BOARD OF COUNTY COMMISSIONERS
SCOTT COUNTY, MINNESOTA

Date: June 7, 2022
Resolution No.: 2022-152
Motion by Commissioner: Barb Weckman Brekke
Seconded by Commissioner: Tom Wolf

RESOLUTION NO. 2022-152; AFFIRMING ADOPTION AND IMPLEMENTATION OF THE STANDARD MEASURES PROGRAM DEVELOPED BY THE COUNCIL ON LOCAL RESULTS AND INNOVATION AND AGREEING TO REPORT RESULTS TO RESIDENTS

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

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

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

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

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

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

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

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

VOTE RESULTS:
Yes: Barb Weckman Brekke, Dave Beer, Michael Beard, Jon Ulrich, Tom Wolf
No: None
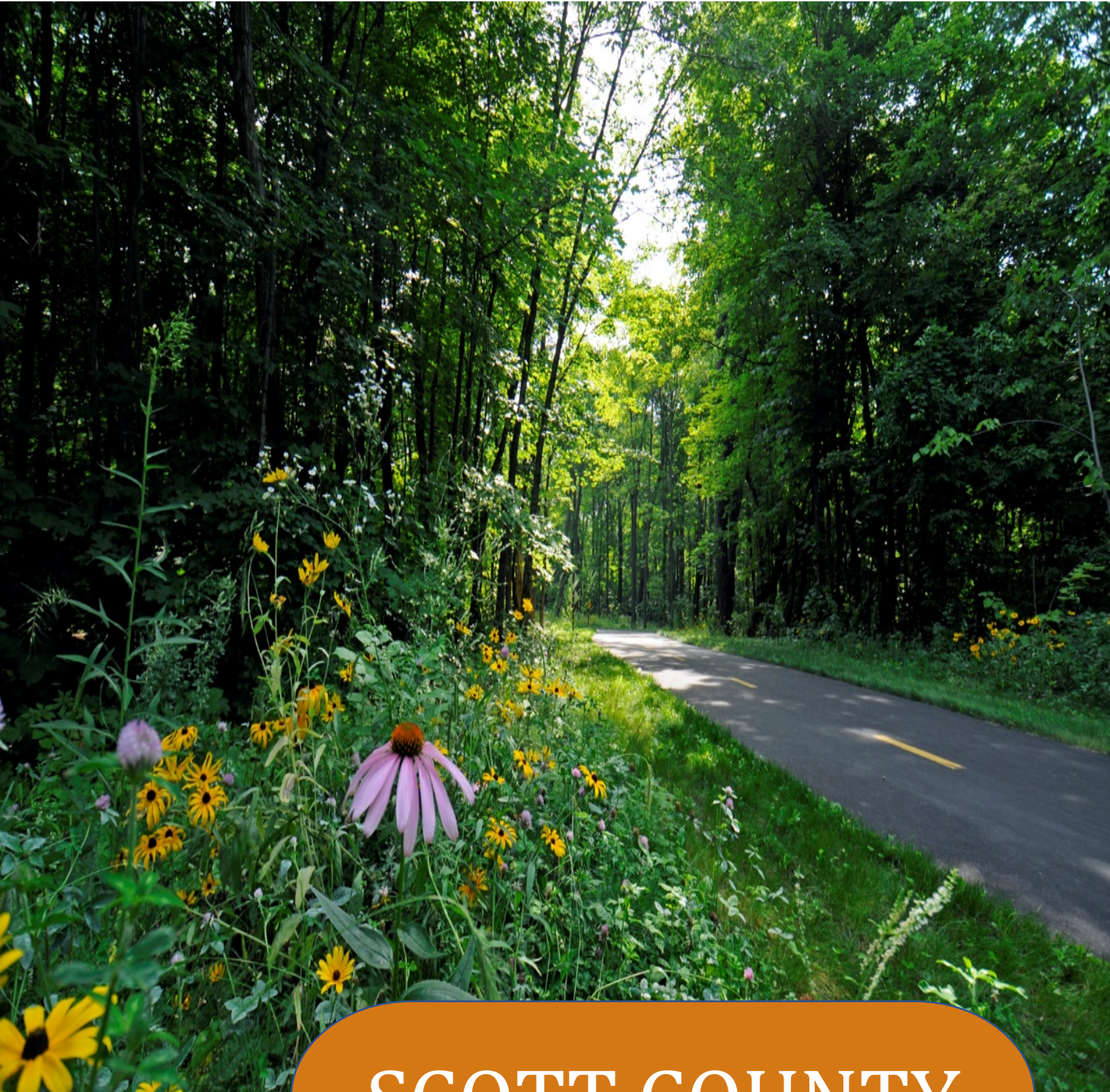**Absent:**
Abstain: None

State of Minnesota)
County of Scott   )

I, Lezlie A. Vermillion, duly appointed qualified County Administrator for the County of Scott, State of Minnesota, do hereby certify that I have compared the foregoing copy of a resolution with the original minutes of the proceedings of the Board of County Commissioners, Scott County, Minnesota, at their session held on _6- 7-2022_ now on file in my office, and have found the same to be a true and correct copy thereof. Witness my hand and official seal at Shakopee, Minnesota, on _6-7-2022_.

County Administrator

Administrator's Designee

SCOTT COUNTY

2021 Annual Performance Report

Scott

Delivering What Matters

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Murphy-Hanrehan Park

Introduction

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

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

Council on Local Results and Innovation

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

In accordance with this initiative, County goals, outcomes, and output measures have been developed and adopted by the Scott County Board of Commissioners. Each includes an identification of the goals, Community Indicators, and Key Performance Indicators from multiple programs that all relate to improving results. Resident survey data are included as a method of measuring performance in some outcome areas. The report includes data on 21 of the Standard County Measures recommended by the Office of the State Auditor. Summary information regarding accomplishments from the last County Strategic Plan, and objectives and strategies from the new Strategic Plan are included for each outcome area.

Executive Summary

Key Findings

This report is organized by Strategic Service Areas, grouping programs that impact the same outcomes without regard for where their division or department falls on the organizational chart. Examining work in this way is part of a bigger initiative to align resources, reduce inefficiencies, optimize the use of investment dollars, and put the organization in the strongest position to achieve good outcomes identified in the Strategic Plan.

Changing demographics: Results from the 2020 Census show Scott County continues to be a rapidly growing county, with marked growth in the percentages of senior citizens and people from racially and ethnically diverse backgrounds. These demographic changes will invariably impact the kind and scope of services the County provides, how and where those services are delivered, and how resources are allocated.

Performance data: Across the organization, there is a continued drive for excellence and a maturing reliance on data to provide an open examination of opportunities for improvement. Key Performance Indicators reflect most programs met performance targets this year. However, three themes emerged when examining how the pandemic impacted performance in 2021:

- Data show service demands have returned to or are approaching pre-pandemic levels, although in some programs (e.g., economic assistance, Medical Assistance coverage, and mental health services) demands for service remain at historically high levels as communities continue to recover.
- Reduced capacity within the court system and the resulting backlog of cases had a broad impact on work across the organization.
- Some business areas experienced workforce shortages related to COVID leaves, retirements, and atypically high rates of staff turnover.

Performance data in some program areas reflect the negative impacts of one or more of these variables, but these challenges did not necessarily result in underperformance.

Updated community-level data, typically included in this report, are not available in all areas -- presumably because of the pandemic. Data sets that have not been updated since before the pandemic (2019) have been omitted.

Progress on the County Strategic Plan: Scott County made considerable progress towards achieving objectives in the Strategic Plan. The values outlined in the Plan call upon the organization to make fundamental changes in how services are delivered, leading to improved outcomes for residents and communities. One change in how services are delivered stems from the County's expanded efforts to engage faith communities, non-profit organizations, schools, businesses, and other non-government entities. Working on the premise government cannot and should not work alone on solutions, these new partnerships bring new approaches for expanding community supports without growing the size of the government's influence. Another change in service delivery is the County's prioritization of investments in prevention and early intervention strategies as the best opportunity to impact change, transform lives, restore hope, and prevent the need for "deep end" government services. Nearly all program areas have some investments of time or resources in prevention efforts. Other innovative approaches to service delivery, some of which grew out of adaptations to the pandemic, were launched in many parts of the organization, and leaders supported informed risk-taking

resulting in improved outcomes. Documentation of how each Strategic Service Area contributed to progress on the Strategic Plan is included at the end of each chapter in this report.
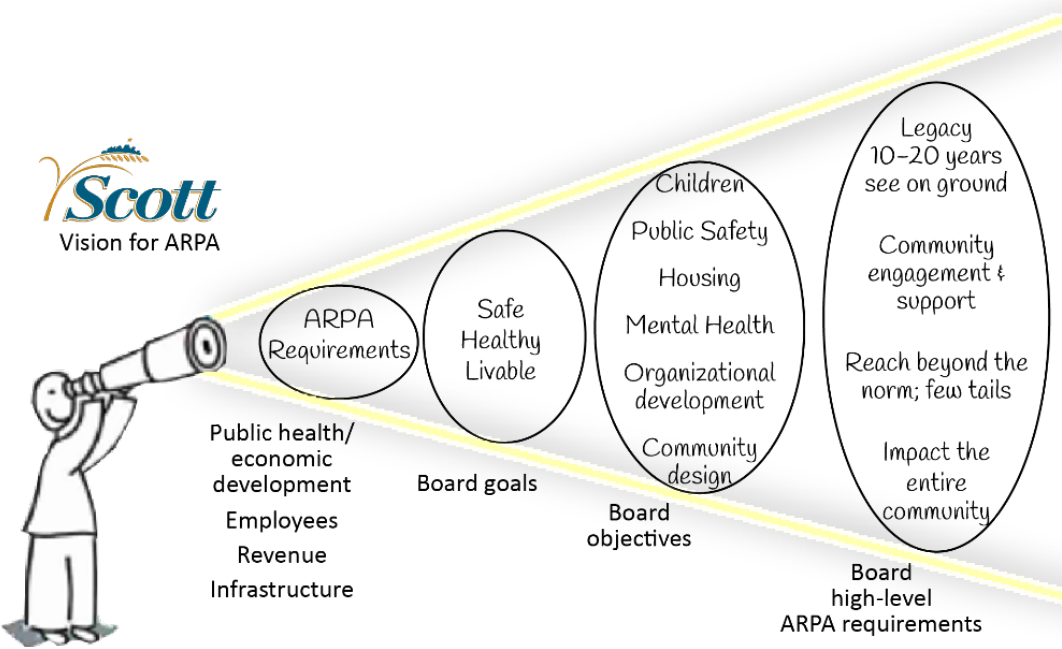
Going forward: The organization has a demonstrated capacity to be resilient and to lead through a crisis -- most recently, the global pandemic -- focusing on responsible and responsive service delivery. The availability of pandemic recovery funds, specifically through American Rescue Plan Act (ARPA), provides a unique opportunity to work with community partners to develop and fund innovative responses to community needs. Scott County received $27 million in ARPA funding to support the recovery. The graphic above summarizes the foundations and priorities upon which decisions to invest ARPA dollars will be made as the organization moves forward on community recovery strategies in 2022.

Goal

SAFE, HEALTHY, LIVABLE COMMUNITIES

Vision

SCOTT COUNTY: WHERE INDIVIDUALS, FAMILIES, AND BUSINESSES THRIVE

Mission

TO ADVANCE SAFE, HEALTHY, AND LIVABLE COMMUNITIES THROUGH CITIZEN-FOCUSED SERVICES

Values

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

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

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

Performance Management

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

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

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

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

Multiple programs working together are essential to achieving good, positive results. Traditional budgeting considers funding by divisions and departments; however, PBB helps the County look at how resources are used *across* departments to support the Board's strategic plan and County goals. In 2021, there was considerable work in developing strategic service areas, bringing together cross-functional work teams from across the organization who impact the same goals to align planning and service delivery, optimizing the potential to achieve the best outcome.

WHAT IS IT?

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

HOW DOES IT WORK?

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

300 PROGRAMS SCORED

2021 Expenditures:

- 75.1% were allocated to programs that support a SAFE Community
- 42.7% were allocated to programs that support a HEALTHY Community
- 15.4% were allocated to programs that support a LIVABLE Community
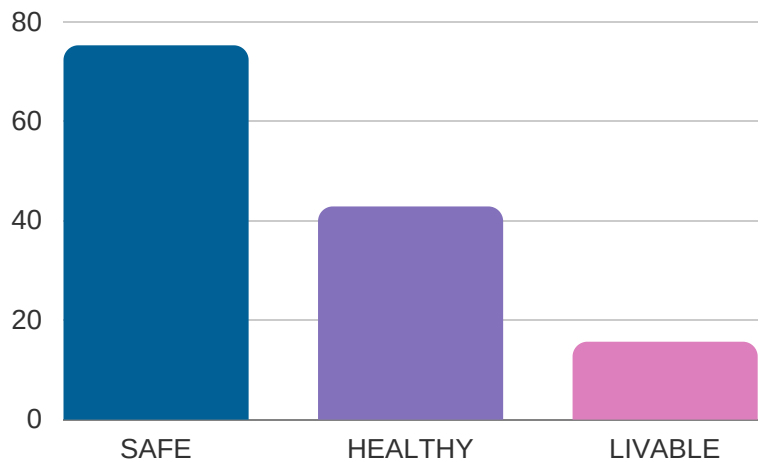
TURNING BUDGET ON ITS SIDE

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

Traditional Hierarchical Budgeting

OMB, ER, IT, ADMIN
Health & Human Services
Attorney
Sheriff
Community Services
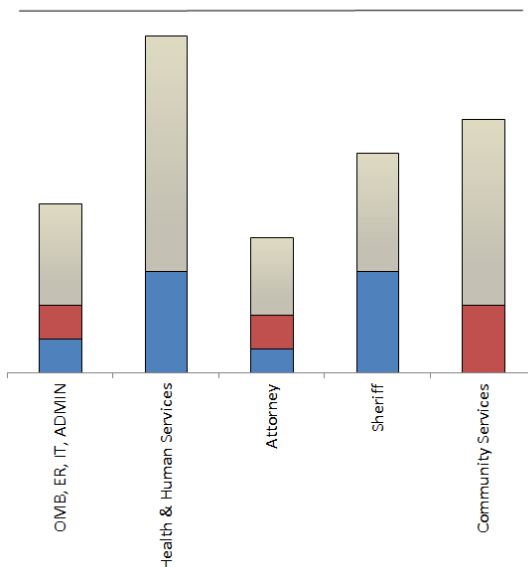
Strategic Budgeting/ Program Budgeting

Child Protection

Park Development

Program Z

Total County Budget
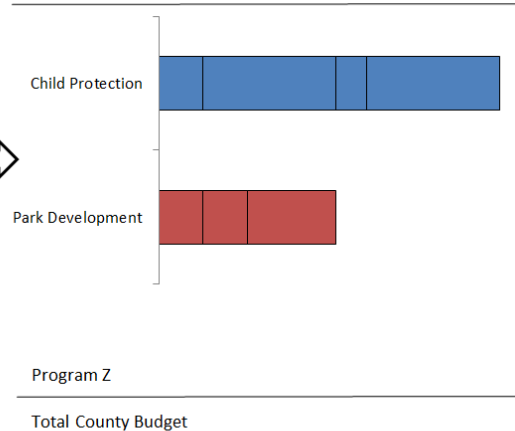
Demographics and 2020 Census Results

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

- Scott County is the second fastest growing county in Minnesota, with a total population of 150, 928.
- The population growth is concentrated in the three northern cities of Shakopee, Prior Lake and Savage.
- Most of the townships grew slightly. Credit River and Cedar Lake grew the most over the last decade.

2020 Census Results:

Scott County was one of 51 counties with an increase in population. Growth in the seven-county metro area resulted in 78 percent of the State's population increase.
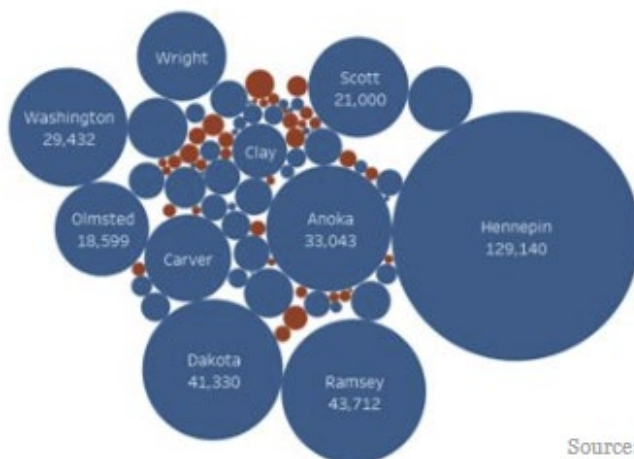
2020 Census Results: White / BIPOC Population Changes

Like many of Minnesota's counties, growth in Scott County's population was largely attributable to growth in Black, Indigenous, and People of Color (BIPOC) communities. This chart shows changes in population between 2010 and 2020, comparing growth rates of white and BIPOC residents.
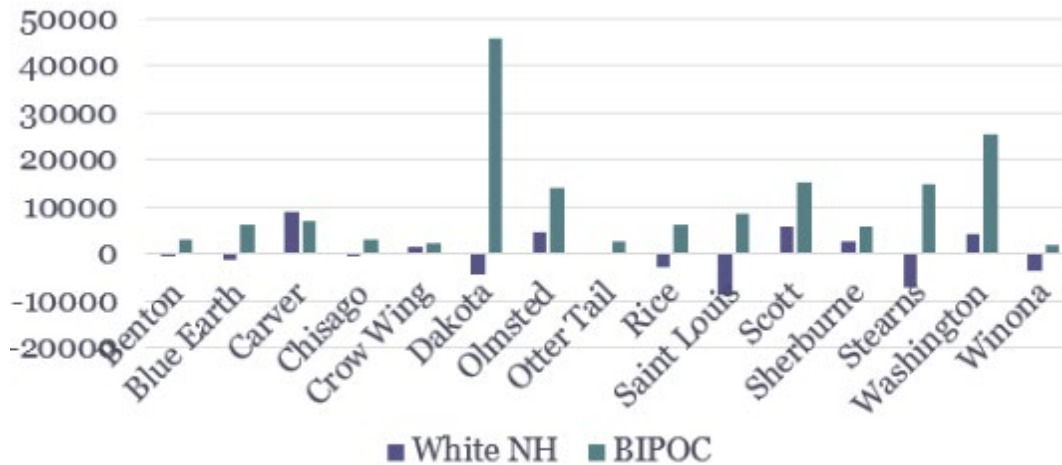
Source: U.S. Census Bureau, 2010 and 2020 Censuses

2020 Census Results: Population Changes by Race and Ethnicity

Group*	2010 Census		2020 Census		Change, 2010 to 2020	
	Number	Percent	Number	Percent	Number	Percentage points
Total population	129,928	100.0%	150,928	100.0%	+21,000	NA
White, non-Latino	109,816	84.5%	115,630	76.6%	+5,814	-7.9
All BIPOC residents (Black / Indigenous / People of color)	20,112	15.5%	35,298	23.4%	+15,186	+7.9
Black or African American, non-Latino	3,298	2.5%	8,137	5.4%	+4,839	+2.9
Asian or Pacific Islander, non-Latino	7,397	5.7%	10,003	6.6%	+2,606	+0.9
Hispanic or Latino	5,771	4.4%	9,008	6.0%	+3,237	+1.5
American Indian or Alaska Native, non-Latino	969	0.7%	1,406	0.9%	+437	+0.2
Other race not listed above, non-Latino	243	0.2%	607	0.4%	+364	+0.2
More than one race, non-Latino	2,434	1.9%	6,137	4.1%	+3,703	+2.2

*Group names are those used by the federal government.

Serving People

Children's Services Outcomes

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

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

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

Children's Services

COMMUNITY INDICATORS

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

I. Community Indicator: High School Graduation Rates

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

Data trends show a gradually increasing percentage of Scott County students graduating within four years of their entry into ninth grade.

However, data available from the Minnesota Department of Education and posted on mncompass.org reflect lower graduation rates for children of color and those from Hispanic backgrounds as evidenced in the chart below.

High School Graduation Rates (On Time)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Scott County	86.1%	86.1%	86.1%	84.6%	86.6%	86.3%	87.5%	88.4%	89.1%	90.6%
Statewide	78.4%	80.4%	81.4%	82.1%	82.5%	82.7%	83.2%	83.7%	83.8%	83.3%
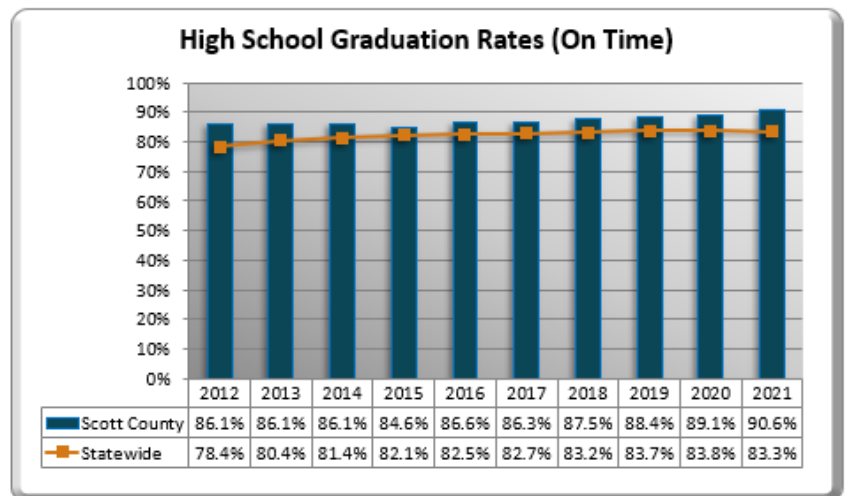
Source: Minnesota Compass

High school students graduating on time by racial and ethnic group
Minnesota, 2021

American Indian	52.5%
Asian	87.4%
Black	70.4%
Hispanic	69.3%
Native Hawaiian or Pacific Islander	65.6%
Two or more races	74.6%
White (non-Hispanic)	88.3%
Minnesota (all)	83.3%
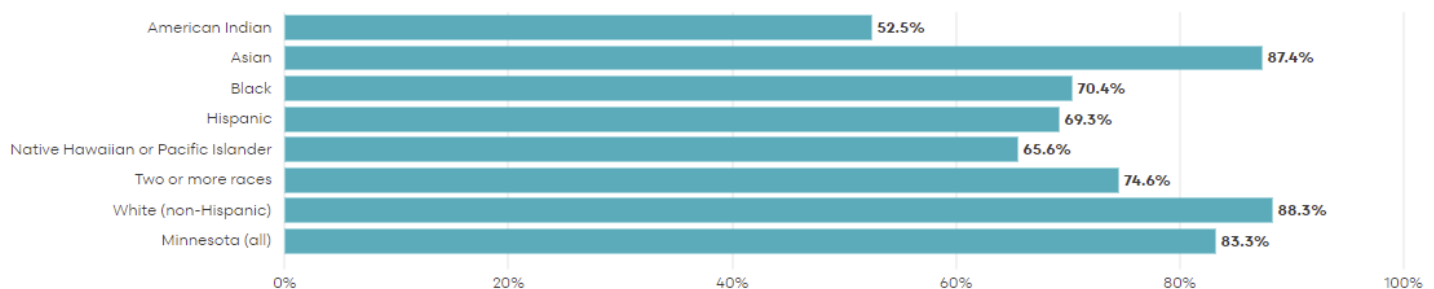
COMPILED by COMPASS

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

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

Trends reflect gradual decreases in the percentage of children who can read at grade level. In 2021, parents who participated in a COVID Community Health Survey identified worries about the negative impacts of the pandemic on their children's reading capabilities as their top concern.

Percent of 3rd Grade Students Achieving Reading Standards

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Scott County	61.8%	65.9%	66.4%	62.6%	61.3%	61.4%	58.0%		51.7%
Statewide	57.2%	58.1%	58.7%	57.3%	56.5%	55.7%	54.6%		48.5%
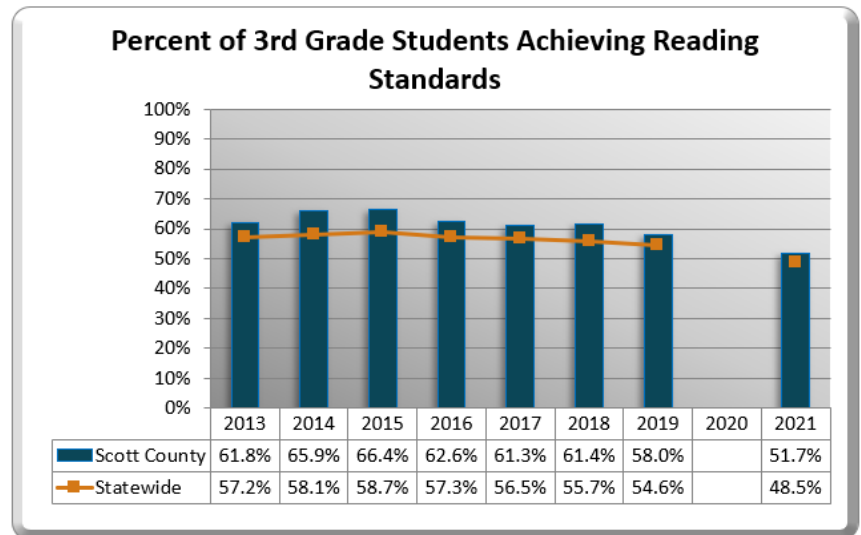
Source: Minnesota Compass, 2021

The graph below shows that statewide, a greater share of non-Hispanic White third graders are proficient in reading compared to third graders of other races and ethnicities. However, all groups saw a drop in reading proficiency from 2019 to 2021.

3rd grade students achieving reading standards
By racial and ethnic group, Twin Cities 7-county region, 2014-2021
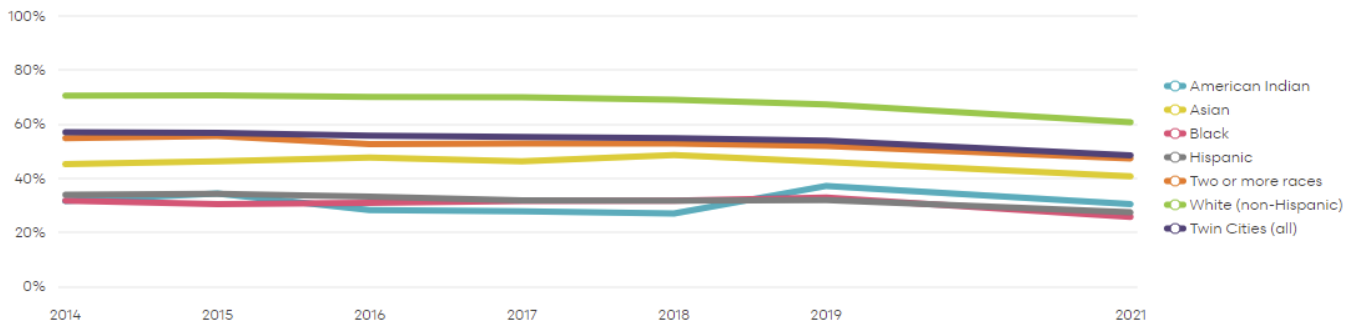
COMPILED by COMPASS

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

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

Screening when children are three years old provides the best opportunity to identify and treat potential concerns before children begin kindergarten, helping them to begin their formal schooling with a stronger foundation.

