



*Resolution*  
*of the*  
**Board of County Commissioners**  
*St. Louis County, Minnesota*  
*Adopted on: June 9, 2015 Resolution No. 15-372*  
*Offered by Commissioner: Boyle*

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**Minnesota State Auditor's Performance Measurement Program, 2015 Report**

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

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

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

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

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

RESOLVED FURTHER, That the St. Louis County Board approves submission of the 2015 St. Louis County Performance Measures Report found in County Board File No. 60139.

Commissioner Boyle moved the adoption of the Resolution and it was declared adopted upon the following vote:  
Yeas – Commissioners Jewell, Boyle, Dahlberg, Rukavina, Nelson, Raukar and Chair Stauber – 7  
Nays – None

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STATE OF MINNESOTA  
Office of County Auditor, ss.  
County of St. Louis

I, DONALD DICKLICH, Auditor of the County of St. Louis, do hereby certify that I have compared the foregoing with the original resolution filed in my office on the 9<sup>th</sup> day of June, A.D. 2015, and that this is a true and correct copy.

WITNESS MY HAND AND SEAL OF OFFICE at Duluth, Minnesota, this 9<sup>th</sup> day of June, A.D., 2015.

DONALD DICKLICH, COUNTY AUDITOR

By

Deputy Auditor/Clerk of the County Board

# Measures for Counties

## St. Louis County Departmental Key Performance Indicators:

### 2015 Submission (2014 data, *unless noted*)

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

Participation in the Minnesota State Auditor's Performance Measures Program is voluntary; however, St. Louis County is well positioned to participate by virtue of its continued efforts in performance measurement and citizen surveys. Counties that choose to participate must officially adopt the corresponding 10 performance benchmarks developed by the Council, and report on them in order to receive a new local government performance aid, reimbursed at \$0.14 per capital, not to exceed \$25,000.

St. Louis County incorporates performance data in budget and business planning discussions and efforts. Each department has a business plan that guides them for the next three to five years. These plans are updated and reviewed as changes occur and considered as part of the budget process. The Business Plans include the following sections:

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

The broader county-wide goals for a sustained business planning focus by departments' center on consolidating core organizational efforts and services in support of the following priority areas as defined by the St. Louis County Board of Commissioners:

1. Health and Well-Being of County Citizens
2. Strong County Infrastructure
3. Healthy, Viable Ecosystem
4. Healthy Local Economy
5. Efficient, Effective Government

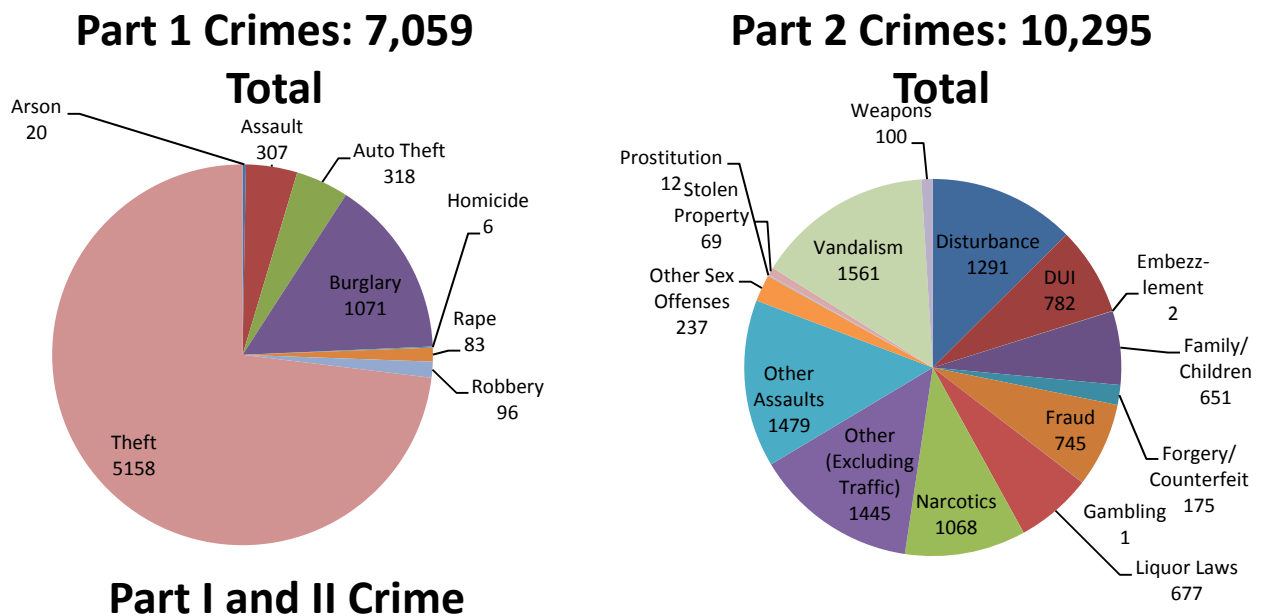
As the county strives for organizational excellence it is of paramount importance to continue to progress in linking departmental program and service initiatives to key organizational priorities and strategies.

