

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

Date: June 16, 2026

Resolution No.: 2026-128

Motion by Commissioner: Jody Brennan

Seconded by Commissioner: Barb Weckman Brekke

**RESOLUTION NO. 2026-128; AFFIRMING ADOPTION AND IMPLEMENTATION OF THE STANDARD
MEASURES PROGRAM DEVELOPED BY THE COUNCIL ON LOCAL RESULTS AND INNOVATION AND
AGREEING TO REPORT RESULTS TO RESIDENTS**

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

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

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

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

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

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

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

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

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

VOTE RESULTS:

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

No: None

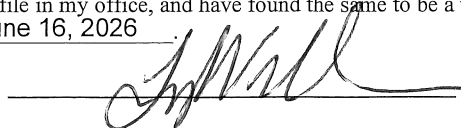
Absent:

Abstain: None

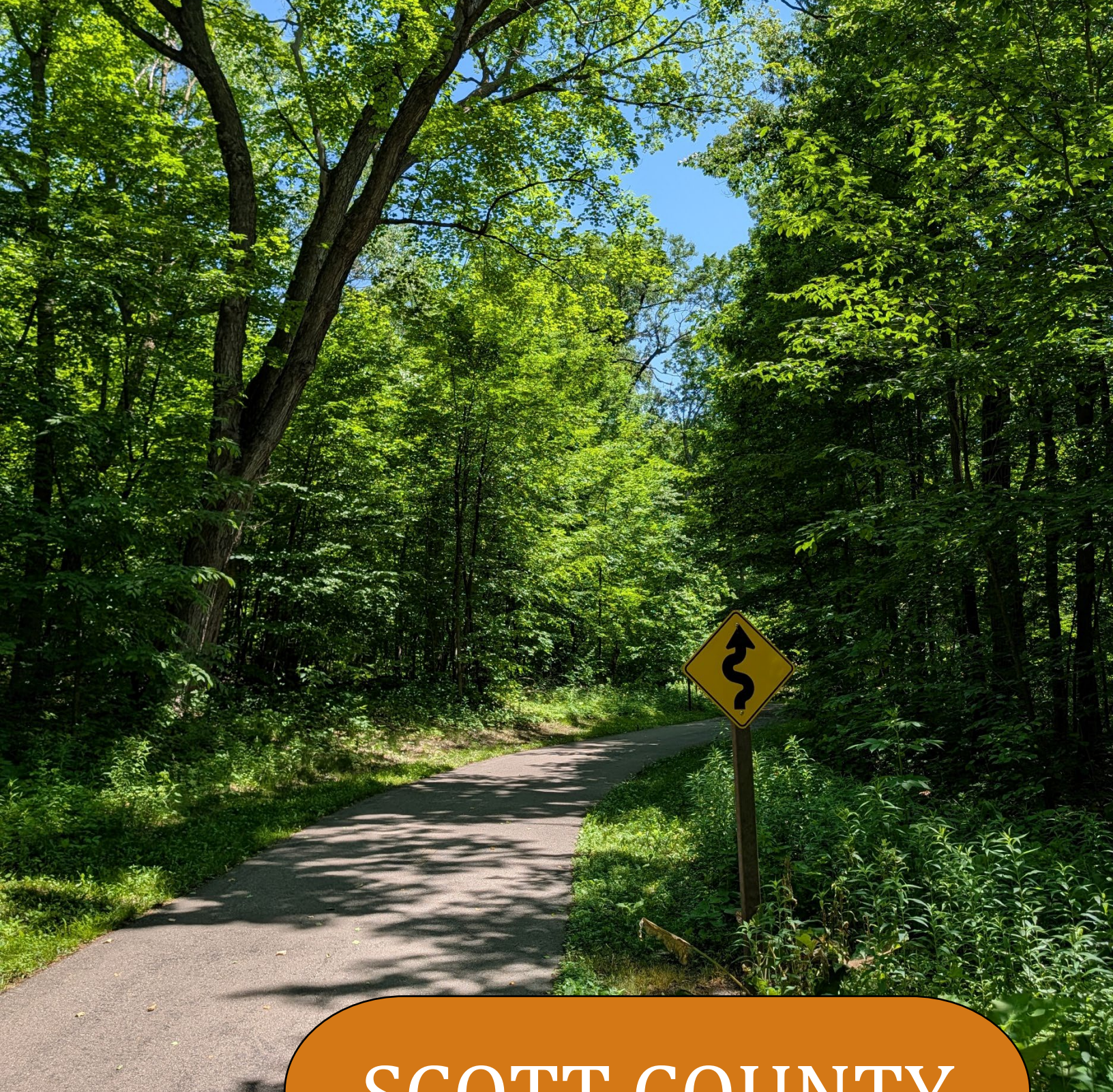
State of Minnesota)

County of Scott)

I, Lezlie A. Vermillion, duly appointed qualified County Administrator for the County of Scott, State of Minnesota, do hereby certify that I have compared the foregoing copy of a resolution with the original minutes of the proceedings of the Board of County Commissioners, Scott County, Minnesota, at their session held on June 16, 2026 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 16, 2026.



County Administrator



SCOTT COUNTY

2025 Annual Performance Report

Scott County, Minnesota 2025 Annual Performance Report

Presented to the Board of Scott County Commissioners

June 16, 2026

Cover photo: Spring Lake Regional Park

Produced by Scott County Quality Improvement Department

Contact: DeliveringWhatMatters@co.scott.mn.us

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Executive Summary



Introduction

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

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

This Performance Measurement Report is for the Scott County Board of Commissioners to receive in June 2026 and primarily consists of a look at performance over the 2025 calendar year.

Council on Local Results and Innovation

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

In accordance with this initiative, County goals, outcomes, and output measures have been developed and adopted by the Scott County Board of Commissioners. Each includes an identification of the goals, Community Indicators, and Key Performance Indicators from multiple programs that all relate to improving results. *Scott County Residents Survey* data are included as a method of measuring performance in some outcome areas. The report includes data on 20 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. The year 2025 marked the beginning of a new three-year Strategic Plan, which was adopted by the Scott County Board of Commissioners on December 17, 2024. The updated Strategic Plan implementation period is 2025 through 2027 and will highlight new priorities.

Summary of Findings

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

In 2025, outcome data continued to highlight the impact of the County's robust prevention and early intervention strategies, alongside the growing service demands of shifting demographics. Key trends in 2025 include:

- **Demographic shifts and economic stability:** The population in Scott County continues to grow, age, and diversify. The percentage of residents aged 65 and older has grown to 12.7 percent. Economically, the unemployment rate increased slightly to 3.4 percent in 2025, but remained lower than the statewide average of 3.9 percent. Housing affordability remains a focus with a quarter of Scott County households considered "cost-burdened."
- **Significant declines in serious crime:** Serious crime (Group A offenses) per 100,000 residents has declined sharply since 2021. The rate in 2025 (2,030 per 100,00 residents) represented a 47 percent decrease from 2021 and was markedly lower than the statewide rate. Correspondingly, adult criminal case filings decreased, and average daily jail populations were trending downward, reflecting the County's efforts to prevent deep-end service involvement.
- **Growing acuity in mental health needs:** Despite expanded services, mental health needs remained high. Prepetition screenings for civil commitments reached 131 in 2025, continuing an upward trend. Mental health crisis assessments in the jail also increased by nearly 11 percent from 2024 to 2025. This could suggest a better understanding and support of mental health and not just a total increase in need.
- **Success in child abuse prevention and truancy diversion:** Investments in early intervention and prevention are preventing deeper system involvement. Overall, child maltreatment rates and out-of-home placements have trended downward since 2018. Educational neglect assessments reached their lowest point in five years, and truancy cases managed by the County decreased by nearly 30 percent in the 2024-2025 school year. This strong performance is likely impacted by effective diversion programs. In addition, visitors to the Shakopee Family Resource Center increased nearly 16 percent.
- **Educational benchmarks:** While prevention efforts appear to be succeeding, academic indicators are showing downward trends. High school on-time graduation rates experienced a slight decline in 2025, and third grade reading proficiencies also declined, with slightly less than half of third graders reading at grade level. Both metrics, however, remain higher than statewide averages.
- **Service demands impacted by aging population:** As the population ages, the demand for disability and aging services is increasing. The volume of completed MnCHOICES assessments jumped by nearly 68 percent to 821 in 2025. This high demand, combined with workforce shortages, meant only 20.3 percent of these assessments were completed within the 20-day statutory timeline. County leadership has been actively advocating for system improvements and changes to address these systemic challenges. As the population ages, changes to housing needs, employment, and community resources will need to be considered for the specific needs of this population.
- **Expanded access to community infrastructure:** Residents heavily utilized community resources. The Household Hazardous Waste facility saw a record 15,146 visitors in 2025. The Library System successfully expanded the Extended Access program across most branches, leading to an

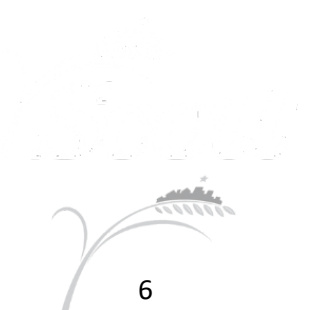
increase in patrons that signed up for the program and a significant increase in unstaffed door openings. Regional parks and trails also maintained high usage, driven by a growth rate exceeding general population growth.

- **High efficiency in internal and public records services:** The County exceeded state timeliness standards for property document recordings, processing 21,418 documents with 79 percent filed electronically. Customer Service handled over 54,000 transactions efficiently via a hybrid model, maintaining an average walk-in time of just nine minutes and three minutes with an appointment. Internally, the County maintained over 99.8 percent IT system reliability and met 97 percent of fleet preventative maintenance schedules on time.

Strategic Plan Objectives

On December 17, 2024, the County Board adopted the current Strategic Plan, which directs the organization's focus from 2025 through the end of year 2027. The Plan includes strategies that continue work not yet finished from the previous Plan and outlines new priorities for the 2025-2027 timeframe. 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. A copy of the Strategic Plan is included in the Appendix.

The County has made significant progress on the objectives in the first year of the Strategic Plan's adoption. At the end of each Objective Area chapter in this report, there is an update on the work done in 2025 to move the organization closer to the desired objectives.



Goal, Vision, Mission, Values

Goal: Safe, Healthy, and Livable Communities

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.

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

Values: Scott County Values transform the public's expectations for service delivery through our caring, creation, innovation, and a community of engaged partners.

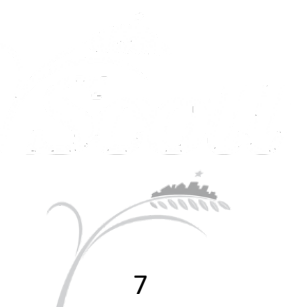
- **Customer Service:** We will deliver government services in a respectful, responsive, and solution-oriented manner.
- **Communication:** We will always be clear about what we're doing and why we're doing it.
- **Collaboration:** We will work with partners -- communities, schools, faith groups, private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

Performance Management

Results Maps

Safe, Healthy, Livable Communities and Responsible Governance

With resident and staff input, the Commissioners adopted definitions of what it means to have "Safe, Healthy, and Livable Communities and Responsible Governance." These definitions became the County Board Goals and told something about what residents say is important for government to provide. Respondents to the *Residents Surveys* have continued to endorse these elements as priorities for government services.



- Prevent criminal behavior
- Citizens can travel and move about safely
- Citizens feel safe, know their neighbors, children play outside, and all feel part of the larger community
- Children and vulnerable adults are protected and their basic needs met
- Clean soil, water, and air
- Enforce laws, be prepared, and respond to emergency situations

- Elderly can live at home with whatever support they need
- Citizens have access to adequate food and healthy choices
- Shelter and housing are available for all citizens
- Active lifestyles for all ages through opportunities and education
- Quality and affordable mental health services are available
- Access to quality local health care services, facilities, and providers



Results Maps

- Provides understandable and accurate information
- Accountable, innovative, and efficient government
- Reasonable taxes and transparency on how they are spent
- Policy makers listen and respect citizens' points of view and create a government that works for the people
- Sustained fiscal health through a well-run organization
- Provides a high quality workforce

- Good system of trails, parks, and open spaces
- Reliable roads, trails, sidewalks, and transit options are available to all citizens
- Cultural understanding in friendly and diverse neighborhoods
- Diverse local services, community education, arts, cultural, and shopping options
- Excellent schools and educational opportunities
- Range of quality jobs and thriving local economy

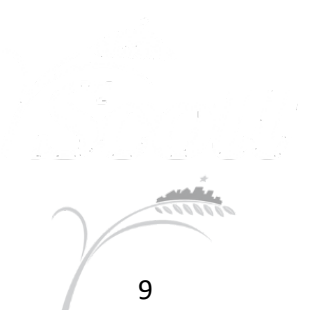


The Scott County performance management system is focused on achieving positive outcomes for residents. To maintain the focus on results (and to answer questions such as “How much did we do?” “How well are we doing?” “Is anyone better off as a result of our services?”), staff examined programs, clearly aligned the purpose of their work with Results Maps outcomes, and assigned Community Indicator 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.

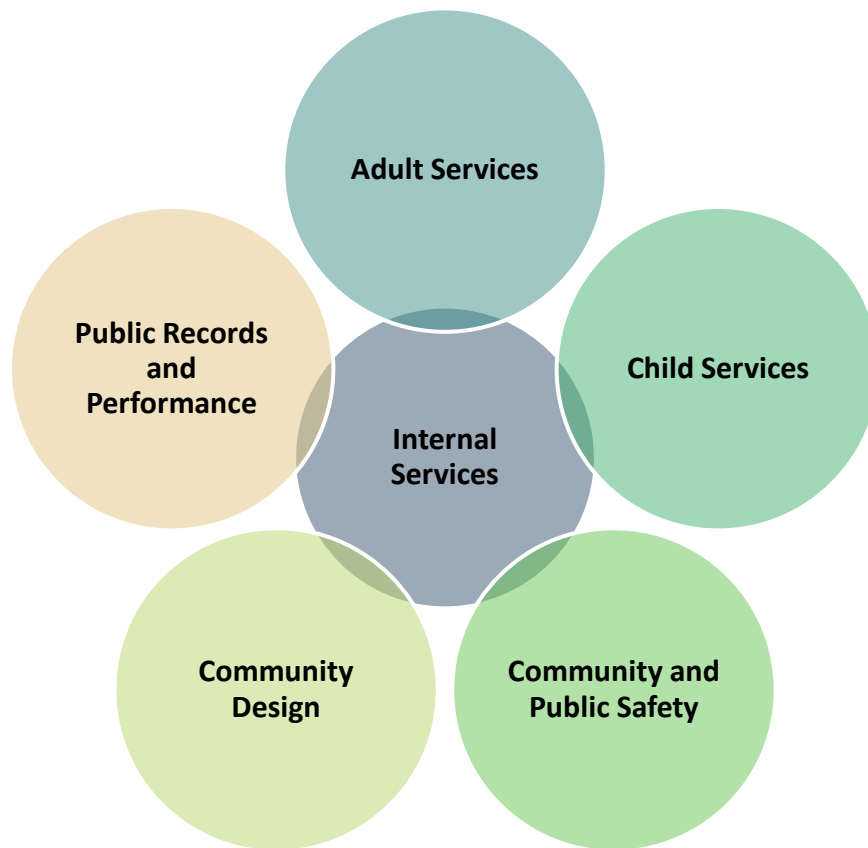
Key Performance Indicators (KPIs) are internal measures telling something about how well a program is meeting goals. KPIs reflect the experiences of people or communities who use County services. Using these data points to measure performance, staff can identify areas of strength and those in need of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

Objective Areas



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

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

Internal Services: While not identified as an Objective Area in the Strategic Plan, internal services have been included in this report to highlight key data surrounding internal County departments whose work enables externally facing business units to complete their work in efficient, effective ways.

The following Objective Areas are outlined in the County Strategic Plan, and each Objective Area has a long-term goal (four to six years) that set priorities for the Strategies.

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

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

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

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

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

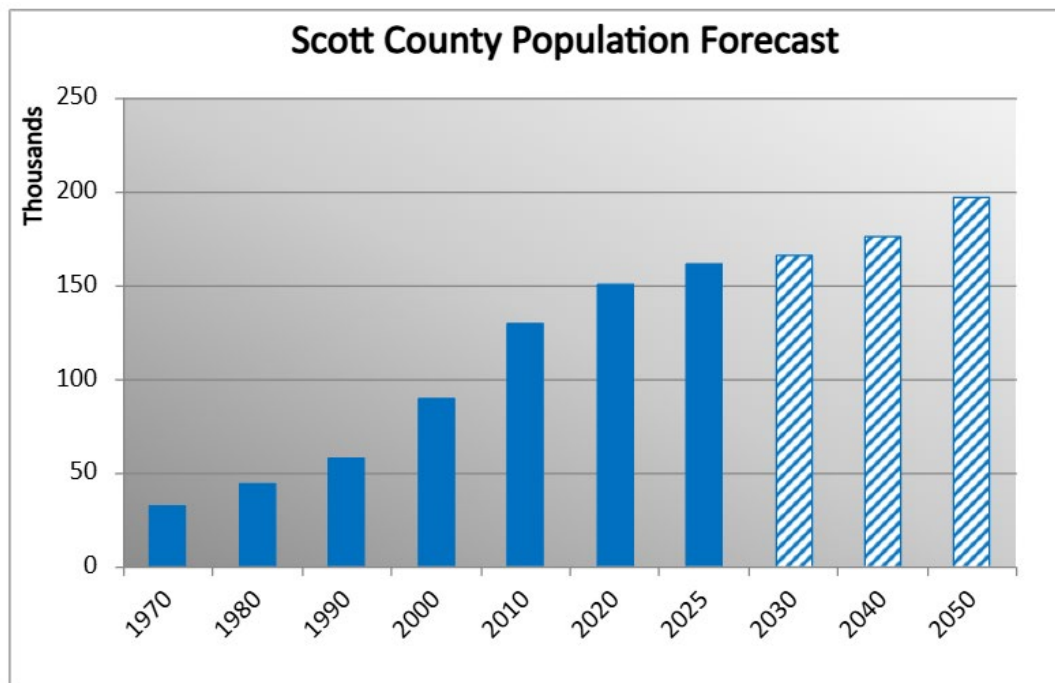
Each Objective Area has a number of strategies identified which are short-term (one to three years) specific to achieving the Board's objectives. The strategies are outlined in the Strategic Plan (copy in the Appendix) and in the Strategic Plan summary of each Objective Area section in this report.

County Demographics

County Population

Population trend

The 2020 U.S. Census data reflected changes in the composition of Scott County's population. The County has continued to be one of the fastest growing counties in Minnesota, with a population that is increasing in age and diversity.



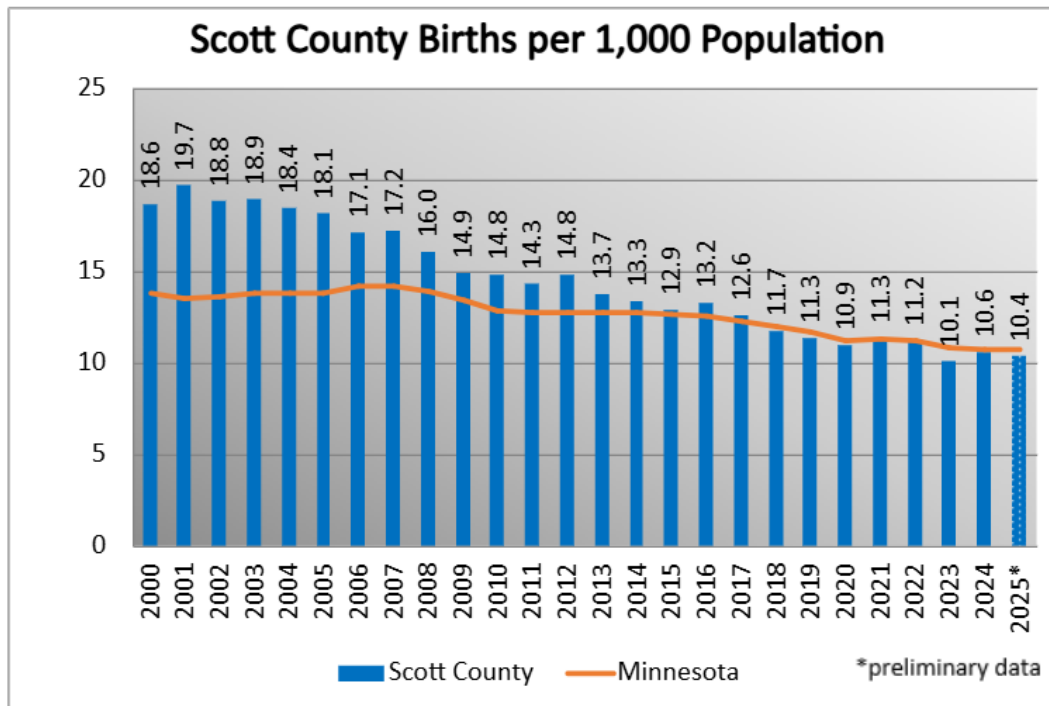
Source: *United States Census Bureau*
Metropolitan Council Estimates (2025) and Forecasts (2030-2050)

According to the most recent data from the Metropolitan Council, Scott County's estimated population for 2025 is 161,562 people. While this preliminary figure will be officially certified in July 2026, it aligns with a broader trend of steady growth, with the Metropolitan Council forecasting the County's population to reach 197,030 by the year 2050.



Births

Due to the impact of newborn babies on current and future service demands, birth rates are an important factor that the County actively monitors. There are also significant economic and planning implications to consider related to the birth rate. Since the year 2000, Scott County's annual live births peaked in 2007 with 2,179 live births year. The number of live births has been on a relatively steady decline since then, although the County did see a slight increase from 2023 to 2024 (to 1,672 live births).

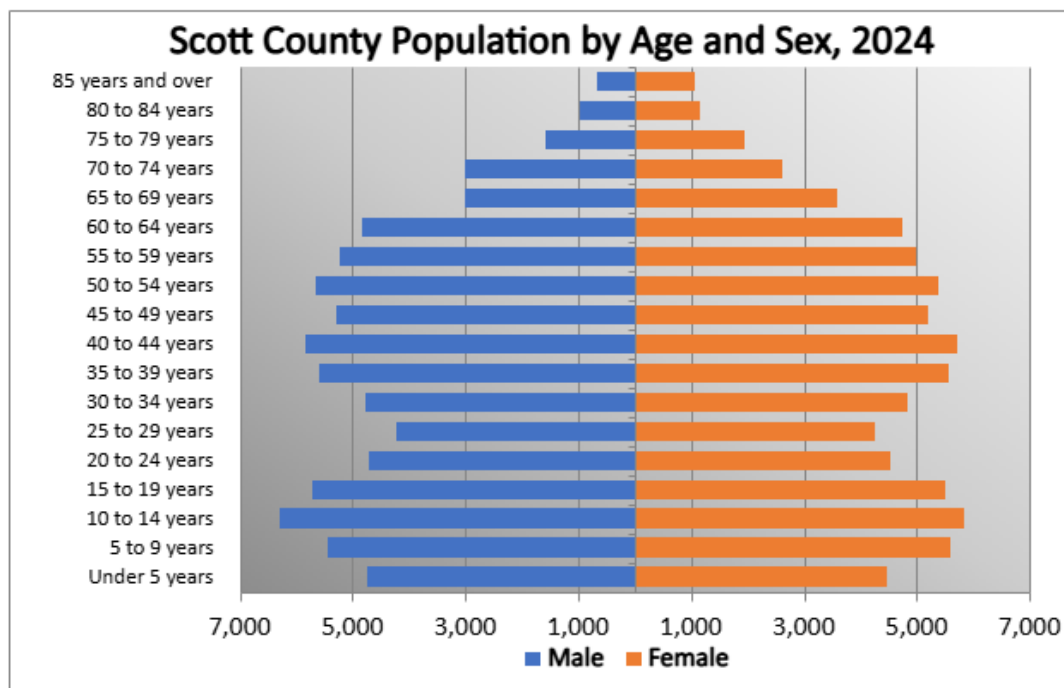


Source: MN Department of Health Birth Records

Age and Sex Distribution

Population pyramid

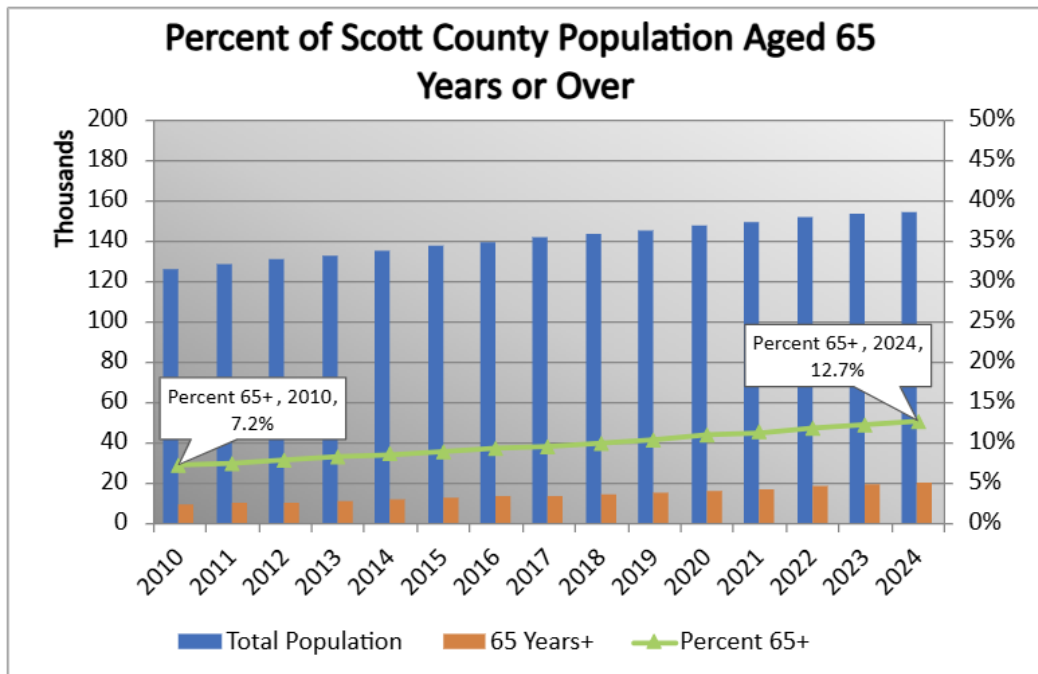
The most recent population data from the American Community Survey show the distribution of the County's population by age and sex. 25.8 percent of the County's population is under age 18 (compared to 22.9 percent for Minnesota), while 12.7 percent of the population is age 65 or over (compared to 17.3 percent for Minnesota). These data help the County plan for demographic shifts that are to be expected and may have impacts on service priorities. The median age for the County is 37.8 as of 2024, where the state of Minnesota has a median age of 38.8 years old.



Source: *United States Census Bureau*
American Community Survey (ACS) 5-year Estimates

Population over 65

Scott County is seeing an increase in the percentage of residents aged 65 and older. This shift will have a significant impact on our economy, workforce, housing, health care, and services. Communities need to plan for and respond to needs to enable older adults to continue to live safely and independently in the community. The population in Scott County 65 years of age or older was 7.2 percent of the total population in 2010, which has grown to 12.7 percent as of 2024.

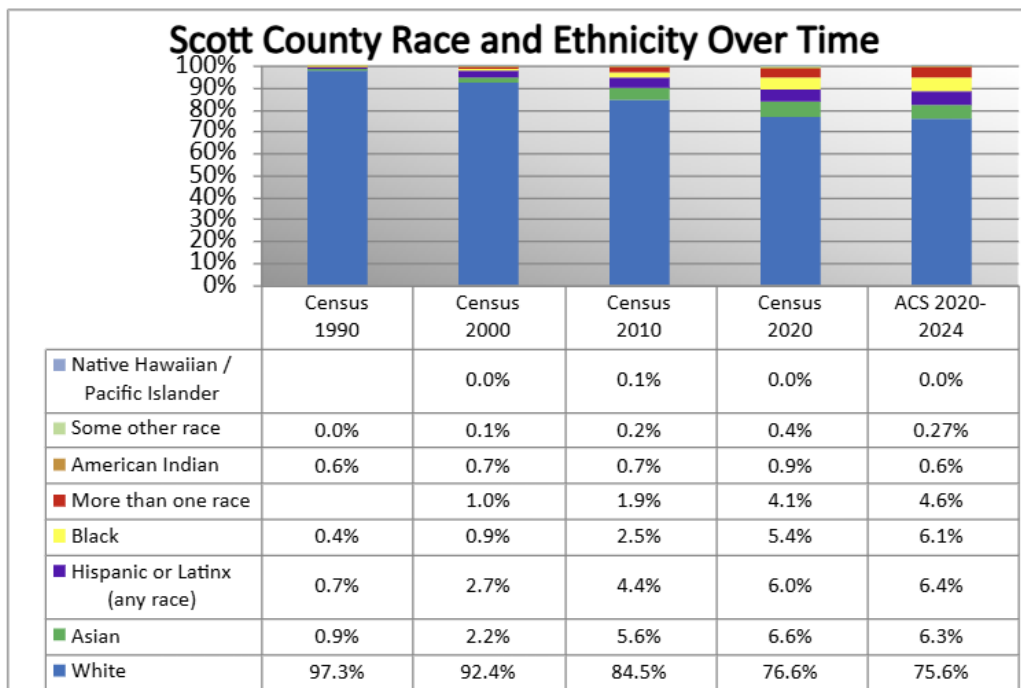


Source: *United States Census Bureau*
American Community Survey (ACS) 5-year Estimates

Race and Ethnicity

Race and ethnicity over time

Much of Scott County's population growth has been attributable to an increase in Black, Indigenous, and People of Color (BIPOC) residents. These data show a breakdown of the County's population by race and ethnicity since 1990. **Note: Individuals who claimed Hispanic or Latinx as an ethnicity could be from any racial category.*

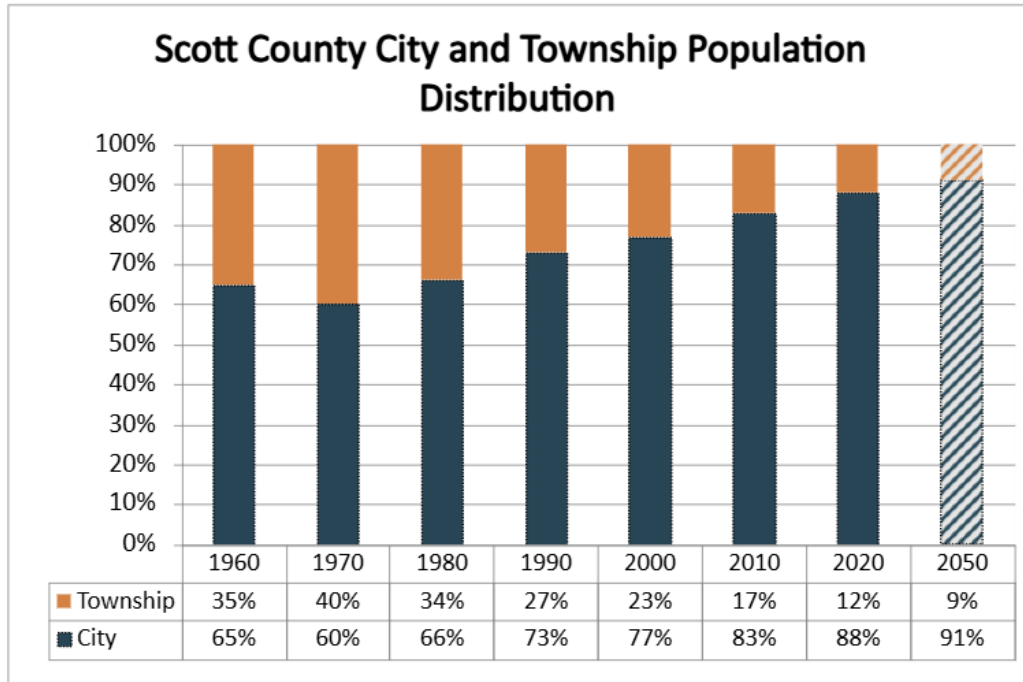


Source: Metropolitan Council Community Profiles, Decennial Census data

City and Township

Population distribution

This chart displays how the population of the County has shifted over time, with the percentage of people residing in cities increasing. This trend is expected to continue as shown by the 2050 projections; these changes impact demand for services, land use, transportation planning, and other core government services.



Source: US Census, 1960-2020; Metropolitan Council, 2050

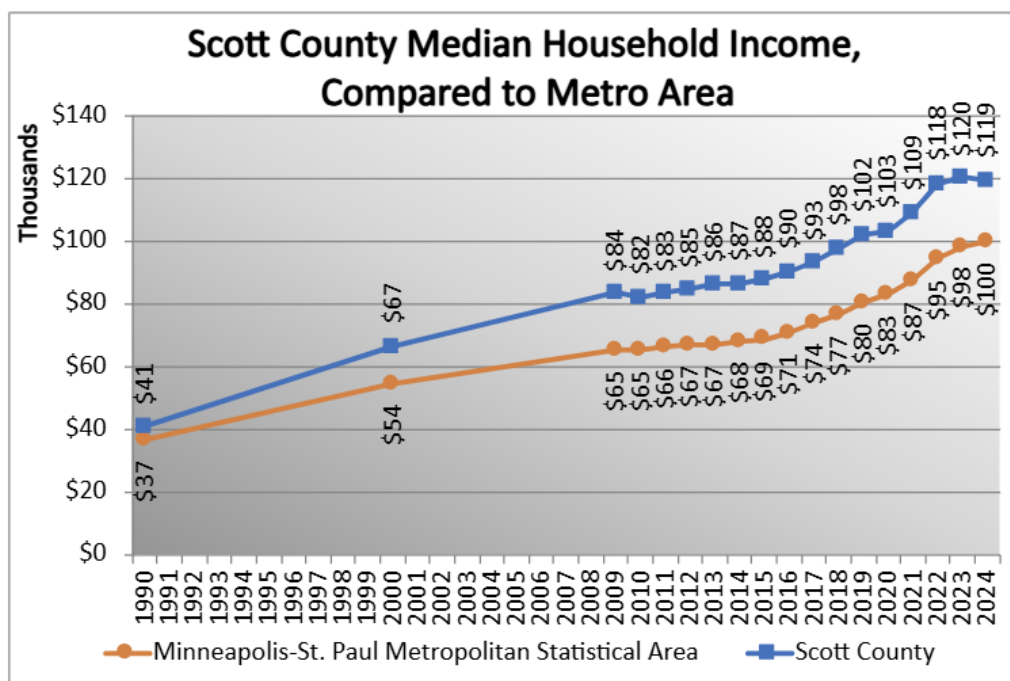


Income and Poverty

Median household income

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 provides a more accurate picture of residents' actual economic status.

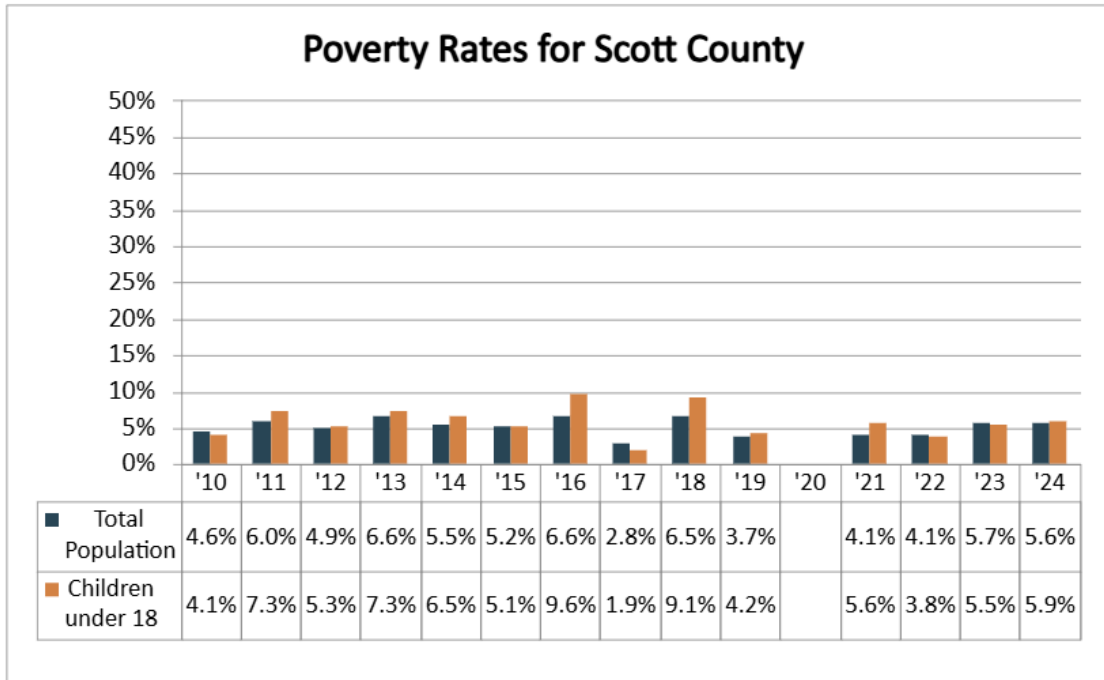
These data show Scott County's median household income compared to the Twin Cities metro area. By comparison, Scott County's median income has been higher than that of the metropolitan area. In 2024, the median income for Scott County was \$119,314 -- a slight decrease from the prior year.



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

Poverty rates

Data from the American Community Survey show the poverty status in the last 12-month period. Displayed below is the poverty rate for Scott County for the entire population as well as for children under 18. The County plays an important role in poverty rates for our residents; there are programs administered by the County that provide help to those in situations in which they are in need of financial assistance. This assistance is funded by the state or federal government and is managed and administered locally by county employees.



*Source: United States Census Bureau, American Community Survey (ACS) 1-Year Estimates
Poverty Status in the Past 12 Months table S1701*

Objective Area: Adult Services



Integrated Health Center, Shakopee, Minnesota

Introduction: Adult Services

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

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

Measuring Impact

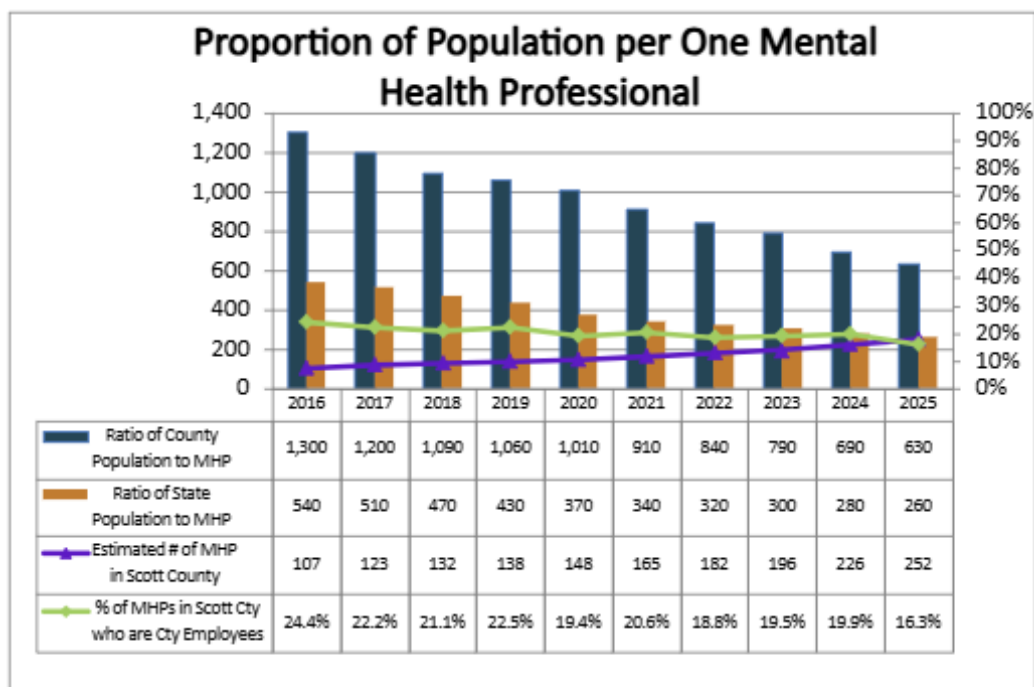
Access to Mental Health Services

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 we continue to make strategic improvements in access to mental health services. Statewide, ratios of population-to-provider remain lower than in Scott County, but the gap is closing.

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

For over 10 years, Scott County has invested in the build-out of a continuum of mental health services that will meet the needs of residents. The Integrated Health Center is providing historically missing services in the continuum: intensive outpatient, day treatment, and partial hospital services for children and adults. The data trends indicate greater availability of mental health providers in Scott County, improving service access to residents who need them.



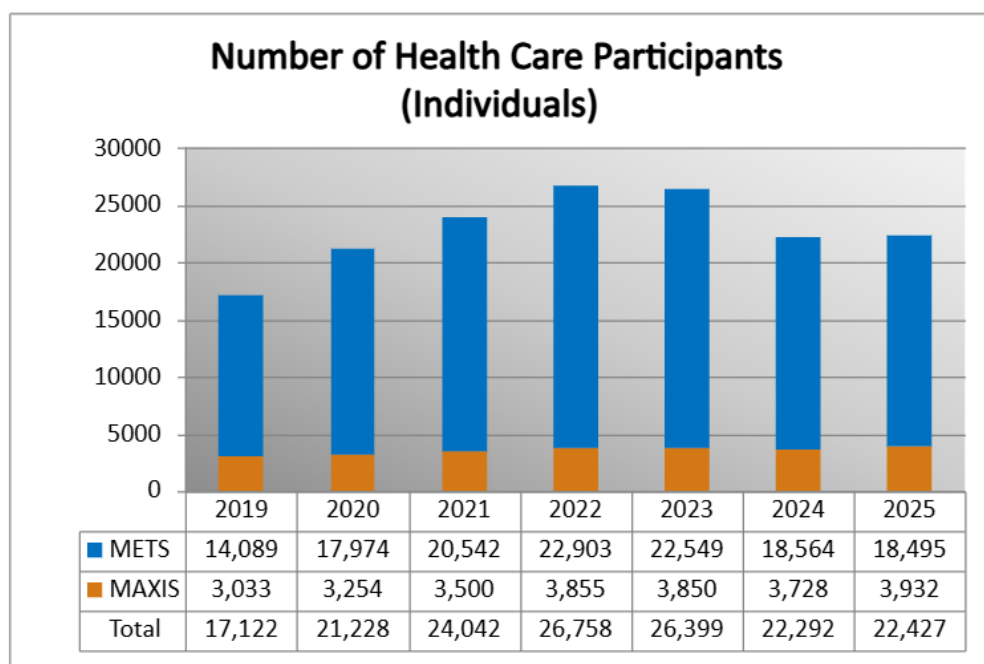
Source: County Health Rankings, Robert Wood Johnson Foundation; Scott County Manual Collection



Health Care

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

Updated data on the Community Indicator measuring the percent of the total adult population who are uninsured in Scott County are not available. However, historically, the County has shown between 4 and 5 percent of adults are uninsured (Robert Wood Johnson County Health Rankings) at or slightly below the state rate. The most recent data from 2023 reported the uninsured rate to be 4 percent; in the state, it was reported to be 5 percent.



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

Another way to look at access to health insurance coverage is to look at the number of health care 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 actively on Medical Assistance (MA) in Scott County at the same point in time each year.

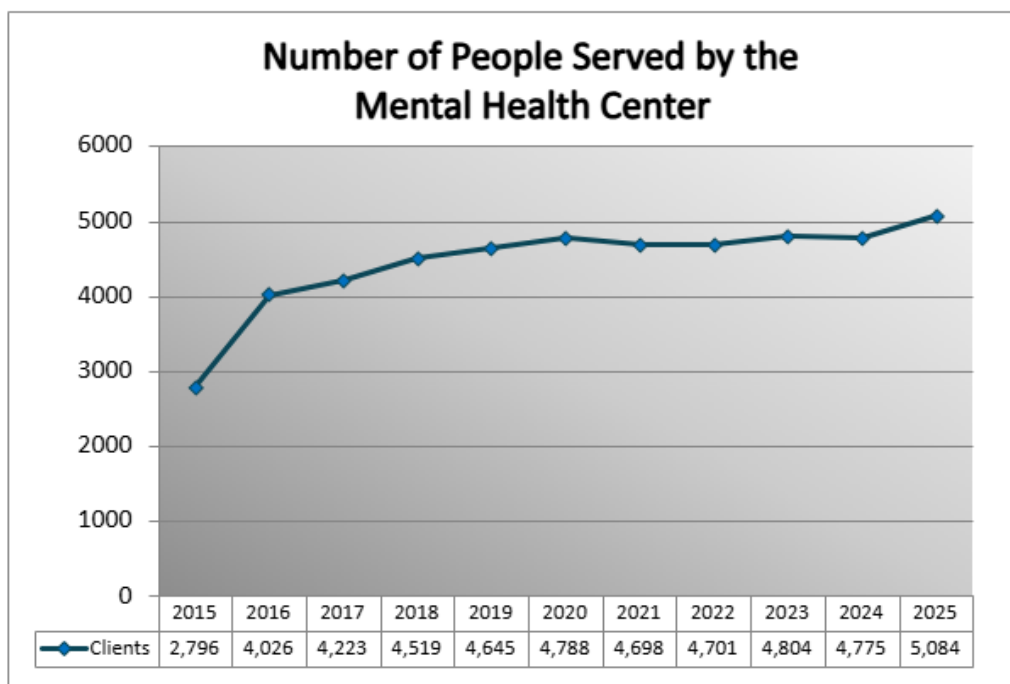
The “unwinding period” from the continuous coverage requirements ended May 31, 2024. This refers to the time when all cases went through their first annual renewal post-public health emergency. During that time, asset limits were waived for affected populations (adults over 21 with disabilities and elderly).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

were signed into law in 2025 with the first changes going into effect in fall 2026. These policy changes will require continued monitoring for impact.

Although the total number of MA participants has been stabilizing over the past two years, there were still nearly 31 percent more participants in 2025 (22,427) compared to 2019 (17,122). Total caseload numbers are still higher than anticipated. Policy changes that could be affecting the increased numbers is Continuous MA Eligibility for children under the Consolidated Appropriations Act (2023), and the requirement for children from birth to six years of age to maintain coverage until the month of their sixth birthday. Scott County staff will continue to monitor the effect of recent and new policy changes.

Scott County Mental Health Center

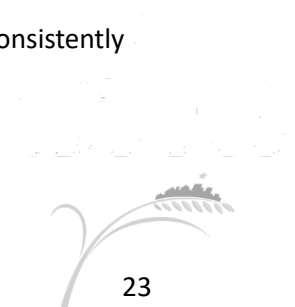
This measure shows the annual increase in the total number of Scott County residents receiving diagnosis, assessment, crisis intervention, and treatment services for mental health issues from the Scott County Mental Health Center (SCMHC).



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

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

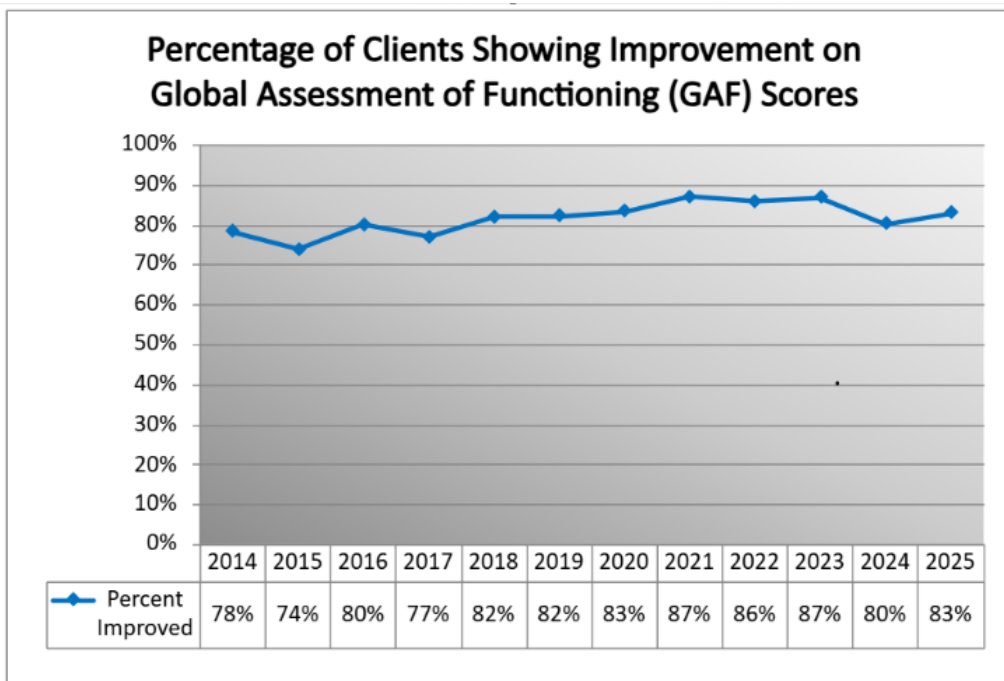
Telemedicine services, provided by client request, have made mental health services more consistently available for those who might experience barriers to in-person appointments.



Mental health therapy

Data gathered from periodic measurements of clients' progress reflect strong performance, with 83 percent of clients showing improvement. 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. While telemedicine supports more consistent participation in therapeutic services, which contributes to successful completion of treatment plans, telehealth visits have declined since 2021.



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

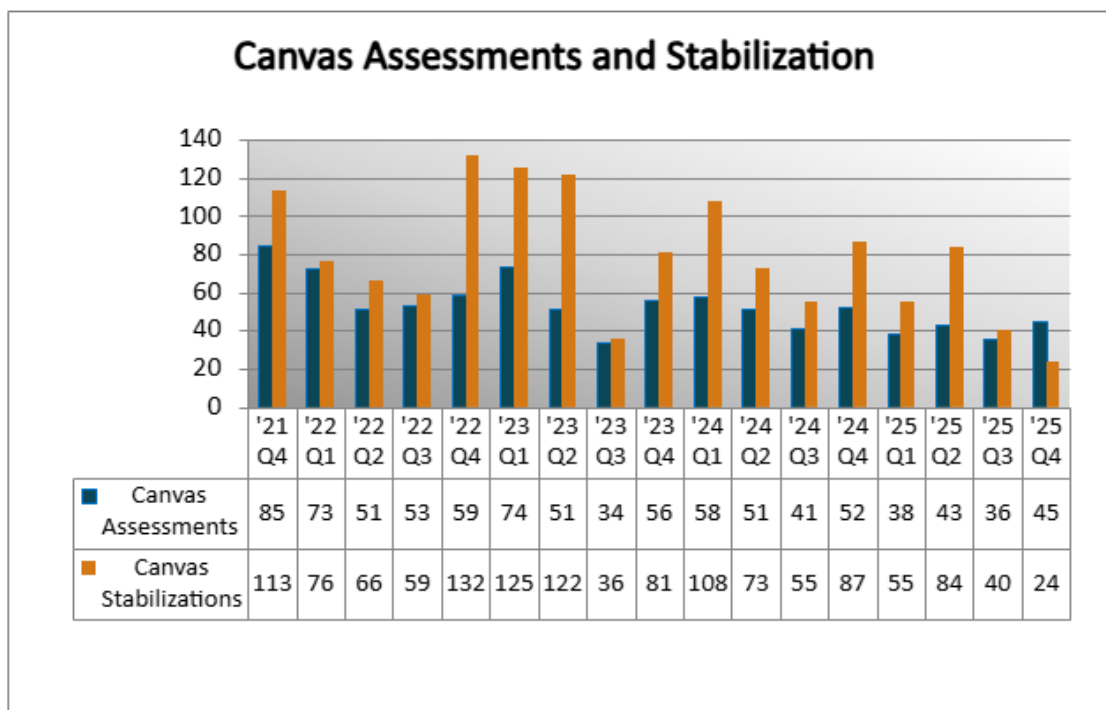
Certified Community Behavioral Health Clinic (CCBHC)

The certification of the Scott County Mental Health Center as a Certified Community Behavioral Health Clinic (CCBHC) in 2025 represents a strategic shift toward a more integrated, whole-person model of care. This transition moves the Mental Health Center beyond traditional outpatient services to a comprehensive framework that guarantees access to an array of behavioral health supports, regardless of an individual's ability to pay. By meeting federal standards, this outpatient, integrated care model incorporates care coordination and a cost-based payment model. The goal of the CCBHC designation is to increase access to community-based mental health and substance use disorder services, advance integration of behavioral health with physical health care, and improve utilization of evidence-based practices. Part of how the CCBHC model helps increase access is to, "step out of the clinic four walls," meaning they strive to serve people in their homes, in the community, or via telehealth whenever possible. The transition to the CCBHC designation was a large effort for staff, and new data collection is required as part of the designation – and some data previously collected and reported by the Mental Health Center are different due to this change.

