



*Resolution
of the
Board of County Commissioners
St. Louis County, Minnesota
Adopted on: June 25, 2019 Resolution No. 19-383
Offered by Commissioner: Olson*

Minnesota State Auditor's 2019 Performance Measurement Program Report

WHEREAS, Benefits to St. Louis County for participation in the Minnesota Council on Local Results and Innovation comprehensive performance measurement program are outlined in Minn. Stat. § 6.91 and include eligibility for a reimbursement as set by state statute; and

WHEREAS, Any city/county participating in the comprehensive performance measurement program is also exempt from levy limits for taxes, if levy limits are in effect; and

WHEREAS, The St. Louis County Board has adopted and implemented ten of the performance measures, as developed by the Council on Local Results and Innovation, and a system to use this information to help plan, budget, manage and evaluate programs and processes for optimal future outcomes;

THEREFORE, BE IT RESOLVED, That the St. Louis County Board supports continued participation in the Minnesota State Auditor's Performance Measurement Program;

RESOLVED FURTHER, That St. Louis County will continue to report the results of the performance measures to its citizenry by the end of the year through publication, direct mailing, posting on the city's/county's website, or through a public hearing at which the budget and levy will be discussed and public input allowed;

RESOLVED FURTHER, That the St. Louis County Board approves submission of the 2019 St. Louis County Performance Measures Report found in County Board File No. 61078.

Commissioner Olson moved the adoption of the Resolution and it was declared adopted upon the following vote:

Yeas – Commissioners Jewell, Olson, McDonald, Jugovich and Chair Boyle - 5

Nays – None

Absent – Commissioner Nelson – 1

STATE OF MINNESOTA

Office of County Auditor, ss.
County of St. Louis

I, NANCY NILSEN, Auditor of the County of St. Louis, do hereby certify that I have compared the foregoing with the original resolution filed in my office on the 25th day of June, A.D. 2019, and that this is a true and correct copy.

WITNESS MY HAND AND SEAL OF OFFICE at Duluth, Minnesota, this 25th day of June, A.D., 2019.

NANCY NILSEN, COUNTY AUDITOR

By

Clerk of the County Board/Deputy Auditor

Measures for Counties

St. Louis County Departmental Key Performance Indicators:

2019 Submission (2018 data, *unless noted*)

St. Louis County utilizes best practices in performance management and measurement. Annually, the County Board adopts the standard set of county performance measures proposed by the Minnesota State Auditor's Performance Measurement Program. Created by the Minnesota State Legislature's Council on Local Results and Innovation, this began as a standard set of ten performance measures for counties and ten performance measures for cities that would aid residents, taxpayers, and state and local officials in determining the efficacy of counties and cities in providing services, and measure residents' opinions of those services. Cities and counties that choose to participate in the new standards measure program may be eligible for a reimbursement in Local Government Aid, and exemption from levy limits.

Participation in the Minnesota State Auditor's Performance Measures Program is voluntary; however, St. Louis County is well positioned to participate by virtue of its continued efforts in performance measurement and citizen surveys. Counties that choose to participate must officially adopt the corresponding performance benchmarks developed by the Council, and report on them in order to receive a new local government performance aid, reimbursed at \$0.14 per capita, not to exceed \$25,000.

St. Louis County incorporates performance data in budget and business planning discussions and efforts. Each department does a budget analysis, establishes goals, identifies continuous improvement projects, and develops strategies that guide them for the next three to five years. As part of the budgeting process, Administration's discussions with departments include (but are not limited) to the following:

- **Who Are You?** This includes mission statement, primary lines of business (programs), organizational chart and significant trends and changes impacting the department.
- **What Do You Want To Achieve?** This includes a vision for the department and key initiatives aligned with St. Louis County's Strategic Plan.
- **What Resources Are You Going To Use?** Resource plans such as Finance Plan, Workforce Plan, Technology Plan, Purchasing Plan, and Space Plan.

St. Louis County continues to operation under its adopted 2016 Strategic Plan. The broader county-wide goals for a sustained business planning focus by departments' center on consolidating core organizational efforts and services in support of the following goals as defined by the St. Louis County Board of Commissioners:

1. Public Health and Safety
2. Sound County Infrastructure
3. Natural Resources Management
4. Community Growth and Prosperity

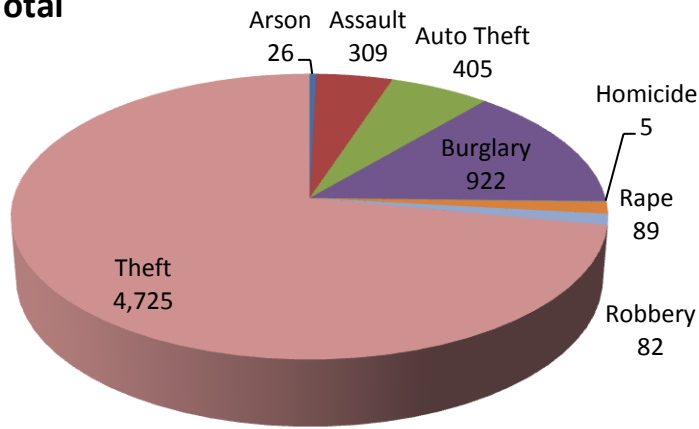
As the county strives for organizational excellence it is of paramount importance to continue to progress in linking departmental program and service initiatives to key organizational priorities and strategies.

Public Safety – County Sheriff	
Department Goal:	To protect and serve the citizens of the county and region with professionalism and pride.
Commissioner	Public Health and Safety
Priority Area:	

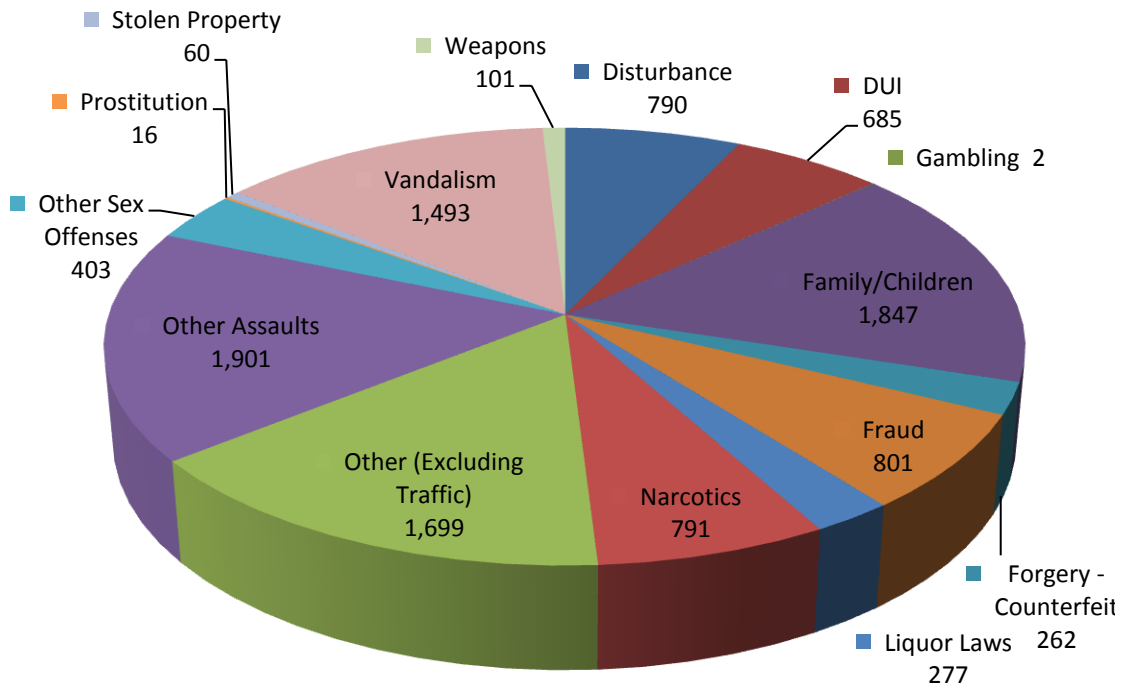
Measure 1. Public Safety – Crime Rates/Citizen Survey

Current Performance: In 2018, St. Louis County (population 200,949, US Census Bureau 2016 population estimate) had the following Part I & II offenses and crime rates:

