



Resolution
of the
Board of County Commissioners
St. Louis County, Minnesota
Adopted on: June 12, 2018 Resolution No. 18-396
Offered by Commissioner: Boyle

Minnesota State Auditor's Performance Measurement Program, 2018 Report

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

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

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

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

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

RESOLVED FURTHER, That the St. Louis County Board approves submission of the 2018 St. Louis County Performance Measures Report found in County Board File No. 60839.

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

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 12th day of June, A.D. 2018, and that this is a true and correct copy.

WITNESS MY HAND AND SEAL OF OFFICE at Duluth, Minnesota, this 12th day of June, A.D., 2018.

DONALD DICKLICH, COUNTY AUDITOR

By
Deputy Auditor

Measures for Counties

St. Louis County Departmental Key Performance Indicators:

2018 Submission (2017 data, *unless noted*)

St. Louis County utilizes best practices in performance management and measurement. Annually, the County Board adopts the standard set of county performance measures proposed by the Minnesota State Auditor's Performance Measurement Program. Created by the Minnesota State Legislature's Council on Local Results and Innovation, this 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 capita, not to exceed \$25,000.

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

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

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

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

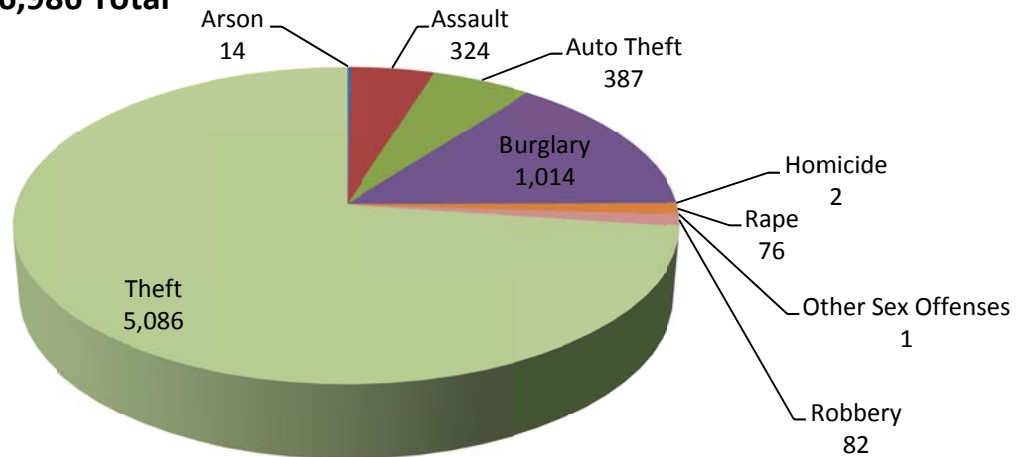
As the county strives for organizational excellence it is of paramount importance to continue to progress in linking departmental program and service initiatives to key organizational priorities and strategies.

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

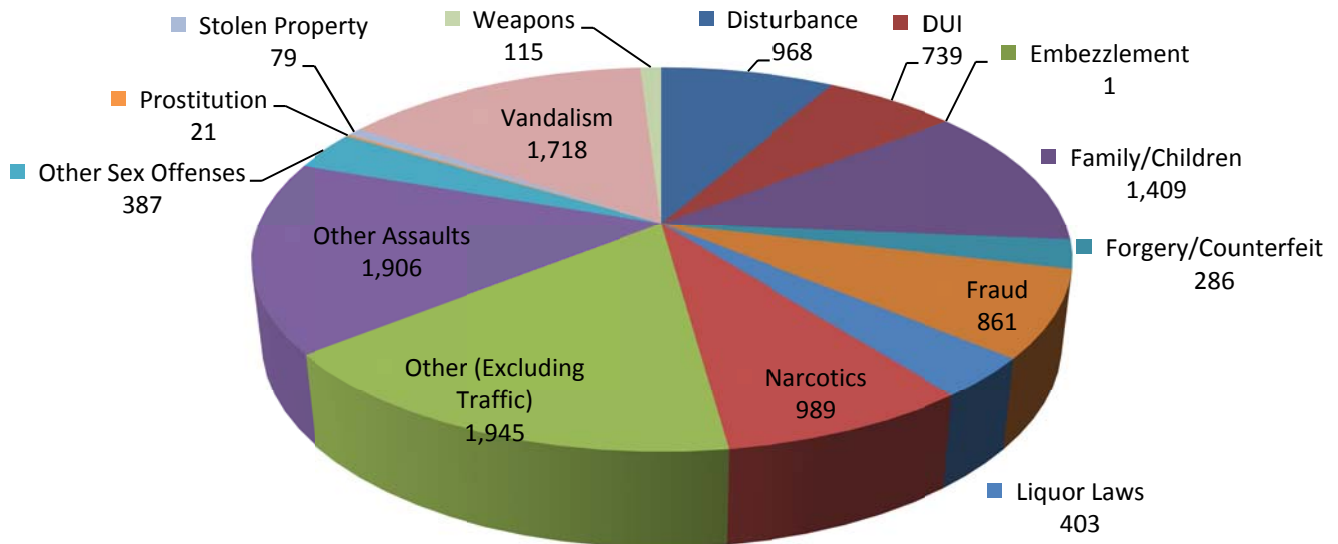
Measure 1. Public Safety –Crime Rates/Citizen Survey

Current Performance: In 2017, St. Louis County (population 200,949, US Census Bureau 2016 population estimate) had the following Part I & II offenses and crime rates:

