



Resolution
of the
Board of County Commissioners
St. Louis County, Minnesota
Adopted on: June 25, 2024 Resolution No. 24-348
Offered by Commissioner: Boyle

Minnesota State Auditor's 2024 Performance Measurement Program Report

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

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

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

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

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

RESOLVED FURTHER, That the St. Louis County Board approves submission of the 2024 St. Louis County Performance Measurement Report found in County Board File No. 62197.

Commissioner Boyle moved the adoption of the Resolution and it was declared adopted upon the following vote:
Yeas – Commissioners Harala, Boyle, McDonald, Musolf, Jugovich and Chair Nelson – 6
Nays – None
Absent – Commissioner Grimm – 1

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

I, **NANCY NILSEN**, Auditor of the County of St. Louis, do hereby certify that I have compared the foregoing with the original resolution filed in my office on the 25th day June, A.D. 2024, and that this is a true and correct copy.

WITNESS MY HAND AND SEAL OF OFFICE at Duluth, Minnesota, this 25th day of June, A.D., 2024.

NANCY NILSEN, COUNTY AUDITOR

By: 
Clerk of the County Board/Deputy Auditor

Measures for Counties

St. Louis County Departmental Key Performance Indicators:

2024 Submission (2023 data, *unless noted*)

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

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

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

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

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

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

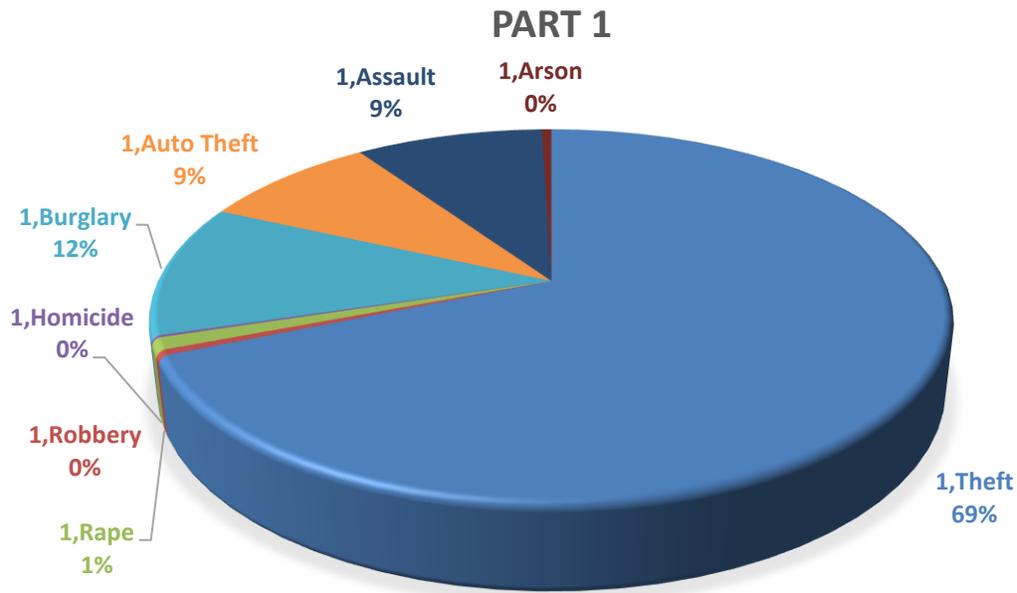
As the County strives for organizational excellence it is of paramount importance to continue to progress in linking departmental program and service initiatives to key organizational priorities and strategies.

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

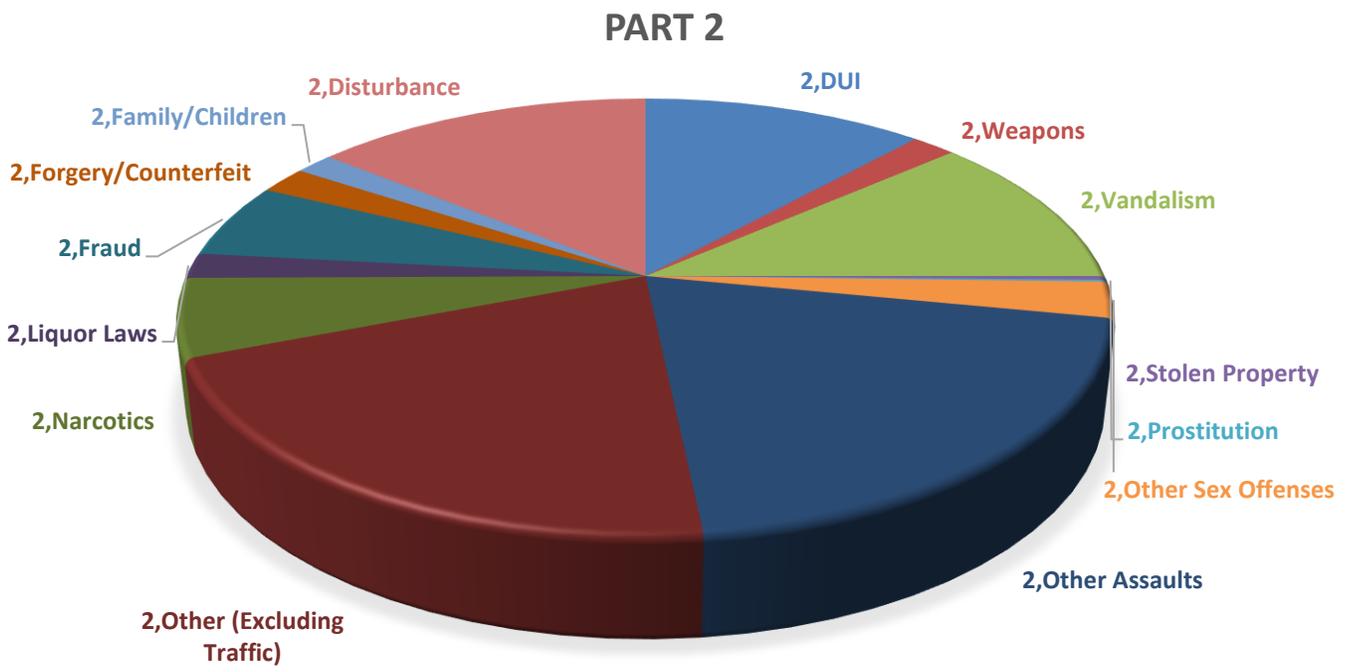
Measure 1. Public Safety – Crime Rates/Citizen Survey

Current Performance: In 2023, St. Louis County (with a population of 200,540 according to the US Census Bureau 2023 population estimate) had 1,079 (vs. 1,432 in 2022) Part I offenses and 2,136 (vs. 2,375 in 2022) Part II offenses (for a total of 3,215 offenses).

Part 1 Crimes: 1,079

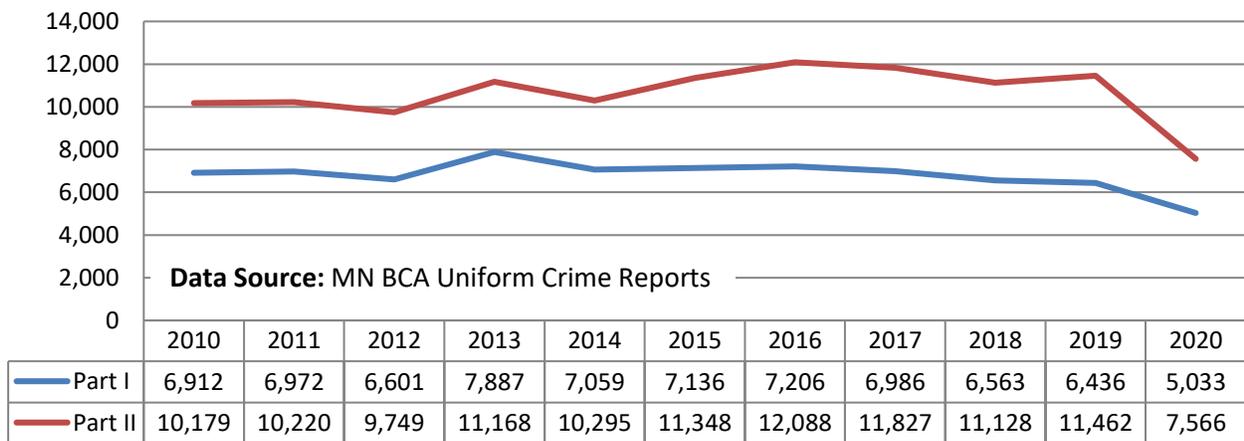


Part 2 Crimes: 2,136 Total



Please note that the Duluth Police Department (among other law enforcement agencies in St. Louis County) left the Shield system (from which this data is pulled) in fall of 2020, which artificially lowered the figures in 2021 and beyond. In 2024, St. Louis County is planning to change its records management system to align with surrounding agencies to get more comprehensive data.

