to an individual's successful resolution of their acute substance abuse needs. Evaluation of whether the County plans reflected appropriate level of service recommendations, effective treatment coordination, treatment facility efficacy, and effective discharge planning are examples.

Source: Social Service Information System (SSIS)  
Case List report



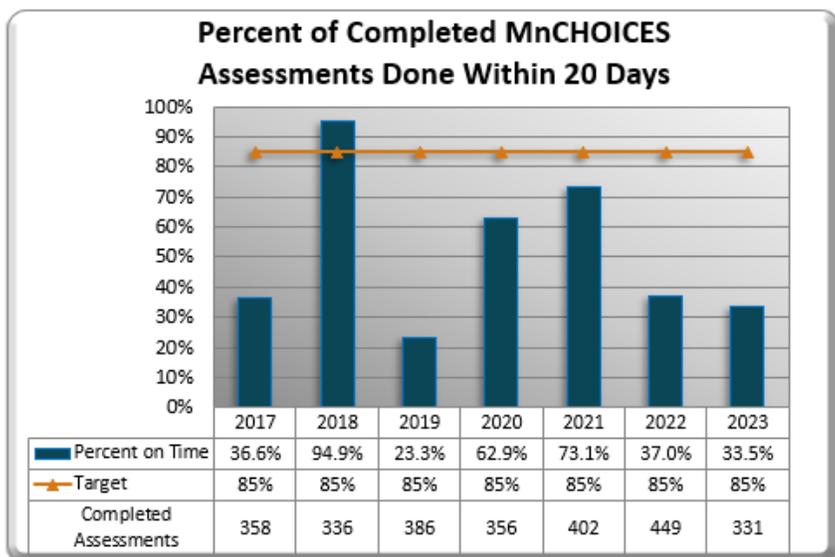
# Adult Services

## C. Access to Services for People Living with Disabilities

According to the *U.S. Census Bureau Quick Facts* report (2022) 5.5 percent of Scott County residents, or approximately 8500 people, are under age 65 and living with a disability. The same source indicates 12.6 percent of County residents are age 65 or older, and that percentage is expected to double by 2040. These demographic data points suggest 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: Program 202

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.



This measure shows the percent of MnCHOICES assessments completed within the state guideline of 20 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 currently not meeting state targets for timely completion of MnCHOICES assessments. Multiple factors contribute to delays, including high levels of demand for services; workforce

shortages limit capacity of the service provider networks to provide services even after an assessment is completed: the state launch of a new assessment tools has slowed the process of getting services to vulnerable children and adults. As a result, wait lists have expanded from a three-month wait to a five-month wait in 2023. As the population of Scott County continues to age, demand for these services is likely to increase.

*Source: MnCHOICES data and Internal county tracking spreadsheet*

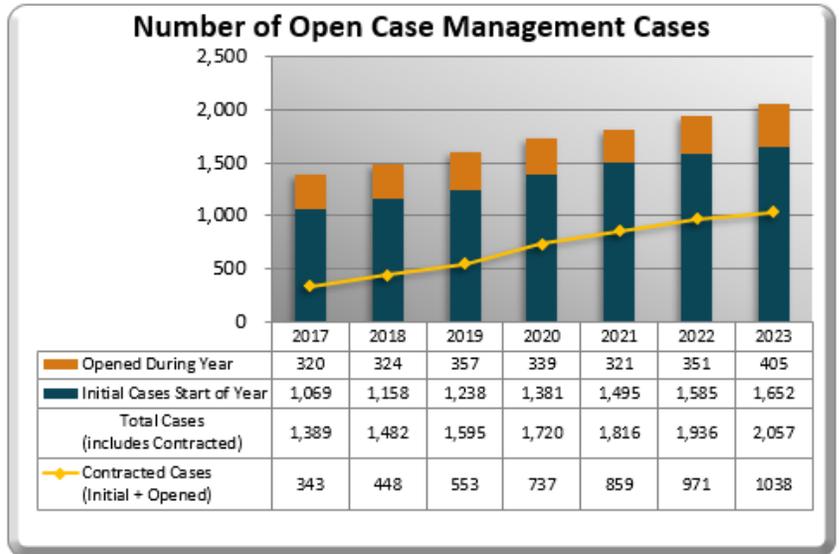
# Adult Services

## Home and Community Care Case Management: Program 196

Once a MnCHOICES assessment is complete, this measure shows the number of persons 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 not enough contracted case management providers to meet service demand. In 2023, the County engaged in contracts with two new partner organizations to provide contracted case management service to help meet the growing need. This included one culturally specific organization.

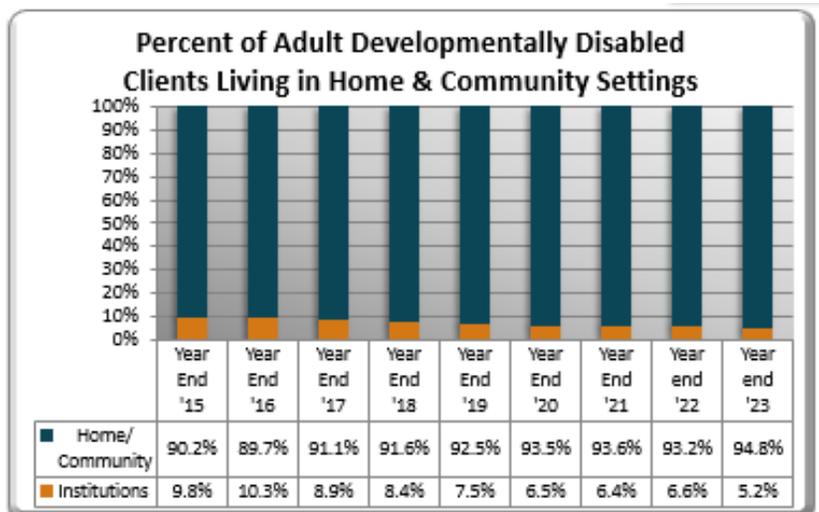


Social Services Information System (SSIS) General Reports, Workgroup Statistics - by Program, Contracted Cases Source: Internal Records

## Developmental Disabilities Case Management: Program 194

This measure shows what percentage of adults who reside in home or community settings and are served by a Development 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.



Program Database Excel Spreadsheet

# Adult Services

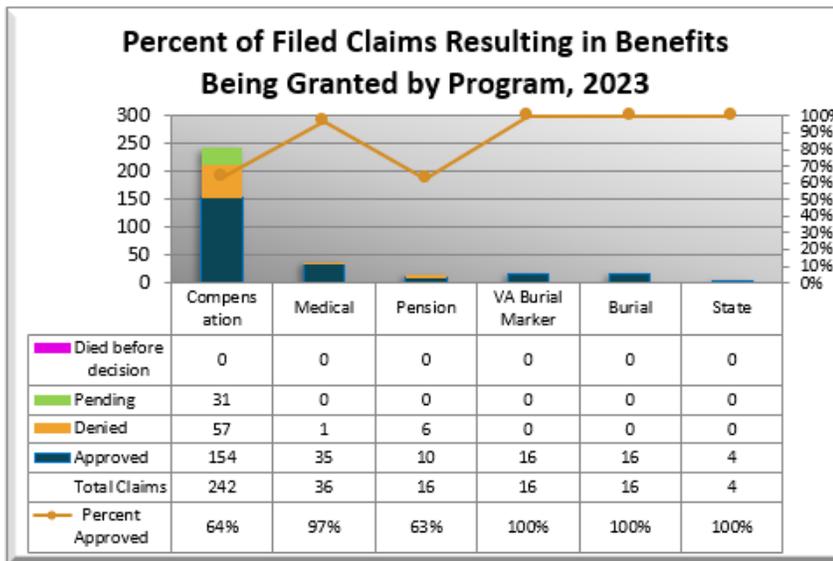
## D. Access to Veterans Services

### Veterans' Benefits Assistance: Program 218

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.

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

The *U.S. Census Bureau, Quickfacts* report (2022) estimates 5,551 residents of Scott County are veterans. Demand for Veterans Services 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 potential to provide the data necessary to understand the other components of the work performed by this office.



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

# Adult Services

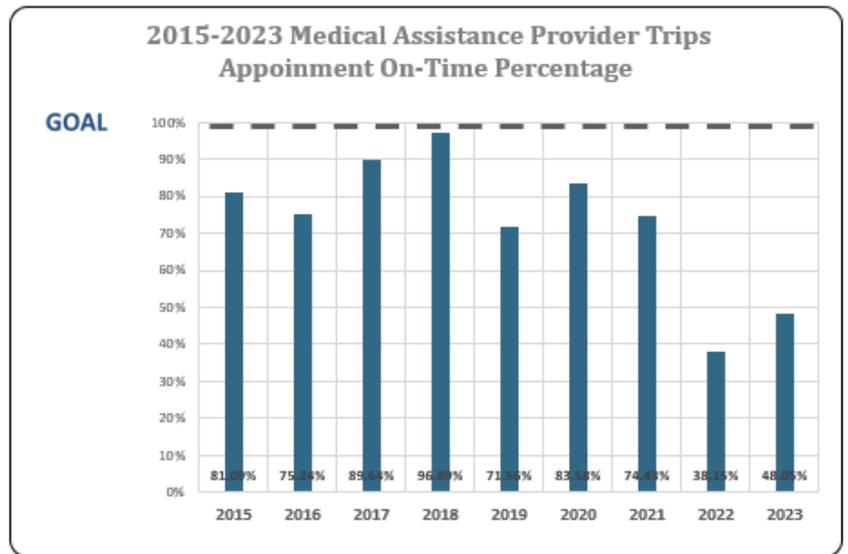
## E. Access to Transit

### Transit: Program 43

In 2023, SmartLink provided 29,860 trips to medical services for residents of Scott and Carver Counties eligible for Medical Assistance (MA) transportation benefits. This is 4,661 more trips as compared to the year before. As indicated on the chart below, 48 percent of those rides were provided on time, defined as getting the individual on time for the medical appointment.

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 is essential to people with limited financial resources to medical appointments. 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.

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



Source: Novus

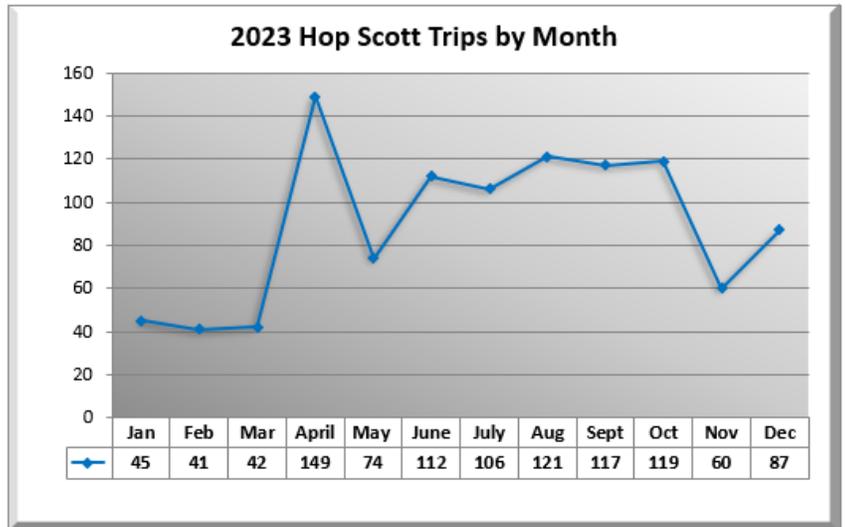
# Adult Services

## 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 2023, Hop Scott drivers made 1073 trips, as compared to 606 the year before. This measure shows the trips performed by Hop Scott volunteer drivers by month in 2023.

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



Source: Novus

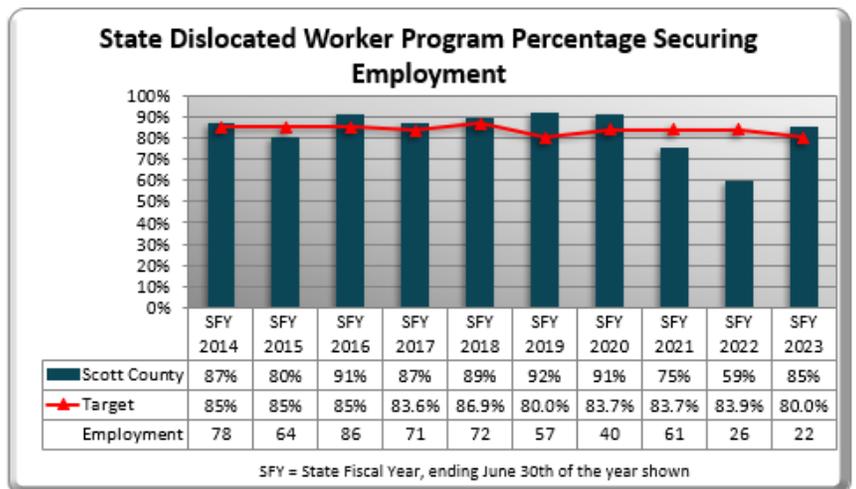
## F. Access to Employment and Training

In 2023, the annual unemployment rate in Scott County was 2.5 percent, slightly lower than the state unemployment rate of 2.8 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: Program 171

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 2023, 22 of 26 program participants exited to employment.

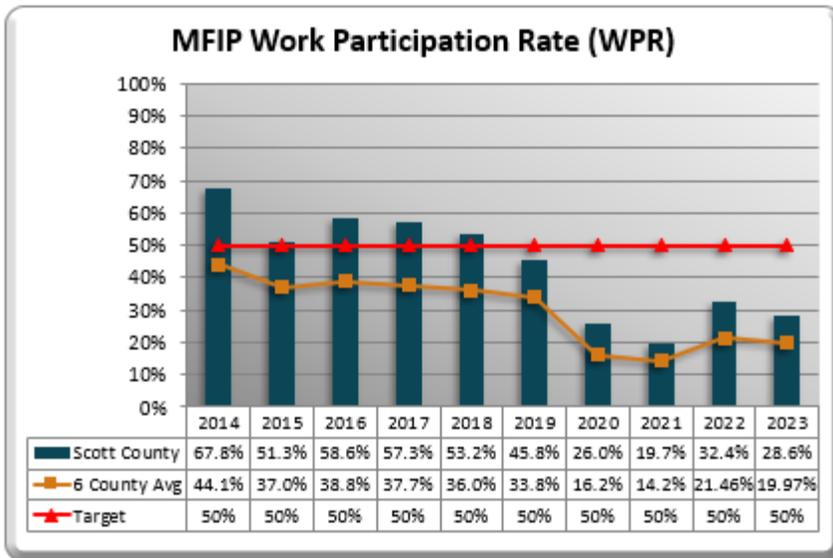


Source: WorkForce One Exit Report - State Dislocated Worker Program

# Adult Services

## MFIP Work Participation Rate: Program 171

The second measure related to work force 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.



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

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.

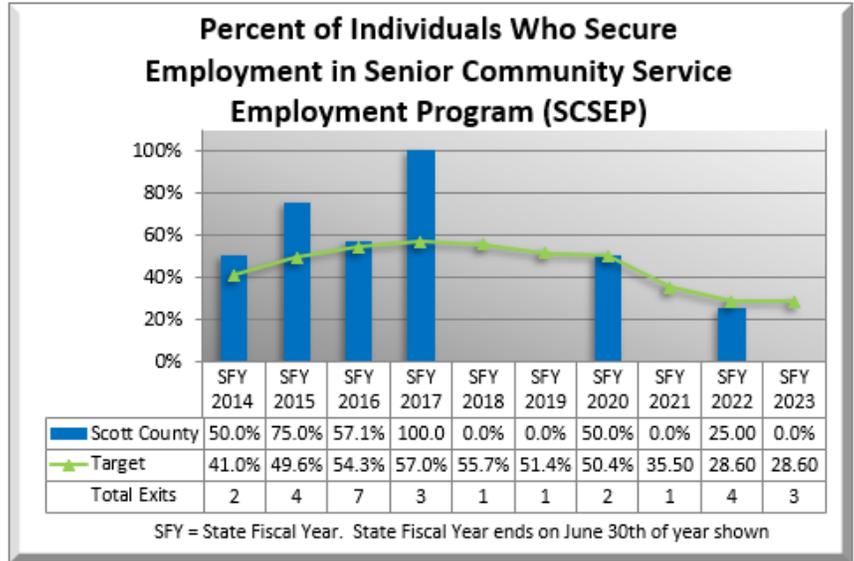
While Scott County performs better than the six-county average, it does not meet federal targets. Increases in exits due to health reasons, unrealistic expectations of people seeking jobs without appropriate qualifications, and people who are able to find employment quickly all impact performance.

# Adult Services

## Senior Community Service Employment Program (SCSEP): Program 170

The federal Senior Community Services Employment Program (SCSEP) provide useful part-time assignments in community service activities for unemployed, low-income persons 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.



SCSEP Program reports from the SPARQ system

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.



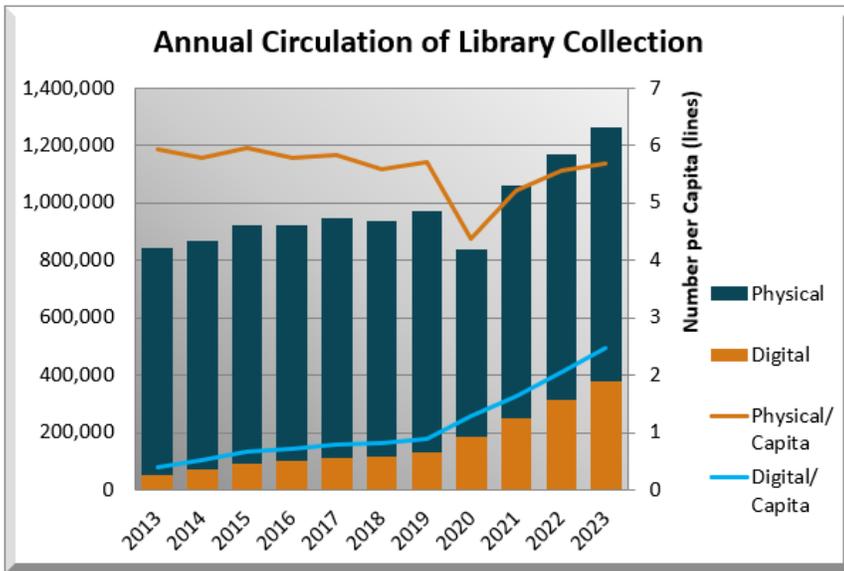
# Adult Services

## 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: Program 56

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.



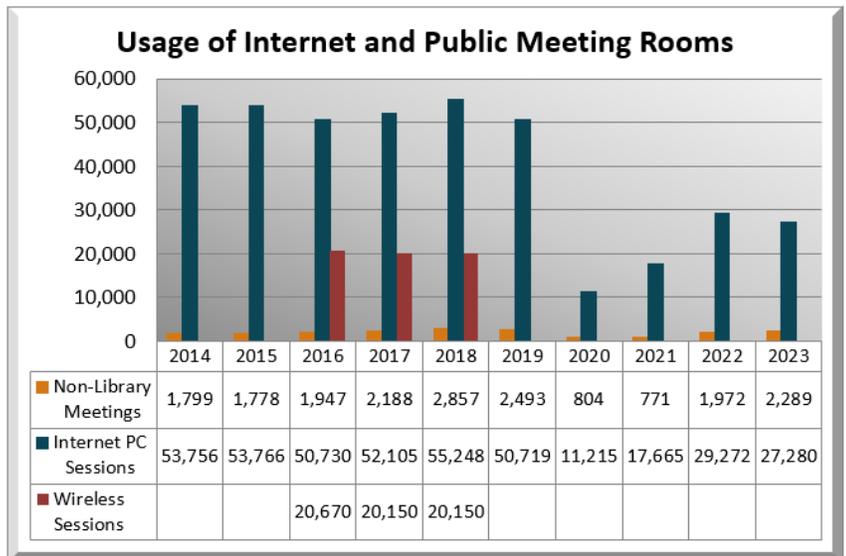
Data from the Scott County Library system are not consistent with circulation patterns seen in other jurisdictions. In other places, they see a decrease in the number of physical materials accessed as the number of digital materials increases. In Scott County, access rates for both physical and digital materials are increasing. This is one high-level marker that the selections made for the collections are meeting the needs and expectations of the community.

Source: vendor reports

### Libraries - Public Access to Computers, Internet, and Spaces: Program 60

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 risen over the last three years, one indicator of the importance of libraries as community resources.



Source: Staff and vendor reports

# Adult Services

## Part III. Progress on the County's Strategic Plan

In 2023, the County has made progress towards the Board's objective of ensuring access to necessary and important services.

- **Mental health.** The County continues to make progress on long-term goals of decriminalizing mental illness and building out a continuum of mental health services, making interventions available and accessible to address needs as early as possible. Data sources show improved access to mental health services, increased demand for most services, and continued strengths in performance in nearly all areas. Telemedicine services expand access possibilities and may support consistent participation that is essential to successful treatment outcomes. Greater access and broader provider choices is advantageous to residents seeking mental health services.
- **Chemical Health/Substance Abuse.** Public Health and the Opioid Settlement Committee did an environmental scan and a gap analysis of services to support individuals experiencing substance abuse issues. This work will be going forward to the Board in 2024 to determine priorities. Process maps of internal operations were completed in 2023 as part of clarifying the County's role in a new service delivery system. The County will continue to be involved in discussions with community partners about bringing added resources, including a detoxification center and some primary treatment services to the new Behavioral Health Clinic. Finally, Public Health actively engages in prevention efforts targeting smoking/vaping, drinking, and drug use among youth and adults.
- **Coordinated Response:** In 2023, the County, along with city partners, launched 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 encountered law enforcement.

In its first year, over 400 people were referred to the Coordinated Response Team. Over 80 percent of those referrals were for adults; most had no prior connection to formal mental health services in Scott County. Another 505 individuals accessed services through the Community Response social worker in the Jail.

- **Parks and Libraries:**

Parks and Libraries are becoming more integrated with the work of other departments and the organizational efforts to build community-based prevention supports.

  - Parks programs can serve as part of the social support fabric, promoting prevention-level interventions like "Wellness in the Park."
  - Libraries in Scott County continue to evolve as resource hubs, challenging traditional views of what libraries can be in communities. Extended Access is now available in four Library branches, making physical materials, room space, computers, and internet available for adults wishing to access resources to support education, employment, engagement in community, or personal enjoyment.

# Adult Services

Library staff are also conducting some home visits or resource drop offs to people who cannot come to a Library.

Program leaders and staff recognize additional opportunities to align Parks and Library program offerings more strategically to make a bigger impact on existing initiatives serving vulnerable adults.

- **Expanded Transit:** Hop Scott was originally intended to provide added transit services to seniors and people living with disabilities. This program can grow, based on the number of willing volunteers.



## Part IV. Going forward

**Mental Health Continuum.** Despite progress and the strengths within the mental health service area, there is a continued increase in the number of pre-petition screenings for civil commitments and a shortage of crisis beds. New initiatives hold potential to address those gaps, at least in part, and enhance treatment plans coordination:

- The County continues the work necessary to complete the certification of the Mental Health Center as a Certified Community Behavioral Health Clinic (CCBHC). CCBHC is an outpatient, integrated care model that focuses on Medical Assistance participants while incorporating care coordination and providing a more reliable and sustainable reimbursement model. A cost reporting analysis is currently underway, evaluating overall levy impact.
- In partnership with medical, mental health, and substance abuse treatment providers, the County is working to establish a Behavioral Health Clinic funded by federal pandemic relief dollars. This facility would bring new services to Scott County and fill gaps in the mental health service continuum (e.g., partial day hospitalization, day treatment, and crisis programming for adults). The new facility would also make space available for substance abuse recovery and detoxification services and would expand opportunities for dental and physical healthcare to individuals who are un- or underinsured.

# Adult Services

- The Board’s legislative priorities for the 2024 session include crisis bed prioritization, with a goal of a 20 percent increase in the number of crisis beds statewide.

**Services to Aging Residents and those living with disabilities:** Comprehensive assessments of service demand and service availability for aging residents and for those living with disabilities are part of the 2020-2025 Strategic Plan. While there are some overlaps, these are distinct populations in need of planning for their unique needs. Considerations include:

- **MnCHOICES:** A system-level solution is necessary to resolve the backlog of MnCHOICES assessments and the associated delays in providing services to aging residents and those living with disabilities. Across the metro and in Scott County, there are waiting lists in completing assessments that extend for multiple months. Demands for service exceed staff capacity, even with the addition of two new County social workers and a supervisor (2023). Once assessments are completed, there may be gaps in delivering identified services due to workforce shortages in community-based service provider programs. Overall, this is a *system* needing improvement, not simply an issue of program delivery.
- **Aging residents:** Demographic data forecast a significant increase in the percentage of senior citizens in Scott County in the next 20 years. The County serves only a small percentage of those people, with insurance companies providing many (but not all) needed services. An assessment of projected needs for both public and private services analyzed against existing services is warranted to ensure residents have access to necessary services.
- **People living with disabilities:** An evaluation of service adequacy for people living with disabilities is underway at the time of this writing. The outcome of that evaluation will include a five-year strategic plan for aligning resources and providing services effectively.

**Data:** There are some gaps in the data available to assess program outcomes and plan for future development. Parks, libraries, and transit programs have limited or no data specific to services provided to these vulnerable populations. Adult Protection recently redesigned their outcome measures, and those data will be available in 2024. Adult Mental Health Case Management, Coordinated Response, and Veterans’ Services are program areas in need of more complete measures to support evaluation and improvement strategies.

# Child Services

## Introduction: Child Services Objective Area



*Family Resource Center Visitor, 2023*

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: Progress on the Strategic Plan

The Board’s strategic plan includes an objective specific to children, along with a single strategy:

- A. **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 (2020-2023)		
Completed	In Process	Opportunity
<ul style="list-style-type: none"> <li>• Launched new Community Prevention Response unit in HHS</li> <li>• Assumed leadership for WIC (2022)</li> <li>• Transitioned Together We CAN back to Scott County leadership</li> <li>• Opened Family Resource Centers (FRC) at three sites</li> <li>• ARPA to renovate the MRTS (March 2023) for a free-standing FRC</li> <li>• Added tabling hours at the Savage and Belle Plaine Library</li> <li>• ACES – Train-the-trainer events</li> <li>• Launched Parents as Teachers (Public Health)</li> <li>• Launched truancy neglect and diversion (CARES)</li> <li>• Launched educational neglect and diversion (ARPA)</li> </ul>	<ul style="list-style-type: none"> <li>• Transition of FRC leadership to non-profit</li> <li>• Collaborative strategic planning with Shakopee</li> <li>• Continued implementation of Together We CAN – strategic plan to end child abuse</li> <li>• Data sharing agreement with Shakopee Schools</li> <li>• Expanding the number of non-profits in Scott County</li> <li>• Innovation Grant: Child Services prevention worker in the school</li> <li>• JAF study is in process</li> </ul>	<ul style="list-style-type: none"> <li>• Create opportunities for caring adults to support and mentor youth</li> <li>• Improve rates for early childhood screening</li> <li>• Improve rates of third grade reading levels</li> <li>• Sustainability of FRCs</li> </ul>

# Child Services

## Part II: 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 impact. Monitoring Community Indicators and program-level performance data provides essential information for program leaders, elected officials, and taxpayers as to whether the work to implement 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 supports.

### A. Educational Outcomes

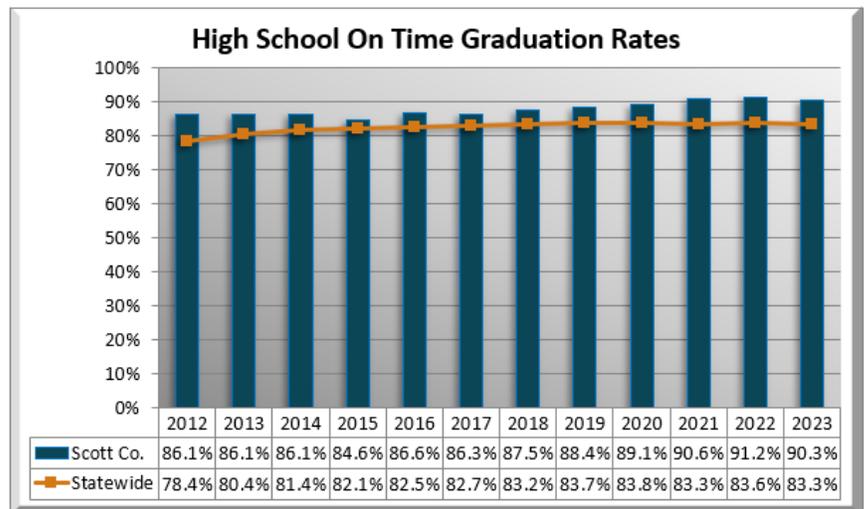
The County supports a wide range of strategies to promote positive educational outcomes. Although County government does not hold a primary role in educating children, the impact of its involvement in convening partners and aligning improvement efforts should not be minimized. Because education is foundational 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 and posted on [mncompass.org](https://mncompass.org) reflect lower graduation rates for children of color and those from Hispanic backgrounds.



Source: Minnesota Compass

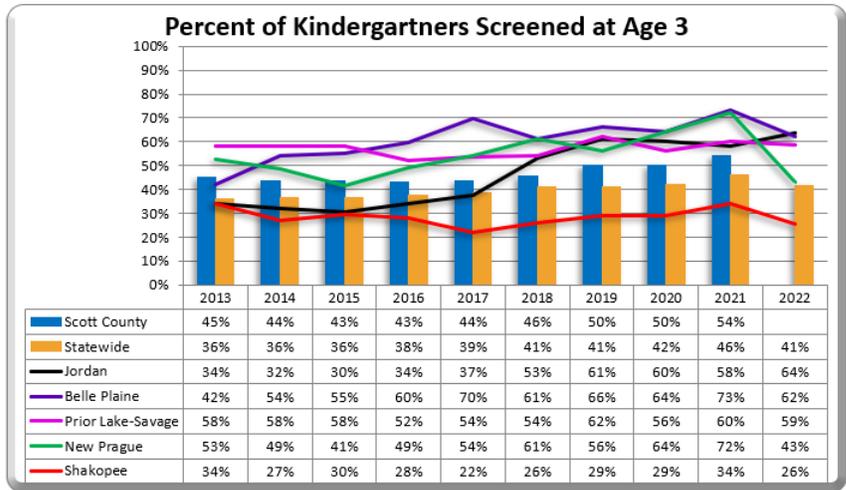
# Child Services

## Community Indicator: Rates of Early Childhood Screening at Age Three

Research shows 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 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 reduces surprises for schools and aids them in having services in place as children enter the school system.

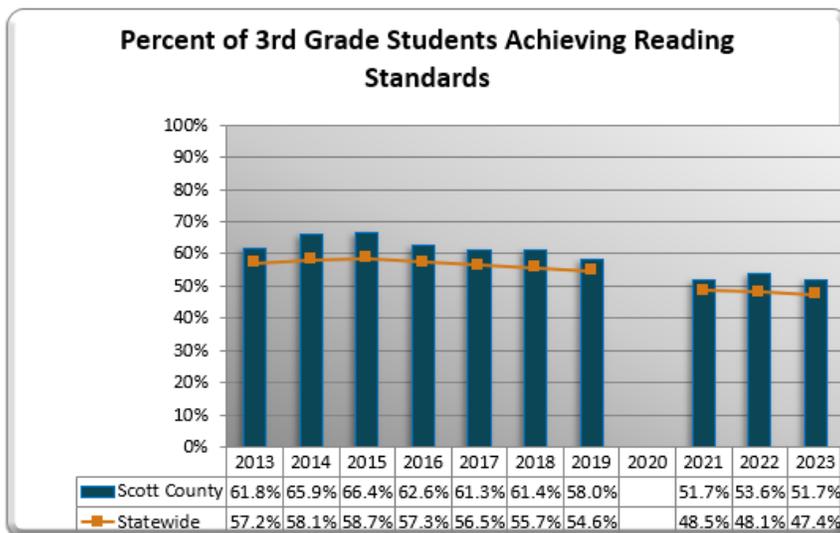
Data on County performance is not available at the time of this writing.



Source: Minnesota Department of Education

## Community Indicator: Percent of Third Grade Students Achieving Reading Standards

Reading at grade level by the third grade represents an educational benchmark for later academic success, including likelihood of high school graduation. Local school partners identified this as a relevant marker and encourage the County to use this measure to inform strategies for improving educational outcomes.



Source: Minnesota Compass, 2023

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.

Overall, Minnesota has seen a decrease in reading proficiency since 2019 and the data for Scott County mirror that downward trend. 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.

# Child Services

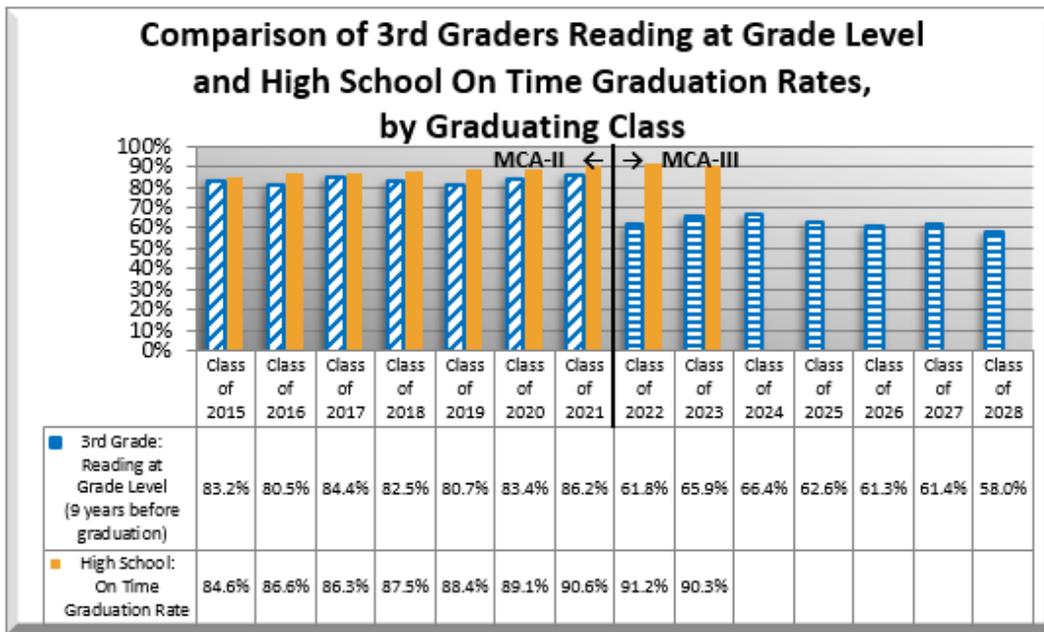
## Educational Attainment Markers – Analysis

Investments in early literacy are therefore important to the achievement of long-term positive outcomes for individuals and communities. Research indicates that children who can read at grade level by third grade are more likely to graduate from high school. Lack of a high school diploma puts an individual at greater risk for poor health, housing instability, unemployment, impaired mental health, and incarceration.