## Public Safety – County Sheriff

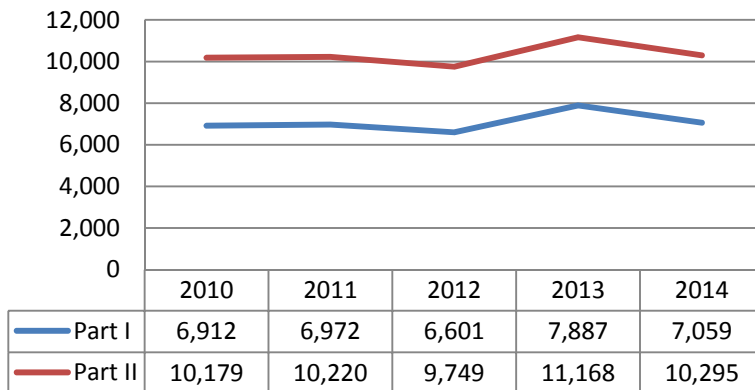
<b>Department Goal:</b>	To protect and serve the citizens of the county and region with professionalism and pride.
<b>Commissioner Priority Area:</b>	Enhance Public Safety; Health and Well-Being of County Citizens

### Measure 1. Public Safety – Crime Rates/Citizen Survey

**Current Performance:** In 2014, St. Louis County (population 200,949, US Census Bureau 2014 population estimate) had the following Part I & II offenses and crime rates:



### Part I and II Crime

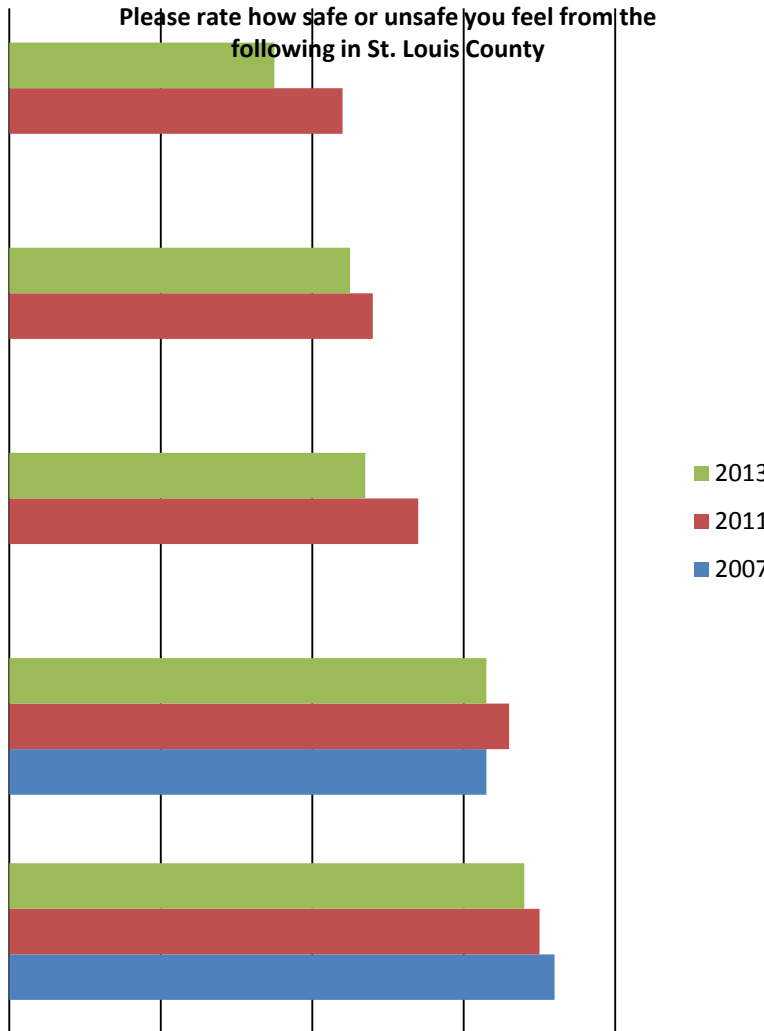


**Data Source:** MN BCA Uniform Crime Reports

Note: BCA stats are not final until July 1, 2015

## Measure 2. Public Safety –Citizen Survey

**Current Performance:** Residents felt the safest from violent (68 points) and property crimes (63). As shown below, ratings were similar to those given in 2011 and 2007.



### More about our survey:

St. Louis County partners with other Minnesota counties to work with the National Research Center on a statistically valid and representative residential survey which is conducted every 2-3 years. This survey was conducted in 2007, 2011 and 2013. That data is summarized here. The 2013 survey response rate was 37% (1975 households received a survey; 732 surveys were completed).

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

## Measure 3. Public Safety – Deputy Response Time

**Current Performance:** The St. Louis County Sheriff's Office responded to 1,831 Priority One Level Incidents throughout St. Louis County between 1/1/14 and 12/31/14. The average response time from time of dispatch to first unit on scene computes to **14.93 minutes**, the number of calls is up slightly and the average time to respond is down by just over 2 minute from last year. St. Louis County is very unique compared to other Minnesota counties in that it is over 7,000 square miles in size, the type and quality of our roadways varies significantly throughout the county, and great distances between calls often requires extra time to respond thus impacting the efficacy of this measure as a standard in St. Louis County as compared to other counties in the State.

## Public Safety – Arrowhead Regional Corrections (ARC)

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

### Measure 4. Public Safety – Recidivism

**Current Performance:** Arrowhead Regional Corrections’ goal is to maintain its client recidivism rate at 30% or lower, as defined by the Minnesota Department of Corrections. The MN DOC defines recidivism as “a felony conviction within three years of discharge.” In 2013, ARC’s adult probation recidivism rate - **15%**. 2014 data isn’t available yet from the DOC.