Part I and II Crime History

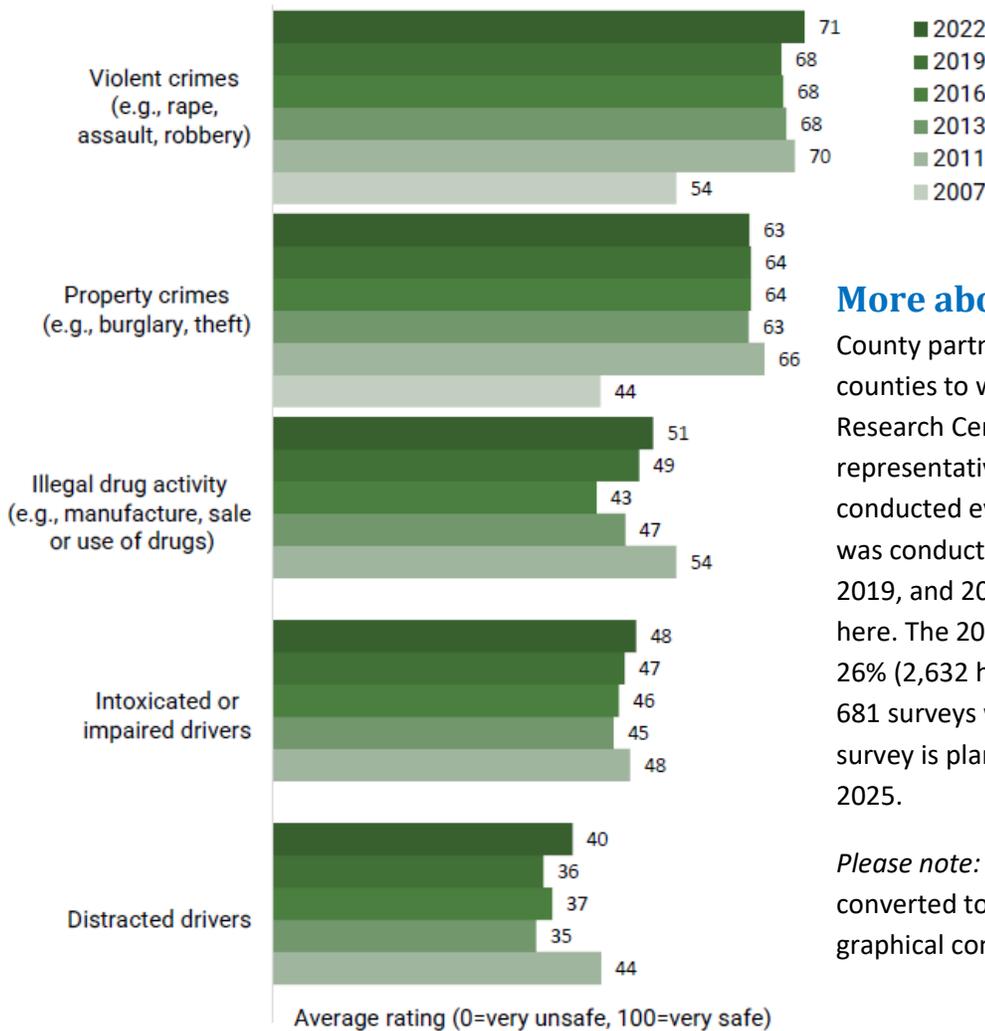


Measure 2. Public Safety – Citizen Survey

Current Performance: Residents felt the safest from violent (71 points) and property crimes (63). As shown below, ratings were similar to those given in past survey responses.

Figure 4: Average Ratings of Feelings of Safety by Year

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 Polco-National Research Center on a statistically valid and representative residential survey which is conducted every 2-3 years. This survey was conducted in 2007, 2011, 2013, 2016, 2019, and 2022. The data is summarized here. The 2022 survey response rate was 26% (2,632 households received a survey; 681 surveys were completed). The next survey is planned to be conducted in 2025.

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 average response time from time of dispatch to first unit on scene computes to **13 minutes and 59 seconds** (compared to 15 minutes and 38 seconds in 2022). 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	Public Health and Safety
Priority Area:	

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 (DOC). The MN DOC defines recidivism as “a felony conviction within three years of discharge.” In 2023, the MN Northeast Region’s adult probation recidivism rate for a 2019 cohort was 13% (compared to 12% in 2022 with a 2018 cohort). This region includes the five ARC counties as well as Itasca and Aitken counties.

Data Source: 2022 and 2023 Minnesota Statewide Probation & Supervised Release Outcomes Reports (MN DOC).

In 2022 Arrowhead Regional Corrections completed a recidivism study of 1,810 adult clients who were discharged from probation in 2018. Only 6% of probationers were convicted of a new felony offense within three years of discharge from Probation.

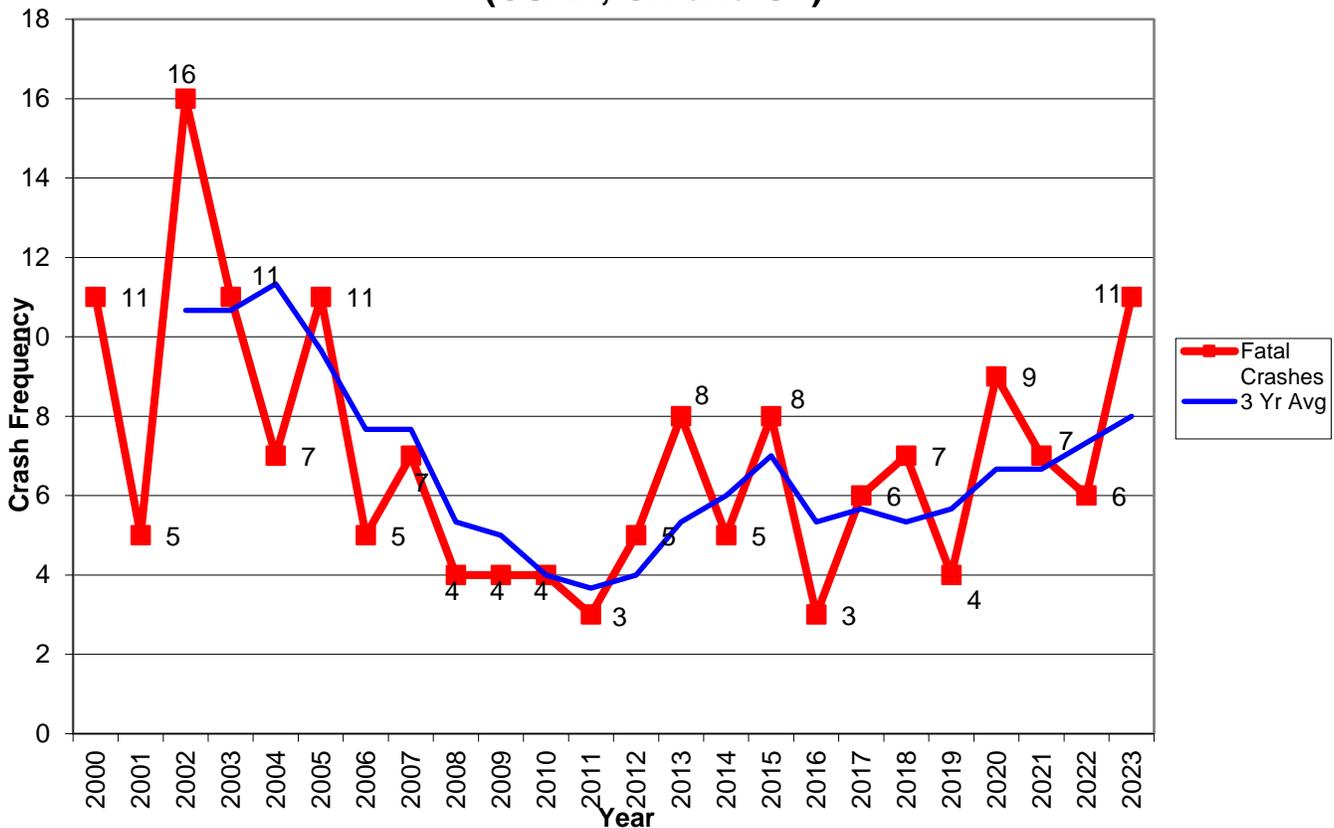
Data Source: Arrowhead Regional Corrections 2022 Adult Probation Recidivism Report.

