



# Request for Board Action

BOARD MEETING DATE:  
6/15/2021

AGENDA ITEM NUMBER:  
8.1

## Department Information

<b>ORIGINATING DIVISION/DEPARTMENT:</b> Administration/Administration	
<b>PRESENTER(S):</b> Chris Harder (8120)	<b>PROJECT:</b> Delivering What Matters

## Agenda Item Details

<b>AGENDA ITEM TYPE:</b> Non-Consent	<b>TIME REQUESTED:</b> 15 minutes
<b>ACTION REQUESTED:</b> Receive Information on Progress on the Standard Measures Program Developed by the Council on Local Results and Innovation and Adopt Resolution No. 2021-121; 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	
<b>ORGANIZATIONAL VALUES:</b> <b>Stewardship:</b> We will work proactively to make investments, guided by resident input, which will transform lives, communities, and government	
<b>BACKGROUND/JUSTIFICATION:</b> The purpose of this agenda item is to receive information on progress on the Standard Measures Program Developed by the Council on Local Results and Innovation and adopt Resolution No. 2021-121; Affirming Adoption and Implementation of the Standard Measures Program Developed by the Council on Local Results and Innovation and Agreeing to Report Results to Residents.  In 2010, the Legislature created the Council on Local Results and Innovation. The Council has established a standard set of performance measures for counties and cities that will aid residents, taxpayers, and state and local elected officials in determining the effectiveness of counties and cities in providing services and to measure residents' opinions of those services.  Participation in the Standard Measures Program by a city or a county is voluntary. Cities and counties that choose to participate in the Standards Measure Program are eligible for a reimbursement in Local Government Aid (LGA) and exemption from levy limits.  In 2011, by resolution, the County Board authorized participation in the Standard Measures Program and received approximately \$18,000 to help develop the County's own performance measurement program called Delivering What Matters. Over the past nine years, the County has submitted its annual report and received approximately \$19,000 each year. To date, this money has assisted in funding the publication of the <i>Residents' Report</i> , the 2016 and 2019 residents' survey administered by National Research Center, purchased and launched of Scott County's online public forum (Speak Up, Scott County), and covers staff training and research on performance management.  Scott County is eligible again for a reimbursement of \$0.14 per capita in LGA, not to exceed	

\$25,000. In order to receive the per capita reimbursement in 2021, Scott County must:

Adopt a resolution declaring that:

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

The ten measures, which will be submitted to the Council on Local Results and Innovation in PDF format, are reported in a larger, more comprehensive publication titled the *2020 Annual Performance Report*.

Staff will present a brief overview of the *2020 Annual Performance Report* and request Board approval of the attached resolution.

**BUDGET AMENDMENT:**

No

**FUNDING DESCRIPTION:**

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

**ATTACHMENTS:**

1.	2020 Annual Performance Report
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**Action**

<b>ACTION TAKEN:</b> <b>APPROVED</b>	<b>MOTION/SECOND/VOTE:</b> <i>TW/MB/5 ayes</i>	<b>DEPUTY CLERK:</b> <i>Jeri Anderson</i>
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**BOARD OF COUNTY COMMISSIONERS  
SCOTT COUNTY, MINNESOTA**

**Date:** June 15, 2021

**Resolution No.:** 2021-121

**Motion by Commissioner:** Tom Wolf

**Seconded by Commissioner:** Barb Weckman Brekke

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**RESOLUTION NO. 2021-121; 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 a 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, Dave Beer, Michael Beard, Jon Ulrich, Tom Wolf

**No:** None

**Absent:**

**Abstain:** None

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**State of Minnesota)**

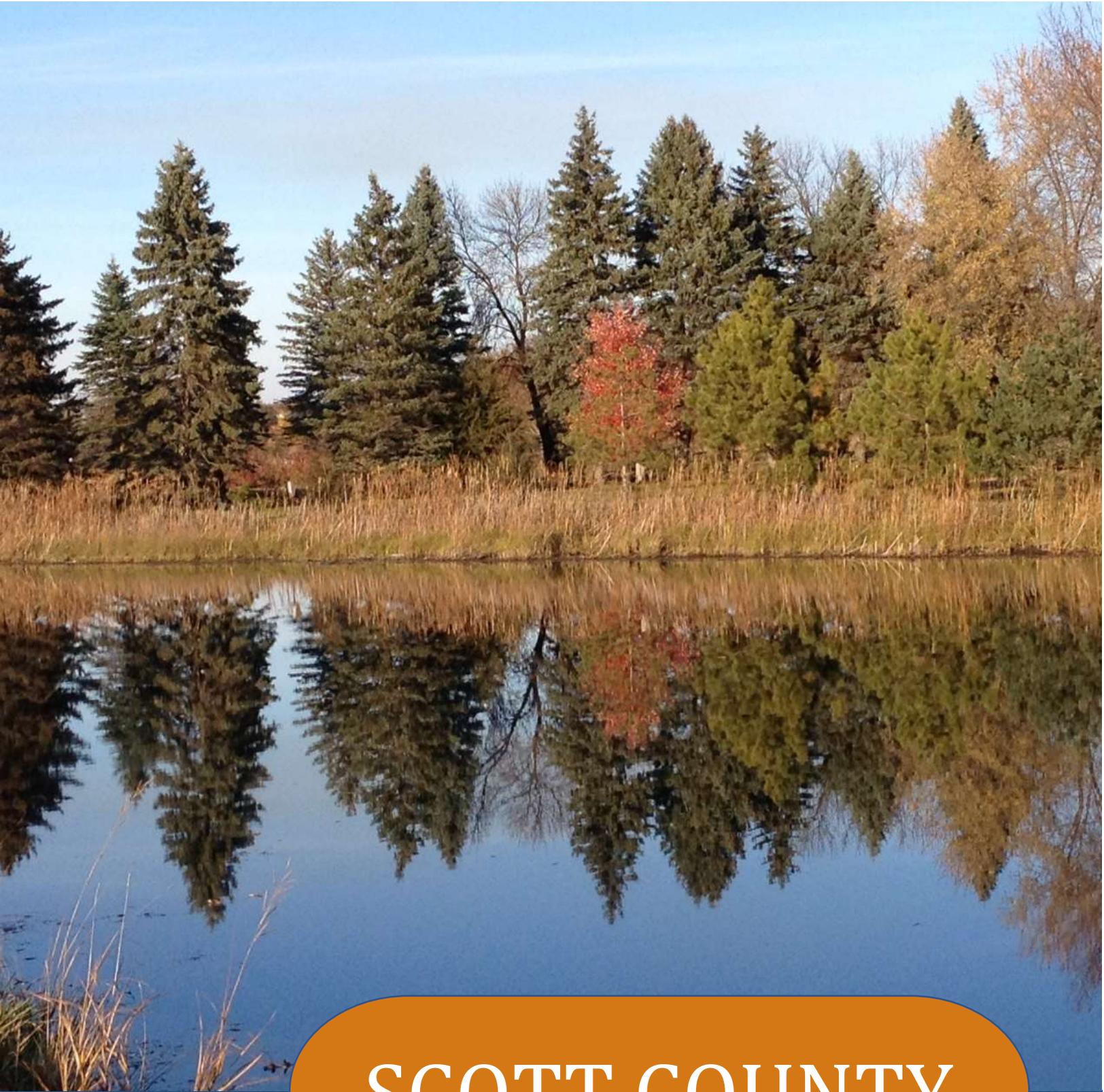
**County of Scott     )**

I, Lezlie A. Vermillion, duly appointed qualified County Administrator for the County of Scott, State of Minnesota, do hereby certify that I have compared the foregoing copy of a resolution with the original minutes of the proceedings of the Board of County Commissioners, Scott County, Minnesota, at their session held on June 15, 2021 now on file in my office, and have found the same to be a true and correct copy thereof.

Witness my hand and official seal at Shakopee, Minnesota, on June 15, 2021.



County Administrator  
Administrator's Designee



# SCOTT COUNTY

2020 Annual Performance Report

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# Executive Summary



## Introduction

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

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 County 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. Summary information regarding accomplishments from the last County Strategic Plan, and objectives and strategies from the new Strategic Plan, are included for each outcome area.

# Executive Summary

## Key Findings

- In 2020, services to individuals, families and communities continued despite pandemic-related building closures and a remote workforce. Staff implemented virtual meetings, arranged for appointment-only models to manage social distancing, and made other modifications to support safe service delivery. The organization's previous work transitioning to a mobile workforce and its current capacity to rapidly roll out technical supports to staff were critical to the continuity of operations.
- **Community Indicators:** To date, there is insufficient data to fully understand long-term impact or to answer critical questions related to the community-level impacts on educational achievement, mental health, workforce stability, transit services, housing, public health, public safety, and the economic recovery and future development. State agencies and other data collection entities experienced delays in releasing 2020 community-level data, likely because of the pandemic. The most recent data available are included in this report.
- **Key Performance Indicators:** Key Performance Indicators (KPI) included in this report have been updated to reflect 2020 performance:
  - Most program areas met or exceeded performance targets. Within those aggregate results, some disparities exist for minority communities. Continued evaluation of those disparities will support understanding of differences and improved outcomes for all residents of Scott County.
  - In the short term, there was no evidence that changes in how services were provided during the pandemic negatively impacted performance. In the sampling of programs from across the organization, those that met performance targets in 2019 also met them in 2020.
  - Some programs gained efficiencies for staff and greater convenience for customers because of adaptations brought on by COVID-19 restrictions. These modifications are likely to continue after restrictions end.
  - Post-pandemic, expanded opportunities for teleworking are also likely to continue in response to changes in customer experiences and expectations. Ongoing evaluation of program performance is warranted to maintain high quality delivery of services and inform County teleworking policies.
- County leaders have tracked changes in levels of service demands since the early stages of the pandemic. Data reports were shared weekly with community partners to provide timely information on where fluctuations were occurring. Going forward, weighing surges or reductions in demand against existing capacity and resources, especially in program areas most directly impacted by the pandemic (e.g. economic assistance programs) will support strong program outcomes in 2021.
- The County's strategic plan is driving change beyond innovation to a true transformation in how services are provided. The best chance for transformative change and improving outcomes is through investments in prevention and early intervention services; leveraging community partnerships; expanding the non-profit community; and engaging community residents in all phases of program delivery.

# Goal, Vision, Mission, Values



## 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 focus on outcomes 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 a Community Indicator and a Key Performance Indicator.



Community Indicators are external measures of how well our communities are doing. They reflect the experiences of all residents in Scott County, not only those who access 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.

In contrast, 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 access County services. Using these data points to measure performance, staff is able to identify areas of strength and those in need of improvement. KPIs support accountability and continuous improvement.



Linking performance measures to budgets through a Priority Based Budgeting (PBB) model supports County efforts to maintain the highest standards and promotes decisions to fund services that are demonstrating effectiveness and efficiencies.

Traditional budgeting considers funding by divisions and departments. PBB helps the County look at how resources are used across departments to support the County goal. Multiple programs working together are critical to the achievement of successful outcomes, and a reflection of that interdependence among programs and budgeting is supported through PBB. For each expectation or definition, there are program Key Indicators that demonstrate how the County programs work together to impact the Community Indicator.

# Priority Based Budgeting



## WHAT IS IT?

Priority Based Budgeting is a tool the County is using along with our traditional process to make our budget more transparent, responsive, and understandable.

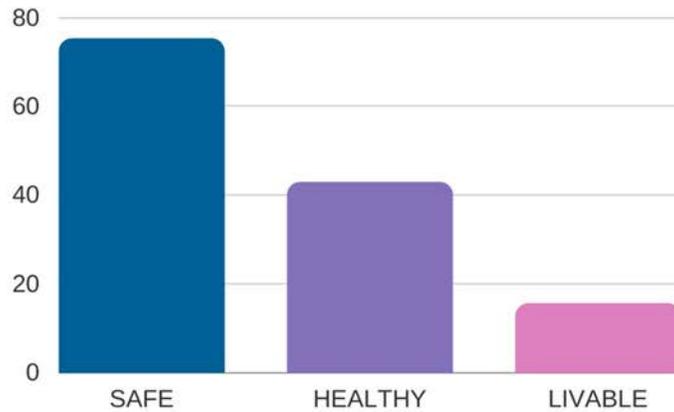
## HOW DOES IT WORK?

All programs/services are scored with respect to how important or critical they are to the achievement of the County goal of "Safe, Healthy, Livable Communities" and the expectation of "Responsible Governance."

## 300 PROGRAMS SCORED

2020 Expenditures:

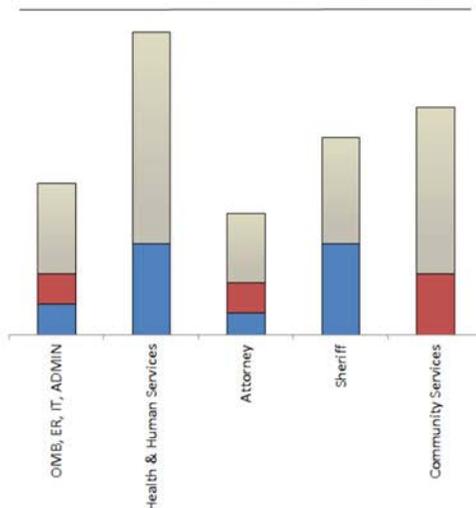
- 75.1% were allocated to programs that support a SAFE Community
- 42.8% were allocated to programs that support a HEALTHY Community
- 15.5% were allocated to programs that support a LIVABLE Community



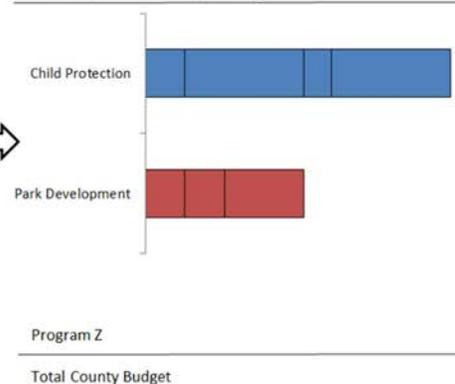
## TURNING BUDGET ON ITS SIDE

After scoring is complete, we are able to see what combination of programs contribute to a major County initiative.

### Traditional Hierarchical Budgeting

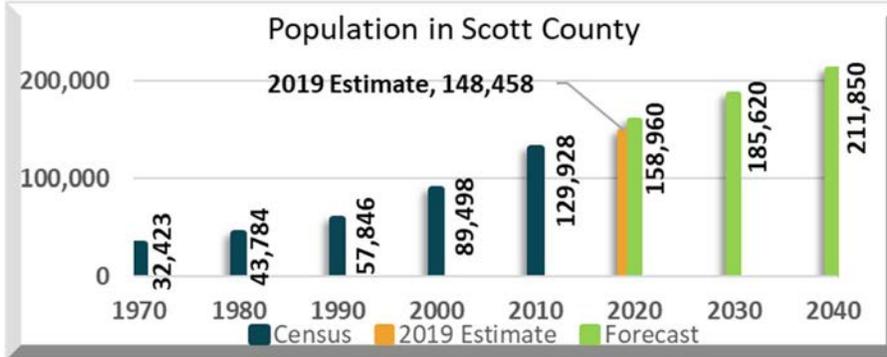


### Strategic Budgeting/ Program Budgeting



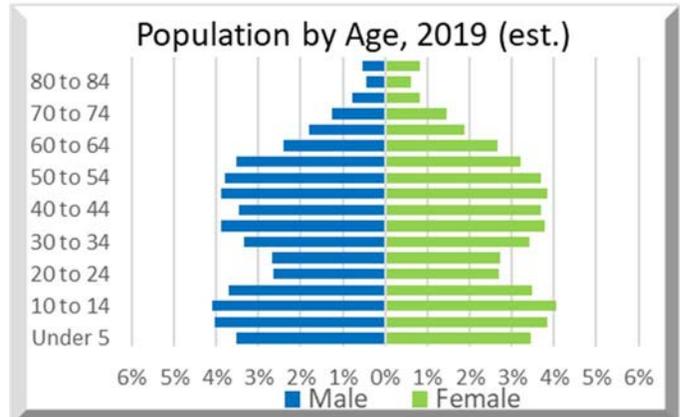
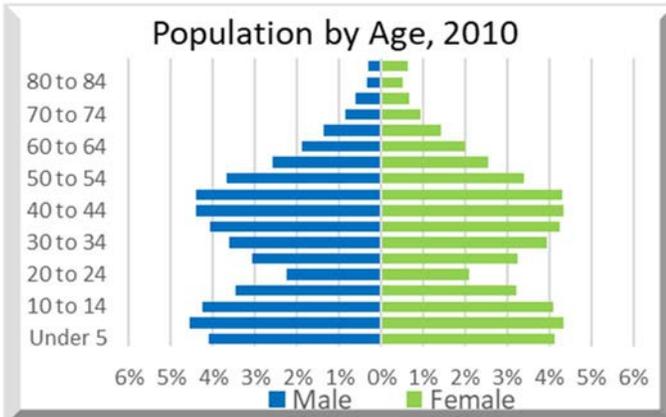
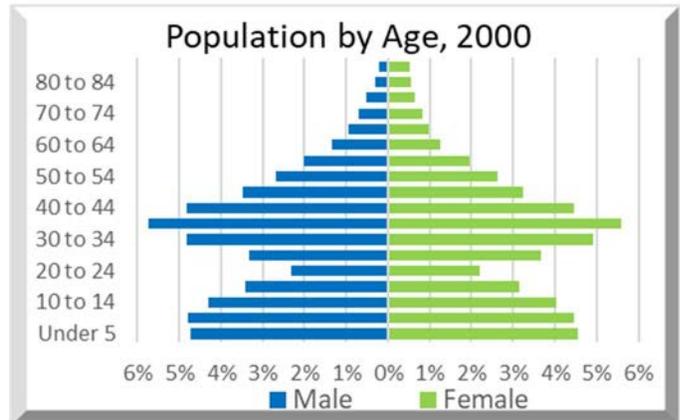
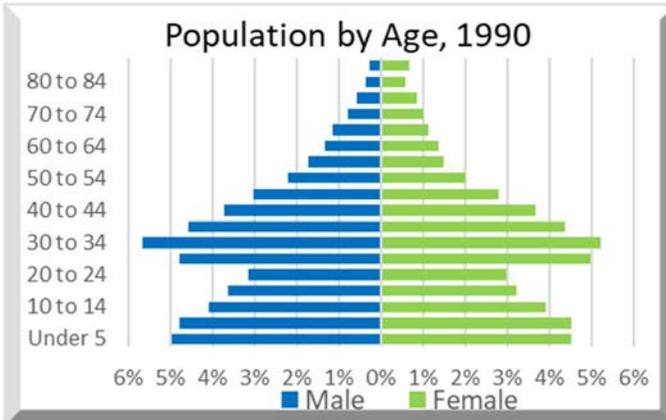
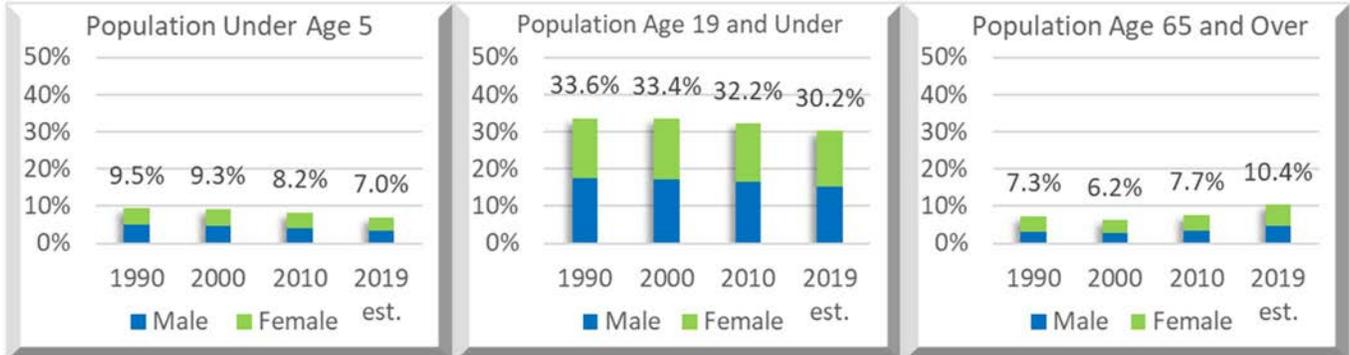
# County Demographics

## Population Growth



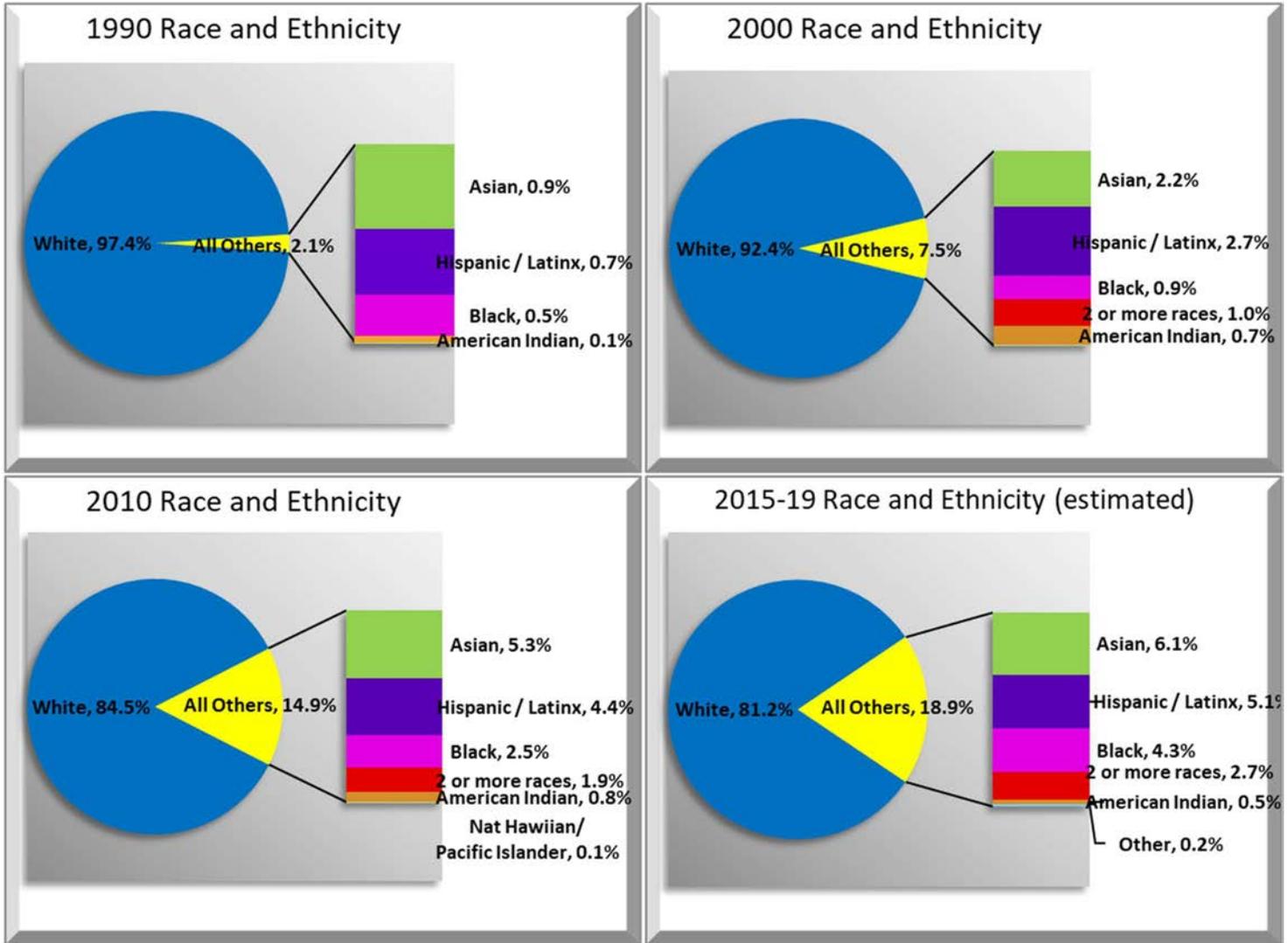
Sources for graphs:  
Metropolitan Council,  
US Census Bureau,  
Decennial Census,  
American Community Survey (2015-2019)

## Population by Age



# County Demographics

## Population by Race and Ethnicity



# Serving People



# Children Services



## Children's Outcomes

County results maps reflect that 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 in strategies 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.

## COMMUNITY INDICATORS

Community Indicators provide information on how well children are faring in Scott County. These Indicators are influenced not only by government programs, but by the collective impact of families, economic conditions, schools, faith communities, non-profit agencies, and other entities focused on delivering what matters to children and families.

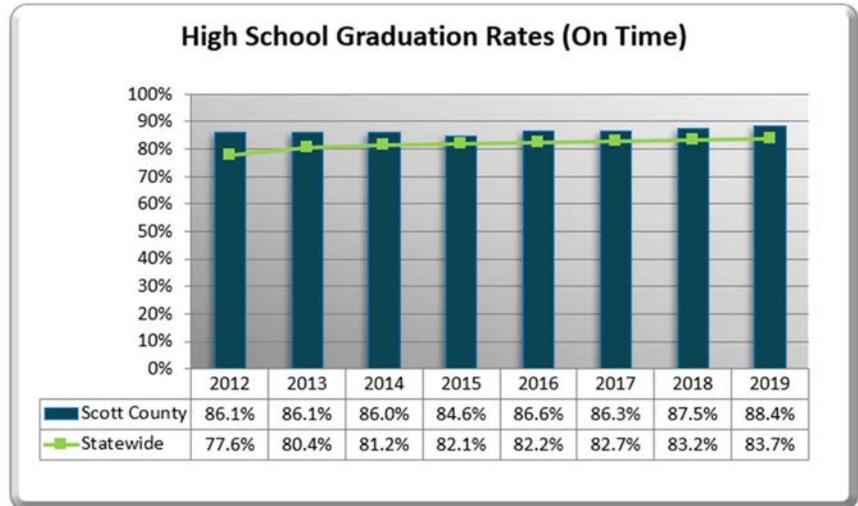


# Children Services

## 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.

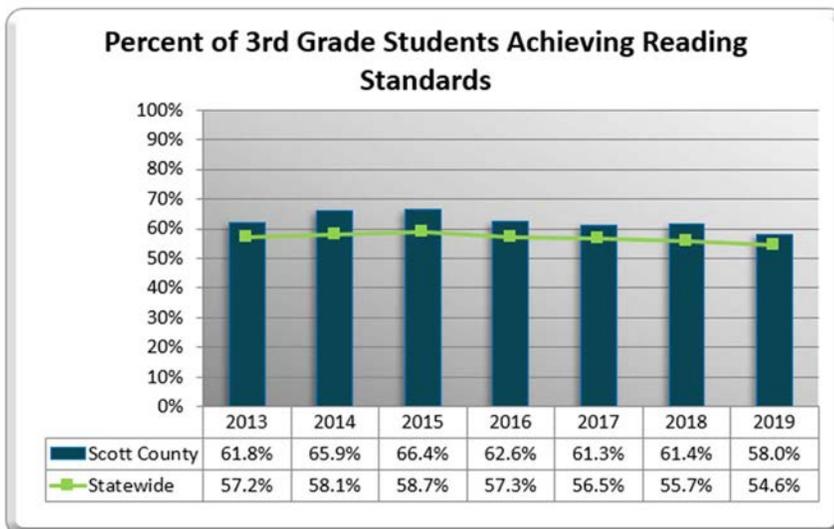
At both the state and County level, data trends show a gradually increasing percentage of students graduating within four years of their entry into ninth grade.



Source: Minnesota Compass

Note: Data for 2020 is not available at the time of this writing.

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



Source: Minnesota Compass, 2019

Reading at grade level by the third grade represents a critical benchmark because it is when children make the leap from learning to read to reading to learn. About three-fourths of students who are poor readers in third grade will remain poor readers in high school. Students with limited reading skills are also more likely to exhibit behavioral problems, repeat a grade, and eventually drop out of school.

