

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

Date: June 6, 2023

Resolution No.: 2023-135

Motion by Commissioner: Barb Weckman Brekke

Seconded by Commissioner: Jody Brennan

RESOLUTION NO. 2023-135; AFFIRMING ADOPTION AND IMPLEMENTATION OF THE STANDARD MEASURES PROGRAM DEVELOPED BY THE COUNCIL ON LOCAL RESULTS AND INNOVATION AND AGREEING TO REPORT RESULTS TO RESIDENTS

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

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

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

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

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

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

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

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

VOTE RESULTS:

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

No: None

Absent:

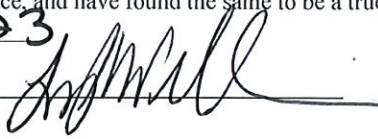
Abstain: None

State of Minnesota)

County of Scott)

I, Lezlie A. Vermillion, duly appointed qualified County Administrator for the County of Scott, State of Minnesota, do hereby certify that I have compared the foregoing copy of a resolution with the original minutes of the proceedings of the Board of County Commissioners, Scott County, Minnesota, at their session held on 6.6.23 now on file in my office, and have found the same to be a true and correct copy thereof.

Witness my hand and official seal at Shakopee, Minnesota, on 6.6.23



County Administrator

Administrator's Designee



SCOTT COUNTY

2022 Annual Performance Report



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Executive Summary



Delivering What Matters



Introduction

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

A key attribute of the DWM framework is shifting from evaluating *programs* to evaluating *outcomes*. This shift keeps a focus on whether the services we provide are making a difference in our communities, or -- stated differently -- whether people are better off as a result of our services. It guides investments into services that are effective and efficient. It encourages work across County departments and with community partners, eliminating duplication created by silos in government structure while maximizing the efficiency of existing resources.

Council on Local Results and Innovation

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

In accordance with this initiative, County goals, outcomes, and output measures have been developed and adopted by the Scott County Board of Commissioners. Each includes an identification of the goals, Community Indicators, and Key Performance Indicators from multiple programs that all relate to improving results. Resident survey data are included as a method of measuring performance in some outcome areas. The report includes data on 18 of the Standard County Measures recommended by the Office of the State Auditor and comprehensive documentation of annual efforts to advance the objectives in the County’s strategic plan.

Executive Summary

Key Findings

Performance data and documentation of progress on the Strategic Plan are organized by Objective Areas (i.e., cross-functional teams comprised of programs which impact similar outcomes, regardless of their position in a department or division). This strategic framework draws on collective impact theory, aligning planning, resources, responsibility for outcome achievement, and maximizes the organization's capacity to achieve the outcomes included in the Strategic Plan. Each chapter includes related community-level data, when available; performance data from programs within the Objective Area; results from the 2022 Resident Survey; and a summary of how each Objective Area contributed to progress on the Strategic Plan in 2022.

Summary of Findings: Performance data

Nearly all program areas continued to meet or exceed performance goals. The County offers a hybrid work environment, and programs continue to meet performance standards within this new setting. Policy revisions led by Employee Relations, technology solutions, and updated supervision models support continued standards of excellence in the quality of services provided to taxpayers while maintaining flexible work options for employees.

Successful resolution of the pandemic-related court backlog improved performance for multiple program areas negatively impacted by those delays last year. American Rescue Plan Act (ARPA) dollars were used to hire temporary staff to resolve the backlog. Results included improvements in the timeliness of hearings and a prompt completion of criminal histories and pre-sentence investigations. These improvements positively impacted services to individuals involved in the justice system and reduced the costs to taxpayers associated with unnecessary days in the jail.

Findings from the 2022 Resident Survey were slightly more negative when compared to previous survey results. It is encouraging that ratings of County employees continue to be viewed positively, with 83 percent of respondents indicating their overall impression of employees as "good" or "excellent". Citizens' rating of the quality of services they receive and the value of taxes they paid was higher than it has been at any time in the history of the survey.

Two themes emerged where performance was not as strong as desired:

- **Pandemic impacts:** Performance data from program areas hit hardest by the pandemic, primarily those serving vulnerable populations, reflect the lingering impacts of the national health emergency. Delays in completing MNChoices Assessments delay access to community-based services for seniors and for people living with disabilities. Waiting lists exist for some, but not all, mental health services for children and adults. The number of mental health commitments continues to increase. Delays occurred in processing applications for Economic Assistance programs (including health insurance). There are increased numbers of people reporting homelessness, and more evictions.

It is important to note these same areas of challenge are occurring in counties across the state. Factors impacting performance include sizeable increases in the number of people in need of services and a workforce shortage, which made it difficult for service providers to hire and retain staff needed to

Executive Summary

serve vulnerable people. At the time of this writing, additional resources to support these program areas are being considered in the 2023 legislative session.

- **Communities of color:** Examining performance data by race and ethnicity shows people from communities of color do not experience the same positive outcomes as do their white counterparts. It is encouraging that a growing number of programs are analyzing and presenting data through this lens, promoting a more thorough understanding of the existing disparities as the County moves forward on strategies to address them. The County has hired a new Quality Improvement Manager focused on Community Engagement and leading work resulting in reduction in outcome disparities.

Summary of Findings: Progress on the Strategic Plan

Now in the third year of a five-year planning cycle, work continues to complete elements of the Strategic Plan. Themes across the Strategic Planning work include:

- **Investing ARPA funds tactically:** The County Board set priorities for the use of ARPA dollars based on what Scott County communities needed most to recover from the pandemic. They also aligned funding priorities with existing Strategic Plan objectives. The influx of federal dollars made it possible to expedite some previously planned projects, shifting those costs away from the County levy (e.g., replacement of the radio tower in Jordan). ARPA dollars also helped launch previously unplanned, innovative solutions (e.g., truancy and educational neglect diversion programs).
- **Building a prevention framework:** The County is shifting investment models and committing more resources to prevention/early intervention responses, and very preliminary data indicate that this shift is positively impacting resources needed for deep-end mandated services. For example, data show a reduction in the number of screened in Child Protection reports and a reduction in the number of children in out of home placement in a timeframe associated with the child welfare prevention initiatives. Data also show a reduction in the number of people in the jail, which may be associated with efforts to prevent recidivism, decriminalize mental illness, and improve court processes. Going forward, savings incurred through prevention approaches may be able to offset costs of deep-end services, which also must be maintained and function effectively. Over time, further evaluation of these preliminary associations is necessary to draw more definitive conclusions, and careful evaluation of costs and outcomes is warranted to find the appropriate funding balance within this new framework.
- **Changing business models to improve outcomes:** County values which challenge the organization to transform government also promote efforts to redesign how services are delivered. The prevention framework referenced earlier is one example of transformation as evidenced by the evolution of the Family Resource Centers. Other examples of business model changes are underway, with potential to make positive impacts on residents and communities. Some key examples include:
 - The Jail Study was completed and included strategies for reducing both recidivism and high rates of staff turnover. Staff positions were added, changes were made to the delivery of

Executive Summary

medical services, a social worker was embedded, the role of the re-entry worker was revised, and continuous improvement efforts continue.

- Phase I of the Juvenile Alternative Facility (JAF) Study was completed, with adoption of recommendations to maintain the Facility in Scott County while exploring restructuring of service models and regional partnership supports. Phase II of the Study is underway.
- The Regional Training Facility study was completed, leading to both short-term and long-term planning for the continuation of services to support training resources for first responders.
- The County is examining opportunities for a shared regional 911 Dispatch model.
- An evaluation of Employee Relations supported a transition away from transactional services and into a more strategic role within the organization.
- Extended Access services in the libraries will expand to six branches by early 2025.
- Community engagement efforts focused on building partnerships with faith communities and non-profit organizations showed some success. Examples include the expanded number of non-profit providers, including those from culturally diverse communities, working through the Family Resource Centers as well as faith communities' responses to families experiencing homelessness.
- Customer Service, responding to the voices of residents, developed and implemented a hybrid service delivery model allowing for both drop-in and scheduled appointments without compromising efficiencies.
- The County will launch a Coordinated Response program, bringing needed mental health resources into alignment with law enforcement.
- The County invested in the Certified Community Behavioral Health Clinic (CCBHC) certification process which would bring new needed services to Scott County, delivered in a more seamless manner, with increased rates of reimbursement for services to people with mental health and chemical health needs.
- The organization's development of a strategic hierarchy to organize programs around the outcomes they impact (rather than on the department or division assignment) is creating opportunities significantly impact performance management.

Going forward: The following key opportunities exist to support completion of the 2020-2025 Strategic Plan:

- **Maximizing new Government Center Campus resources:** The construction and renovation of the government center buildings was completed on time and under budget. Nearly all staff and programs have been relocated to the new Government Center campus. Closer proximity, shared resources and improved technology create opportunities for operational efficiencies and convenient, streamlined service delivery for residents.
- **ARPA Project Completion:** Over the next year, continued progress on the Strategic Plan and completion of ARPA funded projects is anticipated. Some urgency exists to make final decisions on pending ARPA projects -- or decisions to reallocate dollars currently earmarked for those projects -- before the expiration of spending timelines in 2025-2026.
- **Changing demographics:** Results from the 2020 Census show Scott County is growing, becoming more diverse, and aging. Teams from each Objective Area will be examining how changing demographics

Executive Summary

will impact service delivery. Supporting improved outcomes in communities of color will require staff development and community outreach, bringing more community voices into planning and implementation of services.

- **Evaluation, measurement, and reporting capabilities** represent both strengths and opportunities for improvement in efforts to be responsible stewards of taxpayer dollars:
 - For more than 15 years, the County has invested in the DWM framework, including performance management. Some Community Indicators and some Key Performance Indicators are either not available or need revision to more meaningfully reflect the quality and impact of services provided.
 - As business models change and as new, innovative approaches are implemented, program evaluation resources will be critically important to determining whether changes led to the desired outcomes and/or continued investment in new approaches are prudent.
- **Implementation of a new Enterprise Resource Planning system** will require considerable time and resources over the next year in preparation for the scheduled implementation in 2025. This new system will significantly improve efficiencies across the organization and will enhance reporting capabilities, improving the data needed by the organization to guide investment decisions, expand options for transparency and support continuous quality improvement.
- **Preliminary work will begin on the next strategic plan** towards the end of 2023 to prepare for engagement of elected officials, County staff, and community members in the next update to the Strategic Plan.

Goal, Vision, Mission, Values

Goal

Safe, Healthy, Livable Communities

Vision

Scott County: Where Individuals, Families, and Businesses Thrive

Mission

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

Values

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

Performance Management

RESULTS MAPS: SAFE, HEALTHY, LIVABLE COMMUNITIES AND RESPONSIBLE GOVERNANCE

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



Performance Management

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



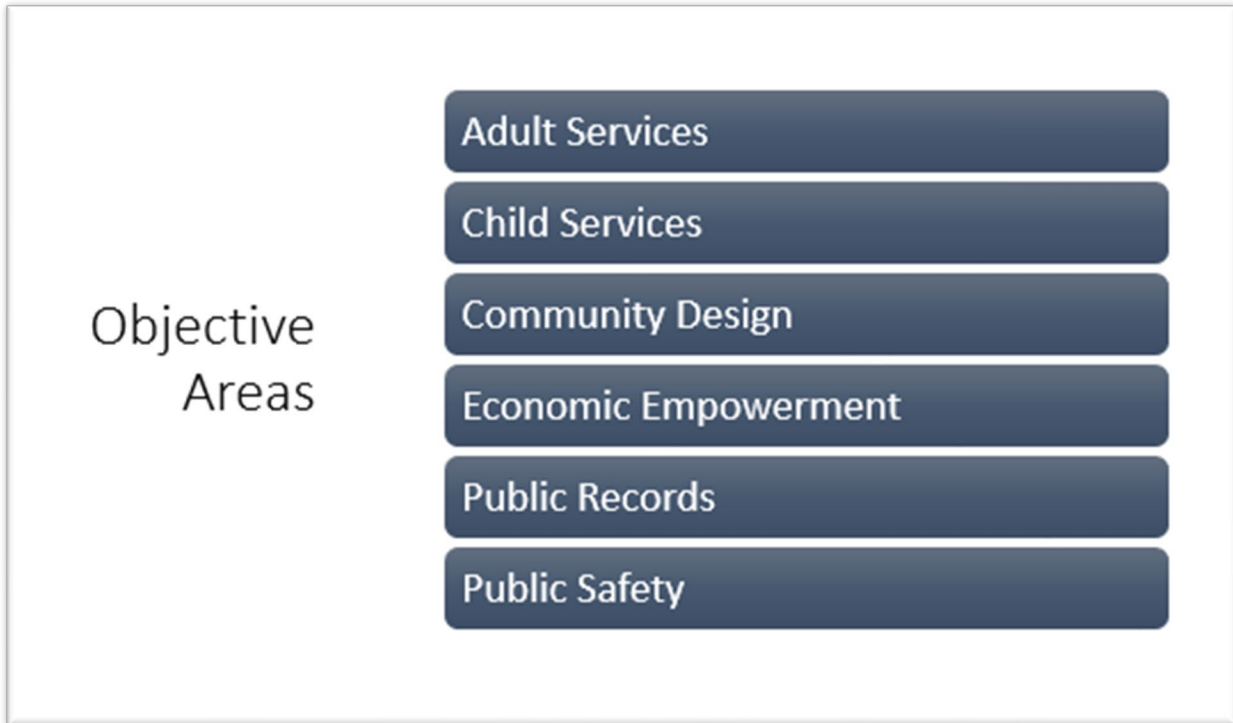
Community Indicators (CIs) are *external* measures of how well our communities are doing. They reflect the experiences of all residents in Scott County, not only those who use County services. Community Indicators tie the work of County programs to broader community outcomes and give us a way to examine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

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



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

Priority Based Budgeting



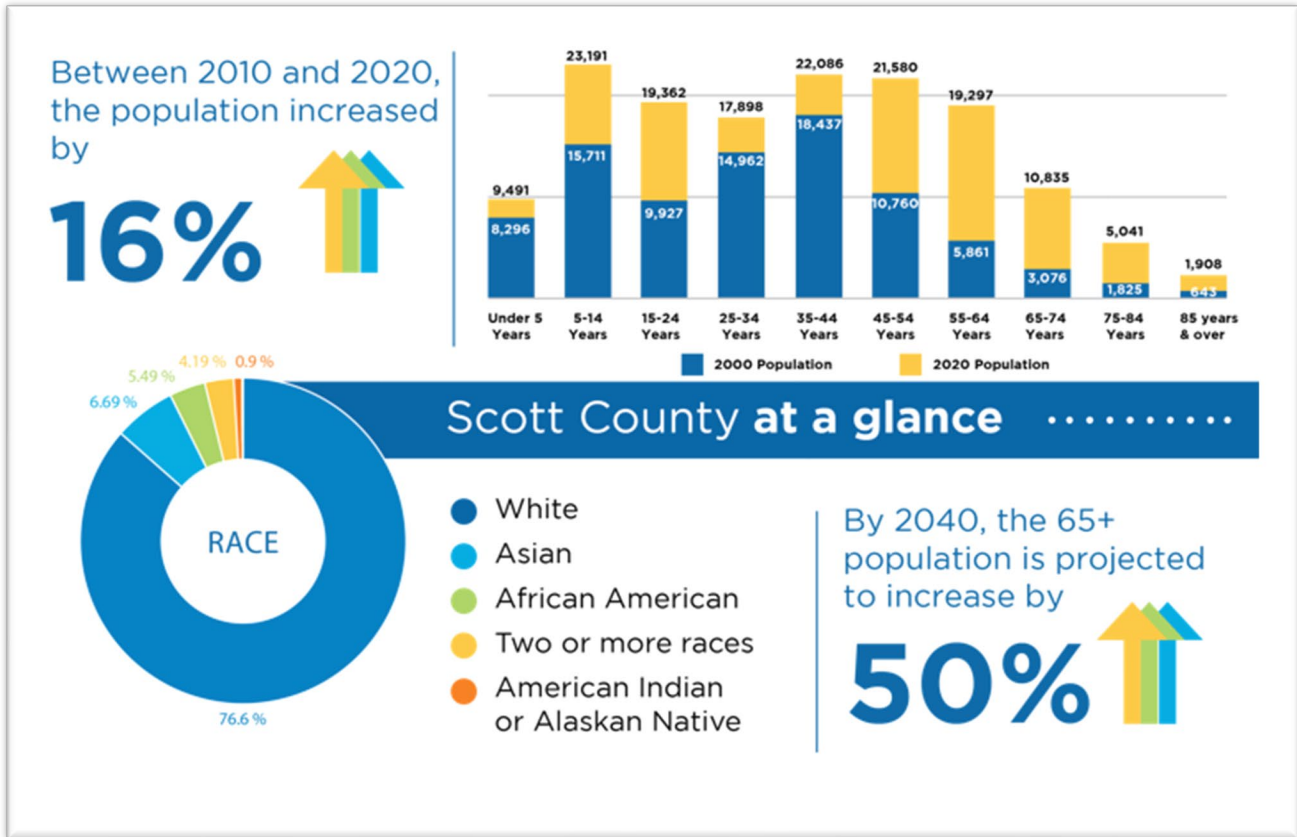
Linking performance measures to investments and budgeting decisions supports County efforts to maintain the highest standards and promotes investments in effective services that are efficiently delivered.

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

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



County Demographics



Demographics and 2020 Census Results

Results of the 2020 U.S. Census reflect changes in the composition of the population in Scott County:

- Scott County is the second fastest growing county in Minnesota.
- Like many of Minnesota’s counties, growth in Scott County’s population was largely attributable to growth in Black, Indigenous, and People of Color (BIPOC) communities.
- Scott County is also seeing an increase in the percentage of residents ages 65 and older. This shift will have a significant impact on our economy, workforce, housing, health care and services. Communities need to plan for and respond to needs to enable older adults to continue to live safely and independently in the community.

2022 update: The Metropolitan Council releases preliminary population estimates annually. As of April 1, 2022, Scott County had 56,803 housing units, 54,295 households, and 154,395 people (of whom 1,407 lived in group quarters facilities). Household size averaged 2.818 persons per household.

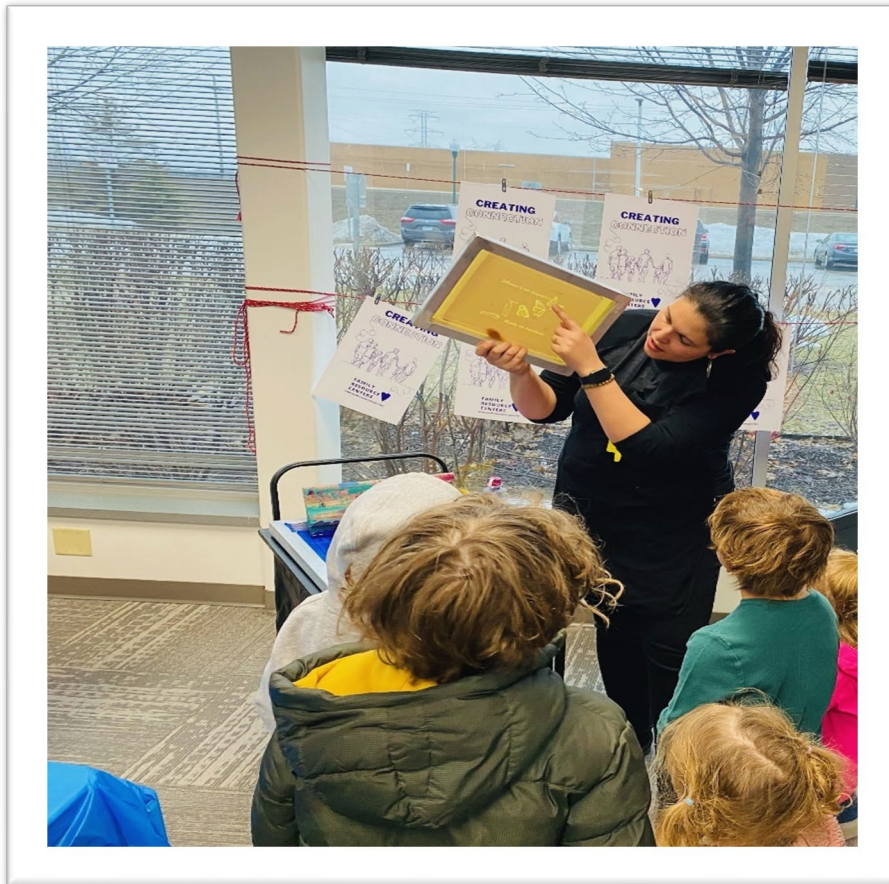
<https://www.metrocouncil.org/populationestimates>



Serving People

- Child Services
- Adult Services
- Economic Empowerment
- Public Safety

Child Services



Family Resource Center opened at the Minnesota Regional Transit Center, March 2023

Child Services Outcomes

County results maps reflect residents expect government programs to care for the youngest and most vulnerable residents.

- Safe: Children and vulnerable adults are safe and have their basic needs met
- Safe: Citizens feel safe, know their neighbors, children play outside, and all feel part of the larger community
- Livable: Excellent schools and opportunities

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

Child Services

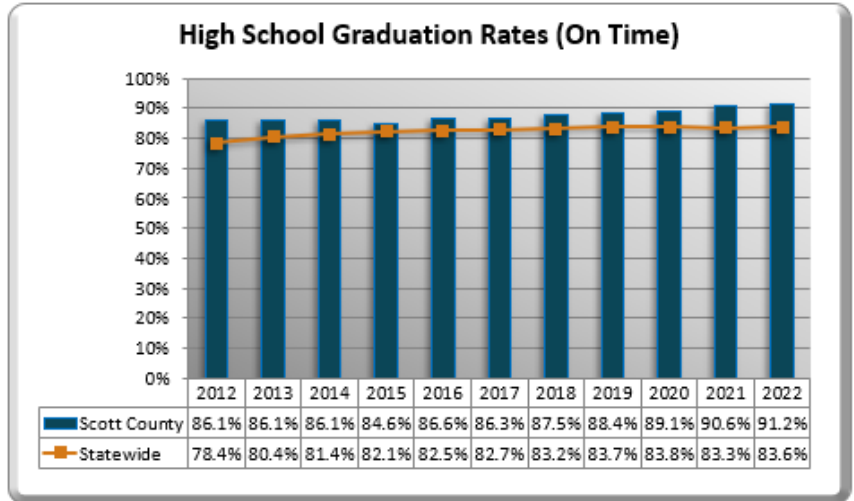
EDUCATION AND LITERACY

I. Community Indicator: High School Graduation Rates

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

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

However, data provided by the Minnesota Department of Education and posted on mncompass.org reflect lower graduation rates for children of color and those from Hispanic backgrounds.



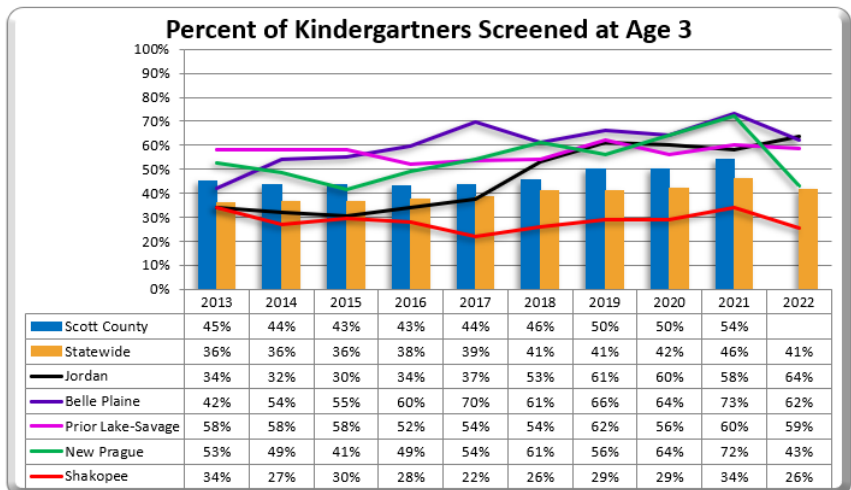
Source: Minnesota Compass

II. Community Indicator: Rates of Early Childhood Screening at Age Three

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

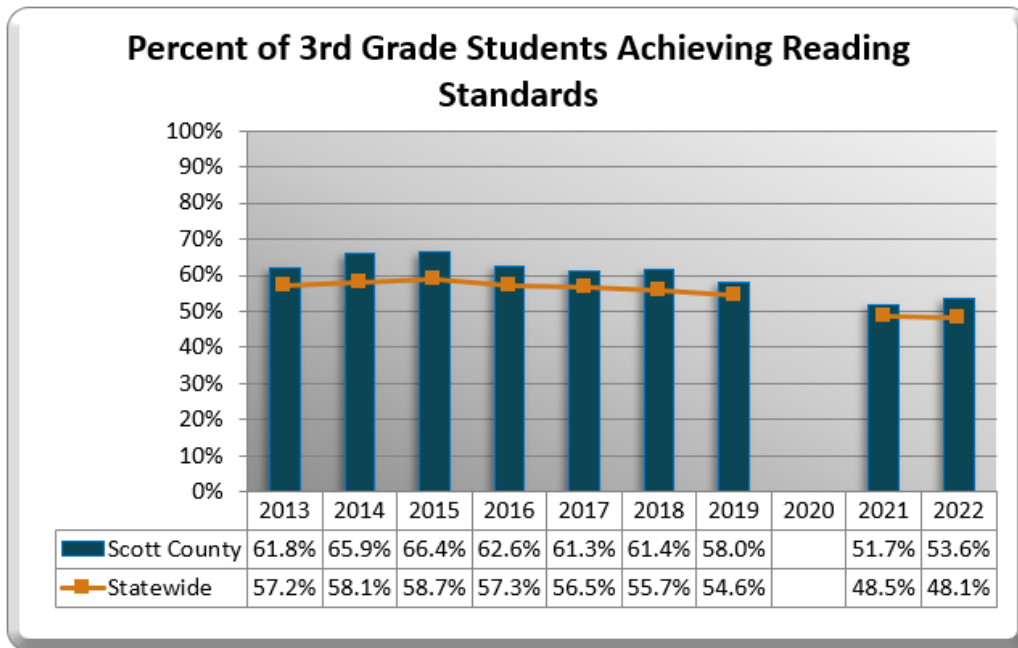
Screening when children are three years old provides the best opportunity to identify and treat potential concerns before children begin kindergarten. Early identification reduces surprises for schools and aids them in having services in place as children enter the school system.

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



Source: Minnesota Department of Education

Child Services



Source: Minnesota Compass, 2022

III. Community Indicator: Percent of Third Grade Students Achieving Reading Standards

Reading at grade level by the third grade represents an educational benchmark for later academic success, including likelihood of high school graduation. Students with limited reading skills are more likely to exhibit behavioral problems, repeat a grade, and eventually drop out of school.

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

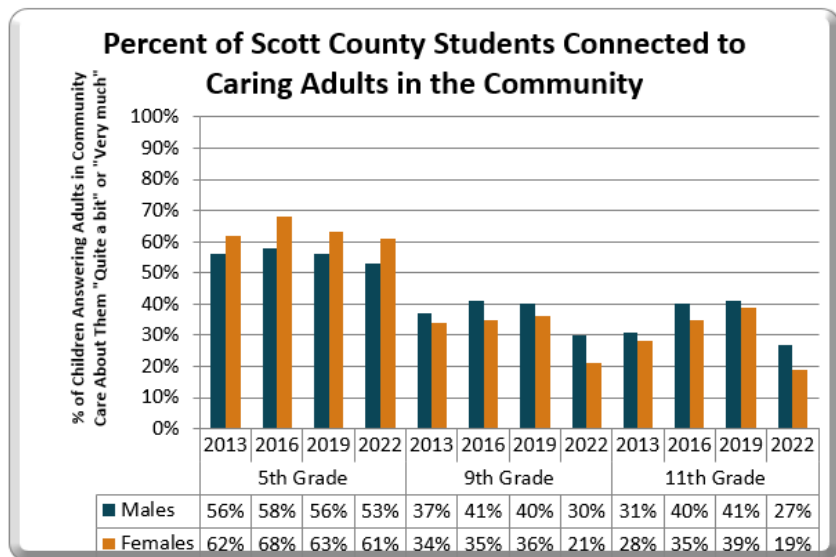
Trends reflect gradual decreases in the percentage of children who can read at grade level. While there was a slight improvement in results from 2022, only 53 percent of all third graders demonstrated reading proficiency. Data provided by the Minnesota Department of Education reflect that statewide, a higher percentage of white, non-Hispanic students are proficient in reading compared to third graders of other races and ethnicities.

Child Services

IV. Community Indicator: Students Connected to a Caring Adult

Research shows that children who feel connected to a caring adult outside of their immediate family have higher levels of confidence, self-esteem, and sense of safety. Teachers, coaches, mentors, faith leaders, and other caring adults can make life-changing differences when investing their time to support youth activities and development. These relationships help young people avoid risky behaviors and develop resilience, and they are more likely to be academically and socially successful. The County has a role in convening partnerships to support those opportunities.

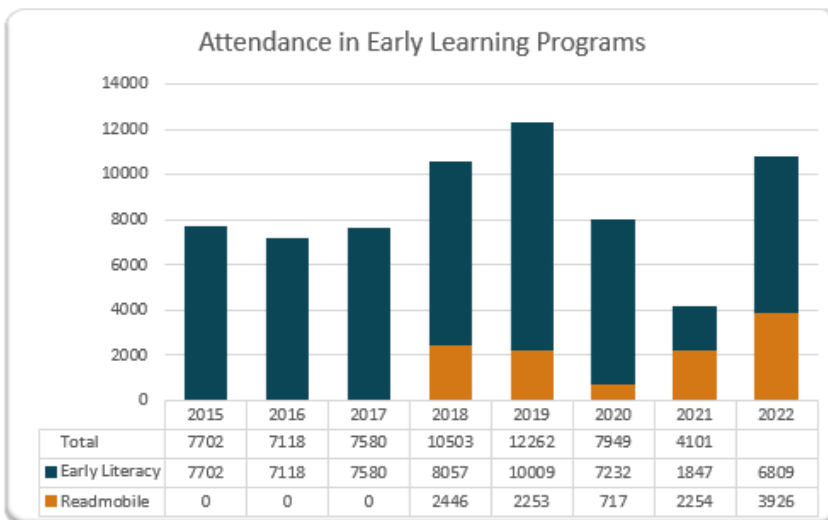
These data reflect the percentage of children who said they felt adults from their community and from their school cared about them “quite a bit” or “very much” on the Minnesota Student Survey, which is administered by public schools every three years.



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

A. Library Youth Services: Program 59

About this measure: Libraries provide an environment that supports early literacy, as well as access to



source: staff reports

technology, enriched cultural events and relationships with caring adults. Early literacy classes are taught by staff trained in a parent education curriculum focused on the importance of early literacy and how to nurture early literacy at home.

2022 update: In all, 297,519 visitors came to the Scott County libraries. Participation levels in Early Learning Programs are returning to pre-pandemic levels, and attendance at Readmobile programs nearly doubled. Eighty nine percent of respondents to the 2022 Resident Survey endorsed the quality of Library services to be “good” or “excellent.”

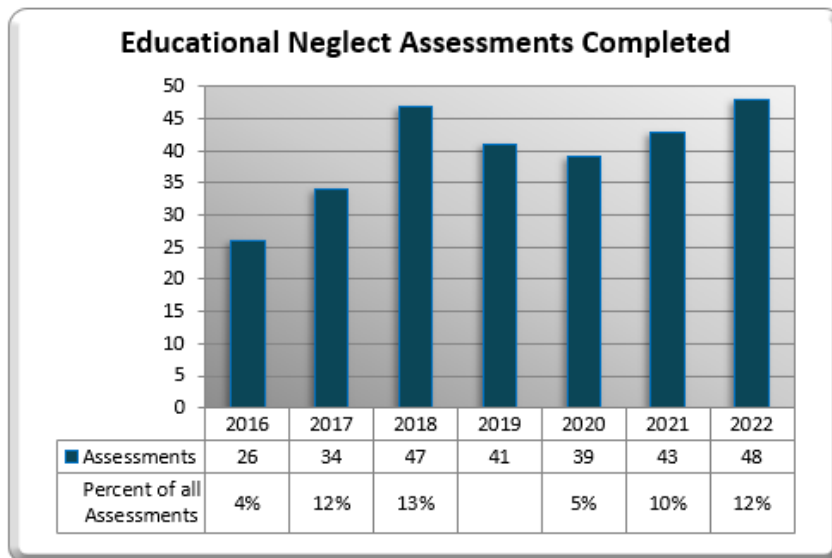
Child Services

EDUCATION AND LITERACY: NEW INITIATIVES TO SUPPORT SCHOOL ATTENDANCE

Inconsistent school attendance is directly related to diminished academic success. Following the pandemic, schools saw an increasing number of children who did not attend school daily. Distance learning protocols may have contributed to interruptions, gaps, and educational losses for some children and youth who were adversely impacted by the loss of structured school attendance and direct contact with peers and teachers. Using federal ARPA dollars, Scott County initiated new prevention and diversion programs to address educational neglect and truancy.

B. Educational Neglect

About this measure: When children under the age of 12 have seven or more unexcused absences, schools are mandated to make an educational neglect report to children protection. Often, inconsistent school attendance is an indicator of other challenges families are experiencing providing for the health and safety of their children.



Source: Minnesota Department of Human Services Tableau Server data

2022 Updates: In 2022, Scott County conducted 48 educational neglect assessments, representing 12 percent of all child protection assessments conducted that year.

Using ARPA funds, child welfare leaders worked with non-profit organizations to create both a prevention and diversion program to address educational neglect reports. As of March 31, 2023, the PASS program served 46 families for prevention services and 31 families for educational neglect diversion.

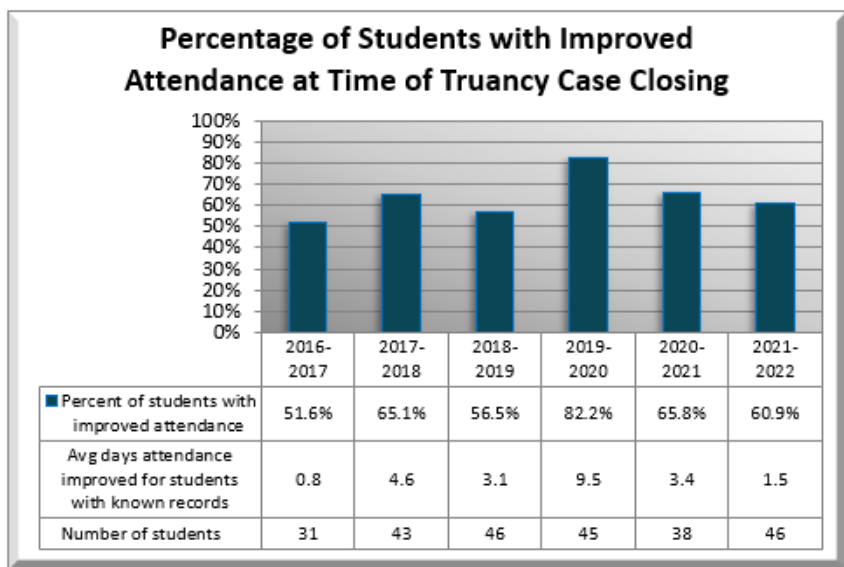
Child Services

C. Truancy

About this measure: When children ages 12 or old has seven or more unexcused absences, school officials make truancy referrals to Social Services. This measure compares the number of school absences 30 school days prior to a referral to the Truancy program against the number of absences 30 school days before case closing. (Note: 2019-2020 school year data are impacted because unexcused absences occurring between March 1, 2020, and June 20, 2020, do not count toward truancy referrals pursuant to state issued pandemic waivers).