Percent of Kindergartners Screened at Age 3

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Scott County	50%	45%	44%	43%	43%	44%	46%	50%	50%	54%
Belle Plaine	53%	42%	54%	55%	60%	70%	61%	66%	64%	73%
Jordan	25%	34%	32%	30%	34%	37%	53%	61%	60%	58%
New Prague	51%	53%	49%	41%	49%	54%	61%	56%	64%	72%
Shakopee	39%	34%	27%	30%	28%	22%	26%	29%	29%	34%
Prior Lake-Savage Area	68%	58%	58%	58%	52%	54%	54%	62%	56%	60%
Statewide	37%	36%	36%	36%	38%	39%	41%	41%	42%	46%
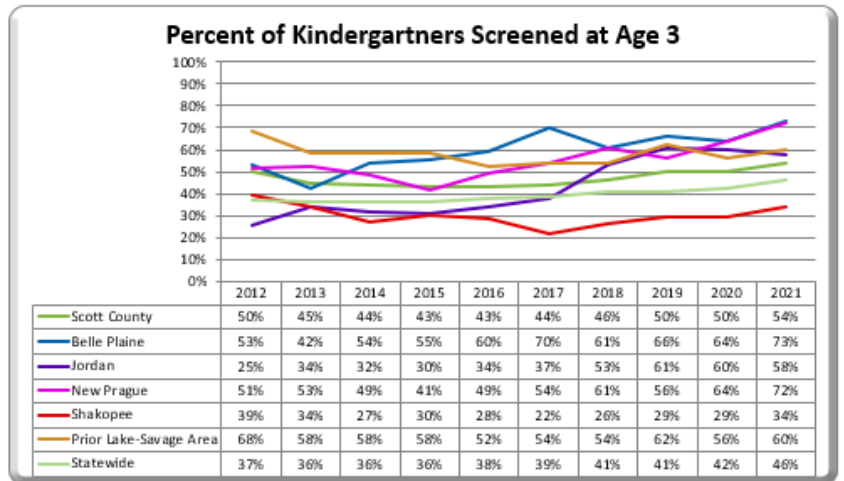
Source: *Minnesota Department of Education*

IV. Community Indicator: Students Connected to a Caring Adult

Percent of Scott County Students Connected to Caring Adults in the Community and School

|	5th Grade Community '13	'16	'19	5th Grade School '13	'16	'19	11th Grade Community '13	'16	'19	11th Grade School '13	'16	'19
Males	56%	58%	56%	74%	76%	72%	31%	40%	41%	38%	49%	45%
Females	62%	68%	63%	81%	83%	77%	28%	35%	39%	37%	43%	43%
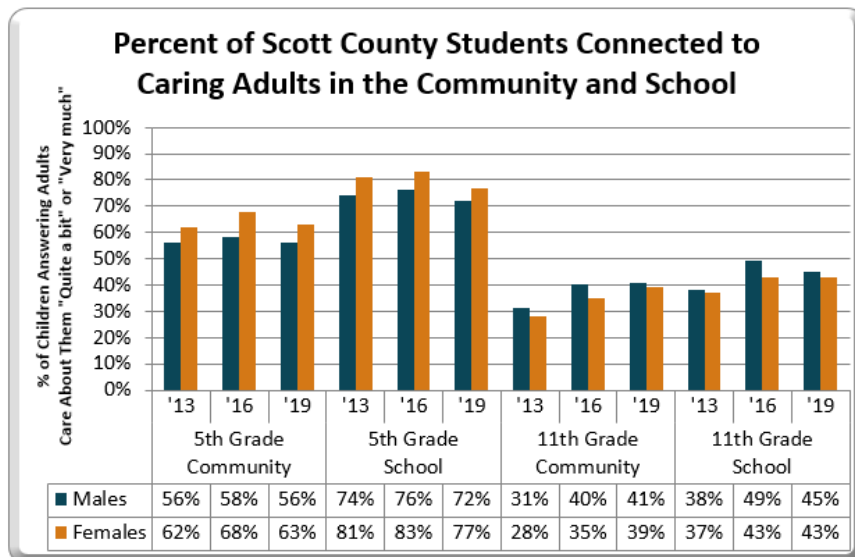
Source: *MN Department of Education: Minnesota Student Survey County Tables*

Research shows that children who feel connected to a caring adult outside of their immediate family have higher levels of confidence, self-esteem, and sense of safety. These relationships help young people avoid risky behaviors and develop resilience, and they are more likely to be academically and socially successful.

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

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

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

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

For a small number of children in Scott County, circumstances in their families require a report to child protection. These data indicate that the rate at which children come to the attention of Child Protective Services in Scott County is considerably lower than the statewide rate for first-time reports.

Rate of Children in Population Who are the Subjects of Maltreatment per 1,000 Children

	2013	2014	2015	2016	2017	2018	2019	2020
Scott County	14.8	13.3	16.5	18.9	18.1	20.2	19.9	17.6
State	19.8	20.3	24.7	30.9	30.7	29.9	29.4	

Source: *Minnesota's Child Maltreatment Report 2013-2019; Child Welfare Data Dashboard 2020*

VI. Community Indicator: Percent of Children Living in Poverty

Poverty is an adverse childhood experience (ACE), and efforts to prevent and mitigate the impacts of poverty on children are intertwined with health, education, and well-being outcomes. The data provided by the Robert Wood Johnson Foundation (below) illustrate poverty rates for children in Scott County compared to the statewide and national rates. The relatively low levels of children living in poverty in Scott County may reflect that most children are living in families where financial resources are not a barrier to meeting their basic needs, suggesting the presence of protective factors and resiliency.

Children in poverty in Scott County, MN
County, State and National Trends
No significant trend was found in Scott County for this measure.
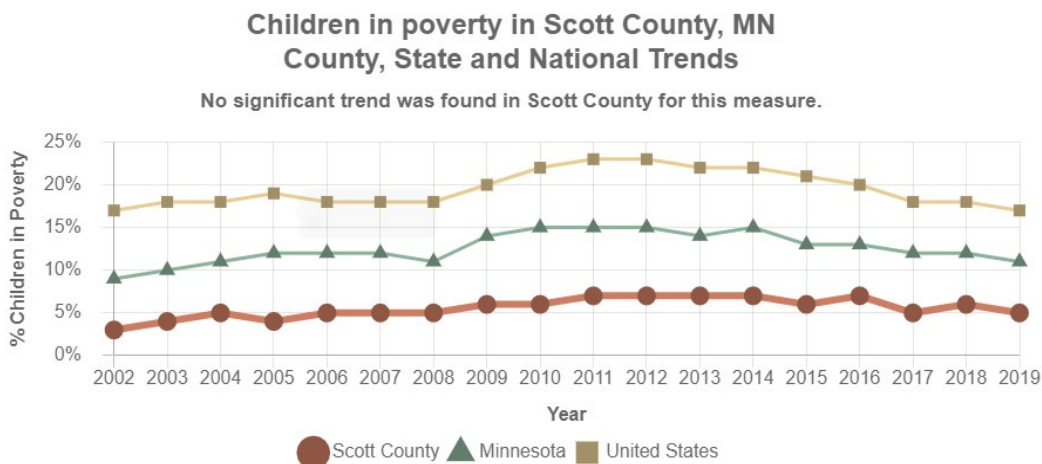
Children's Services

KEY PERFORMANCE INDICATORS- PREVENTION & EARLY INTERVENTION

Scott County offers both prevention/early intervention services as well as mandated services through child protection and juvenile probation.

Prevention and early intervention services are generally voluntary in nature and focus on preventing adverse childhood experiences (ACES) or to mitigate their effects at the earliest point possible. Providing access to services early expedites healing for families and may prevent them from needing more intrusive and more expensive "deep end" services later. Prevention and early intervention services represent the County's best opportunity to positively impact long-term outcomes for children.
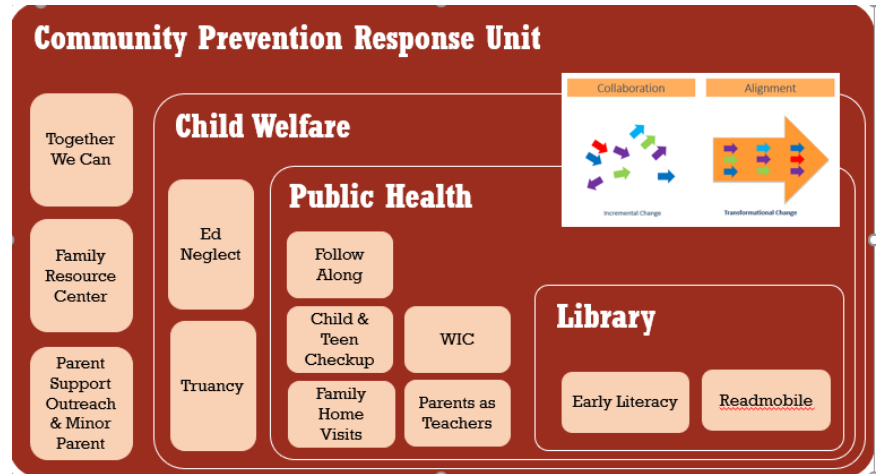
A. Parent Support Outreach Program: Program 205

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

	2018	2019	2020	2021
Children without a Screened in Report within a year	92%	73%	84%	85%
Rest of MN	72%	75%	77%	78%
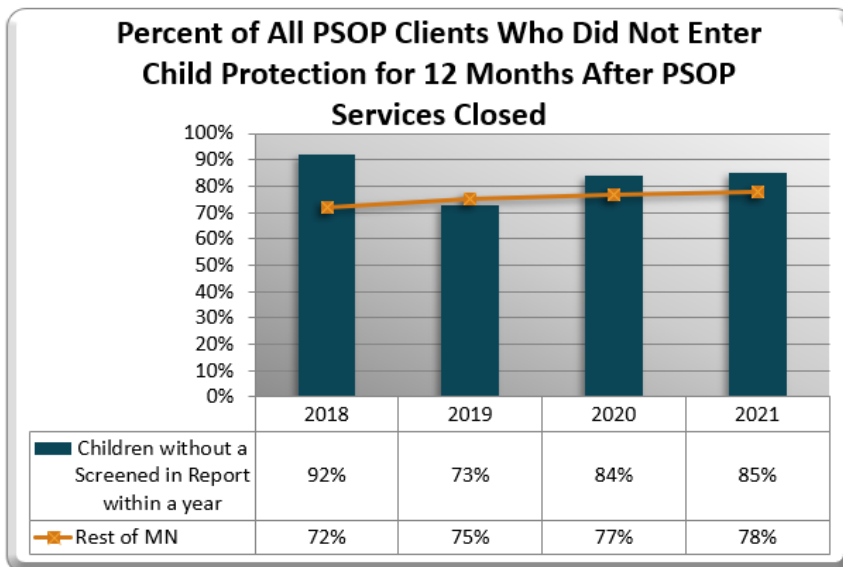
Source: Department of Human Services Tableau data server

About this measure: The Parent Support Outreach Program (PSOP) provides support to families who are struggling to care for their children but who do not meet legal criteria for involvement in Child Protective Services. The program goal is to increase parental capacity to protect, nurture, and meet children's basic needs early -- before child protection is necessary -- potentially preventing the family from ever entering the child protection system. When successful, this intervention improves outcomes for children and avoids the need for deeper-end, more costly services to taxpayers.

2021 update: Although the state does not set a specific target, data reflect strong performance when measured against Scott County's own past performance, with a high percentage of cases served by PSOP diverted from child protection when compared to referral rates statewide.

B. Children's Mental Health Case Management: Program 192

About this measure: Children's Mental Health services provide interventions to help families address their children's mental health needs. When children receive effective therapeutic services and supports, their recovery allows them to become independent and productive adults. The Child and Adolescent Service Intensity Instrument (CASII) provides an indication of how well, or how poorly, a child is doing. Although many variables contribute to a child's level of functioning, using this tool at the beginning and end of services can be an indicator of the impact services had on the child's recovery.

Percent of Clients Who Had CASII Score Improvement at Case Closing Compared to Case Opening Score

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Percent Improved	42.3%	65.4%	80.6%	65.9%	66.7%	74.5%	67.2%	62.5%	54.3%	62.1%
Total Eligible Workgroups	26	26	31	44	42	55	58	56	46	58
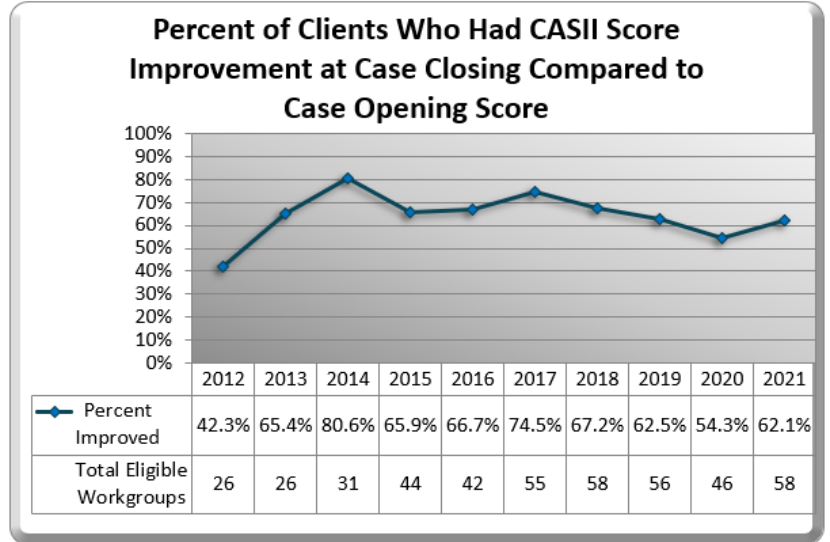
Source: SSIS (Social Services Information System) General Reports
Child and Adolescent Service Intensity Instrument (CASII) scores

2021 update: There is no established performance standard or target for this measure. County performance in 2021 improved as compared to 2020 performance, with 62.1 percent of children and youth having improved CASII scores. Experienced staff with strong engagement skills contribute to strong performance; however, barriers to stronger performance include challenges associated with online learning and telemedicine, increased social isolation or separation from support people, reduced number of residential treatment providers, and delays in accessing services due to wait lists for assessments and specialized evaluations.

C. Family Health: Program 206

Percent of Children Enrolled in Child & Teen Checkup Completing Well Child Exam

	FFY 2011	FFY 2012	FFY 2013	FFY 2014	FFY 2015	FFY 2016	FFY 2017	FFY 2018	FFY 2019	FFY 2020
Percent	66%	65%	68%	70%	68%	72%	72%	54%	56%	47%
Target	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

FFY = Federal Fiscal Year, ending September 30th of the year shown
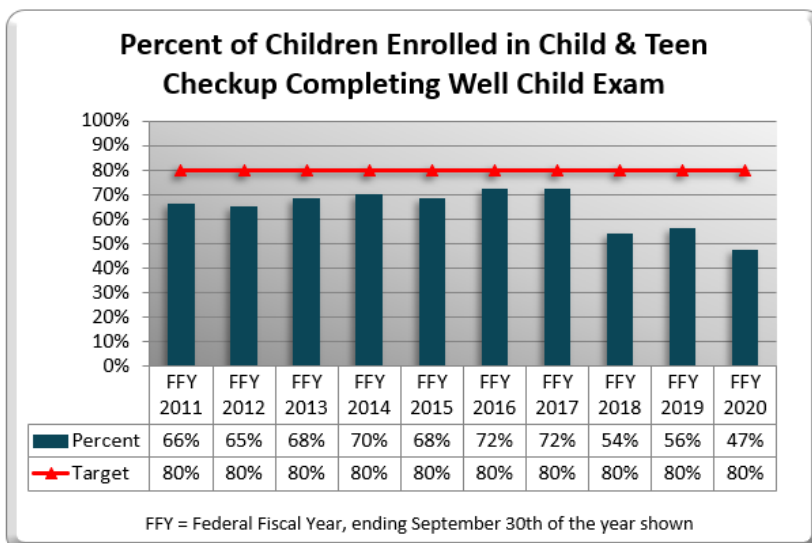
Source: Child and Teen Checkup Data

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

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

2021 update:
Data for 2021 are not available from the Minnesota Department of Health.

D. Public Health Home Visiting: Program 222

About this measure: Family Home Visiting programs are an evidence-based early intervention service for young children and their families. Scott County Public Health has two family home visiting programs to serve families. Each family has challenges and circumstances that make parenting difficult. For each identified challenge or circumstance, ratings for the family's knowledge, behavior, and skills (KBS) are given according to a standardized rating scale upon admission and discharge.
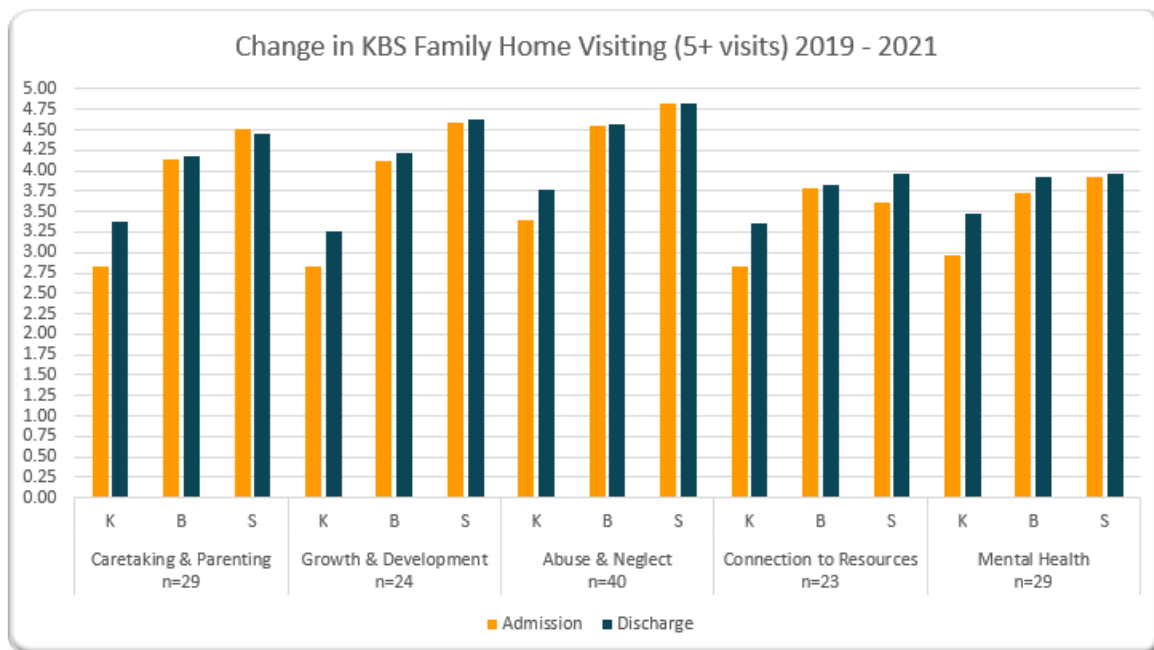
Source: PHDoc Scott County Public Health 1/1/19-12/31/2021

This chart illustrates the changes in what knowledge parents possessed, what behaviors they exhibited, and what skills they demonstrated on pre- and post-test observations. Maintaining and improving scores indicate a successful outcome that builds protective factors for children and families. Even incremental changes in KBS scores make a big difference in the life of a child. Research has found that toxic stress and adversity prior to age three are major contributors to multigenerational cycles of poverty, increased educational needs, and future health issues in children. Research also indicates that using an early intervention home visiting program results in improved skills and attitudes toward parenting, better parent-child attachment, increased child safety, health, and long-term success in school.

2021 update: These are cumulative data for families served through both home visiting programs between 2019 and 2021. In most categories, improvements are noted in knowledge, behaviors, and skills following the completion of five or more visits with family home visiting nurses.

E. Library Youth Services: Program 59

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

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

Attendance in Early Learning Programs

	2015	2016	2017	2018	2019	2020	2021
Total	7702	7118	7580	10503	12262	7949	4101
Early Literacy	7702	7118	7580	8057	10009	7232	1847
Readmobile	0	0	0	2446	2253	717	2254
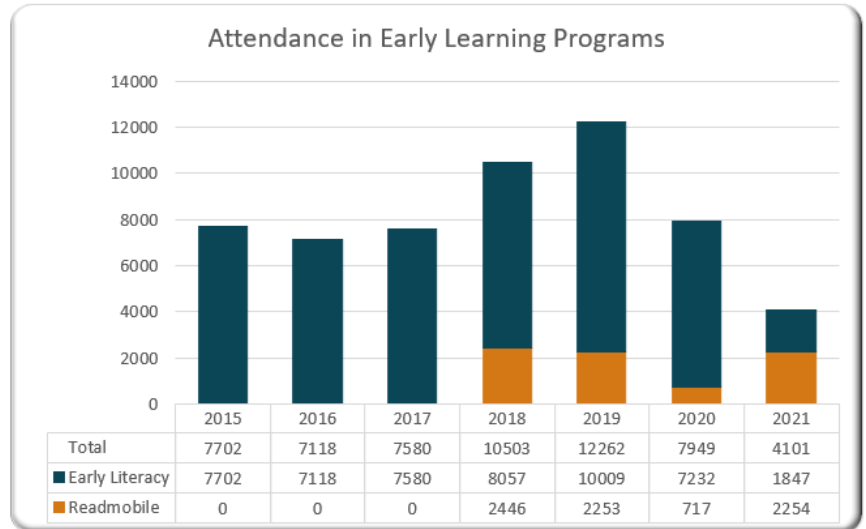
source: staff reports

2021 update: In all, 190,546 visitors came to the Scott County libraries. Libraries remained fully operational during the pandemic, although buildings were not fully open to the public through part of the year. Libraries offered curbside service, service by appointment, express services, and eventually opened for reduced service hours. Minimal direct programming occurred, but mailed packets and online resources were available. As the infection rates dropped, "Story Stations" programming was offered to allow families to schedule individual time to come to the libraries and use pre-arranged materials with their children to support early literacy.

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

F. Recreational Programming and Lessons: Program 59

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

Number of People Participating in Recreation Programs

	2015	2016	2017	2018	2019	2020	2021
	4282	5689	4595	4707	4649	893	4136
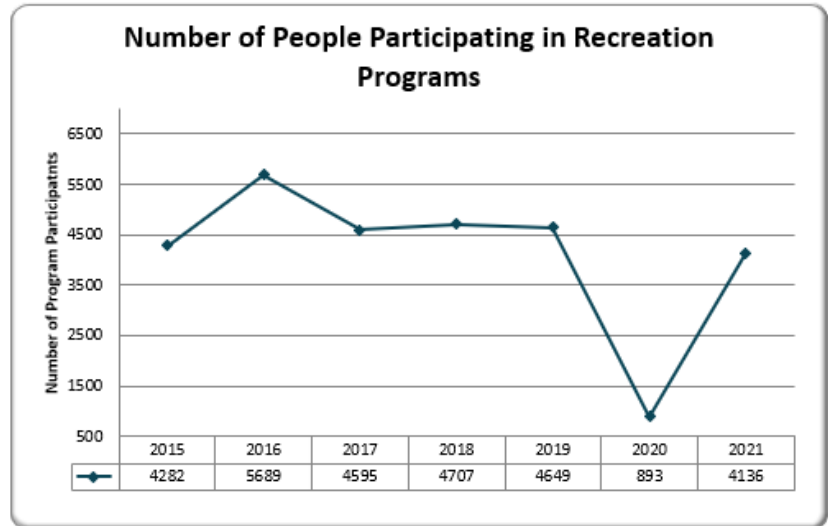
Source: Scott County, Three Rivers Park District Program Staff

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

2021 update: Recreational programs resumed in 2021, and the number of participants in parks' programming now approximates pre-pandemic levels.

Children's Services

KEY PERFORMANCE INDICATORS- SERVICES &INTERVENTION

A. Child Protection Assessment: Program 189

About this measure: It is important to quickly assess families who need help to keep their children safe through face-to-face visits. Making timely contact ensures that child safety is assessed and that steps to resolve child safety issues are started early. When this is done, children are more likely to be able to remain safely in their homes**.**

2021 updates: In 2021, child protection workers conducted 589 assessments and investigations. Social workers made timely contacts with 666 of 758 children who were the subject of the reports (87.9 percent). Due to the importance of this work in relation to child safety, the

Child Protection Timeliness of Initial Contact With Children

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Scott County	82.4%	80.0%	90.2%	92.5%	91.6%	91.8%	90.9%	92.5%	87.9%
State	74.7%	75.7%	77.6%	80.1%	83.7%	88.3%	88.1%	84.9%	84.1%
Scott Co Total	647	581	714	845	838	817	821	723	758

Source: DHS Child Welfare Data Dashboard State Measure #1

performance target set by DHS is 100 percent timely face-to-face contacts. While Scott County's performance is strong, it does not meet that 100 percent standard and is lower than its own performance in more than five years. Factors that support strong performance include timely screening of reports, which occurred in 98.6 percent of reports received.
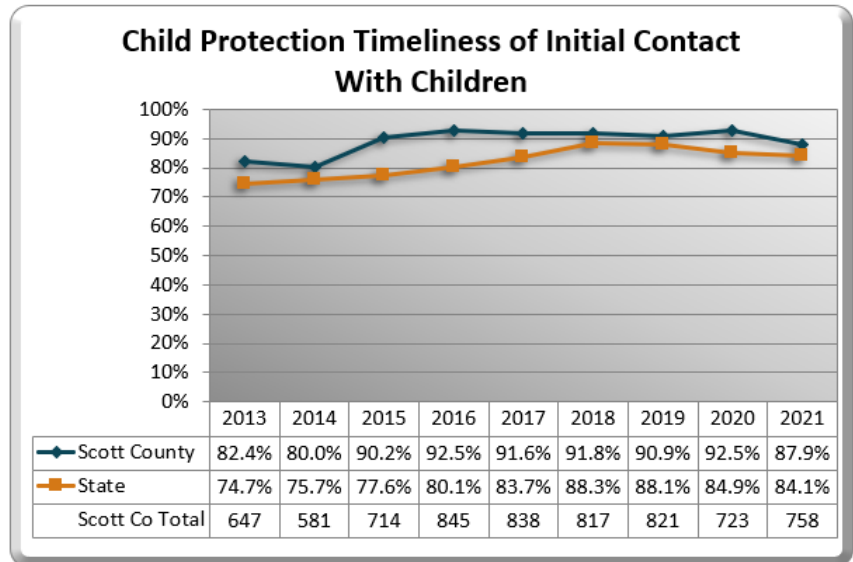
Barriers to timely contacts included:
- State Department of Human Services (DHS) delays in issuing guidance to counties on performance exceptions to face-to-face contacts during the pandemic.
- Errors in data entry, resulting from delayed guidance related to the pandemic.
- Staff turnover: Scott County Child Protection is experiencing significant staff turnover, filling eight positions over the last year. Working without a full staff complement (and the accompanying challenges in onboarding and training new staff) likely contributed to some delays in timeliness.
- Work expectations: Historically, child protection workers in Scott County have held responsibility for balancing assessments and case management functions. A reorganization in October 2021 designated specific staff as either assessment workers or case managers with a goal of improving timely contacts and case management services.

B: Child Protection Case Management: Program 190

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

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

2021 update: Of the 589 assessments or investigations completed, 75 resulted in case management services to provide longer-term interventions to families to address safety concerns.

Percent of Children Who Had an Additional Maltreatment Report within 12 Months

	2014	2015	2016	2017	2018	2019	2020	2021
Scott County	14.0%	15.0%	17.5%	17.2%	20.0%	15.7%	15.2%	14.7%
State Performance	15.5%	16.2%	20.0%	20.3%	20.2%	19.5%	19.3%	18.4%
State Target: 15.2% or less	15.2%	15.2%	15.2%	15.2%	15.2%	15.2%	15.2%	15.2%
Scott County Total Alleged Victims	592	541	656	757	765	816	798	740

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

Scott County met the state performance target for this measure for the second consecutive year, with 14.7 percent of children involved in a screened in report in 2021 experiencing a referral for a second time in 12 months. Factors contributing to strong performance include increased attention to building upon existing Signs of Safety practices (especially for new staff) and greater focus in supervision to safety planning working toward preventing repeat instances of maltreatment.
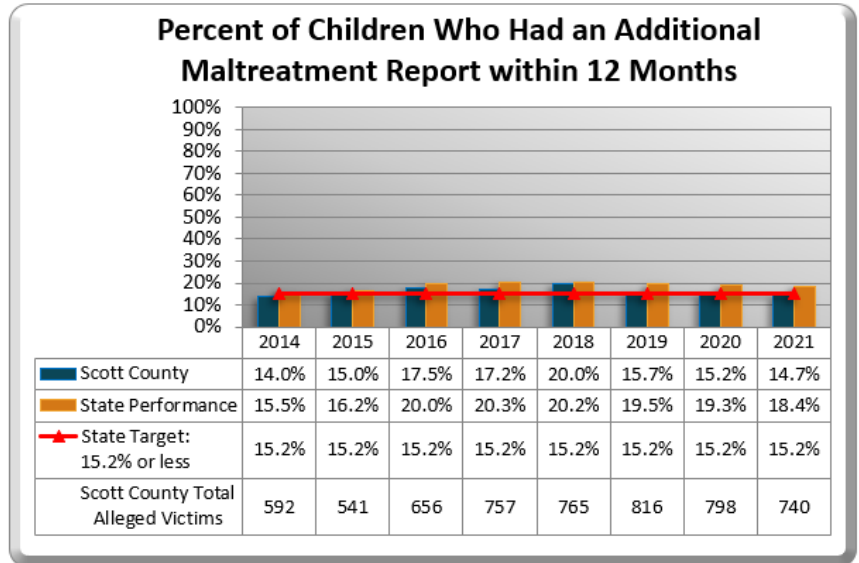
C. Child Out-of-Home Placement:

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

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

2021 Update: In 2021, 122 children were placed in out-of-home care. Of those placed in foster care, 67.8 percent of days in foster care were with relative (familial) foster care providers. This rate exceeds the state performance target of 37.5 percent or more a day in care be with relatives.