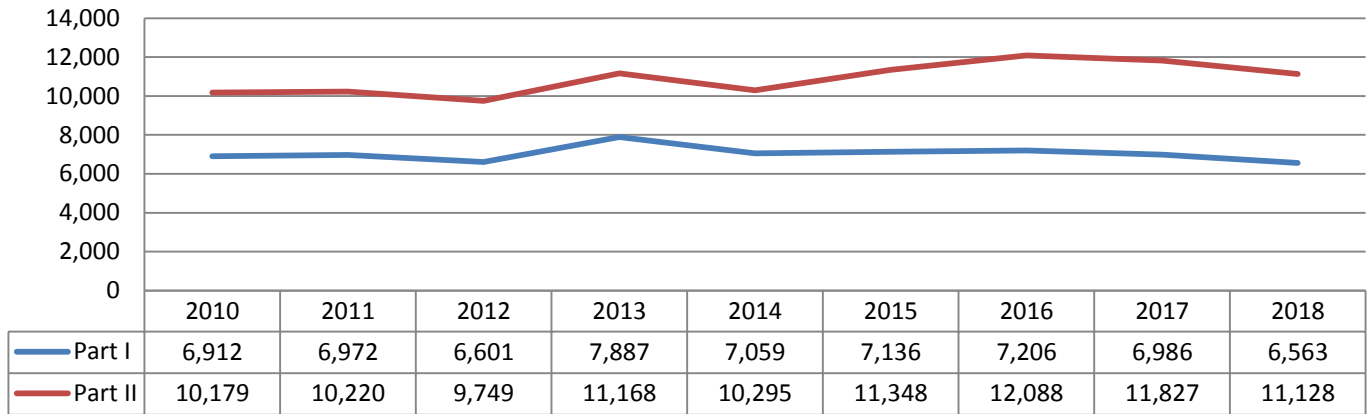
Part 1 Crimes: 6,563 Total



Part 2 Crimes: 11,128



Part I and II Crime History



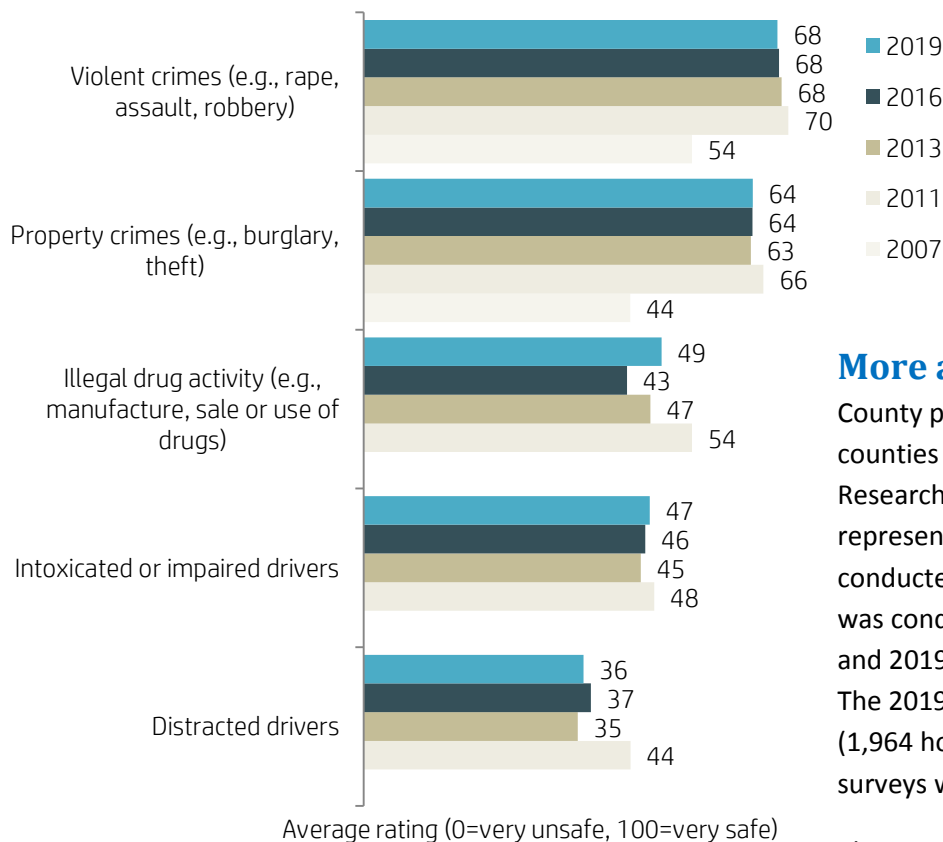
Data Source: MN BCA Uniform Crime Reports

Note: BCA stats are not final until July 1, 2019

Measure 2. Public Safety – Citizen Survey

Current Performance: Residents felt the safest from violent (68 points) and property crimes (64).

As shown below, ratings were similar to those given in past survey responses.



More about our survey: St. Louis County partners with other Minnesota counties to work with the National Research Center on a statistically valid and representative residential survey which is conducted every 2-3 years. This survey was conducted in 2007, 2011, 2013, 2016 and 2019. The data is summarized here. The 2019 survey response rate was 33% (1,964 households received a survey; 647 surveys were completed).

Please note: responses have been converted to a 100 point scale for ease of graphical comparison.

Measure 3. Public Safety – Deputy Response Time

Current Performance: The St. Louis County Sheriff's Office responded to 1,545 Priority One Level Incidents throughout St. Louis County between 1/1/18 and 12/31/18. The average response time from time of dispatch to first unit on scene computes to **15 minutes**. The number of calls is down from 2017 (2,108 calls), while the average time to respond is slightly up from last year (14.89 minutes). St. Louis County is unique compared to other Minnesota counties in that it is over 7,000 square miles in size, the type and quality of our roadways varies significantly throughout the county, and great distances between calls often requires extra time to respond, thus impacting the efficacy of this measure as a standard in St. Louis County as compared to other counties in the state.

Public Safety – Arrowhead Regional Corrections (ARC)	
Department Goal:	To use evidence-based practices to provide community corrections services in a five county area of Northeastern Minnesota (St. Louis, Carlton, Cook, Koochiching and Lake Counties). ARC operates the (1) Northeast Regional Corrections Center (NERCC), an institution for adult males, (2) Arrowhead Juvenile Center, a secure detention and treatment facility for juveniles, (3) Court and Field (probation and parole) services and (4) contracted services for adult female offenders.
Commissioner Priority Area:	Public Health and Safety

Measure 4. Public Safety – Recidivism

Current Performance: Arrowhead Regional Corrections' goal is to maintain its client recidivism rate at 30% or lower, as defined by the Minnesota Department of Corrections. The MN DOC defines recidivism as "a felony conviction within three years of discharge." In 2018, ARC's adult probation recidivism rate was **18%**.

Data Source: 2018 Minnesota Statewide Probation & Supervised Release Outcomes Report (MN DOC)

Public Works	
Department Goal:	To provide a safe, well-maintained road and bridge system.
Commissioner	Sound County Infrastructure
Priority Area:	

Measure 5. Public Works –Total number of fatal/injury accidents

Current Performance: St. Louis County relies on MnDOT for the crash data used in this KPI. According to the latest available data (2017), St. Louis County experienced **14** fatal crashes (compared to 18 in 2016) and **756** major injury crashes (compared to 734 in 2016). State-wide, there were 92 fatal crashes on County State Aid Highways, 16 on County Roads, and 18 on Township Roads, while there were 5,095 injury crashes on County State Aid Highways, 471 on County Roads and 482 on Township Roads.

Measure 6. Public Works –Snow Plowing Time

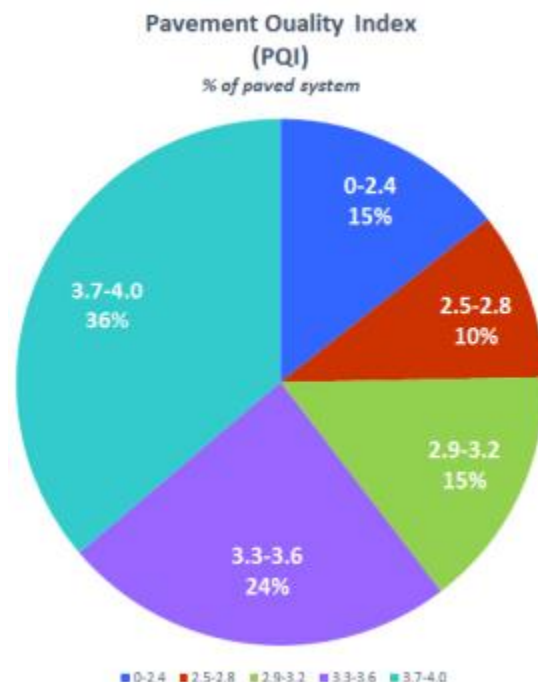
Current Performance: It takes the St. Louis County Public Works Department an average of **12 hours** to plow county roadways during an average snowfall event.