Although education is not its' primary role, the County does make investments to support educational success (e.g., Public Health Family Home Visiting; Library early literacy programs; Child Welfare supports for attendance; Employment and Training supports for career readiness and job training).

Scott County leaders monitor these data annually when making decisions about investments and program development. Aware of the research and noting the decline in third grade reading proficiency, leaders questioned whether third grade reading is a reliable predictor of high school graduation in Scott County.

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. Due to a change in the MCA testing tools, a longer trend in the experiences of children given the MC-III is necessary to fully understand the potential associations. The County will continue comparison tracking to better understand possible correlations.



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

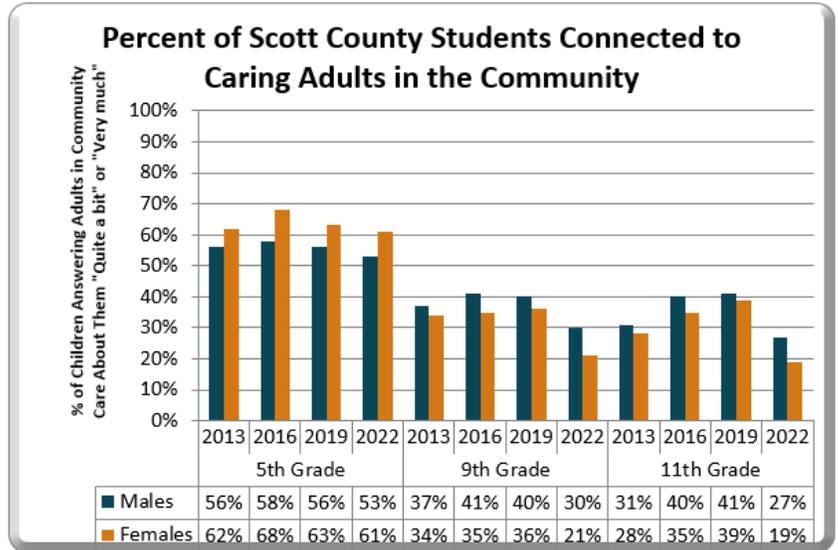
Data includes Scott County Public Schools and does not include Private Schools. Minnesota Comprehensive Assessment (MCA) for Reading MCA-II was given until 2012, beginning in 2012-2013 school year the MCA-III was administered. Note that the same class of students are not the same individuals, as students change schools for a variety of reasons are not considered a longitudinal cohort.

# Child Services

## Community Indicator: Students Connected to a Caring Adult

Research shows that children who feel connected to a caring adult outside of their immediate family have higher levels of confidence, self-esteem, and sense of safety. They are more likely to be academically and socially successful. Relationships with teachers, coaches, mentors, faith leaders, and other caring adults can make life-changing differences. The County has a role in convening partners to support those opportunities.

These data reflect the percentage of children who said they felt adults from their community and from their school cared about them on the Minnesota Student Survey, which is administered by participating public schools every three years.



Source: MN Department of Education: Minnesota Student Survey County Tables

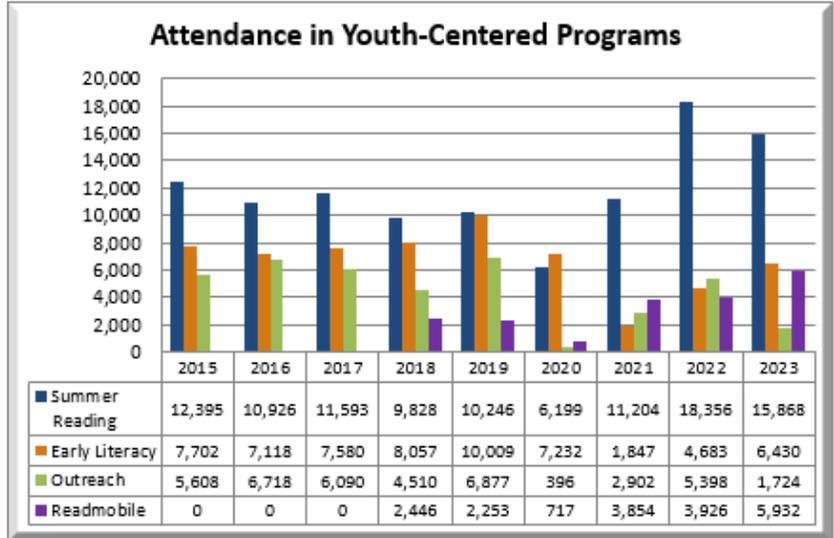


# Child Services

## Library Youth Services: Program 59

Libraries provide opportunities that supports 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.

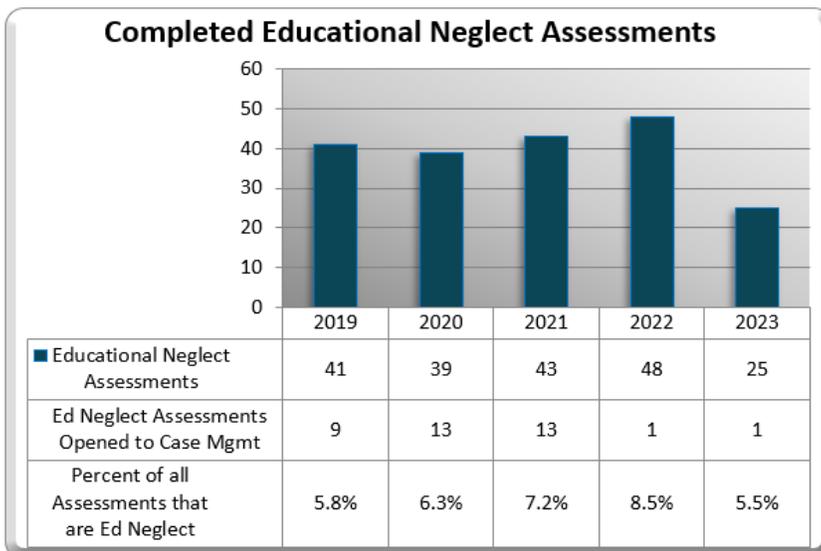


Source: staff reports

In all, 327,154 visitors came to the Scott County Libraries in 2023. Nearly all youth-centered programs have seen increases in the number of participants when compared to pre-pandemic levels.

## Educational Neglect: Prevention and Diversion

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.

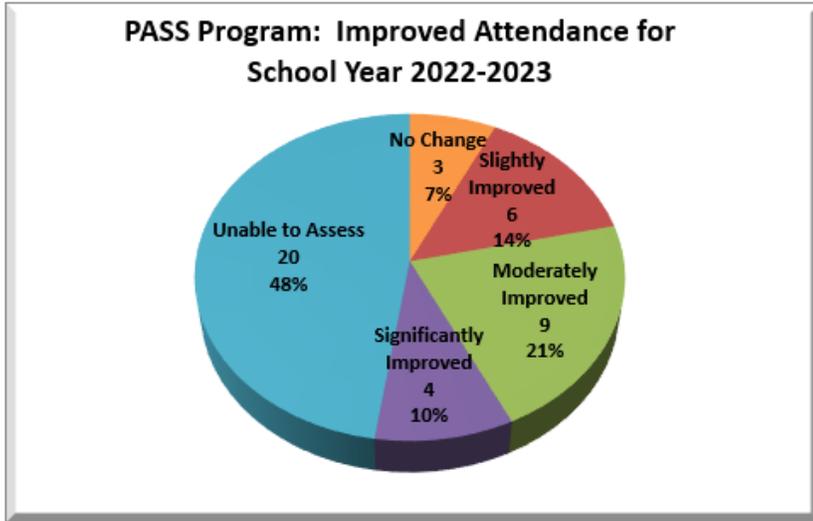


Source: Minnesota Department of Human Services Tableau Server data

This measure shows the annual number of Child Protection assessments assigned to address educational neglect. The number of education neglect reports assigned for assessment is significantly lower than at any point in the last five 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 services.

# Child Services

## Educational Neglect: Promoting Attendance and School Success (PASS):



Source: Internal tracking

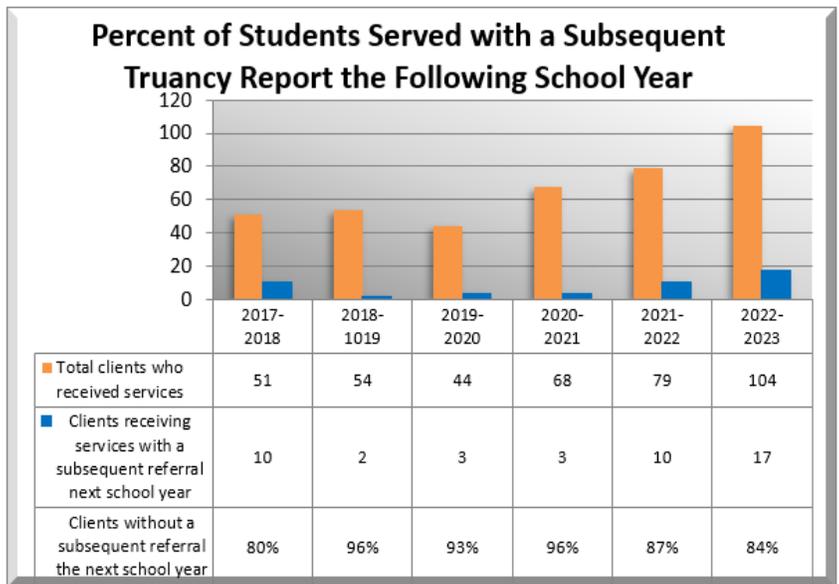
A total of 74 Prevention referrals were made to the Promoting Attendance and School Success (PASS) program in the 2022-2023 academic year. There were 42 referrals made to the Diversion program. This snapshot represents impact on school attendance for PASS Diversion referrals to St. David's Center for 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"

includes under 5 percent improved attendance, and "unable to assess" includes families that move, cases that were referred late in the school year, et cetera.

## Truancy Diversion

When children ages 12 or old has 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 past practices, 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. Year shown is the school year in which services were initially provided.

Data trends reflect minimal improvements in attendance following a traditional truancy intervention and suggests an opportunity to attempt a different service model.



Source: Truancy HHS Referral Tracking SharePoint list

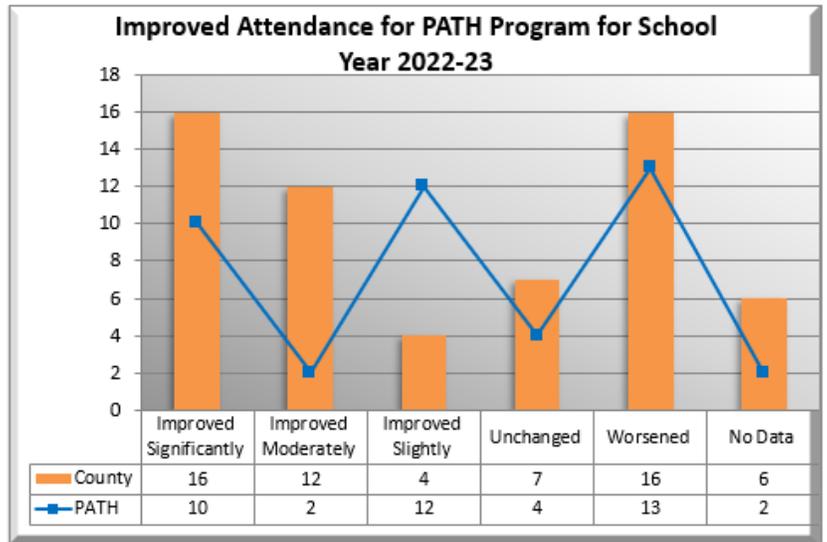
# Child Services

## Promoting Attendance Through Hope (PATH): Truancy 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 both service methods.

During the 2022-2023 academic year, the County sent 43 Truancy reports (41 percent) through the PATH program and served 61 (59 percent) through County case management.



Source: Manual Tracking (Schools)

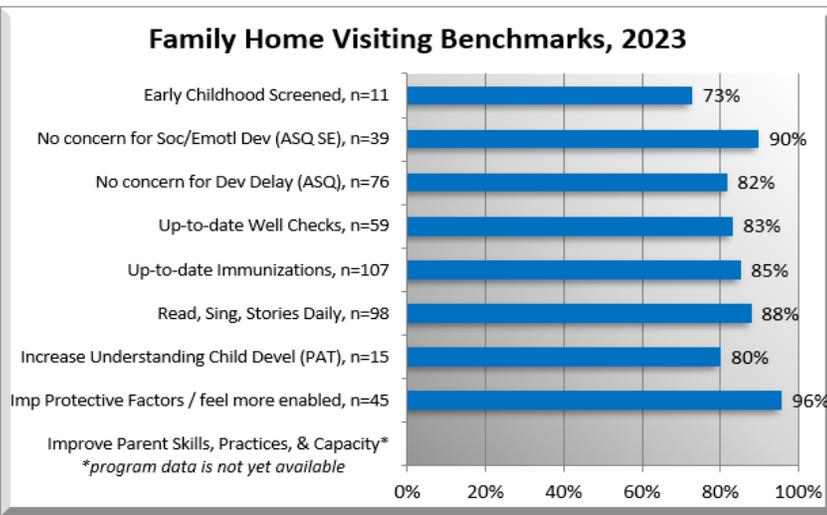


# Child Services

## B. Child Health Outcomes

### Public Health Home Visiting: Program 222

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 (St. David's data is not included at this time)

There were two key changes to home visiting practices in 2023. First, through 2022, the County utilized 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. With the change in the model came changes to data collection methods. It is not possible to compare 2023 results against previous years. Business measures for the new models in 2023 include: Total number of home visits: 2,227 visits, MESCH visits: 1878, PAT: 349

Second, a new family home visiting model, Parents as Teachers (PAT) was added to engage families of children ages 3 - 5 in educational preparation supports.



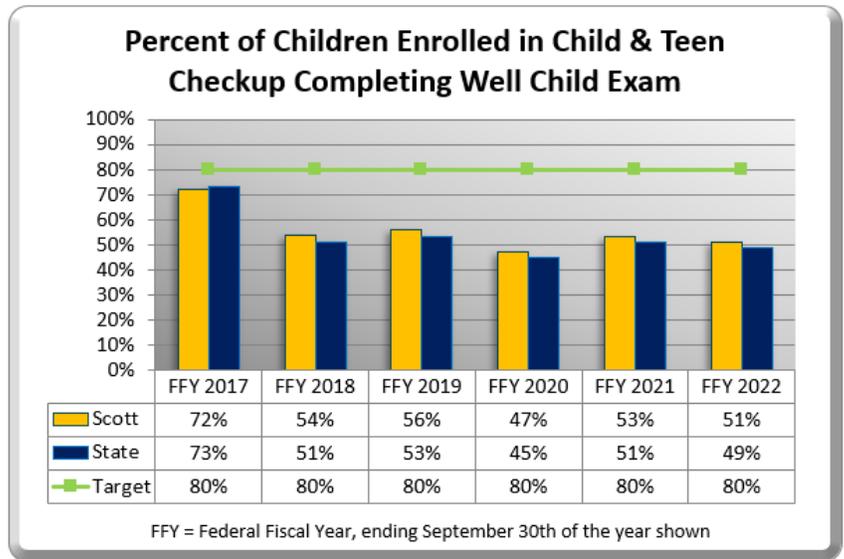
# Child Services

## Public Health -- Family Health: Program 206

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.

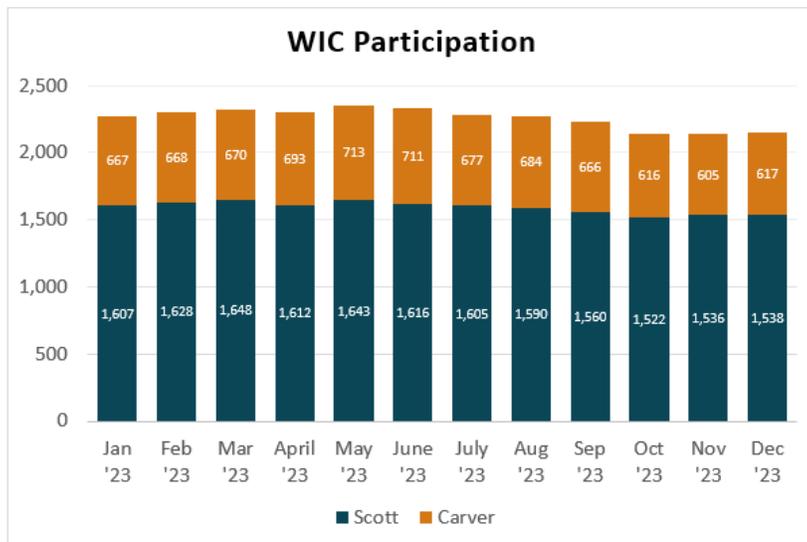
Child and Teen Checkups is a federal program required in every state to provide quality well-child medical care for children enrolled in Medical Assistance.

The Minnesota Department of Health releases data for this measure each summer and data for 2023 are not yet available.



Source: Child and Teen Checkup Data

## 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 5 years of age who are at nutritional risk.

These data reflect the number of participants in the WIC program since its leadership was transitioned from a non-profit organization to the County.

# Child Services

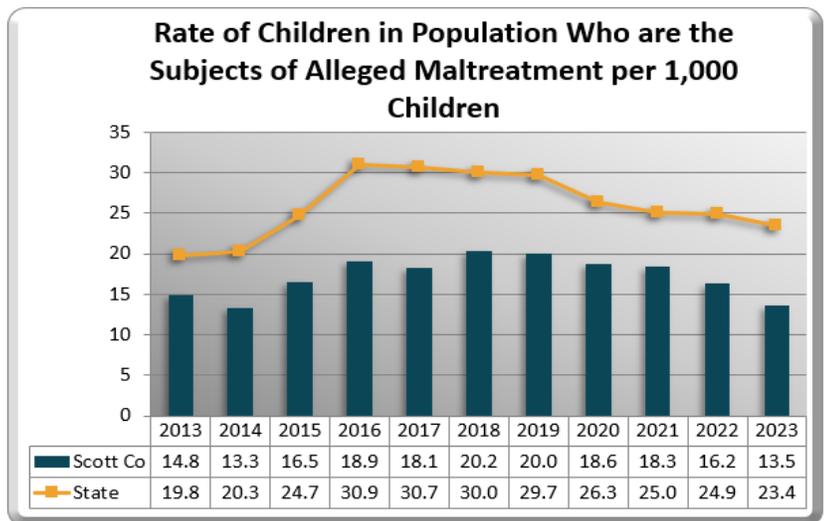
## C. Child Safety Outcomes - Prevention

Scott County supports a robust array of prevention services and effective intervention services for children and families 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

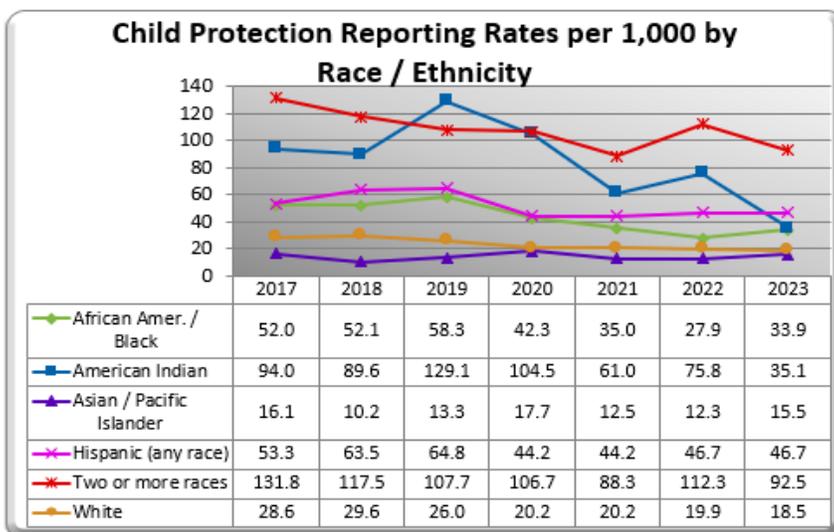
Child maltreatment negatively impacts children, families, and communities. Children who experience abuse and neglect face a higher risk of mental health concerns. They are more likely to become involved in the criminal justice system, experience poor school performance, and have challenges transitioning to 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: Department of Human Services (DHS) Minnesota's Child Maltreatment Report, and Minnesota DHS Tableau Dashboard

### Rates of Child Maltreatment by Race and Ethnicity:



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

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.

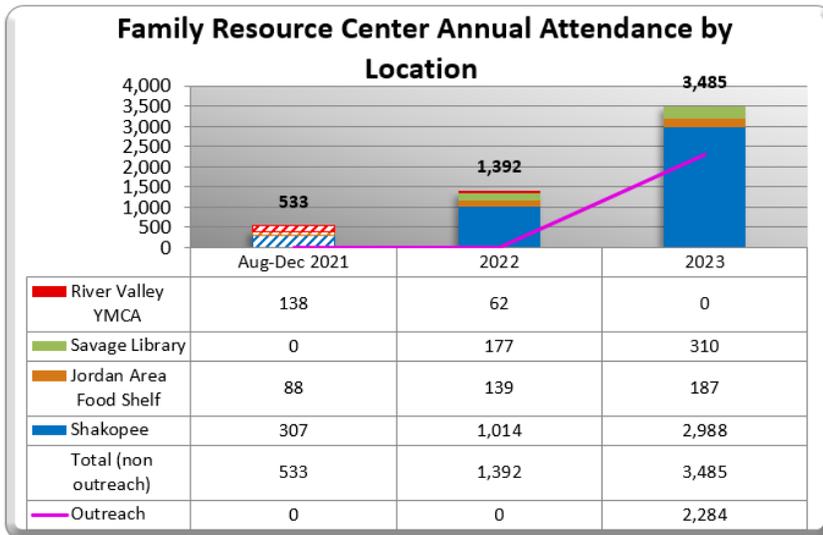
# Child Services

## Family Resource Centers (FRC)

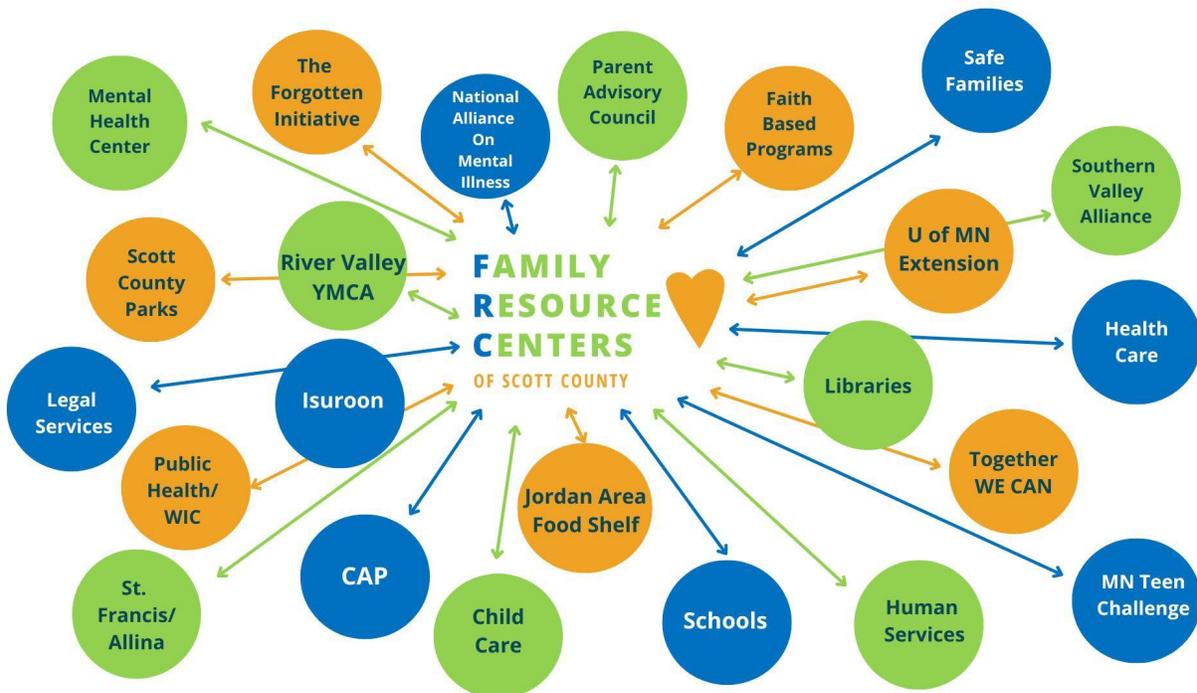
Family Resource Centers (FRC) bring support and services out into the community, giving families safe and easy access to services to address their needs before Child Protection interventions are necessary. Programs at each FRC are informed by the community; are built on existing strengths; and are tailored 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 be counted, more than once. FRC staff also make significant investments in outreach opportunities, bringing supports 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 doubled in 2023, supported primarily by the opening of a new stand-alone site at the Marshall Road Transit Station. The new location supported expanded hours and offerings, bringing more opportunity to impact families.



Source: Manual tracking spreadsheet

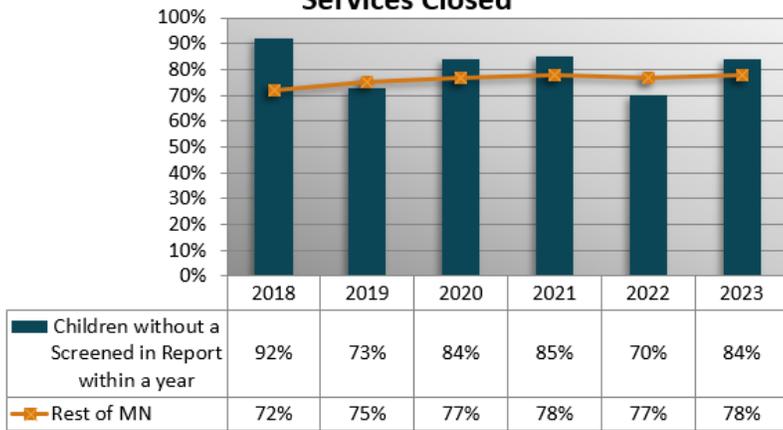


# Child Services

## Parent Support Outreach Program: Program 205

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.

**Percent of All PSOP Clients Who Did Not Enter Child Protection for 12 Months After PSOP Services Closed**



These data are lagging measures, reflecting outcomes one year later for families served by PSOP case management. Forty-nine families received PSOP case management services in 2022. A year later, only 16 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.

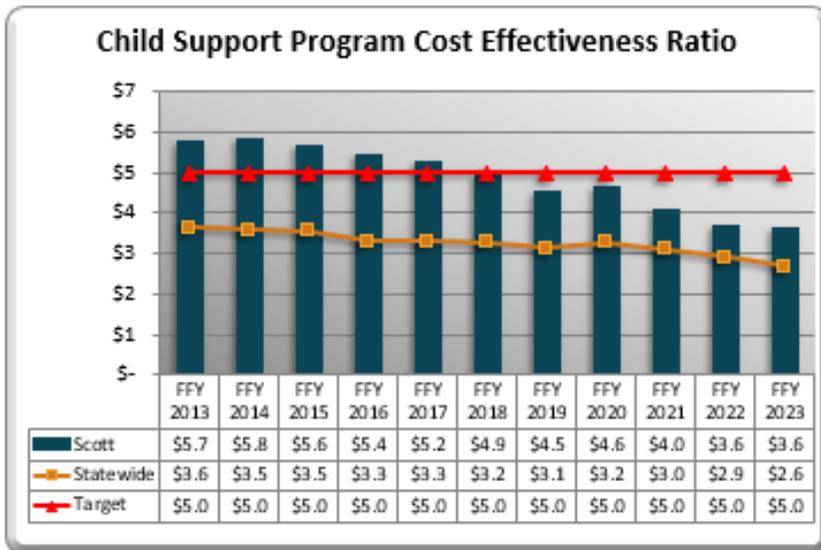
Source: Department of Human Services Tableau data server



# Child Services

## Child Support: Program 164

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.

In 2023, the Child Support unit distributed \$11.07 million to families, over a million dollars more than the year before. Scott County’s performance met state targets until 2017. The calculation of this ratio is impacted by collections forwarded to other

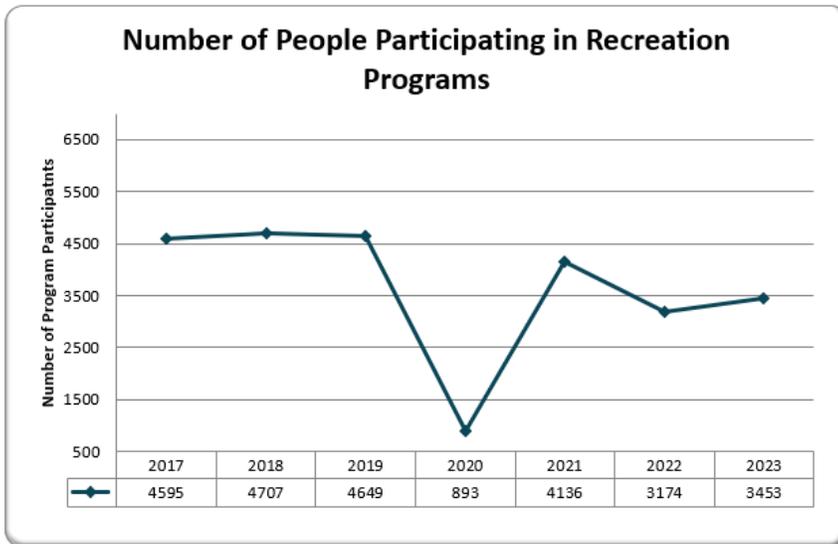
states, total collections disbursed, and fees retained by the other states. The caseload has been steadily decreasing, so that has an impact on total funds disbursed. There has also been more effort statewide to ensure orders are fair and modified as needed. Therefore, declining order amounts affect the total disbursed. These factors, combined with increasing annual expenses, result in a lower cost effectiveness ratio.

..... *MN DHS Child Support Performance Report*  
 Also Infopac report Q06402, \$ collected divided by total \$ spent

# Child Services

## Parks: Recreational Programming and Lessons: Program 59

Parks and park programming can play a key role in supporting children and families and preventing involvement in the Child Welfare System. Involvement in youth parks programs builds resiliency, confidence, and independence. Parks provide a low-cost venue for healthy, active family time. Wellness in the Park activities supported other initiatives to support mental health.



Source: Scott County, Three Rivers Park District Program Staff

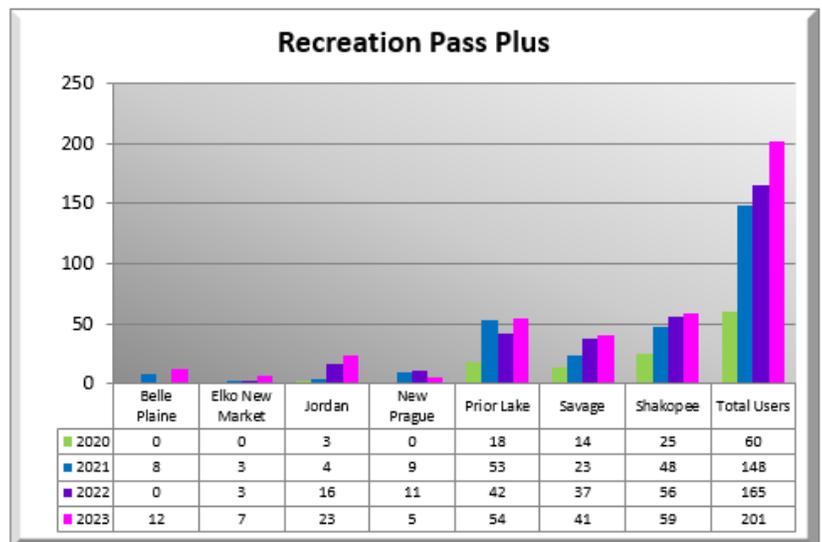
This measure shows the total number of children and adults who participated in a summer program. Service is delivered primarily in Regional Parks, with some "off-site" in local parks or at other facilities such as schools.

In 2022, over 940,000 visitors accessed Parks and Trails in Scott County. Data on the number of park visitors for 2023 are not yet available. The number of participants in recreational programs increased when compared to the previous year.

## Parks: Rec Pass Plus

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

These data show the number of users in the Rec Pass Plus program and the growth it has experienced over its four years of operation.