2022 update: Data trends reflect minimal improvements in attendance following a traditional truancy intervention and suggests an opportunity to attempt a different service model.

In 2022, the County launched PATH, a partnership with a non-profit to divert truancy responses away from a government response and address inconsistent school attendance through a service model that would more effectively improve school attendance. As of March 31, 2023, a total of 37 referrals for truancy diversion had been made to Treehouse.



Source: Truancy HHS Referral Tracking SharePoint list

Child Services

CHILDREN'S HEALTH AND SAFETY

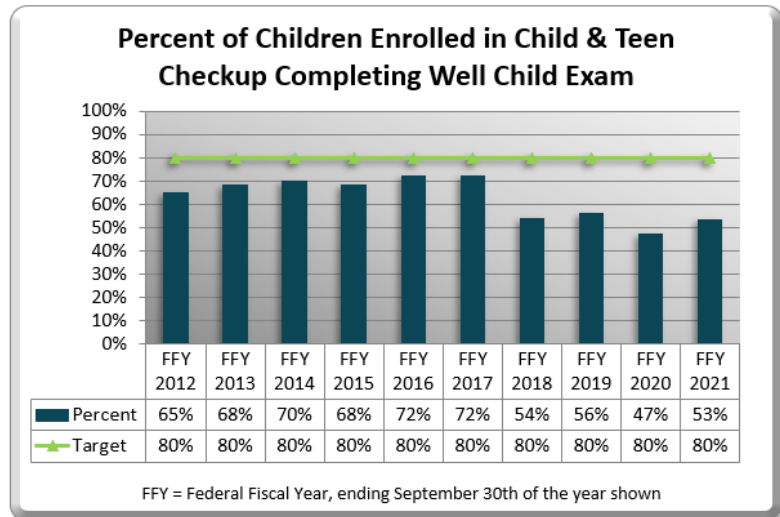
A. Public Health -- Family Health: Program 206

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

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

2022 update:

Data for this measure are always one year behind the year shown. The Minnesota Department of Health releases data for this measure each summer.



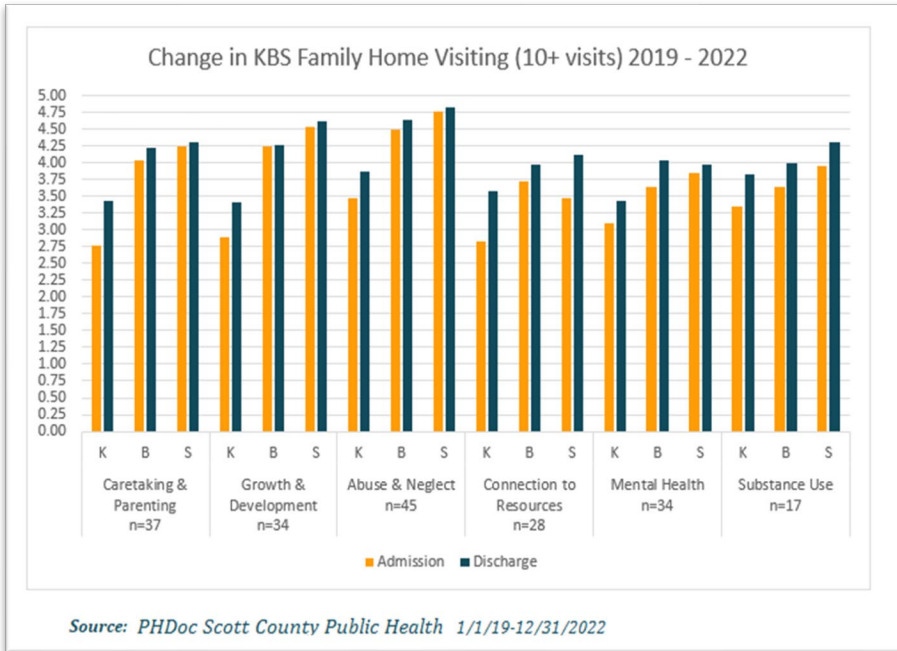
Source: Child and Teen Checkup Data



New WIC clinics opened at the Scott County Government Center -January 2022

Child Services

B. Public Health Home Visiting: Program 222



About this measure: Family Home Visiting programs are an evidence-based early intervention service for young children and their families. Scott County Public Health has two family home visiting programs to serve families. Each family has challenges and circumstances that make parenting difficult. For each identified challenge or circumstance, ratings for the family's knowledge, behavior, and skills (KBS) are given according to a standardized rating scale upon admission and discharge.

This chart illustrates the changes in what knowledge parents possessed, what behaviors they exhibited, and what skills they demonstrated on pre- and post-test observations. Even incremental changes in KBS scores make a big difference in the life of a child. Research indicates that using an early intervention home visiting program results in improved skills and attitudes toward parenting, better parent-child attachment, increased child safety, health, and long-term success in school.

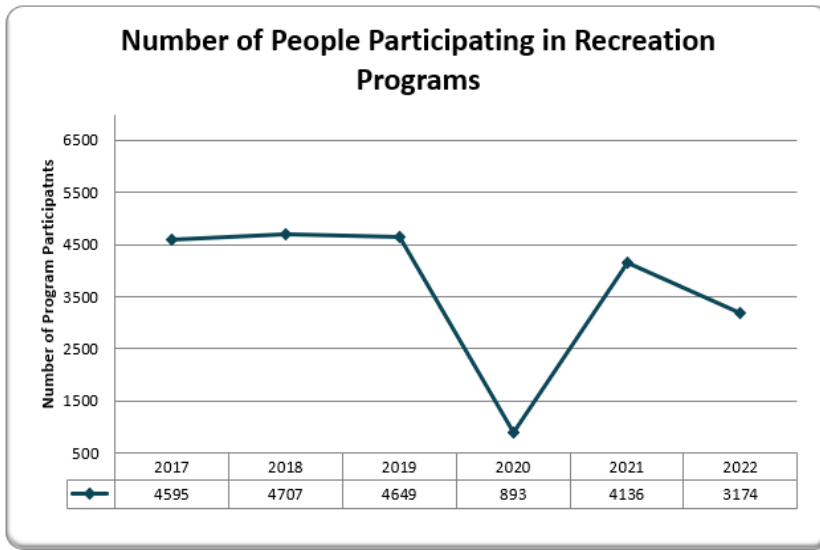
2022 update: These are cumulative data for families served through both home visiting programs between 2019 and 2022. In most categories, improvements are noted in knowledge, behaviors, and skills following the completion of five or more visits with family home visiting nurses.



Child Services

C. Parks: Recreational Programming and Lessons: Program 59

About this measure: Parks and park programming can play a key role in supporting children and families and preventing involvement in the child welfare system. Involvement in youth parks programs builds resiliency, confidence, and independence. Parks provide a low-cost venue for healthy, active family time.



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

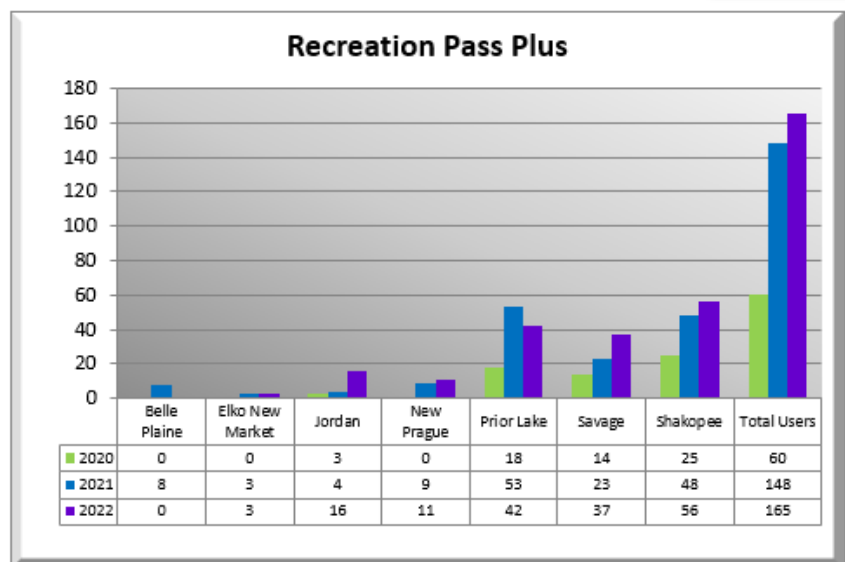
2022 update: While the number of participants in parks programming decreased over the last year, the number of annual visitors to parks and trails has continued to increase, with over 940,000 annual visits in 2022.

Source: Scott County, Three Rivers Park District Program Staff

D. Parks: Rec Pass Plus

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

2022 update: These data show the number of users in the Rec Pass Plus program and the growth it has experienced over its three years of operation.



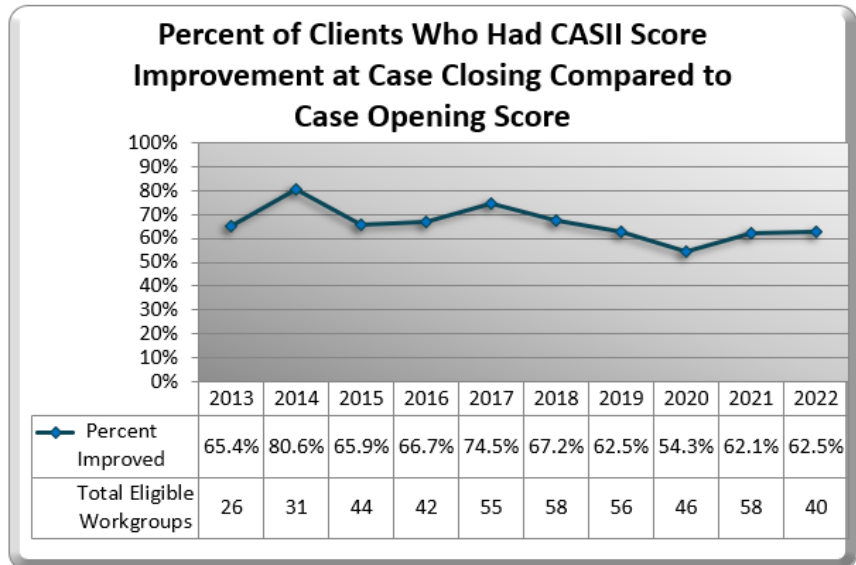
Source: Three Rivers Park District

Child Services

E. Children’s Mental Health Case Management: Program 192

About this measure: Children’s Mental Health services provide interventions to help families address their children’s mental health needs. When children receive effective therapeutic services and supports, their recovery allows them to become independent and productive adults.

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



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

2022 update: In 2022, the number of children served by the Children’s Mental Health unit dropped by almost 30 percent. A staff position was added using ARPA funds in response to an anticipated increase in the demand for services. Although that spike was not evident in 2022, the first quarter of 2023 did see a significant increase in the number of children served and caseload sizes between 21 and 25 exceed state required caseload limits.

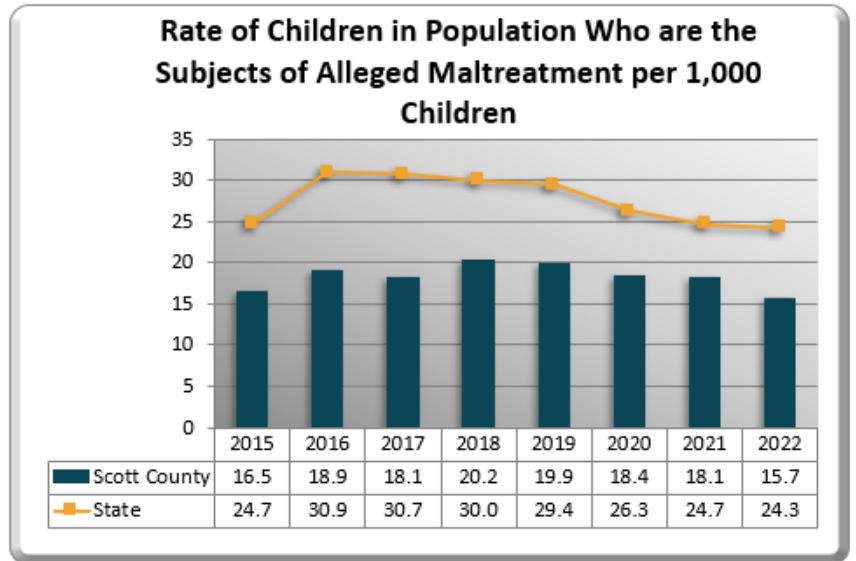


Child Services

V. Community Indicator: Rate of Child Maltreatment per 1000 Children

In any given year, approximately one million children nationwide come to the attention of the child welfare system. Abuse and neglect have immediate, tragic impacts on children as well as negative effects on the health of a community. Children who experience abuse and neglect face a higher risk of mental health concerns; are more likely to become involved in the criminal justice system; perform poorly in school and have challenges transitioning to adulthood.

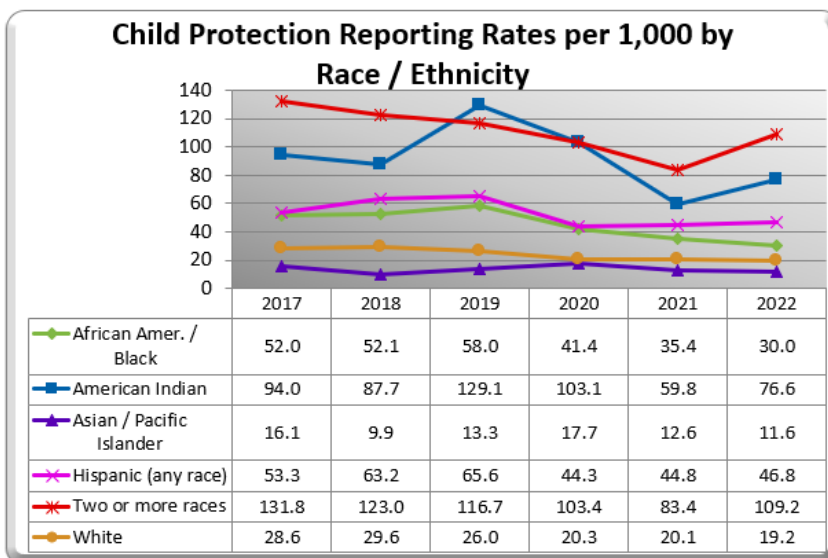
These data indicate that the rate at which children come to the attention of Child Protective Services in Scott County is considerably lower than the statewide rate for first-time reports.



Source: Tableau #3 number of alleged victims screened/ investigations completed

Rate of Child Maltreatment per 1000 Children: By Race and Ethnicity

Although Scott County has historically had a lower rate of reporting than the state rate, children from minority communities do not have the same experiences as do children from white families.



In 2022, children from Hispanic, Black, American Indian, or biracial/multiracial children were more likely to be referred to child protection than were white children. To improve outcomes for all children in Scott County, these data suggest the need for coordinated strategies across program areas, particularly those providing community outreach, prevention, and early intervention services to children and families.

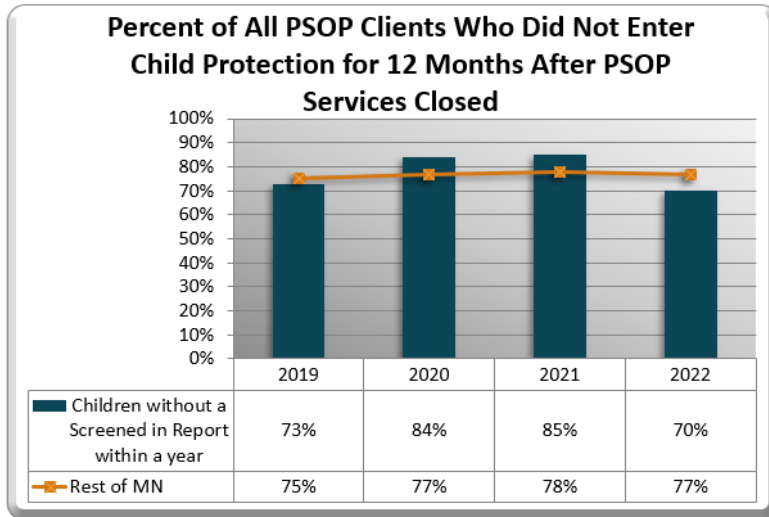
Source: SSIS, Research and Evaluation Unit, Child Safety and Permanency division, MN Department of Human Services

Child Services

A. Parent Support Outreach Program: Program 205

About this measure: The Parent Support Outreach Program (PSOP) provides support to families who are struggling to care for their children but who do not meet legal criteria for involvement in Child Protective Services.

The program goal is to increase parental capacity to protect, nurture, and meet children’s basic needs early -- potentially preventing the family from ever entering the child protection system. When successful, this intervention improves outcomes for children and avoids the need for deeper-end, costlier services to taxpayers.



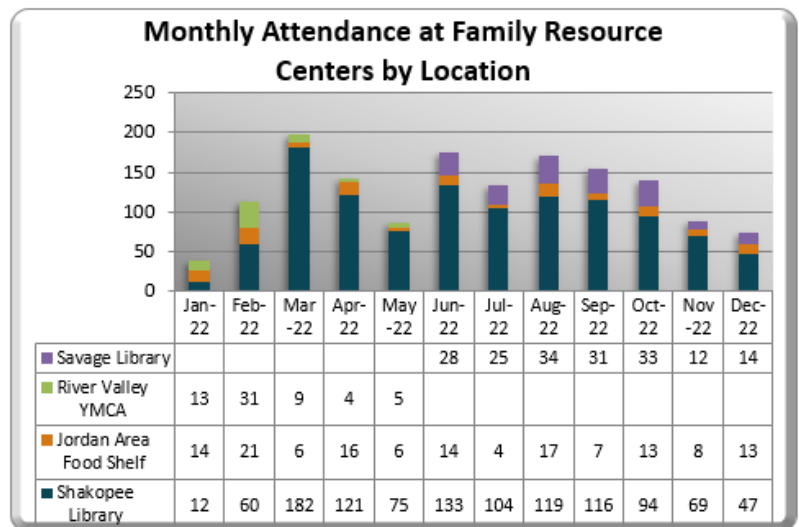
Source: Department of Human Services Tableau data server

2022 update: Forty-six families received PSOP services in 2022. A higher percentage of families served by PSOP in 2021 were referred to child protection within 12 months of case closure. Coming out of the pandemic, families with more complex needs were referred to PSOP, one barrier to higher performance.

B. Children’s Services Prevention: Family Resource Centers (FRC)

About this measure: Family Resource Centers provide families safe, accessible, universal access points for connection to services for education, support, services, and community building. Programs at each FRC are tailored to the culture, resources, and needs of the community they serve and focus on building on the strengths of individuals, family, and community.

These data identify the number of people (adults and children) that visit the Family Resource Centers per month. Guests may visit more than one time per month. These data help identify the number of community members visiting the Family Resource Center locations which helps inform further site development and programming needs.

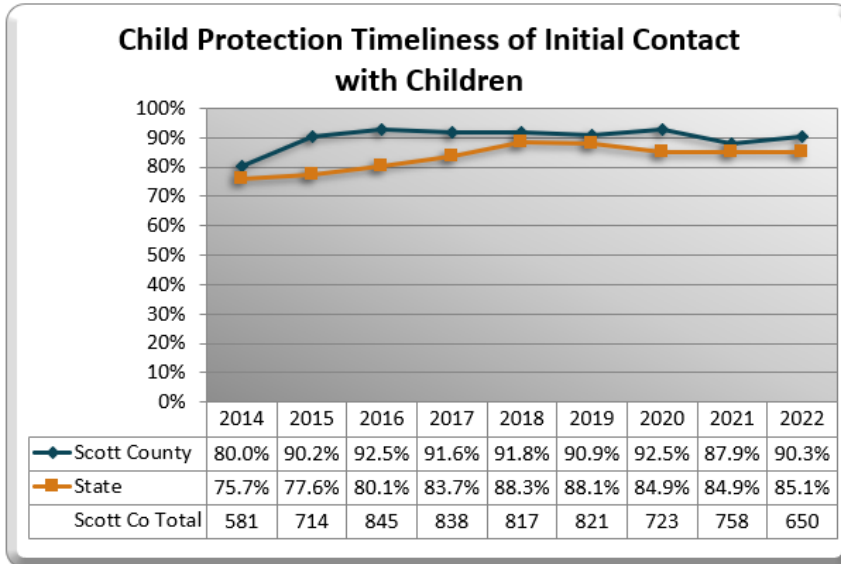


Source: Manual tracking spreadsheet

Child Services

C. Child Protection Assessment: Program 189

About this measure: A multi-disciplinary screening team reviews child maltreatment reports and makes decisions about which meet state criteria for assessment or investigation. Once a report has been accepted for an assessment or investigation, timely face-to-face visits are critical to making comprehensive safety assessments and expediting safety plans to mitigate risks, making it more likely children can remain safely with their families.

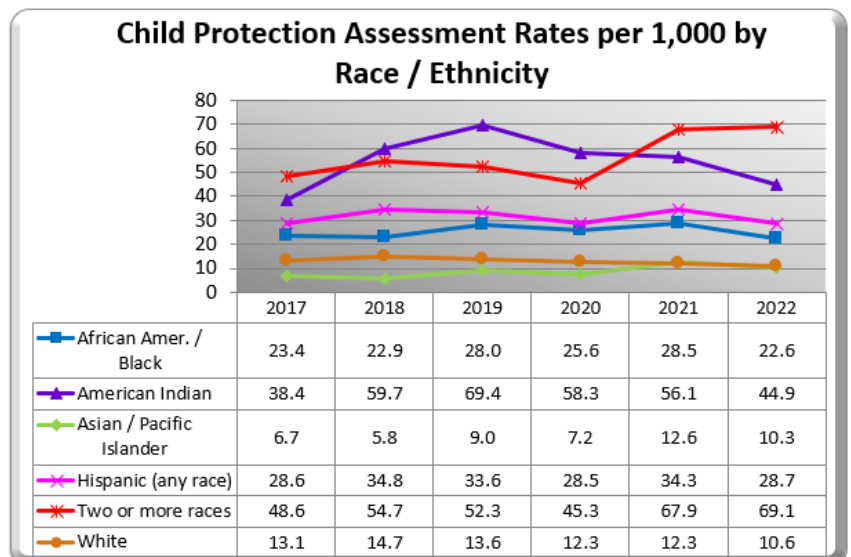


2022 updates: In 2022, 650 reports were accepted for assessments or investigations. Social workers made timely contacts with children who were the subject of those reports in 578 cases (90.3 percent). Scott County's performance exceeded state performance but did not meet the 100 percent performance target. Ninety-nine percent of reports received in 2022 were screened within the timeline required by statute, performance that contributes to timely contacts.

Source: DHS Child Welfare Data Dashboard State Measure #1

About this measure: These data compare rates of screened in reports by the race or ethnicity of the children who are the subject of the report. The overrepresentation of African American, American Indian, and Hispanic children in child protection assessments provides opportunity to examine child protection practices and implement strategies to reduce the disparities.

2022 update: Data show Hispanic, African American/Black, American Indian, and multiracial children are more likely to be the subject of a report screened in for assessment or investigation than are White children. Policy changes that redirect screened in reports involving children from the Mdewakanton Sioux Community to tribal social services may account, at least in part, in the reduction in rates for American Indian children.



Source: SSIS, Research and Evaluation Unit, Child Safety and Permanency division, MN Department of Human Services

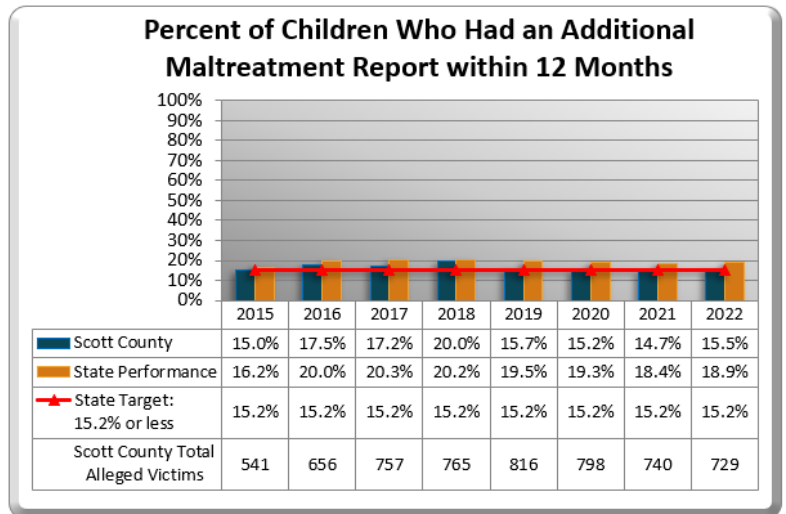
Child Services

D. Child Protection Case Management: Program 190

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

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

2022 update: Of the 729 children who were the subject of one report, 113 children were referred for a second report within 12 months, missing the target by less than one percent.



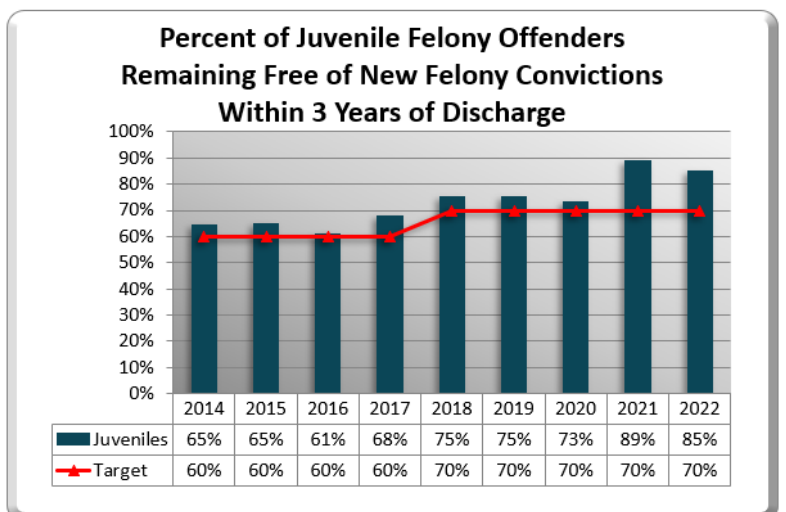
Source: DHS Child Welfare Data Dashboard, State Measure #5

E. Community Corrections: Juvenile Probation: Program 157

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

This measure shows the percentage of juvenile felony offenders who were discharged from probation on the year shown who were successful in remaining free of a new felony conviction within three years of discharge from probation. The 70 percent target for juveniles is set by Scott County Community Corrections.

2022 update: Scott County continues to demonstrate strong performance on this measure. A recidivism study completed in 2021 led to some practice changes -- including clarification, monitoring, and documentation of contact standards -- to ensure the frequency of contacts with probation officers was matched to the needs and risk level of the youth.



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

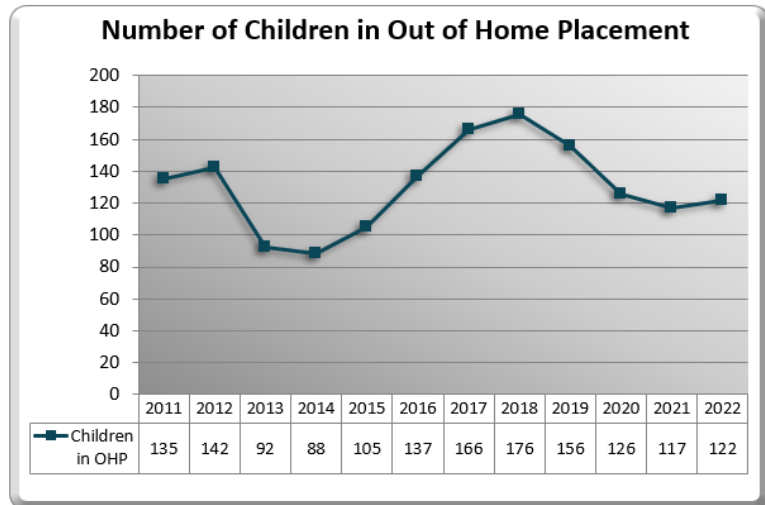
Child Services

F. Child Out-of-Home Placement

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

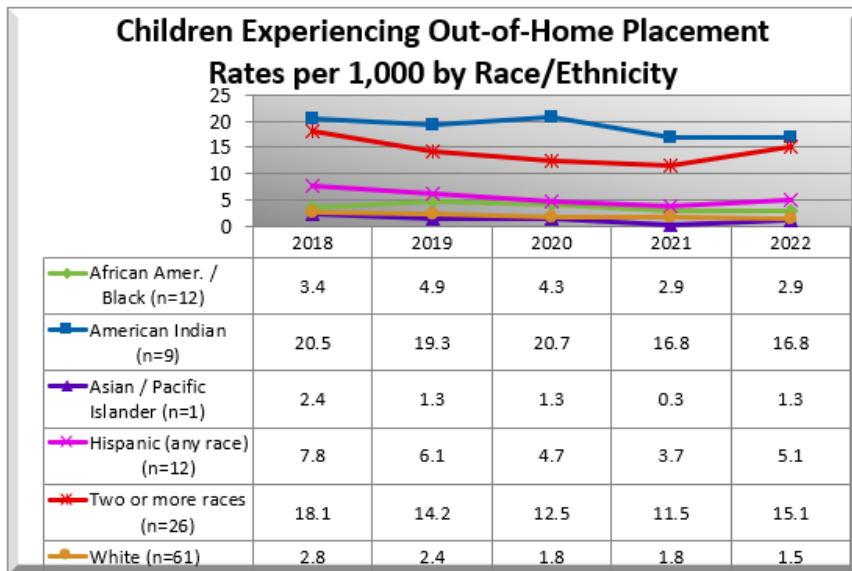
About this measure: This measure shows annual data for the number of children in placement. (Children who have had multiple placements in a given year are not duplicated.) Monitoring placement numbers informs placement prevention efforts, but also has a major impact on County budgets.

2022 update: In 2022, 122 children were placed in out-of-home care. Data have been trending downward since 2018.



Source: Tableau

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



Source: SSIS, Research and Evaluation Unit, Child Safety and Permanency division, MN Department of Human Services

2022 update: Like the disproportionality seen in child protection reporting and assessment data, children of color are removed from their homes at a higher rate than are white children.

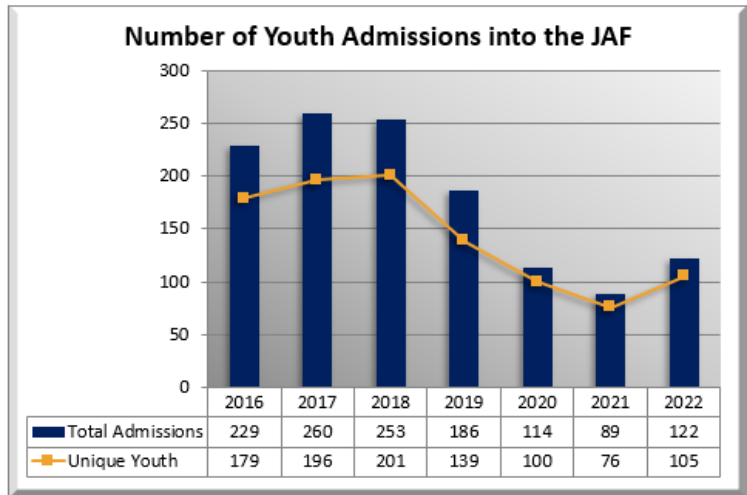
Placement data from Scott County are consistent with statewide placement rate trends and reflect differences in how children and families of color experience interventions to address child safety concerns.

Child Services

G. Youth Admissions to Juvenile Alternative Facility

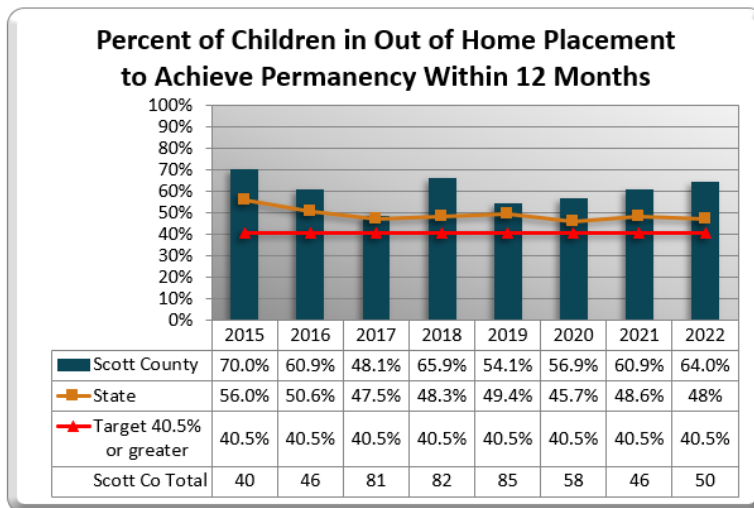
About this measure: Scott County operates a non-security facility to support short-term temporary placements for youth placed by corrections or social services. This facility supports placement options for youth in close proximity to families, schools, and service providers, supporting important connections and more timely decisions on their behalf.

This chart shows the number of annual admissions of youth into the Juvenile Alternative Facility.



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

H. Children in Out-of-Home Placement: Program 204 (Achieving Permanency)



Source: DHS Child Welfare Data Dashboard Federal Measure #4

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

2022 update: In 2022, 32 of the 50 children who exited out-of-home placement were discharged to their parents' care or to another permanent placement within the timelines established in statute.

Scott County performance has consistently met national performance standards and exceeded state performance. Factors that contribute to strong performance include effective court policies, scheduling, and shared attention to the importance of timely permanency. Other contributors include high rates of relative placement. Research shows cases involving children placed with relatives are more likely to reach permanency decisions within timelines. In 2022, exceeded the state target of 37.5 percent or more of days in care with relatives, with 70.8 percent of days in relative care.