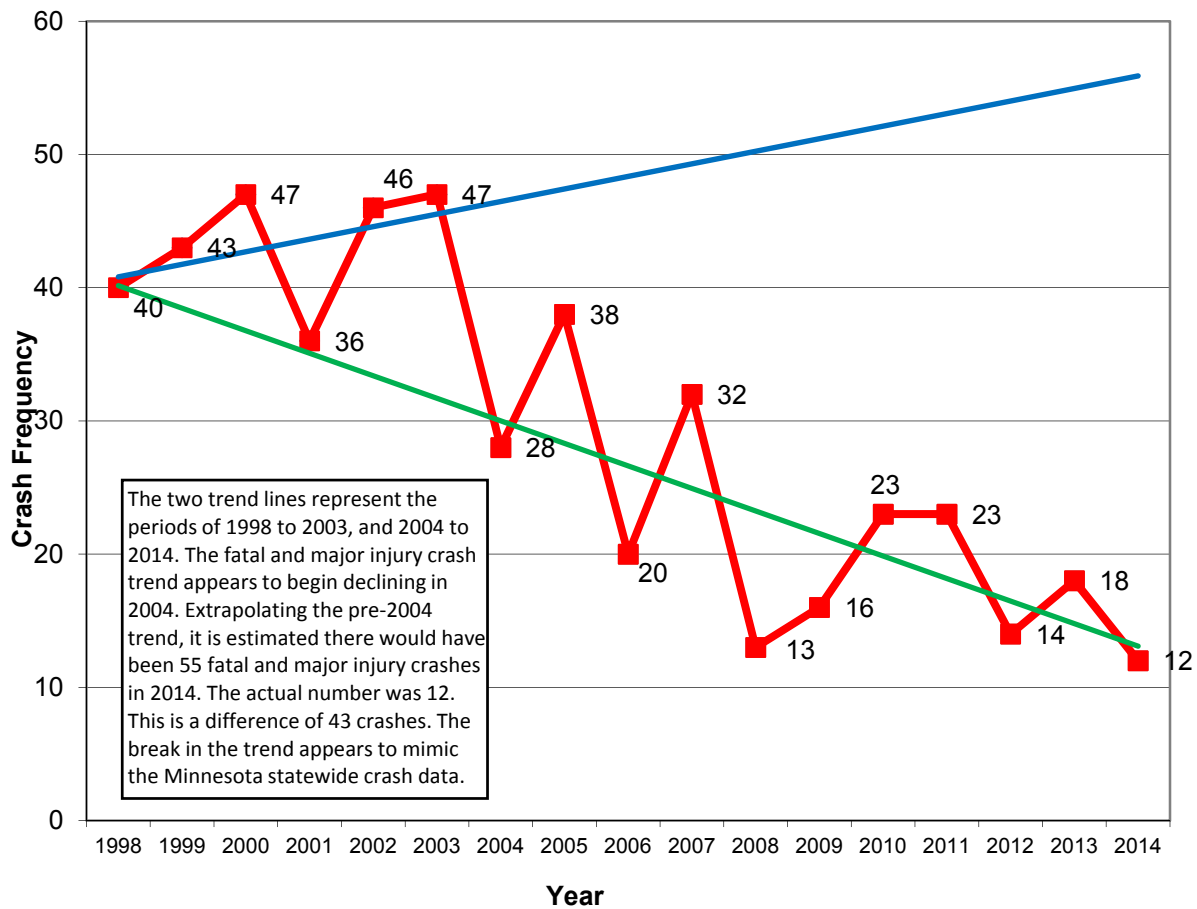
Public Works	
<b>Department Goal:</b>	To provide a safe, well-maintained road and bridge system.
<b>Commissioner</b>	Strong County Infrastructure; Facilitate Economic Development
<b>Priority Area:</b>	

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

**Current Performance:** In 2014 St. Louis County experienced **12** fatal and injury crashes on County State Aid Highways (CSAH), County Roads or Unorganized Township roads.

The trend is moving in the right direction due to significant coordination through the Towards Zero Death initiative. The additional linear trend lines included here show what would have been expected had the 1998-2003 trend continued.

### St. Louis County Fatal and Major Injury Crashes on CSAH, CR and UT Roads



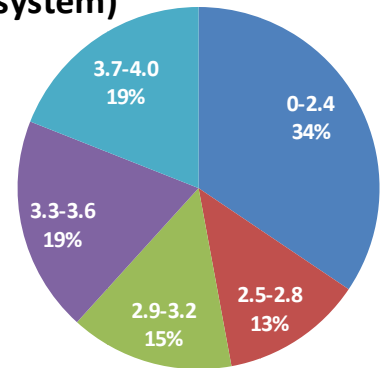
## Measure 6. Public Works –Snow Plowing Time

**Current Performance:** It takes the St. Louis County Public Works Department an average of **5.75 hours** to plow county roadways during an average snowfall event.