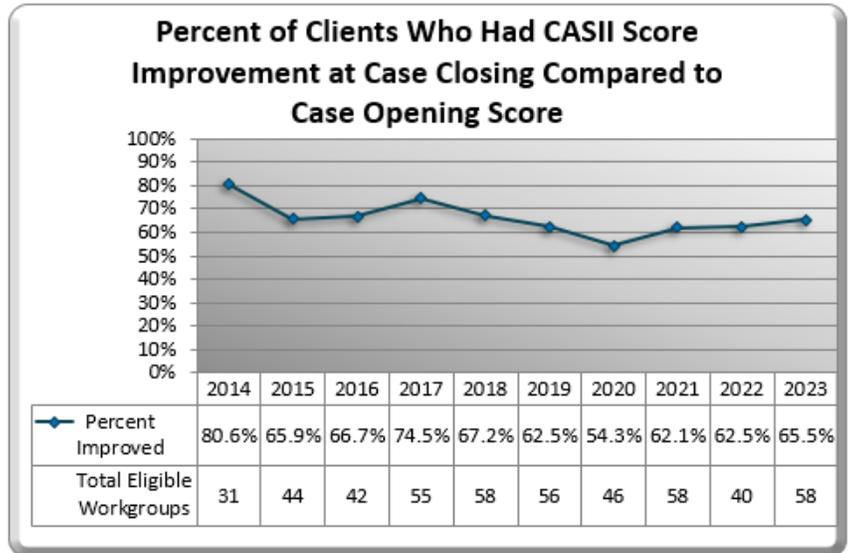
Source: Three Rivers Park District

# Child Services

## Children’s Mental Health Case Management: Program 192

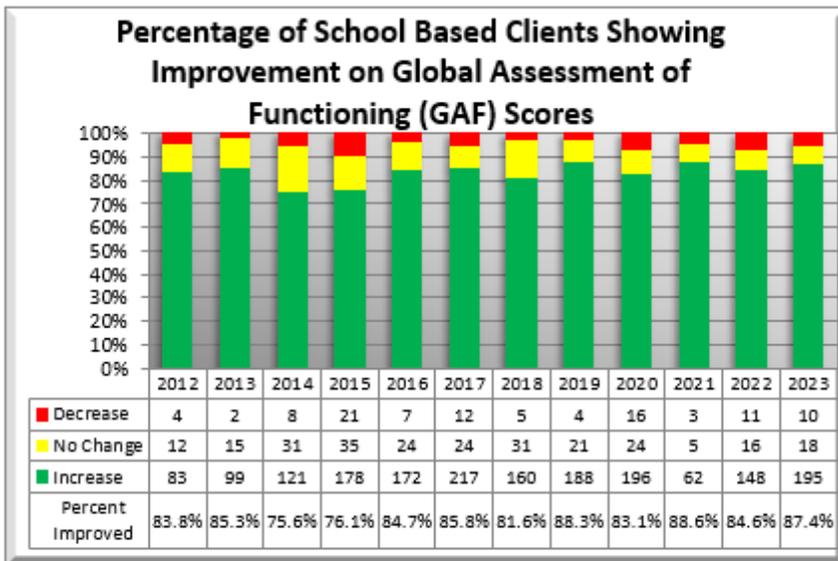
Children’s Mental Health services support other prevention efforts. When children receive effective therapeutic services and supports, their recovery allows them to become independent and productive adults.

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.



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

## Mental Health Therapy: Program 200: School Based Mental Health



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

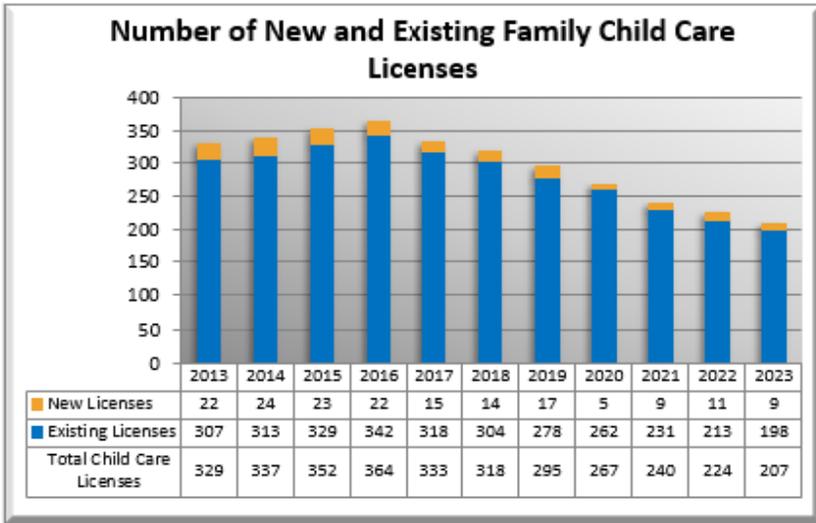
Mental Health therapy is an essential component of the prevention continuum. This measure indicates the percentage of children who receive school-based Mental Health services through the Scott County Mental Health Center (SCMHC) who show improvement in their functioning. These data do not include clients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

In 2023, 4,804 people received services through the SCMHC. Of those, 233 were young people who worked with therapists through the school-based Mental Health Collaborative. Additional therapy hours were made available to the schools and day treatment services (not included in this data) were expanded to include elementary students.

# Child Services

## Childcare Licensing: Program 187

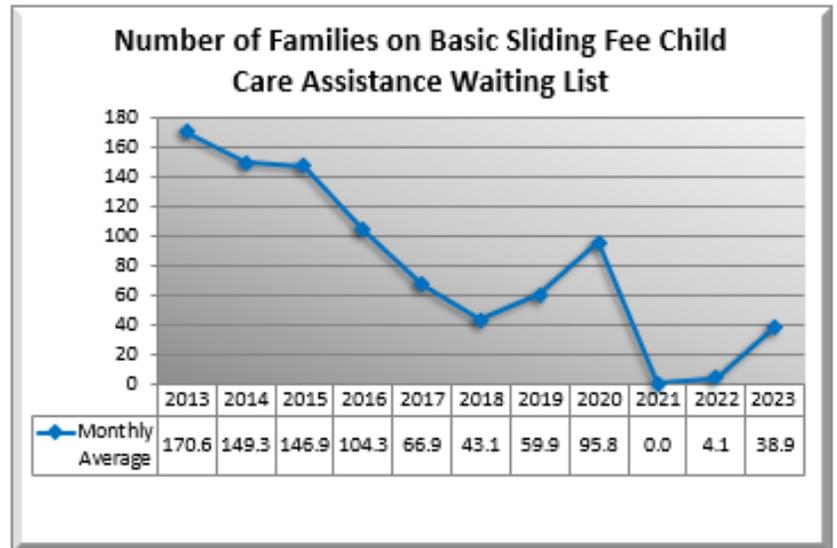


Source: Social Service Information System (SSIS)  
Workgroup Statistics - By Program report

Access to childcare 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 requirements for the Minnesota Rules and Statutes to become Licensed Family Childcare Providers. Scott County licenses only in-home providers. Childcare centers are licensed by the state of Minnesota.

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

An associated measure is the number of children on a waiting list for Childcare Assistance. Scott County has an annual funding allocation for this program. Scott County provides Childcare 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 on the level of service demand weighed against available funding.



Child Care Assistance Program (CCAP) Basic Sliding Fee Waiting List tracked manually

# Child Services

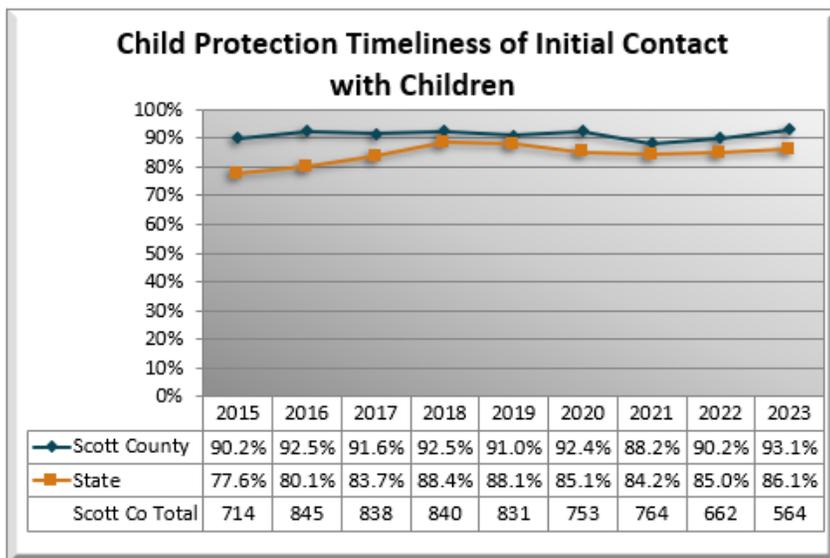
## D. Child Safety Outcomes - Intervention

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 represent strong performance.



### Child Protection Assessment: Program 189

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 children.



In 2023, 564 reports were accepted for assessments or investigations and the children involved in 93.1 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 2023, 99.6 percent of reports were screened within the timeline required by statute.

Source: DHS Child Welfare Data Dashboard State Measure #1

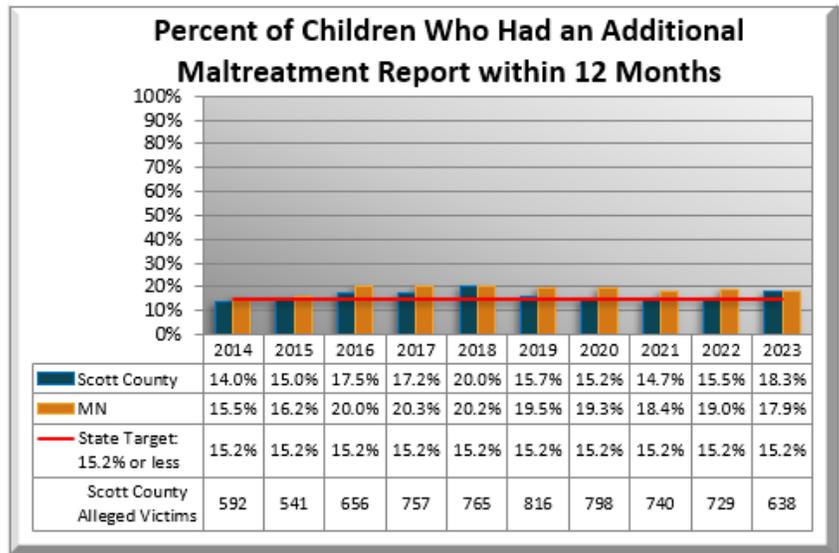
# Child Services

## Child Protection Case Management: Program 190

The goal of Child Protection case management is to help families resolve the safety 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 mean all children represented experienced more than one episode of maltreatment, but data may provide information on the thoroughness of safety planning and other efforts to prevent further instances of maltreatment.

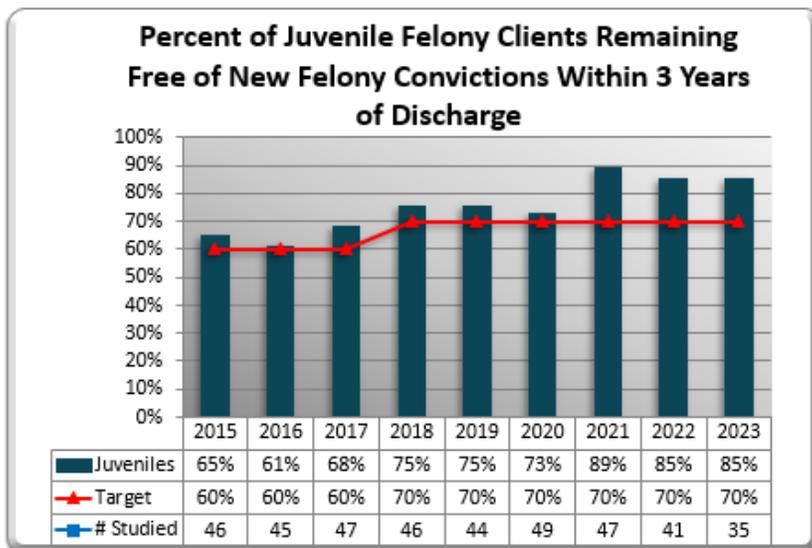
Of the 638 children who were the subject of one report, 117 (18.3 percent) were the subject of a second screened-in report. This rate does not meet state targets.



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

## Community Corrections: Juvenile Probation: Program 157

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.



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

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. The 70 percent target for juveniles is set by Scott County Community Corrections.

Overall, the number of juvenile felony offenders is lower than at any point in almost nine years. Practice changes (including clarification, monitoring, and documentation of contact standards) implemented in 2021 correlate to reduction in recidivism.

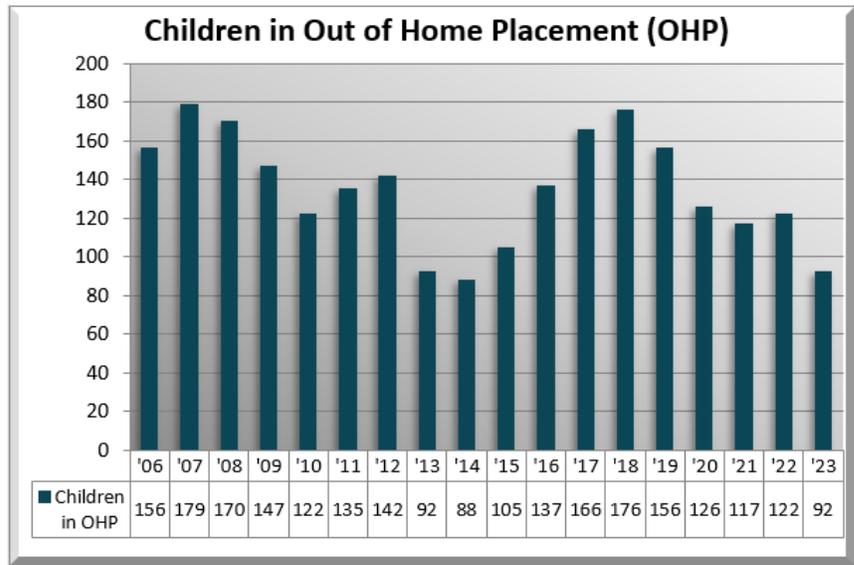
# Child Services

## Child Out-of-Home Placement

Safely preventing Out-of-Home Placements 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. (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.

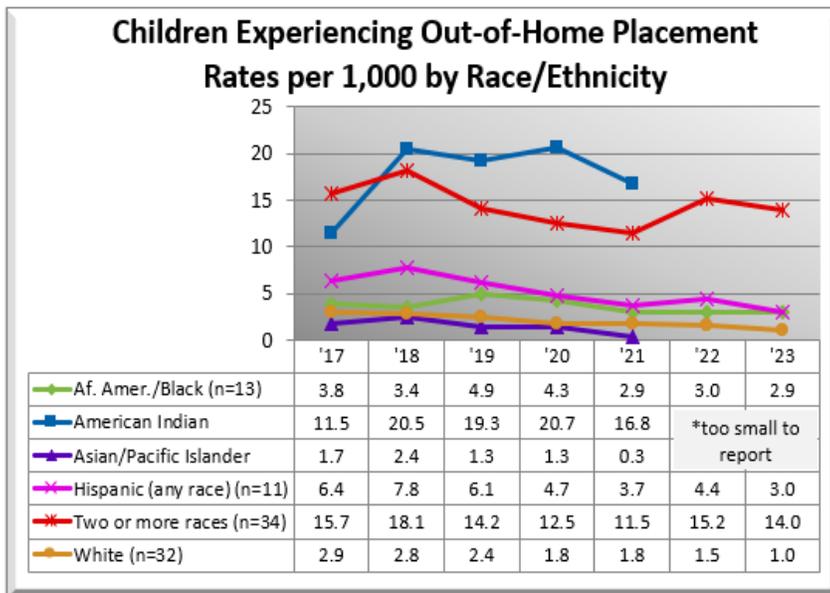
In 2023, 92 children were placed in Out-of-Home care. Placements have been trending downward since 2018, a timeframe that correlates to the expansion of prevention services.



Source: DHS dashboard, General Child Welfare Statistics Dashboard

## 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.



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

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.

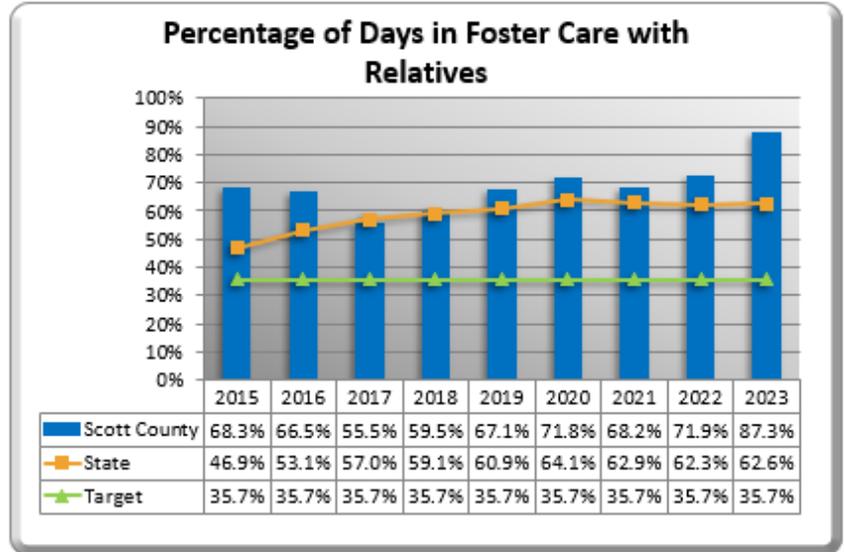
# Child Services

## 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.



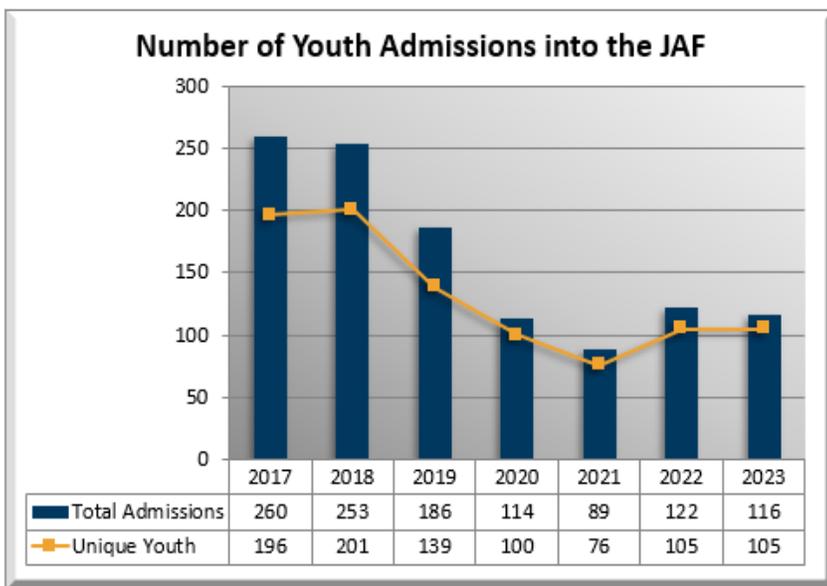
Source: DHS Child Welfare Data Dashboard, State Measure #3

## Youth Admissions to Juvenile Alternative Facility

Scott County operates a non-security facility to support short-term temporary placements for youth placed by Corrections or Social Services. The Juvenile Alternative Facility (JAF) supports placement options for youth in close proximity to families, schools, and service providers, supporting important connections and more timely decisions on their behalf.

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

Currently, the JAF is participating in a program evaluation to determine population, admission criteria, placement goals, location, and operations.

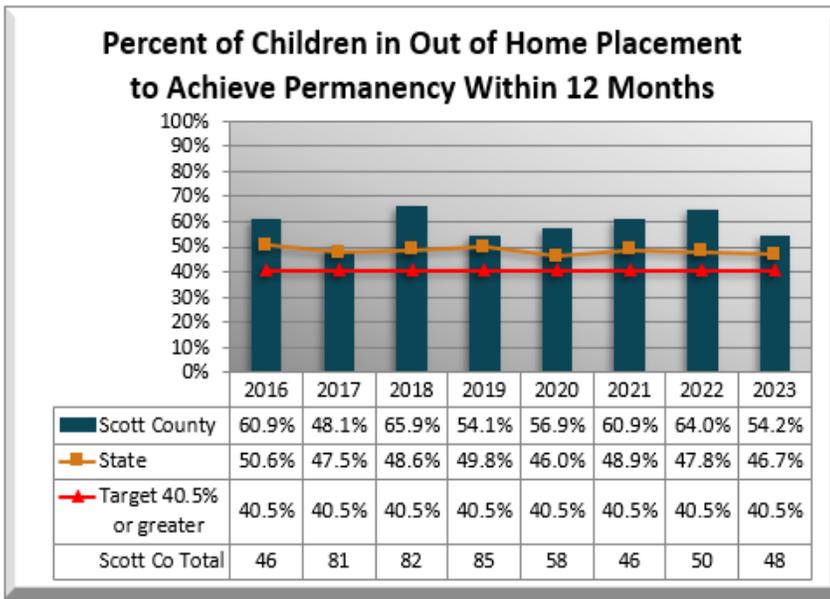


Source: Southwest Metro Educational Co-operative (SMEC) data

# Child Services

## Children in Out-of-Home Placement: Program 204 (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 2023, 26 of the 48 children who exited Out-of-Home placement were discharged to their parents' care or to another permanent placement within the timelines established in statute.

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.

Source: DHS Child Welfare Data Dashboard Federal Measure #4



# Child Services

## Part III: Progress on the County's Strategic Plan



*Joint County Board/Shakopee School Board meeting accepting the Collaborative Strategic Plan to improve educational outcomes, October 2023.*

In 2023, the County made significant progress towards the Board's objective of strong families and community partners coming together to support children having safe, healthy, and successful lives.

- **Investments in prevention appear to show positive results.** The rate of children referred to Child Protection, the numbers of Child Protection assessments and investigations, the number of children in Out-of-Home placements, and the number and recidivism rates for juveniles with felony-level offenses are all declining. These reductions align with the timing of County efforts to invest more heavily in prevention. With lower demands for service in these areas, the County has reallocated resources, investing more in new or existing prevention resources.
- **While this shift in resources is occurring, programs serving families requiring deep-end services have been sustained and continue to show strong performance.** Over time, target measures have consistently been met for timely intakes, initial contacts with children in assessments or investigations, and permanency decisions as examples. Essential to the successful build-out of this continuum are action-oriented partnerships with non-profit organizations and effective engagement with the community.

# Child Services

- **Family Resource Center:** The County Board allocated American Rescue Plan Act (ARPA) dollars to reconstruct space at the Marschall Road Transit System building in Shakopee for a stand-alone FRC site as an alternative to its previous location in the library. The new facility allowed for expanded programming and hours of operation and, as a result, visits to the FRC doubled. In addition to expanded programming, this site provides office/meeting space and other incentives to encourage non-profit providers to expand their services into Scott County. To reduce barriers to serving families from Latinx and East African communities, the County contracted with four non-profit agencies to provide cultural liaisons.

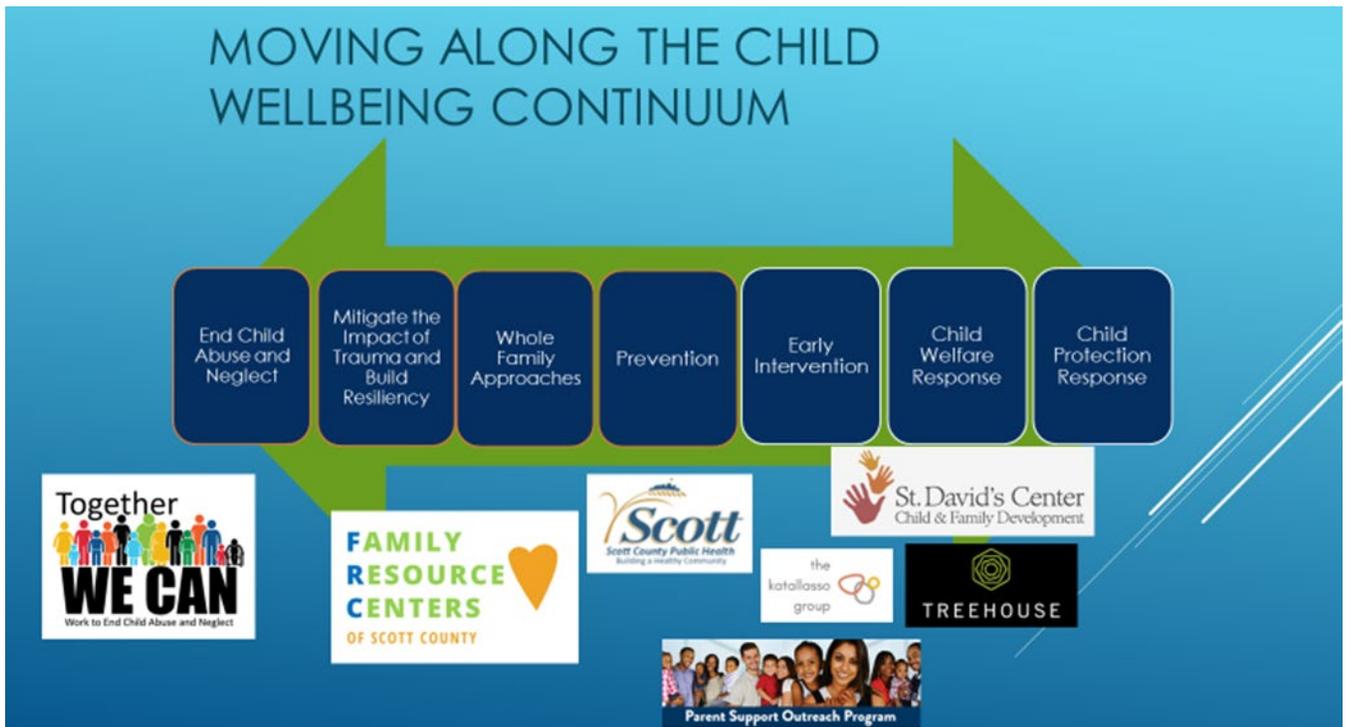
The long-term vision for the FRC has always been to transition leadership to a non-profit provider, with the County remaining as an active partner. Program planning and development continue to move along the developmental roadmap towards that eventual transition.

- **Enhanced Child Welfare practices were launched at the end of 2023 as new prevention strategies for previously underserved youth.** County staff identified that some youth who had early contact with law enforcement due to parent-child conflicts, runaway episodes, and other challenges that did not meet requirements for a mandated response from Child Protection or Juvenile Justice received minimal offers for service, which were often declined by youth and their families. Some of those youth came back into contact with the organization later, presenting with more serious needs and sometimes requiring Out-of-Home placement.

The County's new framework for enhanced Child Welfare supports other prevention efforts by offering targeted, intensive services in response to the initial contacts to minimize trauma and prevent the need for placement later. Reductions in the number of Child Protection cases allowed for some reallocation of staff hours to support this work but a focus on maintaining a nimble workforce means staff hours could be reallocated easily if service demands in Child Protection go up.

- **Early findings are promising from new educational Neglect Prevention and Diversion programs, initiated during the 2022-2023 academic year.** Educational Neglect reports to Child Protection were reduced by over 50 percent between 2022 and 2023, and higher rates of improved attendance were noted for students participating in Truancy Diversion Services.
- **The WIC program finished its first year of County-run, in-person services with several positive impacts,** including focused efforts on early childhood screenings, referrals, and a significant increase in the number of referrals to Family Home Visiting. Child and Teen Check-up rates continue to fall below state performance targets, but some new proactive strategies were implemented in 2023, including a new text messaging software sending notifications aimed at increasing participation in checkups.

# Child Services



- **Parents as Teachers, an evidence-based home-visitor approach to early learning and school readiness, was launched as a new offering to families in Scott County.** Data for this program will be available in 2024.
- **Attendance (children and adults) in programs in the Parks increased, as did participation in summer reading programs and youth -centered activities in the Libraries.** Staff from the Parks Department and Scott County Libraries are integrated into the Children’s Objective Area Team, coordinating efforts by all County departments to improve outcomes for children and families. Continued efforts to collect and analyze child-specific data from Parks and the Library would inform opportunities for greater impact.
- The Mental Health Center has added resources to the school-based Mental Health Program and expanded day treatment programming to include elementary-aged children, all with continued results reflected in program-level performance data.
- Child Welfare outcome data for deep-end, mandated services reflect strong practice in nearly every performance area. The number of children in out-of-home placement is down. Timeliness standards for screening and assessments are consistently met. Rates of relative placements and the percent of timely permanency decisions are higher than the state performance target. Performance on re-reporting of maltreatment is inconsistent, this year being slightly below state performance standards. The differences in outcomes for children based on race and ethnicity are evident in the data and highlight the need for continued community engagement and targeted prevention strategies.

# Child Services

## Part IV: Going forward:

- Securing funding to sustain the FRC work is one priority going forward.
- Efforts will continue to support improvements in educational outcomes:
  - The County and the Shakopee School District launched a Collaborative Strategic Plan in October 2023 following acceptance of the plan during a joint school board/County board meeting. Implementation of the plan will continue in 2024 and will target improvements in rates of early childhood screenings and improvements in the percentage of students with consistent attendance. Both strategies are intended to impact the larger goal of improving rates of third grade reading proficiency.
  - As part of the Collaborative Strategic Plan, the County Board approved Innovation Grant dollars to support a new Child Welfare position to work in the schools. This position will be co-supervised and will work with middle-school students on reducing absenteeism through prevention work with families.
  - The County, along with non-profit partners, created a universal access point for Truancy Diversion referrals, streamlining the referral process for schools as of January 2024.
- Changes in judicial assignment procedures in Juvenile Court will be launched. Going forward, Juvenile Justice cases will be blocked to a judge, building continuity in court oversight of case plans, and promoting decisions. This practice has been implemented in Child in Need of Protection or Services (CHIPS) cases for several years.
- Foster Care and Childcare resources represent opportunities for improvement:
  - Foster Care: The County places a small number of children in family Foster Care, and over two-thirds of those children are placed with relatives. These variables are positive for children but create complications in Foster Care recruitment. Further definition of exact needs, identification of exactly where resource gaps exist and how many children are difficult to place, et cetera will inform meaningful recruitment strategies both locally and regionally.
  - Childcare: The availability of safe childcare is part of the prevention continuum, promoting safety and connecting young families and children to community, schools, extended family, and service providers. The number of childcare homes has decreased annually for more than five years, and the impact on adequacy of resources has not been evaluated. The County has also seen a considerable increase in the number of Childcare Assistance applications, creating workload challenges for staff. Strategies to support licensing and eligibility determinations will help ensure resources are in place to expedite the availability of these resources.
- Data collection has begun for the prevention programs launched in 2023, and the County invested in new technology to support efficient collection and analysis. Further evaluations are needed of the efficacy and cost-effectiveness of all new initiatives to inform staffing plans and resource allocations.

# Community Design

## Introduction: Community Design Objective Area



*Photo: County Commissioners Ulrich, Beer, Weckman Brekke, and Brennan in front of new camper cabins at Cedar Lake Park.*

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 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: Progress on the Strategic Plan

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

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

AT-A-GLANCE PROGRESS SUMMARY (2020-2023)		
Completed	In Process	Opportunity
<ul style="list-style-type: none"> <li>• Expand fiber broadband availability to underserved residents (CARES)</li> <li>• Over \$5 million in federal pandemic relief funds to support small businesses</li> <li>• With CDA, launched Great Scott website</li> <li>• Highway projects:               <ul style="list-style-type: none"> <li>• Highway 169/CR 41</li> <li>• Trunk Highway 13/CR 21 roundabout</li> <li>• County Highway 2/Co Road 91 roundabout</li> <li>• TH21/CH66/Sawmill Road Roundabout</li> <li>• CR 42 expansion</li> </ul> </li> <li>• New bluff setback requirements adopted to preserve the bluffs; protect water and property</li> <li>• Library Extended Access in four libraries (2023)</li> <li>• Updated the Unified Transit Plan (2023) with CDA</li> <li>• Launched workforce mobility short-term training in high-demand fields (2023)</li> <li>• Amended 2040 Comprehensive Plan to allow for a rural industrial park development in Sand Creek township</li> </ul>	<ul style="list-style-type: none"> <li>• Exploring fiber service/coverage at the Fairgrounds/Blakeley</li> <li>• Bluff Drive Overpass, frontage road improvements and 166th acceleration lanes</li> <li>• TH 13/ Dakota</li> <li>• Secured \$96 million in Corridors of Commerce funds and \$10.6 million State Freight funding: MnDOT completing design of TH 13 between Quentin and Nicolette Aves</li> <li>• CH 59 and 169 Interchange</li> <li>• TH 282/CH9 and 169 Interchange</li> <li>• Develop Scott-Dakota HHW facility</li> <li>• Invested \$270,000 in ARPA dollars for a drop-in childcare center at Southwest Metro</li> </ul>	<ul style="list-style-type: none"> <li>• Plan (possibility for regional planning) to address solid waste</li> <li>• County Hwy 2 and I-35 as priority bridge replacement project</li> <li>• CH17 Mobility &amp; Safety Project</li> <li>• CH8 Extension to TH 169</li> </ul>

# Community Design

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

a. **Strategy:** Promote and expand services that help residents lead healthy, active lives

AT-A-GLANCE SUMMARY (2020-2023)		
Completed	In Process	Opportunity
<ul style="list-style-type: none"> <li>Community Outreach work with Parks to engage families from diverse communities in parks programming</li> <li>SHIP: reduce barriers for low-income people to access healthy foods</li> <li>Added three community gardens</li> <li>Arranged for some Farmers' Markets to accept economic assistance program benefits, making healthy foods more available to people with limited incomes</li> <li>Provided grant funding for a sports court in a Shakopee city park</li> </ul>	<ul style="list-style-type: none"> <li>Open trails in the Doyle Kennefick Park</li> <li>Camper cabins and group campsite improvements at Cedar Lake</li> <li>Bring the water and sewer systems at Cleary Lake into compliance with Minnesota Department of Health standards</li> <li>Project letting on Merriam Junction Trail (2024)</li> </ul>	<ul style="list-style-type: none"> <li>Address solid waste disposal</li> <li>Update the Solid Waste Plan</li> <li>Update the Scott / WMO Comprehensive Water Management Plan</li> </ul>

# Community Design

## Part II: Measuring Impact

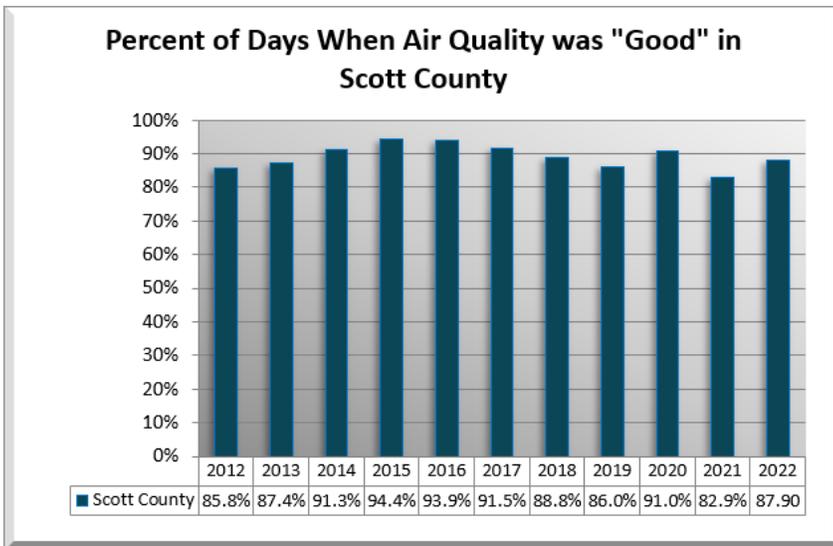
Effective strategic planning relies on implementation of new strategies as well as an evaluation of whether the changes made resulted in the impact desired. Monitoring Community Indicators and program level performance data provides essential information for program leaders, elected officials, and taxpayers 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 and Minnesota Compass, 2022

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.