Child Services



Family Resource Center opened at the Minnesota Regional Transit Center, March 2023

Summary of Progress on the County's Strategic Plan

The Scott County Strategic Plan has an objective specifically related to improving outcomes for children:

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

Progress includes:

- Data reflect strong practice in nearly every performance area, including timely screening decisions; initiation of maltreatment assessments and investigations; and permanency decisions. Additionally, rates of re-reporting maltreatment nearly met the state performance standard, and rates of recidivism have always exceeded performance targets.

The rate of children referred to child protection; the numbers of child protection assessments and investigations; and the number of children in out-of-home placements have all declined since 2018. This timeline coincides with the organization's investments in prevention and early intervention services. While there is not yet sufficient evidence to make a causal relationship, the trend does suggest prevention investment strategies may be having the desired impact. Further analysis and consideration of resource shifting would be important next steps.

- Family Resource Centers represent the spirit and the specifics of the County's Strategic Plan. They are a strong example of innovation, community engagement, and the desired shift away from government intervention to a community response to families in need:

Child Services

- During their 18 months of operation, 2924 individuals and families have accessed services. Changes to site locations and expanded hours of operation have increased access and contributed to the high rate of utilization.
 - A Parent Advisory Council (PAC) was developed and guides policy and service delivery, selecting relevant services, removing barriers, and increasing accessibility. The PAC has also supported the development of essential new services, including fathers' programming and cultural navigators to link Latinx and East African families to services. This group and other FRC efforts support strong community engagement impacting service delivery matched to the unique needs of each community.
 - The County Board earmarked \$1 million in ARPA funding to support a new stand-alone site in Shakopee, which opened in March 2023. In addition to expanded programming and hours of operation, this site provides office/meeting space to incentivize non-profit providers to expand their services into Scott County.
- The County implemented new initiatives to support consistent school attendance. Research conducted by the Minnesota Department of Education shows a clear relationship between regular school attendance and academic achievement. Following the pandemic, schools saw an increasing number of children who did not attend school daily. Distance learning protocols may have contributed to interruptions, gaps, and educational losses for some children and youth who were adversely impacted by the loss of structured school attendance and direct contact with peers and teachers. The County Board allocated approximately \$200,000 ARPA dollars per year through 2026 to support educational neglect and diversion. Revenue recapture dollars were directed to support truancy diversion.
 - Parks and libraries continue to serve important roles in creating wellness opportunities, healthy activities, pro-social family time, connections with caring adults, and literacy enrichment opportunities. Staff from Parks Department and Scott County Libraries are integrated into services at FRCs and other off-site locations in the community, at schools, in neighborhoods, and at the Juvenile Alternative Facility (JAF). Leaders from both Parks and the Library system actively invite opportunities for broader integration into service delivery models for children and families.
 - Women, Infants, and Children (WIC) programming was transitioned from a non-profit to County leadership, and clinic space opened at the Government Center campus on January 1, 2022. This change in leadership for WIC supports seamless referrals to other services families need. The most significant improvement has been seen in the increased number of referrals made to Specifically, there have been significant increases in the number of referrals made to the Family Home Visiting program.
 - The Public Health Department has worked closely with the Shakopee school district to establish a data sharing agreement to support evaluation and analysis of the effectiveness of services in supporting healthy child development as well as social and academic success. Parental consent requests for data sharing were sent with other orientation materials at the start of the 2022-2023 academic year. Responses rates were low; changes to process and messaging are underway with a goal of more robust participation next year.

Child Services

- Phase I of the JAF study was completed, resulting in a decision to maintain the Facility; more clearly define the population of youth who will be served; and develop a plan for financial sustainability through partnerships with other counties. Phase II of the study is underway and will more clearly define business model changes.

Going forward:

- High school graduation rates continue to rise; however, other educational outcome measures are not as strong. Nearly half of third graders in public schools are not reading at grade level. Only about half of eligible three-year-old children receive required early education screenings. A shut-down of screening services in 2021 resulted in a considerable number of children entering kindergarten without screenings in 2022. Resources were redirected towards evaluating these incoming students, creating more of a backlog for upcoming three- and four-year-old children.

Although the pandemic exacerbated the situation, data trends prior to the pandemic were concerning. Moving forward, clarifying as a community whether these measures are of true importance, and if they are, implementing a collective impact approach will likely be required to impact local practices and improve outcomes for these youngest children.

- Child and Teen Check-up rates fall short of the state performance targets annually. Recognizing there are many external factors impacting these results, improving health outcomes for eligible children are unlikely if the program administration continues to happen in the same way. As Public Health programs come out of the pandemic, an evaluation of CWCTC process, resources, technology, staffing, and the business model is indicated.
- Continued development of FRC operations, programming, and expansion of partnerships, all of which are part of a defined workplan, will eventually transition leadership of the FRCs to a non-profit provider, making the County a partner but not an “owner” of the work. Critical to the ongoing development of FRCs is identifying and securing sustainable funding once federal pandemic recovery funds and philanthropic dollars from Casey and the Sauer Foundation are no longer available.
- All new initiatives -- including the FRCs, PASS, and PATH programs -- must be evaluated for efficacy and cost-effectiveness. Additional resources may be needed to support thorough evaluation and analysis.
- The differences in outcomes for children based on race and ethnicity are apparent in both educational outcomes and child safety outcomes. Once children get into the child welfare system, outcomes at every point in the process reflect more negative experiences for children of color than for white children. Preventing entry into the child welfare system represents the County’s best opportunity to impact change. Targeted community outreach, prevention, and early intervention programs are indicated to support positive outcomes for all children in Scott County.

Adult Services



Adult Services Outcomes

The Adult Services Service Area encompasses a broad range of government and community support services for veterans and vulnerable adults. Vulnerable adults include those with untreated mental or chemical health issues, seniors who need help to live independently, and adults living with disabilities.

Social Services, Veterans' Services, Mental Health units, housing programs, Parks, Libraries, and Transit work together to ensure adults are safe, have access to the support services they need to live as independently as possible, and have what they require to meet their basic needs.

Improving outcomes for adults relies on effective coordination and collaboration among County staff and community partners.

Results Maps

When residents helped establish goals for Scott County government services, they expected services and interventions to keep vulnerable adults safe and support adults who needed assistance to meet basic needs:

- Safe: Children and vulnerable adults are protected, and their basic needs are met
- Healthy: Elderly can live at home with whatever support they need
- Healthy: Access to quality local health care services, facilities, and providers
- Healthy: Quality and affordable mental health services are available
- Healthy: Citizens have access to adequate food and healthy choices
- Healthy: Shelter and housing are available to all citizens

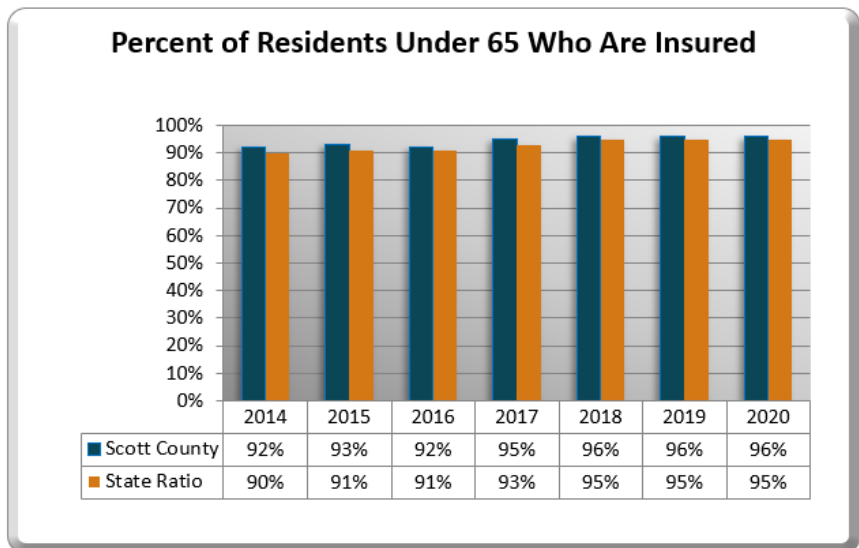
Adult Services

ACCESS TO SERVICES TO VULNERABLE RESIDENTS

I. Community Indicator: Percent of Insured Population Under Age 65

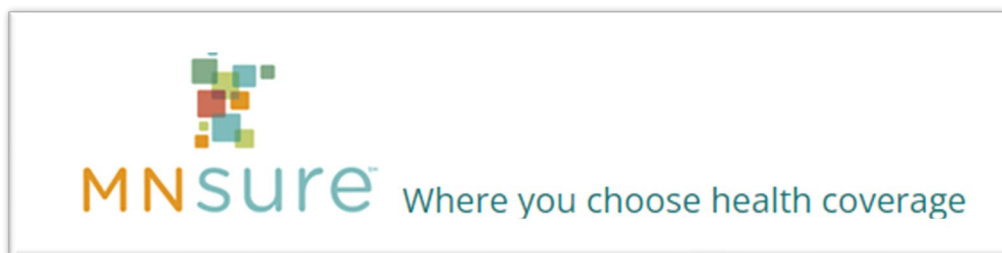
About this measure: Data show that individuals who lack adequate health insurance are less likely to seek preventive care or consistent treatment for chronic health conditions. Emergency room care (or treatment for previous, serious untreated health issues) is more expensive than preventive or routine care for illness. These expenses are borne not only by the individual but are costs to the community -- which can include uncompensated care, loss of income, and a reduction in tax dollars due to unemployment.

The County establishes eligibility and administers enrollment for public health care programs, making preventive medical care more likely. The state's performance goal is for 100 percent of those under Medicare eligibility age enrolled in a health insurance program.



Source: County Health Ranking, Robert Wood Johnson Foundation

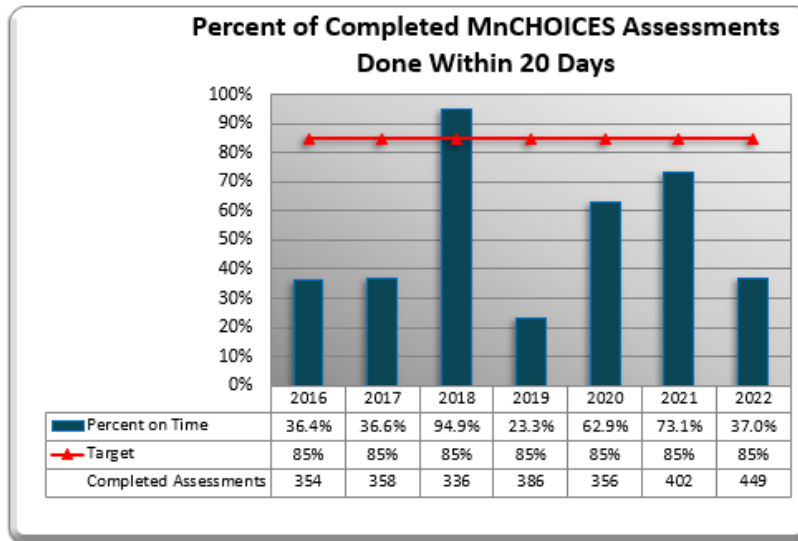
Data sets for 2021 and 2022 are not available through this source, but based on 2020 census projections, the US Census Bureau, Quickfacts estimates 93.3 (2021) and 95.6 percent (2022) of residents under age 65 have health insurance.



Adult Services

A. MnCHOICES Assessments: Program 202

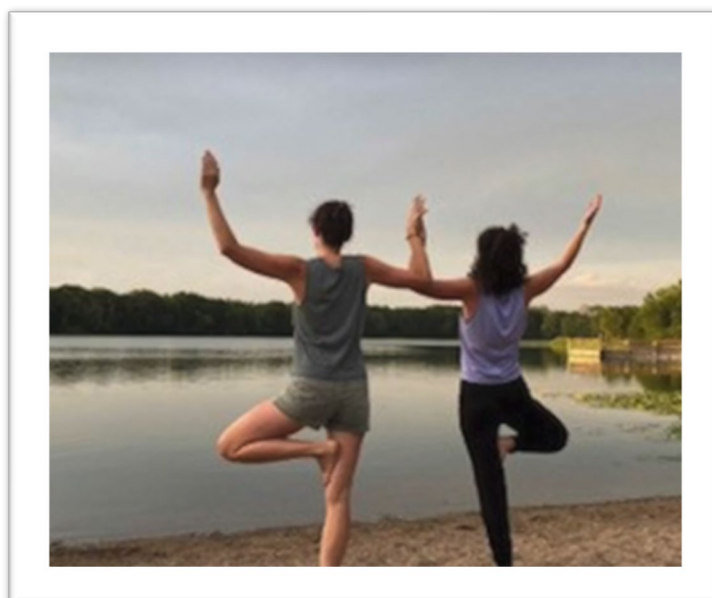
About this measure: MnCHOICES assessments are often the first step to accessing community-based or County services necessary to help vulnerable adults live safely and as independently as possible. Social workers and nurses work with the individual and their families to determine need and eligibility, as well as link people to service options. Timely assessments promote expedited services and prevent gaps that may put the vulnerable person’s health or safety at risk, potentially preventing costly hospitalizations.



Source: MnCHOICES data and Internal county tracking spreadsheet

This measure shows the percent of assessments completed within the state guideline of 20 days.

2022 Update: Increased service demand and staffing gaps were barriers to meeting the performance targets set by the state for timely completion of MnCHOICES assessments. There was a 5 percent increase in the number of assessments needed, and a 16 percent increase in the number of case management cases opened. Gaps in staffing (e.g., delays in hiring and medical leaves) reduced existing staff capacity. Periodically, assessments were put on hold because there were no case managers to serve them following assessment. As the population of Scott County continues to age, demands for these services are likely to increase.



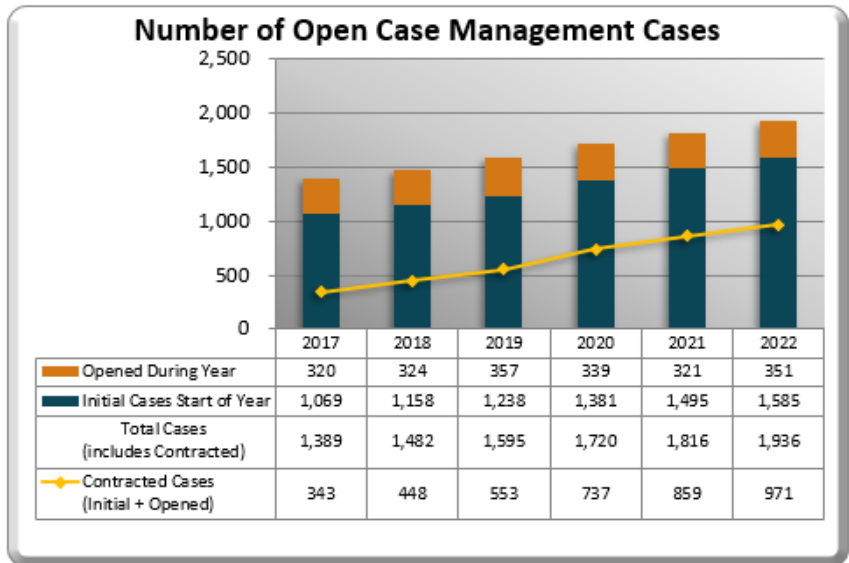
New Initiative: Wellness in the Parks

Adult Services

B. Home and Community Care (HCC) Case Management: Program 196

About this measure: This measures the number of persons accessing waivers and case management services from the Home & Community Care and Developmental Disabilities Units. Initial Cases are those cases already open as of January 1 of the shown year. Opened cases shown are cases that opened during the respective year. Total Cases are all cases who were open at any point during the year shown.

2022 update: The number of assessments and case management cases increases annually. Continued efforts to locate and engage contract service providers is essential to providing timely, high-quality services to individuals and offering choice in service providers.



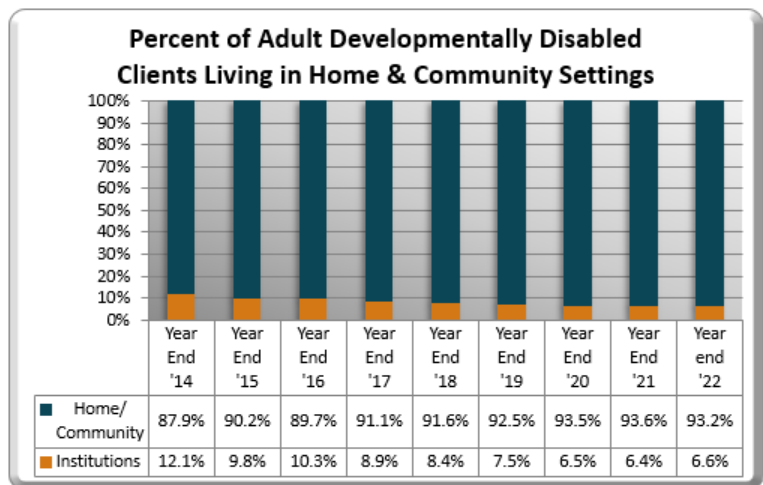
Social Services Information System (SSIS) General Reports, Workgroup Statistics - by Program. Contracted Cases Source: Internal Records

C. Developmental Disabilities Case Management: Program 194

About this measure: All adults -- whether living with a developmental disability or not -- deserve to live as independently as possible. People who live outside of an institutional setting have a chance to live more independently, have more control over their lives, and can be productive members of their communities.

This measure shows what percentage of adults (those age 18 and over) who reside in home or community settings and are served by a Development Disabilities social worker.

2022 Update: The low percentage of individuals living in institutional settings suggests services are generally available and accessible for individuals who need help to live independently, including effective case management services.



Program Database Excel Spreadsheet

Adult Services

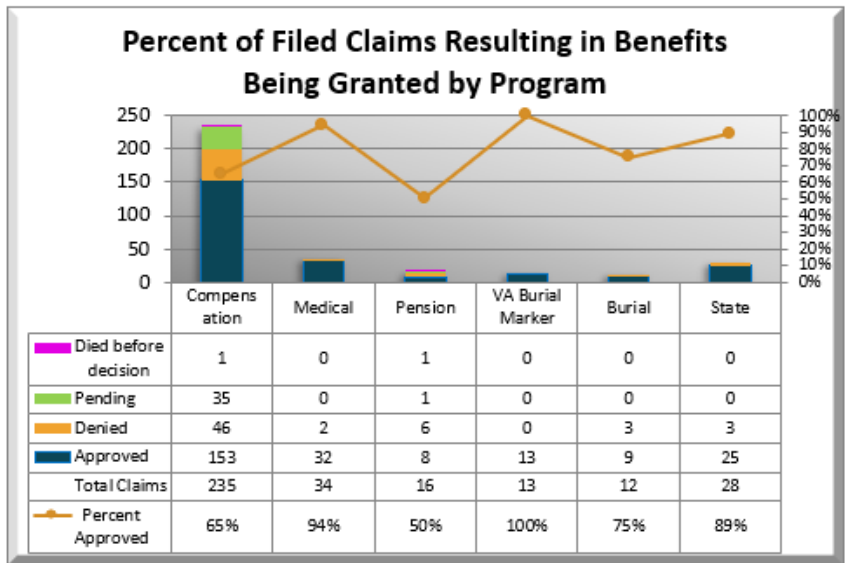
ACCESS TO SERVICES FOR MILITARY VETERANS

A. Veterans' Benefit Assistance Program: Program 218

About this measure: In exchange for their service, veterans earn a broad spectrum of benefits. Claims for those benefits are filed with the Scott County Veterans' Services Office and submitted to the United States Veterans Administration or the Minnesota Department of Veteran's Affairs (MDVA).

Increases in the number of aging veterans is a challenge to the capacity of the system. These data show the benefits approved, denied, and pending the Veterans Services program in 2022.

2022 update: The US Census Bureau, Quickfacts report estimates 5,728 residents of Scott County are veterans. A total of 338 claims for benefits were made in 2022. Of those, 71 percent have been approved; 10.6 percent are pending; and 17.8 percent were denied. Two claims were discontinued due to death of the applicant.



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



Memorial Day, 2023

Adult Services

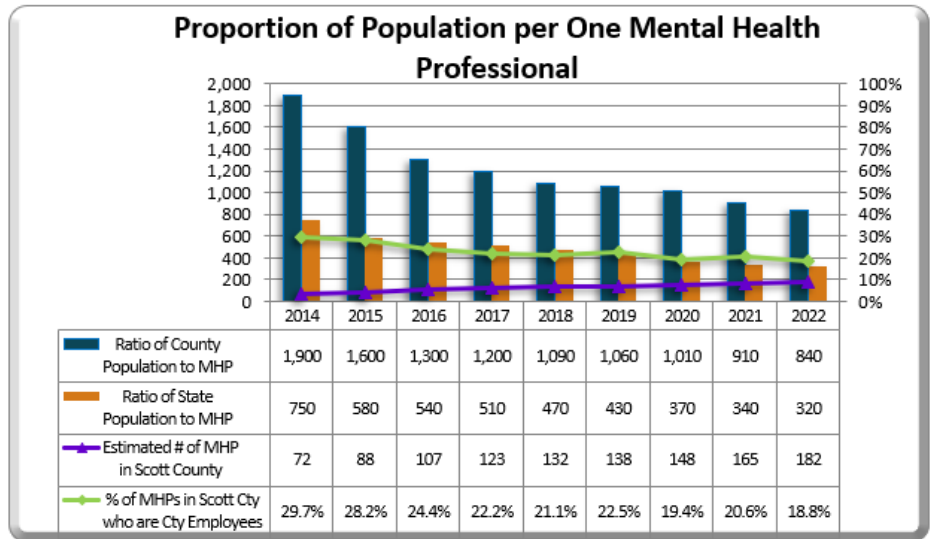
ACCESS TO MENTAL HEALTH SERVICES

II. Community Indicator: Proportion of Population per One Mental Health Professional

Good mental health is as important as good physical health. In addition to affecting individuals and their families, mental illness imposes significant economic costs on employers, government, health care systems, and the public.

These data include the number of psychiatrists, licensed clinical social workers, counselors, marriage and family therapists, advanced practice nurses, and chemical health counselors in Scott County.

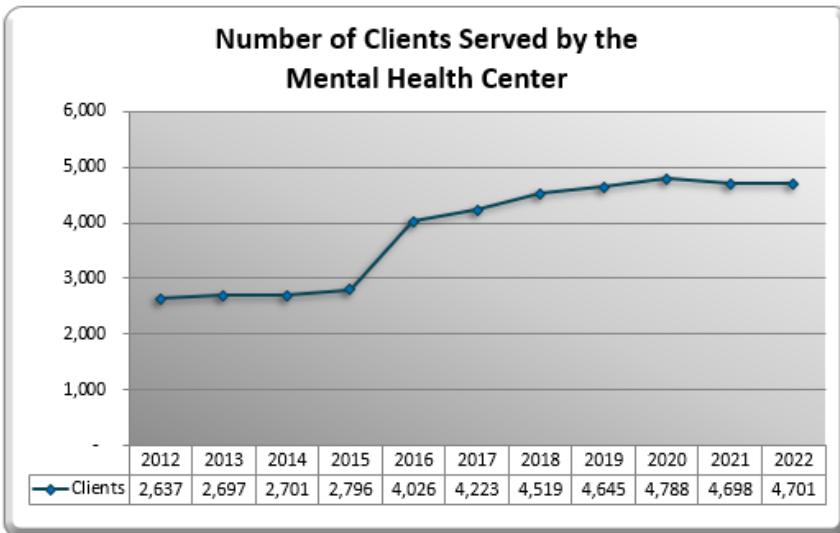
These data trend toward greater availability of mental health providers, and a smaller segment of those providers are County employees. Statewide, ratios of population to provider remain lower than in Scott County, but the gap is closing.



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

A. Scott County Mental Health Center: Program 200

About this measure: This business measure shows the total number of Scott County residents receiving diagnosis, assessment, crisis intervention, and treatment services for mental health issues from the Scott County Mental Health Center.



Source: IRIS (Iron Range Information System) reports

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

2022 update: Telemedicine services, provided when requested by the client, have made mental health services more consistently available for those who might experience barriers to in-person appointments.

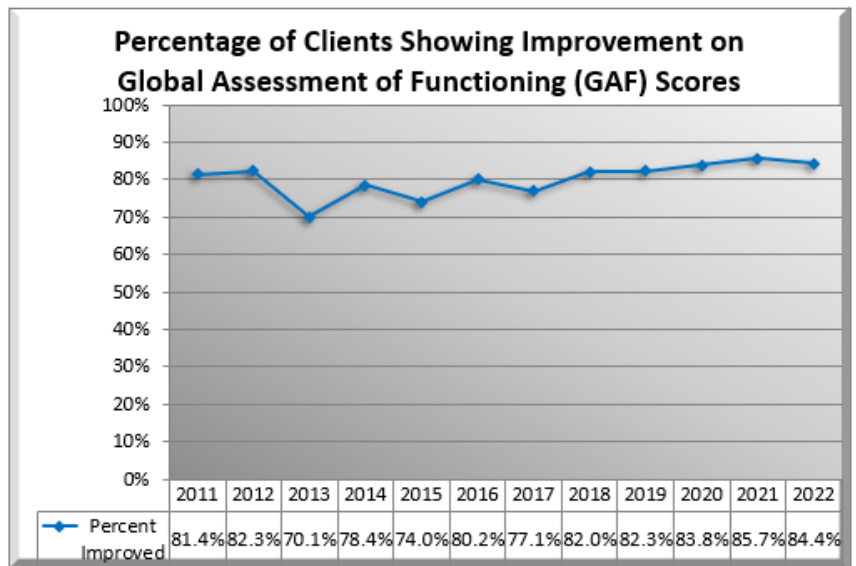
Adult Services

B. Mental Health Therapy: Program 200

About this measure: Whether chronic or episodic, mental health issues can disrupt employment, families, and personal relationships. Appropriate treatment is important to relieve symptoms and restore functioning to optimal levels. This measure indicates whether there are changes in symptoms and overall functioning from the beginning to the end of treatment.

Client progress is measured using standardized functional assessments before and after services, and every 90 days during treatment, to help focus interventions. The data can be used as an indicator of whether services were effective, and trends over the last five years indicate strong, stable performance.

2022 update: Telemedicine services make consistent participation in therapy more available, improving opportunities to make progress on treatment plans and improve overall adjustment and functioning.

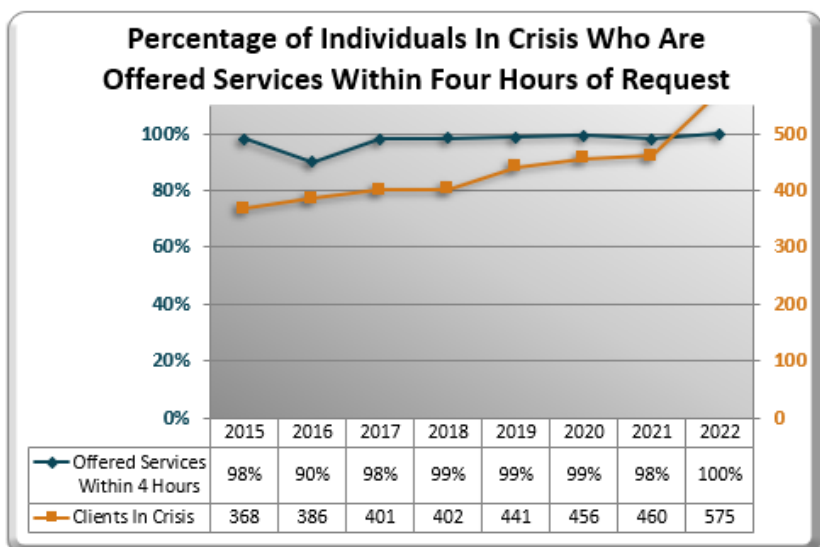


C. Mental Health Crisis Intervention: Program 198

Since 2018, crisis mental health services in Scott County have been provided by the Mental Health Center during business hours and by Canvas Health for mobile mental health crisis services in the evenings and weekends.

About this measure: When clients call or present at the Scott County Mental Health Center (SCMHC) in crisis, the SCMHC has a target to offer a crisis appointment to those clients within four business hours. Clients who contacted crisis services but prefer to be seen later are not considered to be "in crisis" for the purpose of this measure.

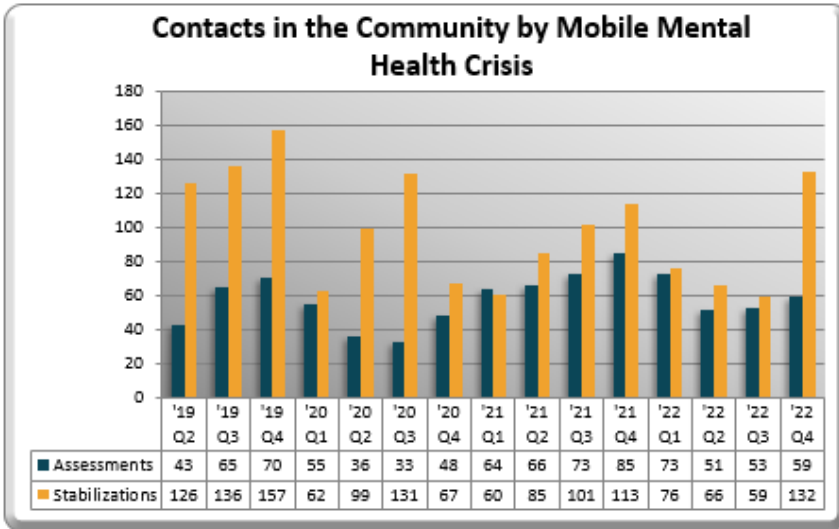
These data reflect the total number of crisis appointments, and the percent of people offered a crisis appointment within four hours of a request.



Source: Manual Spreadsheet

Adult Services

D. Mental Health Crisis Services – Canvas Health



Source: Canvas Health - CRS Grants Quarterly Progress Reports

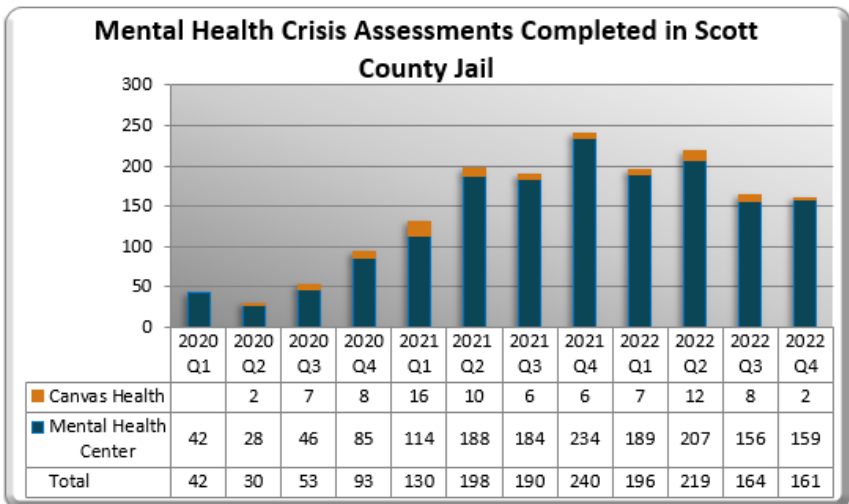
About this measure: Mobile Mental Health Crisis services respond to adult and child mental health emergencies needing a timely intervention to reduce the possibility of physical harm. Staff provide assessments, short term therapeutic services, and necessary safety planning to assist in recovery from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

2022 updates on both crisis measures: The demand for crisis services continues to rise as the pandemic and its impacts on mental health continue.

E. Mental Health Crisis Appointments in the Scott County Jail

About this measure: These are assessments performed in the Scott County Jail in response to a serious mental health crisis. Assessments typically completed during normal business hours are done by the Scott County Mental Health Center. After-hours assessments are completed by Canvas Health.

2022 update: Trends show a decrease in the number of crisis appointments conducted in the jail over the last year. This corresponds to a reduction in the number of inmates housed at the jail.



Source: Mental Health Center Electronic Health Records reports
Canvas Health

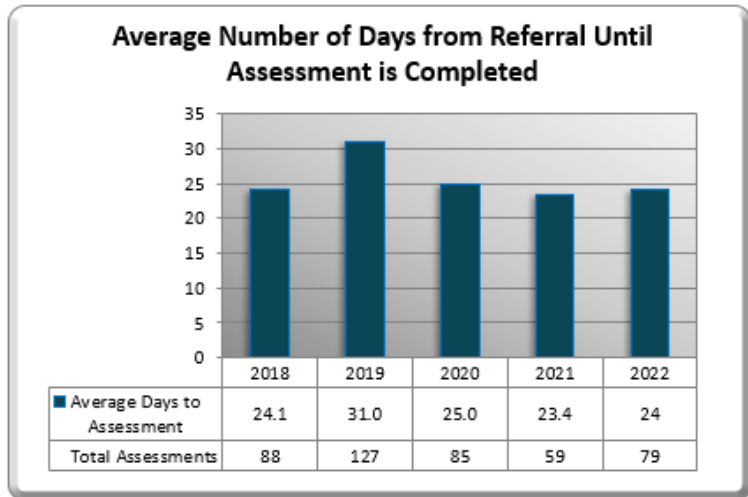
Adult Services

F. Adult Mental Health Case Management: Program 181

About this measure: This measure shows the amount of time it takes for a client to be assessed and to determine eligibility for mental health case management services. Timely completion of assessments supports expedited service delivery.

Data shown in this chart includes the average number of days from the time when the referral is received to the date of assessment.

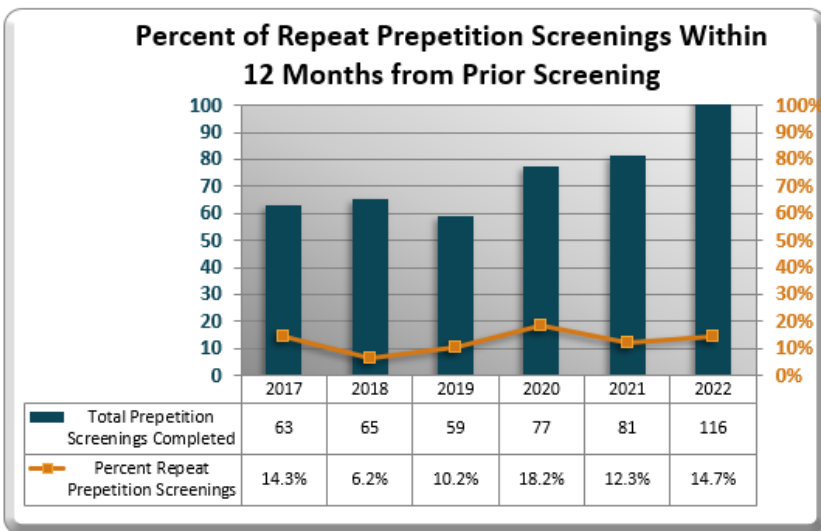
2022 update: Data show an increase in the number of assessments and a small increase in the average number of days to complete them. (Note: Level of Care Utilization System (LOCUS) scores, historically reported, have been discontinued).