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

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

**Pavement Quality Index (PQI) (% of paved system)**

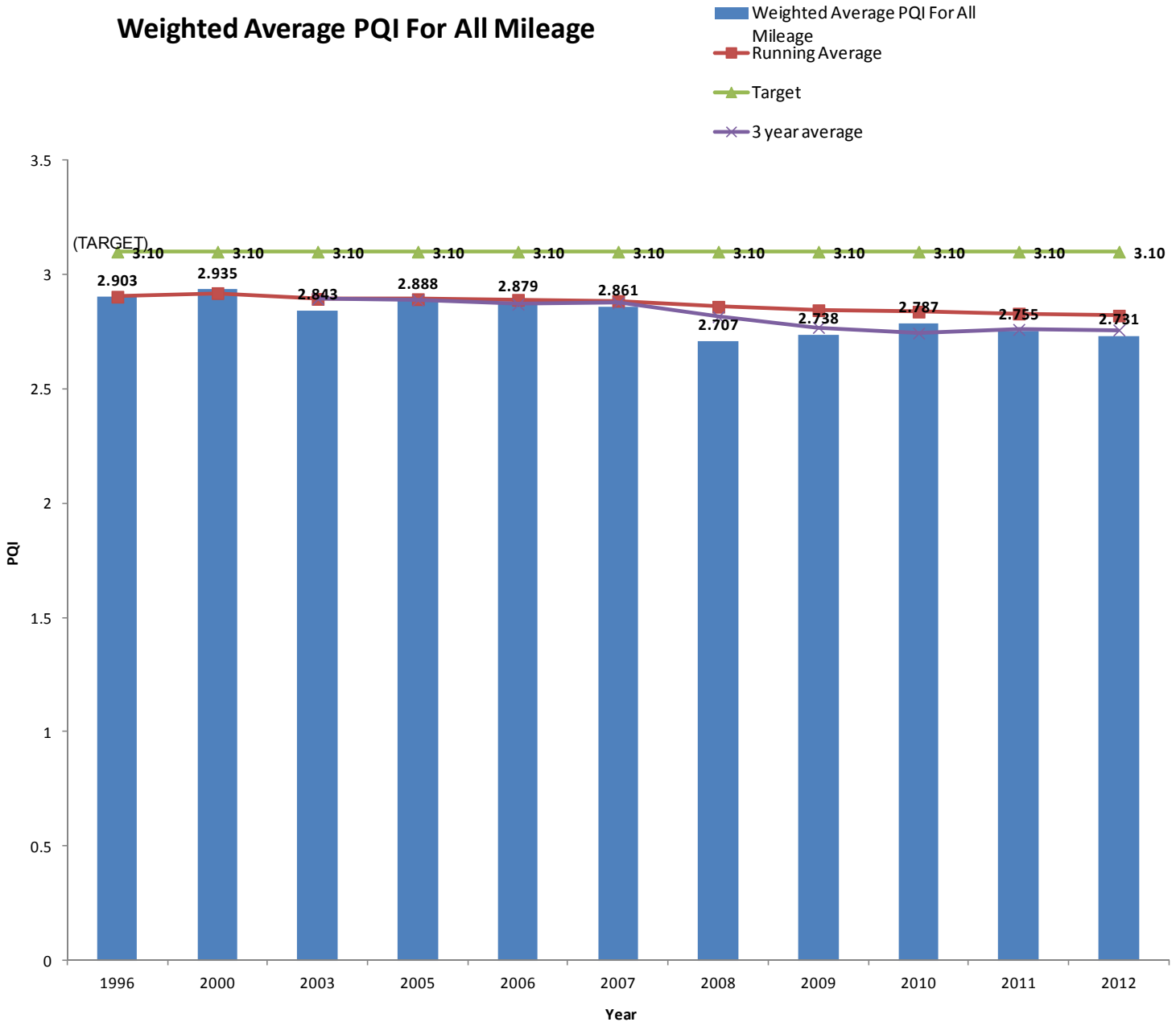


Please note, this data is from 2012 as the Minnesota Department of Transportation (MnDOT) was not able to rate St. Louis County's roads in 2013 or 2014 due to workload challenges. They are scheduled to rate St. Louis County roads in 2015.

Using PQI data from 2012, the percentage of roadway miles rated with a PQI of 2.900 or higher is 52.9%, which is under the 75% target. The weighted average PQI for all mileage, using the same data, is 2.731, which is under the target of 3.100.

System	2.731		Slightly down from 2011 (2.755)
	PQI		
County State Aid Highway (CSAH)	2.86		Slightly down from 2011 (2.87)
	PQI		
County & Unorganized Township Roads	2.31		Slightly down from 2011 (2.39)
	PQI		

## Weighted Average PQI For All Mileage



**What will be changed to meet this goal:** The Department knew that it would not be able to achieve this goal, but felt it was important to set targets that would reflect where the county's system should be. A review of the current data indicates that the overall condition of the paved highway system is stable for now.

A shift towards doing more preservation projects such as mill and overlays, reclaim and overlays and bituminous overlays, along with more preventative maintenance such as crack sealing, chip seals and micro-surfacing will begin to push the numbers in the right direction.

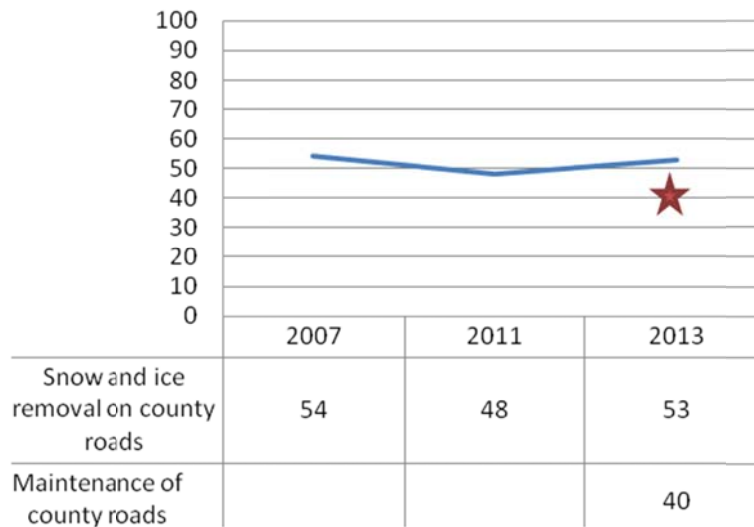
St. Louis County Public Works continues to implement a pavement management system and will further refine its use as well as continue to evaluate all potential sources of revenue.



## Measure 8. Public Works –Citizen Survey Ratings

**Current Performance:** Continuing the trend in citizen survey ratings from 2007 and 2011 scientifically valid, representative surveys, residents again found road conditions to be a major problem in 2013. 10% of residents selected infrastructure (including sewer, water, roads, bridges, etc.) as the most serious issue facing St. Louis County (down from 13% in 2011). The 2013 survey attempted to separate snow and ice removal from general maintenance, which is reflected in the new baseline established in the following chart. While low, these scores are in line with national trends done by the National Research Center.