Transportation, electrical utilities, and agriculture account for 66 percent of greenhouse gas emissions in Minnesota, based on 2022 data.

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. Data for 2023 are not available.

# Community Design

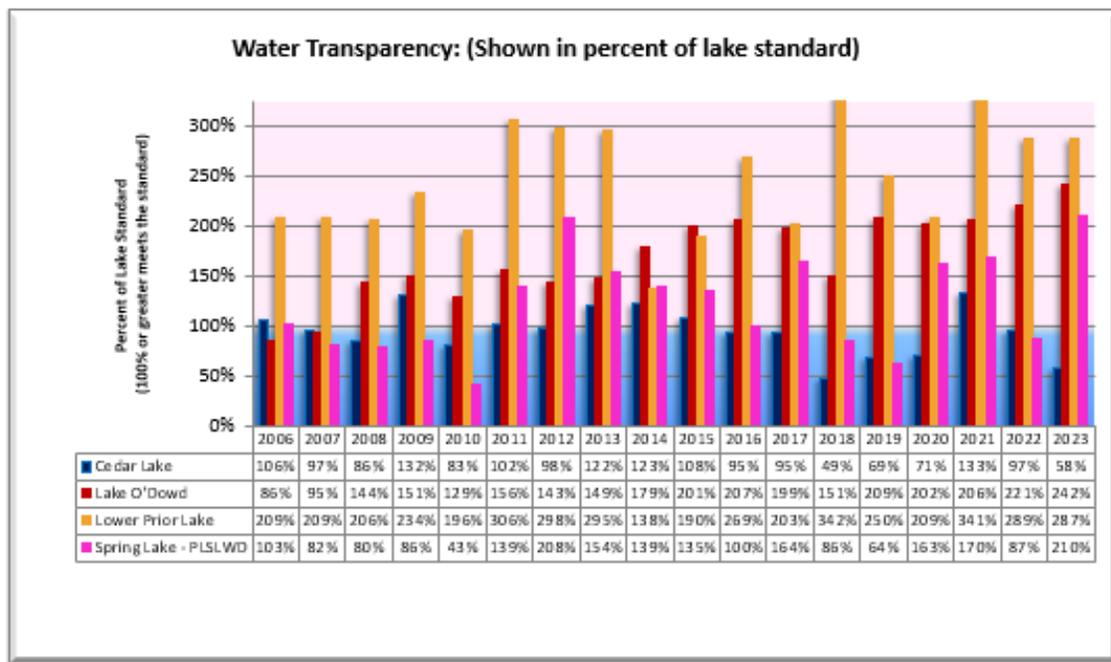
## Land and Water Treatment: Program 121

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 percent 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 2023 shows three of the four lakes shown meet standards for water clarity. Cedar Lake did not meet clarity standards; it is shallow, and therefore sensitive to increased boat traffic, use of pesticides, weather conditions and other factors which combine to lower clarity levels. 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.



\*\*\*\*\* Met Council Citizen-Assisted Monitoring Program (CAMF) Lake Monitoring Results for Lake O'Dowd, Cedar, and Lower Prior. Prior Lake Spring Lake Watershed District (PLSLWD) for

# Community Design

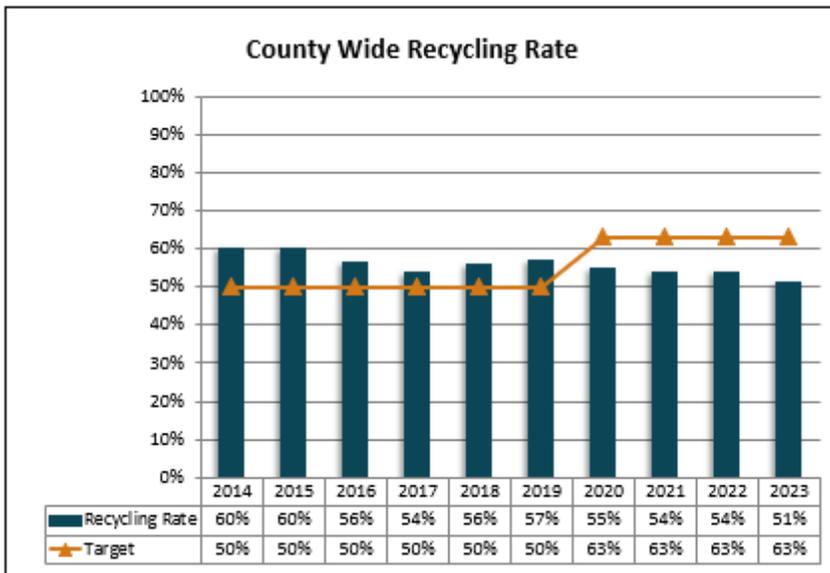
## B. Environmental Health

The challenge of safe disposal of waste is taking on greater urgency as other jurisdictions make policy decisions or close facilities, negatively impacting surrounding communities.

### Environmental Health Recycling: Program 64

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 waste, including information on septic systems, household hazardous wastes, and hazardous wastes.

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



In 2020, the state made a planned adjustment to the target as a strategy to encourage more recycling; as a result, Scott County fell below the new recycling rate targets established by the Governor’s Select Committee on Recycling and the Environment (SCORE).

Recycling rates in Scott County are trending downward. The County continues to explore ways to engage the public in expanded recycling practices by making recycling easy and convenient for residents.

Source: Annual SCORE Reports to Minnesota Pollution Control Agency

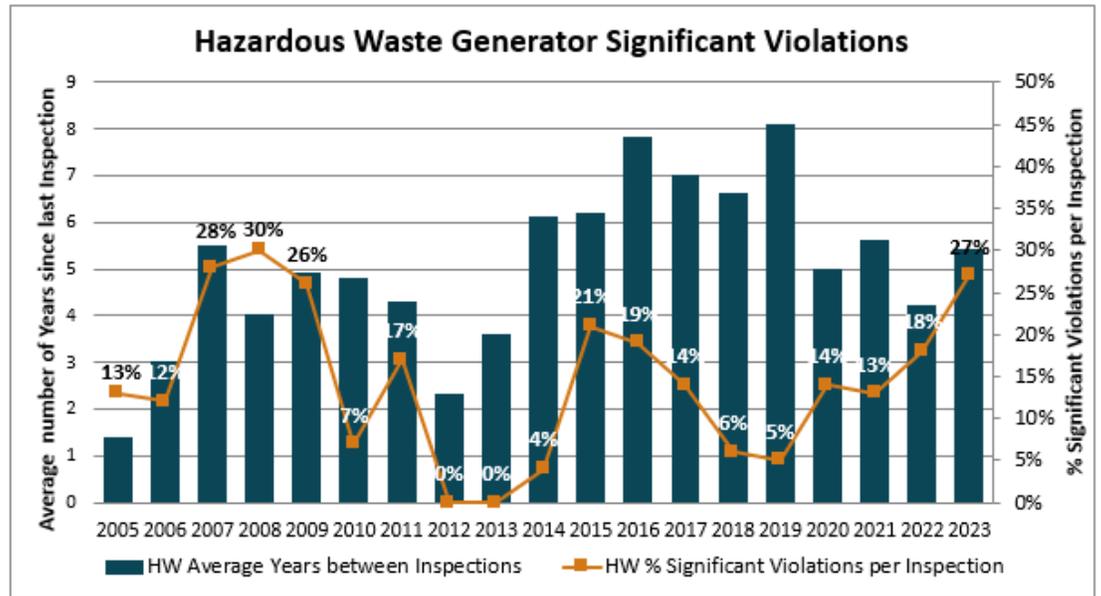
# Community Design

## Hazardous Waste Inspections

In 2023, there were 526 licensed generators in Scott County. Staff members from the Environmental Services Department conducted inspections on 61 generators. This measure identifies the percentage of significant hazardous waste violations per inspection along with the average time elapsed between inspections.

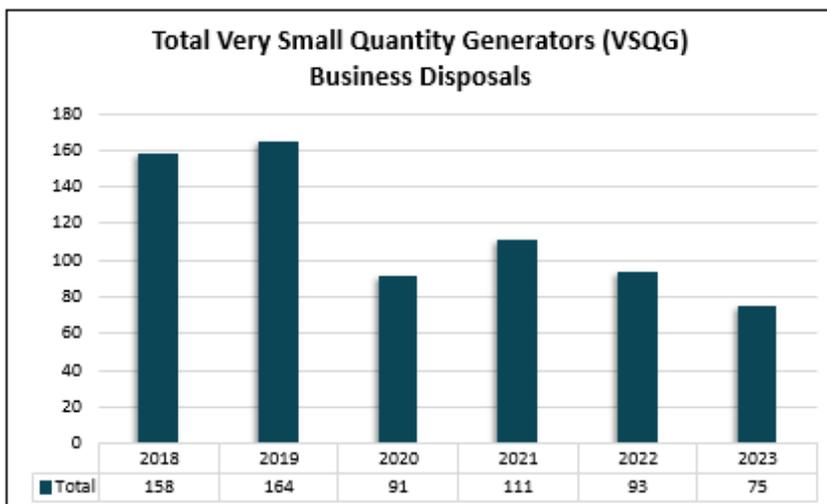
Typically, three to four violations are found per inspection, but only a fraction of those are significant.

Tracking the frequency of inspections is part of monitoring prevention efforts; the frequency of inspections has historically been tied to stronger inspection findings related to proper storing, management, and disposal of hazardous waste.



Source: Year-End Reports, Access Database

Improperly managed hazardous waste (dumped on the ground or poured down the drain) may pose a threat to human health and the environment by contaminating the groundwater, soil, and air.



Manual Count: Richard Jones / HHW Program Coordinator

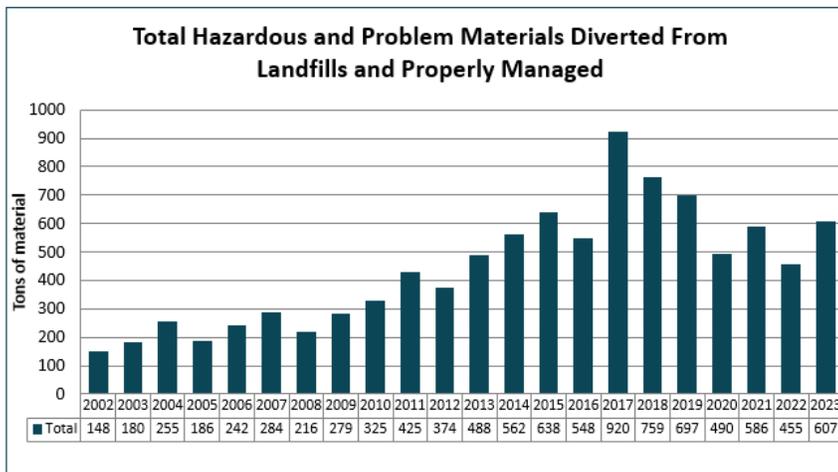
The County’s Household Hazardous Waste facility provides a safe, long-term, sustainable, and financially sound solution for the proper disposal of these items.

This business measure shows the number Very Small Quantity Generators (VSQG) businesses that used 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: Program 66

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 receipts went up. In 2019, fees were added, and receipts went down.

In 2023, 14,417 people participated in services at the HHW, an increase in over 5000 visitors when compared to 2022,

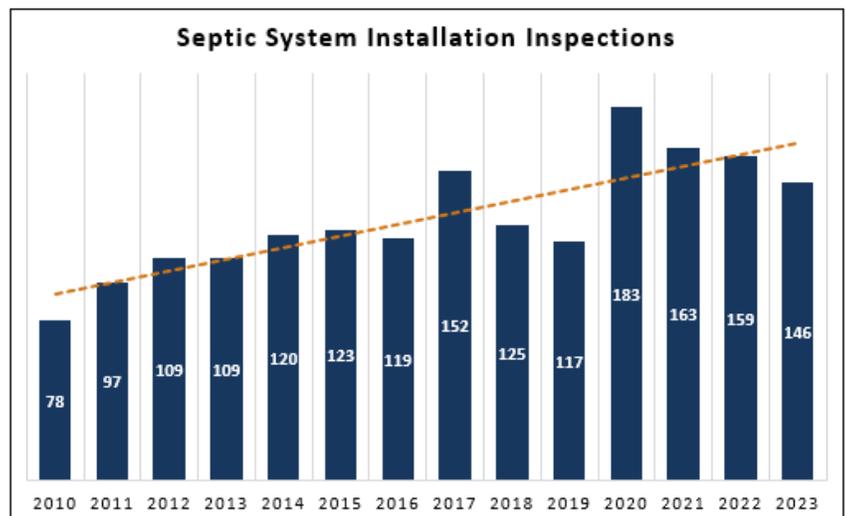
when the facility was closed for three months due to malfunctioning fire safety systems. In addition to diverting hazardous materials, the amount of Reuse Room materials redistributed to residents doubled between 2022 and 2023.

## Septic System Permitting, Enforcement, and Maintenance: Program 68

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

Every year, Environmental Services inspects the construction of every septic system installed in the County. Environmental Services and the Minnesota Pollution Control Agency track the number of septic system (new and replacement) installed annually.

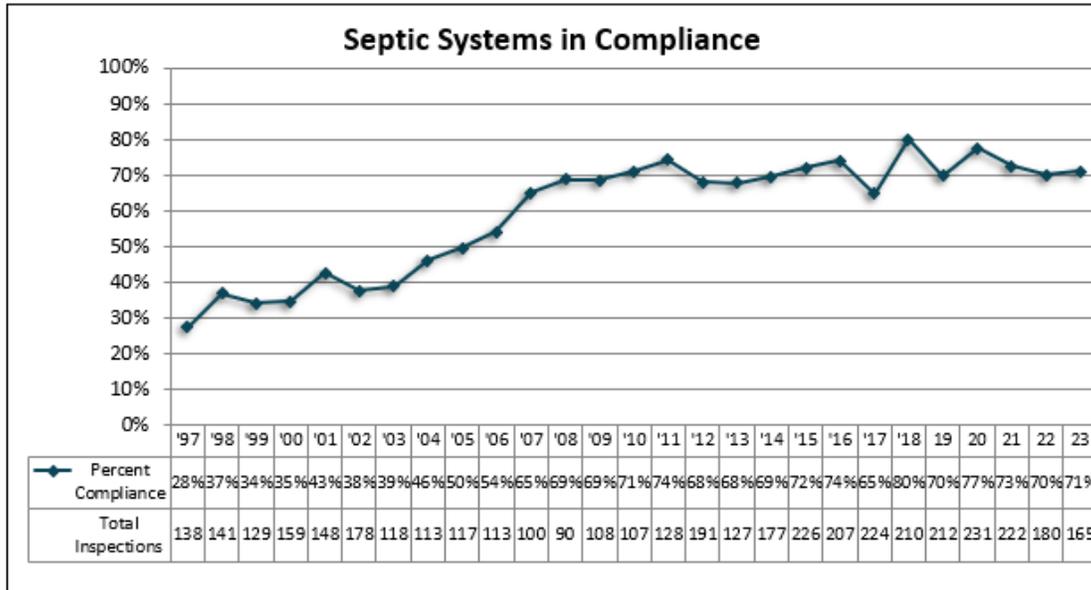
This business measure shows the number of septic system installations conducted annually.



Source: Environmental Health Annual Report

# Community Design

This measurement tells the public how many septic systems of those evaluated annually are in compliance with the state's compliance criteria as determined by private septic contractors. A high level of compliance is indicative of installing and maintaining systems correctly.



Source: *Environmental Health Annual Report*

The number of septic inspections has decreased annually over the last four years. Results show compliance rates leveling off in the 70 percent range over time.



# 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 effective parks planning by elected officials and program staff. Additionally, 79 percent of respondents to the most recent Resident Survey (2022) rated parks and trails in Scott County as “good” or “excellent”.

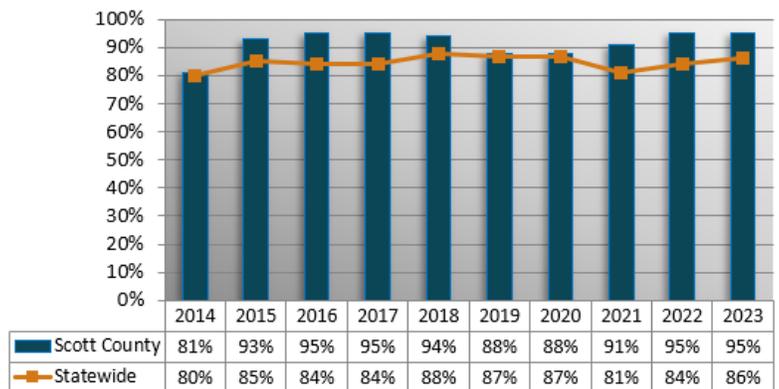
### Community Indicator: Access to Exercise Opportunities

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.

**Access to Exercise Opportunities: Percentage of population with access to physical activity**



Source: County Health Rankings, Robert Wood Johnson Foundation



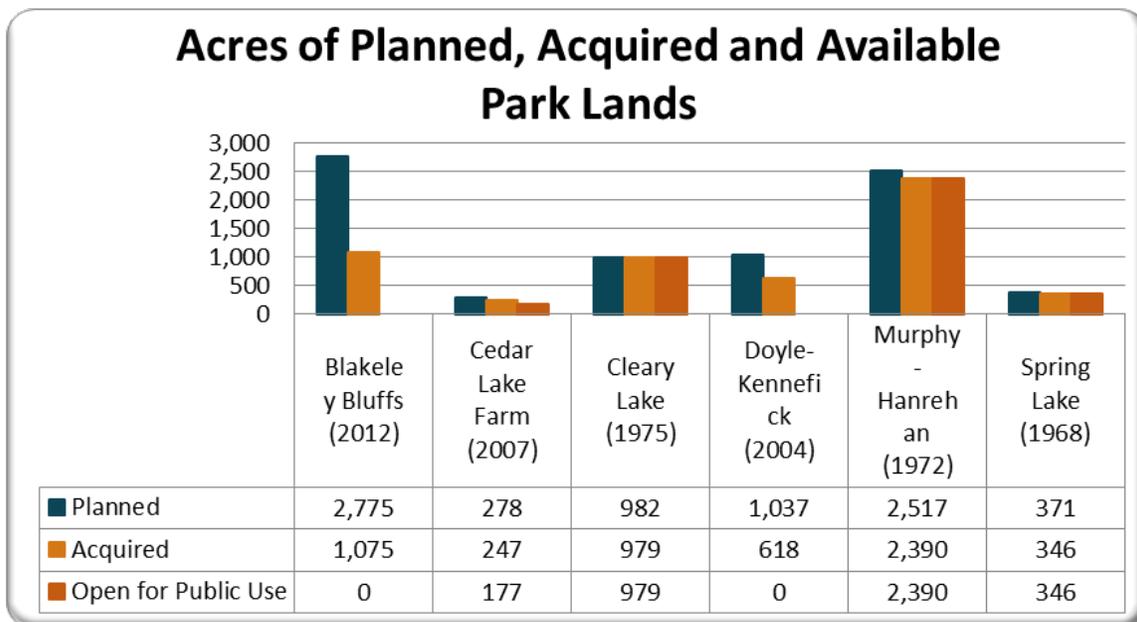
# Community Design

## Parks Acquisition Planning: Program 76

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.

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, Doyle-Kennefick, Spring Lake and Murphy-Hanrehan. The total acres planned to be acquired 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.

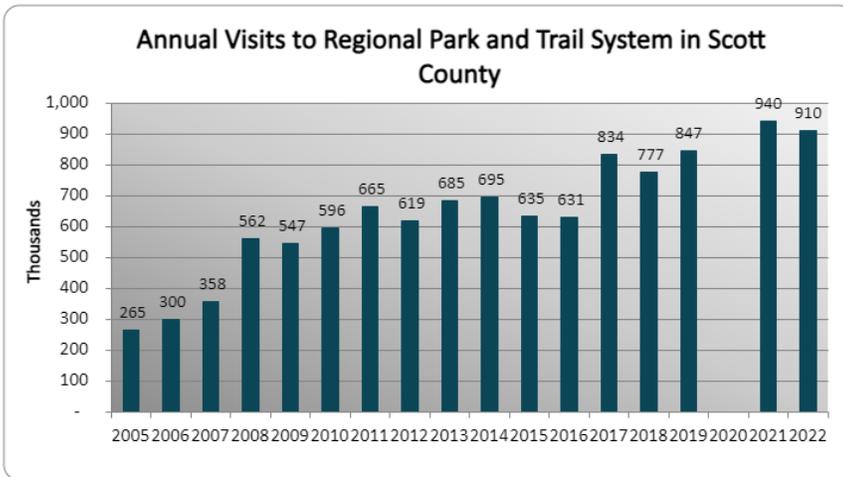


This measure shows that parks created in the early stages of the Park system are, for the most part, fully acquired and open for use by today's public. It also demonstrates that considerable progress has been made in acquiring land for more recently created parks, even if those lands are not officially designated for public use at this time. The 1,400 acres "not open" receive substantially less operations and maintenance attention than the "open" parks. This presents challenges where the public is using and pressuring to use acquired lands which are not yet set up for use. As of 2023, 5,655 acres have been acquired.

# Community Design

## Park and Trail Planning: Program 78

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 the Park’s offerings and operations are meeting demand. The Scott County Board of Commissioners guide and approve decisions about park development.



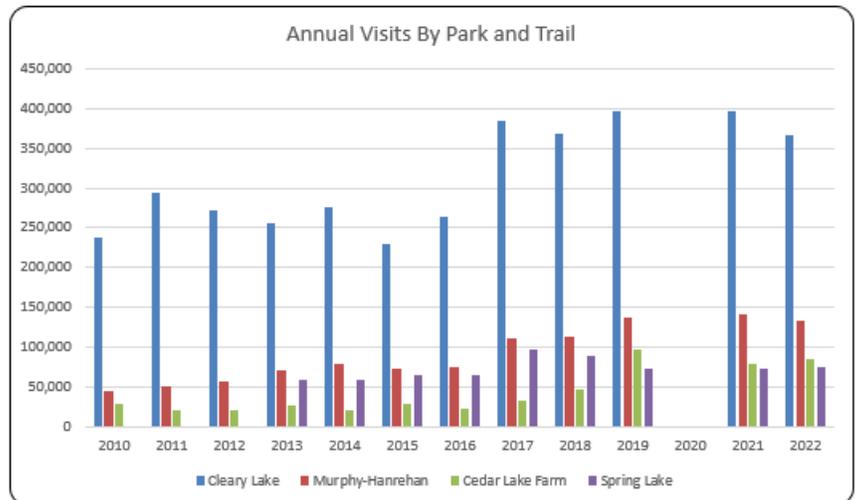
Source: Metropolitan Council Annual Use Estimate of the Metropolitan Regional Park System

In 2022, over 940,000 visitors accessed parks and trails in Scott County. Data on the number of park visitors for 2023 are not yet available.

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.

Park visitor trends should reflect population trends, with an increase in visitation coinciding with an increase to 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

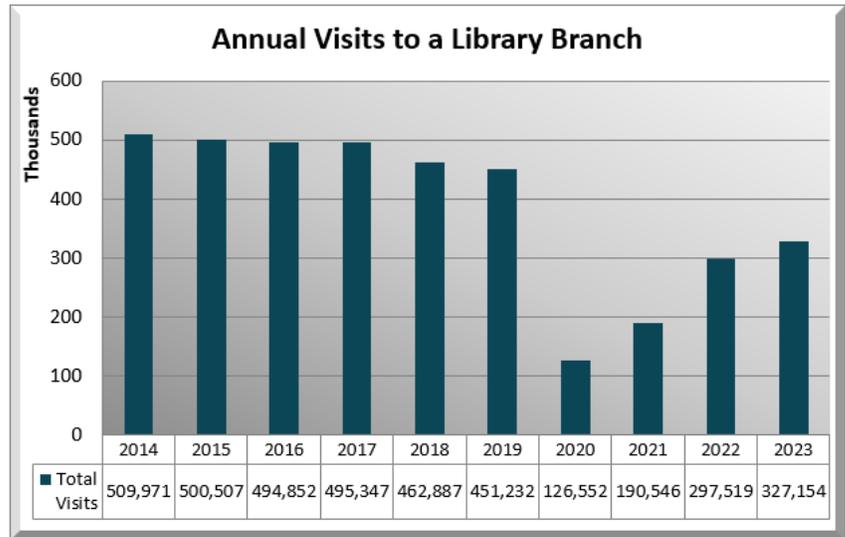
# Community Design

## 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.

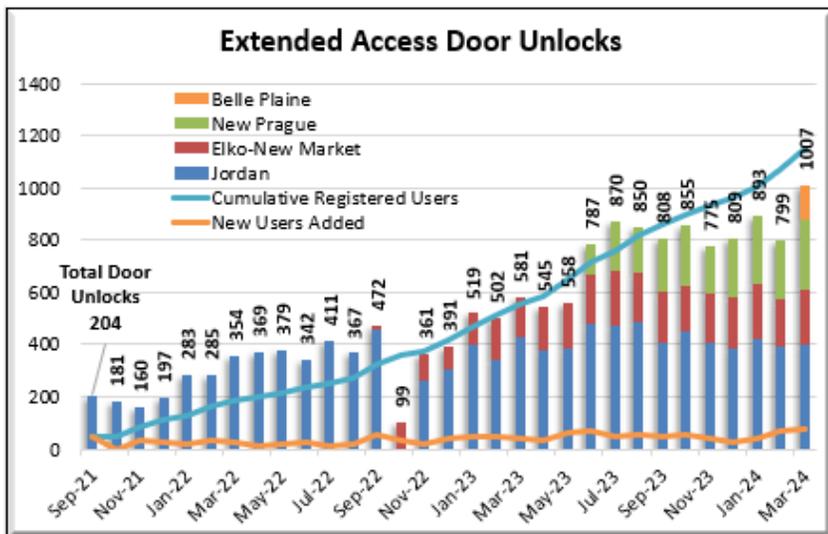
In Scott County, several Library branches also support the presence of Family Resource Centers and serve as an important component of the “social first responder” network of prevention services intended to help people before they require other government services.

The data sets on this page reflect 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 four Library branches with openings in New Prague and Belle Plaine in 2023. Planning includes expansion of Extended Access services to Savage and Prior Lake 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

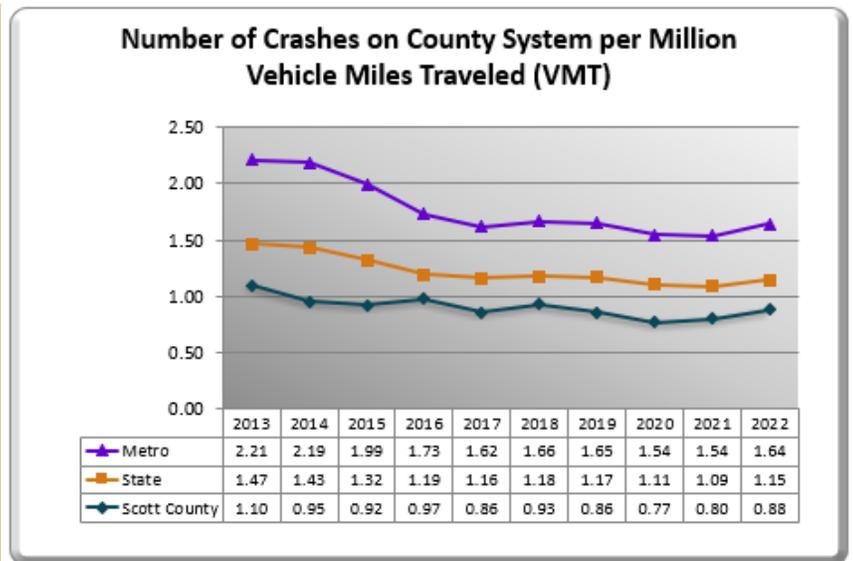
Highway design impacts the safety and mobility of residents and is an essential component of the community infrastructure that supports economic development. By nearly all measures, the Scott County Highway system has been designed and constructed to effectively support those core tenets.

### Community Indicator: Crashes per Million Vehicle Miles Traveled

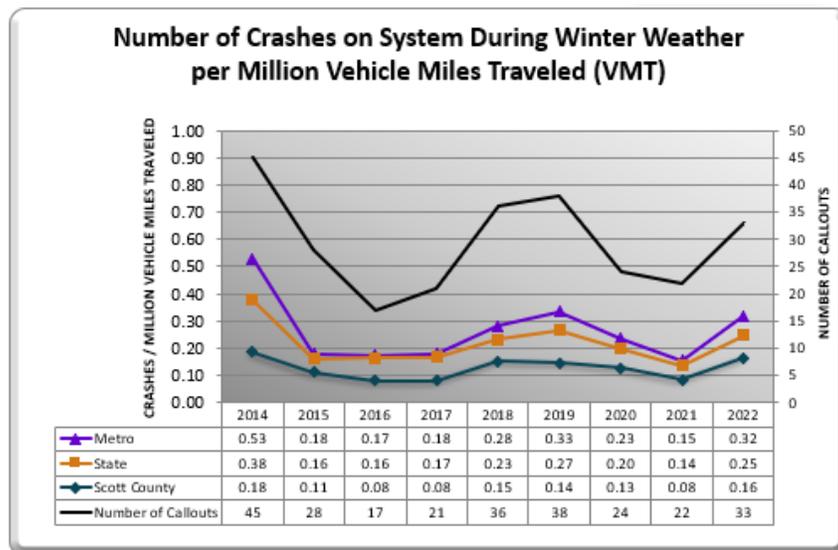
Crashes per Million Vehicle Miles Traveled (VMT) is an industry standard measure of roadway safety. The Minnesota Department of Transportation (MnDOT) releases crash data in June for crash rates occurring in the previous year. Data related to crashes are collected and analyzed to identify common elements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

In 2022, there were 412 crashes on roadways in Scott County. Of those, snow and/or ice was a factor in 77 of those crashes.



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



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

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.

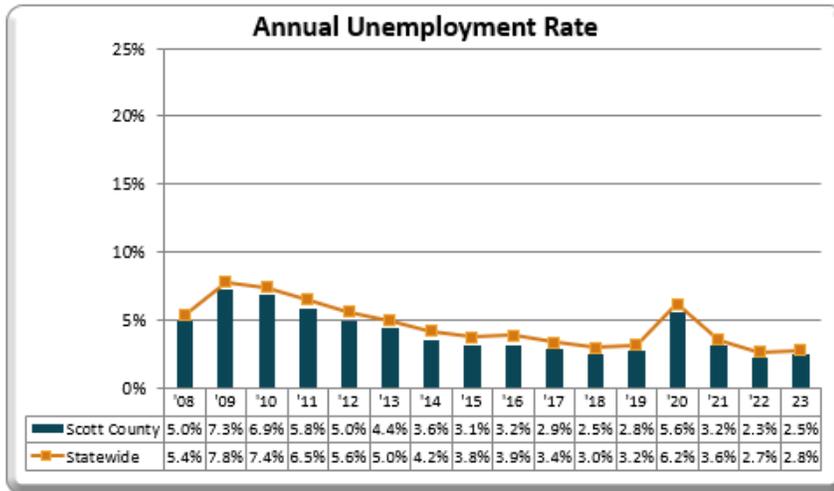


# Community Design

## F. Economic and Workforce Development

### Community Indicator: Annual Unemployment Rate

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.

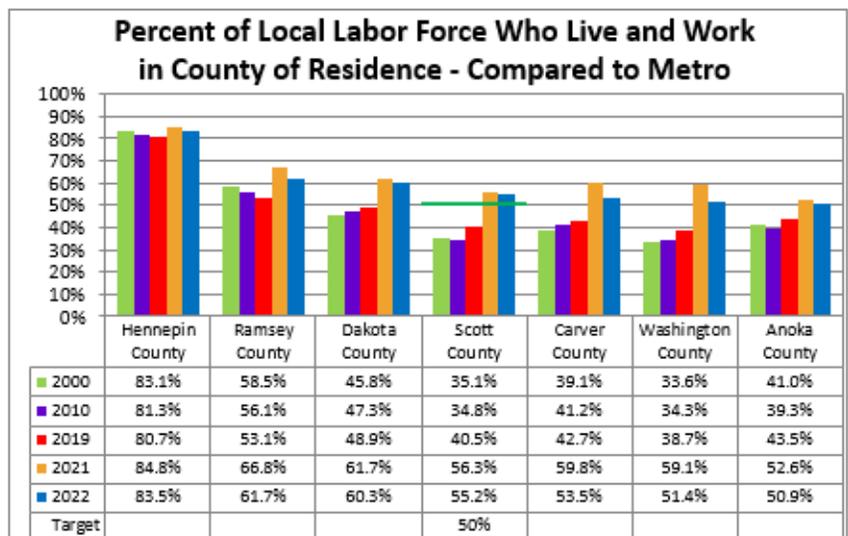


Source: Minnesota Department of Employment and Economic Development  
Local Area Unemployment Statistics (LAUS) Not seasonally adjusted

### Economic Development Planning: Program 117

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 river highway crossings, reduce average commute times for our residents, and free up more time for residents to connect with their homes, 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.

This data, provided by the US Census Bureau and the American Community Survey show this goal has been achieved, with 53 percent of residents living and working in Scott County.