Scott County ranks 30th among 87 Minnesota counties in the percent of third graders meeting reading standards. Trends reflect gradual decreases in the percentage of children who can read at

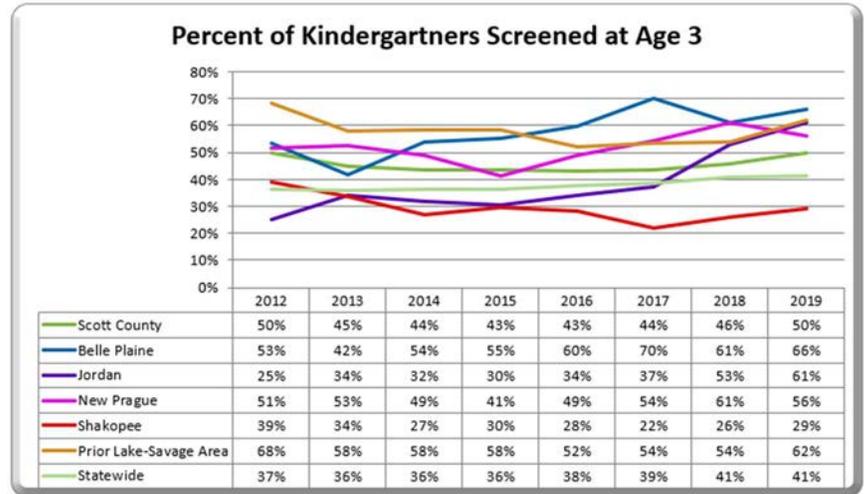
grade level. This trend, and the complications associated with the pandemic, place urgency on addressing barriers to early childhood screenings and other learning readiness programming.

# Children Services

## III. Community Indicator: Rates of Early Childhood Screening Prior to Age Three

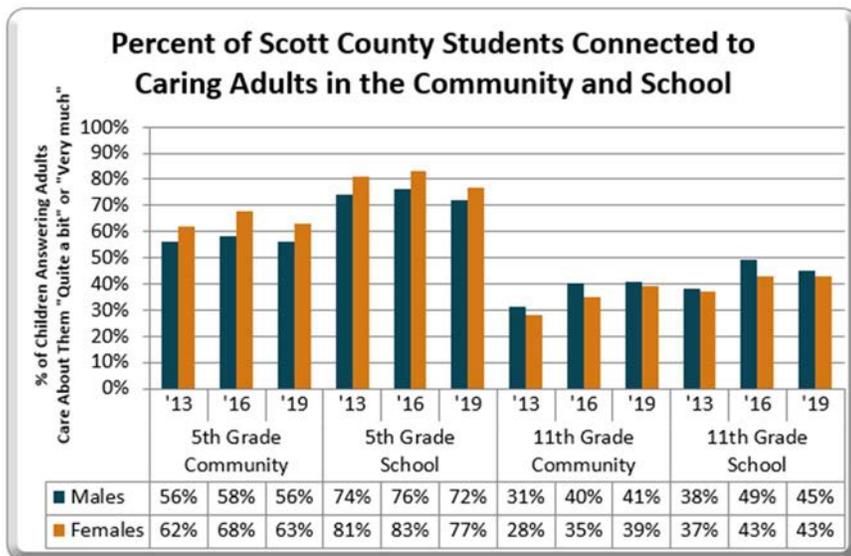
Research shows that children not ready for kindergarten are less likely to read by third grade, resulting in a lower likelihood of high school graduation. Minnesota state law requires that all children be screened before entering public kindergarten. The screening identifies factors that may interfere with a child's learning and connects families with specific resources or therapy to address any challenges.

Screening at ages three or four provides the best opportunity to identify and treat potential concerns before children begin kindergarten, helping them to begin their formal schooling with a stronger foundation. In Scott County, early childhood screening services were suspended when the Governor's executive orders closed schools. *Data for 2020 is therefore not available.*



Source: Minnesota Department of Education

## IV. Community Indicator: Students Connected to a Caring Adult



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

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. These relationships help young people avoid risky behaviors and develop resilience. They are more likely to be academically and socially successful.

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, administered by public schools every three years.

Teachers, coaches, mentors, faith leaders, and other caring adults can make life-changing differences when investing their time to support youth activities and development. The County has a role in convening partnerships to support those opportunities.

# Children Services

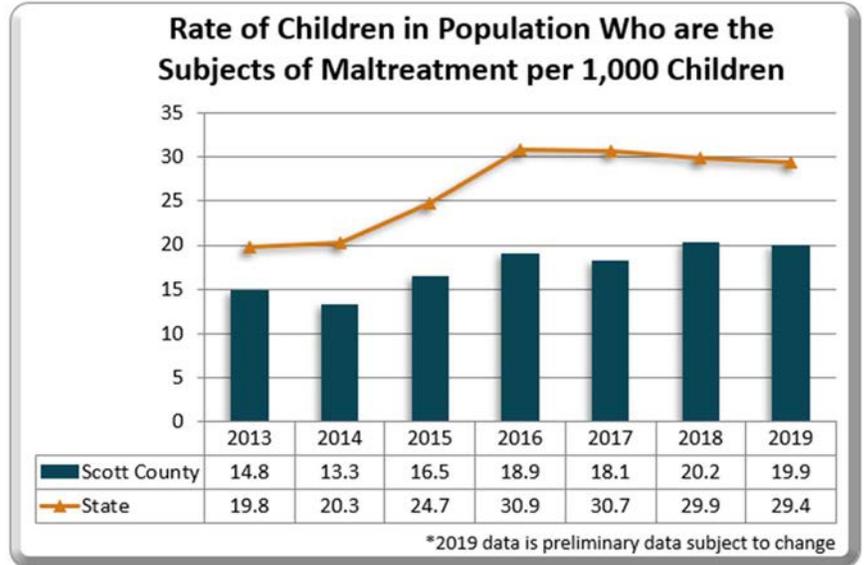
## IV. Community Indicator: Rate of Child Maltreatment per 1000 Children

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 impacts on the health of a community. Children who experience abuse and neglect face a higher risk of mental health concerns; they are more likely to become involved in the criminal justice system, perform poorly in school, and have challenges transitioning to adulthood.

For a small number of children in Scott County, circumstances in their families require a report to Child Protection.

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.

*Note: Data from 2020 is not available.*



Source: Minnesota's Child Maltreatment Report 2013-2019



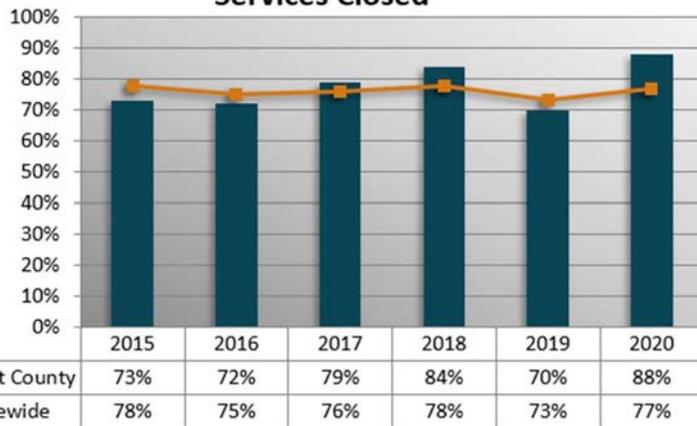
# Children Services

## KEY PERFORMANCE INDICATORS

### I. Child Welfare: Key Performance Indicators

#### A. Parent Support Outreach Program: Program 205

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



Source: Department of Human Services Tableau data server

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 -- before child protection is necessary -- 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, more costly services to taxpayers.

Although the state does not set a specific performance target, data reflect strong performance when measured against past performance, with a high percentage of cases served by PSOP diverted from Child Protection when compared to referral rates statewide.

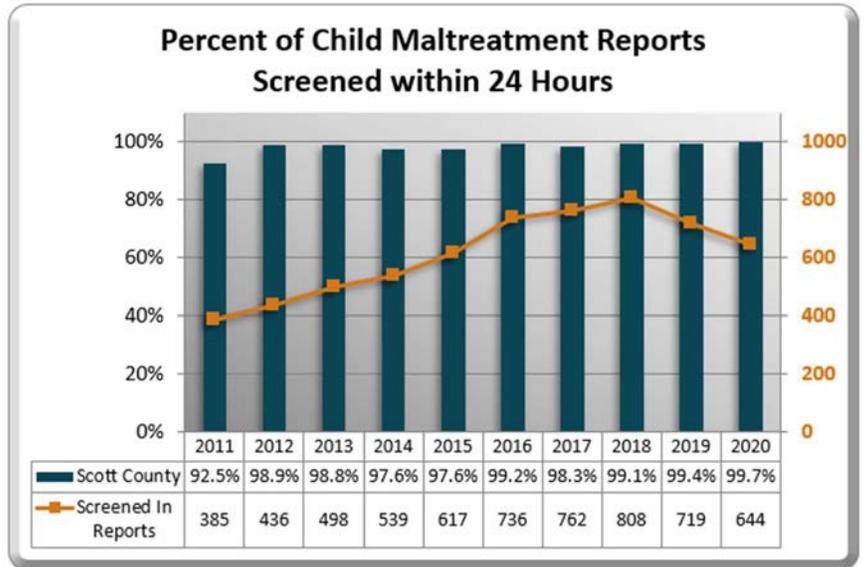


# Children Services

## B. Child Protection Assessment: Program 189

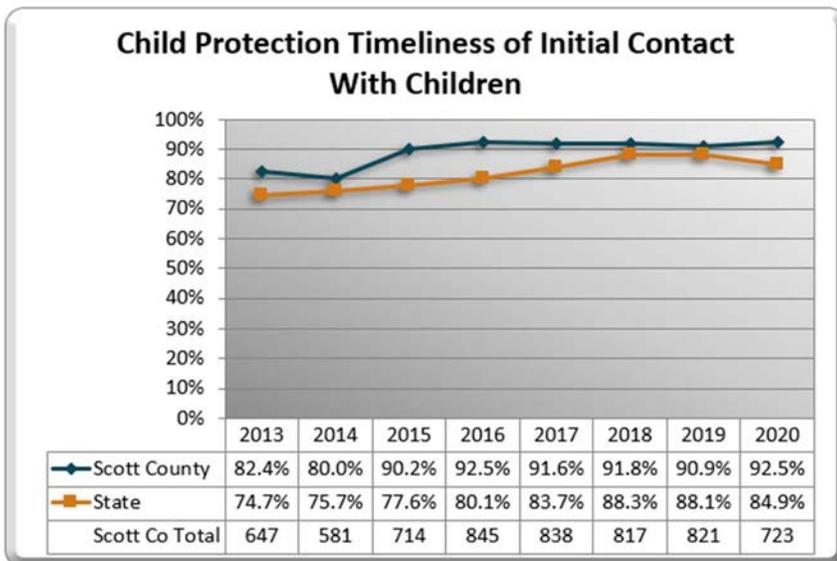
Child Protection programs provide interventions to assess and help families address safety concerns. Timely screenings are the first step in a process for expediting a response to children who may be at risk. In 2020, Scott County screened in 644 reports for assessments or investigations.

Practices related to timely screening has been a high-performance area for Scott County for the past 10 years. In 2020, timely screenings occurred in 99.7 percent of reports. Experienced staff contribute to strong performance as well clear processes and procedures to support timely screening.



Source: SSIS General Reports, Child Maltreatment Screening Timeliness

Once screened, timely face-to-face contacts are critical to initiating a response and protecting children from further instances of abuse or neglect.



Source: DHS Child Welfare Data Dashboard State Measure #1

In 2020, Child Protection workers made timely contacts with 669 of 723 children who were the subject of the reports (92.5 percent). This practice area has also demonstrated high performance, exceeding state rates for timely contacts for the last seven years.

There has been a significant increase in the total number of Child Protection assessments/investigations over the past seven years. Maintaining adequate staffing levels with trained and qualified workers is essential to ensuring timely responses to children.

Child Protection has experienced turnover in staffing, compromising the ability to meet timelines. In 2020, a staffing over-complement was approved to offset the turnover. In the middle of 2020, the over-complement position was discontinued due to budget constraints and the decrease in Child Protection referrals.

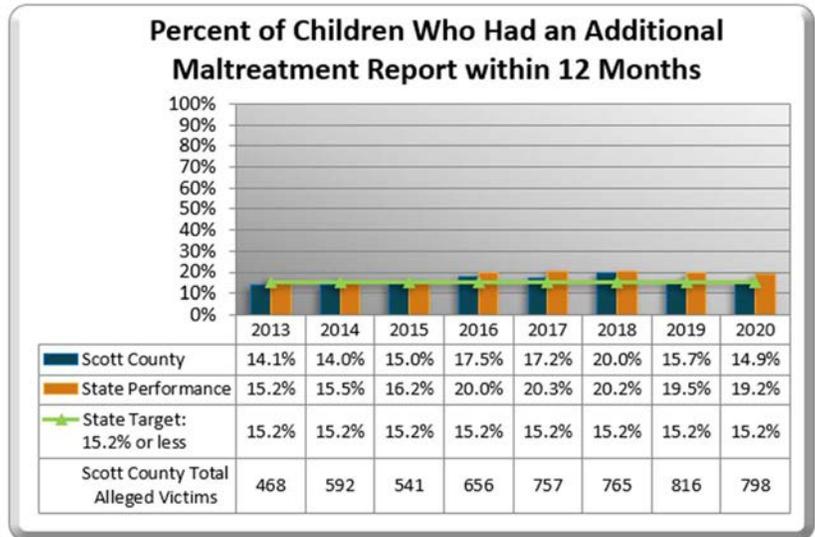
# Children Services

## C: Child Protection Case Management: Program 190

The goal of Child Protection case management is to help families resolve the safety issues which brought them to the attention of Child Protection and promote long-term child safety.

These data show 14.9 percent of children who were involved in a screened in report in 2020 were being referred for the second time in 12 months. This does 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.

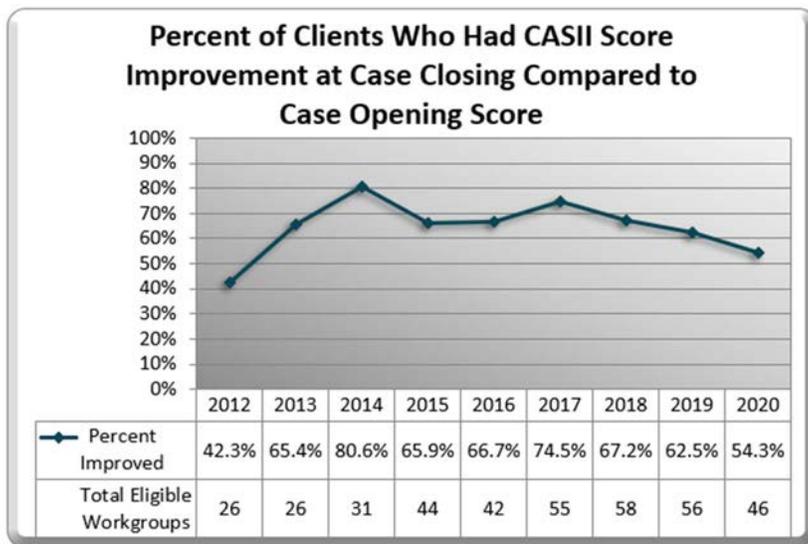
Scott County met the state performance target for this measure for the first time in five years. Factors impacting performance include added supervisor awareness of agency performance and engagement with staff.



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

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

Children’s Mental Health services provide interventions to help families address mental health needs for their children. 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 poorly a child is doing. Although many variables contribute to a child’s level of functioning, using the instrument at the beginning and end of services can be an indicator of the impact services had on the child’s recovery.



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

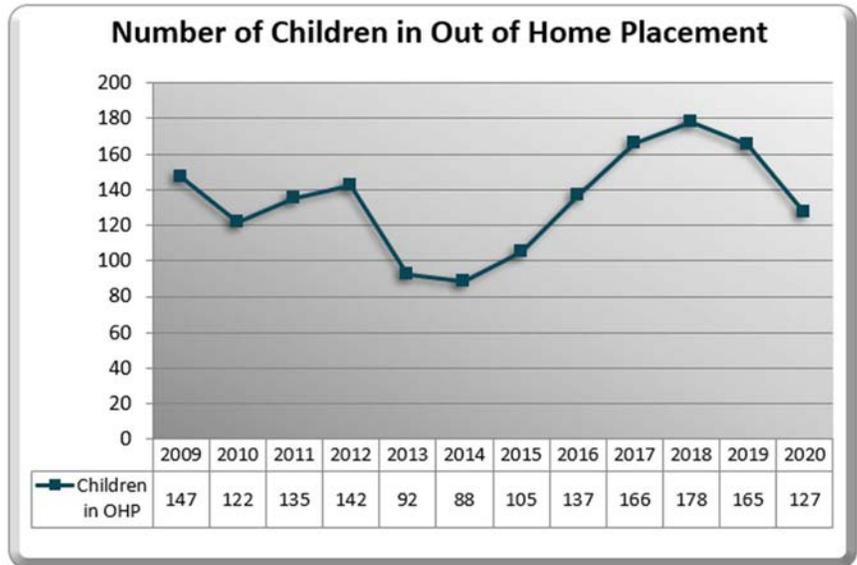
There is no established performance standard or target for this measure. County performance in 2020 was 54.3 percent of children and youth had improved CASII scores. This represents a decline in performance over the past three years. Increasing caseloads, complexity of cases, gaps in placement continuum options, and a lack of intensive in-home services may all be factors impacting performance.

# Children Services

## E. Child Out-of-Home Placement: Program 204 (Placement)

Safely preventing out-of-home placements protects children from the trauma associated with removal from their homes. Only when no other safe options exist are out-of-home placements considered. If children must be removed from their parental homes, timely permanency decisions are essential to children’s emotional well-being.

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

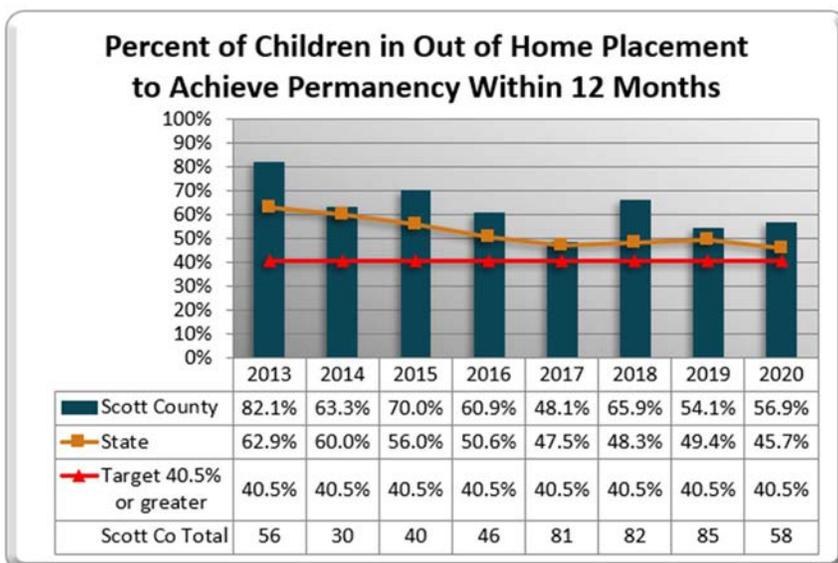


Source: SSIS Charting State Measures, SSIS6

In 2020, 127 children who were placed in out-of-home care. Of those placed in foster care, 71.8 percent of days in foster care were with relative foster care providers. This rate exceeds state performance target, that 37.5 percent or more a day in care be with relatives.

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

Minnesota Statutes require that permanent plans are made for children within 12 months of their entry into placement. The Administration of Children and Families sets a performance target of at least 40.5 percent of



Source: DHS Child Welfare Data Dashboard Federal Measure #4

children placed in Out-of-Home care must be reunited with parents or placed in another permanent home within one year.

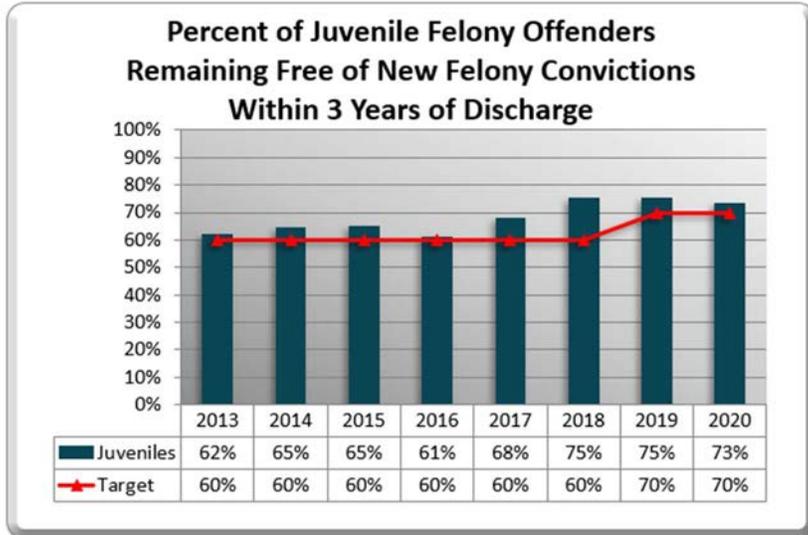
In 2020, 33 of the 58 children who exited out-of-home placement were discharged to their parents’ care or to another permanent placement within the timelines established in statute.

Scott County performance exceeded national standards; however, performance is trending downward. Barriers to timely permanency include the prevalence and complexity of children placed in response to parental substance abuse, and federal requirements that slow the process of licensing relatives who are willing to be permanency options.

requirements that slow the process of licensing relatives who are willing to be permanency options.

# Children Services

## II. Community Corrections: Key Performance Indicators



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

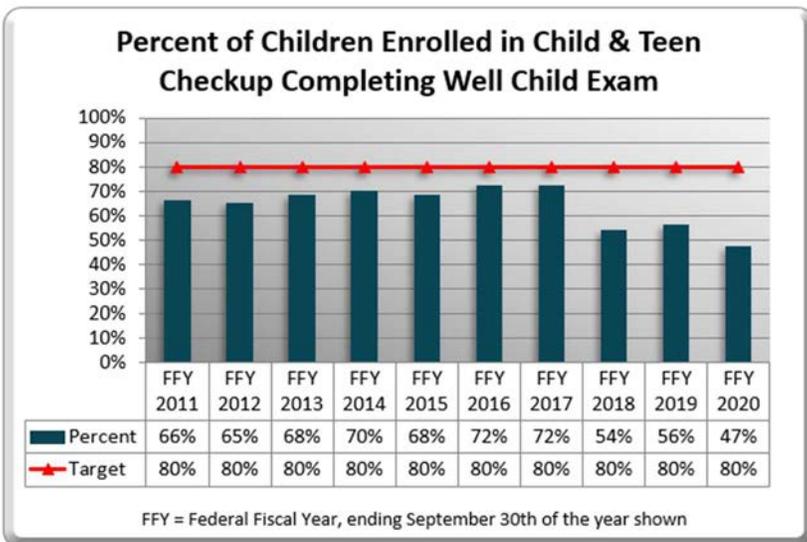
### A. Community Corrections: Juvenile Probation: Program 157

Youth who become involved in the juvenile justice system often experience many of the adverse childhood experiences as do youth served through child welfare, and therefore they need services and caring adults to address underlying needs and prevent future delinquent behaviors.

Community Corrections provides interventions and services to support youth who have become involved in delinquent behaviors using strategies which research has shown to be effective in reducing recidivism.

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.

## III. Public Health: Key Performance Indicators



Source: Child and Teen Checkup Data

### A. Family Health: Program 206

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

Child and Teen Checkups is the Minnesota version of a federal program required in every state to provide quality well-child care for children enrolled in Medical Assistance. The program promotes healthy children who are more likely to become healthy adults. Scott County performance is not meeting state performance targets. Participation in 2020 was at an all-time low, likely due to

parental cautions related to COVID-19. Access to health care, insurance coverage, transportation, and poor reporting by medical providers are also factors that impact performance.

# Children Services

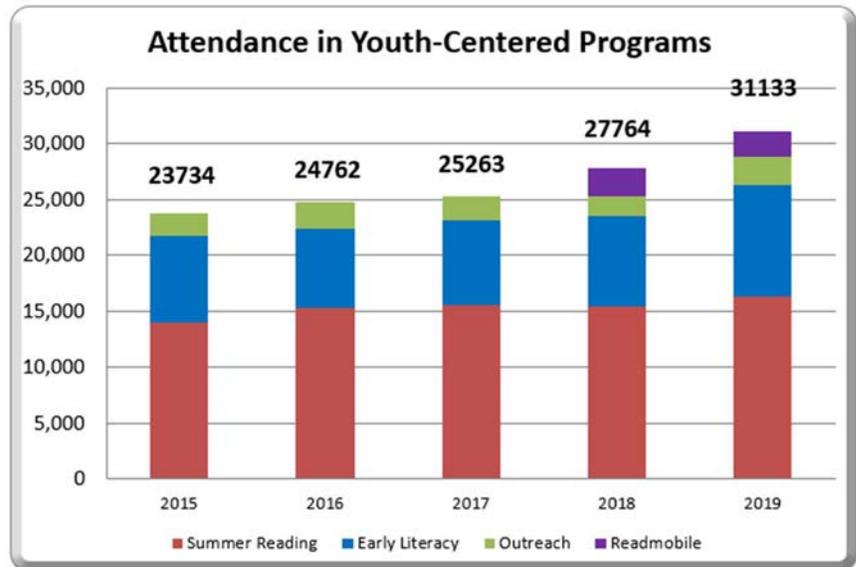
## IV. Library: Key Performance Indicators

Libraries provide an environment that supports early literacy for children. They also provide children with access to technology and other resources necessary for them to be academically successful. Libraries give opportunities for children to experience enriching cultural events and relationships with positive adults.

### A. Youth Services: Program 59

In partnership with cities and the regional library system, the County funds and operates the system of branch libraries. Libraries provide free early literacy classes in every community. Library staff are trained in a parent education curriculum (Every Child Ready to Read) that focuses on the importance of early literacy and how to nurture early literacy skills at home.

In 2020, in-person early literacy library services were temporarily closed in accordance with the Governor’s “Stay at Home” orders. Library staff created and provided online services as an alternative to in-person learning opportunities. Although the data cannot be directly compared to past attendance or participation rates, the following table does illustrate the early literacy support services that continued to be offered despite the pandemic:



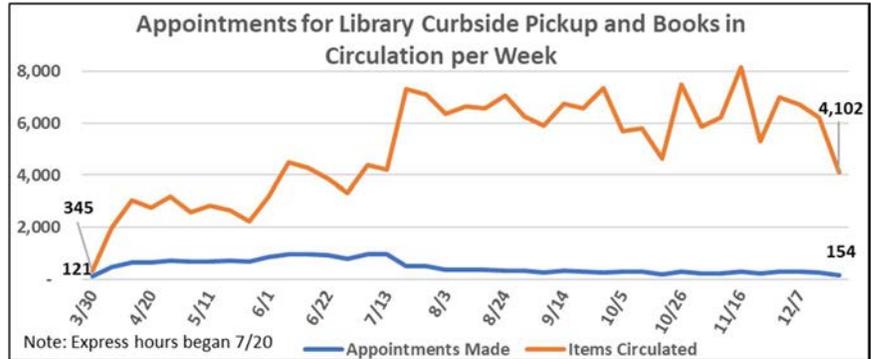
Source: staff reports

Program	Attendance/Activities
<b>Summer Reading Programs:</b>	<ul style="list-style-type: none"> <li>Attendance estimates: 3,595 and 48,000 activities provided to children and families.</li> <li>This includes packet requests, mail out activities, trivia, videos, reading programming at the Juvenile Alternative Facility (JAF).</li> </ul>
<b>Offsite Summer Reading Programs/Outreach</b>	<ul style="list-style-type: none"> <li>Not provided in 2020</li> </ul>
<b>Early Literacy (non-summer programming)</b>	<ul style="list-style-type: none"> <li>2,538 views</li> </ul>
<b>Readmobile</b>	<ul style="list-style-type: none"> <li>975 individuals</li> </ul>

# Children Services

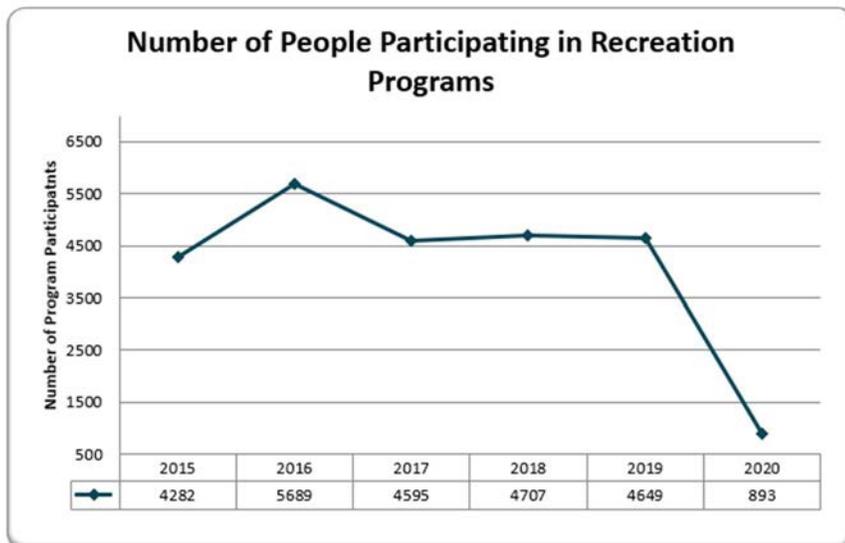
Libraries continued to operate throughout the pandemic, adjusting service delivery methods in response to changes in the pandemic restrictions. Libraries offered curbside service, service by appointment and express service. Throughout 2020, patrons had access to technology, resources for people seeking employment, and general access reading materials.