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.

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



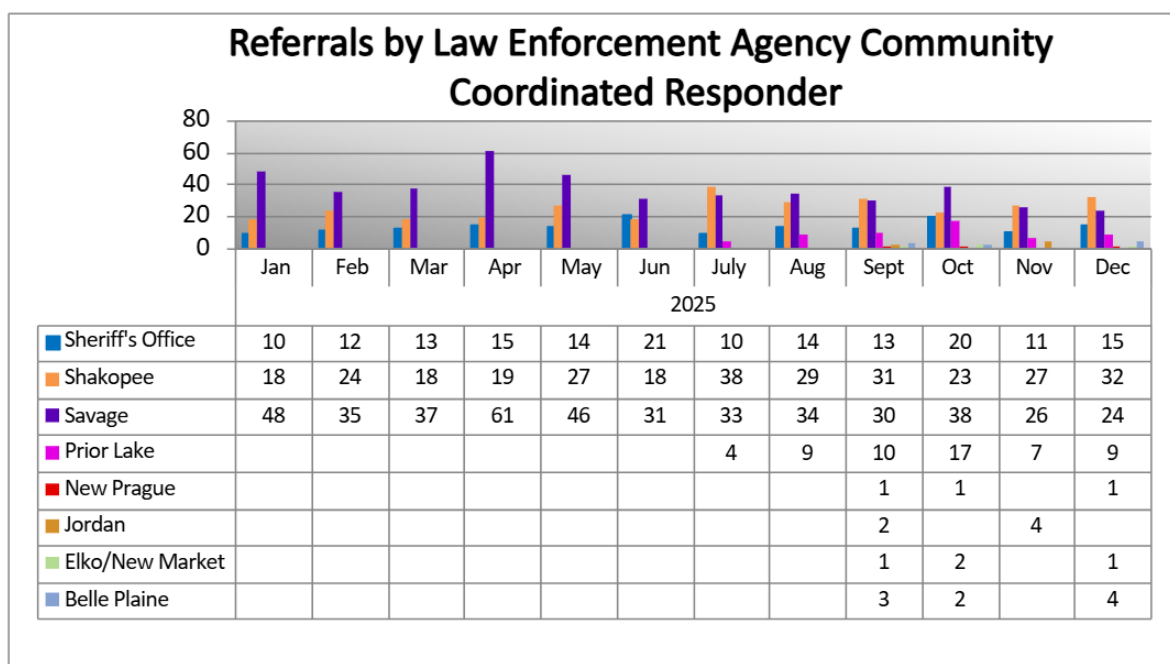
Source: Mental Health Center Reports and Canvas Assessment Reporting

These data show the number of assessments completed by Canvas Mobile Crisis Response on a quarterly basis. Canvas typically responds to crisis needs in the community, while the Mental Health Center is typically onsite at the Government Center. Stabilization services are available for up to six sessions; a crisis appointment is a one-time appointment.

The Canvas Mobile Crisis Response services respond to adult and child mental health emergencies that need 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.

Coordinated Response Program

The Coordinated Response Program was launched in 2023 and initially included embedded social workers in three law enforcement jurisdictions (Savage Police Department, Shakopee Police Department, and the Scott County Sheriff's Office) and one in the Scott County Jail. In 2025, the Coordinated Response Program expanded to include law enforcement jurisdictions in Prior Lake, New Prague, Jordan, Elko New Market, and Belle Plaine. Social workers embedded in law enforcement departments respond to mental health, substance use, and service needs in the community, typically following engagement with law enforcement. Community coordinated responders and the Jail's social worker both represent innovative responses for people experiencing mental health concerns and both support expedited service delivery.

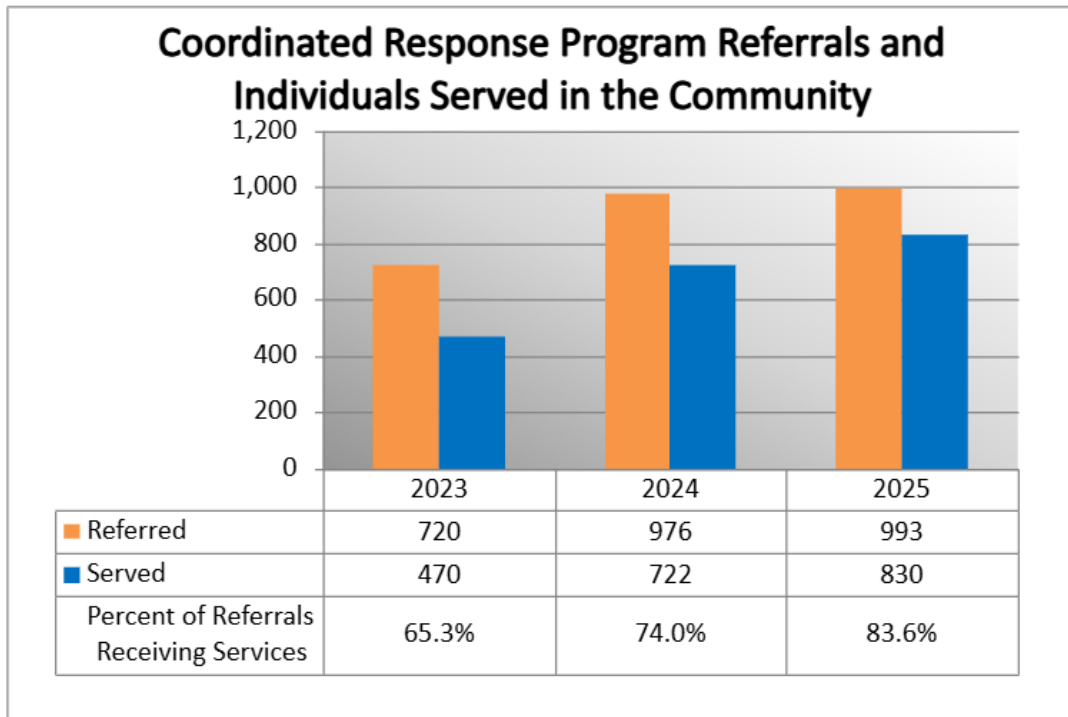


Source: *Law Enforcement Dynaforms*
Coordinated Response Tracker SharePoint

Data shown represent the number of referrals per month from each law enforcement jurisdiction participating in the Coordinated Response Program. **Note: Data may be duplicated and include multiple referrals for the same client/family.*

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

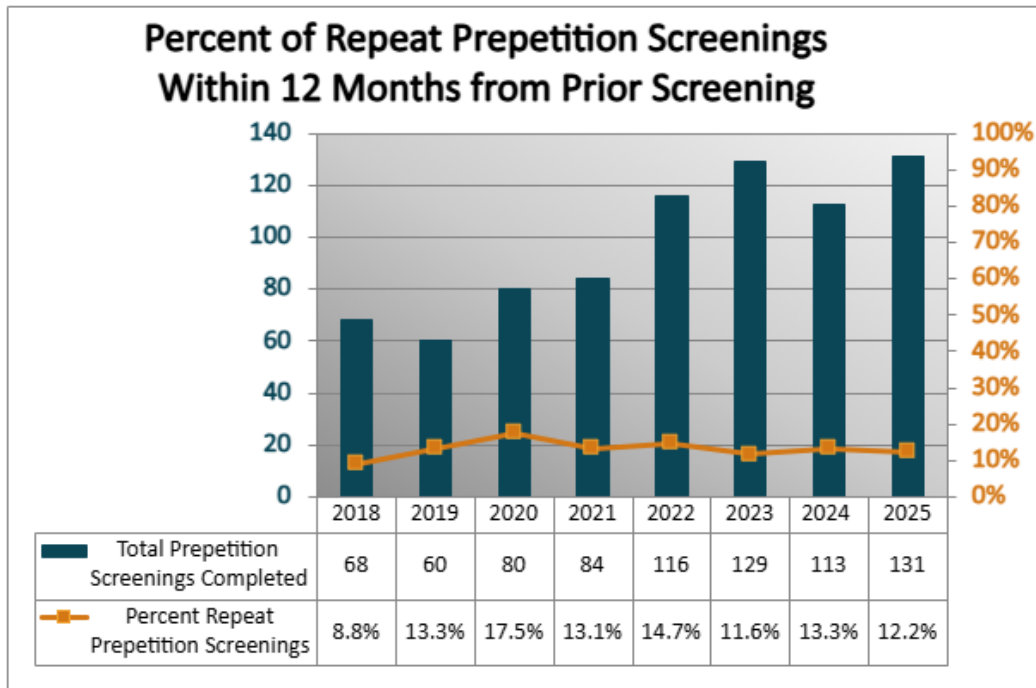
These data reflect the Coordinated Response Program referrals and individuals served in the community. Those served were the number of people who were provided with resources and/or provided with mental health support.



Source: Vireo

Civil commitments

Prepetition 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 prepetition screening process is initiated to determine whether they need involuntary hospitalization.



Source: AMH Prepetition Screenings SharePoint list

This measure shows the number of prepetition 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 prepetition screenings has increased -- one marker that mental health needs are not being met with existing voluntary services. This trend also leads to increased costs in service delivery and creates pressures on jail, court, and social services systems. There was a slight decrease in numbers in 2024, but numbers in 2025 continued the upward trend.

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

Access to Chemical Health Services

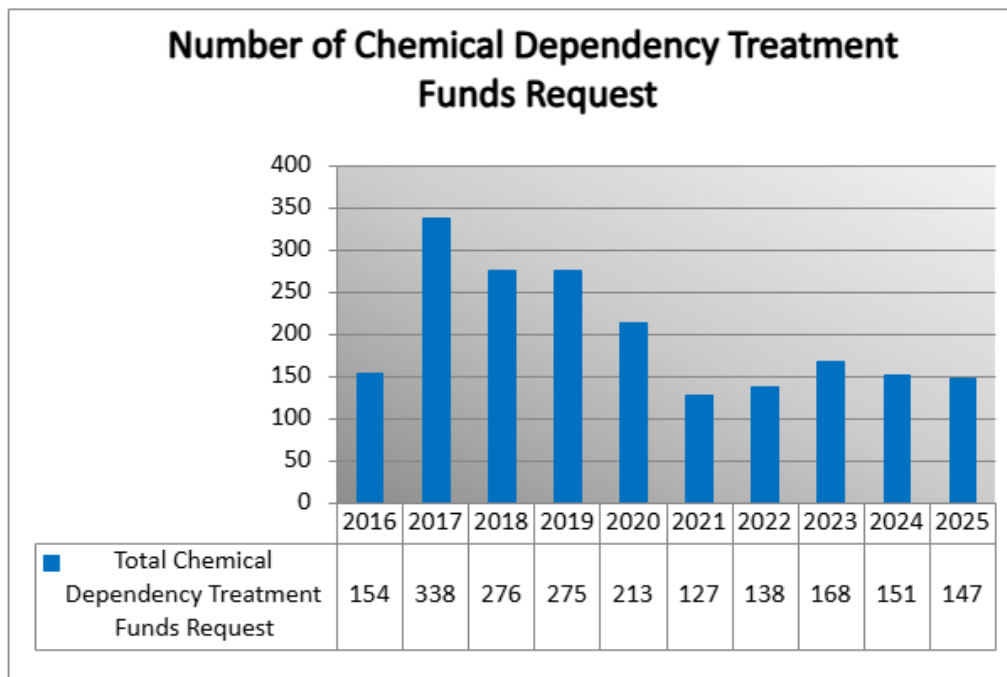
As part of the opioid settlement work, Public Health and the Opioid Settlement Committee did some evaluation of access and availability of services for people experiencing substance abuse issues. Additionally, the County's role in assessments and treatment coordination changed due to state-driven substance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

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

Chemical dependency

These data show Scott County has seen a slight decrease in the number of chemical dependency fund requests. Such requests are made by individuals that are un-or under-insured. Eligibility is based on income and household size.

These individuals are seeking assistance to cover the cost of the assessment and treatment for substance use disorders. Due to staffing shifts and its non-mandated status, Scott County ceased providing chemical dependency assessments in 2023. It is the goal that Scott County will resume providing chemical dependency assessments in the future through the Mental Health Center.



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

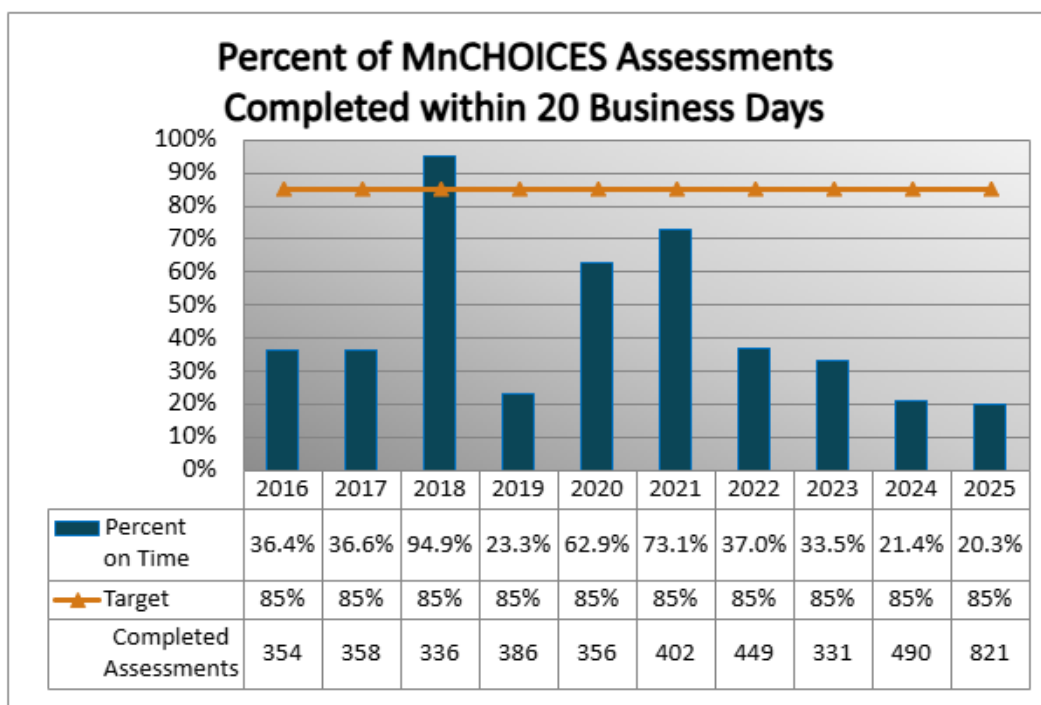
Access to Services for People Living with Disabilities

According to the *U.S. Census Bureau Quick Facts* report (2024), 6 percent of Scott County residents -- approximately 9,432 people -- are under age 65 and living with a disability. The same source indicates 13.7 percent of County residents are age 65 or older, and that percentage is expected to double by 2040. These demographic data points suggest paying close attention to the likely increase in demand for services and the urgency of assessing how well current community resources are aligned to meet those needs.

MnCHOICES assessments

MnCHOICES assessments are the gateway to services that support vulnerable people living safely and independently in the community. Social workers and nurses work with the individuals 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 statutory requirement of 20 working days. Timely assessments promote expedited services and prevent gaps that may put the vulnerable person's health or safety at risk, potentially preventing costly hospitalizations.



Source: MnCHOICES data and Internal county tracking spreadsheet

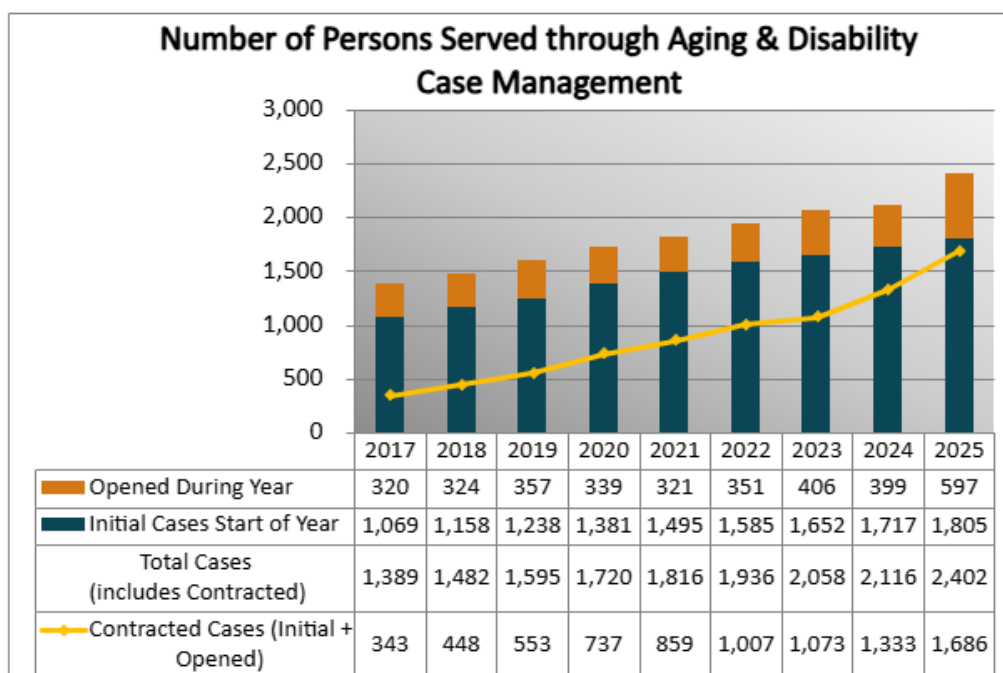
Currently, Scott County is not meeting timely completion of MnCHOICES assessments as required by statute. Multiple factors contribute to delays, including increasing high levels of demand for services and workforce shortages that limit the capacity of the service provider networks to provide services even after an assessment is completed. Further, the state's launch of a new assessment tool has slowed the process of getting services to vulnerable children and adults. As a result, waitlists continue to fluctuate. In response, the County has shifted staff, managed assignments fluidly, and worked to maximize the available capacity. These changes allowed the County to reduce the waitlist from 10 months (2024 peak)

to two months (November 2025), but the waitlist has increased since. Required reassessments are prioritized in order to prevent service lapses for participants, which contributes to the growing waitlist.

With an increase of nearly 68 percent of assessments completed in 2025, the percent of on-time assessments still remained relatively stable from 2024 (21.4 percent) to 2025 (20.3 percent). Yet as the population of Scott County continues to age, demand for these services is likely to increase.

Home and Community Care case management

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



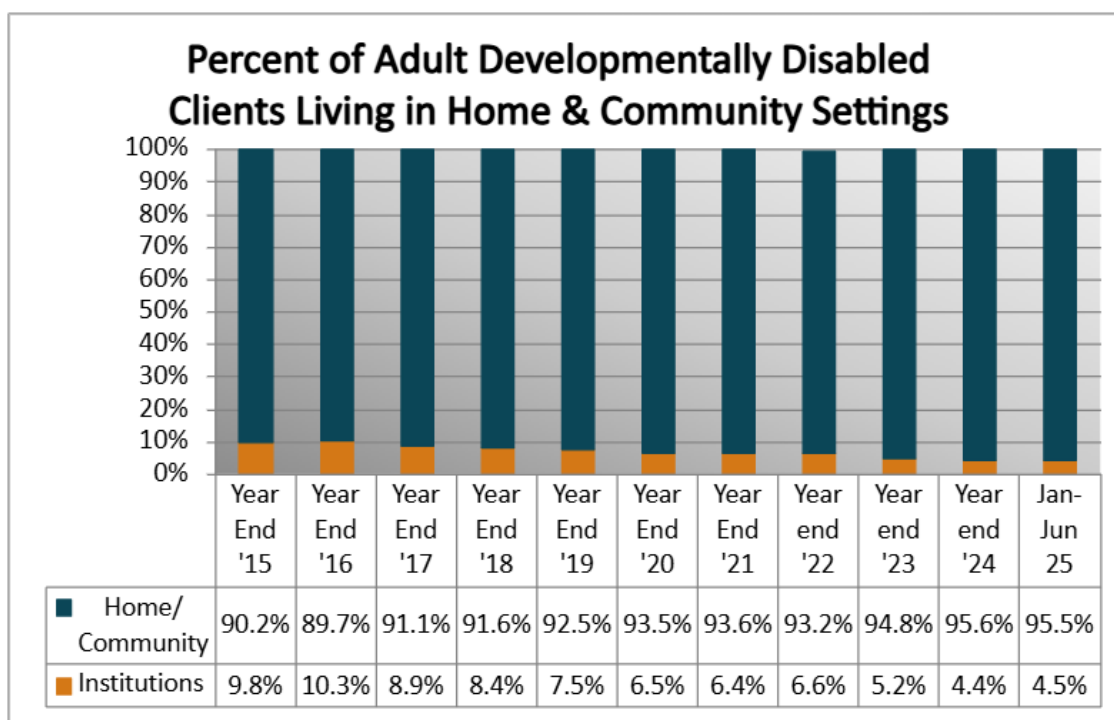
Source: *Social Services Information System (SSIS) General Reports, Workgroup Statistics - by Program, Contracted Cases Source: Internal Records*

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

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

Developmental Disabilities case management

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



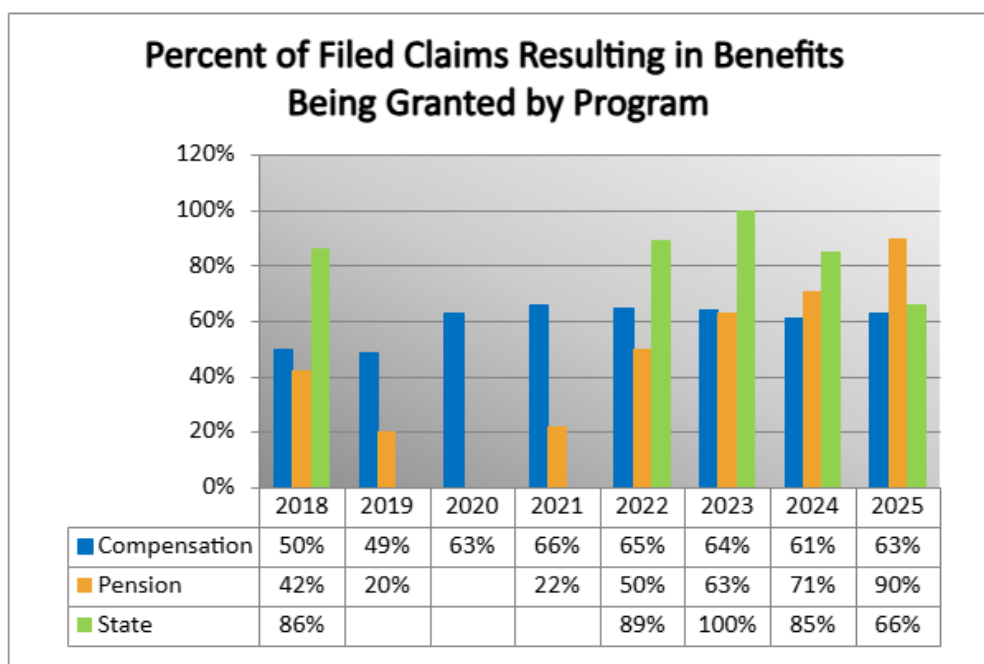
Source: Program Database Excel Spreadsheet

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

Veteran Services

Veterans' benefits assistance

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

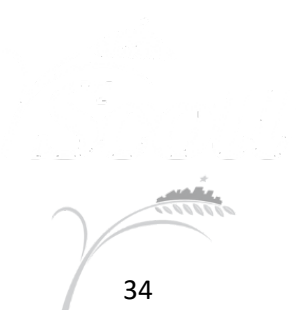


*Source: Veterans Benefit Management System (VBMS) and
Manual tracking spreadsheet of claim requests*

These data show the benefit claims that result in compensation, pension, or state benefits in the Veterans Service program in the years 2018 to 2025.

The *U.S. Census Bureau Quickfacts* report (2024) estimated that 5,941 residents of Scott County were veterans at that time. Demand for veterans' services are impacted by the age progression of veterans – and the associated medical needs.

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

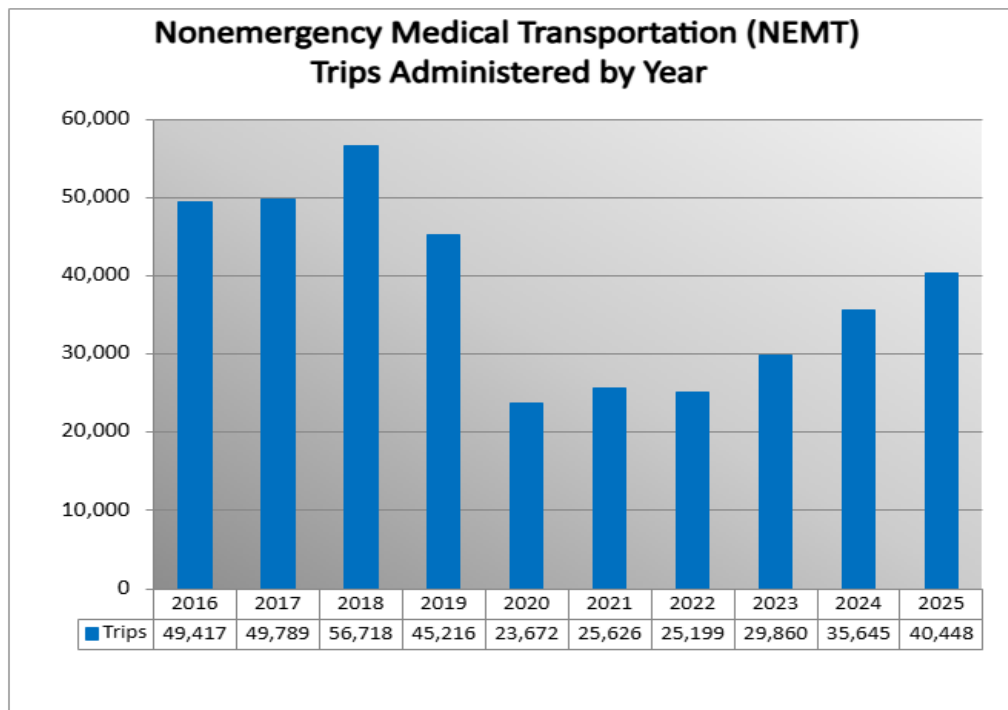


Transit

In 2025, SmartLink provided 40,448 trips to medical services for residents of Scott and Carver Counties eligible for Medical Assistance (MA) transportation benefits. This was 4,803 more trips as compared to the year before, and 16,776 more than in 2020.

For many adults in need of support services, transportation through the MA program is essential to accessing low- to no-cost transportation to any service covered, thus transportation to medical appointments is essential to people with limited financial resources. This data set is also the only data available related specifically to services for vulnerable adults. Improvements to data collection and analysis of transportation services for vulnerable adults would better inform decision-makers on needs or service gaps. Data were previously available regarding the percent of on-time trips, but a change in data collection no longer provides accurate information regarding this. Due to a new software system introduced in 2019 and data collection changes in 2022, annual on-time trip data cannot be directly compared across these different eras.

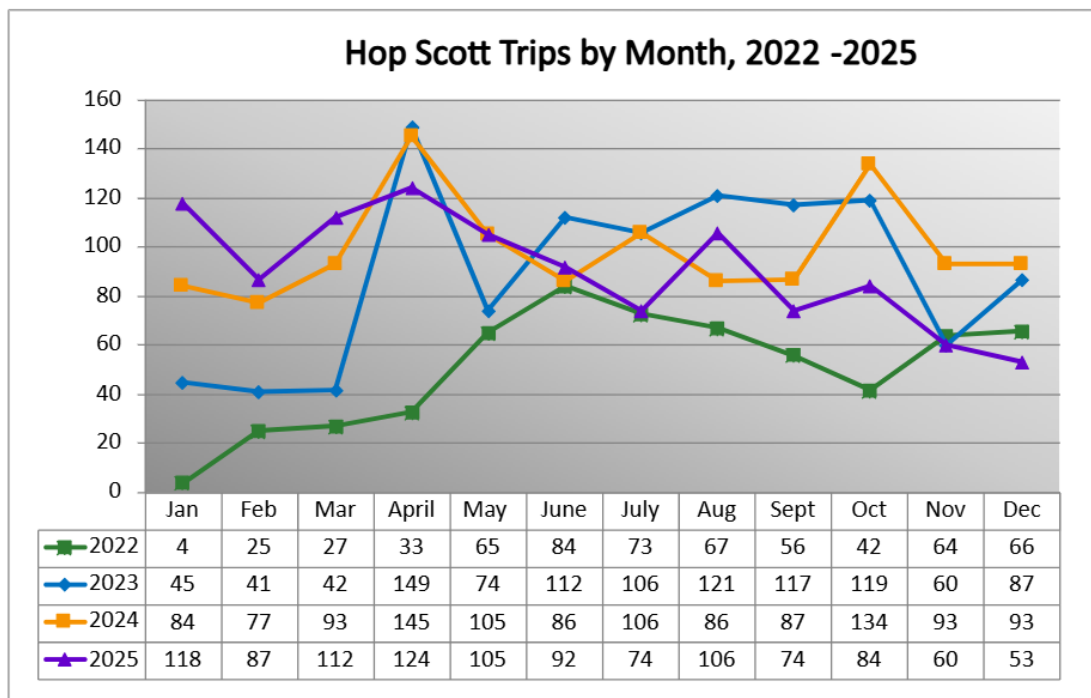
Legislative changes shifted the responsibility of providing future Non-emergency Medical Transportation (NEMT) operations from counties to the state of Minnesota effective July 1, 2026. However, challenges with retaking this operation have led to delays and this is an area the County will continue to monitor as the state works through the legislative change and potentially retakes NEMT operations in future years.



Source: Novus & SharePoint

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.



Source: Novus

In 2025, Hop Scott made 1,089 trips as compared to 606 in 2022 (trips from 2023 to 2025 have remained fairly consistent in volume). This measure shows the trips performed by Hop Scott volunteer drivers by month for the years 2022 through 2025.

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

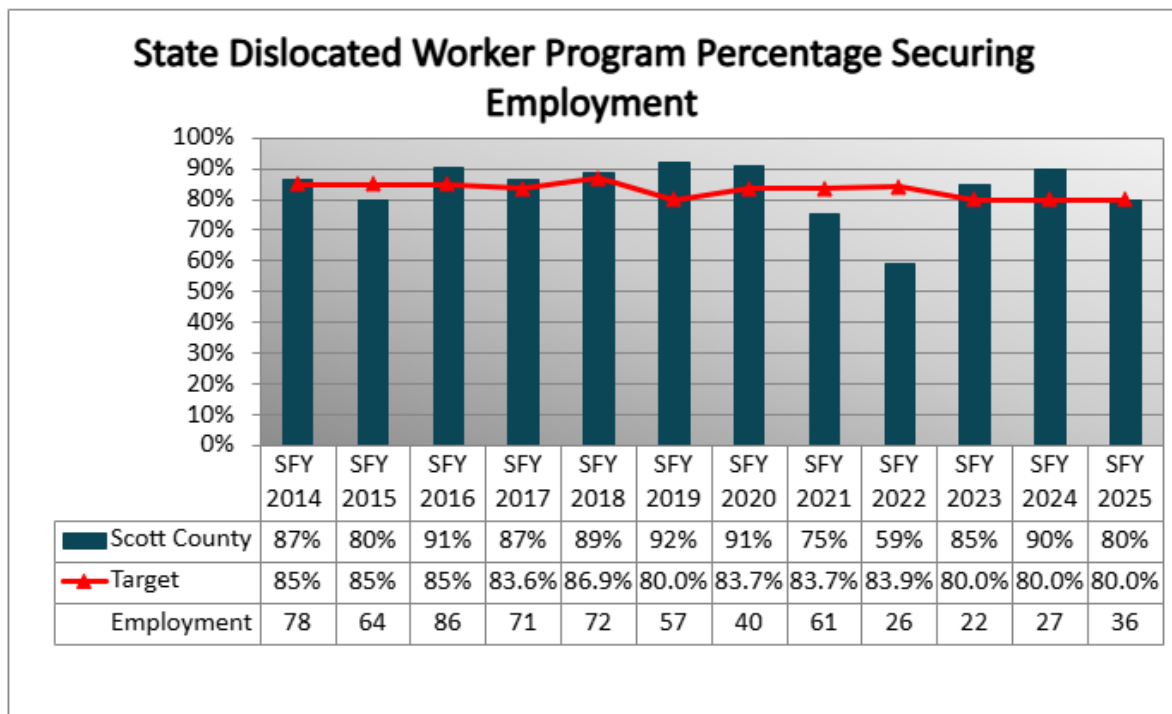
Employment and Training

In 2025, the annual unemployment rate in Scott County was 3.4 percent, slightly lower than the state unemployment rate of 3.9 percent. The following data examine program areas that attempt to remove barriers to employment and support people in entering or re-entering the workforce.

State Dislocated Worker Program

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

Performance on this measure is impacted largely by the labor market, unemployment rates, and the availability of job opportunities. In 2025, 36 of 45 program participants successfully exited to employment.



Source: WorkForce One Exit Report - State Dislocated Worker Program

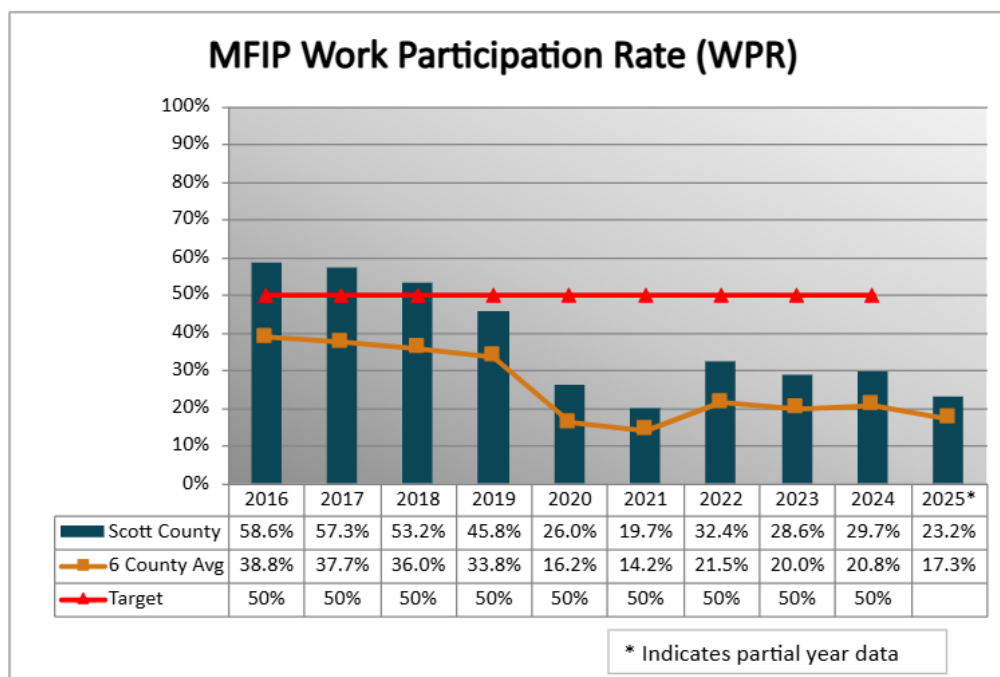
MFIP Work Participation Rate

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

The six-county average scores include Anoka, Carver, Dakota, Hennepin, Ramsey, and Washington counties. Scott County is intentionally excluded from this average to highlight its specific performance, allowing for a clear benchmark and direct comparison against peer counties. Average scores are weighted for the number of participants. **Note: Department of Human Services (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 this federal target. 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. For the Federal Fiscal Year 2025, Minnesota was not held to the Work Participation Rate, so the target was suspended for that year.

Due to recent state-level policy changes such as six-month budgeting, the WPR will not be reported in the Management Indicators until all relevant system changes have been made and the data are ready for reporting. Due to this, the only data available for 2025 are from quarter four (October through December).



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

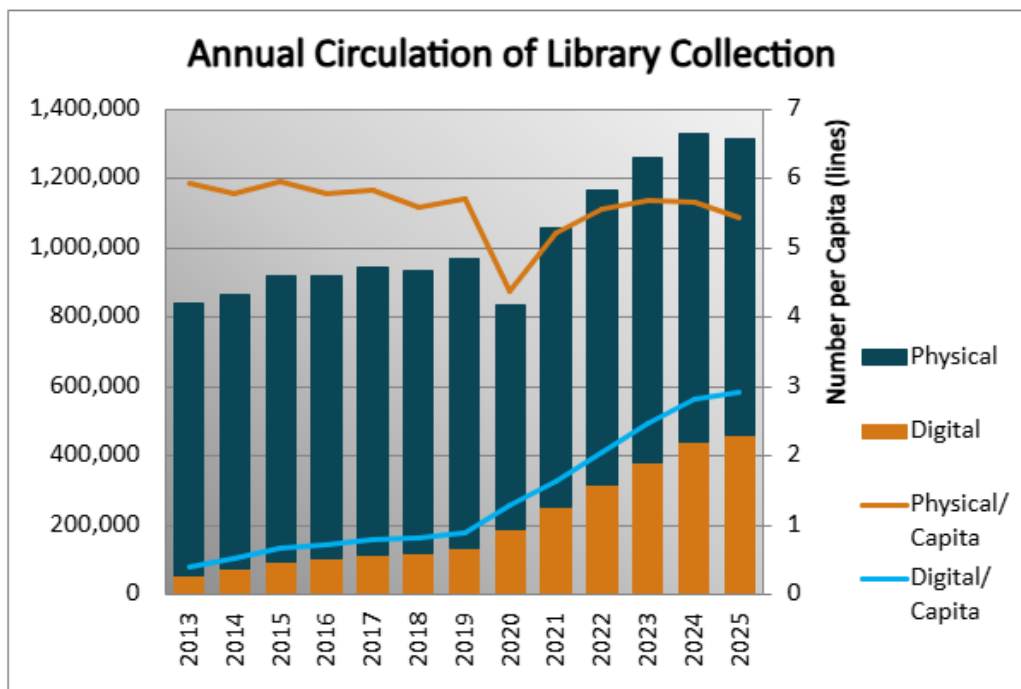
Libraries

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

This measure highlights the total number of physical and digital items (books, CDs, DVDs, eBooks, audiobooks, et cetera) checked out by customers. By also tracking the per capita use of these collections, the data show that the growing demand for library materials is outpacing the county's general population growth.

Data from the Scott County Library System are not consistent with circulation patterns seen in other jurisdictions. In other areas, they see a decrease in the number of physical materials accessed as the number of digital materials increases. In Scott County, access rates for both physical and digital materials are increasing. Data are being collected in a different manner, which can explain some degree of the increase.

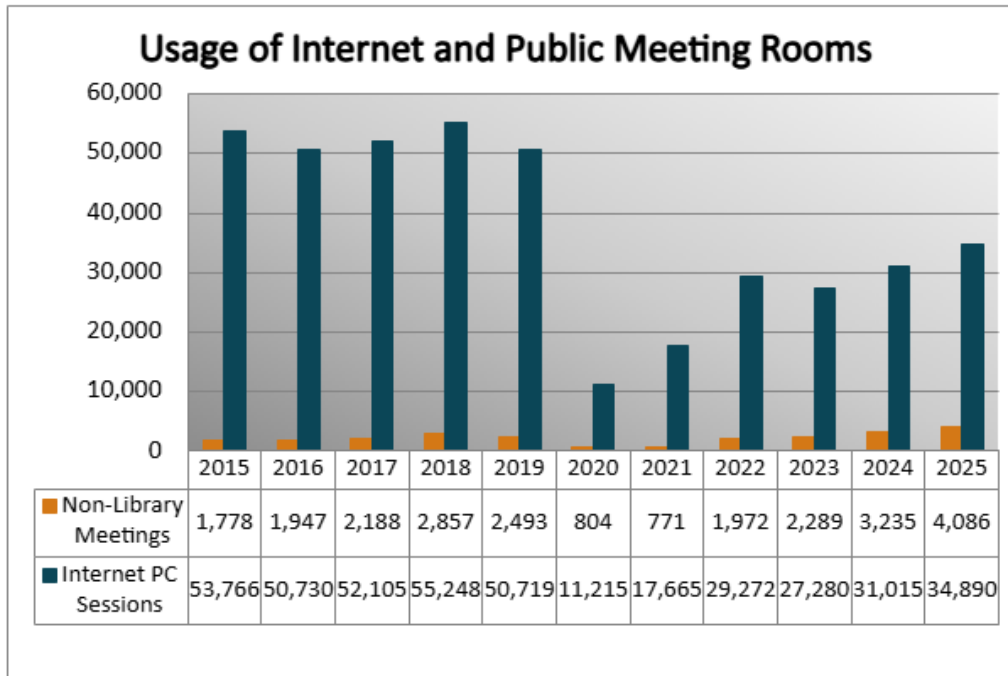


Source: Vendor reports

Libraries: Public access to computers, internet, and spaces

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

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



Source: Staff and vendor reports

Adult Services: Summary of Data Findings

At a community level, data sources show an annual unemployment rate that went up slightly when compared to last year but remains lower than the state rate. The most recent data (2023) of the number of individuals without health insurance remained relatively consistent at 4 percent, lower than the state rate of 5 percent. Other Community Indicators show improved access to mental health services, with County employees making up a smaller percentage of providers, and the number of health care participants has remained steady.

At a program level:

- **Health care:** While the number of health care participants began to stabilize in 2024 and 2025, overall caseloads remain higher than anticipated, with 22,427 participants in 2025 (nearly 31 percent increase from 2019 with 17,122 participants). Federal policy changes will need to be monitored for their impact.
- **Mental health services:** The Scott County Mental Health Center served more individuals in 2025 than in 2024 with an almost 7 percent increase.
- **Crisis and Coordinated Response:** The Coordinated Response Program expanded into five new law enforcement jurisdictions in 2025. The program received 993 referrals and successfully provided resources or mental health support to 830 individuals (83.6 percent).
- **Civil commitments:** The number of pre-petition screenings for civil commitments continued an upward trend, reaching 131 in 2025, which suggests mental health needs are not being fully met by voluntary services.
- **Chemical dependency:** Requests for chemical dependency treatment funds saw a slight decrease, totaling 147 requests in 2025.
- **Disability and aging services:** The total cases for aging and disability case management increased to 2,402 in 2025. While the volume of completed MnCHOICES assessments jumped by nearly 68 percent to 821, only 20.3 percent were completed within the 20-day statutory timeline due to workforce shortages and high service demand. Positively, 95.5 percent of adults with developmental disabilities were able to live in home and community settings.
- **Employment and Training:** The state Dislocated Worker Program successfully helped 80 percent (36 of 45) of its participants secure employment upon exit. Caution should be used when comparing 2025 Minnesota Family Investment Program data to other years as only quarter four data (October through December 2025) were released. While quarter four data did not meet the 50 percent federal target, it continued to perform better than the six-county average.
- **Libraries:** Unlike trends in other jurisdictions, Scott County Libraries experienced an increase in the circulation of both physical and digital materials, alongside a continued rise in the demand for meeting spaces.



Adult Services: Strategic Plan

Objective and Strategy

Adult Objective:

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

Adult Strategies:

- Assess the need, availability, and access to services to meet the needs of our most vulnerable residents.
- In collaboration with community partners, promote and grow community connections among all Scott County residents to feel connected, respond to needs, and support each other.
- Work with SCALE partners to promote infrastructure for employment and education opportunities.

Progress and Next Steps

Highlights from the County's strategic planning work in 2025 include:

- Construction of the Integrated Health Center was completed in 2025, leading to a ribbon-cutting event in January 2026. Collaborative partners -- including St. Francis Regional Medical Center, Allina Health, and Open Door Health Center -- moved into the space to offer much-needed crisis services to Scott County and fill gaps in the mental health continuum (i.e., partial day hospitalization, day treatment, and crisis programming for adults).
- The Mental Health Center (MHC) successfully completed its first year as a CCBHC. The MHC developed and provided new service lines, including Mental Health Case Management, Adult Rehabilitative Mental Health Services, Mental Health Peer Support, and Substance Use Disorder Treatment Coordination.
- The Coordinated Response Program expanded into five additional jurisdictions (Prior Lake, Elko New Market, Jordan, New Prague, and Belle Plaine). With this expansion, the program now operates in all police departments across Scott County.
- The County actively implemented its opioid response plan, successfully installing new secure medication disposal bins ("Take It To the Box") so that all seven cities now have a location. Public Health also distributed hundreds of nasal Naloxone kits, fentanyl and xylazine test strips, and Detera drug deactivation bags to community members and organizations.
- To address shifting demographics, a multi-disciplinary group of County staff across Aging and Disability Services, Public Health, Parks, Libraries, and Planning began meeting on a monthly basis to strategize services for older adults and incorporate these needs into the 2050 Comprehensive Plan.
- Through the "Drive for Five" initiative, 157 individuals facing employment barriers enrolled across six different training sectors, resulting in 100 program completions. The Shakopee Chamber of Commerce secured grant funding to continue providing career certification training for the 2026-2027 period, and the County Board approved the rehiring of a full-time employee to support this ongoing work.
- The County promoted community engagement through interdepartmental collaborations, such as Libraries and Parks teaming up to provide a collection of books and games housed directly in the Cedar Lake Farms camper cabins. The Medical Reserve Corps (MRC) recruited 27 new

volunteers in 2025 (totaling 186 active volunteers) and hosted numerous trainings on emergency preparedness, Psychological First Aid, and Stop the Bleed.

- The County restructured its economic assistance screening processes to dedicate two screeners, which increased outreach attempts and helped clients receive benefits faster. In 2025, SNAP and Cash Applications were processed at a 91.4 percent timeliness rate.
- To fill transportation gaps for vulnerable populations, Hop Scott volunteers and the veterans' bus provided 853 trips for 86 veterans to get to medical appointments. Hop Scott also provided 387 trips for clients attending the Anchor Center, the adult mental health community support center in Scott County.

The 2025-2027 County Strategic Plan will continue to guide the County's efforts through the year 2027.

Objective Area: Child Services



Family Resource Center, Shakopee, Minnesota

Introduction: Child Services

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, and 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.

Measuring Impact

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

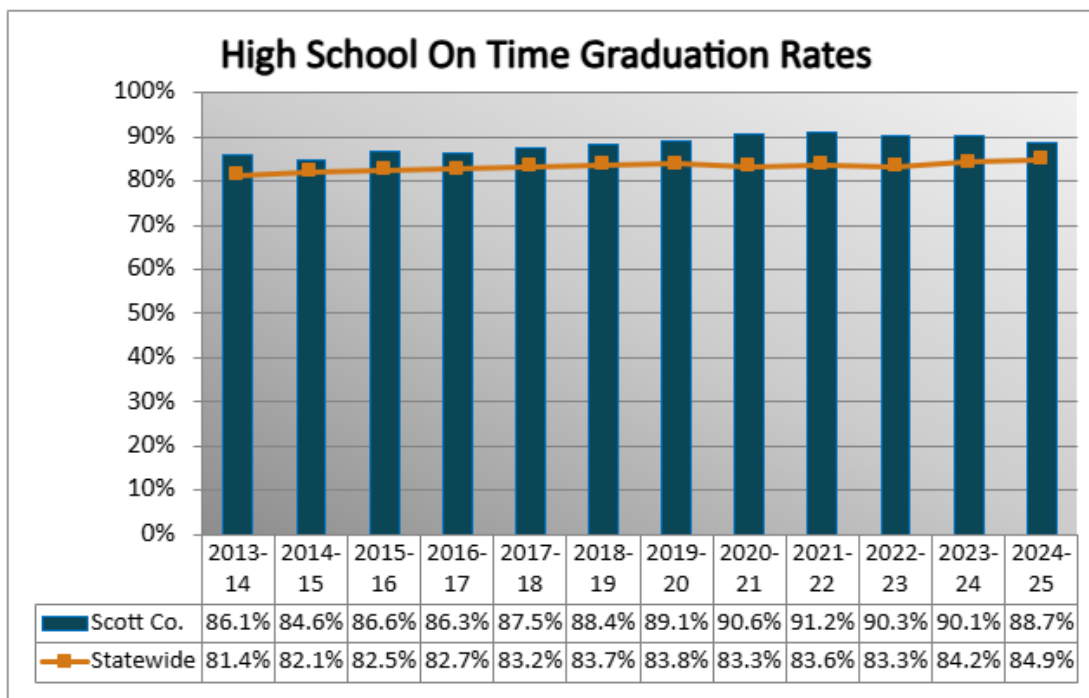
Educational outcomes

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

Community Indicator: High school graduation rates

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.

This chart shows the percentage of students graduating within four years of their entry into ninth grade, in Scott County and statewide. Data trends show on time graduation rates for Scott County students plateaued in 2021-2022 with a slight downward trend and continuing through 2024-2025. Scott County graduation rates continue to exceed statewide rates.



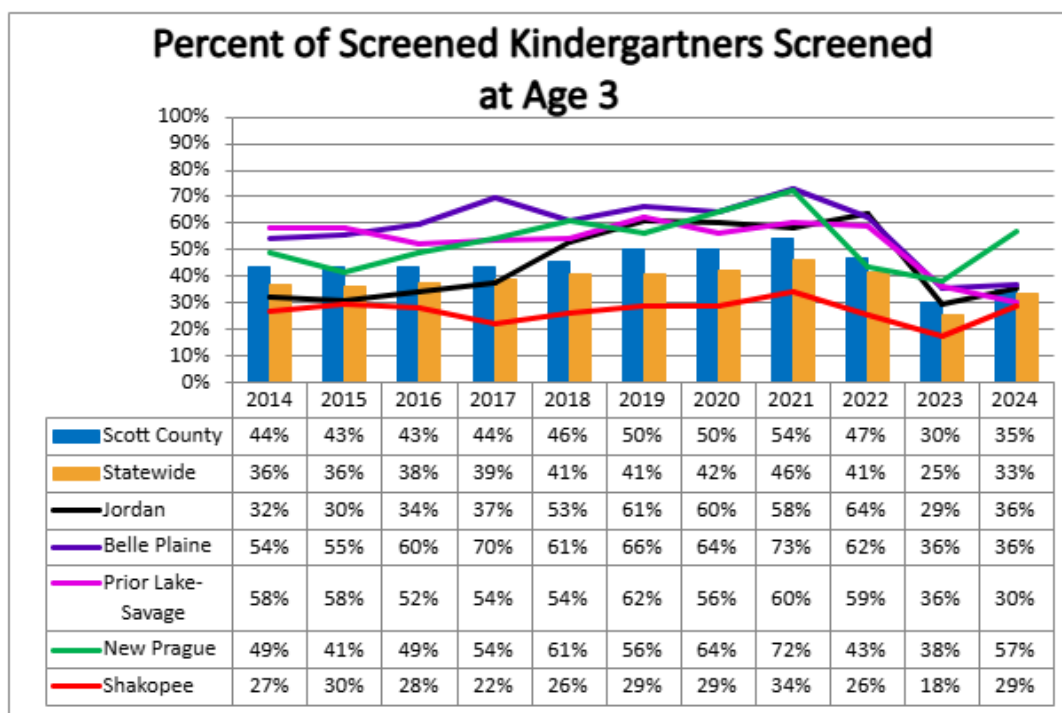
Source: *Minnesota Compass; Minnesota Department of Education*

Community Indicator: Rates of early childhood screening at age three

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

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

County leaders and school partners share an interest in exploring other measures of kindergarten readiness and are engaged in early discussions about data sets that are equally or more predictive of long-term success. Data on Scott County performance for 2025 were not available at the time of this writing.