Number of Children in Out of Home Placement

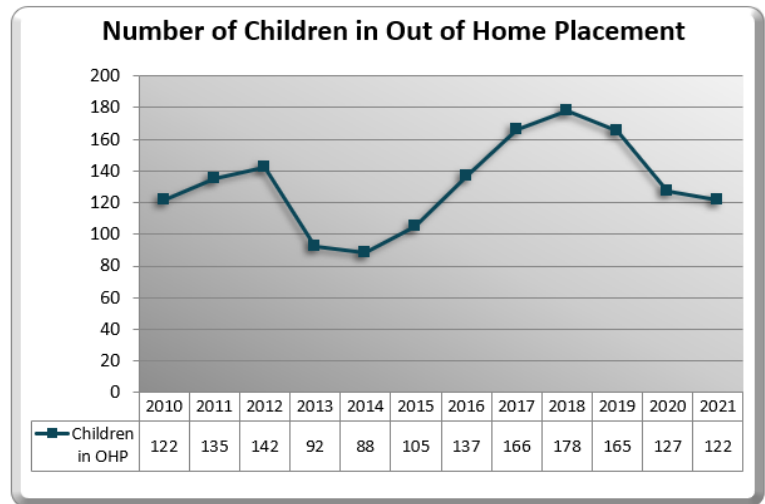|	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Children in OHP	122	135	142	92	88	105	137	166	178	165	127	122

Source: SSIS Charting State Measures, SSIS6

Data available from the Minnesota Department of Human Services show children of color and those of Hispanic ethnicity enter placement at a disproportionate rate. African American and Hispanic children enter at twice the rate of White children; American Indian children enter at eight times the rate of White children.

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

Percent of Children in Out of Home Placement to Achieve Permanency Within 12 Months

	2014	2015	2016	2017	2018	2019	2020	2021
Scott County	63.3%	70.0%	60.9%	48.1%	65.9%	54.1%	56.9%	60.9%
State	60.0%	56.0%	50.6%	47.5%	48.3%	49.4%	45.7%	48.6%
Target 40.5% or greater	40.5%	40.5%	40.5%	40.5%	40.5%	40.5%	40.5%	40.5%
Scott Co Total	30	40	46	81	82	85	58	46
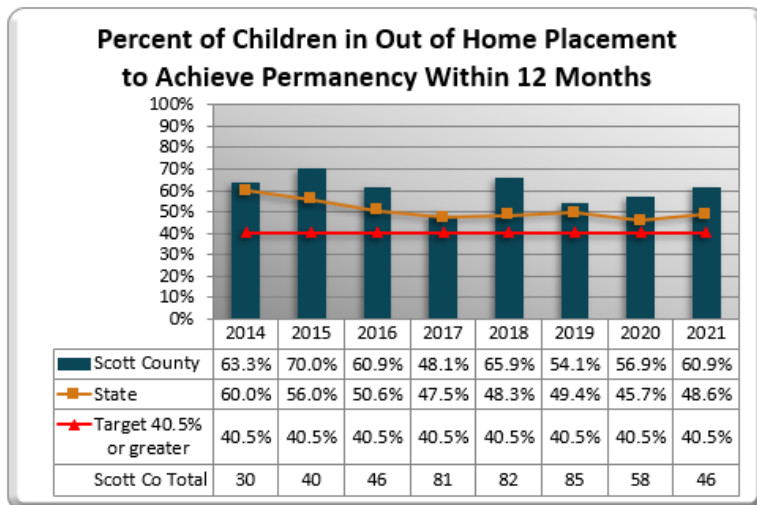
Source: DHS Child Welfare Data Dashboard Federal Measure #4

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

2021 update: In 2021, 28 of the 46 children who exited out-of-home placement were discharged to their parents' care or to another permanent placement within the timelines established in statute.

Scott County performance met national performance standards and exceeded state performance.

E. Community Corrections: Juvenile Probation: Program 157

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

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

Percent of Juvenile Felony Offenders Remaining Free of New Felony Convictions Within 3 Years of Discharge

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Juveniles	62%	65%	65%	61%	68%	75%	75%	73%	91%
Target	60%	60%	60%	60%	60%	70%	70%	70%	70%
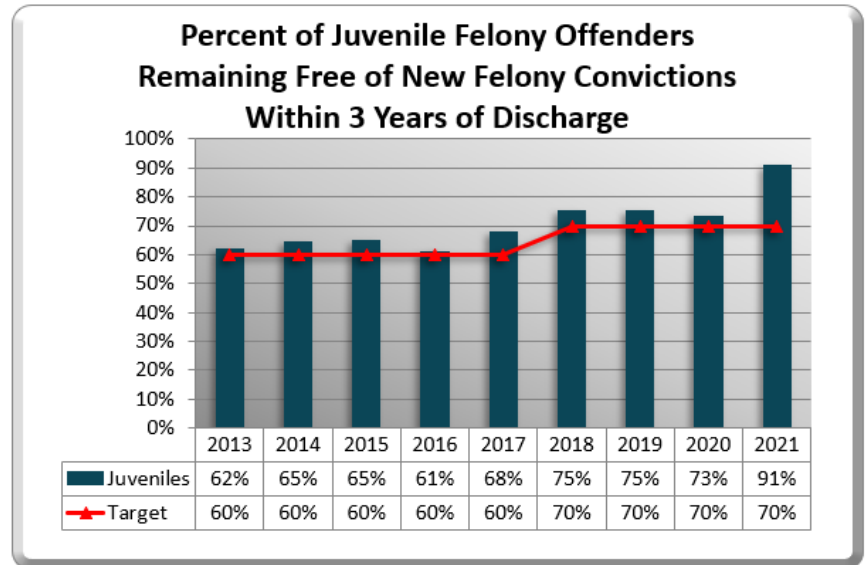
Source: Minnesota Court Information System (MNCIS) Manual Records Review

2021 update: Recidivism rates for juvenile felony offenders are lower than they have ever been. Factors impacting performance include:
- These data may have been impacted by the pandemic. Schools and other establishments where kids get into trouble were closed. In addition, law enforcement was not regularly arresting youth except for the most serious offenses.
- This program area is adequately staffed to supervise youth at a level that is matched to their risk level. Services, including some wraparound service models, are available to support youth and their families.
- Community Corrections launched a data analysis project to study recidivism among all juvenile offenders, and results will be available next year.

Family Resource Center (FRC) – ROADMAP

Collaboration

Incremental Change

Start

Q1/Q2 2022
- Determine Shakopee Library build out plan
- Recruit, train, and launch Parent Advisory Council
- Launch Father programming
- Apply for additional grant from Sauer Family Foundation
- Identify and implement informal Case Mgmt Services
- Implement MN Adult and Teen Challenge pilot
- Pilot flexible FRC hours

Q3/Q4 2022
- Monitor building updates; expand FRC hours in Shakopee
- Identify and secure alternative FRC site if necessary
- Re-engage Results First MN
- Review Jordan and Prior Lake site locations
- Begin satellite WIC clinic with FRC
- Expand hours in Jordan
- Continue community outreach

Q1 2023
- Expand Shakopee hours to 30+
- Expand Jordan and Prior Lake hours to min 10/week
- Market to mandated reporters

Q2 2023
- Research and engage non-profits

Q3 2023
- Active recruitment of non-profit partner

Q4 2023
- RFP development

Alignment

Transformational Change

Q1 2024
- Issue RFP
- Review outcome data and program evaluation information

Prevention Vision 2025:
- One Stop Shop
- Aligned
- Community Led
- Non-Profit Operated
- Improved Outcomes in CI

Q1/Q2 2025
- Review data and evaluation information
- Continue monthly mtgs; program adjustments/ enhancements; data evaluation
- FRC oversight with non-profit

Q4 2024
- Monitor transition

Q3 2024
- Transition FRC to non-profit

Q2 2024
- Select and contract with non-profit

End

Q3/Q4 2025
- Final handoff

Consider connections to other programs
Identify and engage stakeholders

Promising approach: Family Resource Centers are a one-stop shop linking families to services and supports their families need. FRCs bring services to people in their home communities, removing barriers related to transportation and access to government buildings.

Summary of Progress on the County's Strategic Plan

The Scott County Strategic Plan has an objective specifically related to improving outcomes for children:
- **Objective**: Children: Strong families and community partners will come together supporting children in having safe, healthy, and successful lives.
- **Strategy**: Promote healthy child development and family resiliency by aligning resources and community partnerships directed at prevention and early intervention.

Areas of progress include:

Federal pandemic relief funds:
- The County Board of Commissioners prioritized financial supports to schools, and initial Coronavirus Aid, Relief, and Economic Security (CARES) Act grants totaling $250,000 were awarded to school districts based on the number of Scott County students attending.
- Staff have made recommendations for the use of American Recovery Act Plan (ARPA) to mitigate educational gaps and losses experienced as a result of the pandemic. Program leaders recommended the allocation of funding to local non-profit organizations to conduct an educational neglect prevention and diversion service and a truancy support service. State ARPA funds allocated directly to Public Health will be directed to a family home visiting model to support an early literacy initiative called Parents as Teachers.

Children's Services

Community Indicator data:
- Rates of children who graduate from high school on time continue to improve, with over 90 percent of students graduating within four years of their entry into ninth grade. This rate exceeds state rates.
- Scott County is an active partner of the Shakopee Academies, committing time and expertise to help students onsite and offering CAPS internships to support educational outcomes and promote connections between young people and caring adults.

Prevention and early intervention:
Significant work has been done by programs across the organization to advance this strategy and improve outcomes for children and families. With a strong focus on prevention and early intervention, progress includes:
- **Family Resource Centers (FRCs):** In August 2021, the County opened three community-based Family Resource Centers to provide families a safe, accessible, universal access point for connection to services for education, support, services, and community building. Programs at each FRC are tailored to the culture, resources, and needs of the community they serve and focus on building on the strengths of individuals, family, and community.
- **Community Prevention Response (CRP) Unit:** In 2021, the County's Child Welfare programs -- reorganized through a philanthropic donation from the Sauer Foundation -- created the Community Prevention Response Unit (CPR) focused on preventing child abuse and neglect and improving outcomes for children in areas of education, health, and wellness. This unit partners closely with Public Health, Parks, Libraries, and Community Outreach staff to share resources and align planning so all programs are more likely to achieve desired outcomes. As prevention efforts demonstrate success, cost savings garnered from placement prevention efforts will be used to sustain allocations for the CPR Unit.
- **Early Childhood Screenings:** One priority for the CPR Unit and their County and community partners is increasing the percentage of children who receive early education screenings before their fourth birthday. The FRCs sponsor tablet giveaways to incent early childhood screenings. Schools take a lead role in conducting the screenings, but the CPR unit, Public Health, the Libraries, and Community Outreach staff actively promote screening participation. Between October 1 and December 31, 2021, staff at the FRCs distributed 113 tablets to encourage early childhood screening and services. Of those, 75 resulted in referrals to early childhood screening, with a follow-through rate of 66 percent. Additionally, 38 tablets were given to families of children who had already been screened and the tablet offered resources the child needed to support ongoing educational preparedness.
- Two prevention/early intervention programs moved from local non-profit agencies to Scott County for leadership. Scott County Public Health is now the primary service provider for the Women, Infants, and Children (WIC) Program, and leadership for the "Together We CAN" initiative returned to Health and Human Services.
- The Library adapted service models to continue curbside service for people who did not feel comfortable coming into the buildings, but also added express hours to give people broader access. As infection rates fell, some "by appointment" services were introduced to give children and families experiences in the libraries to support early literacy through Story Stations. Extended access hours were piloted at the Jordan Library and, based on the success of that pilot, will now be expanded to all seven branches.

- Working together, Parks and Community Outreach staff are actively engaging families from diverse communities in park experiences.
- Public Health and other Scott County services have developed new, innovative ways of approaching work with families through creative collaboration:
  o Public Health and the Scott County Jail developed processes to identify children of justice involved parents who were in custody. Understanding that the experience of having a parent in jail as a recognized Adverse Childhood Experience, nine parents were connected to family home visiting in 2021 to support early intervention with these children.
  o Public Health nurses responded to a request from Drug Treatment Court judges to bring more resources from Public Health to prevent child protection involvement in the children of court participants.
  o Child Protection and Public Health developed a perinatal substance use referral process to address safety concerns for pregnant women using drugs or alcohol. In 2021, nurses and social workers conducted joint responses to reports in response to 16 reports.

Services and interventions:

Beyond prevention efforts, program outcomes for children who do become involved in "deep end" services show positive results:

- When children are reported to Child Protection, reports are screened, and timely contacts are made with children to assess safety. Rates of re-reporting maltreatment have met the state performance standard for two years in a row. The number of children placed in foster care decreased when compared to 2020; further, when children were placed in foster care, most were placed with relatives. The County continues to meet federal performance standards for timely permanency decisions.
- Recidivism rates in juvenile probation are at an all-time low.

Going forward:

- Third grade reading proficiency continues to trend downward. Associations between third grade reading achievement and high school graduation are not clearly evident in the available data for Scott County and require further evaluation to determine if there are other data points more predictive of long-term academic success. However, one study conducted by the Casey Foundation linked failure to achieve reading standards in third grade in addition to poverty as interrelated predicators of educational achievement. As one of the more affluent counties in Minnesota, this might indicate other supports are available to children in Scott County to help remediate delays. Further research of this variable, the impacts of COVID-19, and the influence of rapidly changing demographics in Scott County will offer opportunities to better understand the data and inform where to focus County efforts to improve educational outcomes most effectively for children.
- Many school districts interrupted early childhood screening services in 2021, creating a backlog of demand when services re-opened. Collaboration among the County and the schools to creatively address shortages in testing opportunities would advance this work and reduce delays in accessing services for children who need them.

Children's Services

- As noted in this report and elsewhere, the differences in outcomes for children based on race and ethnicity are apparent in both educational outcomes and child protection outcomes. Prevention programs and community outreach efforts are developing specific strategies to engage all families in early screenings and early childhood education.
- Moving forward, broader involvement of educational professionals in early literacy work (i.e., the Live, Learn, Earn Educational Preparedness group) would maximize available resources and better align efforts to improve the likelihood of success.
- The evaluation of the Juvenile Alternative Facility was stalled due to the pandemic and staff capacity. That work will be reassigned to a consultant in 2022.

Adult Services Outcomes

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

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

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

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

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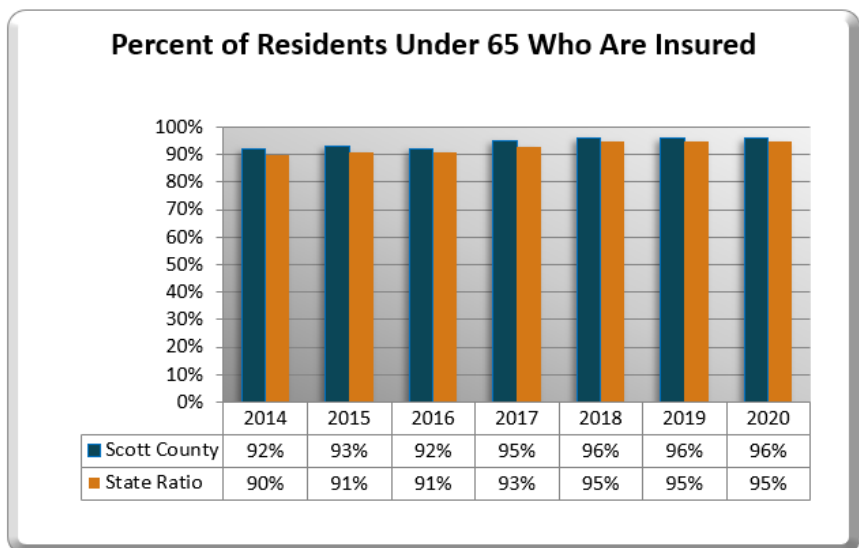
Adult Services

COMMUNITY INDICATORS

Community Indicators tell something about how easily residents can access essential services, which includes insurance, health care, mental health services, food, parks, libraries, and affordable housing. As a result of the pandemic, delays are still occurring in reporting community level data and many data sets are not available for 2021.

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

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

The County has responsibility to help residents gain eligibility for public health insurance, making preventive medical care more likely.

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

Percent of Residents Under 65 Who Are Insured

	2014	2015	2016	2017	2018	2019	2020
Scott County	92%	93%	92%	95%	96%	96%	96%
State Ratio	90%	91%	91%	93%	95%	95%	95%

Source: County Health Ranking, Robert Wood Johnson Foundation

Data sets for 2021 are not available through this source, but the US Census Bureau, Quickfacts estimates 4.7 percent of residents under age 65 do not have health insurance (based on 2020 Census projections).

MNsure — Where you choose health coverage
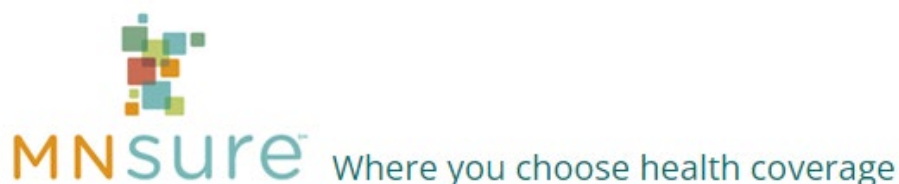
II. Community Indicator: Primary Care Physician Ratio

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

Although these data tell something about access to medical care, there are important limits: Data sets include only those providers located within County borders, and include only those doctors working in general medicine, family medicine, internal medicine, and pediatrics. These data do not include nurse practitioners or physician assistants. *Data for 2021 are not available.*

Proportion of Population per One Primary Care Physician

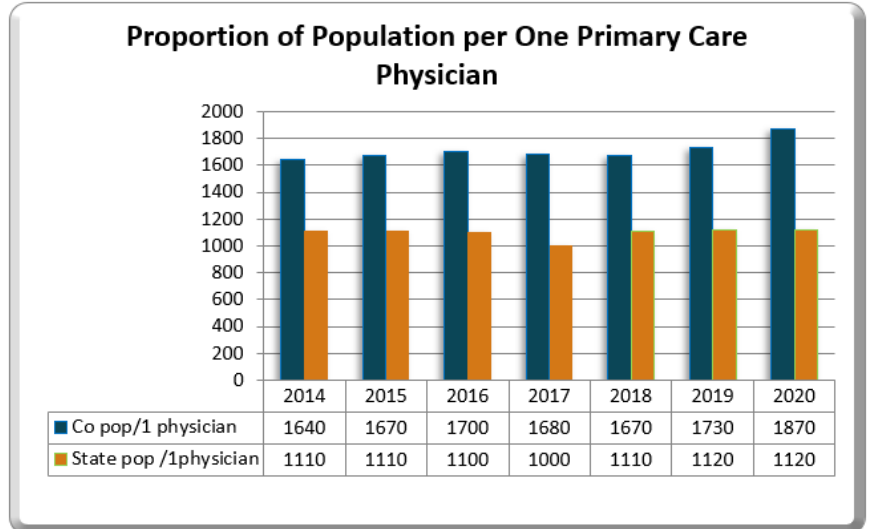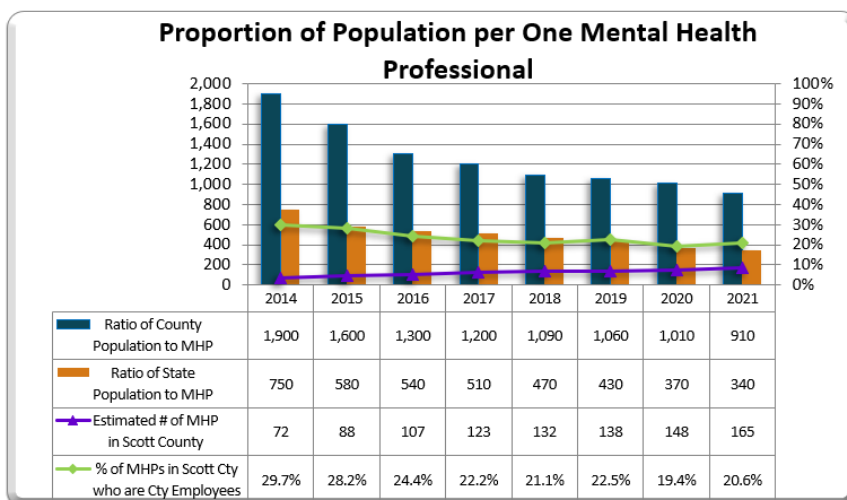|	2014	2015	2016	2017	2018	2019	2020
Co pop/1 physician	1640	1670	1700	1680	1670	1730	1870
State pop /1physician	1110	1110	1100	1000	1110	1120	1120

Source: County Health Rankings, Robert Wood Johnson Foundation

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

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

Proportion of Population per One Mental Health Professional

	2014	2015	2016	2017	2018	2019	2020	2021
Ratio of County Population to MHP	1,900	1,600	1,300	1,200	1,090	1,060	1,010	910
Ratio of State Population to MHP	750	580	540	510	470	430	370	340
Estimated # of MHP in Scott County	72	88	107	123	132	138	148	165
% of MHPs in Scott Cty who are Cty Employees	29.7%	28.2%	24.4%	22.2%	21.1%	22.5%	19.4%	20.6%

Source: County Health Rankings, Robert Wood Johnson Foundation

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

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

IV. Community Indicator: Cost-Burdened Households

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

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

Data for 2021 are not available.

Share of Households Paying 30% or More of Income for Housing

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Scott County	31.8%	23.8%	26.8%	22.5%	25.6%	27.1%	22.6%	24.8%	24.3%	23.5%
Statewide	32.8%	29.7%	28.4%	28.3%	27.0%	26.3%	25.8%	25.9%	24.6%	24.6%
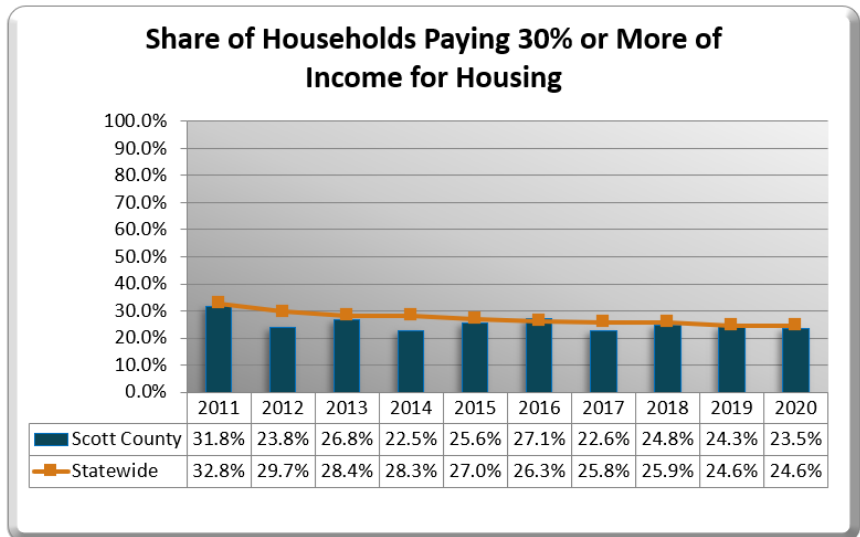
Source: Minnesota Compass, (2010-2020)

Adult Services

KEY PERFORMANCE INDICATORS

A. Scott County Mental Health Center: Program 200

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

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

Number of Clients Served by the Mental Health Center
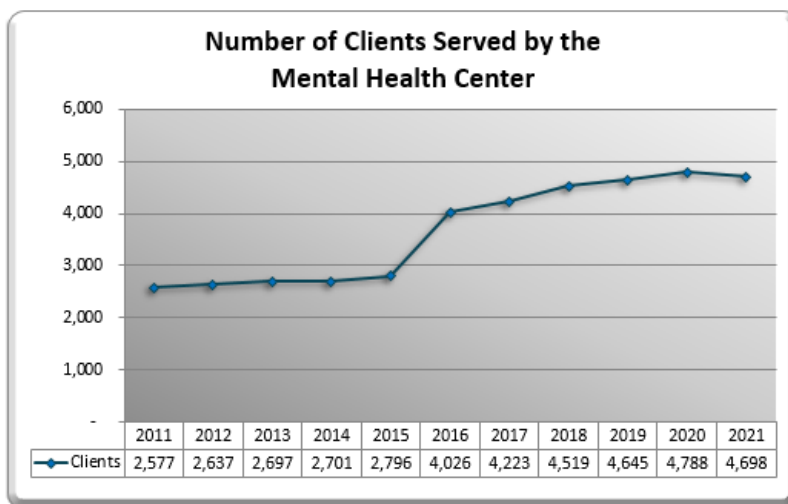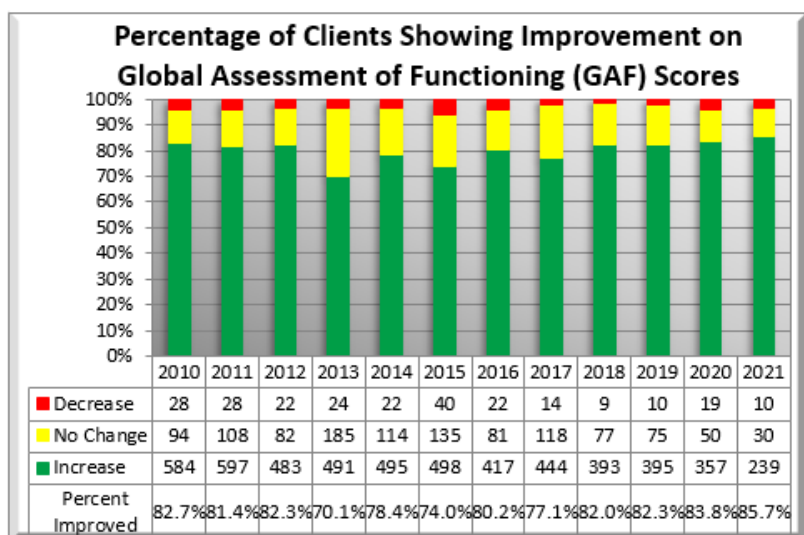
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Clients	2,577	2,637	2,697	2,701	2,796	4,026	4,223	4,519	4,645	4,788	4,698

Source: IRIS (Iron Range Information System) reports

B. Mental Health Therapy: Program 200

Percentage of Clients Showing Improvement on Global Assessment of Functioning (GAF) Scores

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Decrease	28	28	22	24	22	40	22	14	9	10	19	10
No Change	94	108	82	185	114	135	81	118	77	75	50	30
Increase	584	597	483	491	495	498	417	444	393	395	357	239
Percent Improved	82.7%	81.4%	82.3%	70.1%	78.4%	74.0%	80.2%	77.1%	82.0%	82.3%	83.8%	85.7%

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

About this measure: Whether chronic or episodic, mental health issues can disrupt employment, families, and personal relationships. Appropriate treatment is important to relieve symptoms and restore functioning to optimal levels. This measure indicates whether there are changes in symptoms and overall functioning from the beginning to the end of treatment. The data can be used as an indicator of whether services were effective, and trends over the last five years indicate strong, stable performance.