Source: Adult Mental Health Assessment SharePoint list

G. Civil Commitments: Program 181

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



Source: AMH Prepetition Screenings SharePoint list

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

2022 update: The number of pre-petition screenings has significantly increased, one marker that mental health needs are not being met with existing voluntary services. This trend also leads to increased costs in service delivery, and creates pressures on jail, court, and social services systems.

Adult Services

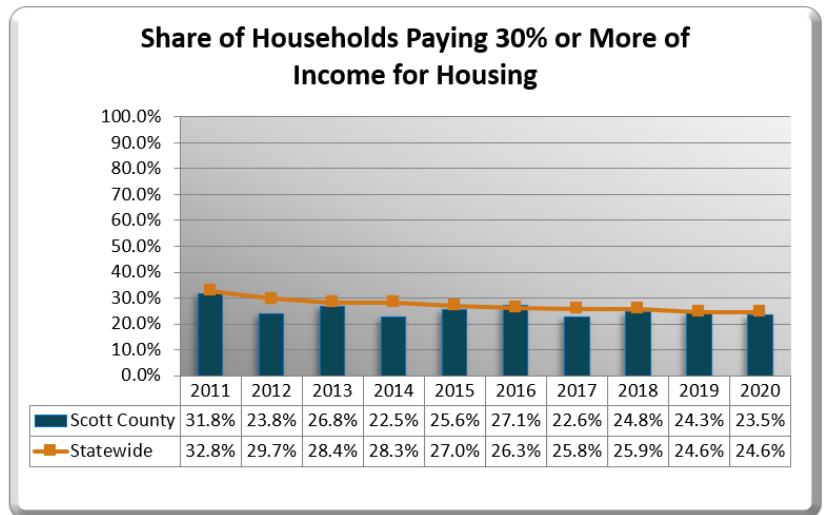
ACCESS TO HOUSING

III. Community Indicator: Cost-Burdened Households

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

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

Data for 2021 and 2022 are not available through Minnesota Compass.

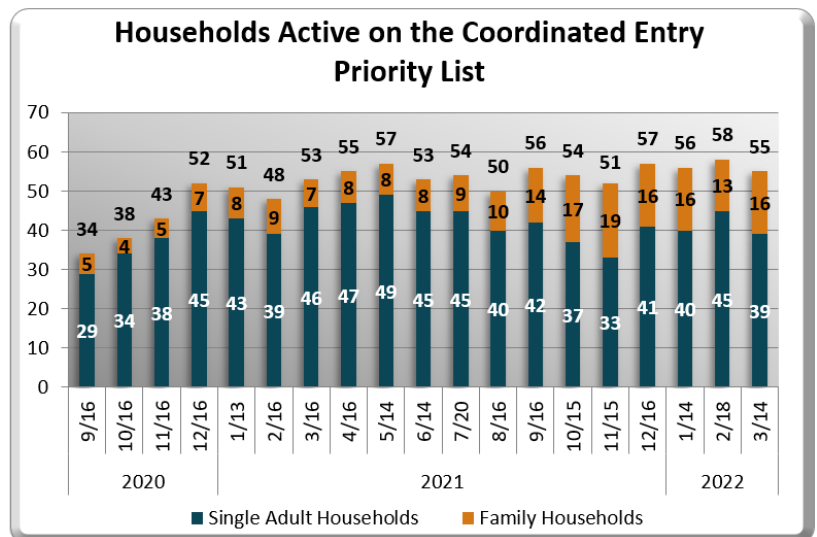


Source: Minnesota Compass, (2010-2020)

A. Homelessness Housing and Homelessness: Coordinated Entry List

About this Measure: The Coordinated Entry List is intended as a centralized point of contact for people experiencing homelessness. The associated data table reflects the number of single adults versus family households on the priority list waiting for housing units to become available. Approximately 60 percent of households on this list identify as having at least member with a disability.

The County’s only existing resource for families experiencing homelessness is the Families Moving Forward program, which served seven Scott County families in 2022.



Source: Coordinated Entry Priority List, Manual tracking

Sixty-one households from the Coordinated Entry list were referred to housing units in 2022. Of those, 52 percent were referred within 90 days. This is a significantly higher percentage than in the five preceding years.

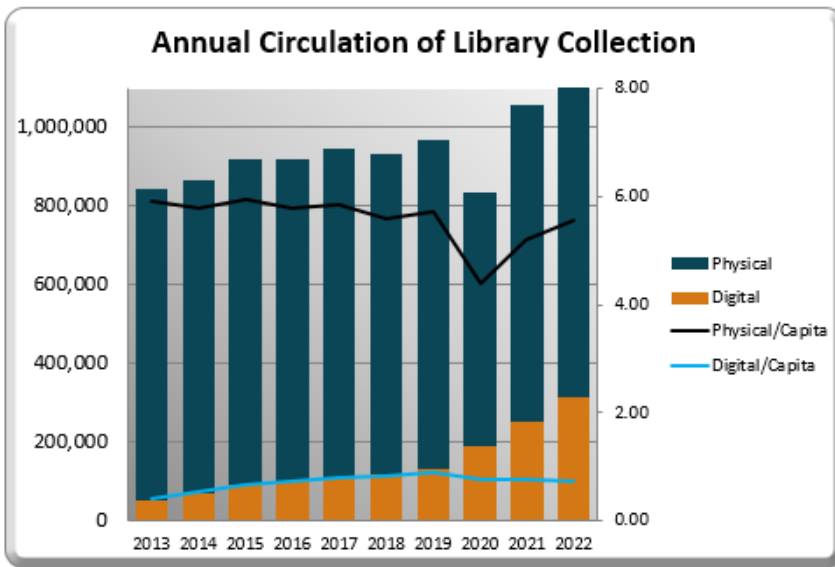
Adult Services

LIBRARIES

A. Library Collection Development: Program 56

About this measure: Libraries provide residents with convenient and easy access to physical and digital resources to meet their needs and enrich their lives. Adults may access library resources to support their own education, access information, apply for jobs, or for their own entertainment. Library resources also provide

social opportunities and connections that contributes to their safety and well-being. Usage rates is a high-level indicator of whether the library collection is achieving these desired outcomes.



Source: vendor reports

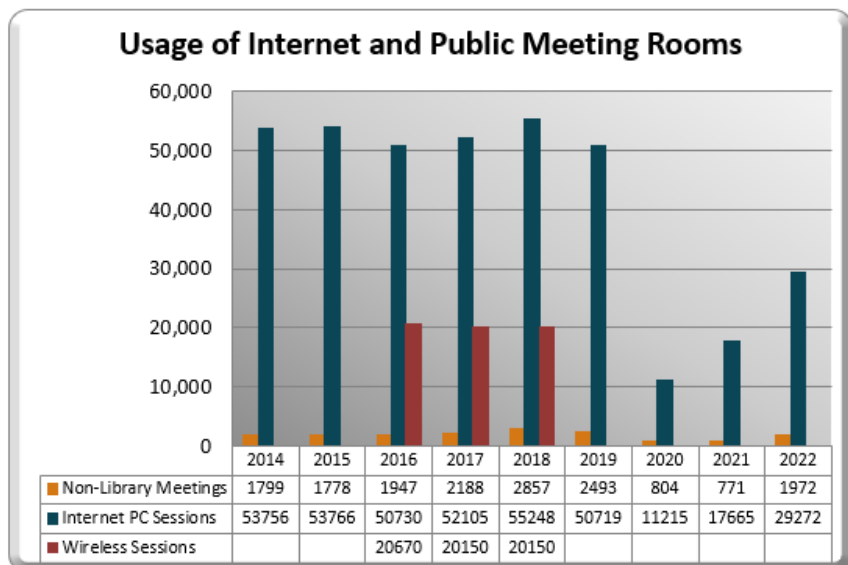
Increases in digital circulation numbers are true increases; increases in physical circulation are artificially elevated due to the implementation of auto-renewals started during COVID-19 restrictions.

2022 update: There were 297,519 visits to Scott County libraries in 2022. The County’s Extended Access services and the contract with eLibraryMN creates expanding opportunities for access to

resources. Eighty nine percent of respondents to the Resident Survey rated the quality of library services as “good” or “excellent”.

About this measure: In addition to the physical collection, programs, and information services, the Library makes internet-capable computers, WiFi, and meeting rooms available to the public. Tracking which services customers are using within our libraries guide future services, staffing, and budgets. This data indicates how many times those resources were accessed.

2022 update: The Extended Access option at the Jordan and Elko New Market branches made resources, internet access, and meeting rooms more available to the public to support job searches remote work, or distance learning.



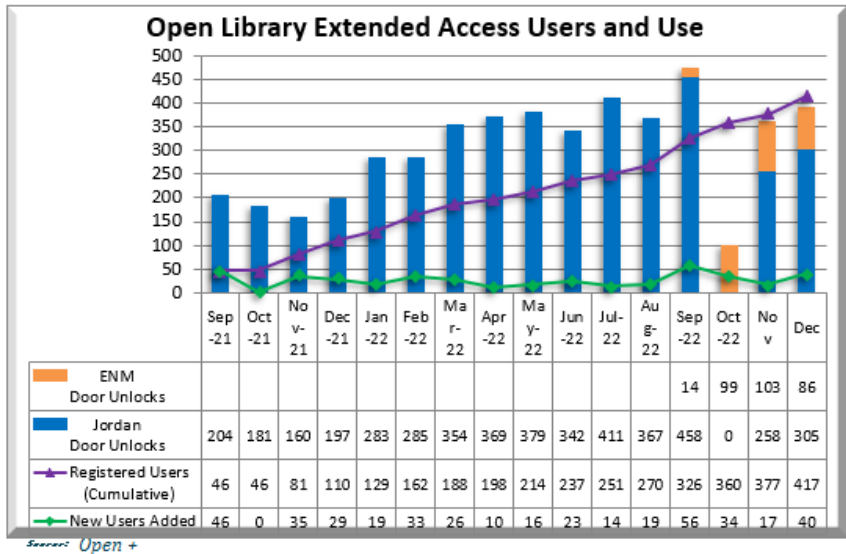
Source: Staff and vendor reports

Adult Services

B. Libraries: Promoting Access for All: Extended Access

About this Measure: Extended Access empowers residents to use their library when it works best for them. Technology users, families with young children, remote workers and others can access library resources from 6 am to 10pm daily. The technology solution (Open+) is cost-effective and has allowed branch library staff to continue focusing on the most important aspects of library maintenance and customer service.

These numbers represent the total number of enrolled Extended Access users and the number of “door unlocks”.



2022 update: Extended Access was opened in the Elko New Market (ENM) branch in September 2022. The number of registered members continues to grow at both locations.

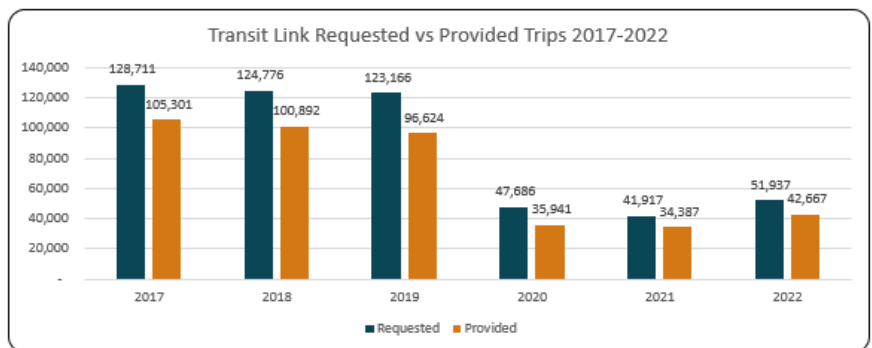
TRANSIT

A. Transit: Dial a Ride Bus Service: Program 43

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

Scott County’s rate of capacity denials is well under the five percent threshold established by the Metropolitan Council.

2022 update: Transit ridership numbers continue to be well below pre-pandemic levels.

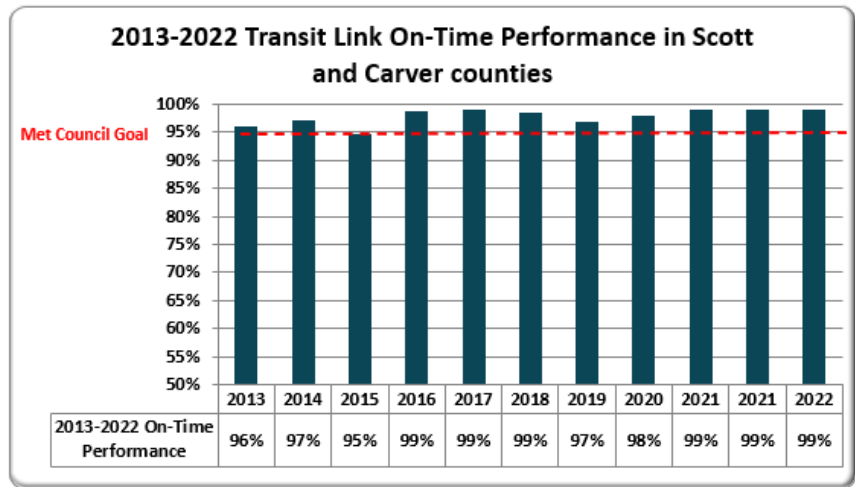


Adult Services

B. Transit: Transit Link Program 43

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

2022 update: Timeliness has been an area of strong performance over the last 10 years. In 2022, 99 percent of rides were provided on time.



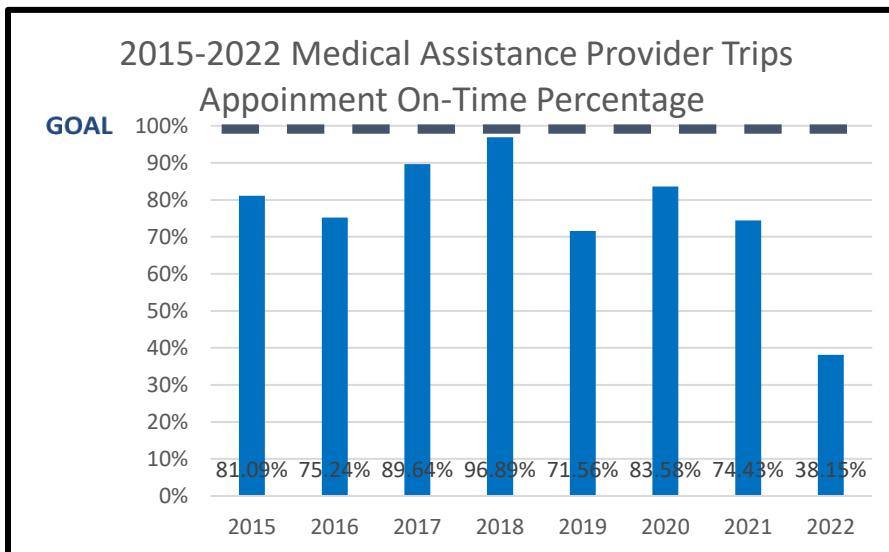
Source: Met Council Trapeze and SmartLink Trapeze

C. Smart Link Medical Assistance Transportation: Program 44

About this measure: For many adults in need of support services, transportation through the Medical Assistance program is essential to accessing low- to no-cost transportation to any service covered by Medical Assistance.

2022 update: This is an essential service for getting people with limited financial resources to medical appointments. In 2022, SmartLink provided 25,199 trips to medical services for residents of Scott and Carver

Counties who were eligible for Medical Assistance (MA) transportation benefits. This is 427 fewer trips when compared to the year before.



A new software system in 2019 and changes to data collection in 2022 make annual comparisons of on-time trips invalid and improvements to data collection and analysis are indicated. Looking only at the last year, 38.15 percent of transports were provided on-time.

Adult Services

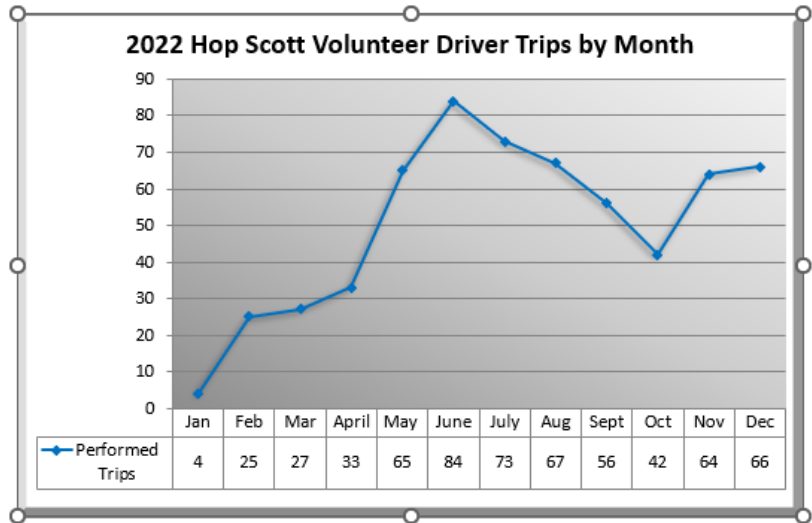
D. New Initiative: Hop Scott Volunteer Drivers

About this Measure: A grant supported the creation of a new transportation resource in Scott County. Hop Scott provides vehicles and volunteer drivers, with a focus on improved access to transportation in rural areas for senior citizens and those living with disabilities. In addition to driving passengers, Hop Scott volunteers also provide food delivery in Belle Plaine and Elko/New Market.

This data shows the number of rides provided, by month in 2022.

2022 update: This service was officially launched in 2022. Like all volunteer-based programs, the availability of drivers has an impact on the number of trips performed.

In 2022, Scott County took steps to expedite approval processes, making it easier for volunteers to begin their work and eliminating a lengthier process in which volunteers sometimes dropped out.



Met Council and SmartLink Trapeze/Novus



Adult Services



Transformation/Re-entry House: Shakopee

Summary of Progress on the County's Strategic Plan

Programs within the Adult Services Strategic Service Area impact two objectives contained within the County's Strategic Plan:

- **Objective:** Community Safety and Well-being: Through strategic partnerships, residents will have convenient and reliable access to necessary and important services and activities.
 - **Strategy:** Assess the need, availability, and access to services to meet the needs of our most vulnerable residents
 - **Strategy:** Promote and expand services that help residents lead healthy, active lives
- **Objective:** Housing: Partners will come together to support expanded housing resources, recognizing that housing is a community foundation.
 - **Strategy:** Implement a plan to ensure appropriate housing is available to meet the needs of all residents and that homelessness is brief, rare and non-recurring.

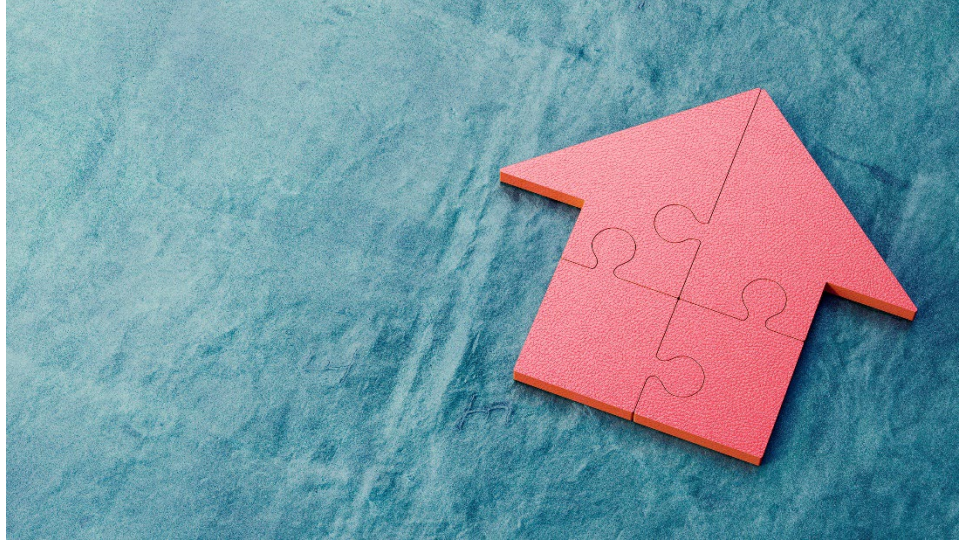
Adult Services

Summary of Progress on the County's Strategic Plan

Serving vulnerable residents:

- Community level data reflects a continued improvement in the availability of mental health providers in the County. Internal records show employees of the Scott County Mental Health Center makes up a progressively smaller percentage of the total number of mental health providers in the community. Greater access, and broader provider choices is advantageous to residents seeking mental health services.
- The County continues to make strategic improvements in access to mental health services:
 - The County, along with city partners initiated a Coordinated Response service to embed social workers with law enforcement agencies in Savage, Shakopee and the Sheriff's Office. Additional grant funding supports an embedded social worker in the jail. Both initiatives represent innovative responses for people experiencing mental health concerns and both support expedited service delivery.
 - The Anchor Center moved to the Government Center campus and opened expanded operations in a new, improved space in June 2022. An additional 9 hours of programming has been added, with a plan to expand direct service hours going forward.
 - The Mental Health Center continues to offer telemedicine services making mental health services more accessible and eliminating barriers for people who could not consistently participate in in-person sessions.
- The Minnesota Department of Human Services conducted a review of Home and Community-Based Services (HCBS), those programs delivering services to people living with disabilities or seniors needing assistance to live in the community. The review reflected positively on the services provided and identified growth in the percentage of people with high needs were served in their homes. The report indicated Scott County as outperforming state averages across program areas. In addition to findings of positive practices currently, the report documented resolution to areas identified as needing improvement in an earlier review. Findings recommended improvements in in only one practice area, meeting timeliness for the development of support plans after a MnCHOICES assessment, along with some improved documentation of signatures in case files.
- Public Health on site clinic services on the Government Center campus and also made clinic space available to a non-profit medical provider. Open Door provides medical, dental and some behavioral health services to individuals who cannot afford or are without access to health insurance. Public Health also promotes and supports the use of clinic space for ongoing COVID-19 vaccinations.
- Parks and libraries are increasingly more integrated into support services for vulnerable residents.
 - The Scott County Library System went "fine free" in 2022. A second Extended Access site was opened at the Elko New Market branch. The number of door unlocks and the number of registered users continues to grow.
 - The Three Rivers Park District and Scott County staff have expanded creative wellness programs in the parks to support individual and community resiliency.

Adult Services



Housing

- The County’s strategic plan (2020-2025) includes, for the first time, a specific objective related to housing and homelessness. The Commissioners also prioritized investments in housing as part of the pandemic recovery effort and earmarked federal ARPA dollars to address needs across the housing response continuum:
 - \$1 million was allocated to the CDA to support the purchase of four housing units specifically for people living with disabilities.
 - Approximately \$1.3 million was earmarked to support community land trust homes in Shakopee.
 - The County opened a re-entry home in Shakopee to serve men leaving incarceration settings. A second site is being renovated in Prior Lake and will open in the spring of 2023. An ARPA allocation of \$1.47 million was dedicated to supporting the start-up of those homes; contracts with a non-profit service provider; and some support for operations until 2026.
 - \$1.5 million has been earmarked to support four transitional housing units, in partnership with faith communities, to support families experiencing homelessness. A series of Housing Roundtables, bringing together faith leaders, non-profit organizations, and local leaders collected community feedback and project submissions for one-time dollars to create a sustainable resource for families experiencing homelessness.

Adult Services

Going forward:

- MnCHOICES assessments are often the gateway to services that support vulnerable people living safely and independently in the community. Delays in access to those assessments means delays in those critical services. The County is currently not meeting state targets for timely assessments and the HCBS review identified delays in setting up support plans after an assessment. The Minnesota State Demographer's Office projects significant growth in the percent of the Scott County population ages 65 and older, making the removal of barriers to timely assessments and service delivery increasing more urgent.
- Workforce shortages presents a considerable challenge for the County and contracted service providers to hire and retain qualified staff to provide safe, uninterrupted care to people with high levels of needs. Examination of how some of the recovery grants could support not only expanded services in areas experiencing spikes in demand, but also incentivize and support staff resources in new or existing service providers is indicated.
- Work will continue to complete the certification of the Mental Health Center as a Certified Community Behavioral Health Clinic (CCBHC). CCBHC is an outpatient, integrated care model that focuses on Medical Assistance participants while incorporating care coordination and utilizing a cost-based payment reimbursement structure. Not only does this model focus on increasing access and enhancing care but it also provides a more reliable and sustainable reimbursement model.
- The County Board prioritized investments in a new behavioral health center, perhaps in partnership with Allina and St. Francis Hospital to fill a critical gap in the adult mental health service continuum. Exploration of the viability of this project is in process and must move forward in 2023 to meet ARPA spending timelines.
- Policy and program decisions focused on preventing homelessness and those supporting the expansion of affordable housing units in Scott County represent the best opportunity to strategically reduce the number of individuals experiencing housing crisis or loss. One important gap on the housing continuum emergency housing. The County's only resource for emergency housing will be discontinuing services in 2023. Brief emergency placements in hotels are available for a very small number of people and this response is not adequate to resolve a housing crisis or connect individuals to services to help them reach stable housing. Further consideration of opportunities to address people with immediate housing needs is indicated.
- Performance measurement and program evaluation are necessary next steps in implementing new initiatives, including the Coordinated Response program, the jail social worker, and re-entry housing. Some existing programs, like Adult Protection and Adult Mental Health Case Management have experienced policy or practice changes which eliminated traditional performance measures used to examine the quality of work. New key performance indicators will need to be developed and implemented to reflect the effectiveness or quality of services provided to individuals served in these program areas.

Economic Empowerment



Economic Empowerment Outcomes

Economic security means people feel confident they can meet their own basic needs. *Economic empowerment* means they are receiving the short-term support and resources they need until they can address their challenges and return to supporting themselves and their families. Long-term reliance on government support programs may negatively impact the health and wellness of individuals, and results in a burden to taxpayers if programming does not effectively support self-sufficiency.

Residents' Results Maps reflect the expectation that government programs help people meet their basic needs and provide for time-limited assistance to people who need some skill development and short-term transitional supports:

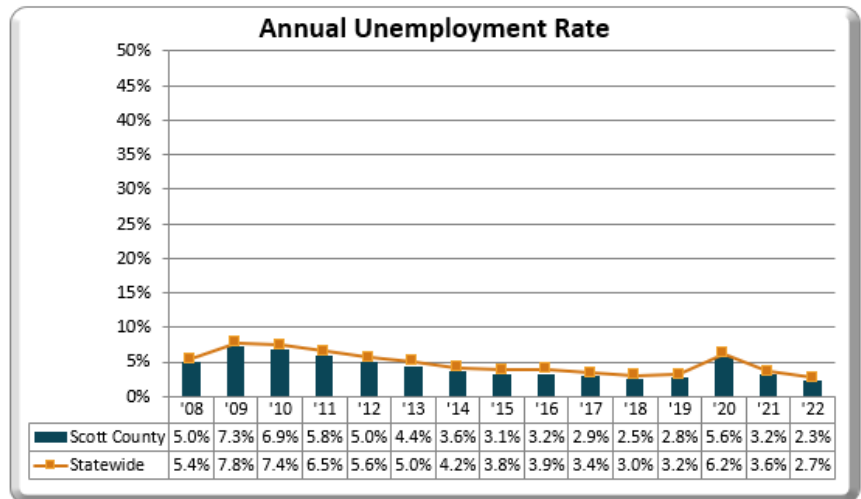
- Safe: Citizens and vulnerable adults are protected, and their basic needs are met
- Livable: Range of quality jobs and thriving local economy

Economic Empowerment

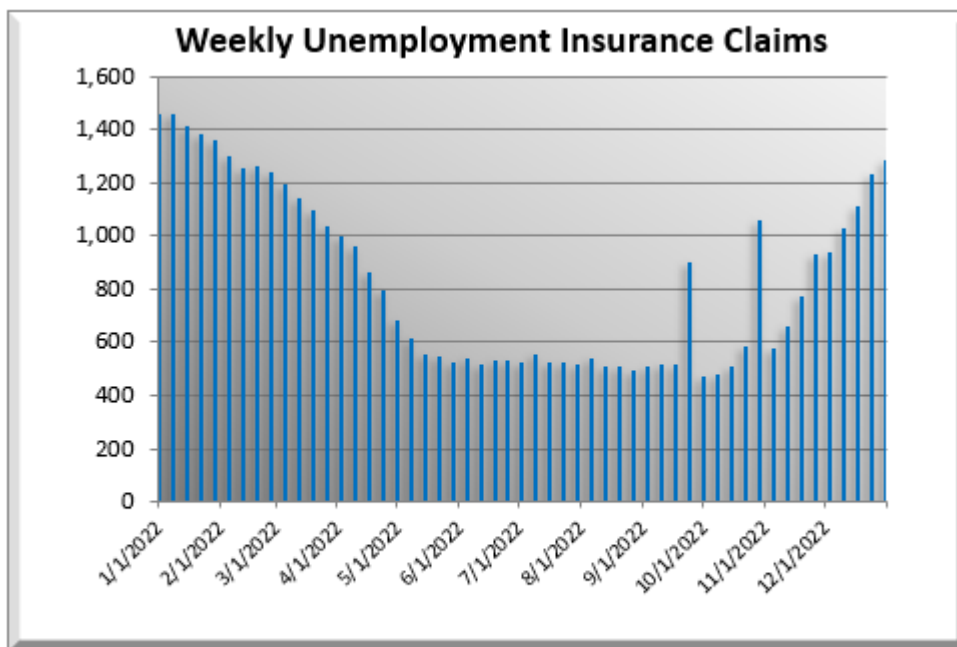
I. Community Indicator: Annual Unemployment Rate

The unemployment rate is one of the primary economic indicators used to measure the health of an economy. It tends to fluctuate with the business cycle, increasing during recessions and decreasing during expansions. It is among the most commonly watched indicators by policy makers, investors, and the general public.

These data show Scott County’s annual unemployment rates in relation to the statewide rates and reflect signs of employment rates returning to pre-pandemic levels. However, the Minnesota Department of Employment and Economic Development (DEED) reports that unemployment rates for African American and American Indian residents in Scott County remain three times higher than their white counterparts, while other minority groups have unemployment rates twice as high as white residents.



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



Source: MN DEED Weekly Unemployment Insurance Statistics - weekly data visualization tool

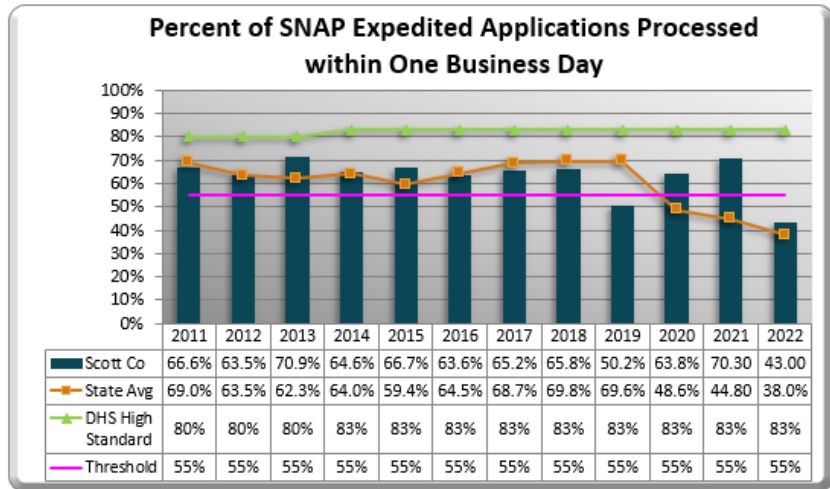
2022 update: These data show changes in weekly unemployment insurance claims as calculated by the Minnesota Department of Employment and Economic Development (DEED). These data are shared weekly with city and county recipients of the Commissioners’ Weekly Activity Report, which presents information reflecting service use and needs in our communities.

Economic Empowerment

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

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

This measure shows the percent of benefits established within one business day. The state established a minimum performance standard that 55 percent of applications would be established within one business day.

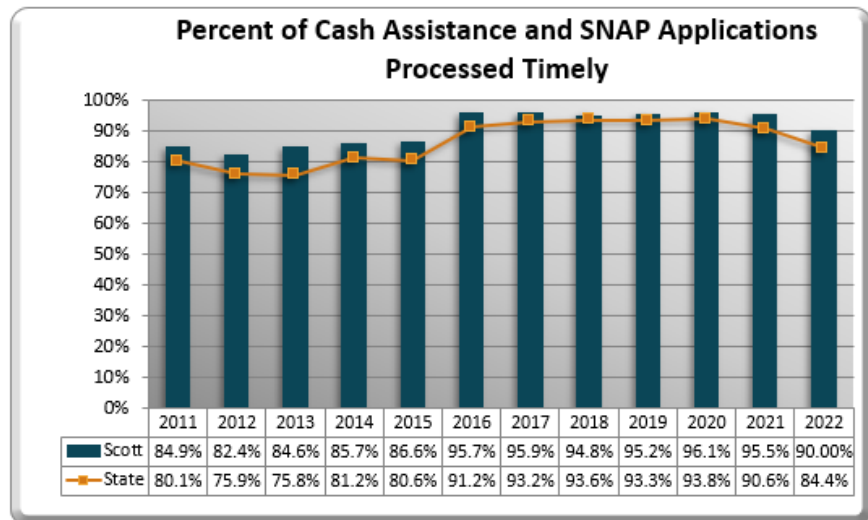


Human Service Performance Management Report

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

About this measure: This measure, similar to the previous one, looks at the timeliness of Scott County’s response to requests for cash assistance and SNAP benefits using a 30-day timeline for issuing benefits.

2022 update for both measures: Scott County’s performance exceeds the state’s minimum performance threshold for one day processing and exceeds state performance on both measures. Performance is impacted by application accuracy and the ability to reach applicants for additional required information. If applications are incomplete, they may not be able to process within the desired timelines. The state of the economy also has an influence: The greater the need for the program, the higher the volume of applications.