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

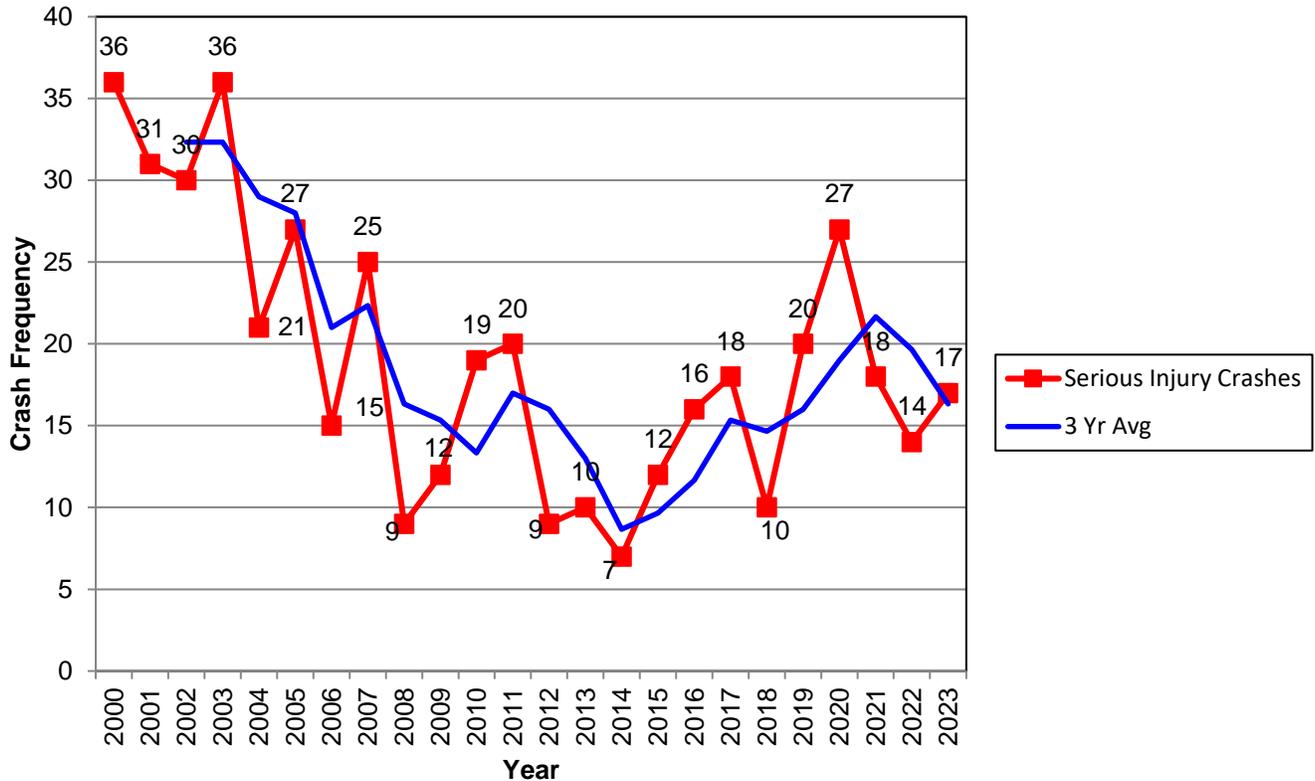
Measure 5. Public Works - Total number of fatal/injury accidents

Current Performance: St. Louis County experienced **11** fatal crashes (vs. 6 in 2022) and **17** major injury crashes (vs. 14 in 2022) on County State Aid Highways (CSAH), County Roads (CR) and Unorganized Township (UT) Roads in St. Louis County in 2023. The number of total fatal and injury-related crashes (not just those with serious injuries) was 119 in 2023 (vs. 108 in 2022) on CSAH, CR and UT roads within St. Louis County.

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



St. Louis County KPI Serious Injury Crashes on County Roads (CSAH, CR and UT)



Measure 6. Public Works – Snow Plowing Time

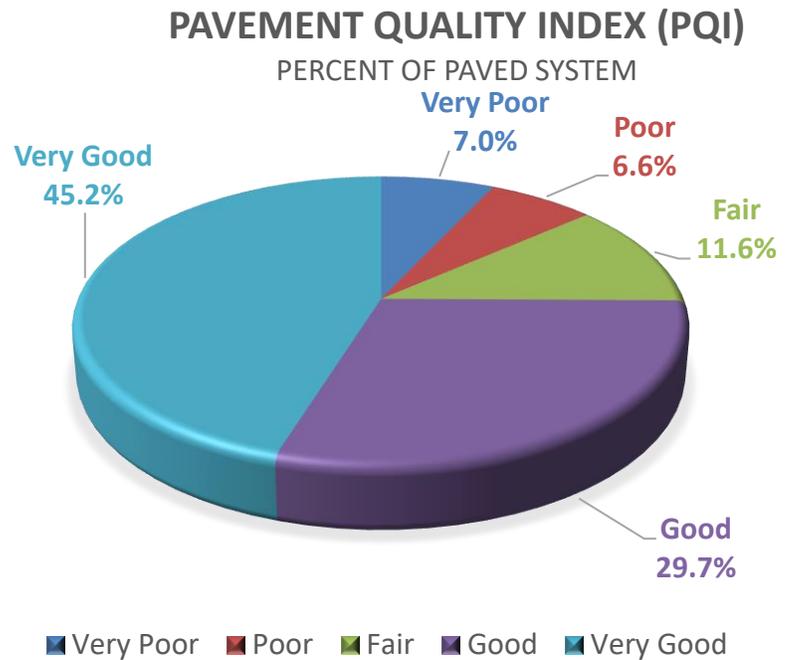
Current Performance: It takes the St. Louis County Public Works Department an average of **11.8 hours** (vs. 12 hours in 2022) to plow county roadways during an average snowfall event.

Data Source: Public Works. By using GPS/AVL software, St. Louis County is able to track its 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, the County is able to generate mapping showing the locations of its fleet and its movements at any given time.