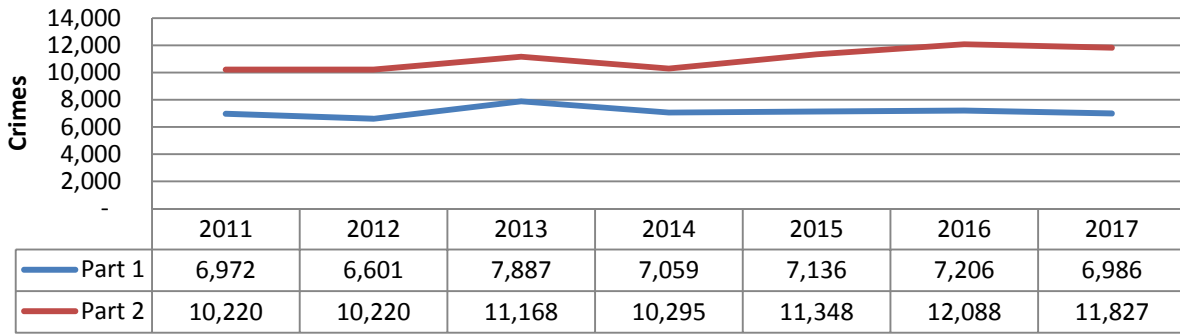
Part 1 Crimes: 6,986 Total



Part 2 Crimes: 11,827



Part I and II Crime History



Data Source: MN BCA Uniform Crime Reports

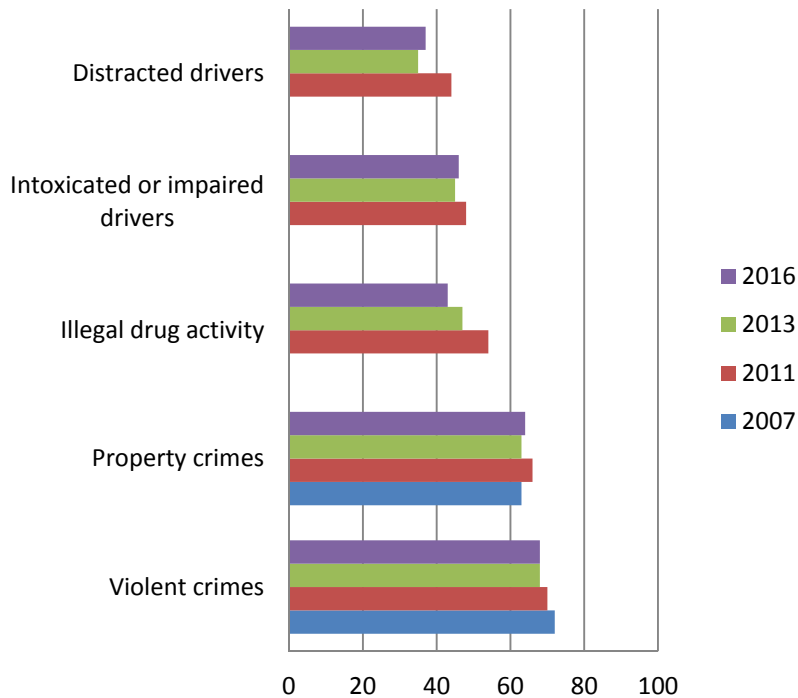
Note: BCA stats are not final until July 1, 2018

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 past survey responses.

Please rate how safe or unsafe you feel from the following in St. Louis County:



More about our survey:

St. Louis County partners with other Minnesota counties to work with the National Research Center on a statistically valid and representative residential survey which is conducted every 2-3 years. This survey was conducted in 2007, 2011, 2013 and 2016. The data is summarized here. The 2016 survey response rate was 33% (1,966 households received a survey; 658 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 2,108 Priority One Level Incidents throughout St. Louis County between 1/1/17 and 12/31/17. The average response time from time of dispatch to first unit on scene computes to **14.89 minutes**. The number of calls is up from 2016 (1,949 calls), while the average time to respond is slightly up from last year (14.71 minutes). St. Louis County is unique compared to other Minnesota counties in that it is over 7,000 square miles in size, the type and quality of our roadways varies significantly throughout the county, and great distances between calls often requires extra time to respond, thus impacting the efficacy of this measure as a standard in St. Louis County as compared to other counties in the state.

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

Measure 4. Public Safety – Recidivism

Current Performance: Arrowhead Regional Corrections' goal is to maintain its client recidivism rate at 30% or lower, as defined by the Minnesota Department of Corrections. The MN DOC defines recidivism as "a felony conviction within three years of discharge." In 2017, ARC's adult probation recidivism rate was **17%**.

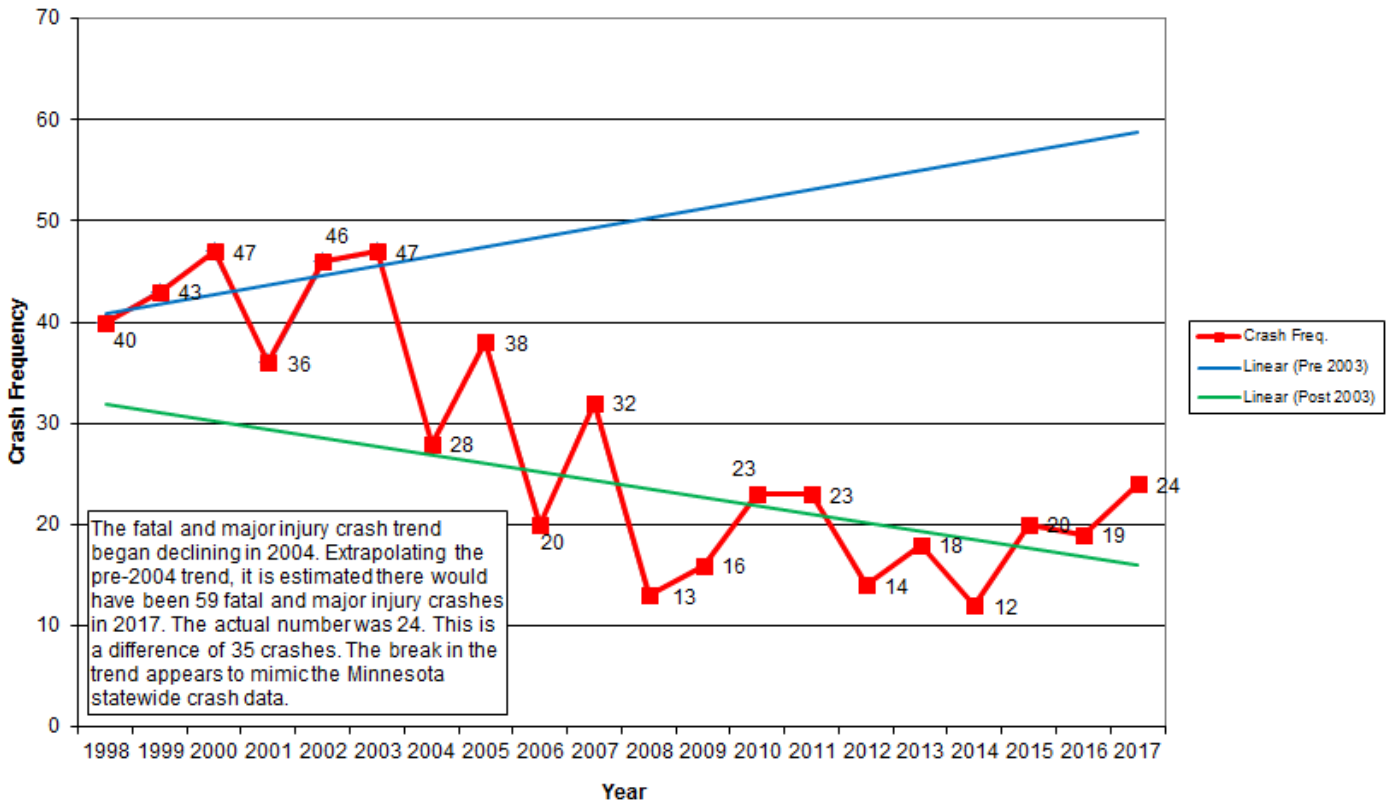
Data Source: 2017 Minnesota Statewide Probation & Supervised Release Outcomes Report (MN DOC)

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

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

Current Performance: St. Louis County relies on MnDOT for the crash data used in this KPI. In 2016, the Minnesota Department of Public Safety and MnDOT moved to an entirely new crash report and linear referencing system for crashes. Conflicts/errors with the 2016 crash data have now been corrected to enable St. Louis County to review information for the last two years. In 2017 St. Louis County experienced **6** fatal and **18** major injury crashes on County State Aid Highways (CSAH), County Roads or Unorganized Township roads for a total of 24 fatal and major injury crashes (up from 19 in 2016).