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



### More about our survey:

St. Louis County partners with other Minnesota counties to work with the National Research Center on a statistically valid and representative residential survey which is conducted every 2-3 years. This survey was conducted in 2007, 2011 and 2013. That data is summarized here. The 2013 survey response rate was 37% (1975 households received a survey; 732 surveys were completed).

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

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

## Measure 9. Public Works –Average Bridge Sufficiency Rating

**Current Performance:** St. Louis County's average bridge sufficiency rating is **84.8**, up slightly from 79.5 in 2013. As this is a newer measure we are still establishing a baseline.

There are several factors to consider when it comes to using the Sufficiency Rating (SR) and setting an annual goal. It may take some serious thought to determine the best metric to measure our success. Considerations include:

- Establish a clear definition of the Sufficiency Rating (SR).
- Consider using ratings. NBI ratings are the federal portion of the condition ratings of various parts of the bridge (superstructure, substructure, deck, etc.) and are determined by our safety inspectors in the field.
- St. Louis County is responsible for approximately 600 bridges with ever changing condition values. It can be difficult to track and calculate any meaningful information without significant effort. The SR data from the State's SIMS database and found approximately 5% of the structures had incorrect data and their data has proven to be 3-4 years out of date. It is the only source for the current SR's and condition information that changes annually.

## Public Health, Social Services

<b>Department Goal:</b>	Children will be born healthy, live a life free from abuse and neglect, and will have a permanent living arrangement. Parents will be emotionally and financially able to provide for their children. Our community will make healthy life choices; have safe food, water, and air.
<b>Commissioner Priority Area:</b>	Health and Well-Being of County Citizens

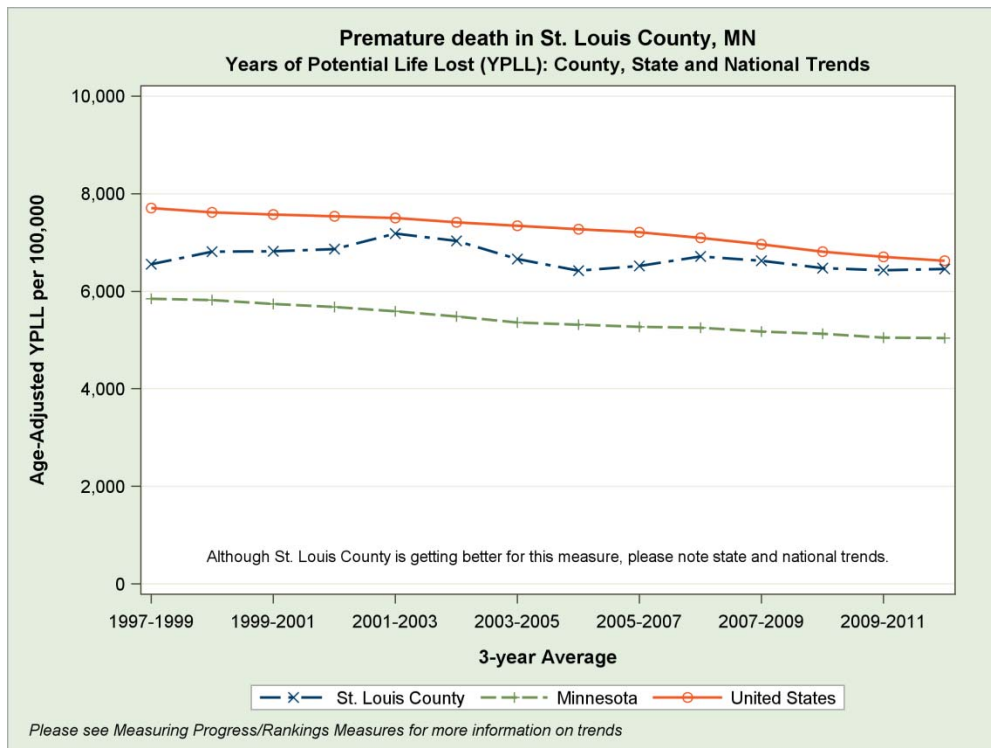
### Measure 10. Public Health & Human Services –General Life Expectancy

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

2011	Percent of premature deaths	39.0%
2012	Percent of premature deaths	38.5%
2013	Percent of premature deaths	38.0%*

**Data source:** <http://www.health.state.mn.us/divs/chs/countytables/>; \*Most recent data – 12 month look back

Another look at this data is provided from the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute provides information on premature death based on a calculated years of potential life lost.



**Data source:** <http://www.countyhealthrankings.org/app/minnesota/2015/rankings/st-louis/county/outcomes/overall/snapshot>

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

### Current Performance:

2012	Health Outcomes	72 (Rank out of 87 Counties)
2012	Health Factors	64 (Rank out of 87 Counties)
2013	Health Outcomes	72 (Rank out of 87 Counties)
2013	Health Factors	59 (Rank out of 87 Counties)
2014	Health Outcomes	75 (Rank out of 87 Counties)
2014	Health Factors	53 (Rank out of 87 Counties)
2015	Health Outcomes	74 (Rank out of 87 Counties)
2015	Health Factors	59 (Rank out of 87 Counties)