Residents continue to rate library services highly; the 2019 Residents Survey reflected 93 percent of respondents rated Scott County libraries as providing “good” or “excellent” service.



## V. Parks: Key Performance Indicators

Parks and park programs can play a key role in supporting children and families and preventing involvement in the child welfare system. Involvement in youth parks programming builds resiliency, confidence, and independence. Parks provide a low-cost venue for healthy, active family time. The Rec Pass Plus program provides a way for lower income families to access family and youth programs, offsetting registration fees and making parks more accessible to all residents.



Source: Scott County, Three Rivers Park District Program Staff

program offerings to fit within the Governor's pandemic guidelines. For the year, the largest reduction in participant numbers resulted from having no private group education programs (e.g., schools, SWCD conservation days). Park staff are always working to increase access and participation for all residents to the parks.

## A. Recreational Programming and Lessons: Program 59

This measure shows the total number of people who participated in a summer camp, a public program, a private group program or lesson through the Three Rivers Park District-Scott Outdoor Recreation group. Service is delivered primarily in regional parks, with some "off-site" in local parks or at other facilities such as schools.

In March 2020, due to the pandemic, all 18 summer camps and programs were proactively canceled. Staff redesigned all

# Children Services



## Summary

### Strengths in the work to improve outcomes for children:

- Rates of children who graduate from high school on time continue to improve.
- When children are reported to Child Protection, reports are screened, and timely contacts are made with children to assess safety. Although there were fewer assessments and investigations, there were more cases opened for ongoing services than at any time in the last 10 years. When children were placed in foster care, most were placed with relatives. The County continues to meet federal performance standards for timely permanency decisions.
- Despite the restrictions related to the pandemic, County staff and community partners made progress on the 2020-2025 Strategic Plan to improve outcomes for children:
  - Together We CAN is a community engagement effort to end the need for Child Protection. This group adjusted to remote techniques for meeting with and engaging community partners. Together We CAN brought in new service providers and expanded the array of non-profit agencies working in Scott County to support children and their families. Leadership for the initiative was successfully transitioned to a local non-profit organization, creating opportunity for the work to continue, but with a more community-driven structure.
  - Three Rivers Park District and Scott County implemented the Rec Pass Plus Program to remove barriers to lower income families from using park programs and expand access to more residents.
  - Libraries transitioned to curbside pick-up and express services to provide services and supports during the pandemic. Virtual library cards link school students to library resources, which was especially important during phases in which distance learning was required.
  - A generous donation from members of the community provided specially programmed Kindles for every child who received an early intervention screening. Implementation of this program was put on hold when early intervention services were suspended.

# Children Services

## Gaps or areas for growth:

- It is not yet possible to measure the longer-term impact of the COVID-19 pandemic on children. Community indicators and other data are not yet available. However, disruptions in early childhood testing, school attendance, distance learning, and social isolation seem likely to impact children's development and adjustment. These factors exacerbate and add complexity to some existing local challenges in achieving positive outcomes for children:
  - Rates of early childhood screenings are trending upward but remain an area for improvement as almost half of children in Scott County are not receiving timely screenings.
  - Rates of third grade students who can read at grade level were decreasing before the pandemic, and disruptions related to the pandemic are likely to exacerbate deficits in reading proficiencies.
  - Public health officials warn of increased instances of school attendance (truancy) issues and an increased demand for mental health services post-pandemic. Gaps in mental health services for youth were identified as one barrier to successful intervention on Children's Mental Health cases.
- Many departments are working on tactics to improve outcomes for children and families. Program leaders identify opportunities to improve alignment of those efforts, so all departments are pulling together in the same direction.
- The County included support for data sharing between agencies serving children as part of the strategic plan, and data sharing agreements were also included as part of the County's 2021 Legislative Priorities. There has been no progress on this tactic.
- Outcomes for children vary across race, ethnicity, and socio-economic status. As the population in Scott County becomes more diverse, strategies to ensure all children have access to the same opportunities become increasingly important.



## Going Forward:

- County leaders prioritize investments in early intervention and prevention to positively impact the trajectory of children's lives. There is opportunity to build broader alignment of shared goals for children in Scott County. Broad thinking about how parks and libraries can contribute to outcome achievement will provide a broader support for literacy and positive child and family development.
- Program leaders will navigate the post-COVID environment as work continues on the strategic plan. Service delivery, economic recovery, expectations of families, worker experiences, and changes in court processes will all need to be re-evaluated.

# Adult Services



## Outcomes for Adults

Adult Services encompasses a broad range of support services for veterans, senior citizens, and vulnerable adults. Vulnerable adults include those with untreated mental or chemical health issues and adults living with disabilities. Shared outcomes include ensuring 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.

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

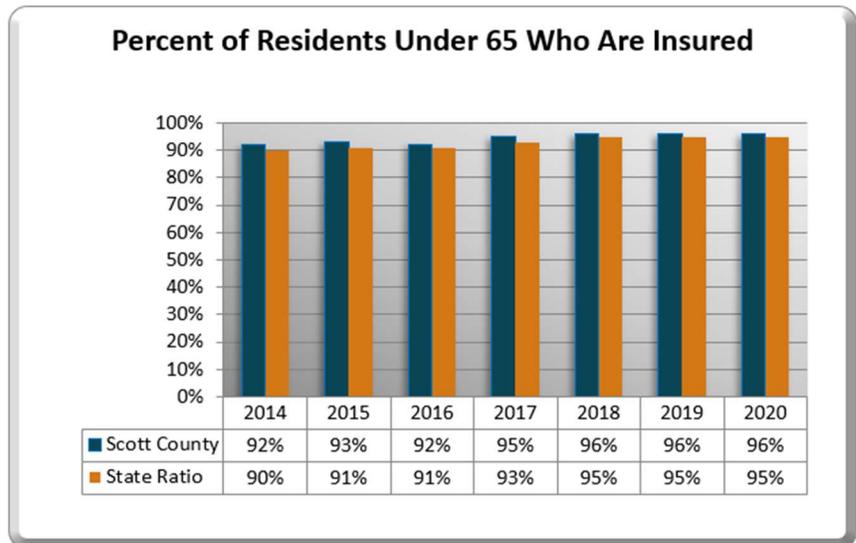
## COMMUNITY INDICATORS

Community Indicators which tell something about how easily residents can access essential services, including insurance, health care, mental health services, food, parks and libraries, and affordable housing.

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

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 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 has responsibility to help residents gain eligibility for public health insurance, making preventive medical care more likely. The lack of routine care can lead to more serious illness and health problems; this, in turn, may then result in increased medical costs, including hospitalizations.



Source: County Health Ranking, Robert Wood Johnson Foundation

Since the implementation of MNsure (the Minnesota health care exchange), the percentage of residents under 65 who have health care insurance is closely monitored by the state, with a goal is 100 percent for those under the Medicare eligibility age. The County administers enrollment for public health care programs.

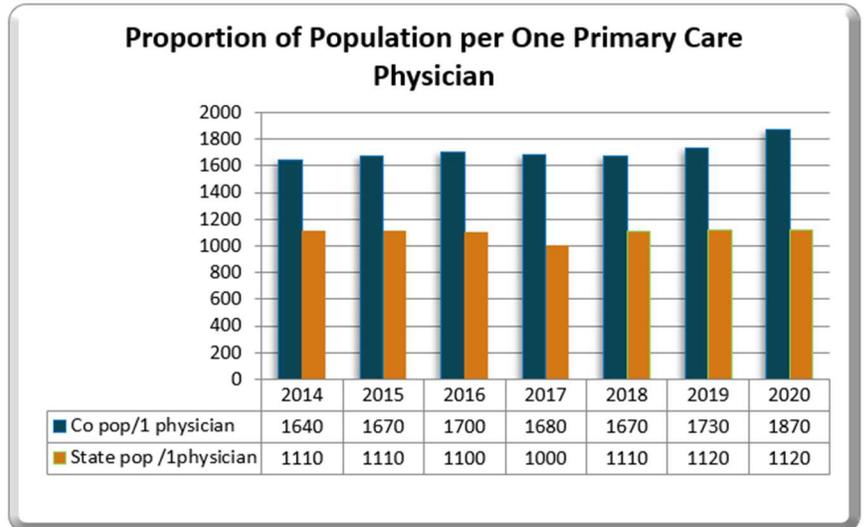


# Adult Services

## II. Community Indicator: Primary Care Physician Ratio

Access to medical services is essential to all residents. These data measure the ratio of primary medical providers to the population in Scott County as one reflection of residents' access to medical care. Trends have been relatively static over time.

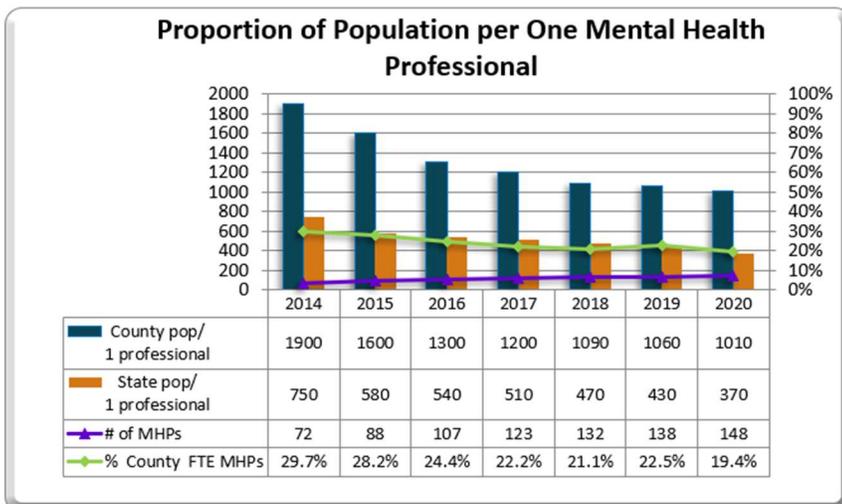
Although these data tell something about access to medical care, there are important limits: Data sets include only those providers located within County borders, and include only those doctors working in general medicine, family medicine, internal medicine, and pediatrics. These data do not include nurse practitioners or physician assistants.



Source: County Health Rankings, Robert Wood Johnson Foundation

## III. 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.



Source: County Health Rankings, Robert Wood Johnson Foundation

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.

As a state, there are more mental health providers as a percentage of the population than there are in Scott County. However, these data show improvements in that ratio over the last six years. There is also a decreasing percentage of those

providers who are County employees (funded by the Scott County Mental Health Center), reflecting a welcome growth in community-based providers, creating choices and a more robust array of service options for residents.

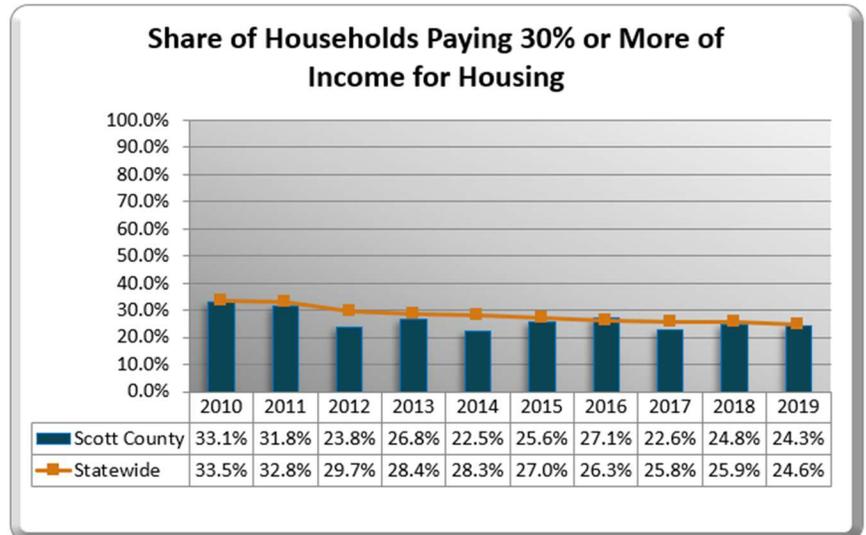
# Adult Services

## IV. Community Indicator: Cost-Burdened Households

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

Data trends show a steady decline in the share of cost-burdened households over the last eight years, but almost a quarter of households struggle to afford their housing. *Data for 2020 are not available.*

Every three years, Wilder Research reports on estimated counts of people experiencing homeless in Minnesota. The last survey, conducted in 2018, counted 128 individuals experiencing homelessness in Scott and Carver Counties. The current Scott County strategic plan includes an objective specific to making housing available to all residents, and includes the development of a housing opportunity plan for lifecycle housing.



Source: Minnesota Compass, (2010-2019)



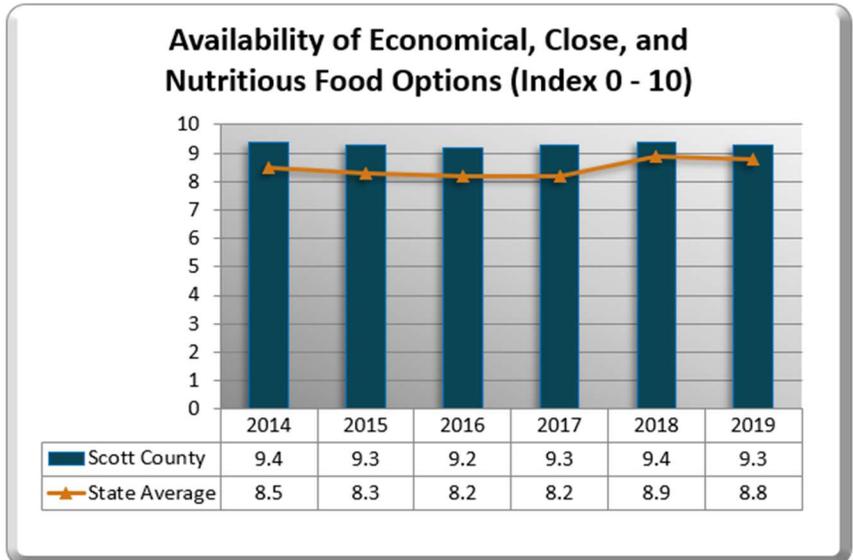
# Adult Services

## V. Community Indicator: Food Index

The Food Index is calculated by a formula that measures the percentage of the population who is considered low income, does not live close to grocery stores, and who did not have a reliable source of food in the past year.

Historically, Scott County has scored higher on the Food Index than the state as a whole.

Results from the 2019 Residents Survey provide supporting data, indicating that 80 percent of respondents said their access to fresh fruits and vegetables was “good” or “excellent.”



Source: County Health Rankings, Robert Wood Johnson Foundation



# Adult Services

## KEY PERFORMANCE INDICATORS

Multiple County departments plan and provide services with a shared goal that adults have opportunity to live safely and as independently as possible. The following Key Performance Indicators measure how well County programs are contributing to the achievement of that goal.

### I. Home and Community Care: Key Performance Indicators

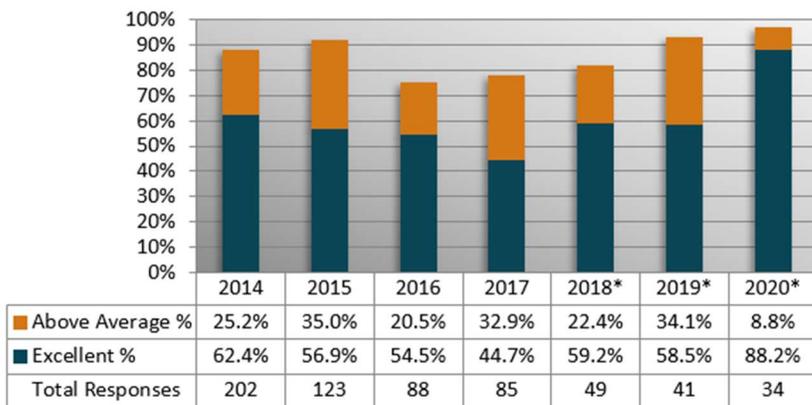
#### A. MnCHOICES Assessments: Program 202

When vulnerable residents need supports to live safely in the community, MnCHOICES assessments are often the first step to accessing Home and Community Care. 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 are essential to avoid gaps in supports that may put the vulnerable person's health or safety at risk.

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

In 2020, Scott County performance improved, but remains below the state target. Staffing levels matched to the demand for service are a key factor in completing timely assessments. The Scott County Board approved two new positions in 2019 to support timely assessments, but the hiring process was delayed by the onset of the pandemic.

**Percent of Clients Who Rate Case Management Services as "Above Average" or "Excellent"**



\*Note: Beginning in 2018, responses do not include clients of contracted providers

Source: Home and Community Care Survey

Overall, demand for MnCHOICES assessments was down in 2020 -- dropping from 386 to 356 new assessments -- largely due to the pandemic. Families requested to have assessments put on hold, not wanting to expose their relatives to in-home caregivers or refer them to nursing homes where visits were restricted. Demand is expected to rebound as infection rates fall and more people are vaccinated.

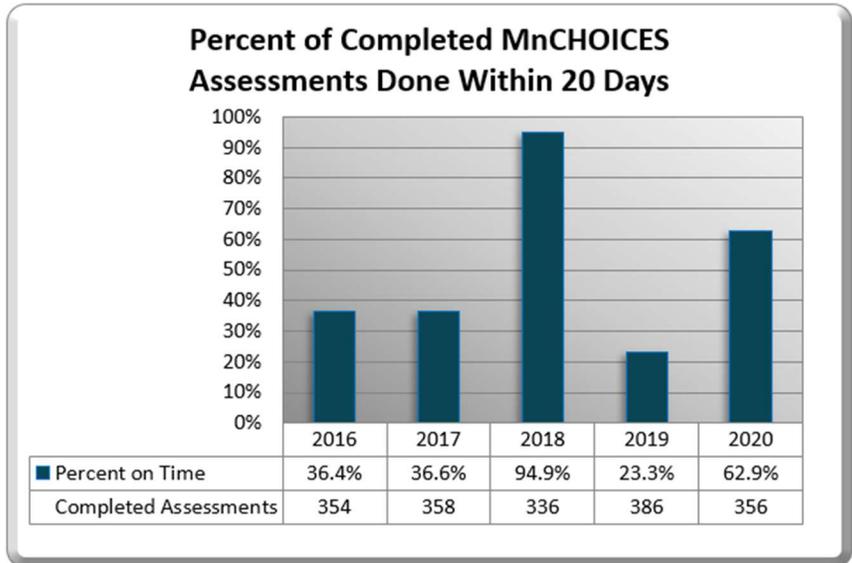
# Adult Services

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

Research shows that most vulnerable residents prefer to remain in their own homes, and some may require additional support to live independently. Available home and community care are not only desirable, but are more cost-effective than nursing home or other institutional care.

This measure provides results from client surveys and shows high levels of satisfaction with Home and Community Care services provided by the agency.

Survey responses from contracted case management services are not included, but are collected by Health and Human Services. Ratings for County case managers are higher than for contracted case managers, and the department uses this information to improve all case management services.



Source: Manual count

The survey question wording was changed slightly in 2018 and caution should be taken in direct comparisons with earlier data.



# Adult Services

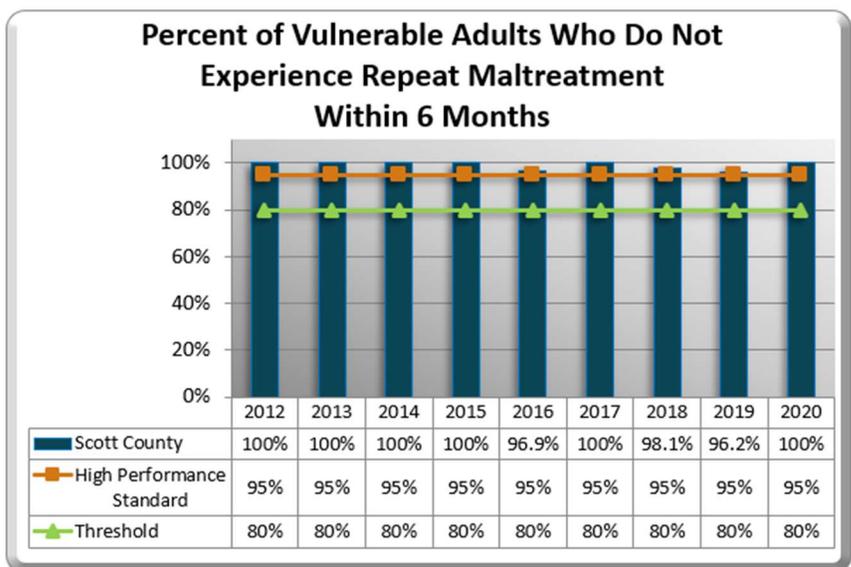
## II. Adult Protection: Key Performance Indicators

### A. Adult Protection: Program 182

The County is responsible for responding to reports of maltreatment to vulnerable adults. Social workers and law enforcement officers work together to assess safety. Following an investigation, referrals are made to supportive services if needed, so a vulnerable adult does not experience an additional episode of maltreatment.

This measure shows the percentage of people who reported two substantiated abuse allegations of the same type within six months. Thresholds are set by the Minnesota Department of Human Services. These data represent a small number of people, so the experience of one person may skew results.

Scott County has consistently met or exceeded performance thresholds; in 2020, no vulnerable adult was the subject of two findings of maltreatment within six months. Factors supporting strong performance in this area include adequate staff resources, training and experience, thorough assessments, and interventions.



Source: MN DHS: Human Services Performance Management System, Outcome 1: Adults and children are safe and secure

County staff report 79 percent of all maltreatment reports do not meet criteria for an investigation. There are limited places to refer someone who needs help but does not meet the threshold for Adult Protection. Those reports are referred to an Adult Service worker for prevention and early intervention services, if workloads allow.



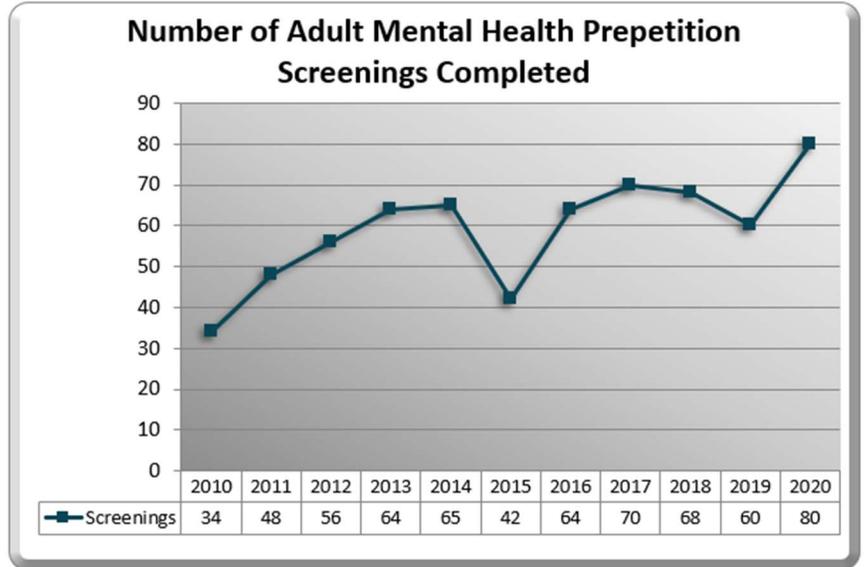
# Adult Services

## III. Adult Mental Health: Key Performance Indicators

### A. Adult Mental Health Case Management/Civil Commitments: Program 181

The number of clients that are screened because they may be a danger to self or others has been increasing. These clients need a higher level of supports in order to be safe and remain (or return) to the community.

This measure shows the number of pre-petition cases that are screened by the Adult Mental Health unit each year. The pre-petition screening is part of the Civil Commitment process; clients that reach this level of need are deemed to be a danger to self or others.

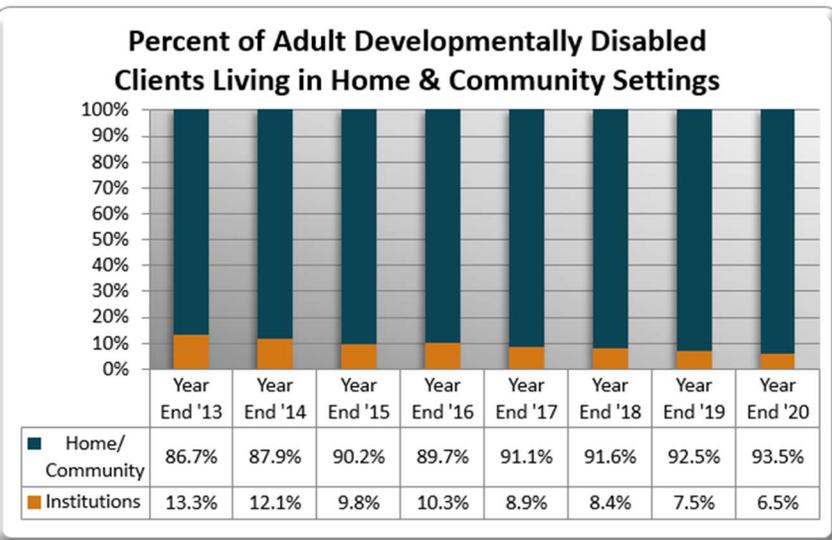


Source: AMH Prepetition Screenings SharePoint list

## IV. Developmental Disabilities: Key Performance Indicators

### A. Developmental Disabilities Case Management: Program 194

All adults -- whether having 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.



Source: Program Database Excel Spreadsheet

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. There has been a gradual decline in the percentage of people living in institutional settings, one marker of successful efforts to support adults living as independently as they are able. (ICF/DD is an Intermediate Care Facility.)

# Adult Services

## V. Veterans' Services: Key Performance Indicators

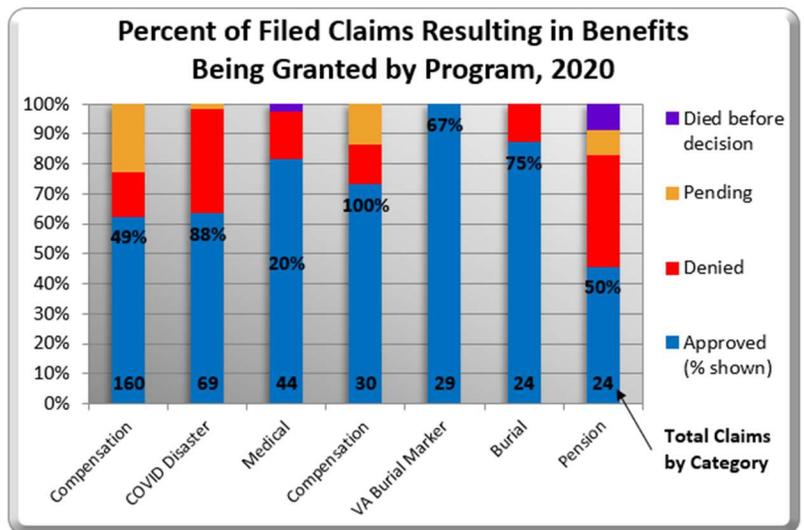
### A. Veterans Benefit Assistance: Program 218

The U.S. Census Bureau estimates that 7.1 percent of adults (age 18 or older) in Scott County are military veterans. In exchange for their service, they earned a broad spectrum of benefits. Claims for those benefits are filed with the Scott County Veteran's Office and submitted to the United States Veterans Administration or the Minnesota Department of Veteran's Affairs (MDVA).

The chart shows claims requested in 2020 and the status of those claims.