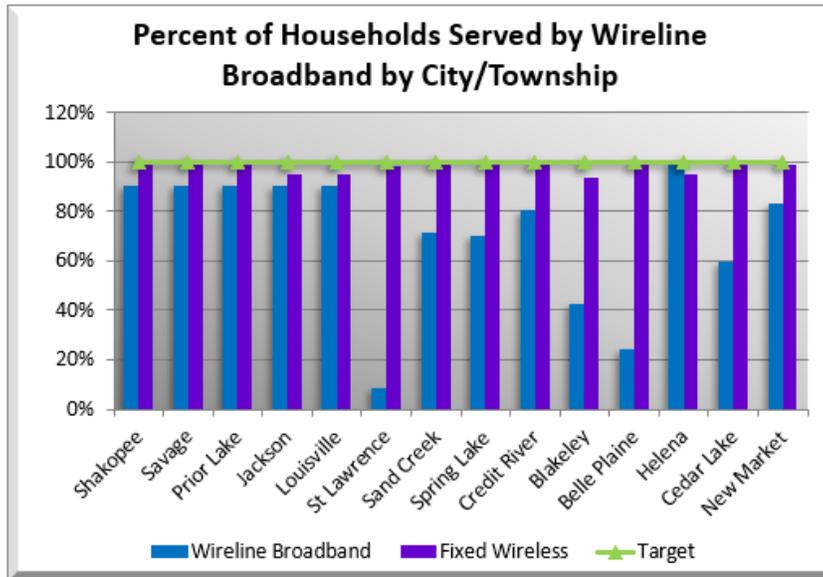


Source: U.S. Census Bureau, American Community Survey, 1-year Estimates  
Table S0802 - Means of Transportation to Work by Selected Characteristics

# Community Design

## Fiber Program

The County’s investment in fiber infrastructure results 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: 2023 MN DEED Office of Broadband Development Annual Report

The availability of existing fiber connections has impact on economic development. This measure directly reflects wired broadband availability meeting the FCC’s recommended minimums of 25 Mbps download and 3 Mbps upload capability. This measure shows how accessible broadband is to businesses and residences in Scott County.

## NEW INITIATIVE: Workforce Mobility Program (Pilot)

The County Board used ARPA dollars to fund tuition for three training programs in high-demand fields, offering specialized training that would lead directly to employment. This program is one way to improve access to post-secondary education opportunities to Scott County residents. Programs were offered in partnership with Dakota County Technical College and the Southwest Metro School District. The table below reflects the participation and completion rates as of March 2024:

Program	Number Enrolled	Number Completed	Notes
<b>Boiler Operator</b>	16	14	
<b>Pharmacy Tech</b>	15	6	Course was only offered online and may have contributed to a lower completion rate
<b>Certified Nursing Assistant / Medication Aide</b>	13	9	All 9 participants who completed the CNA course are currently enrolled in the Medication Aide course.

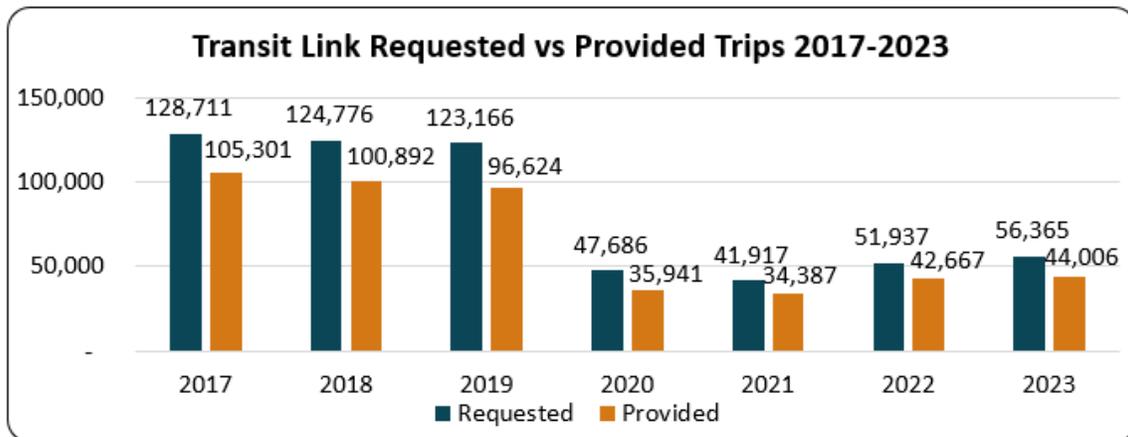
# Community Design

## 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 reflect there has not been a return to pre-pandemic levels, but show strong performance for the services that are provided, including percent of provided trips and on-time service.

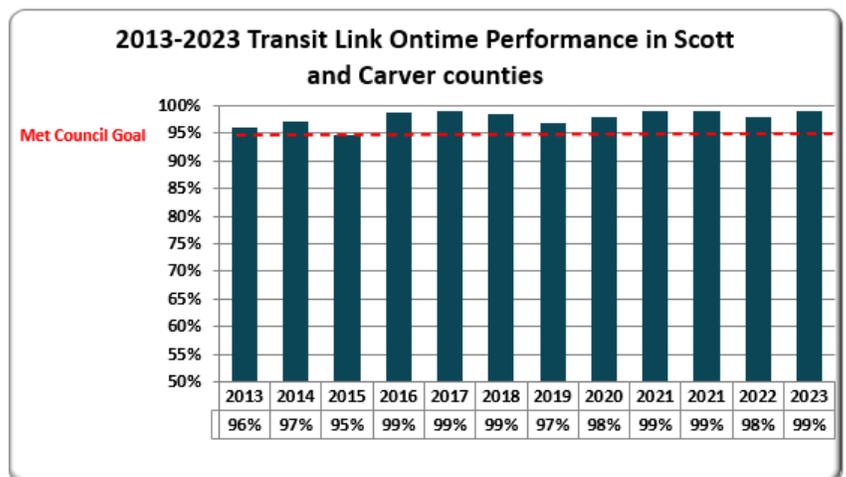
### Transit Link: Program 43

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 healthcare 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 III: Progress on the County's Strategic Plan



*Ribbon Cutting for Extended Access services at the Belle Plaine Library*

In 2023, there was significant progress made towards the Board's objective of developing infrastructure that serves as a foundation for economic and employment opportunities. Key examples of progress towards meeting the Board's objective include:

- **Parks and Trails:** Notable progress has been made in developing the County's Parks and Trail system. The availability of federal pandemic relief funds expedited planned improvements and removed some costs from the levy. The County Board's decisions to prioritize Parks and Trails will leave a legacy of accessible assets with long-term impacts on the health and welfare of residents, families, and communities in Scott County.

As a result of these investments, Doyle-Kennefick will be opened to the public for the first time. Camper cabins and group camp facilities have been added to Cedar Lake, with final work on a highway roundabout completed before the cabins open in June 2024. Upgrades to sewer and water systems will be completed at Clearly Lake Campground.

# Community Design

In 2023, funding was secured for the main segments of the Merriam Junction Trail, creating the first destination trail in Scott County. The Merriam Junction Trail will provide a river crossing; connect communities in Scott County to each other; and connect the Scott County trail system to the network of trails in Carver and Hennepin County. Planning and efforts to secure funding will go forward to complete the Louisville segment of the Merriam Junction Trail.

- **Highway Projects.** In 2023, engineering design, construction, and project delivery moved forward on critical interchanges that support the County's infrastructure. In partnership with cities, townships, and the Minnesota Department of Transportation, funding was secured, and designs were completed for improvement projects along the HWY 169 corridor, including:
  - Construction of an interchange at TH 282 and County Road 9
  - Construction of CSAH 59 interchange
  - Construction of the Bluff Drive Overpass, frontage road improvements and the addition of an acceleration lanes

MnDOT has initiated final designs for improvements to TH 13 between Quentin and Nicolette Avenue after \$96 million was secured through the Corridors of Commerce.

- **Household Hazardous Waste (HHW):** The County has responded to the increased demand for service at the HHW and the need to ensure healthy management of household hazardous waste to protect public health, the environment, and property values. The development of a shared HHW facility, built in partnership with Dakota County, will provide greater convenience and capacity for residents in both communities.
- **Libraries.** Extended Access is now available in four branches, including Jordan, Elko New Market, New Prague, and Belle Plaine. Construction is underway in the Savage branch which, when completed (2024), will support both Extended Access and provide space for a broader presence for the Family Resource Center.
- **Economic and Workforce Development:**
  - **Live and Work in Scott County:** In collaboration with SCALE partners, Scott County met the goal of having 50 percent of residents living and working in the County.
  - **Employment and Training:** The annual unemployment rate remains lower than the state rate. Data show improved access to transit services, job search and support programs, and training programs to support and grow the workforce. Hiring events are held regularly at the Government Center and employers are highlighted in announcements and social media postings. A drop-in day care center opened at Southwest Metro, funded through the County ARPA dollars, to remove barriers to school attendance related to childcare needs.
  - **Transit:** The Unified Transit Plan was incorporated into the Scott County Comprehensive Plan which was adopted by the Metropolitan Council.
  - **Fiber:** Over 95 percent of households choosing connections have access to broadband.

# Community Design

## Part IV: Going Forward

Top priorities going forward into 2024 will likely focus on waste disposal and securing funding for a bridge replacement:

- **Waste Disposal:** Addressing issues related waste disposal have a growing urgency as planning and facility closures in other jurisdictions begins to strain resources in Scott County. The Solid Waste Plan is scheduled to be updated in 2024. In addition, long-term strategic planning with regional participation is indicated to effectively address solid waste disposal.
- **Bridge Replacement:** Replacement of the bridge at the interchange of I-35 and County Road 2 is emerging as a priority.

In addition to existing improvement strategies outlined earlier in this report, two other focal points are emerging within the Community Design work area:

- **Rideshare Pilot:** One of the innovation grants approved in 2023 creates a pilot Rideshare program, further expanding transportation options for residents receiving services through Scott County. Using \$75,000 of active transportation funding over the next two years, Scott County will initiate a program to move people, most of whom are clients of mandated 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 will also be used to help people who are not currently clients access prevention services. Data collection will examine time and cost savings.
- **Comprehensive Planning:** The Scott County Watershed Management Organization Comprehensive Water Management Plan will need to be updated in 2024, and high-level planning for the development of the 2050 Comprehensive Plan will begin over the next year.

# Community & Public Safety

## Introduction: Community & Public Safety Objective Area



*Scott County Law Enforcement Center*

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, and Building/Zoning Code Enforcement programs are all part of the Community & Public Safety Objective Area, and all play a role in addressing expectations for safe communities.



# Community & Public Safety

## Part I: Progress on the Strategic Plan

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.

A. **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 (2020-2023)		
Completed	In Process	Opportunity
<ul style="list-style-type: none"> <li>• State funding formula for Community Corrections revised</li> <li>• Developed a secure courtroom in the Jail</li> <li>• Evaluated adult and juvenile recidivism data; added staff and revised supervision and risk levels</li> <li>• Embedded a social worker and restructured the re-entry probation officer in the Jail</li> <li>• Operated two specialty courts</li> <li>• \$1.47 million to open and operate two re-entry/transformation homes for men</li> <li>• Cleared court backlog resulting from the pandemic</li> <li>• Finalized setback ordinances to protect bluffs</li> <li>• Increased staffing level in Emergency Management</li> <li>• Launched data collection project in the Jail</li> <li>• Improved rates of NIMS training</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate 10 new Community Corrections staff</li> <li>• Study of the local justice system for long-range planning impacting efficiency, effectiveness, and opportunities to reduce recidivism</li> <li>• Installation of two 800 MHz radio towers</li> <li>• Purchased re-entry home for women to be opened in 2024</li> <li>• Develop plan for sustainability for re-entry homes</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule a “tabletop” exercise with SCALE</li> <li>• Emergency Management training for elected officials and senior staff</li> <li>• Resolution of Medical Assistance exclusion for inmates</li> <li>• Develop plan for sustainability of Veterans Court (model and funding)</li> <li>• Plan for engaging community in emergency preparedness and developing self-reliance; consider the use of volunteers</li> <li>• Develop All Hazards Incident Management Team and run a full-scale event/exercise</li> </ul>

# Community & Public Safety

- B. **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 (2020-2023)		
Completed	In Process	Opportunity
<ul style="list-style-type: none"> <li>• Developed a Strategic Plan for housing</li> <li>• Defined County’s role in housing. Prevention and support for policies promoting expanded workforce housing stock identified as County role.</li> <li>• Invested CARES funding to prevent evictions and foreclosures; financial assistance to renters and landlords</li> <li>• \$1 million in ARPA dollars to CDA to expand housing for people living with disabilities</li> <li>• Created housing options for people leaving incarceration</li> <li>• Designated additional \$10,000 to emergency housing vouchers</li> <li>• Engaged faith communities and non-profit organizations in creating housing options for families experiencing homelessness</li> <li>• Used state-issued funds for homelessness prevention</li> </ul>	<ul style="list-style-type: none"> <li>• Shepherd of the Lake: Specialized Emergency Family Housing opportunities</li> <li>• Allos Ministries: Faith-based non-profit awarded ARPA funds to purchase fourplex in Shakopee to serve families experiencing homelessness</li> <li>• Expanded workforce housing through community land trust homes</li> <li>• Innovation Grant: Landlord Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Memorandum of Understanding with faith communities to support Shepherd of the Lake housing opportunity</li> <li>• Consider housing option in the southern part of the County</li> <li>• Create opportunities for warming and cooling spaces</li> </ul>

# Community & Public Safety

## Part II: 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 work to implement 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

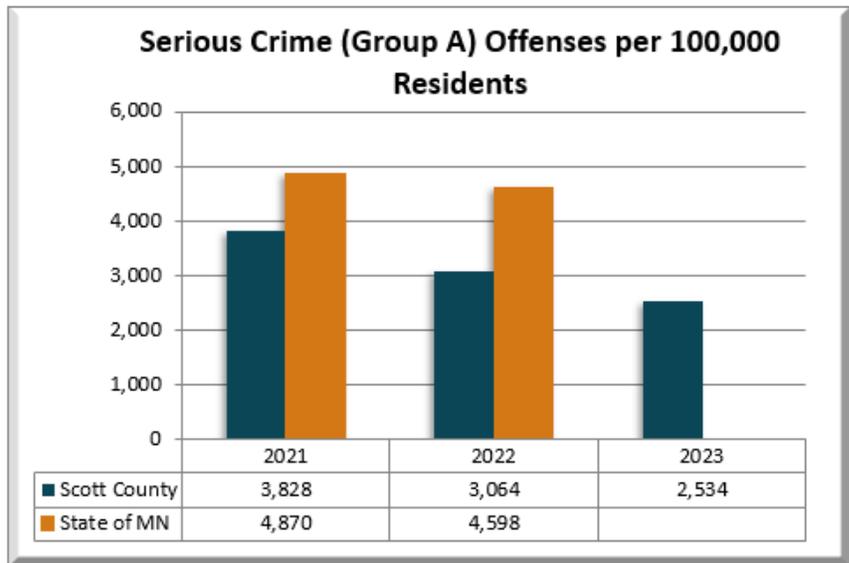
One of the strategies in the Strategic Plan involves an evaluation of the criminal justice system, examining opportunities to improve processes or practices leading to reductions in recidivism. This long-term, County-wide goal has included multiple initiatives through various departments, all aligned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

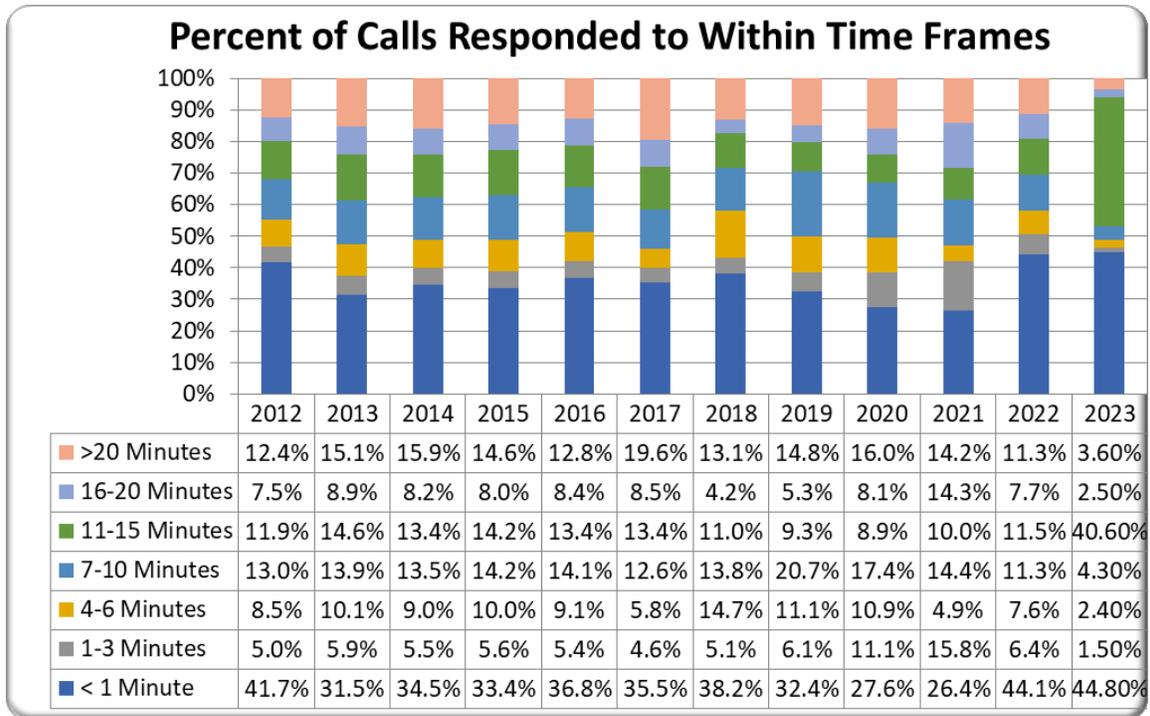


*Uniform Crime Report  
Minnesota Bureau of Criminal Apprehension (BCA), Crime Data Explorer*

# Community & Public Safety

## Officer Response Times: Program 245

The Scott County Sheriff's Office responds to emergency and non-emergency calls for service for all of Scott County and is the primary responder to calls for service in Scott County's ten townships. Sheriff's deputies are typically the first on the scene to provide emergency care for people who are injured or sick. They also provide safety and protection for people involved in a violent or physical incident.



Source: Public Safety Information Systems (AS400 and LETG)

This measure reflects the amount of time it takes for a deputy to make initial contact with a person who has called the 911 center and has requested a deputy response for service for either an emergency or non-emergency incident. The initial contact can be either in person or via telephone.

The percent of calls responded to in less than one minute increased over the last two years. Changes to data entry processes reflect a sizeable increase in calls responded to within the 11-15 timeframe.

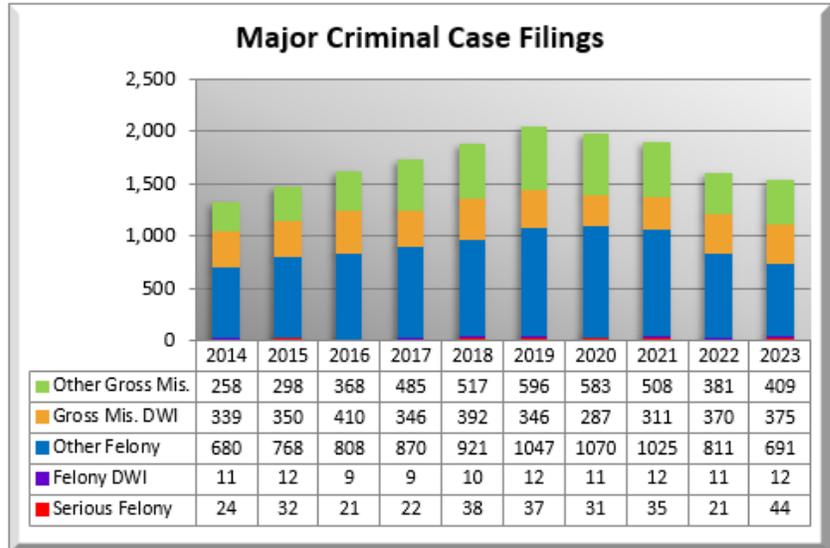
# Community & Public Safety

## 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 or 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.

The total number of major criminal case filings has decreased every year since 2019.



Source: Minnesota Court Information System (MNCIS)



# Community & Public Safety

## Jail Data

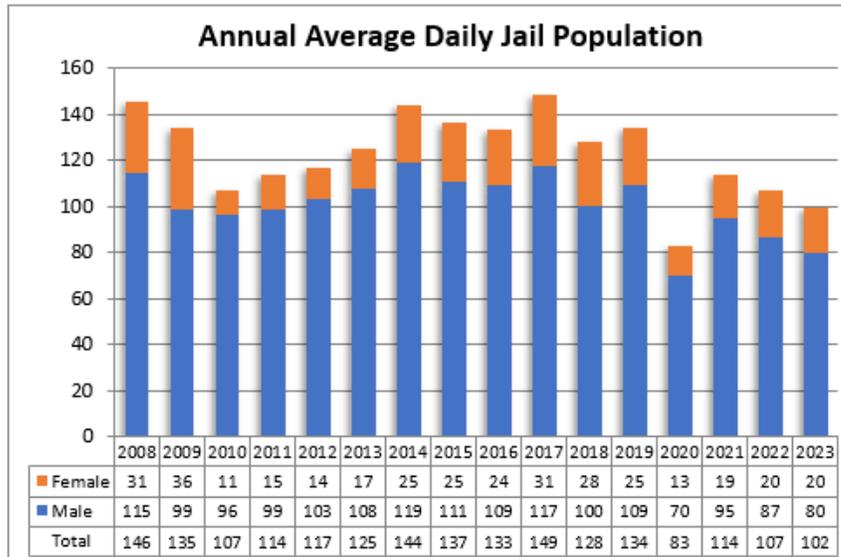
### Jail Population: Program 235

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.

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, 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.



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

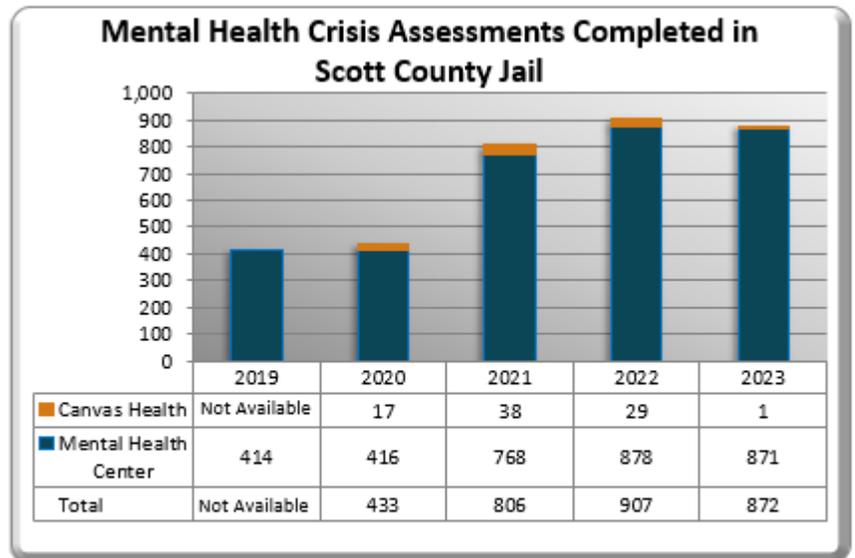
In 2022, the County completed a study of staffing needs, operations, and services to vulnerable people housed in the Jail. Recommendations included an increase in the number of Corrections Officers; the addition of medical staff resources; expanded access to medical and psychiatric evaluations; and coordination of post-release services by a social worker and/or a re-entry probation officer to reduce re-entry and recidivism.

# 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.

In 2023, Jail staff continued to report increases in the number of individuals booked into the facility with significant mental health needs. Psychiatric hours were doubled in 2023, but resources still do not meet the identified needs. An embedded social worker has assisted in locating County and/or community resources for individuals so mental health and other supports are available when they are released.

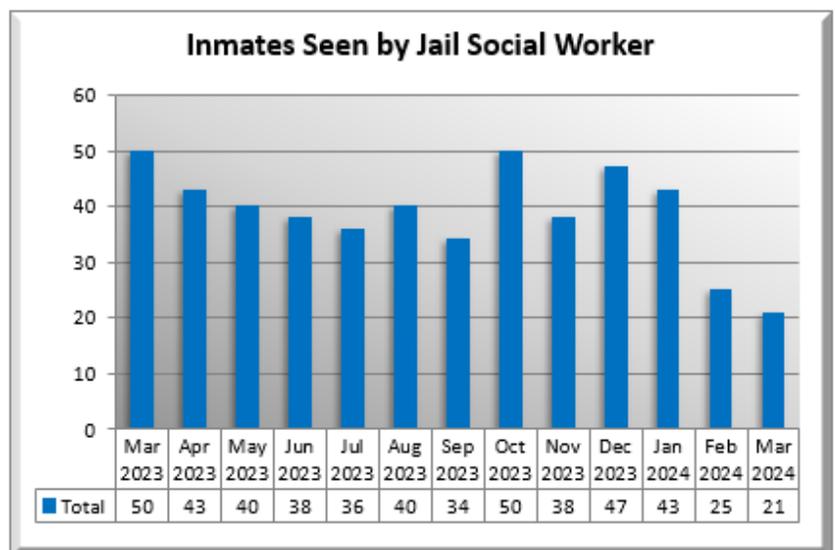


Source: Mental Health Center Electronic Health Records reports  
Canvas Health

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 new re-entry worker.

These data represent monthly totals for the number of unique individuals seen by the Jail's 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.

The re-entry worker position has been redesigned with new data measures identified. While not available at this time, they will be available later in 2024.



Source: Social Services Information System (SSIS)

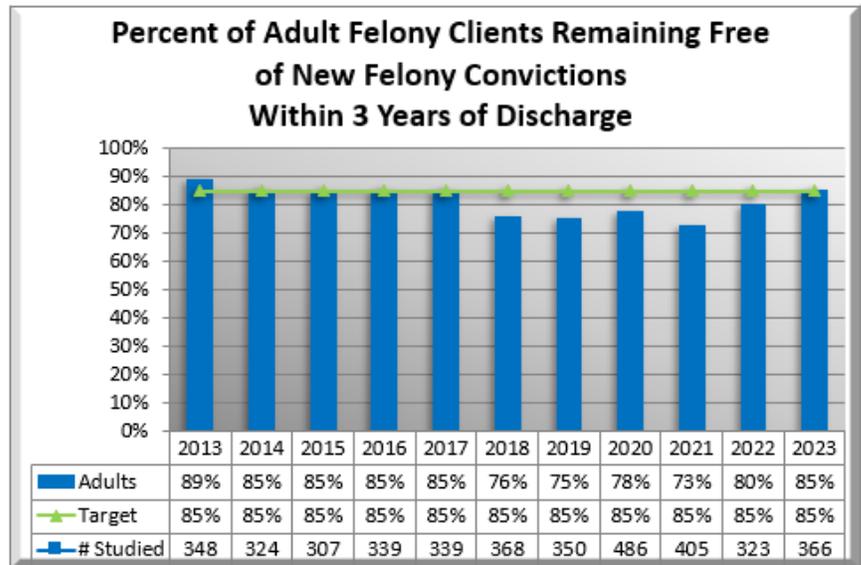
# Community & Public Safety

## Adult Probation/Supervised Release: Program 159

The work of Community Corrections is essential to the reduction of recidivism. Programming and supervision practices for juveniles and 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.

The Minnesota Department of Corrections sets an 85 percent performance standard for this outcome. Scott County met this standard for the first time since 2017.



*Source: 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 offender’s own motivation to change.

There were 2,822 adults served through probation services in 2023. Of those, 76 percent successfully discharged from probation, and 68 percent obtained or maintained employment while under supervision – a key factor associated with lower recidivism rates.

The County Board approved four time-limited Probation Officer positions, funded through ARPA dollars, to address court backlogs resulting from the pandemic.

The most significant development in this program area in 2023 was the recalculation of the formula used by the Minnesota Department of Corrections to fund services provided by Community Corrections. Legislative action led to a substantial increase, enabling the County to hire additional staff, reduce caseload sizes, and match risk levels to the intensity of supervision provided.

# Community & Public Safety

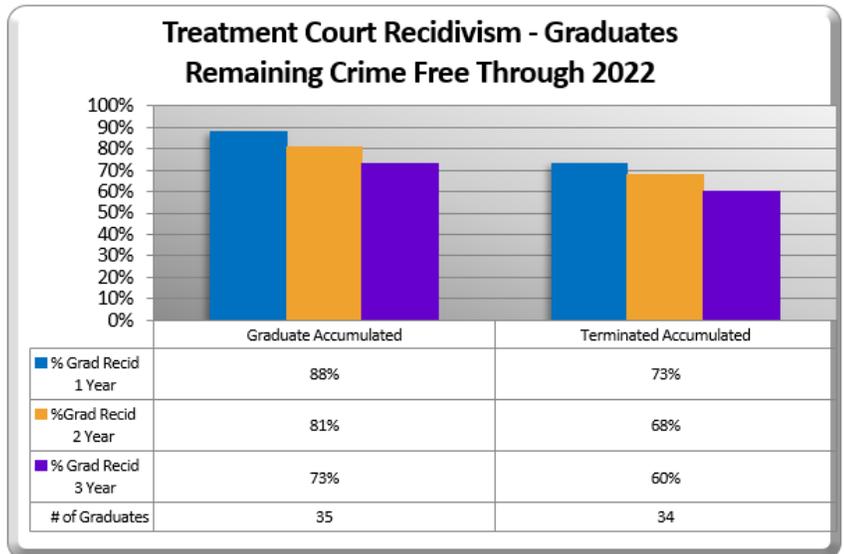
## Specialty Courts: Treatment Court: Program 289

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 a lower percentage of graduates commit a new crime 1-, 2- and 3-years post-graduation when compared to participants who are terminated from the program. Data on participants who graduated in 2023 will not be included until 2024.

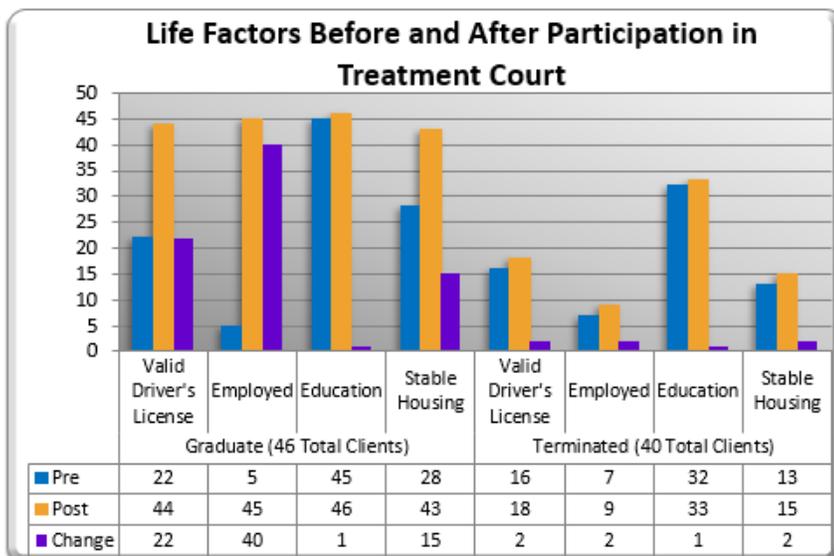
Participants who graduate from Treatment Court reflect lower rates of recidivism, and graduates are also more likely to be employed and have stable housing. Factors that contribute to success include matching intensity of services to high risk/high need individuals along with a comprehensive wraparound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



Source: Manual Data from Treatment Court Tracking obtained from MNCIS

These data are reflective of the 46 graduates and 40 terminated participants (includes 2023 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 February 2024.

Slightly over 50 percent of participants graduate from Treatment Court.



Source: Data analysis from CSTS

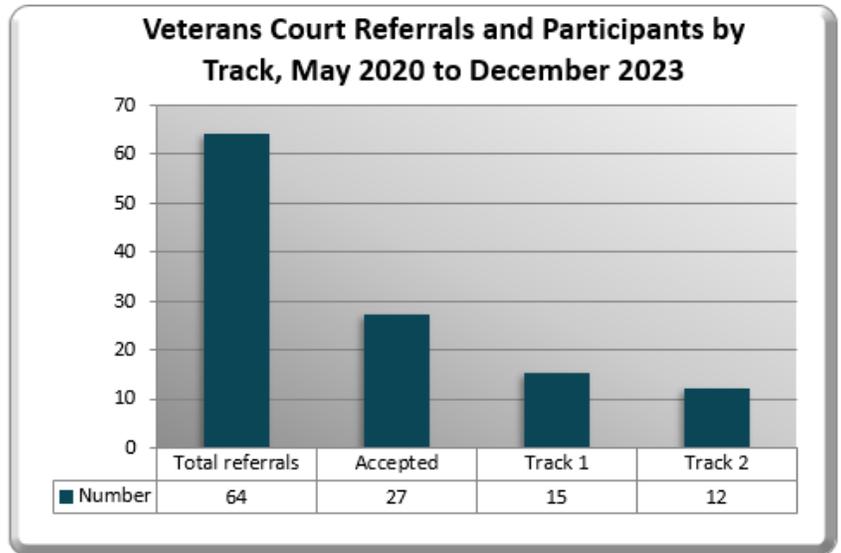
# Community & Public Safety

## Specialty Courts: Veterans' Court: Program 289

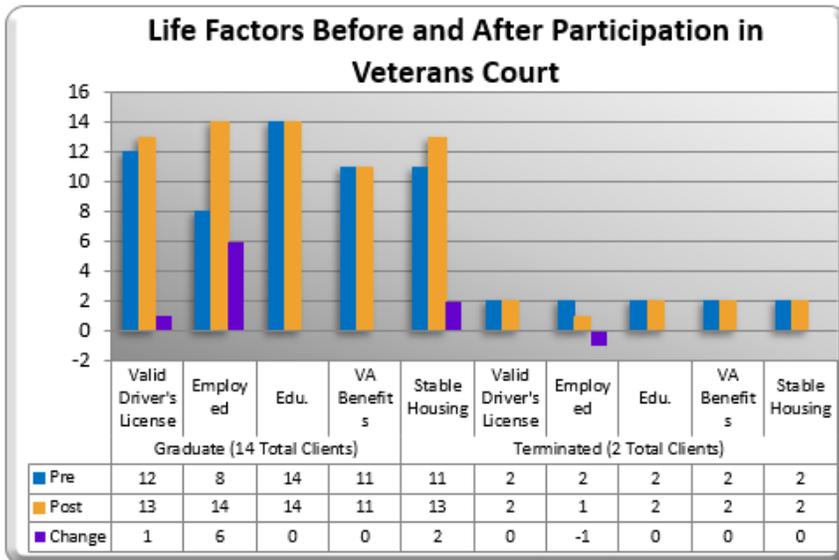
One in five veterans has symptoms of mental health disorder or cognitive impairment. One in six veterans who served in Operation Enduring Freedom and Operation Iraqi Freedom suffer from substance use issues. Left untreated, mental health and chemical health disorders common in veterans can directly lead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

These data show the number of veterans accepted into this specialty court since inception in May 2020. Track 1 is for high risk/high need participants and Track 2 is for low risk/high need participants.