2021 update: Factors that support strong performance include hiring experienced, licensed mental health professionals and providing weekly multidisciplinary clinical consultation and supervision. Client progress is measured using standardized functional assessments before and after services, and every 90 days during treatment, to help focus interventions. Collaboration with families, schools, and other professionals helps to build broad longer-term supports.
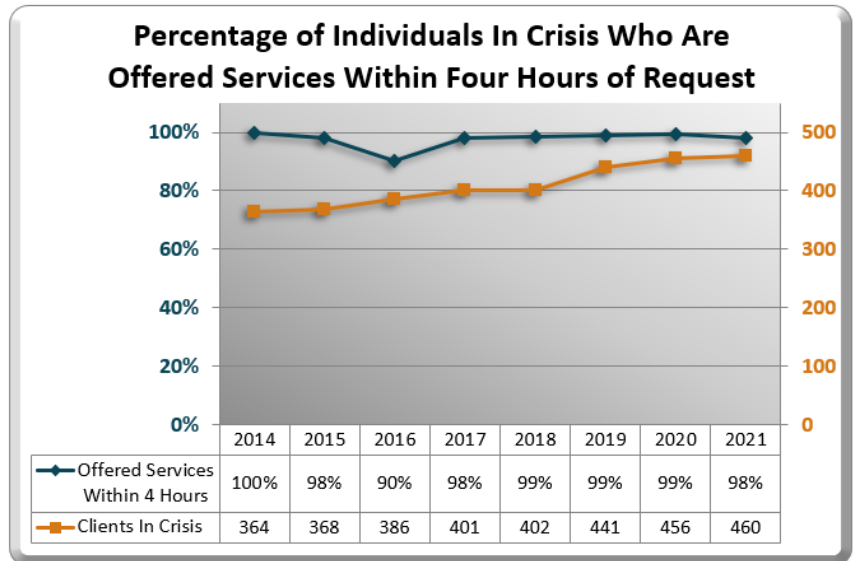
C. Scott County Mental Health Center: Mental Health Crisis Intervention: Program 198

Since 2018, crisis mental health services in Scott County have been provided by the Mental Health Center during business hours and by Canvas Health for mobile mental health crisis services in the evenings and weekends.
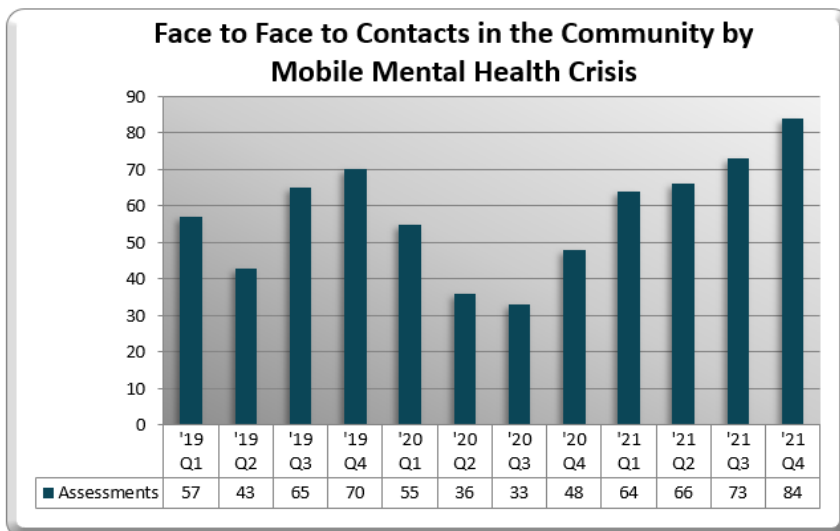
About this measure: When clients call or present at the Scott County Mental Health Center (SCMHC) in crisis, the SCMHC has a target to offer a crisis appointment to those clients within four business hours. Clients who contacted crisis services but prefer to be seen later are not considered to be "in crisis" for the purpose of this measure.

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

Percentage of Individuals In Crisis Who Are Offered Services Within Four Hours of Request

	2014	2015	2016	2017	2018	2019	2020	2021
Offered Services Within 4 Hours	100%	98%	90%	98%	99%	99%	99%	98%
Clients In Crisis	364	368	386	401	402	441	456	460

Source: Manual Spreadsheet

Mental Health Crisis Services – Canvas Health

Face to Face to Contacts in the Community by Mobile Mental Health Crisis

	'19 Q1	'19 Q2	'19 Q3	'19 Q4	'20 Q1	'20 Q2	'20 Q3	'20 Q4	'21 Q1	'21 Q2	'21 Q3	'21 Q4
Assessments	57	43	65	70	55	36	33	48	64	66	73	84

Source: Canvas Health - CRS Grants Quarterly Progress Reports

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

2021 updates on both crisis measures: The demand for crisis services continues to rise as the pandemic and its impacts on mental health continue.
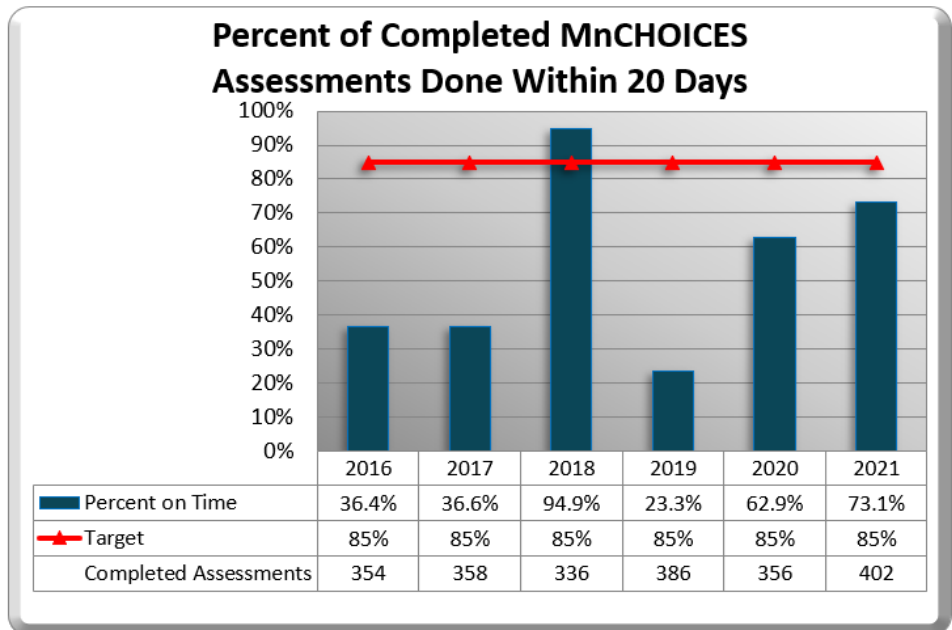
D. MnCHOICES Assessments: Program 202

About this measure: MnCHOICES assessments are critically important to supporting independent living for vulnerable adults in our communities. These assessments are often the first step to accessing community-based or County services necessary to help vulnerable adults live safely in their homes. Social workers and nurses work with the individual and their families to determine need and eligibility, as well as link people to service options. Timely assessments make it possible to expedite services and prevent gaps in supports that may put the vulnerable person's health or safety at risk, potentially preventing costly hospitalizations.

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

2021 update: For the third year in a row, the percentage of assessments completed within 20 days has increased but does not yet meet state performance targets.

Percent of Completed MnCHOICES Assessments Done Within 20 Days

	2016	2017	2018	2019	2020	2021
Percent on Time	36.4%	36.6%	94.9%	23.3%	62.9%	73.1%
Target	85%	85%	85%	85%	85%	85%
Completed Assessments	354	358	336	386	356	402

Source: MnCHOICES data and Internal county tracking spreadsheet

Factors that support improving performance include:

- Staff time savings resulting from Governor's Peacetime Emergency Orders waiving requirements for face-to-face visits (thereby reducing time spent traveling). This time savings made it possible to catch up on assessments which were backlogged.

- Program leaders engaged staff in productivity training.

- In 2020, the County Board approved a request for two additional positions to adequately staff this work area. In 2021, one of those positions was filled but the other was repurposed to Economic Assistance when program leaders saw short-term diminished need due to the factors listed above. Time studies are being completed to do a more complete assessment of staffing needs as service deliveries rebound post-pandemic.
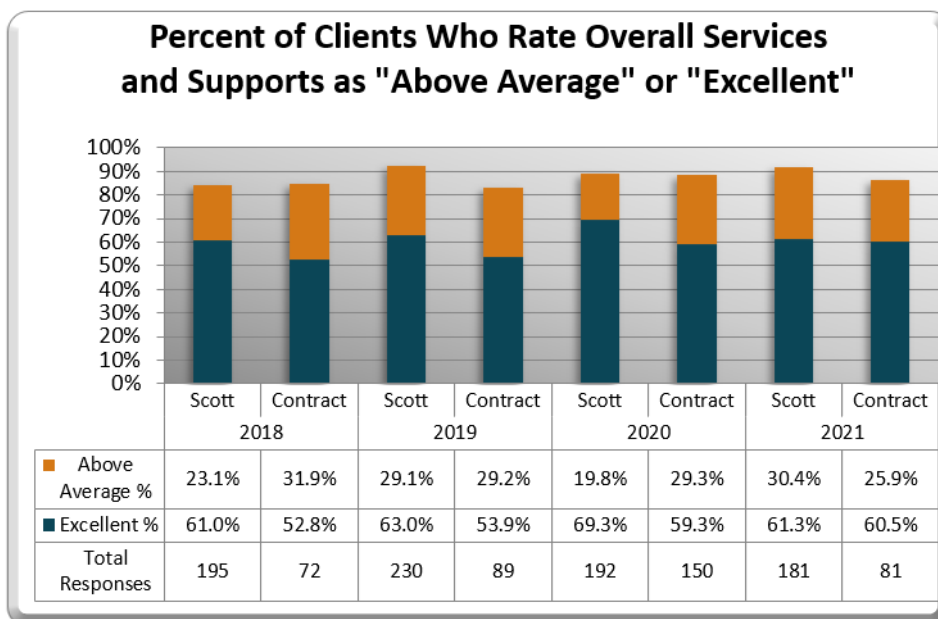
E. Home and Community Care (HCC) Case Management: Program 196

About this measure: Research shows that most vulnerable residents prefer to remain in their own homes, and some may require additional support to live independently. Available home and community care are not only desirable but are more cost-effective than nursing home or other institutional care. The data below compare results of a customer satisfaction survey of both county and contracted case management services.

2021 update: Historically, contracted service recipients rated their satisfaction with services lower than those receiving case management services from County case managers. The department used data from past surveys to make program improvements in contracted case management, and the results have been positive.

For the first time in 2021, satisfaction ratings for County case managers and contracted providers were essentially equivalent.

Percent of Clients Who Rate Overall Services and Supports as "Above Average" or "Excellent"

	Scott 2018	Contract 2018	Scott 2019	Contract 2019	Scott 2020	Contract 2020	Scott 2021	Contract 2021
■ Above Average %	23.1%	31.9%	29.1%	29.2%	19.8%	29.3%	30.4%	25.9%
■ Excellent %	61.0%	52.8%	63.0%	53.9%	69.3%	59.3%	61.3%	60.5%
Total Responses	195	72	230	89	192	150	181	81

Source: Home and Community Care and Developmental Disabilities Survey

Factors that contributed to stronger satisfaction with contracted providers included intentional efforts by County staff to meet regularly with contract provider agencies, provide training and case consultation, establish clear expectations on practice standards, and provide contracted agencies access to required County databases.
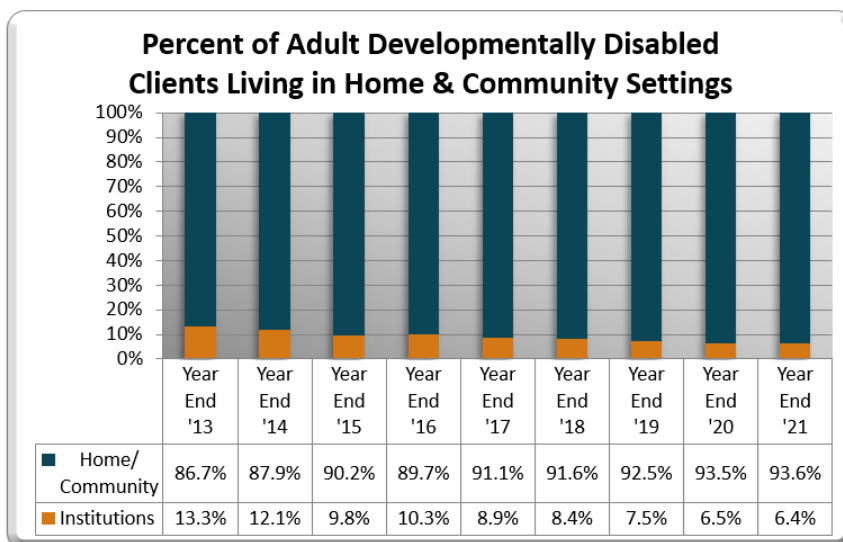
Adult Services

F. Developmental Disabilities Case Management: Program 194

About this measure: All adults -- whether living with a developmental disability or not -- deserve to live as independently as possible. People who live outside of an institutional setting have a chance to live more independently, have more control over their lives, and can be productive members of their communities.
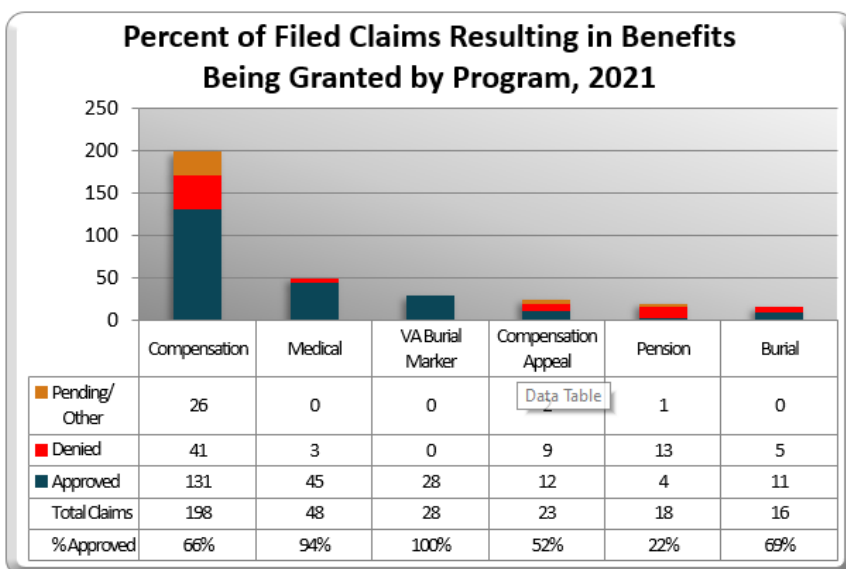
This measure shows what percentage of adults (those age 18 and over) who reside in home or community settings and are served by a Development Disabilities social worker.

2021 update: There has been a gradual decline in the percentage of people living in institutional settings, suggesting services are accessible for individuals who need help to live independently, including effective case management services.

Percent of Adult Developmentally Disabled Clients Living in Home & Community Settings

	Year End '13	Year End '14	Year End '15	Year End '16	Year End '17	Year End '18	Year End '19	Year End '20	Year End '21
Home/ Community	86.7%	87.9%	90.2%	89.7%	91.1%	91.6%	92.5%	93.5%	93.6%
Institutions	13.3%	12.1%	9.8%	10.3%	8.9%	8.4%	7.5%	6.5%	6.4%

Source: Program Database Excel Spreadsheet

G. Veterans' Benefit Assistance Program: Program 218

Percent of Filed Claims Resulting in Benefits Being Granted by Program, 2021

	Compensation	Medical	VA Burial Marker	Compensation Appeal	Pension	Burial
Pending/ Other	26	0	0		1	0
Denied	41	3	0	9	13	5
Approved	131	45	28	12	4	11
Total Claims	198	48	28	23	18	16
% Approved	66%	94%	100%	52%	22%	69%

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

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

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

2021 update: The US Census Bureau, Quickfacts report estimates 5,728 residents of Scott County are veterans.

These data show the benefits approved, denied, and pending the Veterans Services program in 2021.
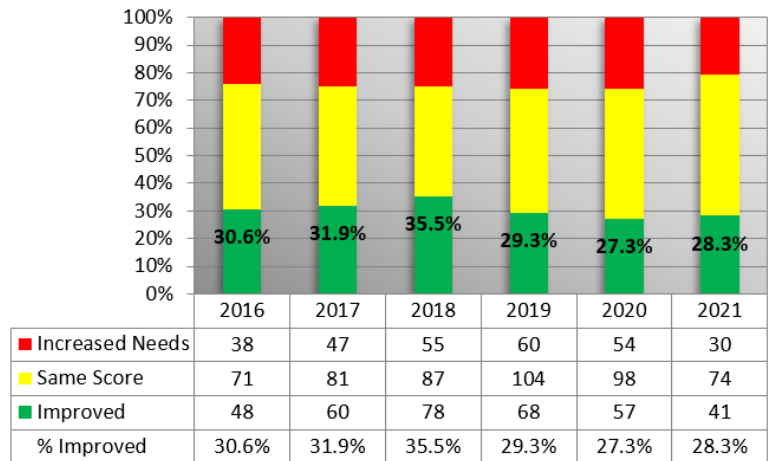
H. Adult Mental Health Case Management: Program 181

About this measure: Adult mental health case management provides ongoing services to support individuals diagnosed with serious and persistent mental illnesses who need assistance to access services, follow treatment plans, and live as independently as possible.

This graphic shows trend data for Level of Care Utilization System (LOCUS), a standardized assessment tool for assessing the effectiveness of case management services, based on level of improvement, over time.

Due to the severity and chronicity of these illnesses, people may remain at their current score or even experience an increase in their needs. Increased needs reflected on the chart may be due to the client accessing services in a time of crisis.

Percentage of Level of Care Utilization System (LOCUS) Scores That Improve (Decrease)

	2016	2017	2018	2019	2020	2021
Increased Needs	38	47	55	60	54	30
Same Score	71	81	87	104	98	74
Improved	48	60	78	68	57	41
% Improved	30.6%	31.9%	35.5%	29.3%	27.3%	28.3%

Source: LOCUS Scores SharePoint list

2021 update: Trends remain relatively flat, with about a quarter of participants showing improvement in their levels of need.
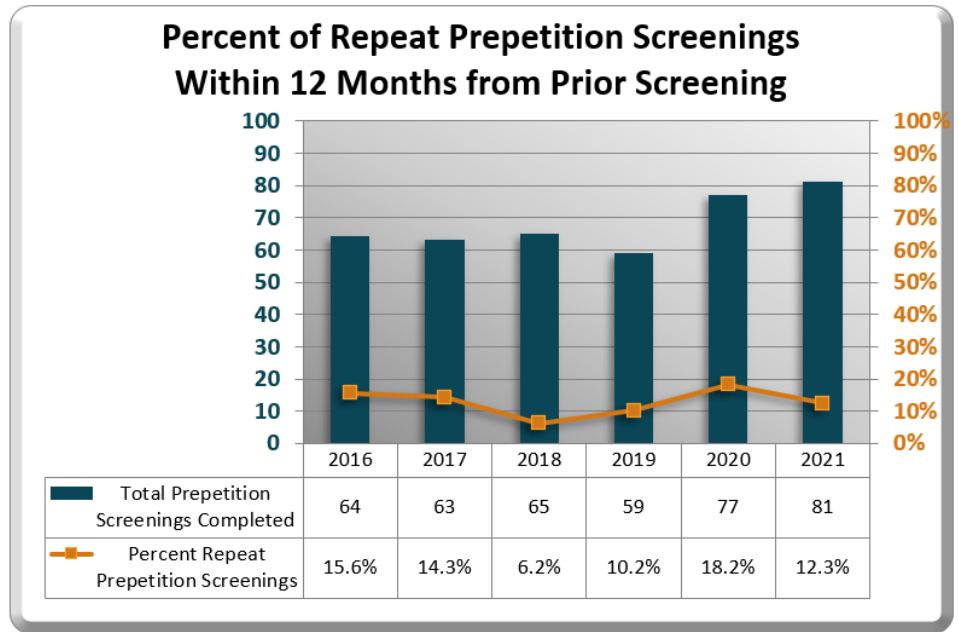
I. Adult Mental Health Case Management: Civil Commitments: Program 181

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

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

Percent of Repeat Prepetition Screenings Within 12 Months from Prior Screening

	2016	2017	2018	2019	2020	2021
Total Prepetition Screenings Completed	64	63	65	59	77	81
Percent Repeat Prepetition Screenings	15.6%	14.3%	6.2%	10.2%	18.2%	12.3%

Source: AMH Prepetition Screenings SharePoint list

2021 update: Since 2019, Scott County has seen a 42 percent increase in the number of pre-petition screenings, with many of those individuals requiring mental health commitment. This increase indicates individual's mental health needs are not being met with existing voluntary services. It also leads to increased costs in service delivery, and creates pressures on jail, court, and social services systems.
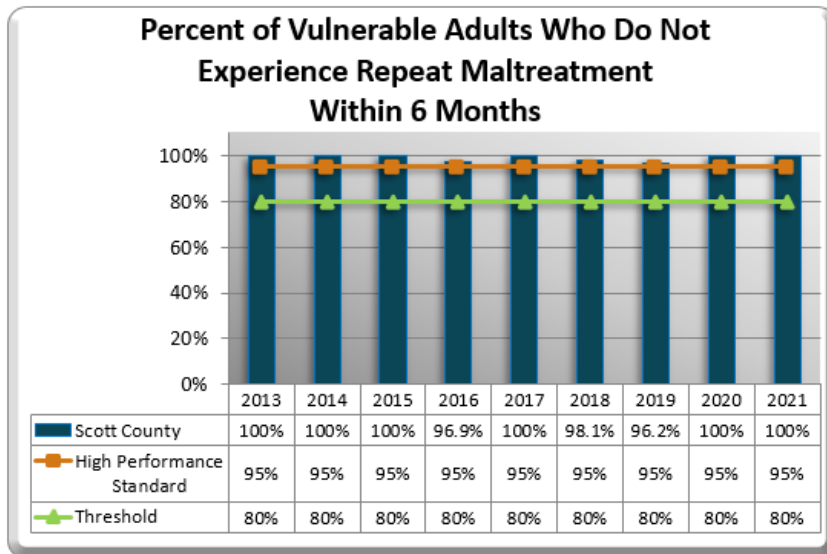
nami
National Alliance on Mental Illness
Scott County

A. Adult Protection: Program 182

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

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

2021 update: Scott County has consistently met or exceeded performance thresholds. Data for 2020 and 2021 show that no vulnerable adult was the subject of two findings of maltreatment of the same type within six months. A factor supporting strong performance in this area include an adequate number of well-trained staff who complete thorough assessments. If an allegation is received on a person with a case manager, some self-neglect allegations are referred to case managers to address.

Percent of Vulnerable Adults Who Do Not Experience Repeat Maltreatment Within 6 Months

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Scott County	100%	100%	100%	96.9%	100%	98.1%	96.2%	100%	100%
High Performance Standard	95%	95%	95%	95%	95%	95%	95%	95%	95%
Threshold	80%	80%	80%	80%	80%	80%	80%	80%	80%

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

There are limited options for prevention or early intervention in this service area. For people who do not meet criteria for adult protection, reports are referred to an adult service worker for prevention services if staff workloads allow.
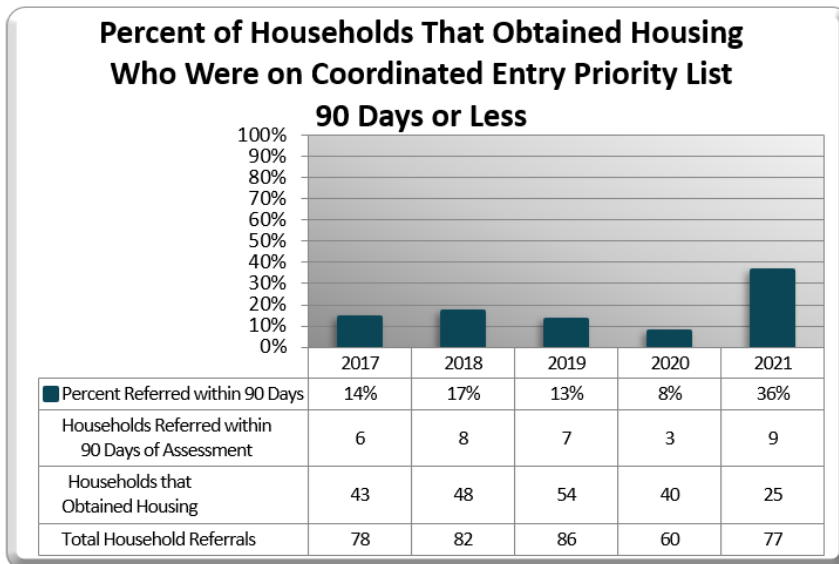
B. Housing and Homelessness: Program 197

About these measures: Every three years, Wilder Research reports on estimated counts of people experiencing homeless in Minnesota. The last survey (2018) counted 128 individuals experiencing homelessness in Scott and Carver Counties.

Measure: The Coordinated Entry List is a centralized point of contact for people experiencing homelessness. The associated data table reflects the number of single adults versus family households on the priority list waiting for housing units to become available. Per month, an average of 53 people on the priority list are those living with one or more disability.

Households Active on the Coordinated Entry Priority List
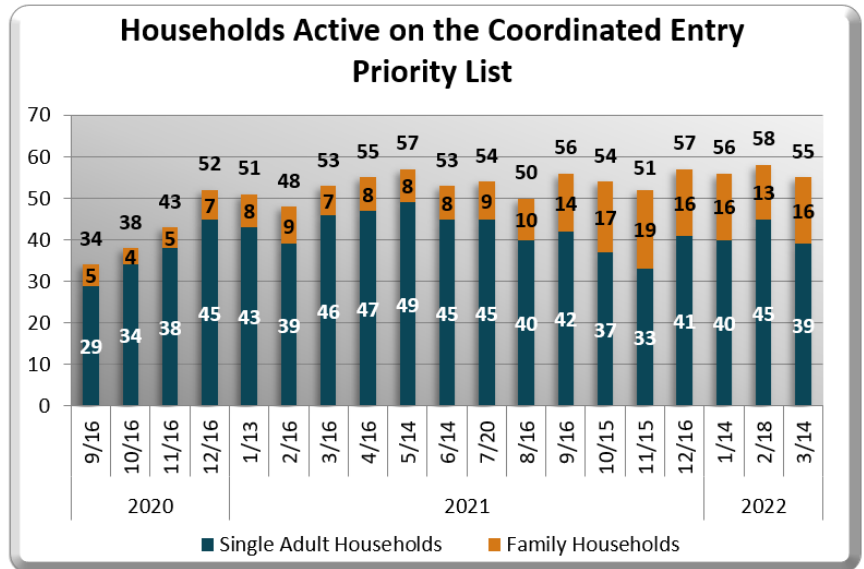
Source: *Coordinated Entry Priority List, Manual tracking*

KPI: The associated data table reflects the percent of people on the Coordinated Entry Priority List who obtained housing with 90 days.