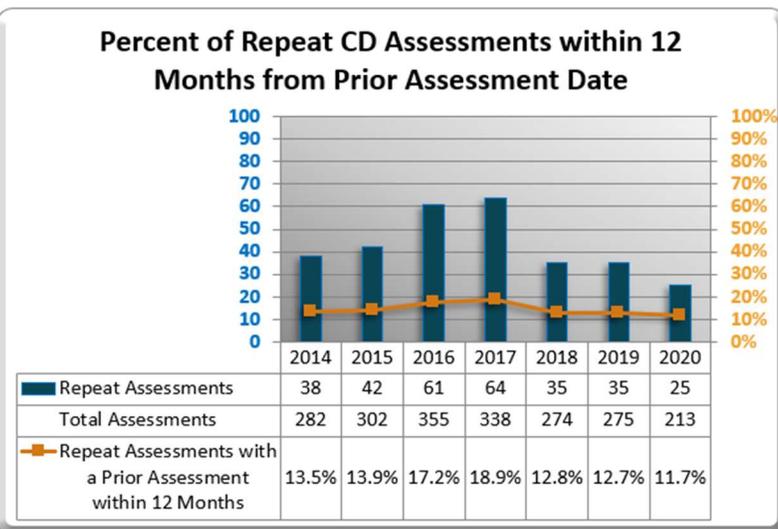
The increase in both the numbers of returning veterans from extended foreign conflicts and in aging veterans is a challenge to the capacity of the system.

Scott County launched a Veterans' Treatment Court in 2020 to provide wrap-around services to veterans who are in need of mental health or substance abuse treatment as the result of their service, with a goal of more favorable dispositions for individuals who have served their country.



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

## VI. Chemical Dependency: Key Performance Indicators



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

### A. Chemical Dependency Treatment Assessment: Program 186

In 2020, County chemical dependency assessors conducted 213 assessments for individuals requesting chemical dependency treatment. These data inform us of the number of chemical dependency assessments that were completed by County staff within 12 months of a prior assessment. The need for multiple assessments may indicate gaps in the thoroughness of initial assessments or treatment.

Individuals who continue to abuse chemicals experience legal, health, and financial issues. These individuals strain community resources by being in jail, court, and emergency rooms/hospitals. They also require more County financial assistance. Helping individuals address chemical dependency earlier will help individuals become self-sufficient and productive while saving valuable resources.

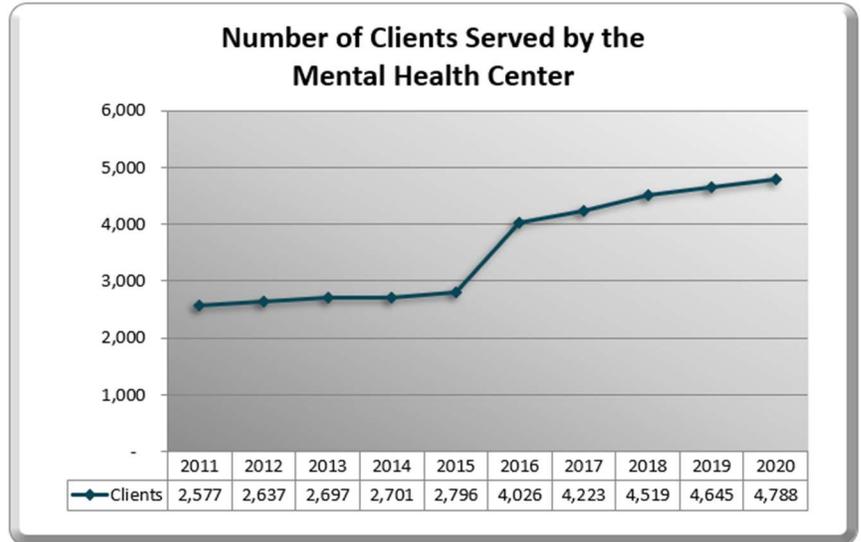
# Adult Services

## VII. Mental Health Center: Key Performance Indicators

### A. Scott County Mental Health Center: Program 200

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

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

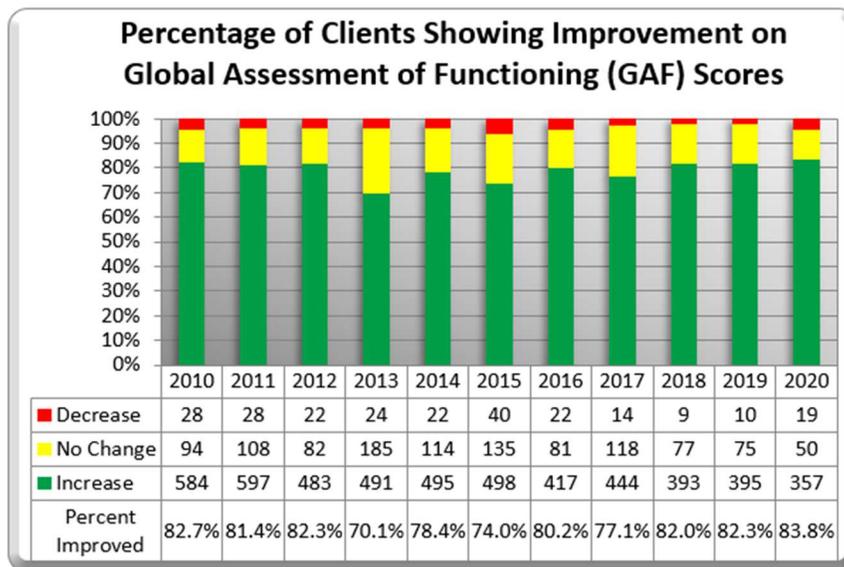


Source: IRIS (Iron Range Information System) reports

### B. Mental Health Therapy: Program 200

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



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

Factors that support strong performance include hiring experienced, licensed mental health professionals and providing weekly multidisciplinary clinical consultation and supervision. Client progress is measured using standardized functional assessments before and after services, and every 90 days during treatment, to help focus interventions. Collaboration with families, schools, and other professionals help to build broad longer-term supports.

# Adult Services

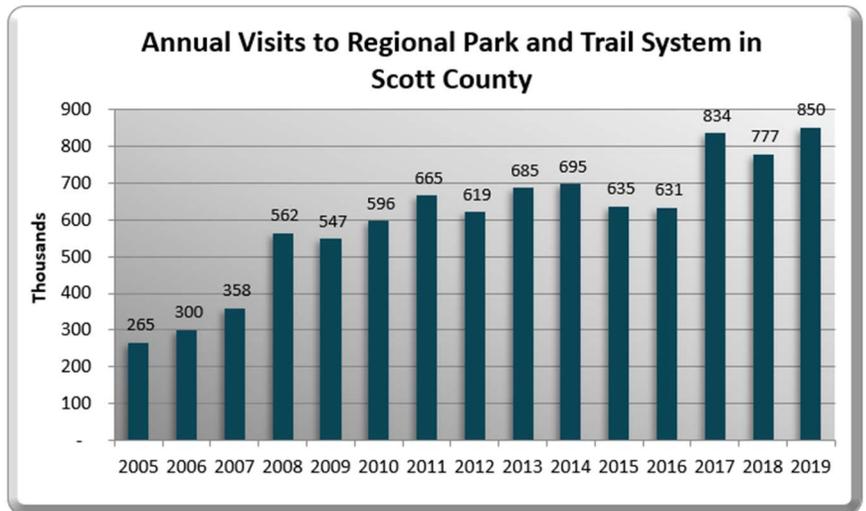
## VIII. Parks: Key Performance Measures

### A. Park and Trail Planning: Program 78

Promoting physical activity and active lifestyles is essential for good physical and mental health. The Metropolitan Council estimates annual visits to regional parks based on the average of a four-year sample consisting of people, boats, and vehicles that enter a regional park through recognized entrances or pass by designated points on a regional trail.

This measure demonstrates the visitor use trend in the regional park and trail system in Scott County. *Attendance numbers for 2020 are not yet available from the Three Rivers Park District.*

Visits are expected to trend upward as the population increases, and with expansion of facilities, amenities, and services. If the trend in visits does not follow population trends, this may indicate that the services and facilities being provided are not meeting the needs and/or expectations of the residents.



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



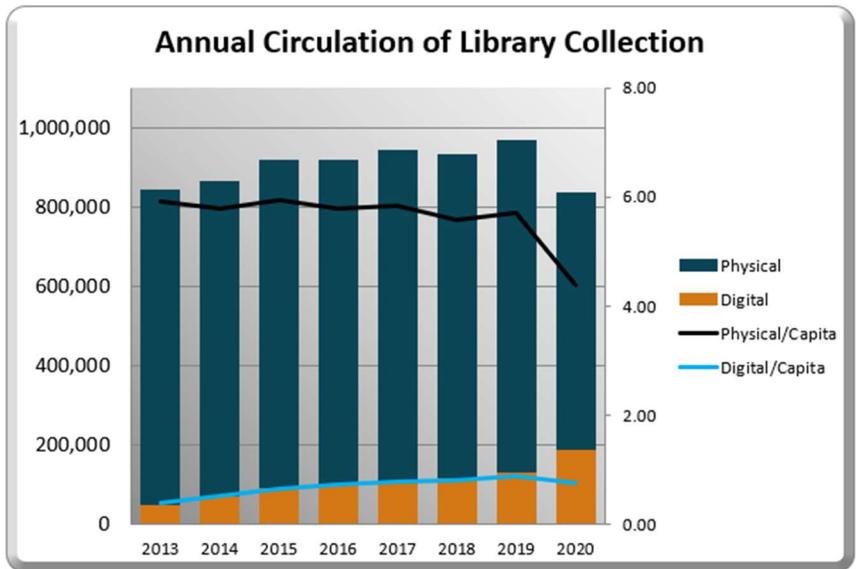
# Adult Services

## IX. Libraries: Key Performance Measures

### A. Collection Development: Program 56

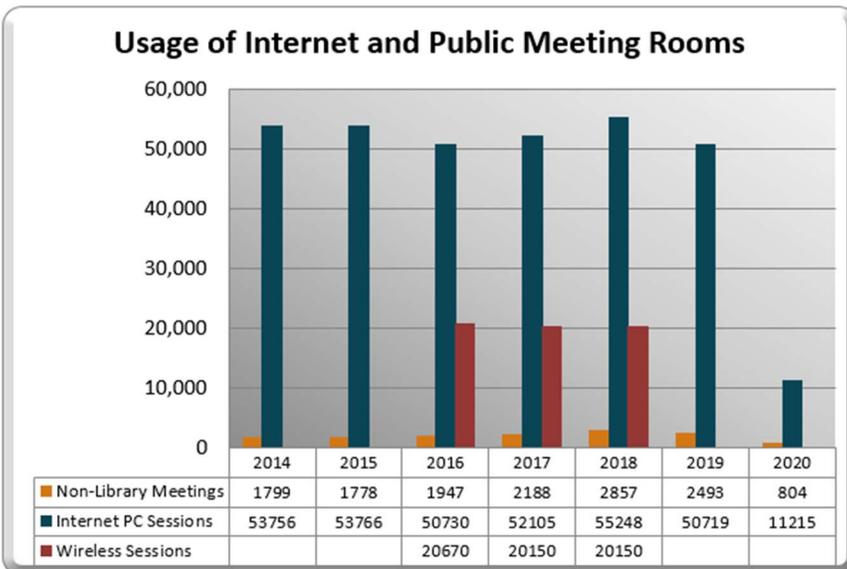
Libraries provide residents with convenient and easy access to physical and digital resources to meet their needs and enrich their lives. Adults may access library resources to support their own education, access information, apply for jobs, or for their own entertainment. Library resources also provide social opportunities and connections that contributes to their safety and well-being.

This measure is a high-level indicator of how customers are using the library collection to read, listen to, and watch content. Level of use is one indicator of the collection’s relevance and timeliness. Within the Library department, this cumulative figure is tracked monthly by item type (book, CD, eAudiobook, et cetera) and audience (adult or youth) to understand how customers are using the collection.



Source: vendor reports

In addition to the physical collection, programs, and information services, the library makes internet computers, WiFi, and meeting rooms available to the public. This program output indicates how many times those resources were accessed.



Source: Staff and vendor reports

In 2016, the library began hand-count estimates of wireless internet activity.

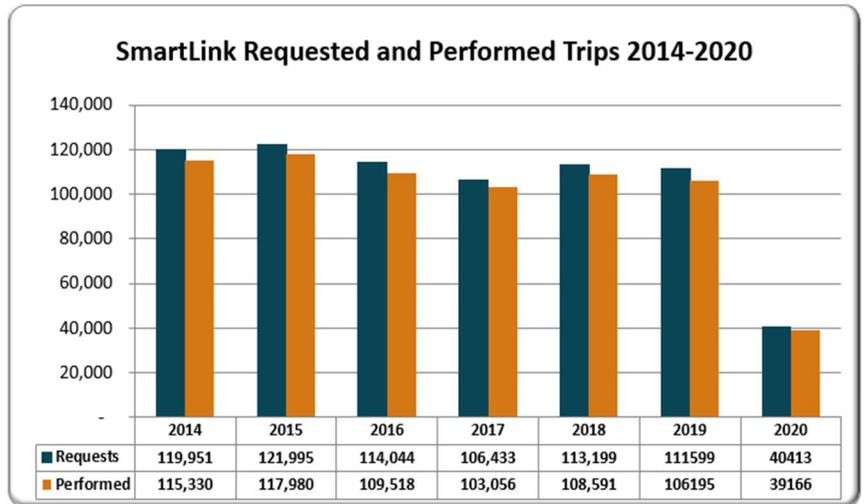
# Adult Services

## X. Transit: Key Performance Measures

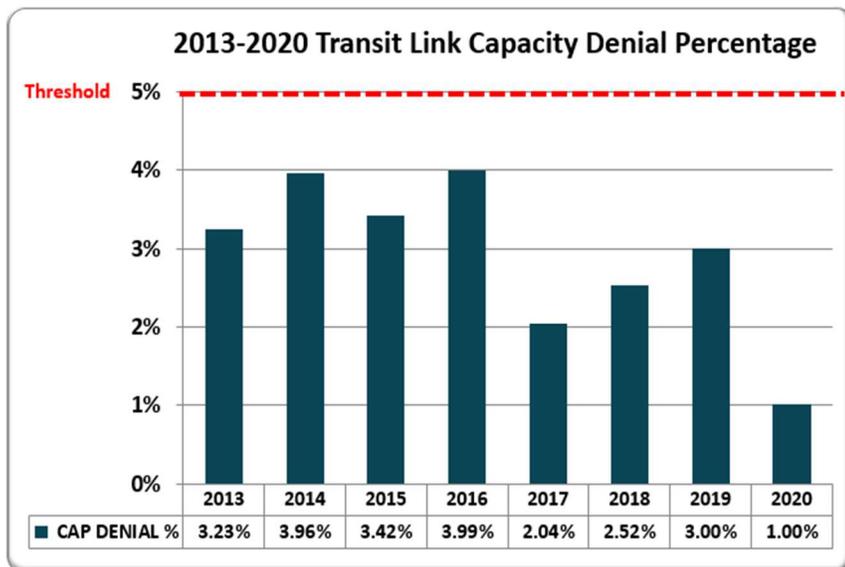
### A. Dial a Ride Bus Service: Program 43

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.

In 2020, ridership across the public transportation system was down, as fewer commuters travelled to an offsite workspace (i.e., more people were working from home) or businesses were closed. These data show the requested and performance trips by SmartLink in Scott and Carver Counties.



Source: Met Council Trapeze and SmartLink Trapeze



Source: Metropolitan Council

This measure shows the capacity denial percentage for Transit Link service in Scott and Carver Counties. When a person requests a trip and the system has no capacity (space and/or time) to provide it, this is considered a "capacity denial." Scott County’s rate of capacity denials is well under the five percent threshold established by the Metropolitan Council.

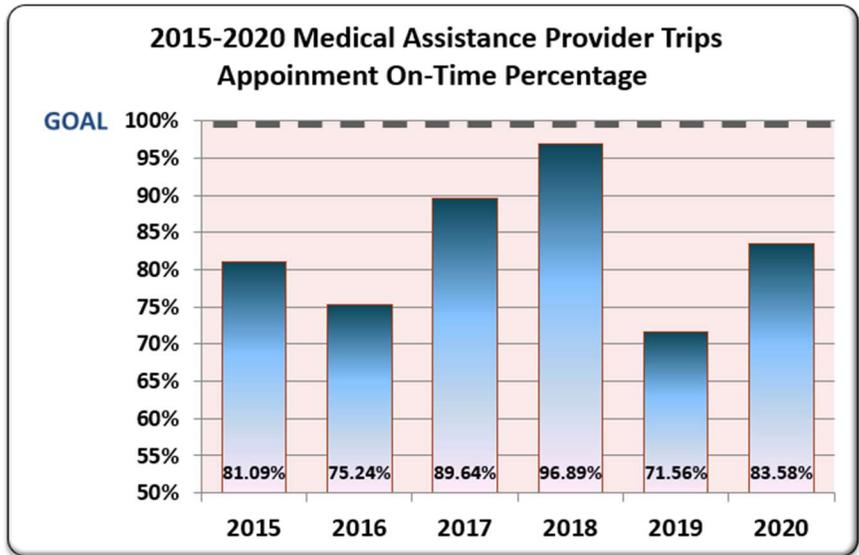
In 2020, 99 percent of rides were provided on time, defined as picking up the customer within a 30-minute window of the scheduled time. The goal of the Metropolitan Council is 95 percent, but the County’s goal is 100 percent on-time.

# Adult Services

## B. Smart Link Medical Assistance Transportation: Program 44

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.

In 2020, SmartLink provided 8,271 trips to medical services for residents of Scott and Carver Counties who are eligible for Medical Assistance transportation benefits. Timeliness of services has improved but does not yet meet County performance standards.



Source: SmartLink Trapeze



# Adult Services



## Summary

### Strengths in improving outcomes for adults:

- Data from Adult Protection indicate there were no instances of repeat maltreatment for vulnerable adults served through that program.
- Despite the pandemic, work on the County strategic plan led to an expanded continuum of mental health services and an assessment of substance abuse services in the community. In 2020, the Intensive Residential Treatment Service was opened in Savage. The County launched a Veterans' Court, and along with the existing

Treatment Court, both have strong mental and chemical health components. The Drug Free Communities Grant is in its first year of prevention work.

- The strategic plan also sets a path to expand housing opportunities for all. Along with SCALE partners, the County is coordinating a Housing Blueprint to identify existing housing resources, evaluate need, and provide a comprehensive path forward. The County worked with non-profit agencies on possibilities for bringing a supportive housing program to the County. Community Land Trust homes were established in 2020 in Shakopee and Savage, and more are planned.
- Significant portions of CARES Act funding were directed at subsidies for renters and homeowners to prevent evictions and foreclosures as a result of lost or reduced wages during the pandemic.
- The County is constructing a new government services building which will expand space and opportunity to receive mental health services at the Mental Health Center and the Anchor Center.
- Telemedicine mental health services were very successfully deployed when the pandemic began, and those services will continue post-pandemic to support access to assessments and services for people who cannot meet in person.
- The Transportation Services Department applied for and received a Living Well at Home grant to support expanded transit services for vulnerable adults.
- The County realigned the Historical Society and the University of Minnesota Extension Services, placing them within the Library Department and creating new opportunities for educational experiences.

### Gaps or areas for growth include:

- Timely completion of MnCHOICES assessments is improving, but does not yet meet state performance targets. Delays in providing services needed to help senior citizens and people with disabilities remain in their homes may put them at risk of placement in hospitals or other facilities. The anticipated surge of referrals as the pandemic subsides will likely continue to produce strain in this area in the coming year.

# Adult Services

## Gaps or areas for growth include (continued):

- Community Indicators suggest residents' access to mental health providers continues to improve, but providers are not as available to residents as the statewide ratios. Perhaps the largest gap is in the availability of providers from culturally diverse backgrounds. Mental health service availability is likely to become even more critical as residents experience ongoing impacts of the pandemic. The number of pre-petition mental health screenings continues to grow, suggesting greater need for more intensive services. Lack of services was already referenced as a barrier to more successful interventions in Children's Mental Health cases.

## Going Forward:

- The County strategic plan includes strategies to support access and availability of services to meet the needs of the most vulnerable residents and to promote and expand services to help residents lead healthy, active lives.



# 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

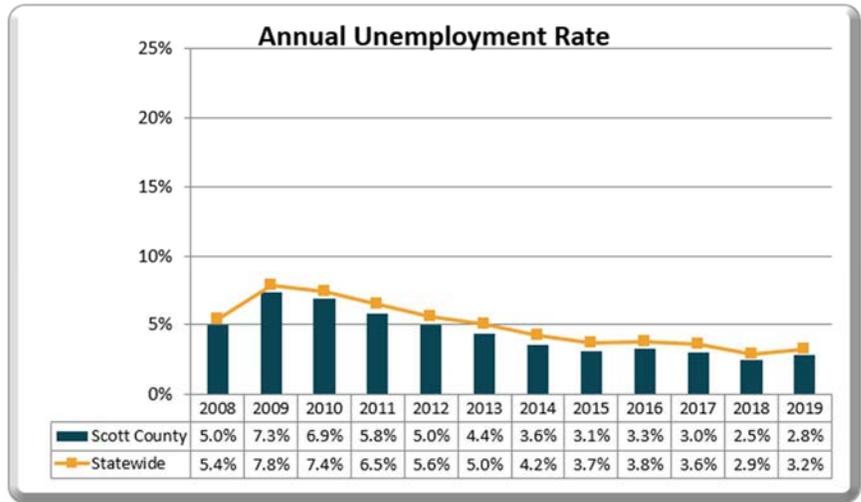
## COMMUNITY INDICATORS

### I. Community Indicator: Annual Unemployment Rate

Studying the labor market and unemployment rate helps to understand some things about the availability of jobs, labor, and the general standard of living.

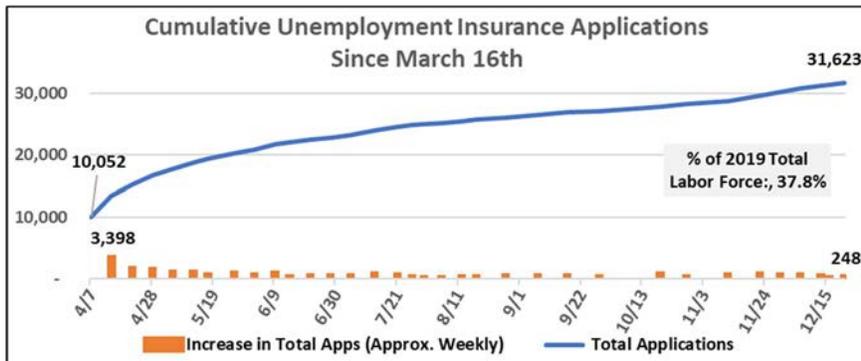
In 2019, Scott County had a lower unemployment rate than counties in greater Minnesota (3 percent) and also lower than the state rate (3.2 percent). County programs provide individual job seekers with training and interview skills that help them find and retain employment.

The onset of the COVID-19 pandemic changed the economic landscape. These data are no longer representative of the current state of employment in Scott County, but might be an important baseline upon which to measure economic recovery.



Source: Minnesota Department of Employment and Economic Development, 2019

The Minnesota Department of Education and Economic Development (DEED) has carefully tracked unemployment rates since the onset of the COVID-19 pandemic. This chart reflects cumulative Unemployment Insurance Applications filed between March 16, 2020 and December 29, 2020, and the percentage of the labor force that was unemployed as of December 29, 2020 measured against the 2019 labor force.



Not all residents experience the same opportunities. DEED reports that unemployment rates for African American and American Indian residents in Scott County are three times higher than their white counterparts, while other minority groups have unemployment rates twice as high as white residents.

# Economic Empowerment

## KEY PERFORMANCE INDICATORS

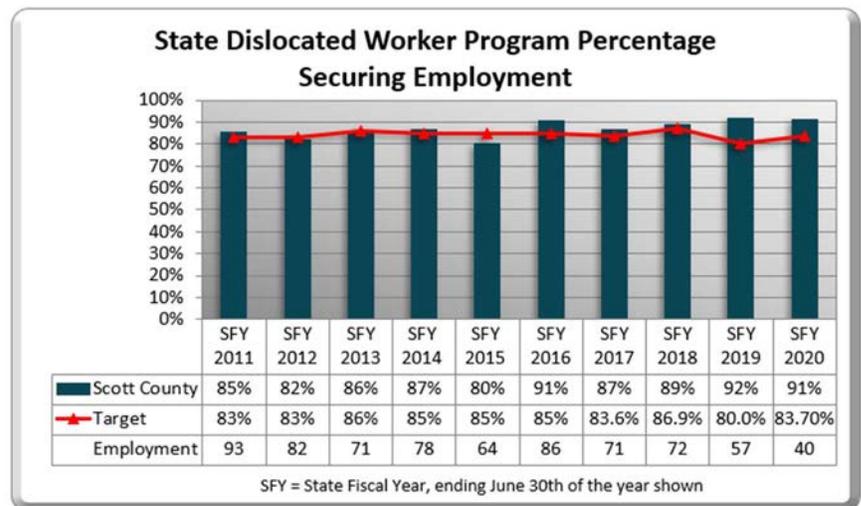
### I. Jobs and Training: Key Performance Indicators

#### A. State Dislocated Worker Program: Program 171

The State Dislocated Worker Program serves adult workers who have been laid off from their jobs. Services include career planning and counseling, job search, placement services, and job training to assist them to find new jobs.

The state sets a performance target, expecting 80 percent of customers will exit the program with secured employment. Scott County exceeded state targets for performance in 2020. Forty people left the program for employment, representing 91 percent of the participants.

Returning to work benefits the individual, local employers, the economy, and taxpayers as unemployment payments are reduced.



Source: WorkForce One Exit Report - State Dislocated Worker Program

In 2020, County staff implemented innovative strategies to services that support people returning to work. Staff conducted dislocated worker sessions, career fairs, employer panels, and other presentations – all conducted virtually -- to continue service delivery. Federal CARES Act dollars were used to fund some of those services and to purchase “tech packs.” These packets were available for check out at the libraries and included laptops and wireless connectivity equipment so people could seek open positions and make online applications.



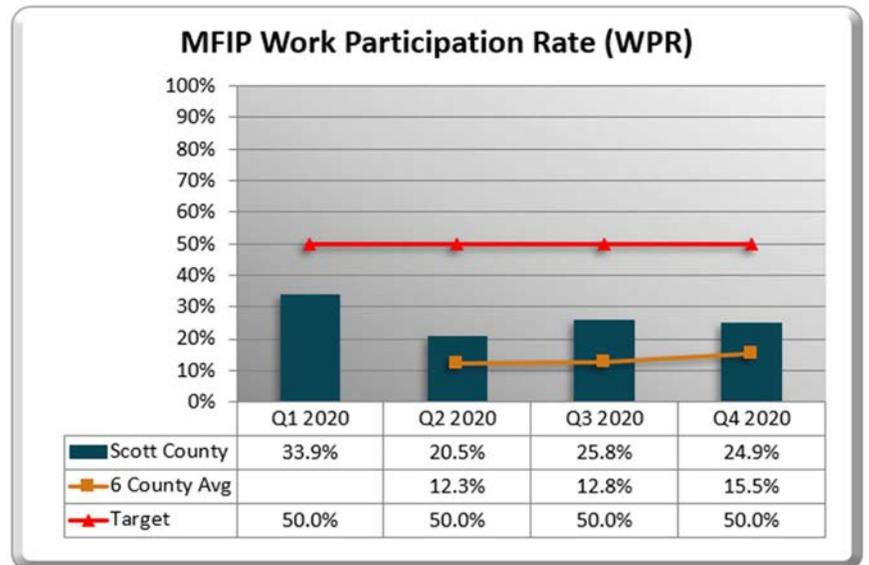
# Economic Empowerment

## B. MFIP Work Participation Rate: Program 171

The goal of the Minnesota Family Investment Program (MFIP) program is to 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 federal target for this measure is 50 percent. Scott County performs better than the 6-County Average but does not meet federal targets.

The six county average scores include Anoka, Carver, Dakota, Hennepin, Ramsey, and Washington. Average scores are weighted for number of participants.



