

# Nicollet County Strategic Plan

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Adopted: November 12, 2013

Amended: December 16, 2014; December 15, 2015; June 28, 2016; December 13, 2016 and January 2, 2018

**Nicollet County**  
**Mission Statement, Core Values, Vision Statement**  
**and Strategic Plan Strategies**  
**(June 2016)**

**Mission Statement**

*Providing efficient services with innovation and accountability.*

**Core Values**

1. Leadership

*Having a vision, sharing that vision and inspiring others to support our vision while creating their own.*

2. Efficiency

*Our ability to do things well, successfully and without waste.*

3. Accountability

*To account for our activities, accept responsibility for them and to disclose the results in a transparent manner.*

4. Innovation

*Our transformation of an idea into a service that creates value.*

5. Integrity

*Our decisions and actions display a consistent commitment to moral and ethical values.*

**Vision Statement**

*Setting the standard for providing superior and efficient county government services through leadership, accountability and innovation to a growing and diverse society.*



## STRATEGIC PLAN

### Our Outcome

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To create a unified vision and direction for Nicollet County that respects the roles of the County Board and staff and provides for a respectful, trusting, effective and collaborative workplace.

### Our Process

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Historically, the Nicollet County Board would convene periodically to discuss longer term county priorities and strategies. Several critical variables are present today that stimulated county leaders to more formally organize a structured strategic planning session. These variables include, among others:

- New County Administrator that supports the initiative
- Ongoing economic and financial challenges
- Increasing demand for county programs and services
- Collaborative and cooperative Board-staff culture

The process began with a department head questionnaire asking for input on four questions: 1) What are the three most important priorities of your Department over the next 1-3 years; 2) What are the top three issues you believe the County is facing over the next 1-3 years; 3) What are the three long term Department priorities over the next 5-10 years; and 4) What are three qualities that presently define the Nicollet County workplace. This information was aggregated and presented during the work session. Input from the County Board was provided through discussions with the County Administrator and a pre-session phone call with the Facilitator.

The Board-staff work session was held on June 10, 2013 at a conference room on the campus of Gustavus Adolphus. All five County Commissioners and 16 staff members participated in the session. The meeting began at 8:30 a.m. and adjourned at 2:30 p.m. There were four stated goals:

- An opportunity for productive and engaging discussion
- Support the *transitions* underway in the County
- Highlight important projects and priorities
- Discuss the organizational culture

The discussion was participatory, comprehensive and inclusive of many ideas, perspectives and opinions. Direction was provided to prepare an outline of a draft strategic plan.

## Our Strategies

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Strategic planning is a deliberate and intentional process to define an organizational strategy or direction, and then make decisions to allocate resources to pursue this strategy. The outcomes of the County's strategic plan are designed to serve a variety of purposes and objectives. These include the following four areas: a *decision-making* tool, a *leadership and management* tool, and a *communication* tool. By effectively using these four tools, the County ensures that the process and outcomes will support the short-term and long-term objectives identified in the plan.

These five major themes emerged as the most important operations, policy and service areas of the County. These five strategies are in no particular order of importance or priority. Each strategy includes a brief definitional phrase. They are designed and aggregated to represent the most important priorities today as well as into the immediate future.

1. **Collaborative Workplace** – sustain the core values of our organizational culture
2. **Facilities and Space** – preserve, maintain and build our assets
3. **Technology Solutions** – invest in tools to create efficiencies
4. **Programs and Services** – providing efficient services with innovation and accountability
5. **Financial Security** – prudent use of taxpayer resources

Each strategy is comprised of descriptive *Characteristics* and *Goals*. The *Characteristics* identify qualities and considerations within the strategy. The *Goals* are specific projects and activities that implement the strategy. The *Goals* are divided into *Action Steps* with assignments and deadlines to track and monitor progress.

The strategic plan is designed to be a guide and roadmap for the County moving forward. A strategic plan has varying lengths – generally three to five years is the norm. A strategic plan is updated as needed, both informally and formally. It is prudent to officially update the plan on an annual basis as determined by the County Board in partnership with the staff.

**Strategy One: Collaborative Workplace – sustain the core values of our organizational culture**

➤ **Characteristics**

- Leadership
- Integrity
- Talent Management
- Efficiency
- Continuous Improvement Practices
- Embracing Change
- Accountability
- Evaluate Reorganization/Restructuring
- Respectful – Trusting Organizational Culture
- Innovation

**Goals**

**1.) *Make Lean/Continuous Improvement a culture for Nicollet County operations (Administration)***

Action Steps	Assigned	Deadline
a. Require every department to complete multiple Continuous Improvement projects every year.	<b>Department Heads</b>	<b>Dec 2018</b>
b. Identify and develop the core functions of the Continuous Improvement/Staff Development Coordinator position.	<b>Administration/HR</b>	<b>Dec 2018</b>

**2.) *Identify priorities and plan for the future merger of the Public Health and Human Services Departments. (Administration)***

Action Steps	Assigned	Deadline
a. As staff positions become open, backfill positions and restructure units in a way that recognizes the future merger of the Public Health and Human Services Departments.	<b>Administration, HR, Public Health, Human Services</b>	<b>Ongoing</b>

**3.) *Market and promote the County’s mission and vision statements and core values (Administration)***

Action Steps	Assigned	Deadline
a. Install signs and displays that state our mission, vision and core values.	<b>Administrator’s Office/HR</b>	<b>Dec 2018</b>
b. Redo the Nicollet County logo.	<b>Administrator’s Office/HR</b>	<b>Dec 2018</b>

**4.) Develop Leadership Nicollet County as an effective program for employee growth and development (Administration, Human Resources)**

Action Steps	Assigned	Deadline
a. Evaluate term limits for participants.	Administrator's Office / HR	Oct 2018
b. Create a survey to obtain ongoing feedback regarding the program.	Administrator's Office / HR	Jan 2018
c. Refine description of the group clearly identifying its purpose, roles of participants and engagement within the organization.	Administrator's Office / HR	Mar 2018
d. Evaluate program efficacy and implement adjustments as needed.	Administrator's Office / HR	Nov 2018
e. Collaborate with outside agencies on possible areas of growth for LNC.	Administrator's Office / HR	Dec 2018

**5.) Evaluate current Traffic Court practices and implement LEAN practices (Attorney)**

Action Steps	Assigned	Deadline
a. Evaluate Traffic Court Procedures.	Attorney's Office/Courts/Court Services/City Attorneys	Mar 2018
b. Implement changes, if any, following evaluation event.	Attorney's Office/Courts/Court Services/City Attorneys	May 2018
c. Formally evaluate implemented changes for increased efficiency and implement further changes as necessary.	Attorney's Office/Courts/Court Services/City Attorneys	Aug 2018

6.) *Collaborate with Human Services to identify needed legal training topics/areas to increase knowledge and understanding of legal concepts affecting human service practice (Attorney)*

Action Steps	Assigned	Deadline
a. Identify statutory changes and procedural changes that warrant training by the County Attorney's Office by collaborating with the various units in Human Services.	Attorney's Office, Human Services	Dec 2018
b. Establish schedule of training.	Attorney's Office, Human Services	Dec 2018
c. Implement training sessions at least 3 per year (as necessary).	All attorneys	Dec 2018

7.) *Improve the performance and delivery of delegated environmental health programs in Nicollet County (Brown- Nicollet CHS)*

Action Steps	Assigned	Deadline
a. Complete an annual self-assessment of all delegated Environmental Health Programs. Monitor goals and objectives for continuous improvement and performance evaluation..	EH Director and staff	Dec 2018
b. Ensure new EH staff complete required training to meet MDH Evaluation Tool/Standard 2.	EH Director/EH Specialist	Dec 2018
c. Ensure the adoption of revised Regulation of Food and Beverage Establishments Ordinance within timeline proposed by the Minnesota Department of Health.	EH Director/County Board	Dec 2019