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

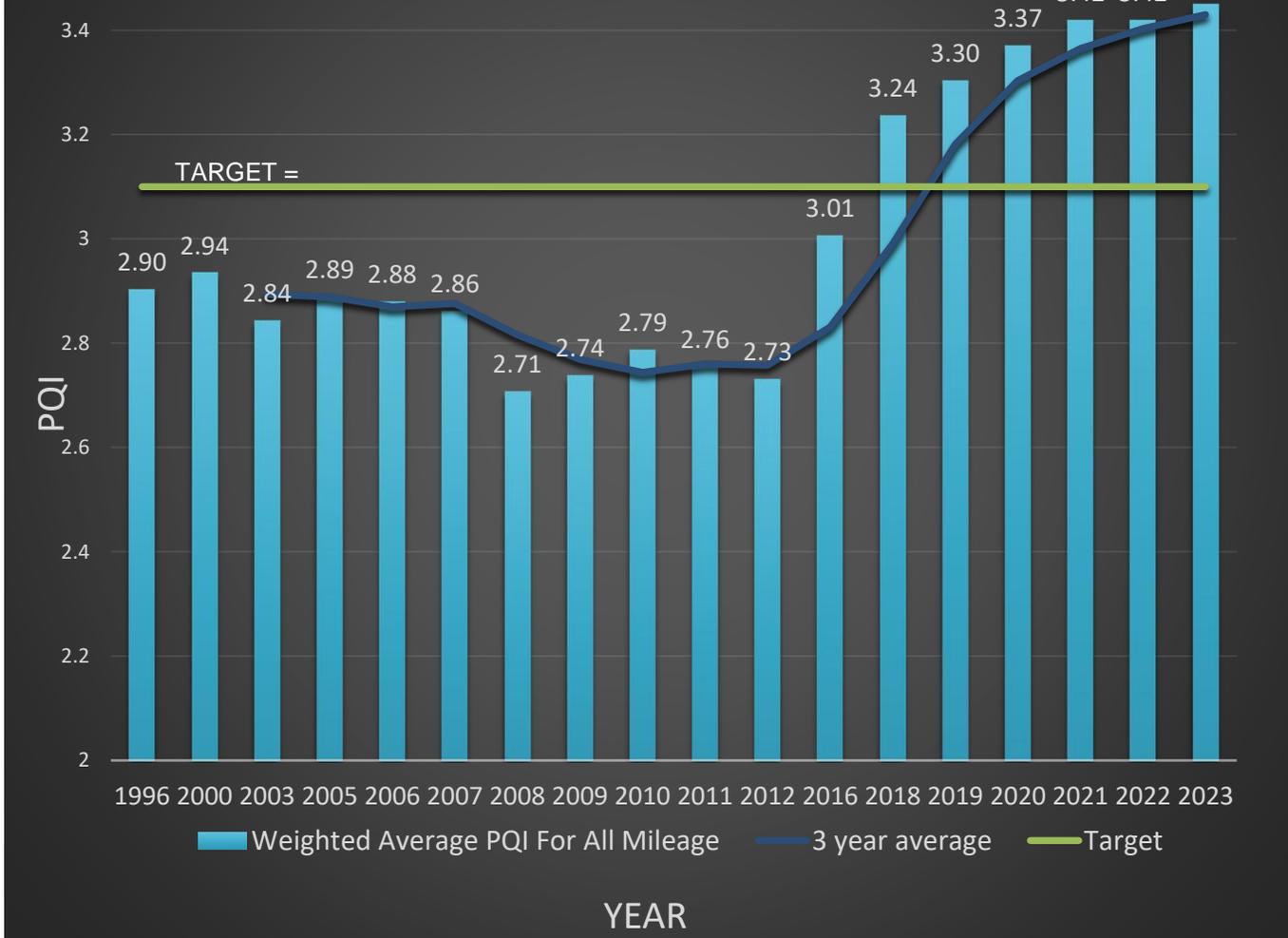
Current Performance: To improve the overall pavement quality of the roads of St. Louis County jurisdiction (unorganized townships, county roads, and county state aid highways) to a level acceptable to the public, Public Works strives to maintain 75% of roadway miles with a Pavement Quality Index (PQI) of 2.90 or higher and the weighted average PQI for all mileage at 3.10 or higher. Pavements having a PQI of 2.90 to 3.20 are defined as being in "fair" condition. PQI's range from 0.00 (worst) to 4.0 (best).

The percentage of roadway miles with a PQI of 2.90 or higher is 86.5% (compared to 85% in 2022), which is over the target of 75%. The weighted average PQI for all mileage is 3.45 (vs. 3.40 in 2022), which exceeds the target of 3.10.



Description	Weighted Average PQI		Rating Description
	2023	2022	
All Roads	3.45	3.42	Good
CSAH Roads	3.51	3.48	Good
County Roads	3.31	3.26	Good
UT Roads	3.09	3.06	Fair

Weighted Average PQI For All Mileage (Through 2023)

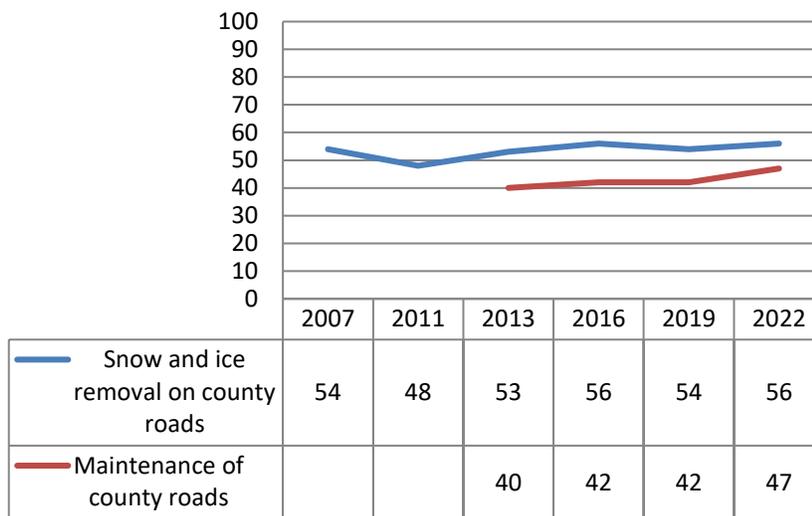


What Was Changed to Meet this Goal: The Department felt it was important to set targets that would reflect where the County’s system should be. Since 2012, it has made significant progress toward its goal, and has now surpassed it. A shift toward doing more preservation projects (such as, mill and overlays, reclaim and overlays and bituminous overlays), along with more preventative maintenance (such as crack sealing, chip seals and micro-surfacing) has continued 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 and establish a new target.

Measure 8. Public Works – Citizen Survey Ratings

Current Performance: The condition of county roads and bridges was felt to be a moderate problem or had an average rating of 63 points. The 2022 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 Polco-National Research Center.

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



More about our survey:

St. Louis County partners with other Minnesota counties to work with the National Research Center on a statistically valid and representative residential survey which is conducted every 2-3 years. This survey was conducted in 2007, 2011, 2013, 2016, 2019, and 2022. The data is summarized here. The 2022 survey response rate was 26% (2,632 households received a survey; 681 surveys were completed). The next survey is planned to be conducted in 2025.

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.

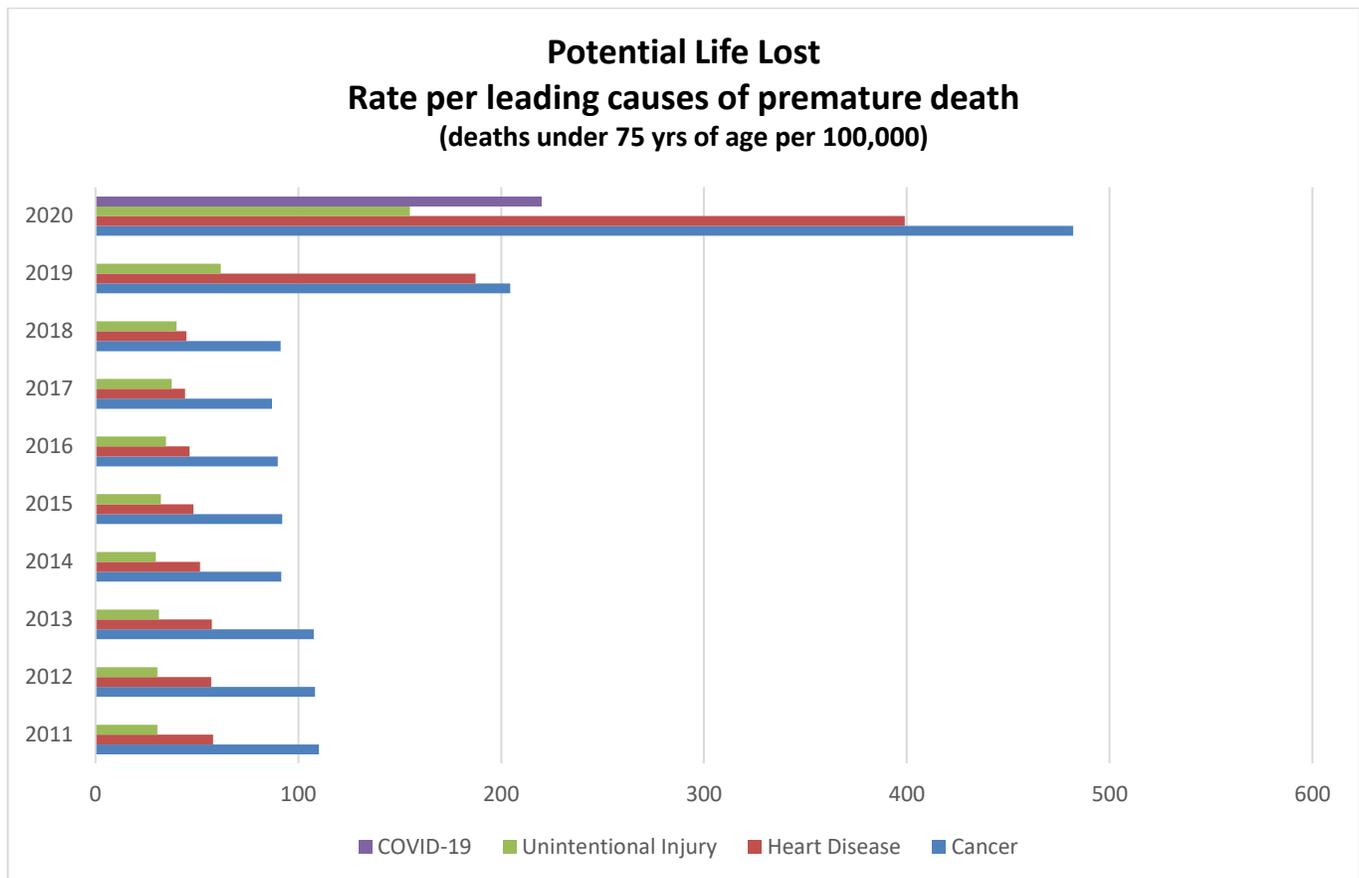
Measure 9. Public Works – Average Bridge Sufficiency Rating