Percent of Households That Obtained Housing Who Were on Coordinated Entry Priority List 90 Days or Less

	2017	2018	2019	2020	2021
Percent Referred within 90 Days	14%	17%	13%	8%	36%
Households Referred within 90 Days of Assessment	6	8	7	3	9
Households that Obtained Housing	43	48	54	40	25
Total Household Referrals	78	82	86	60	77

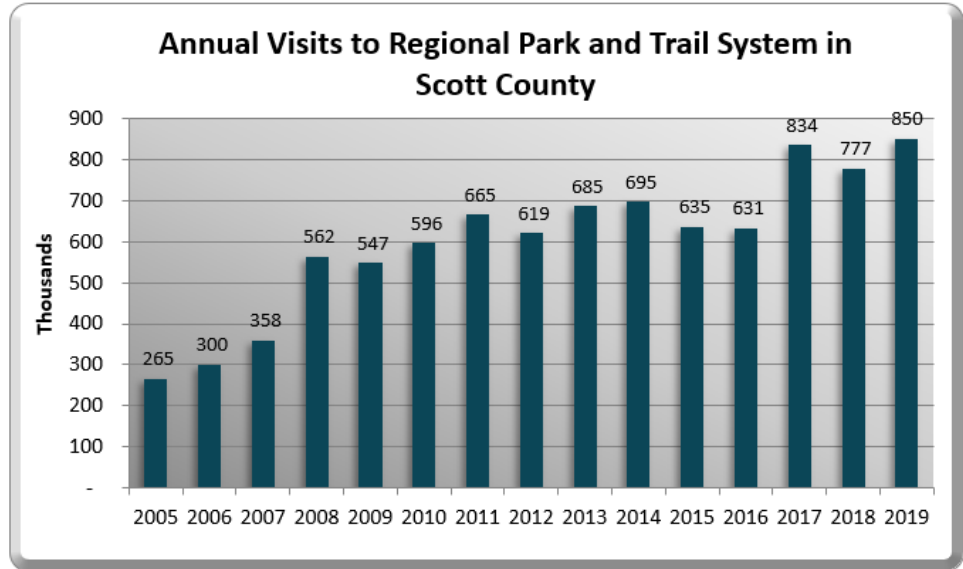Source: *Homeless Management Information System (HMIS)*

2021 update: Seventy-seven households were referred to housing units, with 36 percent obtaining housing. This is a significantly higher percentage than in the five preceding years. Improvements reflect changes in eligibility requirements, limiting applicants to those meeting a federal definition of homeless (and therefore qualifying for housing units). The average time from referral to placement in housing for families is four months, and 22 months for single adults. The County's only existing resource for families experiencing homelessness is the Families Moving Forward program, which served three to five families per quarter in 2021.
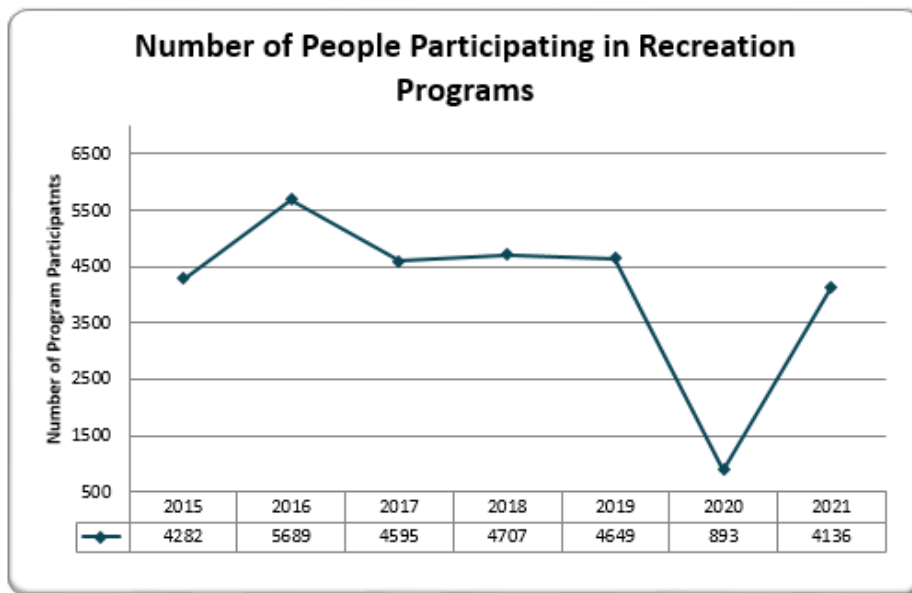
L. Park and Trail Planning: Program 78

About this measure:

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

Annual Visits to Regional Park and Trail System in Scott County

Year	Thousands
2005	265
2006	300
2007	358
2008	562
2009	547
2010	596
2011	665
2012	619
2013	685
2014	695
2015	635
2016	631
2017	834
2018	777
2019	850

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

This measure demonstrates the visitor use trend in the regional park and trail system in Scott County. *Attendance numbers for 2020 and 2021 are not yet available from the Three Rivers Park District.*

Number of People Participating in Recreation Programs

	2015	2016	2017	2018	2019	2020	2021
Number of Program Participants	4282	5689	4595	4707	4649	893	4136

Source: Scott County, Three Rivers Park District Program Staff

2021 update: Although attendance records from Three Rivers are not available, this measure shows a rebound in the number of people participating in recreation programs. Recent program participation was much closer to typical year.
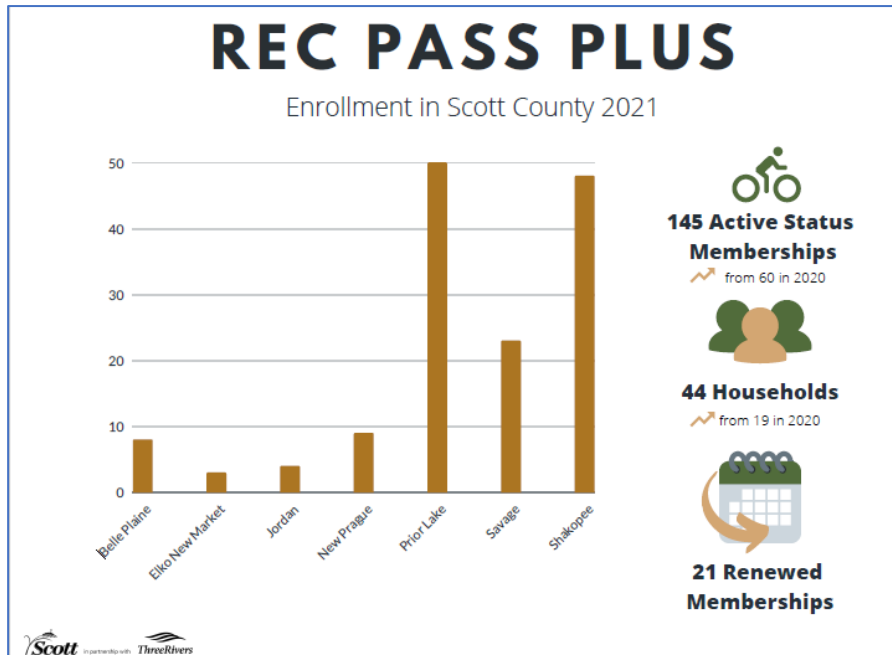
L. Park and Trail Planning: Program 78: Rec Pass Plus

About this measure: Three Rivers Parks District and the Metropolitan Council have challenged leaders to consider strategies for bringing a more diverse public into the parks. Removing barriers and expanding programming to bring people from diverse racial and ethnic communities, age categories, and differing physical abilities are part of the desired outcome.

The Rec Pass Plus program removes fees for equipment rental and other expense related to parks programming that may have previously discouraged new park visitors.

2021 update: These data show the number of users in the Rec Pass Plus program and the growth it has experienced in the first year of operation. Parks staff work with the County's new community outreach staff to engage communities and promote use of the parks by a broader segment of our residents.

REC PASS PLUS
Enrollment in Scott County 2021

145 Active Status Memberships
from 60 in 2020

44 Households
from 19 in 2020

21 Renewed Memberships

M. Library Collection Development: Program 56

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

This measure is a high-level indicator of how customers are using the library collection to read, listen to, and watch content.

Level of use is one indicator of the collection's relevance and timeliness.

2021 update: A new contract for eLibraryMN services opened a digital platform that significantly expanded residents' access to resources.
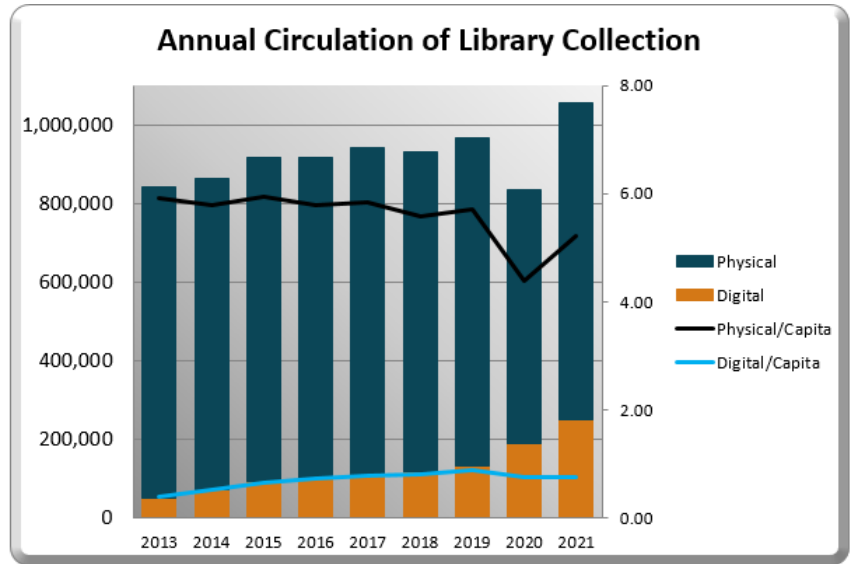
Source: vendor reports

About this measure: In addition to the physical collection, programs, and information services, the Library makes internet-capable computers, WiFi, and meeting rooms available to the public. This program output indicates how many times those resources were accessed.
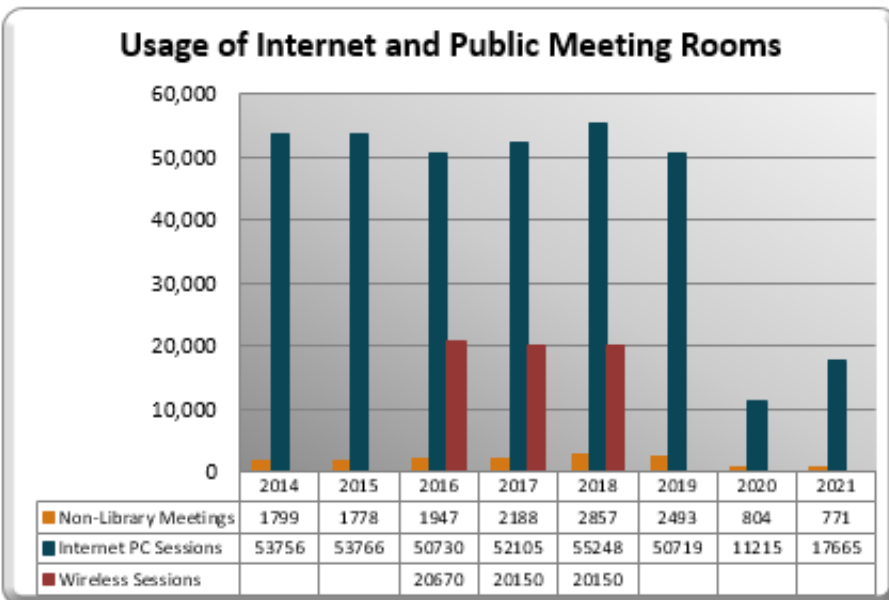
Source: Staff and vendor reports

In 2016, the Library began manually tracking estimates of wireless internet activity.

2021 update: Increases in digital circulation numbers are true increases; increases in physical circulation are artificially elevated due to the implementation of auto-renewals started during COVID-19 restrictions. The Extended Access pilot at the Jordan Library branch made resources, internet access, and meeting rooms more available to the public to support job searches remote work, or distance school programming.
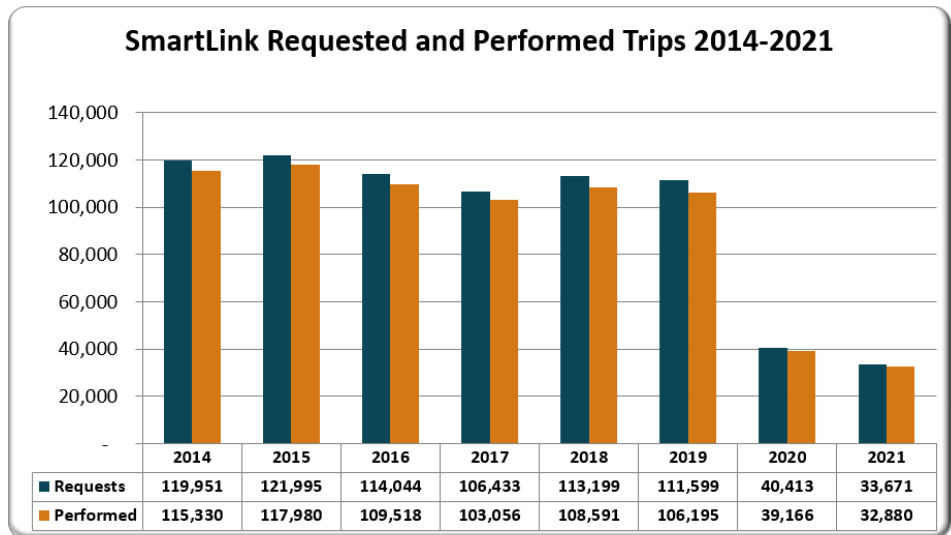
Adult Services

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

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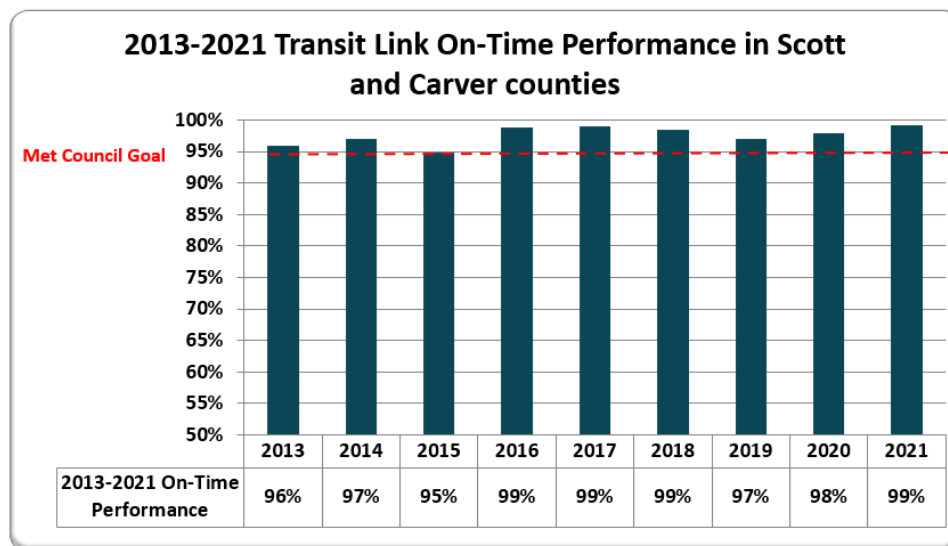
These data show the requested and performance trips by SmartLink in Scott and Carver Counties.

When a person requests a trip and the system has no capacity (space and/or time) to provide it, this is considered a "capacity denial." Scott County's rate of capacity denials is well under the five percent threshold established by the Metropolitan Council.

SmartLink Requested and Performed Trips 2014-2021

	2014	2015	2016	2017	2018	2019	2020	2021
Requests	119,951	121,995	114,044	106,433	113,199	111,599	40,413	33,671
Performed	115,330	117,980	109,518	103,056	108,591	106,195	39,166	32,880

Source: Met Council Trapeze and SmartLink Trapeze

2021 update: In 2020 and 2021, ridership across the public transportation system was down, as fewer commuters traveled to an offsite workspace (i.e., more people were working from home) or businesses were closed. Ridership has not shown a return to pre-pandemic levels; ridership decreased between 2020 and 2021.

2013-2021 Transit Link On-Time Performance in Scott and Carver counties

	2013	2014	2015	2016	2017	2018	2019	2020	2021
2013-2021 On-Time Performance	96%	97%	95%	99%	99%	99%	97%	98%	99%

Source: Met Council Trapeze and SmartLink Trapeze

According to this chart, 99 percent of rides were provided on time (2021), defined as picking up the customer within a 30-minute window of the scheduled time. The goal of the Metropolitan Council is 95 percent, but the County's goal is 100 percent.
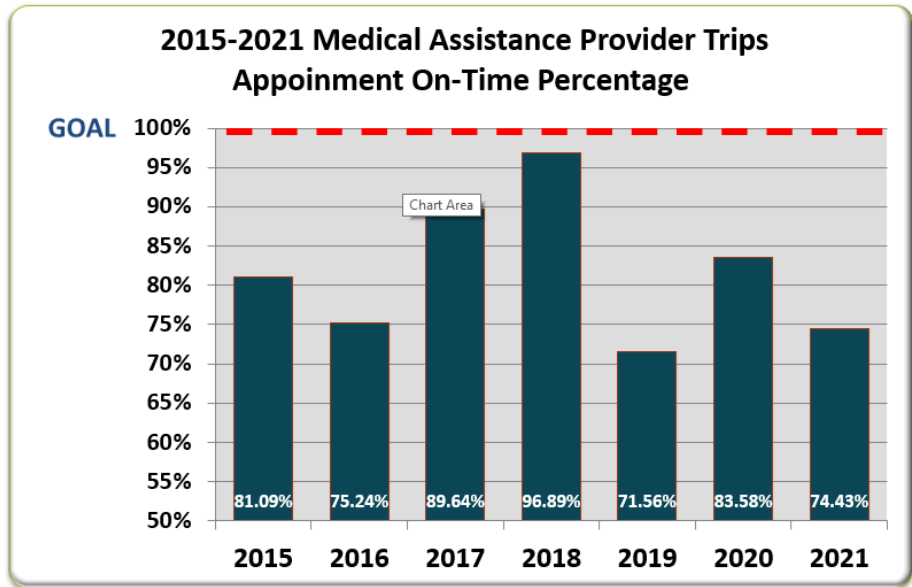
O. Smart Link Medical Assistance Transportation: Program 44

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

2021 update: In 2021, SmartLink provided 16,044 trips to medical services for residents of Scott and Carver Counties who were eligible for Medical Assistance (MA) transportation benefits. Drops in performance after 2018 are artificial – a new software system implemented in 2019 automated the process but collected the data differently. Some delays do occur when providing MA transit rides for children, which require a direct handoff to a responsible adult at programs and artificially inflates the timeliness data.

2015-2021 Medical Assistance Provider Trips Appoinment On-Time Percentage

Year	On-Time Percentage
2015	81.09%
2016	75.24%
2017	89.64%
2018	96.89%
2019	71.56%
2020	83.58%
2021	74.43%

Source: SmartLink Trapeze/Novus

Adult Services

Promising approach: Guild's Intensive Residential Treatment Service (IRTS) facility in Savage: 97 people were served in this program in 2021.

Summary of Progress on the County's Strategic Plan

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

- **Objective:** Community Safety and Well-being: Through strategic partnerships, residents will have convenient and reliable access to necessary and important services and activities.
  - o **Strategy:** Assess the need, availability, and access to services to meet the needs of our most vulnerable residents
  - o **Strategy:** Promote and expand services that help residents lead healthy, active lives

- **Objective:** Housing: Partners will come together to support expanded housing resources, recognizing that housing is a community foundation.
  - o **Strategy:** Implement a plan to ensure appropriate housing is available to meet the needs of all residents and that homelessness is brief, rare and non-recurring.

Key areas of progress over the last year include:

Serving vulnerable residents:
- Community Indicator data trends reflect residents' access to mental health providers is improving, with a growing percentage of providers from the private/non-profit sector.
- Mental and chemical health initiatives begun in 2020 became fully operational in 2021, including the first residents at the Intensive Residential Treatment (IRTS) facility and the first participants in Veterans' Court. Both programs include strong mental health supports as part of their service delivery model.
- The Developmental Disabilities team successfully implemented a plan to improve the quality of case management services and bring more consistent service delivery to people served by County and contracted case managers. For the first time in five years, satisfaction survey results show no differences in ratings between providers, indicating more consistent and equitable service delivery.

- The Scott County Library System successfully completed a pilot project in Jordan to provide Extended Access (EA) library services and the County is implementing a plan, funded in part by ARPA dollars, to open in all branches by the end of 2024. This business model improvement does not replace staff but does expand hours of operation for the public. It means greater access to Library resources without significant increases in staffing costs. Access to the new eLibraryMN platform represents another improvement in service delivery, giving Scott County residents access to one of the top five largest online collections in the County.
- In 2021, the County launched the "Hop Scott" transit program, supported through a *Living Well at Home* grant, to expand transit services for senior citizens and people living with disabilities.
- The South Metro Round Table Mental Health Crisis Resource Guide website is now operational. This website guides people in crisis to the appropriate provider for quicker access to the right services.
- Telemedicine options for public health and mental health services continue to be offered even as in-person services resume.
- The County invested planning, support, and financial resources for a successful move of the PROACT day service program for adults living with disabilities to a new location after the sale of the CareerForce Center.

Housing
- Two rounds of pandemic recovery funds were issued to Scott County in 2020-2021. The organization worked with the Scott Community Development Agency (CDA), the Community Action Partnership (CAP), and a number of non-profit organizations to provide assistance to mortgage holders, renters, and landlords to support housing stability and prevent evictions and foreclosures. Ten thousand dollars were granted for emergency housing vouchers. In total, the County invested $1.03 million in housing supports.
- In 2021, the County engaged in new and continued efforts to engage cities, non-profits, and faith communities in addressing housing needs in Scott County:
  - The County collaborated with SCALE partners and others to look at housing needs, plans, and studies.
  - The County Board approved the hiring of a community outreach officer to build engagement and partnerships with faith communities and non-profit organizations, leading to improved partnerships to meet strategic plan objectives. Housing has been the primary area of focus for this work since it began.
  - The County continues to support partnerships with the CDA and Beacon to bring supportive housing to Scott County.
  - Community Land Trust (CLT) homes were established in 2020, and the first homeowners moved into sites in Shakopee and Savage. A third site in New Prague was put on hold due to changes in the housing market.

Healthy, Active Lifestyles
- The Park's Rec Pass Plus program – a tool for providing broader access to low-income individuals -- is seeing growth in the number of users.

- Parks staff and leadership launched a large-scale community engagement effort to determine community preferences and gather input into planning for Cleary Lake and other County park sites. They also began work with the community outreach worker to support efforts to bring more people from more diverse communities, backgrounds, and abilities into our parks.
- The Statewide Health Improvement Partnership (SHIP) awarded a grant to St. Francis Regional Medical Center to install a Resilient Trail. A one-mile walking trail around the hospital campus on public sidewalks includes 10 stations with reminders to hospital staff and the public to learn and practice wellness and resiliency techniques.

Going forward:

- The availability of ARPA funds makes it possible to invest in projects to advance strategic planning objectives in this service area. The County has made considerable strategic investments in building a continuum of mental health care services over the past ten years. Rises in service demand levels for mental health crisis services and pre-petition screenings, some of which predate the pandemic, require further analysis of the adequacy of crisis and acute care services. One ARPA project under consideration is the development of a behavioral health center, providing an additional option on the mental health services continuum consistent with addressing the needs of people in crisis.
- Health and Human Services began a process to establish the Mental Health Center as a Certified Community Behavioral Health Clinic (CCBHC). This certification would expand revenue recapture dollars for services currently being provided and would provide a structure for case coordination and data collection.
- The Mental Health Center, Parks, and Libraries offer wellness and prevention-related services to support mental health, but there is not a tier of prevention or services specifically targeting diversion from County-based services as seen in the Children's Service area. The lack of outreach services to engage with people who are struggling earlier in their illness has been identified by staff as a missing element to prevention work.
- Commissioners have committed ARPA funds to support re-entry housing for people leaving jails or prisons. The County is exploring ARPA-funded project recommendations to support a housing solution for families experiencing homelessness through partnerships with faith communities and non-profit organizations and to expand the number of housing units available for individuals living with disabilities.

Economic Empowerment

Economic Empowerment Outcomes

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

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

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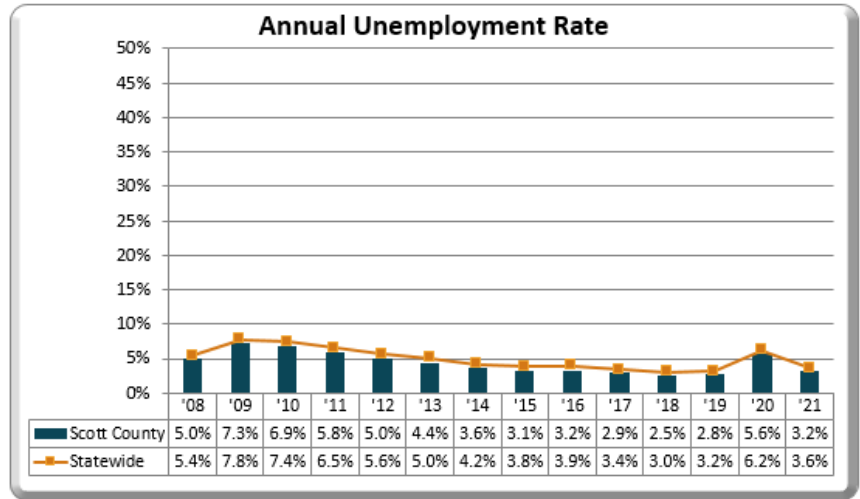- Livable: Range of quality jobs and thriving local economy

Economic Empowerment

COMMUNITY INDICATORS

I. Community Indicator: Annual Unemployment Rate

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

These data show Scott County's annual unemployment rates in relation to the statewide rates, and reflect signs of employment rates returning to pre-pandemic levels. However, the Minnesota Department of Employment and Economic

Annual Unemployment Rate

	'08	'09	'10	'11	'12	'13	'14	'15	'16	'17	'18	'19	'20	'21
Scott County	5.0%	7.3%	6.9%	5.8%	5.0%	4.4%	3.6%	3.1%	3.2%	2.9%	2.5%	2.8%	5.6%	3.2%
Statewide	5.4%	7.8%	7.4%	6.5%	5.6%	5.0%	4.2%	3.8%	3.9%	3.4%	3.0%	3.2%	6.2%	3.6%

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

Development (DEED) reports that unemployment rates for African American and American Indian residents in Scott County remain three times higher than their White counterparts, while other minority groups have unemployment rates twice as high as White residents.

Weekly Continued Unemployment Insurance Claims
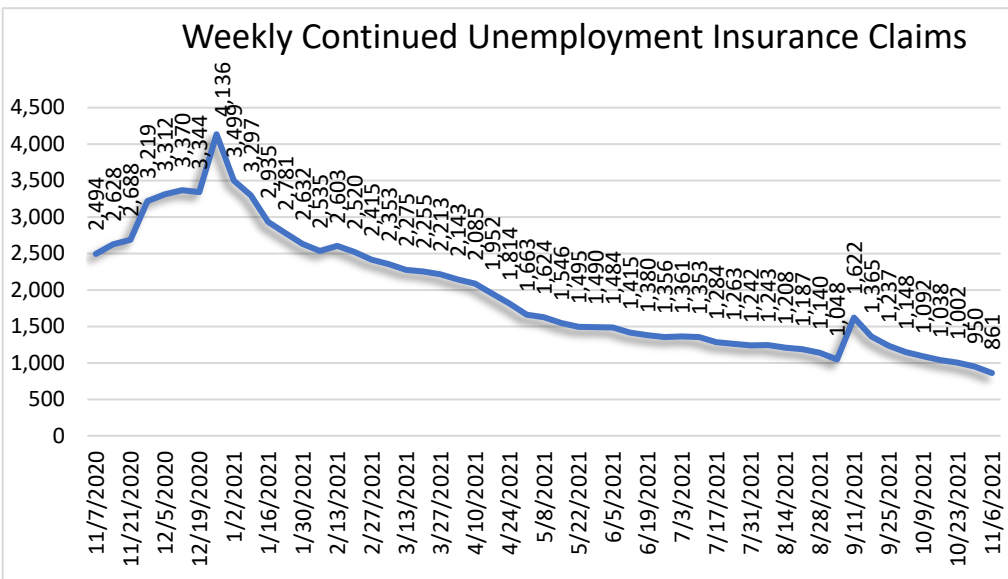
In 2021, having access to current information on the status of employment and the strength of local economy took on greater importance as the pandemic continued. The Scott County Emergency Operations Center (EOC) sent weekly data reports -- like the one on the right -- to city, County, and tribal leaders with data created by DEED to provide more "real time" examination of the current status of the workforce in our communities.
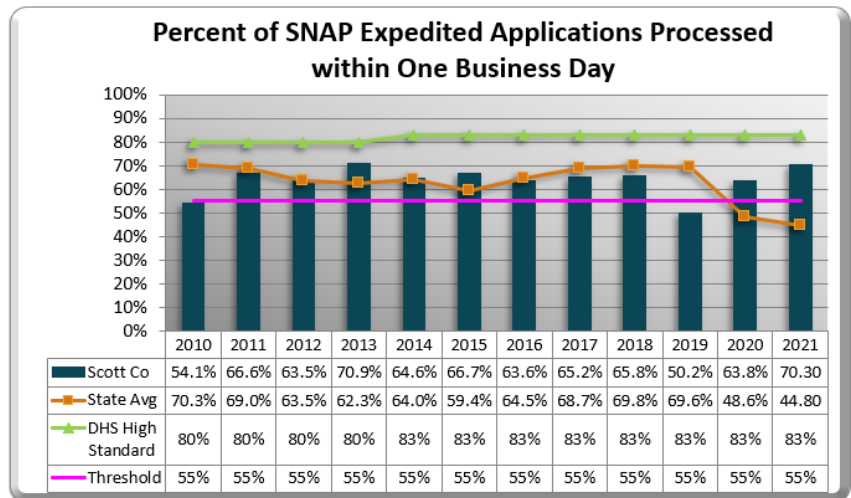
Economic Empowerment

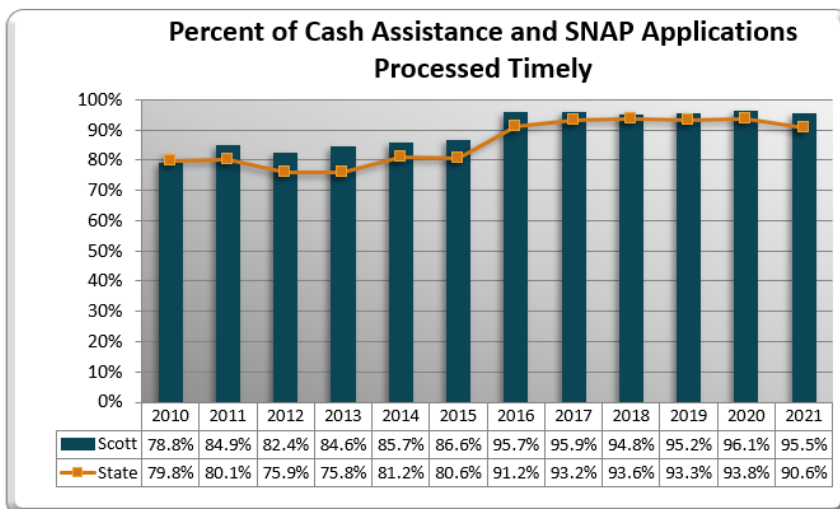## A. Supplemental Nutrition Assistance: Program 168 (one-day service)

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

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

Percent of SNAP Expedited Applications Processed within One Business Day

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Scott Co	54.1%	66.6%	63.5%	70.9%	64.6%	66.7%	63.6%	65.2%	65.8%	50.2%	63.8%	70.30
State Avg	70.3%	69.0%	63.5%	62.3%	64.0%	59.4%	64.5%	68.7%	69.8%	69.6%	48.6%	44.80
DHS High Standard	80%	80%	80%	80%	83%	83%	83%	83%	83%	83%	83%	83%
Threshold	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%

Source: Human Service Performance Management Report

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

Percent of Cash Assistance and SNAP Applications Processed Timely

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Scott	78.8%	84.9%	82.4%	84.6%	85.7%	86.6%	95.7%	95.9%	94.8%	95.2%	96.1%	95.5%
State	79.8%	80.1%	75.9%	75.8%	81.2%	80.6%	91.2%	93.2%	93.6%	93.3%	93.8%	90.6%

Source: Human Service Performance Management Report

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

2021 update for both measures: Scott County's performance exceeds the state's minimum performance threshold for one day processing and exceeds state performance on both measures. This strong performance has occurred despite a 34 percent increase (over 4,000 cases)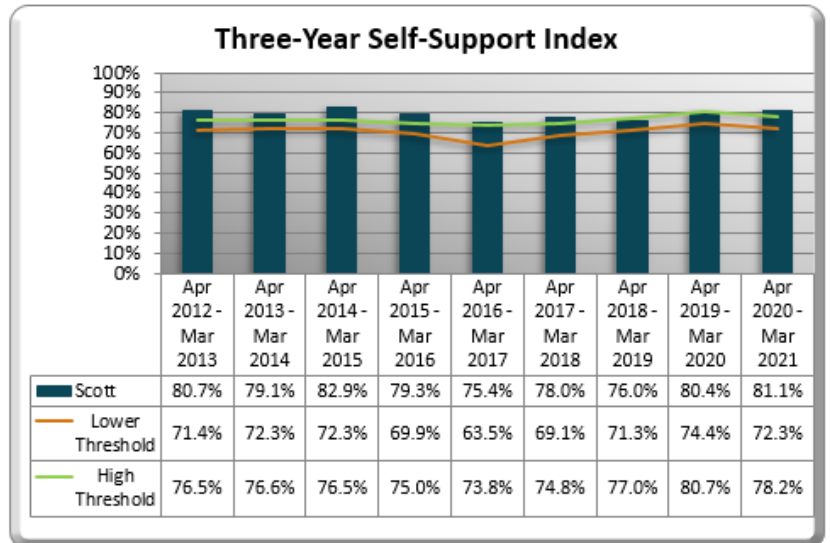 in the number of applications received since the start of the pandemic. Teams of committed, experienced staff are credited for continued strong performance despite the increased demand for service. Two temporary staff were also added to support the increased workload.