8.) *Develop material and opportunities to aide in environmental health succession planning (Brown-Nicollet CHS)*

Action Steps	Assigned	Deadline
a. Format and develop EH Program Manual design.	EH Director/staff	May 2018
b. Develop electronic version of EH Manual to share with Brown and Nicollet Public Health.	EH Director/staff	May 2018
c. Provide Leadership Training opportunities for Senior Environmental Health Specialist. Attend and participate in training opportunities provided through Leadership Nicollet County program and the scheduled Minnesota Local Public Health Association Meetings.	EH Director/staff	Dec 2018

9.) *Stronger presence with Nicollet County Government Center Departments (Extension)*

Action Steps	Assigned	Deadline
a. Pursue the opportunity to have a locally based educator represent our department for internal county business.	U of M Regional Office and County Admin. Office	Dec 2018

10.) *Centralize all Human Resources Personnel Files (in preparation for scanning in 2016) (Human Resources)*

Action Steps	Assigned	Deadline
a. Begin scanning all personnel files and have half scanned	HR Admin Asst	Jun 2018
b. Begin scanning recruiting files and have half completed	HR Admin Asst	Dec 2018

11.) *Implement Hiring for Attitude concepts in interviewing (Human Resources)*

Action Steps	Assigned	Deadline
a. Create survey.	CI/SD Coord.	Aug 2018
b. Gather data from employees.	CI/SD Coord	Sept 2018
c. Analyze all data and create interview questions.	CI/SD Coord	Oct 2018

12.) *Further Develop Continous Improvement program/culture (Human Resources)*

Action Steps	Assigned	Deadline
a. Obtain Six Sigma training	CI/SD Coord	Dec 2018
b. Re-evaluate PIT Crew	CI/SD Coord	Apr 2018

13.) *Develop Engagement focused culture (Human Resources)*

Action Steps	Assigned	Deadline
a. Develop an Engagement Event with public and staff	CI/SD Coord.	Aug 15 2018
b. Conduct an employee engagemnet survey	CI/SD Coord	Feb 2018
c. Analyze survey results and provide to all staff	CI/SD Coord	Apr 2018
d. Find ways to promote Core Values, Vision and Mission	CI/SD Coord	Jul 2018



**14.) Create a Staff Development program (Human Resources)**

Action Steps	Assigned	Deadline
a. Gather topics to focus on – possible program tracks	CI/SD Coord.	Jan 2018
b. Secure trainers to deliver training – monthly if possible	CI/SD Coord	Feb 2018
c. Collect feedback from trainings to use in future years	CI/SD Coord	Dec 2018

**15.) Increase Knowledge of Public Health and Veterans’ Services Programs (Human Services)**

Action Steps	Assigned	Deadline
a. Attend quarterly collaborative meetings between Human Service and Public Health Management staff to gain understanding of programs and services.	HS Director HS Supervisors PH Director PH Supervisor	Dec 2018
b. Attend monthly collaborative meetings between Human Service and Veteran Services Management staff to gain understand of programs and services.	HS Director HS Supervisors Veteran’s Services Supervisor	Dec 2018

**16.) Understanding and respecting what each Human Service department does and how we work together (Human Services)**

Action Steps	Assigned	Deadline
a. Intra-Agency will meet monthly to identify workplace training and development opportunities that foster a positive environment.	Intra-Agency Members	Dec 2018
b. Implement teamwork exercises activities “Who’s Who of Human Services” to increase staff engagement.	Supervisors	Dec 2018
c. Schedule 6 cross-training sessions within HHS to increase knowledge of department operations	Supervisors	Dec 2018
d. Intra-Agency members will review their mission at an all staff meeting.	Intra-Agency Members	Feb 8 2018
e. Implement Mission, Vision and Core Values (MVCV) All Staff challenge ideas and materials into the work place.	Intra-Agency Members HS Director HS Supervisors HS Staff	Dec 2018

**17.) Develop a culture of LEAN within Nicollet County Human Services and related Departments (Human Services)**

Action Steps	Assigned	Deadline
a. Conduct and document a minimum of one continuous improvement practice in each HHS Unit.	HS Director HS Supervisors HS Staff	Dec 2018
b. Implement Mission, Vision and Core Values (MVCV) all staff challenge ideas and materials into the work place.	HS Director HS Supervisors HS Staff	Dec 2018

**18.) *Develop a culture of Continuous Improvement within Nicollet County Probation and surrounding departments in the criminal justice field (Probation)***

Action Steps	Assigned	Deadline
a. Develop a constant improvement mindset by identifying Continuous Improvement topics within our department.	Director/Stacy	Dec 2018
b. Complete two A3 events within the office in 2018.	Director/Staff	Sept 2018

**19.) *Develop a PSI questionnaire for department use (Probation)***

Action Steps	Assigned	Deadline
a. Invite agents to discuss and identify requirements for the new questionnaire.	Director/Staff	Feb 2018
b. Create new PSI questionnaire.	Director/Staff	Apr 2018
c. Begin utilizing new forms.	Director/Staff	Mar 2018

**20.) *Plan for staff retirements and staff capacity changes (Public Health)***

Action Steps	Assigned	Deadline
a. Identify leaders within the organization and promote training and advancement – ongoing goal. Offer Nicollet County Leadership program to staff identified as potential leaders.	Director and Supervisor	Dec 2018
b. Prepare for potential retirements by studying work flow and programs at least annually, especially evidence based programs, that may better meet the needs of Nicollet County residents.	Director	Dec 2018
c. Apply to Critical Review committee, during the budget process, if documentation warrants additional staff.	Director and Waiver supervisor	Jul 2018
d. Document staff responsibilities to identify trends and staff capacity by keeping data about workloads monthly. Transition closure of Home Care nursing role to a Disease Prevention and Control nursing role in 2018	Director and Staff	Dec 2018
e. Fully develop the roles of the Waiver Lead positions and the Waiver Case Aide position.	Director, Waiver Supervisor, Lead staff	Dec 2018

**21.) Staff development (Public Health)**

Action Steps	Assigned	Deadline
a. Complete Workforce Competency Assessment every 3 years and update Workforce Development plan based on results of assessment.	Director	Jan 2019
b. Identify/document opportunities for training across Nicollet County Departments as well as across the Brown-Nicollet CHB.	Department Heads and Administration	Dec 2018
c. Develop a Staff development retreat in 2018 to nurture relationships and enhance the understanding of different program areas between all staff members – new or long-standing.	Director and Supervisor	Dec 2018

**22.) Future staff development and training of potential Public Health Workforce (Public Health)**

Action Steps	Assigned	Deadline
a. Offer Student Nurse Clinical experiences for Gustavus Adolphus College.	Director and Staff	Dec 2018
b. Offer student internships to GAC or MSU students as staff are available to mentor.	Director, SHIP Coordinator, LSW's	Dec 2018

**23.) Clean Old Files/Records Retention(Sheriff)**

Action Steps	Assigned	Deadline
a. Develop process to purge old files.	Sheriff's Office	Jan 2019
b. Determine appropriate access and efficient location of personnel and department files currently housed in Sheriff's Office and Human Resources.	Sheriff's Office, Human Resources	Jun 2019

**24.) Develop/Hire full time person to handle all electronic media management and GIS Mapping (Sheriff's Office)**

Action Steps	Assigned	Deadline
a. Reexamine all electronic files that will require management.	Sheriff's Office	Dec 2018
b. Consult with Office of Technology to select appropriate management method for electronic files of varying media.	Sheriff's Office, Office of Technology	Dec 2018
c. Develop job description for position.	Sheriff's Office/HR	Jan 2019
d. Select and hire new position.	Sheriff's Office/HR	Jun 2019