Current Performance: St. Louis County’s average bridge sufficiency rating is **86**, down from 92.3 in 2022. Bridge condition data is derived from regularly required safety inspections performed by county staff. The inspections are performed in accordance with the Federal Highway Administration (FHWA) National Bridge Inspection Standards and the State of Minnesota Bridge and Structure Inspection Program. Bridge safety inspections are extremely detailed, however, the overall condition of each structure is categorized as Good, Fair or Poor. Bridge structures on county roads and highways are typically smaller in size, less structurally complex and serve different roles in the community when compared to bridge structures on the state or interstate highway system. Because of these differences, local agencies and MnDOT State Aid developed a new metric to represent condition ratings specifically tailored for the types of bridges owned by counties and cities. The Local Priority Index (LPI) is a 0 to 100 condition score derived from the safety inspection data.

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: The general life expectancy for males is 77.0, while the life expectancy for women is 82 years according to the most up-to-date County profiles (from 2014—<http://www.healthdata.org/us-county-profiles>). The premature death rate (PDR) for those under 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 four leading causes of premature death in 2020 (the latest data available) is 482 for Cancer, 399 for Heart Disease, 220 for COVID-19, and 155 for Unintentional Injury for St. Louis County.



Data Source: VizHub - US Health Map (healthdata.org) - *Mortality Table 4. Cause-Specific Death Counts for Ten Leading Causes,1 by State/County/CHB, Minnesota Residents, 2020*

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

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

2019	Percentage of adults who are current smokers	18%
2020	Percentage of adults who are current smokers	21%
2021	Percentage of adults who are current smokers	21%
2022	Percentage of adults who are current smokers	21%
2023	Percentage of adults who are current smokers	21%

2019	Percentage of adults reporting binge or heavy drinking	23%
2020	Percentage of adults reporting binge or heavy drinking	25%
2021	Percentage of adults reporting binge or heavy drinking	25%
2022	Percentage of adults reporting binge or heavy drinking	24%
2023	Percentage of adults reporting binge or heavy drinking	24%

2019	Percentage of driving deaths with alcohol involvement	26%
2020	Percentage of driving deaths with alcohol involvement	34%
2021	Percentage of driving deaths with alcohol involvement	35%
2022	Percentage of driving deaths with alcohol involvement	40%
2023	Percentage of driving deaths with alcohol involvement	40%

Data source: <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’s 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. This rate was **19.92%** in 2023.

Data source: MN Department of Human Services.

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 12.7%, compared to the state performance of **5.6%** and compared to the federal performance standard of 9.1% or less.

Summary—

	2017	2018	2019	2020	2021	2022	2023
Minnesota	8.90%	9.00%	6.20%	5.6%	5.8%	5.8%	5.6%
St. Louis County	7.20%	5.80%	13.30%	11.0%	14.5%	16.5%	12.7%

St. Louis County Historical Performance—

2016: 5.3%
 2015: 3.4%
 2014: 6.8%
 2013: 6.3%

Data source: [Child Welfare Data Dashboard / Minnesota Department of Human Services \(mn.gov\)](#)

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

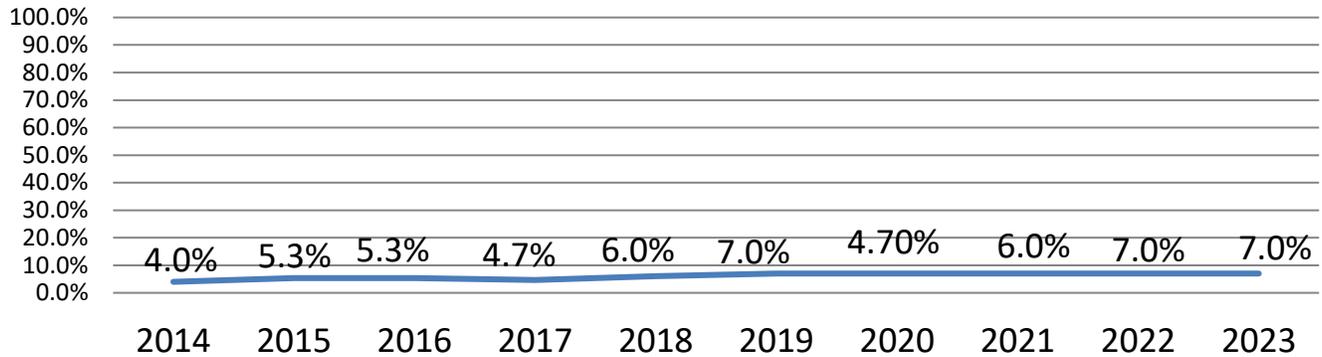
Current Performance: Child support is money a parent is court-ordered to pay to their child’s other parent or caregiver for the support of the child. The support may be part of an interim, temporary, permanent, or modified court order. Cost effectiveness is the Return on Investment realized as a result 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	
2017	\$4.50
2018	\$4.05
2019	\$4.03
2020	\$4.57
2021	\$3.77
2022	\$4.05
2023	\$3.54
Data source: 2023 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: MN Dept of Human Services or www.countyhealthrankings.org

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

Measure 16. County Assessor – Assessment Ratio

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

The following are statistics from the 2023 sales ratio report used for study year 2023 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 2023.

2023 St. Louis County Sales Ratio Report for Taxes Payable		
PROPERTY TYPE	MEDIAN RATIO	DOR Acceptable Range of 90-105%
RESIDENTIAL /SRR	95.14% (vs. 93.19% in 2022)	acceptable
COMMERCIAL	95.70% (vs. 92.89% in 2022)	acceptable

Data Source: 2023 Assessment Sales Ratio Study Final Sales Analysis for the State Board of Equalization [SalesRatio - Report Viewer \(state.mn.us\)](#).

Measure 17. County Recorder –Turn-around Time

Current Performance: Minn. Stat. § 357.182, Subd. 3 requires a 10-day turnaround for paper documents and a 5-day turnaround for electronic documents. The average turnaround time for both paper and electronic was 2.05 days (vs. 3.37 days in 2022) for abstracts and 3 days for torrens (vs. 4.44 days in 2022), surpassing the requirement. The increase in electronic processing of documents allows the department to meet and surpass the turnaround time targets.

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: There were not any state elections in 2023 so no post-election audits were performed. However, for the 2022 Post Election Review vote totals for the Office of U.S. Representative and Governor / Lt. Governor were reviewed for six precincts. A total of 4,760 votes were hand-counted by election judges. The review determined that there was not any unexplained differences and votes were tabulated 100% accurately for the selected offices and precincts.

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: Voluntary customer satisfaction surveys are used by this office to ensure customer satisfaction. A total of 23 surveys were completed noting they would recommend our office to other veterans.

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

Current Performance: For VA Fiscal Year 2023 Federal benefits were \$164,204,000 and calendar year State benefits \$169,726.56 for a total of \$164,373,726.56 for St. Louis County Veterans.