**St. Louis County
Fatal and Major Injury Crashes on County Roads
(CSAH, CR and UT)**



Measure 6. Public Works –Snow Plowing Time

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

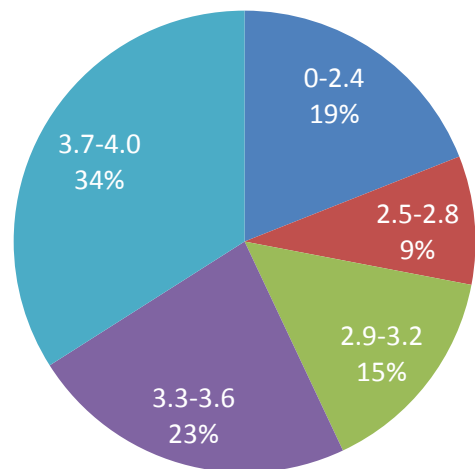
Data Source: Public Works. By using GPS/AVL software, we are able to track our truck fleet, and gather tabular data as to location, travel time (overall, and while plowing), travel distance (overall, and while plowing), and material application amounts. In addition, we are able to generate mapping showing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

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

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

The percentage of roadway miles with a PQI of 2.900 or higher is 72.2%, which is under the target of 75%. The weighted average PQI for all mileage is 3.138, which exceeds the target of 3.100.

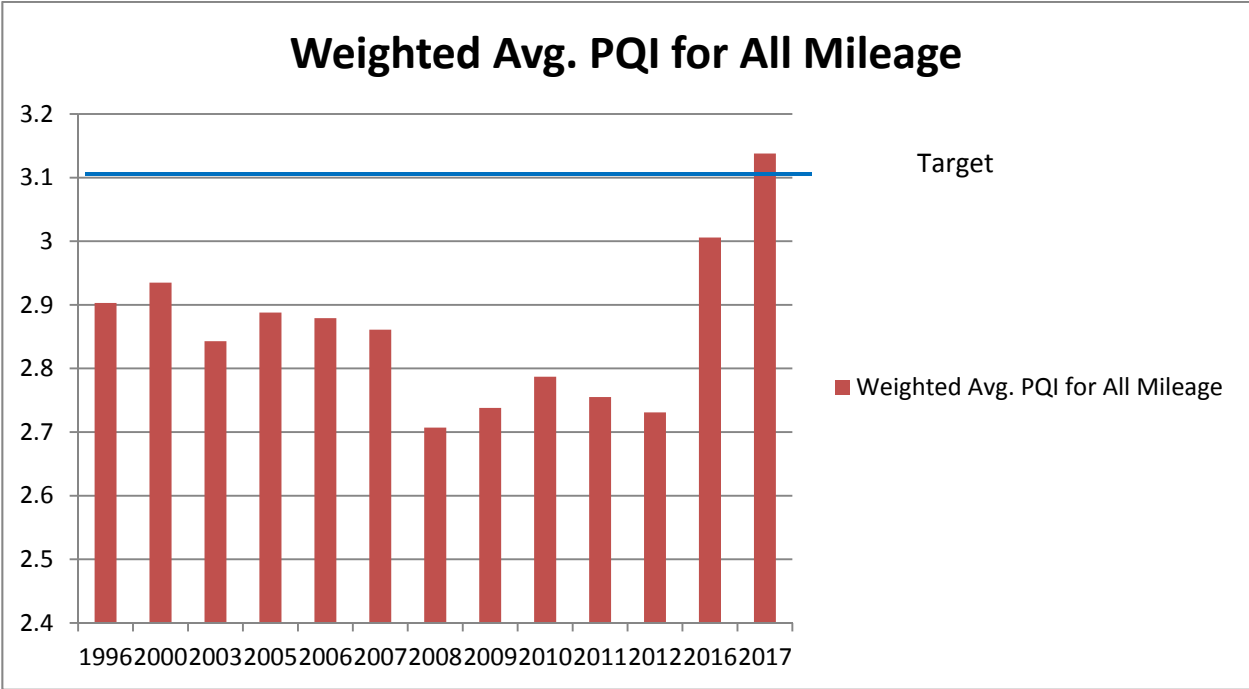
Pavement Quality Index (PQI)
% of paved system



Description	2017 Weighted Average PQI	Rating Description
All Roads	3.138	Top End of Fair*
CSAH Roads	3.231	Top End of Fair*
County Roads	2.802	Top End of Poor
UT Roads	2.931	Low End of Fair

*Exceeds KPI Target

Note: PQI data is collected by the Minnesota Department of Transportation (MnDOT). Due to workload challenges, MnDOT has not been able to collect PQI data on St. Louis County's road system since 2016. The reported current PQI values are estimated by using the 2016 data supplemented with estimated PQI values for road miles resurfaced since the data was collected.

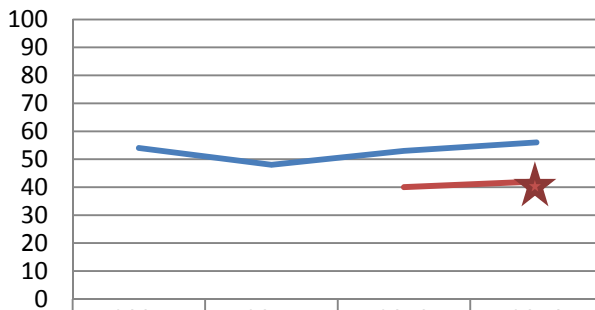


What will be changed to meet this goal: The Department felt it was important to set targets that would reflect where the county’s system should be. Since 2012, it has made significant progress toward its goal. A shift toward doing more preservation projects (such as, mill and overlays, reclaim and overlays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

Measure 8. Public Works –Citizen Survey Ratings

Current Performance: Continuing the trend in citizen survey ratings since 2007, residents again found road conditions to be a major problem in 2016. 11% of residents selected infrastructure (including sewer, water, roads, bridges, etc.) as the most serious issue facing St. Louis County (up from 10% in 2013). The 2013 survey continued to separate snow and ice removal from general maintenance, which is reflected in the following chart. While low, these scores are in line with national trends done by the National Research Center, and slightly improving over results from the last survey.

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



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

More about our survey:

St. Louis County partners with other Minnesota counties to work with the National Research Center on a statistically valid and representative residential survey which is conducted every 2-3 years. This survey was conducted in 2007, 2011, 2013 and 2016. The data is summarized here. The 2016 survey response rate was 33% (1,966 households received a survey; 658 surveys were completed).