Data Source: Public Works. By using GPS/AVL software, we are able to track our truck fleet, and gather tabular data as to location, travel time (overall, and while plowing), travel distance (overall, and while plowing), and material application amounts. In addition, we are able to generate mapping showing the locations of our fleet and their movements at any given time.

Measure 7. Public Works –County Pavement Condition Rating (PCI/PQI)

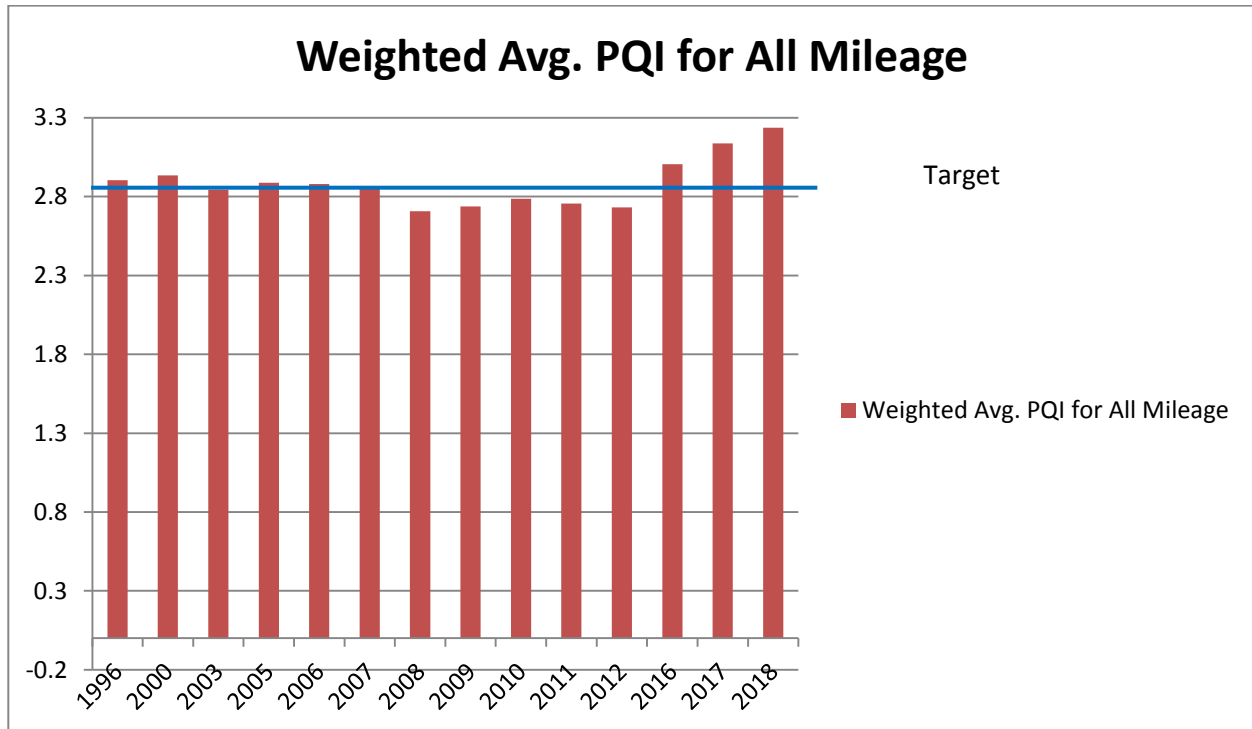
Current Performance: To improve the overall pavement quality of the roads of St. Louis County jurisdiction (unorganized townships, county roads, and county state aid highways) to a level acceptable to the public, Public Works strives to maintain 75% of roadway miles with a Pavement Quality Index (PQI) of 2.900 or higher and the weighted average PQI for all mileage at 3.100 or higher. Pavements having a PQI of 2.900 to 3.200 are defined as being in "fair" condition. PQI's range from 0.000 (worst) to 4.200 (best).

The percentage of roadway miles with a PQI of 2.900 or higher is 75.3% (compared to 72.2% in 2017), which is over the target of 75%. The weighted average PQI for all mileage is 3.236 (compared to 3.138 in 2017), which exceeds the target of 3.100.



Description	2018 Weighted Average PQI	Rating Description
All Roads	3.236 (2017=3.138)	Top End of Fair*
CSAH Roads	3.324 (2017=3.231)	Top End of Fair*
County Roads	2.945 (2017=2.802)	Low End of Fair*
UT Roads	2.946 (2017=2.931)	Low End of Fair*

*Exceeds KPI Target



What will be changed to meet this goal: The Department felt it was important to set targets that would reflect where the county’s system should be. Since 2012, it has made significant progress toward its goal. A shift toward doing more preservation projects (such as, mill and overlays, reclaim and overlays and bituminous overlays), along with more preventative maintenance (such as crack sealing, chip seals and micro-surfacing) will continue to push the numbers in the right direction. St. Louis County Public Works continues to implement a pavement management system and will further refine its use as well as continue to evaluate all potential sources of revenue.

Measure 8. Public Works –Citizen Survey Ratings

Current Performance: 40% of respondents indicated that the condition of county roads and bridges were a moderate problem, while 34% indicated they were a major problem. The 2019 survey continued to separate snow and ice removal from general maintenance, which is reflected in the following chart. While low, these scores are in line with national trends done by the National Research Center.

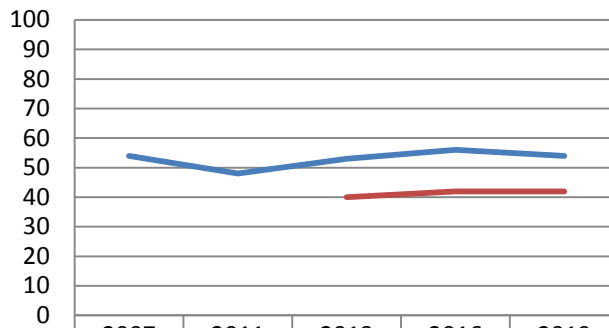
Please rate each of the following services provided by St. Louis County:

More about our survey:

St. Louis County partners with other Minnesota counties to work with the National Research Center on a statistically valid and representative residential survey which is conducted every 2-3 years. This survey was conducted in 2007, 2011, 2013, 2016 and 2019. The data is summarized here. The 2019 survey response rate was 33% (1,964 households received a survey; 647 surveys were completed).

Responses have been converted to a 100 point scale for ease of graphical comparison.

Please note: the “maintenance of county roads” was a new question in 2013.



	2007	2011	2013	2016	2019
— Snow and ice removal on county roads	54	48	53	56	54
— Maintenance of county roads			40	42	42

Measure 9. Public Works –Average Bridge Sufficiency Rating

Current Performance: St. Louis County's average bridge sufficiency rating is **89.8**, up from 89.4 in 2017 and 87.9 in 2016.

There are several factors to consider when it comes to using the Sufficiency Rating (SR) and setting an annual goal as Sufficiency Rating is a risk-based number (not a condition-based number) and has many factors. It may take some serious thought to determine the best metric to measure our success.

Considerations include:

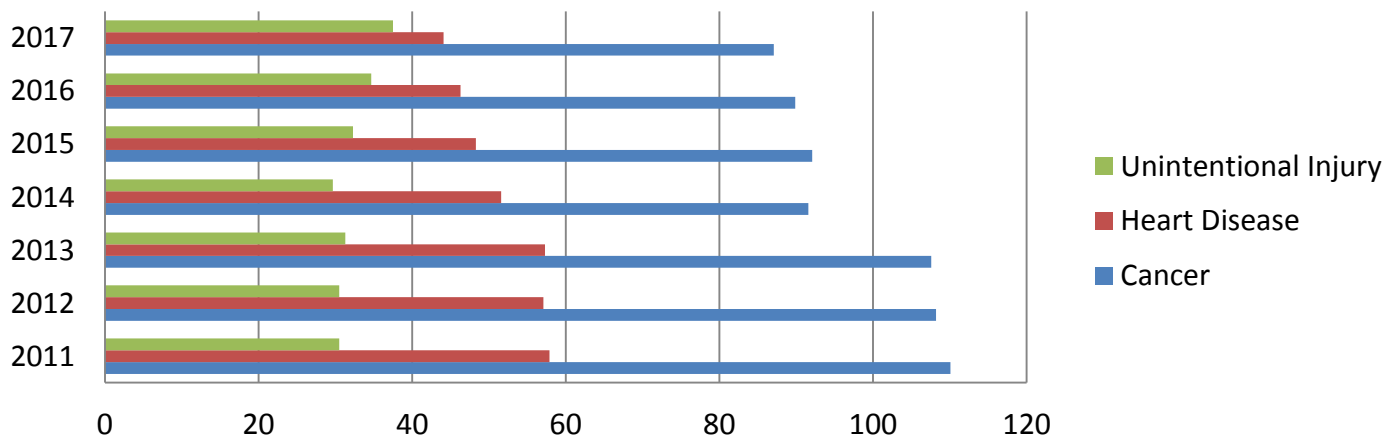
- Establish a clear definition of the Sufficiency Rating (SR).
- Consider using ratings. NBI ratings are the federal portion of the condition ratings of various parts of the bridge (superstructure, substructure, deck, etc.) and are determined by our safety inspectors in the field.
- St. Louis County is responsible for approximately 600 bridges with ever changing condition values. It can be difficult to track and calculate any meaningful information without significant effort. The SR data from the State's SIMS database is the only source for the current SR's and condition information that changes annually.