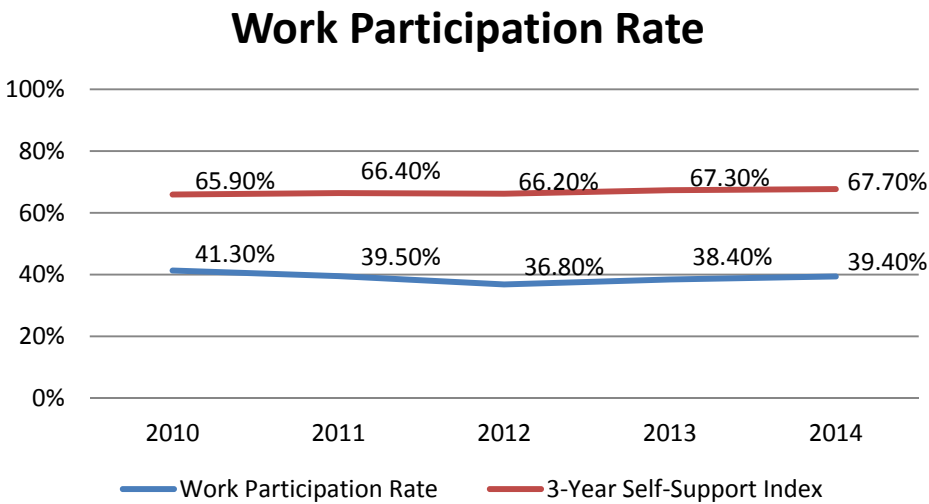
Specifically in regards to tobacco and alcohol use:

2015	Health Behaviors	53 (Rank out of 87 Counties)
2015	Adult Smoking	22% (Compared to MN at 16% and the National Benchmark at 14%)
2015	“Excessive Drinking”	19% (Compared to MN at 19% and the National Benchmark at 10%)

**Data source:** [www.countyhealthrankings.org](http://www.countyhealthrankings.org)

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

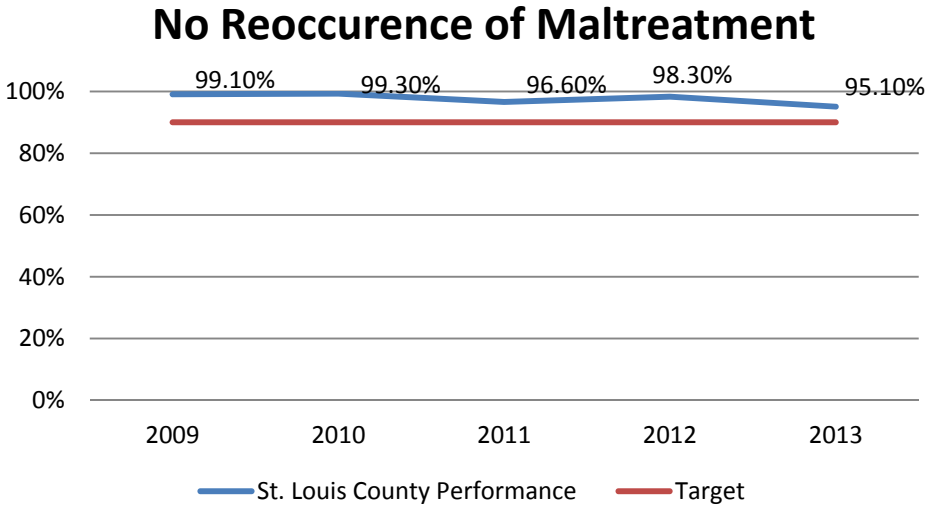
**Current Performance:** The department’s work participation rate measures how effectively people are able to enter the workforce and gain economic self-sufficiency. PHHS’ goal is that Minnesota Family Investment Program (MFIP) and Diversionary Work Program (DWP) participants will meet or exceed the state’s expectation of a work participation rate of 38.9%. The federal work participation rate has been raised to 50% this year. St. Louis County’s work participation rate is 39.4%, with our 3-year Self Support Index at 67.70%.



**Data source:** <http://publicreports.dhs.state.mn.us/Reports.aspx?ReportID=3> [DHS-4651-ENG 7-13]

## Measure 13. Public Health & Human Services –Maltreatment

**Current Performance:** PHHS strives to protect vulnerable children in order to enhance their safety, permanency and well-being. The department has established targets of 90% of children with one incident of substantiated child abuse will not have a reoccurrence within 12 months. *Please note 2014 summary data is not yet available.*



**Data source:** <http://publicreports.dhs.state.mn.us/Reports.aspx?ReportID=3>

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

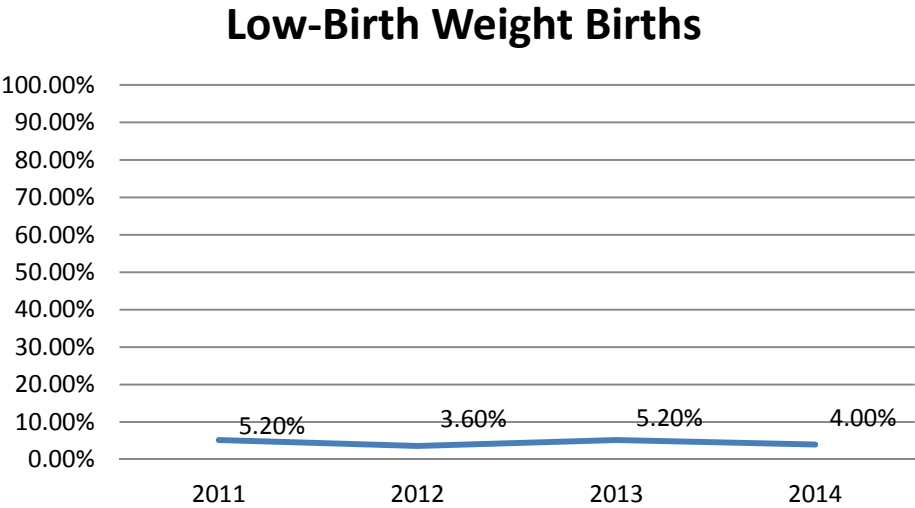
**Current Performance:** Child support is money a parent is court-ordered to pay to their child’s other parent or caregiver for the support of the child. The support may be part of an interim, temporary, permanent, or modified court order. Cost effectiveness is the Return on Investment realized as a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

St. Louis County CSPIA Collects/Expense Ratio	
2010	\$5.55
2011	\$4.86
2012	\$5.25
2013	\$5.19
2014	\$5.17
<b>Data source:</b> 2014 Minnesota Child Support Performance Report	

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

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

Please note these numbers have been updated to reflect the new measurement standard with MN Department of Health, noted below.