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

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

Measure 9. Public Works –Average Bridge Sufficiency Rating

Current Performance: St. Louis County’s average bridge sufficiency rating is **89.4**, up from 87.9 in 2016 and 86.1 in 2015.

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

Considerations include:

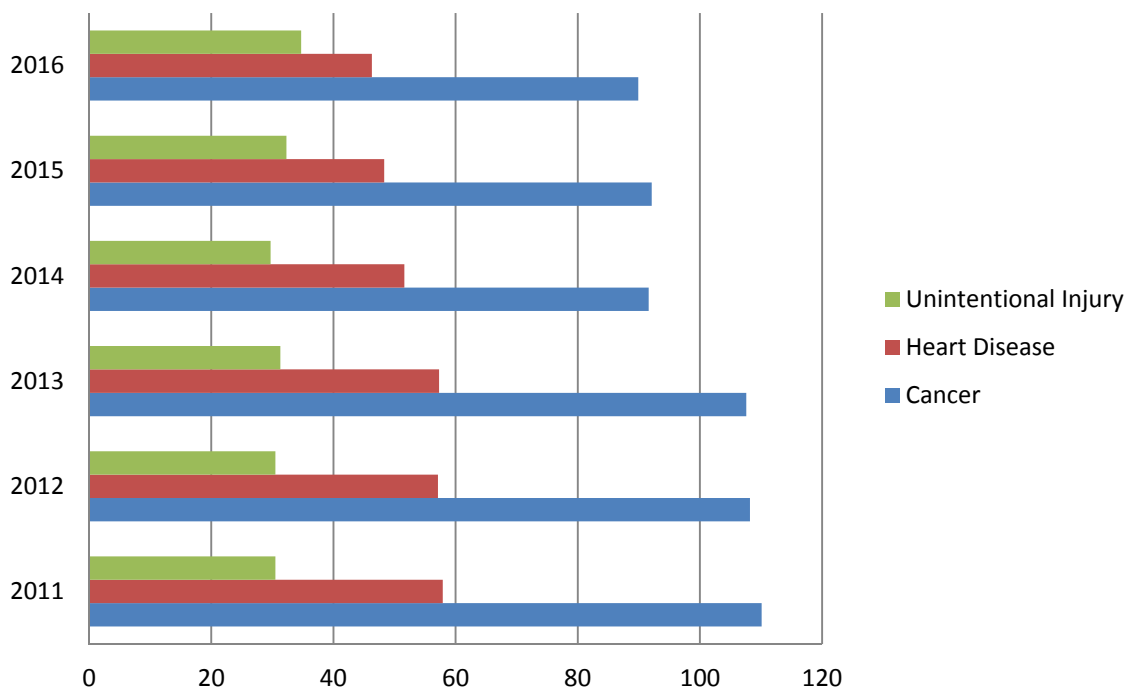
- Establish a clear definition of the Sufficiency Rating (SR).
- Consider using ratings. NBI ratings are the federal portion of the condition ratings of various parts of the bridge (superstructure, substructure, deck, etc.) and are determined by our safety inspectors in the field.
- St. Louis County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

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

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

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

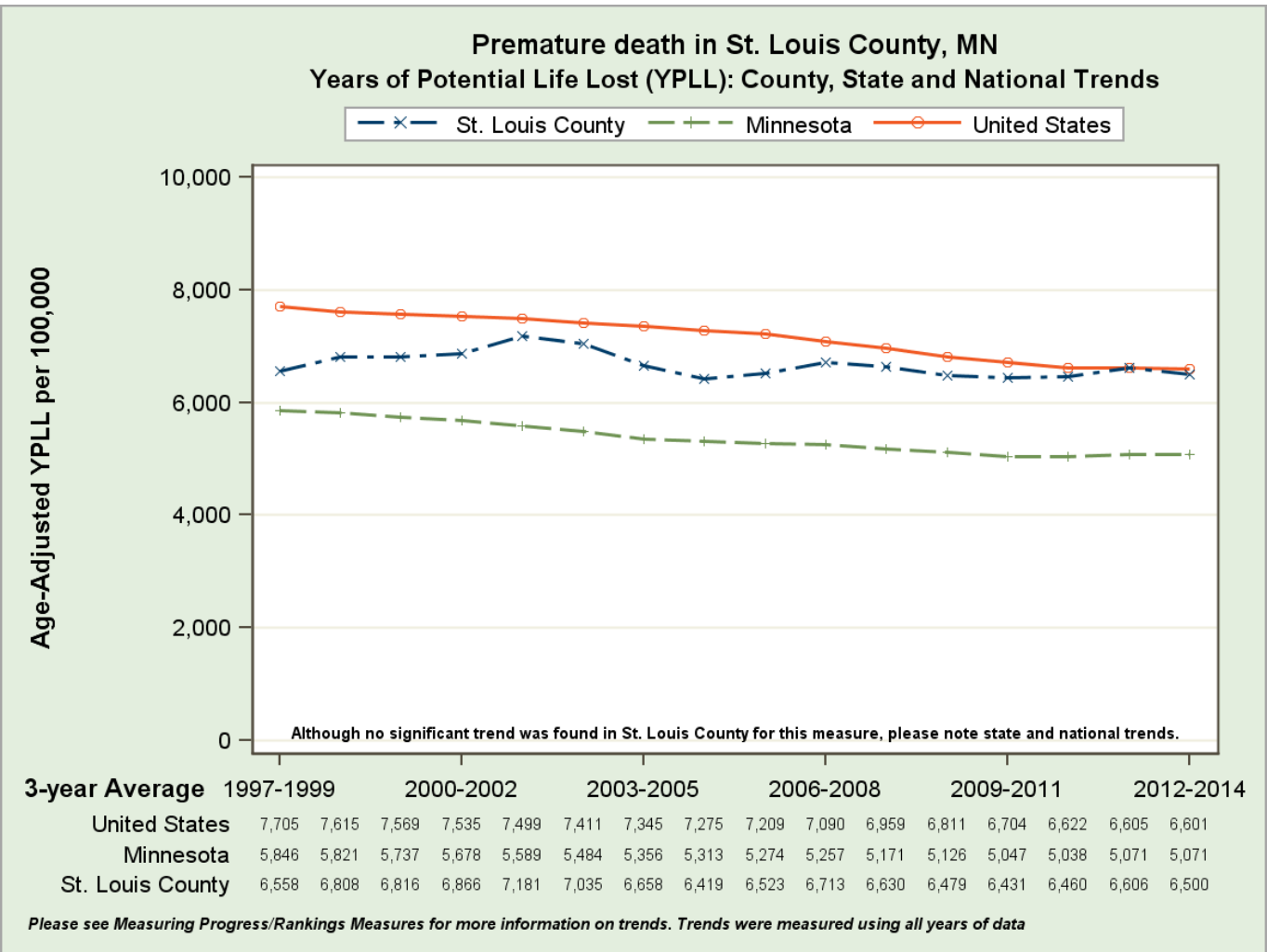
Potential Life Lost Rate per leading causes of premature death (deaths under 75 yrs of age per 100,000):



Data source: Minnesota Department of Health, Center for Health Statistics - <http://www.health.state.mn.us/divs/chs/countytables>

Note: 2016 is the most recent data available

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



Data source: <http://www.countyhealthrankings.org/app/minnesota/2018/rankings/st-louis/county/outcomes/overall/snapshot>

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

Current Performance:

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

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

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

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

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

Definitions:

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

Duluth: The City of Duluth in its entirety.