Public Health, Social Services	
Department Goal:	Children will be born healthy, live a life free from abuse and neglect, and will have a permanent living arrangement. Parents will be emotionally and financially able to provide for their children. Our community will make healthy life choices; have safe food, water, and air.
Commissioner Priority Area:	Public Health and Safety

Measure 10. Public Health & Human Services –General Life Expectancy

Current Performance: Potential life lost: the premature death rate (PDR) for those under age 75 is the number of deaths to residents under age 75 per 100,000 persons age-adjusted to the 2000 U.S. standard population. The rate is per the top three leading causes of premature death.

Potential Life Lost Rate per leading causes of premature death (deaths under 75 yrs of age per 100,000):



Leading Causes of Death under age 75 in St. Louis (SL) County

Leading Causes of Death Under Age 75	Deaths	Age-Adjusted Rate per 100,000
Malignant neoplasms	738	91.2
Diseases of heart	348	44.8
Accidents (unintentional injuries)	226	39.3
Chronic lower respiratory diseases	147	18
Intentional self-harm (suicide)	105	19.1

Data source: 2017 Minnesota County Health Tables
<https://www.health.state.mn.us/data/mchs/genstats/countytables/county2017.pdf>
 Premature Deaths—CDC WONDER, Mortality Data,
<https://wonder.cdc.gov/Welcome.html>
Note: 2017 is the most recent data available

Measure 11. Public Health & Human Services –Tobacco & Alcohol Use

Current Performance: The County Health Rankings & Roadmaps program is a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. They believe America can become a nation where getting healthy, staying healthy, and making sure our children grow up healthy are top priorities. They have a vision of an America where we all strive together to build a national Culture of Health that enables all in our diverse society to lead healthy lives, now and for generations to come.

2016	Percentage of adults who are current smokers	18%
2017	Percentage of adults who are current smokers	18%
2018	Percentage of adults who are current smokers	18%
2016	Percentage of adults reporting binge or heavy drinking	23%
2017	Percentage of adults reporting binge or heavy drinking	22%
2018	Percentage of adults reporting binge or heavy drinking	23%
2016	Percentage of driving deaths with alcohol involvement	33%
2017	Percentage of driving deaths with alcohol involvement	35%
2018	Percentage of driving deaths with alcohol involvement	26%

Data source: <http://www.countyhealthrankings.org/>

The following information was collected in the Bridge to Health Survey (from 2015):

Key: Green Highlighted cells are "better" than the NE Regional score
Red Highlighted cells are "worse" than the NE Regional score

Notes: Ratio: More than 1.00 indicates more good than bad, less than 1.00 indicates more bad than good
NA means that there was not enough data to accurately calculate a score.
All numbers in the tables are percentages

Definitions:

NE Region: The NE Region includes Aitkin, Carlton, Cook, Itasca, Koochiching, Lake, Pine and St. Louis Counties in NE Minnesota and Douglas County in NW Wisconsin.

Duluth: The City of Duluth in its entirety.

Hillside Neighborhood: This is a neighborhood that includes downtown Duluth and surrounding residential areas.

St. Louis County-Whole: St. Louis County in its entirety.

St. Louis County w/o Duluth: This includes all of St. Louis County except the City of Duluth.

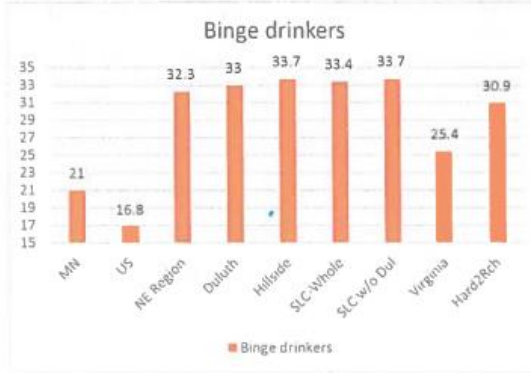
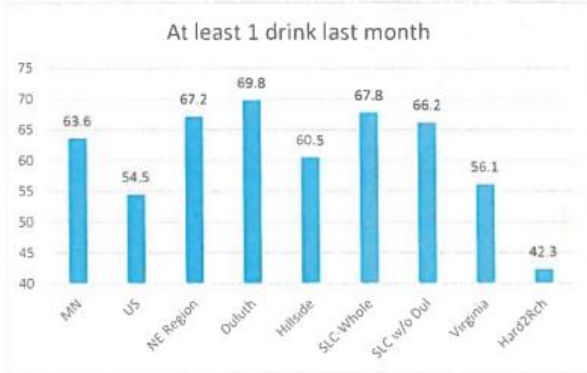
Virginia: The City of Virginia in its entirety.

Hard to Reach Population: These populations include, but are not limited to, those who are without a permanent address (i.e. transient or homeless), have low-literacy levels, have physical or mental health challenges, are low-income, are young adults, and/or have others barriers to responding to the survey.

Alcohol Use—

Alcohol Use	MN	US	NE Region	Duluth	Hillside	SLC-Whole	SLC w/o Dul	Virginia	Hard2Rch	Ratio	Better/Worse
At least 1 drink last month	63.6	54.5	67.2	69.8	60.5	67.8	66.2	56	42.3	2.00	2.00
Binge drinkers	21	16.8	32.3	33	33.7	33.4	33.7	25	30.9	0.50	0.50
Men = 5+ drinks											
Women = 4+ drinks											

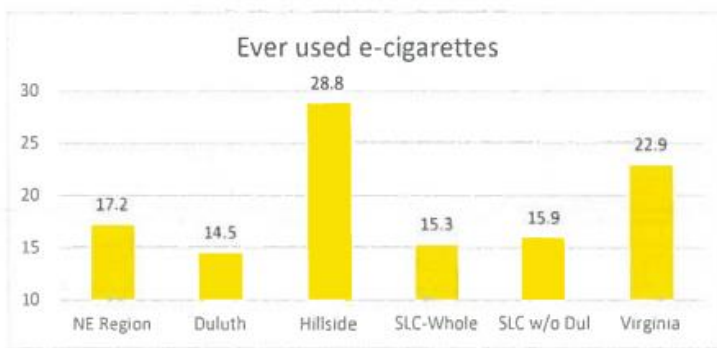
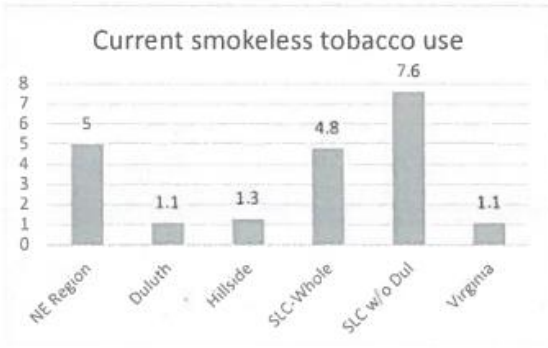
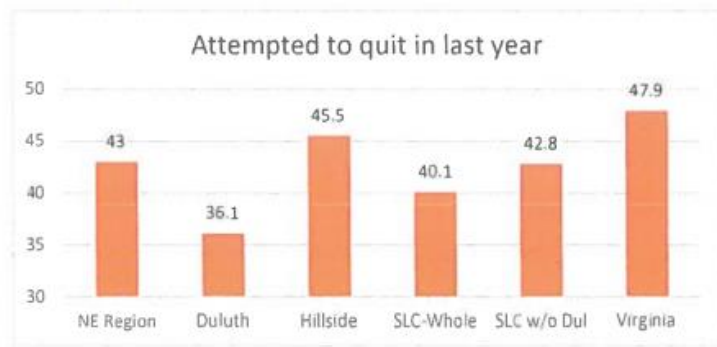
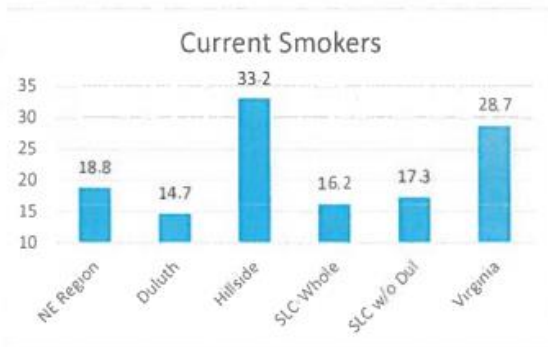
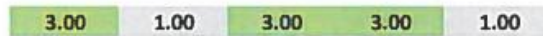
Ratio: Better/Worse