**25.) Develop evidence storage protocols and solutions with Probation and County Attorney (Sheriff's Office)**

Action Steps	Assigned	Deadline
a. Discuss needs with County Attorney and Probation.	Sheriff's Office, Probation, Attorney's Office	Dec 2018
b. Develop process to log evidence for other agencies.	Sheriff's Office	Dec 2018
c. Begin assisting with evidence documenting	Sheriff's Office	Dec 2018

**26.) Improve collaborative relationships between Veterans Services and other county-level offices (Veteran Services)**

Action Steps	Assigned	Deadline
a. Attend leadership team meetings with Human Services and provide VSO resources and updates.	Veteran Services Officer	Dec 2018
b. Collaborate with other departments as-needed to identify ways of improving service to mutual clients.	Veteran Services Office	Dec 2018

27.) *Transfer client files to electronic database (Veteran Services)*

Action Steps	Assigned	Deadline
a. Identify files to be e-filed.	Veteran Service Office	12/31/2018
b. Train Asst. CVSO on e-filing procedures.	Veteran Service Office	12/31/2018

**Strategy Two: Facilities and Space – preserve, maintain and build our assets**

➤ **Characteristics**

- Infrastructure
- Facility Planning
- Maintain a Professional and Historical Appearance
- Facility Security
- Facility Accessibility

**Goals**

*1.) Conduct facility planning and improvements that looks at short and long-term needs of Nicollet County Facilities (Administration)*

Action Steps	Assigned	Deadline
a. Remodel the Sheriff’s Office	Administrator, Sheriff, FM, Technologies	Dec 2018
b. Build a new Government Center parking lot along Front Street	Admin., FM, Technologies	Dec 2018
c. Develop some of the 2 <sup>nd</sup> floor HHS Building expansion space into office space	Admin., FM, Technologies	Dec 2019
d. Remodel PPSD space	Admin., PPSD, FM, Technologies	Dec 2019
e. Analyze space and facility needs for the North Mankato Services Building.	Administrator, Board	Dec 2019
f. Hire a consultant/architect to prepare a facility plan/space needs assessment for Public Works.	Administrator, Board, Public Works	Dec 2021

*2.) Build and install work space in HHS Boiler Room (Facilities Maintenance)*

Action Steps	Assigned	Deadline
a. Build and install work space in HHS Boiler Room.	Facilities Maintenance	Dec 2018
b. Purchase new and replacement equipment.	Facilities Maintenance	Dec 2018

3.) *Implement annual energy savings projects in areas in need of improvement in the Government Center; lighting, drives, etc. (Facilities Maintenance)*

Action Steps	Assigned	Deadline
a. Conduct energy investigations in areas of lighting, drives, equipment and other areas as needed.	Facilities Maintenance	Dec 2018
b. Identify specific project areas needing improvement.	Facilities Maintenance	Dec 2018
c. Calculate pay back data.	Facilities Maintenance	Dec 2018
d. Implement energy savings solutions for each Government Center project.	Facilities Maintenance	Dec 2018

4.) *Assess Equipment and Facility Space (Human Services)*

Action Steps	Assigned	Deadline
a. Assist in communicating our future furniture and equipment needs. Keep track of items that need repair or attention regarding the building and its fixtures, technology items and furniture.	HS Director HS Supervisors	Dec 2018
b. Human Services Medical Incident Response Team (MIRT) will meet quarterly to address Human Service staff and building needs. MIRT members are responsible to analyze safety concerns and implement material and trainings to address those needs.	Medical Incident Response Team	Dec 2018
c. Offices and cubicles will be receiving updated signage/nameplates to include name and job position.	HS Director HS Supervisors	Dec 2018
d. Evaluate the North Mankato Service Building for efficiency of work flow based on the clerical floor plan.	HS Director HS Supervisors Facilities Maintenance	Dec 2018
e. Implement quarterly collaborative meetings between the Human Service Director and Supervisors and the Facilities Maintenance Director to communicate equipment and facility space needs.	HS Director Facilities Maintenance Director HS Supervisors	Dec 2018



5.) *Facility Security: Safety training made available to other county departments (Probation)*

Action Steps	Assigned	Deadline
a. Certified trainers of Nicollet County Probation will provide safety training to Human Services including office facility and field visit safety concerns as well as personal safety awareness and self-defense moves.	Director/Staff	Jul 2018
b. Contact trainers, meet with Department Director and set date and location.	Director/Staff	Apr 2018
c. Offer training to other Departments.	Director	Aug 2018

6.) *Complete review of storage area documents objects and destroy as identified on department retention schedule in preparation of the department remodel (PPSD)*

Action Steps	Assigned	Deadline
a. Conduct reiew of storage area with pertinent program related staff.	PS Staff	Apr 2018
b. Destroy documents or objects as per retention schedule or relocate for accessibility.	PS Staff	Dec 2018

7.) *Evaluate storage areas out of office (PPSD)*

Action Steps	Assigned	Deadline
a. Address current storage areas outside of our office referring to our retention schedule.	Public Services	Dec 2018
b. Determine appropriate location for items stored outside our office.	Public Services	Dec 2018

8.) *Evaluate Public Health office space. (Public Health)*

Action Steps	Assigned	Deadline
a. Research ideas to reduce office noise and improve productivity in the HHS building (acoustic panels, fabric art, head phones, increased white noise, acoustic panels in the clinic room, etc)	<b>Director and Staff</b>	<b>Sept 2018</b>
b. Research various types of sit/stand work stations and build into budget	<b>Director</b>	<b>Jun 2018</b>
c. Collaborate with administration to expand the Public Health work space to incorporate larger work force. Collaborate with administration the development of the expansion space in the HHS building.	<b>Director, Waiver Supervisor, Administration</b>	<b>Dec 2018</b>
d. Collaborate with administration to look at the pros and cons of remodeling of the NM office space to include a door that separates the PH office, clinic, and loan closet, from the rest of the hallway. This would reduce noise and interruptions for the HS eligibility staff.	<b>Director, HS Director, and Administration</b>	<b>Dec 2018</b>

9.) *Deliver road and bridge capital improvement and maintenance projects. (Public Works)*

Action Steps	Assigned	Deadline
a. Plan 2018 road and bridge capital improvement and maintenance projects.	<b>PW</b>	<b>Jun 2018</b>
b. Develop plans/specs for 2018 Road and Bridge capital improvement and maintenance projects.	<b>PW</b>	<b>Jun 2018</b>
c. Construct/Implement 2018 Road and Bridge capital improvement and maintenance projects.	<b>PW</b>	<b>Dec 2018</b>

10.) *New Parking Lot for Government Center. (Public Works & Administration)*

Action Steps	Assigned	Deadline
a. Hire consultant to complete preliminary design.	<b>PW</b>	<b>Jan 2018</b>
b. Street Vacation, Rezoning request, City Permits, etc.	<b>County Admin/PW</b>	<b>Feb 2018</b>
c. Final Plans/Specifications	<b>PW/Consultant</b>	<b>Mar 2018</b>
d. Construction	<b>PW/Contractor</b>	<b>Jun-Oct 2018</b>

**11.) Review and reduce inventory files/records to implement space savings. (Recorder)**

Action Steps	Assigned	Deadline
a. Review and inventory records in basement.	Recorder	Dec 2018
b. Purge records according to retention schedule.	Recorder	Dec 2018

**12.) Destroy all paper Federal & State Tax Lien files to reduce use of floor space. (Recorder)**

Action Steps	Assigned	Deadline
a. Pull all paper tax lien files.	Recorder Staff	Jul 2018
b. Proof electronic image	Recorder Staff	Aug 2018
c. Shred all paper tax liens and no longer retain paper tax liens.	Recorder Staff	Dec 2018