These data show the number of referrals, acceptances, and track assignments for the Veterans' Specialty Court. Of those, 59 percent were County residents.



Source: Data analysis from CSTS

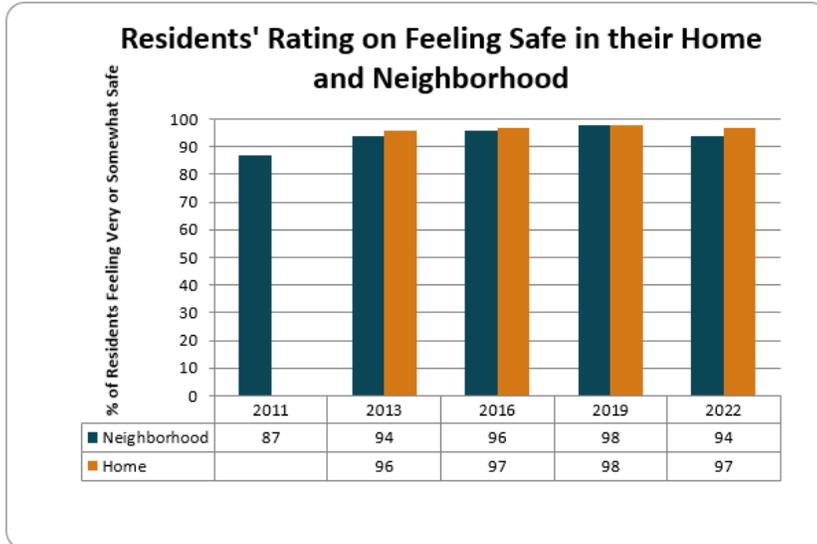


Source: Data analysis from CSTS

Like results from the Treatment Court, graduates of Veterans Court were more likely to be employed and to have stable housing when comparing pre- and post-testing. 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.

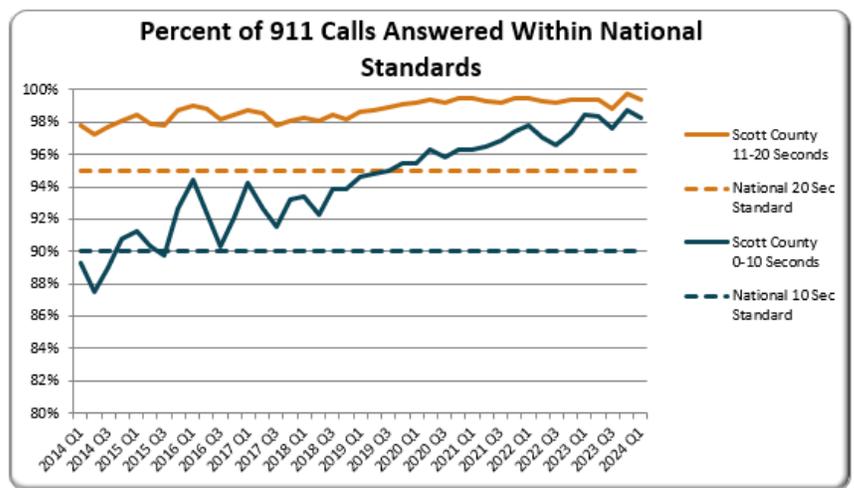
Results from the 2022 Scott County Resident Survey are consistent with results from past surveys. The majority of respondents said they felt “very safe” or “somewhat safe” in their homes and neighborhoods.

## B. Public Safety: Dispatch

### Dispatch: Program 226 (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 averaged across all hours of the day, instead of during the peak hour as recommended by standard.

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

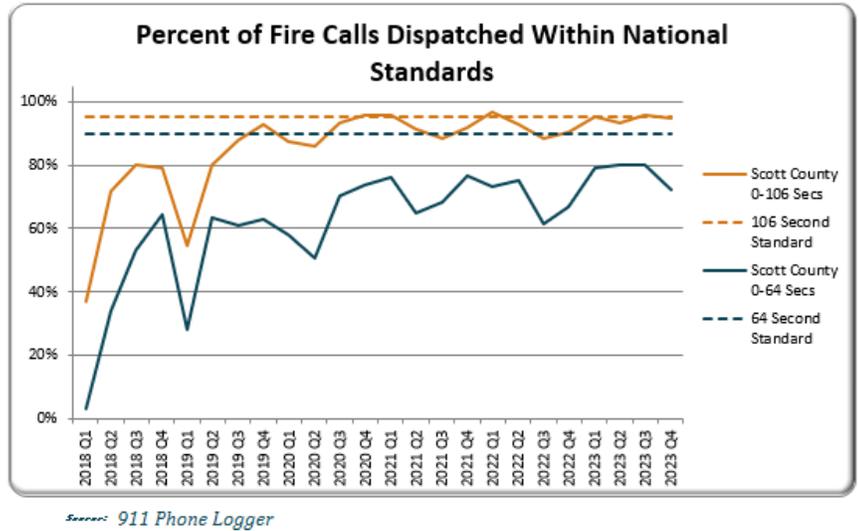


Source: 911 Center Phone System Report Server

# Community & Public Safety

## Dispatch: Program 226 (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.

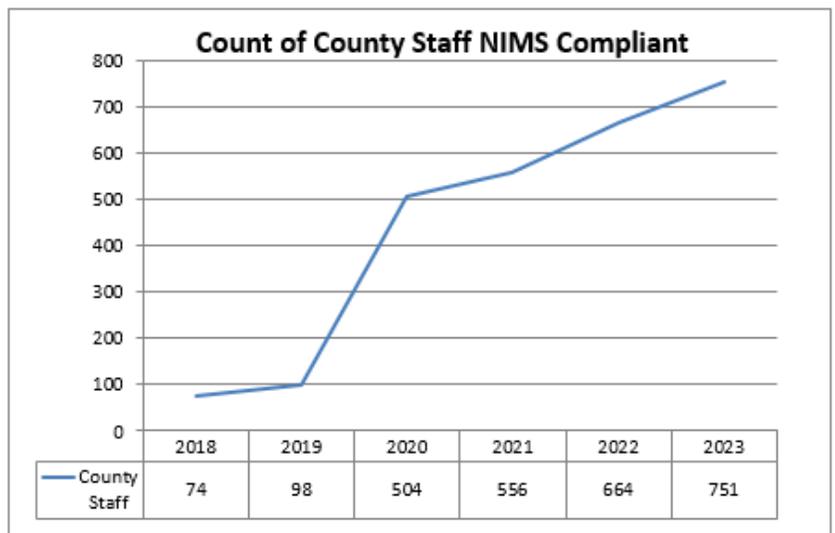


## C. Emergency Preparedness & Emergency Management

### Emergency Preparedness: Program 228

All County employees must complete the National Incident Management System (NIMS) training; in the event of an emergency, all departments in the County are part of a response or recovery. Well-prepared County staff more effectively support the recovery of our communities following a disaster. NIMS training compliance is also a requirement for many federal funding sources and disaster aid.

This measure shows the percent of staff who have certificates on file for FEMA's foundational courses (100, 200, 700).



FEMA officials review compliance with NIMS training protocols as part of assessing eligibility for disaster relief funding and reimbursement.

These data reflect continuing improvement in the number of staff who have completed required emergency management training. Improvements in onboarding protocols and communication between Employee Relations and supervisors support stronger compliance with training expectations.

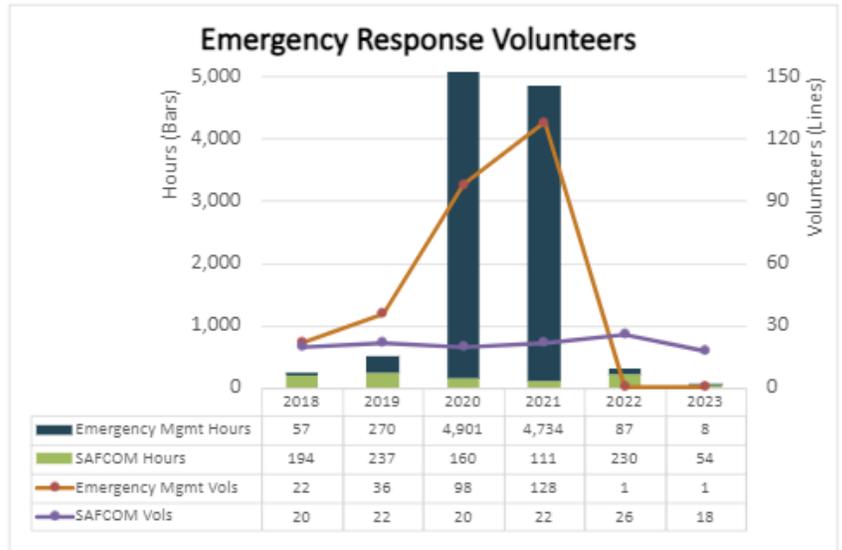
# Community & Public Safety

## Emergency Preparedness -- Emergency Response Volunteers: Program 208

Volunteers 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. In 2021, many emergency response volunteers were recruited into paid employment by organizations running vaccine clinics, accounting for the drop in emergency response volunteers in 2022. The County also maintains over 800 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.

### Housing

The County's Strategic Plan (2020-2025) included, for the first time, a specific objective related to housing and homelessness. The Commissioners also prioritized investments in housing as part of the pandemic recovery effort and earmarked federal ARPA dollars to address needs across the housing response continuum:

- \$1 million was allocated to the CDA to support the purchase of four housing units specifically for people living with disabilities.
- Approximately \$1.3 million was earmarked to support community land trust homes in Shakopee.
- The County opened a re-entry home in Shakopee (2022) to serve men leaving incarceration settings; a second site was opened in 2023 in Prior Lake. An ARPA allocation of \$1.47 million was dedicated to supporting the start-up of those homes, contracting with a non-profit service provider, and providing some support for operations until 2026. A third re-entry home, this one designated for women, was purchased in 2023 and will open in 2024.
- \$1.5 million has been earmarked to support four transitional housing units, in partnership with faith communities, to support families experiencing homelessness. A faith-based non-profit organization was awarded the funds and purchased a fourplex in Shakopee. The first families are moving into those residences in early 2024.
- Funding was secured to purchase land in Prior Lake to advance the Shepherd of the Lake Housing Opportunity (SOLO). This project is currently in the design phase for a 12-unit apartment building that will provide Specialized Emergency Family Housing for families with minor children who are unhoused.
- The County Board continues to support opportunities for new housing resources in the southern part of Scott County to address the needs of families experiencing homelessness in this more rural area of the community.

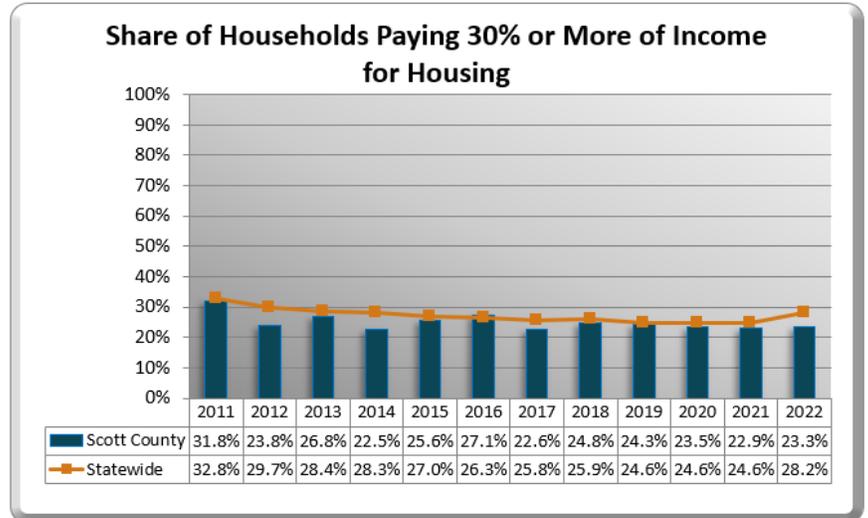
Going forward, housing will no longer be a separate objective. Instead, strategies to address housing resources and services will be included where it fits the best, aligned with other strategies for addressing community and public safety.

# Community & Public Safety

## 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.



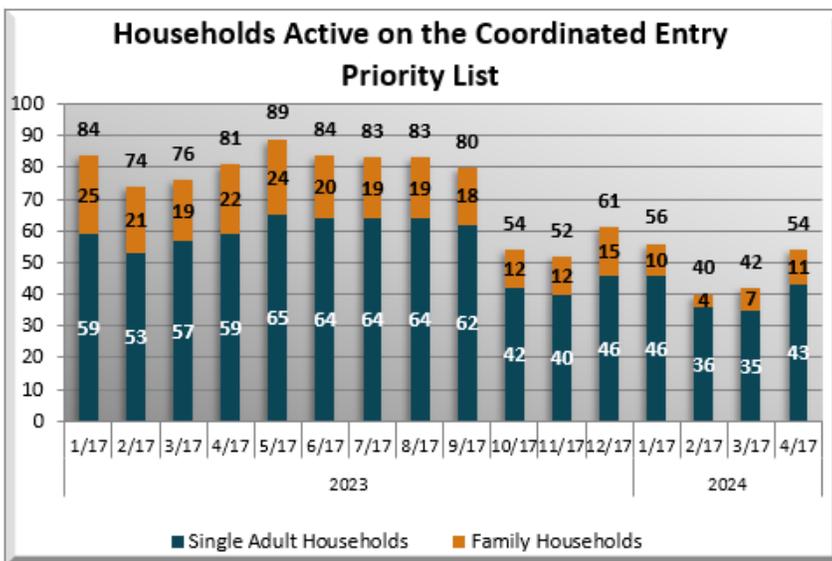
Source: Minnesota Compass, (2010-2022)

Data for 2023 are not available through Minnesota Compass.

## 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.

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.



Source: Coordinated Entry Priority List, Manual tracking

In 2023, the County’s only housing resource for families experiencing homelessness, the Families Moving Forward program, discontinued services. This change put added importance on the new housing initiatives, listed previously, to house families. Additionally, an influx of state funds targeted at preventing housing loss and homelessness supports Scott County’s other prevention work.

Sixty-three households from the Coordinated Entry list were referred to housing units in 2023. Of those, 55 households obtained housing.

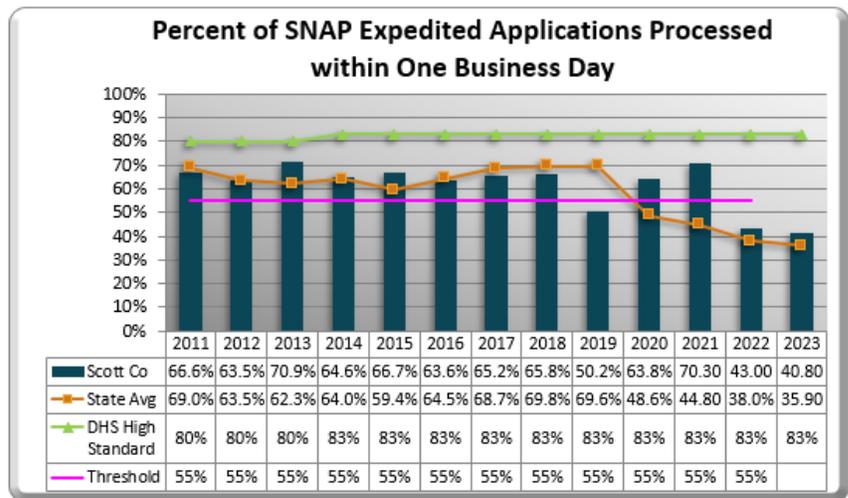
# Community & Public Safety

## Economic Assistance

### Supplemental Nutrition Assistance: Program 168 (one-day service)

Counties determine eligibility and issue emergency benefits to expedite funding for food for those in immediate crisis food situations. Supplemental Nutrition Assistance Program (SNAP — formerly known as food stamps) provides food benefits. Efficient and timely processing of these applications help ensure access to food without delay.

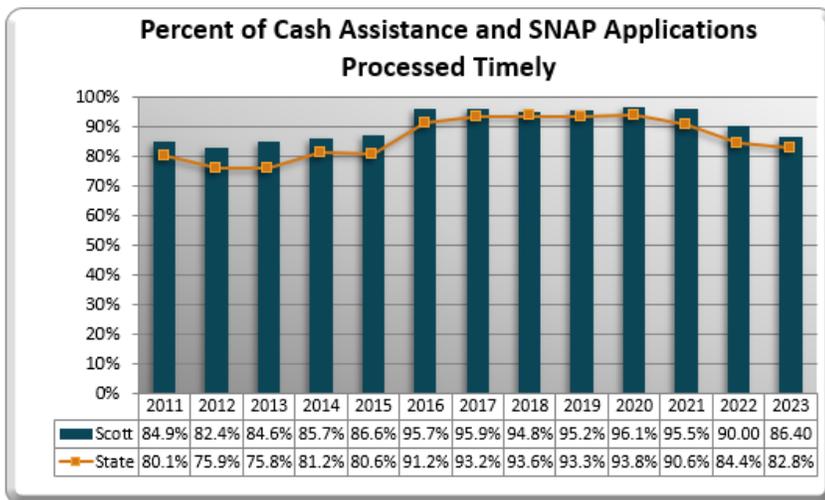
This measure shows the percent of benefits established within one business day. The state established a minimum performance standard that 55 percent of applications would be established within one business day, but has suspended that target for 2023 and 2024.



Source: Human Service Performance Management Report

### Supplemental Nutrition Assistance: Program 168 (30-day service)

This measure, like the previous one, 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.



Source: Human Service Performance Management Report

Scott County’s performance exceeds the state’s minimum performance threshold for one day processing and exceeds state performance on both measures. 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.

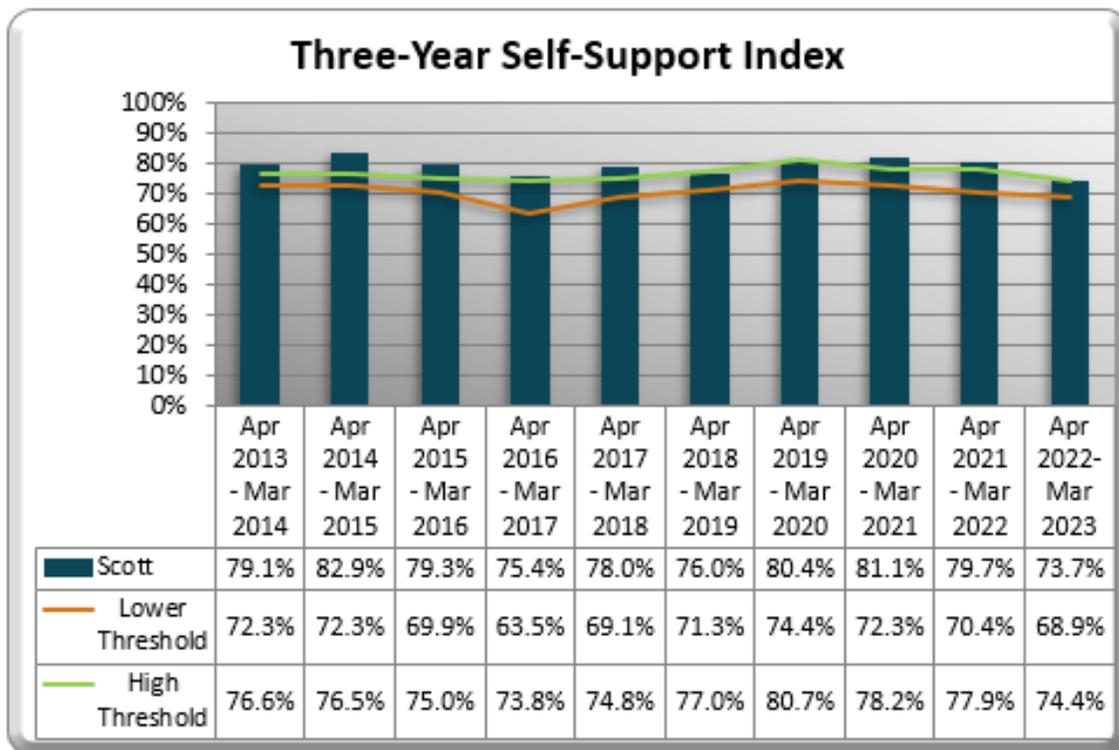
# Community & Public Safety

## Minnesota Family Investment Program: Program 169

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

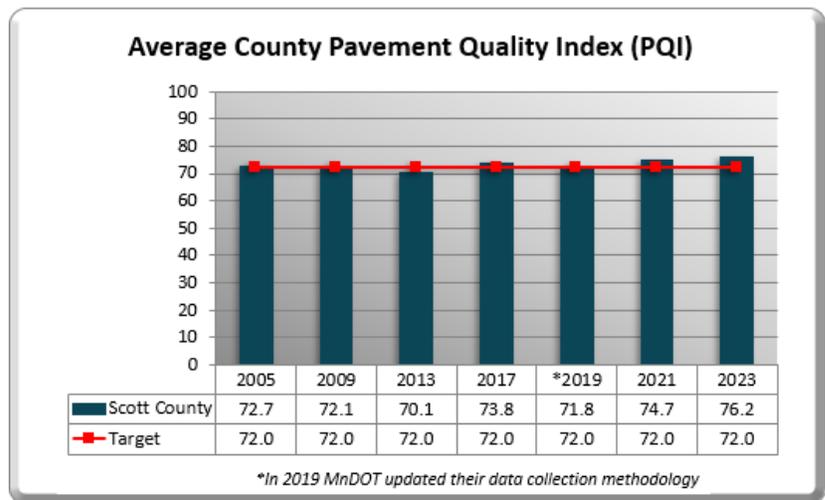
## E. Highway Safety

### Pavement Preventative Maintenance: Program 46

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.

In 2006, the County Board established an expectation for the County to maintain an average PQI of 72. 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.

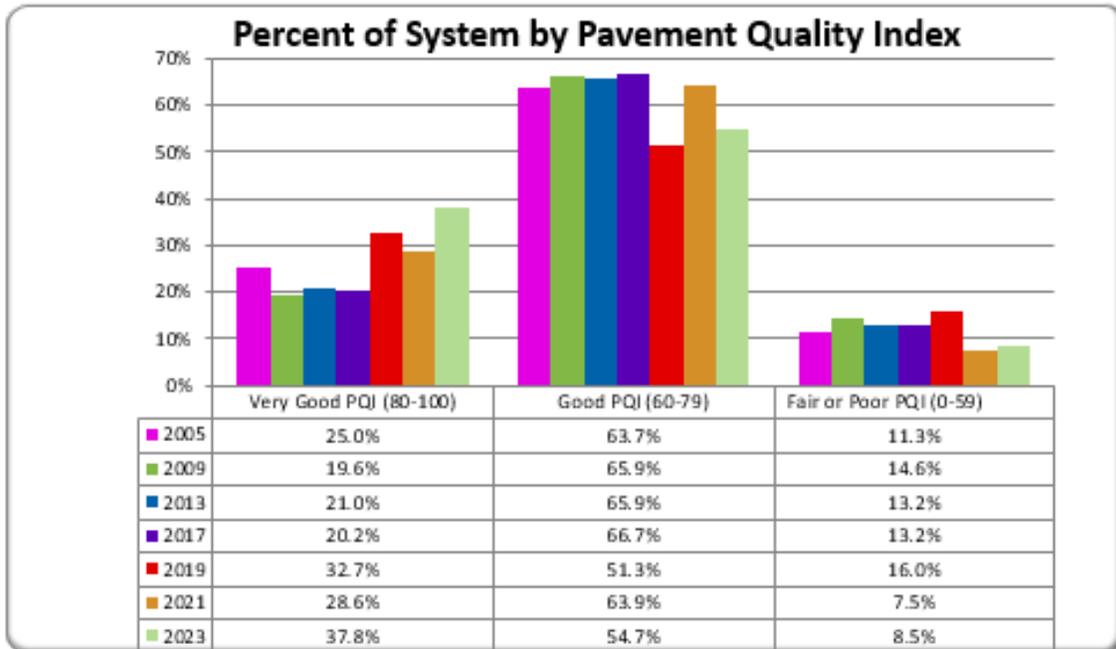


Source: MnDOT Visual Survey, historically every 4 years; Reviewed every 2 years starting with 2017; County Target PQI, 2040 Comprehensive Plan, Transportation Chapter

# Community & Public Safety

## Pavement Condition: Program 49

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 have advanced to 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 the past few years with a cement stabilization process to strengthen the subbase where there are poor soils and constructability issues. It is expected this will extend the need for a mill and overlay beyond the 20-year basis. Early results are favorable.

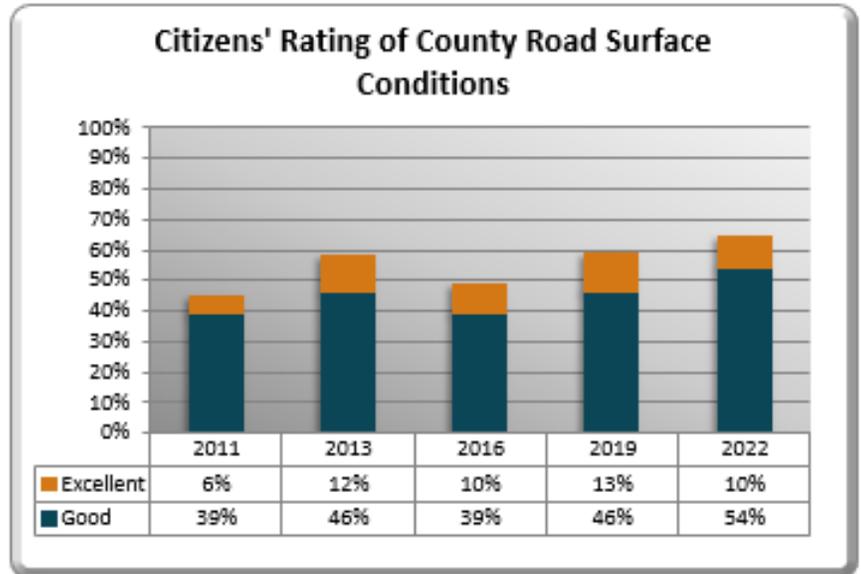
These activities provide greater pavement quality and increase the life cycle of a roadway. These activities, coupled with the investments in the mill and overlay program, continue to yield a County PQI at or higher than the Board’s established goal of 72.

# 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 were included in the survey that directly related to road maintenance. These two corresponding graphs reflect residents’ responses.

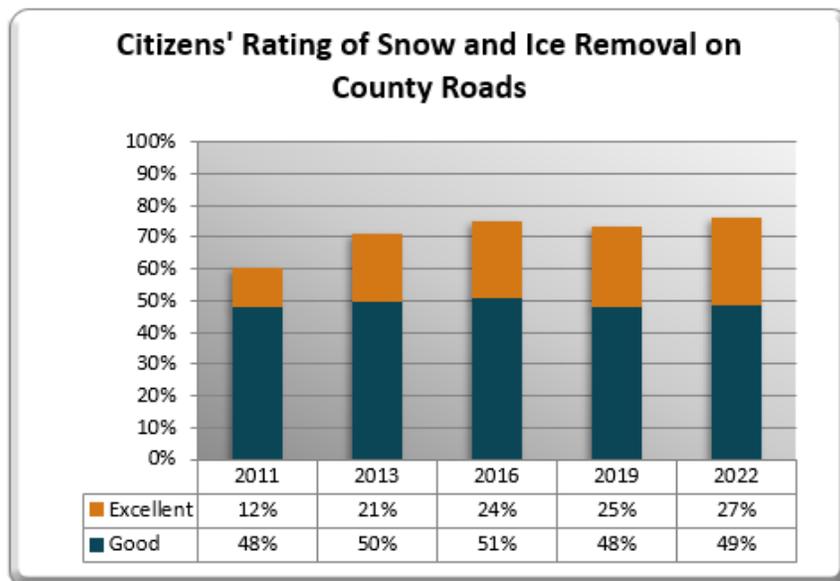
The first question asked about impressions of overall road surface conditions. Sixty four percent of respondents said County roads were in “good” or “excellent” condition. Responses have been relatively consistent and positive over the last six years, but resident opinion ratings are much lower than 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: Program 54

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

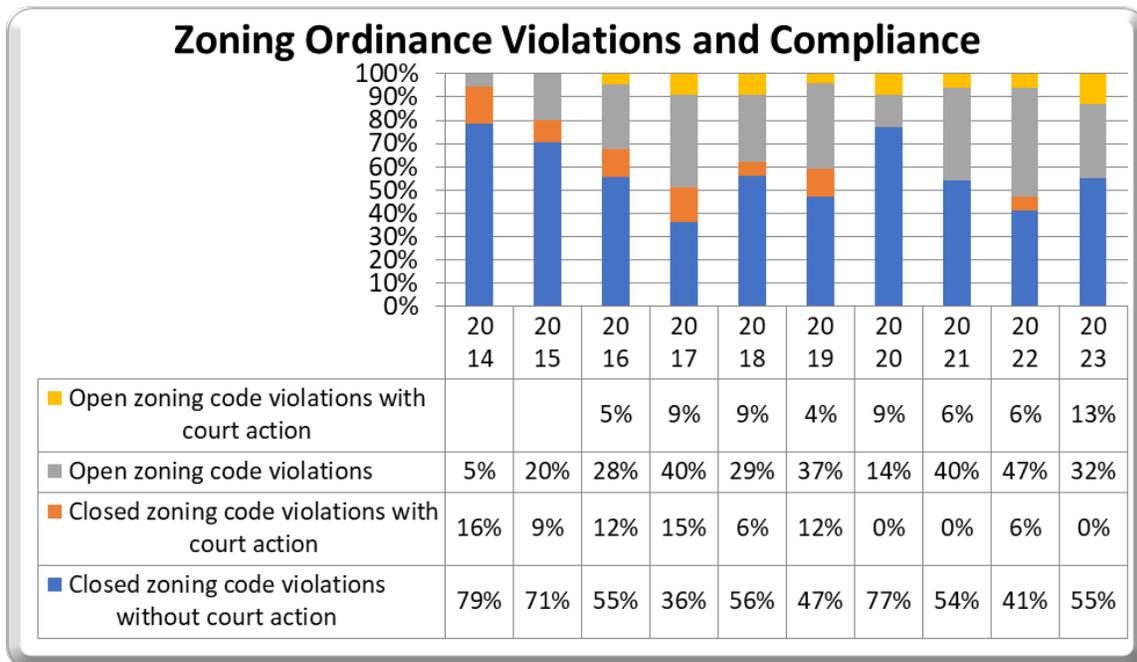
This measure indicates how well respondents think the County is meeting residents’ expectations of safe roads in winter. In response to the 2022 survey, 76 percent of respondents rated snow and ice removal as “good” or “excellent.” Examples of practices that support strong performance include supervisors 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: Program 147

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: City View*

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.

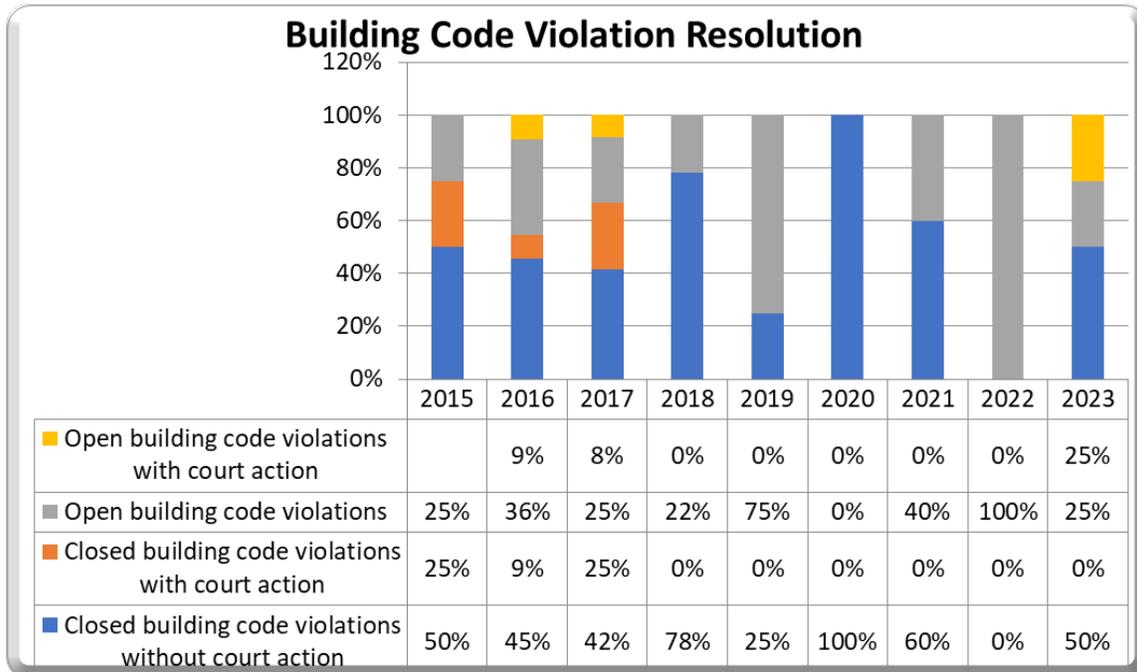
This measure displays the percentage of complaints that remain open or have been resolved voluntarily versus the complaints that were referred to the County Attorney's Office.

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: Program 146

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.



*Source: City View*

Skillful engagement by Building Inspections staff is the primary factor in this exceptional performance. Courts are granting more continuances, anticipating resolution outside of the court process.



# Community & Public Safety

## Part III. Progress on the County's Strategic Plan (2023)

In 2023, the County has made progress towards the Board's objectives for reducing recidivism and keeping communities safer; preparing and responding to emergencies; and ensuring access to resources to address basic needs including food, housing, and medical care.