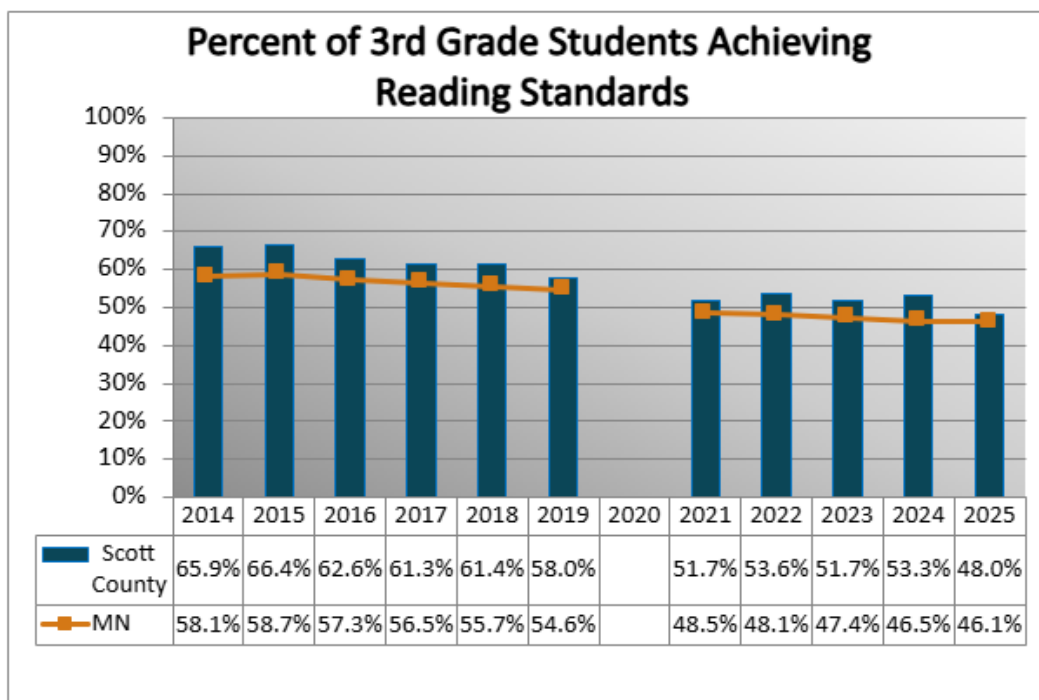
Source: Minnesota Department of Education



Community Indicator: Percent of third grade students achieving reading standards

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

Overall, Minnesota has seen a decrease in reading proficiency since 2019. Data for Scott County have remained relatively flat but saw a decline in 2025, with slightly less than half of all third graders reading at grade level. Data provided by the Minnesota Department of Education reflect that statewide, a higher percentage of white, non-Hispanic students are proficient in reading compared to third graders of other races and ethnicities.



Source: Minnesota Compass

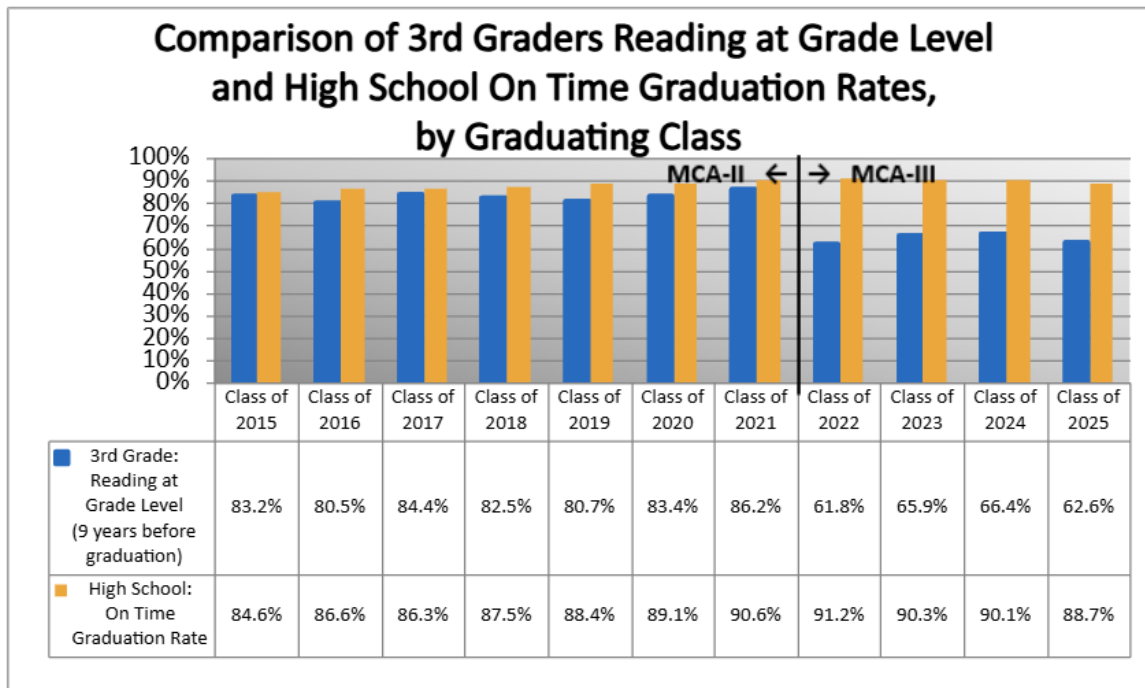
Historically, reading at grade level by the third grade represented an educational benchmark for later academic success, including the likelihood of high school graduation. However, state and local school partners have expressed concern as to the continued reliability of this as a predictor, and interest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



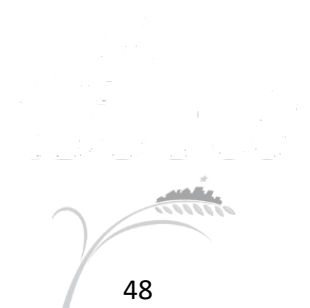
These data illustrate the questions surrounding the predictive validity of the MCA-III third grade reading for proficiency and high school graduation, showing the percent of third graders who were reading at grade level compared to the graduation rates for that Scott County class of students nine years later.

**Note: These data include information from Scott County public schools only -- not private schools.*

The MCA for Reading MCA-II was given until 2012; beginning with the 2012-2013 school year, the MCA-III was administered. The same class of students are not necessarily the same individuals, as students change schools for a variety of reasons and are not considered a longitudinal cohort.

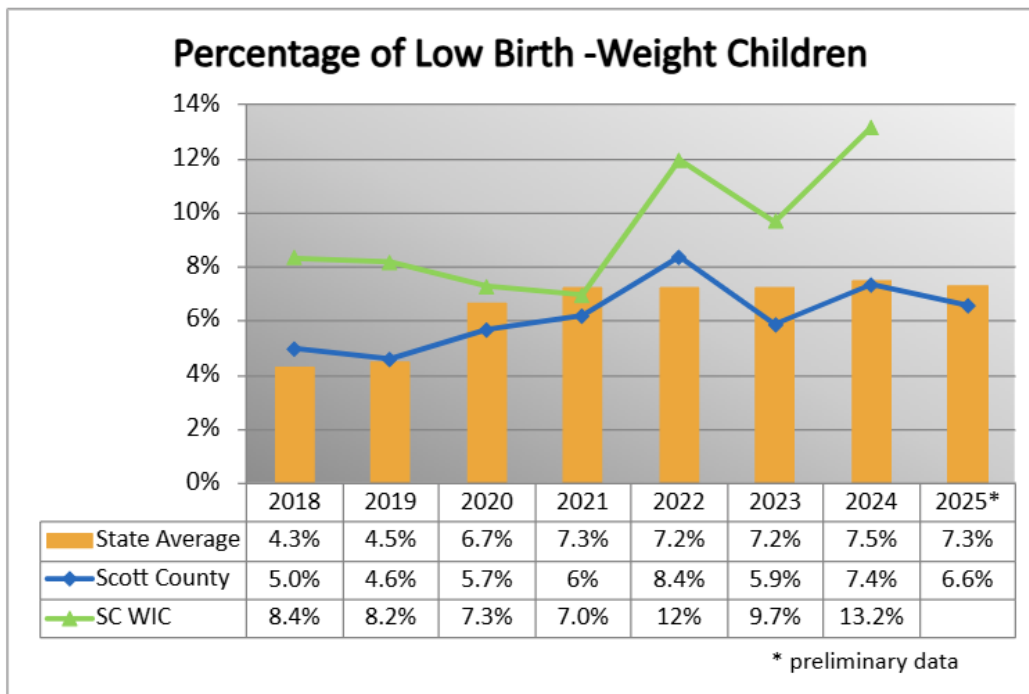


Source: Minnesota Compass, and MN Department of Education Assessment Files
Note: data sets are not a longitudinal cohort



Community Indicator: Percentage of low birth-weight births

The percent of low birth-weight babies born is reflected in the chart below. Low birth-weight babies are defined as weighing under 5 pounds and 8 ounces. Often low birth-weight babies are born premature or before their “due date.” Identified risk factors that can contribute to low birth-weight babies are lack of access to health and dental care, poverty, poor nutrition, stress, domestic violence, substance abuse, maternal age, and sexually transmitted infections. Through public health policy, effective programs are offered to prevent low birth-weight babies by addressing risk factors by promoting early prenatal care, medical home and WIC services, home visiting, teen pregnancy prevention, and dental services.



Source: MN Department of Health, County Health Tables on Natality

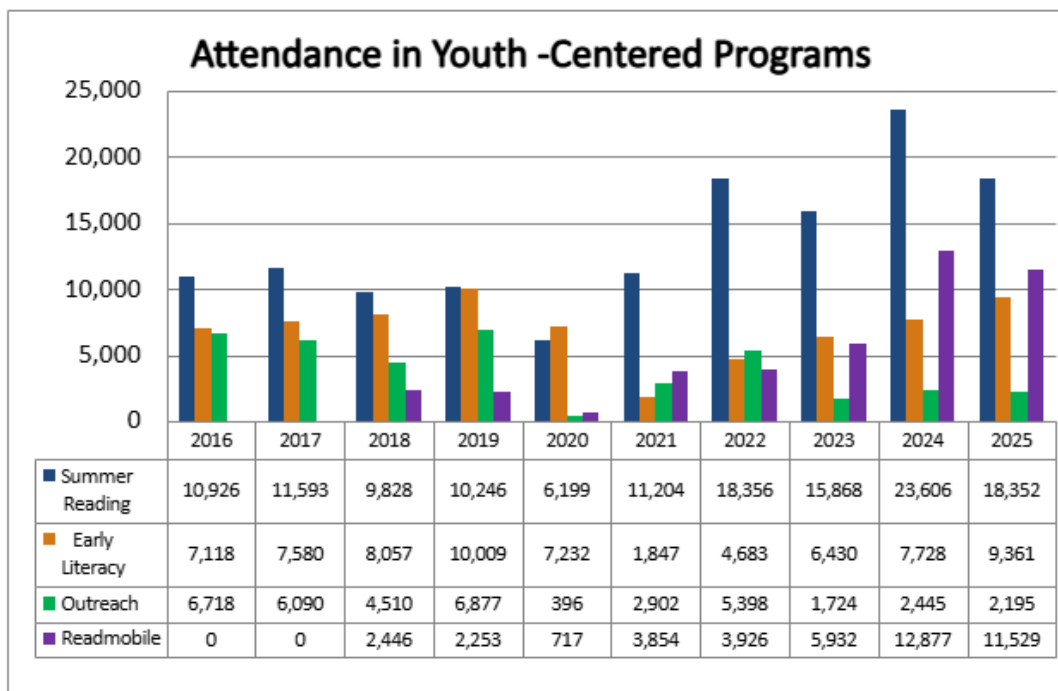
Library

Library youth services

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

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

In all, 346,996 visitors came to the Scott County Libraries in 2025, a slight decrease from 355,494 in 2024. Early literacy programming saw an increase in attendance by 21 percent; the remaining youth-centered programs saw slight decreases in attendance.



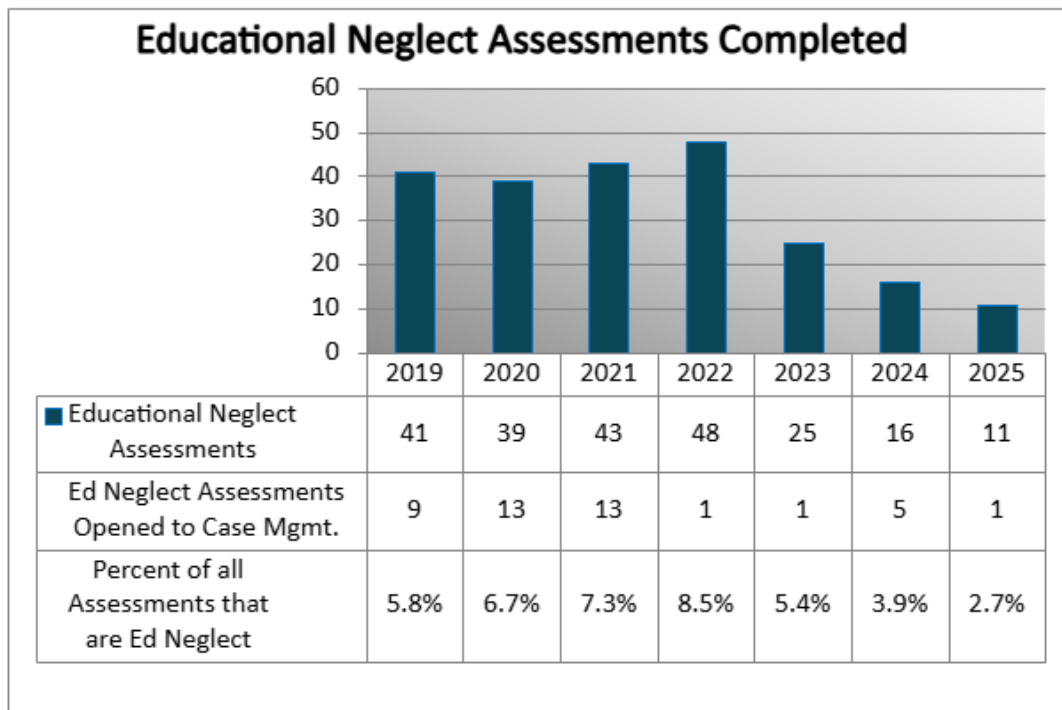
Source: Staff reports

Education and Truancy

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.

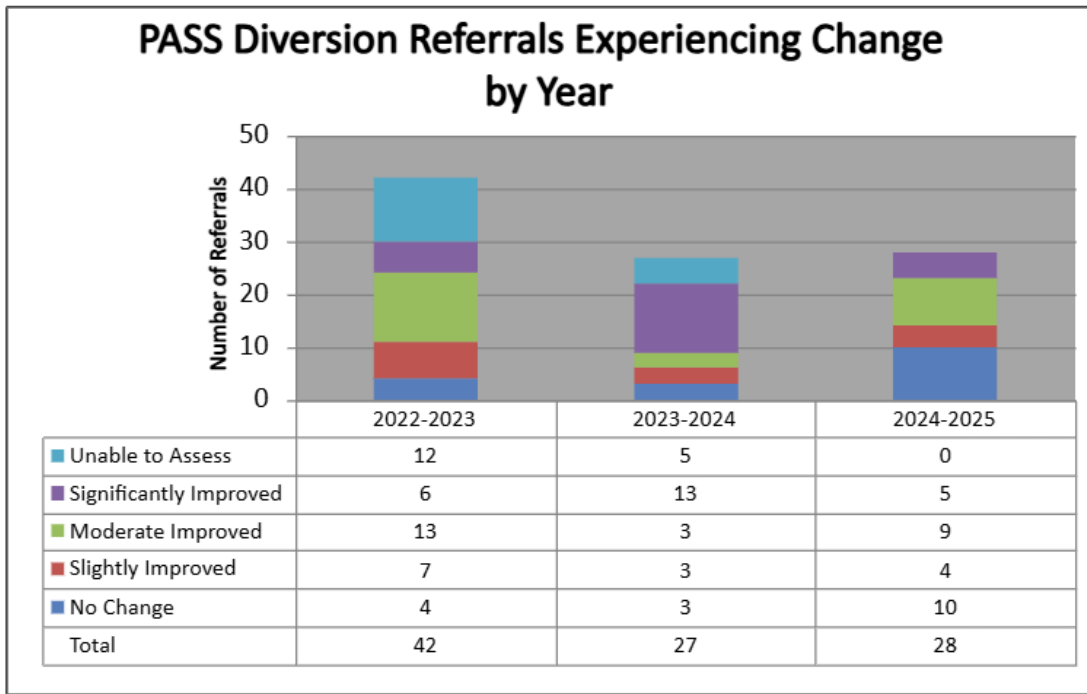
This measure shows the annual number of Child Protection assessments assigned to address educational neglect. The number of educational neglect reports assigned for assessment is significantly lower than at any point in the last five years. Factors impacting this result include the development of early intervention and prevention services offered through the Family Resource Centers (FRCs) and newly implemented Educational Neglect Prevention and Diversion Program services.



Source: Minnesota Department of Human Services Tableau Server data

Educational neglect: Promoting Attendance and School Success (PASS)

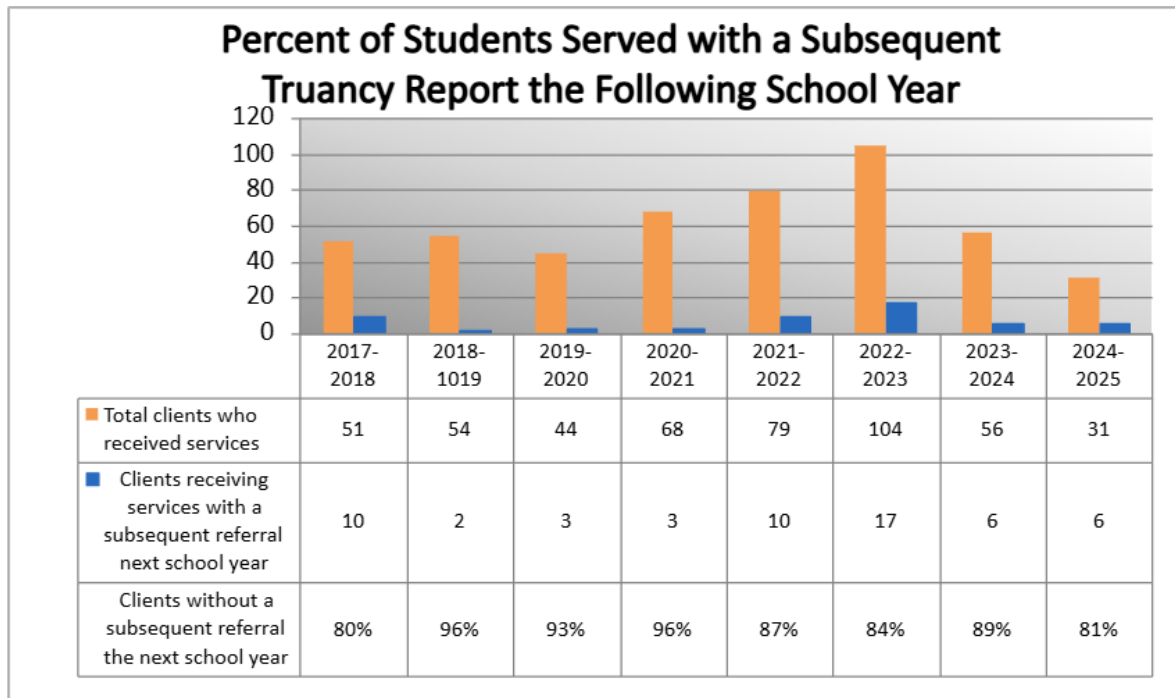
A total of 70 prevention program referrals were made to the Promoting Attendance and School Success (PASS) program in the 2024-2025 academic year, and there were 28 referrals made to the Diversion program. This snapshot represents impact on school attendance for PASS Diversion referrals to St. David's 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 five percent improved attendance, and "unable to assess" includes families that moved, cases that were referred late in the school year, et cetera.



Source: St. Davids Internal tracking

Truancy intervention

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

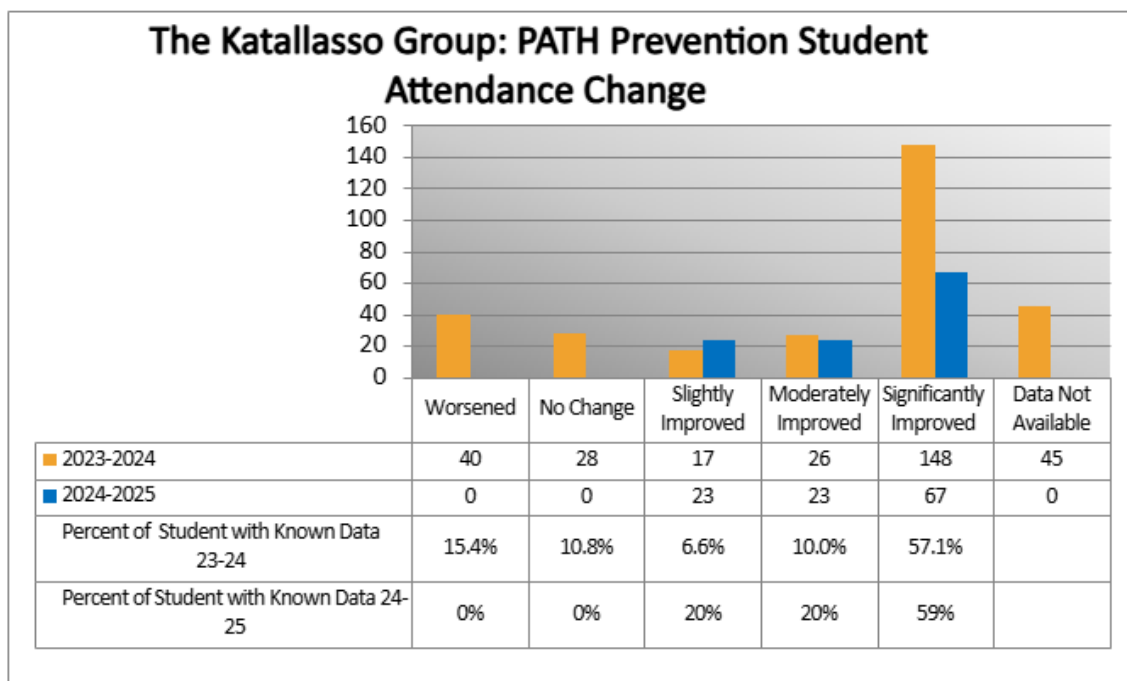


Source: Truancy HHS Referral Tracking SharePoint list

Truancy prevention and diversion

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

These data show the level of improvement in school attendance for youth served through the PATH partnership. During the 2024-2025 academic year, the County served 31 truancy reports through County case management. This is a decrease of 28 percent from 43 in the 2023-2024 academic year, and nearly 51 percent decrease from 61 in the 2022-2023 academic year.

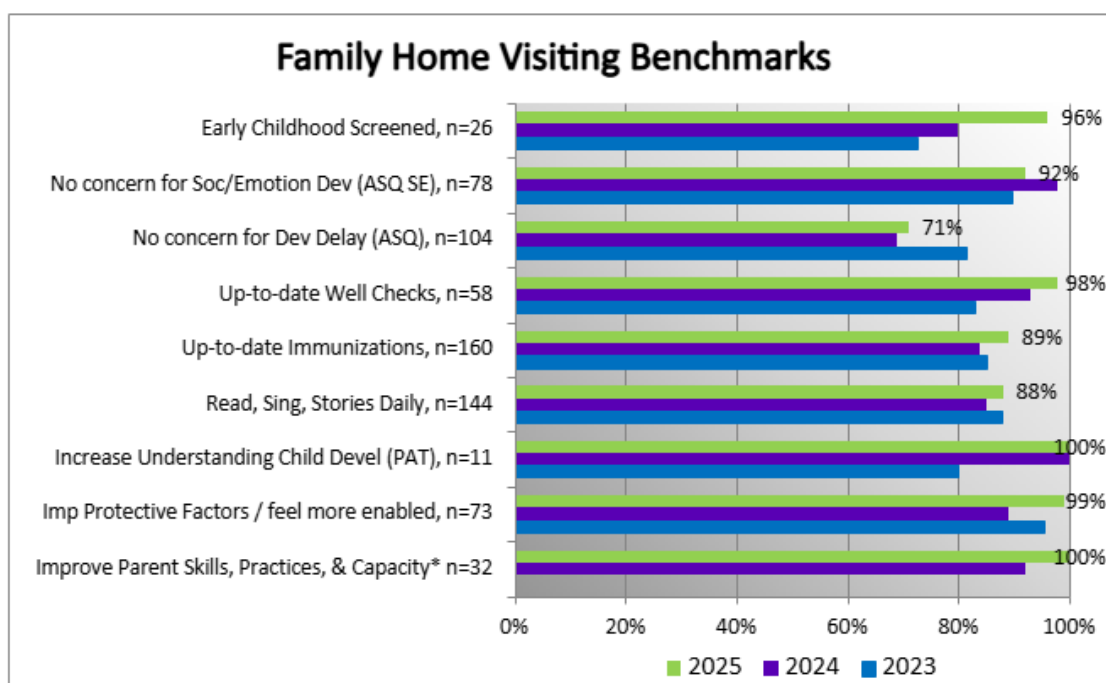


Source: Data provided by The Katallasso Group

Public Health

Public Health: Home visiting

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



Source: PHDoc, Parent response surveys, Zoho dashboard

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

Second, a new family home visiting model -- Parents as Teachers (PAT) -- was added in 2022 to engage families of children ages three to five in educational preparation supports. Business measures in 2025 include the total number of home visits (2,455); the number of MESCH visits (1,235); and the number of PAT visits (1,220).

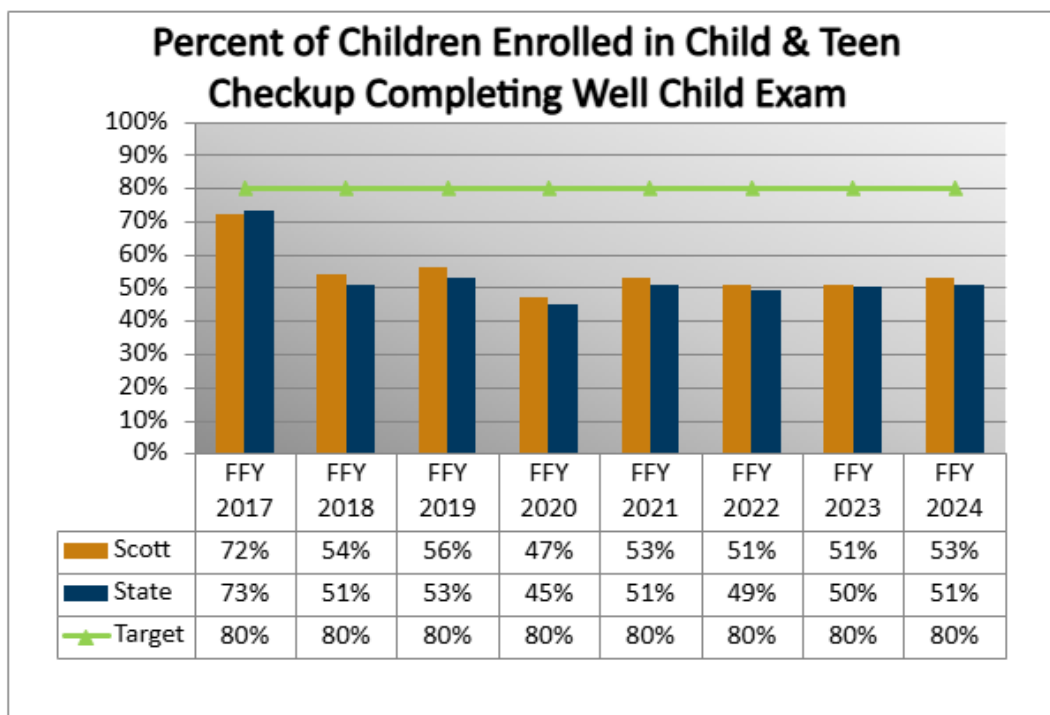
Public Health: Family health

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

The Child and Teen Checkups (C&TC) Program is a federal program that offers comprehensive health care to eligible infants, children, and young adults enrolled in Medical Assistance (MA) and is required in every state. The County provides administrative services, which include assisting children and youth eligible for the program in accessing and receiving comprehensive health care. This includes encouraging families to participate in regular dental and health checkups (well-child visits), reducing barriers to services, and connecting families to resources in the community.

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

The Minnesota Department of Health releases data for this measure each summer, and data for 2025 are not yet available. Youth is defined as individuals birth through age 20.

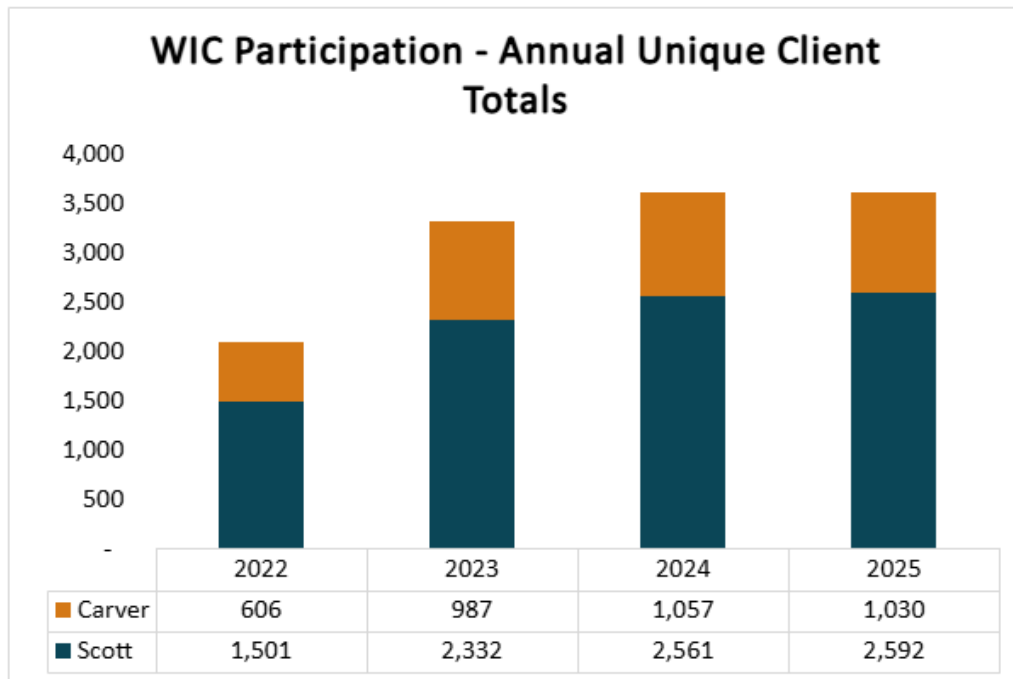


Source: Child and Teen Checkup Data

Women, Infants, and Children (WIC)

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

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



Source: WIC Data

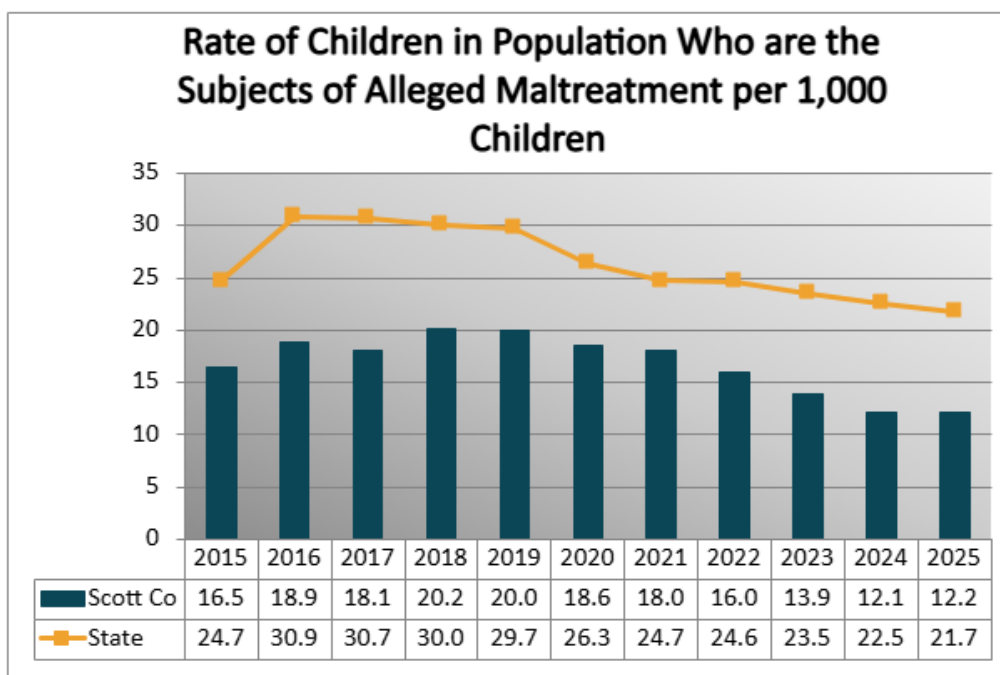
Child safety outcomes

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

Community Indicator: Rate of children in population who are the subjects of alleged maltreatment per 1,000 children

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

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

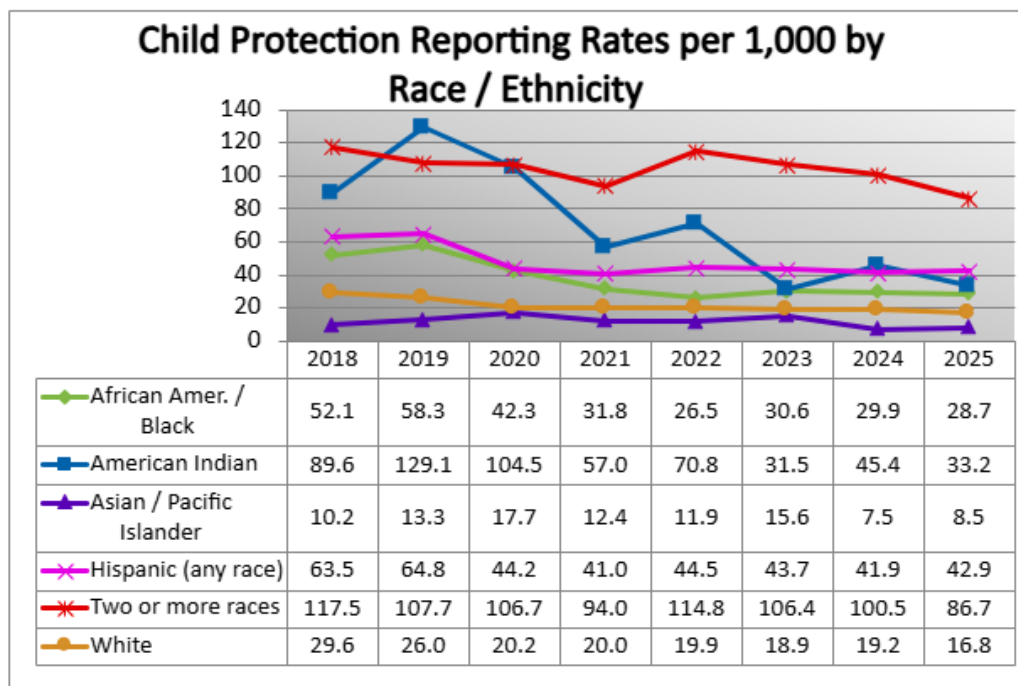


Source: Department of Human Services (DHS) Minnesota's Child Maltreatment Report, and Minnesota DHS Tableau Dashboard

Rates of child maltreatment by race and ethnicity

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

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



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

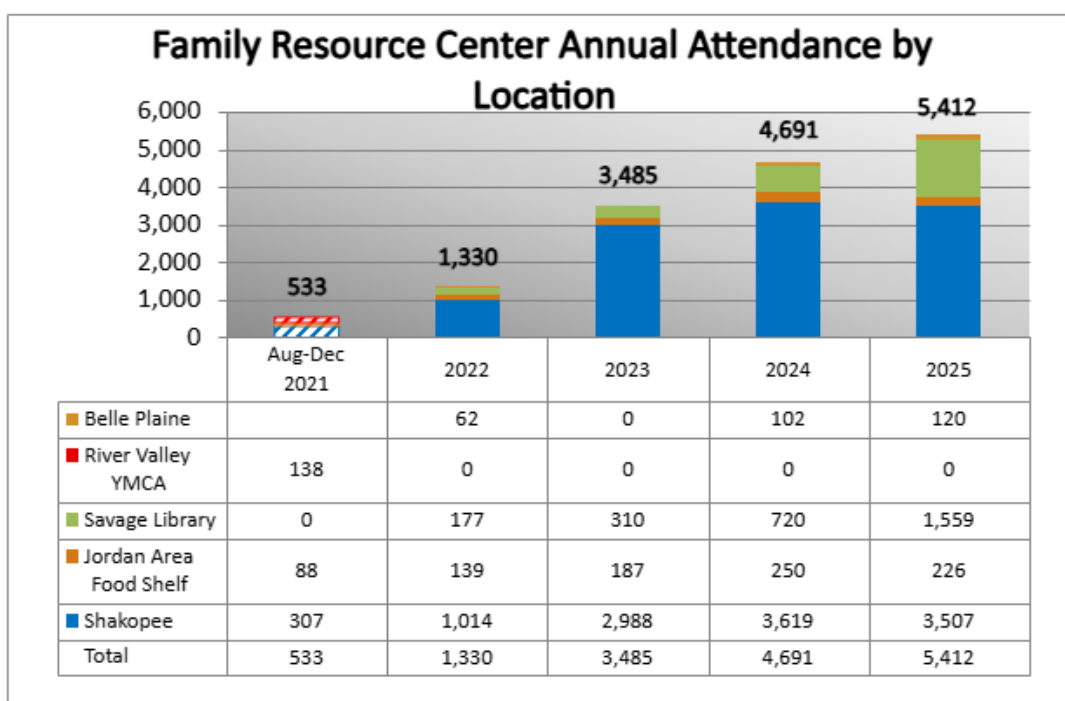
Family Support

Family Resource Centers (FRC)

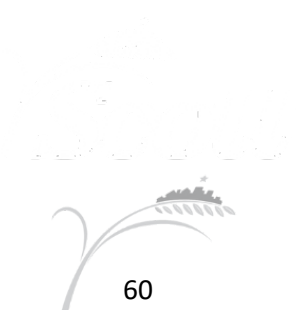
Family Resource Centers (FRC) bring support and services out into the community, giving families safe and easy access to services to address their needs before Child Protection interventions are necessary. Programs at each FRC are informed by the community; are built on existing strengths; and are tailored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

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

Visitors to the Shakopee FRC increased nearly 16 percent in 2025. Annual visitors have increased every year since it opened in 2021.



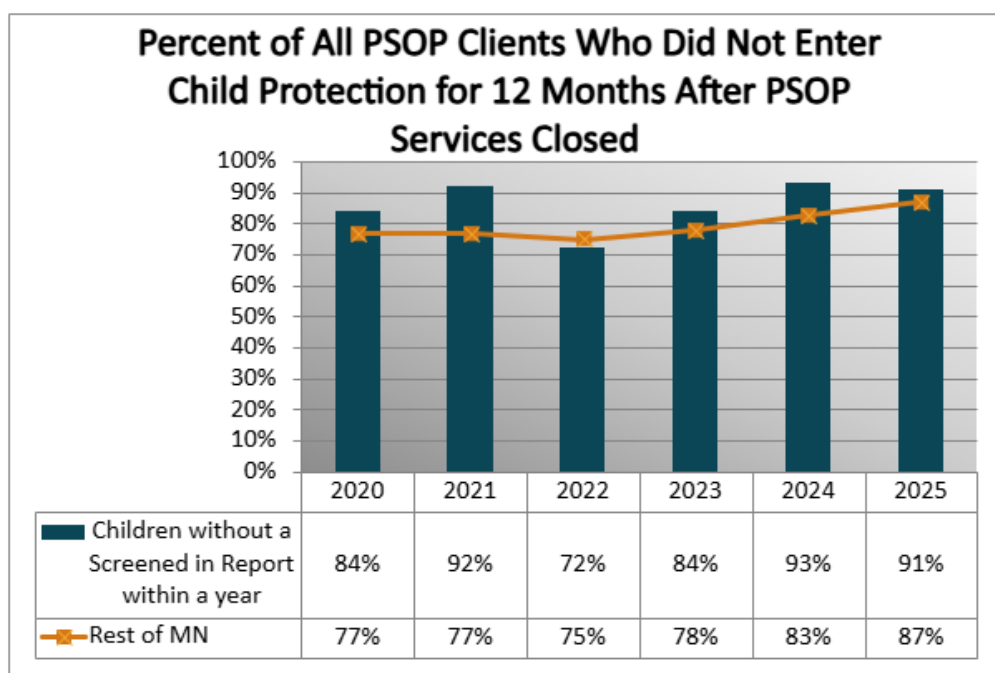
Source: Manual tracking spreadsheet



Parent Support Outreach Program

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.

These data are lagging measures, reflecting outcomes one year later for families served by PSOP case management. Sixty-seven families received PSOP case management services in 2023. A year later, only seven percent had a new referral to Child Protection. This performance is stronger than state performance and may be reflective of the County's investment in a continuum of prevention services to support families.

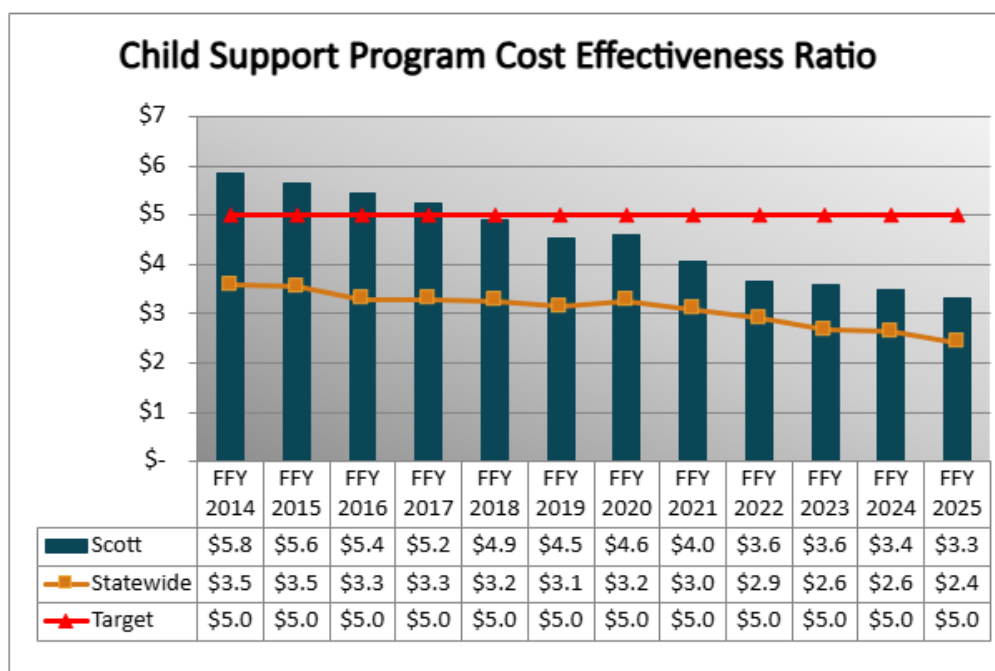


Source: Department of Human Services Tableau data server

Child support

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

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



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

In 2025, the Child Support Unit distributed \$11.25 million to families, similar to the dollars distributed to families every year since 2021. The calculation of this ratio is impacted by collections forwarded to other states, total collections disbursed, and fees retained to provide child support services. Child support cases have been steadily declining both statewide and in Scott County over the past several years. This trend directly impacts total collections and disbursements, as a smaller caseload results in fewer funds being collected and distributed. Additionally, statewide efforts to ensure that child support orders are fair and appropriately modified have contributed to lower order amounts. Combined with rising annual expenses, these factors have contributed to a decreased cost effectiveness ratio. However, Scott County's numbers remain above the statewide average.

Parks and Trails

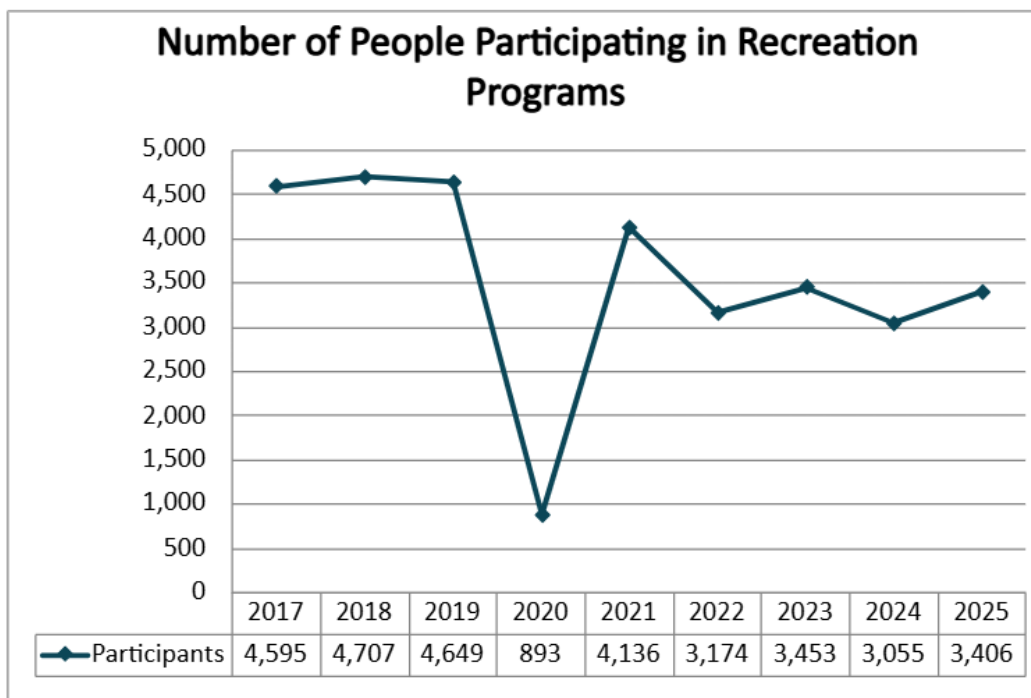
Parks: Recreational programming and lessons

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

In 2024, over 1,000,000 visitors accessed the Scott County Regional Parks and Trail systems. Data on the number of park visitors for 2025 will be released by the Metropolitan Council in June or July of 2026.

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

**Note: These data do not include the golf program.* Moving forward, a new data tracking software launched in February 2025 and will provide more detailed insights.

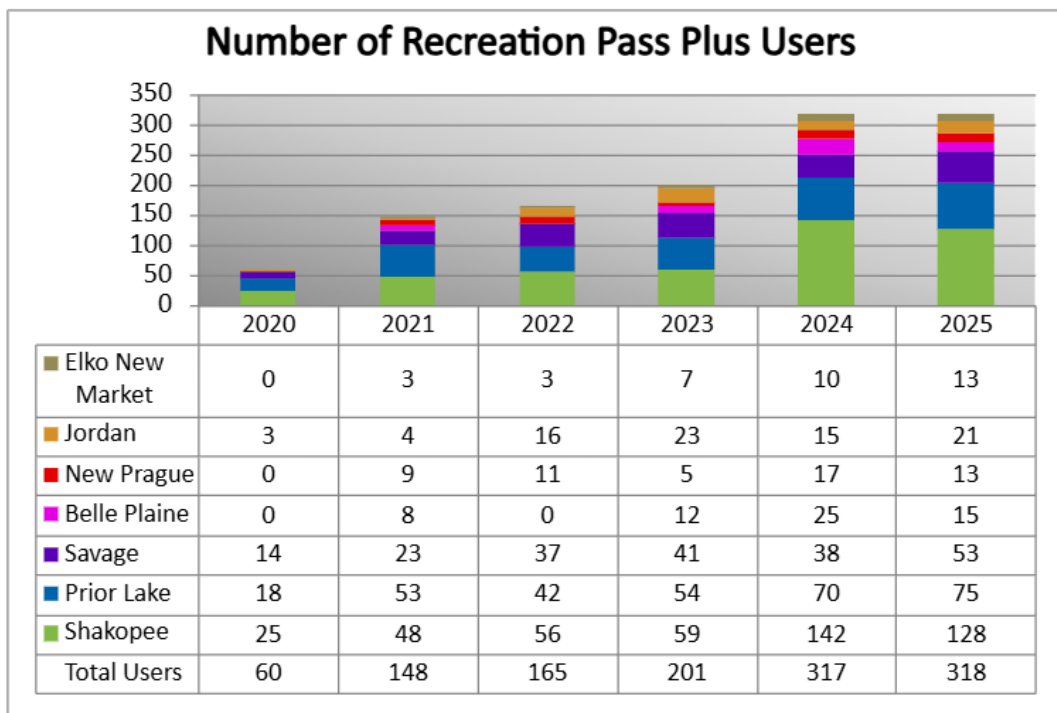


Source: Scott County, Three Rivers Park District Program Staff

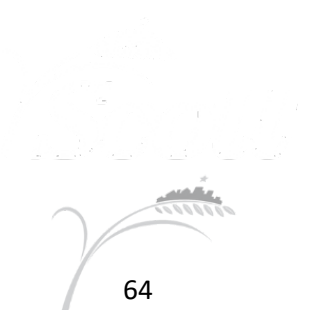
Parks: Recreation Pass Plus

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

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



Source: Three Rivers Park District

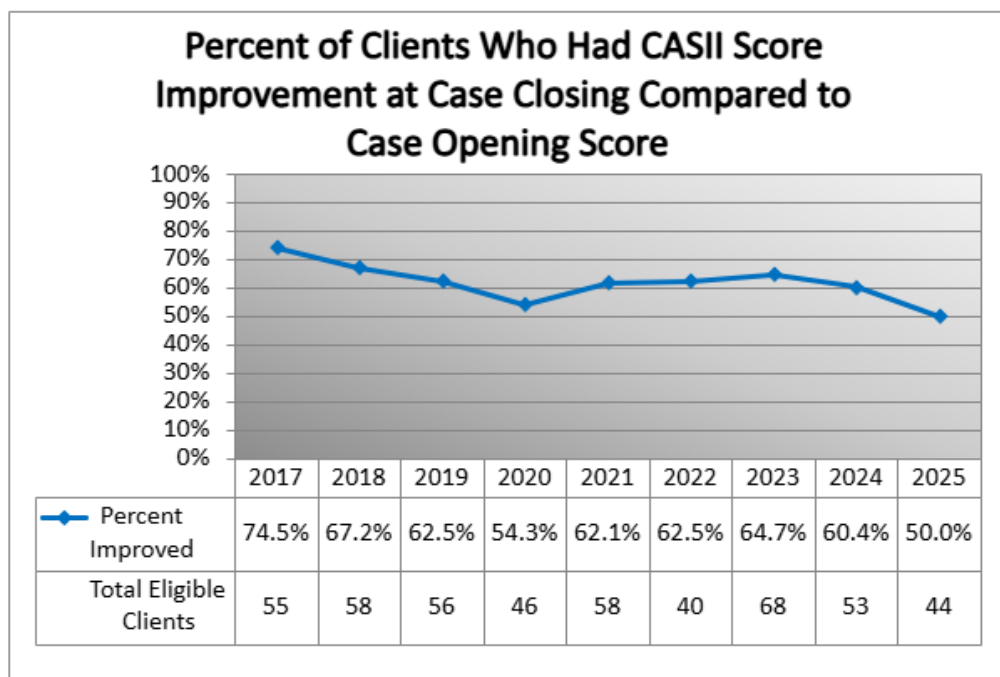


Children's Mental Health

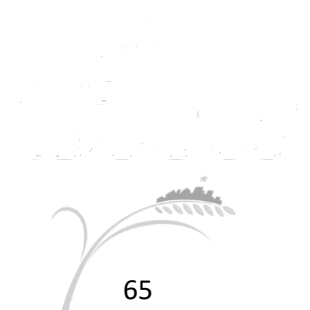
Children's Mental Health case management

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

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



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

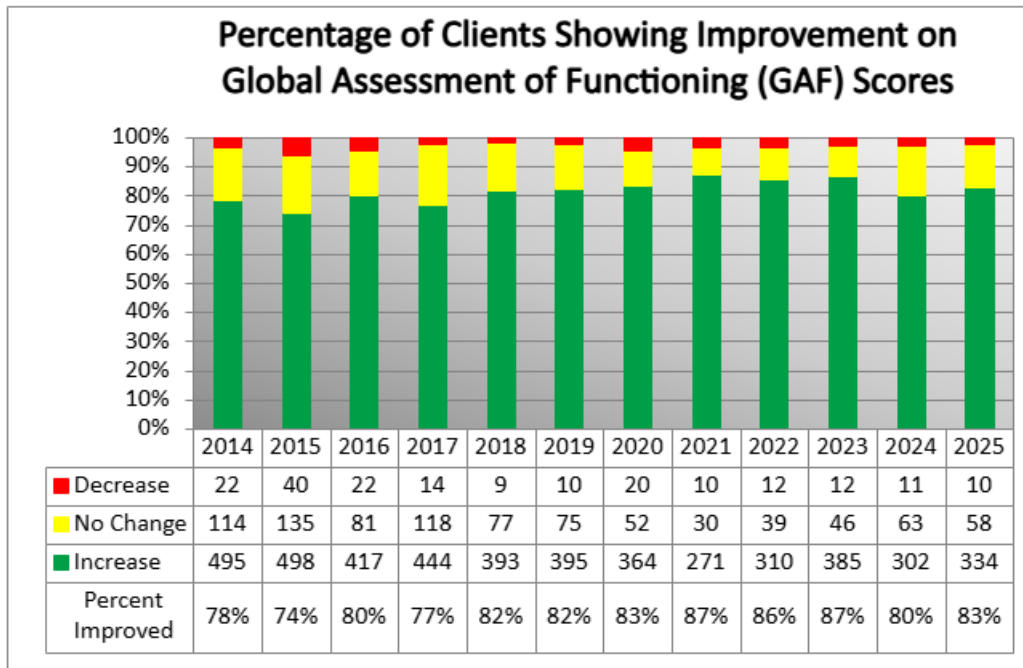


Mental health therapy: School-based mental health

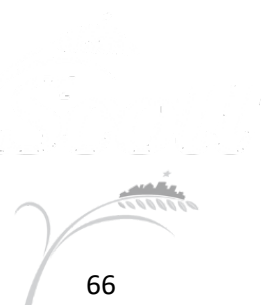
Mental health therapy is an essential component of the prevention continuum. This measure indicates the percentage of children who receive school-based mental health services through the Scott County Mental Health Center (SCMHC) who show improvement in their functioning. These data do not include clients 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 2025, the SCMHC served 5,084 people, nearly 7 percent more than 2024. Included in this count were clients referred for mental health services through the schools. Therapists in the schools provide the same clinical service (e.g., therapy, diagnostic assessment) as therapists based in the clinic and provide the same level of coordination with Scott County departments (e.g., Case Management, Child Protection).