**13.) Develop plan for additional office/jail/dispatch/storage space (Sheriff)**

Action Steps	Assigned	Deadline
a. Analyze current facility space usage and storage to identify areas needing improvement.	Sheriff's Office, County Admin	Jan 2018
b. Develop plan for heating/cooling, window efficiency, air quality concerns, office remodel and general facility maintenance needs.	Sheriff's Office, Maintenance Dept., County Admin	Jan 2018
c. Implement facility space solutions and oversee remodel.	County Board, Sheriff	Oct 2018

**Strategy Three: Technology Solutions – invest in tools to create efficiencies**

➤ **Characteristics**

- E-Services
- Electronic Records Management System
- Enhanced Web Services
- IT Strategic Planning
- Remote Access for Staff and Citizens
- Examine Business Practices
- Security

**Goals**

**1.) *Implement changes to increase usability and satisfaction of the County’s website (CI/SD Coord., DH’s, Technologies)***

Action Steps	Assigned	Deadline
a. Hire a consultant (or complete inhouse) to develop a new county website with enhanced features.	CI/SD, Dept. Heads, Technologies	Jul 2018

**2.) *Share vital information with Dispatch and Public Health (Emergency Management)***

Action Steps	Assigned	Deadline
a. Research software programs that will aid in sharing files and exchanging information.	Office of Technologies (OT)	Jan 2019
b. Gather input from Emergency Management (EM), Dispatch (DSPTC), Public Health (PH) and other departments to identify necessary content and documents to be shared.	OT, EM, DSPTC, PH	Jan 2019
c. Select software and assign users.	OT, EM, DSPTC, PH	Jan 2019
d. Train assigned users on procedure for sharing information.	OT	Jan 2019

3.) *Upgrade building remote access technology to notebook or laptop (Facilities Maintenance)*

Action Steps	Assigned	Deadline
a. Work with Technologies to upgrade buiding remote access to notebook or laptop.	Facilities Maintenance/Office of Technologies	Dec 2018
b. Acquire equipment needed and train, learn system use.	Facilities Maintenance/Office of Technologies	Dec 2018

4.) *Implement Fixed Asset System (Finance Department)*

Action Steps	Assigned	Deadline
a. Complete Inventory & Update Records of County’s Capital Assets.	Finance Director, Acct Tech	Jun 2018
b. Research Fixed Asset tracking systems.	Finance Director, IT, Acct Tech	Sept 2018
c. Implement Fixed Asset System.	Finance Director, IT, Acct Tech	Dec 2018

5.) *Sunset Treasurer’s Financial System - AS400 (Finance Department)*

Action Steps	Assigned	Deadline
a. Create process outline of current AS400 Treasurer’s Financial process.	Accountants	Mar 2018
b. Research & Select/Create replacement for Treasurer’s Financial program.	Accountants	Jun 2018
c. Implement new cash book/trial balance process including bank reconciliatons.	Accountants	Dec 2018

6.) *Implement Job Application Maintenance system that is paperless (Human Resources)*

Action Steps	Assigned	Deadline
a. Coordinate with Technologies options.	HR Director	Feb 2018
b. Create or revise current application.	HR	Mar 2018
c. Develop a process to review applications without printing.	HR	May 2018

7.) *Implement Workflow on High Line (Human Resources)*

Action Steps	Assigned	Deadline
a. Coordinate with High Line implementation timeline.	HR Director	Jan 2018
b. Participate in training.	HR	Feb 2018
c. Go live with new system.	HR	Mar 2018

8.) *Implement Job Application Maintenance system that is paperless (Human Resources)*

Action Steps	Assigned	Deadline
a. Coordinate with Technologies options.	HR Director	May 2018
b. Create or revise current application.	HR	Sept 2018
c. Develop a process to review applications without printing.	HR	Nov 2018

**9.) Implement Remote Access (Human Services)**

Action Steps	Assigned	Deadline
a. Develop User Access Policy.	HS Director HS Supervisors Technologies Dept.	Dec 2018
b. Implement remote access technology to increase productivity and value added time.	HS Director HS Supervisors HS Staff Technologies Dept.	Dec 2018
c. Evaluate the effects of implementing the new equipment and make adjustments as necessary.	HS Director HS Supervisors	Dec 2018
d. Implement electronic signature.	HS Director HS Staff HS Supervisors Technologies Dept.	Dec 2018

**10.) Implement Electronic Management System (Human Services)**

Action Steps	Assigned	Deadline
a. Human Services will re-establish a Laserfiche committee dedicated to this project consisting of a representative from each HHS unit.	HS Director HS Supervisors	Feb 2018
b. Establish monthly meetings to ensure Laserfiche project is continuing to move forward.	HS Clerical Supervisor Technologies Dept.	Feb 2018
c. Re-evaluate unit prioritization of Laserfiche implementation schedule and identify the top two priorities.	HS Supervisors Technologies Dept.	Feb 2018

d. Operationalize and test document imaging for the top two priorities.	<b>HS Clerical Supervisor HS Committee Representatives</b>	<b>May 2018</b>
e. Train and implement workers into two priority programs.	<b>HS Clerical Supervisor Technologies Dept. HS Committee Representatives</b>	<b>Jun 2018</b>
f. Evaluate effective use and identify adjustments needed.	<b>HS Clerical Supervisor HS Committee Representatives Technologies Dept.</b>	<b>Jul 2018</b>
g. Implement steps c, d and e above until all units are implemented.	<b>HS Clerical Supervisor HS Committee Representatives Technologies Dept.</b>	<b>Dec 2019</b>

**11.) OSM (Outreach Smartphone Monitoring) - (Probation)**

<b>Action Steps</b>	<b>Assigned</b>	<b>Deadline</b>
a. Review company and test equipment/trial period	<b>Director/Staff</b>	<b>Jan 2018</b>
b. Develop policy and procedures	<b>Director/Staff</b>	<b>Feb 2018</b>
c. Purchase equipment	<b>Director</b>	<b>Feb 2018</b>
d. Implement procedure and begin using equipment	<b>Staff</b>	<b>Mar 2018</b>



**12.) Review computer files and merge into CSTS (Probation)**

Action Steps	Assigned	Deadline
a. Identify files need to be merged into CSTS.	Director/Staff	Jun 2018
b. Merge documents into CSTS.	Director/Staff	Dec 2018
c. Delete files from G Drive.	Staff	Dec 2018

**13.) Implement use of CAMAvision Document Management & Storage (DMS) for non-private data. (PPSD)**

Action Steps	Assigned	Deadline
a. Scan 2017 non-private documents into the CAMAvision DMS with goals of less paper, less physical storage area needed and more efficient staff access to records.	All Staff	Completed
b. As staff availability allows, historical non-private documents will be scanned into the CAMAvision DMS with goals of less paper, less physical storage area needed and more efficient staff access to records.	Clerical	Dec 2018

**14.) Set-up and implement use of secured access Laserfiche electronic retention system for private data, specifically homestead applications (PPSD)**

Action Steps	Assigned	Deadline
a. Coordinate with Technologies Department on set-up and implementation.	OT, Clerical & Supervisor	Completed
b. Scan homestead applications received in 2016 into Laserfiche with goals fo less paper, less secured storage area needed for these documents, and more efficient staff access to records.	Clerical	Completed
c. As staff availability allows, historical homestead applications will be scanned into Laserfiche with goals of less paper, less secured storage area needed for these documents and more efficient staff access to records.	Clerical	Dec 2022

**15.) Develop and Implement Electronic Health Record exchange and storage of records (Public Health)**

Action Steps	Assigned	Deadline
a. Orient and train staff to Electronic Health Records use.	Director, OT, CHAMP, 4 selected staff persons	Dec 2018
b. Expand use of EHR – Nightingale Notes – by attending monthly webinars.	All Public Health staff	Dec 2018
c. Complete LEAN process to determine the best way to electronically store files.	Public Health Staff with OT assistance	Dec 2018
d. Implement electronic storage of files.	Public Health Staff with OT assistance	Dec 2018