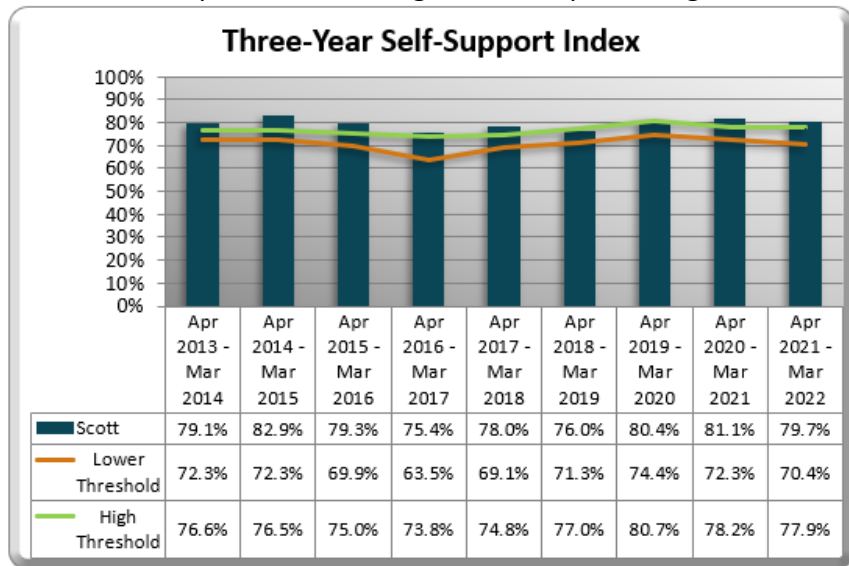
Human Service Performance Management Report

Economic Empowerment

C. Minnesota Family Investment Program: Program 169

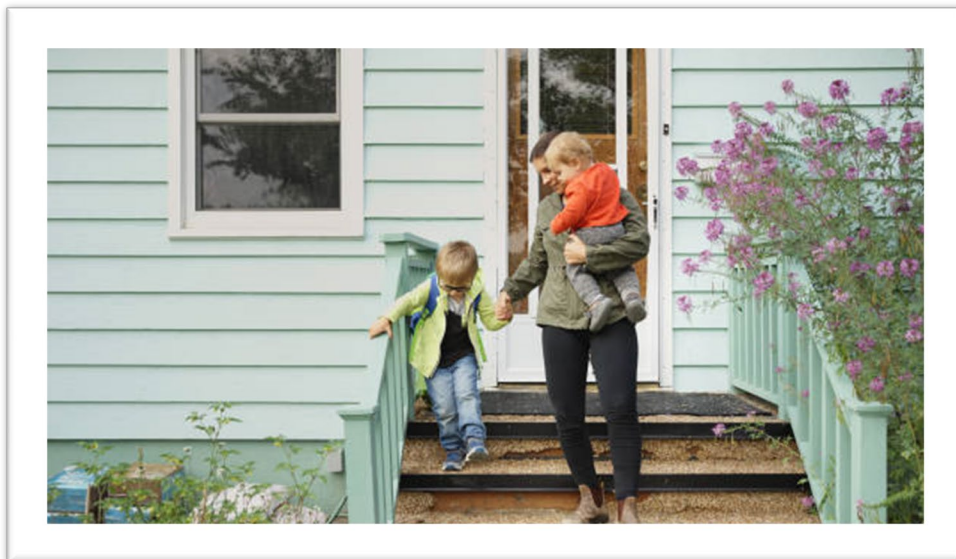
About this measure: This outcome measures the overall goal of the Minnesota Family Investment Program (MFIP), which is moving people into employment and off public assistance. Positive outcomes on the *Self Support Index* are defined as meeting state-established performance targets for the percentage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

2022 update: The reason MFIP exists is to help families in the short-term and then move them to a position of self-sufficiency. Scott County performance exceeded the high threshold targets set by the Minnesota Department of Human Services.



Source: Human Service Performance Management Report (MN DHS)

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



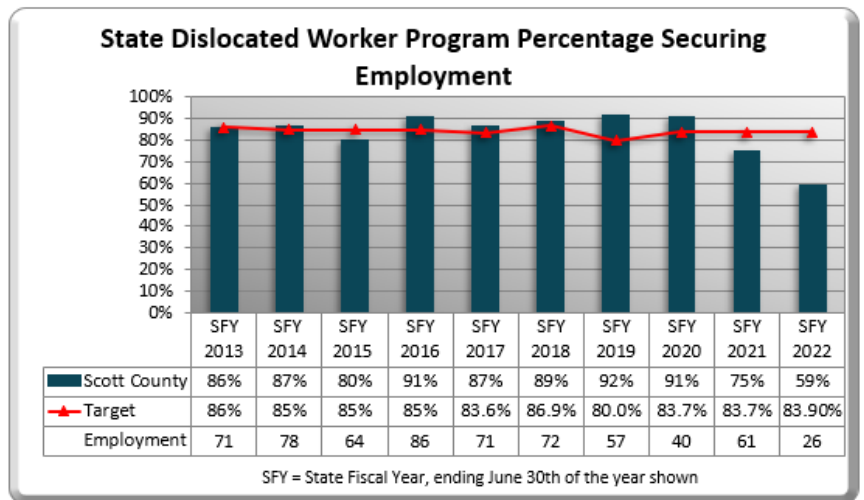
Economic Empowerment

D. State Dislocated Worker Program: Program 171

About this measure: The State Dislocated Worker Program serves adult workers who have been laid off from their jobs. Services include career planning and counseling, job search, placement services, and job training.

These data show the percent of Scott County customers who exit the program with secured employment compared to state targets set by the Minnesota Department of Human Services.

2022 update: Performance on this measure is impacted largely by the labor market, unemployment rates, and the availability of job opportunities. In 2022, the number of total participants is lower than at any point in the last 10 years, with 26 of 44 program participants exiting to employment.



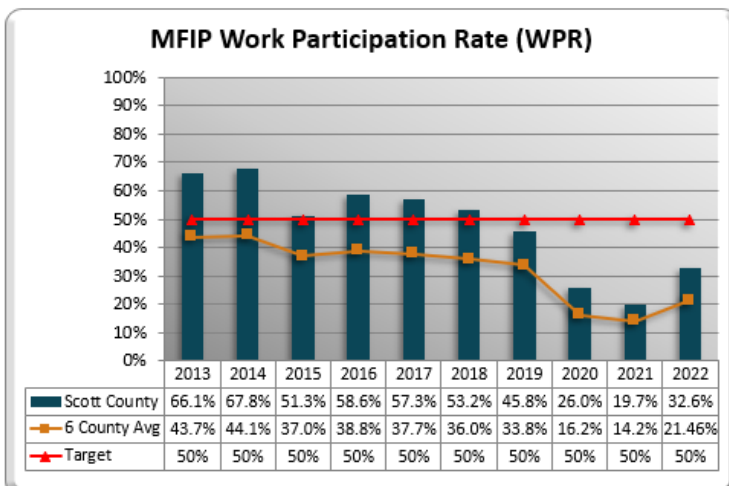
Source: WorkForce One Exit Report - State Dislocated Worker Program

E. MFIP Work Participation Rate: Program 171

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

The six-county average scores include Anoka, Carver, Dakota, Hennepin, Ramsey, and Washington counties.

Average scores are weighted for the number of participants. DHS waivers in 2020 and 2021 skew data from those program years.



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

2022 update: The federal target for this measure is 50 percent of participants will obtain and maintain employment leading to self-sufficiency. While Scott County performs better than the six-county average, it does not meet federal targets.

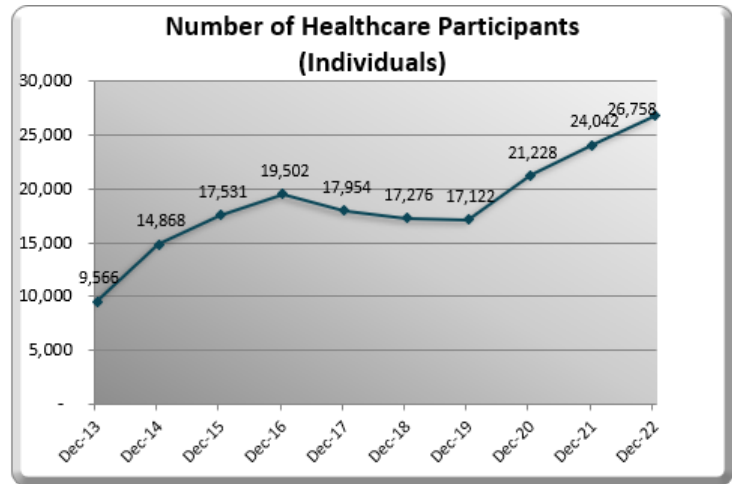
Increases in exits due to health reasons, unrealistic expectations of people seeking jobs without appropriate qualifications; and people who are able to find employment quickly all impact performance.

Economic Empowerment

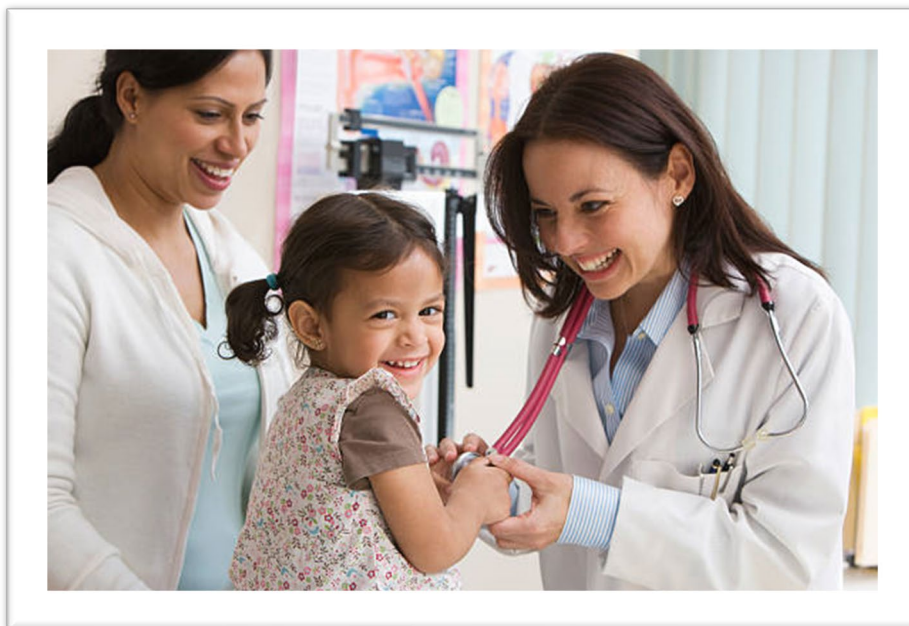
F. Health Care: Program 166

About this measure: This measure assists in monitoring the total number of individuals on various Medical Assistance programs administered through the County at a specified point in time each year. Currently, Medical Assistance cases are processed on two systems: MAXIS and Minnesota Eligibility Technology System (METS). The MAXIS system is used for the elderly, blind, or disabled; the METS system is used for parents, adults, children, and pregnant women.

2022 update: This business measure reflects how many individuals are active on Medical Assistance in Scott County. This graph depicts a point in time each year. There has been a significant increase in MA enrollees over the past few of years. This is in part due to the Federal Public Health Emergency (PHE) declaration and the Center for Medicaid Services' (CMS) requirement to ensure continuous coverage.



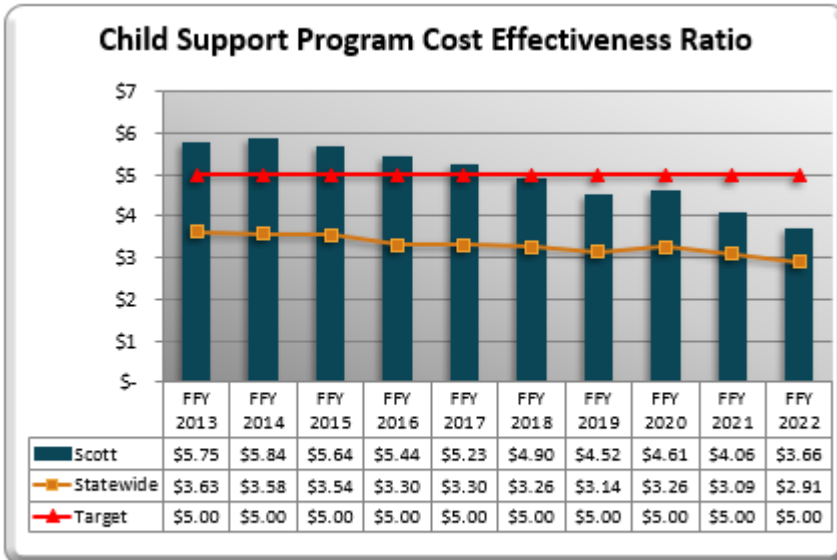
Minnesota Eligibility Technology System (METS) data from Medicaid Management Information System (MMIS). MAXIS data from MAXIS Reports, Medical Assistance Indicated Total (RPIID)



Economic Empowerment

G. Child Support: Program 164

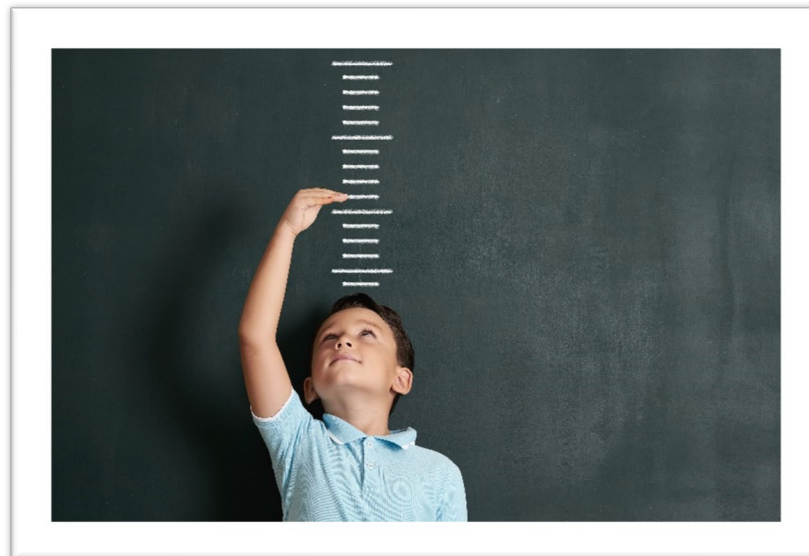
About this measure: This measures the efficiency and operating costs of the child support program compared to dollars distributed to families.



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

2022 update: In 2022, the Child Support unit distributed \$10,939,306.31 to families. Scott County's performance met state targets until 2017. The calculation of this ratio is impacted by collections

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



Economic Empowerment



Summary of Progress on Strategic Plan Objectives

Economic empowerment programs are essential supports for much the work envisioned across all five objectives of the County's Strategic Plan, but there is one specific strategy most impacted by economic empowerment programs:

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

Strategy: Work with SCALE partners to increase access to employment and education opportunities

Key areas of progress over the last year include:

- County economic assistance programs are meeting some, but not all, of the state performance targets used to measure effective, efficient service delivery. The local economy, the job market, and spikes in demand for services following the pandemic were the most commonly identified barriers to stronger performance.

Economic Empowerment

- The Great Scott website was launched in 2021, but some integration with state data systems limited its full range of utilization. In 2022, integration issues were resolved, the website is live, and attention has turned to marketing strategies that let more people know about the site and the resources therein.
- The Southwest Metro Education Center relocated to the Dean Lakes building. Along with other community partners, leaders at Southwest continue to look for opportunities to bring more post-secondary education options to Scott County. The Scott County Board of Commissioners allocated \$270,000 of ARPA funds to build a drop-in day care center to remove barriers for participation in educational programming at Southwest.
- Economic assistance and child support program consultation are available at the Family Resource Centers to provide broader community access.

Going forward:

- The numbers of health insurance participants continue to climb. State waivers, issued in 2020 at the start of the pandemic, removed the requirement for annual eligibility determination and continued health insurance benefits to everyone regardless of changes in their status. In 2023, re-determination of eligibility will be required for all cases not reviewed over the last three years pursuant to the DHS waiver. This is likely to require a temporary increase in staff resources to complete this significant volume of work, either through redeployment of staff from other areas, the hiring of temporary workers, or both strategies.
- Scott County has entered a workforce mobility partnership with Dakota County Technical College to provide funding for high-demand careers that require short-term training, certification, or licensing. This is one step forward on making post-secondary education opportunities more available to Scott County residents.
- The County's shift to cross-functional service teams to guide planning, budgeting, and performance measurement expands opportunities to align the goals and strategies of economic assistance programs with other social service programs supports improved outcomes across all social service program areas.

Public Safety



Scott County Law Enforcement Center

Public Safety Outcomes

Public safety is a core function of county government. The Sheriff's Office, the County Attorney's Office, Community Corrections, Highway, Emergency Management, Public Health, and Building/Zoning Code Enforcement programs are all part of the Public Safety Service Area, and all play a role in addressing expectations for safe communities established by our residents:

- Prevent criminal behavior
- Enforce laws, be prepared, and respond to emergency situations
- Citizens feel safe, know their neighbors, children play outside, and all feel part of the larger community
- Reliable roads, trails, sidewalks, and transit options are available to citizens



Community Engagement, 2023

Public Safety

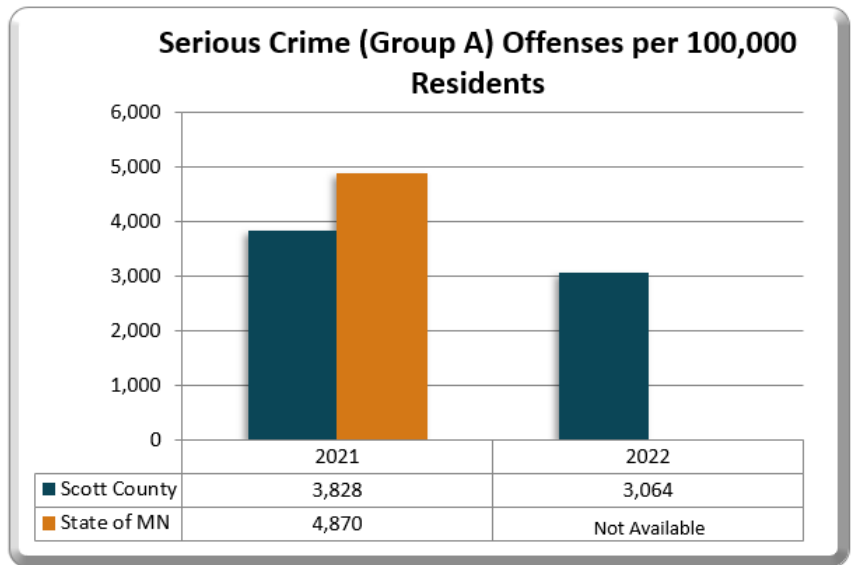
COMMUNITY SAFETY RESPONSES TO CRIME

I. Community Indicator: Group A Offenses

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

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

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



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



Public Safety

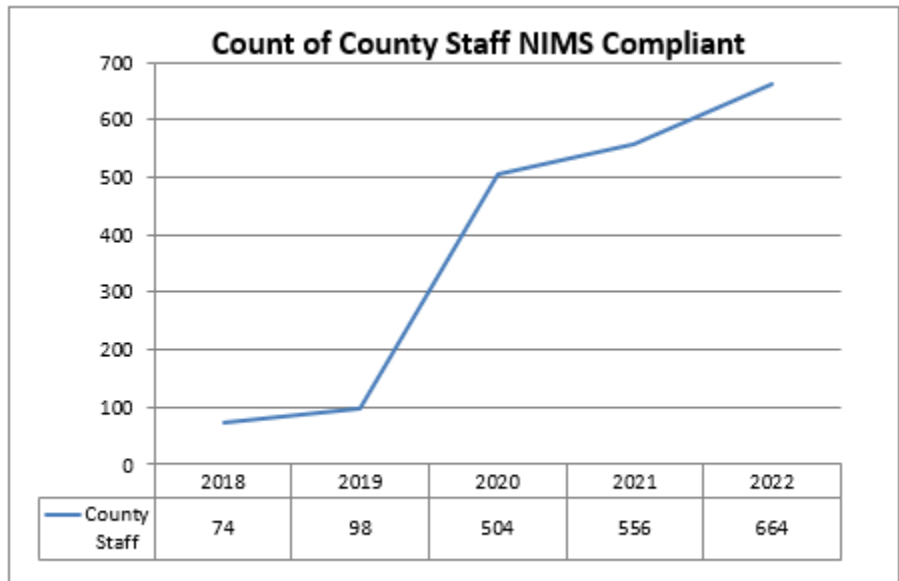
A. Emergency Preparedness: Program 228

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

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

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

2022 update: These data reflect continuing improvement in the number of staff who have completed required emergency management training.



Source: InforSystem

Improvements in onboarding protocols and communication between Employee Relations and supervisors support stronger compliance with training expectations. A second, more rigorous level of training is required for County staff who would be assigned to work in an Emergency Operations Center (EOC) in the event of a disaster. Six of 35 staff members required for EOC reassignment have received the required training.

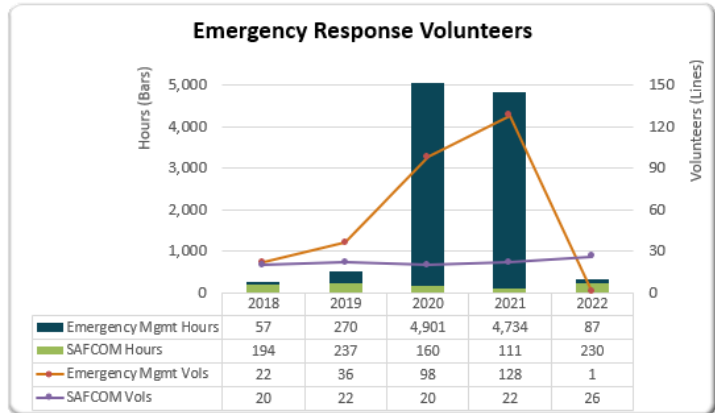


Public Safety

B. Emergency Preparedness -- Emergency Response Volunteers: Program 208

About this measure: Volunteers are an essential resource during an emergency. The Medical Reserve Corps (MRC) responds to local public health emergencies and ongoing Public Health initiatives; Safety Communications (SAFCOM) assist with weather spotting, call center/hotline, sandbag operations, and evacuations.

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

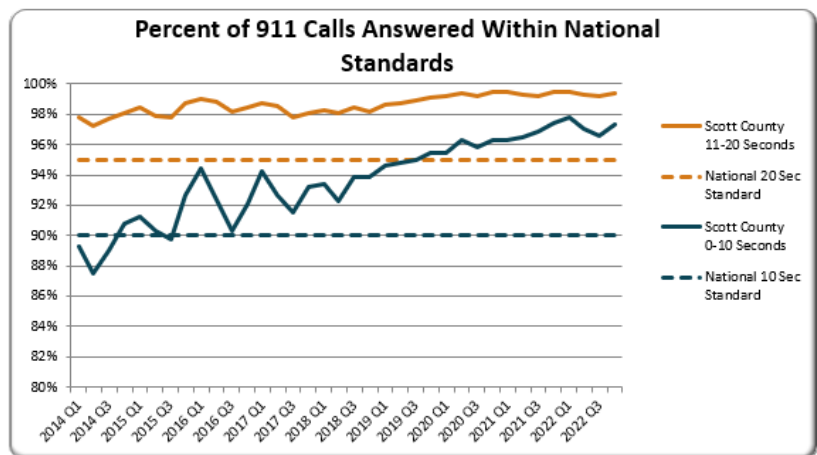


----- Better Impact

2022 update: Volunteer hours soared as medical and non-medical staff volunteered to staff vaccine clinics, perform contact tracing, deliver food and medicines, and provide a host of other critical services to support people through the pandemic. In 2021, many emergency response volunteers were recruited into paid employment by organizations running vaccine clinics, accounting for the drop in emergency response volunteers in 2022. The County also maintains over 800 general volunteers who may be called upon to serve in the event of an emergency or natural disaster.

C. Dispatch: Program 226 (Law Enforcement)

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



----- 911 Center Phone System Report Server

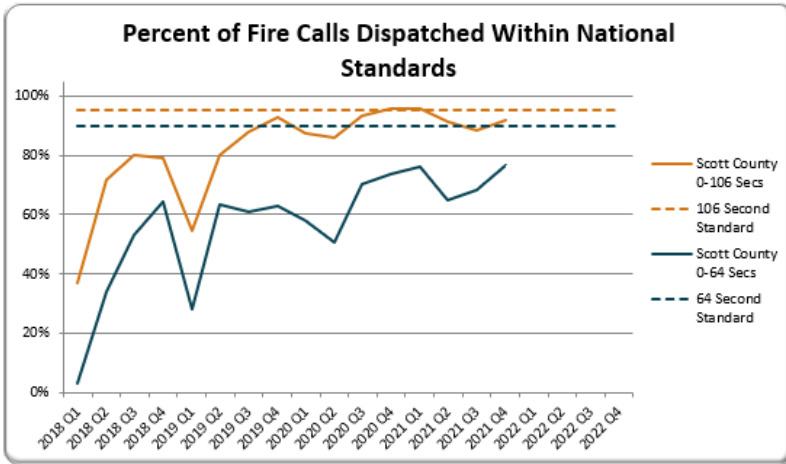
2022 update: Data trends show continued improvement in the percent of calls answered by 911 dispatchers within the national standard timelines. Factors impacting performance include the addition of one new staff position and changes in support and training have resulted in less staff turnover. Leaders have adjusted staffing levels incrementally to match call volumes based on analysis of historic data trends.

Public Safety

D. Dispatch: Program 226 (Fire)

About this measure: Scott County's 911 Center dispatches fire departments for Scott County and for portions of Sibley, Le Sueur, Carver, and Rice Counties.

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



Source: 911 Phone Logger

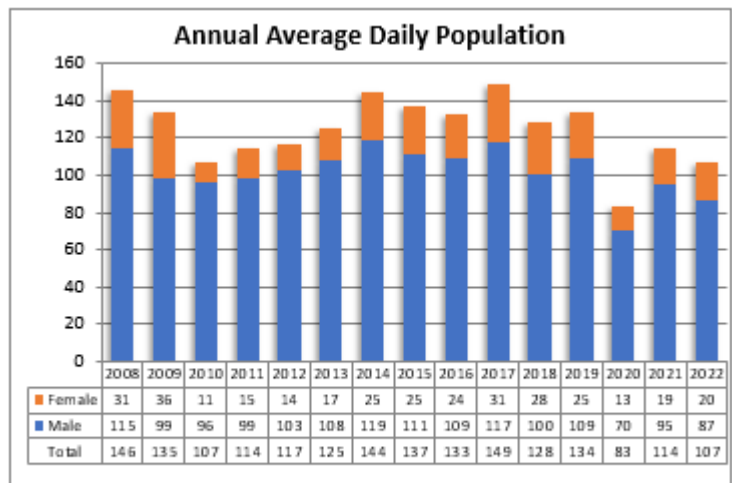
2022 update: As the number of city firefighters grows, there has not been corresponding growth in the number of dispatchers assigned to respond to more frequent calls.

E. Jail Data: Program 235

About this measure: Tracking average daily population of the Jail provides some information about the arrest rates and potential crime trends in Scott County. Examining this data over time supports decision-making about bed space needs; staffing needs; planning for additional resource needs; and to ensure public, inmate and Correctional Officer safety.

These data reflect the average number of men and women housed in the Scott County Jail daily.

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



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

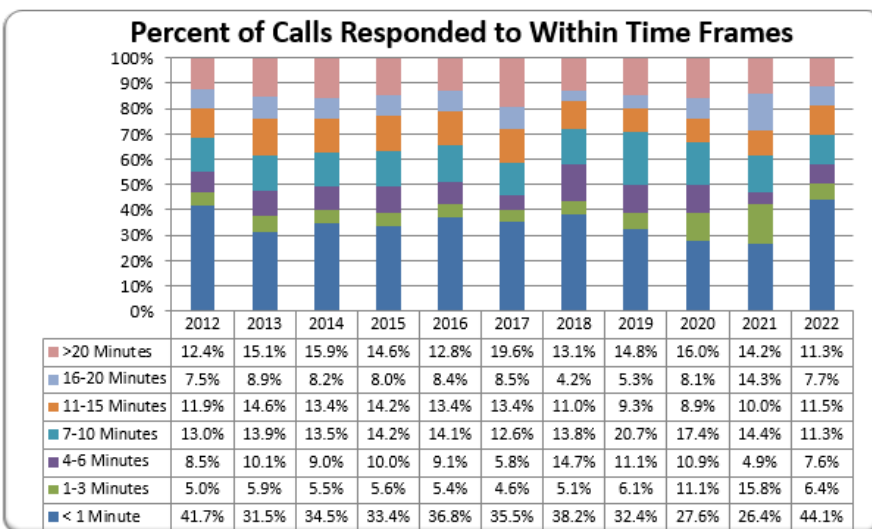
2022 update: While the data for 2020 are artificially low due to the pandemic, it is encouraging that the number of people admitted to the Jail is trending downward. This may be reflective of work done by the County to improve court efficiencies and other prevention strategies designed to prevent incarceration.

Public Safety

F. Officer Response Times: Program 245

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

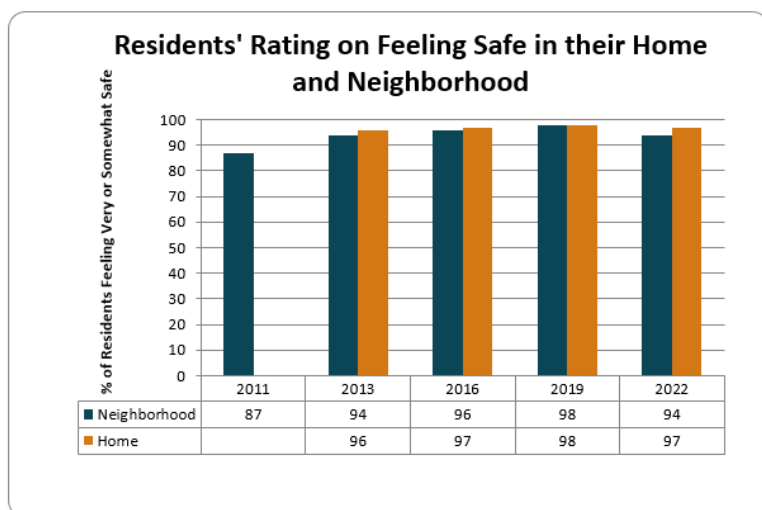
This measure reflects the amount of time it takes for a deputy to make initial contact with a person who has called the 911 center and has requested a deputy response for service for either an emergency or non-emergency incident. The initial contact can be either in person or via telephone.



Source: Public Safety Information System (AS400 & LETG)

2022 update: The percent of calls responded to in less than one minute increased, and in over half of all calls requiring a response, the person in need has contact with an officer within 10 minutes. Factors that impact response times include staffing levels, officer availability to respond (based on call volume and weather), and the percentage of emergency versus non-emergency calls to which officers must respond.

G. Resident Survey: Citizen Feelings of Safety



Source: Scott County Resident Survey

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

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

Public Safety

H. Adult Probation/Supervised Release: Program 159

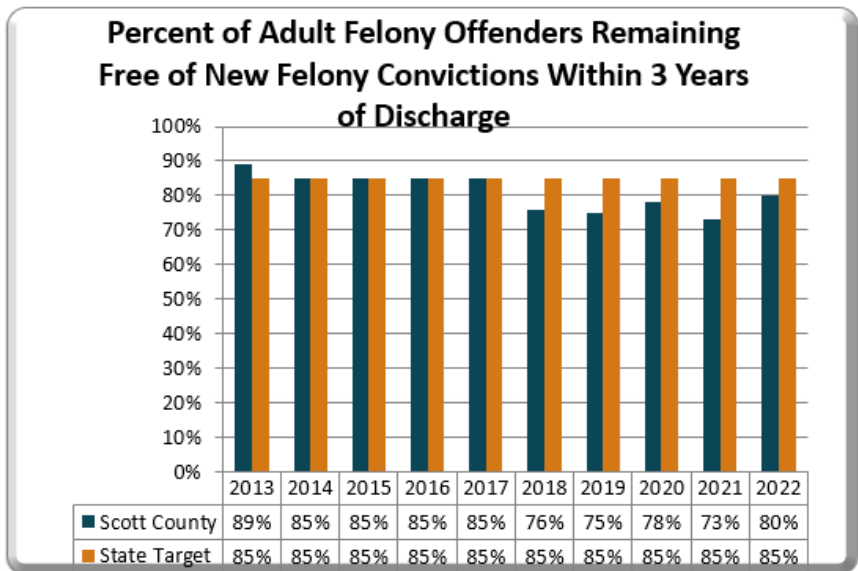
About this measure: One of the main objectives of Community Corrections is to ensure public safety by reducing recidivism (repeat offenses) of adult and juvenile offenders placed on supervision.

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

The Minnesota Department of Corrections sets an 85 percent performance standard for this outcome. For the last two years, Scott County has not met this performance target.

It is important to note that this data set collects recidivism rates for individuals who received services prior to the implementation of Treatment Court. Multiple factors may influence recidivism, including untreated mental health and substance abuse issues, the high prevalence of methamphetamines and heroin in our communities, ongoing criminal behavior in the effort to access drugs, treatment availability and other supports, and the offender's own motivation to change.

2022 update: There were 4228 people receiving services through Community Corrections, the highest number in the past seven years. Of those, 79 percent successfully discharged from probation, and 70 percent obtained or maintained employment while under supervision -- a key factor associated with lower recidivism rates.



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

Recidivism rates for felony offenders improved as compared to last year. Community Corrections conducted an analysis of recidivism in relation to current supervision levels, and findings indicated higher rates of recidivism among individuals whose level of probation supervision was not matched to their risk level. Fewer high-risk offenders were assigned to high-risk supervision due in part to limited staffing capacity. The County added staff positions as a result of the study, but insufficient time has passed for improvements to be evident in the data.

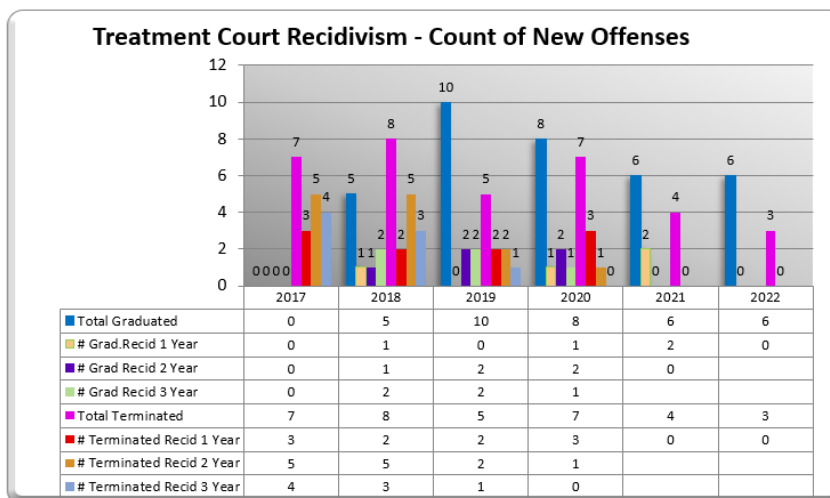
The County Board approved four time-limited Probation Officer positions, funded through ARPA dollars, to address court backlogs resulting from the pandemic.