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



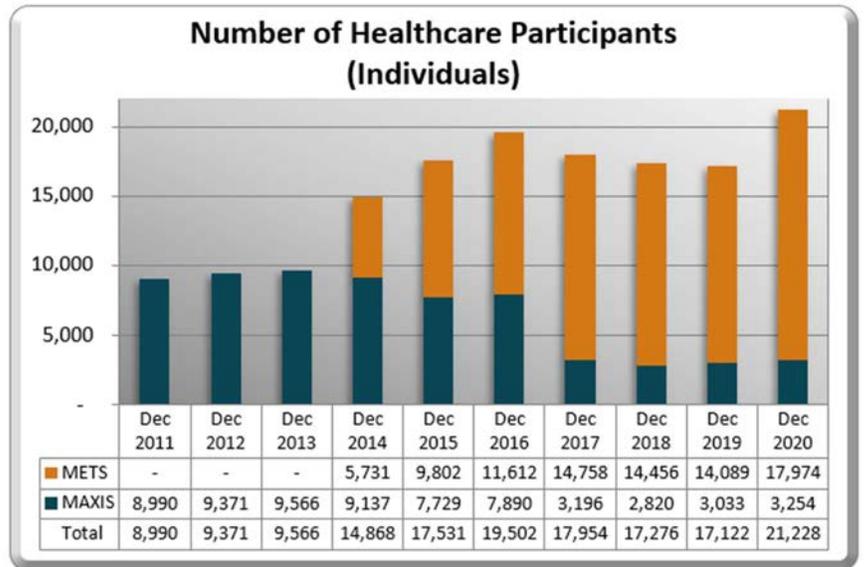
# Economic Empowerment

## II. Income Supports: Key Performance Indicators

### A. Health Care: Program 166

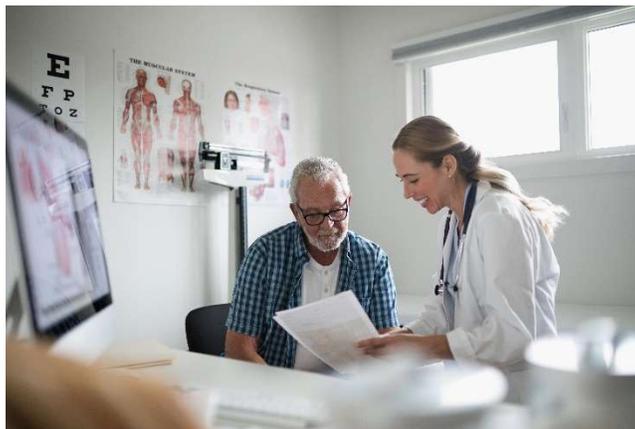
This measure assists in monitoring the total number of individuals on various Medical Assistance programs administered through the County at a specified point in time each year in December. Currently, Medical Assistance cases are processed on two systems: MAXIS and Minnesota Eligibility Technology System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

The 2020 data reflected in this chart illustrate the impacts of job loss, and the resulting loss of health care coverage for individuals in Scott County because of the pandemic.



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

It is critical that the Medical Assistance programs reach all individuals in need of affordable health care. In order to achieve this goal, it is important that Scott County staffing is sufficient to determine eligibility in a timely manner; this will allow County citizens to receive all necessary, emergent, and ongoing health care for those in need of these services. Another important aspect of this measure is to ensure fiscal responsibility. Scott County may receive up to 75 percent in federal reimbursements for determining eligibility for each person who applies through the METS system.



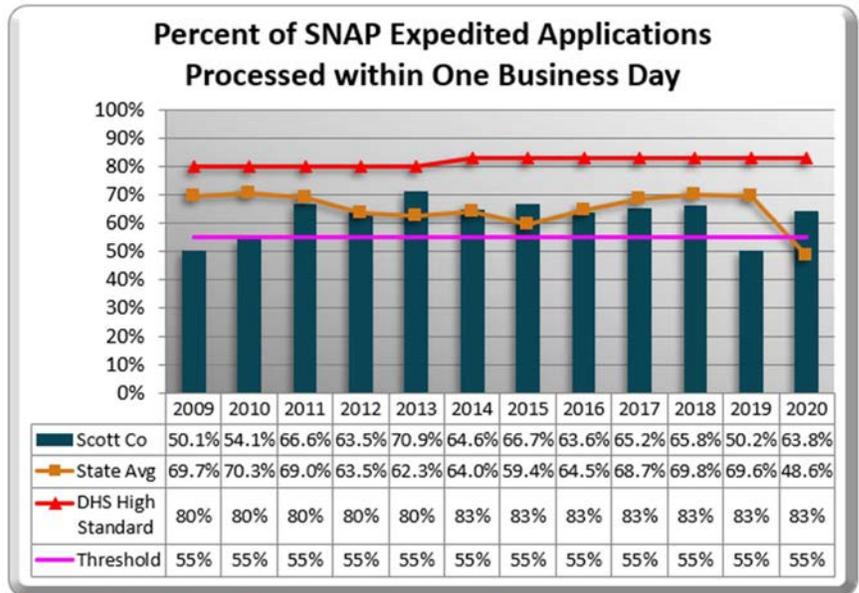
# Economic Empowerment

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

Counties determine eligibility and issue emergency benefits to expedite funding for food for those in immediate crisis food situations.

Supplemental Nutrition Assistance Program (SNAP — formerly known as food stamps) provides food benefits. Efficient and timely processing of these applications help ensure access to food without delay.

This measure shows the percent of benefits established within one business day. The state established a minimum performance standard that 55 percent of applications would be established within one business day. County performance met that target in 2020.



Source: Human Service Performance Management Report

Scott County demonstrated considerably stronger performance on this measure when comparing results from 2019 to 2020, despite increased demands for services as people experienced lost or reduced wages to meet their families' basic needs.



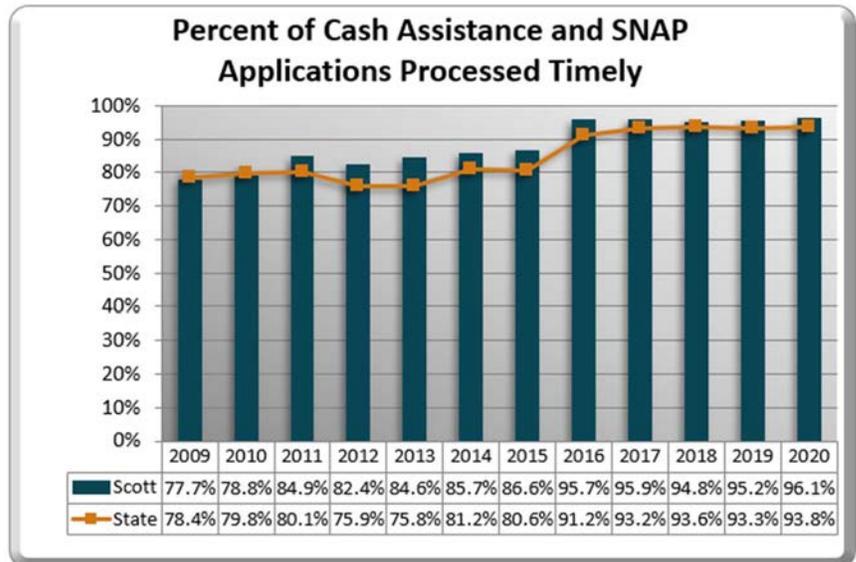
# Economic Empowerment

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

This measure, like the last measure, looks at the timeliness of Scott County’s response to requests for emergency assistance but uses a 30-day timeline for issuing financial supports.

Performance data measure time from application to processed benefits for SNAP (Supplemental Nutrition Assistance Program) and each of the County’s cash programs. “Timely” is defined as processed within 30 days.

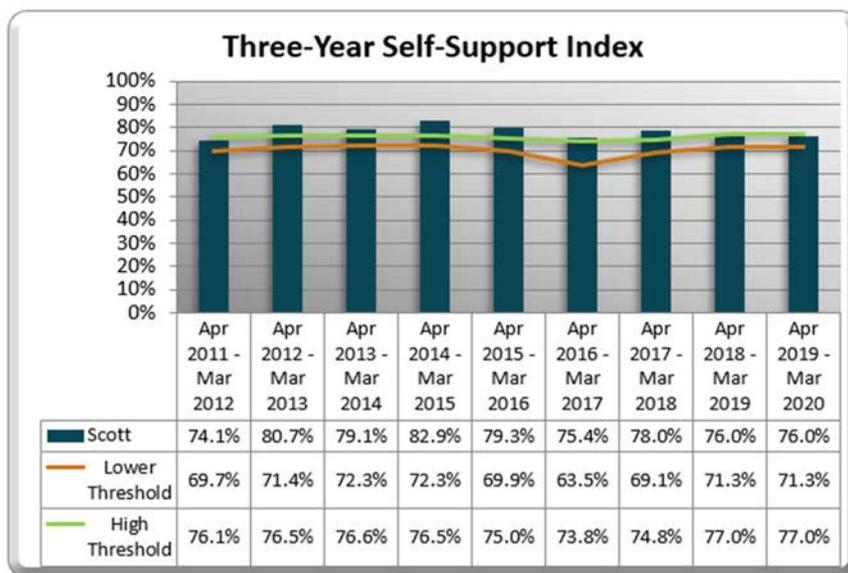
Scott County meets state performance thresholds performance and exceeds state averages using the 30-day calculation. *State averages for 2020 are not yet available.*



Source: Human Service Performance Management Report

## D. Minnesota Family Investment Program: Program 169

Success for the Self Support Index is defined as an individual working an average of 30 or more hours per week or off cash assistance three years after the baseline data were collected.



Source: MFIP Annualized Self-support Index and Work Participation Rate Report from Department of Human Services (DHS)

This outcome measures the goal of the Minnesota Family Investment Program (MFIP) program, which is moving people into employment and off public assistance.

Historically, Scott County has met performance standards, qualifying for bonus incentive reimbursements. Yet in 2019-2020, performance fell below the performance target for the second year in a row. State formulas for compiling these data make analysis difficult, as local agencies cannot examine specific cases to identify barriers to improve performance.

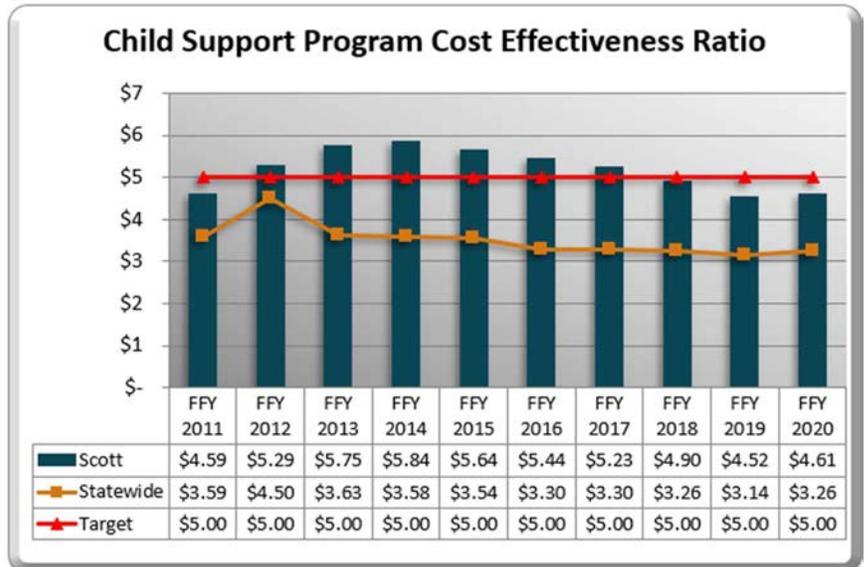
# Economic Empowerment

## E. Child Support: Program 164

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.

For the last three years, performance did not meet the performance level necessary to earn back federal incentives.



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



# Economic Empowerment

## Summary

### Strengths in work to improve economic empowerment outcomes for residents of Scott County:

- Department leaders from food support programs, health care, and economic development/workforce have provided valuable interpretation of the limited data available to help decision-makers assess the immediate and emerging effects of COVID-19. Weekly data reports have been submitted and shared with city partners, schools, and SCALE members.
- CARES Act funds were allocated to support small businesses, housing assistance, jobs and training, and non-profit organizations in meeting basic needs. In coordination with the Community Development Agency (CDA), a community website was also created to link jobs, housing, and transportation to make it easier for people to find jobs and to live and work in Scott County.

### Gaps or areas for growth:

- Unemployment rates continue to be lower than state rates, but significantly higher than in 2019. By the end of 2020, over a third of the workforce had applied for Unemployment Insurance.
- Economic assistance programs saw increased demand for services in 2020, with a significant increase in the number of people seeking health care and fewer people involved in work programs. Most of these programs, but not all met performance targets before the pandemic.

### Going Forward:

- The County strategic plan includes an objective supporting economic development, working with SCALE partners to increase access to employment and educational opportunities. Effective collaboration with businesses, city governments, and other community partners is essential in supporting economic recovery.



# Public Safety



## Public Safety Outcomes

Public safety is a core function of county government. The Sheriff's Office, the County Attorney's Office, Community Corrections, Transportation Services, Emergency Management, Public Health, and Zoning Code Enforcement 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

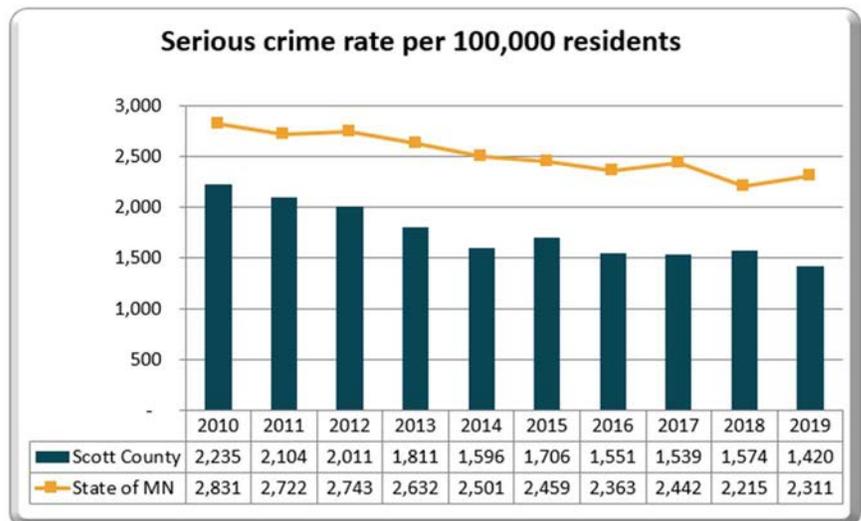
## Community Indicators

### I. Community Indicator: Part I Crimes

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. Serious crimes are defined by the FBI as murder, rape, assault, robbery, burglary, larceny, motor vehicle theft, arson, and human trafficking. The serious crime rate includes those committed by adults and juveniles.

Trends in this data reflect a gradual decline in the rate of serious crimes over the last nine years at both the state and County level. The rate of serious crimes in Scott County is considerably lower than the state's rate.

*Data for this indicator are not available for 2020 from the Department of Public Safety or the Bureau of Criminal Apprehension.*



Source: Minnesota Department of Public Safety, Unified Crime Report (2010-2019)

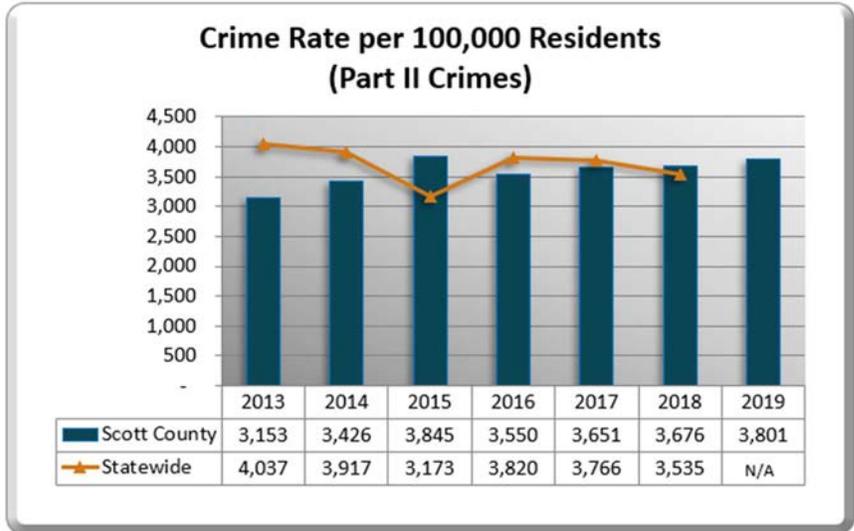
# Public Safety

## II. Community Indicator: Part II Crimes

The rate of Part II crimes is a Community Indicator that tells something about the prevalence of less serious crimes within Scott County communities. Yet while crimes that target property are less serious in terms of legal penalties, they can have a major impact on an individual victim’s sense of safety in their own home and the public feelings of safety within the community.

The FBI defines Part II crimes as forgery, counterfeiting, fraud, embezzlement, crimes related to stolen property, vandalism, some sex offenses, drug abuse, gambling, driving under the influence, and some liquor law violations.

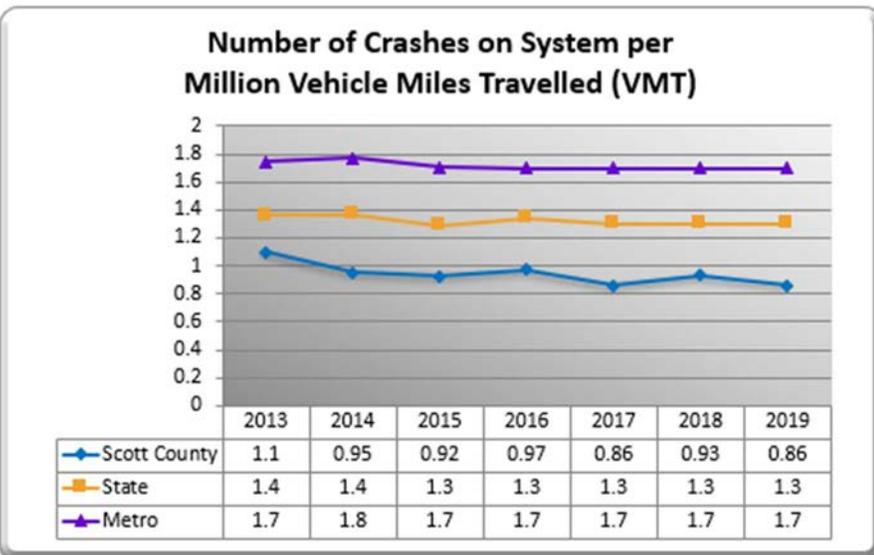
Data for this indicator are not available for 2020 from the Department of Public Safety or the Bureau of Criminal Apprehension.



Source: Minnesota Department of Public Safety; Uniform Crime Report (2010-2019)

## III. Community Indicator: Crashes per Million Vehicle Miles Travelled

In 2019, there were 427 crashes on roadways in Scott County. Crashes per Million Vehicle Miles Travelled (VMT) is an industry standard measure of roadway safety. Data related to crashes are collected and analyzed to identify common elements to determine mitigation strategies to improve safety along our roadways.



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.

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

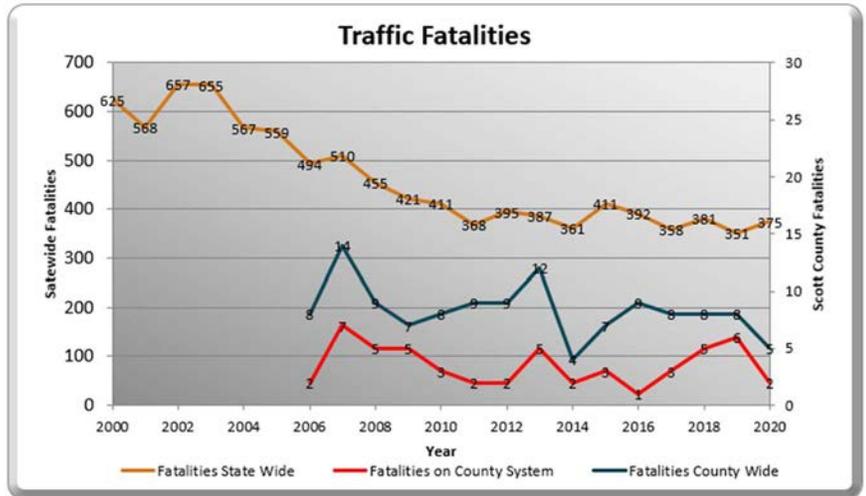
# Public Safety

## IV. Community Indicator: Fatal Crashes

A small subset of crashes involves serious injuries or fatalities. Examining data related to serious or fatal crashes is of particular importance to roadway improvements.

These data show trends in the number of fatal crashes over time on Countywide roads, across the County system, and statewide crash numbers.

In 2020, there were two crashes on Scott County system roads and five on Countywide roadways involving serious injury or fatalities in Scott County.



Source: MnDOT Crash Data



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# Public Safety

## KEY PERFORMANCE INDICATORS

The following Key Performance Indicators reflect work being done across divisions to support safe communities and public safety goals.

### I. Emergency Management: Key Performance Indicators

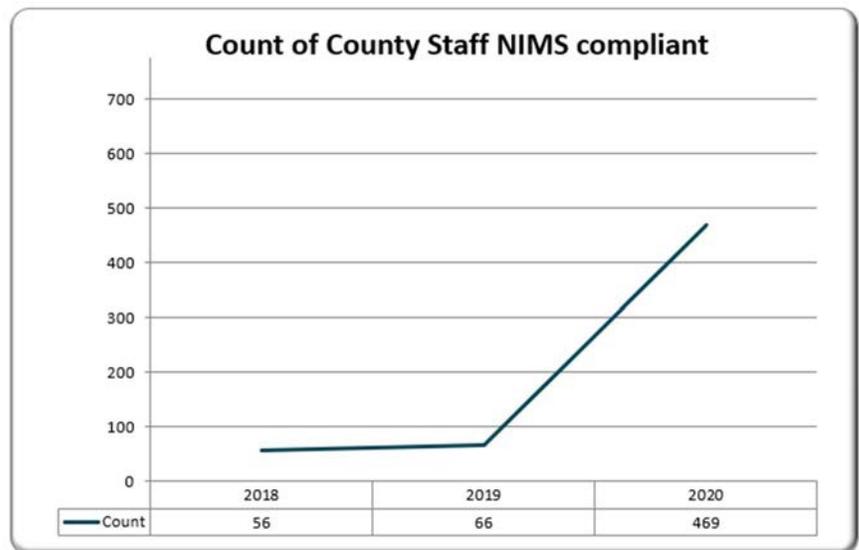
#### A. Emergency Preparedness: Program 228

##### National Incident Management System (NIMS) Foundation Training

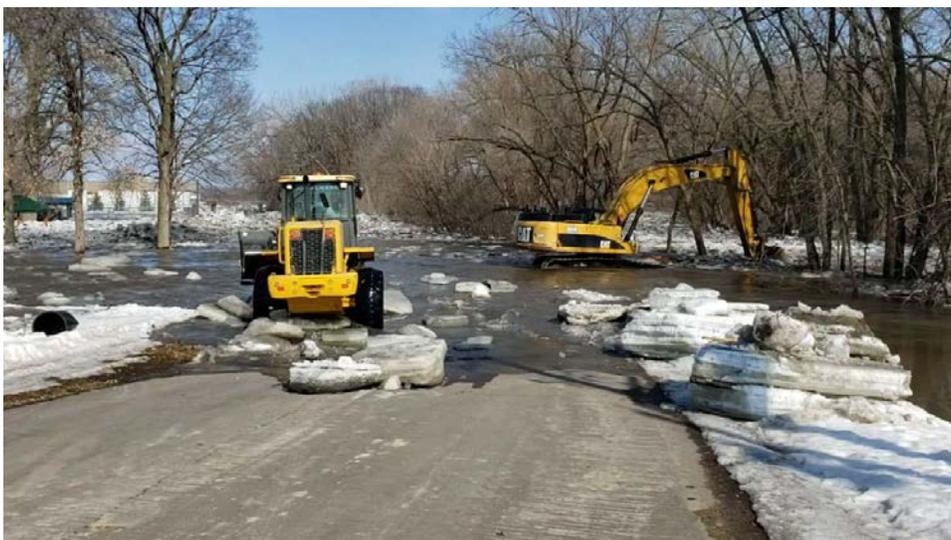
All County employees are expected to undergo this emergency management training; in the event of an emergency, all departments in the County are part of a response or recovery. Well-prepared County staff more effectively support the recovery of our communities following a disaster.

This measure shows 469 of the 762 (62 percent) targeted staff 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.



Source: Emergency Management Records



# Public Safety

## II. Public Health: Key Performance Indicators

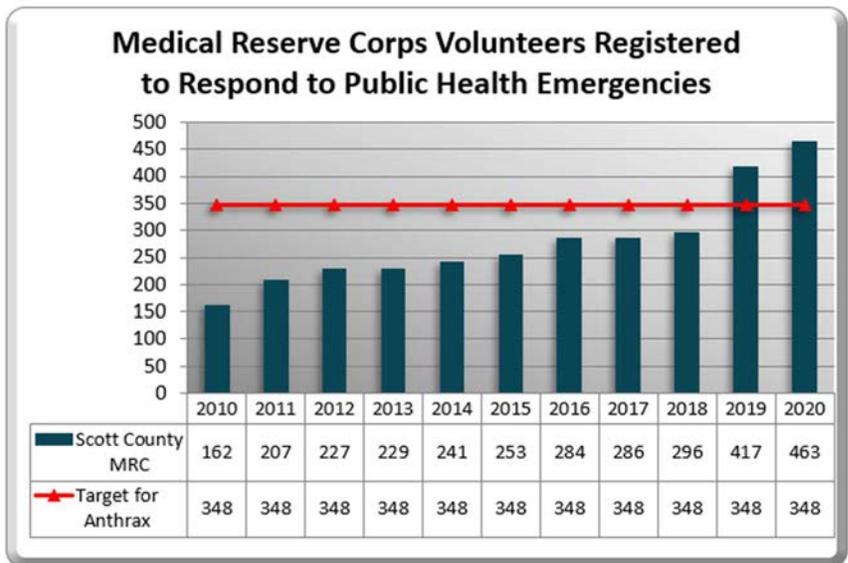
### A. Emergency Preparedness – Medical Reserve Corps: Program 208

The Medical Reserve Corps (MRC) was established to provide a way to recruit and train volunteers to respond to disasters and other emergencies. The pool of registered volunteers is reflective of the success of recruitment efforts.

The number of registered volunteers has increased yearly, with a significant spike in the number of volunteers beginning in 2019.

Factors that impact successful recruitment include effective communication and community attitude toward volunteer service. Volunteer interest is also influenced by high-profile disasters or events, such as the COVID-19 pandemic.

In response to the pandemic, Medical Reserve Corps Volunteers were used to assist with contact tracing, testing sites, and vaccination clinics.



Source: Minnesota Responds



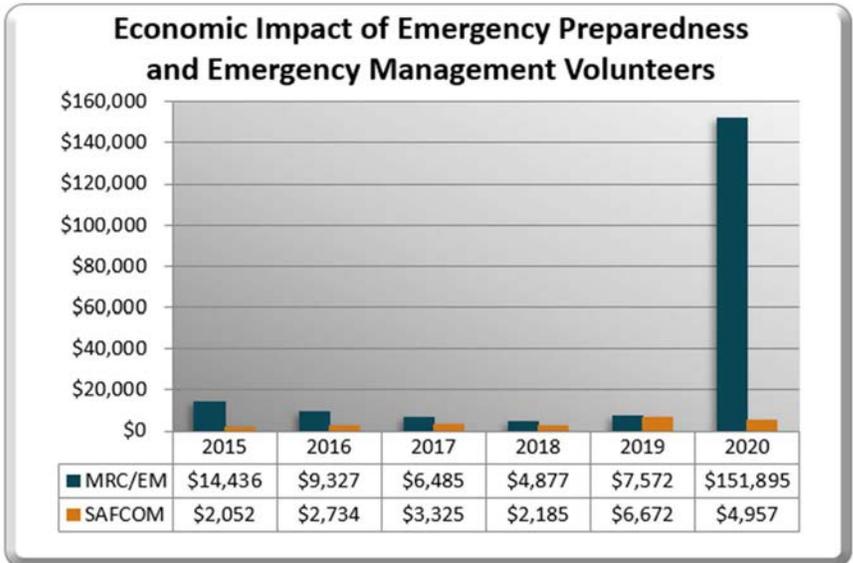
# Public Safety

## B. Economic Impact of Emergency Preparedness/Emergency Management Volunteers: Program 208

Until 2019, Scott County maintained two separate sets of volunteers based on the types of emergencies requiring a response. The Medical Reserve Corps (MRC) responds to local public health emergencies and ongoing public health initiatives, while Safety Communications (SAFCOM) assist with weather spotting, call center/hotline, sandbag operations, and evacuations.

In 2019, these two volunteer groups were merged into a single database, reducing duplication and expanding the volunteer pool. Volunteers are now categorized as *emergency response volunteers*.

This measure provides information about how the work of all these volunteers offsets costs to the County.