Tobacco Use—

Adult Tobacco Use	NE Region	Duluth	Hillside	SLC-Whole	SLC w/o Dul	Virginia	Hard2Rch	Ratio	Better/Worse
Current Smokers	18.8	14.7	33.2	16.2	17.3	28.7	NA	1.50	1.50
Attempted to quit in last year	43	36.1	45.5	40.1	42.8	47.9	NA	1.50	1.50
Current smokeless tobacco use	5	1.1	1.3	4.8	7.6	1.1	NA	4.00	4.00
Ever used e-cigarettes	17.2	14.5	28.8	15.3	15.9	22.9	NA	1.50	1.50

Ratio: Better/Worse



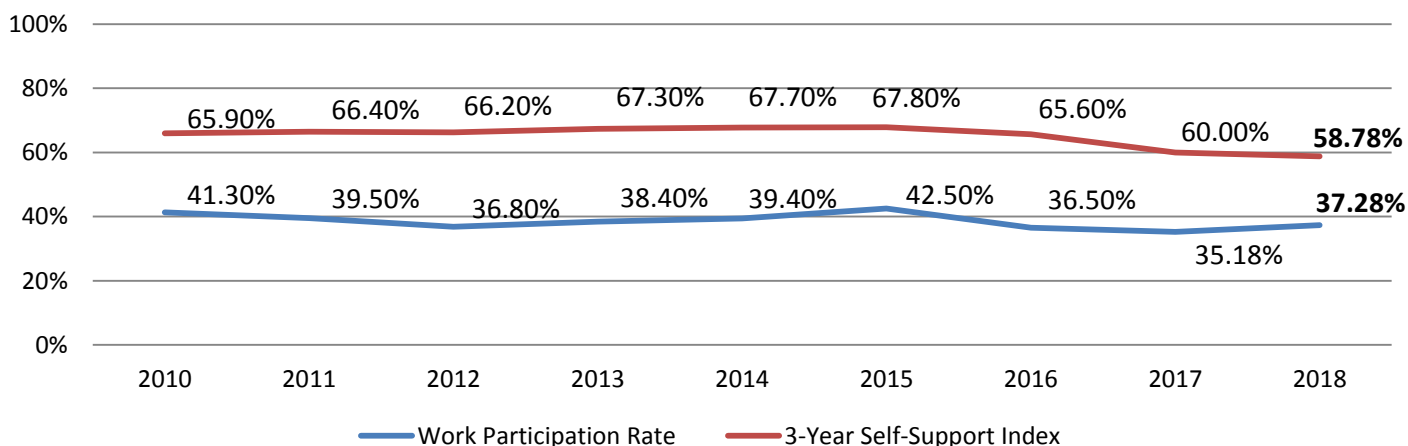
Data Source: Bridge to Health Survey—Completed surveys were received from 6,008 adult residents of the 10 geographic areas (Aitkin County, Carlton County, Cook County, Douglas County, City of Duluth, Itasca County, Koochiching County, Lake County, Pine County, St. Louis County-without Duluth); the overall response rate was 28.6 percent. The 95% confidence interval for the regional level data is approximately +3.3%, which is calculated taking into account the complex sampling design of the survey. 626 Surveys from St. Louis County were received. Additionally, 542 and 426 surveys were received from residents of the city of Virginia and the Hillside neighborhood of Duluth. These additional surveys were not included in the regional level data.

<http://bridgetohealthsurvey.com/index.php/reports>

Measure 12. Public Health & Human Services –Work Participation Rate

Current Performance: The department’s work participation rate measures how effectively people are able to enter the workforce and gain economic self-sufficiency. PHHS’ goal is that MFIP and DWP participants will meet or exceed the state’s expectation of a work participation rate of 38.9%. The 3 year Self-Support Index measures whether eligible adults are working an average of 30 or more hours per week or no longer receiving MFIP or DWP cash assistance during the quarter three years from a baseline quarter. The required performance range for St. Louis County is 63.9% to 69.1%.

Work Participation Rate



Data source: 2018 Minnesota Family Investment Program Annualized Self-support index and Work Participation Report; 2017 WPR from 1/2018 – 12/2018, MN Department of Economic Development

Measure 13. Public Health & Human Services –Maltreatment

Current Performance: A key federal indicator of child safety by which states and counties are measured is the absence of child maltreatment recurrence. Maltreatment Recurrence federal performance measure (from DHS Child Welfare Dashboard): ***Of all children who were victims of a substantiated maltreatment report during the year prior, what percent were victims of another substantiated or indicated maltreatment report within 12 months of their initial report?***

County performance is 5.8%, compared to the state performance of 9.0%--both of which are within the national performance standard of 9.1% or less.

Summary—

Federal Performance Standard: 9.1% or less

2018:

- Minnesota Performance: 9.0%
- St. Louis County Performance: 5.8%

Historical Figures—

2017: 7.2%

2016: 5.3%

2015: 3.4%

2014: 6.8%

2013: 6.3%

Data source: SSIS Analysis and Charting – Federal Indicator – Department of Human Services Dashboard

Measure 14. Public Health & Human Services –Child Support Program Cost Effectiveness

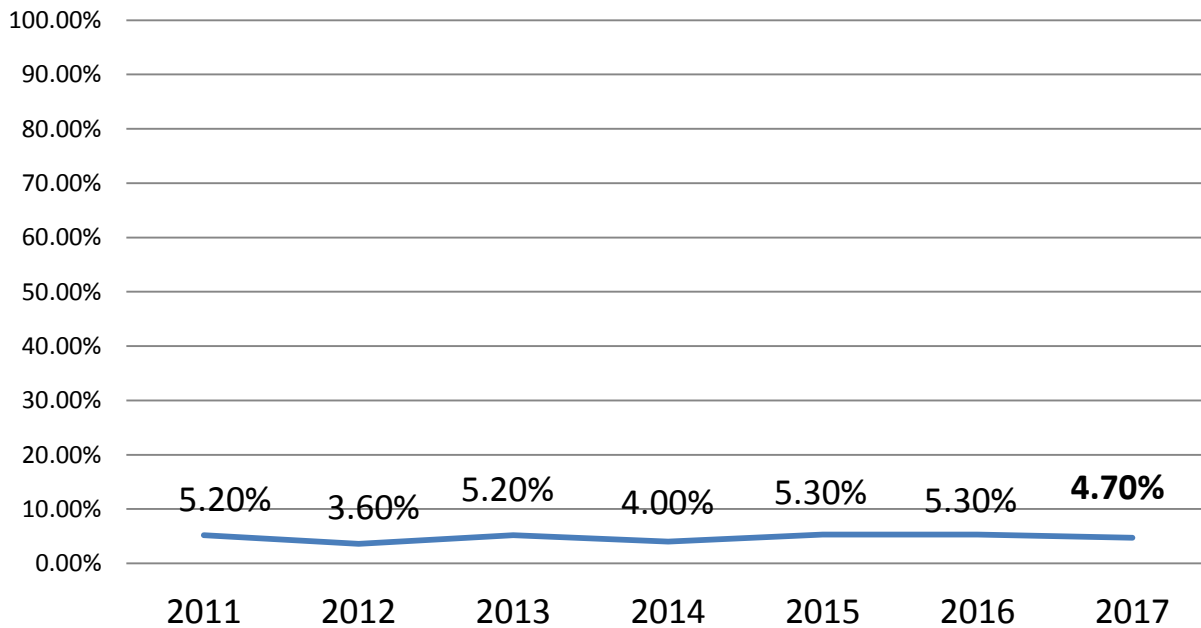
Current Performance: Child support is money a parent is court-ordered to pay to their child’s other parent or caregiver for the support of the child. The support may be part of an interim, temporary, permanent, or modified court order. Cost effectiveness is the Return on Investment realized as a result of this activity in our County; it is the total dollars collected during the federal fiscal year divided by the total dollars spent for providing child support services during the same year. It is also called the “CSPIA collections/expense ratio.”