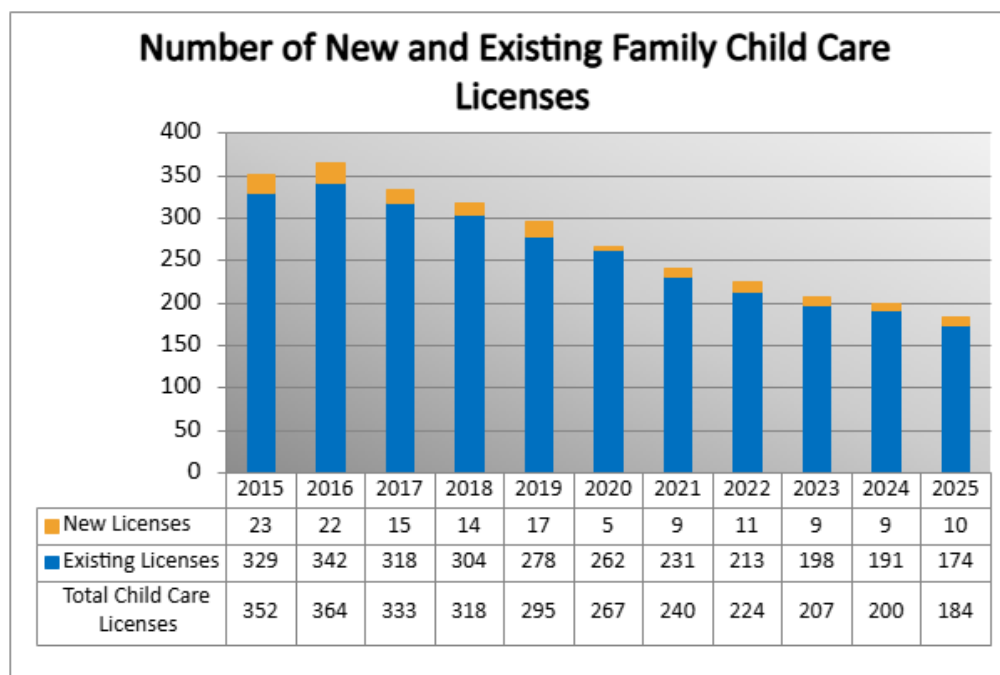
*Source: IRIS (Iron Range Information System) client records,
manual tracking beginning April 1st 2017 due to new Vireo software*



Childcare licensing

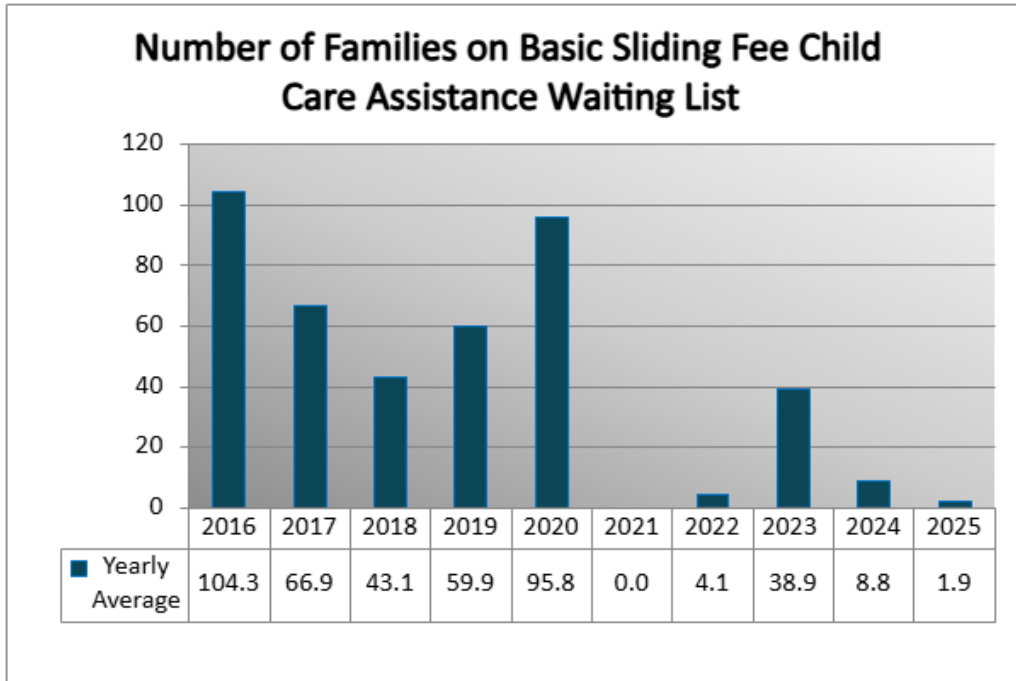
Access to child care funding and providers is part of the prevention continuum; it promotes safety for children and removes barriers to employment for their parents. This measure shows how many Scott County residents completed and met all Minnesota rules and statutory requirements to become Licensed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

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



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

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



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

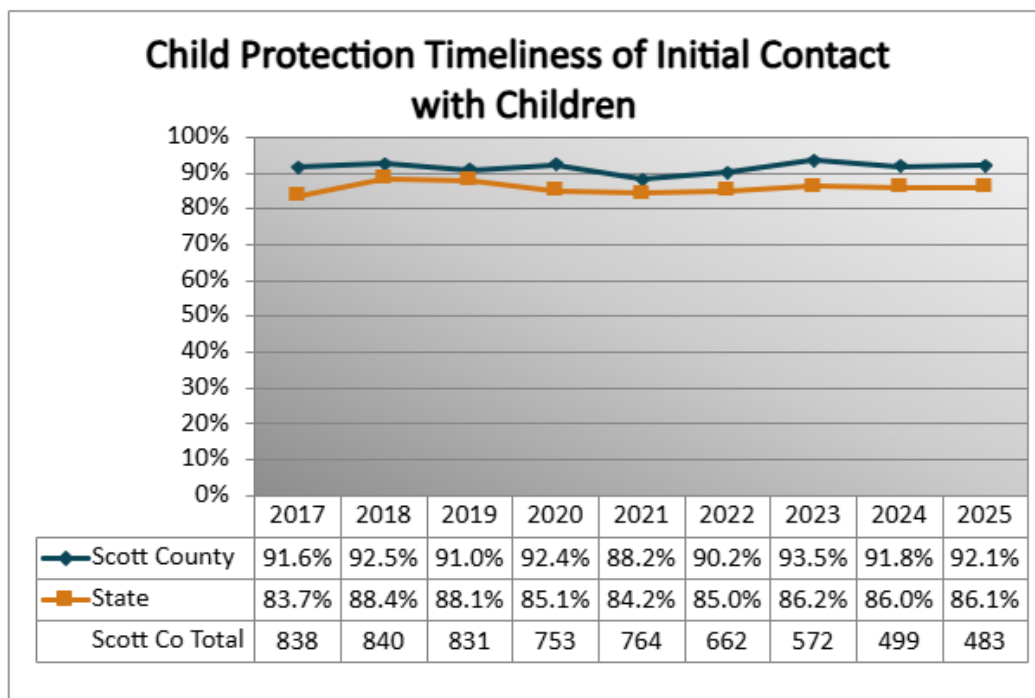
Child safety outcomes: Intervention

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

Child Protection assessment

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

In 2025, 483 reports were accepted for assessments or investigations and the children involved in 92.1 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 2025, 97.9 percent of reports were screened within the timeline required by statute.



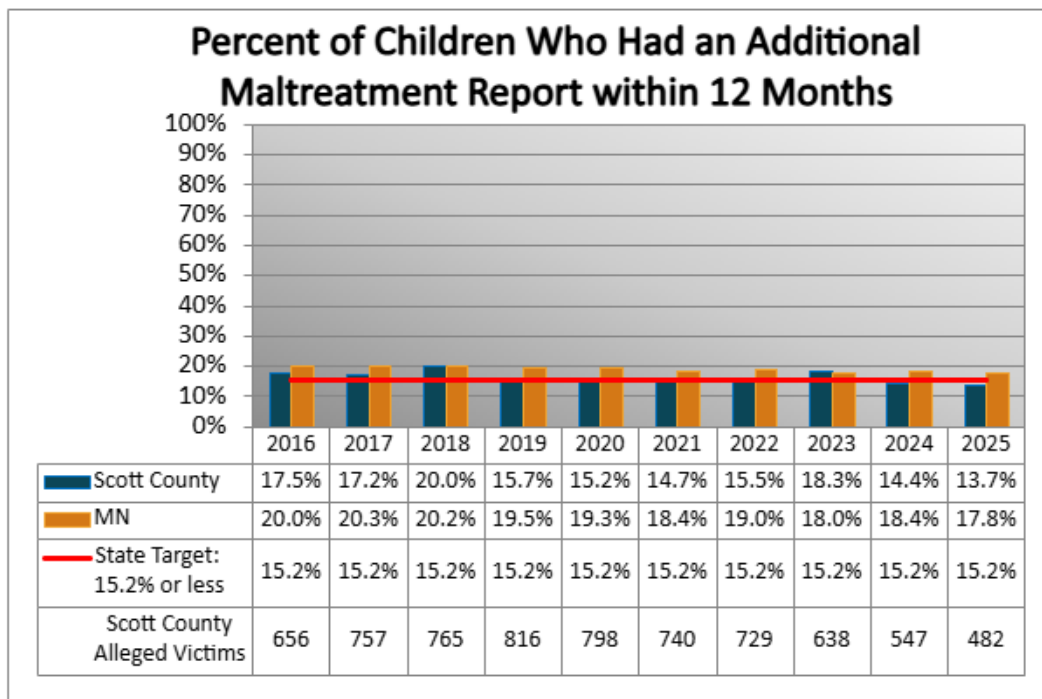
Source: DHS Child Welfare Data Dashboard State Measure #1

Child Protection case management

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

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

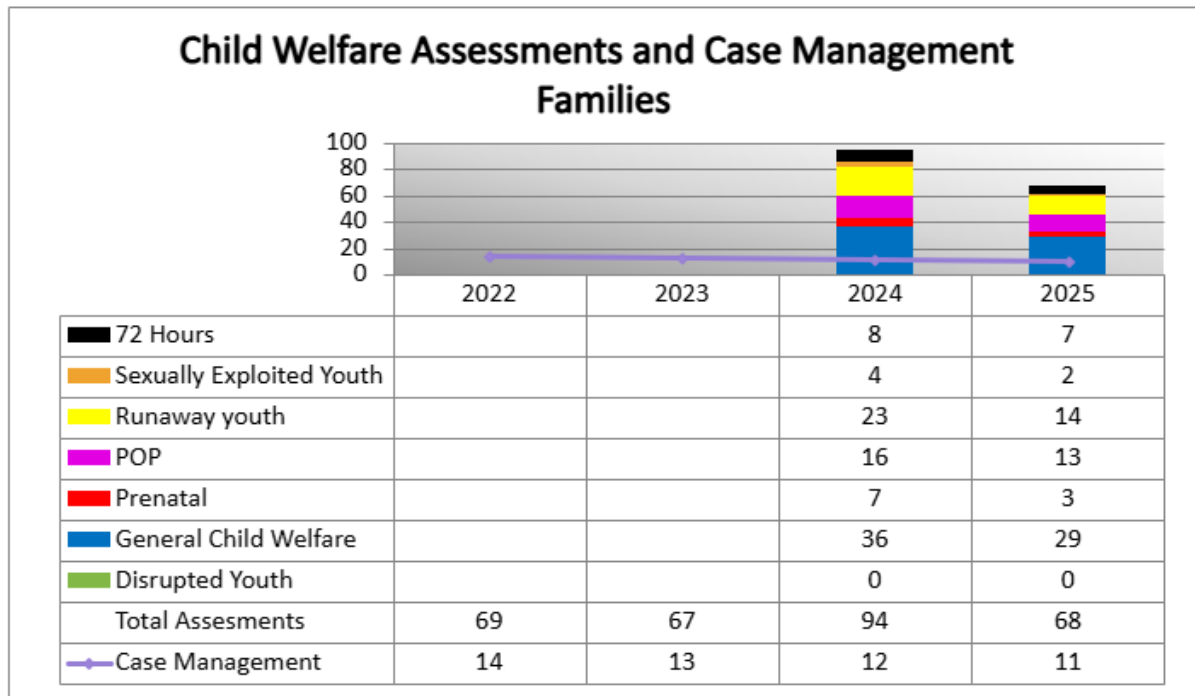
Of the 482 children who were the subject of one report, 66 (13.7 percent) were the subject of a second screened-in report. This rate meets the state target of 15.2 percent or less.



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

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

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



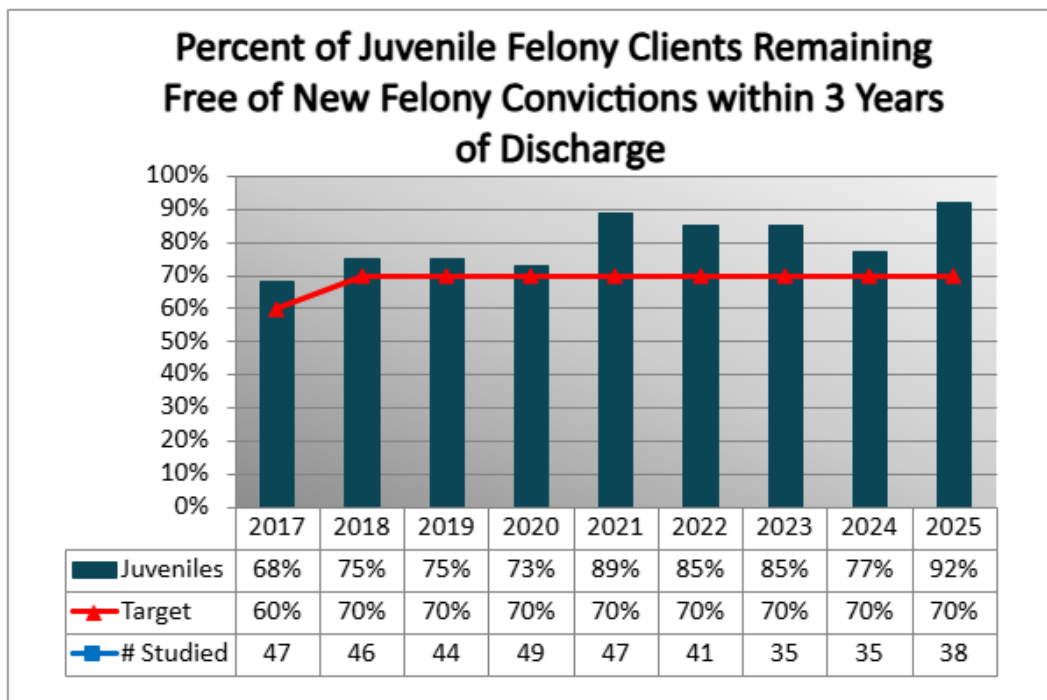
Source: Social Services Information System (SSIS)/Manual analysis

Community Corrections: Juvenile probation

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

This measure shows the percentage of juvenile felony offenders who were discharged from probation who remained free of a new felony conviction within three years of discharge from probation. This is a retrospective measure (i.e., 2025 represents 2021 discharges). The 70 percent target for juveniles is set by Scott County Community Corrections.

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



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



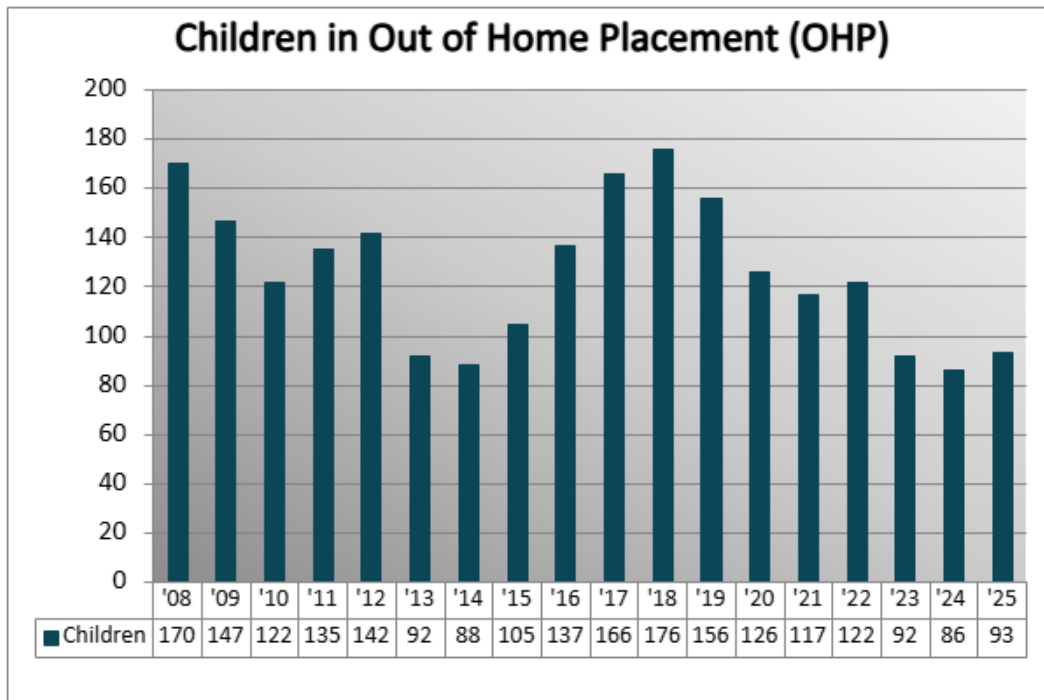
Out-of-home placement

Child out-of-home placement

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

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

In 2025, 93 children were placed in out-of-home care. Placements have been trending downward since 2018, a timeframe that correlates to the expansion of prevention services. In 2025, Scott County's rate of entry into foster care was 2.3 per 1,000 children, compared to the statewide rate of entry of 6.5.

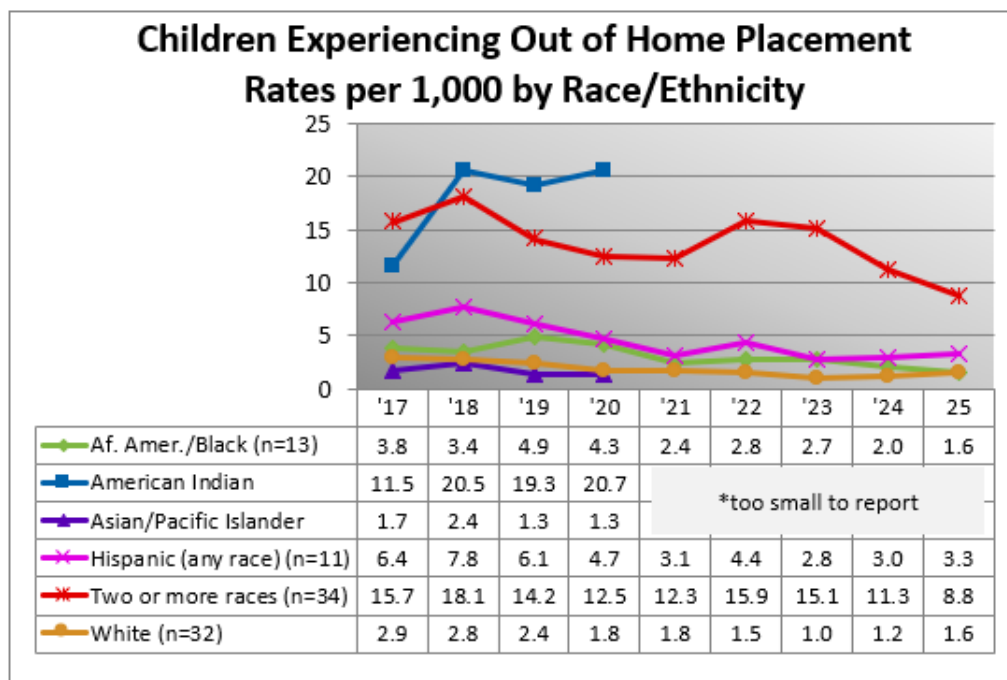


Source: DHS dashboard, General Child Welfare Statistics Dashboard

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.

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.



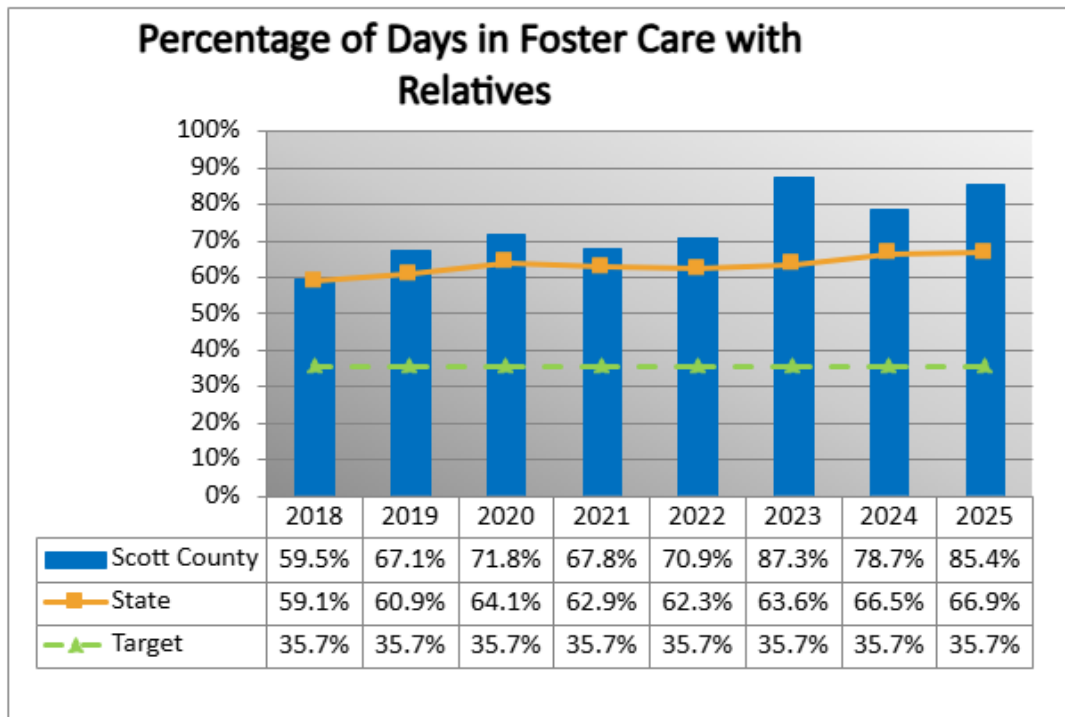
Source: DHS General Child Welfare Data Statistics Dashboard Measure #8

Relative foster care placement

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 statewide performance.

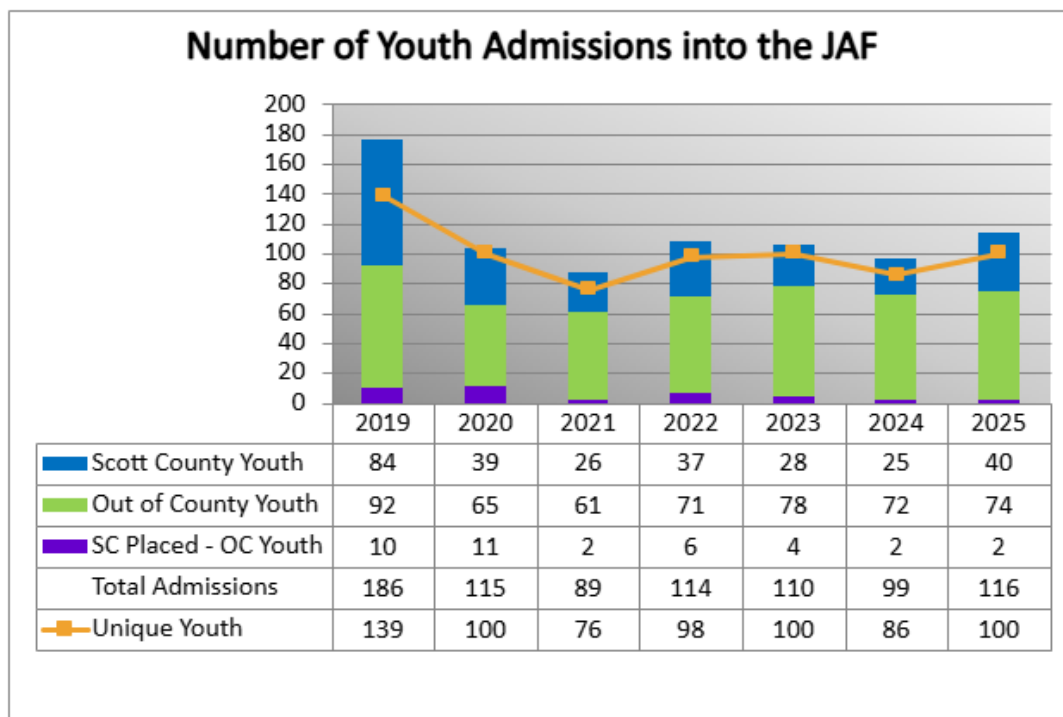


Source: DHS Child Welfare Data Dashboard, State Measure #3

Youth admissions to the Juvenile Alternative Facility

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

This chart shows the number of annual admissions of youth into the JAF along with the number of unique youth admitted to the JAF. In 2025, efforts were initiated to increase the JAF's capacity to accept higher acuity youths than previously able. Admission totals in 2025 are likely to reflect this effort and not necessarily reflect an increased need in placements.



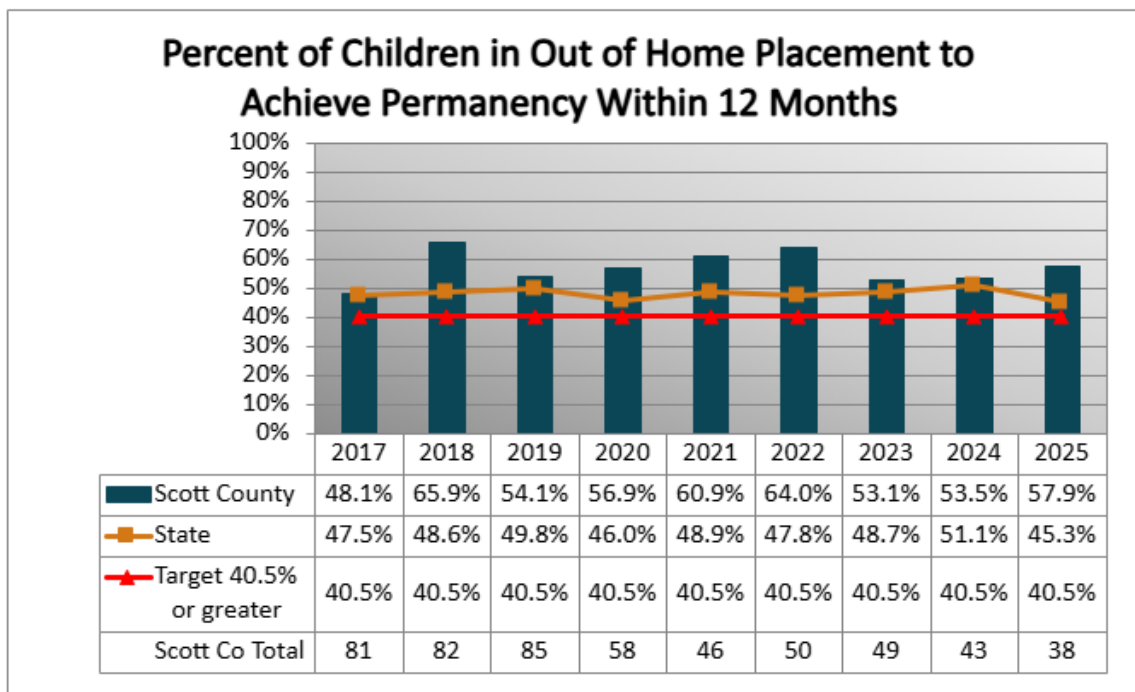
Source: CSTS Data

Children in out-of-home placement: Achieving permanency

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

In 2025, 22 of the 38 children who exited out-of-home placement were discharged to a parent's care or to another permanent placement within the timelines established in statute.

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

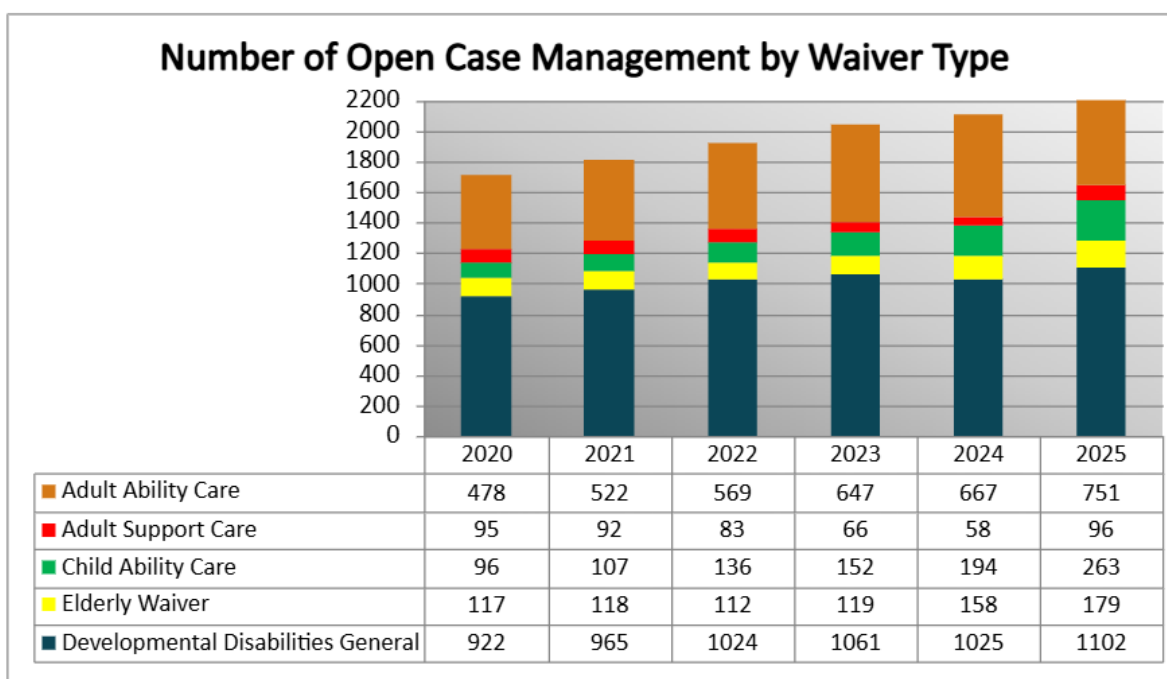
Disability Services

Support services for children with disabilities

Scott County offers a critical continuum of disability services for children and their families, with an emphasis on waived services (home and community-based supports) and federal grants. The primary gateway to these programs is the MnCHOICES assessment, which helps determine eligibility and connect individuals to necessary service options. Because prompt intervention is critical, the timeliness of accessing these assessments is closely monitored to ensure vulnerable children do not experience gaps in care.

Successfully supporting children with disabilities relies heavily on robust partnerships with local communities and schools. For youth with higher needs (such as children in out-of-home placement settings who are accessing disability funding), effective care requires seamless, cross-departmental coordination with Children's Mental Health and Child Protective services. When complex client services are implemented through a person-centered process it results in stronger team facilitation, better ongoing monitoring, and more stable outcomes for children.

The following chart shows the number of open case management cases by the waiver type, highlighting a growing number of families utilizing waived services over the last five years. Specifically, open cases for Child Ability Care have increased reaching 263 cases in 2025, 35 percent more than 2024 (194). Developmental Disabilities general cases reached 1,102 in 2025.



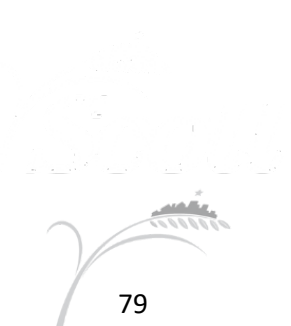
Source: *Social Services Information System (SSIS) General Reports, Workgroup Statistics - by Program, Contracted Cases* Source: *Internal Records*

Child Services: Summary of Data Findings

At a community level, data sources show high school on-time graduation rates experienced a slight downward trend in Scott County but remained higher than the statewide average. Third grade reading proficiencies also saw a decline in 2025, with slightly less than half of third graders reading at grade level. Third grade reading proficiencies have seen declines since 2019 across the state; in Scott County, these rates remain slightly higher than the statewide average.

At a program level:

- **Libraries:** While overall visitors to Scott County libraries slightly decreased to 346,996 in 2025, attendance for early literacy programming saw a notable 21 percent increase.
- **School attendance intervention and prevention:** Educational neglect assessments are at their lowest point in five years. Truancy reports managed by County case management decreased by nearly 30 percent (down to 31 cases) in the 2024-2025 academic year, suggesting diversion and prevention programs are successful.
- **Public Health:** The Family Home Visiting program completed 2,455 home visits in 2025 using evidence-based models to support young children and parents. The WIC program also continued to support early health, serving 2,592 unique clients.
- **Prevention and family support:** Visitors to the Shakopee Family Resource Center (FRC) increased by nearly 16 percent in 2025. The Parent Support Outreach Program (PSOP) demonstrated strong preventative success, with only 17 percent of families served in 2023 receiving a new Child Protection referral a year later. The Child Support unit successfully distributed \$11.25 million to families. While a number of factors contribute to a lower cost-effectiveness ratio, Scott County's rate remains higher than the statewide average.
- **Child protection:** Overall child maltreatment rates have declined since 2018, though data show children from non-white, non-Hispanic backgrounds are referred at disproportionate rates. For reports requiring assessment, staff successfully completed timely face-to-face contact for 92.1 percent of children.
- **Out-of-home placement:** The number of children placed in out-of-home care was 93 in 2025, continuing a general downward trend since 2018. When placement was necessary, 85.4 percent of placement days were spent safely with relative foster care providers. Additionally, of the children who exited out-of-home placement, 57.9 percent achieved permanency within 12 months.
- **Juvenile justice:** Juvenile probation services showed successful outcomes, with 92 percent of discharged juvenile felony offenders remaining free of a new felony conviction within three years of their discharge. Census at the Juvenile Alternative Facility increased slightly over 2024 numbers, likely representing the increased efforts to support a wider range of juvenile needs.
- **Child care access:** There has been a significant and ongoing decrease in the number of licensed in-home family child care providers since 2016, which is a barrier to parental employment.



Child Services: Strategic Plan

Objective and Strategy

Child Objective:

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

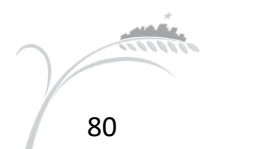
Child Strategies:

- Participate in the development of a regional continuum of care for youth requiring out-of-home placement that addresses the needs of children regardless of how they enter county systems.
- Promote healthy child development and family resiliency by aligning resources and community partnerships directed at prevention, early intervention, and reducing the need for deep-end services.
- Develop and implement a plan for leadership and sustainability of the Family Resource Centers.
- Promote activities that engage youth in their communities, schools, peer groups, and organizations that build resiliency, positive relationships, and foster long-term success.

Progress and Next Steps

Highlights from the County's Strategic Planning work in 2025 include:

- County staff testified at the state legislature in support of bills to fund a regional continuum of care for youth requiring out-of-home placement. Although the legislation did not pass, staff continues to actively participate in metro-wide planning conversations regarding regional placement facilities.
- To address gaps in resources, foster parent recruitment was expanded through community outreach events and partnerships with local faith communities (such as Shepherd of the Lake), FISH, and Mi CASA to explore culturally specific care options. By mid-2025, these efforts resulted in 11 child foster care applications.
- County advocacy contributed to the passage of state legislation that moves educational neglect out of a child protection response and instead transitioning it to a mandated child welfare response that may be handled by designated partners. A Request for Proposals (RFP) was released in early 2026 to sustainably fund ongoing attendance programs, including Promoting Attendance and School Success (PASS) and Promoting Attendance Through Hope (PATH).
- Initial staff trainings were completed and began aligning the child protection practice framework with the active efforts required by the new state mandated Minnesota African American Family Preservation and Child Welfare Disproportionality Act (MAAFPCWDA – a.k.a., “The Act”) which goes into effect January 1, 2027 statewide.
- Women, Infants, and Children (WIC) services were expanded into new sites such as the Jordan Library, Savage Family Resource Center, and at the New Beginnings school in Shakopee. Home visits for clients experiencing barriers to visiting an office were initiated. Additionally, the County partnered with Early Childhood Family Education (ECFE) across four school districts to offer newborn groups and hosted monthly “Group Connections” gatherings at libraries and Family Resource Centers to promote parent-child attachment and social connections.
- Volunteers have continued to be used at the Belle Plaine and Shakopee Family Resource Centers (FRCs) to assist families with resource navigation and food distributions, including the Veggie Rx



program. To ensure long-term viability, staff drafted an RFP and prepared a grant proposal for state prevention services funding, although this funding was not awarded.

- Public Health and Allina Health partnered with local students to host a student-led listening session aimed at understanding youth perspectives on substance use and mental health. The County also partnered with Mi CASA to host a summer camp for 133 youth that included vaccine referrals, emergency preparedness activities, substance use prevention, and awarded cannabis prevention mini-grants to four youth-focused community organizations.

The 2025-2027 County Strategic Plan will continue to guide these efforts through the year 2027.

Objective Area: Community and Public Safety



Sheriff's Office Mounted Unit and Rescue Vehicle

Introduction: Community and Public Safety

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

Measuring Impact

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

Criminal Justice System

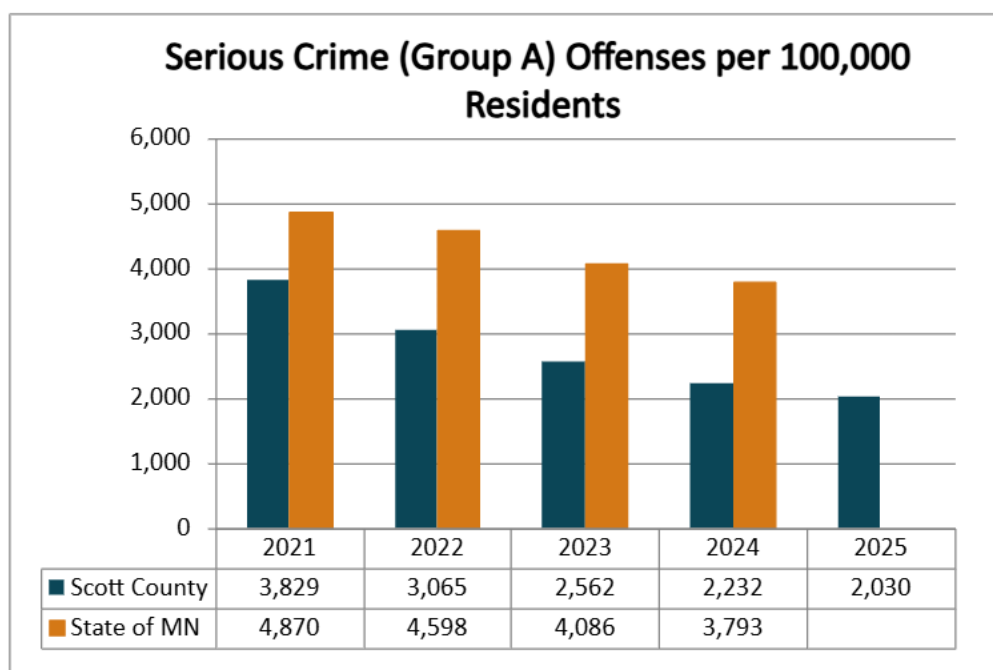
Evaluating the criminal justice system and examining opportunities to improve processes or practices leading to reductions in recidivism remains an ongoing priority. This long-term, county-wide commitment has included multiple initiatives through various departments, all aligned with reducing the need for deep-end services.

Community Indicator: Group A offenses

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

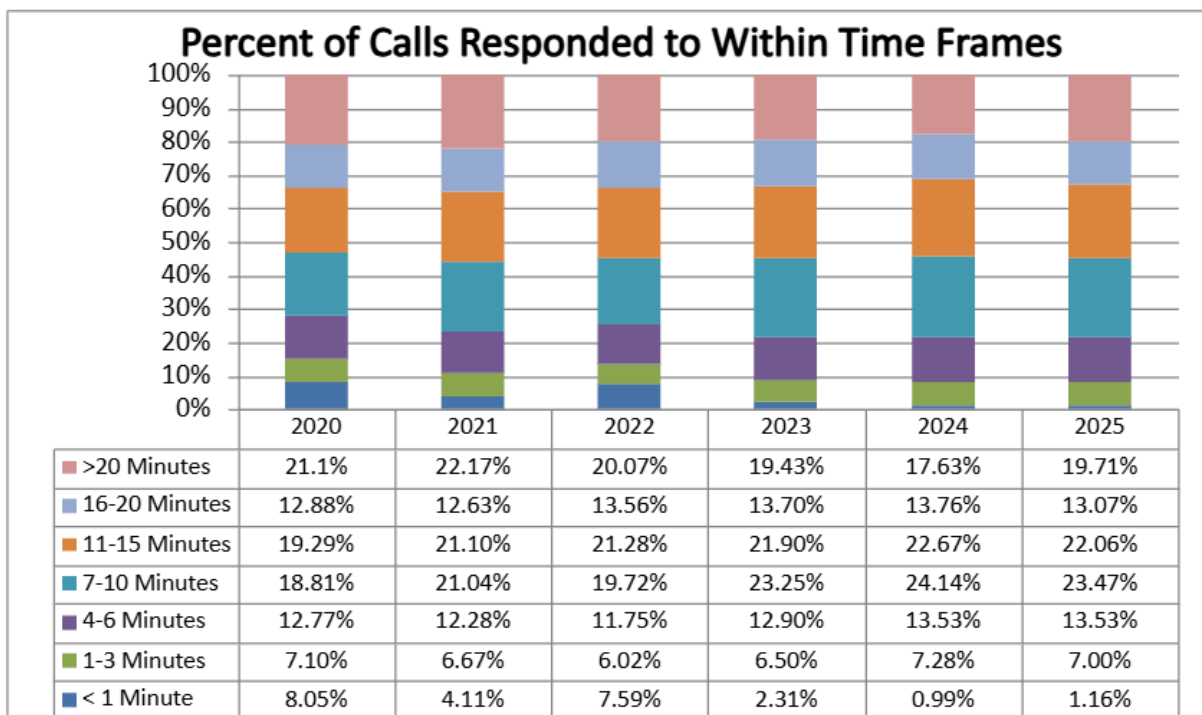
**Note: 2025 data for the state of Minnesota are not yet available.*



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

Deputy Response Times

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 System (AS400 & LETG)

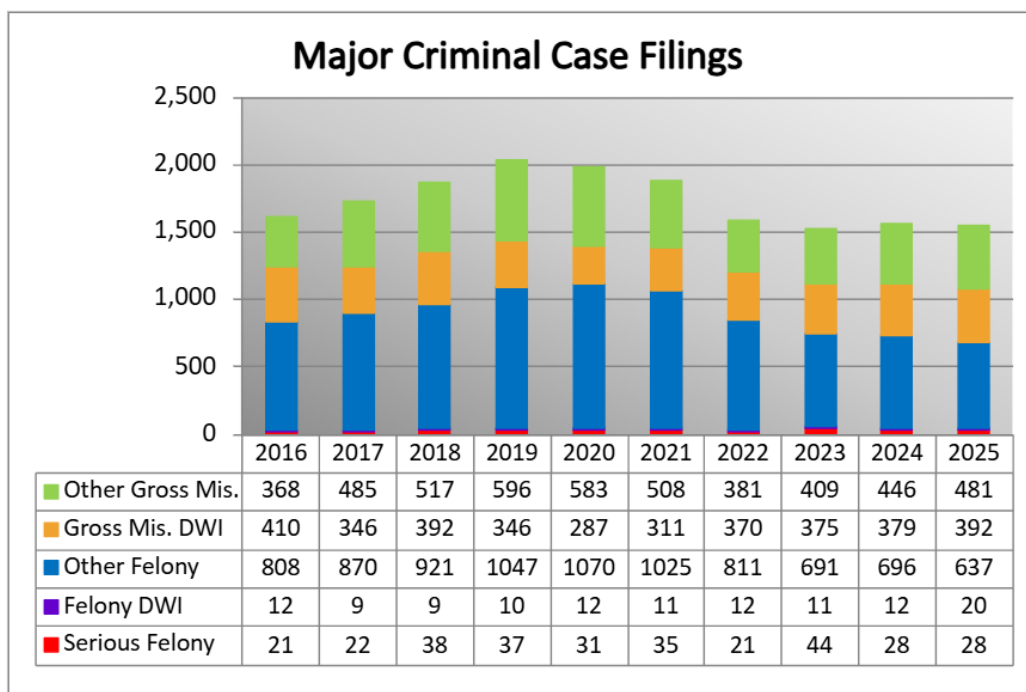
This measure reflects the amount of time it takes for a deputy to make initial contact with a person who has called the Scott County 911 Center and has requested a deputy response for service for either an emergency or non-emergency incident. The initial contact can be either in person or via telephone.

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 Scott County Jail. Major criminal case filings make up one measure or Community Indicator of how safe citizens may feel in their community. This measure shows the number of adult major criminal case filings in Scott County (criminal case filings are charges made against individuals in Scott County by the County Attorney's Office).

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



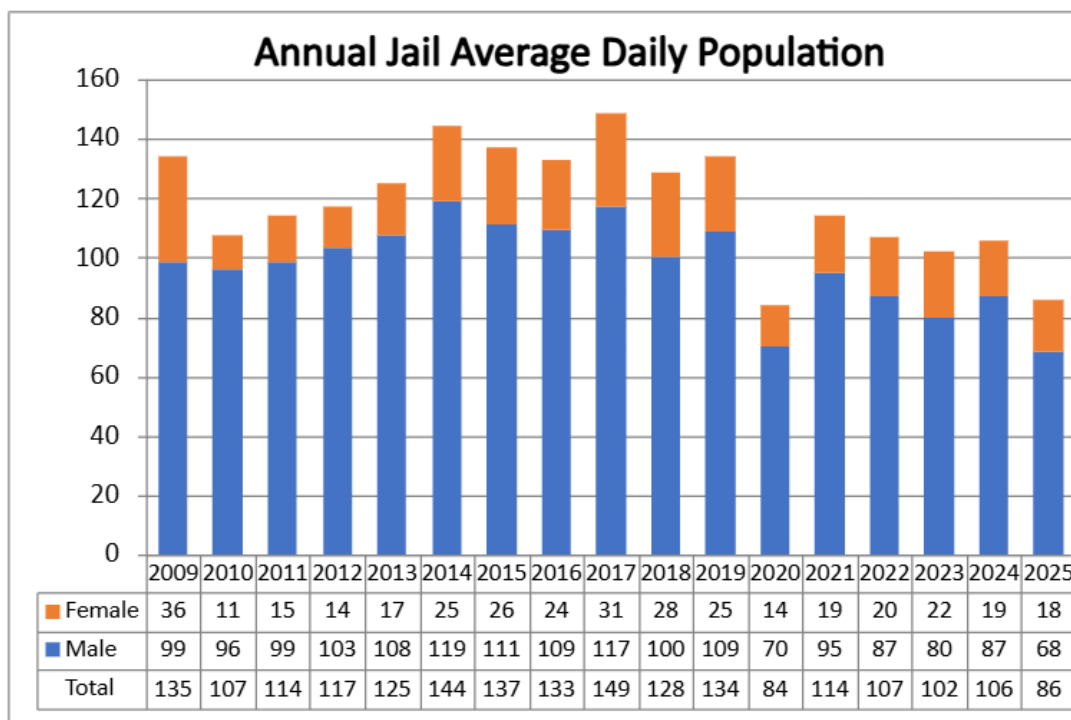
Source: Minnesota Court Information System (MNCIS)

Jail Data

Jail population

Tracking average daily population of the County 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 these 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 and/or prepare their organizations' responses to inmate populations and potential crime trends throughout the state. It also helps the County determine costs of care for inmates.



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

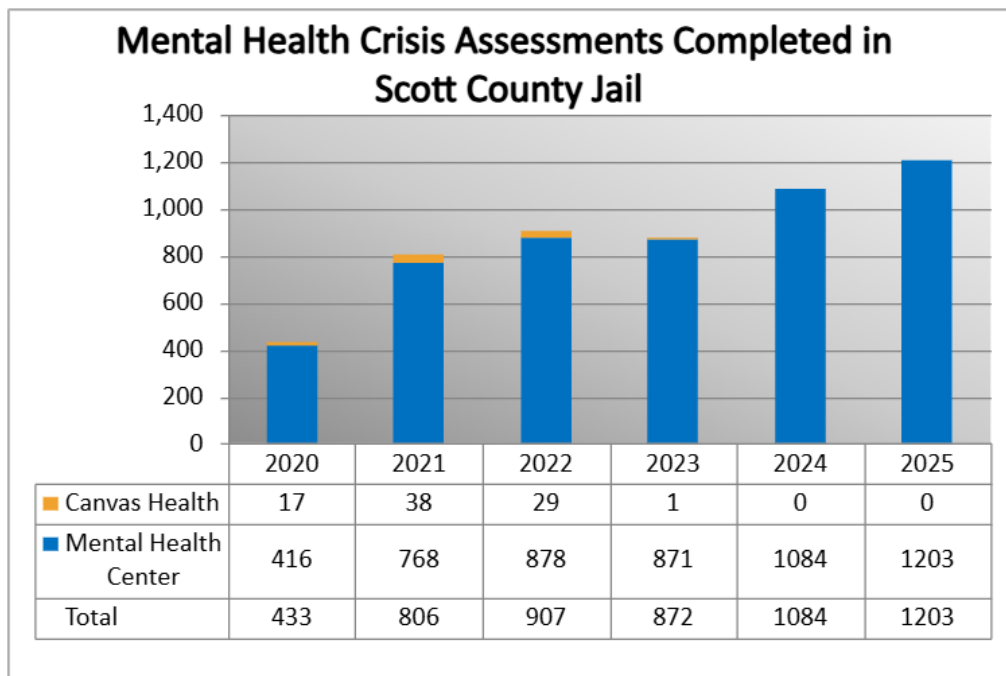
Downward trends in the average daily population reflect work done by the County to improve court efficiencies and a provide continuum of prevention strategies designed to prevent involvement in deep-end services, including incarceration in the Jail. Since 2023, lower daily population meant Scott County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

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

Mental health crisis assessments

Staff from the Scott County Mental Health Center (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 SCMHC, while after-hours assessments are completed by Canvas Mobile Crisis Response. Assessments increased by nearly 11 percent in 2025 compared to 2024 -- and 177 percent compared to 2020.