Source: Medical Reserve Corps Data 2015-2018, SAFCOM Data 2015-2018, BetterImpact 2019



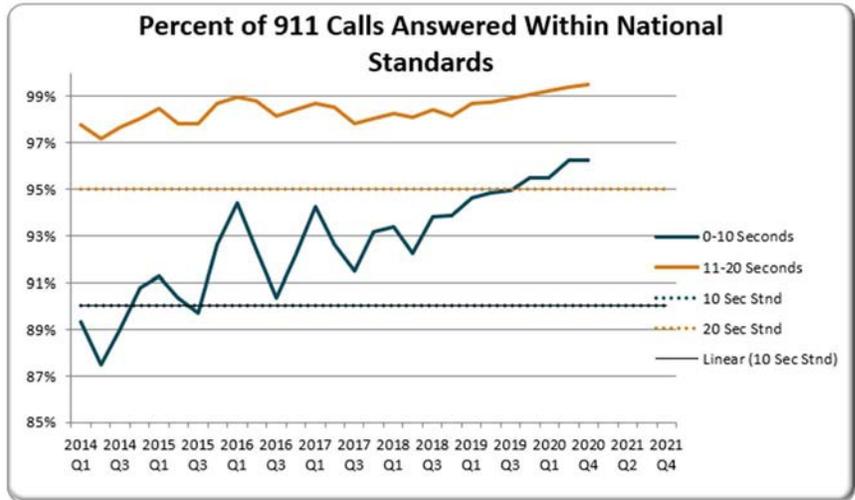
# Public Safety

## II. Law Enforcement: Key Performance Indicators

### A. Dispatch: Program 226

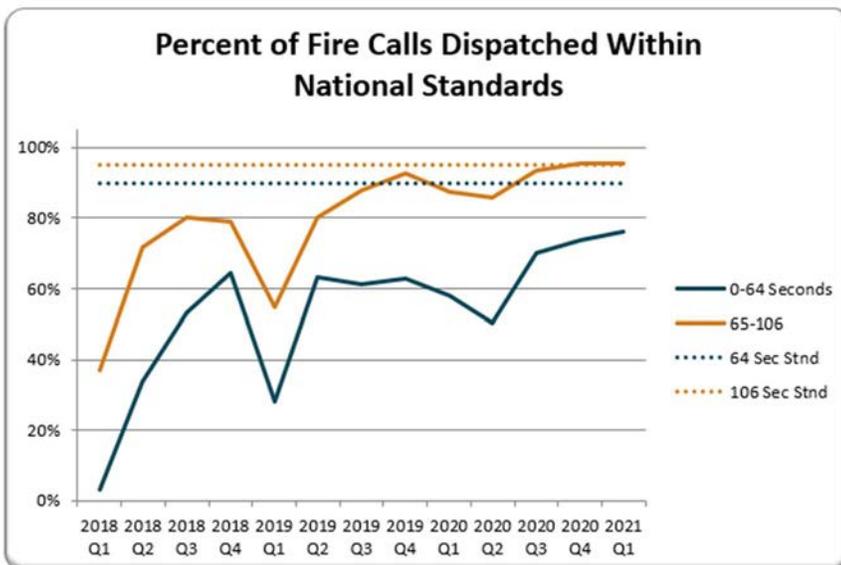
Scott County's 911 Center receives and dispatches all emergency calls within the boundaries of the County.

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.



Source: 911 Center Phone System Report Server

### B. Dispatch: Program 226—Fire



Source: LETG Records Management System

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

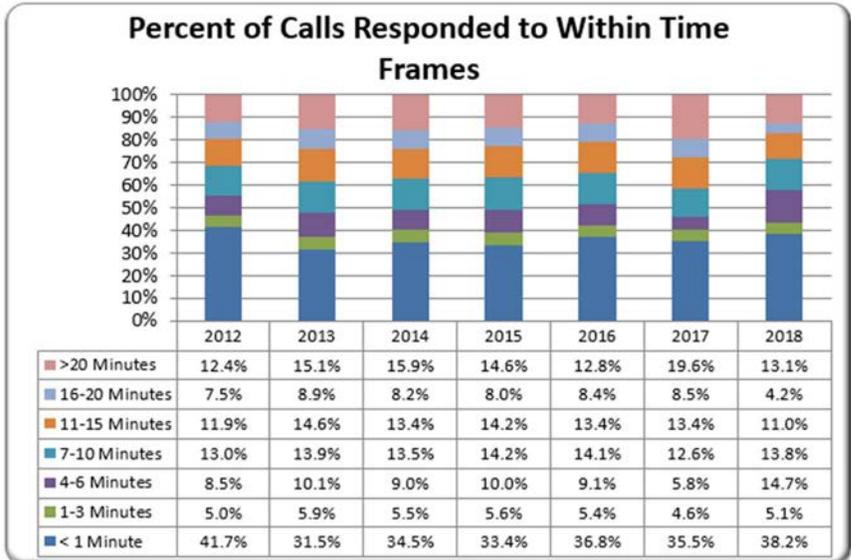
This measure compares the speed of dispatching fire departments to structure fires and fire alarm calls against the national standard. The standard measures how quickly fire calls are processed then dispatched by the 911 Communications Center. These performance data are used to determine fire risk ratings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

# Public Safety

## C. Officer Response Times: Program 245

The Scott County Sheriff's Office responds to emergency and non-emergency calls for service for all of Scott County, and is the primary responder to calls for service in Scott County's ten townships. In an emergency, 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.

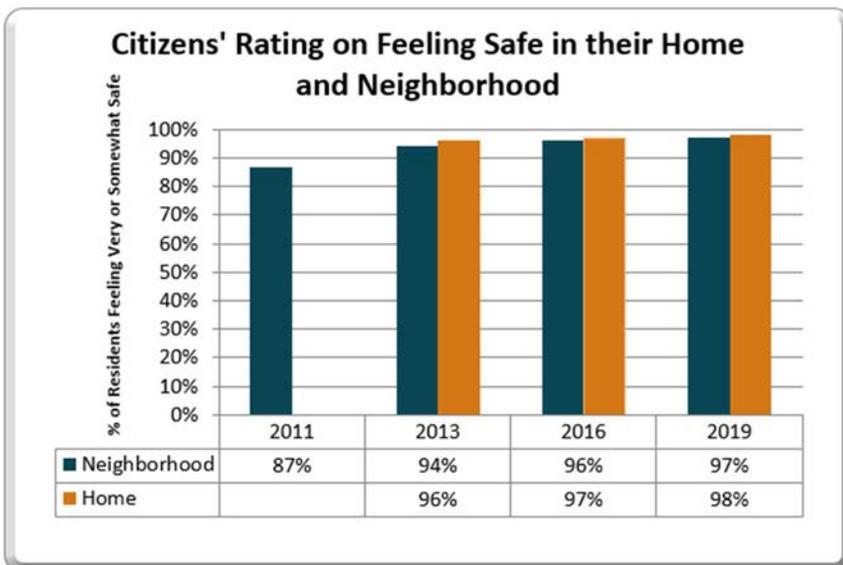
This measure reflects the amount of time it takes for a deputy to make initial contact with a person who has called the 911 center and has requested a deputy response for service for either an emergency or non-emergency incident. The initial contact can be either in person or via telephone.



Source: Public Safety Information System (AS400 & LETG)

In 2020, more than one quarter of all calls received a response in under a minute, and 67 percent of calls received an initial contact 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 vs. non-emergency calls to which officers must respond.

## D. 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 2019 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

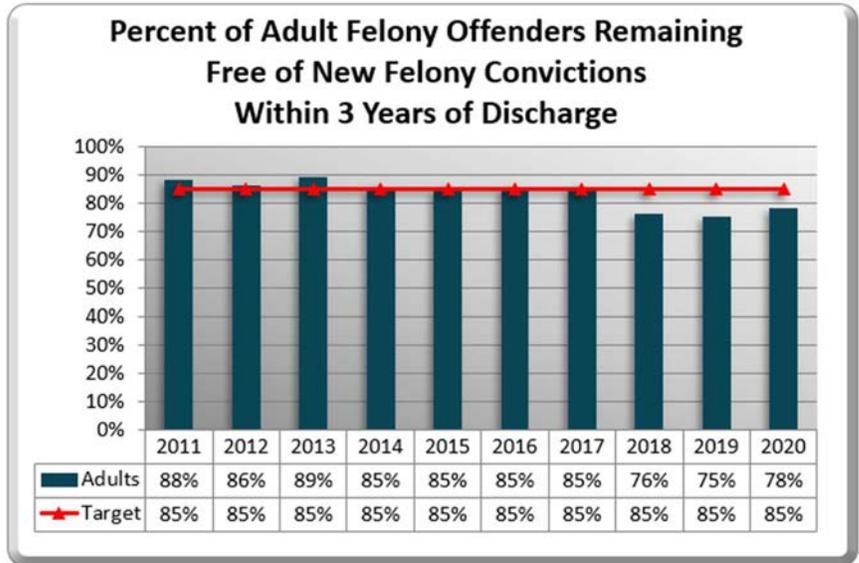
## III. Community Corrections: Key Performance Indicators

### A. Adult Probation/Supervised Release: Program 159

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 measure 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.



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

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. The Department is currently evaluating whether existing staff resources can provide supervision at an intensity matched to offender risk levels—and whether that is a factor in recidivism.

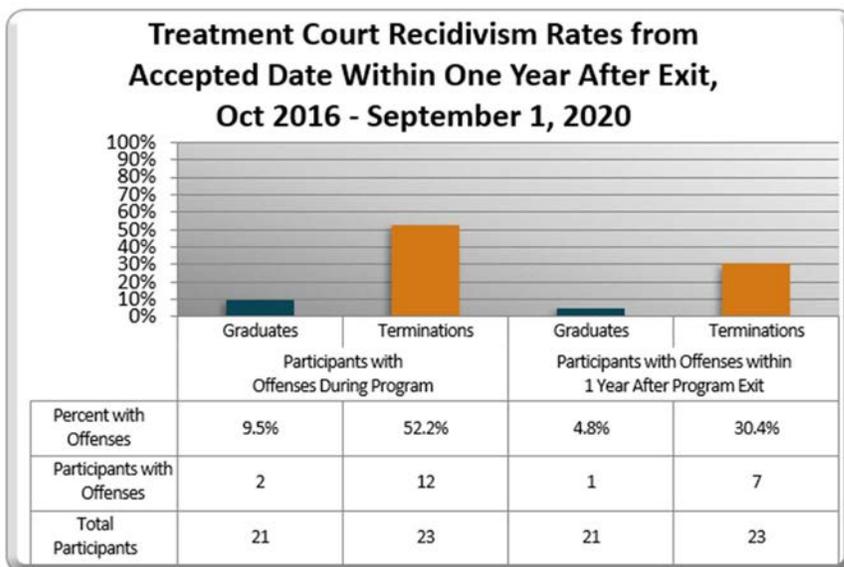


# Public Safety

## B. Treatment Court: Program 289

Treatment Court 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.

Treatment Court was launched in Scott County in October 2016. The program serves felony-level offenders with both chemical dependency and mental illness issues. It is a 14- to 20-month sentencing alternative with the goal of breaking the cycle of crime and addiction by providing an individualized response consisting of treatment, services, support, and legal accountability.



Source: Treatment Court Manual Data Tracking

These data reflect outcomes for Treatment Court participants (comparing those who graduated against outcomes for those who did not) at the end of September 2020. Data suggest this intervention is having a positive impact on reducing crime recidivism.



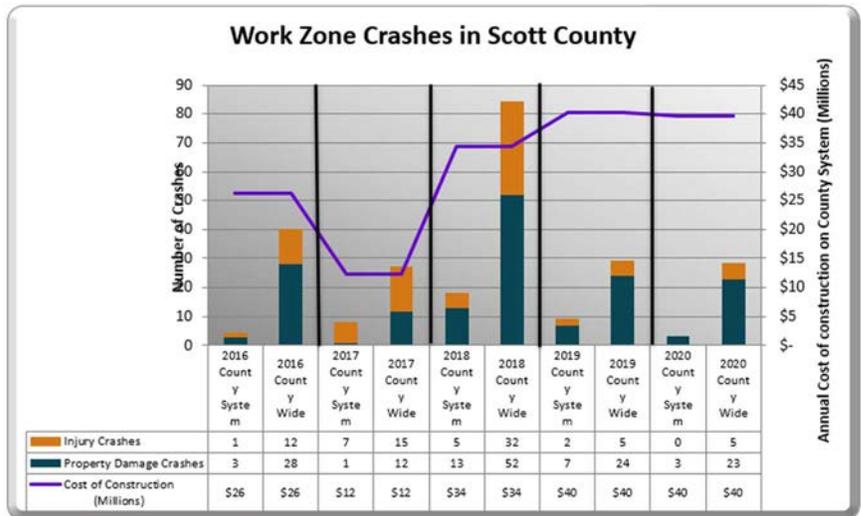
# Public Safety

## IV. Transportation - Highway Safety: Key Performance Indicators

### A. Construction Management, Inspection, and Materials: Program 89

One measure of construction management is the number of accidents in work zones. Accident rates and accident locations can provide an indication of work zone safety in Scott County. These data can be used to make adjustments to County work zone practices and improve the safety for both motorists and workers in work zones. As construction projects are largely performed through private contracts, these data can also be used to evaluate their compliance with contract requirements.

During the construction process, the County invests a considerable amount of training, funding, and staff effort toward safe work zones for employees, contractors, and the travelling public. Decisions regarding total road closures and keeping a road segment open to traffic during construction are analyzed based on reasonable detour options as well as local access needs for economic purposes and residents. These decisions also weigh into safety, mobility, and economic vitality.



Source: MnDOT Crash Data



# Public Safety

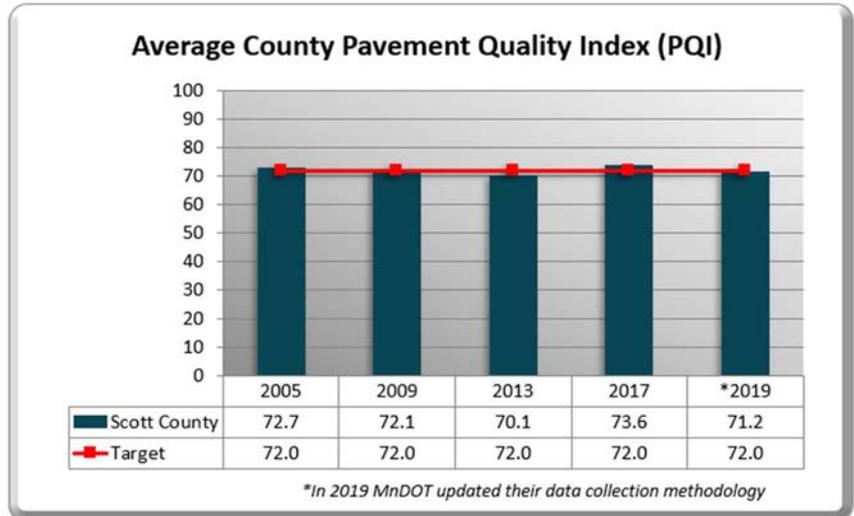
## B. Pavement Preventative Maintenance: Program 46

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

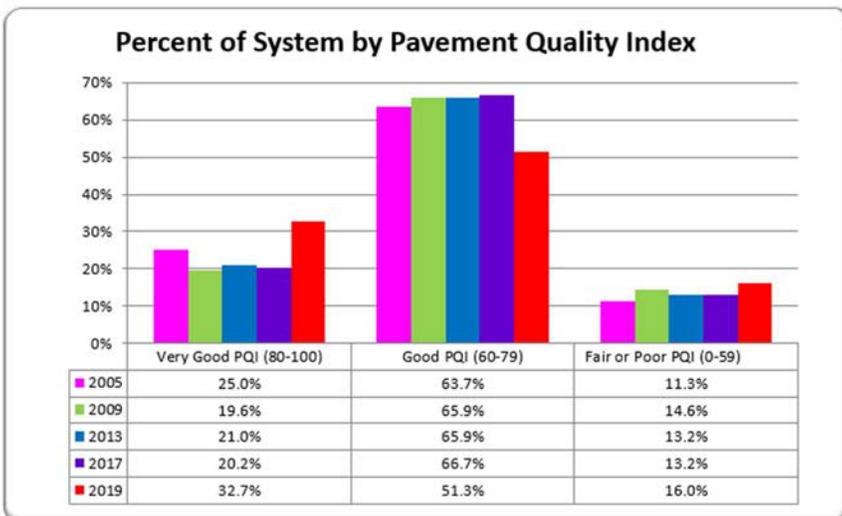
Pavement Quality Index (PQI) was developed by MnDOT and is a pavement condition rating (with 100 representing the best possible condition and 0 representing the worst possible condition). PQI data is updated every two years by the Minnesota Department of Transportation.

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 Pavement Quality Index (PQI).

Projections made six years ago showed the need to invest more into pavements; as such, the County has more than doubled its investments in pavement in recent years. 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.



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



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

## C. 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.

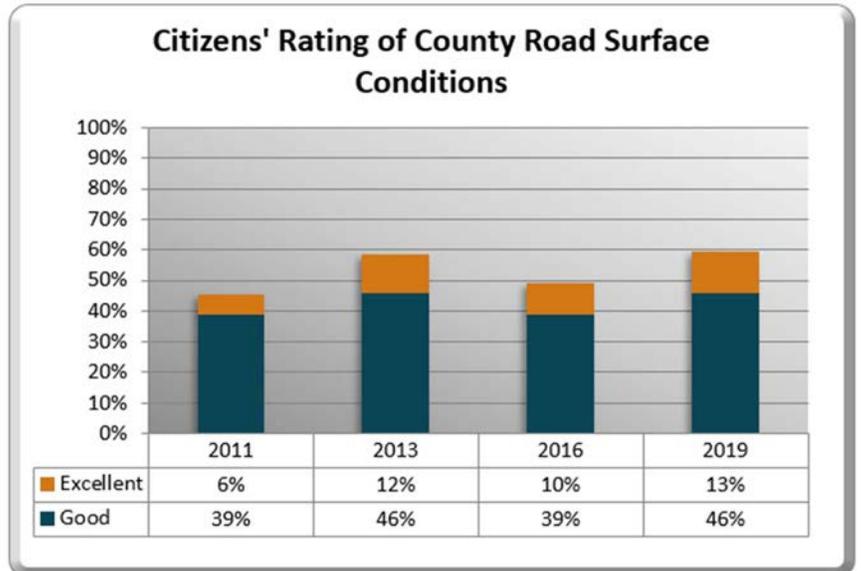
# Public Safety

## D. Residents 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 Residents Survey.

In 2019, two questions were included in the survey that directly related to road maintenance. These two corresponding graphs reflect residents’ responses.

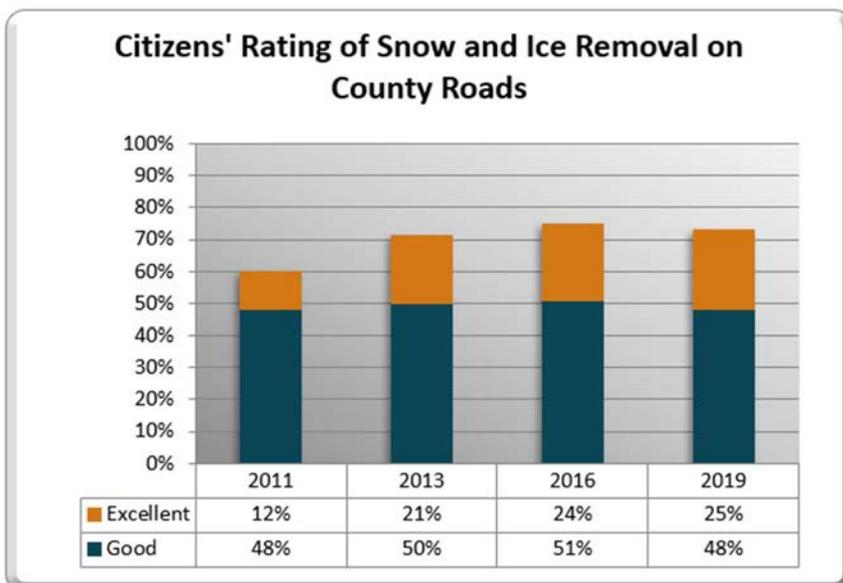
The first question asked about impressions of overall road surface conditions. Fifty-nine percent of respondents said County roads were in “good” or “excellent” condition. Responses have been relatively consistent and positive over the last six years, but resident opinion ratings are much lower than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

## E. Snow and Ice Removal: Program 54

The second question included in the Residents 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 the County is meeting residents’ expectations of safe roads in winter, based on survey results.

In 2019, 73 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 in staff for snow and ice control, highway maintenance staff pre-treating roads whenever possible, and highway staff collaboration with patrol officers for road/weather conditions across Scott County.

# Public Safety

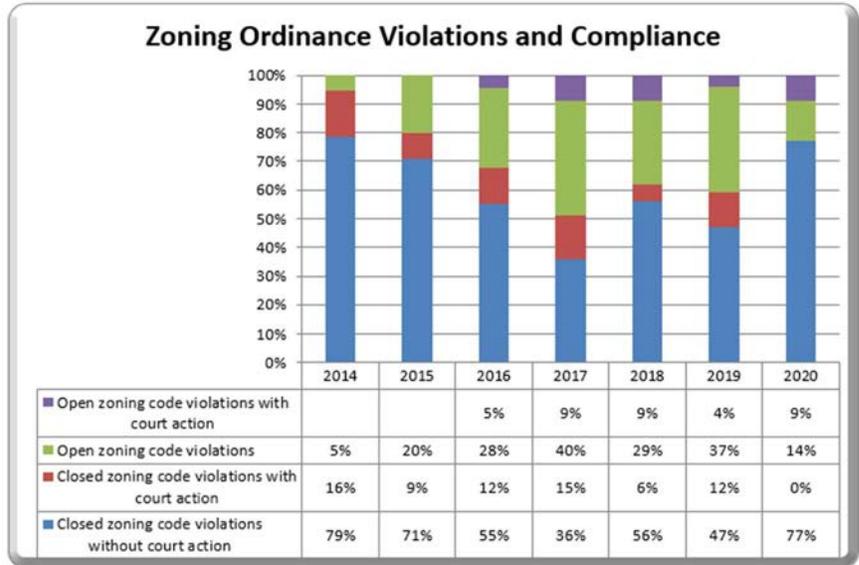
## V. Building and Zoning: Key Performance Indicators

### A. Zoning Ordinance Violations and Compliance: Program 147

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

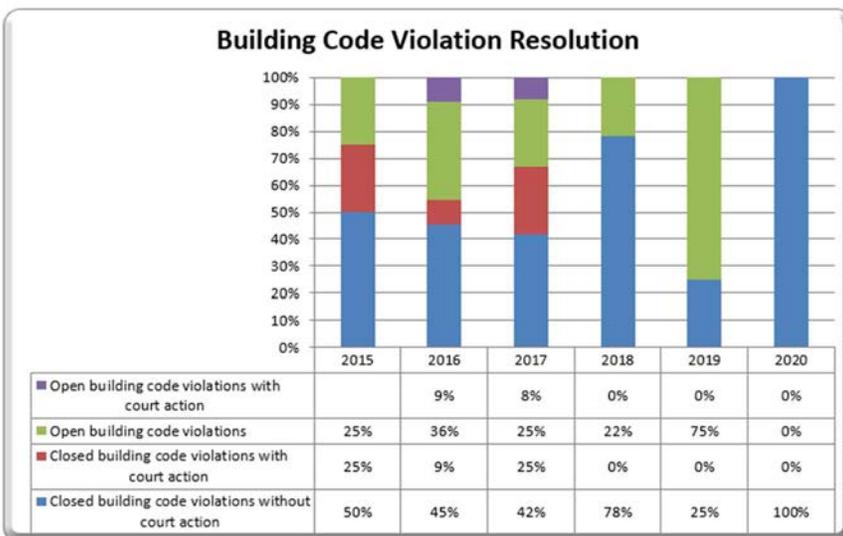
Active enforcement of zoning ordinances is important to preserve property values and protecting the environment and natural areas of rural Scott County. Citizens can be assured that zoning regulations are responded to and enforced in a fair manner.

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

### B. Building Code Violations and Compliance: Program 146



Source: CityView

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. Residents can be assured that complaints 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 complaints that were referred to the County Attorney's Office.

# Public Safety



## Summary

### Strengths in the County's work to improve public safety outcomes:

- In preparation for and responding to the COVID-19 pandemic, Scott County stood up a full-scale Emergency Operations Center (EOC) and implemented NIMS protocols. Continuity of Operations Plans were updated and implemented. Public Health operationalized contact tracing, mass testing sites, and vaccine distribution. These experiences have added significantly

to organizational capacity to plan for and respond to future emergencies.

- Crime rates in Scott County remain low, and respondents to the most recent Residents Survey (2019) expressed high ratings of feeling safe in their homes and neighborhoods.
- Highway crash data reflect fewer crashes and fewer fatalities than rates across the metro area or the state.
- An increasing percentage of building and zoning code violations are resolved through customer engagement without court action, saving taxpayer dollars and providing better service to residents.
- Significant investments have been made in reducing recidivism:
  - Scott County now runs two specialty courts, a Treatment Court (which shows early signs of reducing recidivism among participants), and a Veterans' Court that has only recently launched. Veterans' Court will be tracking similar outcome data to measure effectiveness.
  - Court partners have launched the first phase of criminal justice evaluation.
  - Community Corrections completed the first phase of a data analysis project comparing risk levels to supervision levels.
  - Adult Mental Health, Public Health, and the Jail initiated survey data collection of jail inmates, examining underlying needs with a goal of improving early intervention/diversion programs.
  - SCALE leadership rehired a vacant position for a data analyst, with a focus on public safety data.

### Gaps or areas for growth include:

- Scott County has not met the performance targets for adult recidivism for the last three years. Mitigation strategies listed above will need ongoing evaluation to determine their impact on recidivism.
- Emergency 911 Dispatch data are not collected using the same data parameters, and therefore cannot be compared to federal targets. Wait times appear to be acceptable, but further data collection would solidify that presumption.

### Going forward:

- Efforts to reduce recidivism are at the center of multiple organizational strategies. The following year will see a continuation of those initiatives, a formal data analysis of juvenile recidivism, and a study of the Veterans' Court.
- County strategic planning strategies include future evaluation of dispatch services and possibilities for sharing resources regionally for better outcomes.

# Building Communities



# Community Design

## Community Design Outcomes

Residents expect government to develop and plan for property rights and land use that mitigate negative externality impacts 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

## COMMUNITY INDICATORS

### I. Community Indicator: Air Quality Rating

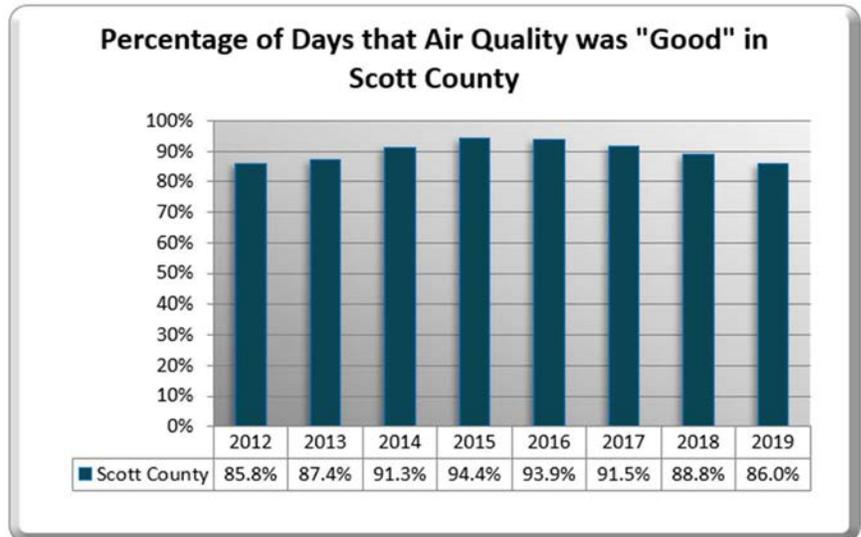
Poor air quality is associated with increased risk of asthma, lung disease, and heart disease. Air pollutants can also cause damage to lake ecosystems, crops, and our climate.

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

In Scott County, there has been a gradual decline in the percent of “good” air quality days since 2015.