St. Louis County CSPIA Collects/Expense Ratio	
2010	\$5.55
2011	\$4.84
2012	\$5.25
2013	\$5.19
2014	\$5.17
2015	\$4.86
2016	\$4.83
2017	\$4.50
2018	\$4.05
Data source: 2018 Minnesota Child Support Performance Report	

Measure 15. Public Health & Human Services –Low Birth Weight Children

Current Performance: The Council on Local Results and Innovation recommended, as one measure of life expectancy, babies born with a low birth weight, as these children have an increased risk of dying. Approximately half of the St. Louis County public health nurses provide home visits to high risk maternal populations, seeing clients prenatally and post-partum, to provide support and education to prevent complications, including low birth weight.

Low-Birth Weight Births



Data Source: <https://www.health.state.mn.us/data/mchs/genstats/countytables/county2017.pdf>

Note: 2017 is the most recent data available

Property Records, Valuation, Assessment	
Department Goal:	Inspect, value, and classify - for property tax purposes – all taxable parcels with new construction on an annual basis. Assessments meet Department of Revenue standards for level and consistency.
Commissioner Priority Area:	Effective and Efficient Government

Measure 16. County Assessor–Assessment Ratio

Current Performance: The median assessment level for all classes of property based on sales adjusted for local effort falls within the Department of Revenue’s acceptable range of 90% to 105% with a coefficient of dispersion less than 20 percent. This means that assessments should consistently fall within 90 to 105 percent of sales prices.

The following are statistics from the 2017 sales ratio report used for taxes payable in 2018 for St. Louis County provided by the Minnesota Department of Revenue. The current St. Louis County level of assessment ratio, median ratio, falls between 90-105% for 2016.

2017 St. Louis County Sales Ratio Report for Taxes Payable 2018		
PROPERTY TYPE	MEDIAN RATIO	DOR Acceptable Range of 90-105%
RESIDENTIAL	92.40%	acceptable
COMMERCIAL/INDUSTRIAL	94.08%	acceptable

Data Source: 2017 Assessment Sales Ratio Study Final Sales Analysis for the State Board of Equalization
https://www.revenue.state.mn.us/sites/default/files/2018-11/srstudy_2017_FINAL_Ratio_print_12month_JUNE28_0.pdf

Measure 17. County Recorder–Turn-around Time

Current Performance: MN Stat. 357.182 Subd. 3 requires a 10-day turnaround for paper documents and a 5-day turnaround for electronic documents. The average turnaround time for both paper and electronic was 3.16 days for Abstract and 4.62 days for Torrens. The department’s average was **3.89 days** turnaround time (down from 5.74 days) in 2017), surpassing the requirement. The increase in electronic processing of documents allows the department a much faster turnaround time.

Elections	
Department Goal:	Maintain high election standards and public confidence in the election process in compliance with state and federal election laws (including the Help America Vote Act, HAVA).
Commissioner Priority Area:	Effective and Efficient Government

Measure 18. County Auditor – Accuracy

Current Performance: During the 2018 elections, according to the post-election audit, **100%** of ballots were counted accurately.

Veterans Services	
Department Goal:	To annually increase the number of veterans we work with and to serve them in a timely and customer-oriented manner.
Commissioner Priority Area:	Public Health and Safety; Effective and Efficient Government

Measure 19. Veterans Service Office – Customer Service

Current Performance: Customer satisfaction surveys are used by this office to assure customer satisfaction. There were a total of 51 customer comment cards collected, **98% were rated excellent** and 2% were rated good.

Note: 2017 data

Measure 20. Veterans Service Office – Dollars for Veterans’ Benefits

Current Performance: For 2018, Federal benefits totaled **\$111,697,000** (up from \$111,000,000 in 2017) and State benefits totaled **\$145,000**, for a grand total of **\$111,842,000** (up from \$111,145,000 in 2017) of Veterans’ benefits brought into St. Louis County.

Data Source: VA posted 2018 expenditure data

Measure 21. Veterans Service Office – Percentage of Veterans Receiving Benefits

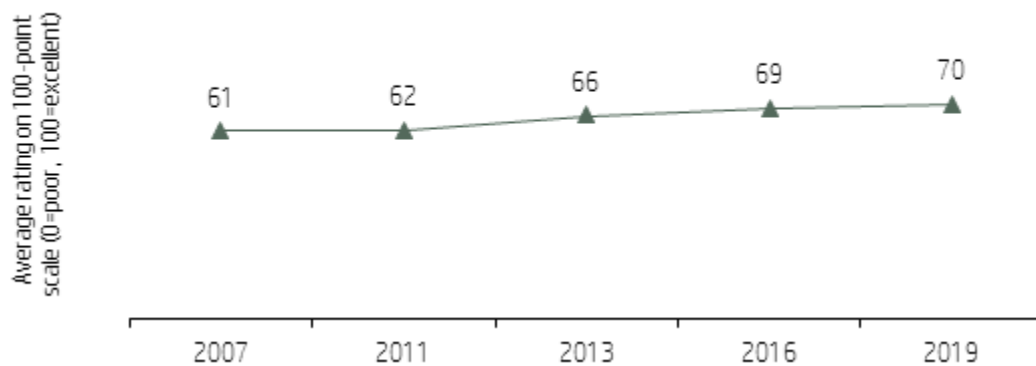
This measure was recommended by 2008 OLA report. There is currently no reliable data source for this measure. In 2018, the veteran population of St. Louis County was 15,384 (down 320 from 15,704 in 2017). There were 14,200 documented communications with veterans throughout 2018.

Parks, Libraries	
Department Goal:	N/A – St. Louis County does not provide parks or libraries.
Commissioner	Public Health and Safety; Community Growth and Prosperity
Priority Area:	

Measure 22. Parks/Libraries – (N/A No County Parks, Recreational Programs or County Facilities)

Current Performance: Although St. Louis County does not operate county parks, some of the 2019 Residential Survey Data speaks to general ratings in this area. The overall quality of life was given an average rating of 70 points, or “good,” a similar rating compared to 2016, although this rating has been trending up since this question was first asked. Quality of life ratings given to St. Louis County were higher than average ratings given to other counties across the nation.

Overall, how would you rate the quality of life in St. Louis County?



More about our survey: St. Louis County partners with other Minnesota counties to work with the National Research Center on a statistically valid and representative residential survey which is conducted every 2-3 years. This survey was conducted in 2007, 2011, 2013, 2016 and 2019. The data is summarized here. The 2019 survey response rate was 33% (1,964 households received a survey; 647 surveys were completed).

Measure 23. Arrowhead Library System (of which St. Louis County is a member) – Annual Visits

Current Performance: St. Louis County is a member of the Arrowhead Library System. As such, we do not have direct authority for their services. However, the Arrowhead Library System provided the following statistics for consideration:

Public Library	2010 Population	2017 Library Visits	2018 Library Visits	Visits Per Thousand
Aurora	1,709	14,885	14,599	8.54
Babbitt	1,475	18,871	17,640	11.96
Buhl	1,000	4,607	4,728	4.73
Chisholm	4,976	24,561	23,029	4.63
Cook	574	15,276	21,143	36.83
Duluth	86,265	475,363	426,082	4.94
Ely	3,460	72,261	74,642	21.57
Eveleth	3,718	13,312	17,329	4.66
Gilbert	1,799	10,192	9,860	5.48
Hibbing	16,361	75,210	83,079	5.08
Hoyt Lakes	2,017	11,960	13,962	6.92
Mountain Iron	2,869	22,061	24,107	8.40
Virginia	8,712	80,288	80,548	9.25
ALS Bookmobile	64,994	5,786	6,030	0.09
TOTAL	199,929	844,633	816,778	4.09

Budget, Financial Performance	
Department Goal:	Provide professional finance and accounting services in keeping with best practices, ensuring that public dollars are used exclusively for authorized public purposes.
Commissioner Priority Area:	Effective and Efficient Government