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

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

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

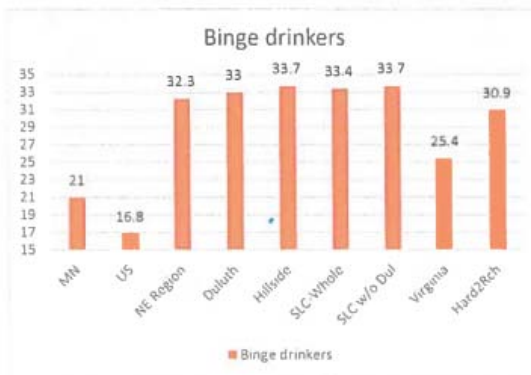
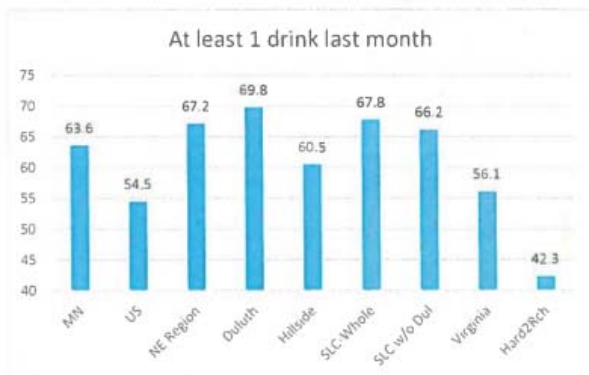
Virginia: The City of Virginia in its entirety.

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

Alcohol Use—

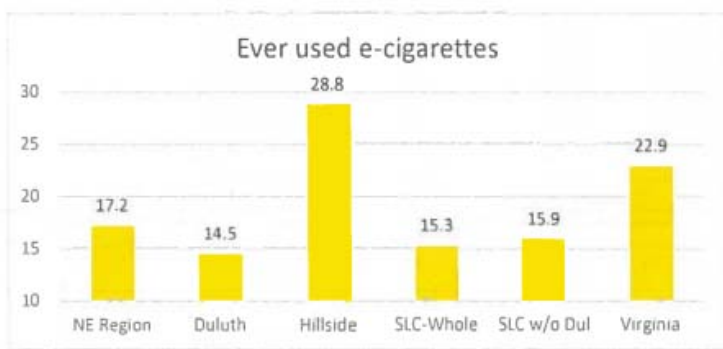
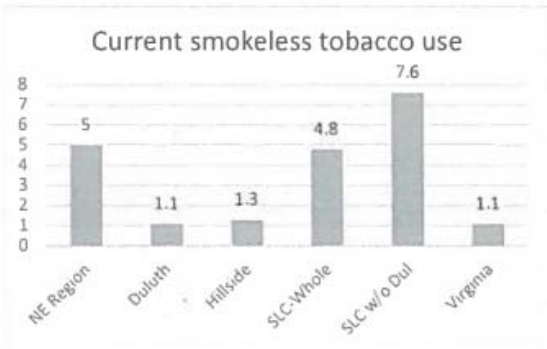
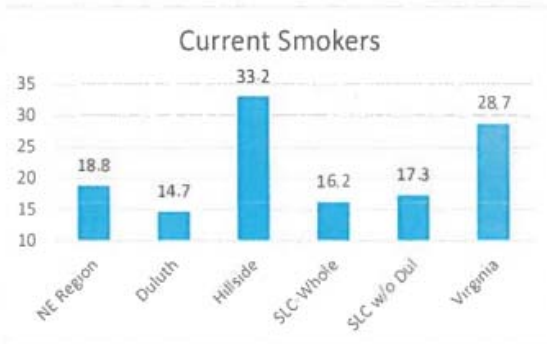
Alcohol Use	MN	US	NE Region	Duluth	Hillside	SLC-Whole	SLC w/o Dul	Vir	Hard2Rch	Ratio	Better/Worse
At least 1 drink last month	63.6	54.5	67.2	69.8	60.5	67.8	66.2	56	42.3	2.00	2.00
Binge drinkers	21	16.8	32.3	33	33.7	33.4	33.7	25	30.9	0.50	0.50
Men = 5+ drinks											
Women = 4+ drinks											

Ratio: Better/Worse



TobaccoUse—

Adult Tobacco Use	NE Region	Duluth	Hillside	SLC-Whole	SLC w/o Dul	Virginia	Hard2Rch	...	Ratio: Better/Worse
Current Smokers	18.8	14.7	33.2	16.2	17.3	28.7	NA		1.50
Attempted to quit in last year	43	36.1	45.5	40.1	42.8	47.9	NA		1.50
Current smokeless tobacco use	5	1.1	1.3	4.8	7.6	1.1	NA		4.00
Ever used e-cigarettes	17.2	14.5	28.8	15.3	15.9	22.9	NA		1.50
Ratio: Better/Worse		3.00	1.00	3.00	3.00	1.00			