In 2025, Jail staff continued to report increases in the number of individuals booked into the facility with significant mental health needs. An embedded social worker and probation officer have assisted in locating County and/or community resources for individuals so mental health and other supports are available when they are released.

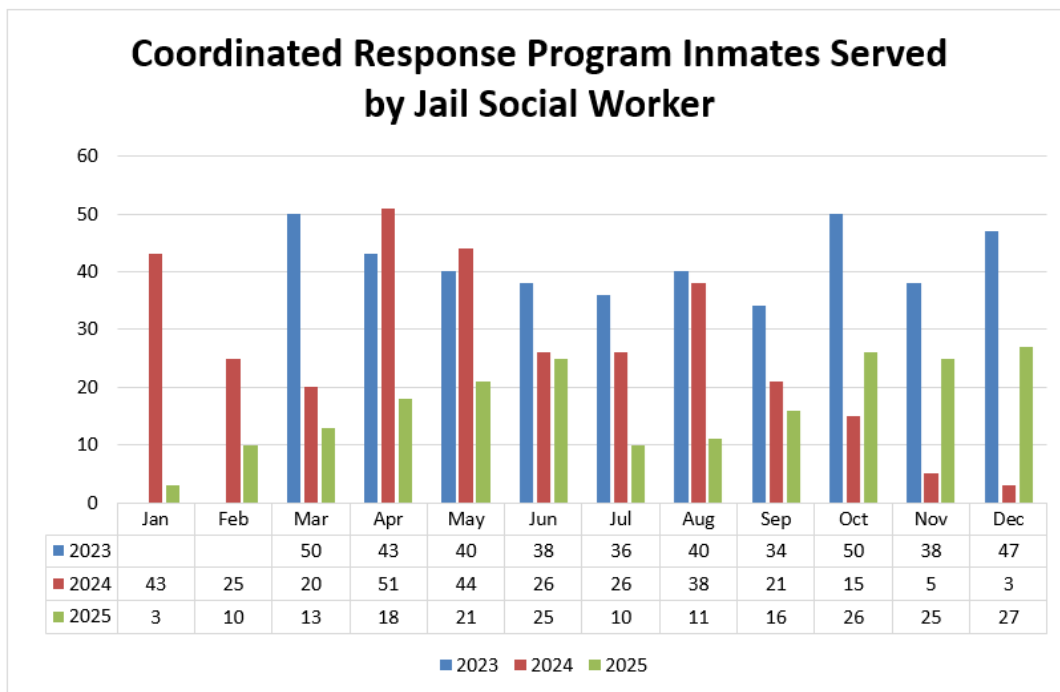


Source: *Mental Health Center Electronic Health Records reports*
Canvas Health

Jail Coordinated Response and Jail Re-entry Team

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

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

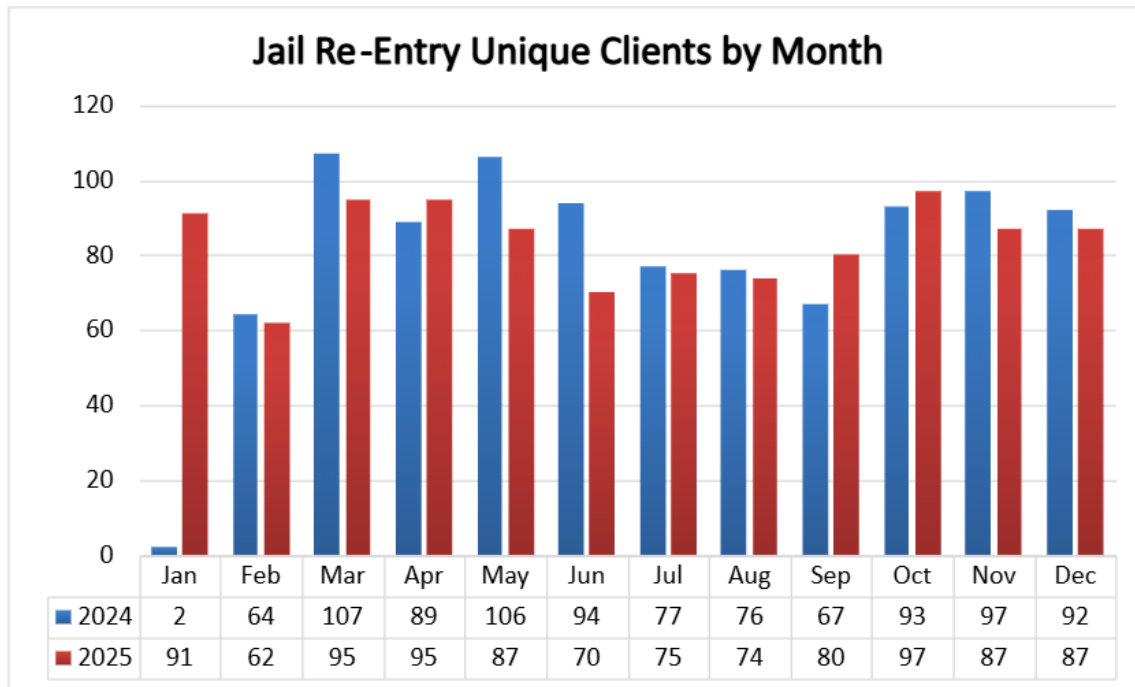


Source: Vireo

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

This chart displays the number of unique inmates who met with the Re-entry Probation Officer in 2024 and 2025 by month. **Note: Some individuals also worked with the Jail social worker.*

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



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

Community Corrections and Courts

Adult Probation/Supervised Release

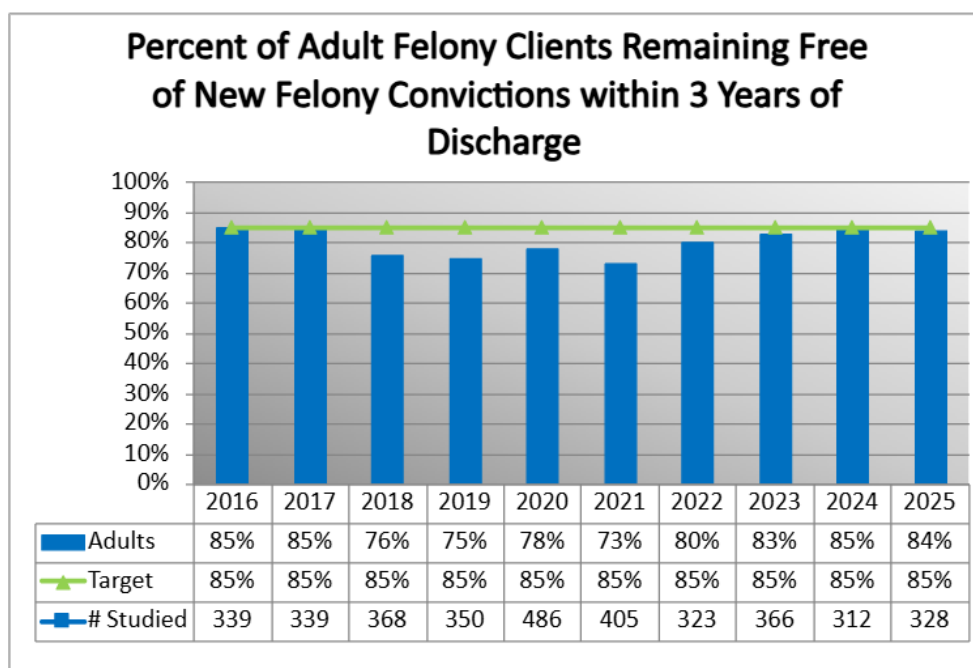
The work of Community Corrections is essential to the reduction of recidivism. Programming and supervision practices for adults hold potential to impact how likely it is for people involved in the justice system to remain law-abiding, and therefore how safety in communities is maintained.

This Key Performance Indicator shows the percentage of adult felony offenders discharged from probation who were successful in remaining free of a new felony conviction within three years of their discharge. Research shows a three-year period free of new felony convictions is an indicator of long-term success. This is a look-back measure, as 2025 data reflect discharges in the year 2021. The Minnesota Department of Corrections sets an 85 percent performance standard for this outcome.

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

There were 4,105 adults on probation or supervised release and 1,524 people served through pretrial/court services in 2025. Of the individuals that were discharged from probation supervision, 75 percent successfully discharged, and 70 percent obtained or maintained employment while under supervision – a key factor associated with lower recidivism rates.

The increase in funding from the Minnesota legislature in 2023 and the recalculation of the formula used by the Department of Corrections to fund services enabled the County to hire additional staff, reduce caseload sizes, and match risk levels to the intensity of supervision provided. Ongoing work is required to ensure community corrections is properly funded by the state.



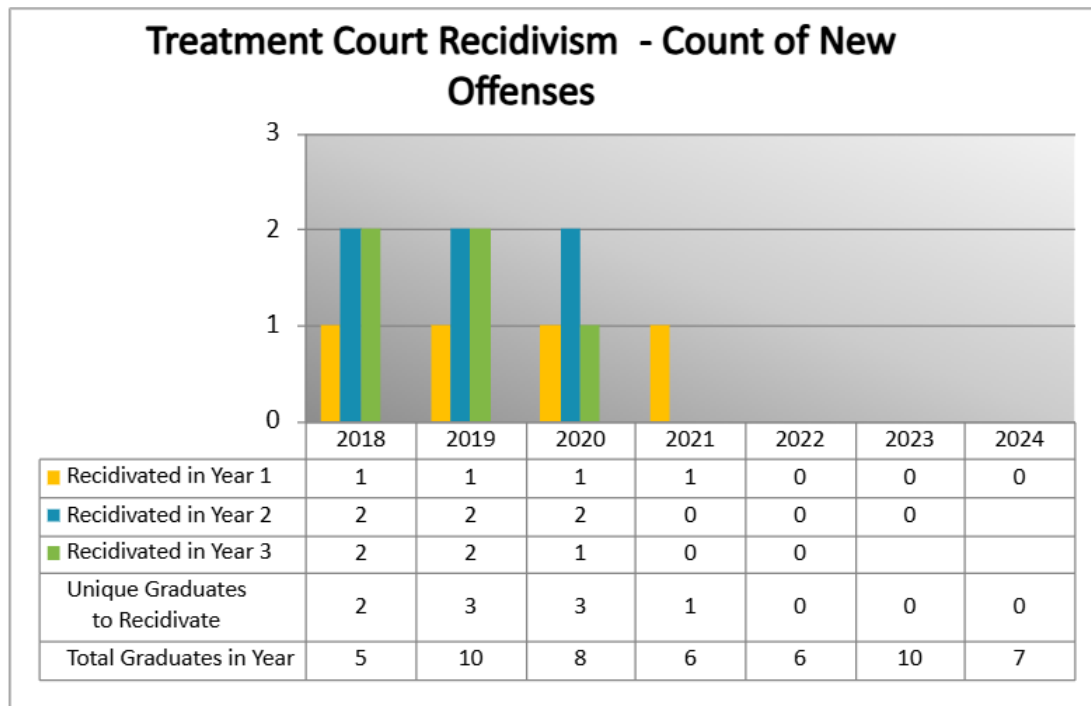
Source: *DOC: MN Data Definition Team*
Statewide Probation and Supervised Release Outcomes

Specialty courts: Treatment Court

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

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

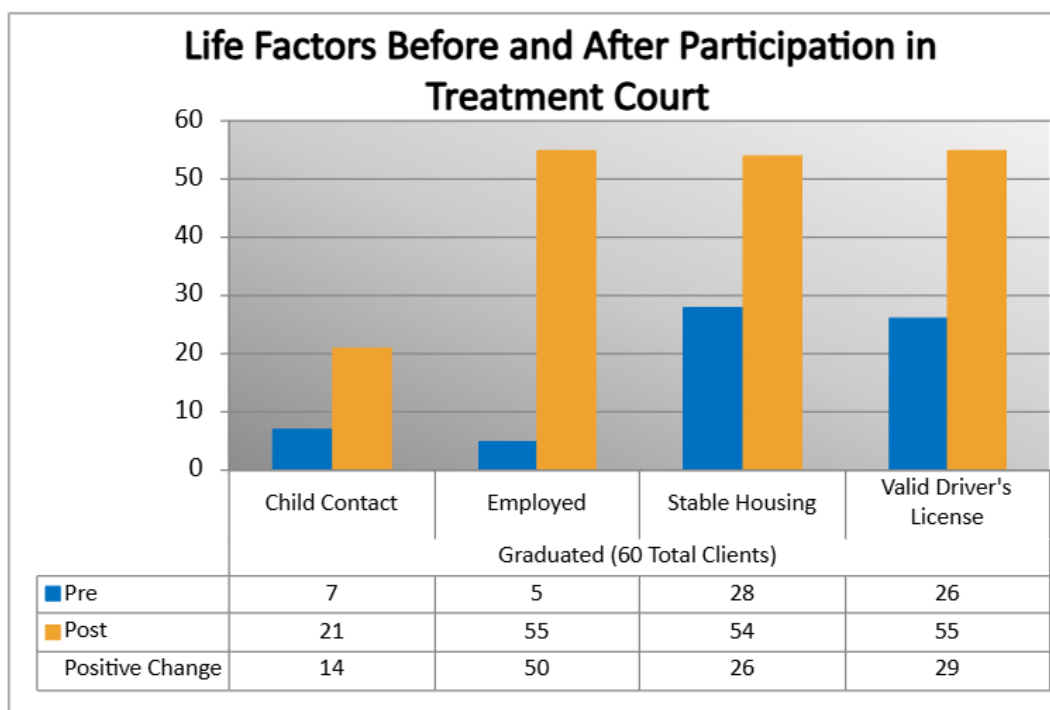
These data show the percentage of graduates who did not commit a new crime one, two, and three years post-graduation. A blank space in the chart means the time period has not ended (thus evaluation of recidivism could not be completed).



Source: Manual Data from Treatment Court Tracking obtained from MNCIS

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

These data reflect 60 Scott County Treatment Court graduates, including graduates in 2025. 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 2025.

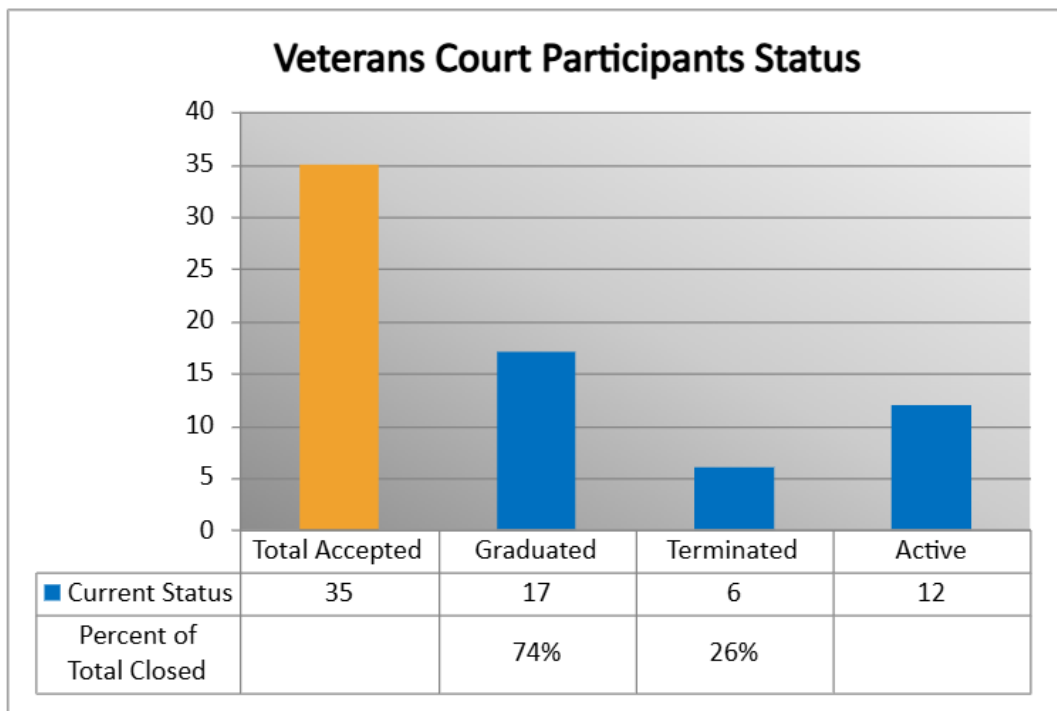


Source: Data analysis from CSTS

Speciality courts: Veterans Court

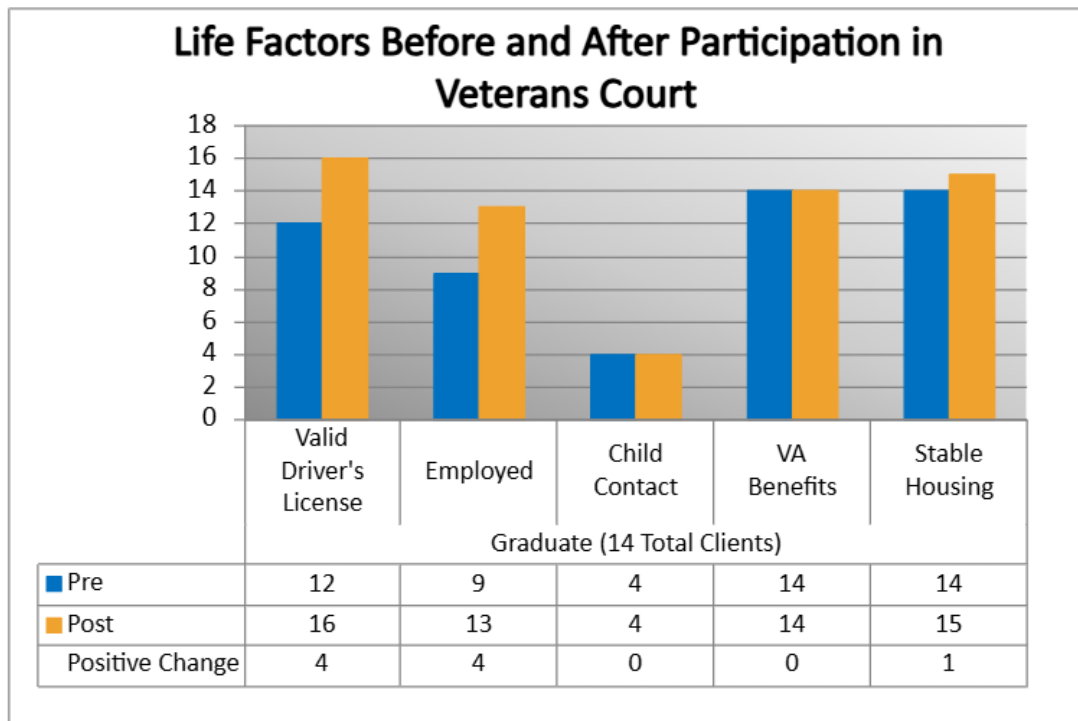
One in five veterans has symptoms of mental health disorder or cognitive impairment. One in six veterans who served in Operation Enduring Freedom and/or Operation Iraqi Freedom suffer from substance use issues. Left untreated, mental health and chemical health disorders common in veterans can directly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

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



Source: Data analysis from CSTS

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



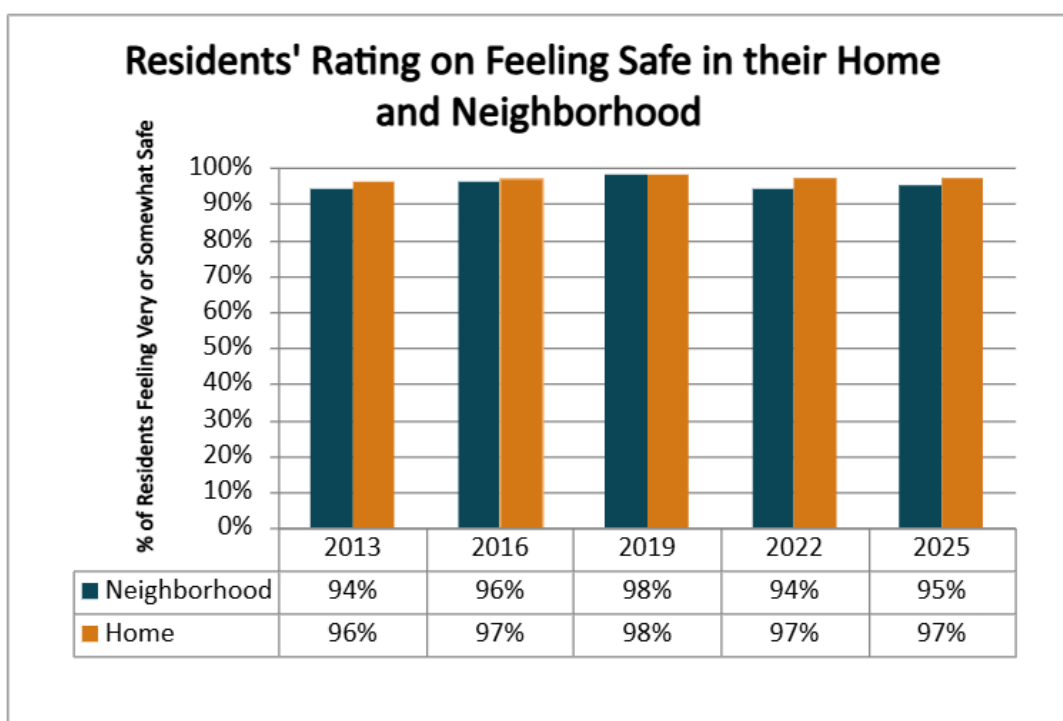
Source: Data analysis from CSTS

Resident Safety

Resident Survey: Resident Feeling of Safety

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

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



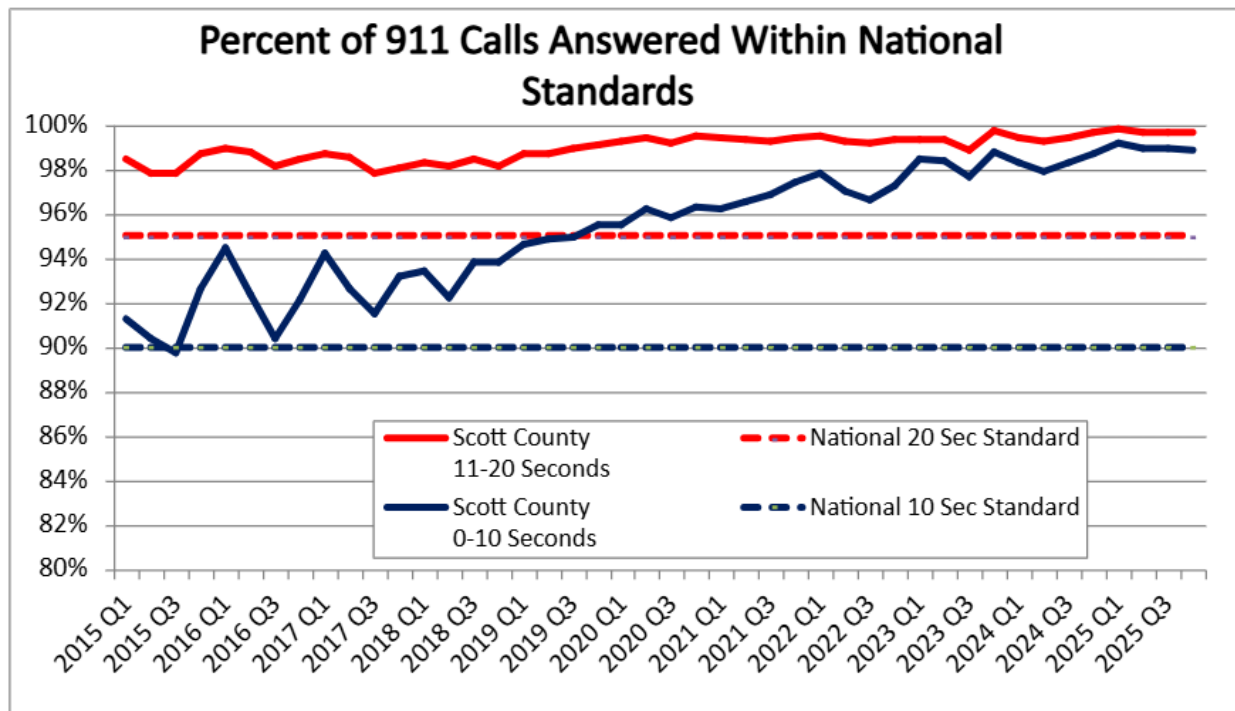
Source: *Scott County Resident Survey*

Dispatch

Dispatch: Law enforcement

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

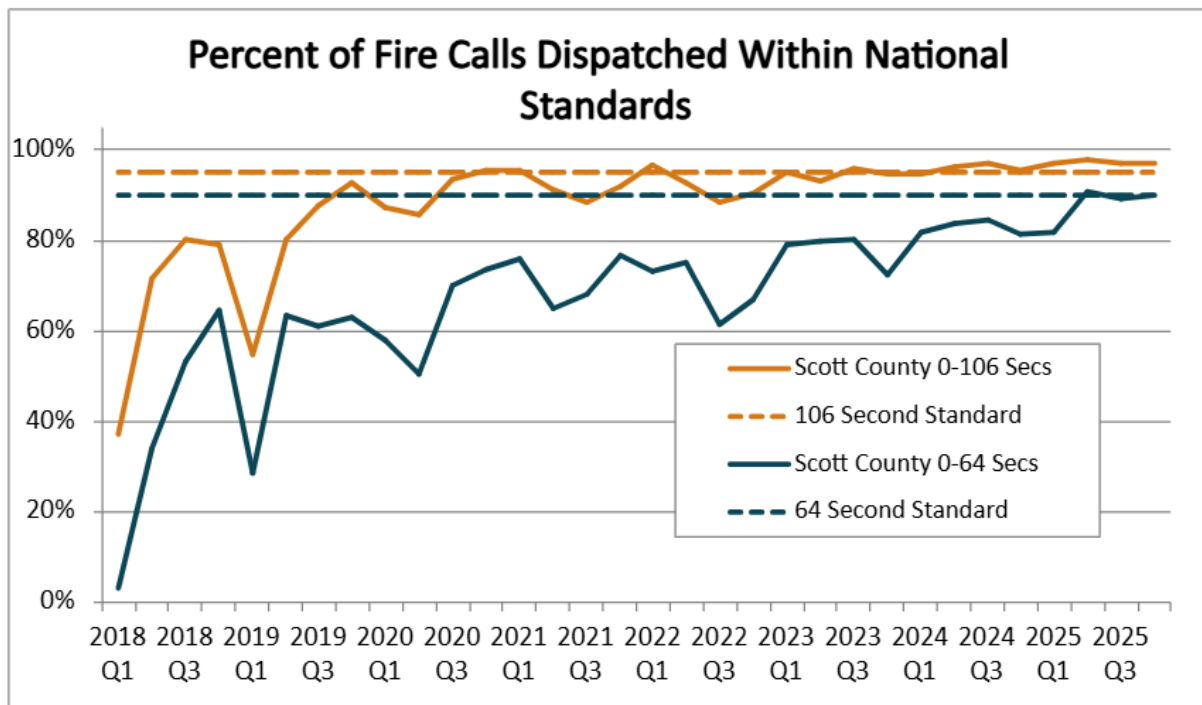
Data is trending upwards over time, showing improvement in the percent of calls answered by 911 dispatchers within the national standard timelines.



Source: 911 Center Phone System Report Server

Dispatch: Fire

Scott County's 911 Communications 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. Historically, Scott County has not met national standards on this measure but has experienced steady improvement; in 2025, the national standard was met during some of the time intervals.



Source: 911 Phone Logger

Emergency Preparedness and Emergency Management

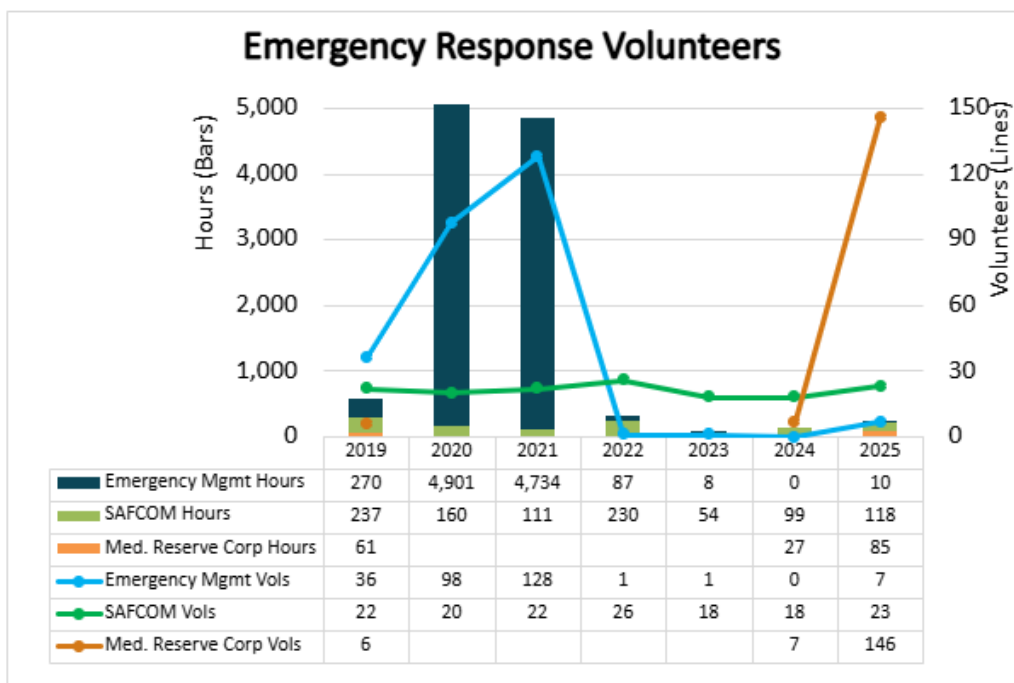
Emergency preparedness

There are limited data sets available to examine the efficiency or effectiveness of emergency preparedness programs in Scott County. Historically, data have been collected to show the number of County employees who have met FEMA requirements for required National Incident Management System (NIMS) training. Challenges in collecting accurate data led to a decision to discontinue that data set. Going forward, the County is exploring alternative, more accurate methods of measuring the organization's readiness to respond in the event of emergencies.

Emergency preparedness: Emergency response volunteers

Although outcome measures for emergency preparedness are not available, business measures are. One relevant business measure is the number of community volunteers who are an essential resource during an emergency. The Medical Reserve Corps (MRC) responds to local public health emergencies and ongoing public health initiatives; Safety Communications (SAFCOM) assist with weather spotting, call center/hotline, sandbag operations, and evacuations. The accompanying graph shows the number of volunteers and number of hours recorded for emergency response volunteers as tracked through a centralized database. **Note: Not all volunteers report their hours, therefore there is some undercounting of the actual numbers.*

Throughout the COVID-19 pandemic, volunteer hours soared as medical and non-medical staff volunteered to staff vaccine clinics, perform contact tracing, deliver food and medicines, and provide a host of other critical services to support people. The County also maintains over 1,300 general volunteers who may be called upon to serve in the event of an emergency or natural disaster.



Source: Better Impact

Access to resources to address basic needs

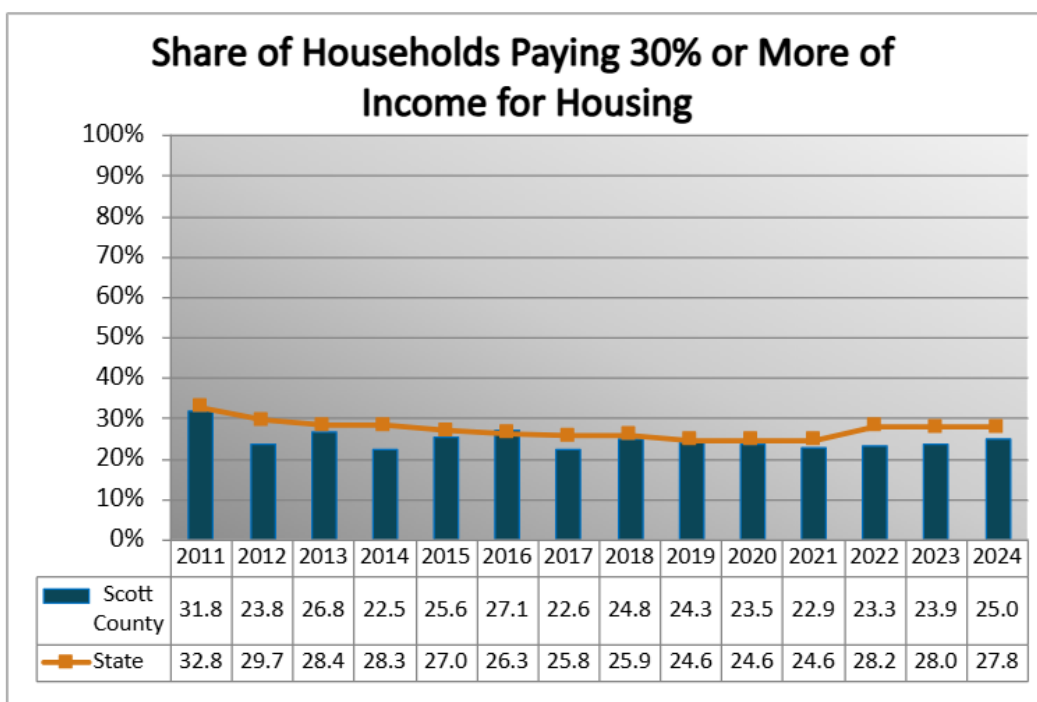
Access to resources to meet basic needs such as food, shelter, and medical care is essential to survival of individuals and stability for communities. They are more likely to be employed, more able to address the well-being and educational needs of themselves and their children, and less likely to be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

Community 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 child care, or skip meals to save costs.

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

**Note: Data for 2025 are not available through Minnesota Compass.*



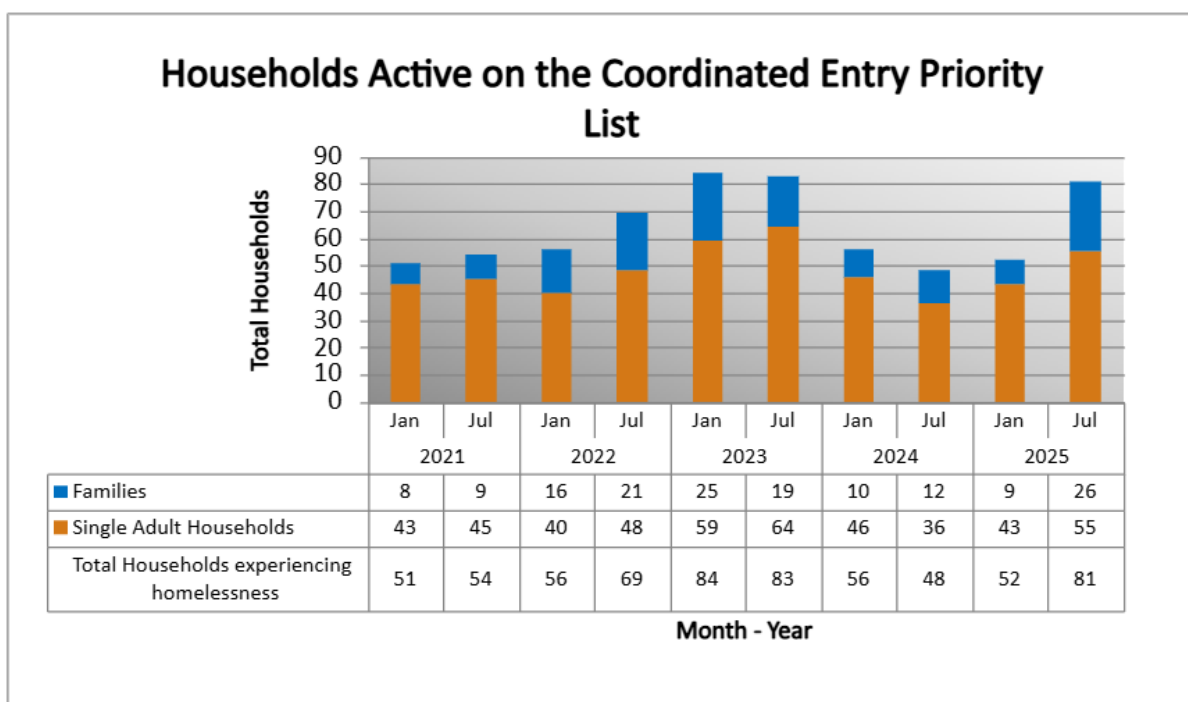
Source: Minnesota Compass, (2010-2024)

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 report having at least one member with a disability.

Investment of new state prevention dollars by County staff and community partners has been implemented with the goal to prevent the list of households on the waitlist from increasing.



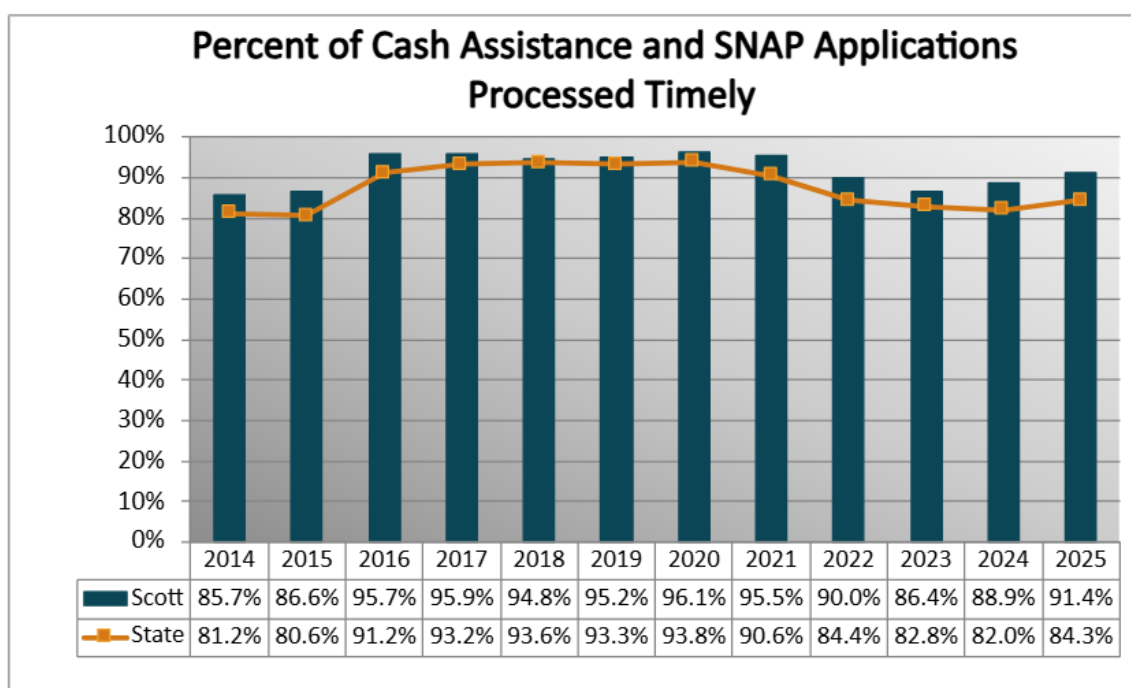
Source: Coordinated Entry Priority List, Manual tracking

Economic Assistance

Supplemental Nutrition Assistance: 30-day service

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

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



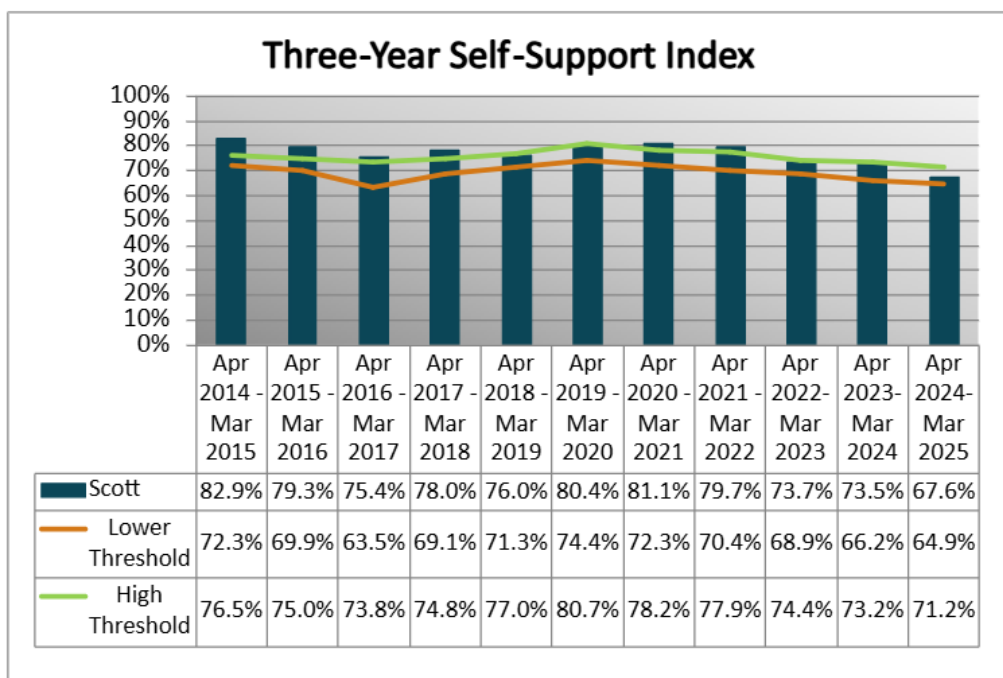
Source: Human Service Performance Management Report

Minnesota Family Investment Program

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

The reason MFIP exists is to help families in the short term and then move them to a position of self-sufficiency. and Scott County performance has exceeded the high threshold targets set by the Minnesota Department of Human Services. The threshold targets are expressed in a range of expected performance specific to each county, accounting for factors outside their control including caseload characteristics and economic variables. The overall three-year self-support index performance threshold range has decreased every year since 2020.

An individual's ability to achieve and maintain employment is strongly influenced by the job market and the availability of affordable housing, transportation, and child care. 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)

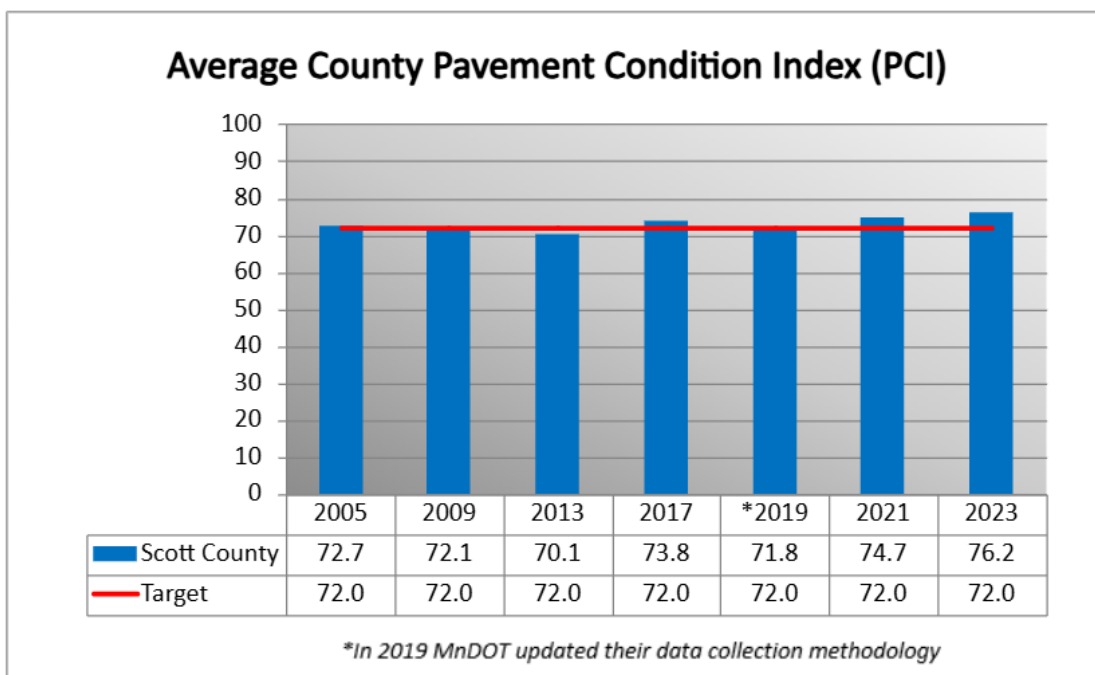
Highway Safety

Pavement preventative maintenance

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

Pavement Quality Index (PQI) was developed by the Minnesota Department of Transportation (MnDOT) and is a pavement condition rating (with 100 representing the best possible condition and zero representing the worst possible condition). It is updated every two years -- most recently, in 2025 -- although at the time of this writing, these 2025 data have not yet been received.

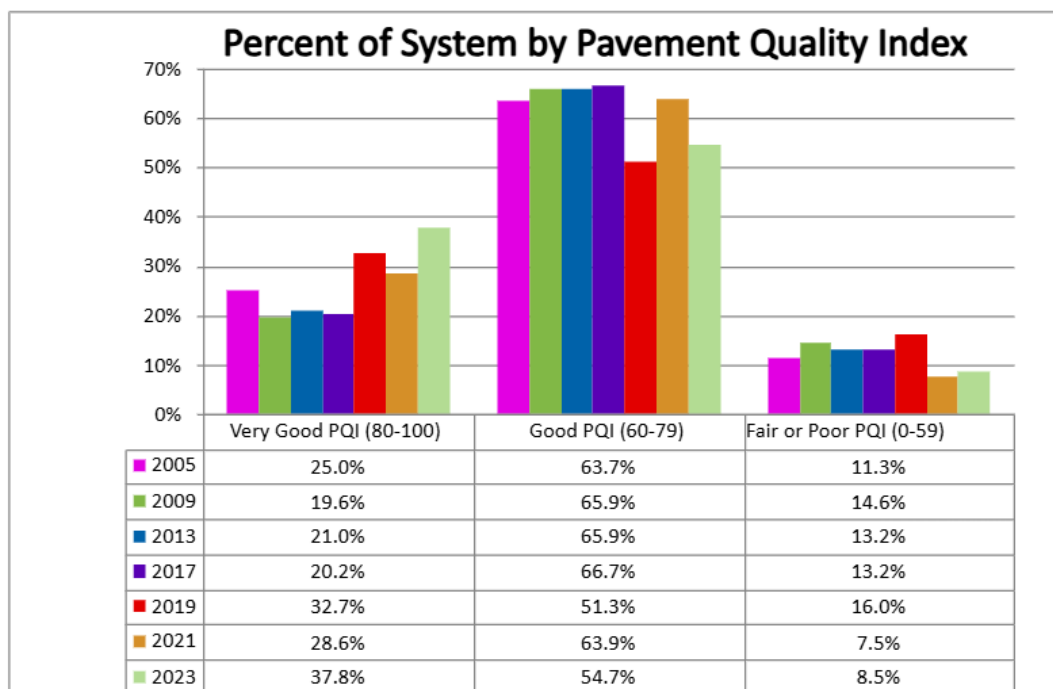
In 2006, the County Board established an expectation for the County to maintain an average PQI of 72, this was re-established as the performance standard in 2024. This measure tracks the percentage of the County Highway system by average PQI. Investments in routine maintenance (including overlays and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



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

Pavement condition

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



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

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

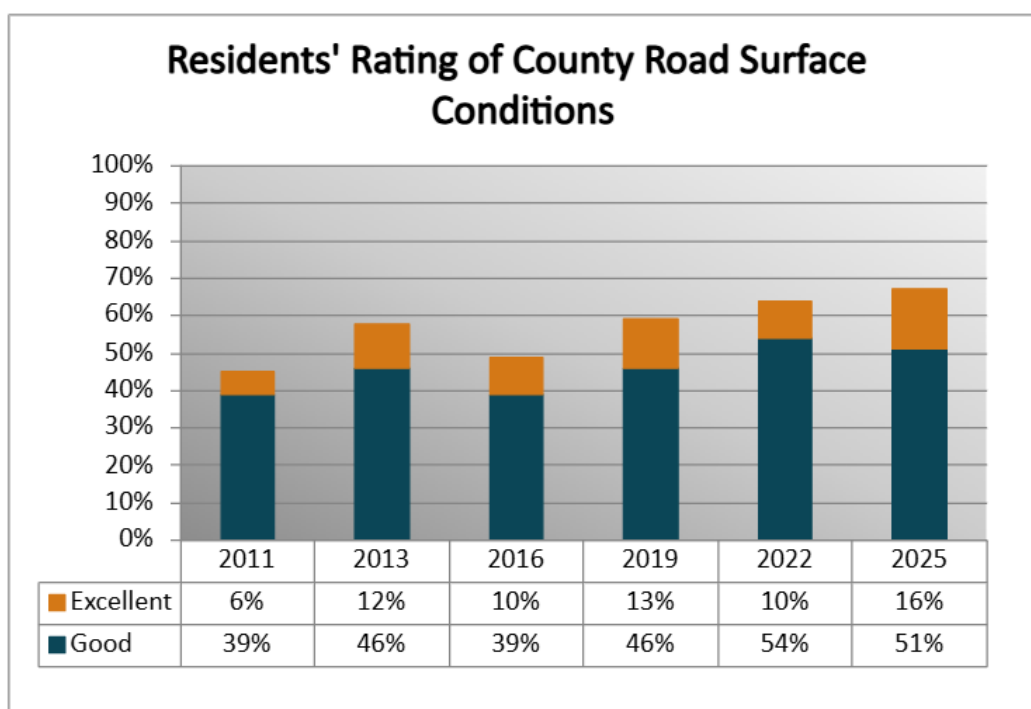
Mill and overlays replace the top few inches of pavement and are performed on a 15- to 20-year basis. The Highway Department has also been experimenting with a cement stabilization process to strengthen the subbase where there are poor soils and constructability issues. It takes several years of data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

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

Resident Survey: Resident 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*, conducted every three years (most recently in 2025). Two questions are regularly included in the survey that directly related to road maintenance, and these two corresponding graphs reflect residents' responses.