- **Performance data.** Community Indicators and program-level data reflect positively on community and public safety outcomes:
  - Serious crime rate statistics kept by the Bureau of Criminal Apprehension show an annual drop in the number of serious offenses committed over the last three years. County crime rates are lower than state rates. The number of major crime filings, and the total number of criminal filings overall by the Scott County Attorney's Office, is also down.
  - Recidivism rates for adults convicted of felonies have dropped, and now meet state performance targets for the first time in five years. This may be correlated to work done by Community Corrections to understand recidivism and employ strategies (e.g., staffing ratios, caseload sizes, programming, supervision standards, et cetera) to mitigate gaps.
  - Specialty Court graduates show improvement in life factors and lower recidivism.
  - The Sheriff's Office provides timely responses to law enforcement dispatch calls and calls for patrol officers. Law enforcement dispatch calls are generally answered with the national standard timelines, with data trending upward. Forty-five percent of calls receive a response from a patrol officer in less than three minutes. Data are not as strong for timely responses to fire dispatch calls.
  - Respondents to the 2022 Resident Survey expressed high ratings of feeling safe in their homes and neighborhoods.
- **Community Corrections.** Perhaps the biggest point of progress in 2023 was the work done by Community Corrections leaders and County Commissioners from across the state to successfully advocate for a new funding formula for Community Corrections. Although the formula did not eliminate the funding gap, it did narrow the gap and allocated new funding levels primarily to support probation supervision. Scott County added 10 new positions, creating opportunity to provide specialized programming and supervision at the correct intensity to address risk and prevent recidivism. The department will be accountable to show impact of adding those positions on program outcomes.
- **ARPA Funding.** In 2022-2023, the County Board invested ARPA funds to hire time-limited positions in the County Attorney's Office, Community Corrections, and the Courts to address the pandemic-related backlog of cases which were negatively impacting individuals involved in the justice system and costing taxpayers for extended time spent in the Jail. Those efforts successfully resolved the backlog more quickly than anticipated and Scott County Court dockets are now current, and time-limited positions are being eliminated.
- **Jail Improvements.** The Jail Study was completed in 2022, with a one-year follow up report to the Board in 2023. The Study included recommended strategies for reducing both recidivism and high rates of staff turnover. As a result, staff positions were added, changes were made to the delivery of medical services, a social worker was embedded, and the role of the re-entry worker was revised. Jail Administration

# Community & Public Safety

supports ongoing continuous improvement efforts through their own process changes and the implementation of technology solutions. Results after the first year are positive, with reductions in the rates of staff turnover with continued examination of outcomes over time.

The Jail Study also recommended embedding a social worker and aligning that position's work with a re-entry probation officer and the program staff in the Jail. The Coordinated Response team includes a social worker position in the Jail, and that position was implemented immediately. Some delays occurred in redesigning the re-entry probation officer position, and coordination of roles and duties was recently completed. Performance measures, including the number of people served and the number/percent of people served who return to the Jail will be tracked as one measure of program effectiveness. In 2023, the embedded social worker met with 505 individuals to support successful transitions out of Jail and links to services as needed.

- **Housing.** The Board's significant investment of ARPA dollars into building out the housing continuum have expanded housing options and helped to fill gaps. In addition, the Board defined the County's role in housing and accepted a Housing Strategic Plan that sets forth a roadmap to complete the build-out of needed housing resources.

Investments in prevention remain a top priority. The County, along with the Community Action Program (CAP), is using new state funding to help prevent housing loss. Correlating data show reductions in the numbers of people on the Coordinated Entry list since the infusion of new state prevention dollars. Additionally, the Board approved an Innovation Grant for a pilot program to engage landlords before people are evicted. That project, in partnership with the CDA, is in the design phase and will include program evaluation data collection to measure effectiveness.

- **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 2022 Resident Survey indicated roads are in "good" or "excellent" condition. In 2023, the County Board reviewed its own target for maintaining the Pavement Quality Index (PQI) at a 72 rating, and endorsed this as an appropriate level of service to maintain both cost-effectiveness and safe road conditions.
- **Building and Zoning** code violations are generally resolved in a collaborative manner with community members.
- **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 and Child Support program staff are available for consultation at the Family Resource Centers to provide broader community access.

# Community & Public Safety

## Going forward

- **Criminal Justice System.** The existing Strategic Plan includes an evaluation of the local justice system that would lead to a five-year strategic plan impacting efficiency, effectiveness, and opportunities to reduce recidivism. A consultant is currently being sought to complete that work, using the Justice Steering Committee as the executive sponsors of that evaluation.

An emerging challenge for the criminal justice system is the elevation in the number of Rule 20 competency evaluations being requested in both juvenile delinquency and adult criminal cases. While these evaluations are necessary in some cases, overuse creates unnecessary delays in case resolution, sometimes extended jail stays, and creates resource drains on Mental Health and other County services. Examining current practice and processes for making these requests (as well as aggregate outcome data) may assist all justice partners in ensuring these evaluations are occurring on the appropriate cases.

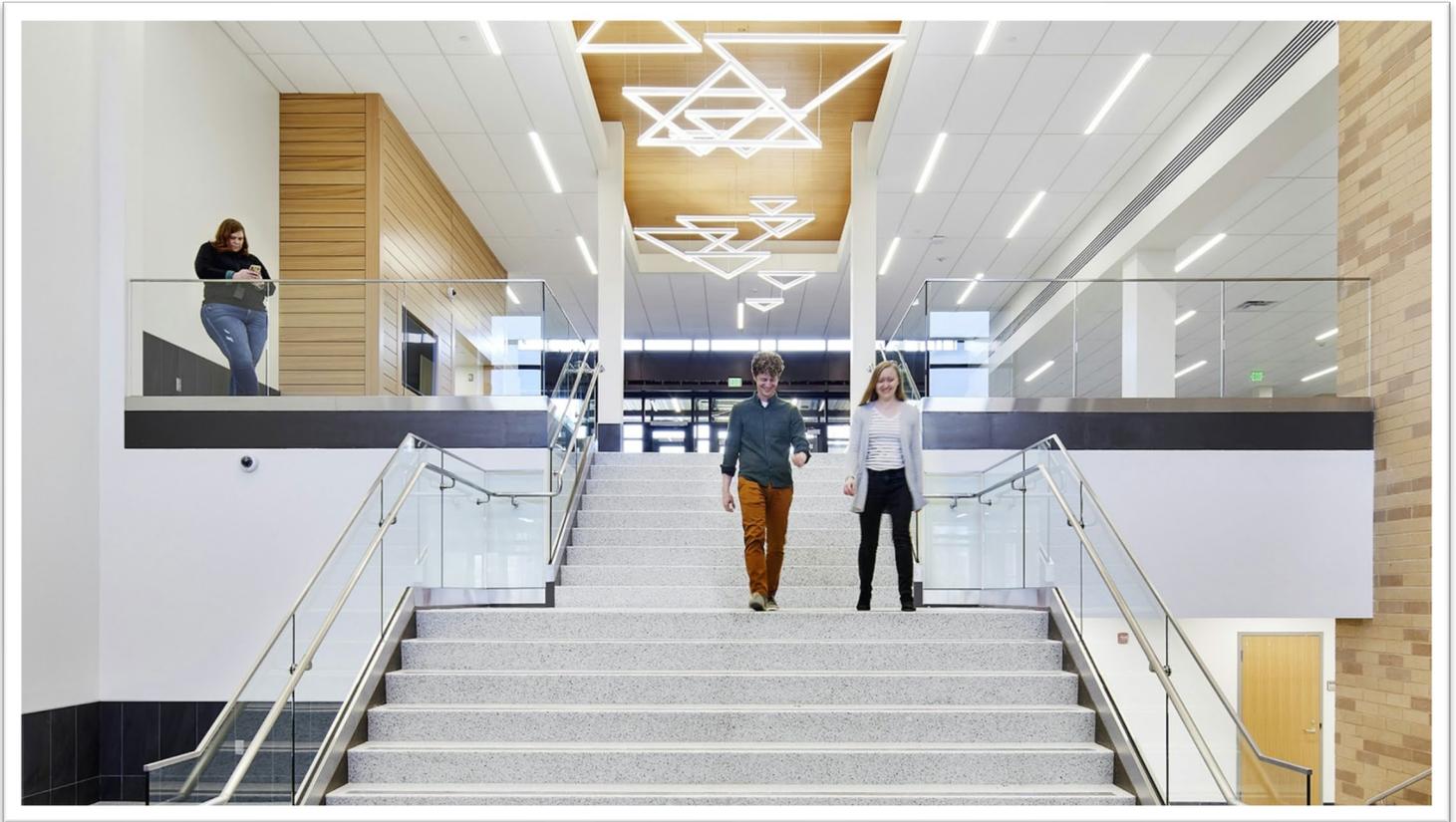
- **Housing.** The County will move forward on housing projects begun last year. Allos will open, serving four families. Construction will begin on the Shepherd of the Lake Housing Opportunity project in fall 2024. County staff are also engaged with city representatives from Belle Plaine to consider a housing opportunity with a faith-based support network for families.

A women's re-entry house will open in 2024 in Shakopee. The County must develop a long-term funding sustainability plan for all three re-entry houses once ARPA and existing grant dollars are no longer available.

- **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.
- **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 2024, 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/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 criminal justice system evaluation, through LETG replacement systems, and through the County's Enterprise Resource Planning system.

# Public Records

## Introduction: Public Records Objective Area



The Public Records Objective Area encompasses 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 value. 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: Progress on the Strategic Plan

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: 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 (2020-2023)		
Completed	In Process	Opportunity
<ul style="list-style-type: none"><li>• Conducted efficient elections with accurate results</li><li>• Congressional redistricting project completed with broad community involvement; completed on time</li><li>• Implemented appointment-based scheduling and later hybrid business models in Customer Services – reduced wait times for customers</li><li>• Expanded online portals in some business areas (e.g., Tax and Building Permits)</li></ul>	<ul style="list-style-type: none"><li>• Vitals, Licenses, and Permits (VLP) portal is in process, with anticipated launch in summer, 2024</li><li>• Innovation Grant: Increase options for online portals</li></ul>	

## Part II: 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 work to implement 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

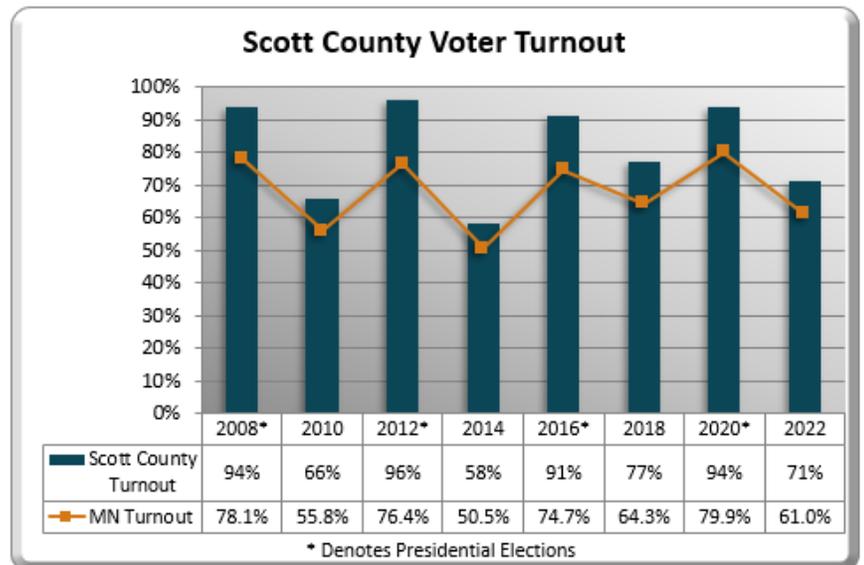
## A. Elections

The most recent elections were held in 2022, and the data below reflect voter turnout statistics and performance by the County Elections staff.

### Community Indicator: Voter Turnout

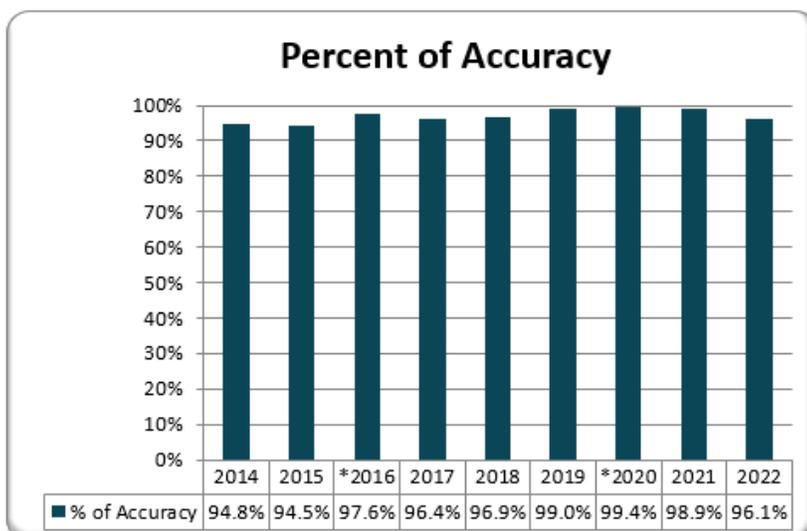
In the 2022 presidential election, 68,297 votes were cast. Of those, 15,525 voters voted by absentee ballot. The percentage of absentee voters' changes from election to election, based on many factors. The number of absentee voters dropped considerably in 2022, and are likely more reflective of a regular, post-COVID world.

These data reflect voter turnout for the County and the state for the last six general elections. Data compares 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.



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

### Voter Administration: Program 42



Source: Statewide Voter Registration System; PVC & NCOA Notices Sent: Monthly Totals

It is imperative that voter registration information is updated within the statutory timelines to ensure voters are casting ballots in the correct precincts; that they have not voted twice; or that they have not been deemed ineligible to vote based upon citizenship, residency, or incarceration.

This measure provides information on the number of voter registrations that are current.

These data reflect performance from the last national election. There were no state or national elections held in 2023.

# Public Records

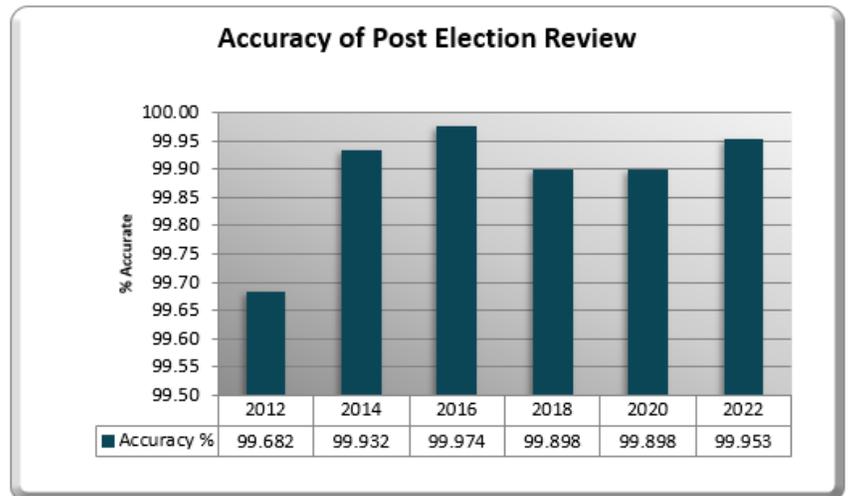


## Election Administration: Program 40

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. There were no state or national elections held in 2023.



Source: Ballots/Precinct Summary

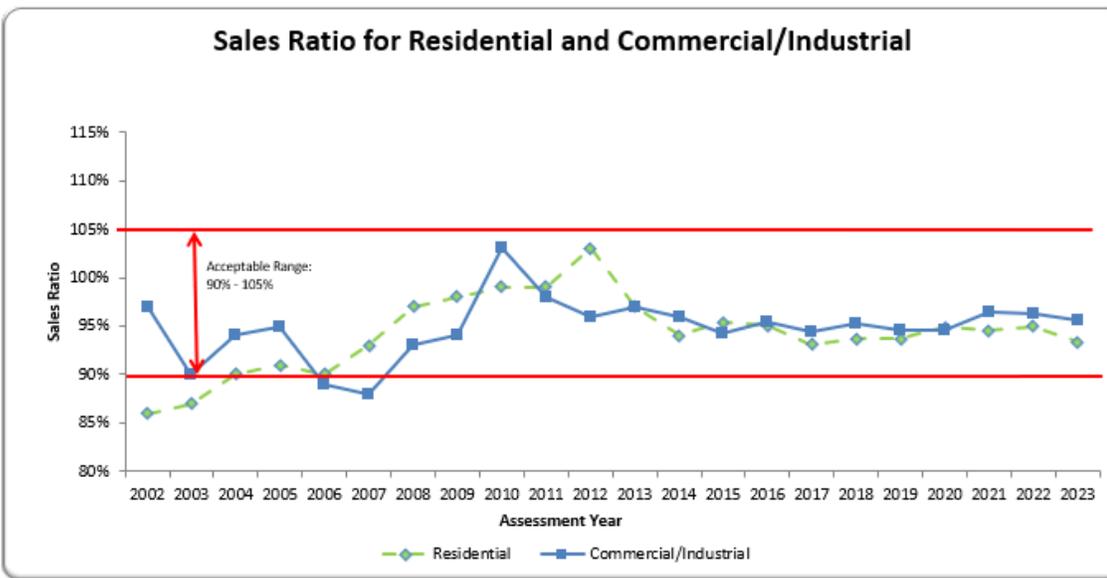
# Public Records

## B. Taxation and Property Assessments

### Property Valuation and Assessment: Program 137

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 if it lands between 90 and 105 percent of market value.



Source: MN Department of Revenue Sales Ratio Reporting

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.

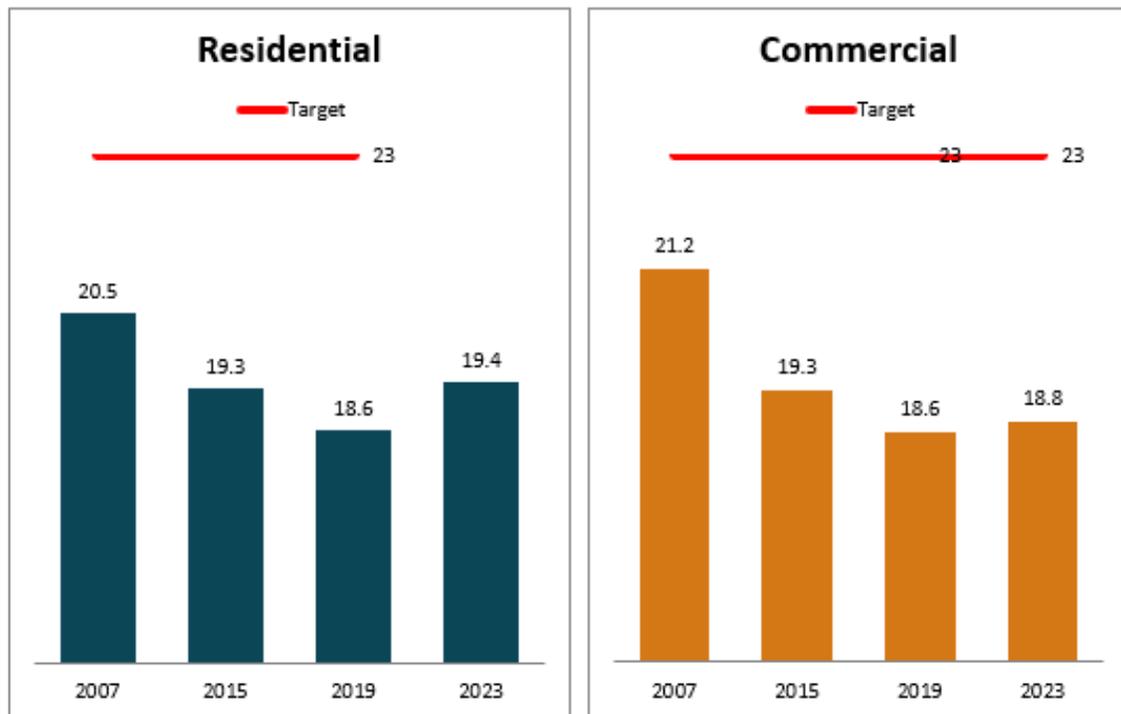
Factors that support strong performance include:

- 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 supports 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: Program 146

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 is essential 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.

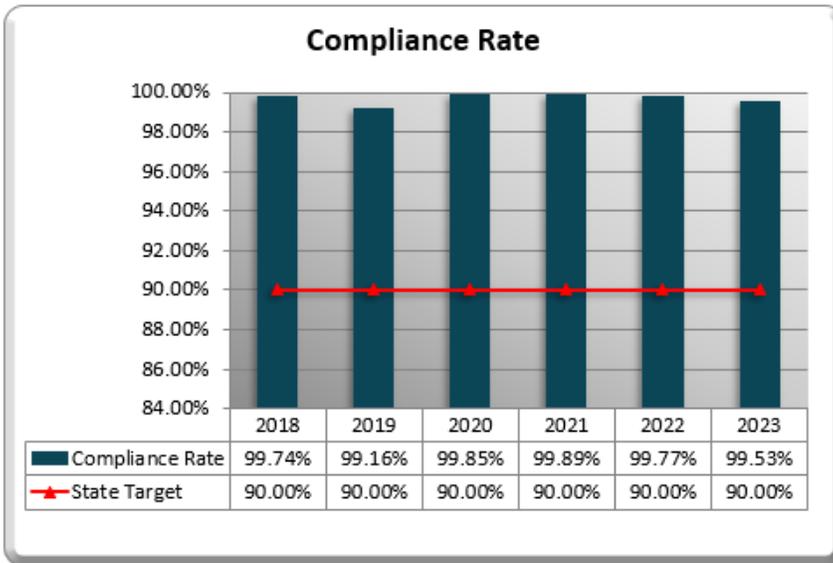
These data show Scott County's BCEGS score has increased in 2023. The increase in rating reflects changes to staffing levels and experienced staff.

# Public Records

## C. Property Records

### Property Document Recording: Program 110

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.



Source: RecordEase software

The average turnaround time is 0.6 working days, well within the 10-day state performance target. Scott County has consistently exceeded the state targets for timely processing. In 2023, a total of 18,991 property documents were processed in Scott County, about 6,000 fewer when compared to 2022. Of those, 73 percent were filed electronically. Residents' use of electronic filings spiked during the pandemic but has returned to pre-pandemic levels.

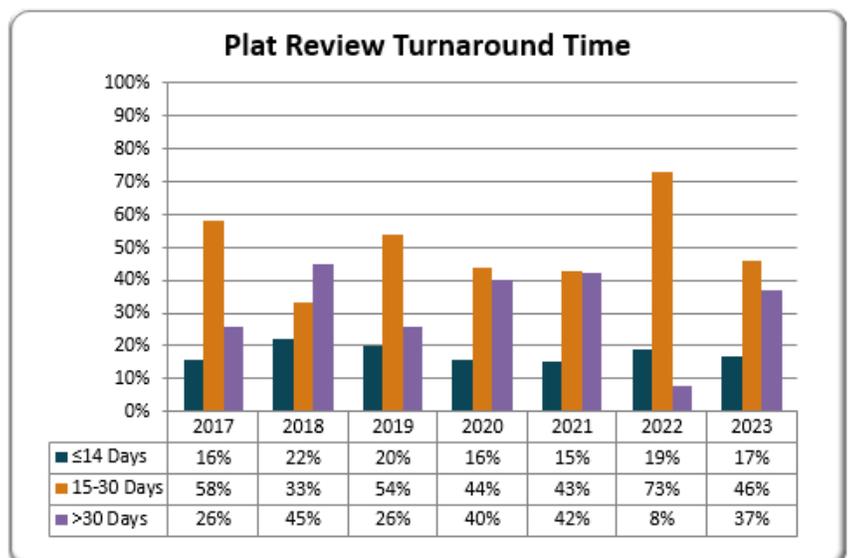
### Surveyor Administration: Program 111

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 2023, the number of plats reviewed – 48 – by the County remained relatively stable. Most of the delayed reviews occurred in the fall, when a large number of plats were submitted. Staff time was also prioritized to ditch and right-of-way projects. A small number of complex plats or complicated easements also needed review at that time.

Eighty percent of section corners have been verified.



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

# Public Records

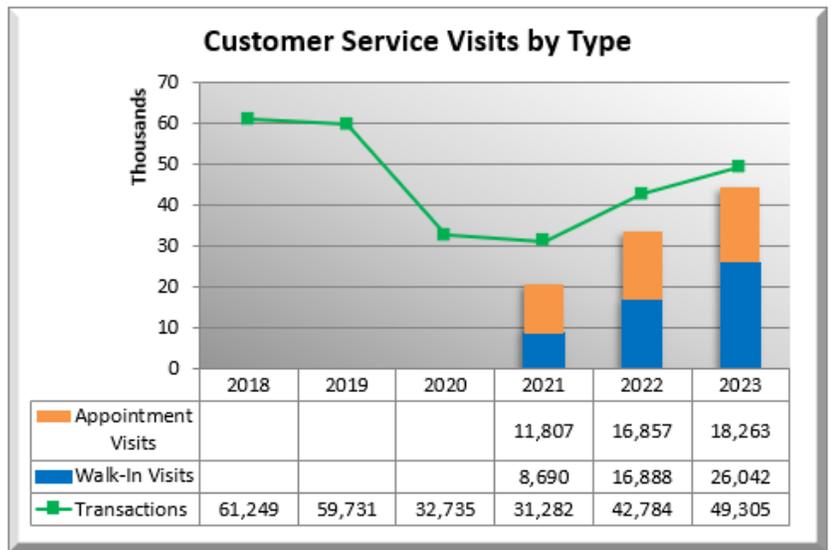
## D. Customer Service

Customer Services 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.

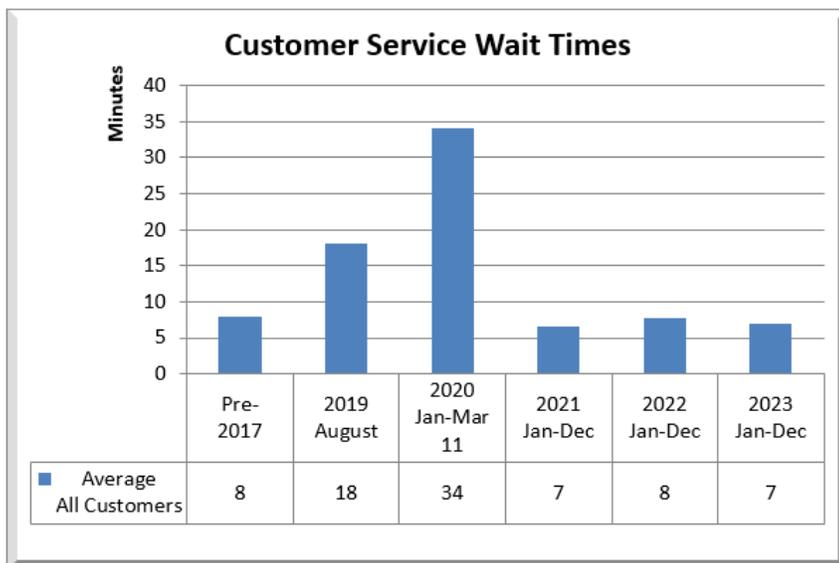
This measure shows how residents are accessing Customer Services and the number of transactions completed annually.

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

In 2023, there were 44,304 visits to the Customer Service counter. Of those, 18,263 visits occurred by appointment (41 percent) and 26,042 visits occurred as walk-ins (59 percent). Vehicle Records and Drivers' License appointments increased over the previous year. Demand for other licenses, permits, and certificates remained relatively flat.



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 III. Progress on the County's Strategic Plan

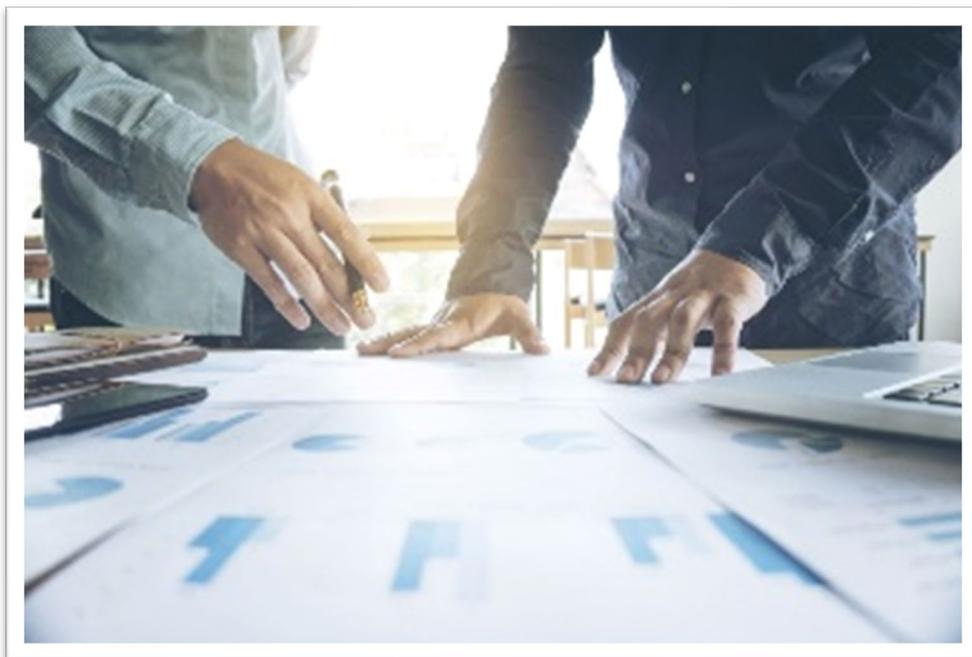
In 2023, the County has made progress towards the Board's objective of identifying and implementing service delivery changes leading to improved outcomes.

- Data from nearly all program areas meet or exceed state or local performance targets. Strong supervision, well-trained staff, and the robust use of technology solutions support accurate records, efficient processes, and improved data reporting capabilities. These factors combine to bring down the overall cost of government and therefore the tax burden on residents.
- Legislative changes in 2023 significantly impacted programs within this Objective Area:
  - **Customer Services:**
    - State funding for the Deputy Registrar increased, thereby reducing the impact on the County levy for the costs of services.
    - Other changes included implementation of the Drivers' Licenses for All legislation, making it possible for people to obtain drivers' licenses or legal identification cards regardless of immigration status; waivers of some drivers' license/motor vehicle fees for military veterans; and improved access to some motor vehicle records.
    - New Black Out license plates became available, with over 52,000 sold by April 1, 2024.
  - **Elections.** State dollars were also allocated for the Voting Operations Technology and Election Resources (VOTER) Account, which provides additional funding to local governments to offset costs associated with election administration.
  - **Tax and Assessment.** A legislative change in 2023 approved Alternative Reviews, or the use of technology to conduct property assessments through remote observations. In 2023, Scott County Assessors conducted 16,021 reviews on new or existing properties. Alternative Reviews were conducted on 85 percent of those evaluations. This time savings allowed staff to commit more time to assessments that could not be completed remotely; to those with higher degrees of complexity; or to other activities within the Assessor's Office. Additional years of data are needed to fully evaluate the impact of this technology solution on overall performance.
- The availability of forms in languages other than English was identified as an opportunity for improvement during the last budget cycle. Funds were approved to translate 240 County forms across the organization.
- The County's Data Privacy Coordinator was repositioned within the organization, serving as a central point of entry, and tracking data requests made by the public. Processes for reviewing requests and releasing data have been streamlined and occur in alignment with the County Attorney's Office direction and practices. New software will build capacity for the County to accept, track and report on data relevant to the timely response to data inquiries.

# Public Records

## Going forward:

- Staff assigned to elections are preparing for the 2024 presidential election. Staff members are working to implement changes made to processes and requirements for voting and elections administration. Strong partnerships with city and township precincts and election officials will support this work. Elections staff is also engaging in community outreach efforts to recruit, train, and support election judges from both political parties and from diverse backgrounds.
- Staff will finish testing and implementation of the VLP online portal, making access to records, applications, and payments more convenient for customers.
- Innovation Grant dollars (2023) were awarded to further expand online services, including online payment portals. Ideally, these technology solutions would interface directly with the County's financial systems, minimizing the staff time spent on data entry and improving the accuracy of the submission. A needs assessment and planning for future applications is in process. Once planning is completed, this process will likely continue over the next few years through the Capital Improvement Plan (CIP).
- Language Line Accessibility software will be installed across the organization to improve the experience of non-English speaking customers and reduce delays in serving them.
- Public Records represents business areas that continue to push themselves for higher performance, often using technology solutions. Website accessibility tools and scheduling software for the Regional Training Facility are examples of projects to be explored in 2024.





# 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 that 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 efficiency 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: Progress on the Strategic Plan

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

- A. **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 (2020-2023) (NOTE: Internal Services has contributed or impacted all Objectives & Strategies)		
Completed	In Process	Opportunity
<ul style="list-style-type: none"> <li>• Constructed a secure courtroom in the Jail</li> <li>• Completed County Commissioner redistricting on time with community involvement</li> <li>• Developed a community engagement charter</li> <li>• Hired community outreach officers and manager</li> <li>• Senior leaders completed Individualized Diversity Inventory (IDI)</li> <li>• Developed budget books and hosted budget conversations with the Commissioners</li> <li>• GC-West opened (June 2021), GC-East re-opened (2022), both projects on time/under budget</li> <li>• Fees for services recalculated to cover but not to exceed total costs; Libraries went “fine free”</li> <li>• Commissioners Weekly Activity Report Dashboard</li> </ul>	<ul style="list-style-type: none"> <li>• Expand role of advisory teams in informing policy and making decisions</li> <li>• Study operations at the Central Shop campus and evaluate future use/needs</li> <li>• Planning for future of Regional Training Facility</li> <li>• Enterprise Resource Planning software (ERP) implementation, go live scheduled for 2026</li> <li>• Develop Objective Area Teams – focus on outcomes for planning and investments</li> <li>• Implement recommendations from the ER Gallagher Study</li> <li>• Implement referral and retention bonus to support staff stability in the Sheriff’s Office</li> <li>• Develop and implement leadership philosophy and training</li> </ul>	<ul style="list-style-type: none"> <li>• Engage County employees in civic and community groups as part of an outreach strategy</li> <li>• Evaluate organization maturity model and review/revise budget policies and personnel policies in accordance with a growing organization</li> <li>• Staff turnover – retaining top performers</li> </ul>

# Internal Services

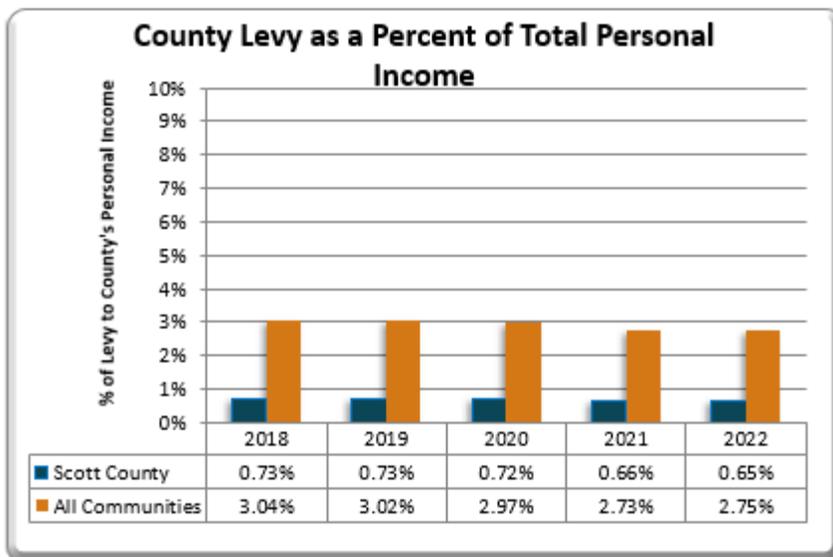
## Part II: Measuring Impact

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 work to implement 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 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.