Measure 24. County Auditor – Bond Rating

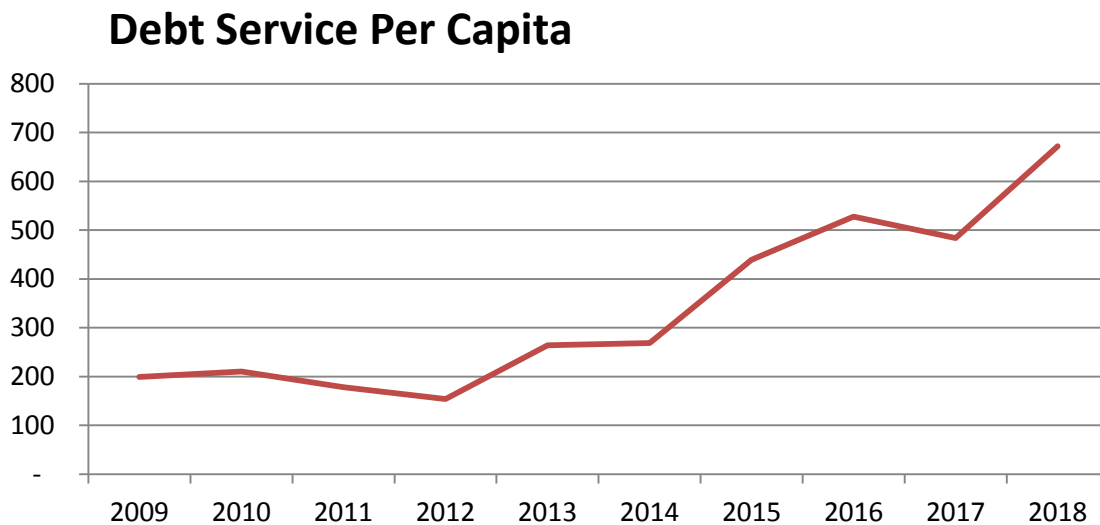
Current Performance: AA+ rating achieved in rating review as part of 2013 bond issuances. In 2018, the County retained an AA+ credit rating from Standard and Poor’s. This rating is just one step below the highest possible rating of AAA. The rating makes the debt offerings of the County more attractive to investors and lowers the cost of borrowing. This rating was retained by the County having sound financial policies, strong management, and a broad and diverse economy.

Data source: Standard & Poor's Ratings Services

Measure 25. County Auditor – Debt Service per capita

Current Performance: \$672 per capita—St. Louis County’s debt levels are well below all established limits.

Please note: the bond sale in 2015 is to accelerate the county’s Transportation Improvement Plan and debt service payments are paid by the dedicated Transportation Sales Tax.



Data source: St. Louis County 2018 Comprehensive Annual Financial Report

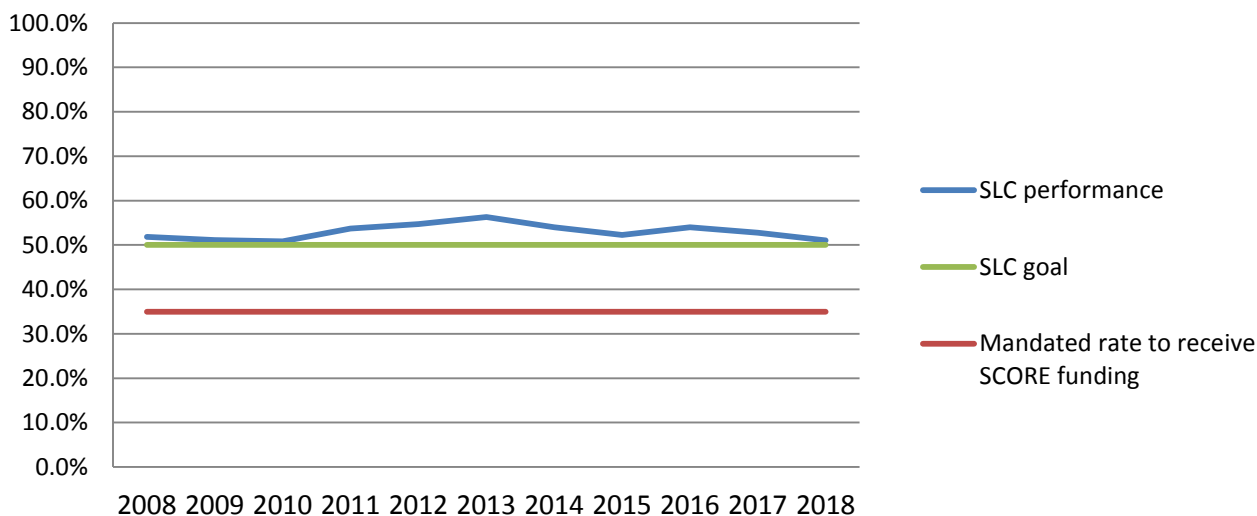
Environment	
Department Goal:	To act in a leadership capacity to ensure a sustainable integrated waste system. Further, to lead by developing public and private partnerships to focus resources on areas of greatest impact to the environment and economy of the County.
Commissioner Priority Area:	Public Health and Safety; Viable Natural Resources and Ecosystem

Measure 26. Environmental Services – Recycling Percentage

St. Louis County Environmental Services works to maintain State of Minnesota Select Committee on Recycling and the Environment (SCORE) recycling levels at or above 50% of the total waste stream. The Environmental Services Department has received funding from the State of Minnesota for recycling programs through this fund. SCORE funds are generated through the State Solid Waste Management tax on garbage disposal. SCORE recycling tonnages are calculated annually. The mandated rate to receive SCORE funding for non-metro counties is 35%; the Department goal is 50% or higher.

Current Performance: 51.06%

SCORE Recycling Percentages



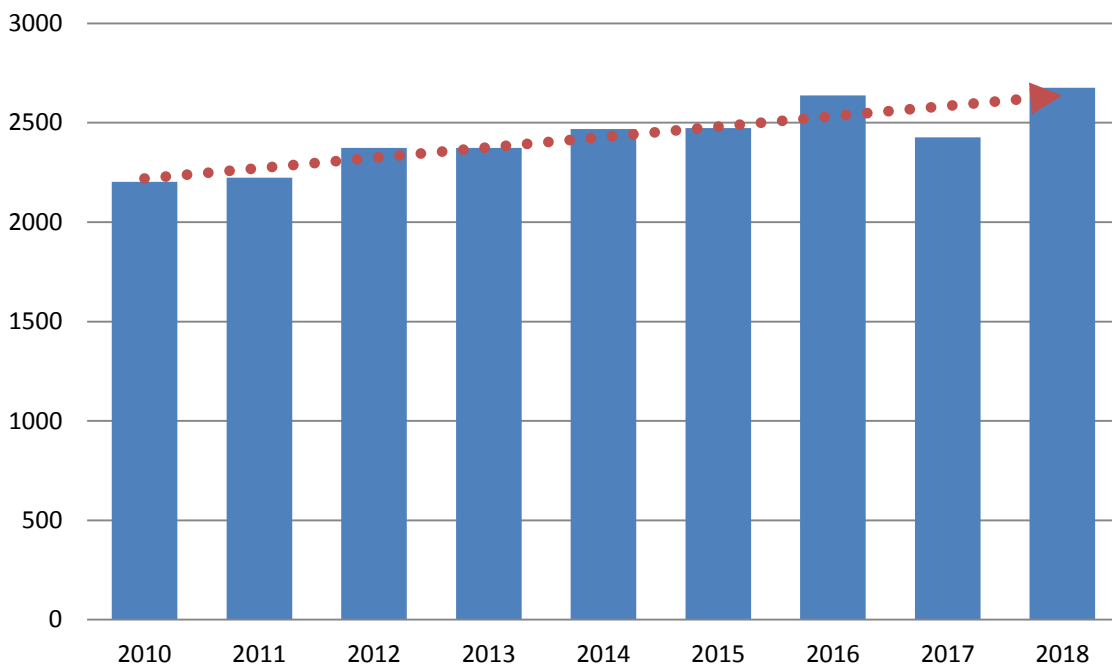
Factors or Outside Influences Affecting Results – The County has not adopted an ordinance for mandatory recycling within the SWMA. Current economic patterns influence the degree consumers manage their waste. Individual materials continue to get lighter as packaging industry standards evolve, thus reducing recordable weights. Score recycling percentage also dependent on number of respondents to County’s annual SCORE survey. Even after repeated letters and telephone calls, Environmental Services experienced lower 2018 survey responses. Additionally, lack of Big Box Store OCC tonnages provided by MPCA contributed to a lower 2018 SCORE recycling rate.

Changes to Meet Target for 2019 – The ESD will continue public education efforts to encourage residents and businesses to recycle and reuse. Technical assistance is being provided to area schools to increase institutional recycling rates.