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

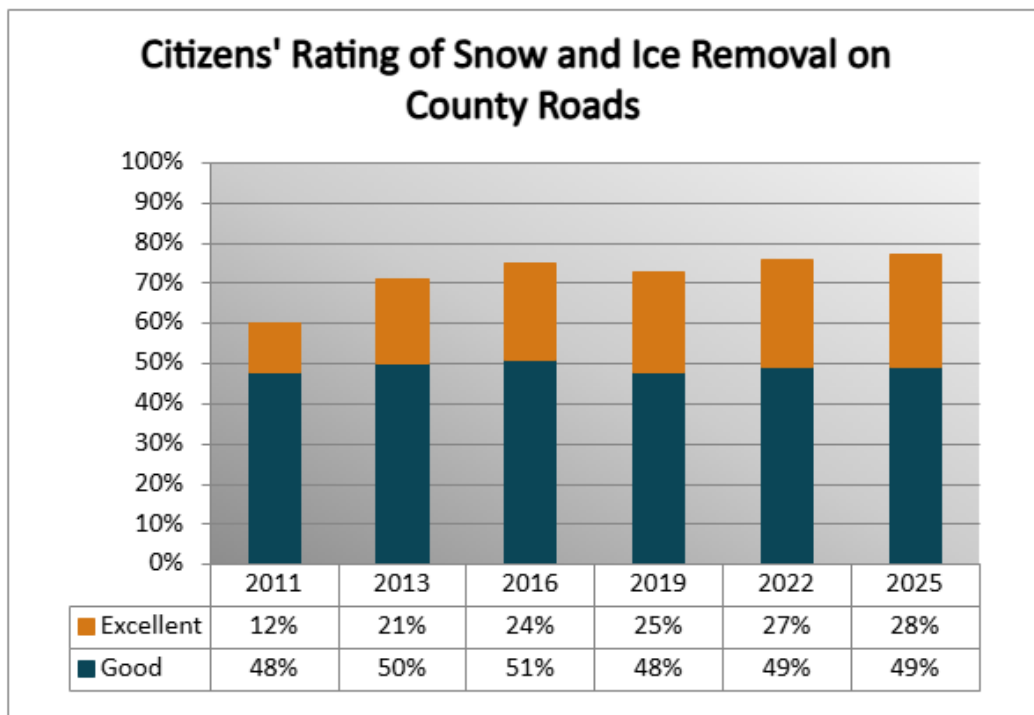


Source: Scott County Resident Survey

Resident Survey: Snow and ice removal

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

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



Source: Scott County Resident Survey

Building and Zoning

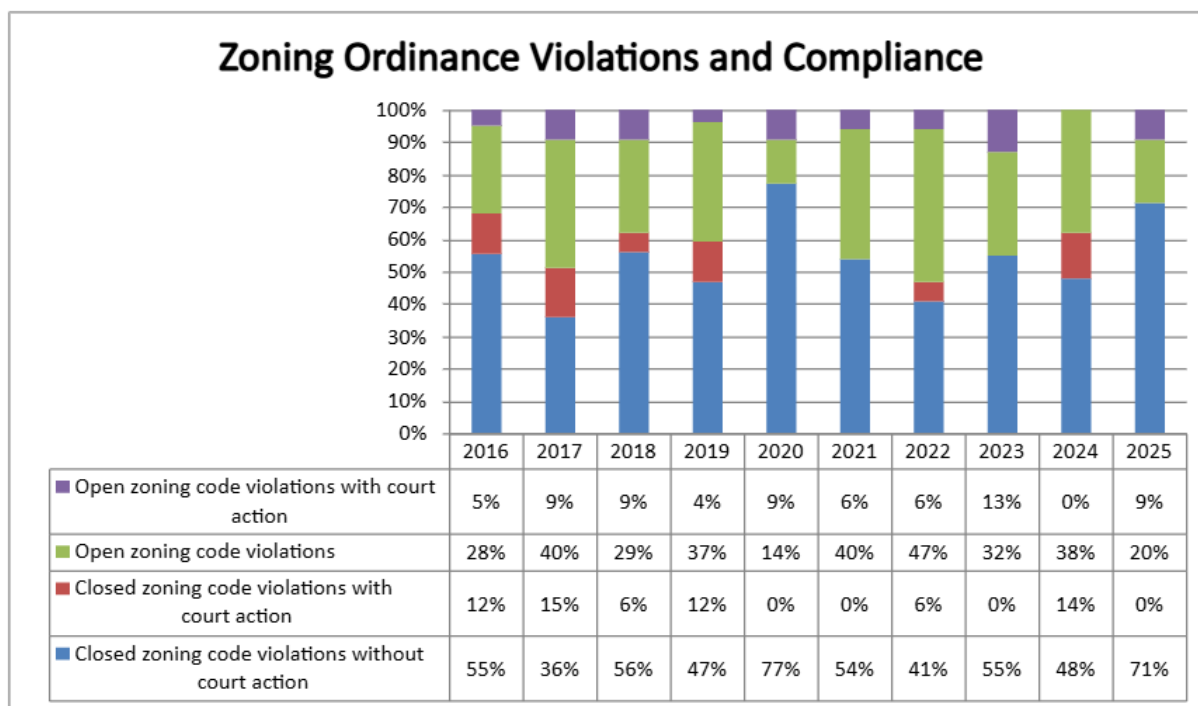
Zoning ordinance violations and compliance

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

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.

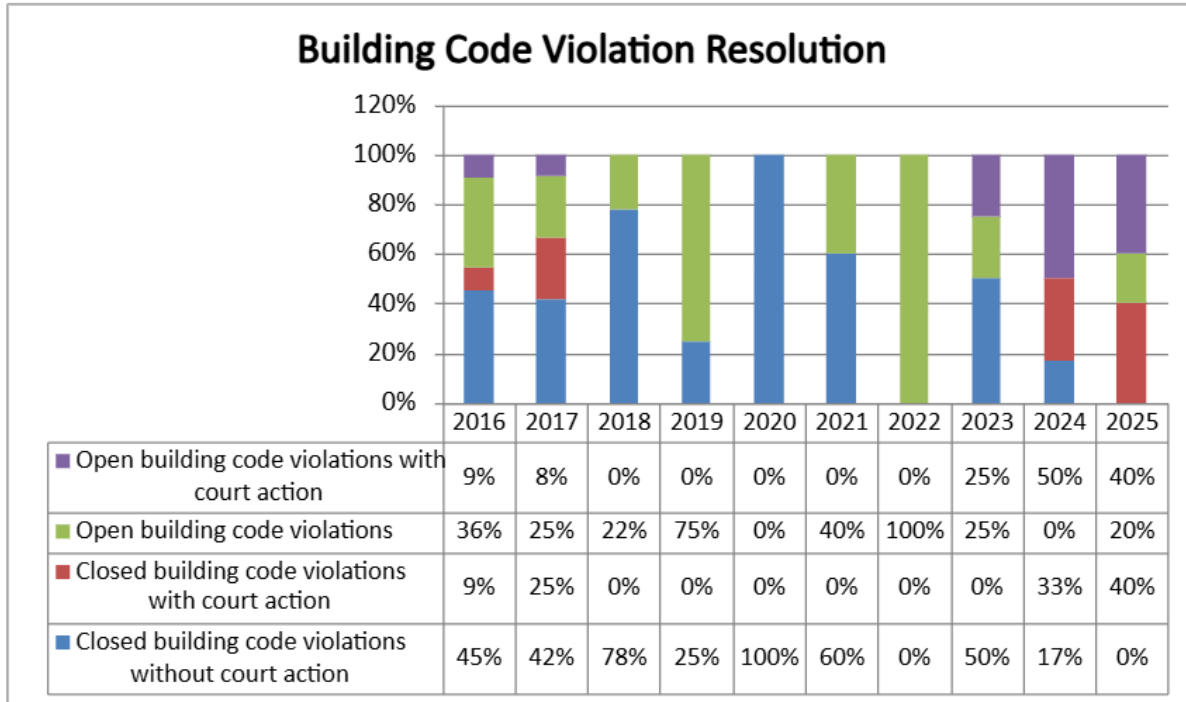
Staff in this program area continue to show high rates of case resolution through agreement rather than court action.



Source: CityView

Building code violations and compliance

Active enforcement of ordinances and codes is also important to ensure structures in rural Scott County meet all applicable codes and are safe for the residents. This measure displays the percentage of complaints that remain open (or have been resolved voluntarily) versus complaints that were referred to the County Attorney's Office. The County has seen an increase in percent of cases requiring court action for resolution; factors impacting this change include a lack of response to written notices of violation to correct the issues outside the court system.



Source: CityView; Manual tracking

Community and Public Safety: Summary of Data Findings

At a community level, data sources show serious crime (Group A offenses) per 100,000 residents has continued to decline sharply since 2021. The rate in Scott County in 2025 (2,030 per 100,000 residents) is 47 percent lower than the rate in 2021 (3,829 per 100,000 residents). This is the lowest rate since the methodology for this data changed in 2021. The state of Minnesota rate has also decreased since 2021, but Scott County data remain markedly lower. Adult criminal case filings in Scott County have also decreased since 2021 and have remained relatively flat for the past three years. **Note: Due to the change in methodology, annual totals are unable to be compared to data prior to 2021.*

At a program level:

- **Jail and mental health responses:** The average daily population in the Scott County Jail has trended downward, reflecting efforts to prevent deep-end service involvement. However, mental health crisis assessments in the Jail increased by nearly 11 percent in 2025 as compared to 2024, and 177 percent compared to 2020.
- **Adult probation:** For adult felony offenders discharged from probation, 84 percent remained free of a new felony conviction within three years, below the statewide target of 85 percent.
- **Specialty courts:** Graduates from both Treatment Court and Veterans Court experience lower rates of recidivism compared to non-graduates. Participants in both courts showed improvement in life factors.
- **Dispatch services:** The 911 Communications Center has shown a general upward trend in answering calls within national standard timelines for both 911 and fire calls since 2018. Emergency 911 calls began meeting national standards in 2019, and fire calls reached national standards for some quarters of 2025.
- **Housing and homelessness:** The Coordinated Entry List for homelessness continues to vary with a peak in 2023, and remains a metric carefully watched. Housing affordability also remains a key indicator with a quarter of Scott County households considered “cost-burdened” by housing.
- **Economic assistance:** Supplemental Nutrition Assistance (SNAP) application timeliness continues to exceed the state’s minimum performance standard. In addition, performance on the Minnesota Family Investment Program (MFIP) self-support index exceeds the high threshold targets set by the state for moving individuals into employment.
- **Highway safety and infrastructure:** Updated data on pavement quality index from 2025 were not received in time for this report. The most recent data from 2023 indicated that pavement quality was largely meeting the expectations set by the County Board and the percentage of roads classified as “fair” or “poor” has been less than 20 percent since 2005. *Resident Survey* information regarding the rating of road surface conditions (67 percent) and snow and ice removal (77 percent) as “excellent” or “good.”
- **Building and zoning code enforcement:** Zoning ordinance staff continue to achieve high rates of case resolution through voluntary agreements rather than court action. Conversely, building code enforcement has seen an increase in cases requiring court action due largely to a lack of response from property owners. Positively, the County’s Building Code Effectiveness Grading Scale (BCEGS) score improved in 2023.



Community and Public Safety: Strategic Plan

Objective and Strategy

Community and Public Safety Objective:

Enhance safety of residents through community partnerships and restorative strategies.

Community and Public Safety Strategies:

- Reduce recidivism among youth and adults and promote a positive return of justice-involved individuals to the community.
- Improve the safety of residents by ensuring efforts that prepare residents and communities for emergencies.
- 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.

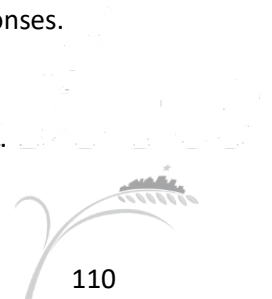
Progress and Next Steps

Highlights from the County's Strategic Plan work in 2025 include:

- Construction on Hopes Portage was completed, and this specialized emergency family housing facility officially opened and became operational with the first nine families moving in shortly after opening. This represents a partnership with Scott County Community Development Agency, Community Action Partnership Agency, and Shepherd of the Lake Lutheran Church.
- Following successful grant approvals and remodeling, the women's transformation home officially opened in October 2025 to support women returning to the community after involvement with the justice system.
- Staff heavily engaged with the community in emergency preparedness by developing a new curriculum, "Introduction to Emergency Preparedness for Older Adults," and had over 150 individuals across Scott County attend the training. Additionally, staff engaged 88 youth at a summer camp to teach them how to prepare and act in emergencies and trained 10 medical reserve corps volunteers in "Stop the Bleed" response.
- The Community Development Agency (CDA) initiated outreach to properties with high eviction filings, facilitating joint meetings with the County, Community Action Partnership (CAP), and property management. The CDA also launched a Housing Provider Taskforce to engage landlords on ways to improve tenancy, and the County utilized Local Affordable Housing Aid (LAHA) to supplement the Family Homeless Prevention and Assistance Program (FHPAP) direct assistance program for vulnerable renters.
- A Community Advisory Committee was established and began meeting to review the launch of the Housing Trust Fund and the process for prioritizing eligible applications. For future planning, the County partnered with Maxfield Research & Consulting to begin planning the next Scott County Comprehensive Housing Needs Report.
- A community roundtable focused on food support during the federal shutdown was planned and facilitated by County staff.
- The County advanced unified communications for the joint Hennepin County/Scott County Computer Aided Dispatch (CAD) project to better support interagency emergency responses.

Going forward

The 2025-2027 County Strategic Plan will continue to guide these efforts through the year 2027.



Objective Area: Community Design



Groundbreaking for Highway 169 / Highway 282 / County Highway 9 Interchange Project

Introduction: Community Design

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

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

Measuring Impact

Effective strategic planning relies on implementation of new strategies as well as an evaluation of whether previous changes 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.

Natural Resources

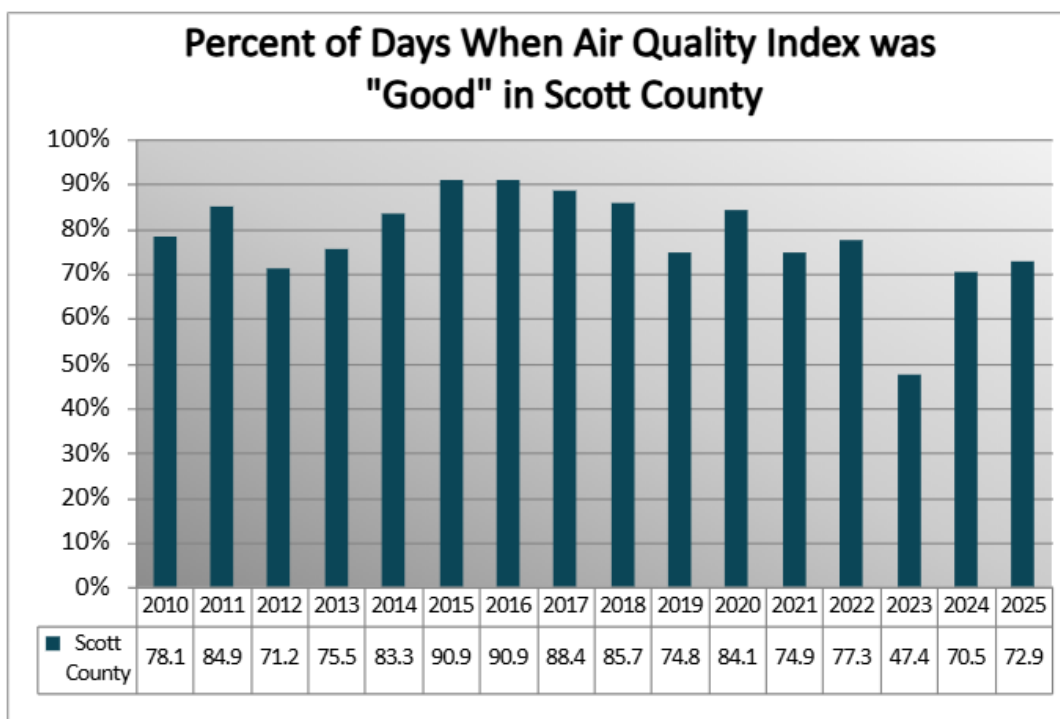
The following data sets provide information on the current state of the natural environment, service level demands for safe waste disposal, and efforts to protect natural resources.

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.

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

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



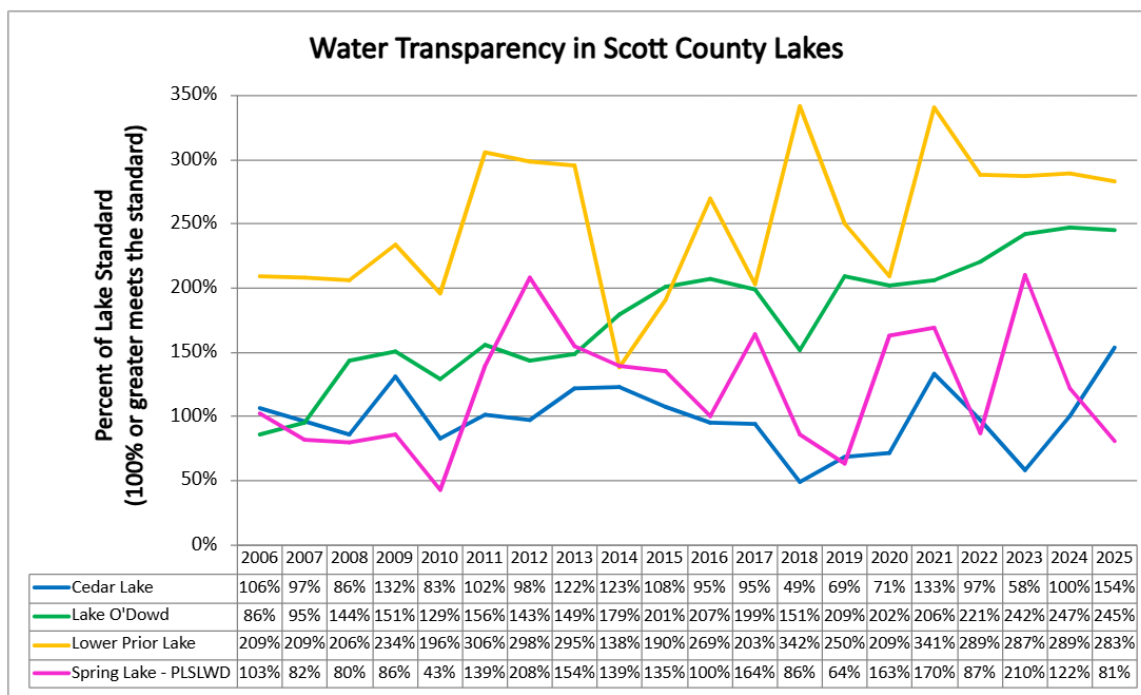
Source: U.S. Environmental Protection Agency Air Quality Index and Minnesota Compass

Land and water treatment

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

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

Since 2019, the County has been engaged in targeted activities to better understand the health of this lake and address water clarity concerns. **Note: It often takes years to see the impact of mitigation efforts, and trends in the data are more meaningful than a single year's information.*



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

Environmental Health

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

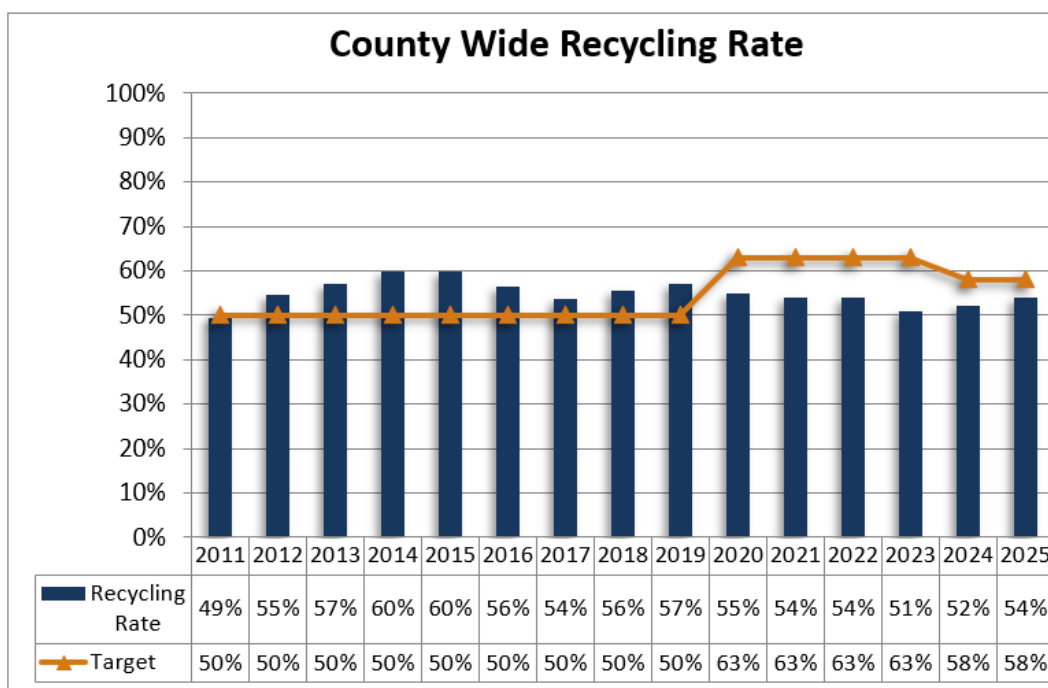
Environmental health recycling

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

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

As we work toward the goal of 75 percent of waste recycled by 2030, the Minnesota Pollution Control Agency provides suggested targets or benchmarks as a guide on our way. Although Scott County is below the target for total percent recycled, we did meet the organic recovery collection goal. The County's current Solid Waste Management Plan also requires curbside organic collection by 2030.

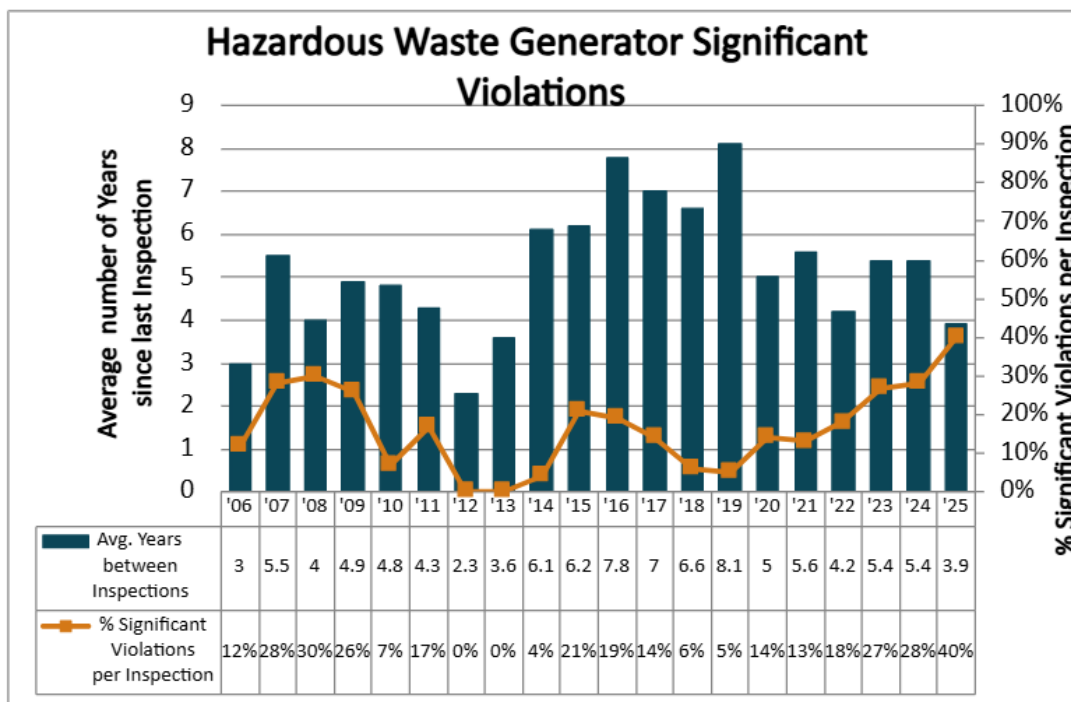
Recycling rates in Scott County have plateaued and remained so for the past several years. The County continues to explore ways to engage the public in expanded recycling practices by making the practice affordable and convenient for residents. Scott County's ability to dramatically decrease landfilling and increase recycling is limited due to the lack of infrastructure and open capacity at waste-to-energy (WTE) facilities.



Source: *Annual SCORE Reports to Minnesota Pollution Control Agency
MPCA ReTRAC and Environmental Health Annual Report*

Hazardous waste inspections

In 2025, there were 523 licensed generators in Scott County. Staff members from the Environmental Services Department conducted inspections on 22 generators. This measure identifies the percentage of significant hazardous waste violations per inspection along with the average time elapsed between inspections.



Source: Year-End Reports, Access Database

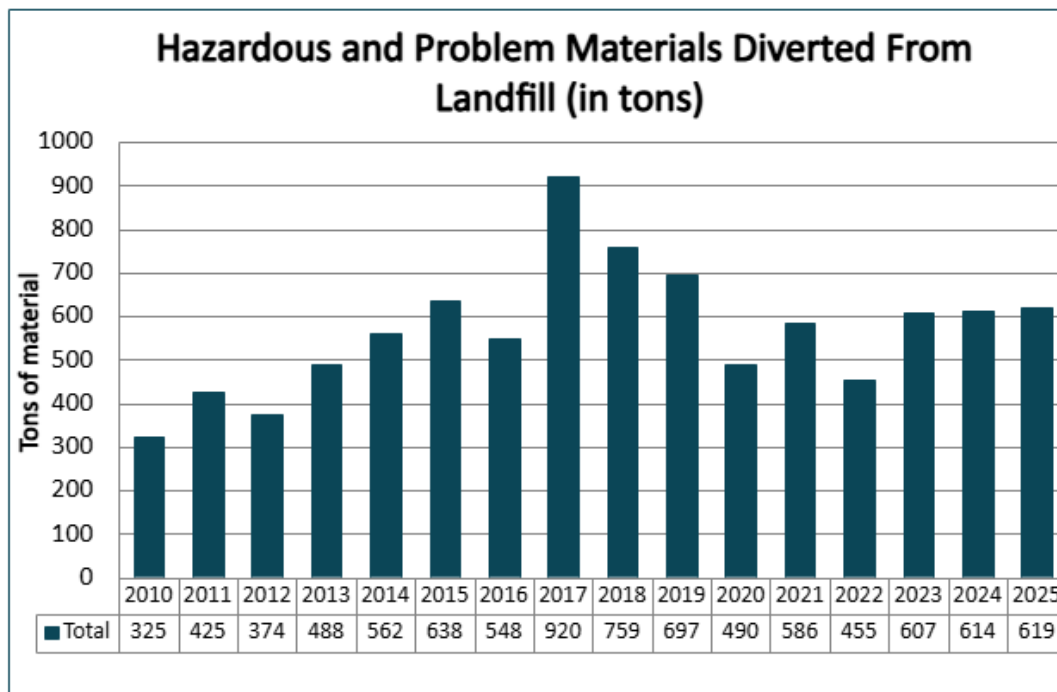
Historically, the frequency of inspections has been tied to the increase or decrease in compliance. Less than 5 percent of the hazardous waste generators received an inspection in 2025.

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

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

Household Hazardous Waste facility operation

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



Source: Environmental Health Annual Reports

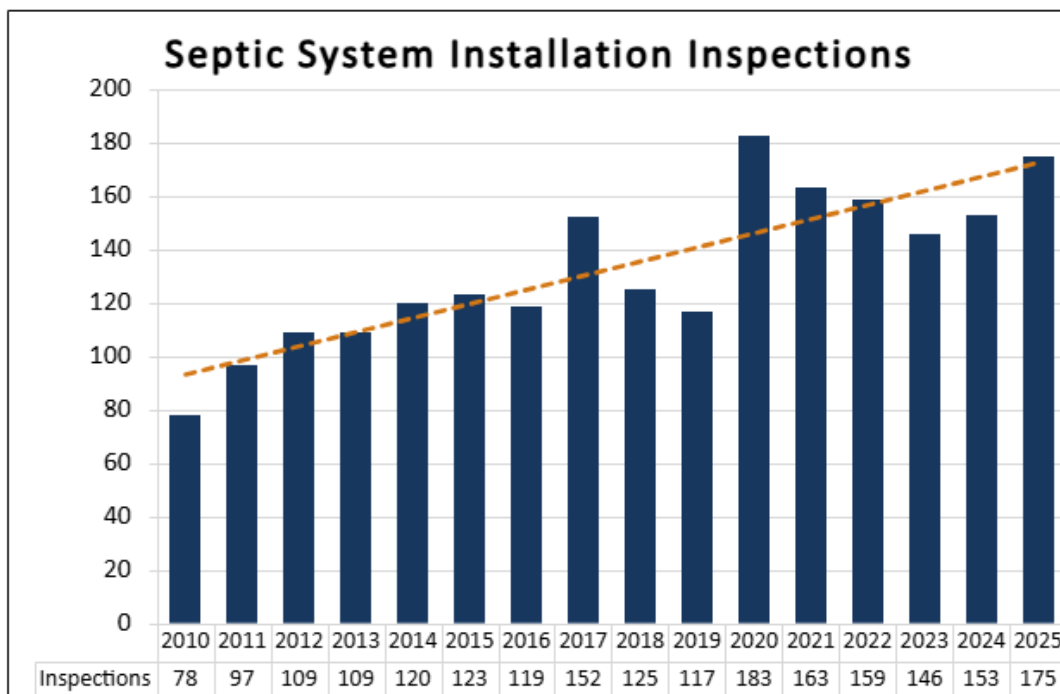
Performance vacillations are attributable not to a lack of participation by the community, but rather to a series of changes to access. The County closed the facility temporarily in 2016 for remodeling, which resulted in a surge of demand the following year. In 2018, e-waste was collected without fees,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

In 2025, 15,146 people participated in services at the HHW, the highest number of HHW visitors recorded in its history. In addition to diverting hazardous materials, the amount of Reuse Room materials redistributed to residents was 21.4 tons (down from 25.7 tons in 2024). The Reuse Room is a safe, sustainable, and financially sound solution for the proper disposal of these items.

Septic system permitting, enforcement, and maintenance

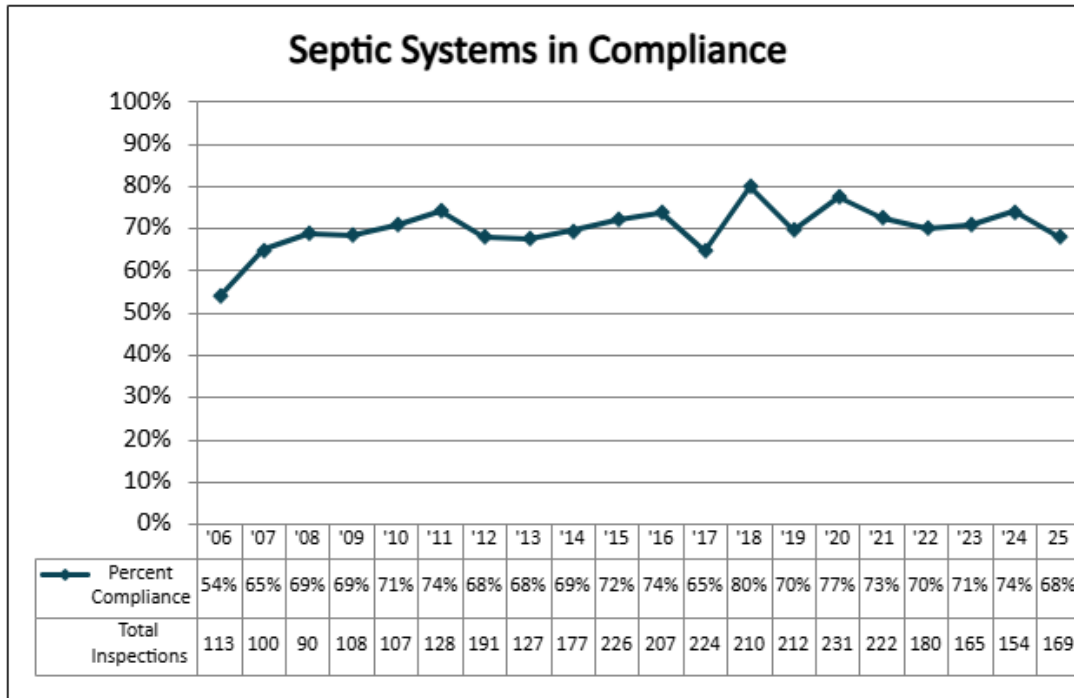
A failing septic system poses a public health threat. These data provide information on the number of septic systems constructed and inspected annually.

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



Source: *Environmental Health Annual Report*

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



Source: *Environmental Health Annual Report*

Parks and Trails

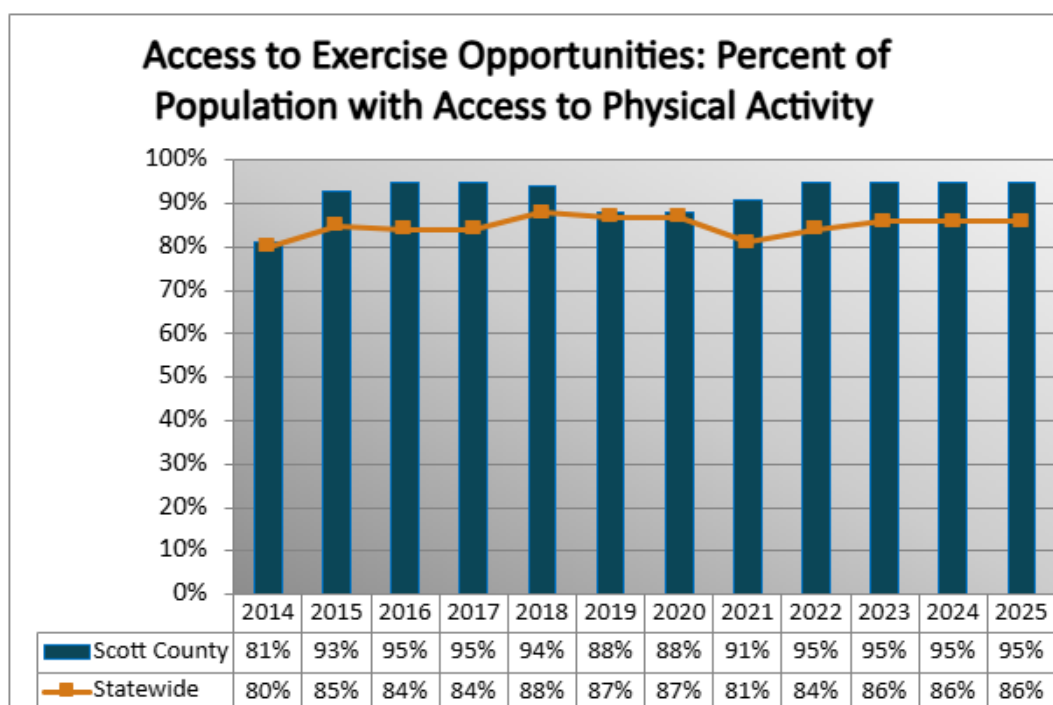
Effective planning for accessible parks and trails within community planning and design is essential to creating thriving communities, promoting healthy lifestyles, and connections to communities and neighbors. Progress on planned acquisitions and strong visitor data are both indicators of successful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

Community Indicator: Access to exercise opportunities

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

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

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



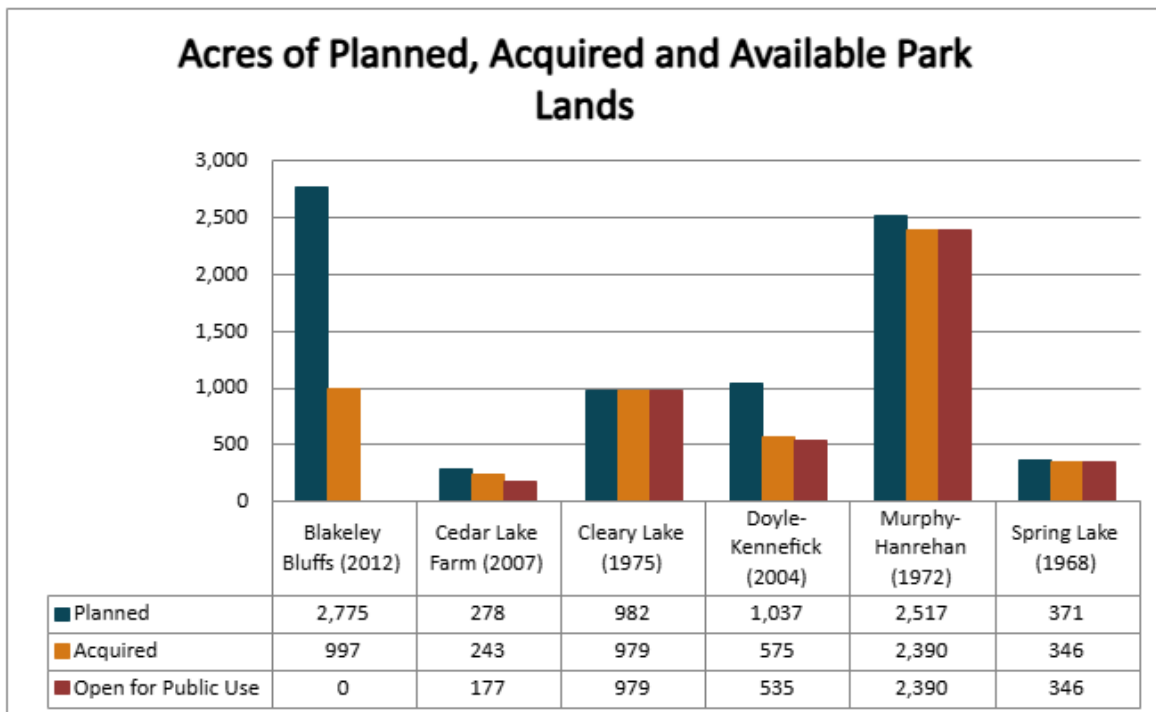
Source: *County Health Rankings, Robert Wood Johnson Foundation*

Parks acquisition planning

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

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

This measure shows that the parks created in the early stages of the County's Park system are, for the most part, fully acquired and open for use by today's public. It also demonstrates that considerable progress has been made in acquiring land for more recently created parks, even if those lands are not officially designated for public use at this time. The 1,103 acres "not open" receive substantially less operational and maintenance attention than the "open" parks. This presents challenges if the public is using and pressuring to use acquired lands which are not yet set up for use. In 2024, geographic information systems (GIS) were used to review the number of acquired acres. As of January 2026, 5,530 acres have been acquired, and 4,427 acres are open for public use. This is an increase of 208 acres from 2024 to 2026.



Source: GIS

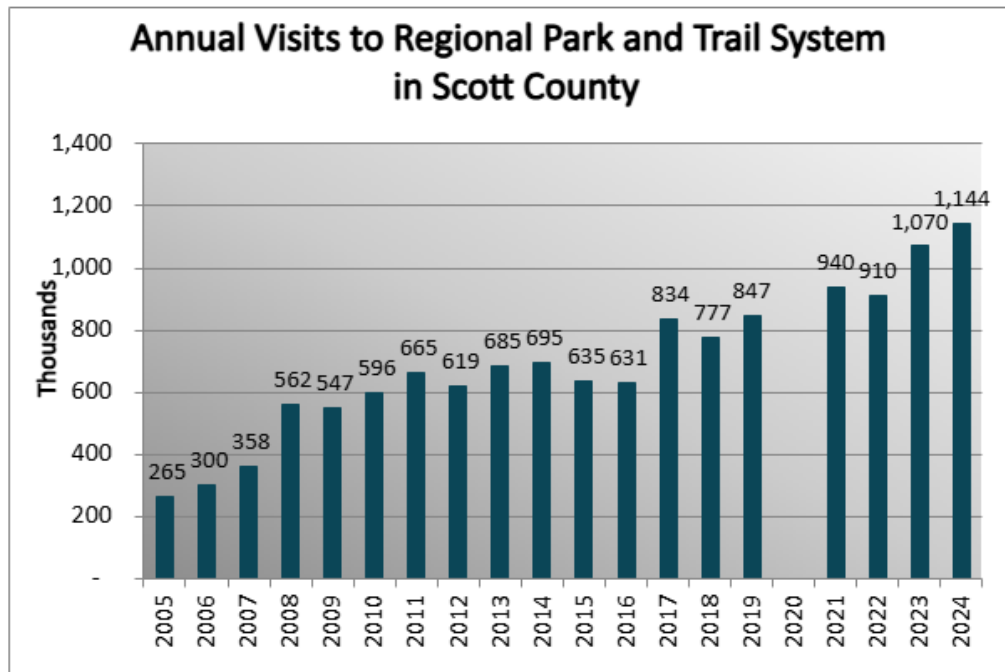
Park and trail planning

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

In 2024, over 1,000,000 visitors accessed parks and trails in Scott County. Data on the number of County Park visitors for 2025 will be released by the Metropolitan Council in June/July of 2026.

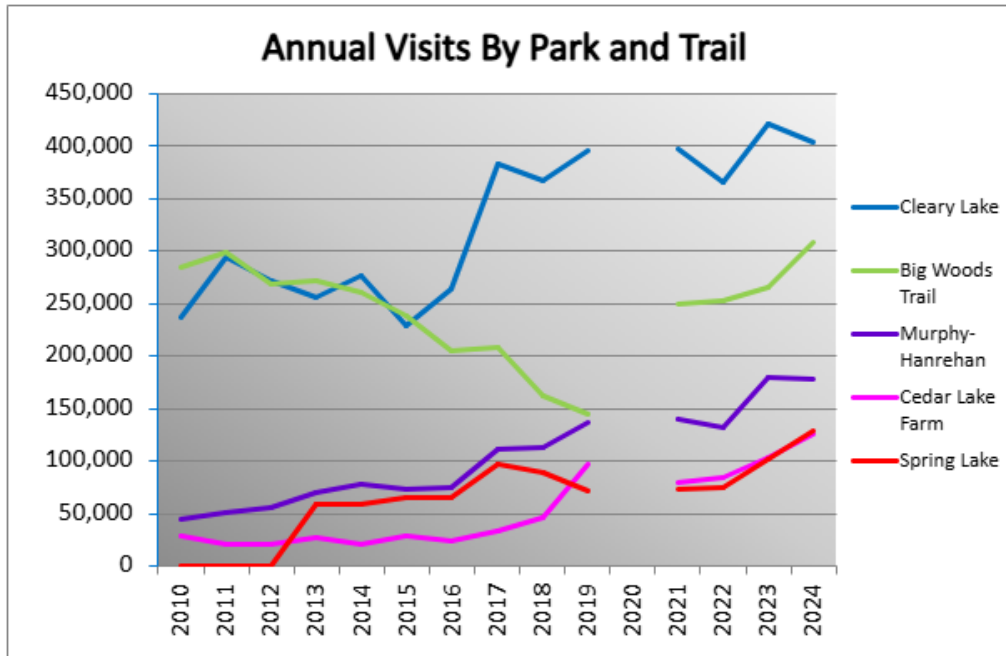
The data in these two charts show:

- The annual estimated total number of visitors to regional parks and trails in Scott County.
- Annual visits per park, shown in the chart below.



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

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



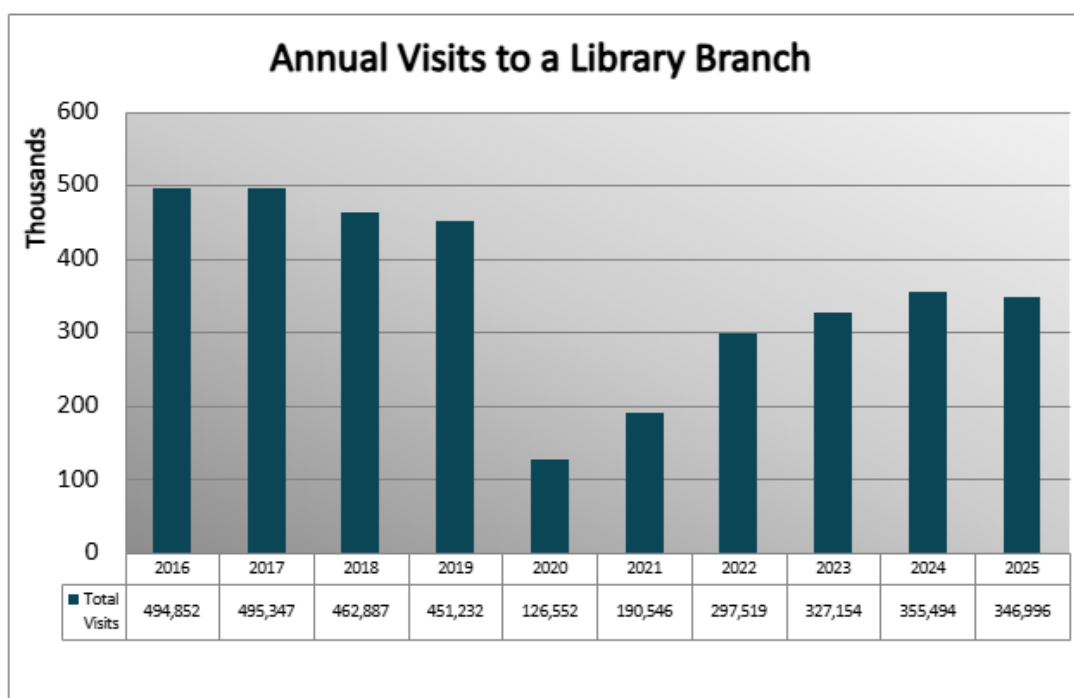
Source: *Interpreted from - Metropolitan Council Annual Use Estimate of the Metropolitan Regional Park System*

Libraries

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

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

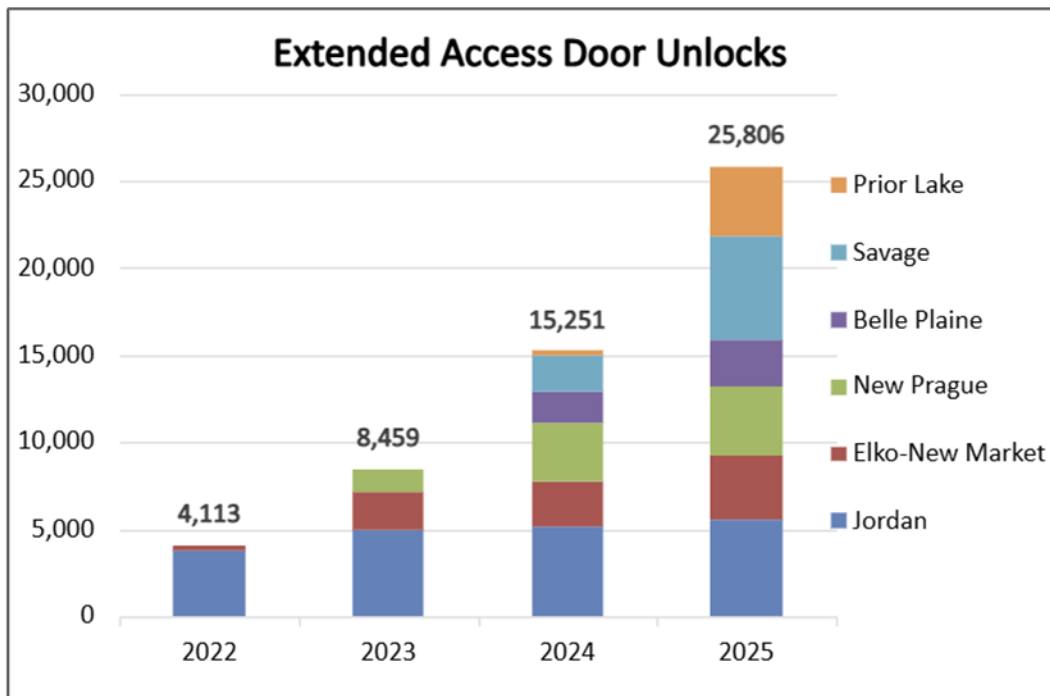
The data sets on this page reflect Scott County Library visitor data, including Extended Access visits. Visitor use trends tell something about the value residents find in the resources and services provided by the libraries and are essential to evaluating the quality of programming, changes to operations,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



Source: Door Counter

Extended Access services are available in all Scott County Library branches except for Shakopee and the Law Library located in the government center. In 2023, Extended Access became available in New Prague and Belle Plaine. Savage and Prior Lake Extended Access services became available in 2024.

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.



Source: Open +

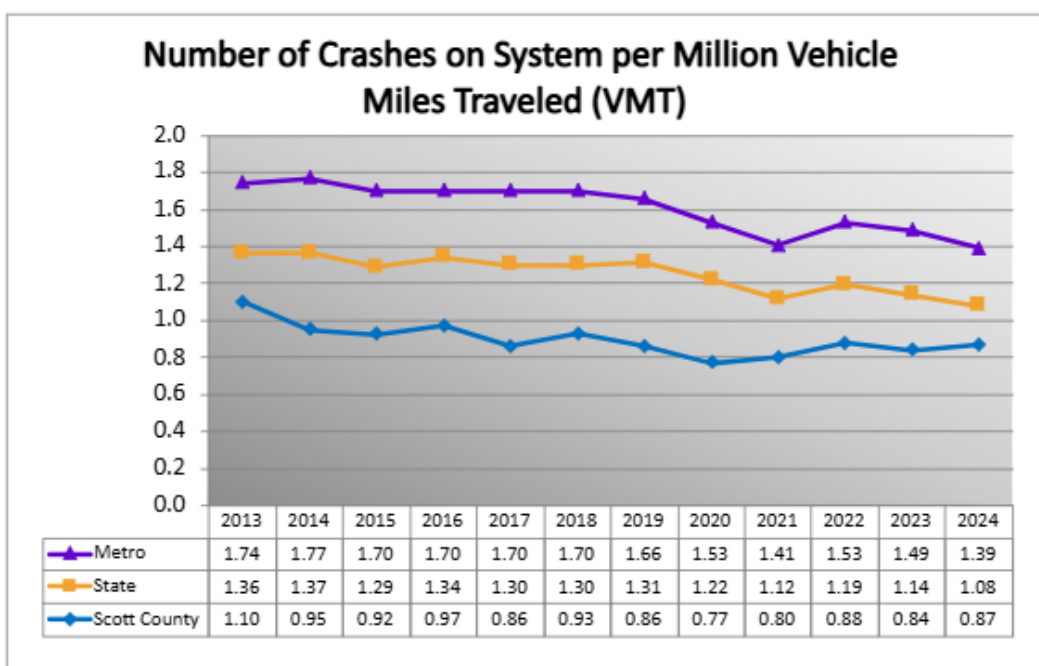
Highway planning and infrastructure

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

Community Indicator: Crashes per million Vehicle Miles Traveled

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

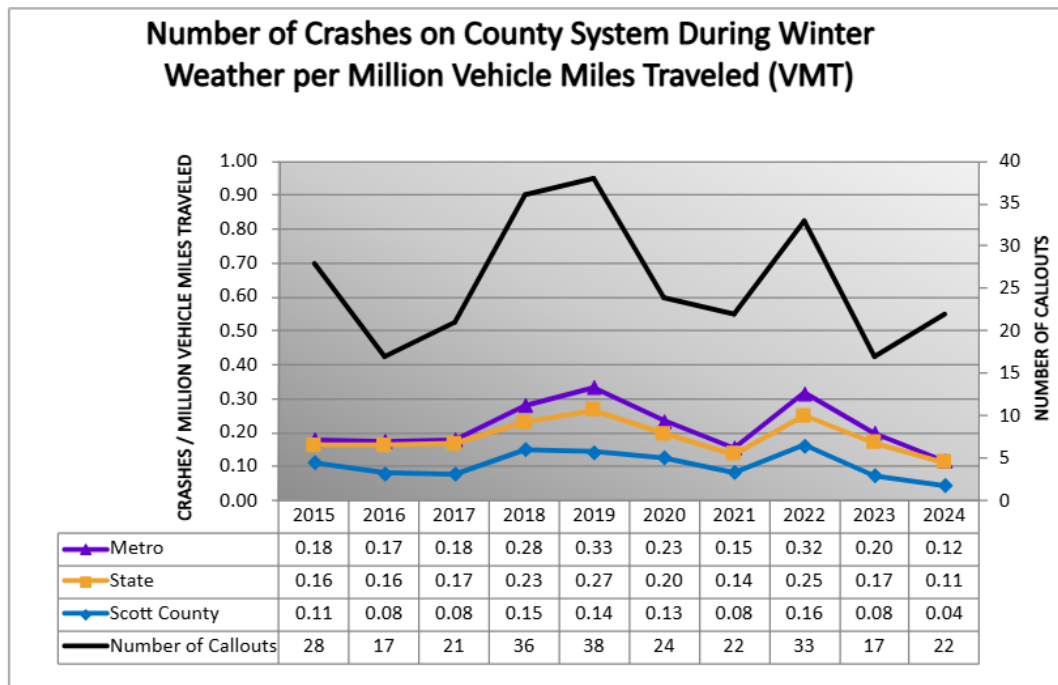
An associated indicator (below) tells us something about Highway safety -- specifically during the winter months, when road and weather conditions may present greater challenges for drivers.



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

In 2024, there were 412 crashes on roadways in Scott County while there were 475,502,850 million VMT. Of those, snow and/or ice was a factor in 19 of those crashes.