Data Source: [www.health.state.mn.us/div/chs/countytables/](http://www.health.state.mn.us/div/chs/countytables/)

## Property Records, Valuation, Assessment

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

### Measure 16. County Assessor–Assessment Ratio

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

The following are statistics from the 2013 sales ratio report used for taxes payable in 2014 for St. Louis County provided by the Minnesota Department of Revenue. The current St. Louis County level of assessment ratio, median ratio, falls between 90-105% for 2014.

2013 St. Louis County Sales Ratio Report for Taxes Payable 2013		
PROPERTY TYPE	MEDIAN RATIO	DOR Acceptable Range of 90-105%
RESIDENTIAL	93.3%	acceptable
COMMERCIAL/INDUSTRIAL	90.2%	acceptable

**Data Source:** 2013 Assessment Sales Ratio Study Final Sales Analysis for the State Board of Equalization

### Measure 17. County Recorder–Turn-around Time

**Current Performance:** MN Statutes 357.182, Subd. 6 require a 10 day turn-around time by the year 2011, 90% of the time. 2014 performance documented a turn-around time of **7.64 days**, surpassing the requirement and continuing to improve over the prior year.



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

## Measure 18. County Auditor - Accuracy

**Current Performance:** During the 2014 general election, according to the post-election audit, **100%** of ballots were counted accurately.

Veterans Services	
<b>Department Goal:</b>	To annually increase the number of veterans we work with and to serve them in a timely and customer-oriented manner.
<b>Commissioner Priority Area:</b>	Health and Well-Being of County Citizens

### Measure 19. Veterans Service Office – Customer Service

**Current Performance:** Customer satisfaction surveys are used by this office to assure customer satisfaction. There were a total of 162 customer comment cards collected, **99% were rated excellent, 1% good.** All questions were answered. This is significant as the St. Louis County Veterans Service Office continues to see an increased number of veterans each year.

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

**Current Performance:** For 2014, Federal benefits totaled \$106,493,000 (up \$12.4 million over last year) and State benefits totaled \$219,465.75 (down from last year), for a grand total of **\$106,712,465.75** of Veterans’ benefits brought into St. Louis County (up \$12,411,368 from 2012).

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

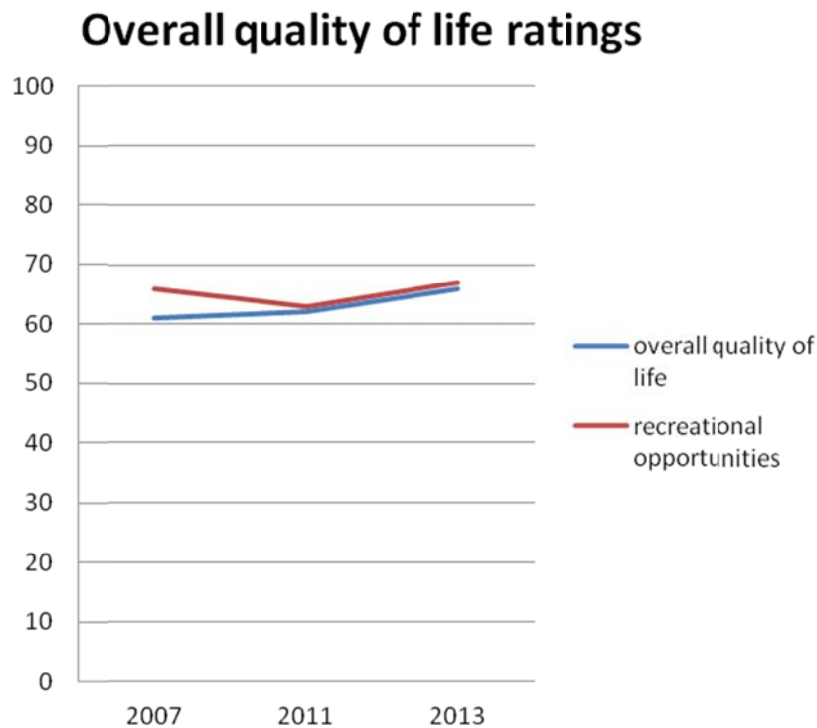
This measure was recommended by 2008 OLA report. There is currently no reliable data source for this measure.

## Parks, Libraries

<b>Department Goal:</b>	N/A – St. Louis County does not provide parks or libraries.
<b>Commissioner</b>	Health and Well-Being of County Citizens; Healthy Local Economy; Healthy Ecosystem
<b>Priority Area:</b>	Ecosystem

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

**Current Performance:** Although St. Louis County does not operate county parks some of the 2013 Residential Survey Data speaks to general ratings in this area. The overall quality of life in St. Louis County is high, with 82% of residents rating overall quality of life “good” or “excellent.” Quality of life was further analyzed by various contributing factors. St. Louis County residents’ ratings of recreational opportunities are *much higher* than national averages.



#### More about our survey:

St. Louis County partners with other Minnesota counties to work with the National Research Center on a statistically valid and representative residential survey which is conducted every 2-3 years. This survey was conducted in 2007, 2011 and 2013. That data is summarized here. The 2013 survey response rate was 37% (1975 households received a survey; 732 surveys were completed).

Please note: responses have been converted to a 100 point scale for ease of graphical comparison, 0 = poor and 100 = excellent.