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

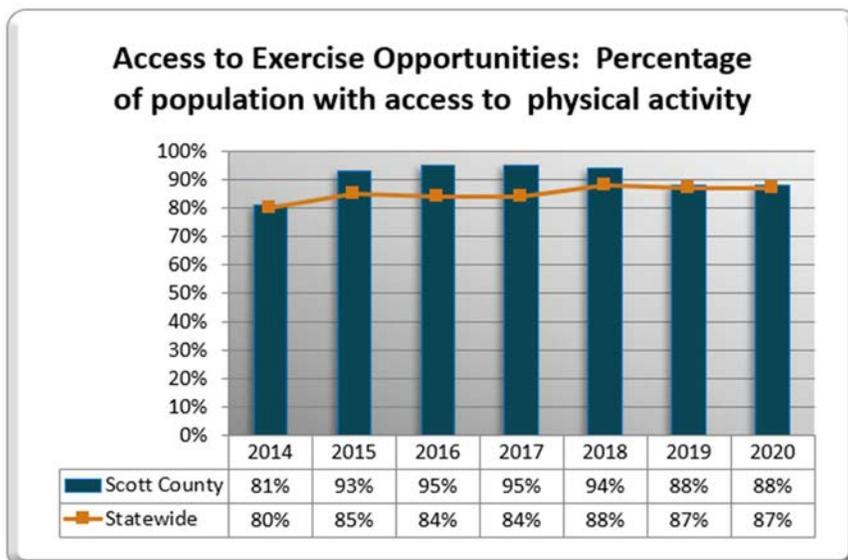
emissions; and encouraging proper disposal of hazardous wastes, safety inspections of septic systems, and improving surface water quality. *Air quality data for 2020 are not yet available.*



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

### 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.



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,
- 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.

# Community Design

## KEY PERFORMANCE INDICATORS

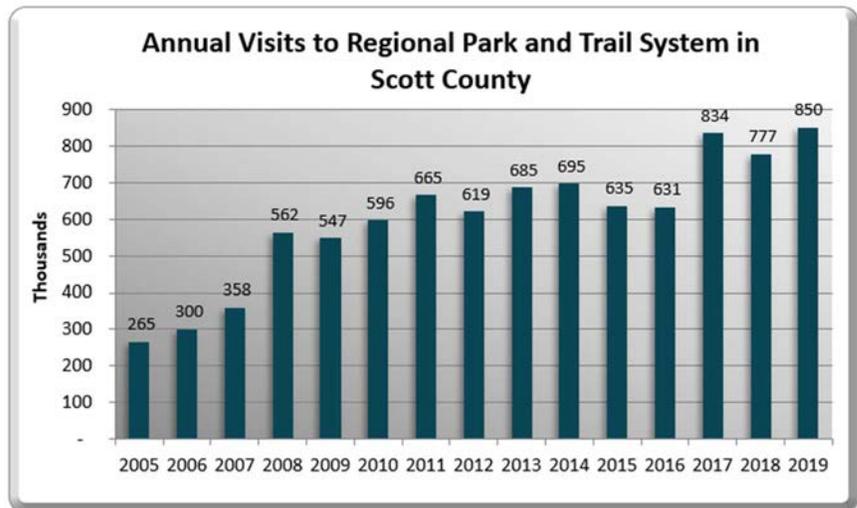
### I. Parks Department: Key Performance Indicators

#### A. Park and Trail Planning: Program 78

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

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

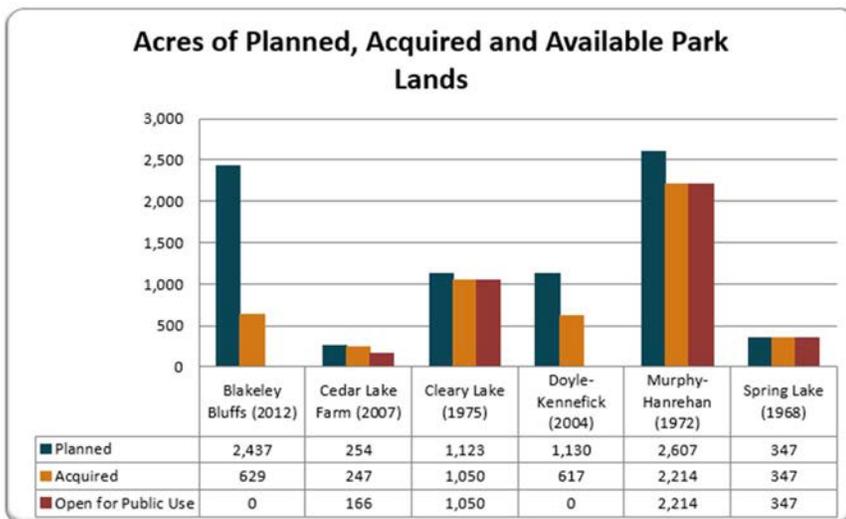
The Metropolitan Council no longer supports the use of their annual use data set down to the “park” or “trail” unit level. The visitor use surveys are designed to report on a park agency's system-wide use.



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

#### B. Parks Acquisition: Program 76

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 as of 2020. 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.

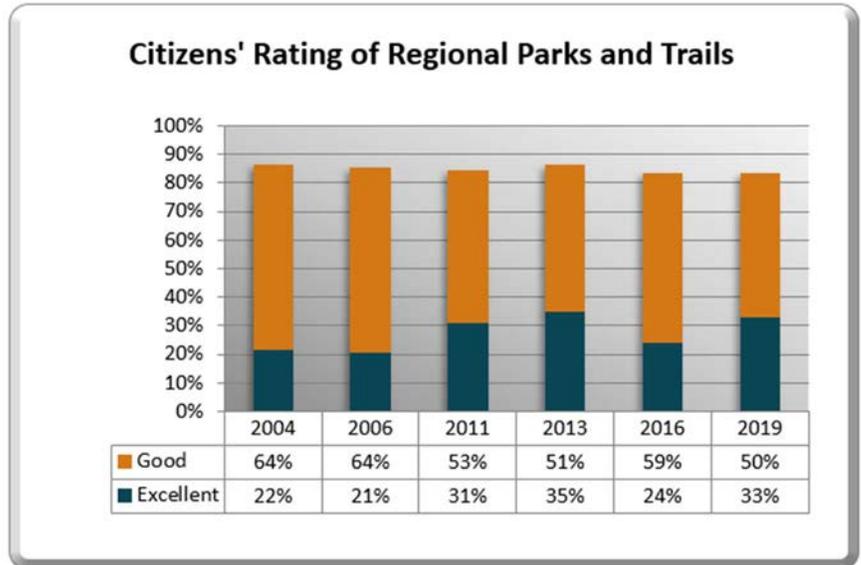
# Community Design

## 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 Residents Survey asks residents to rate County parks overall as a characteristic of Scott County.

In 2019, 83 percent of respondents rated parks and trails as “good” or “excellent.” Residents in Commissioners Districts 2 and 5 rated “outdoor recreational opportunities” and “regional parks and trails” higher than did residents in Districts 1 and 3.

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.



Source: Scott County Resident Survey

*A wording change in the 2016 survey makes comparison to previous years less accurate.*



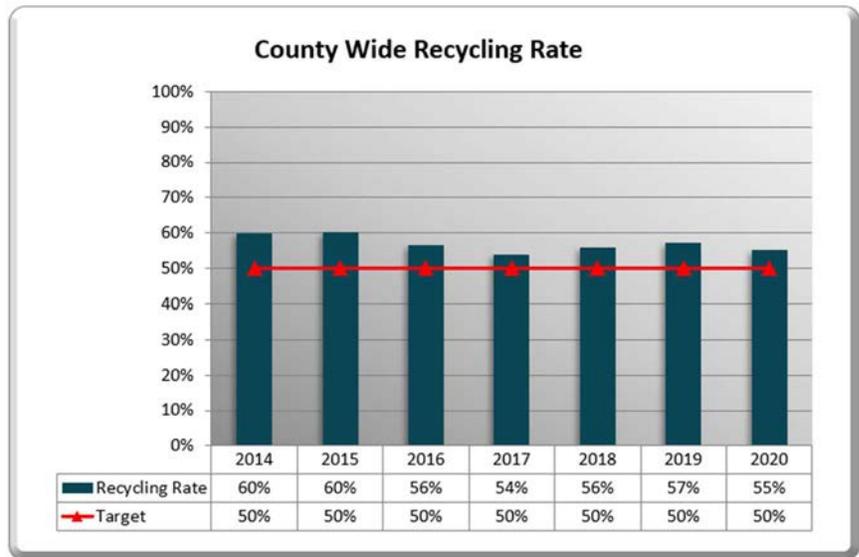
# Community Design

## II. Environmental Health and Natural Resources: Key Performance Indicators

### A. Environmental Health Recycling: Program 64

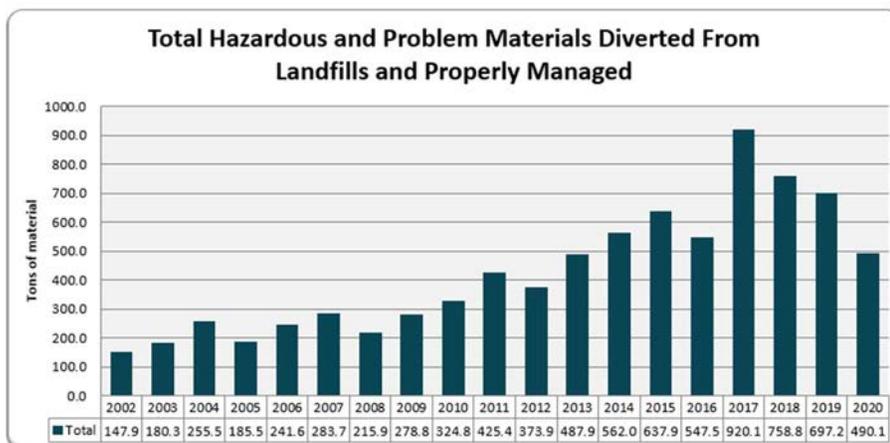
Public education is a component of the County's Solid Waste Management Plan, facilitating efforts to educate the public regarding septic systems, household hazardous wastes, and hazardous wastes. The County provides education and outreach to keep residents informed on ways to properly dispose of waste. 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.

This graph shows relatively stable trends in residents' recycling practices since 2014. Scott County exceeds 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: Household Hazardous Waste Facility Operation: Program 66



Source: Environmental Health Annual Reports

These data show the volume of household and business hazardous waste the HHW receives annually.

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

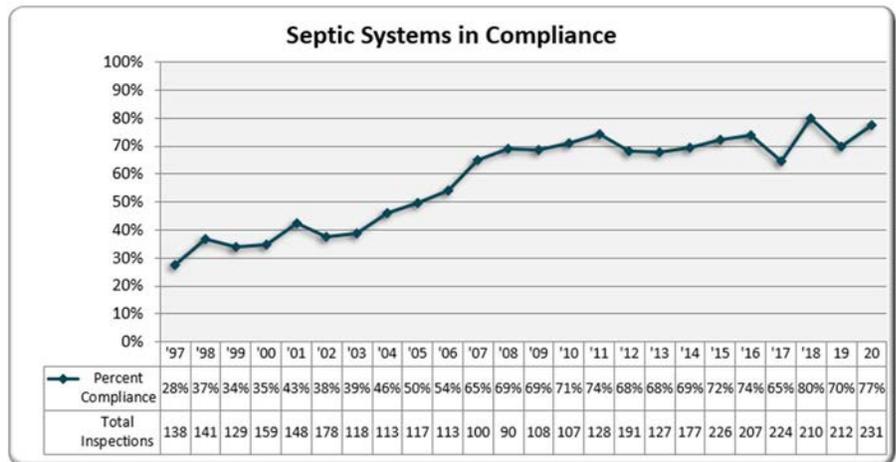
went up. In 2019, fees were added, and receipts went down. In response to COVID-19, the HHW was closed temporarily, then re-opened with reduced hours.

# Community Design

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

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.

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. Results show a leveling off of compliance in recent years between 65 and 75 percent.



Source: City View

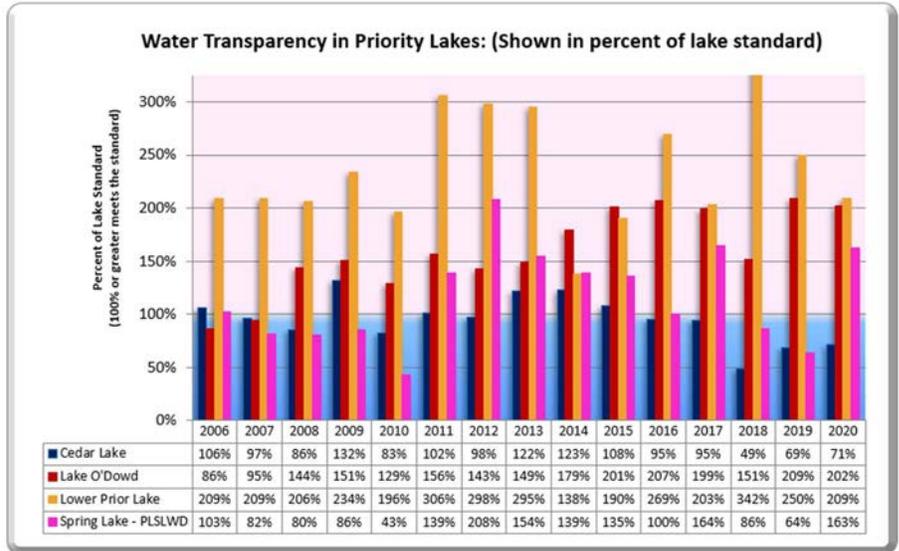


# Community Design

## D. Land and Water Treatment: Program 121

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

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



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



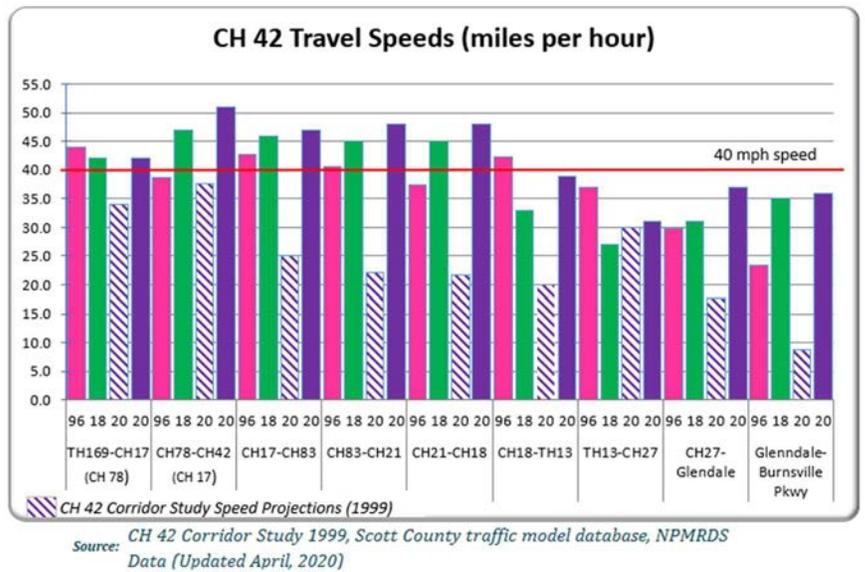
# Community Design

## III. Transportation Services: Key Performance Indicators

### A. Intersection Safety and Corridor Management: Program 95

Mobility is an important function for the economic viability of Scott County. Residents expect a reliable trip, so they can budget their trips wisely to spend less time in congestion. It is 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. Using the National Performance Management Research Data Set (NPMRDS) data, we are able to measure peak period travel speeds experienced by corridor users in 2015 and 2019.

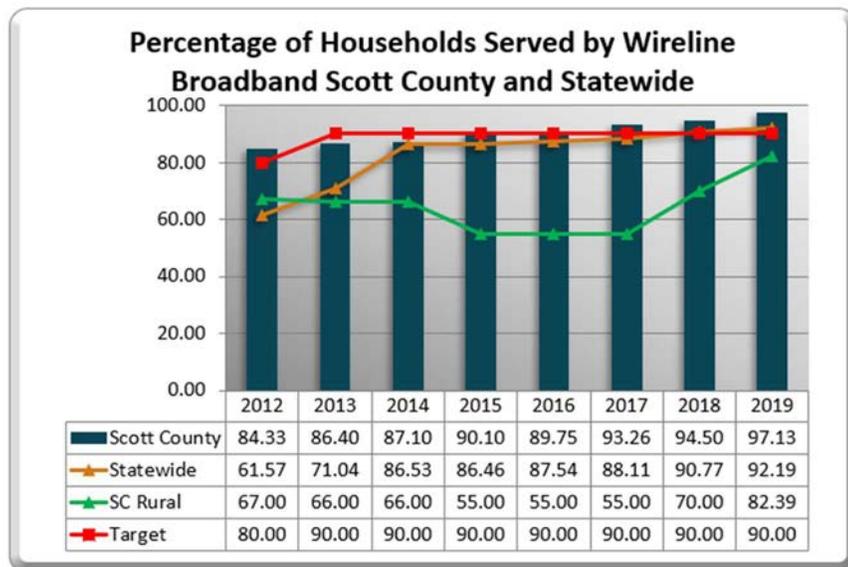


## IV. Fiber Program: Key Performance Indicators

### A. Fiber Program

This measure directly reflects wired broadband availability meeting the FCC recommended minimums of 25 Mbps download and 3 Mbps upload capability. This measure shows how accessible broadband is to businesses, residences in Scott County as it relates to statewide accessibility. It shows us "how close the river or whistle stop" we are to having internet access and the tools to compete and thrive in today's digital age.

This data was prepared by MN DEED. The data represents areas of broadband service availability based on provider data submitted to and analyzed by Connected



Source: Minnesota DEED Office Of Broadband Development

Nation and modified based on validation tools. This release reflects updates received as of October each year.

# Community Design

## Summary

### Strengths in the County's work to improve outcomes related to community design:

- In Scott County, there is a strong history of collaboration among property owners, the County, and the Watershed organizations to care for the environment and protect natural resources. This approach is essential to continued success of natural resource preservation programs.
- Rates for recycling exceed state targets and data show successful efforts to divert hazardous materials or to make them safely reusable. Both recycling and diversion data sets reflect reductions in service in 2020, likely due to facility closures and other factors related to the pandemic.
- The County, along with state partners, completed major highway projects in 2020, including the interchange at Highway 169/County Road 41; Trunk Highway 13/County Road 21 roundabout; County Highway 2/County Road 91 roundabout; and the CR 42 expansion.
- In 2020, new bluff setback requirements were adopted as a step towards preservation of the bluffs and to protect water and property.
- Expanding fiber broadband availability to underserved residents and locations is important to continued economic development. Having a strong foundation for broadband, and the ability to expand resources quickly, aided in part by federal CARES dollars, helped support remote workers, distance learners, telemedicine, court proceedings, and the continuity of service delivery during the pandemic.



### Gaps or areas for growth include:

- The number of days in which air quality was rated as “good” has slowly dropped annually between 2015 and 2019.

### Going forward:

- Scott and Dakota Counties are working together, planning for new Scott/Dakota Regional HHW facility to meet disposal needs for both counties in the most efficient and cost-effective manner.
- The strategic plan calls for strategies focused largely on bluff maintenance and flood resiliency. Recognizing an increased frequency and severity of rain events, tactics will focus on preserving bluff areas, assessing investments in infrastructure along highly erodible ridgelines, and exploring funding options for long-term maintenance of rural waterways and lakes to prevent localized flooding and rising lake levels.

# Government Services



# Public Records



## Public Records

The County is statutorily required to administer and retain vital records. This includes elections; licenses, permits and passports; land records; and tax records. The goal is to provide quality services as efficiently as possible, minimizing costs to 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

## COMMUNITY INDICATORS

Most Community Indicators related to public records are associated with the cost of government and are included in the Budget and Levy section of this report. The exception is voter turnout rates, which is documented below.

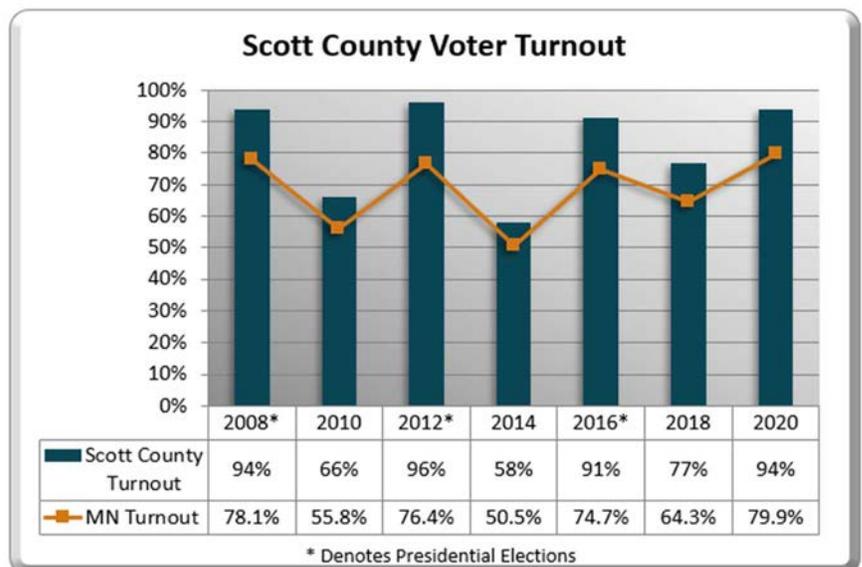
### I. Community Indicator: Voter Turnout Rate

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

At the time of the last election (2020), there were 94,652 registered voters in Scott County. Of those, 93 percent voted. An additional 6,901 people registered to vote the day of the election, for a total of 88,307 ballots cast.

Rates of voter turnout in Scott County have been considerably higher than state rates during both presidential and midterm elections.

Voter turnout tends to be higher during presidential election years.



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

# Public Records

## KEY PERFORMANCE INDICATORS

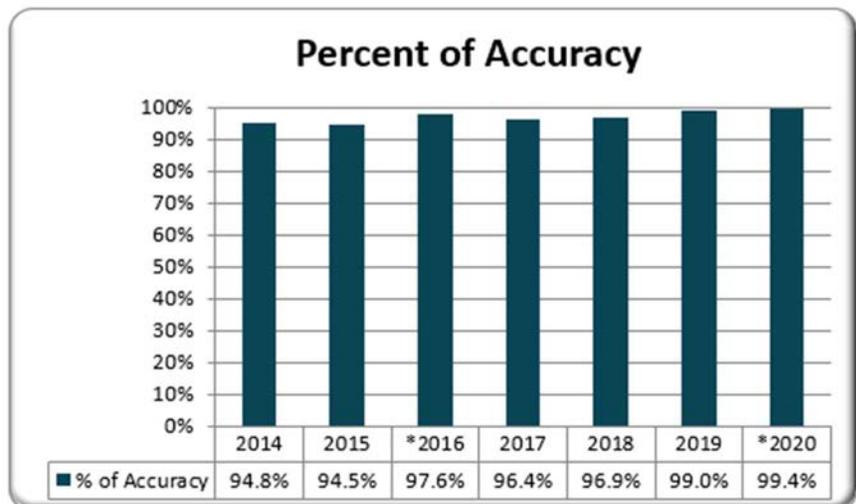
### I. Elections: Key Performance Indicators

#### A. Voter Administration: Program 42

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.

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

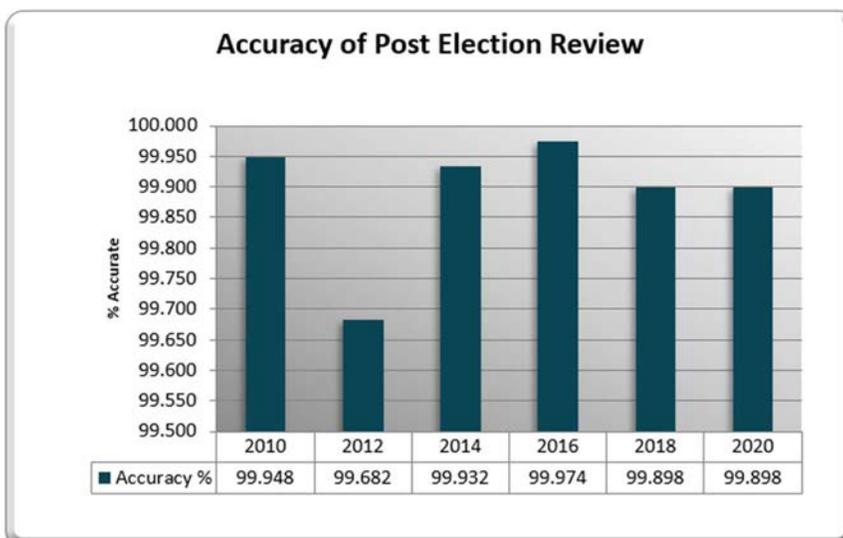
New technology has resulted in increased efficiencies and significantly reduced the amount of staff time needed to update voter registration records.



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

#### B. Election Administration: Program 40

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



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).

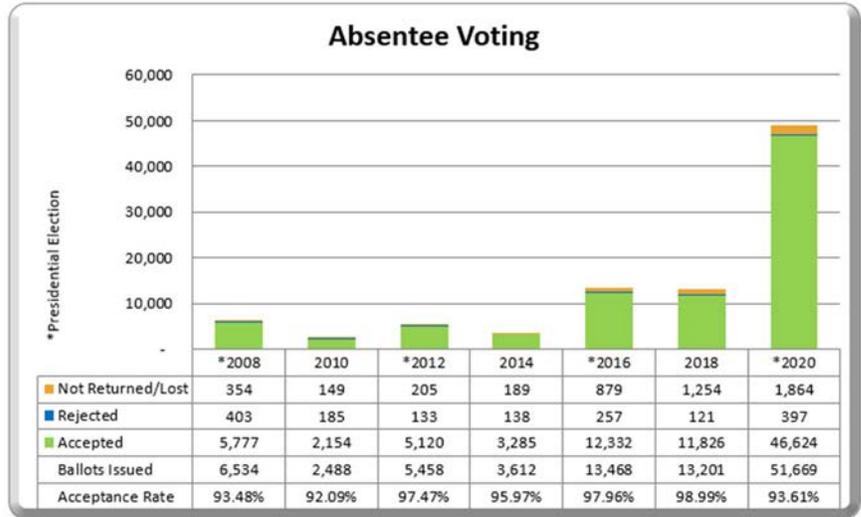
Scott County has met this performance standard in each of the last six elections.

# Public Records

## C. Absentee Voting: Program 39

Minnesota has one of the highest voter turnouts in the country, and absentee voting is a key program that eliminates barriers and makes it possible to include more voters in elections. County staff assist, process, and administer the absentee voting program.

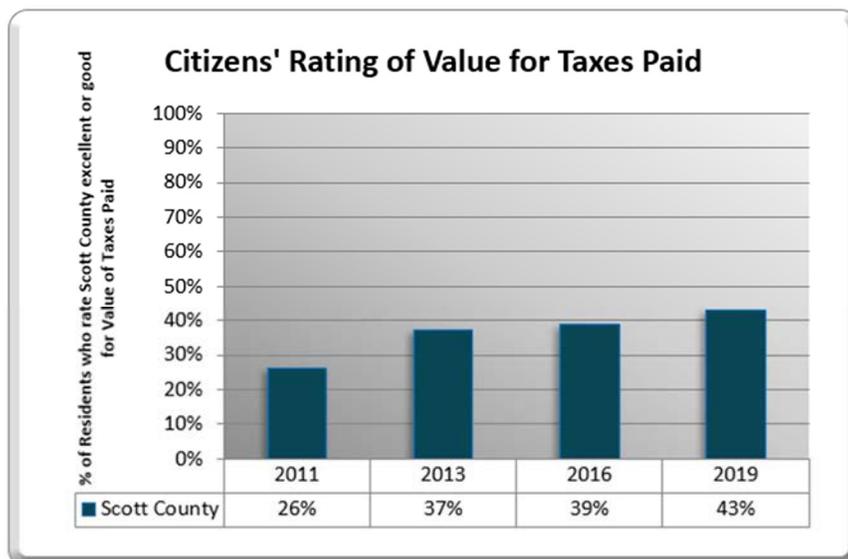
The number of absentee ballots processed illustrates a growing trend in absentee voting. The acceptance rate indicates that ballots were issued appropriately and in accordance with election law. The two most common reasons for rejecting absentee ballots in 2020 were late submissions or ballots with missing witness signatures.



Source: State Voter Registration System

## D. 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 the County is being responsible with their taxpayer dollars. It is the responsibility of local government to monitor residents' satisfaction with services provided.



Source: Scott County Resident Survey

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

The upward trend is encouraging, but still less than half of the respondents felt they were getting their value from the taxes they paid. Continued efforts to seek public input, to use taxpayer dollars responsibly, and to communicate with taxpayers about how and why their taxes are invested is vitally important work to maintaining public trust.