**16.) Continuously improve the performance and delivery of all Public Health services by exploring new technology that will streamline documentation and storage of records (Public Health)**

Action Steps	Assigned	Deadline
a. Meet with OT to assess current practice and explore possible solutions – Continuous improvement process identified the need for Electronic Signature solutions that will create efficiency in waiver staff. Work with OT to identify and implement new processes and document efficiencies achieved.	Director, OT, Supervisor, and staff	Dec 2018
b. Meet with QI committee quarterly to identify and implement new strategies using LEAN and PDSA principles (Plan, Do, Study, Act).	Supervisor and Staff	Dec 2018
c. WIC - LEAN process identified need to change postcard reminders for WIC to more efficient and inexpensive text reminders. One Call Now software was purchased and will be implemented to create efficiencies. One call now process still in need of refinement due to firewalls. Continue to work with support/tech staff to refine use of One Call Now.	Supervisor, OT, Staff, and One Call Now Tech support	Jul 2018
d. Meet with staff and OT to identify efficient and creative ways to store passwords that will keep integrity within the computer system and efficiency for staff. Possible LEAN event.	Director and staff with OT assist	Dec 2018
e. Study mandated visit requirements for each program area and explore use of alternative forms of technology that will more efficiently meet these requirements while still meeting the needs of the client, eg Skype, or telephone conferencing. Reduce travel time and mileage.	Director, Supervisor, and staff	Dec 2018

**17.) Intergrate Highline and New Roads (Public Works)**

Action Steps	Assigned	Deadline
a. Correct (Lexions, Tables, Lookups, etc.) in Highline	HR, Highline, PW	Jun 2018
b. Create “If/Then/Warming” features to decrease errors/increase efficiency.	HR, Highline, PW	Jun 2018
c. Interface files with NewRoads to elminate double entry of data.	HR, New Roads, Technologies, PW	Jun 2018
d. Create Training Documents for Employees	HR, PW	Sept 2018
e. Run pilot with 5 employees for 5 consecutive payrolls	HR, PW, Finance	Sept 2018
f. Train all employees and go live.	PW	Dec 2018

**18.) Inverting Photostatic Documents into Image System (Recorder)**

Action Steps	Assigned	Deadline
a. Consult with imaging vendors and Technologies.	Recorder, Technologies	Mar 2018
b. Hire vendor to image documents and combine with current images.	Recorder Vendor	May 2018
c. Proof images after vendor completion.	Recorder Staff	Jul 2018
d. Books to be moved to North Mankato vault.	Recorder Staff	Sept 2018
e. Implement access to documents through image system.	Recorder	Dec 2018

**19.) Utilize electronic file management system to implement permanency of records. (Recorder)**

Action Steps	Assigned	Deadline
a. Image all paper Torrens Certificates into image software.	Recorder Staff	Dec 2020
b. Register all paper Torrens Certificates electronically in RecordEASE.	Recorder	Dec 2020

**20.) Implement Electronic Medical Records (Sheriff's Office)**

Action Steps	Assigned	Deadline
a. Review systems available and analyze needs.	Sheriff's Office Staff, Office of Technology	Dec 2018
b. Address Medical Records needs.	Sheriff's Office, Office of Technology	Dec 2018
c. Purchase new Medical Records system.	County Board	Jun 2019

**21.) Develop current schedule for equipment upgrading (Laptops, cameras, recorders, EOC equipment, etc.) (Sheriff's Office)**

Action Steps	Assigned	Deadline
a. Inventory equipment and current age.	Sheriff's Office, Office of Technology	Dec 2018
b. Develop schedule for replacement.	Sheriff's Office, Office of Technology	Dec 2018
c. Replace as needed.	County Board	Dec 2018

**22.) Implement a department social media account (Sheriff's Office)**

Action Steps	Assigned	Deadline
a. Review social media options (Facebook, Twitter)	Sheriff's Office	December 2018
b. Develop policy for use and monitoring	Sherriff's Office	December 2018
c. Implement accounts	Sherriff's Office, Technologies	December 2018

**23.) Implement rollout schedule and installation for next version of Windows and Office platforms (Technologies)**

Action Steps	Assigned	Deadline
a. Determine departments and prepare for installation and training for departments.	Office of Technologies	Jan 2018
b. Install and test master image for clients utilizing VDI solution.	Technologies	Jan 2018
c. Setup training for staff.	Technologies	Jan 2018
d. Rollout and train.	Technologies	Mar 2018

**24.) Move additional departments over to VDI solution for desktop (Technologies)**

Action Steps	Assigned	Deadline
a. Identify which apps / departments make the most sense for this deployment. Transfer workers in HHS / Public Health to VDI solutions	Technologies	Oct 2018
b. Roll out new clients to mobile and web clients.	Technologies	Dec 2018
c. Roll out clients to desktops and train users on new features. Have tested new installations.	Technologies	Dec 2018
d. Prioritize the move of remaining departments to this platform.	Technologies	Dec 2018

**25.) Remove AS/400 from use (Technologies)**

Action Steps	Assigned	Deadline
a. Determine applications that have to be replaced or find solution that meets needs.	Technologies	Mar 2018
b. Install solutions and parallel test for needs being met.	Technologies	Jul 2018
c. Turn off AS/400 and verify all needs are being met.	Technologies	Oct 2018
d. Remove AS/400 from mix of equipment.	Technologies	Dec 2018

**26.) Roll out Laserfiche to departments and incorporate workflow where possible for efficiencies (Technologies)**

Action Steps	Assigned	Deadline
a. Collaborate with departments when need for program is expressed.	Technologies	December 2018
b. Determine time, priority and steps needed to apply program to specific departments.	Technologies	December 2018

**27.) Implement Fixed Asset Program across the County (Technologies)**

Action Steps	Assigned	Deadline
a. Identify a system to replace the application currently on AS400 with functionality that can be updated and provide required reports for MCIT and State Auditor.	Technologies	Jul 2018
b. Place RAM solution on project list.	Technologies	Jul 2018
c. Meet with Finance and Identify other departments that utilize Fixed Assets	Technologies, Finance	Jul 2018
d. Load and test validate reports for requirements.	Technologies	Jul 2018

**28.) Implement project schedule for other department needs for meeting strategic plans (Technologies)**

Action Steps	Assigned	Deadline
a. Determine how to deal with priority with each department as well outside systems and compatibility concerns.	Technologies	Jan 2018
b. Meet with department to go over project list and schedule	Technologies	Feb 2018
c. Implement and update departments according to best determined by schedule.	Technologies	Oct 2018
d. Review and re-evaluate other departments as plan for next year is developed	Technologies	Nov 2018

29.) *Utilize technology to improve services provided to clients from locations beyond the primary office setting (Veteran Service)*

Action Steps	Assigned	Deadline
a. Coordinate with Office of Technologies to identify options to mobilize and provide services to clients from locations beyond the primary office setting.	Veteran Service Office, Technologies	Dec 2018
b. Implement and train dept. staff.	Veteran Service Office, Technologies	Dec 2018

30.) *Incorporate a social media platform to enhance outreach and educate area veterans & families on programs and benefits available (Veteran Service)*

Action Steps	Assigned	Deadline
a. Identify content appropriate for Veteran Services Facebook page.	Veteran Service Office, Technologies	Dec 2018
b. Determine dept. procedure guidelines for updating, responding and engaging/interacting with the public.	Veteran Service Office	Dec 2018
c. Launch a Nicollet County Veterans Services Facebook account.	Veteran Service Office, Technologies	Dec 2018