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

**Current Performance:** St. Louis County is a member of the Arrowhead Library System. As such, we do not have direct authority for their services nor do we know their goals. However, the Arrowhead Library System provided the following statistics for consideration:

<b>Public Library</b>	<b>2010 Population</b>	<b>2014 Library Visits</b>	<b>Visits Per Thousand</b>
Aurora	1,709	14,560	8.52
Babbitt	1,475	14,818	10.05
Buhl	1,000	7,147	7.15
Chisholm	4,976	15,485	3.11
Cook	574	12,027	20.95
Duluth	86,265	492,106	5.70
Ely	3,460	70,772	20.45
Eveleth	3,718	14,028	3.77
Gilbert	1,799	16,432	9.13
Hibbing	16,361	86,076	5.26
Hoyt Lakes	2,017	14,200	7.04
Kinney	169	1,545	9.14
McKinley	128	0	0.00
Mountain Iron	2,869	21,937	7.65
Virginia	8,712	95,576	10.97
ALS Bookmobile	64,994	4,711	0.07
<b>TOTAL</b>	<b>200,226</b>	<b>881,420</b>	<b>4.40</b>

## Budget, Financial Performance

<b>Department Goal:</b>	Provide professional finance and accounting services in keeping with best practices, ensuring that public dollars are used exclusively for authorized public purposes.
<b>Commissioner Priority Area:</b>	Health and Well-Being of County Citizens; Healthy Local Economy; Healthy Ecosystem

### Measure 24. County Auditor – Bond Rating

**Current Performance:** AA+ rating achieved in rating review as part of 2013 bond issuances and retained for 2014 refinancing issuances. In its report, S&P listed multiple favorable conditions in the County that factored in its assessment including a strong economy, very strong budgetary flexibility, strong budgetary performance, very strong liquidity providing very strong cash levels to cover both debt service and expenditures, strong management conditions with good financial policies and practices; and very strong debt and contingent liability position, with low overall debt burden. Analysts also listed as strong the County’s management with good financial policies, and the broad and diverse local economy. The AA+ rating makes the County’s debt offering more attractive to investors and lowers the cost of borrowing.

**Data source:** Standard & Poor's Ratings Services

### Measure 25. County Auditor – Debt Service per capita

**Current Performance:** \$270 per capita; St. Louis County’s debt levels are well below all established limits.

**Data source:** St. Louis County 2014 Comprehensive Annual Financial Report

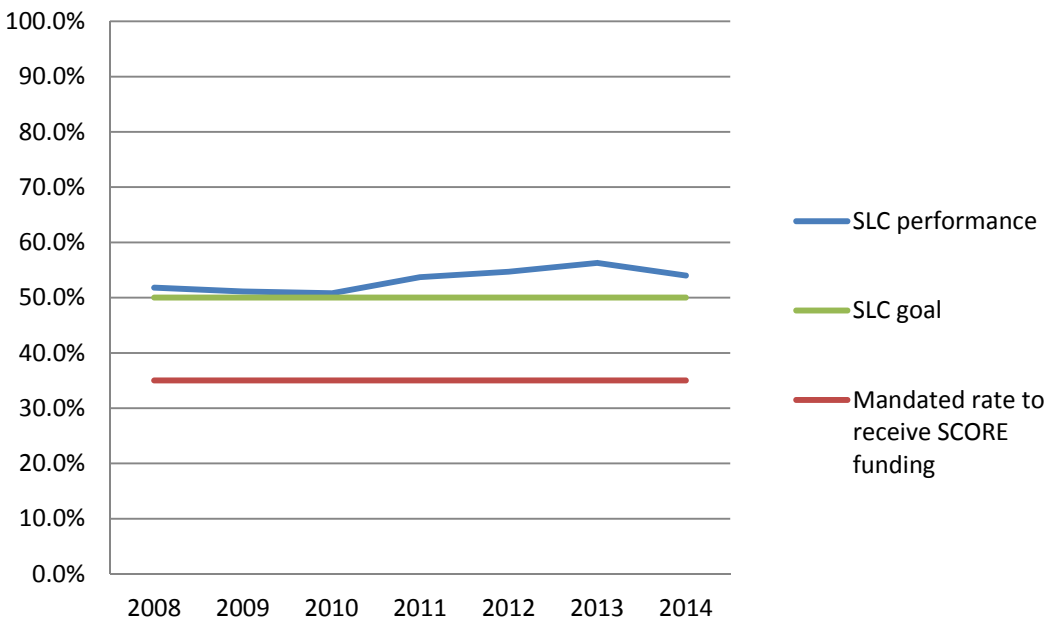
Environment	
<b>Department Goal:</b>	To act in a leadership capacity to ensure a sustainable integrated waste system. Further, to lead by developing public and private partnerships to focus resources on areas of greatest impact to the environment and economy of the County.
<b>Commissioner Priority Area:</b>	Health and Well-Being of County Citizens; Healthy Local Economy; Healthy Ecosystem; Strong County Infrastructure

## Measure 26. Environmental Services – Recycling Percentage

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

**Current Performance: 54.0%**

### SCORE Recycling Percentages



## Measure 27. Environmental Services – HHW

**Current Performance:** 83.46 tons of Household Hazardous Waste were recycled in 2014. This includes HHW going to Western Lake Superior Sanitary District, Ni-Cad Batteries, Fluor Tubes, Sealed Lead Acid batteries and Product Exchange volumes, collected at the St. Louis County HHW facility and remote collection sites. The St. Louis County Environmental Services Department provides a comprehensive solid waste management system management for all of St. Louis County outside of Duluth and surrounding townships. The Environmental Services Department works to increase the number of customers using the free household hazardous waste (HHW) disposal mobile collections and two year-round sites.

### Households utilizing St. Louis County's HHW collection network