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

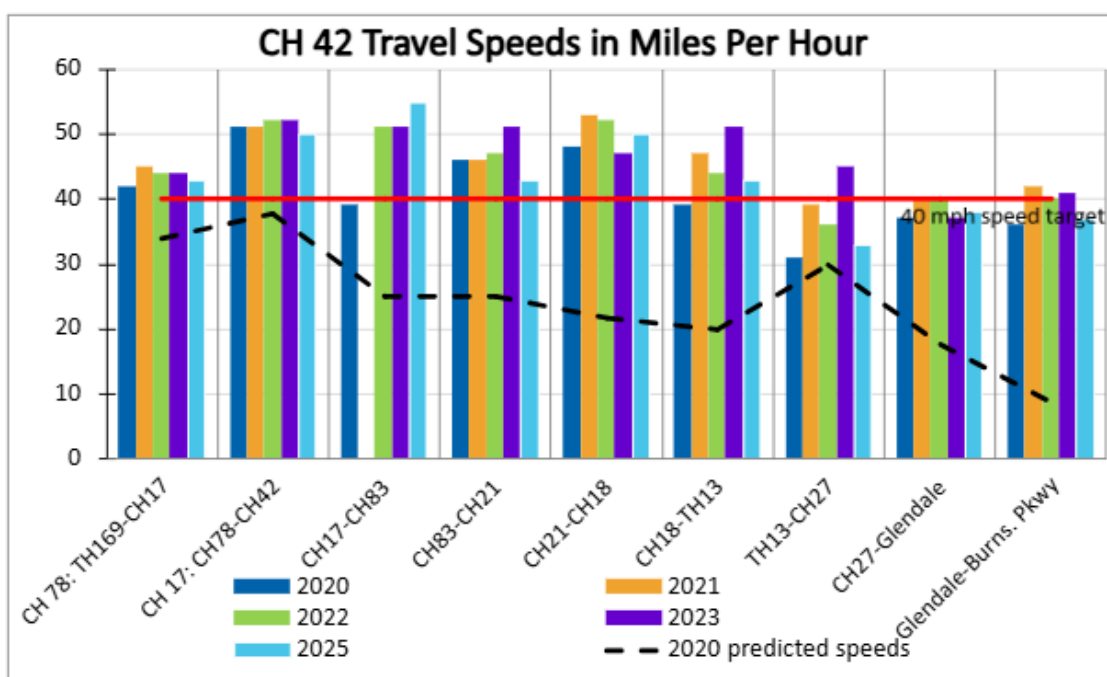


Source: *Mn/DOT Transportation Information System (TIS); Minnesota Crash Mapping Analysis Tool (MnCMAT)*

Highway management

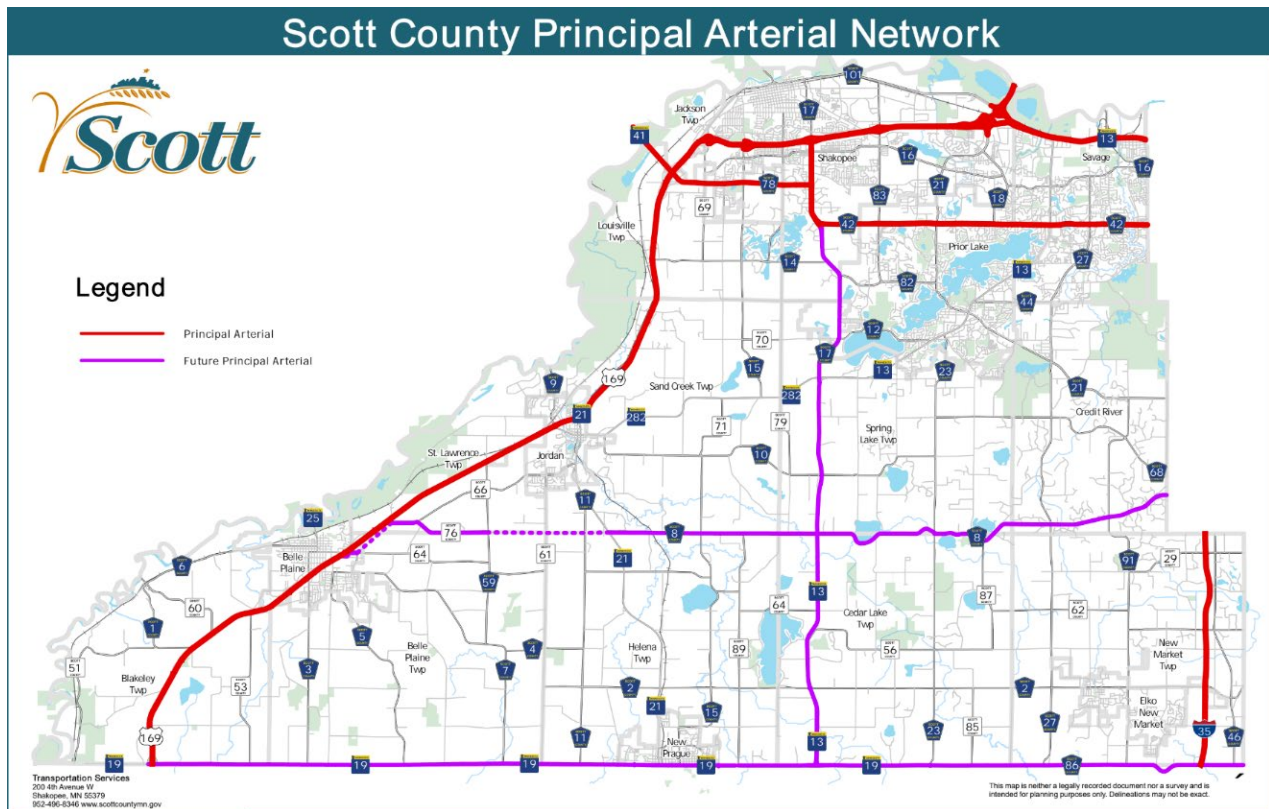
Mobility is an important function for the economic viability of Scott County. Residents expect a reliable trip so they can budget their trips wisely (i.e., spending less time in traffic congestion). It's important for principal arterial corridors to maintain acceptable travel speeds during peak periods;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

These data reflect travel speeds along County Highway 42 (2020-2025). The intersections not meeting speed targets in 2025 were TH13/CH27, CH27/Glendale, and Glendale/Burns Parkway. Factors positively impacting performance at performing intersections include effective design and the signal timing work done by Transportation Services.



Source: CH 42 Corridor Study 1999, Scott County traffic model database, NPMRDS Data (Updated October 2025)

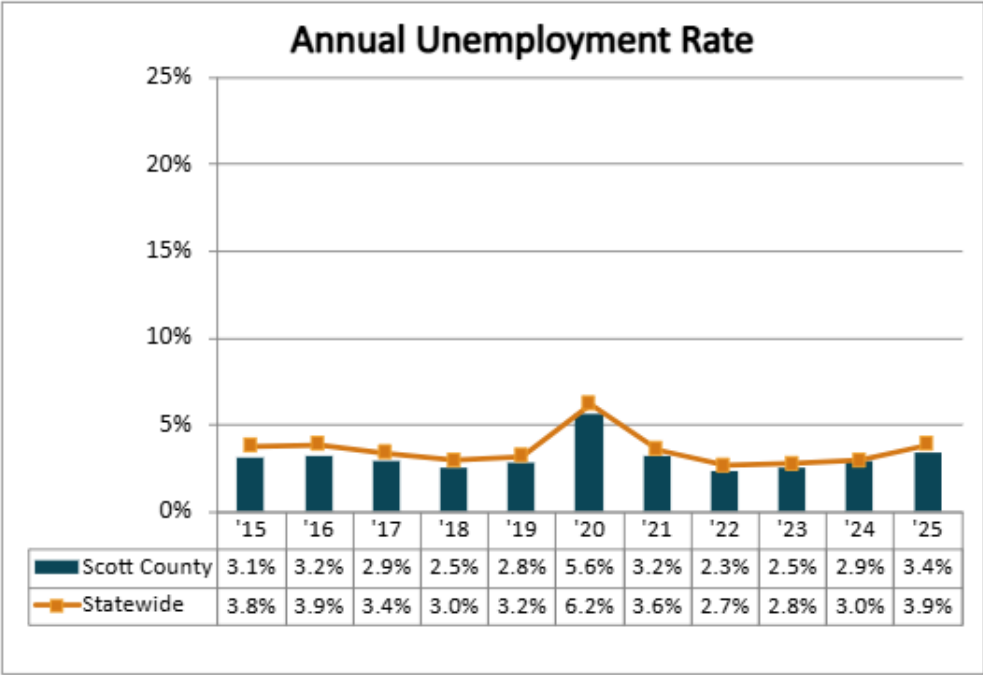
A growing metropolitan area such as Scott County needs efficient and reliable access throughout the area and the region to grow, attract businesses, and stay regionally competitive. The principal arterial system provides for those longer-distance trips and is the highest level of roadway for mobility. The following map outlines the current principal arterial network in Scott County, along with proposed future arterial highways based on Scott County's Comprehensive Plan.



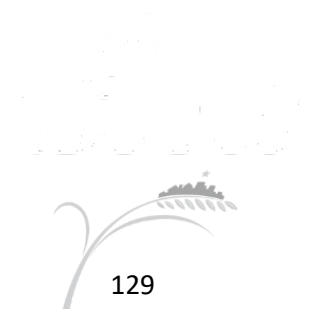
Economic and Workforce Development

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

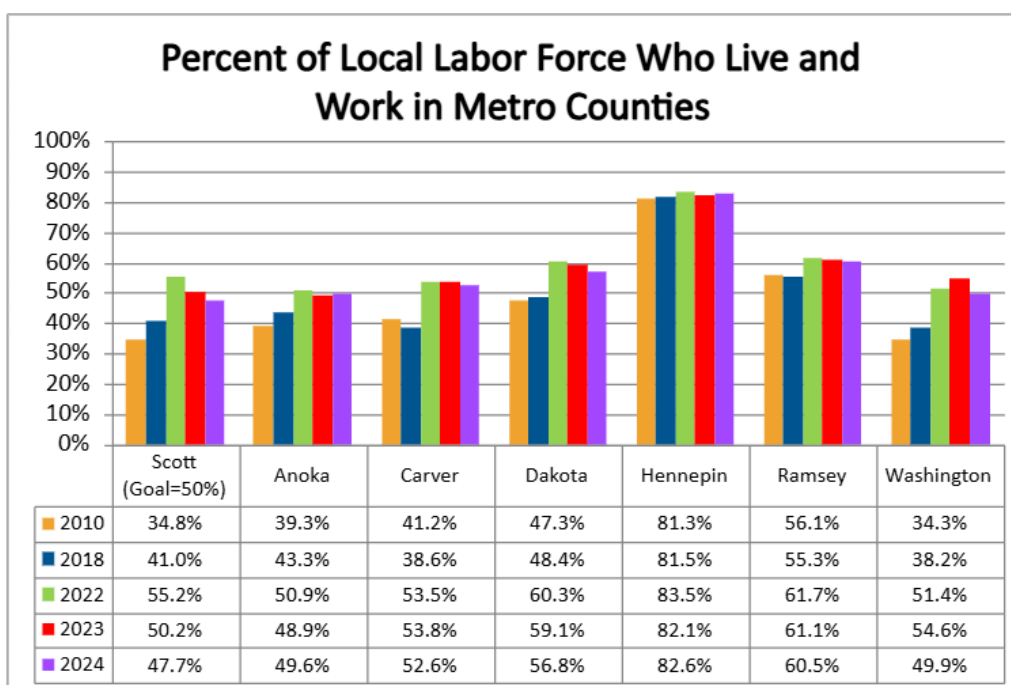


Economic development planning

This measure shows what percent of the local labor force is living and working in the County. Having more people live and work in the community would alleviate congestion on major highways and river crossings, reduce average commute times for our residents, and free up more time for residents to connect with their families, neighborhoods, and communities. It is computed by dividing the number of workers who live and work in the same county by the total workers living there.

These data, provided by the US Census Bureau and the American Community Survey, show this goal has largely been achieved with 50 percent of residents living and working in Scott County, but has leveled out and in the year 2024 was below the goal of 50 percent.

**Note: 2025 data are not yet available.*

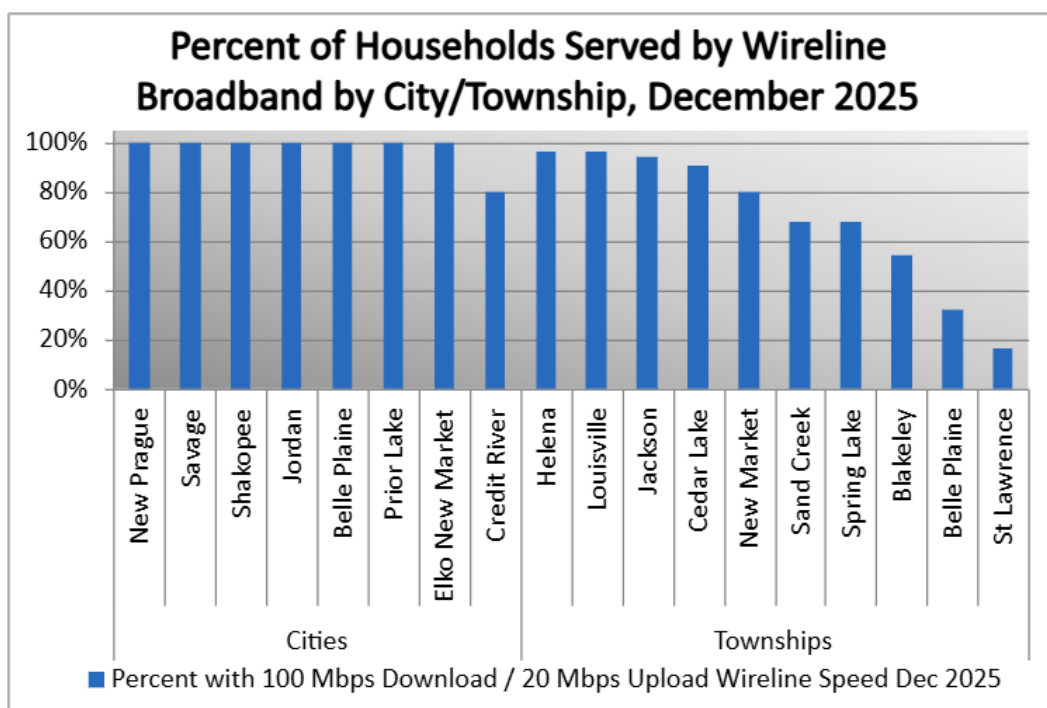


Source: U.S. Census Bureau. American Community Survey, 1 -year Estimates. Table S0802 - MEANS OF TRANSPORTATION TO WORK BY SELECTED CHARACTERISTICS

Fiber program

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

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



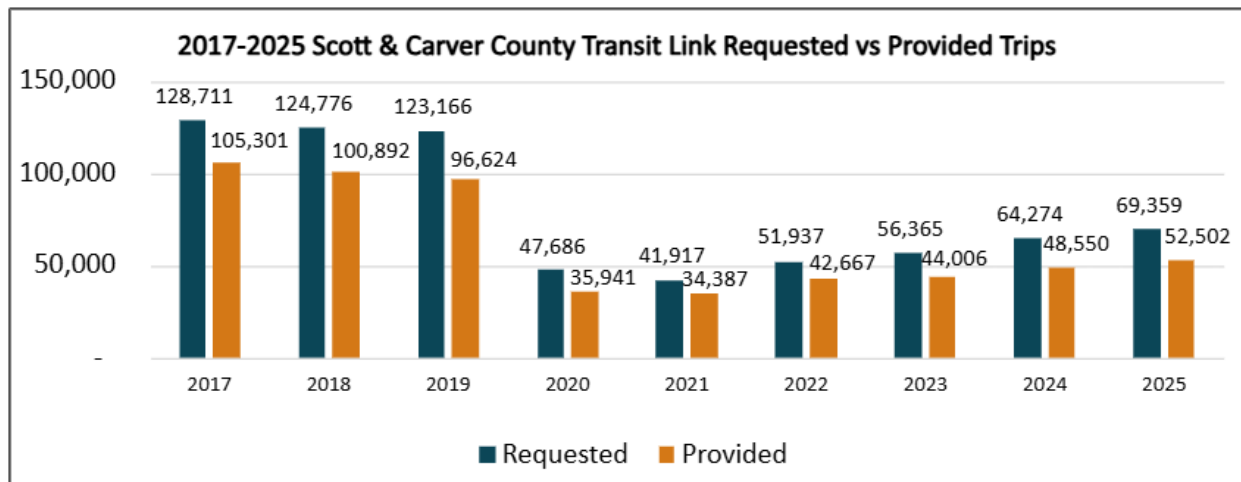
Source: MN DEED Office of Broadband Development

Transit services

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

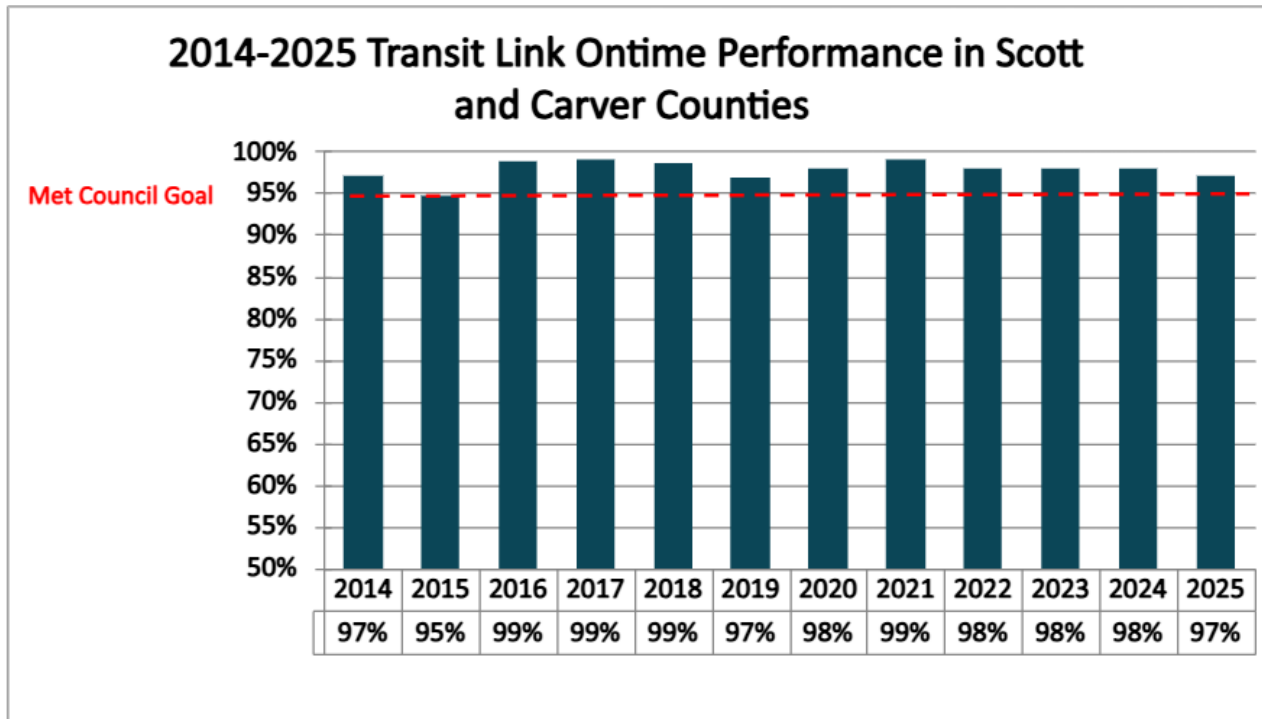
Transit Link

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



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

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



Source: Met Council Trapeze

Community Design: Summary of Data Findings

Community Indicator metrics for 2025 generally reflect positively on conditions in Scott County. Data trends indicate that Scott County residents have greater access to exercise opportunities when compared to statewide averages. The average unemployment rate increased in 2025 (3.4 percent) compared to 2024 numbers (2.9 percent), but have continued to remain lower than the statewide average (3.9 percent in 2025). One exception are metrics for air quality, which have declined every year since 2021. Air quality has started to rebound from its lowest index recorded in 2023, some factors impacting performance were forest fires in western United States and Canada.

At a program level:

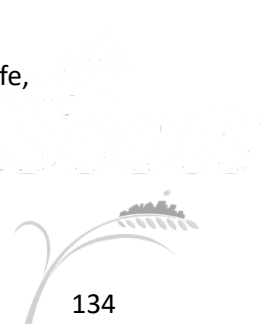
- **Environmental health and waste management:** The recycling rate plateaued at 54 percent in 2025, which met the organic recovery collection goal but fell short of the state target for total percentage recycled. The Household Hazardous Waste (HHW) facility experienced record use with 15,146 visitors in 2025, safely diverting 619 tons of hazardous materials from landfill and redistributing 21.4 tons of goods through the Reuse Room.
- **Parks and trails:** Driven by a growth rate that exceeds the County's overall population increase, estimated visits to the regional parks and trails reached over 1.14 million in 2024. The County also continued expanding its park footprint, reaching 5,530 total acquired acres by 2026, with 4,427 of those acres currently open for public use.
- **Libraries:** Scott County Library branches recorded 346,996 total visits in 2025. The County also successfully expanded its Extended Access services across all branches except for the Shakopee and Law Library locations, using cost-effective technology to allow residents to use library resources daily from 6 a.m. to 10 p.m.
- **Highway infrastructure and safety:** Scott County continues to maintain roadway crash rates that are consistently lower than both the metro area and the state average, including notably low crash rates during winter weather. However, the number of fatal and serious injury crashes on the County system (8.41) per 100 million vehicle miles traveled (VMT) are higher than the metro area (5.63) and state (5.88) rates.
- **Workforce development:** Regarding workforce commute patterns, 47.7 percent of the local labor force lived and worked within Scott County in 2024, dipping slightly below the long-term goal of 50 percent goal.
- **Transit services:** Transit Link provided 52,502 trips in 2025. While overall ridership has not fully bounced back to pre-pandemic volumes, trip numbers are steadily rising. The transit service also remains highly reliable, achieving a 97 percent on-time performance rate in 2025 that exceeds the Metropolitan Council's 95 percent standard.

Community Design: Strategic Plan

Objective and Strategy

Community Design Objective:

Private and public partners collaborate to support and adapt community infrastructure to be safe, healthy, and livable.



Community Design Strategies:

- Participate in the development of a state and regional plan for solid waste.
- Promote and expand services that help residents lead healthy, active lives.
- Create a more sustainable, resilient system for protecting natural resources and maintaining regional infrastructure.
- Support the County's goals of safety, mobility, and economic development through a balanced transportation system.

Progress & Next Steps

Highlights from the County's strategic planning work in 2025 include:

- The Solid Waste Plan was approved by the County board and underwent a review by the Minnesota Pollution Control Agency.
- The four camper cabins opened at Cedar Lake Farm Regional Park in October 2024, saw their first full year of use. Expanding recreational activities in Scott County, the cabins saw high demand and were fully booked on weekends throughout the summer. These data are shared on the publicly accessible Commissioners' Weekly Activity Report.
- Construction progressed on the Merriam Junction Regional Trail, which features a new bike and pedestrian bridge over the Minnesota River to expand active living opportunities and is the final connection point linking regional trail networks on both side of the Minnesota River. The trail is expected to be complete by 2027.
- Phase I of the Scott Watershed Management Organization (SWMO) 10-year Watershed Management Plan was completed with a focus on public engagement, and the Land and Water Resources Inventory was updated. A \$50,000 grant was awarded from the Minnesota Department of Health to conduct a county-wide groundwater assessment. The Picha Creek bank stabilization capital improvement project was completed.
- Significant progress was made on the regional highway system, including the completion of the Highway 169/59 interchange, and near completion of the Highway 169/282/County Highway 9 interchange in Jordan. The County also partnered with Carver County and MnDOT to fund traffic and river modeling to evaluate regional river crossing capacity and flood resiliency. The County pursued grant funding for the Highway 13 corridor and the I-35/County Road 2 interchange.
- Opportunities for a rural industrial park were advanced when the Metropolitan Council and the County Board approved a Comprehensive Plan amendment to change the designated land use for properties in Lydia. A property owner since applied for rezoning and preliminary platting for a 16-lot rural industrial development in the area.
- The Great Scott County website experienced growth in both overall traffic and direct user sessions. To address ongoing challenges with connecting users to resources, the Scott County Community Development Agency (CDA) hired a dedicated communications professional to better coordinate website content and marketing.
- MVTA expanded its "MVTA Connect" micro-transit service into Shakopee and Prior Lake, supporting expanded mobility.

The 2025-2027 County Strategic Plan will continue to guide efforts through the year 2027.



Objective Area: Public Records and Performance



Photo: Scott County Eagle, located in the Scott County Government Center

Introduction: Public Records and Performance

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

Measuring Impact

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

Due to the nature of the work, Public Records and Performance 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.

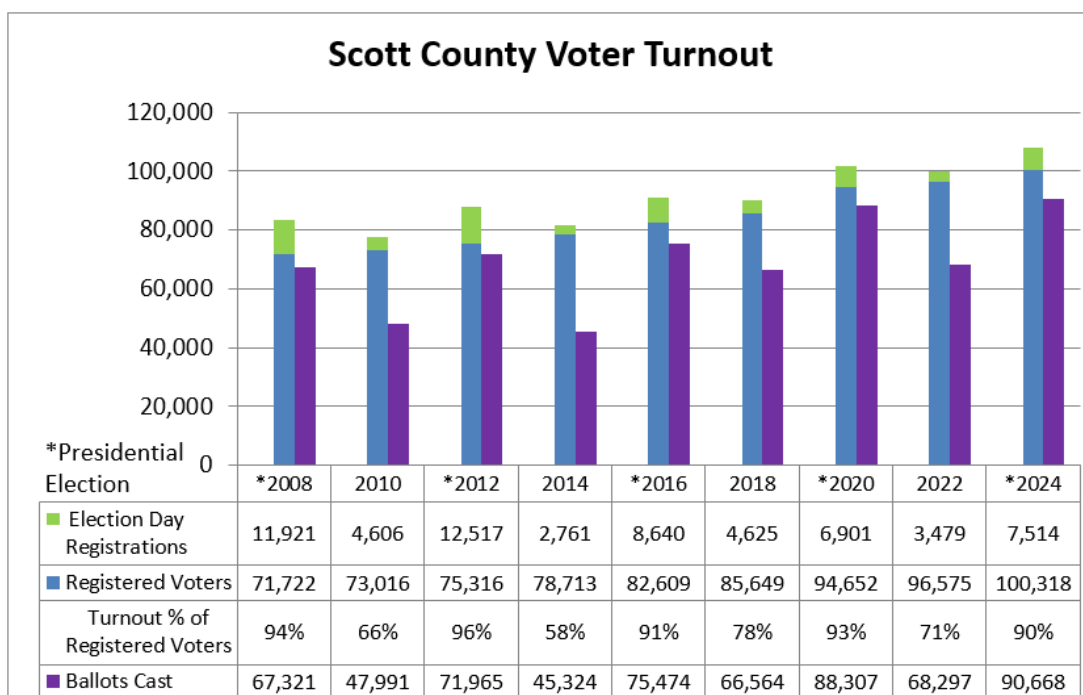
Elections

The most recent general election was held in 2024, and the data below reflect voter turnout statistics and performance by Elections staff.

Community Indicator: Voter turnout

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

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



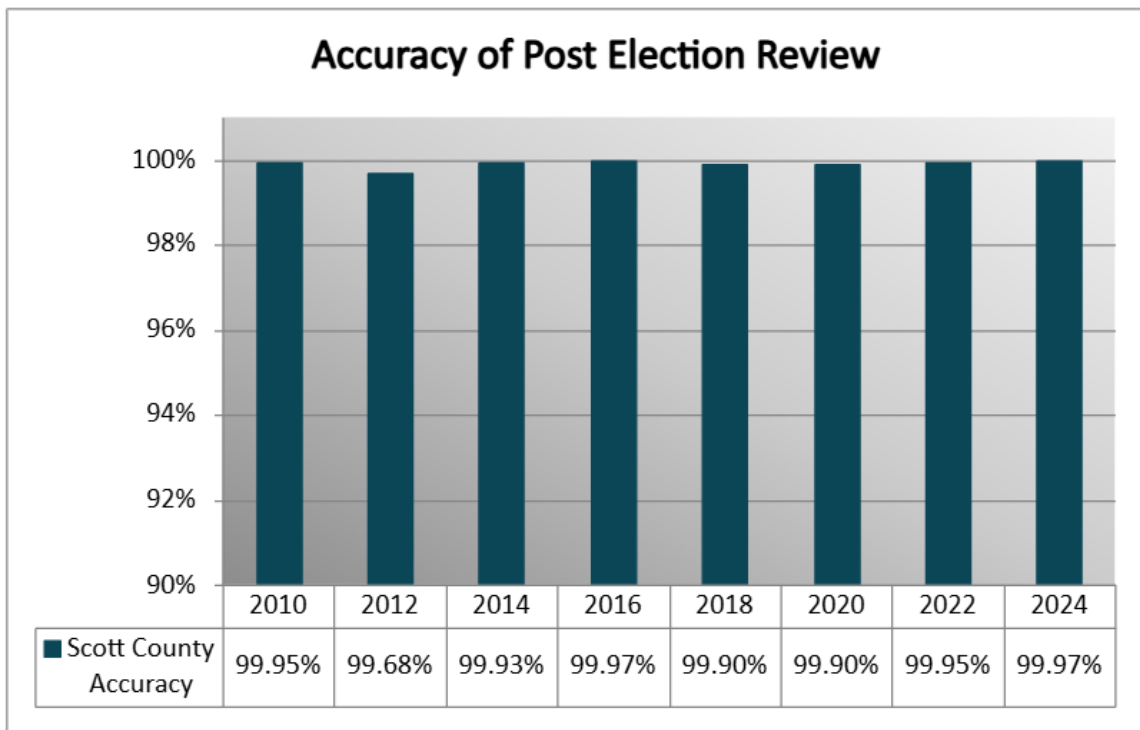
Source: *Scott County Election Results Abstracts*

Election administration

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

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

These data reflect performance from the last national election.



Source: *Ballots/Precinct Summary*

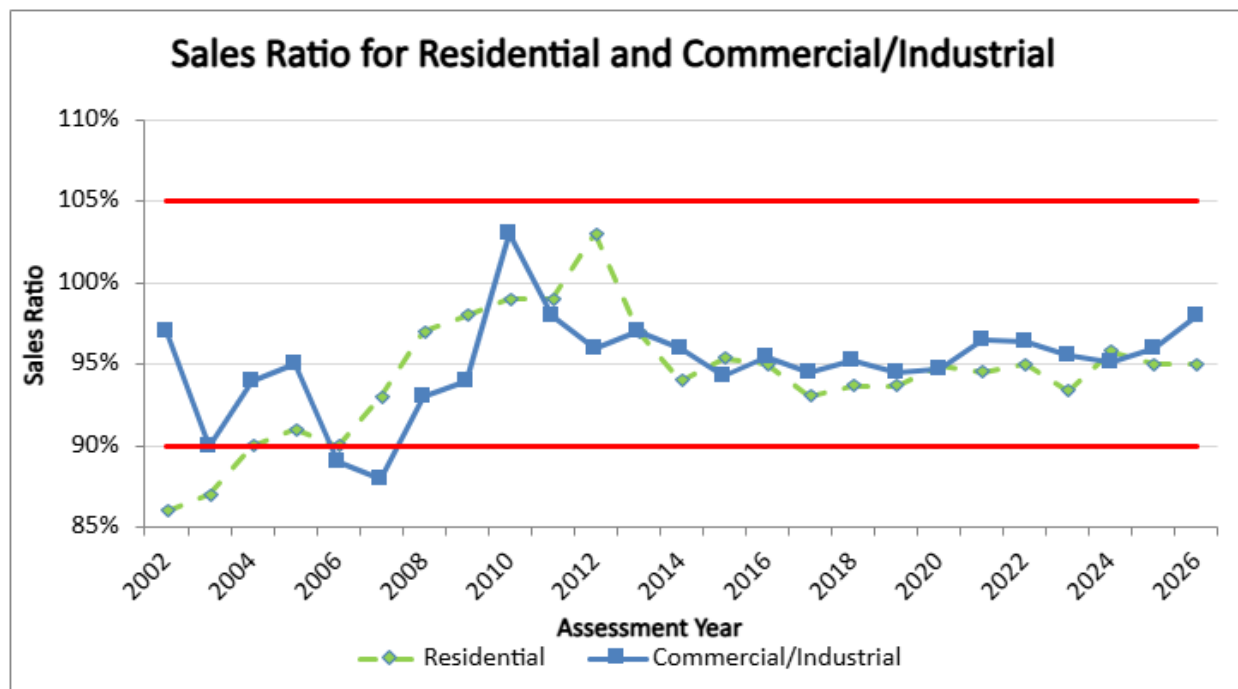
Taxation and Property Assessments

Property valuation and assessment

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

The overall median ratio for each jurisdiction is considered acceptable by the Minnesota Department of Revenue (MDOR) if it lands between 90 and 105 percent of market value. In the data below, 2025 figures are based on MDOR's May 22, 2026, sales ratio (which is expected to be finalized in June 2026).

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



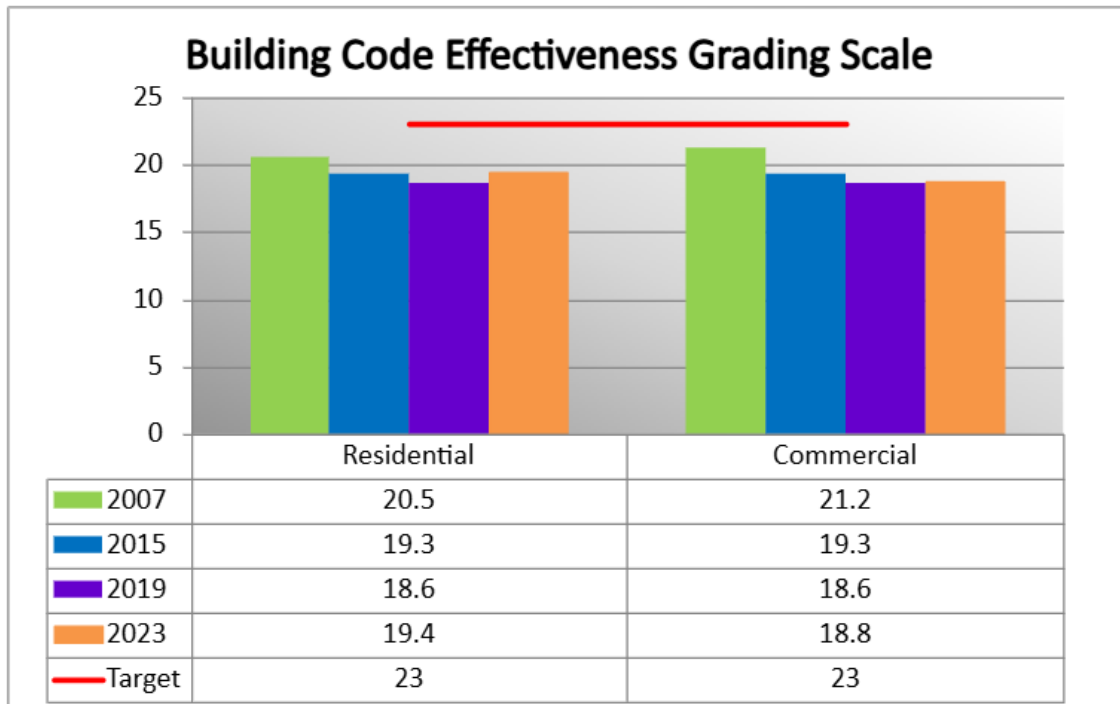
Source: MN Department of Revenue Sales Ratio Reporting

Factors that support strong performance:

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

Building inspections

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



Source: ISO (Insurance Services Office)

The Insurance Services Office (ISO) Building Code Effectiveness Grading Scale (BCEGS) rates the effectiveness of a building code department's ability to effectively administer the code. The most recent BCEGS report was issued in 2023 with the next report expected to be completed in 2027. The 2023 BCEGS report is based on a Scott County Building Inspections Department survey from information related to calendar year 2021.

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.

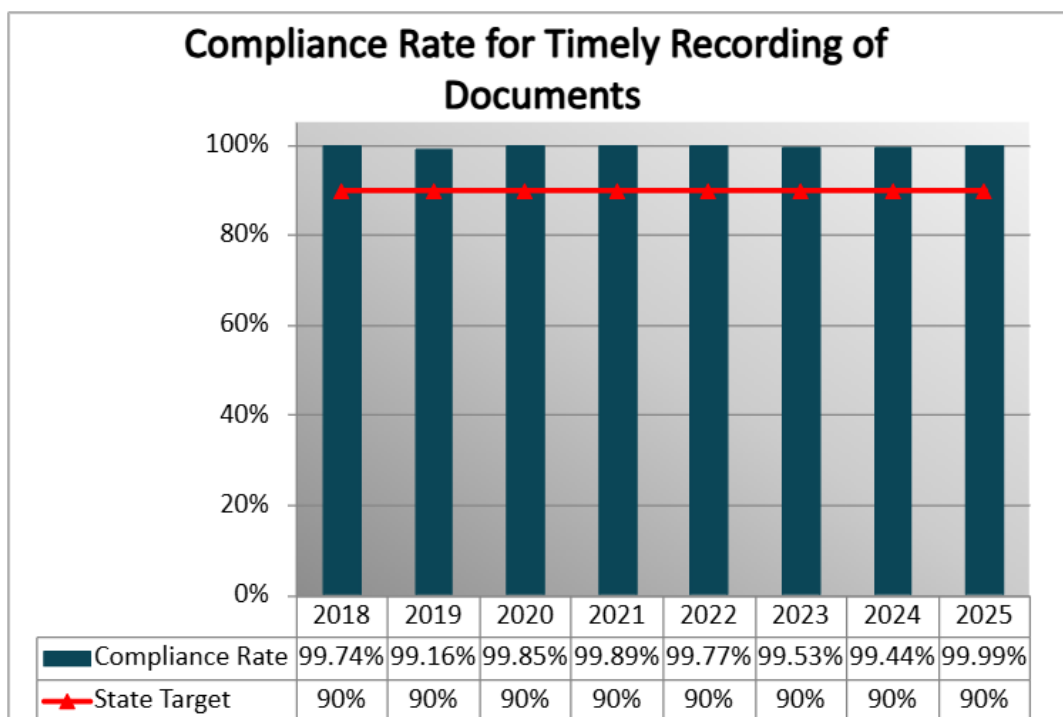
These data show Scott County's BCEGS score has increased in 2023. The increase in rating reflects changes to staffing levels and experienced staff.

Property Records

Property document recording

This measure provides information on the timeliness of land recording processing. Minnesota statutes require that 90 percent of all documents be submitted, recorded, and returned within 10 days. By meeting these requirements, the public can be confident that their interests in the property are being preserved and protected -- and that the information they need is current and accurate.

The average turnaround time for recording of documents is within the 10-day state performance target. Scott County has consistently exceeded the state targets for timely processing. In 2025, a total of 21,418 property documents were processed in Scott County, an increase over the number recorded in 2023 (18,991) and 2024 (18,696). This is still nearly 20,000 fewer documents when compared to a spike in 2021 and 2022. Of the documents filed in 2025, 79 percent were filed electronically. Residents' use of electronic filings spiked during the pandemic with 80 percent of documents being filed online. Electronic filing in 2025 rivaled this spike.



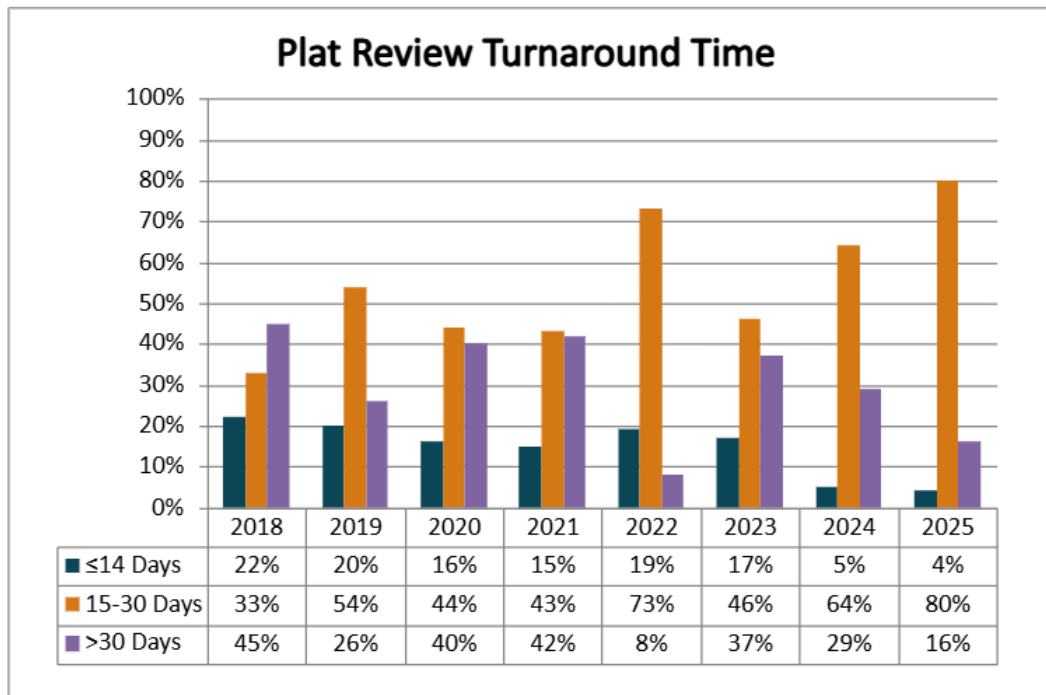
Source: RecordEase software

Surveyor administration

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

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

In 2025, the number of plats reviewed (50) by the County remained relatively stable. Eighty percent of section corners have been verified. There are 1,250 section corners in Scott County.

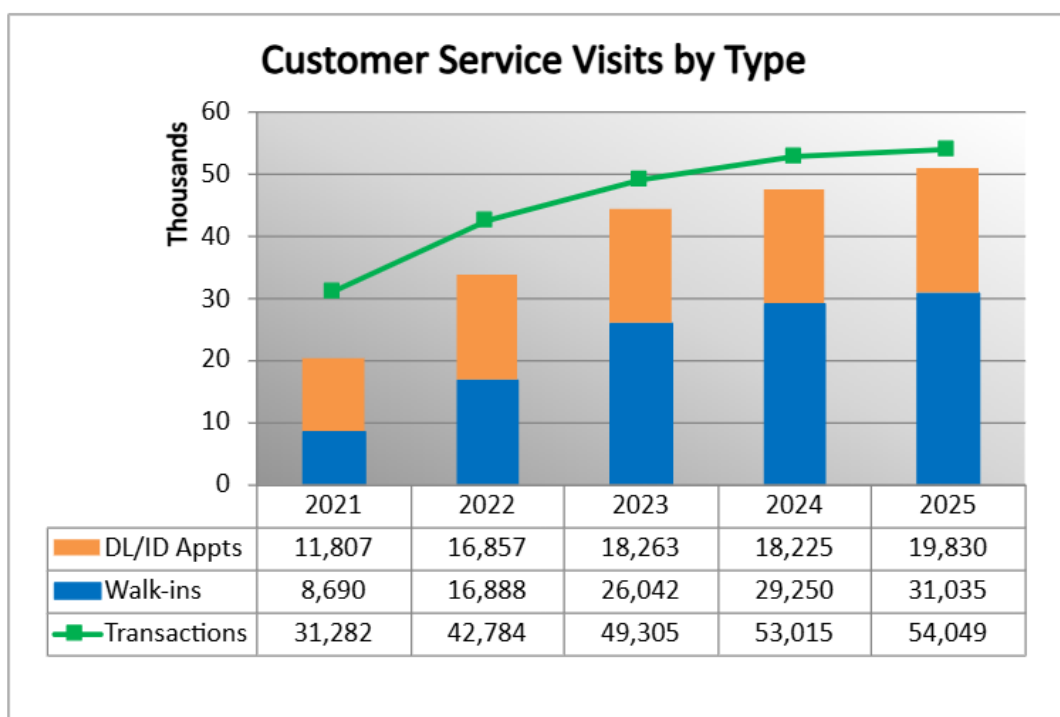


Source: SharePoint Parcel Modifications List- Plats - aka PLAT TRACKER

Customer Service

Customer Service includes a range of licensing and permitting functions, as well as Motor Vehicle Records, vital statistics, passports, and some cash receipting. Most of these services are not mandated, but residents expect convenient access and local availability. The number of new passports processed in 2025 (2,823) was nearly a 137 percent increase over the number processed in 2024 (1,193).

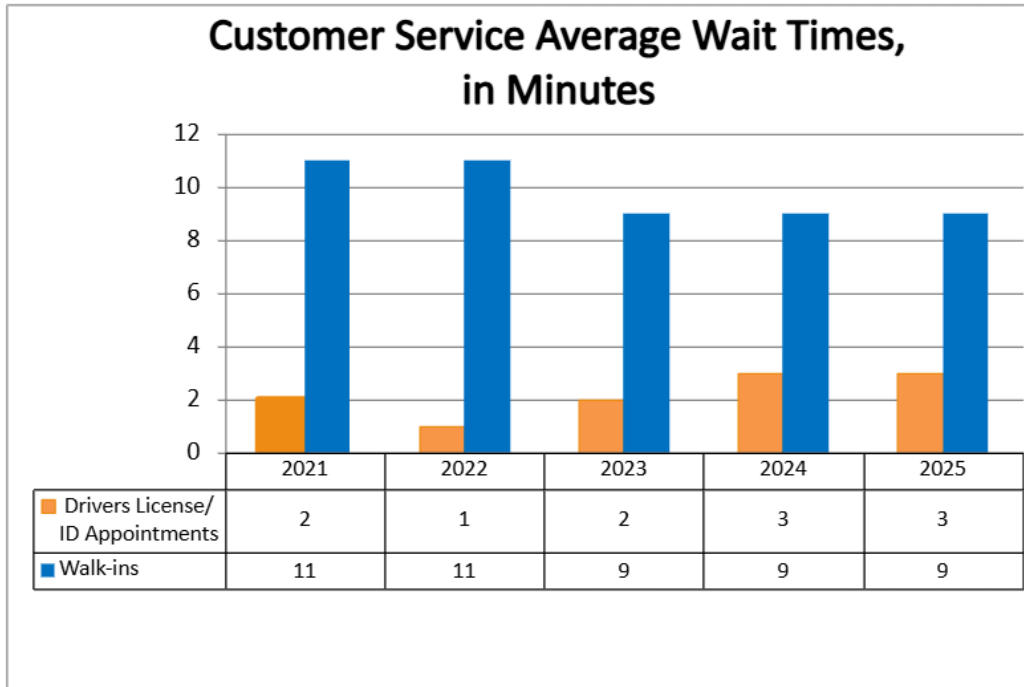
This measure shows how residents access Customer Service and the number of transactions completed annually.



Source: Manual tracking and Scheduling Software - No Wait Inside

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

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.



Source: Scheduling Software - No Wait Inside

Public Records and Performance: Summary of Data Findings

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

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

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

- **Elections:** Post-election reviews have consistently held at over 99.9 percent accuracy rates. In the 2024 presidential election, Scott County achieved a 90 percent voter turnout with 90,668 votes cast, maintaining its historical trend of exceeding state voter turnout rates.
- **Taxation and property assessments:** The accuracy of Scott County’s property valuation work has been well within the Minnesota Department of Revenue reporting standards every year since 2006.
- **Property records:** The County exceeded state timeliness standards for property document recordings, with 99.99 percent of documents recorded within the standard timeline. In 2025, the County processed 21,418 property documents with 79 percent filed electronically.
- **Customer Service:** Utilizing a hybrid service delivery model of appointments and walk-ins, Customer Service handled 54,049 total transactions in 2025. The department maintained efficient service times, with an average wait time of nine minutes for walk-in customers and three minutes for customers with appointments -- even as the number of transactions increase year over year.

Public Records and Performance: Strategic Plan

Objective and Strategy

Public Record and Performance Objective:

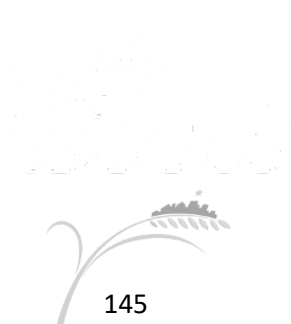
Identify and implement changes to service delivery and staff professional development, leading to improved outcomes.

Public Record and Performance Strategies:

- Design and implement business model changes that improve service delivery.
- Evaluate and address Scott County Government operations based on the Enterprise Resource Planning (ERP) Workday implementation.
- Recruit, retain, and support a diverse, high-quality, culturally informed workforce.

Progress & Next Steps

Highlights from the County’s Strategic Plan work in 2025 include:



- To design business model changes that improve service delivery, feedback was collected from over 600 library users and non-users. A community engagement manager was hired, and community engagement, volunteer coordination, and library learning was blended into a single team focused on increasing libraries as community hubs.
- The joint Hennepin County/Scott County Computer Aided Dispatch (CAD) project advanced significantly. Scott County GIS developed a compatible dataset for the shared CAD environment, and staff began building out station, fleet, and response plans. The project team also drafted governance documents for cost-sharing and began collaborating with police and fire departments to develop a unified training plan.
- A new AI chatbot was launched on the County's website to help residents better navigate and find information. To support safe and effective AI use, an internal working group was formed to prepare guidelines that emphasize measures to support data privacy and factchecking to reduce risk of inaccurate data.
- Testing of critical enterprise resource planning integrations was prioritized and advanced. The transition to Workday as the enterprise resource planning software enabled the County to implement 723 specific activities for highly granular cost tracking, simplified employee time entry, and brought grant management fully into the system.
- Progress was made towards incentive-based contracts by design work via Strategic Sourcing and Adaptive Planning. As an early success, an incentive-based federal grant contract to fund the women's transformation home was administered.
- The onboarding process for new staff called New Employee Welcome Session (NEWS) was revamped into a new, multi-day comprehensive onboarding process including County history, tours of facilities and parks, and a six-month check-in luncheon. This began in January 2025, with initial employee groups providing positive feedback. For existing staff, a team gathered feedback from supervisors, managers, and directors to draft a new high-level leadership development framework and training curriculum.
- To promote accountability, 13 County directors and managers attended an executive level Collaborative Safety and Safety Science Training. Partnerships with Prior Lake Police Department and Dakota County continue to be explored to integrate this safety science framework into leadership training and everyday practices.
- Staff successfully created and rolled out the new Scott County Brand and Style Guide.

The 2025-2027 County Strategic Plan will continue to guide efforts through the year 2027.

Internal Services



Photo: Scott County Government Center Campus, Shakopee, Minnesota

Introduction: Internal Services

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

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

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

Measuring Impact

Effective strategic planning relies on implementation of new strategies as well as an evaluation of whether previous changes 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 new strategies create the intended effects.