31.) *Begin scanning Motor Vehicle and Driver's License Reports (PPSD)*

Action Steps	Assigned	Deadline
a. Evaluate a process that will work with the State of Minnesota to electronically scan documents that need to be archived.	Public Services	Dec 2018
b. Evaluate space needs to use our space more effectively.	Public Services	Dec 2018

32.) *Implement a county-level VA claim tracker to improve services, data collection and reporting measures (Veteran Services)*

Action Steps	Assigned	Deadline
a. Create a spreadsheet-style tracking system that can be maintained on a daily-to-weekly basis, as appropriate.	Veteran Service Office, Technologies	Jan 2018

33.) *Transfer Client Files to Electronic Database (Veteran Services)*

Action Steps	Assigned	Deadline
a. Continue the porocess of e-filing documents as time permits.	Veteran Service Office, Technologies	Dec 2020
b. Train Assistant CVSO on e-filing procedures.	Veteran Service Office, Technologies	Dec 2020



**Strategy Four: Programs and Services – providing efficient services with innovation and accountability**

➤ **Characteristics**

- Efficient Services
- Preventative Services
- Collaborations and Partnerships
- Measure Return on Investment
- Financial Sustainability
- Changing Population and Demographics
- Delivery System Models

**Goals**

*1.) Evaluate our out of home placement (OHP) services and determine options for more efficient and preventative services. (Administration, HR, Human Services, County Attorney, Probation, Courts)*

Action Steps	Assigned	Deadline
a. Develop a committee that evaluates our current OHP services and trends.	Administration, HR, Human Services, Co. Attorney, Probation, Courts, Co. Board	Mar 2018
b. Identify possible solution for more cost effective and preventative OHP service delivery	Administration, HR, Human Services, Co. Attorney, Probation, Courts, Co. Board	Dec 2018

*2.) Coordinate and provide continued community collaboration on truancy and educational neglect issues. (Attorney)*

Action Steps	Assigned	Deadline
a. Develop brochure on causes of truancy and educational neglect.	Attorney’s Office	Completed
b. Coordinate presentations to various service providers regarding the causes of truancy and educational neglect and how the provider can collaborate with others to address causes.	Attorney’s Office	Dec 2018
c. Coordinate Stakeholders for Education Success Meetings.	Attorney’s Office	Dec 2018

3.) *Implement, coordinate and provide increased Victim-Witness Services (Attorney)*

Action Steps	Assigned	Deadline
a. Implement and integrate a full-time victim-witness coordinator position consistent with the program and grant obligations under the Crime Victim Services Prosecutorial Grant	Attorney's Office/Victim Witness	Jan 2018
b. Implement additions and changes to victim-witness program based upon stakeholder meetings, input, and practice review.	Attorney's Office/Victim Witness Coordinator	May 2018
c. Increase collaboration with county and community partners to provide services to crime victims.	Victim Witness Coordinator/Court Services/Sheriff's Department/Human Services/Law Enforcement	Dec 2018

4.) *Implement regular law enforcement training activities (Attorney)*

Action Steps	Assigned	Deadline
a. Identify topics for cross jurisdictional training by collaborating with law enforcement agencies.	MZF/JPD	Dec 2018
b. Establish schedule of training.	LS	Dec 2018
c. Implement training sessions, at least 3 per year or as identified by law enforcement requests	All attorneys	Dec 2018

5.) *Establish web-based access to all County ordinances (Attorney)*

Action Steps	Assigned	Deadline
a. Identify all County ordinances and effective dates.	Attorney's Office	Complete
b. Renumber all County ordinances so each department has a specific chapter.	Attorney's Office	Dec 2018
c. Publish all ordinances on Nicollet County website.	Administrator/Office of Technologies	Dec 2019

6.) *Implement new child support guidelines and changes into the current Child Support Policy Manual and provide training (Attorney)*

Action Steps	Assigned	Deadline
a. Review current child support policy manual and laws to determine if changes are required.	County Attorney	Mar 2018
b. Make proposed changes to policies contained in the manual	County Attorney	May 2018
c. Distribute draft of child support manual to child support unit for review/comment/discussion	County Attorney/NCHS Child Support Unit	May 2018
d. Finalize all updates and distribute updated manual	County Attorney/NCHS Child Support Unit	Jul 2018

7.) *Facilitate and offer community forums on the Opioid and Prescription Drug Abuse Crisis (Attorney)*

Action Steps	Assigned	Deadline
a. Establish a collaborative group of stakeholders to plan and present the forums	County Attorney	Jan 2018
b. Present the forums in St. Peter and North Mankato	County Attorney	Feb 2018
c. Conduct community follow up as necessary after the forums	County Attorney/Stakeholders	May 2018

8.) *Maintain Environmental Educational activities and resources for licensed establishments (Brown-Nicollet CHS)*

Action Steps	Assigned	Deadline
a. Maintain Environmental Health Webpage. Update webpage monthly to include training schedule and establishment licensing information including forms and fee schedule. .	<b>Sr. EH Specialist</b>	<b>Dec 2018</b>
b. Increase licensed establishment engagement and education through continued development and use of Brown-Nicollet Environmental Health Facebook page.	<b>Administrative Support Specialist</b>	<b>Dec 2018</b>
c. Provide quarterly newsletter to all licensed food and beverage establishments.	<b>EH Director</b>	<b>Dec 2018</b>
d. Provide additional training materials for all licensed food and beverage establishments to meet requirements necessitated by the implementation of newly adopted Minnesota Food Code.	<b>EH Director/Sr. EH Specialist</b>	<b>Jan 2019</b>

9.) *During FY 2018, provide SNAP-Ed eligible young families in Nicollet County increased educational opportunities and access to local foods to improve their ability to make healthy choices around food and physical activity (Extension)*

Action Steps	Assigned	Deadline
a. During FY 2018, 50 percent of Nicollet County participants in SNAP-Ed courses will show an increase in either consumption of fresh fruits and vegetables, or physical activity.	<b>Regional SNAP Ed Extension Educator</b>	<b>Dec 2018</b>
b. Improve healthy eating and active living behaviors of young families and preschool children through continuing to develop curriculum that meets the unique needs of this audience.	<b>Regional SNAP Ed Extension Educator</b>	<b>Dec 2018</b>
c. Maximize resources and capacity of Nicollet County agencies/communities to support local access to affordable fresh fruits and vegetables through establishing networking opportunities during FY 2018.	<b>Regional Snap Ed Extension Educator</b>	<b>Dec 2018</b>

**10.) Provide opportunities to low income families with STEM and/or leadership opportunities to promote 21st century learning skills (Extension)**

Action Steps	Assigned	Deadline
a. Contact the school administration to discuss possible partnership opportunities.	<b>Nicollet County 4H Program Coordinator</b>	<b>Dec 2018</b>
b. Provide resources and training with volunteers and teachers, to carry out programming identified during the initial training. These volunteers will provide a return of investment.	<b>Nicollet County 4H Program Coordinator</b>	<b>Dec 2018</b>
c. Assist with additional programming and outreach opportunities to increase the 21st century learning skills within the youth.	<b>Nicollet County 4H Program Coordinator</b>	<b>Dec 2018</b>

**11.) Ensure Agricultural Producers in Nicollet County have access to eight relevant and timely programs per year. (Extension)**

Action Steps	Assigned	Deadline
a. Enhance interdepartmental collaboration in county Extension programming, in addition to leveraging the expertise of state and regional Extension colleagues.	<b>Ag Production Systems Educator</b>	<b>Dec 2018</b>
b. Offer technical assistance and resources to producers in farm business and financial planning through FINPACK and other management bench-marking services.	<b>Ag Production Systems Educator</b>	<b>Dec 2018</b>
c. Expand programming to reach multiple disciplines of agricultural production through using information technologies such as social media and web-based communications.	<b>Ag Production Systems Educator</b>	<b>Dec 2018</b>