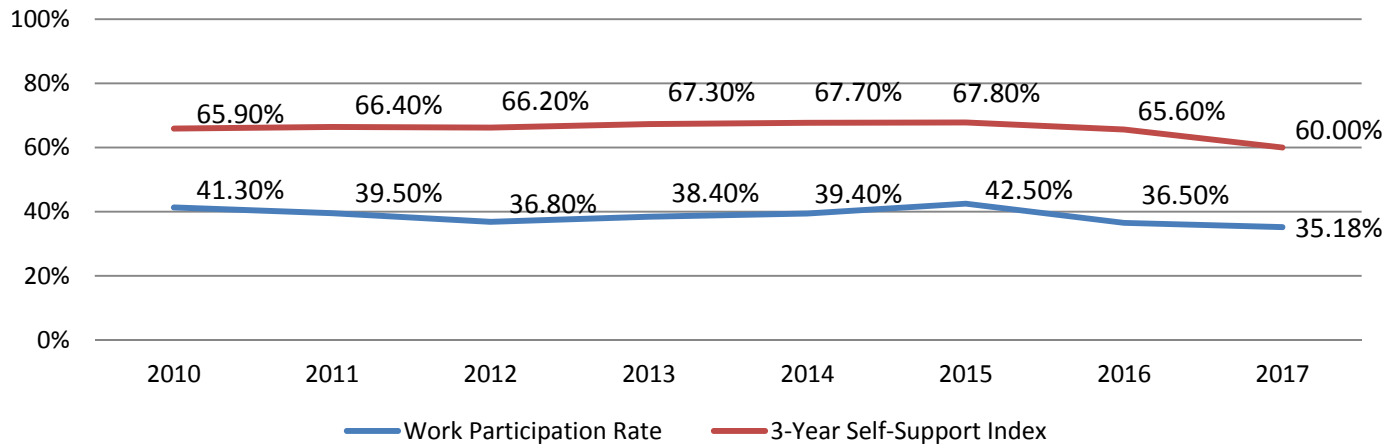


Data Source: Bridge to Health Survey—Completed surveys were received from 6,008 adult residents of the 10 geographic areas (Aitkin County, Carlton County, Cook County, Douglas County, City of Duluth, Itasca County, Koochiching County, Lake County, Pine County, St. Louis County-without Duluth); the overall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

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

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

Work Participation Rate



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

Measure 13. Public Health & Human Services –Maltreatment

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

County performance is 7.2%, compared to the state performance of 8.9%--both less than the national performance standard of 9.1% or less.

Summary—

Federal Performance Standard: 9.1% or less

2017 Minnesota Performance: 8.9%

2017 St. Louis County: 31/429 = 7.2%

Historical Figures—

2016: 5.3%

2015: 3.4%

2014: 6.8%

2013: 6.3%

Data source: SSIS Analysis and Charting – Federal Indicator

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

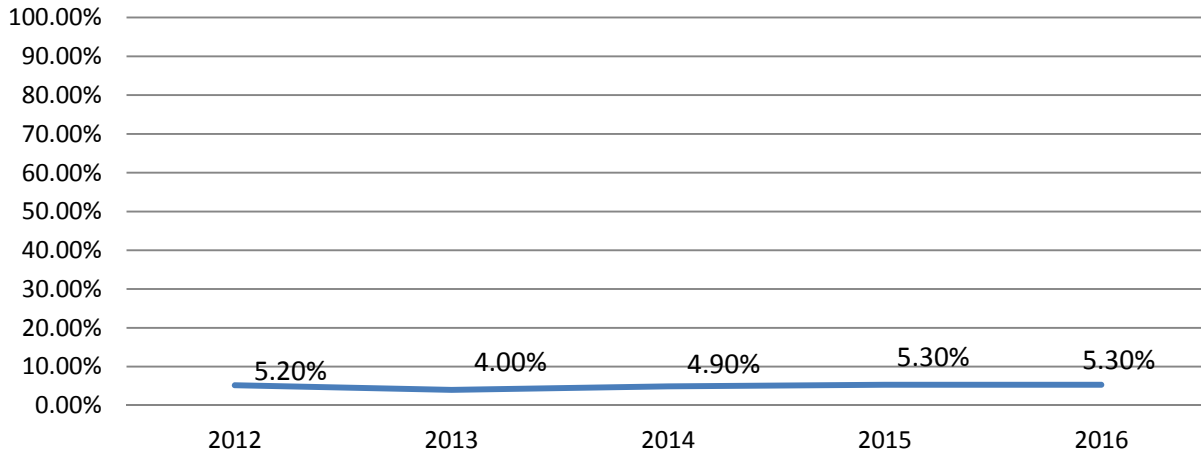
Current Performance: Child support is money a parent is court-ordered to pay to their child’s other parent or caregiver for the support of the child. The support may be part of an interim, temporary, permanent, or modified court order. Cost effectiveness is the Return on Investment realized as a result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

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

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

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

Low-Birth Weight Births



Data Source: <http://www.health.state.mn.us/divs/chs/genstats/countyttables/profiles2017/bbirth16r1.pdf>

Note: 2016 is the most recent data available

Measure 16. County Assessor–Assessment Ratio

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

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

2016 St. Louis County Sales Ratio Report for Taxes Payable 2017		
PROPERTY TYPE	MEDIAN RATIO	DOR Acceptable Range of 90-105%
RESIDENTIAL	92.9%	acceptable
COMMERCIAL/INDUSTRIAL	91.5%	acceptable

Data Source: 2016 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. 2017 performance documented a turn-around time of **5.74 days** (down from 7.60 days in 2016), surpassing the requirement.

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

Measure 18. County Auditor – Accuracy

Current Performance: During the 2016 elections, according to the post-election audit, **100%** of ballots were counted accurately. There were no county or state elections held in 2017.

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

Measure 19. Veterans Service Office – Customer Service

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

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

Current Performance: For 2016, Federal benefits totaled \$109,475,000 (up from 2015) and State benefits totaled \$149,762 (down from 2015), for a grand total of **\$109,624,762** of Veterans’ benefits brought into St. Louis County (up \$676,621 from 2015).

Data Source: VA posted 2016 expenditure data

Note: 2017 data not yet available

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

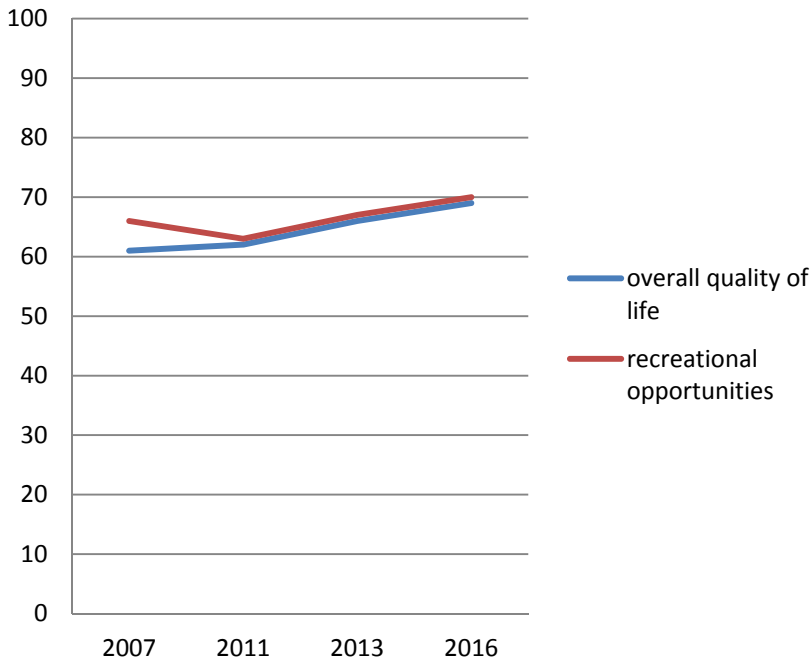
This measure was recommended by 2008 OLA report. There is currently no reliable data source for this measure.

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

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

Current Performance: Although St. Louis County does not operate county parks, some of the 2016 Residential Survey Data speaks to general ratings in this area. The overall quality of life in St. Louis County is high, with 86% 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.