C. Minnesota Family Investment Program: Program 169

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

2021 update: The reason MFIP exists is to help families in the short-term move to a position of self-sufficiency. Scott County performance exceeded the high threshold targets set by the Minnesota Department of Human Services.

Three-Year Self-Support Index

	Apr 2012 - Mar 2013	Apr 2013 - Mar 2014	Apr 2014 - Mar 2015	Apr 2015 - Mar 2016	Apr 2016 - Mar 2017	Apr 2017 - Mar 2018	Apr 2018 - Mar 2019	Apr 2019 - Mar 2020	Apr 2020 - Mar 2021
Scott	80.7%	79.1%	82.9%	79.3%	75.4%	78.0%	76.0%	80.4%	81.1%
Lower Threshold	71.4%	72.3%	72.3%	69.9%	63.5%	69.1%	71.3%	74.4%	72.3%
High Threshold	76.5%	76.6%	76.5%	75.0%	73.8%	74.8%	77.0%	80.7%	78.2%

Source: MFIP Annualized Self-support Index and Work Participation Rate Report from Department of Human Services (DHS)
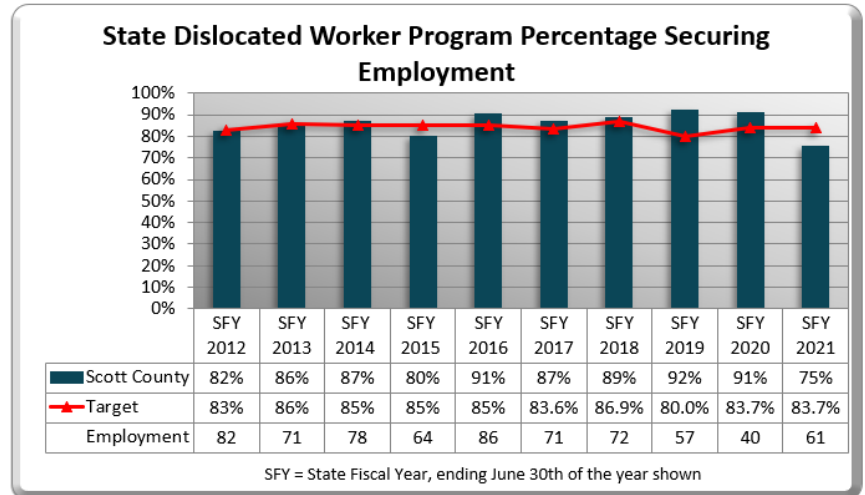
D. State Dislocated Worker Program: Program 171

About this measure: The State Dislocated Worker Program serves adult workers who have been laid off from their jobs. Services include career planning and counseling, job search, placement services, and job training to program participants to assist them in finding new employment.

The Minnesota Department of Human Services established performance standards for exits to secured employment. These data show the percent of Scott County customers who exit the program with secured employment compared to state targets.

State Dislocated Worker Program Percentage Securing Employment

	SFY 2012	SFY 2013	SFY 2014	SFY 2015	SFY 2016	SFY 2017	SFY 2018	SFY 2019	SFY 2020	SFY 2021
Scott County	82%	86%	87%	80%	91%	87%	89%	92%	91%	75%
Target	83%	86%	85%	85%	85%	83.6%	86.9%	80.0%	83.7%	83.7%
Employment	82	71	78	64	86	71	72	57	40	61

SFY = State Fiscal Year, ending June 30th of the year shown

Source: WorkForce One Exit Report - State Dislocated Worker Program

2021 update: Performance on this measure is down, largely due to a number of reasons related to impacts of the pandemic. In addition, the availability of extended unemployment benefits also contributed to a smaller number of people seeking job placement services. The state no longer uses this data set to measure county performance; going forward, County staff will identify performance measure(s) to serve as indicators of program effectiveness.
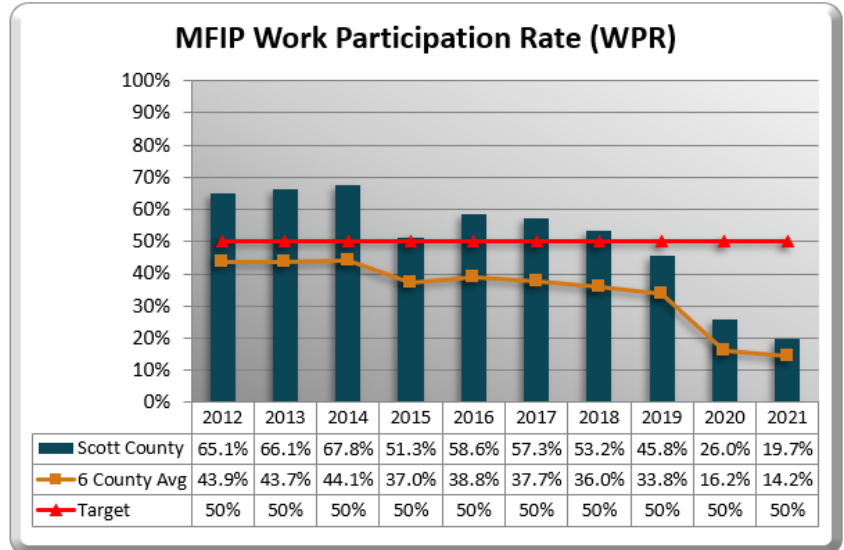
Economic Empowerment

E. MFIP Work Participation Rate: Program 171

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

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

MFIP Work Participation Rate (WPR)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Scott County	65.1%	66.1%	67.8%	51.3%	58.6%	57.3%	53.2%	45.8%	26.0%	19.7%
6 County Avg	43.9%	43.7%	44.1%	37.0%	38.8%	37.7%	36.0%	33.8%	16.2%	14.2%
Target	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%

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

2021 update: The federal target for this measure is 50 percent of participants will obtain and maintain employment leading to self-sufficiency. While Scott County performs better than the six-county average, it does not meet federal targets.

The Minnesota Department of Human Services issued waivers to work requirements and sanctions for failing to comply in response to the federal public health emergency. Waivers were in place from work requirements and sanctions for not seeking employment were put on hold from April 2020 to August 2021. Data reflected in this graphic show what is known about the experiences of people who elected to submit documentation to the program despite the waived requirements.
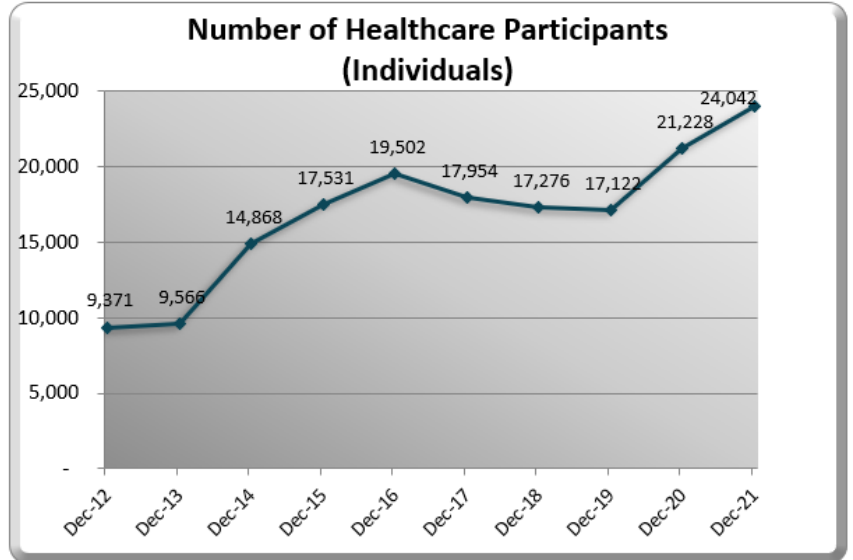
Economic Empowerment
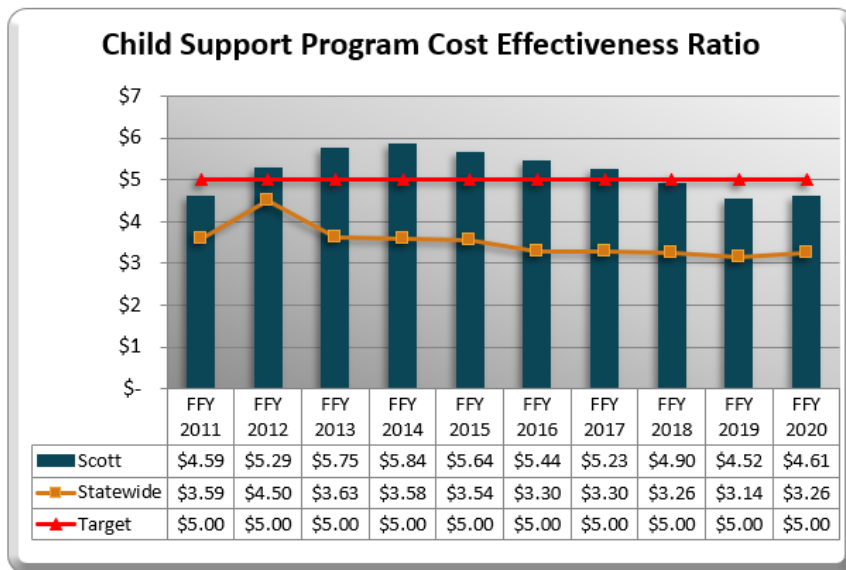
F. Health Care: Program 166

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

2021 update: The greatest increase in the demand for services offered through the economic empowerment programs has been in applications for Medical Assistance as people were left without health insurance as jobs and benefit packages ended.

Number of Healthcare Participants (Individuals)

Date	Participants
Dec-12	9,371
Dec-13	9,566
Dec-14	14,868
Dec-15	17,531
Dec-16	19,502
Dec-17	17,954
Dec-18	17,276
Dec-19	17,122
Dec-20	21,228
Dec-21	24,042

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

G. Child Support: Program 164

Child Support Program Cost Effectiveness Ratio

	FFY 2011	FFY 2012	FFY 2013	FFY 2014	FFY 2015	FFY 2016	FFY 2017	FFY 2018	FFY 2019	FFY 2020
Scott	$4.59	$5.29	$5.75	$5.84	$5.64	$5.44	$5.23	$4.90	$4.52	$4.61
Statewide	$3.59	$4.50	$3.63	$3.58	$3.54	$3.30	$3.30	$3.26	$3.14	$3.26
Target	$5.00	$5.00	$5.00	$5.00	$5.00	$5.00	$5.00	$5.00	$5.00	$5.00

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

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

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

2021 update: In 2021, the Child Support unit distributed $11.17 million to families. For the last three years, Scott County's performance has exceeded state performance but has not meet the state performance targets.

Economic Empowerment

Promising approach: The "Great Scott" website, developed by County and community partners and funded through CARES, offers information about housing, employment, education, and transportation as a tool for prospective employers and job seekers.

Summary of Progress on Strategic Plan Objectives

The County Strategic Plan includes a specific strategy related to economic employment. Specifically, the Plan envisions working with SCALE partners to increase access to employment and educational opportunities.

Key areas of progress over the last year include:

- **Pandemic relief funds to support businesses and employment:** In 2021, Scott County Commissioners prioritized assistance to small businesses, and allocated federal relief funds to mitigate the impact of the pandemic, keep businesses open and viable, and ensure employees could continue to come to work and support their families.

  To this end, the County Board approved $3,555,848 of federal CARES funds to support small businesses. In addition to assisting traditional small businesses, the Board approved grants for in-home day care providers, self-employed businesses, and for-profit farming operations. An additional $74,892 was approved for economic supports, including funding for work force development and the "Great Scott" website which -- in partnership with the Community Development Agency (CDA) -- links housing, education, employment, and transportation resources for prospective employers and job seekers. In addition, $40,000 in CARES funding was allocated to the cities' Chambers of Commerce.

Economic Empowerment

A second round for pandemic relief funding was made available through Executive Order 2099 (state funding). The Board approved an additional $2,457,438 to administer a second round of small business grants.

The County contracted with Next Stage, Inc. to administer both small business assistance programs and authorized a follow up survey a year later to see whether the investments resulted in the intended results. Here are the findings:

- o A total of 291 unique businesses received small business support grants through one or both of the following programs:
    - Scott County COVID-19 Business Recovery Grants (CARES funds): 169 total grants
    - Scott County EO 20-99 Recovery Fund (state funds): 157 total grants

- o Of the 291 unique businesses served through the small business assistance grants, data regarding their status were available for 288. Of those:
    - 277 businesses remained in operation (96 percent)
    - 11 businesses suspended operations or were closed (4 percent)

- **Expanded employment and education resources through partnerships:**
    - o **Post-secondary education:** Southwest Metro opened educational programming at the renovated Dean Lakes Educational Building in Shakopee, providing opportunity for people to complete high school programs and participate in post-secondary educational services. In early 2022, the County Board authorized the use of $270,000 in federal American Recovery Plan Act (ARPA) dollars to support a drop-in day care center at that facility.

    - o **Center for Entrepreneurship:** The Community Development Agency (CDA) relocated part of their operations to the Dean Lakes building as well, and opened the Center for Entrepreneurship to promote Scott County and its business-friendly environment.

- **Economic supports:**
    - o Economic empowerment programs leveraged technology solutions to support remote services and are successfully transitioning to a hybrid service delivery model.

    - o Program navigators were added to the staff complement to support individuals who needed assistance to apply for -- and follow up on -- requirements of the programs necessary to meet their needs.

    - o In 2021, the CareerForce Center building was sold, and all Health and Human Services programs, services, and staff were relocated to a centralized location on the main Government Center campus. This relocation provides better, easier, "one-stop" location for residents who need to access income supports and employment and training assistance. The new space also presents the potential for exploring new models in service delivery.

Economic Empowerment

Going forward:

- Unemployment rates are returning to pre-pandemic levels, which is an encouraging marker for the strength of the local economy. However, workforce shortages projected even before the pandemic continue to make recruiting and hiring qualified candidates challenging.

- Many residents who would benefit from employment and training counseling and supports (to either join or rejoin the workforce) cannot access these services due to state and federal restrictions on eligibility. Staff has identified broader access to these services as a strategy to support both the economic recovery and local employers struggling with finding employees.

- This work area experienced considerable increases in the demand for the entire continuum of services throughout 2021, with the highest increases seen in health insurance programs. Unlike other areas of the organization, most of the economic support programs have not yet seen a return to pre-pandemic level service demands.

Public Safety Outcomes

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

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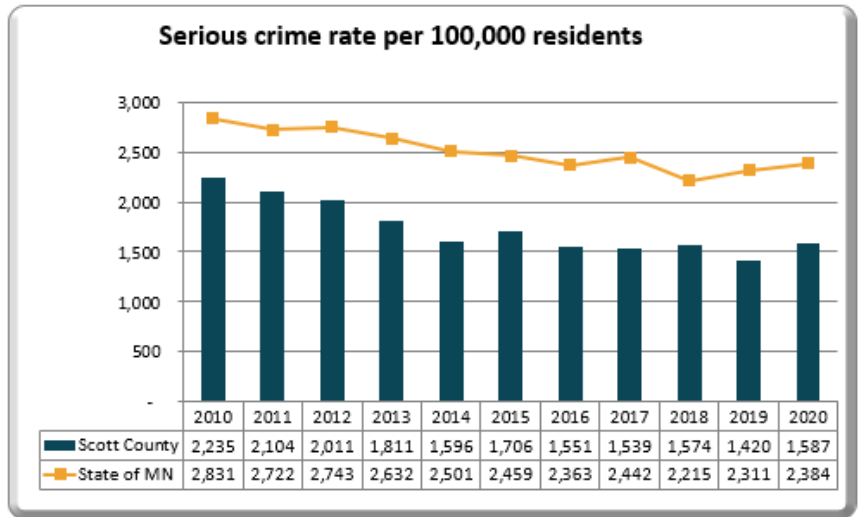
Public Safety

Community Indicators

I. Community Indicator: Part I Crimes

The rate of serious crimes per 100,000 residents is a Community Indicator that tells us something about levels of safety within Scott County communities. Serious crimes are defined by the FBI as murder, rape, assault, robbery, burglary, larceny, motor vehicle theft, arson, and human trafficking. The serious crime rate includes those committed by adults and juveniles.

Trends in this data reflect a gradual decline in the rate of serious crimes over the last nine years at both the state and County level. The rate of serious crimes in Scott County is considerably lower than the state's rate.
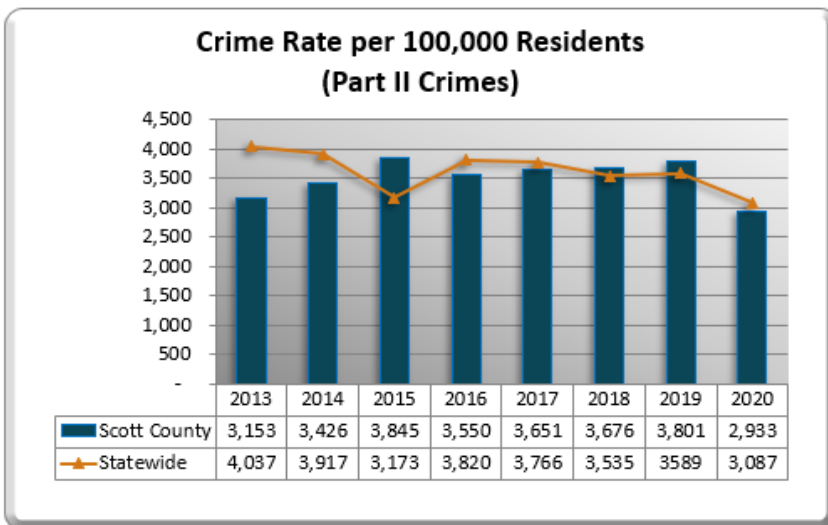
Data for this indicator are not available for 2021 from the Department of Public Safety or the Bureau of Criminal Apprehension.

Serious crime rate per 100,000 residents

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Scott County	2,235	2,104	2,011	1,811	1,596	1,706	1,551	1,539	1,574	1,420	1,587
State of MN	2,831	2,722	2,743	2,632	2,501	2,459	2,363	2,442	2,215	2,311	2,384

Source: Minnesota Department of Public Safety, Unified Crime Report (2010-2020)

II. Community Indicator: Part II Crimes

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

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

Data for this indicator are not available for 2021 from the Department of Public Safety or the Bureau of Criminal Apprehension.
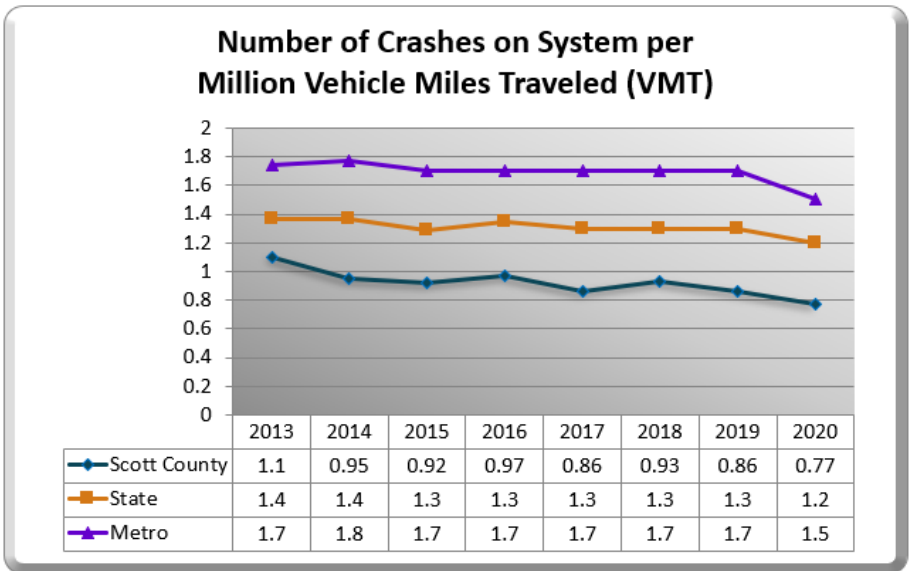
Crime Rate per 100,000 Residents (Part II Crimes)

	2013	2014	2015	2016	2017	2018	2019	2020
Scott County	3,153	3,426	3,845	3,550	3,651	3,676	3,801	2,933
Statewide	4,037	3,917	3,173	3,820	3,766	3,535	3589	3,087

Source: Minnesota Department of Public Safety; Uniform Crime Report (2010-2020)

III. Community Indicator: Crashes per Million Vehicle Miles Traveled

In 2021, there were 313 crashes on roadways in Scott County. Crashes per Million Vehicle Miles Traveled (VMT) is an industry standard measure of roadway safety. Data related to crashes are collected and analyzed to identify common elements to determine mitigation strategies to improve safety along our roadways.

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

Number of Crashes on System per Million Vehicle Miles Traveled (VMT)

	2013	2014	2015	2016	2017	2018	2019	2020
Scott County	1.1	0.95	0.92	0.97	0.86	0.93	0.86	0.77
State	1.4	1.4	1.3	1.3	1.3	1.3	1.3	1.2
Metro	1.7	1.8	1.7	1.7	1.7	1.7	1.7	1.5

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

IV. Community Indicator: Fatal Crashes

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

Traffic Fatalities
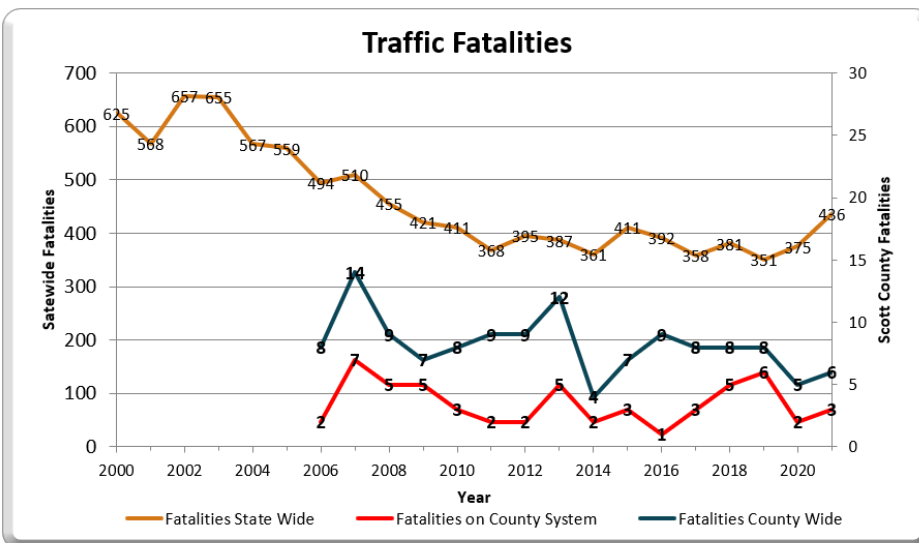
Source: MnDOT Crash Data

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

In 2021, there were three crashes on Scott County system roads and six on Countywide roadways involving serious injury or fatalities in Scott County.

KEY PERFORMANCE INDICATORS
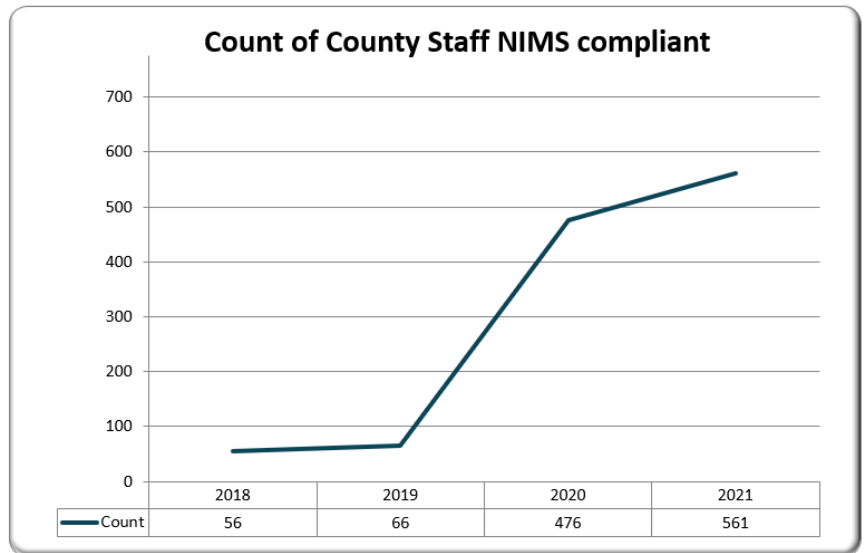
A. Emergency Preparedness: Program 228

National Incident Management System (NIMS) Foundation Training

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

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

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

Count of County Staff NIMS compliant

	2018	2019	2020	2021
Count	56	66	476	561

Source: Emergency Management Records (current as of November 1, 2020)

**2021 update**: These data reflect continuing improvement in the number of staff who have completed required emergency management training.