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 2023 are not available.*

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

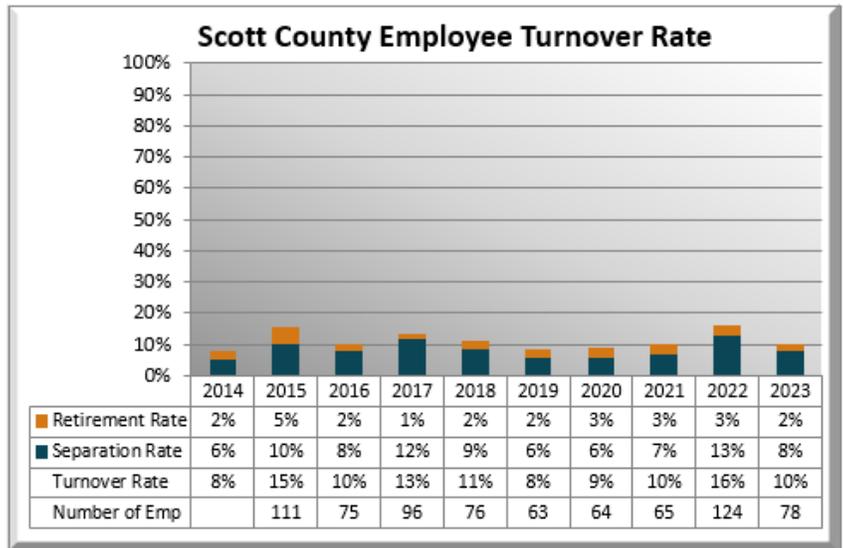
# Internal Services

## Employee Relations: Staff Turnover Rates: Program 9023

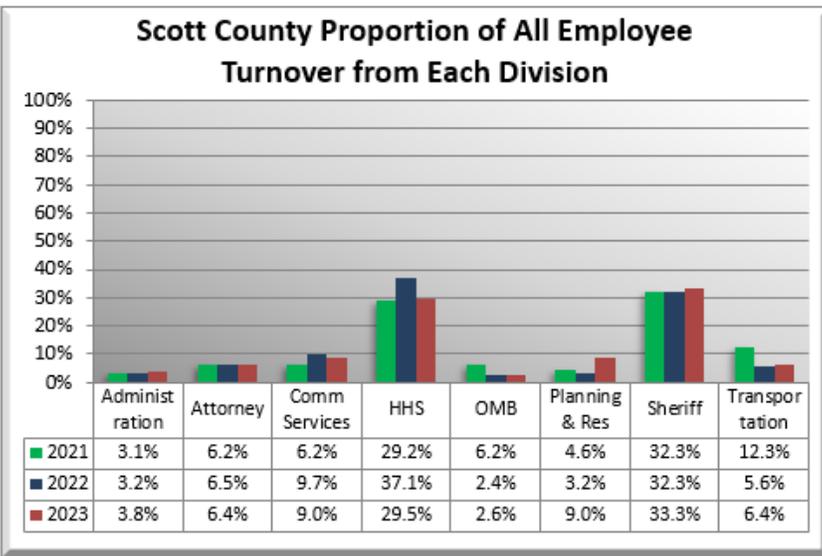
Staff turnover may negatively impact service delivery and generate expenses tied to recruiting and hiring new staff. Monitoring the rate of staff turnover is important in recognizing trends or patterns occurring within the organization that might need to be addressed. Some turnover is natural for an 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. In 2023, turnover rates returned to be more consistent with a five-year trend.



Source: Infor

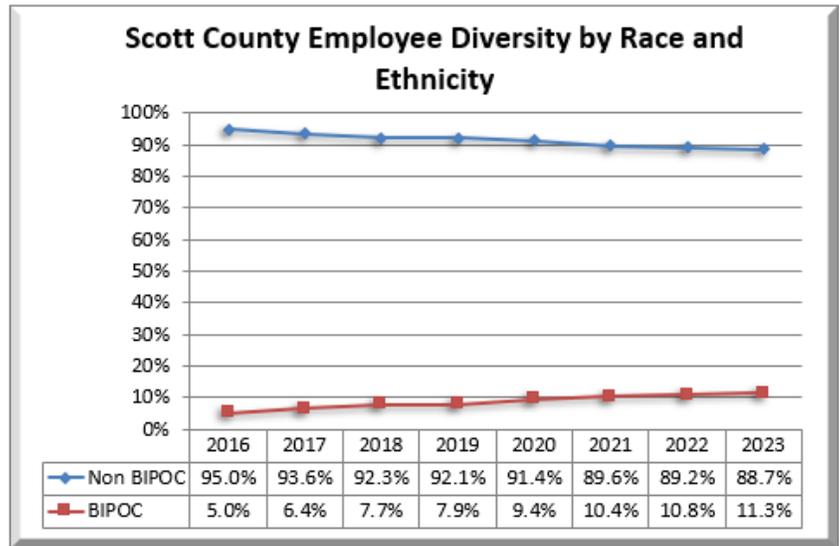


Departments and divisions experience turnover rates differently. The data below show turnover rates by division for the last three years. Referral and retention incentives have been offered to support staffing stability in the Sheriff’s Office programs.

# 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 (the data comes 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.

Almost 89 percent of Scott County employees are White/Non-Hispanic, compared to 77.8 percent of the general population in the County (*US Census; American Community Survey, 2018-2022*). These data show movement towards a pool of employees that more closely reflects population demographics within Scott County.



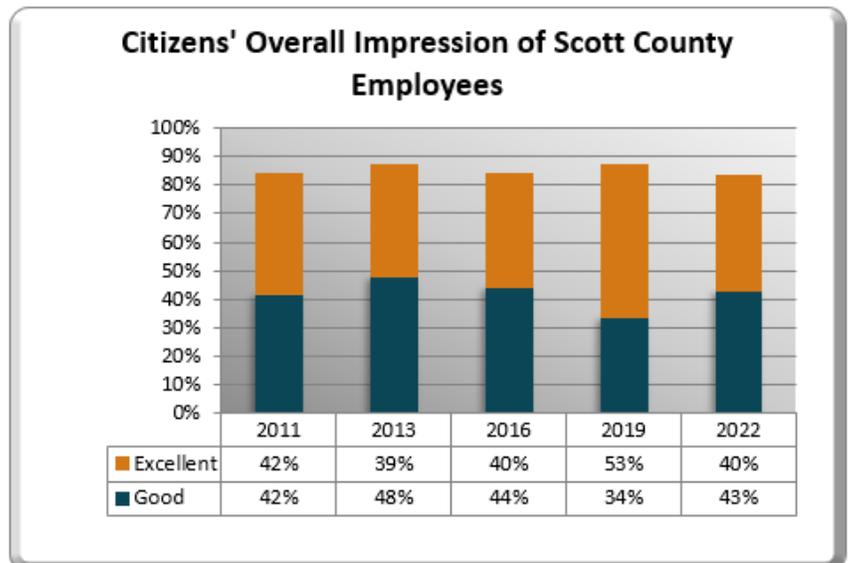
Source: Infor

## 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 2022 Resident Survey, 83 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.



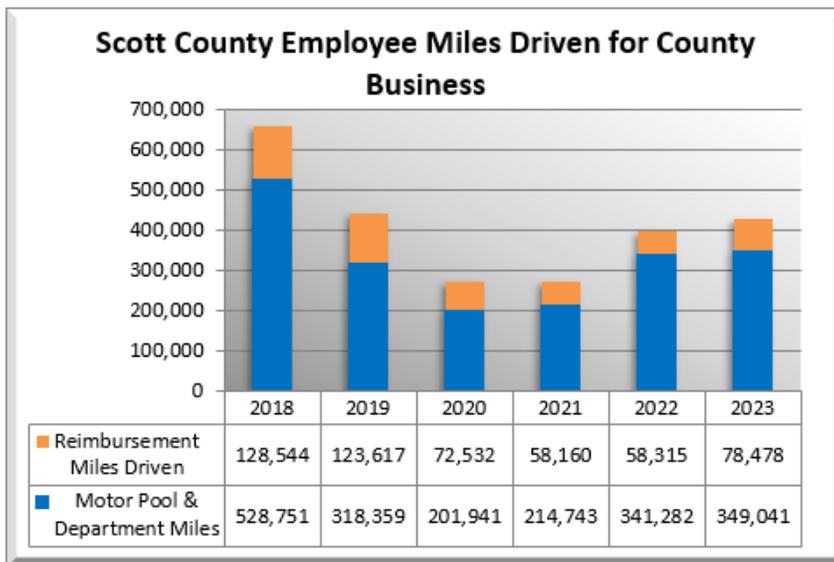
Source: Scott County Resident Survey

# Internal Services

## A. Fleet

### Fleet Motor Pool: Program 9012

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.



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.

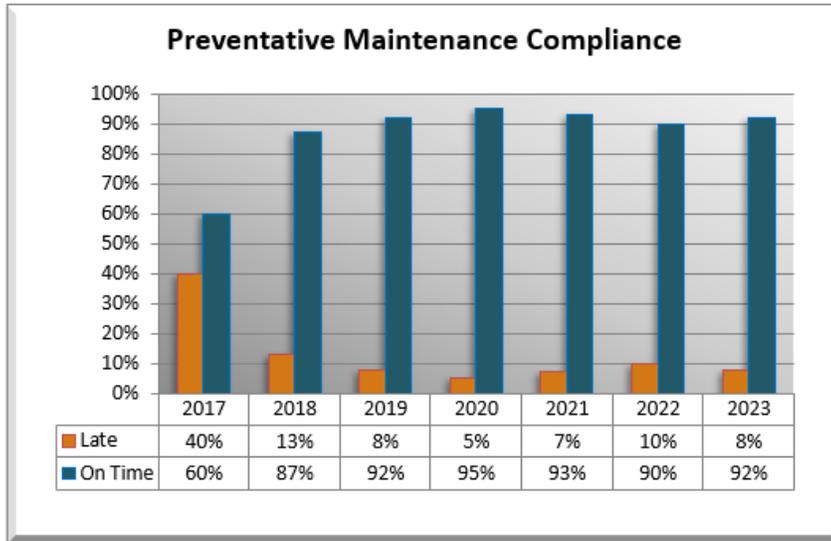
Reimbursement miles were paid out reimbursements to employees for personal vehicle use for Scott County business.



# Internal Services

## Fleet Management: Motor Pool Vehicle Maintenance: Program 9012

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*

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 2023, 92 percent of respondents endorsed a positive overall satisfaction rate when considering the quality of staff, vehicles, and system. This rating is a 7 percent increase in reported satisfaction.

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

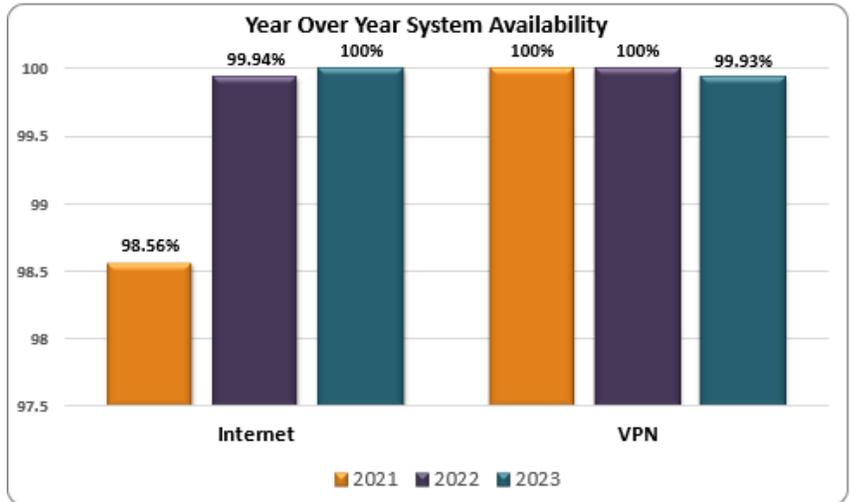
# Internal Services

## B. Information Technology

### Data User Experience: Program 9027

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.

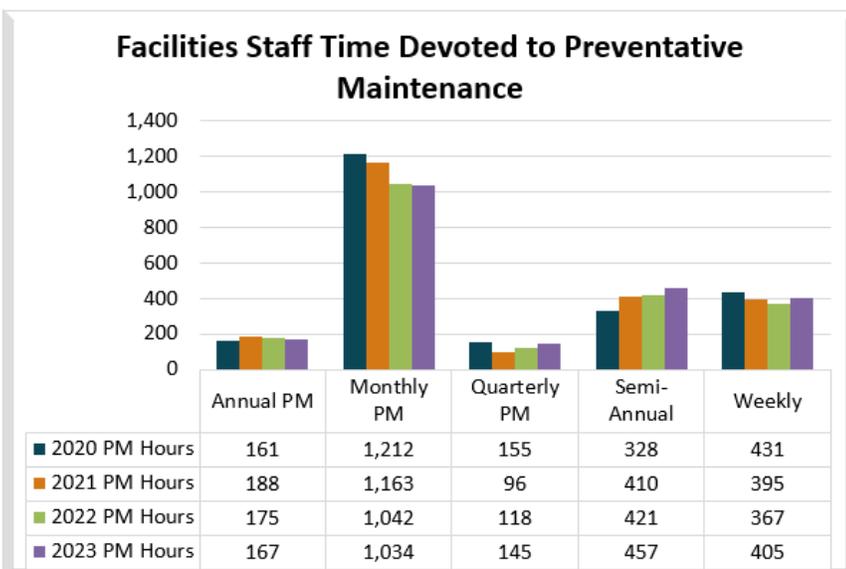


Source: IT Metrics Data

## C. Building Facilities

This measure tracks the amount of staff time 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.



Source: Cartegraph

# Internal Services

## Part III. Progress on the County's Strategic Plan



In 2023, Internal Services business areas supported the daily work of the organization and business unit efforts to advance Strategic Plan initiatives:

- Performance data from Internal Services generally reflects strong performance. Examples include lower rates of staff turnover; high rates of IT system availability; preventive maintenance in facilities and fleet continues to be a strength; the overall cost of government, as measured by the County levy as a percent of personal income, has gone down for the fifth consecutive year.
- Staff members from across the organization are engaged in the design, configuration, testing, and implementation of the new Enterprise Resource Planning (ERP) system. Internal services have been most heavily impacted in these initial phases of the project. 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.
- In 2023, the County completed an organizational restructuring, re-assigning existing positions under a newly created Transformation & Enterprise Services Division. This new division brings together Continuous Quality Improvement, Community Engagement, Libraries, Business Relationship Managers, Volunteer Services, and Communications to help resource and support business units across the organization in making improvements to the efficiency and effectiveness of service delivery.

# Internal Services

- The County hired a Quality Improvement Manager with responsibilities for leading community engagement efforts, aid staff in working cross-culturally, and impacting performance areas where data reflected outcome disparities. Recruitment and outreach efforts were initiated to bring a broader pool of candidates into advisory committees and empower their input into program design and delivery.
- The County Board accepted an Enterprise Communications Plan to support transparency, accuracy, and consistency in both internal and external communications. Critical to the purpose of the plan is to go beyond a simple sharing of information, but rather to prioritize two-way communications leading to change, action, and improved outcomes.
- 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, that work together to deliver services and achieve outcomes. The framework is a Collective Impact model which goes beyond traditional collaboration, reduces competition for resources, and builds a culture of shared goals, resources, staff, and responsibility for results.
  - 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 2023, the Board approved funding for Innovation Grants, providing resources to business units with good ideas for new ways to deliver services, leading to improved outcomes:
  - A prevention worker in the Shakopee School District to support truancy prevention and promote consistent attendance.
  - A Rideshare Program pilot will make additional transportation services available to people have no other means of transportation to appointments for services outlined in a case plan or court order. Additional rideshare options will be made available for individuals seeking access to prevention services.
  - A Landlord Engagement Program, in partnership with CDA, will create a process for landlords and tenants to access support services before eviction for inability to pay rent is necessary.
  - Expansion of online portals is currently being inventoried and prioritized. Once identified, projects will be forwarded through the existing capital improvement process.
- IT security and reliable access to systems has been a priority over the last year. Improved security at all levels and more rapid implementation of patches has improved the quality of technology resources available to the County.
- The Commissioners' Weekly Activity Report includes statistics from key program areas, including most new initiatives, and is available on a public facing dashboard.
- Initial work began on a leadership development philosophy and plan to support leaders and leadership within the organization.

# Internal Services

## Going forward:

- Two major factors will impact Internal Services going into 2024. First, along with business unit partners, the ERP will continue to hold a priority for time and resources to ensure maximum benefit of that system to the organization over time. Second, staff from budget and accounting programs will finish ARPA tracking and reporting requirements as those projects reach completion.
- In 2023, legislative changes had significant impact on Employee Relations, creating challenges in implementation of new policies and practices for leaves and benefits. Full implementation of these changes will continue into 2024, with fiscal impacts on the organization.
- The County will complete the evaluation the use of space on the Central Shop campus, identifying opportunities to meet the needs of multiple business units through efficient use of space.
- 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.
- In 2024, Scott County will engage with other participating counties in issuing the 2024 Resident Survey, along with other engagement and communication strategies to promote residents' involvement in the work of the County going forward.



# Appendices

- A. Budgets and Levy
- B. Scott County Strategic Plan

# Budgets 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.

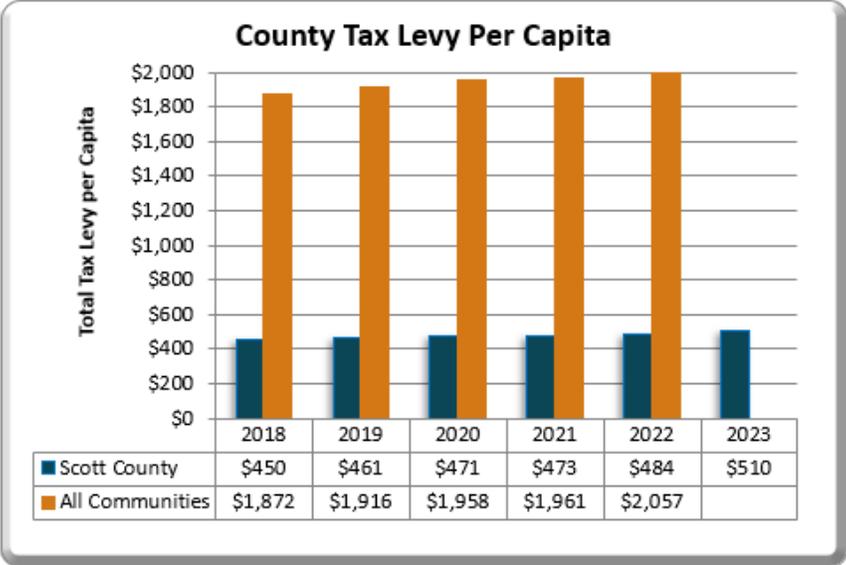
# Budgets and Levy

## A. Budget and Levy Data

### County Tax Levy Per Capita

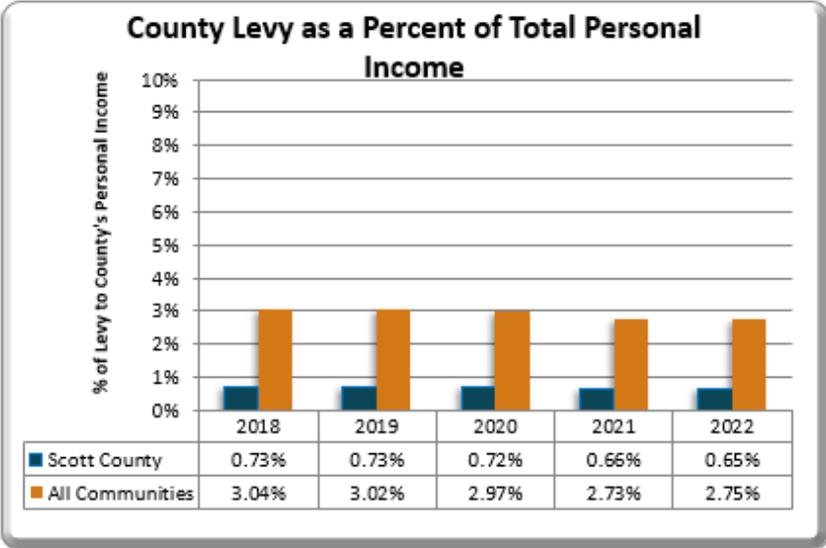
One way of demonstrating the total cost of public services paid by local property taxes is to show the average cost for everyone in the County if each individual paid the same amount. These data include the total taxes paid per individual as levied by the County and also other taxing authorities. Costs 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.

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



Source: Annual Scott County Budget

### Tax Levy as a Percent of Personal Income



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

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 County programs and services.

This measure is the total levy divided by the total personal income of residents showing the average percent of income spent for County services. This demonstrates the comparison of the cost of County government in contrast to all local governments that levy property tax allowing comparisons with other counties.

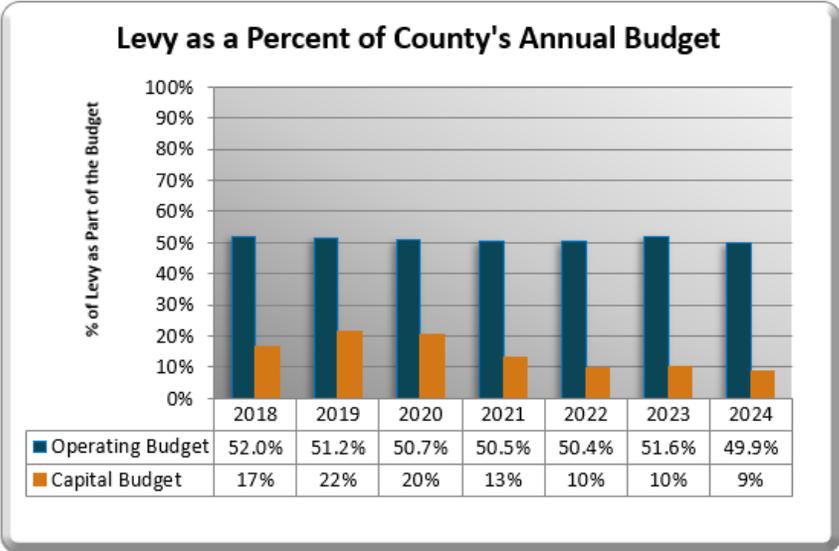
All local jurisdictions that levy property taxes are included in one annual statement. Residents need to be aware of the breakdown of their taxes to assure transparency and encourage participation in decision making at all levels of government.

# Budgets 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. 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 accounted for.

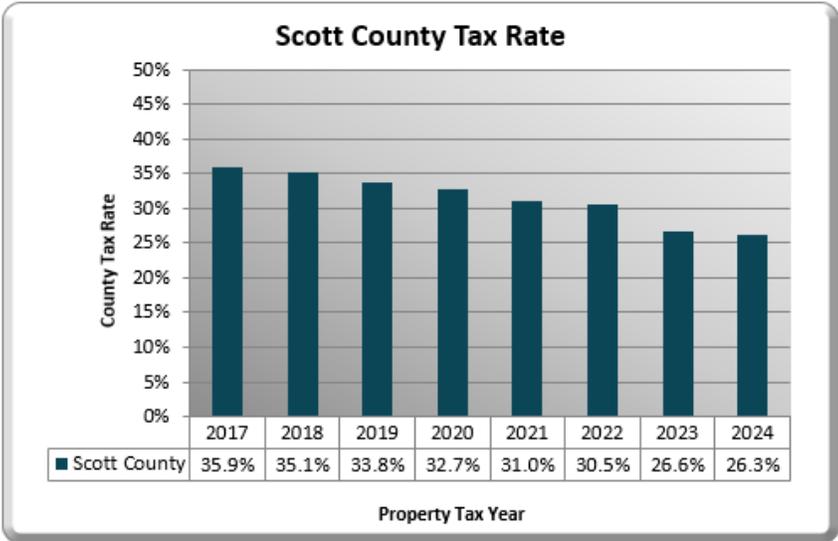
Many County services are mandated, but not fully funded, by the state. Other services are expected by residents as something of value provided by the County.



Source: Annual Scott County Budget

## Scott County Tax Rate

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 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.



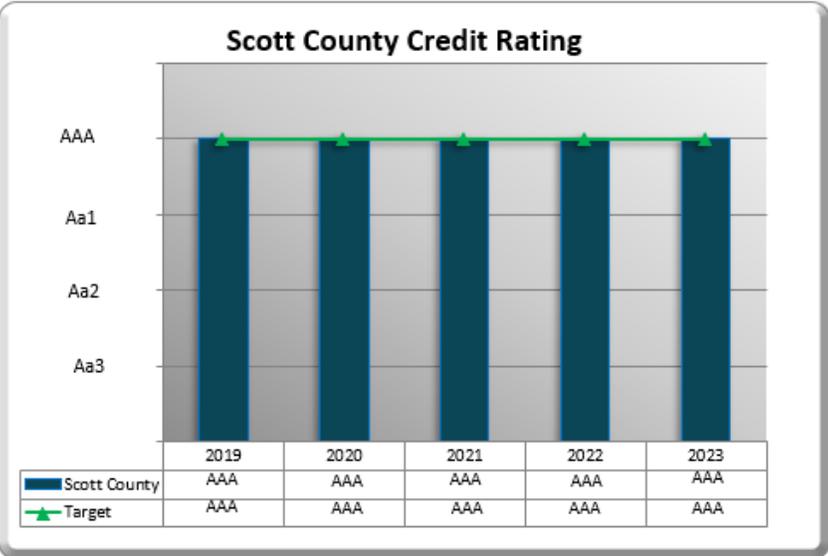
Source: Annual Scott County Budget

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

# Budgets and Levy

## Scott County Bond Rating

With property taxes providing a significant portion of Scott County's funding, it is vital that the community has faith that the organization is stable and able to pay its financial obligations.



Source: Standard & Poor's Rating Agency

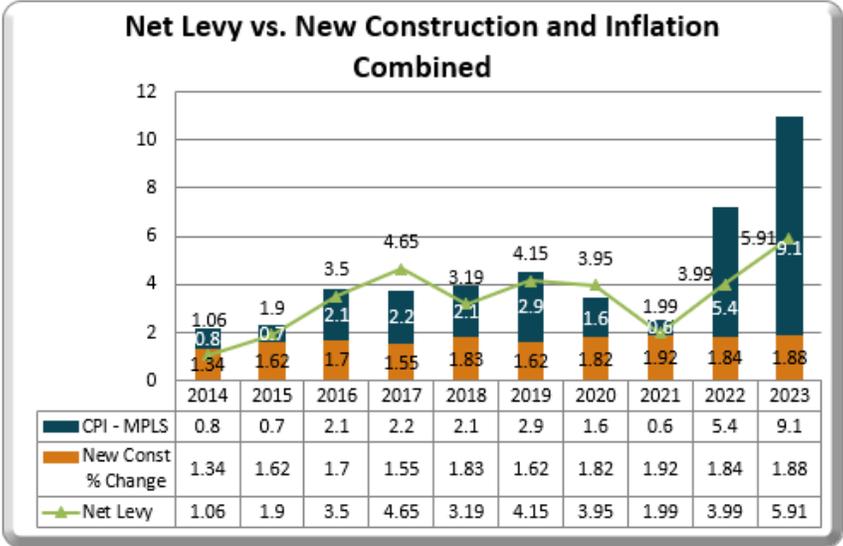
The County bonds (borrows by selling bonds) to fund infrastructure projects. A high-bond rating results in a lower interest rate for this debt, allowing the County to meet infrastructure needs more effectively and saving the taxpayer money over the life of the bond.

Scott County has consistently maintained a AAA credit rating, reflecting financial stability and low risk to default on loans.

## 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

# Budgets and Levy

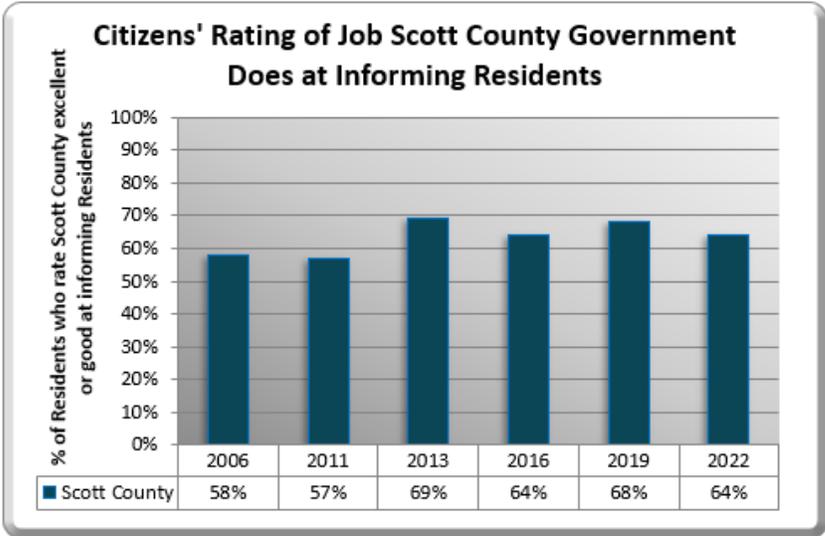
## B. Resident Survey Results

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 a Resident Survey, administered every three years. The most recent survey was conducted in 2022. 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 2022 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.



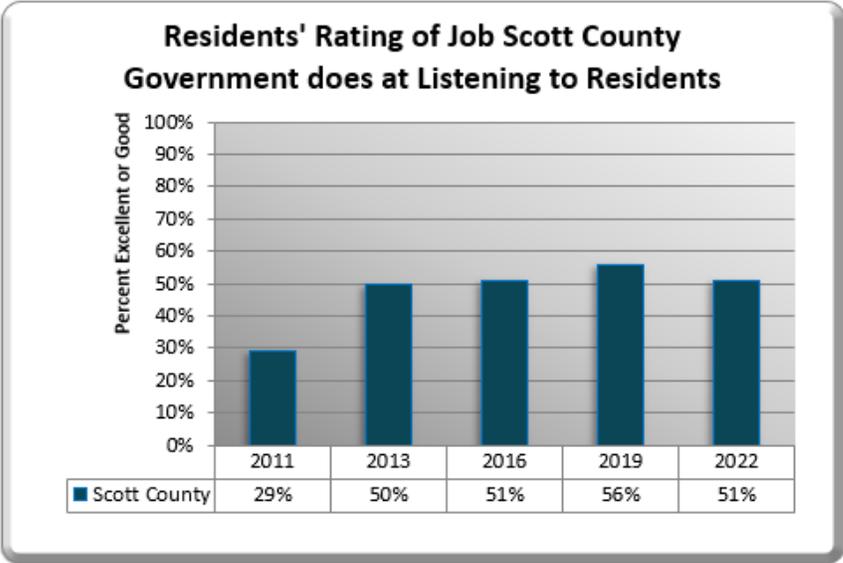
Source: Scott County Resident Survey

# Budgets and Levy

## The Job Scott County Government Does at Listening to Residents

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 feel their taxes are being used appropriately. Active engagement with our communities also contributes to programming and service delivery.

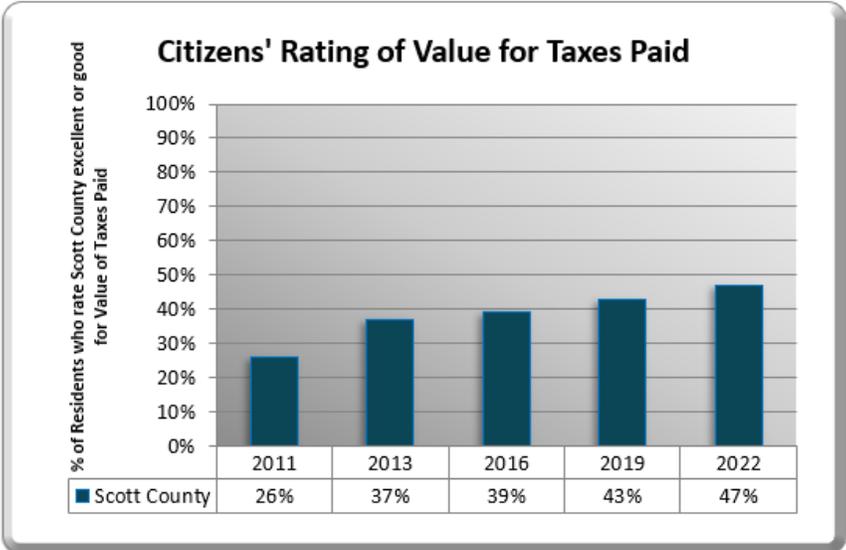
County leaders remain committed to further improvements in how we listen and become engaged with our communities.



Source: Scott County Resident Survey

## 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. Upward trends in this data are encouraging and provide a foundation for continued community engagement efforts.

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
2. Strategy: Promote & expand services that help residents lead healthy, active lives
3. Strategy: Reduce recidivism among youth and adults and make communities safer
4. Strategy: Enhance the safety of residents by ensuring efforts that prepare residents and communities for emergencies

**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

**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

**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
2. Strategy: Work with SCALE partners to increase access to employment and education opportunities
3. Strategy: Create a more sustainable, resilient system of regional infrastructure

**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
2. Strategy: Broaden community participation in all aspects of planning, decision-making, and plan implementation
3. Strategy: Evaluate and address Scott County Government operations based on the 2040 Comprehensive Plan
4. Strategy: Recruit, retain, and support a high-quality, culturally-informed workforce