	Year	Amount
VA Fiscal Year Federal Benefits total for St. Louis County	2017	\$111,000,000
	2018	\$111,697,000
	2019	\$123,618,000
	2020	\$139,137,000
	2021	\$141,313,000
	2022	\$155,368,000
	2023	\$164,204,000

Data Source: VA posted 2023 expenditure data <https://www.va.gov/vetdata/expenditures.asp>.

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. There were 11,598 documented communications with veterans throughout 2023.

	Year	Total
Number of VA Claimant Veterans in St. Louis County	2017	15,704
	2018	15,384
	2019	15,068
	2020	15,614
	2021	15,036
	2022	13,492
	2023	13,542

Data Source: VA posted 2023 expenditure data <https://www.va.gov/vetdata/expenditures.asp>.

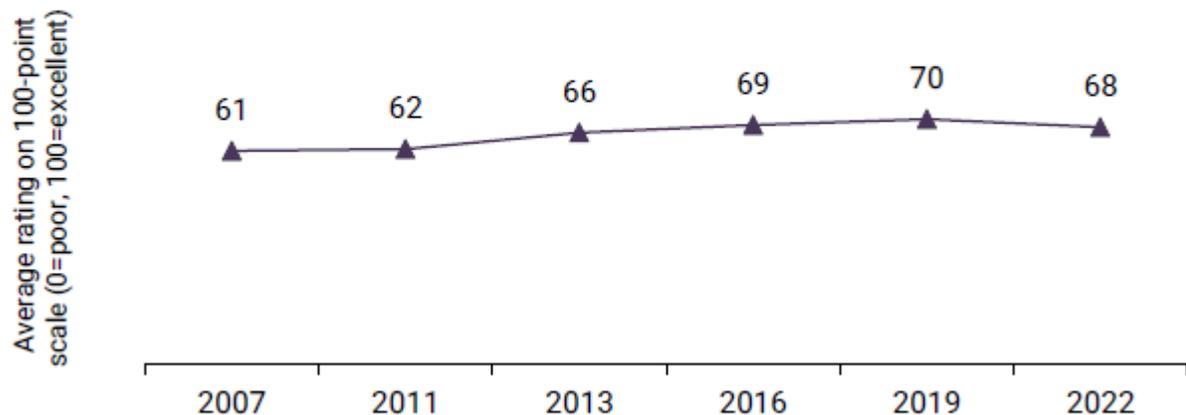
Parks, Libraries	
Department Goal:	N/A – St. Louis County does not provide parks or libraries.
Commissioner	Public Health and Safety; Community Growth and Prosperity
Priority Area:	

Measure 22. Parks/Libraries – County Parks, Recreational Programs or County Facilities

Current Performance: Although St. Louis County does not operate county parks, some of the 2022 Residential Survey Data speaks to general ratings in this area. The overall quality of life was given an average rating of 68 points, or “good,” a similar rating compared to 2019. Quality of life ratings given to St. Louis County were also similar to ratings given to other counties across the nation.

Figure 1: Average Ratings of Overall Quality of Life in St. Louis County by Year

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



St. Louis County does operate the St. Louis County Heritage and Arts Center (Depot), which is a landmark cornerstone of arts and cultural organizations that entertains, educates, inspires, and provides space for a diverse group of guests. The St. Louis County Depot provides new, engaging experiences; is a destination and a community center; and fosters community through education and entertainment that enhances the quality of life for visitors. Its vision is to provide welcoming space and foster connections for distinctive educational and cultural activity. In the 2022 residential survey, nine out of ten residents felt it was somewhat important, very important or essential to invest in the facility.

More about our survey: St. Louis County partners with other Minnesota counties to work with Polco-National Research Center on a statistically valid and representative residential survey which is conducted every 2-3 years. This survey was conducted in 2007, 2011, 2013, 2016, 2019, and 2022. The data is summarized here. The 2022 survey response rate was 26% (2,632 households received a survey; 681 surveys were completed). The next survey is planned to be conducted in 2025. *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, St. Louis County does not have direct authority for their services. However, the Arrowhead Library System provided the following statistics for consideration:

Public Library	2020 Population	2023 Library Visits	Visits Per Thousand
Aurora	1,682	9,984	5.94
Babbitt	1,475	8,518	5.77
Buhl	996	3,387	3.40
Chisholm	4,914	15,801	3.22
Cook	545	9,065	16.63
Duluth	87,306	301,230	3.45
Ely	3,395	42,437	12.50
Eveleth	3,622	9,530	2.63
Gilbert	1,780	3,000	1.69
Hibbing	16,093	60,158	3.74
Hoyt Lakes	1,944	10,104	5.20
Mountain Iron	2,853	7,192	2.52
Virginia	8,374	43,631	5.21
ALS Bookmobile	64,091	4,224	0.07
TOTAL	199,070	528,261	2.65

Note that the visits per thousand in 2021 was 1.36, while the visits per thousand in 2019 was 3.98.

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: In 2022, the County retained an AA+ credit rating from Standard and Poor's (S&P). This rating is just one step below the highest possible rating of AAA. The rating makes the County's debt offerings more attractive to investors and lowers the cost of borrowing. This rating was retained by the County due to sound financial policies, strong management, and a broad and diverse economy.

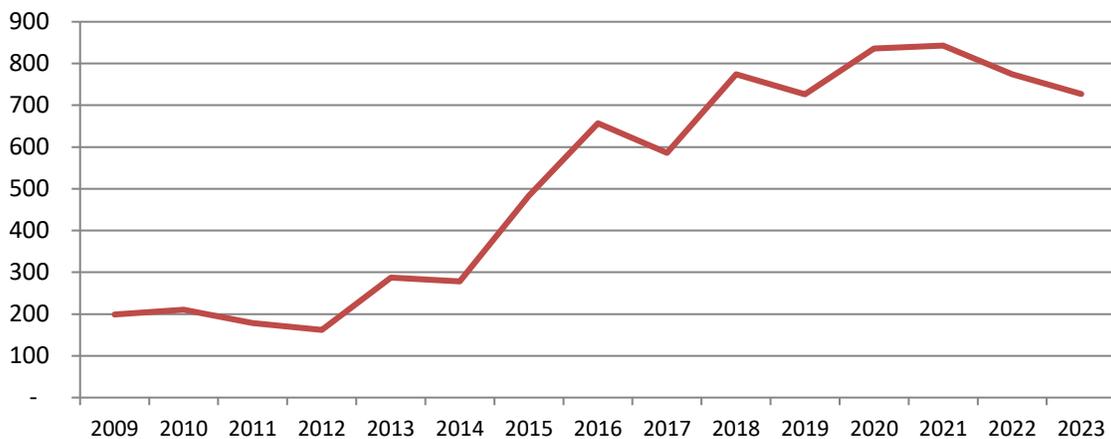
Data source: Standard & Poor's Ratings Services.

Measure 25. County Auditor – Debt Service per capita

Current Performance: **\$727 per capita** (vs. \$774 per capita in 2020)—St. Louis County's debt levels are well below all established limits.

Please note: The bond sale in 2015 was to accelerate the County's Transportation Improvement Plan and debt service payments are paid by the dedicated Transportation Sales Tax. 2023 data has not yet been audited.

Debt Service Per Capita



Data source: St. Louis County 2023 Annual Comprehensive Financial Report.