B. Emergency Preparedness – Emergency Response Volunteers: Program 208

About this measure: Until 2019, Scott County maintained two separate sets of volunteers based on the types of emergencies requiring a response. The Medical Reserve Corps (MRC) responds to local public health emergencies and ongoing public health initiatives; Safety Communications (SAFCOM) assist with weather spotting, call center/hotline, sandbag operations, and evacuations.
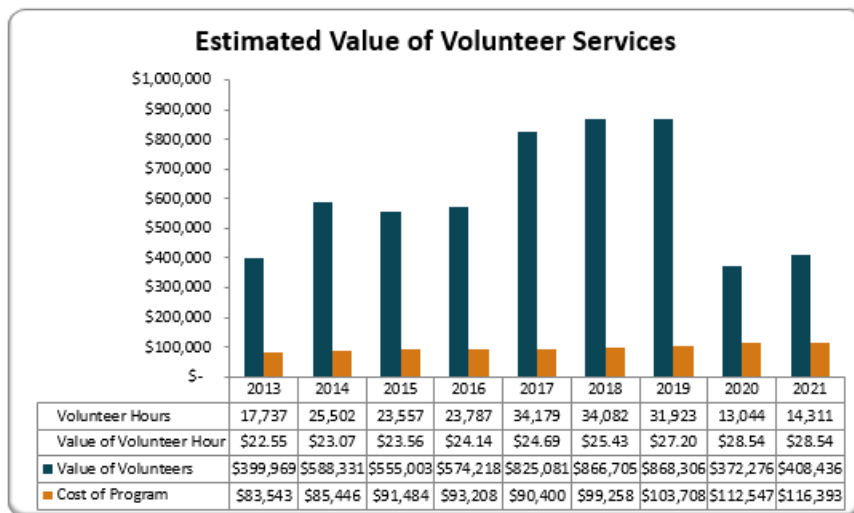
In 2019, these two volunteer groups were merged into a single database, reducing duplication and expanding the volunteer pool. Volunteers are now categorized as *emergency response volunteers.*

Not all volunteers report their hours, therefore there is some under-representation of the true totals.

2021 Emergency Response

	Emergency Management	SAFCOM
Volunteer Hours	4734	111
# of Volunteers	128	36
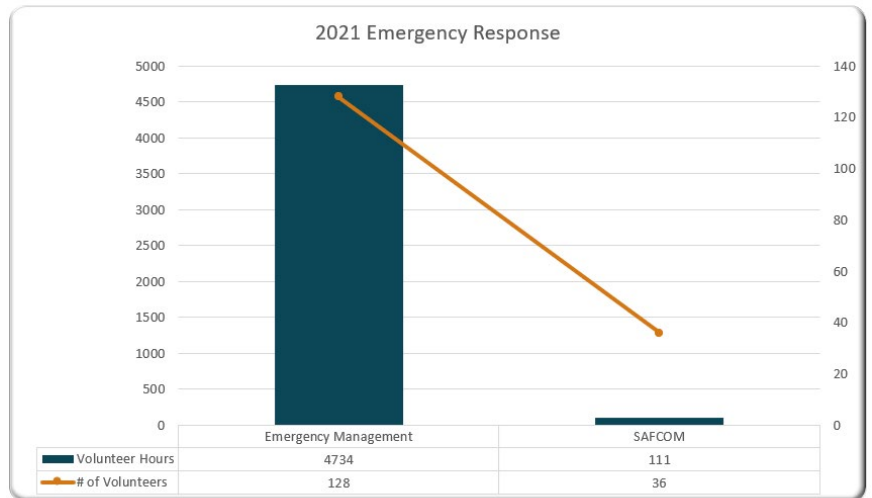
Source: Better Impact

2021 update: Volunteer hours soared as medical and non-medical staff volunteered to staff vaccine clinics, perform contact tracing, deliver food and medicines, and provide a host of other critical services to support people through the pandemic.

Estimated Value of Volunteer Services

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Volunteer Hours	17,737	25,502	23,557	23,787	34,179	34,082	31,923	13,044	14,311
Value of Volunteer Hour	$22.55	$23.07	$23.56	$24.14	$24.69	$25.43	$27.20	$28.54	$28.54
Value of Volunteers	$399,969	$588,331	$555,003	$574,218	$825,081	$866,705	$868,306	$372,276	$408,436
Cost of Program	$83,543	$85,446	$91,484	$93,208	$90,400	$99,258	$103,708	$112,547	$116,393

Source: Bureau of Labor & Statistics

About this measure:
This measure provides information about how the work of all emergency response volunteers offsets costs to the County.

2021 update: This measure compares the monetary value of volunteer hours to the cost to provide this program. The 2021 Value of Volunteer Hours has not been released yet. The value used for this comparison is the same as 2020.

Not all volunteers report their hours, therefore there is some under-representation of the true totals.

C. Dispatch: Program 226 (Law Enforcement)

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

This Key Performance Indicator compares the wait times of callers to the 911 system against the national standard for call handling (95 percent within 10 seconds). Data compare service averaged across all hours of the day, instead of during the peak hour as recommended by standard.

Percent of 911 Calls Answered Within National Standards
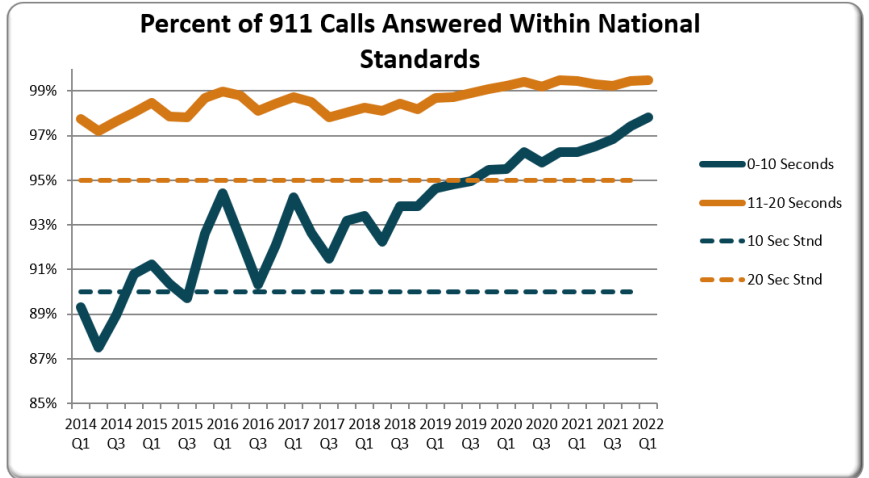
Source: 911 Center Phone System Report Server

2021 update: Data trends show continued improvement in the percent of calls answered by 911 dispatchers in under 20 seconds.

D. Dispatch: Program 226 (Fire)

Percent of Fire Calls Dispatched Within National Standards
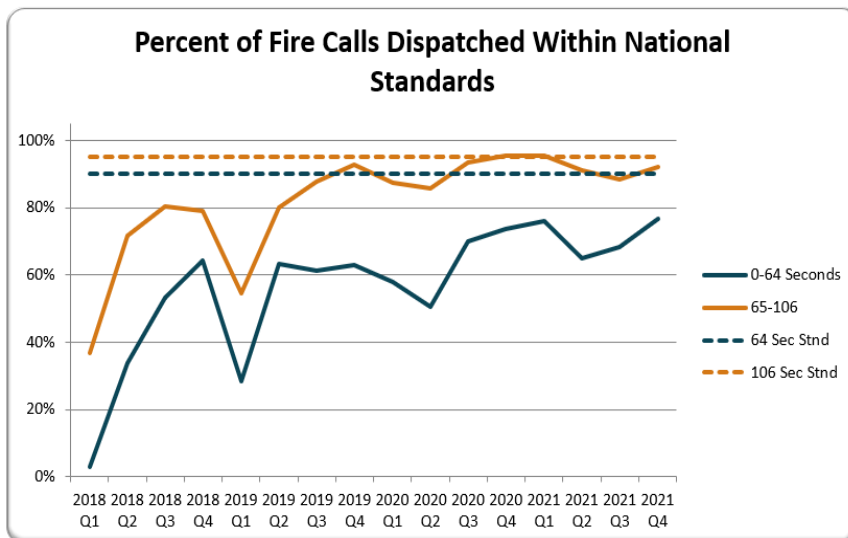
Source: 911 Phone Logger

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

This measure compares the speed of dispatching fire departments to structure fires and fire alarm calls against the national standard. The standard measures how quickly fire calls are processed then dispatched by the 911 Communications Center. These performance data are used to determine fire risk ratings for homeowner and commercial fire insurance. Scott County is not meeting national standards on this measure.
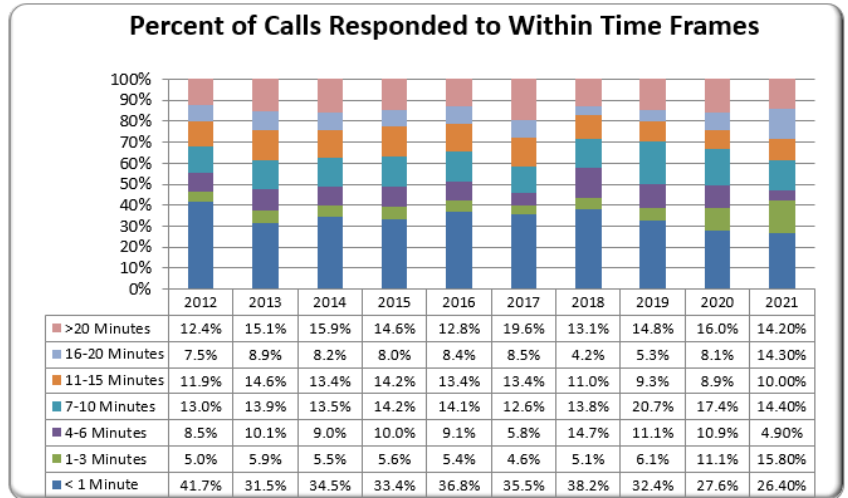
2021 update: As the number of city firefighters grows, there has not been corresponding growth in the number of dispatchers assigned to respond to more frequent calls.

Public Safety

E. Officer Response Times: Program 245

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

In an emergency, Sheriff's deputies are typically the first on scene to provide emergency care for people who are injured or sick. They also provide safety and protection for people involved in a violent or physical incident.
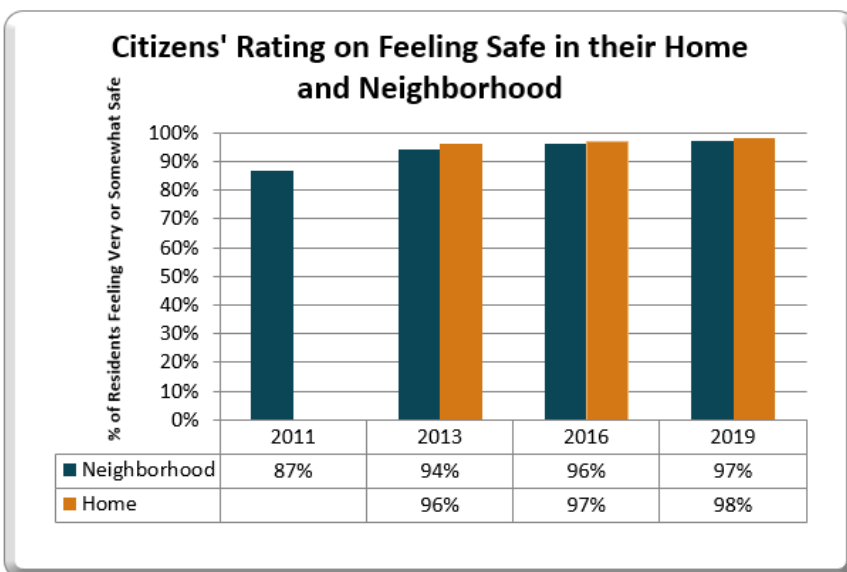
This measure reflects the amount of time it takes for a deputy to make initial contact with a person who has called the 911 center and has requested a deputy response for service for either an emergency or non-emergency incident. The initial contact can be either in person or via telephone.

Percent of Calls Responded to Within Time Frames

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
>20 Minutes	12.4%	15.1%	15.9%	14.6%	12.8%	19.6%	13.1%	14.8%	16.0%	14.20%
16-20 Minutes	7.5%	8.9%	8.2%	8.0%	8.4%	8.5%	4.2%	5.3%	8.1%	14.30%
11-15 Minutes	11.9%	14.6%	13.4%	14.2%	13.4%	13.4%	11.0%	9.3%	8.9%	10.00%
7-10 Minutes	13.0%	13.9%	13.5%	14.2%	14.1%	12.6%	13.8%	20.7%	17.4%	14.40%
4-6 Minutes	8.5%	10.1%	9.0%	10.0%	9.1%	5.8%	14.7%	11.1%	10.9%	4.90%
1-3 Minutes	5.0%	5.9%	5.5%	5.6%	5.4%	4.6%	5.1%	6.1%	11.1%	15.80%
< 1 Minute	41.7%	31.5%	34.5%	33.4%	36.8%	35.5%	38.2%	32.4%	27.6%	26.40%

Source: Public Safety Information System (AS400 & LETG)

2021 update: In half of all calls requiring a response, the person in need has contact with an officer in 10 minutes or fewer. Factors that impact response times include staffing levels, officer availability to respond (based on call volume and weather), and the percentage of emergency versus non-emergency calls to which officers must respond.

F. Resident Survey: Citizen Feelings of Safety

Citizens' Rating on Feeling Safe in their Home and Neighborhood

	2011	2013	2016	2019
Neighborhood	87%	94%	96%	97%
Home		96%	97%	98%

Source: Scott County Resident Survey

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

Results from the 2019 Scott County Residents Survey are consistent with results from past surveys. The majority of respondents said they felt "very safe" or "somewhat safe" in their homes and neighborhoods.
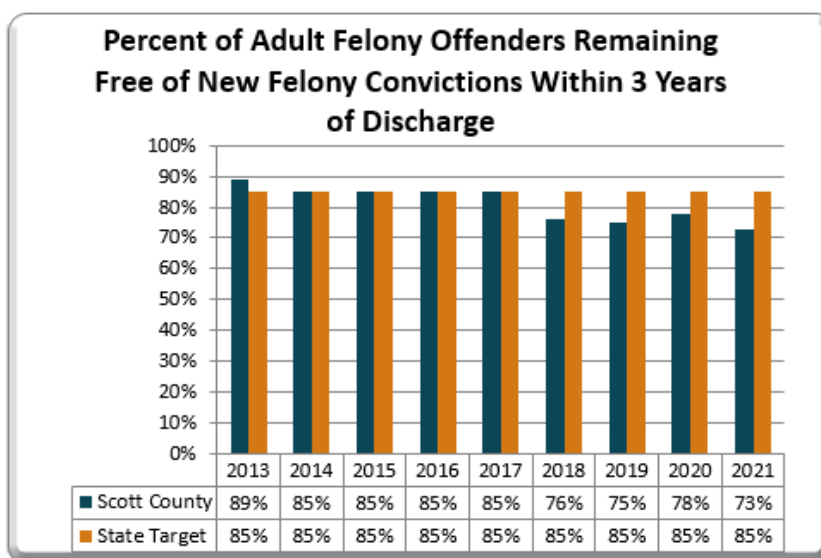
G. Adult Probation/Supervised Release: Program 159

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

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

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

Percent of Adult Felony Offenders Remaining Free of New Felony Convictions Within 3 Years of Discharge

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Scott County	89%	85%	85%	85%	85%	76%	75%	78%	73%
State Target	85%	85%	85%	85%	85%	85%	85%	85%	85%

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

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

2021 update: Recidivism rates for felony offenders continue to trend higher for the third consecutive year. Community Corrections conducted an analysis of recidivism in relation to current supervision levels. Findings indicated higher rates of recidivism among individuals whose level of probation supervision was not matched to their risk level. Fewer high-risk offenders were assigned to high-risk supervision due in part to limited staffing capacity.

The County Board approved four time-limited probation officer positions, funded through ARPA dollars, to address court backlogs resulting from the pandemic.
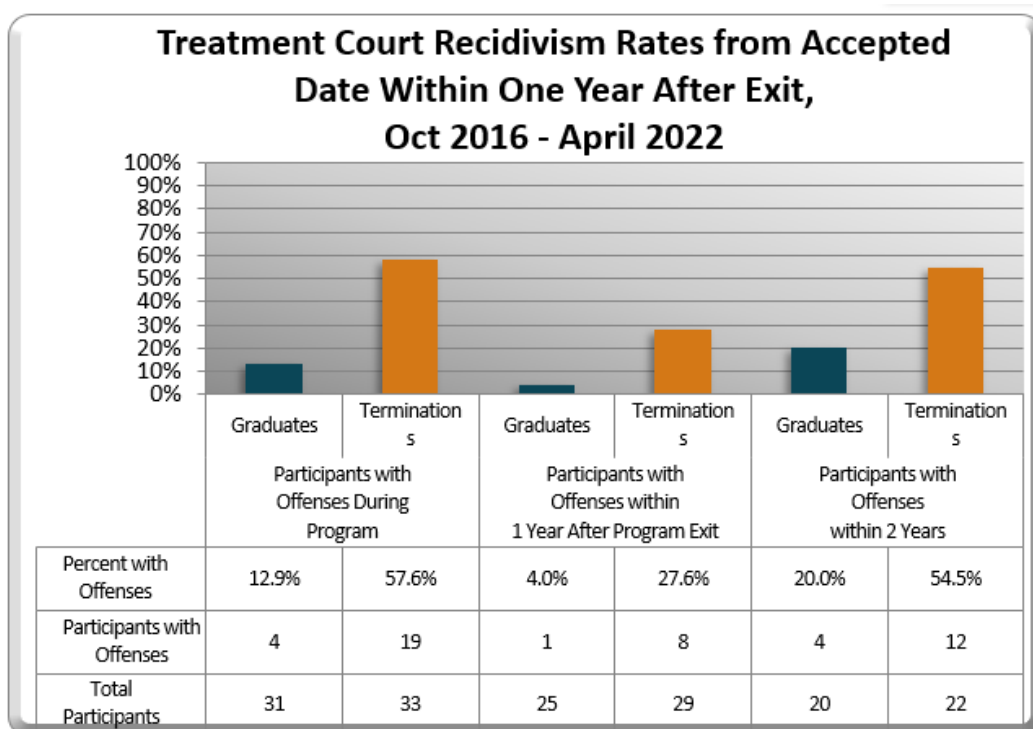
H. Treatment Court: Program 289

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

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

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

Treatment Court Recidivism Rates from Accepted Date Within One Year After Exit, Oct 2016 - April 2022

	Participants with Offenses During Program		Participants with Offenses within 1 Year After Program Exit		Participants with Offenses within 2 Years	
	Graduates	Terminations	Graduates	Terminations	Graduates	Terminations
Percent with Offenses	12.9%	57.6%	4.0%	27.6%	20.0%	54.5%
Participants with Offenses	4	19	1	8	4	12
Total Participants	31	33	25	29	20	22

Source: Treatment Court Manual Data Tracking

2021 update: Performance data from the Treatment Court reflect lower rates of recidivism for participants who graduate from the program when compared to those who were terminated. Those terminated have higher rates of new offenses while in the program, one year out, and two years post-termination. Factors that contribute to success include matching intensity of services to high risk/high need individuals along with a comprehensive wraparound service delivery model. Terminated participants are less likely to be employed and less likely to have stable housing than are those participants who graduate from the program.
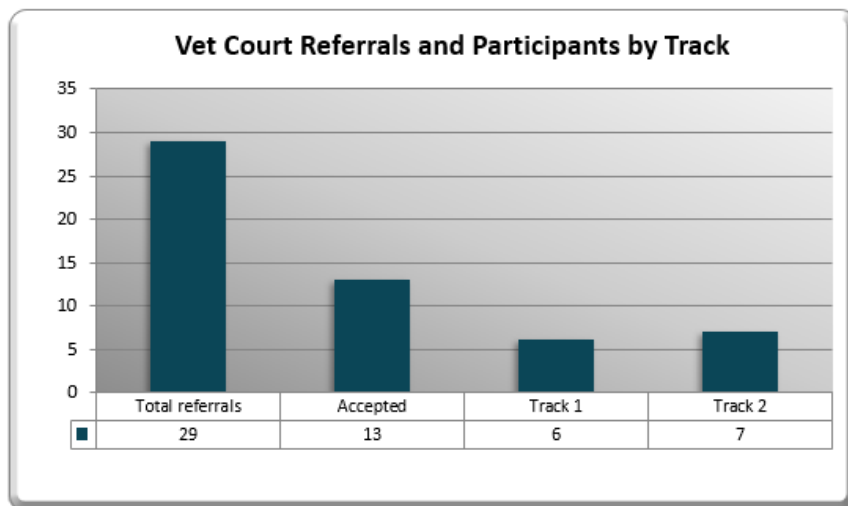
I. Treatment Court- Veterans' Court: Program 289

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

These data show the number of veterans accepted into this specialty court and of those accepted since inception in May 2020. Staff working in the Vets' Court establish two tracks to serve participants with various risk and need: Track 1 is for high risk/high need participants and Track 2 is for low risk/high need participants.

Vet Court Referrals and Participants by Track

	Total referrals	Accepted	Track 1	Track 2
	29	13	6	7

Source: *Manual data analysis from CSTS*

2021 update: Of the 29 referrals to the Veterans' Court, almost half were accepted into the specialty court. Of those accepted, half were assigned to the high risk/high need service track. Of the 13 accepted, three were non-Scott County residents.
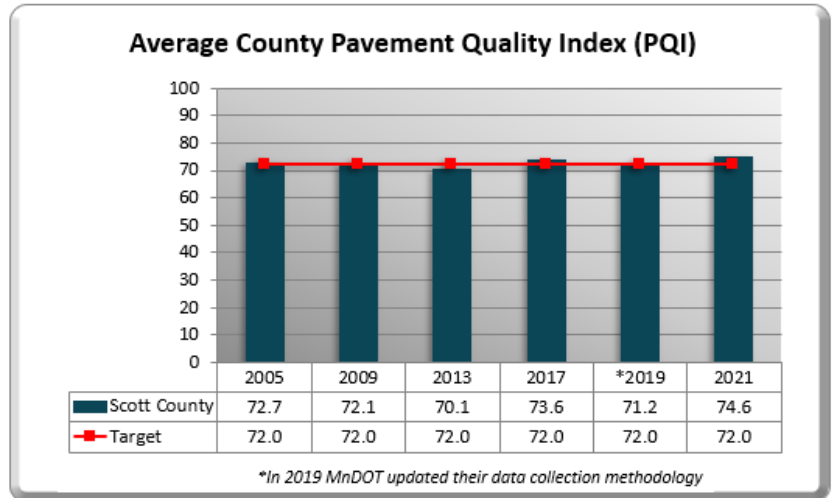
J. Pavement Preventative Maintenance: Program 46

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

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

Average County Pavement Quality Index (PQI)

	2005	2009	2013	2017	*2019	2021
Scott County	72.7	72.1	70.1	73.6	71.2	74.6
Target	72.0	72.0	72.0	72.0	72.0	72.0

*In 2019 MnDOT updated their data collection methodology

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

In 2006, the County Board established an expectation for the County to maintain an average PQI of 72. This measure tracks the percentage of the County Highway system by average PQI. Projections made six years ago showed the need to invest more into pavements; as such, the County has more than doubled its investments in pavement in recent years. Investments in routine maintenance (including overlays and resurfacing), materials, workmanship, weather, and traffic volume are all factors that impact pavement conditions and preservation. As a result, performance has been stable, meeting the established target.
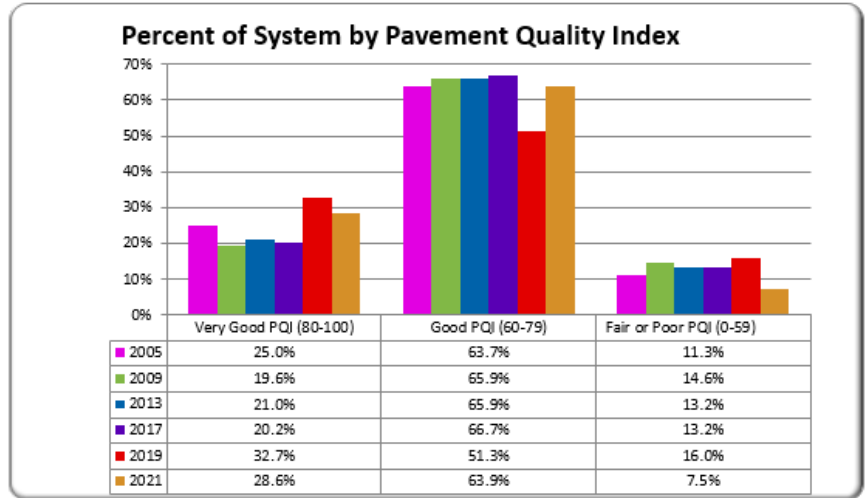
K. Pavement Condition: Program 49

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

2021 update for both PQI measures:
Highway design and operations have advanced to apply the first seal coat after new pavement is constructed and then on a seven-year cycle. Seal coating also plays a critical role in winter operations, as it provides an abrasive material to the road surface, as opposed to a smooth pavement that can become slippery even with a little frost.

Percent of System by Pavement Quality Index

	Very Good PQI (80-100)	Good PQI (60-79)	Fair or Poor PQI (0-59)
2005	25.0%	63.7%	11.3%
2009	19.6%	65.9%	14.6%
2013	21.0%	65.9%	13.2%
2017	20.2%	66.7%	13.2%
2019	32.7%	51.3%	16.0%
2021	28.6%	63.9%	7.5%

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

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

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

L. Residents' Survey: Citizen Rating of Road Surface Conditions

Residents' feedback on the quality of road maintenance is critically important to assess the proper level of services to provide in our communities. An important source of resident feedback comes from the Residents Survey.

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

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

Citizens' Rating of County Road Surface Conditions

	2011	2013	2016	2019
Excellent	6%	12%	10%	13%
Good	39%	46%	39%	46%
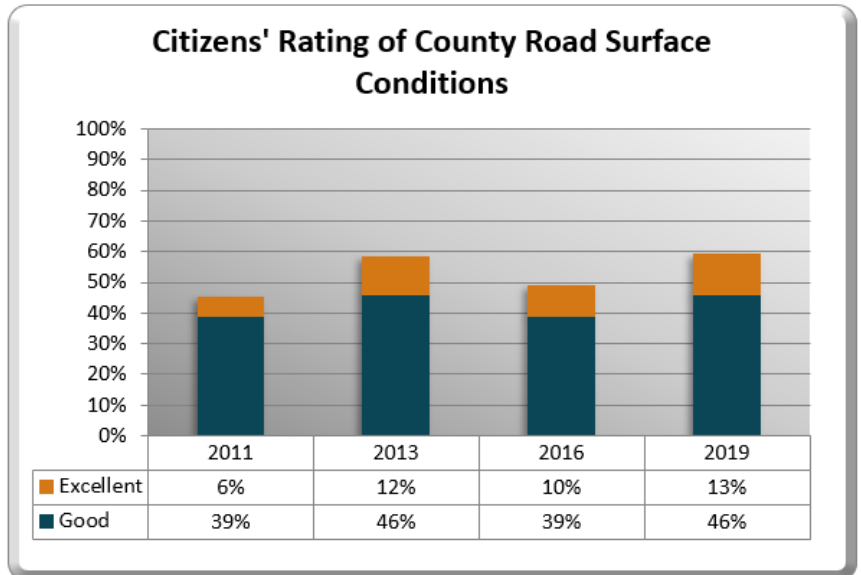
Source: Scott County Resident Survey

M. Residents' Survey: Snow and Ice Removal: Program 54

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

Citizens' Rating of Snow and Ice Removal on County Roads

	2011	2013	2016	2019
Excellent	12%	21%	24%	25%
Good	48%	50%	51%	48%
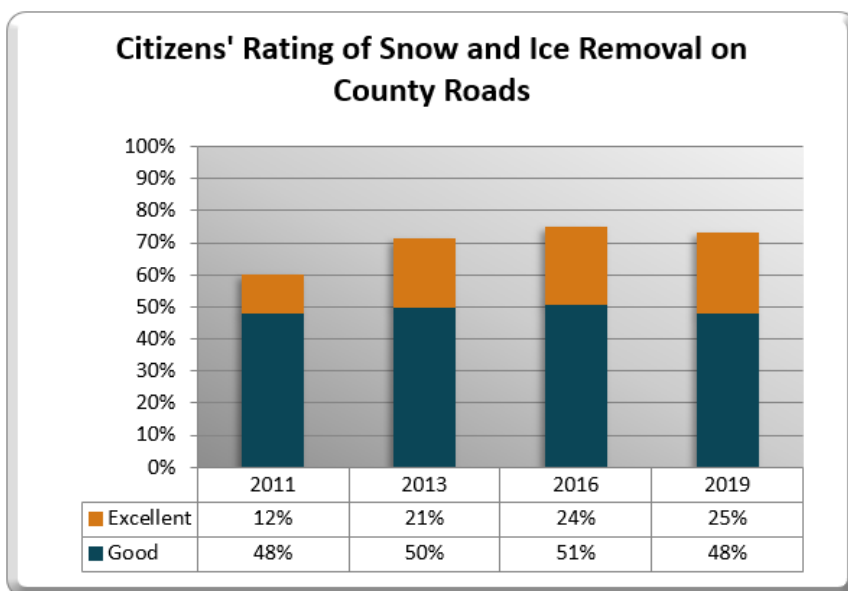
Source: Scott County Resident Survey

This measure indicates how well the County is meeting residents' expectations of safe roads in winter (as reported in survey results).
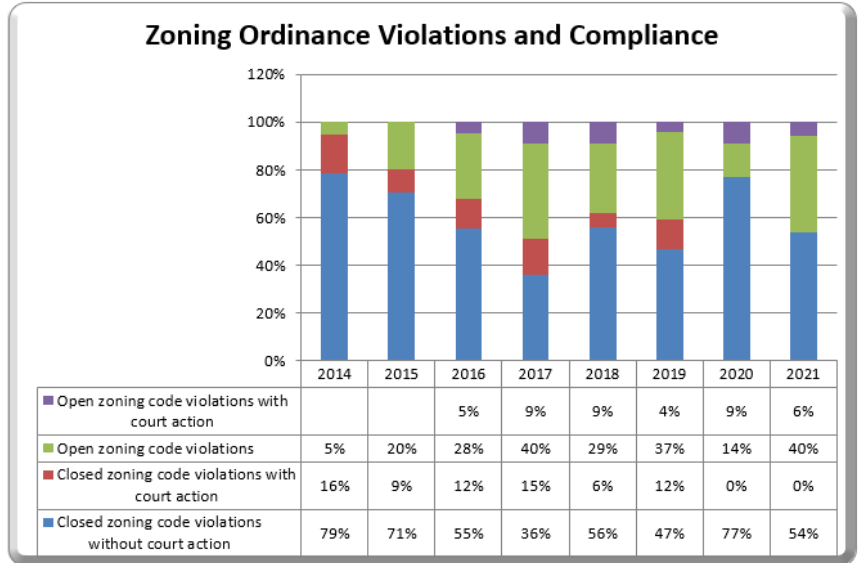
In 2019, 73 percent of respondents rated snow and ice removal as "good" or "excellent." Examples of practices that support strong performance include supervisors physically reviewing road conditions before calling in staff for snow and ice control, highway maintenance staff pre-treating roads whenever possible, and highway staff collaboration with patrol officers for road/weather conditions across Scott County.