Public Safety

I. Treatment Court: Program 289

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

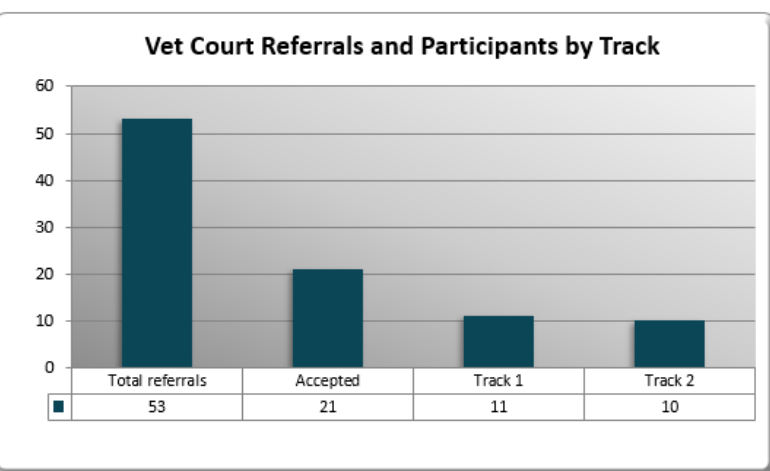
2022 update: Participants who graduate from Treatment Court reflect lower rates of recidivism. Graduates are also more likely to be employed and have stable housing. Factors that contribute to success include matching intensity of services to high risk/high need individuals along with a comprehensive wraparound service delivery.



Source: Manual Data from Treatment Court Tracking obtained from MNCIS

J. Treatment Court- Veterans' Court: Program 289

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



Source: Data analysis from CSTS

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

2022 update: Twenty-one people were accepted into Veterans' Court. One was administratively discharged. Participants were equally divided among Track I and Track II programming. Seventy percent were County residents.

Graduates were more likely to be employed, to have stable housing, and be linked to Veterans' Administration benefits when compared to participants who do not successfully complete the program.

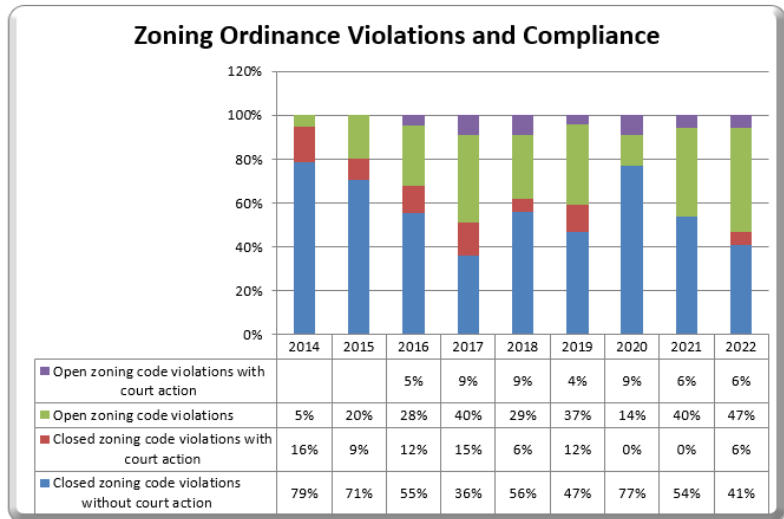
Public Safety

K. Zoning Ordinance Violations and Compliance: Program 147

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

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

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

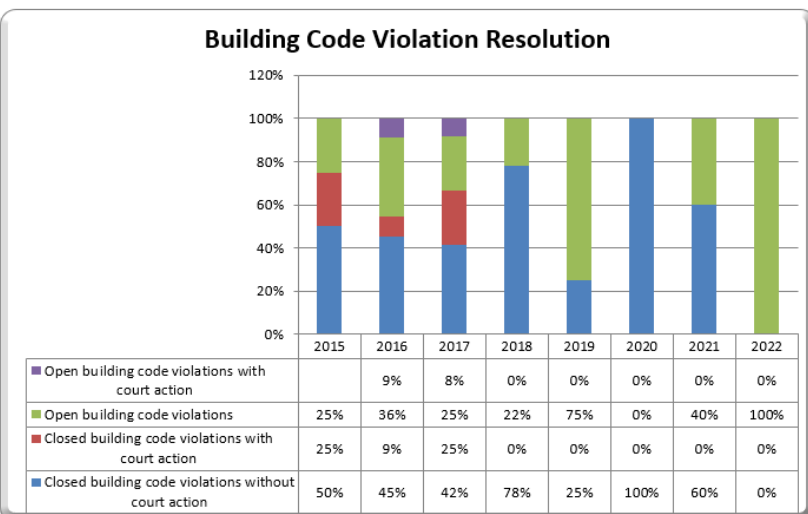


Source: CityView

2022 update: Staff in this program area continue to show high rates of case resolution through agreement rather than court action. There are more open cases with zoning code violations following the pandemic shutdowns.

L. Building Code Violations and Compliance: Program 146

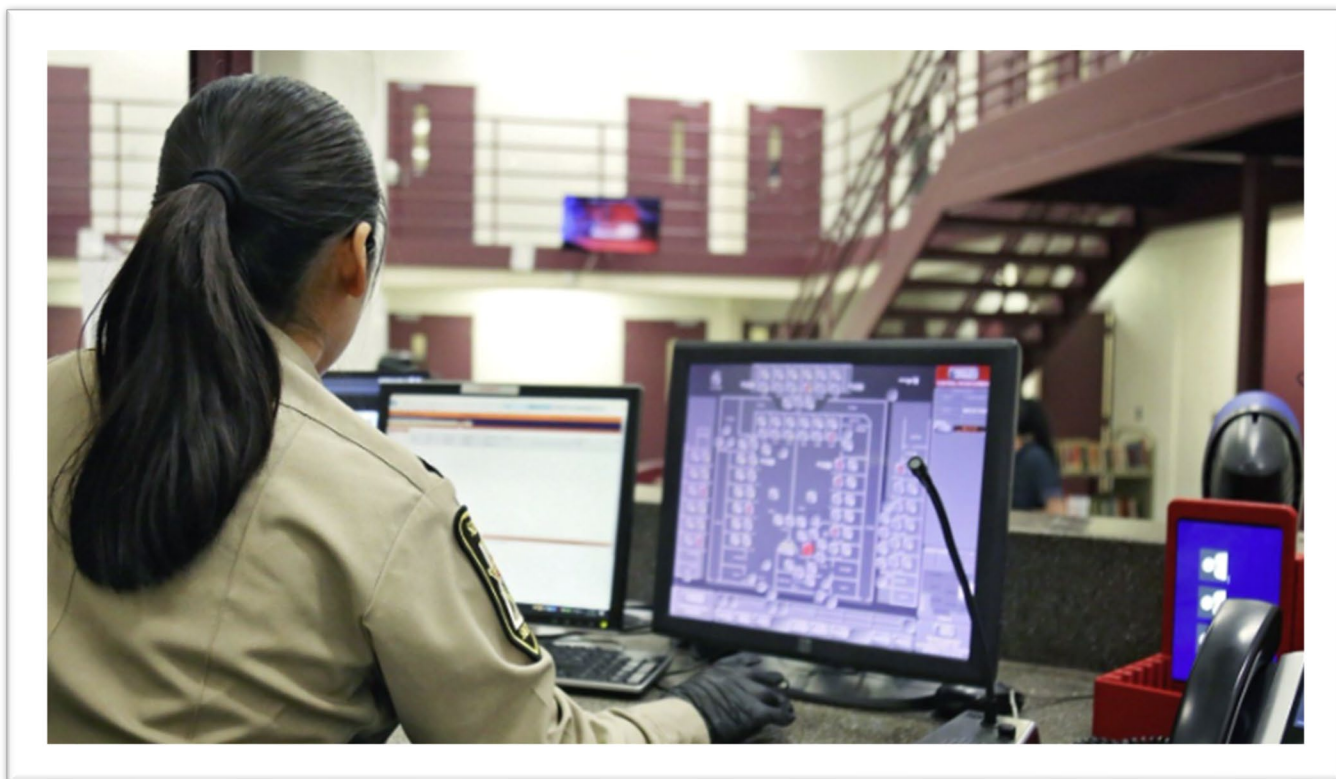
About this measure: Active enforcement of ordinances and codes is also important to ensure structures in rural Scott County meet all applicable codes and are safe for the residents. This measure displays the percentage of complaints that remain open, or have been resolved voluntarily, versus complaints that were referred to the County Attorney's Office.



Source: CityView

2022 update: It's been five years since a building code violation had to be settled in court. Skillful engagement by building code staff is the primary factor in this exceptional performance. Courts are granting more continuances, anticipating resolution outside of the court process.

Public Safety



Scott County Jail

Summary of Progress on the County's Strategic Plan

The County's Strategic Plan includes an objective addressing public safety goals and two strategies for impacting outcomes for residents and communities.

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

Key areas of progress include:

- Community Indicators and Key Performance Indicators reflect positively on public safety measures.
 - New crime rate data show a reduction in the number of serious crimes, down by approximately 800 offenses. The new *Minnesota Crime Explorer* database provides current data (updated monthly) and allows the public access to more information and more timely information across a large number of data sets.
 - Data from the 911 Dispatch Center show marked improvement in the timeliness of responses to incoming calls for service for law enforcement. Factors contributing to improved performance include the addition of one staff position and staggered shift scheduling, based on data, matching

Public Safety

staff resources with call volumes. However, the same improvements were not evident in dispatch services for fire calls, and performance remains below the national standard.

- The Sheriff's Office provides timely responses to law enforcement dispatch calls and calls for patrol officers. Data are not as strong for timely responses to fire dispatch calls.
- Respondents to the 2022 Resident Survey expressed high ratings of feeling safe in their homes and neighborhoods.
- ARPA funds were dedicated to law enforcement, the County Attorney's Office, Community Corrections, and the Courts to address the pandemic-related backlog of cases which were negatively impacting individuals involved in the justice system and costing taxpayers for extended time spent in the Jail. Those efforts successfully resolved the backlog more quickly than anticipated and Scott County court dockets are now current.
- The Jail Study was completed and included recommended strategies for reducing both recidivism and high rates of staff turnover. As a result, staff positions were added, changes were made to the delivery of medical services, a social worker was embedded, and the role of the re-entry worker was revised. Jail Administration supports ongoing continuous improvement efforts through process changes and implementation of technology solutions. Results after the first year are positive, with reductions in the rates of staff turnover with continued examination of outcomes over time.
- A program evaluation of the Regional Training Facility (RTF) was completed. Commissioners directed staff to maintain service levels in the short term, to spend as little as possible on the building itself, and to explore options for building a new facility (potentially on the same site). This may require a legislative request for bonding dollars to fund a new facility.
- Building and Zoning code violations are generally resolved in a collaborative manner with community members.

Going forward

- Grant funding for the Veterans' Specialty Court was cut and the County is exploring options for partnerships with other counties to continue the service.
- As the global pandemic subsides, Emergency Management staff and community partners will resume efforts to enhance levels of preparedness and supports for resiliency and recovery. Emergency Operations Plans will be updated and will include Quick Action Guides, messaging templates, and other community-facing tools and documents prepared in languages other than English. Emergency Management volunteer recruitment will be reinitiated, which will provide resources to help people during a disaster in ways government cannot. Opportunities to use trained volunteers rather than County staff to conduct public awareness training should be explored. Scott County will recreate an All Hazards Incident Management Team. Full scale hostile event exercises are planned for the spring of 2024.
- ARPA funds have been earmarked to replace a radio tower in Jordan that is nearing the end of its projected lifespan, and a second radio tower is needed to improve public safety communications in the Credit River area. Both these expenditures were moved off levy, to be paid for by CARES revenue recapture funds.
- Negotiations are underway for regionally shared 911 Dispatch services with a neighboring county.



Building Communities

- Community Design

Community Design



Community Design Outcomes

Residents expect government to develop and plan for property rights and land use that mitigate negative externalities and promote everyone's enjoyment. Plans must balance growth and development with preservation of open, rural spaces and must include consideration of environmental impacts. Residents specified expectations when assisting in the development of the results maps:

- Safe: Clean soil, water, and air
- Healthy: Shelter and housing are available for all citizens
- Healthy: Active lifestyles for all ages through opportunities and education
- Healthy: Citizens have access to adequate food and healthy choices
- Livable: Good system of trails, parks, and open spaces
- Livable: Reliable roads, trails, sidewalks, and transit options are available to citizens
- Livable: Range of quality jobs and thriving local economy

Community Design

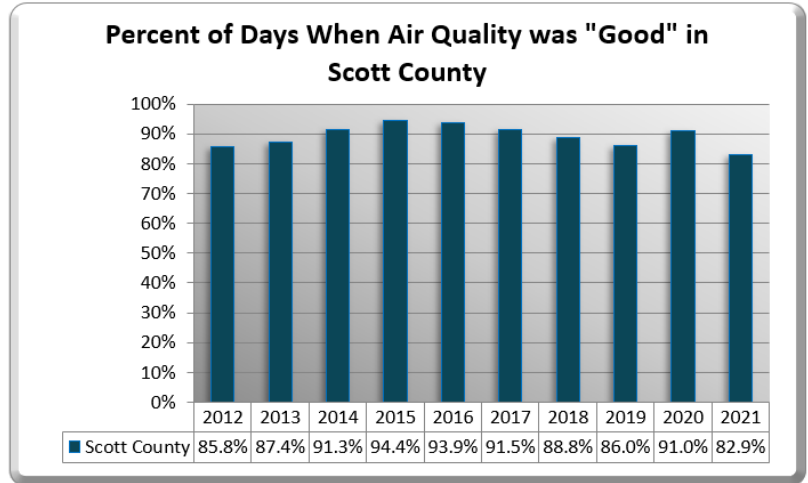
ENVIRONMENTAL HEALTH

I. Community Indicator: Air Quality Rating

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

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

Transportation, electrical utilities, and agriculture account for 74 percent of greenhouse gas emissions in Minnesota.



Source: U.S. Environmental Protection Agency and Minnesota Compass, 2021

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

Data for 2022 are not available.



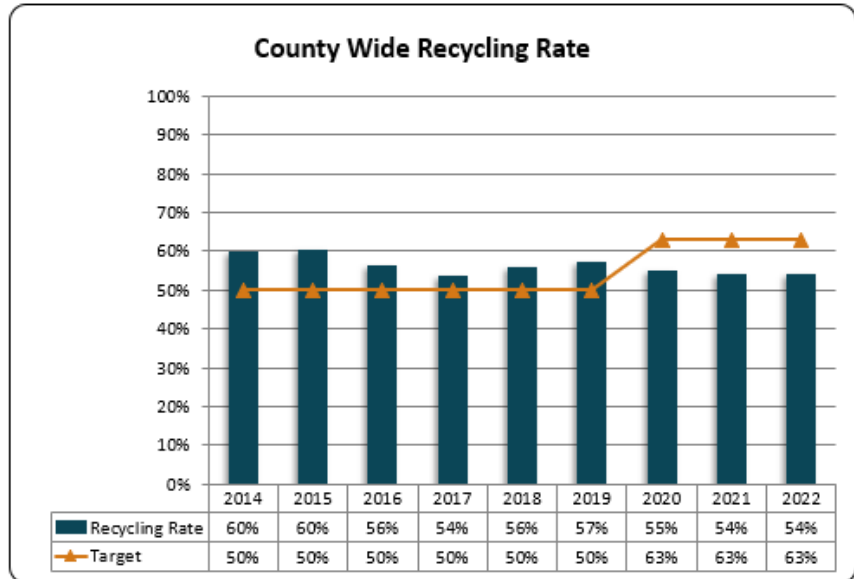
Clearly Lake

Community Design

A. Environmental Health Recycling: Program 64

About this measure: Public education is a component of the County's Solid Waste Management Plan, facilitating efforts to educate the public regarding septic systems, household hazardous wastes, and hazardous wastes. The County provides education and outreach to keep residents informed on ways to properly dispose of waste. Citizens have a safe environment related to solid waste, hazardous waste, household hazardous waste, onsite sewage treatment, and public health nuisance abatement. The recycling rate is indicative of the outreach efforts to the public.

2022 update: This graph shows recycling rates are relatively stable since prior to the pandemic. In 2020, the state made a planned adjustment to the target as a strategy to encourage more recycling; as a result, Scott County fell below the new recycling rate targets established by the Governor's Select Committee on Recycling and the Environment (SCORE).

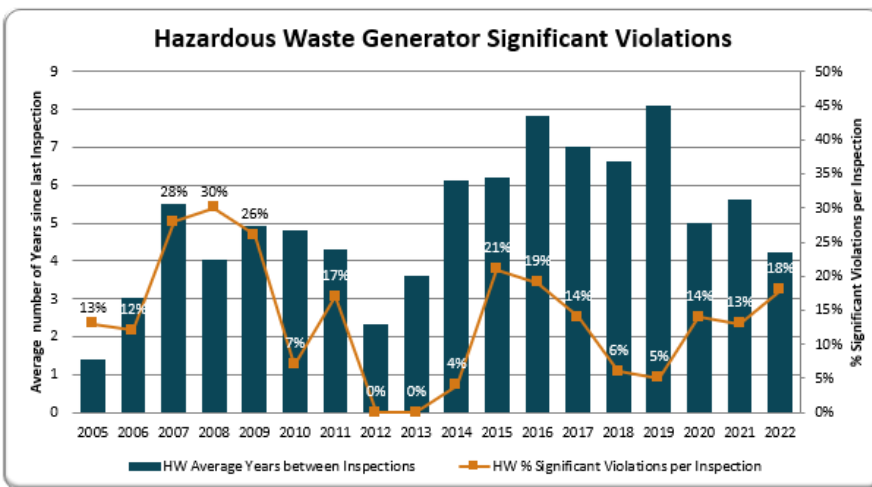


Source: Annual SCORE Reports to Minnesota Pollution Control Agency

B. Hazardous Waste Violations

About this measure: This measure identifies the percentage of significant hazardous waste violations per inspection along with the average time elapsed between inspections. Typically, three to four violations are found per inspection, but only a fraction of those are significant. When inspectors are able to meet with businesses more frequently, the

businesses are more likely to be properly storing, managing, and disposing of their hazardous waste. Improperly managed hazardous waste (dumped on the ground or poured down the drain) may pose a threat to human health and the environment by contaminating the groundwater, soil, and air.



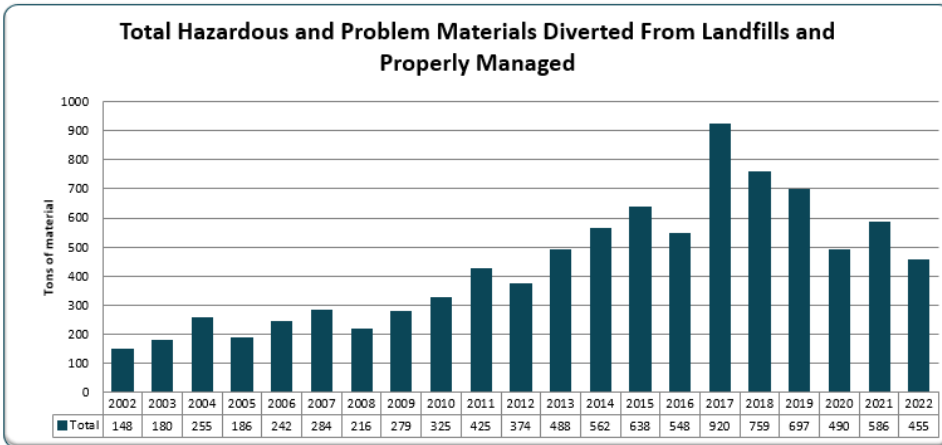
Source: Year-End Reports, Access Database

2022 update: The inverse relationship between the frequency of inspections and the number of significant violations continues to be evident in the data.

Community Design

C. Household Hazardous Waste Facility Operation: Program 66

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



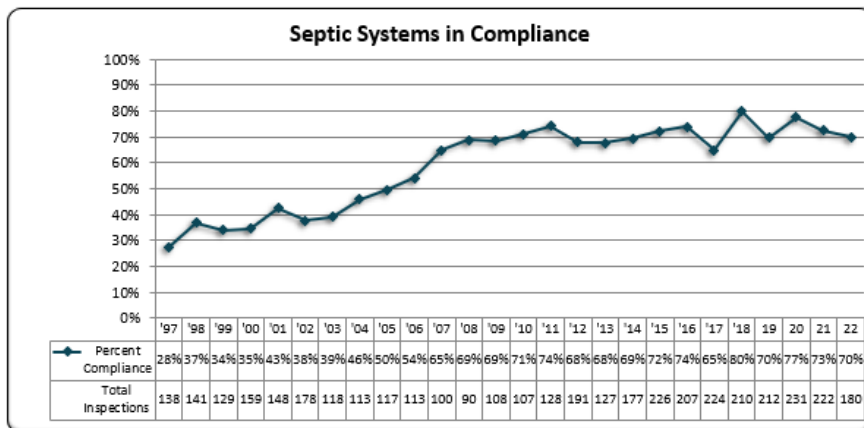
Source: Environmental Health Annual Reports

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

2022 update: In 2022, 9053 people participated in services at the HHW. The facility was closed for three months due to malfunctioning fire safety systems, reducing the amount of hazardous material diverted. Staff from the HHW were redeployed during the shutdown, leading to a 50 percent increase in the number of solid waste inspections completed in 2022.

D. Septic System Permitting, Enforcement, and Maintenance: Program 68

About this measure: A failing septic system that discharges waste onto the ground and into surface water, or somewhere it can contaminate groundwater and an aquifer, poses a public health threat. This measurement tells the public how many septic systems of those evaluated annually are in compliance with the state's compliance criteria as determined by private septic contractors. A high level of compliance is indicative of an overall program effort of installing and maintaining systems correctly.



Source: Environmental Health Annual Report

The data for this measure come from private septic contractors. Independent inspections often result from property sales. This graph demonstrates the results of an effective program that is gradually replacing failing systems.

2022 update: Overall, fewer inspections were conducted in 2022. Results show a leveling off of compliance in recent years between 65 and 75 percent compliance.

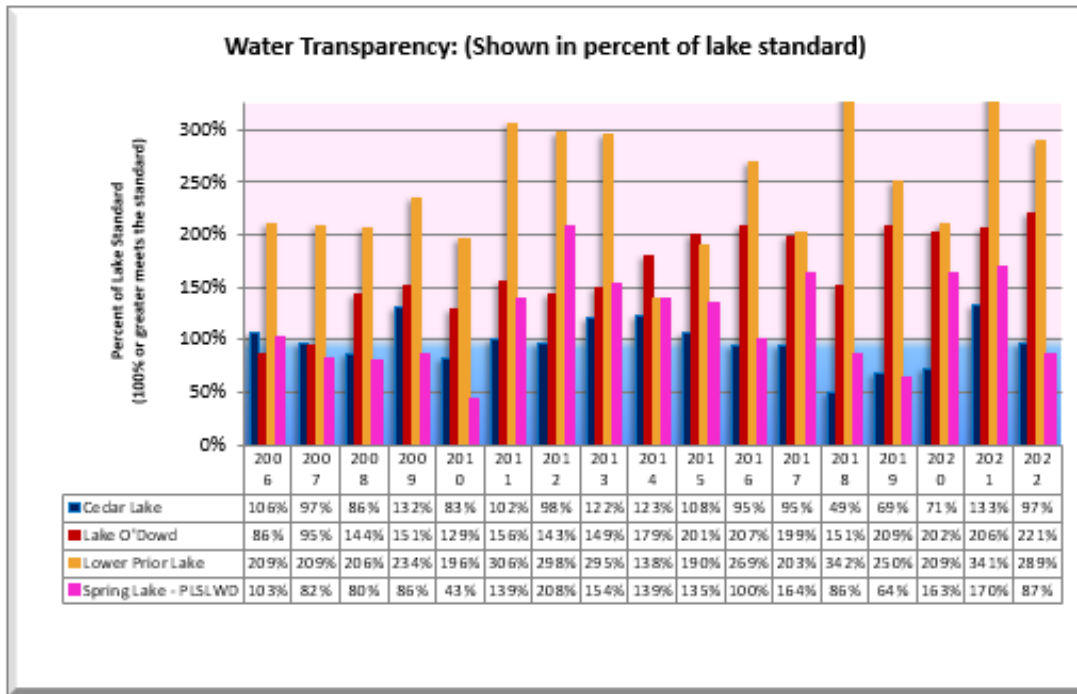
Community Design

E. Land and Water Treatment: Program 121

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

This graph shows water clarity measurements (using a secchi disk) over time as a percent of the state water clarity standard for each lake. A value of 100 percent or greater meets the water quality standard.

2022 update: It often takes years to see the impact of efforts to improve water quality, and trends in the data are more meaningful than a single year's data.



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

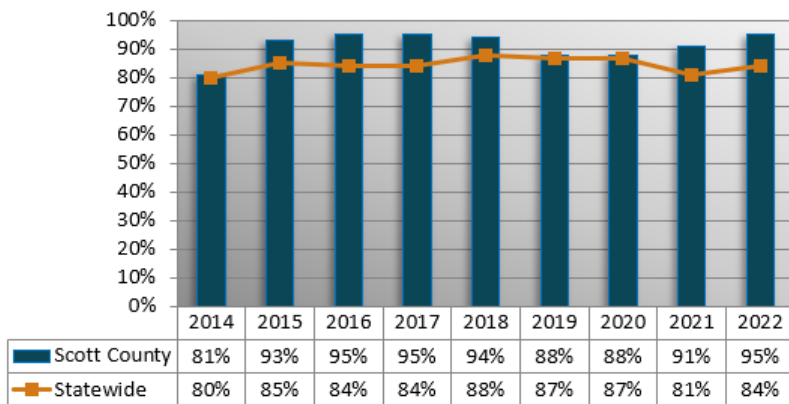
Community Design

PARKS AND TRAILS

II. Community Indicators: Access to Exercise Opportunities

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

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



Source: County Health Rankings, Robert Wood Johnson Foundation

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

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

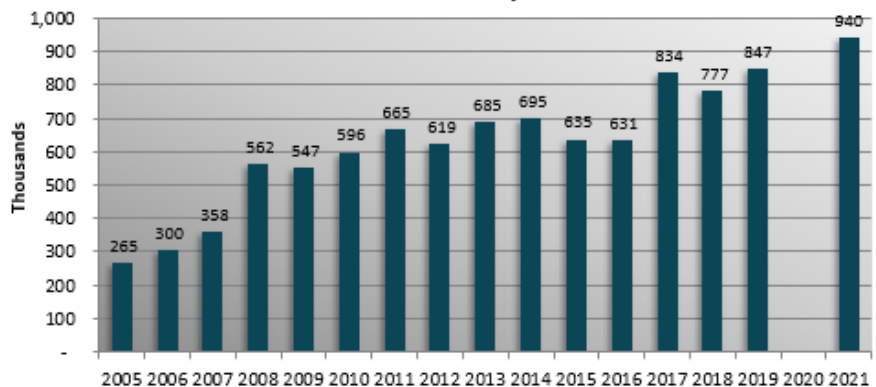
A. Park and Trail Planning: Program 78

About this measure: The Metropolitan Council estimates regional park annual use based on the average of four years of sample consisting of people, boats, and vehicles that enter a regional park through recognized entrances or pass by designated points on a regional trail.

The Scott County Board of Commissioners guide and approve decisions about park development.

2022 update: This measure shows a significant increase in the number of visitors to parks and trails in Scott County. Growth rates exceed population growth, one indication that people are finding and appreciating opportunities that parks and trails provided.

Annual Visits to Regional Park and Trail System in Scott County



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

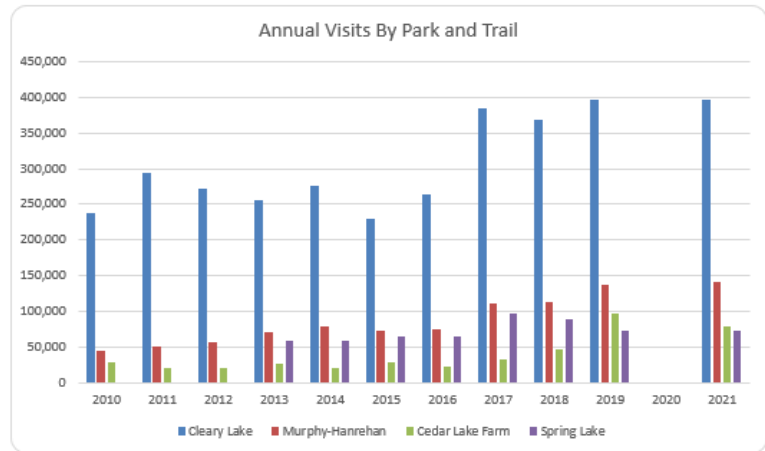
Community Design

Park and Trail Planning: Program 78 (by Park & Trail)

About this measure: The Metropolitan Council estimates regional park annual use based on the average of four years of sampling, consisting of people, boats, and vehicles that enter a regional park through recognized entrances or pass by designated points on a regional trail. The use estimates are an indicator of whether the park offerings and operation are meeting demand.

Park visitor trends should reflect population trends, with an increase in visitation coinciding with an increase to park use. We also expect use to increase if a new amenity is added or an amenity is enhanced.

2022 update: Regional park and trail use numbers throughout the region have trended upwards over the last decade, with the exception of 2015, which saw a bit of a decrease. Visitor numbers returned to pre-pandemic levels in 2022.



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

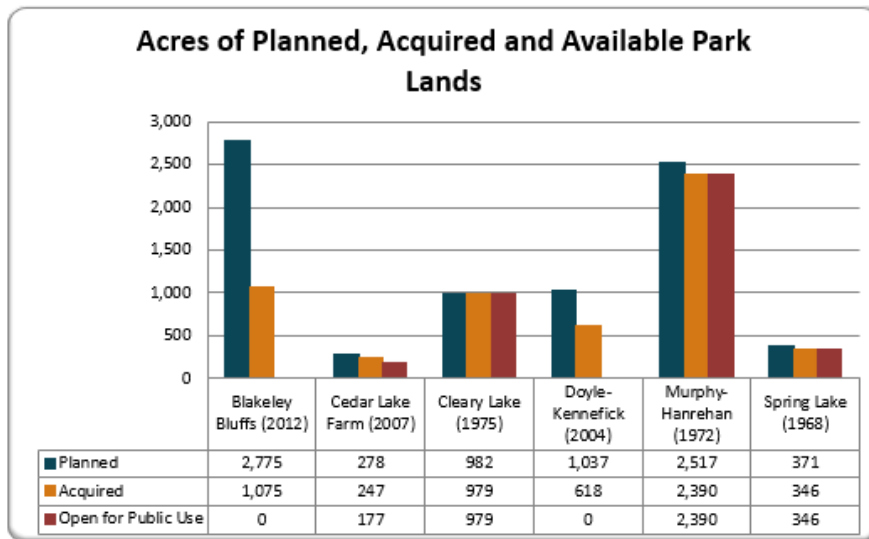


Doyle-Kennefick Park: Tree Planting

Community Design

B. Parks Acquisition: Program 76

About this measure: These data include the number of acres planned for, acquired, and currently open to the public today as guided by the County Board-approved master plans. Acres not in public use are held in an "acquisition and stewardship phase" for future development.



Source: GIS

These data show parks created in the early developmental stages of the park system, parks fully acquired, and parks open for use.

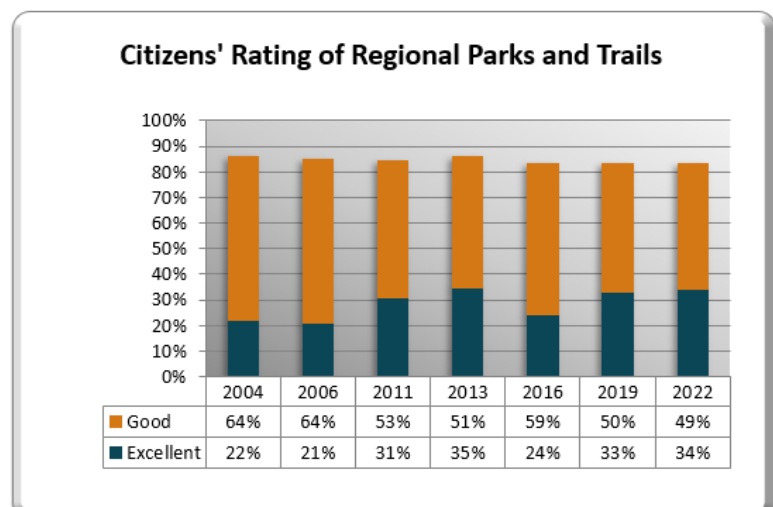
2022 update: Considerable progress has been made in acquiring land for more recently created parks, even if those lands are not officially designated for public use at this time. Long-term strategic planning for development and effective community engagement support investment decisions to continue acquisitions.

C. Residents Survey: Citizens' Rating of Regional Parks and Trails

Residents' rating of how well County parks and trails meet citizen expectations is an important measure of a livable community. The Resident Survey asks residents to rate County parks overall as a characteristic of Scott County.

2022 update: In 2022, 83 percent of respondents rated parks and trails as "good" or "excellent."

Responses have remained relatively consistent over time and would suggest resident support for availability and offerings of the regional parks and trails overall in Scott County. *Note: A wording change in the 2016 survey makes comparison to previous years less accurate.*

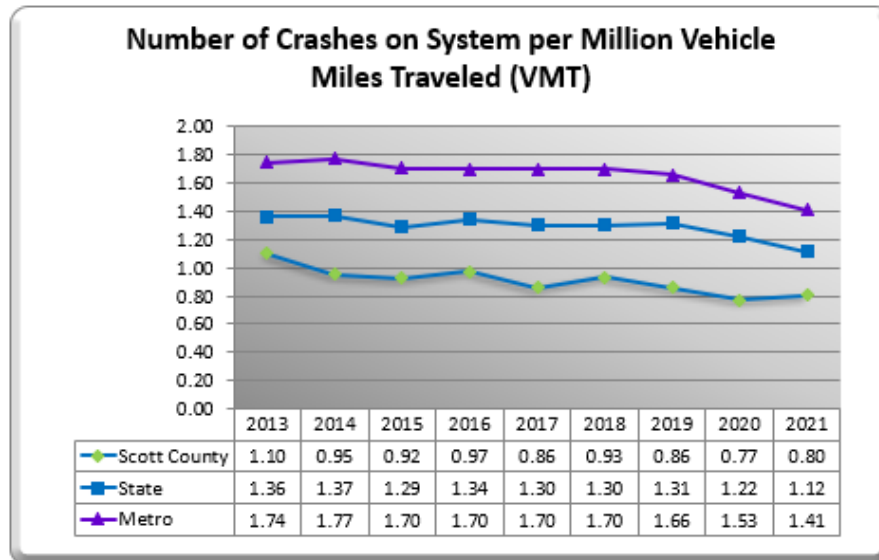


Source: Scott County Resident Survey

Community Design

HIGHWAY PLANNING AND DESIGN

III. Community Indicator: Crashes per Million Vehicle Miles Traveled



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

The Minnesota Department of Transportation (MnDOT) releases crash data in June for crash rates occurring in the previous year. Data related to crashes are collected and analyzed to identify common elements to determine mitigation strategies to improve safety along our roadways.