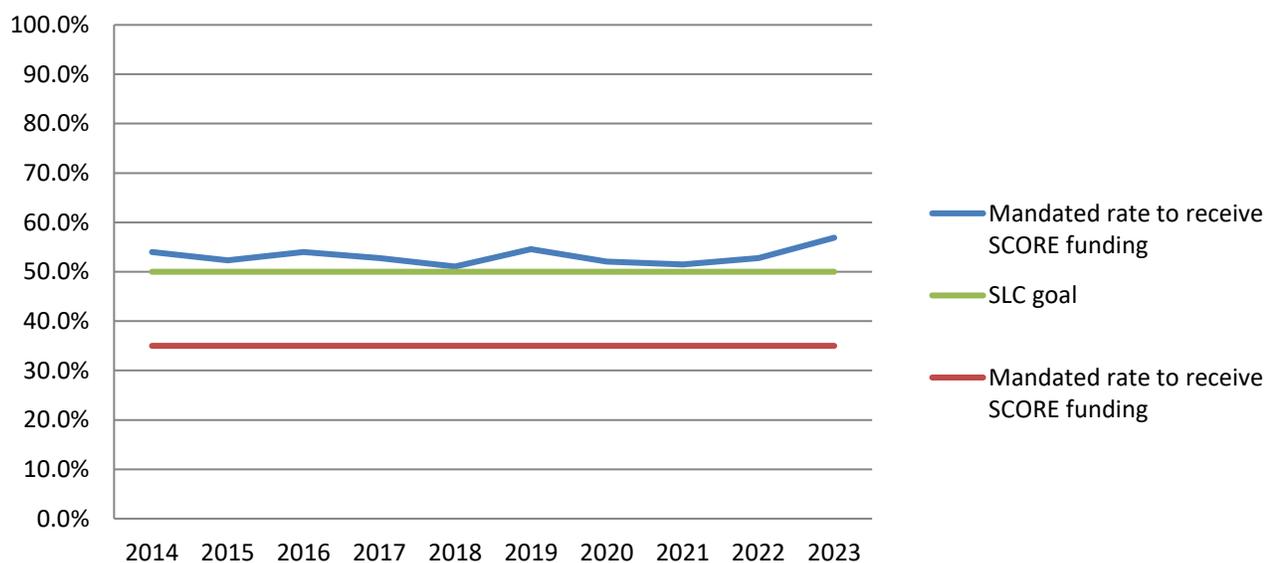
Environment	
Department Goal:	To act in a leadership capacity to ensure a sustainable integrated waste system. Further, to lead by developing public and private partnerships to focus resources on areas of greatest impact to the environment and economy of the County.
Commissioner Priority Area:	Public 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: 56.19% (vs. 52.80% in 2022)

SCORE Recycling Percentages



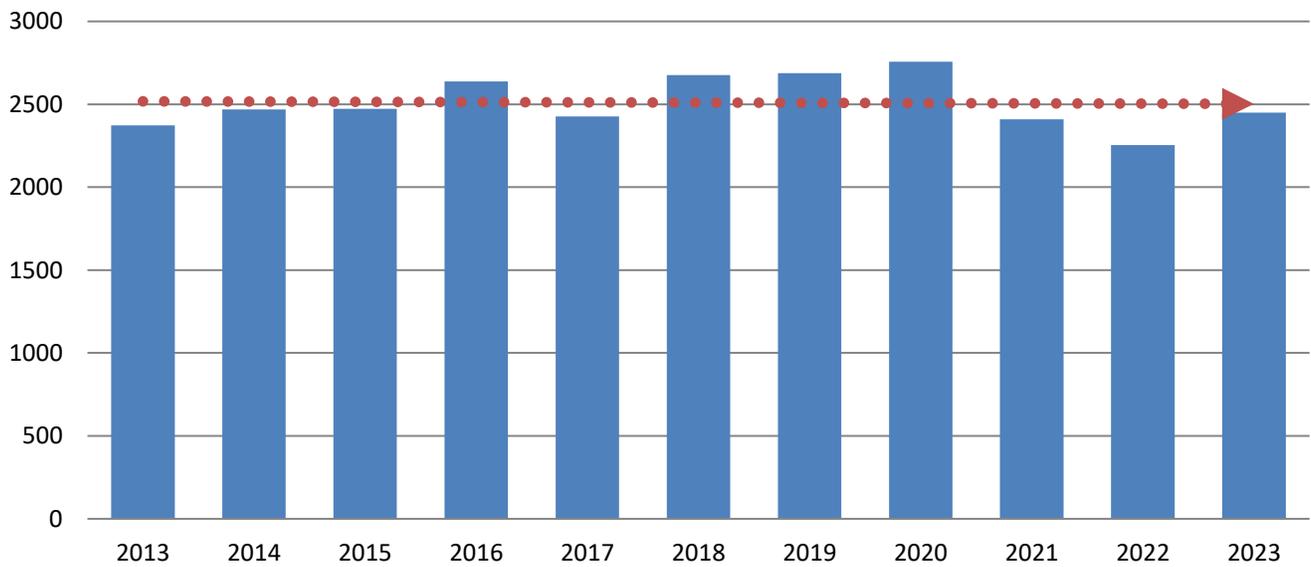
Factors or Outside Influences Affecting Results – The County has not adopted an ordinance for mandatory recycling within the SWMA. Current economic patterns influence the degree consumers manage their waste. Individual materials continue to get lighter as packaging industry standards evolve, thus reducing recordable weights. SCORE recycling percentage is also dependent on number of respondents to County’s annual SCORE survey.

Changes to Meet Target for 2024 – The ESD will continue public education efforts to encourage residents and businesses to recycle and reuse. Technical assistance is being provided to area schools and businesses to increase recycling rates.

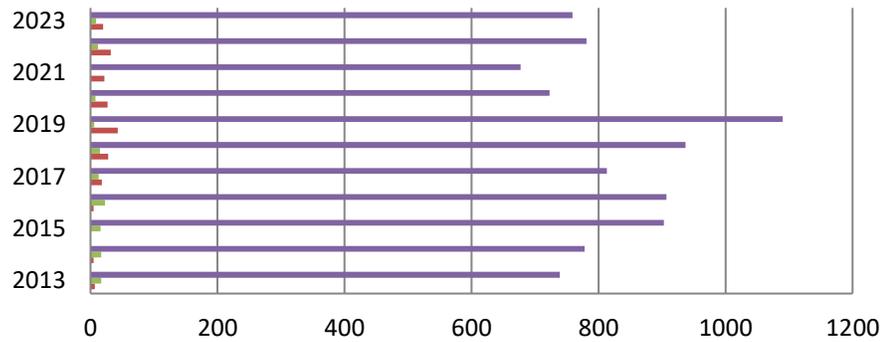
Measure 27. Environmental Services – HHW and Electronics

Current Performance: 78.46 tons of Household Hazardous Wastes were collected/managed in 2023, compared to 85.20 tons in 2022. 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 maintain the number of customers utilizing free disposal at the thirteen HHW mobile collections, three business hazardous waste mobile collections and two year-round HHW collection facilities. The B-Clean Program disposed of approximately 8,027 pounds of commercially generated hazardous waste materials in 2023 compared to 13,015 pounds of hazardous waste materials in 2022.

Households utilizing St. Louis County's HHW collection network



HHW Collection Network Statistics



	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
■ Number of Users of Product Exchange	739	778	903	907	813	937	1090	723	677	781	759
■ Number of Very Small Quantity Generators (VSQG)	17	17	16	23	13	15	6	8	1	12	9
■ Number of Minimum Quantity Generators (MQ)	7	5	1	5	18	28	43	27	22	32	20

Factors or Outside Influences Affecting Results – ESD’s HHW program is free to all residential property owners within the department’s Solid Waste Management Area. Since the County’s adoption of the Minnesota PaintCare Program, businesses and homeowners have been utilizing free paint disposal opportunities through the HHW program and other local commercial vendors participating in the PaintCare program. In 2023, the Department received reimbursement of \$33,401.72 from the PaintCare Program to help offset collection, haulage and disposal costs associated with the department’s HHW program.

Changes to Meet Target for 2024 – The Department notifies citizens through the department’s webpage, Facebook and print and radio advertising. In 2023, a targeted radio advertisement was designed to address the increasing number of rechargeable batteries causing minor fires on the Regional Landfill’s working face, encouraging recycling and proper disposal of these items. That advertising has continued. The current goal would be to have additional targeted hazardous waste advertisements based on the wastes, and the customers. The Department will continue to conduct three summer Very Small Quantity Generator (VSQG) remote collections through the B-Clean program, in addition to year-round scheduled appointments at the HHW facility located at the Regional Landfill.

Measure – Increase the number of tons of materials recycled and sold at the County Recycling Facility. Decrease the amounts of material rejects from the recycling facility which goes to the landfill.

Performance Target – Measure the total tons that are rejected and decrease that amount by 1% per year.

Increase recycling roll-off container weights per pull.