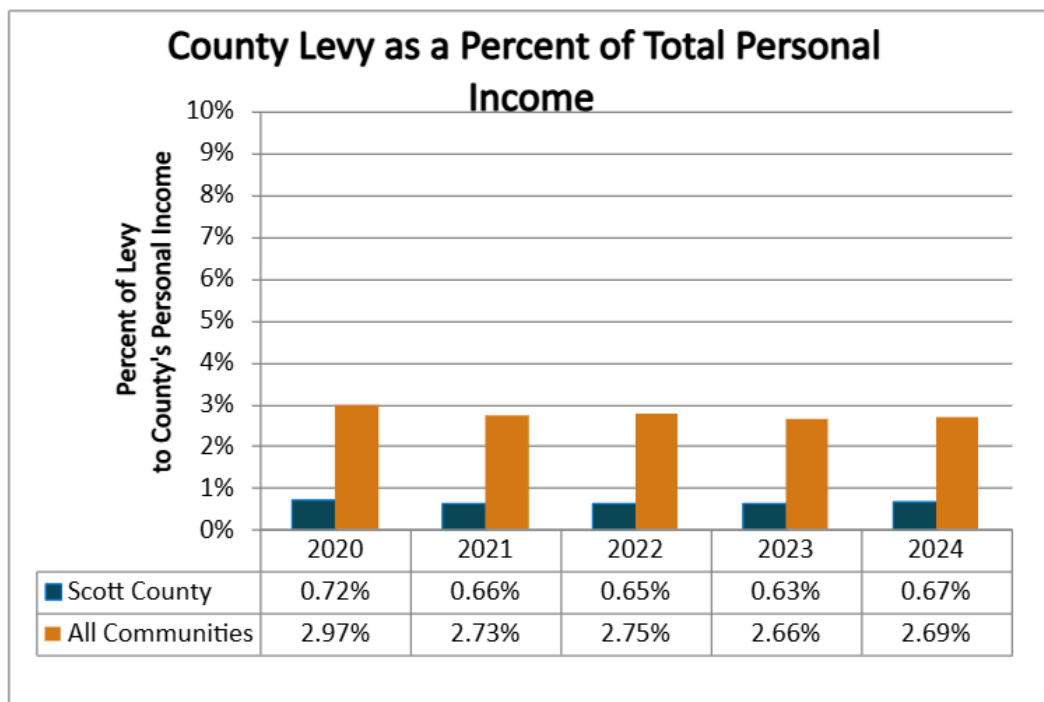
Performance measures for Internal Services focus primarily on efficient, timely, and accurate execution of their responsibilities. At a program level, the data in this chapter represent performance on those measures. Nearly all Internal Services expenses are on-levy and impact on the overall cost of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

Community Indicator: County levy as a percent of personal income

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

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

**Note: Data for 2025 are not yet available.*



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

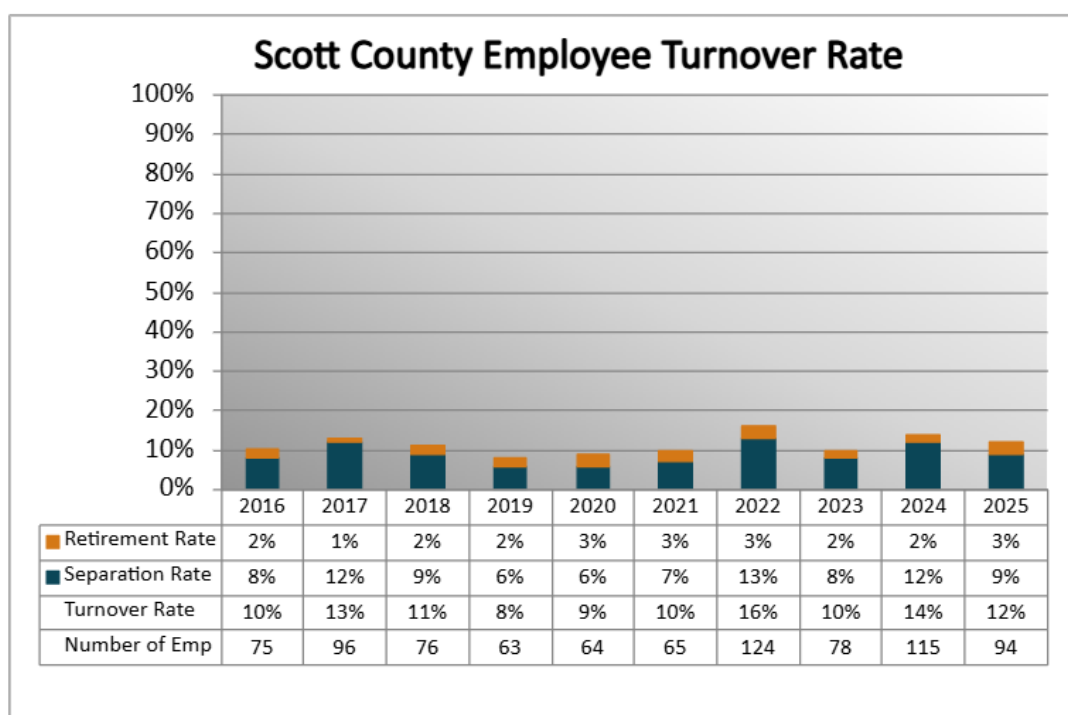
Employee Relations

Staff turnover rates

Staff turnover may negatively impact service delivery and generate expenses tied to recruiting and hiring new staff. Monitoring the rate of staff turnover is important in recognizing trends or patterns occurring within the organization that might need to be addressed. Some turnover is natural for an organization, and 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.

In 2022, Scott County saw its highest rate of turnover since these data were officially recorded in 2014.

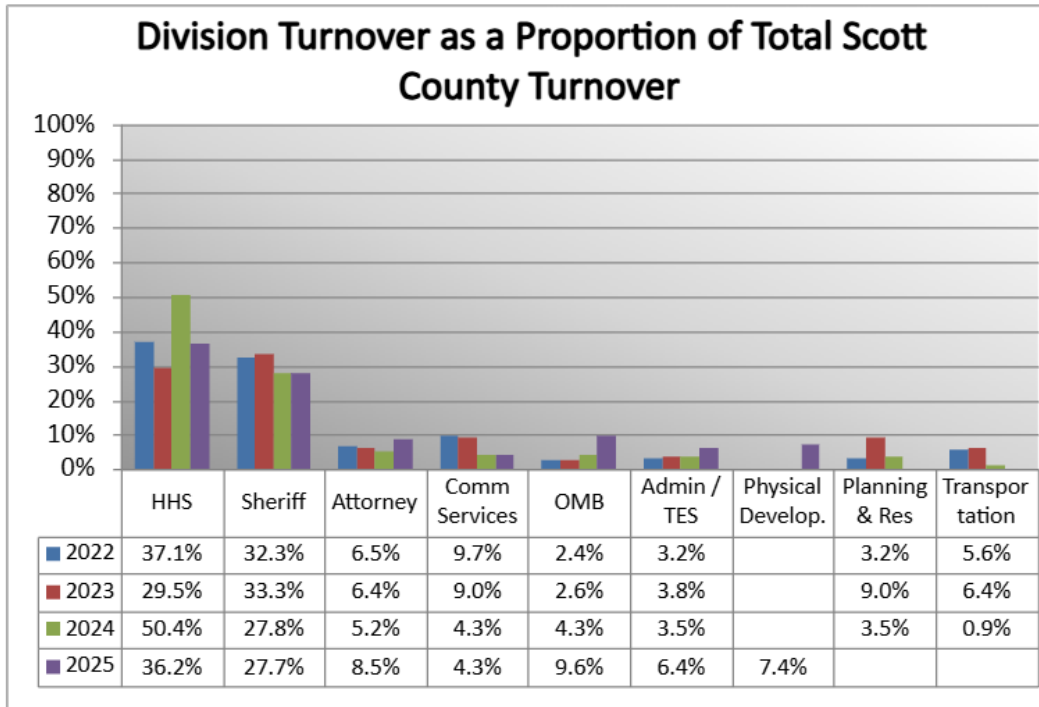


Source: Infor

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

Departments and divisions experience turnover rates differently. The data here show turnover rates by division for the last four years. In 2024, County divisions experienced organizational changes, reassigning existing staff and adding the Transformation and Enterprise Services division. In 2025, the Physical

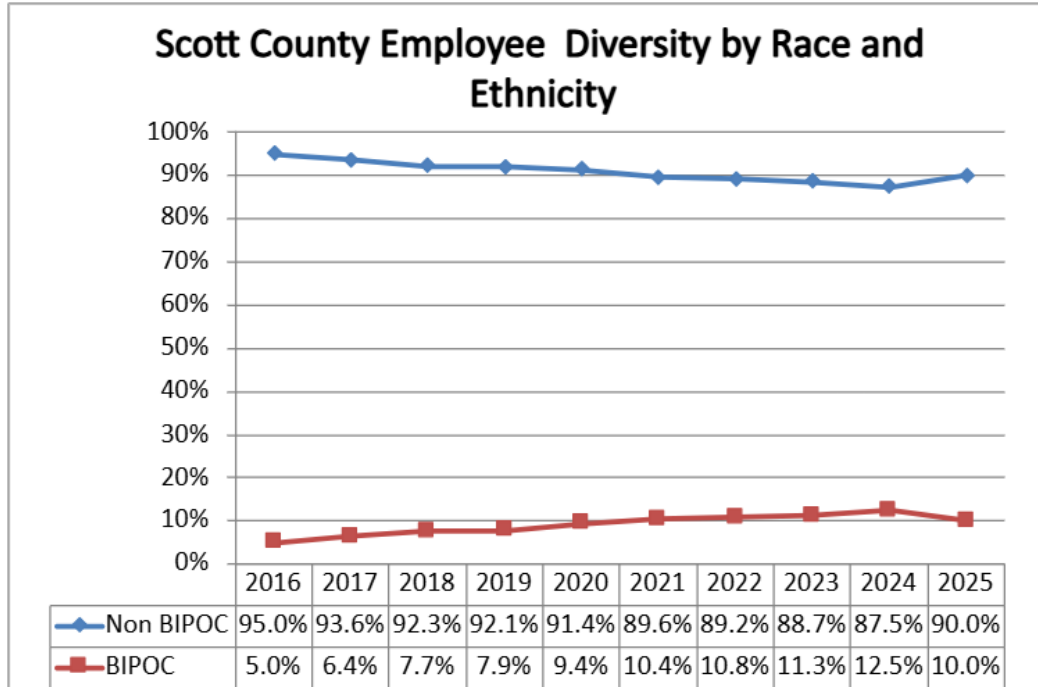
Development division was created by combining Planning & Resource Management and Transportation Services.



Source: Infor

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

In 2025, about 90 percent of Scott County employees are white/non-Hispanic, compared to 75.6 percent of the general population in the County (US Census; American Community Survey, 2019-2024). The US Census data accounts for individuals of all ages, including children, whereas the County data encompass only adults. These data show movement towards a pool of employees that more closely reflects population demographics within Scott County.



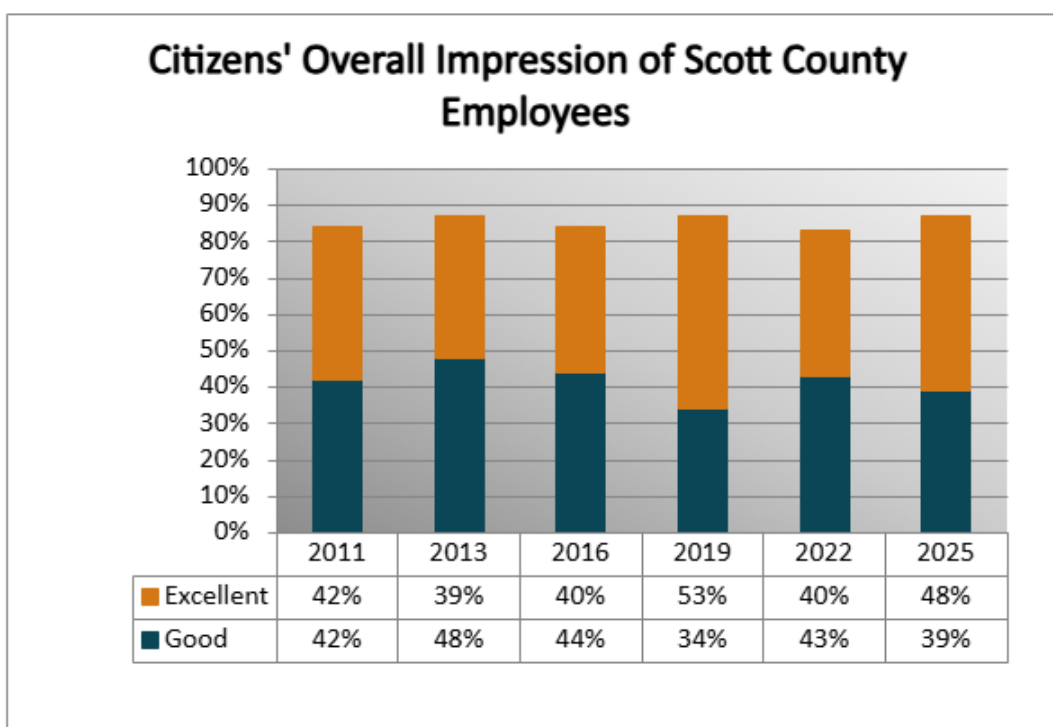
Source: Infor

Resident's Survey: Residents' overall impression of Scott County employees

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

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

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



Source: Scott County Resident Survey

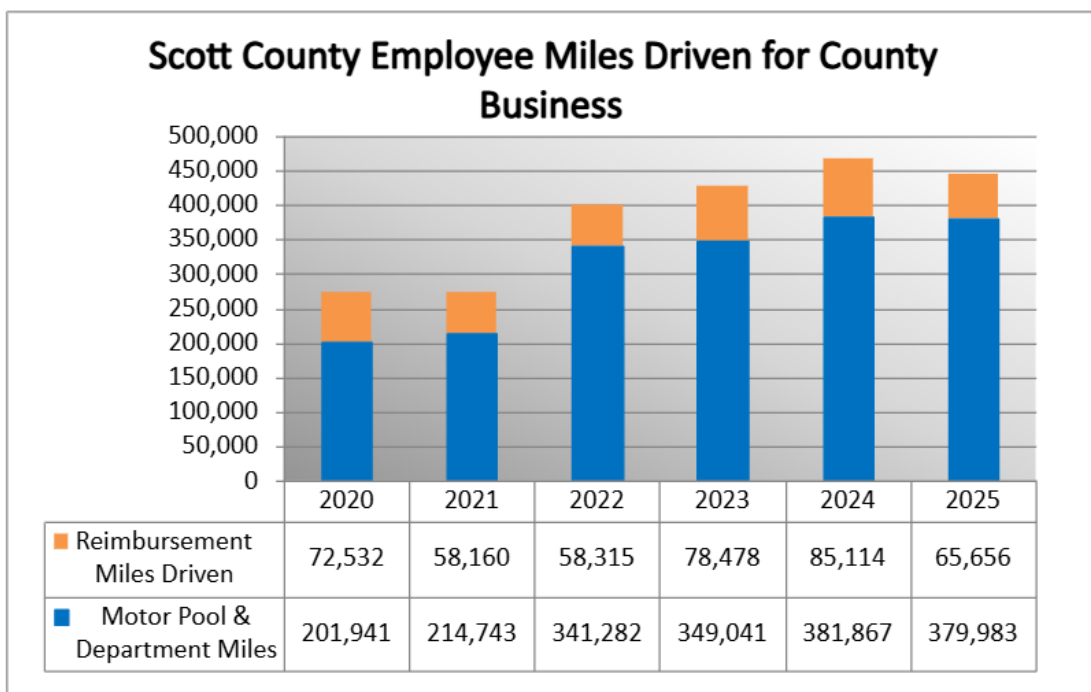
Fleet

Fleet motor pool

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

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.



Source: Agile Fleet, Infor, Workday

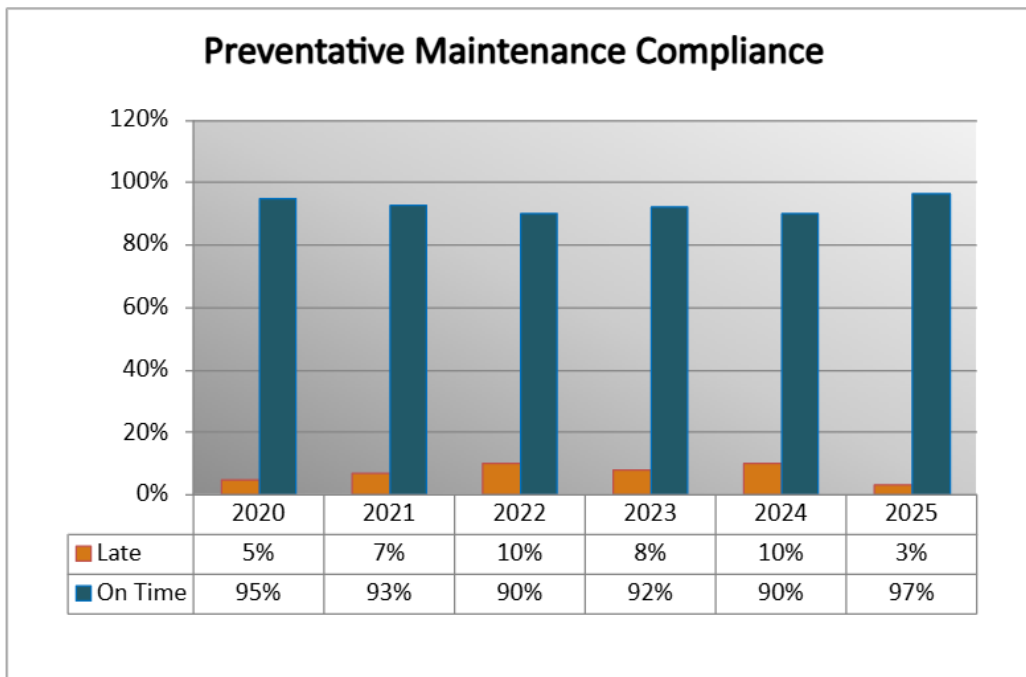
Fleet management: Motor pool vehicle maintenance

Caring for County assets is part of the County's goal for responsible government. Fleet vehicles are one example of assets that require care and maintenance to reduce long-term costs associated with premature replacement or costly repairs that could have been avoided. 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. Factors impacting positive performance include the ongoing use of fleet management software along with the ability for Sheriff's deputies to schedule maintenance for squad cars in use 24/7. A significant improvement in timely preventive maintenance was gained through the implementation of this scheduling technology in 2018.

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

In a survey of fleet users conducted in 2025, 92 percent of respondents endorsed a positive overall satisfaction rate when considering the quality of staff, vehicles, and system.



Source:

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

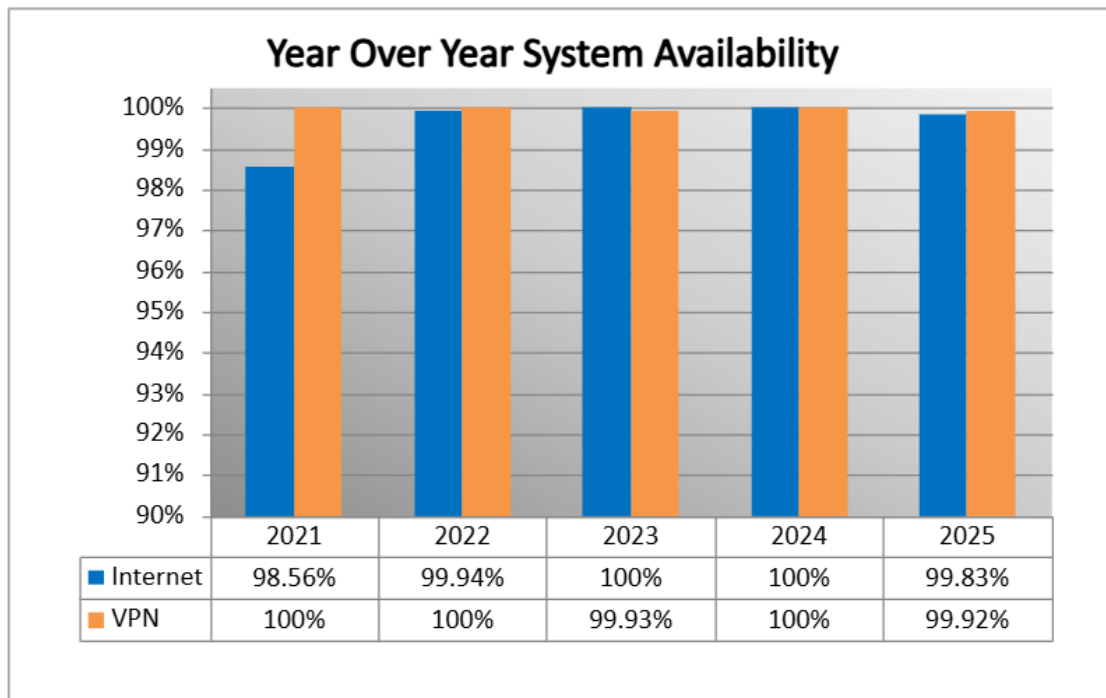
Information Technology

Data User Experience

This measure tells the story of system availability and stability, which directly impacts the work of County staff while serving the citizens and community. Data reflect reliable access to both the internet and the virtual private network (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.

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

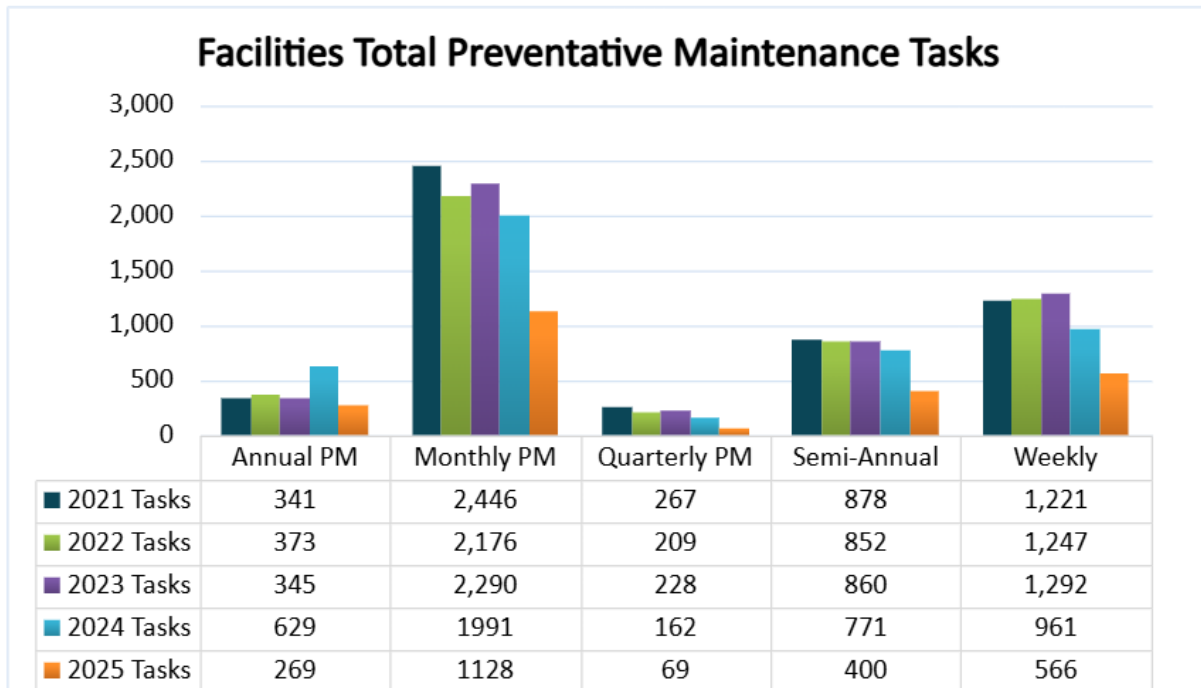


Source: IT Metrics Data

Building facilities

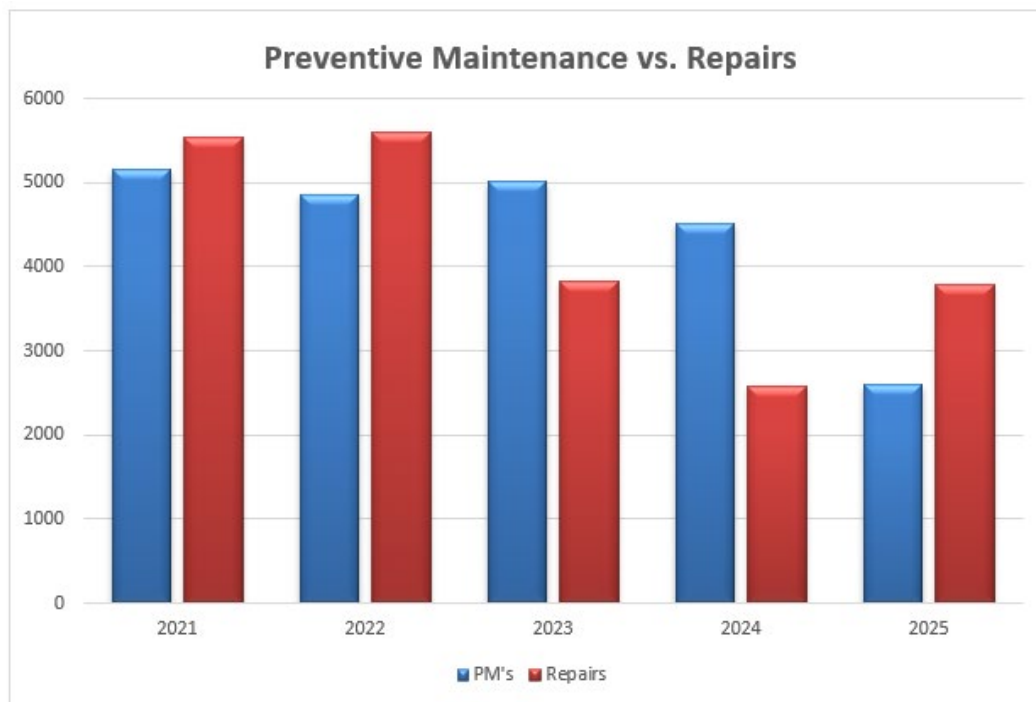
This measure tracks the number of tasks devoted to preventive maintenance, which is regularly scheduled repair and maintenance needed to keep building components -- such as HVAC systems, roofs, plumbing, and electrical systems -- running efficiently and to extend their useful life.

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



Source: Cartegraph & AssetWorks

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



Source: Cartegraph

Internal Services: Summary of Data Findings

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

- **Employee Relations:** The County experienced a 12 percent employee turnover rate in 2025. This rate provides a stabilizing balance of institutional knowledge and consistent services while introducing new talent to encourage innovation and diversity of thought. Respondents in the *2025 Resident Survey* rated their overall impression of County employees as “good” or “excellent” 87 percent of the time, suggesting a high-quality workforce experience.
- **Fleet management:** The fleet maintenance program achieved excellent compliance, completing 97 percent of its preventive maintenance on time contributing to lower capital costs for the County. This reliability was reflected in a 2025 user survey, in which 92 percent of respondents reported a positive overall satisfaction rate with fleet staff, vehicles, and systems.
- **Information Technology (IT):** IT Services maintained high system reliability to support County staff and residents, achieving a 99.83 percent uptime for internet access and a 99.92 percent uptime for the virtual private network (VPN) in 2025.
- **Building facilities:** To ensure buildings and other infrastructure run efficiently and to limit costly repairs, maintenance personnel focus heavily on preventive measures. In 2025, staff completed hundreds of scheduled preventive maintenance tasks.

Budget and Levy



Scott County Board of Commissioners

Introduction: Budget and Levy

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 operations not covered by other sources of revenue. These essential functions of government impact all strategic planning initiatives, as well as goals for safe, healthy, and livable communities.

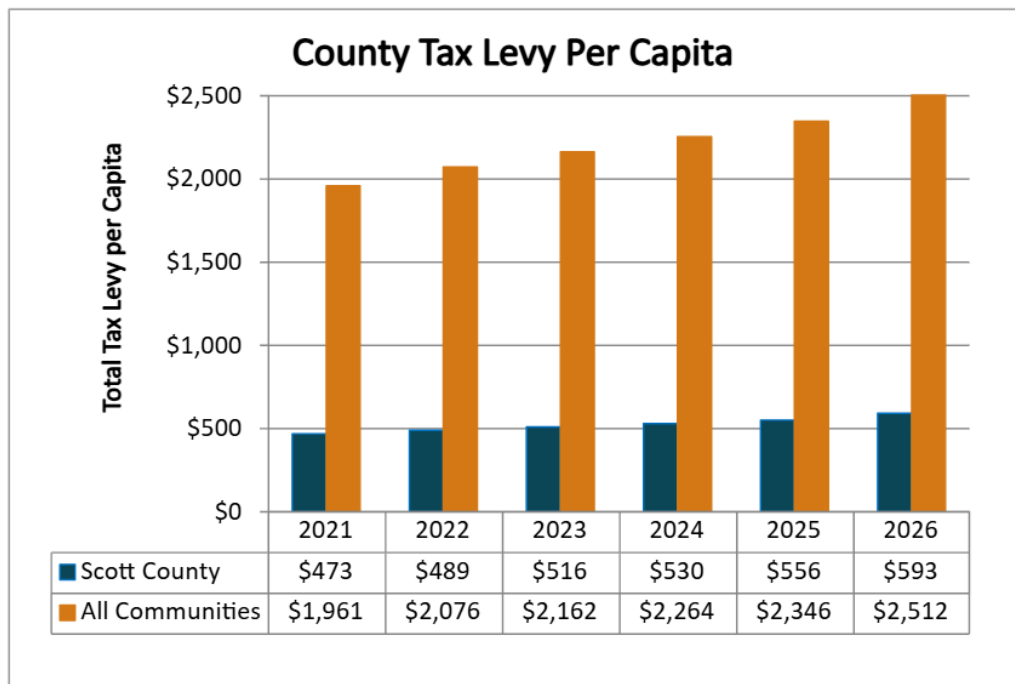
The following data tell something about the organization's accountability in setting levies and tax rates, how Scott County tax rates compare to other taxing jurisdictions, and how financially stable the organization is as a whole. *Resident Survey* data provide essential information about how respondents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

Budget and Levy 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 services, roads and 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 County levy divided by the total population of Scott County residents, showing the average per capita (per person) spent for County services.



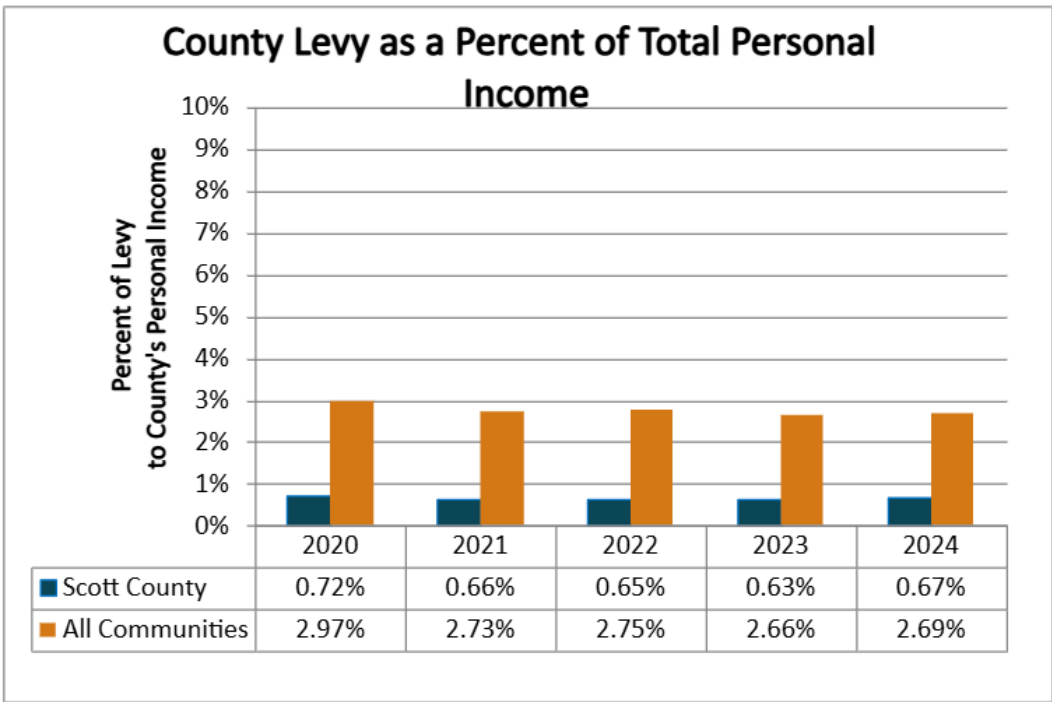
Source: Annual Scott County Budget

County levy as a percent of personal income

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

This measure is the total Scott County property tax levy divided by the total personal income of Scott County residents. The result is displayed as the percentage of personal income that, on average, is spent on County government services. For comparison, the measure includes the percentage of personal income spent across all local governments in Scott County.

Note: 2025 data are not yet available.

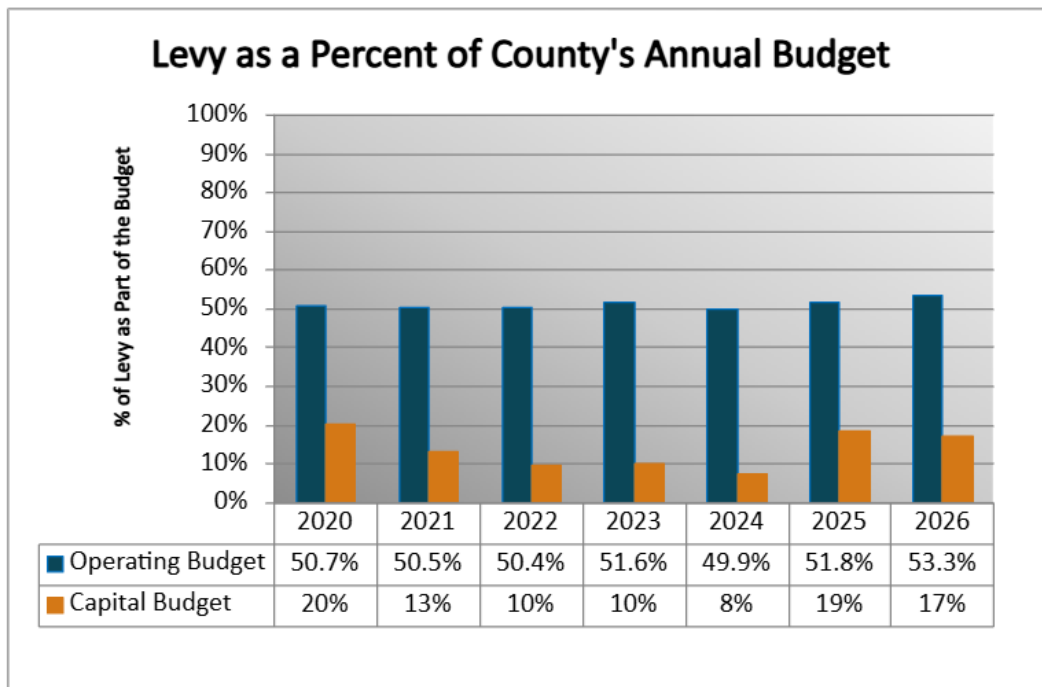


Source: Annual Scott County Budget and US Bureau of Economic Analysis

Levy as a percent of Scott County's annual budget

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

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

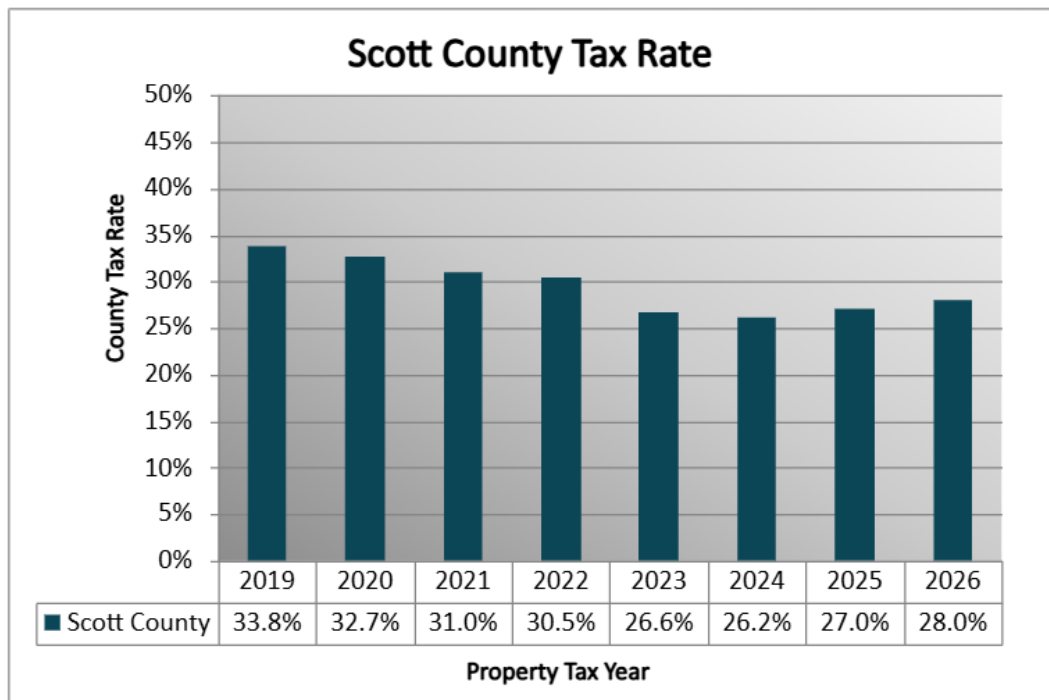


Source: Annual Scott County Budget

Scott County tax rate

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

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



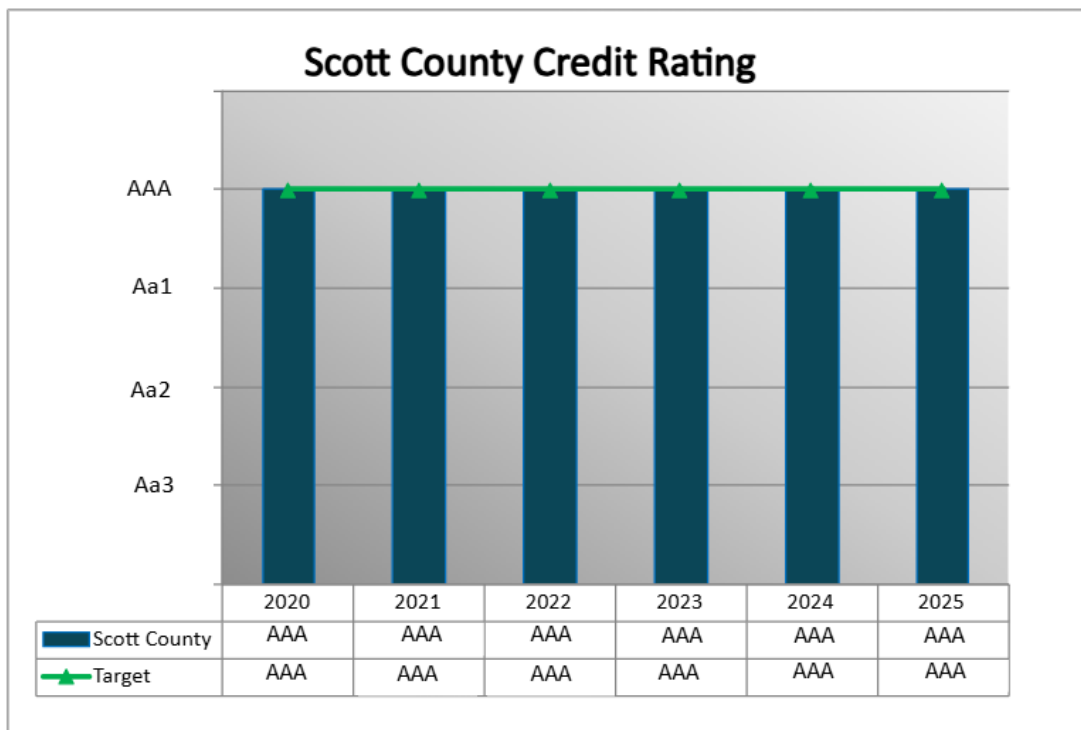
Source: Annual Scott County Budget

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.

The County bonds (that is, 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.

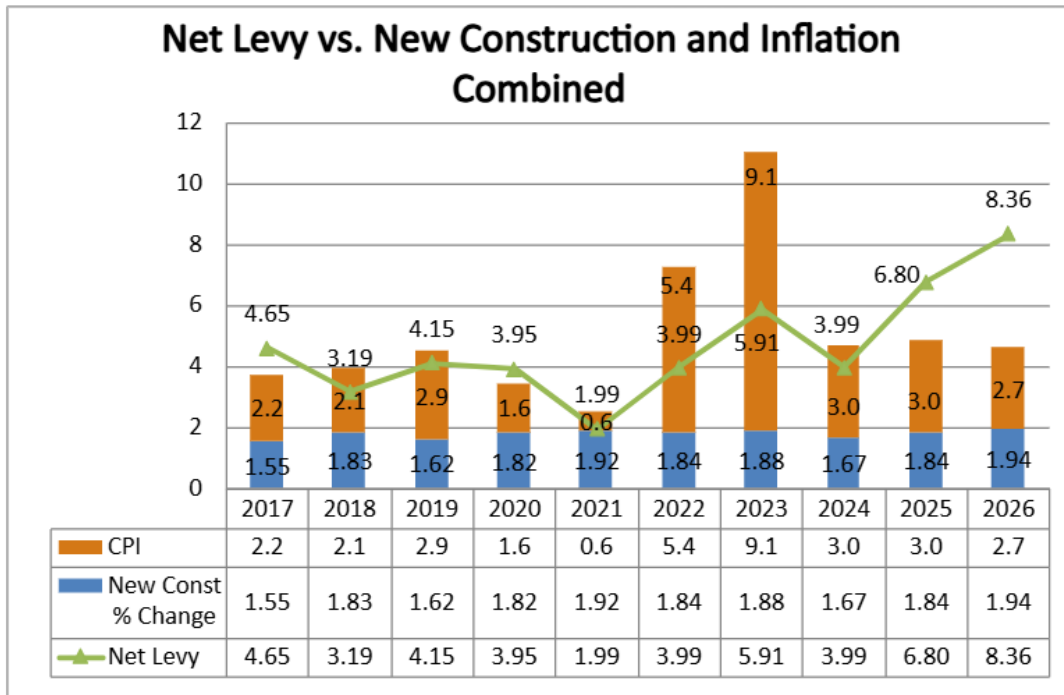


Source: Standard & Poor's Rating Agency

Net levy compared to new construction and inflation

The Consumer Price Index (CPI) is a measure of inflation. Using this measure specific to the region (in combination with 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 in new residents to share costs.

Residents expect that their costs 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

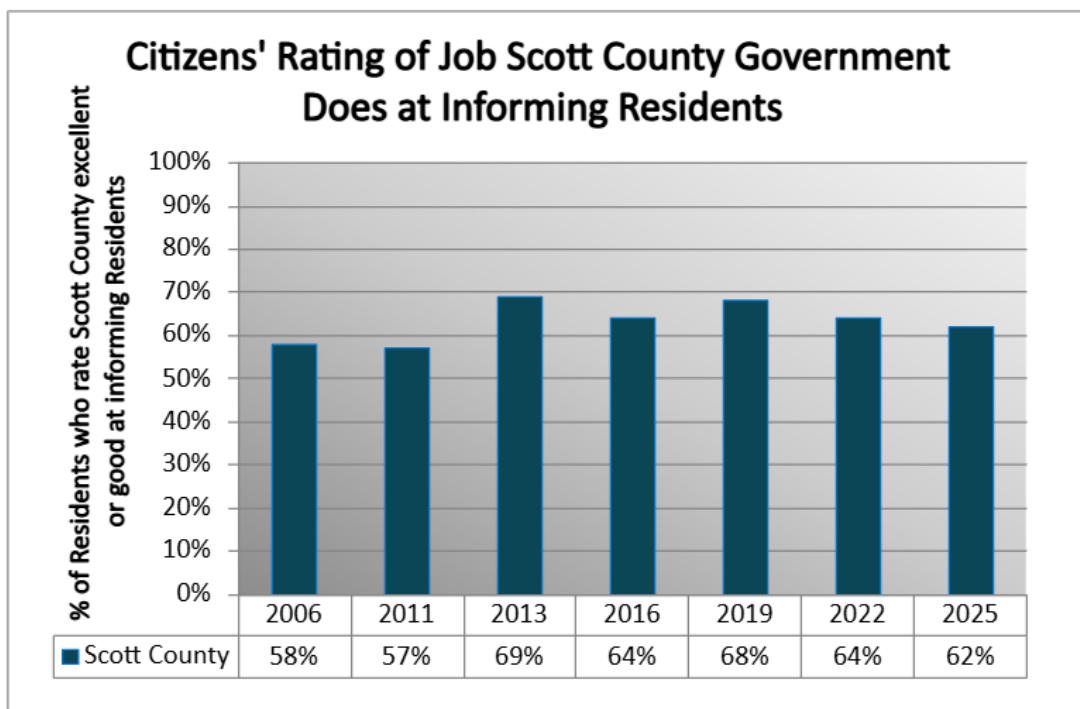
Resident Survey results

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

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

The job Scott County government does at informing residents

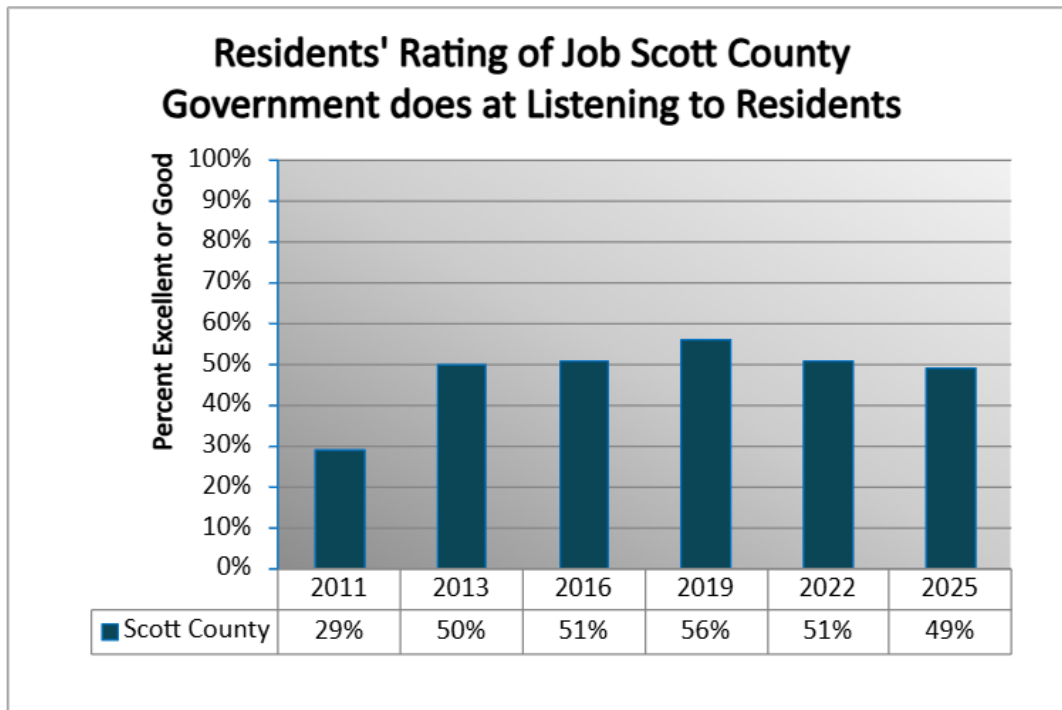
Respondents to the *2025 Residents Survey* were asked to rate how well Scott County does informing residents about government operations. Attention to this measure encourages the County to explore new options for more effective communication.



Source: *Scott County Resident Survey*

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

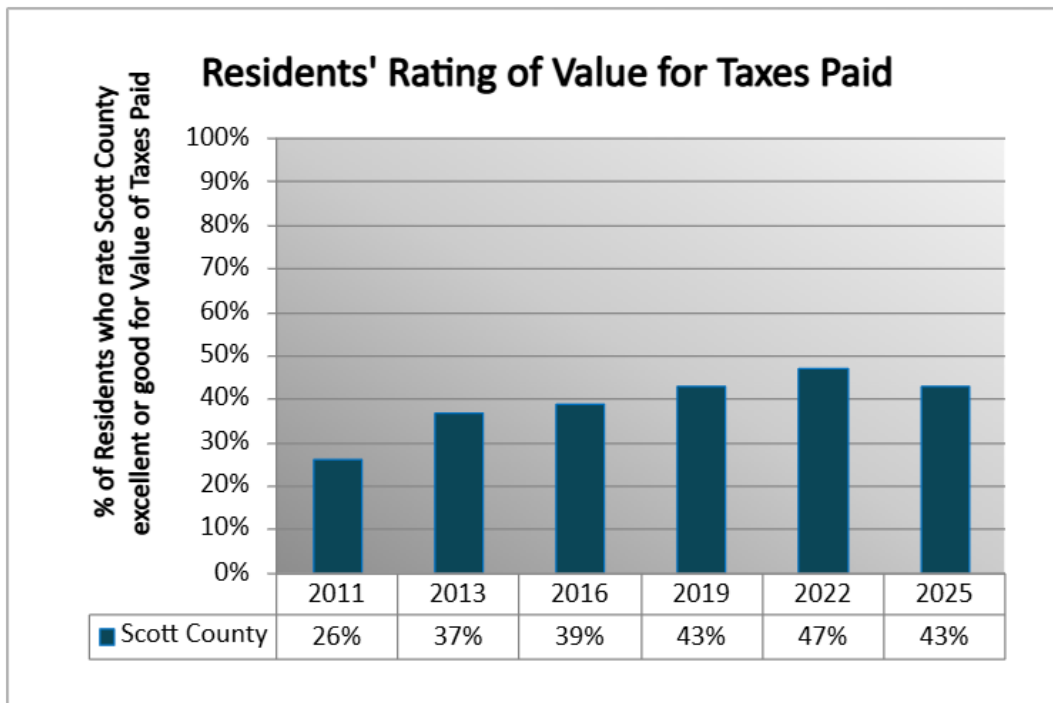


Source: Scott County Resident Survey

Resident Survey: Residents' 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 their property taxes; taxpayers must be confident that the County is being responsible with their taxpayer dollars.

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



Source: Scott County Resident Survey

Appendix: Strategic Plan 2025-2027

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, innovation and a community of engaged partners

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- 1. Strategy: Reduce recidivism among youth and adults and promote a positive return of justice-involved individuals to the community**
 - a. **Tactic:** Work with federal and state delegations to resolve barriers to finalizing the Inmate Medicaid Exclusion policy
 - b. **Tactic:** Complete Justice Steering Strategic Plan and implement changes in policy committee structure
 - c. **Tactic:** Support program implementation and evaluation of the women's transformation house program and measure outcomes for participants
 - d. **Tactic:** Through partnership with community therapy dog providers, implement supports for people in social service or criminal justice programs
- 2. Strategy: Improve the safety of residents by ensuring efforts that prepare residents and communities for emergencies**
 - a. **Tactic:** Develop and implement a plan to engage the community in emergency preparedness and developing self-reliance
 - b. **Tactic:** Work with the Regional Training Facility Board to implement future investments for emergency service training
 - c. **Tactic:** Conduct tabletop emergency response training with County Board and County senior staff in 2025
 - d. **Tactic:** In the event of an emergency or disaster, identify and designate options for emergency shelter locations and drop-in warming/cooling spaces
- 3. Strategy: Implement a plan to ensure appropriate housing is available to meet the needs of all residents and that homelessness is brief, rare, and non-recurring**
 - a. **Tactic:** Develop and launch specialized emergency family housing, including sustainable community supports for pre-K education and addressing concrete needs for families
 - b. **Tactic:** Prevent evictions by working with community partners, landlords, cities, and renters and measure outcomes of the prevention work
 - c. **Tactic:** Launch the Housing Trust Fund including the establishment of a Community Advisory Committee comprised of SCALE partners to support the priorities and management of the fund
 - d. **Tactic:** Update the countywide housing needs assessment and market study for future planning purposes

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

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

- 1. Strategy: Participate in the development of a state and regional plan for solid waste**
 - a. **Tactic:** Develop and implement Scott County's role in the region for a coordinated, sustainable solid waste plan
 - b. **Tactic:** Promote businesses engaged in innovative uses for recycled materials or products in Scott County
- 2. Strategy: Promote & expand services that help residents lead healthy, active lives**
 - a. **Tactic:** Expand parks programming to support camping programs for families at Cedar Lake and Cleary Lake Regional Parks
 - b. **Tactic:** Secure funding for the next phase of the Merriam Junction Trail along County Highway 14
 - c. **Tactic:** Launch programming aligning mental health, public health and parks to support mental health and active living initiatives
 - d. **Tactic:** Utilize the Great Scott County Website to promote community resources, including the Family Resource Centers, parks and libraries programming; food resources; school and community events; etc.
 - e. **Tactic:** Utilize Scott County social media to inform and educate people on available community resources, pointing them to non-profit organizations
- 3. Strategy: Create a more sustainable, resilient system for protecting natural resources and maintaining regional infrastructure**
 - a. **Tactic:** Evaluate and update regional river crossing capacity and flood resiliency needs and identify crossings needing investment
 - b. **Tactic:** Evaluate options to fund long-term maintenance of rural water drainage infrastructure needed to alleviate localized flooding
 - c. **Tactic:** Develop and implement plans to protect the quality and supply of ground water
 - d. **Tactic:** Develop and implement plans to protect surface water
 - e. **Tactic:** Evaluate the potential for solar and green construction methods for Scott County buildings
- 4. Strategy: Support the County's goals of safety, mobility, and economic development through a balanced transportation system:**
 - a. **Tactic:** Complete the regional highway system, meeting needs for safety, mobility and economic development
 1. Complete the TH13 Corridor vision of grade separation, bringing the final project to construction by 2027
 2. Plan for the future construction of the I-35 and County Road 2 interchange
 3. Plan for the County Road 8 extension
 - b. **Tactic:** Explore opportunities for the development of a rural industrial park with adequate transportation and fiber resources
 - c. **Tactic:** Explore and move towards developing a micro-transit system and mobility management program that supports autonomous vehicles within the County

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

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

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

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

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

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

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

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