In 2021, there were 363 crashes on roadways in Scott County. Crashes per Million Vehicle Miles Traveled (VMT) is an industry standard measure of roadway safety.

Crash rates in Scott County occur at a rate significantly lower than the metro or state rates. Effective highway planning and road maintenance practices contribute to safety on our roadways.

Community Design

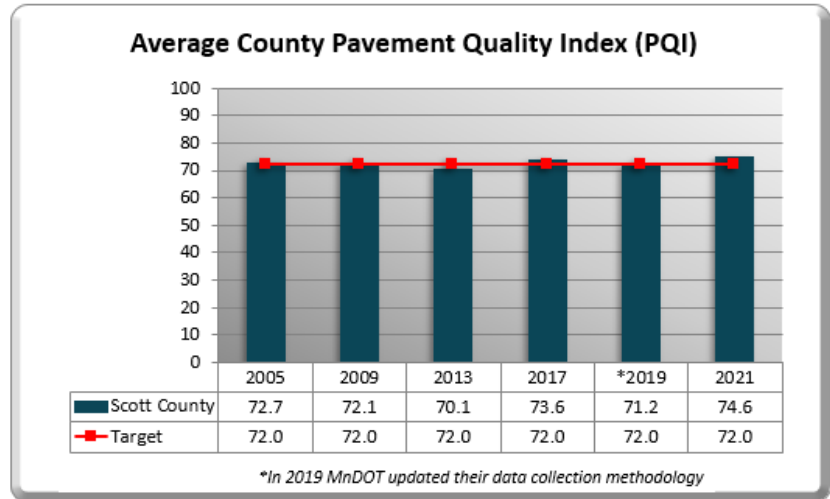
A. Pavement Preventative Maintenance: Program 46

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

Pavement Quality Index (PQI) was developed by the Minnesota Department of Transportation (MnDOT) and is a pavement condition rating (with 100 representing the best possible condition and 0 representing the worst possible condition).

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

PQI data is updated every two years by MnDOT, most recently updated in 2021.



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



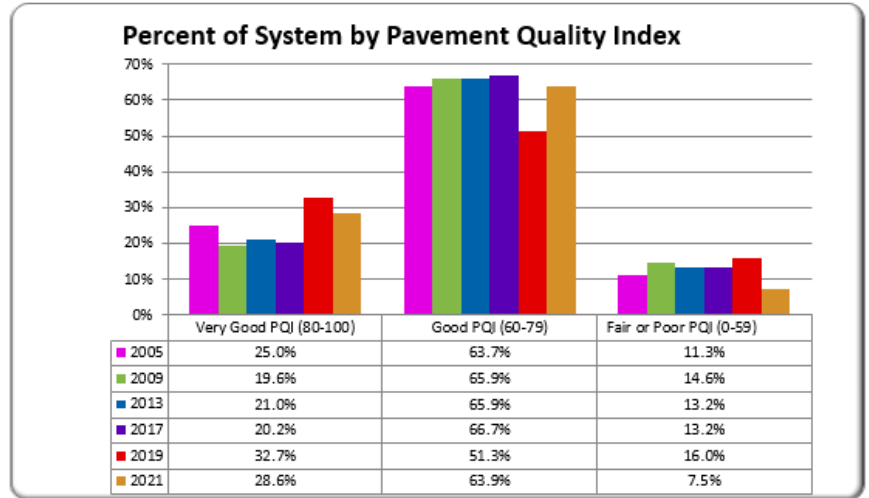
Community Design

B. Pavement Condition: Program 49

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

2021-2022 update for both PQI

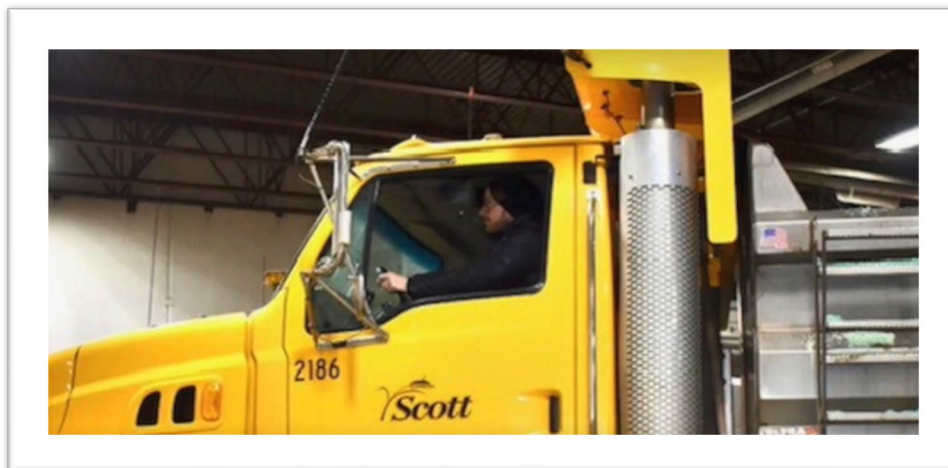
measures: Highway design and operations have advanced to apply the first seal coat after new pavement is constructed and then on a seven-year cycle. Seal coating also plays a critical role in winter operations, as it provides an abrasive material to the road surface, as opposed to a smooth pavement that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



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

Mill and overlays replace the top few inches of pavement and are performed on a 15- to 20-year basis. The Highway Department has also been experimenting the past few years with a cement stabilization process to strengthen the subbase where there are poor soils and constructability issues. It is expected this will extend the need for a mill and overlay beyond the 20-year basis. Early results are favorable.

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

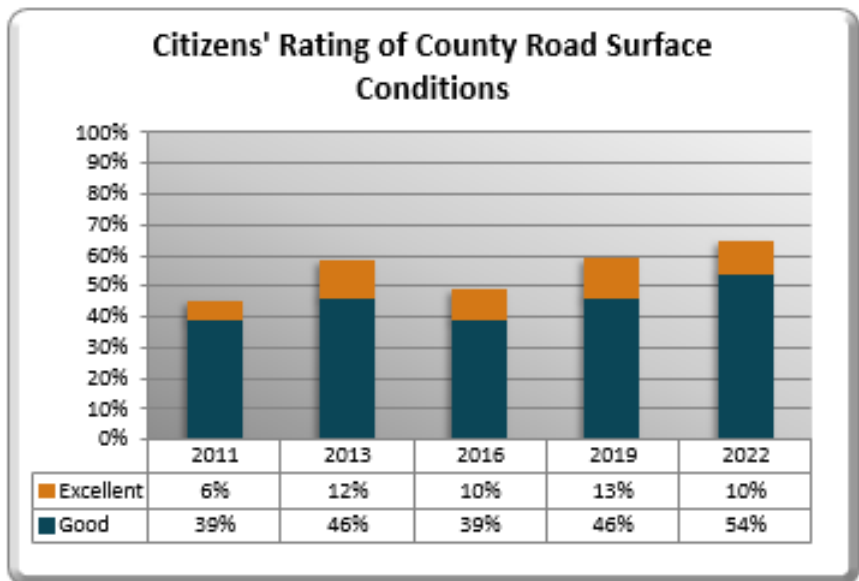


Community Design

C. Resident Survey -- Citizen Rating of Road Surface Conditions

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

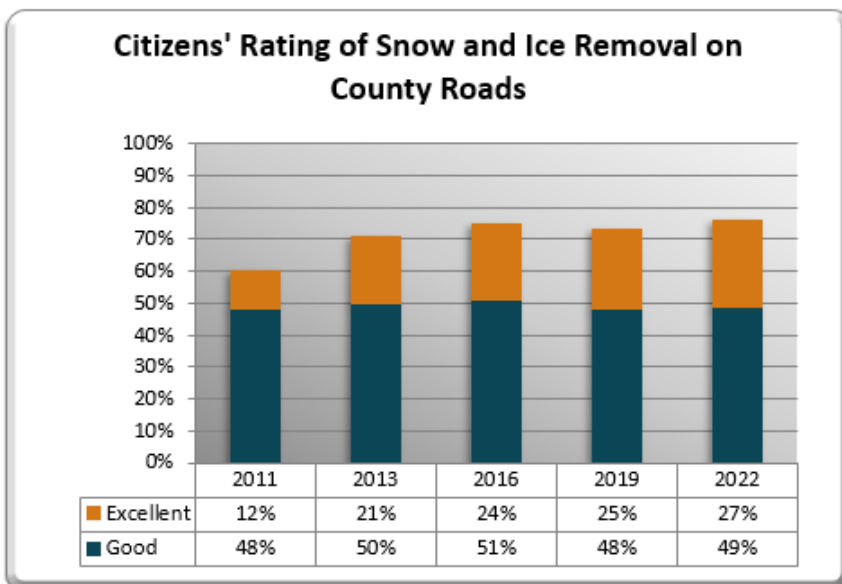
The first question asked about impressions of overall road surface conditions. Sixty four percent of respondents said County roads were in "good" or "excellent" condition. Responses have been relatively consistent and positive over the last six years, but resident opinion ratings are much lower than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



Source: Scott County Resident Survey

D. Resident Survey -- Snow and Ice Removal: Program 54

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



Source: Scott County Resident Survey

This measure indicates how well respondents think the County is meeting residents' expectations of safe roads in winter.

In 2022, 76 percent of respondents rated snow and ice removal as "good" or "excellent." Examples of practices that support strong performance include supervisors physically reviewing road conditions before calling for snow and ice control, highway maintenance staff pre-treating roads whenever possible, and highway staff collaboration with patrol officers for road/weather conditions.

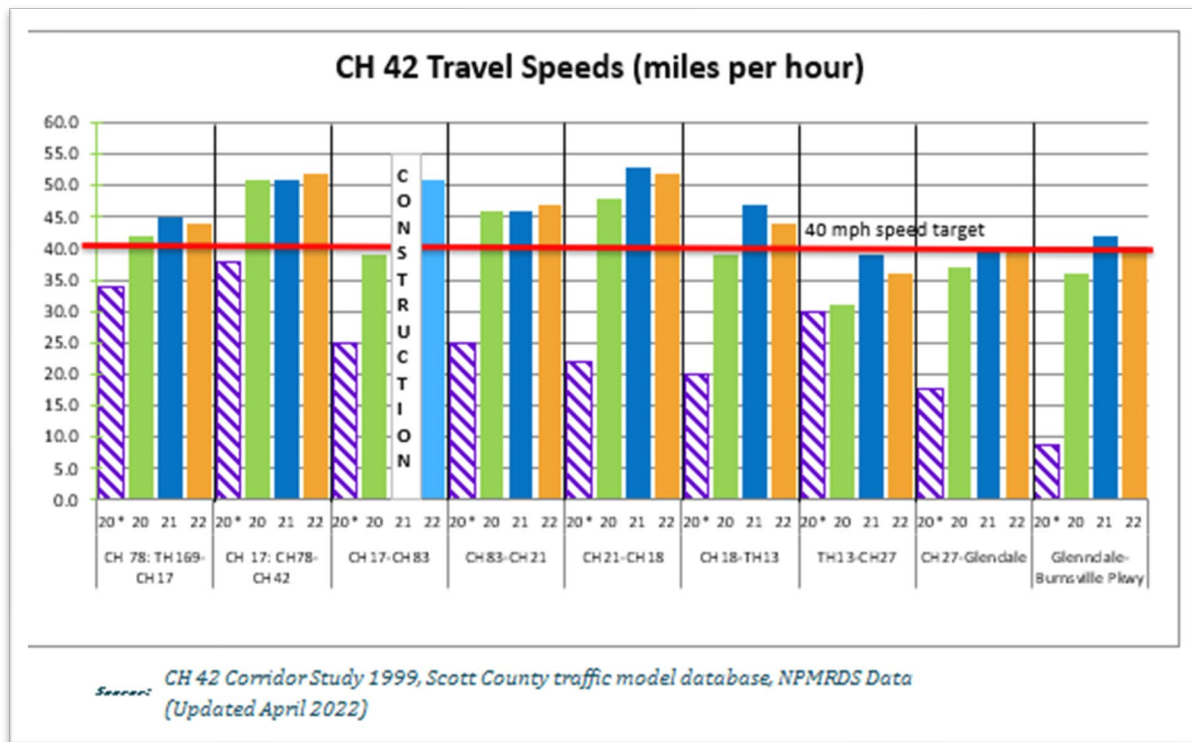
Community Design

E. Intersection Safety and Corridor Management: Program 95

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

In 1996, travel speeds were measured during the peak periods. The study also predicted 2020 travel speeds with planned corridor improvements.

2022 update: These data reflect travel speeds for 2022. Factors positively impacting performance include signal timing work done by Transportation Services and lower traffic rates due to the pandemic.



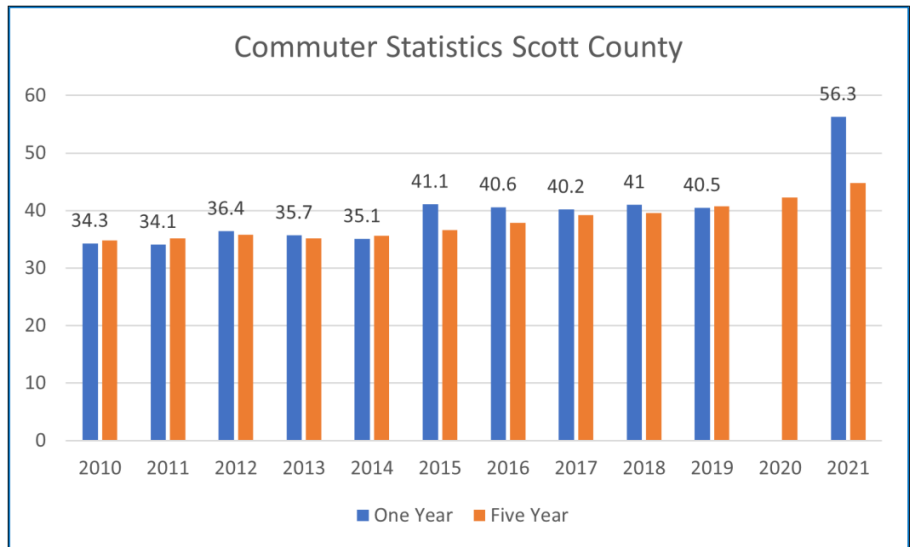
Community Design

PLANNING AND ECONOMIC DEVELOPMENT

A. Economic Development Planning: Program 117

About this measure: Scott County along with city, tribal, and township partners set a vision that 50 percent of residents would live and work in Scott County by the year 2030.

2022 Update: This data, provided by the Community Development Agency (CDA) as calculated using census data shows this goal has been achieved, with 53 percent of residents living and working in Scott County.

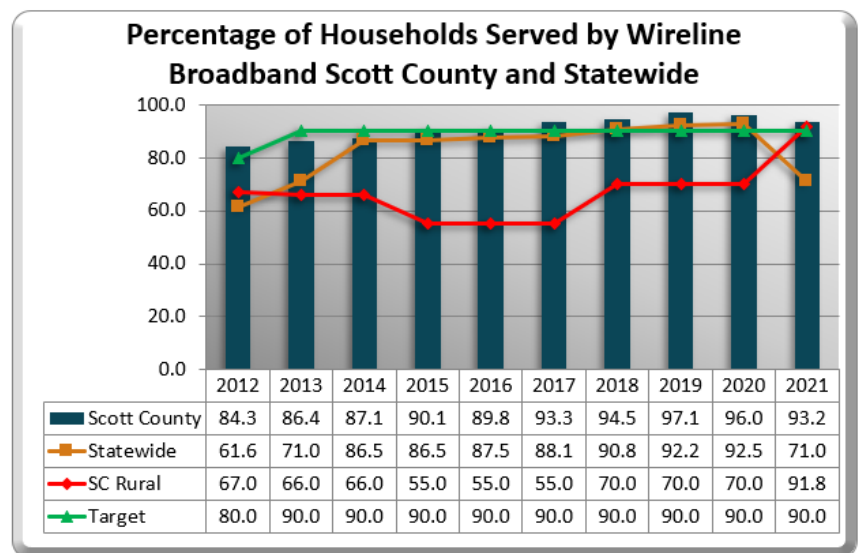


Source: <https://data.census.gov/table?q=Table+SoBo2&g=0500000US27139&tid=ACSS1Y2021.S0802>

B. Fiber Program

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

2022 update: The County's investment in fiber infrastructure results in more homes having access to broadband, exceeding state targets and statewide performance. Considerable growth was made in coverage in rural areas. These data, provided by the Minnesota Department of Employment and Economic Development, are the most current available.



Source: Minnesota DEED Office Of Broadband Development

Community Design



Summary of Progress on the County's Strategic Plan

The County's Strategic Plan includes two objectives and multiple strategies which are heavily impacted by the work of the Community Design Service Area:

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

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

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

- **Strategy:** Work with community partners to conduct targeted expansion of broadband services to underserved residents and communities
- **Strategy:** Create a more sustainable, resilient system of regional infrastructure

Community Design

Key areas of progress include:

- Scott County met the economic development goal that included a vision for at least 50 percent of residents living and working in Scott County.
- A Fiber Strategic Plan was completed in 2022 with a focus on cost recovery, self-funding, and expanded service delivery. Scott County invested over \$2 million in CARES funding to bring broadband access to underserved parts of the County. The biggest impacts were seen in the Credit River area and in the western townships. By the end of 2022, over 95 percent of residents who wanted service had access.
- Nearly all data sources reflect positively on the quality and maintenance of road conditions. Crash rates are low; the Pavement Quality Index is high; and over two-thirds of respondents to the *2022 Resident Survey* indicated roads are in good or excellent condition.
- Highway projects on County Road 83 and County Road 27 included expansion of pedestrian trail miles.
- The County Board renewed and updated The Unified Transit Management Plan, which was adopted by the Metropolitan Council and amended into the 2040 Comprehensive Plan.
- Data show an increase in the number of visitors to the parks during the pandemic which have continued to rise. County Commissioners prioritized investments in parks and trails when considering allocations for federal pandemic recovery dollars:
 - Cedar Lake Farm: The Board earmarked \$3 million of CARES revenue recapture dollars to build a group campsite and camper cabins at Cedar Lake Farms. Two cabins are being constructed by students at the Shakopee and Jordan high schools. The Parks department will make camper cabins available to low-income families once per month to eliminate any financial barriers for families who want to access park resources.
 - Doyle-Kennefick: \$1 million of CARES revenue recapture funds were also directed towards opening three to four miles of hiking trails and supporting infrastructure at Doyle-Kennefick Regional Park. This project is in the planning and design phase.
 - Planning for two regional trail corridors is underway: The Louisville Regional Trail will connect the future Merriam Junction Regional Trail to Carver County, and the Southern Scott Regional Trail will connect trails at Cedar Lake Farm to Clearly Lake Regional Park. These investments in trails will link communities to the Minnesota River Valley.
 - Several other initiatives supported access and expansion of parks programming to individuals of diverse ages, abilities, and backgrounds. Wellness in the Park programs encouraged yoga and meditation to people of all ages and abilities. Enrollment in the *Rec Pass Plus* program that provides cost effective access, removing fees and making parks programming more accessible to underserved populations. The County will offer camper cabins to low-income households one time per month to improve access for families who could not otherwise afford the experience.

Community Design

- Managing lake levels, mitigating flood risks, and preserving water quality are priorities for maintaining a resilient regional infrastructure. Progress includes:
 - Scott County is transitioning ownership of water outlet at McMahon Lake to the Scott County Soil and Water Conservation District (SWCD). Once completed, the SWCD will assume responsibility for long-term management and sustainability of the outlet.
 - The City of Prior Lake commissioned an analysis of the Campbell Lake Watershed to investigate opportunities to incorporate regional stormwater best management practices in anticipation of future development. The goal of the Scott Watershed Management Organization and the City is to protect Campbell Lake and other downstream water resources from any negative impacts imposed by runoff from future development. This analysis was completed in April 2023.
- Environmental Health staff and partners completed work on implementation of zoning and septic codes, making them compliant with the 2040 Comprehensive Plan.

Going forward:

- Work will continue to secure state and federal funding to support the development of the Merriam Junction Trail along the Minnesota River. Design is underway, which includes cultural interpretation along this historically relevant trail. This project will also provide riverbank stabilization that will reduce sediment and improve water quality in the Minnesota River.
- Scott and Dakota Counties are working together to select a site and acquire the land for a shared Household Hazardous Waste facility. The selection of a location that accommodates use by residents of both counties is a primary consideration in site selection. This new resource would add needed capacity for both jurisdictions at a shared cost to taxpayers.
- In 2023, the County Board will review its own target for maintaining the Pavement Quality Index (PQI) at a 72 rating, considering whether that target is set at an appropriate level of service to maintain both cost-effectiveness and safe road conditions.



Government Services

- Public Records
- Internal Services

Public Records



Scott County Government Center West opened in 2022.

Public Records Outcomes

The County generates and maintains documentation of public records residents and governments need to conduct business and maintain orderly societies. Programs included in the Public Records Service Area are those fulfilling responsibilities for creating, maintaining, and preserving vital documents verifying personal information; land and property records; voting records; criminal and court records; and tax records. Performance measures for these programs focus on demonstrations of accuracy, efficiency, and timeliness leading to lower costs for taxpayers.

Residents set some expectations of government when they created the results maps:

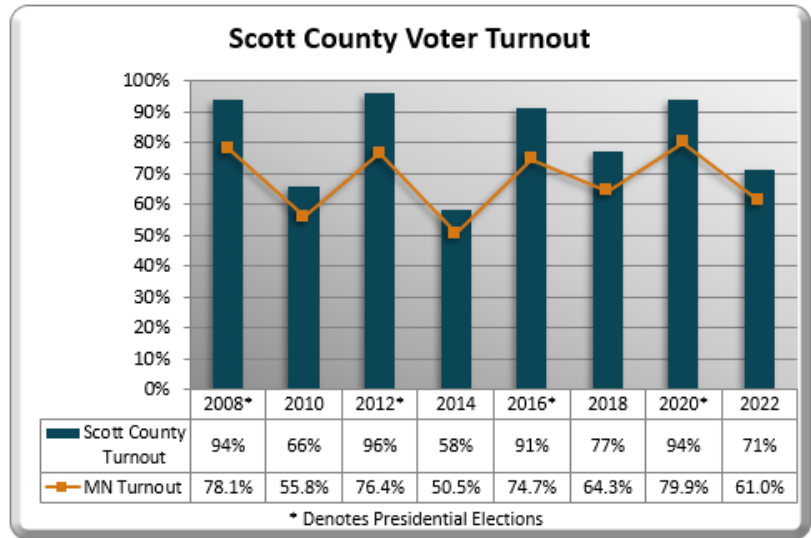
- Responsible: Accountable, innovative, and efficient government
- Responsible: Reasonable taxes and transparency on how they are spent

Public Records

I. Community Indicator: Voter Turnout Rate

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

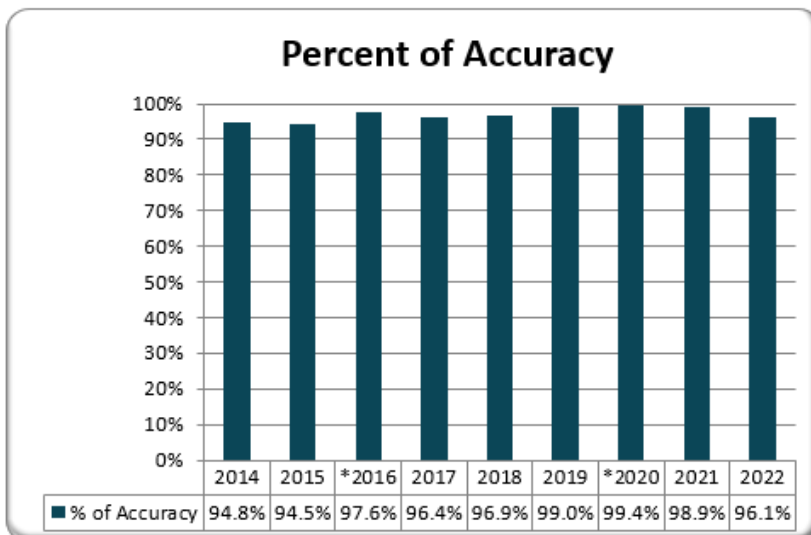
These data reflect voter turnout for the County and the state for the last six general elections. Rates of voter turnout in Scott County have been considerably higher than state rates during both presidential and midterm elections.



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

A. Voter Administration: Program 42

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



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

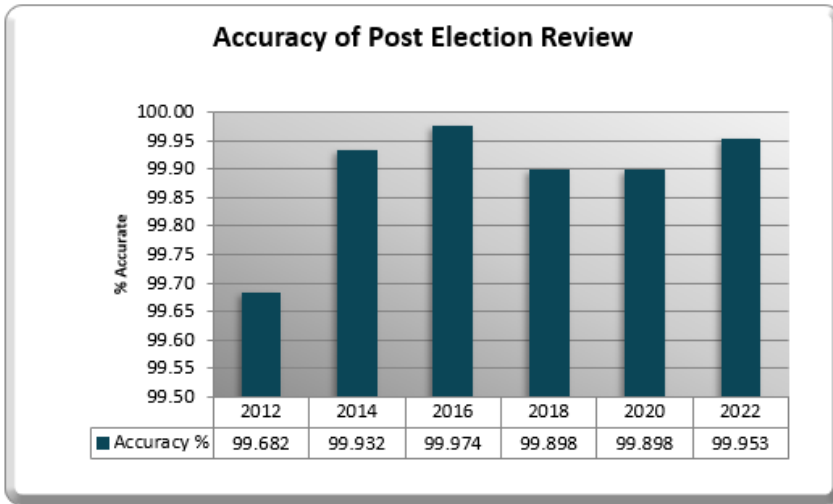
This measure provides information on the number of voter registrations that are current.

2022 Update: In 2022, the County mailed a Postal Verification Card to every voter due to changes in polling locations following redistricting. A total of 110,455 cards were sent (compared to 4,000-20,000 in the previous few years). The accuracy rate still came in at 96.1%. There was also an increase in the number of handwritten voter registration applications received, resulting in more data entry errors in manual entry.

Public Records

B. Election Administration: Program 40

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



Source: Ballots/Precinct Summary

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

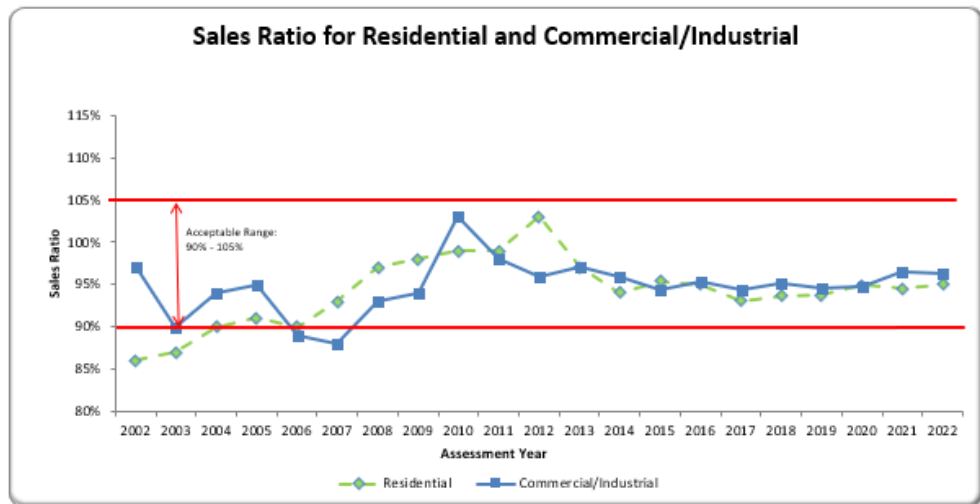
2022 update: Scott County has met this performance standard in each of the last six election cycles, reflecting high levels of accuracy in the machine counts.

C. Property Valuation and Assessment: Program 137

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

The overall median ratio for each jurisdiction is considered acceptable by the Minnesota Department of Revenue if it lands between 90 and 105 percent of market value.

2022 update: Scott County continues to demonstrate exemplary performance and leads efforts to advise state agencies on policy and practice changes.



Source: MN Department of Revenue Sales Ratio Reporting

Public Records

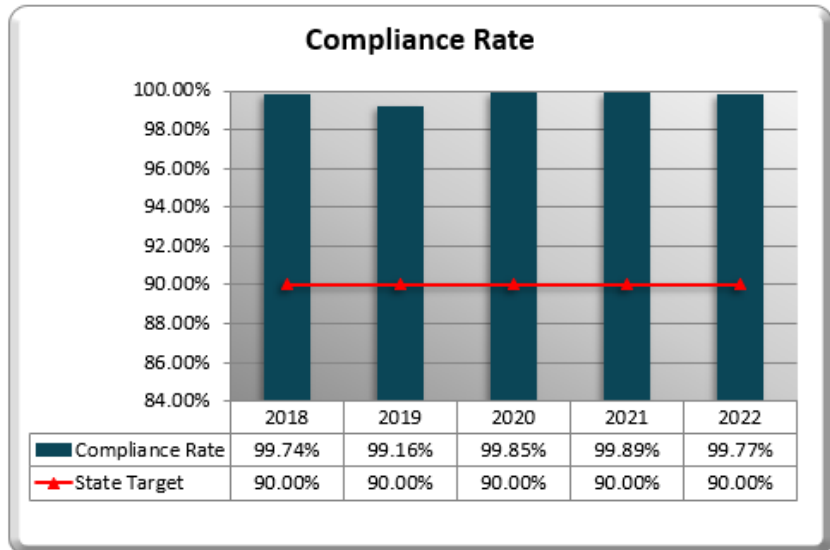
D. Property Document Recording: Program 110

About this measure: This measure provides information on the timeliness of land recording processing. Minnesota Statutes require that 90 percent of all documents be submitted, recorded, and returned within 10 days.

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

2022 update: Scott County has consistently exceeded the state targets for timely processing. In 2022, a total of 24,871 property documents were processed in Scott County, an increase of 10,000 filings when compared to 2021.

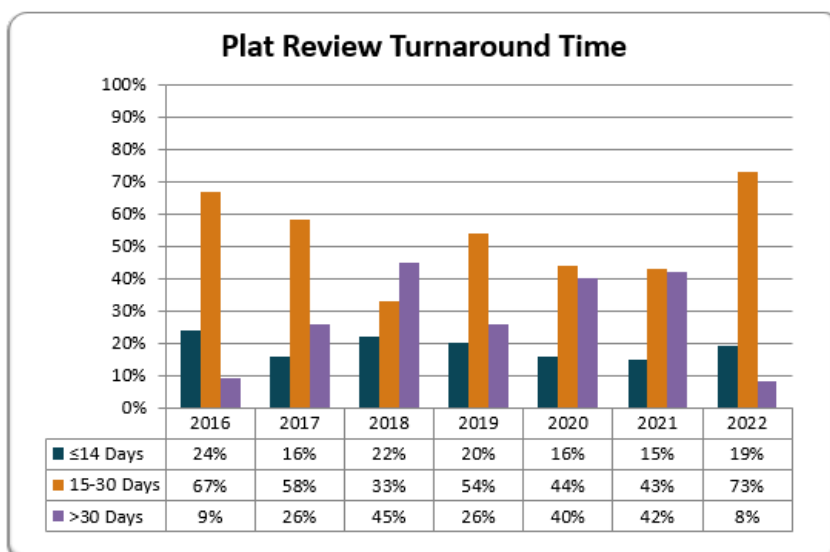
The average turnaround time is 0.8 working days, well within the 10 day state performance target.



Source: RecordEase software

E. Surveyor Administration: Program 111

About this measure: This measure provides information on the time it takes to review subdivision plats that are submitted to the Surveyor's Office. The measure shows the number of days from first submittal to completion of the review. This is the percentage of plats reviewed within 14 days or fewer, 15 to 30 days, and greater than 30 days. The metro area best management practice (BMP) target is fewer than 30 days.



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

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

2022 update: The number of plat reviews taking over 30 days decreased significantly when compared to the previous two years. Factors that impacted performance included a small reduction in the total number of plats submitted; increased staff capacity as a result of cross-training; and an overall decrease in the number of problematic plat submittals as people returned to in-person work following the end of pandemic protections.

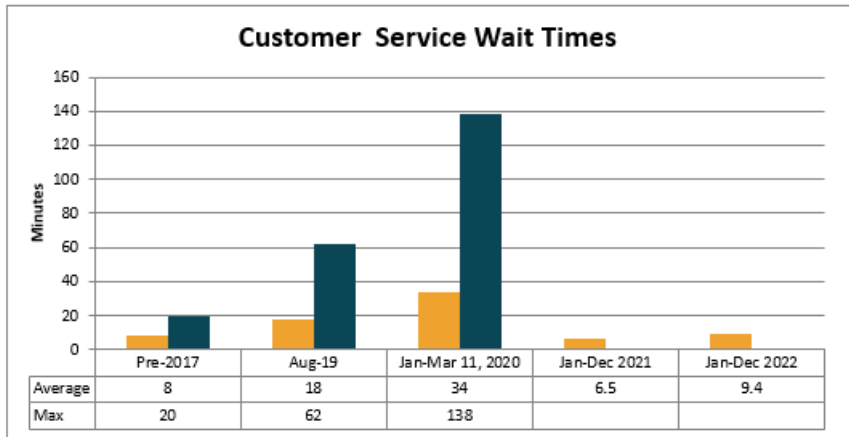
Public Records

F. Customer Service

About this measure: People expect to get what they need with very little wait. This measure shows the number of minutes customers wait for service at the Customer Service counter. Performance over time has been impacted, either positively or negatively, by various software solutions. In March 2021, “No Wait Inside” software was implemented only for driver’s licenses.

Since June of 2021, Customer Services have operated a hybrid model of appointments and drop in visits.

2022 update: The availability of scheduling processes and software has made a striking difference in the amount of time people wait for service at the Customer Service counter. Efforts to maintain a hybrid service delivery model that works well, and still allows for walk-in appointments is a strong example of the County listening and responding to feedback from the community.



Source: Manual tracking and Scheduling Software - No Wait Inside



Public Records



New Customer Service Counter in Government Center East opened in 2022.

Summary of Progress on the Strategic Plan Objectives

Programs within the Public Records Objective Area impact two objectives contained within the County's Strategic Plan:

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

Areas of progress include:

- Program outcomes for most of these business areas are measured based on efficiency and accuracy measures. It is notable that across program areas there are years of consistent, strong performance suggesting core systemic supports are in place including training, staff resources, technology, supervision, and strong external partnerships needed to sustain excellence over time.
- Elections staff led a team of representatives from across the organization to complete required congressional redistricting. The work was completed with opportunities for community input and with attention to diverse communities. The redistricting plan and was completed within the required timelines. Effective communication of the results supported the public's understanding of changes to poll locations and candidate options in the 2022 election.
- Leaders from many of these program areas, including Tax, Customer Service, Elections, and others make significant contribution on a statewide level to policy development and legislative initiatives necessary to maintain high performance standards and deliver quality services to residents.
- Fee structures for some services were re-evaluated following the 2022 budget presentations and efforts to ensure fees cover but do not exceed the costs associated with doing business are in process.