Overall quality of life ratings



More about our survey:

St. Louis County partners with other Minnesota counties to work with the National Research Center on a statistically valid and representative residential survey which is conducted every 2-3 years. This survey was conducted in 2007, 2011, 2013 and 2016. The data is summarized here. The 2016 survey response rate was 33% (1,966 households received a survey; 658 surveys were completed).

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

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:

Public Library	2010 Population	2017 Library Visits	Visits Per Thousand
Aurora	1,709	14,885	8.71
Babbitt	1,475	18,871	12.79
Buhl	1,000	4,607	4.61
Chisholm	4,976	24,561	4.94
Cook	574	15,276	26.61
Duluth	86,265	475,363	5.51
Ely	3,460	72,261	20.88
Eveleth	3,718	13,312	3.58
Gilbert	1,799	10,192	5.67
Hibbing	16,361	75,210	4.60
Hoyt Lakes	2,017	11,960	5.93
Mountain Iron	2,869	22,061	7.69
Virginia	8,712	80,288	9.22
ALS Bookmobile	64,994	5,786	0.09
TOTAL	199,929	844,633	4.22

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

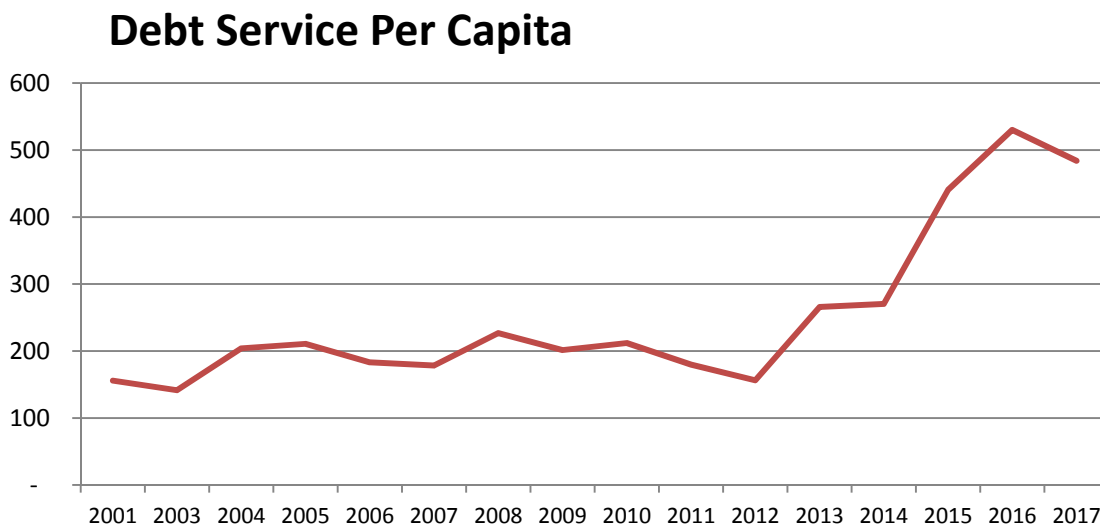
Measure 24. County Auditor – Bond Rating

Current Performance: AA+ rating achieved in rating review as part of 2013 bond issuances and retained for 2014 refinancing issuance, 2015 Capital Improvement bond sale, and 2016 and 2018 bond issuances. In its report, S&P listed multiple favorable conditions in the County that factored in its assessment, including a strong economy, strong management and budgetary performance, and very strong budgetary flexibility, among other factors. 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: \$484 per capita—St. Louis County’s debt levels are well below all established limits. Please note: the bond sale in 2015 is to accelerate the county’s Transportation Improvement Plan and debt service payments are paid by the dedicated Transportation Sales Tax.



Data source: St. Louis County 2017 Comprehensive Annual Financial Report

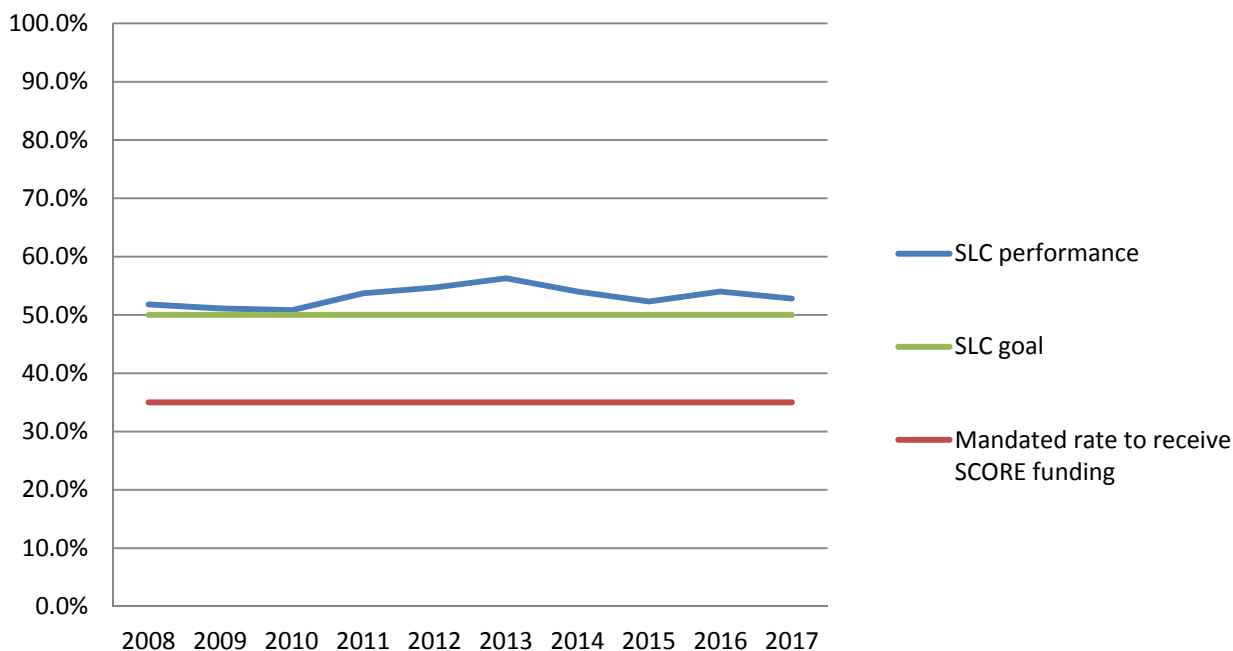
Environment	
Department Goal:	To act in a leadership capacity to ensure a sustainable integrated waste system. Further, to lead by developing public and private partnerships to focus resources on areas of greatest impact to the environment and economy of the County.
Commissioner Priority Area:	Public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