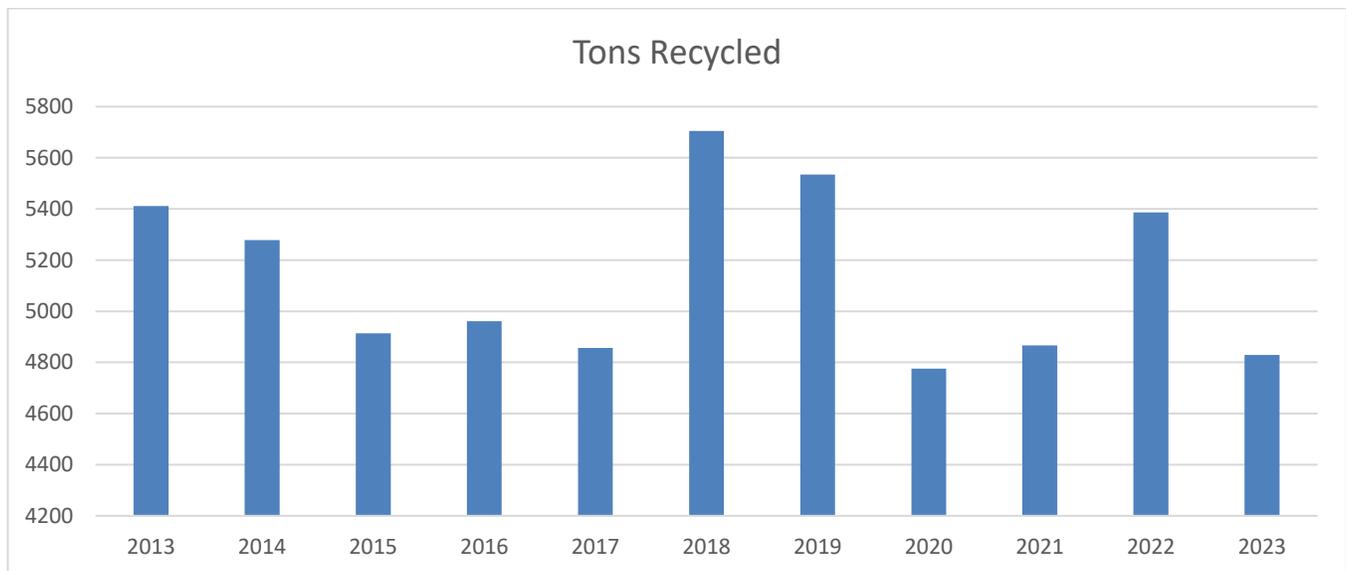
Data Source – LMS

Frequency of monitoring – Monthly

Performance Data/Details – Recyclables hauled and processed: 2006 – 6,796 tons; 2007 – 5,783 tons; 2008 – 5,620 tons; 2009 – 5,062 tons; 2010 – 5,646 tons; 2011 – 5,008 tons; 2012 – 5,392 tons; 2013 – 5,412 tons; 2014 – 5,278 tons; 2015 – 4,914 tons; 2016 – 4,961; 2017 – 4,856; 2018 – 5,705 tons; 2019 – 5,535 tons; 2020 – 4775 tons; 2021 – 4866.55 tons; 2022 – 5386.69 tons; 2023 – 4829.08.

Roll-off container weights per pull: 1.35 tons in 2008; 1.50 tons in 2009; 1.4 tons in 2010; 1.51 tons in 2011; 1.41 tons in 2012; 1.65 tons in 2013; 1.35 tons in 2014*; 1.61 tons in 2015; 2016 – 1.4 tons in 2016; 1.42 tons in 2017; 1.25 tons in 2018; 1.44 tons in 2019; 1.00 tons in 2020; 1.00 tons in 2021; 1.09 tons in 2022, 1.05 tons in 2023.

Rejects: 2007 – 13.5%; 2008 – 8.8%; 2009 – 8.22%; 2010 – 8.32%; 2011 – 9.04%; 2012 – 8.0%; 2013 – 8.23%; 2014 – 7.55%; 2015 – 10.7%; 2016 – 12.31%; 2017 – 9.12%; 2018 – 7.31%; 2019 – 6.0%; 2020 – 7.1%; 2021 – 8.0%; 2022 – 7.9%; 2023 – 9.1%.



Factors or Outside Influences Affecting Results – Although the volume of recyclables processed at the recycling facility remains high, industry standards for packaging have significantly lowered weights for aluminum cans and plastic bottles. Also, many food and beverage producers have replaced glass bottles and jars with lighter plastic

containers, including plastic containers not compatible with the County's recycling program (Plastics #3-#7). Additionally, newspapers and other print media are continuing to reduce the size of their publications. As the weights of marketable materials decline, the percentage of non-recyclable materials (garbage) placed in roll-off containers has increased as residents continue to put plastics that are not acceptable in our program in the bins.

The Department started placing roll-off containers for cardboard at selected large volume locations. The average per pull weight per container of cardboard is approximately 0.75 ton, contributing to the reduction in overall average per pull weight.

While the Environmental Services Department (ESD) continues to remind the public of acceptable and non-acceptable materials in the County's recycling program through advertising, social media, websites, and public service announcements, possible confusion by the public related to non-acceptable materials in the County's recycling program may contribute to contamination issues.

In 2023 the domestic market for recyclables began somewhat depressed but recovered as the year progressed. While the decline didn't result in market shutdowns like it has in the past when values declined, it did reduce the demand from end markets and resulted in depressed values.

Changes to Meet Target for 2024 – ESD continues to integrate sustainable practices into local schools and government entities with a primary focus in increasing waste reduction, reuse, and recycling. ESD has provided financial incentives to cities providing curbside recycling to encourage increased recyclables collection.

The ESD will maintain and work to expand event recycling and 'away-from-home' recycling opportunities. The ESD continues to explore incentives for garbage haulers to provide recycling options to their customers. Increased emphasis is being placed on providing LGU websites with links to the ESD recycling information web page. Public education campaigns will continue to remind the public of acceptable and non-acceptable materials in the County's recycling program.

With the gradual decline in average ton weights, 2024 averages will be separated out by material type. When looked at closer, rather than an average weight of 1.05 overall, separated out individual material type averages are as follows: Glass – 3.22, OCC – 0.74, Paper – 1.19, CORE – 0.81, Multi-bin – 0.64 tons. For reference, CORE is a combination of #1 and #2 plastics, aluminum, and bi-metal cans. The Multi-bin designation of a bin that has multiple compartments to allow for one bin to collect and separate glass, paper, and CORE material.

Additionally, an initiative has been started at staffed sites for site attendants to maximize the amount of material that is in a bin prior to calling for a bin change. Reducing the number of overall hauls will increase the average tons as well.

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

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

Date Source – LMS

Frequency of Monitoring – Annually

Performance Data/Details

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Pounds Recycled	503,590	544,377	565,875	562,407	580,496	518,268	640,207
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	
Pounds Recycled	602,934	519,507	574,094	530,621(32)	426,506 (26)	420,234 (23)	
	<u>2021</u>	<u>2022</u>	<u>2023</u>				
Pounds Recycled	405,693 (21)	245,837 (18)	220,000 (18)				

Factors or Outside Influences Affecting Results – State law mandates that commercial waste electronic and residential video display devices (e-waste) are banned from landfills and must be processed for recycling. The only collection sites for residential e-waste within the Environmental Services Solid Waste Management Area are provided by the department. Fees charged for the collection of e-waste are kept low to encourage proper disposal, resulting in haulage and processing costs subsidized by other solid waste program revenues. Continued use of effective advertising will ensure that electronics are recycled properly. E-waste manufacturers have made great progress in significantly reducing the weight and volume of video display devices, which is starting to show up in program totals. The program is continuing to see an increase in the screen size of flat screen televisions which increases shipment preparation difficulties and reduces the number pieces in a shipping gaylord.

Changes to Meet for Target 2024 – One of the goals is to increase pounds recycled by 1% per year. With manufacturers producing a smaller lighter product this goal becomes harder meet. The department added the goal of reducing the overall program cost of collecting, transporting, and recycling waste electronics. The performance table now includes, in parentheses, the number of loads shipped since 2018. The decrease in number of loads shipped illustrates reduced costs in collection, shipping, and recycling. While fluctuations will occur from year to year, the program should continue to see lower levels than the record pounds and trailer loads collected in 2014. The department will continue to explore recycling and transportation options to decrease costs.