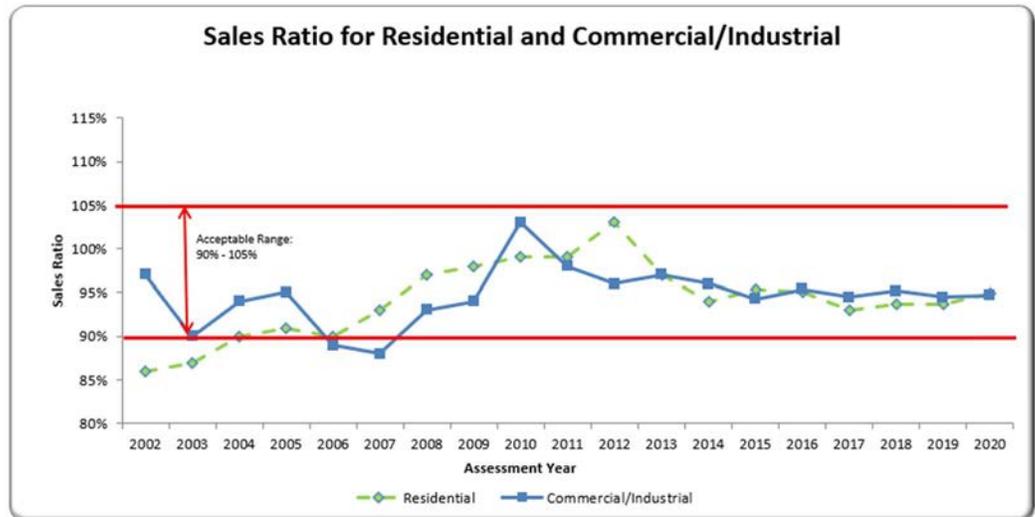
# Public Records

## II. Property and Taxation: Key Performance Indicators

### A. Property Valuation and Assessment: Program 137

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

The overall median ratio for each jurisdiction is considered acceptable by the Minnesota Department of Revenue if it lands between 90 and 105 percent of market value. Scott County tax assessors have consistently operated within the acceptable range for over 10 years.



Source: MN Department of Revenue Sales Ratio Reporting

## III. Land Records: Key Performance Indicators



Source: RecordEase software

### F. Property Document Recording: Program 110

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

Scott County has consistently exceeded the state targets for timely processing.

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.

# Public Records

## Summary

### Strengths in the County's work to improve outcomes for community services:

- Overall, Community Services programs show stable, high performance on measures of accuracy and timeliness. Success is driven by a culture of continued evaluation and an expectation by leadership for maximum efficiencies.
- Departments made adaptations in response to the COVID-19 pandemic and were able to keep most Customer Service areas open by appointment. Some customers have appreciated the convenience, and service by appointments will continue even after COVID-19 restrictions are lifted.

### Gaps or areas for growth include:

- Residents rating of value for the taxes they pay has gradually improved with each survey, but still less than half said they received either "good" or "excellent" value for the taxes they paid.

### Going forward:

- The 2020-2025 Strategic Plan includes strategies for reviewing business models in all areas of County government, seeking cost-saving efficiencies and improvements in service delivery.
- Community engagement strategies will provide all departments with opportunities to work more closely with residents and community groups to listen and to provide accurate, transparent information to residents.



# Internal Services

## Internal Services Outcomes

Internal Services include programs necessary to manage the organization, maintain the workforce, and responsibly oversee and care for County property and assets. Examples include information technology (IT) services, employee hiring and payroll processes, accounting, fleet management, building maintenance, and others. 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



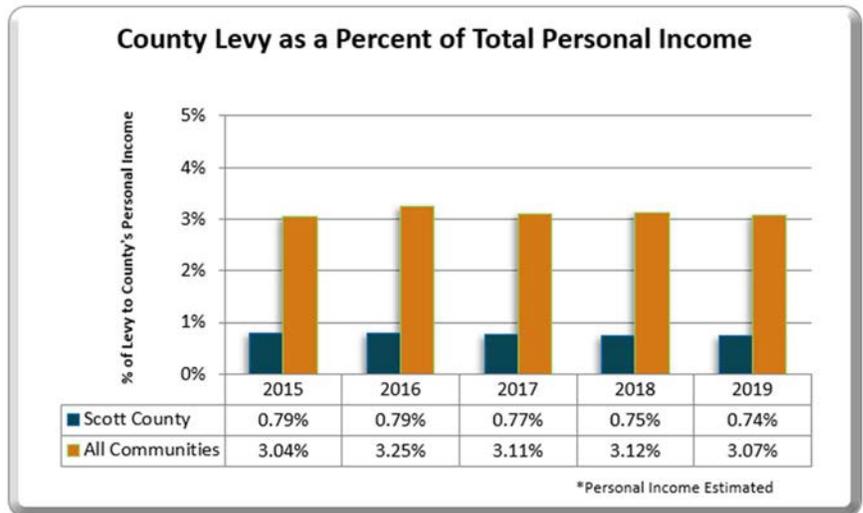
# Internal Services

## COMMUNITY INDICATORS

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

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

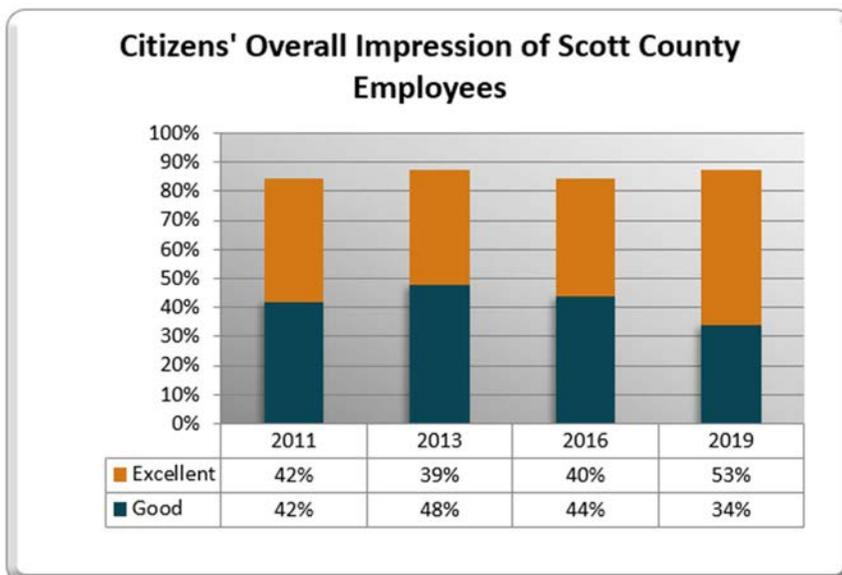
This measure is the total levy divided by the total personal income of residents, showing the average percent of income spent for County services.



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

### II. 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 they pay.



Source: Scott County Resident Survey

In the 2019 Residents Survey, 87 percent of respondents said their overall impression of employees was "good" or "excellent."

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

# Internal Services

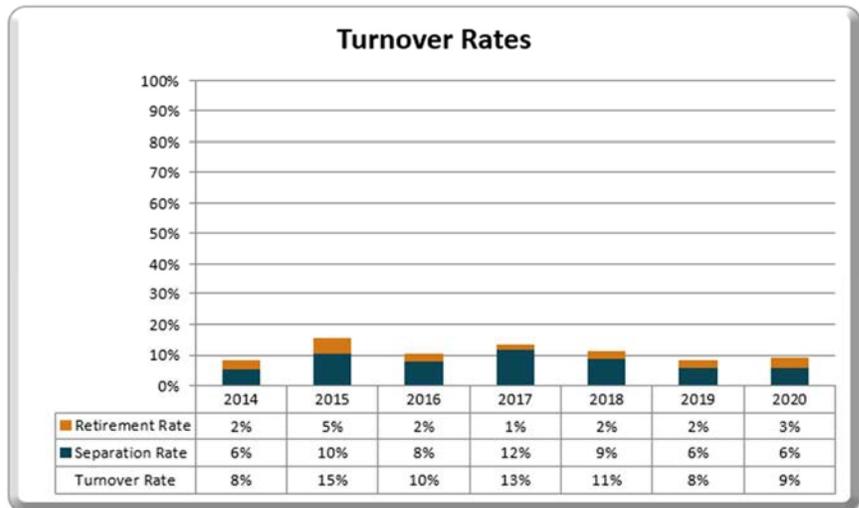
## KEY PERFORMANCE INDICATORS

### I. Employee Relations: Key Performance Indicators

#### A. Staff Turnover Rates: Program 9023

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.



Source: Infor

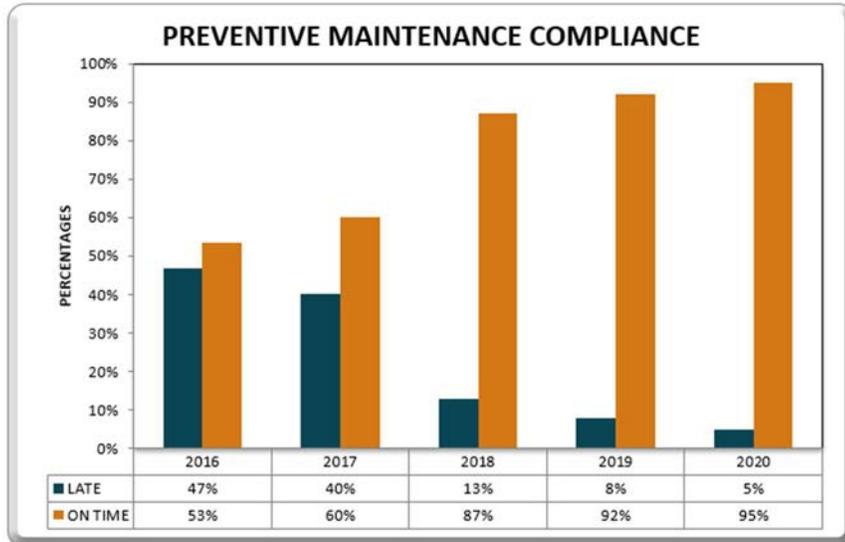


# Internal Services

## II. Fleet Management: Key Performance Indicators

### A. Fleet Maintenance: Program 9012

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



Source:

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

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

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



# Internal Services

## III. Information Technology: Key Performance Indicators

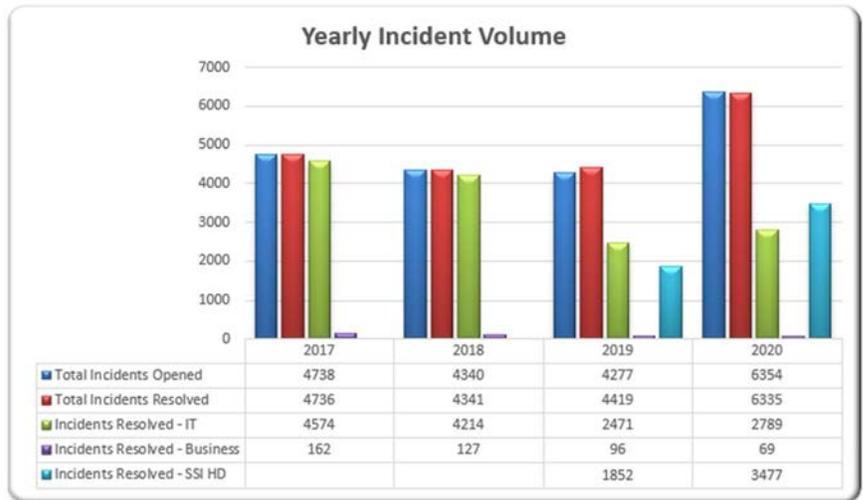
### A. End User Experience: Program 9027

The desired outcome for this program is to have appropriate technology and systems available.

This measure helps us to know how many times users report issues that impact their productivity and require technical assistance to return to productivity.

The program outcome is to have appropriate technology and systems available to deliver timely services effectively.

The definition of an incident is an unplanned disruption or degradation of service.



Source: ServiceNow

This measure reflects the yearly number of incidents reported by system users, the number of incidents that were resolved, and which group resolved them.



# Internal Services



## Summary:

### Strengths in the County's work to improve internal services:

- Internal Services are a part of the cost of government. The average percent of income spent for County services has remained stable over the last five years, despite the increased demand for services associated with a rapidly growing population. These data are an indicator of efficiency in how services, including internal services, are provided.

- Staff turnover in 2020 remained low. Employee Relations supported employees in accessing and managing new programs for leaves and absences related to the pandemic, supported worker safety, and provided valuable information related to virus spread, testing, and vaccine. They arranged for equity, inclusion, and diversity training for all senior leadership staff.
- Improvements in Information Technology infrastructure, security, and services made it possible to quickly move employees to a virtual work environment when access to some government buildings were restricted in response to the pandemic. Technology supported remote work, including virtual meeting platforms and court proceedings.

### Gaps or areas for growth include:

- Not all Internal Services programs have performance measures that can be used to improve efficiencies or processes. Further development is indicated. The acquisition of better data could be an additional tool for communicating value of services to our residents.

### Going forward:

- The Scott County Strategic Plan includes several strategies to promote efficient, effective internal services. Changes to some technology systems and processes need to be updated. There is also continued focus on recruitment and retention of employees, building a more diverse workforce, and expanding leadership development and staff training opportunities.



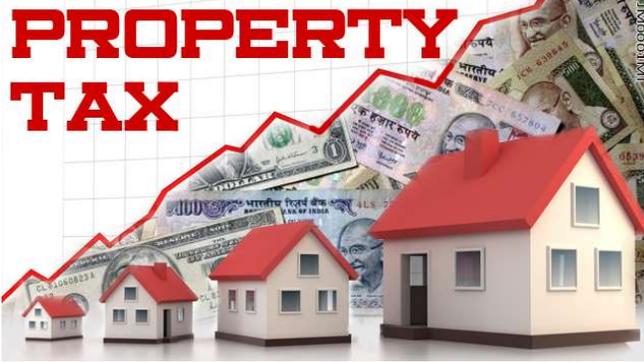
# Appendix



# Appendix A



# Budgets and Levy



## Appendix A: 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.



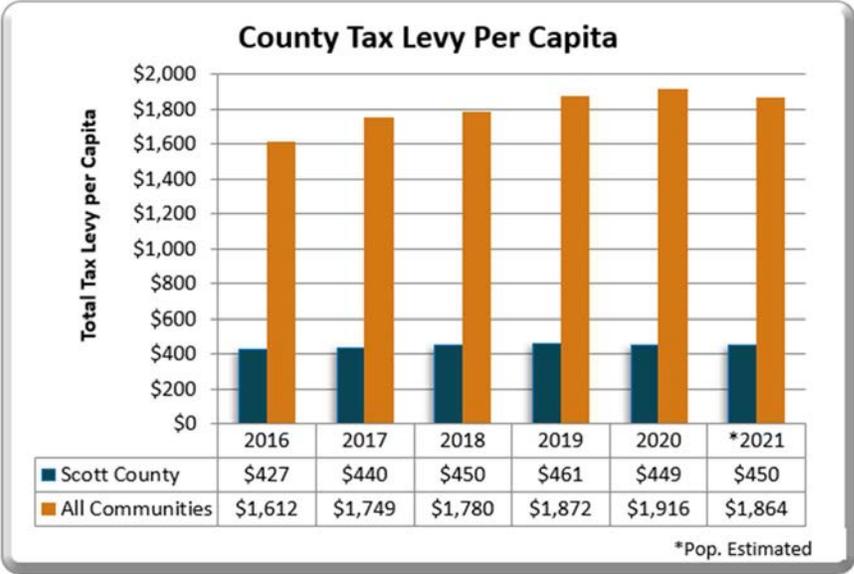
# Budgets and Levy

## COMMUNITY INDICATORS

### I. 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.

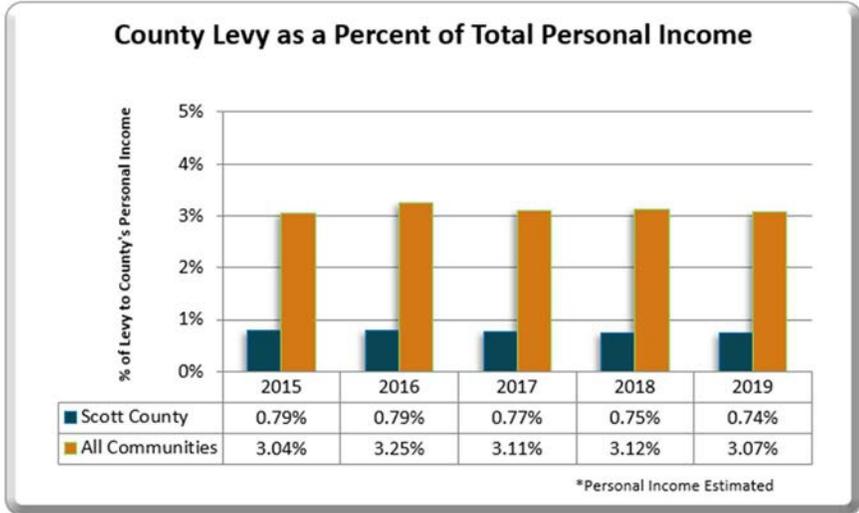
This measure is the total levy divided by the total population of Scott County residents showing the average per capita (per person) spent for county services.



Source: Annual Scott County Budget

### II. 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



Source: 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

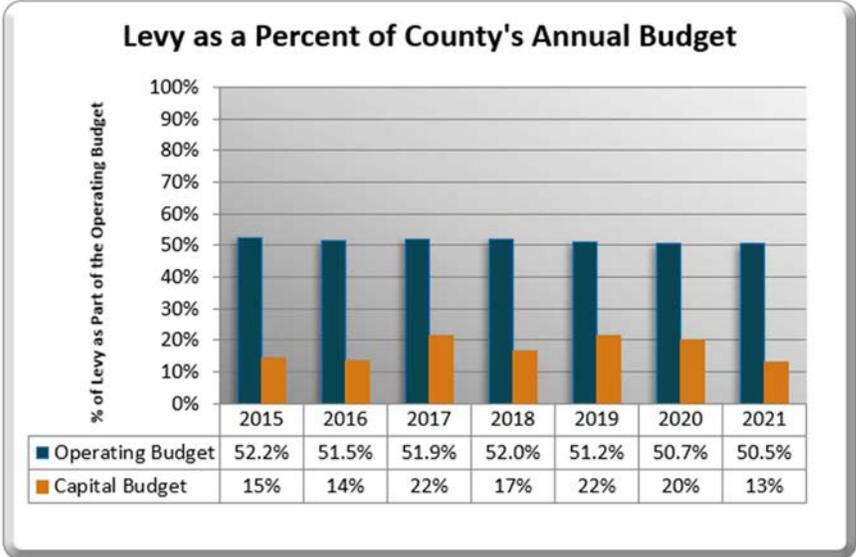
statement. Residents need to be aware of the breakdown of their taxes to assure transparency and encourage participation in decision making at all levels of government.

# Budgets and Levy

### III. 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.

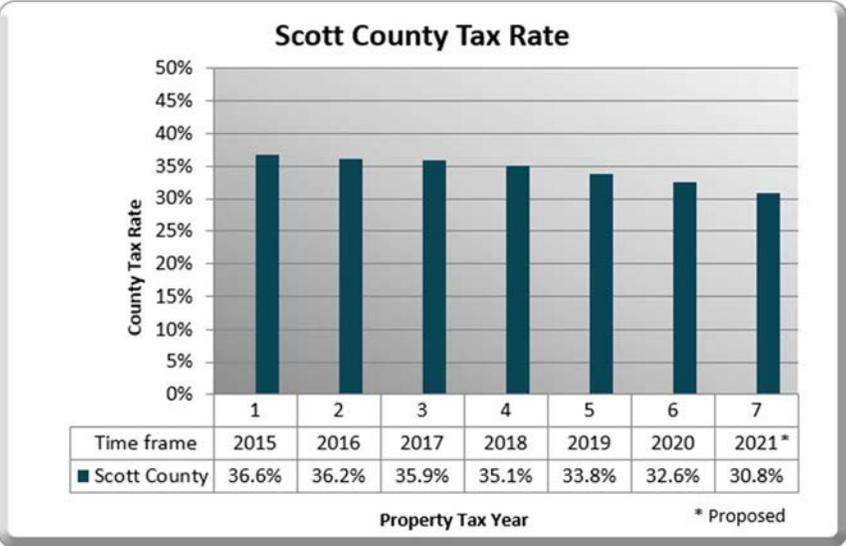
Property tax levy paid by residents of the County makes up the difference between the cost of services the County provides and the revenue available for those services from other sources. Many County services are mandated by the state but not fully funded by the state. Other services are expected by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



Source: Annual Scott County Budget

### IV. 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 that 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.

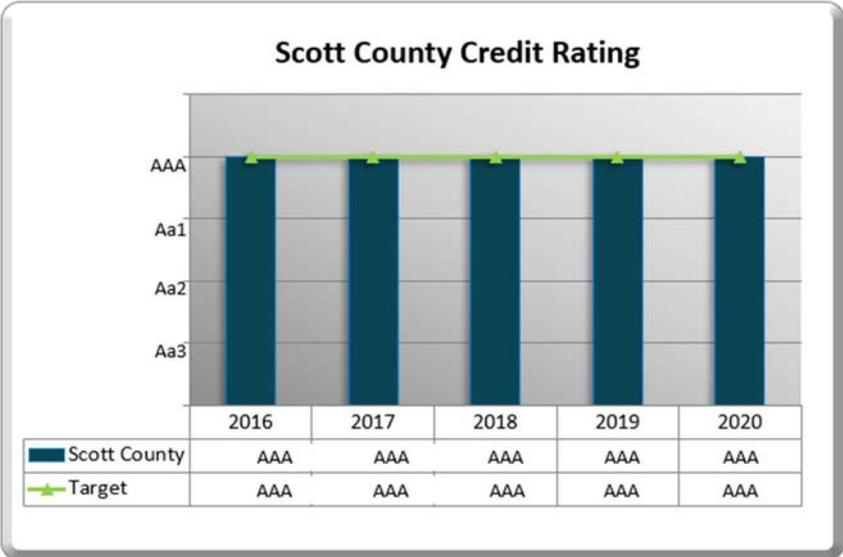
# Budgets and Levy

## V. 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.

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.



Source: Standard & Poor's Rating Agency



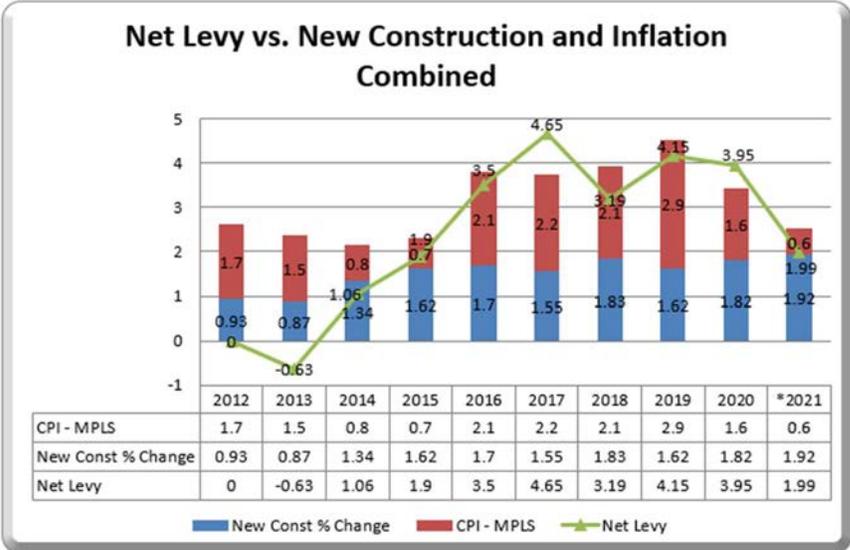
# Budgets and Levy

## KEY PERFORMANCE INDICATORS

### I. 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.

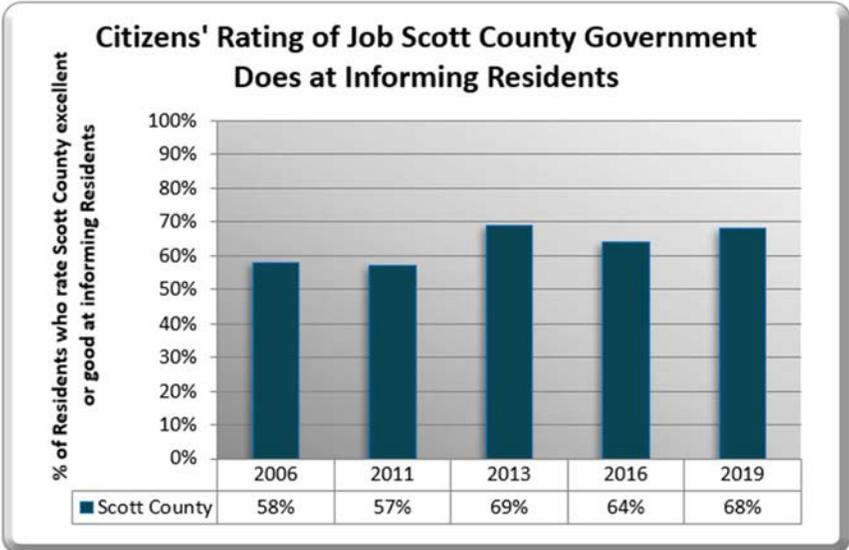
Residents expect that their cost be predictable and consistent with growth in income. Balancing levy increases with both inflation and new construction growth means new residents pay their share of the increase and levy increases are balanced by income growth.



Source: Annual Scott County Budget

### II. 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.



Source: Scott County Resident Survey

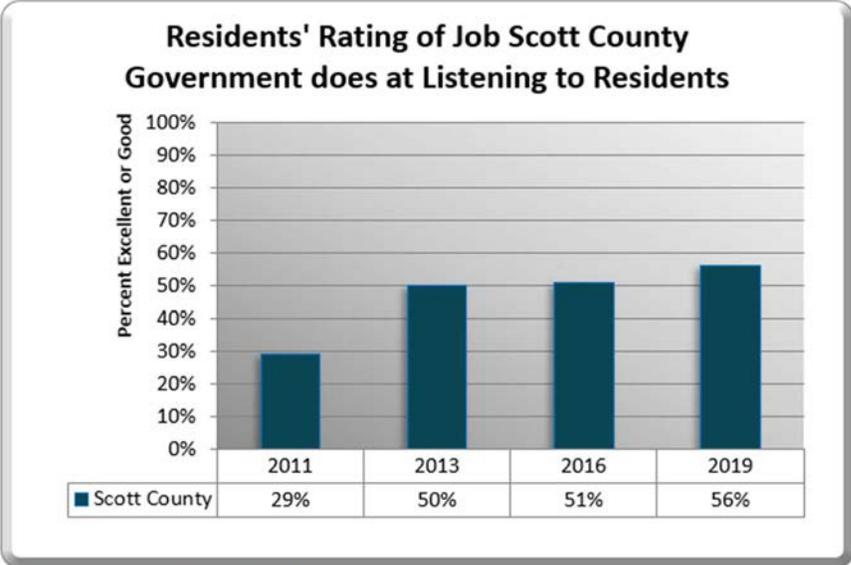
Respondents to the 2019 Residents Survey were asked to rate how well Scott County does informing residents about government operations in the county. Attention to this measure encourages the County to explore new options for more effective communication.

# Budgets and Levy

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

In order to understand what citizens 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.

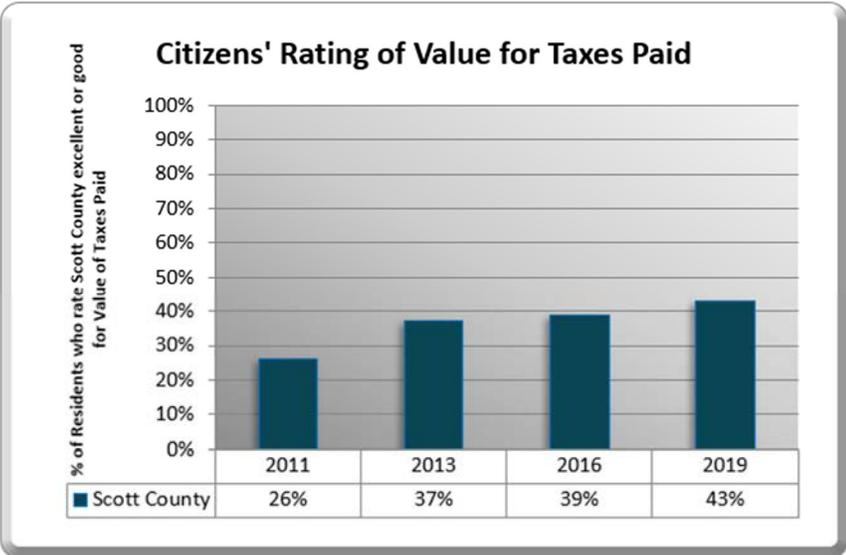
Survey respondents were asked to rate how well Scott County does at listening to residents. The upward trend is encouraging and County leaders remain committed to further improvements in how we listen and become engaged with our communities.



Source: Scott County Resident Survey

### IV. 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.

# Appendix B



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