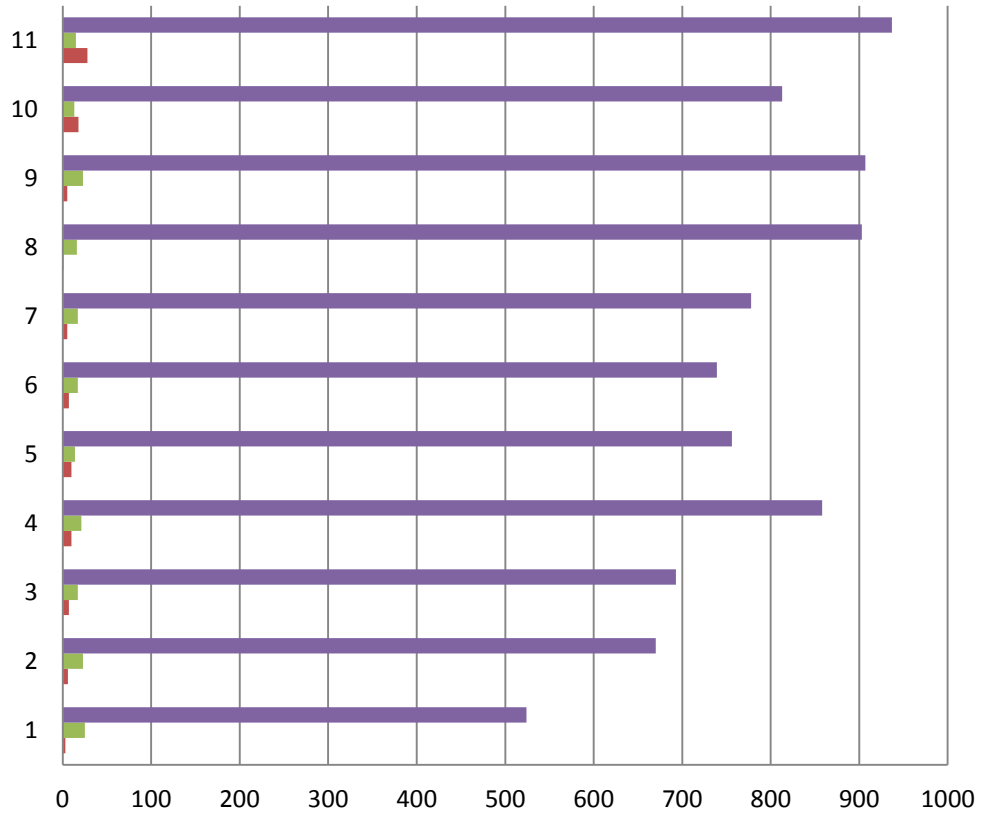
Measure 27. Environmental Services – HHW and Electronics

Current Performance: 82.65 tons of Household Hazardous Wastes (HHW) were collected/managed in 2018 compared to 85.56 tons in 2017. This includes nickel-cadmium batteries, sealed lead acid batteries, fluorescent tubes, and Product Exchange materials collected at the St. Louis County HHW facilities and remote collection sites. The St. Louis County Environmental Services Department (ESD) provides a comprehensive solid waste management system for that part of St. Louis County outside of the Western Lake Superior Sanitary District. The ESD works to increase the number of customers utilizing free disposal at the thirteen HHW mobile collections and two year-round HHW collection facilities.

Households utilizing St. Louis County's HHW collection network



HHW Collection Network Statistics



	1	2	3	4	5	6	7	8	9	10	11
■ Number of Users of Product Exchange	524	670	693	858	756	739	778	903	907	813	937
■ Number of Very Small Quantity Generators (VSQG)	25	23	17	21	14	17	17	16	23	13	15
■ Number of Minimum Quantity Generators (MQ)	3	6	7	10	10	7	5	1	5	18	28

Factors or Outside Influences Affecting Results –ESD’s HHW program is free to all residential property owners within the department’s Solid Waste Management Area. Businesses can participate in the HHW program as a direct paying customer, although many elect to contract with private contractors providing hazardous waste collection and disposal services. Since the County’s adoption of the Minnesota PaintCare Program, businesses and homeowners have been utilizing free paint disposal opportunities through the HHW program and other local commercial vendors participating in the PaintCare program. The now completed Highway 53 project is likely to have impacted the perceived ease of access to the HHW site, thus accounting for the potential decrease in homeowner participation.

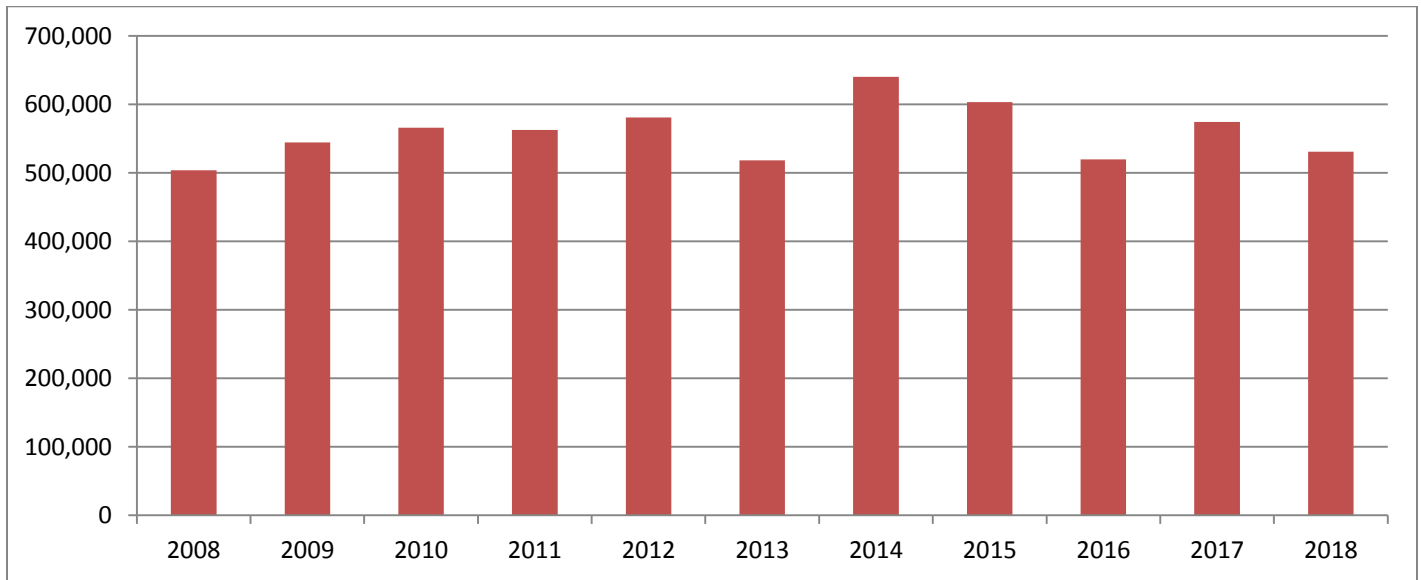
Changes to Meet Target for 2019 – The upcoming 2019 Department HHW advertising campaign will be consistent with previous past efforts. The department uses Facebook in addition to print and radio advertising to promote its hazardous waste programs. In 2018, the Department received reimbursement of \$16,035 from the PaintCare Program to help offset collection, haulage and disposal costs associated with the department’s participation in the program. The department anticipates continued public and business participation in the program.

Additionally, the department has successfully expanded its program to allow the acceptance of commercially-generated hazardous waste from any business identified as a Very Small Quantity Generator (VSQG), those businesses generating up to two hundred twenty pounds of hazardous waste per month. The Department will continue to conduct three summer VSQG remote collections in addition to year round scheduled appointments at the HHW facility located at the Regional Landfill. In 2018, the VSQG B-Clean Program disposed of approximately 6,015 pounds of hazardous waste materials compared to approximately 7,939 pounds of hazardous waste materials in 2017.

Measure: Make proper disposal of electronics an accepted practice by the general public.

Performance Target: Increase the capture of waste electronics from the municipal solid waste stream by 1%.

Date Source: LMS



Factors or Outside Influences Affecting Results – State law mandates that commercial waste electronic and residential video display devices (e-waste) are banned from landfills and must be processed for recycling. The only collection sites for residential e-waste within the Environmental Services Solid Waste Management Area are provided by the department. Fees charged for the collection of e-waste are kept low to encourage proper disposal, resulting in haulage and processing costs subsidized by other solid waste program revenues. Continued use of effective advertising will insure that electronics are recycled properly.

Changes to Meet for Target 2019 - The goal is to increase pounds recycled by 1% per year. 2017 saw a 10.1% increase in e-waste pounds collected versus 2016, indicating the backlog of e-waste stored by residents has not completely made its way through the system. Newer electronic products are lighter so the program should continue to see lower levels than the record pounds collected in 2014.