**12.) Enhance use of new Highline payroll system (Finance Department)**

Action Steps	Assigned	Deadline
a. Complete successful Go-Live with Highline payroll processing	Finance Director, Payroll, Accountant	Apr 2018
b. Utilize functionality of High Line system for management reporting, audit, and budget processes.	Finance Director, Payroll, Accountant	Dec 2018
c. Completely replace Paymate payroll functions & payroll reporting to High Line.	Acct Tech, Payroll	Dec 2018
d. Discontinue use and sunset Paymate payroll system.	Acct Tech, Payroll, IT	Dec 2018

**13.) Nicollet County Website Development (Human Resources)**

Action Steps	Assigned	Deadline
a. Meet with department heads to determine needs	CI/SD Coord	Jan 2018
b. Develop a plan in coordination with IT on how to address all the needs	CI/SD Coord, IT	Mar 2018
c. Implement overall changes to website	CI/SD Coord, IT	Jul 2018
d. Overhaul of NicNet – develop strategies to drive employees to the site	CI/SD Coord	Oct 2018

**14.) Implement DHS Program Changes (Human Services)**

Action Steps	Assigned	Deadline
a. Research DHS applicable changes and effective dates	HS Supervisors HS Director	Dec 2018
b. Train appropriate employees on DHS requirements	HS Supervisors HS Director	Dec 2018
c. Timely implement all DHS program changes as required	HS Supervisors HS Director	Dec 2018

**15.) Establish frequent communication between the criminal justice departments (Probation)**

Action Steps	Assigned	Deadline
a. Invite judges and other criminal justice partners to staff meetings, quarterly, to communicate and educate.	Director/staff	Jan 2018
b. Staff will identify topics to share at monthly staff meetings to improve open supportive discussions on communication within Probation and other departments.	Staff	Jan 2018

**16.) Truancy Supervision Agreement (Probation)**

Action Steps	Assigned	Deadline
a. Agent Dwyer will develop outline.	Director/Agent	Jan 2018
b. Meet with Stakeholders to develop final document.	Director/Staff	Jan 2018
c. Approval from the Bench/Judges.	Director/Staff	Jan 2018
d. Implement new agreement	Director/Staff	Feb 2018

**17.) Explore Less Intrusive Drug Testing (Probation)**

Action Steps	Assigned	Deadline
a. Research and locate vendors	Director/Staff	Jan 2018
b. Contract with new vendor	Director/Staff	Feb 2018
c. Develop a policy and procedure	Director/Staff	Mar 2018
d. Implement new testing procedures	Director/Staff	Apr 2018

**18.) Review of Property and Public Services Department Counter Activities (PPSD)**

Action Steps	Assigned	Deadline
a. Conduct a review of division duties and look for similarities.	PPSD Staff	Completed
b. Prepare report of similarities and options for division assistance.	PPSD Staff	Jan 2018
c. Implement options and reevaluate changes at 3 months.	PPSD Staff	Dec 2019

**19.) Implement Customer Service Training Activities (PPSD)**

Action Steps	Assigned	Deadline
a. Identify areas of training with assistance of Division Managers, quarterly.	PPSD Managers	Dec 2018
b. Determine PPCSD Training Schedule.	PPSD Managers	Dec 2018
c. Coordinate at least one training session per year for all divisions.	PPSD Managers	Dec 2018

**20.) Develop plan to meet mandated quintile (five year reappraisal) inspections with current staffing levels (PPSD)**

Action Steps	Assigned	Deadline
a. Review current quintile plan and inspection process. Review non-appraisal duties assigned to appraisers.	Appraisers/Assessor	Completed
b. Revise quintile plan if necessary, assign parcel inspection duties, and devise and implement strategies to streamline the inspection process.	Appraisers/Assessor	Completed
c. Determine whether non-appraisal duties are mandated tasks and prioritize tasks that are not mandated. Review low priority, non-mandated tasks to determine whether tasks should be eliminated. Investigate possibility of reassignment of non-appraisal duties to other staff.	Appraisers/Assessor	Dec 2018
d. Meet statutory quintile inspection requirements.	Appraisers	Dec 2022

**21.) Develop a regular schedule of sale of tax forfeited property (PPSD)**

Action Steps	Assigned	Deadline
a. Review properties yearly and maintain a consistent sale schedule going forward.	PPSD-Pub Ser.	Dec 2018
b. Collaborate with taxpayers to set up Confession of Judgement payment plans to help homeowners.	PPSD – Pub Ser.	Dec 2018

**22.) Locate county infrastructure (ex. Culvert, tile intakes, and bridge) assets via GIS to create a database for use by departments for locating purposes (PPSD, Public Works)**

Action Steps	Assigned	Deadline
a. Begin to gather culvert and bridge location data from GPS points and aerial photography.	GIS staff/PW	Jan 2018
b. Establish protocol for mapping.	GIS staff	Jan 2018
c. Add locations to GIS data.	GIS staff	Dec 2018



23.) *Implementation of the use of credit card machines in various departments (PPSD)*

Action Steps	Assigned	Deadline
a. Collaborate with vendor to set up initial contract.	Public Services Manager	Jul 2018
b. Implement use to departments by phases with phase 1 being the PPSD Department.	Public Services Manager	Jul 2018

24.) *Review tax abatement procedure (PPSD)*

Action Steps	Assigned	Deadline
a. Review tax abatement policy and make changes as necessary.	Public Services Manager and Assessor	Jul 2018
b. Review tax abatement application and make changes as necessary.	Public Services Manager and Assessor	Jul 2018

25.) *Update Comprehensive Land Use Plan (PPSD)*

Action Steps	Assigned	Deadline
a. Enter into formal contract with consultant to begin process	Property Services	Jan 2018
b. Work collaboratively with consultant to gather data and identify	Property Services	Dec 2018
c. Implement new goals and strategies, amend zoning ordinance as needed	Property Services	Dec 2019

26.) *Evaluate the need for a Buffer Law Enforcement Position (PPSD)*

Action Steps	Assigned	Deadline
a. Consult with Nicollet SWCD and review the status of buffer noncompliance according to compliance dates.	Property Services	Jun 2018
b. Develop job description or position if found to be needed	Property Services	Dec 2018

27.) *Investigate participation in the optional One Watershed One Plan process (PPSD)*

Action Steps	Assigned	Deadline
a. Evaluate the benefits of participation based on acreage.	Property Services	Dec 2017
b. Complete Memorandum of Agreement if participating	Property Services	Mar 2018
c. Contribute to plan creation	Property Services	Dec 2020

28.) *Strive to collaborate with community partners to develop cultural competency in the Public Health department.*  
*(Public Health)*

Action Steps	Assigned	Deadline
a. Collaborate with community groups such as clinic and hospital partners, schools, volunteer organizations, and city and county workgroups.	All public health staff	Dec 2018
b. Educate staff about Health Equity and Cultural Competency using the Workforce Development plan as a guide.	Director and SHIP coordinator	Dec 2018
c. Apply the MDH Community Health Worker Toolkit to explore the feasibility of hiring a Community Health Worker. Document justification for the position.	Director and staff	Jun 2018

29.) *Initiate work on Community Health Assessment (Public Health)*

Action Steps	Assigned	Deadline
a. Gather data from recent survey, student survey, and MDH center for statics and begin to analyze. Look for opportunities to use focus groups to gather additional data.	Director	Dec 2019
b. Analyze the Health Equity Data Assessment with SHIP coordinator.	Director and SHIP coordinator	Dec 2019
c. Form a Community Assessment Team with community members.	Director	Dec 2019
d. Collaborate with Regional PH Directors and Health Care Providers to complete the Community Health Assessment and Community Health Improvement Plan using the MAPP process.	Director and staff	Dec 2019