Public Records

- Programs managing public records continue to implement new and maximize existing technology solutions leading to greater efficiencies. There is continued growth in the number of online portals, applications, and document submission options. Scheduling technology in Customer Service makes it possible to serve more people, with less time waiting for the customer. Tax, land records, and elections continue to experience the benefits technology solutions bring to both efficiency and accuracy of the public records they manage.

Going forward:

Going forward, continued efforts to expand online service options and to improve efficiencies through the effective use of people, process, and technologies is expected to drive continued improvements to timely, accurate, and efficient service to the public.



Internal Services



Ribbon Cutting, Government Center East, 2022

Internal Services Outcomes

In its broadest sense, Internal Services can be defined as groups of related activities and resources that are administered to support the needs of programs and obligations of an organization. They are the essential services that are happening behind the scenes so that business units can do their day-to-day work to achieve larger outcomes. Internal Services programs are part of the overall cost of government.

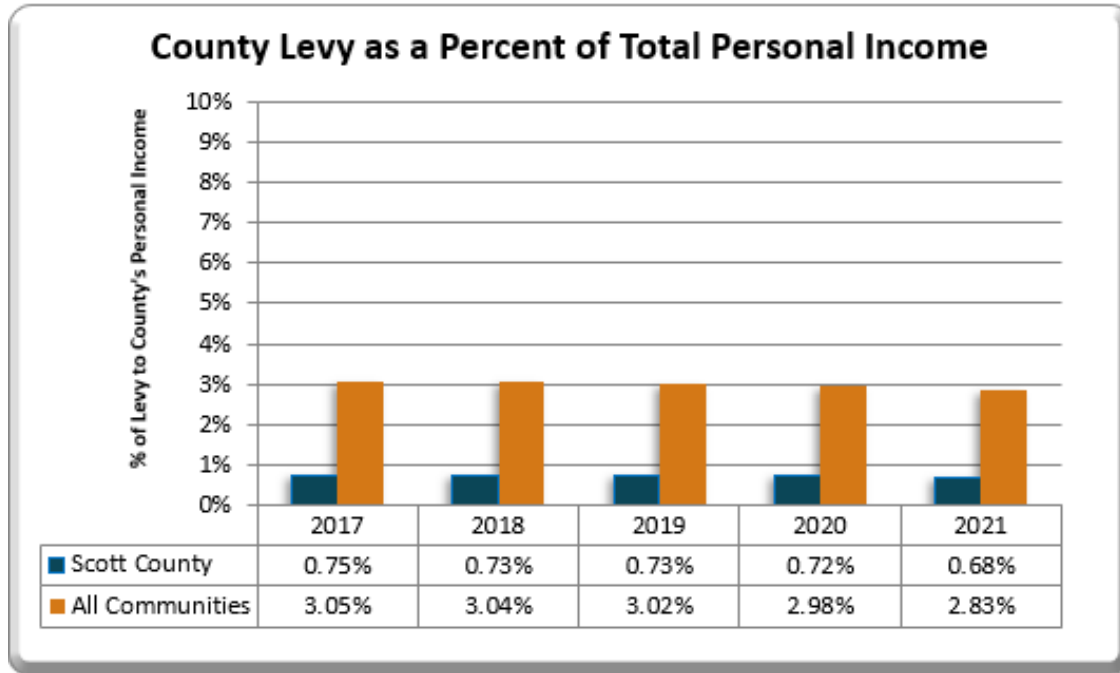
Internal Services contribute to the achievement of outcomes in all external-facing service program areas, and are most closely aligned with County goals related to providing responsible governance, including:

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

Performance measures for Internal Services focus primarily on efficient, timely, and accurate execution of their responsibilities. Employee Relations is the exception, with outcome measures related to staff hiring and retention goals.

Internal Services

I. Community Indicator: County Levy as a Percent of Personal Income



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

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

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



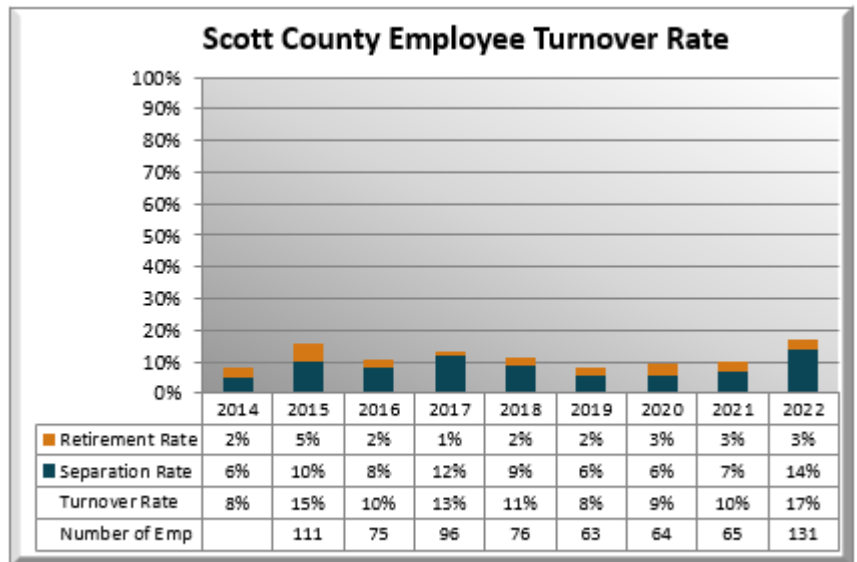
Internal Services

A. Staff Turnover Rates: Program 9023

About this measure: Staff turnover may negatively impact seamless service delivery and generate expenses tied to recruiting and hiring new staff. Monitoring the rate of staff turnover is important in recognizing trends or patterns occurring within the organization that might need to be addressed. Some turnover is natural for an organization; the number alone is neither implicitly good nor bad. Organizations use these data best when they watch trends and ask questions about why.

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

2022 update: Nationally, workforce analytics data reflect increasing rates of separation as the impact of the pandemic subsides. In 2022, Scott County saw its highest rate of turnover. Some individual departments have experienced challenges with higher rates of turnover (e.g., the Juvenile Alternative Facility, the Jail, Dispatch, and Child Protection). Referral and retention incentives have been offered to support staffing stability in the Sheriff's Office programs.

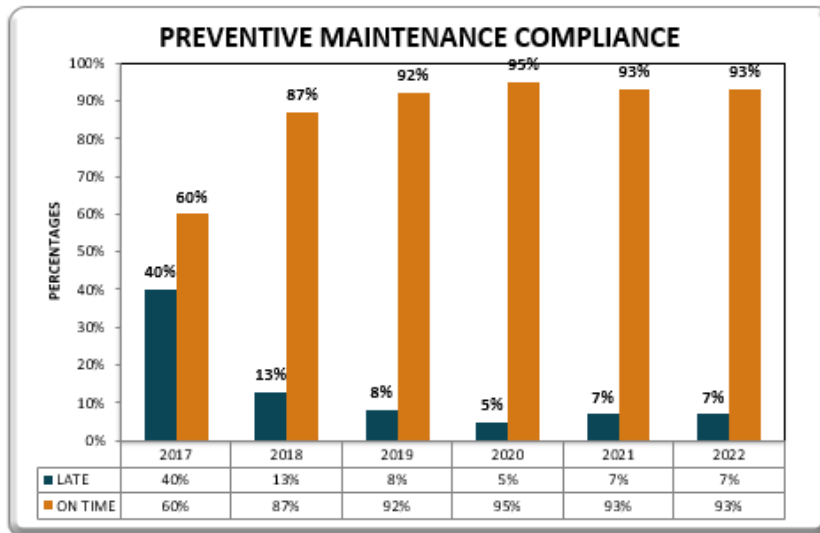


Source: Infor

Internal Services

B. Fleet Maintenance: Program 9012

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

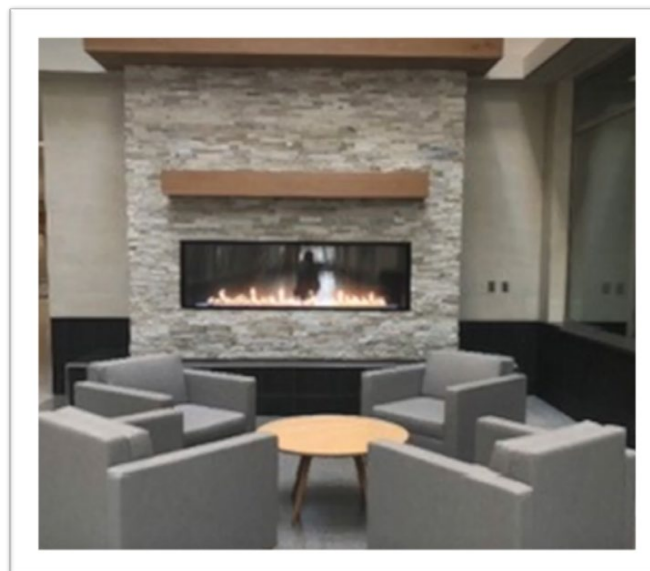


*AssetWorks - Scott County Fleet Maintenance Software
PM Compliance Report at 1 mile over*

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

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

2022 update: The Fleet Maintenance program continues to demonstrate strong performance when measuring timely preventive maintenance of County vehicles. Software systems and scheduling flexibility for drivers have supported this performance. In a survey of Fleet users indicated an 85 percent overall satisfaction rate when considering the quality of staff, vehicles, and system.

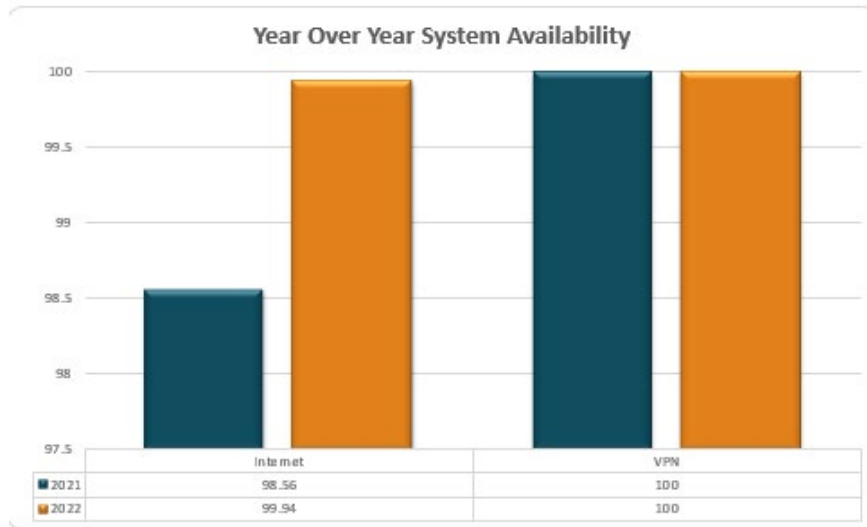


New Government Center Atrium, 2022

Internal Services

C. Data User Experience: Program 9027

About this measure: This performance data measures the reliability of user access to information systems. The goal is to have technology and systems available to deliver services in a timely and effective manner.



Source: IT Metrics Data

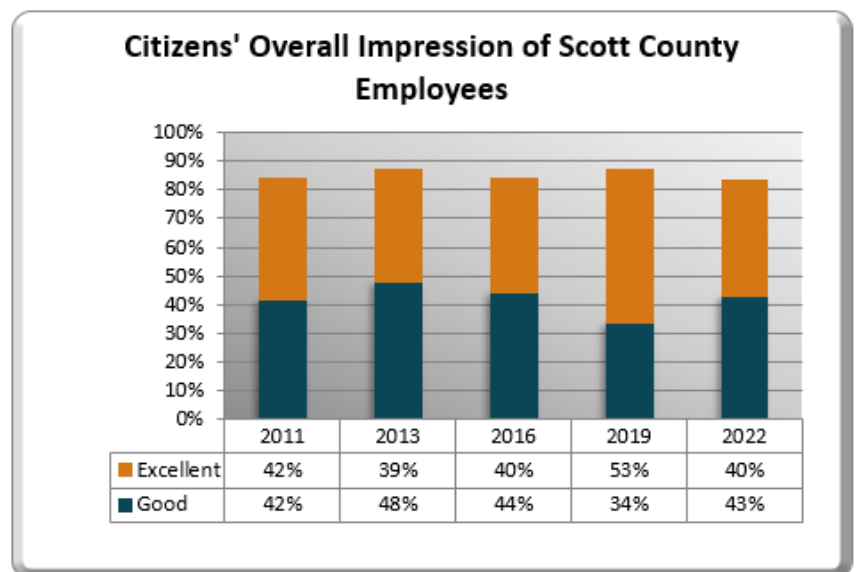
System availability percentages are the total number of hours available in a year (365 days, 24 hours a day, for a total of 8,760 hours) less the hours of downtime from unplanned outages, resulting in the number of hours a system was available.

2022 update: This measure tells the story of system availability and stability, which directly impacts the work of County staff while serving the citizens and community. Data reflects reliable access to both the internet and the VPN. Up-times for essential systems are reported weekly in the Commissioners' Weekly Activity Report.

D. Residents Survey: Citizens' Overall Impression of Scott County Employees

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

In the 2022 Residents Survey, 83 percent of respondents said their overall impression of employees was "good" or "excellent."



Source: Scott County Resident Survey

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

Internal Services



Summary of Progress on Strategic Plan

Internal Services contribute to the achievement of goals across the organization. However, there are some strategies directly supported by Internal Services, including:

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

Key areas of progress over the last year include:

- The Government Center West building opened in June of 2021. In June of 2022, the Government Center East building reopened, and staff from satellite offices were relocated to the main campus. The building projects were delivered on time and under budget. Internal services business areas have updated policies and enhanced technology solutions to support a hybrid workforce in the new workspace while maintaining the public's easy access to high quality services.
- Progress continues to align performance and investments. An updated priority-based budgeting framework supports an organizational shift from a focus on work conducted by a department/division to a focus on cross-functional teams, or Objective Areas, that work together to deliver services and achieve outcomes. The framework is a collective impact model which goes beyond traditional collaboration, reduces competition for resources and builds a culture of shared goals, resources, staff, and responsibility for results.

Internal Services

- Improvements to the budget process were implemented in 2022 as another step towards implementation of a multi-year budget process. Detailed budget books and in-depth discussions with the County Board, built a stronger understanding of each Objective Area's current and projected budgetary needs and included an examination of the effectiveness and efficiency of programs. These conversations informed decision-making on current and future investments and generated conversation on upcoming legislative priorities.
- In 2022, new community engagement efforts expanded existing practices. Examples include:
 - The County participated again in the *2022 Resident Survey* as part of other community engagement work. This survey is an important tool for examining how residents view the County's priorities and the quality of services provided. Sharing results provides added transparency to the public.
 - The hiring of two community outreach workers helped to expand existing community engagement work happening within every division of the organization. Designated staff joined others in working in the Family Resource Centers (FRCs); congressional redistricting; Project Community Connect; four housing roundtables and other community conversations; specialized early childhood screening events; weatherization assistance and materials to a manufactured home community; and important communication links to faith communities, under-represented communities, and culturally specific service providers.
 - The Commissioners' Weekly Activity Report includes statistics from key program areas, available at a glance on a public facing dashboard.

Going forward:

- Efforts to support staff recruitment and retention will continue amidst a workforce shortage. In 2022, referral and retention incentives were offered to fill positions in the Sheriff's Office. Evaluation of whether those incentives support staff stability will provide important information about the continuation of that funding and the applicability of similar incentives to other program areas with high rates of staff turnover. Additional strategies to support hiring and retention of staff from diverse backgrounds and stronger data collection to examine progress in building a more diverse workforce are areas of priority. Recommendations from the recently completed Gallagher study of ER are consistent with these priorities and encourage a growing role for ER at an organizational strategic level.
- Work to develop and implement a new Enterprise Resource Planning (ERP) system will support changing demands and organizational growth, efficiencies, and reporting capabilities. The emerging priority-based budgeting framework will serve as a foundation for the strategic hierarchy within the ERP system adding structural support and reporting capabilities to a cross-functional examination of costs, investments, efficiencies, and effectiveness leading to achievement of strategic plan goals.



Appendices

A. Budgets and Levy

B. Scott County Strategic Plan

Budgets and Levy

Budgets and Levy



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

The County Board approves a budget and sets the tax levy each year to fund the cost of the operating budget not covered by other sources of revenue. These essential functions of government impact results across all Safe, Healthy, and Livable outcomes and are directly related to Responsible Governance, including:

- ◆ Provides understandable and accurate information
- ◆ Accountable, innovative and efficient government
- ◆ Reasonable taxes and transparency on how they are spent
- ◆ Policy makers listen and respect citizen point of view and create a government that works for people
- ◆ Sustained fiscal health through a well-run organization
- ◆ Provides a high-quality workforce dedicated to good customer service

The following Community Indicators data tell something about the organization's accountability in setting levies and tax rates; how Scott County tax rates compare to other taxing jurisdictions; and how stable the organization is financially. Residents' Survey data provide essential information about how they feel for the value of the taxes they pay; how well tax information is communicated to them; and how communication from them is used by the County.

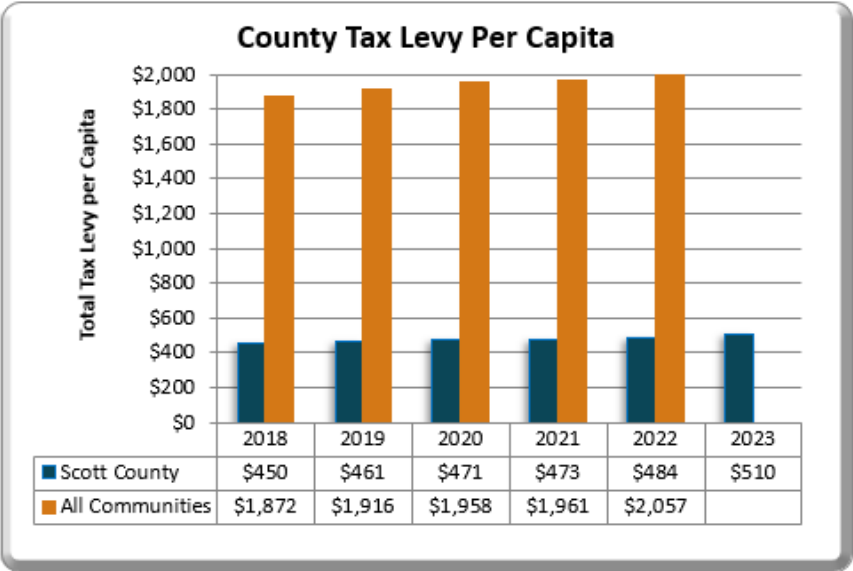


Budgets and Levy

A. Community Indicator: County Tax Levy Per Capita

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

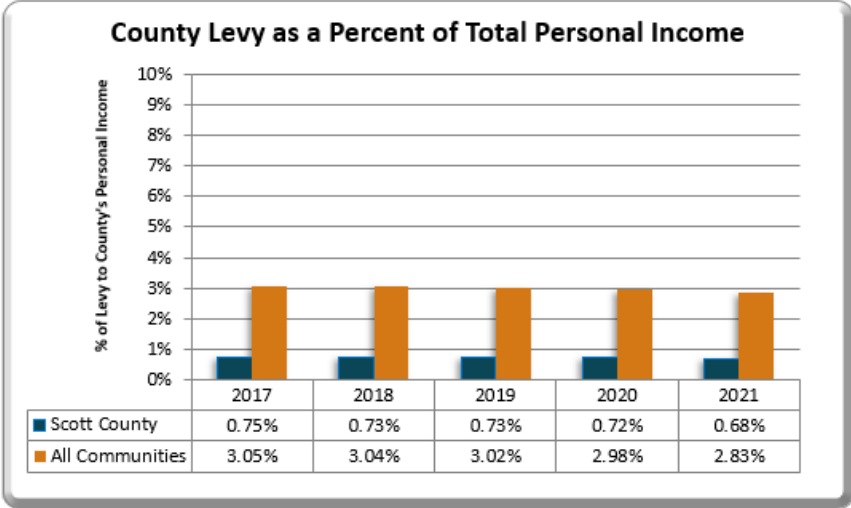
This measure is the total levy divided by the total population of Scott County residents showing the average per capita (per person) spent for county services.



Annual Scott County Budget

B. Community Indicator: Tax Levy as a Percent of Personal Income

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



Annual Scott County Budget and US Bureau of Economic Analysis

residents pay for all County government services as a percentage of total personal income generated by residents.

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

All local jurisdictions that levy property taxes are included in one annual

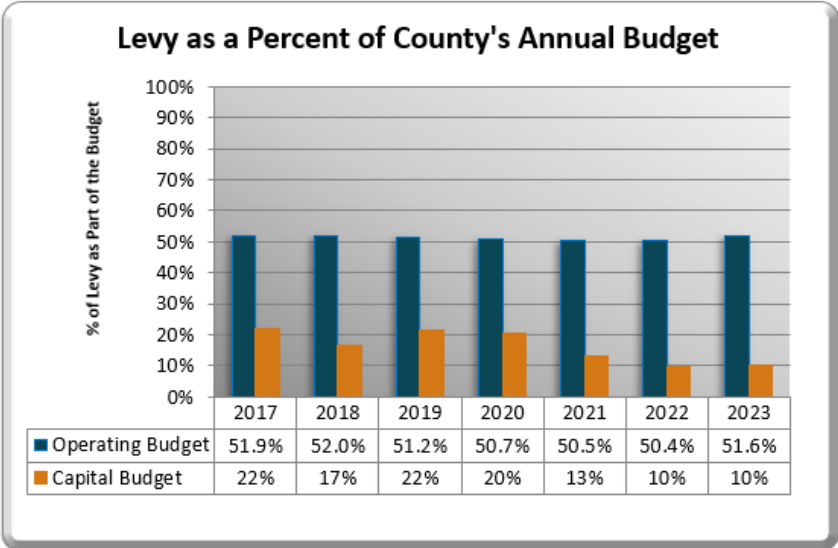
statement. Residents need to be aware of the breakdown of their taxes to assure transparency and encourage participation in decision making at all levels of government.

Budgets and Levy

C. Community Indicator: Levy as a Percent of County's Annual Budget

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

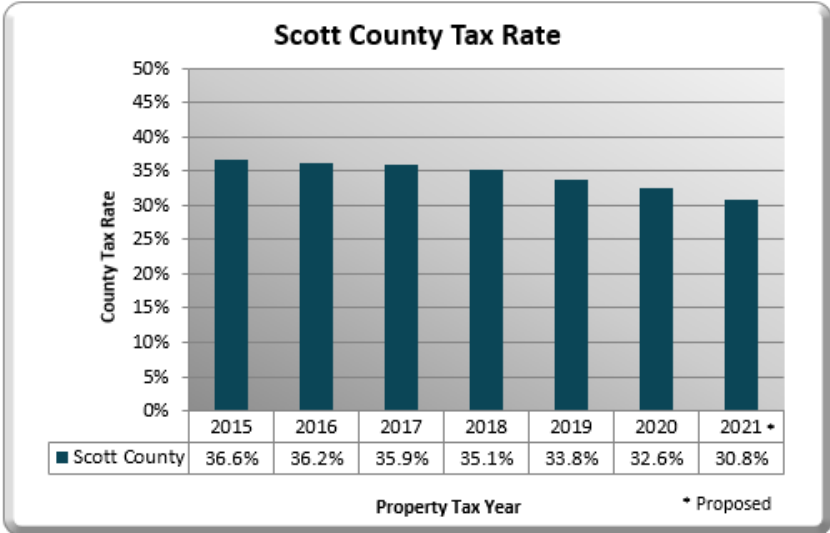
Property tax levy paid by residents of the County makes up the difference between the cost of services the County provides and the revenue available for those services from other sources. Many County services are mandated by the state but not fully funded by the state. Other services are expected by residents as something of value provided by the County.



Source: Annual Scott County Budget

D. Community Indicator: Scott County Tax Rate

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



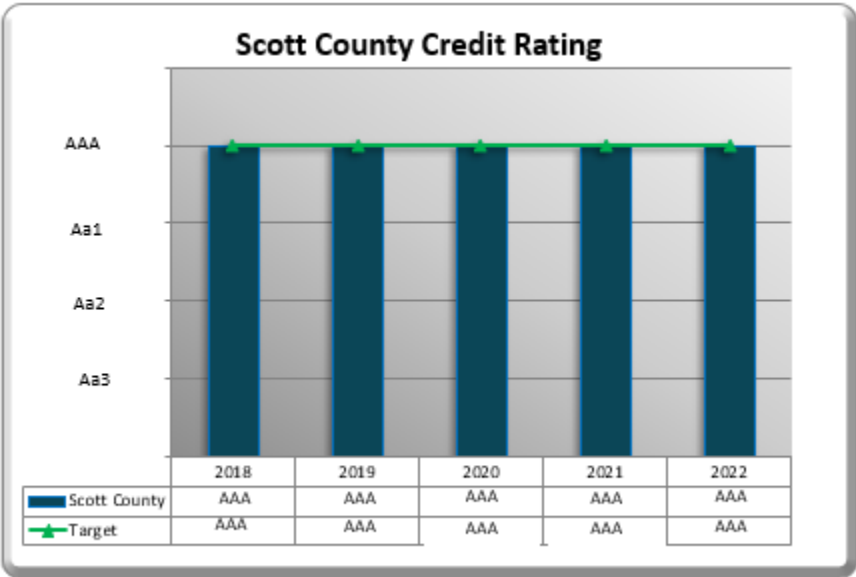
Source: Annual Scott County Budget

The tax rate is a reflection of the County's fiscal responsiveness to the County's residents and County Board of Commissioners' priorities and strategies.

Budgets and Levy

E. Community Indicator: Scott County Bond Rating

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



Source: Standard & Poor's Rating Agency

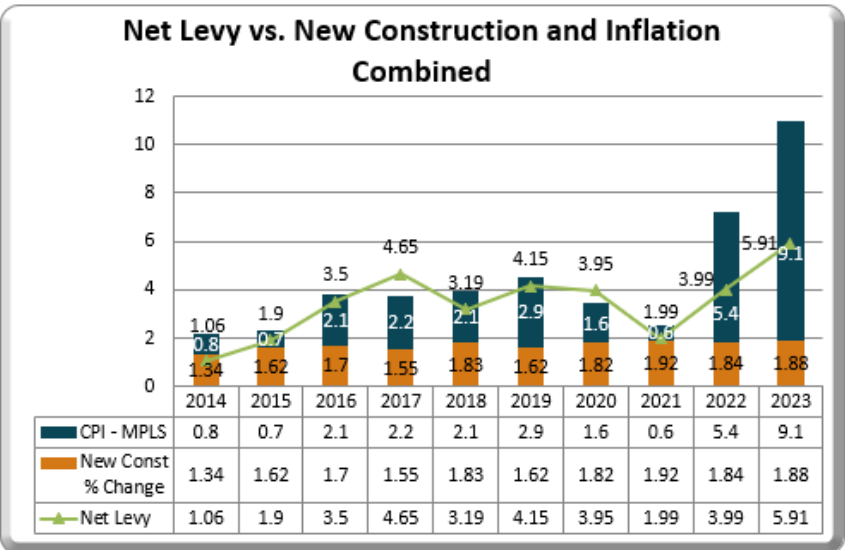
The County bonds (borrows by selling bonds) to fund infrastructure projects. A high-bond rating results in a lower interest rate for this debt, allows the County to meet infrastructure needs more effectively, and saves the taxpayer money over the life of the bond.

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

F. Net Levy vs. New Construction + Inflation

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

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



Source: Annual Scott County Budget

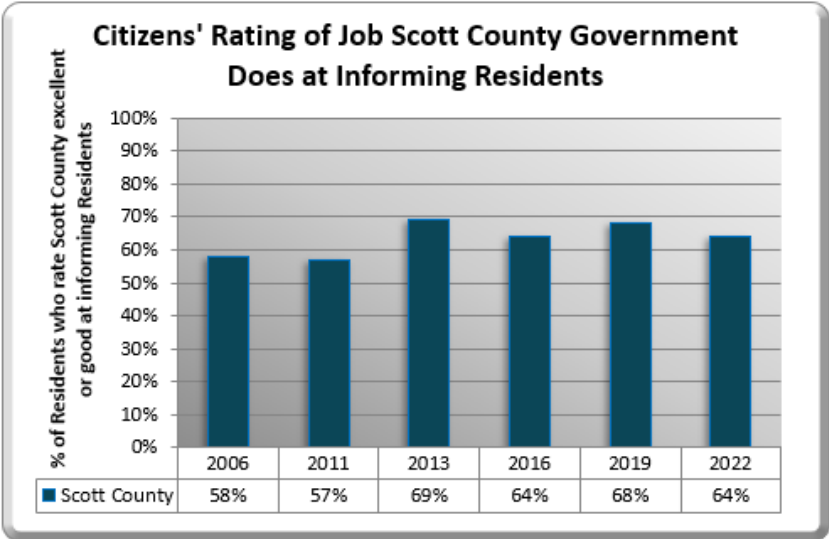
Budgets and Levy

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

Counties are responsible for providing state mandated programs to residents. They are also empowered to

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

Respondents to the 2022 Residents Survey were asked to rate how well Scott County does informing residents about government operations in the county. Attention to this measure encourages the County to explore new options for more effective communication.

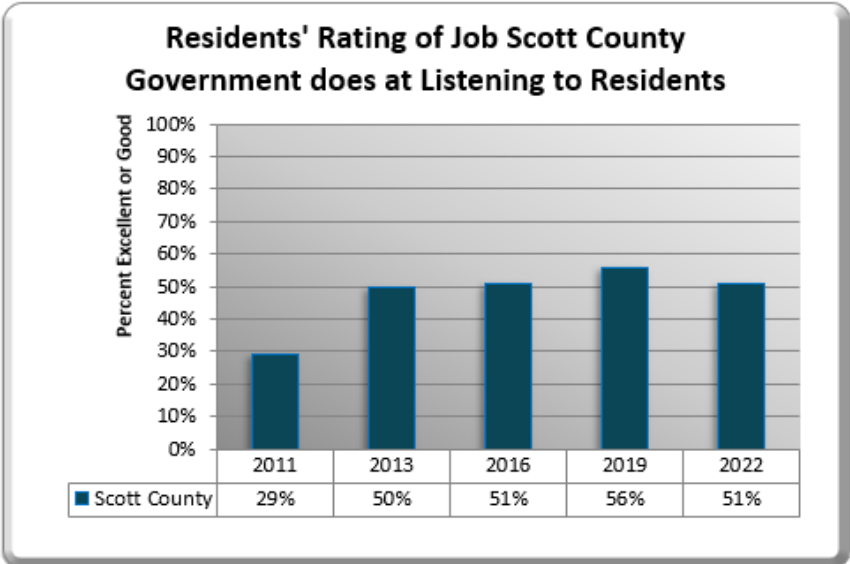


Source: Scott County Resident Survey

H. Resident Survey: The Job Scott County Government Does at Listening to Residents

In order to understand what residents want or need, it is critical that the County does a good job listening to residents. Residents who feel their concerns and opinions are listened to are more likely to be supportive of County operations and feel their taxes are being used appropriately. Active engagement with our communities also contributes to programming and service delivery.

Survey respondents were asked to rate how well Scott County does at listening to residents. County leaders remain committed to further improvements in how we listen and become engaged with our communities.

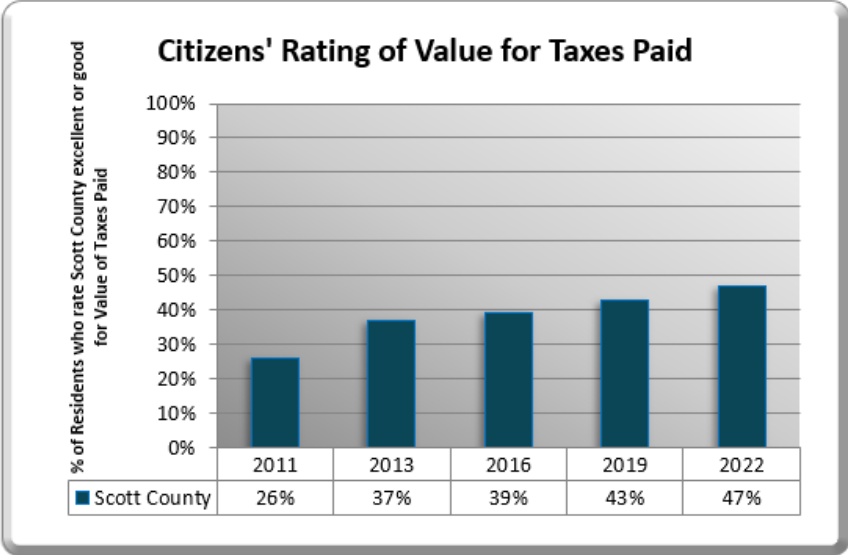


Source: Scott County Resident Survey

Budgets and Levy

I. Resident Survey: Citizens' Rating of Value for Taxes Paid

Residents expect a high level of service from County programs that are funded through taxes paid to Scott County. Taxpayers must be confident that the County is being responsible with their taxpayer dollars.



Source: Scott County Resident Survey

It is the responsibility of local government to monitor residents' satisfaction with services provided.

Questions included in the Residents' Survey ask respondents to rate the value of services for the taxes they paid in Scott County.

The upward trend is encouraging, but additional monitoring is warranted as responses to this question are highly influenced by the state of the economy.



Scott County **Goal**:

Safe, Healthy, and Livable Communities

Scott County **Vision**:

Scott County: Where individuals, families, and businesses thrive

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

Scott County **Mission**:

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

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

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

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

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

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

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

1. Strategy: Assess the need, availability, and access to services to meet the needs of our most vulnerable residents
2. Strategy: Promote & expand services that help residents lead healthy, active lives
3. Strategy: Reduce recidivism among youth and adults and make communities safer
4. Strategy: Enhance the safety of residents by ensuring efforts that prepare residents and communities for emergencies

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

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

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

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

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

1. Strategy: Work with community partners to conduct targeted expansion of broadband services to underserved residents and communities
2. Strategy: Work with SCALE partners to increase access to employment and education opportunities
3. Strategy: Create a more sustainable, resilient system of regional infrastructure

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

1. Strategy: Design and implement business model changes that improve service delivery
2. Strategy: Broaden community participation in all aspects of planning, decision-making, and plan implementation
3. Strategy: Evaluate and address Scott County Government operations based on the 2040 Comprehensive Plan
4. Strategy: Recruit, retain, and support a high-quality, culturally-informed workforce