Measure 26. Environmental Services – Recycling Percentage

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

Current Performance: 52.8%

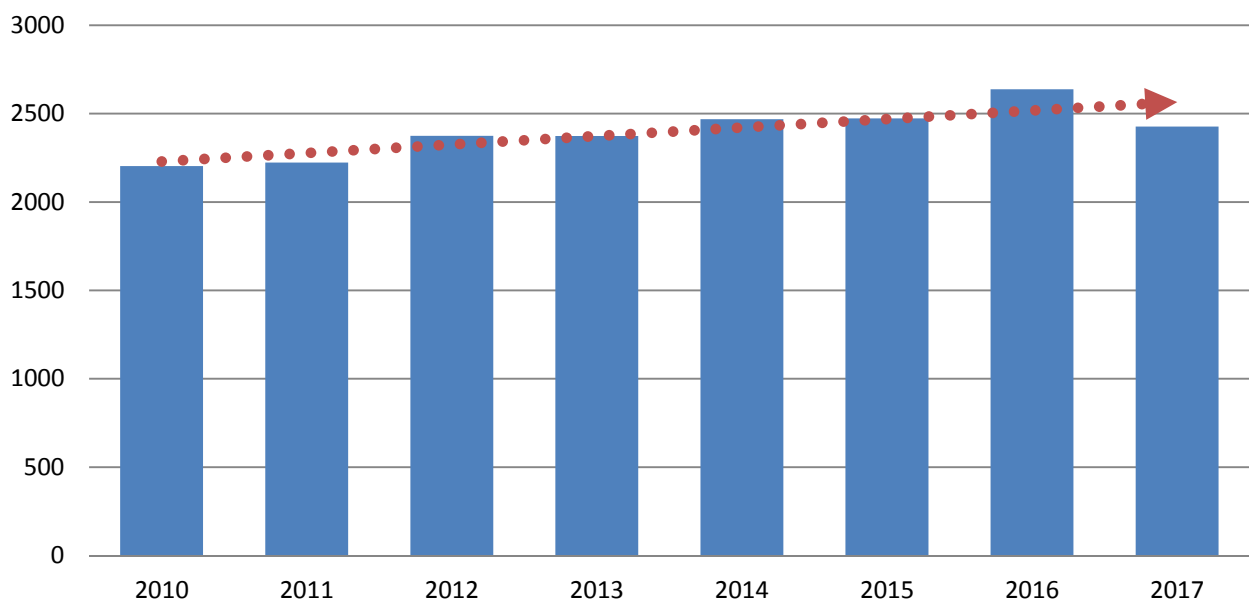
SCORE Recycling Percentages



Measure 27. Environmental Services – HHW

Current Performance: 85.56 tons of Household Hazardous Wastes were collected/managed in 2017 compared to 80.47 tons in 2016. This includes nickel-cadmium batteries, sealed lead acid batteries, fluorescent tubes, and Product Exchange materials collected at the St. Louis County HHW facilities and remote collection sites. The St. Louis County Environmental Services Department (ESD) provides a comprehensive solid waste management system for that part of St. Louis County outside of the Western Lake Superior Sanitary District. The ESD works to increase the number of customers utilizing free disposal at the thirteen HHW mobile collections and two year-round HHW collection facilities.

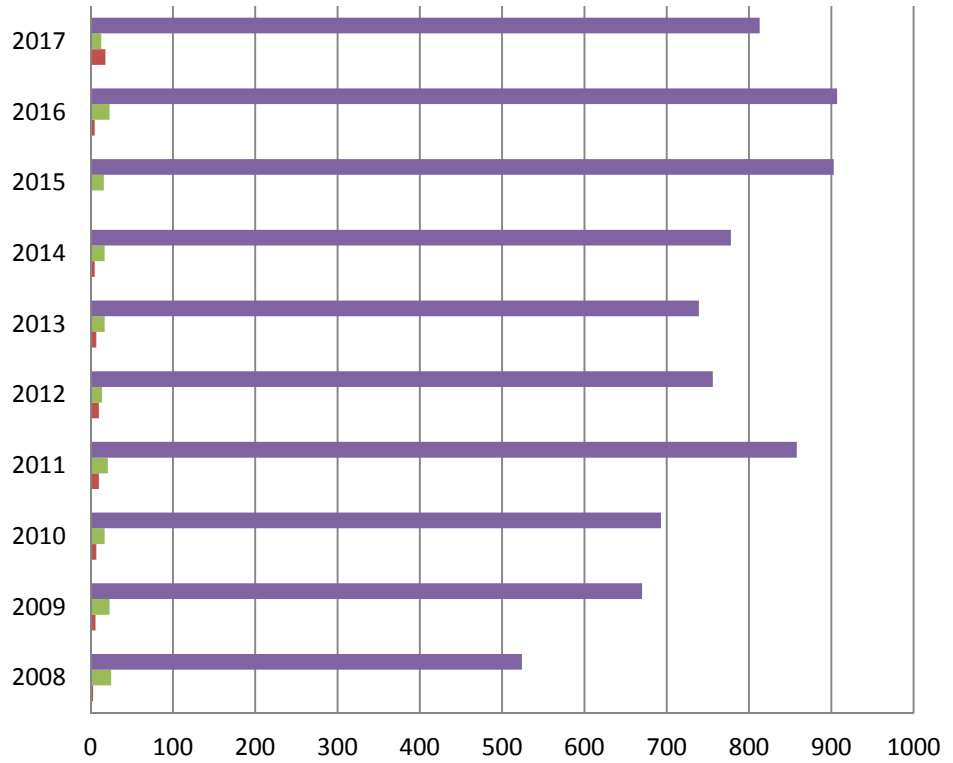
Households utilizing St. Louis County's HHW collection network



Strategies: Advertising for some of the 2017 VSQG and HHW collections were delayed due to a retirement within the department. The upcoming 2018 Department HHW advertising campaign will be consistent with previous past efforts. The department uses Facebook in addition to print and radio advertising to promote its hazardous waste programs. In 2017, the department received reimbursement of \$16,790 from the PaintCare Program to help offset collection, haulage and disposal costs associated with the department's participation in the program. The department anticipates continued public and business participation in the program.

Additionally, the department has successfully expanded its program to allow the acceptance of commercially-generated hazardous waste from any business identified as a Very Small Quantity Generator (VSQG), those businesses generating up to two hundred twenty pounds of hazardous waste per month. The Department will continue to conduct three summer VSQG remote collections in addition to year round scheduled appointments at the HHW facility located at the Regional Landfill. In 2017, the VSQG B-Clean Program disposed of approximately 7,939 pounds of hazardous waste materials compared to approximately 3,424 pounds of hazardous waste materials in 2016.

HHW Collection Network Statistics



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
■ Number of Users of Product Exchange	524	670	693	858	756	739	778	903	907	813
■ Number of Very Small Quantity Generators (VSQG)	25	23	17	21	14	17	17	16	23	13
■ Number of Minimum Quantity Generators (MQ)	3	6	7	10	10	7	5	1	5	18