**30.) Implement Drainage Repair Policy (Public Works)**

Action Steps	Assigned	Deadline
a. Revise draft drainage repair policy.	Ditch Inspector, PWD, Co Atty, PPSD-Pub. Serv.	Feb 2018
b. Present draft policy to County Board and take comments.	Ditch Inspector, PWD, County Board, County Admin	Apr 2018
c. Approve and implement drainage repair policy.	County Board, Ditch Inspector, PWD	Aug 2018

**31.) Improve service delivery of Online searches by implementing credit card access for web users. (RecordEASE web. (Recorder)**

Action Steps	Assigned	Deadline
a. WCI to write credit card program to work with Point & Pay.	WCI	Apr 2018
b. Train Web Users on credit card usage.	Recorder Staff	Jun 2018
c. Put notice on website for one time Web Users.	Recorder Staff	Sept 2018
d. Work with Finance Department on daily reporting of credit card fees.	Recorder, Finance	Sept 2018

**32.) Develop an internal preventative services plan for veterans and their families in order to prevent or address hardships (Veteran Service)**

Action Steps	Assigned	Deadline
a. Coordinate with Finance Department to create new account for distress/relief funds	Veteran Service Office	Dec 2018
b. Determine ways to tactfully solicit donated funds to self-sustain new account.	Veteran Service Office	Dec 2018

33.) *Develop an Assistant CVSO position to meet the needs of increasing demand for services. (Veteran Service)*

Action Steps	Assigned	Deadline
a. Select and hire candidate.	<b>Veteran Service Office</b>	<b>Dec 2018</b>
b. Assistant CVSO to become accredited, improving office workload efficiency and improve timeliness of client services.	<b>Veteran Service Office</b>	<b>Dec 2018</b>
c. Train Assistant CVSO and assign caseload.	<b>Veteran Service Office</b>	<b>Dec 2018</b>

34.) *Develop collaborative relations with outside agencies to better meet the needs of client demographics (Veteran Service)*

Action Steps	Assigned	Deadline
a. Identify businesses in the community that provide a service to veterans utilize. (Assisted living centers, nursing homes, etc.)	<b>Veteran Service Office</b>	<b>Dec 2018</b>
b. Perform community outreach to develop and strengthen relationships for improving veteran services.	<b>Veteran Service Office</b>	<b>Dec 2018</b>

**Strategy Five: Financial Security – prudent use of taxpayer resources**

➤ **Characteristics**

- Maintain Financial Policies
- Measure Return on Investment
- Capital Improvement Planning for Large Capital Projects
- Employee Engagement and Investment
- Revenue Diversification and Cost Control

**Goals**

*1.) Update the County’s capital improvements plan (Administration, Finance)*

Action Steps	Assigned	Deadline
a. In conjunction with the Finance Department, update the County’s capital improvements plan. (Administration)	<b>Administrator’s Office, Finance Department</b>	<b>Dec 2018</b>

*2.) Develop Financial Policies for creation of Financial Policy Handbook (Finance Department)*

Action Steps	Assigned	Deadline
a. Identify recommended Financial Policies for creation of Financial Policy Handbook	<b>Finance, Administration</b>	<b>Mar 2018</b>
b. Create Investment Policy	<b>Finance, Administration</b>	<b>Mar 2018</b>
c. Create financial tools to monitor Investment Policy performance and Cash Flow	<b>Finance, Administration</b>	<b>May 2018</b>
d. Development of Financial Policies in Handbook	<b>Finance, Administration</b>	<b>Dec 2018</b>

*3.) Implement improvements for State Audit (Finance Department)*

Action Steps	Assigned	Deadline
a. Develop detailed timeline and due dates for audit.	<b>Finance Director</b>	<b>Feb 2018</b>
b. Implement improvements to Year End Procedures.	<b>Finance Dept</b>	<b>Mar 2018</b>
c. Improve timeline for compiling and submitting data to State Auditor.	<b>Finance Dept</b>	<b>May 2018</b>
d. Complete additional GAAP and Government Accounting education and training.	<b>Finance Dept</b>	<b>Dec 2018</b>

**4.) Financial Reimbursement Analysis (Human Services)**

Action Steps	Assigned	Deadline
a. Conduct a LEAN event on the IV-E process and procedures to streamline efficiency and maximize revenue.	<b>HS Director HS Supervisors</b>	<b>Jun 2018</b>
b. Determine process for billing chemical dependency revenue.	<b>HS Director HS Supervisors Finance Director</b>	<b>Jul 2018</b>

**5.) Become proactive in anticipating expenses to insure a positive balance in all county ditches (PPSD-Public Services)**

Action Steps	Assigned	Deadline
a. Review current and upcoming expenditures annually and account for future expenses to maintain a positive balance.	<b>PPSD-Pub Ser</b>	<b>Dec 2018</b>

**6.) Update County Board Approved Five Year Road & Bridge Capital Improvement Plan (Public Works)**

Action Steps	Assigned	Deadline
a. Update current 5 year road & bridge capital improvement plan.	<b>Hwy Engineering Staff</b>	<b>Feb 2018</b>
b. Set and hold public hearing on draft 5 year road and bridge capital improvement plan (2018-2022).	<b>PWD, County Admin, County Board</b>	<b>March 2018</b>
c. Design, fund and construct projects in approved 5 year capital improvement plan.	<b>Hwy Engineering Staff, County Admin, County Board, PPSD-Pub. Serv.</b>	<b>Yearly 2018-2022</b>

7.) *Redetermination of County Ditch Benefits (Public Works, PPSD)*

Action Steps	Assigned	Deadline
a. Recommend Ditches for Redetermination of Benefits (ROB)	PW/Co Attny	Dec 2018
b. County Board Authorizes ROB	Co. Board	Dec 2018
c. Individual Ditch ROB Informational Meetings	Viewers	Dec 2018
d. Preliminary and Final ROB Hearings	Co. Board, Co. Attny, PW, PPSD	Dec 2018
e. Adopt ROB for Ditch (All Ditches Completed)	Co. Board	2025 for All Ditches

8.) *Update Cost Participation Policies Applicable to Cooperative Highway Projects Between Nicollet County and Other Agencies (Public Works)*

Action Steps	Assigned	Deadline
a. Revise current adopted Cost Participation Policy (9-22-2009).	PWD	Feb 2018
b. Present revised draft to County Board of Commissioners.	PWD/County Board	Mar 2018
c. Solicit comments from Cities and Townships within Nicollet County.	PWD	May 2018
d. Present Final draft to County Board for Approval.	PWD	Aug 2018

9.) *Implement a Patrol supervisor(Sheriff's Office)*

Action Steps	Assigned	Deadline
a. Develop job description for position.	Sheriff's Office, Human Resources	Completed
b. Hire/promote supervisor.	Sheriff's Office, Human Resources	Completed
c. Train supervisor.	Sheriff's Office	Feb 2018

**10.) *Seek revisions to employee (volunteer driver) agreements to meet Nicollet County standards and values (Veteran Service)***

<b>Action Steps</b>	<b>Assigned</b>	<b>Deadline</b>
a. Confer with VA representative to identify necessary program and eligibility changes at the VA level.	<b>Veteran Service Office</b>	<b>Dec 2018</b>
b. Develop plan for implementation.	<b>Veteran Service Office</b>	<b>Dec 2018</b>

**11.) *Secure federal and state benefits for eligible clients (Veteran Service)***

<b>Action Steps</b>	<b>Assigned</b>	<b>Deadline</b>
a. Utilize Minnesota veteran benefits (SSAP) for eligible clients on a consistent basis with a goal of the vicinity of \$10,000 in financial assistance.	<b>Veteran Service Office</b>	<b>Dec 2018</b>