N. Zoning Ordinance Violations and Compliance: Program 147

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

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

Zoning Ordinance Violations and Compliance

	2014	2015	2016	2017	2018	2019	2020	2021
Open zoning code violations with court action		5%	9%	9%	4%	9%	6%
Open zoning code violations	5%	20%	28%	40%	29%	37%	14%	40%
Closed zoning code violations with court action	16%	9%	12%	15%	6%	12%	0%	0%
Closed zoning code violations without court action	79%	71%	55%	36%	56%	47%	77%	54%

Source: CityView

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

2021 update: Staff in this program area continue to show high rates of case resolution through agreement, avoiding costly and time-consuming litigation. Backlogs in court calendars created delays and made timely hearings not accessible, factors that also impacted the low percentage of cases resolved through court action.

O. Building Code Violations and Compliance: Program 146

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

Building Code Violation Resolution

	2015	2016	2017	2018	2019	2020	2021
Open building code violations with court action		9%	8%	0%	0%	0%	0%
Open building code violations	25%	36%	25%	22%	75%	0%	40%
Closed building code violations with court action	25%	9%	25%	0%	0%	0%	0%
Closed building code violations without court action	50%	45%	42%	78%	25%	100%	60%
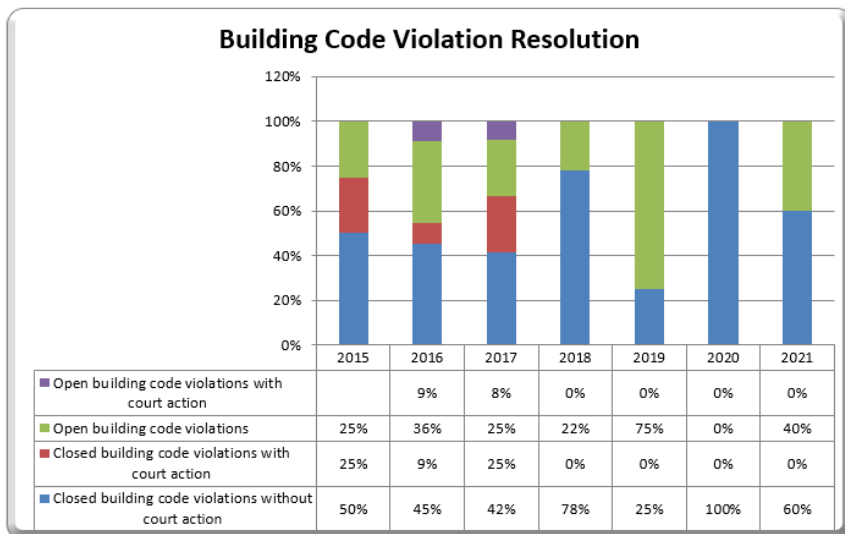
Source: CityView

2021 update: It's been four years since a building code violation had to be settled in court. Skillful engagement by building code staff is the primary factor in this exceptional performance.

Promising approach: The new courtroom in the Law Enforcement Center improves safety and efficiency.

Summary of Progress on the County's Strategic Plan

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

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

Key areas of progress include:
- Emergency management through the pandemic and addressing the federally declared health emergency were central priorities in 2021. Health and safety of staff, customers, and communities have been paramount to service delivery decisions, reflected in Operational Services Plans.
    - o By the end of 2021, Public Health Department staff had administered almost 46,000 vaccines. They mobilized senior leaders from across the organization to staff mass vaccine clinics for adults. Accommodations were made to prioritize vaccinations, in accordance with MDH guidance, for seniors and those with underlying medical conditions. Drive-up service was offered for those vulnerable residents who were not able to walk or move about on their own.

Public health nurses conducted onsite visits to congregate care settings, faith communities, senior housing buildings, and a variety of cultural hubs to support wide access to vaccines.

- o CARES funds were allocated to purchase 800 MHz radios, and ARPA funding requests are being considered for cell towers to support first responder services in under-served areas of the County.
- Federal pandemic relief funds were invested in time-limited staff positions for the court system and Community Corrections to address the backlog of cases created by the pandemic. Federal funding was also used to open the first of two re-entry houses for individuals exiting incarceration.
- A new, fully-equipped courtroom was opened in the Law Enforcement Center, making room for an additional judge and reducing resources needed to move and hold incarcerated individuals at the Justice Center.
- Data show continued benefits for participants in Treatment Court, with those who graduate showing lower rates of new offenses and higher rates of employment and stable housing. Scott County's Veterans' Court moved to full implementation in 2021, serving 13 individuals with varying levels of needs and risk factors.
- A study of the jail operations, staffing and services to vulnerable populations is in process and will be completed in early 2022.
- An evaluation of the criminal justice system was initiated in 2021, focused on identification of gaps and examinations of processes that contribute to recidivism.

Community Indicators and Key Performance Indicators reflect positively on public safety measures:

- Community-level safety data show crime rates in Scott County continue to be lower than state rates. The Sheriff's Office provides timely responses to dispatch calls and calls for patrol officers. Rates of traffic crashes, including serious injury/fatal crashes, are also lower than both state rates and the crash rates for the metro area. Highway Operations data show maintenance planning and practices result in safety standards. Respondents to the 2019 Residents Survey expressed high ratings of feeling safe in their homes and neighborhoods. Building and zoning code violations are generally resolved in a collaborative manner with community members.

Public Safety

Going forward

- Funding for public safety is largely "on levy" and is consuming larger percentages of the County's budget. The County's Strategic Plan calls for changing business models with the goal of improving outcomes. Innovations in how services are delivered are necessary, as continued spending on the same intervention techniques and approaches are unlikely to yield better results. Improving recidivism rates represents Scott County's biggest opportunity to improve public safety outcomes:
  - Research conducted by Community Corrections indicates matching risk levels with the right "dose" of supervision will support lower rates of recidivism.
  - The Jail Study was bifurcated, with County staff focused on operations and services to vulnerable populations in the jail and a consultant to conduct a workforce analysis. County staff completed process maps of all business processes in the jail; conducted four onsite interviews with jails in similarly situated counties; and conducted interviews with more than 10 stakeholders and staff from the jail. Results from both factions of the evaluation are anticipated in early 2022.
  - Re-entry services are largely non-existent in the jail, and opportunities to link people to mental health, chemical dependency, and insurance services are missed. Program staff in the jail were reassigned to do care and custody functions as rates of staff turnover left the facility at minimal staffing levels. Program staff members are no longer able to coordinate assessments or arrange discharge planning that would expedite access to services and potentially prevent re-entry. Findings from the Jail Study will be a good first step and may help inform the broader criminal justice reform work.
- High rates of turnover in the dispatch unit, combined with a highly competitive market for candidates, leaves Scott County and other jurisdictions expending time and resources trying to keep Dispatch staff. The County's Strategic Plan calls for an evaluation of how dispatch services are provided and opportunities to share resources with other jurisdictions as a way to improve efficiencies and cost-effectiveness in this critically important service area.

Building Communities

Community Design Outcomes

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

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

Community Design

COMMUNITY INDICATORS

I. Community Indicator: Air Quality Rating

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

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

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

Percent of Days When Air Quality was "Good" in Scott County

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Scott County	85.8%	87.4%	91.3%	94.4%	93.9%	91.5%	88.8%	86.0%	91.0%	82.9%
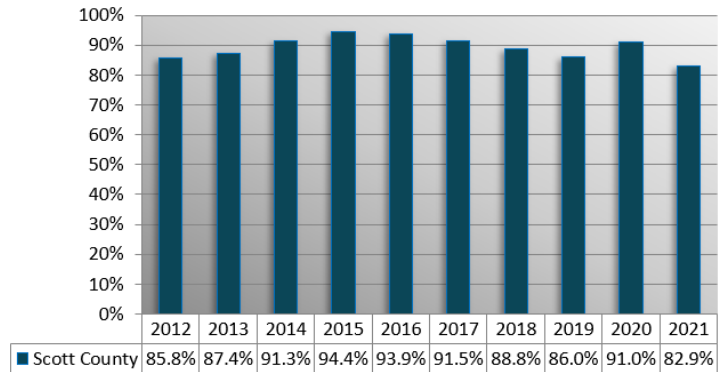
Source: U.S. Environmental Protection Agency and Minnesota Compass, 2021

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

As reported by Minnesota Compass, regionally, the Twin Cities 16-county metropolitan area has shown steady, incremental improvement in the Air Quality Index over the last 20 years.

II. Community Indicators: Access to Exercise Opportunities

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

	2014	2015	2016	2017	2018	2019	2020	2021
Scott County	81%	93%	95%	95%	94%	88%	88%	91%
Statewide	80%	85%	84%	84%	88%	87%	87%	81%
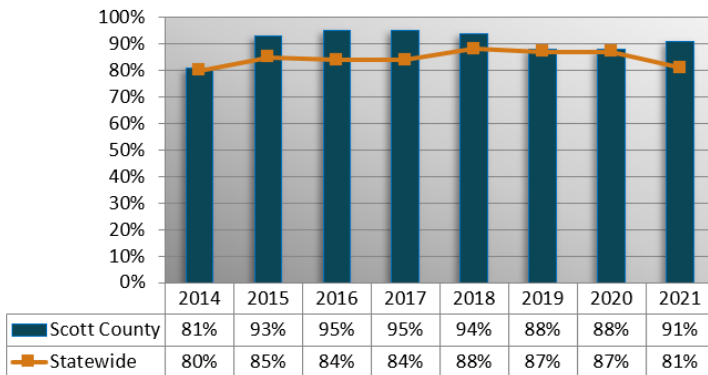
Source: County Heatlh Rankings, Robert Wood Johnson Foundation

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

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

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

Community Design

KEY PERFORMANCE INDICATORS

A. Park and Trail Planning: Program 78

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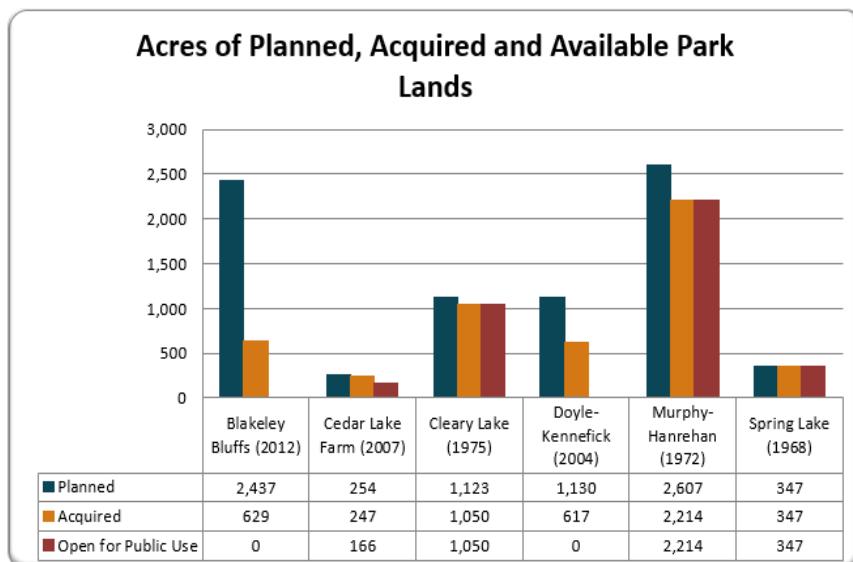
The Scott County Board of Commissioners guide and approve decisions about park development.

The Metropolitan Council no longer supports the use of their annual use data set down to the "park" or "trail" unit level. The visitor use surveys are designed to report on a park agency's system-wide use. *Data for 2021 are not yet available.*
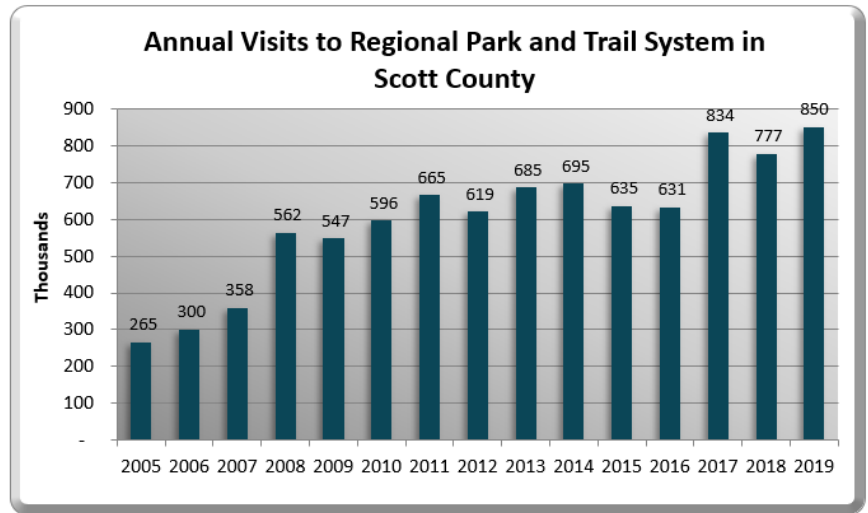
Source: Metropolitan Council Annual Use Estimate of the Metropolitan Regional Park System

B. Parks Acquisition: Program 76

	Blakeley Bluffs (2012)	Cedar Lake Farm (2007)	Cleary Lake (1975)	Doyle-Kennefick (2004)	Murphy-Hanrehan (1972)	Spring Lake (1968)
Planned	2,437	254	1,123	1,130	2,607	347
Acquired	629	247	1,050	617	2,214	347
Open for Public Use	0	166	1,050	0	2,214	347

Source: GIS

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

These data show parks created in the early developmental stages of the park system, parks fully acquired, and parks open for use as of 2020. Considerable progress has been made in acquiring land for more recently created parks, even if those lands are not officially designated for public use at this time.

Community Design

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

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

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

Citizens' Rating of Regional Parks and Trails

	2004	2006	2011	2013	2016	2019
Good	64%	64%	53%	51%	59%	50%
Excellent	22%	21%	31%	35%	24%	33%
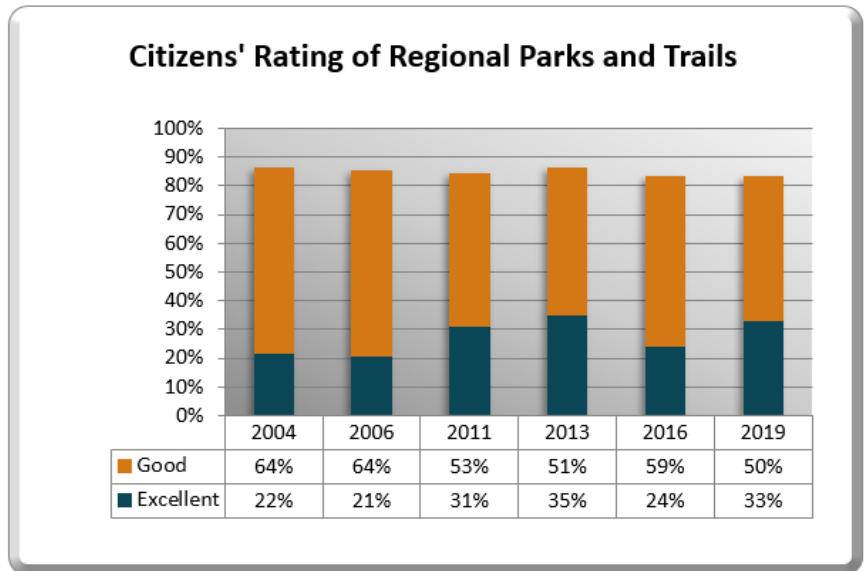
Source: Scott County Resident Survey

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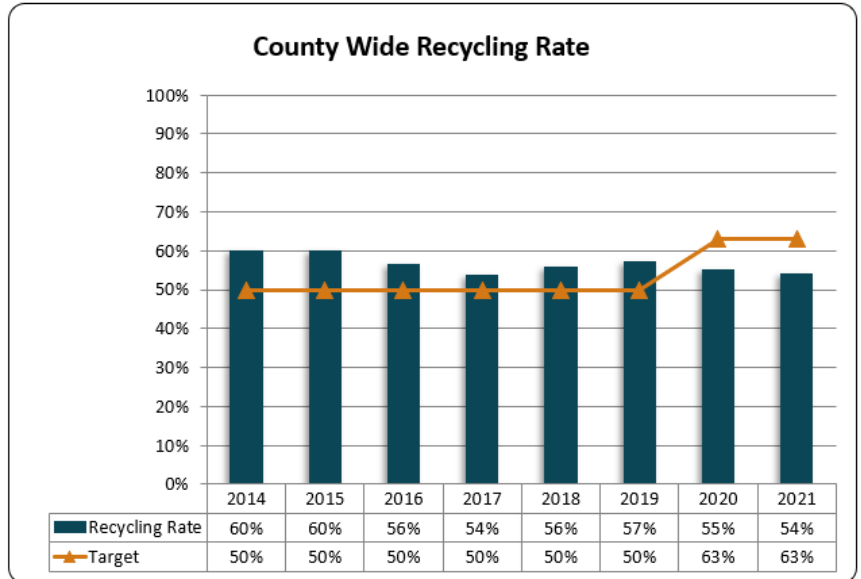
A wording change in the 2016 survey makes comparison to previous years less accurate.

## D. Environmental Health Recycling: Program 64

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

County Wide Recycling Rate

	2014	2015	2016	2017	2018	2019	2020	2021
Recycling Rate	60%	60%	56%	54%	56%	57%	55%	54%
Target	50%	50%	50%	50%	50%	50%	63%	63%

Source: *Annual SCORE Reports to Minnesota Polluation Control Agency*

2021 update: This graph shows relatively stable trends in residents' recycling practices since 2014. In 2020, the state made a planned adjustment to the target as a strategy to encourage more recycling; as a result, Scott County fell below the new recycling rate targets established by the Governor's Select Committee on Recycling and the Environment (SCORE).

E. Hazardous Waste Violations

Hazardous Waste Generator Significant Violations
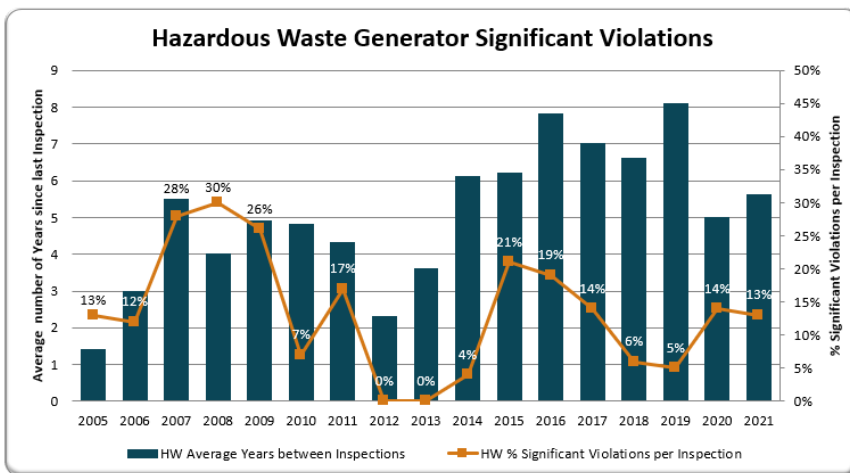
Source: *Year-End Reports, Access Database*

About this measure: This measure identifies the percentage of significant hazardous waste violations per inspection along with the average time elapsed between inspections. Typically, three to four violations are found per inspection, but only a fraction of those are significant. When inspectors are able to meet with businesses more frequently, the businesses are more likely to be properly storing, managing, and disposing of their hazardous waste. Improperly managed hazardous waste (dumped on the ground or poured down the drain) may pose a threat to human health and the environment by contaminating the groundwater, soil, and air.
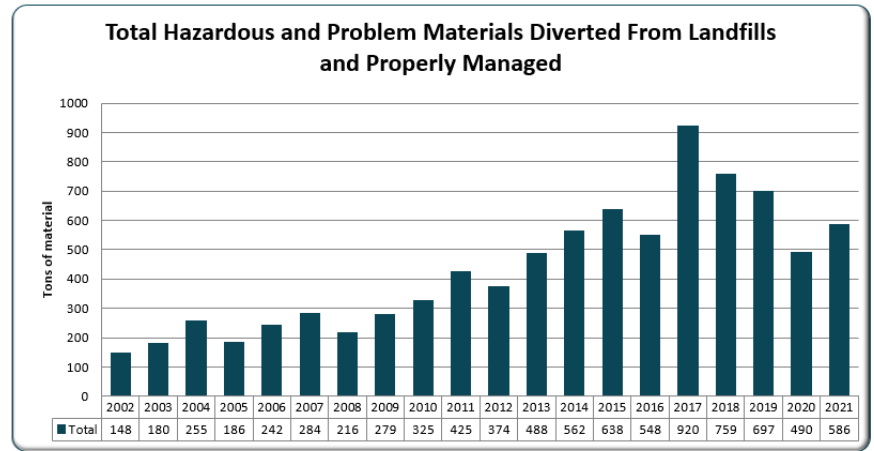
2021 update: The inverse relationship between the frequency of inspections and the number of significant violations continues to be evident in the data.

F. Household Hazardous Waste Facility Operation: Program 66

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

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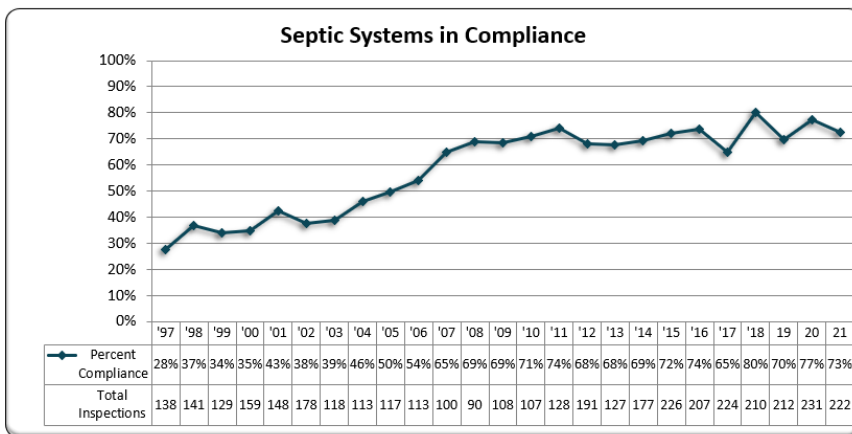
Total Hazardous and Problem Materials Diverted From Landfills and Properly Managed

Tons of material

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total	148	180	255	186	242	284	216	279	325	425	374	488	562	638	548	920	759	697	490	586

Source: Environmental Health Annual Reports

2021 update: In 2020, as a response to COVID-19, the HHW was closed temporarily, then re-opened with reduced hours. Data show levels of diverted materials beginning to approach pre-pandemic levels.

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

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

Septic Systems in Compliance

	'97	'98	'99	'00	'01	'02	'03	'04	'05	'06	'07	'08	'09	'10	'11	'12	'13	'14	'15	'16	'17	'18	19	20	21
Percent Compliance	28%	37%	34%	35%	43%	38%	39%	46%	50%	54%	65%	69%	69%	71%	74%	68%	68%	69%	72%	74%	65%	80%	70%	77%	73%
Total Inspections	138	141	129	159	148	178	118	113	117	113	100	90	108	107	128	191	127	177	226	207	224	210	212	231	222

Source: Environmental Health Annual Report

The data for this measure come from private septic contractors. Independent inspections often result from property sales. This graph demonstrates the results of an effective program that is gradually replacing failing systems. Results show a leveling off of compliance in recent years between 65 and 75 percent.
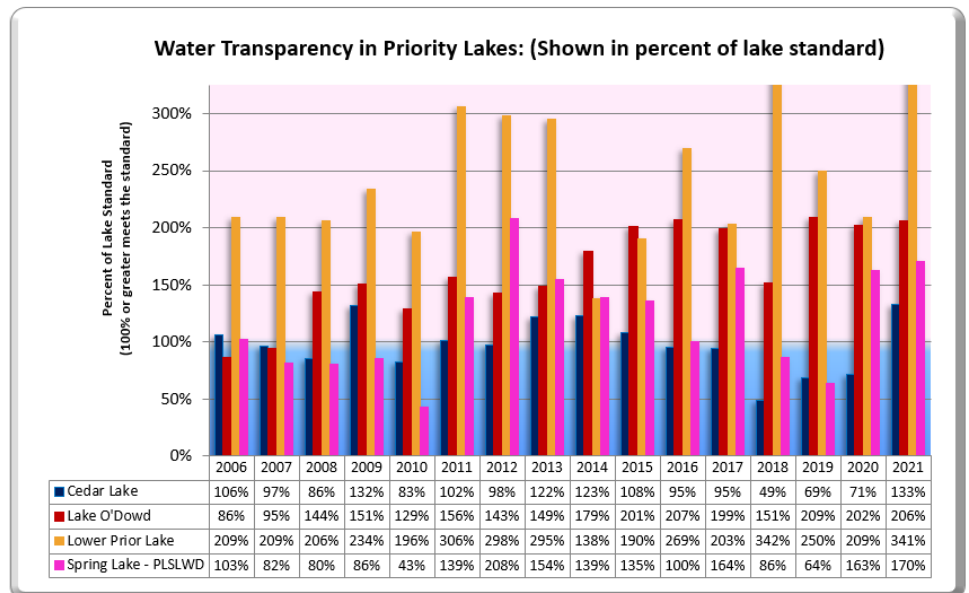
2021 update: Data continue to trend upward, with 80 percent of septic systems evaluated meeting compliance standards.

H. Land and Water Treatment: Program 121

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

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

2021 update: Water bodies experienced heavier than usual use over the last two years as a result of the pandemic. Heavy usage has considerable impact on water quality and shoreline erosion, and for County staff this meant more resident interactions regarding lake use, boat launches, and potential wake ordinances.

Water Transparency in Priority Lakes: (Shown in percent of lake standard)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Cedar Lake	106%	97%	86%	132%	83%	102%	98%	122%	123%	108%	95%	95%	49%	69%	71%	133%
Lake O'Dowd	86%	95%	144%	151%	129%	156%	143%	149%	179%	201%	207%	199%	151%	209%	202%	206%
Lower Prior Lake	209%	209%	206%	234%	196%	306%	298%	295%	138%	190%	269%	203%	342%	250%	209%	341%
Spring Lake - PLSLWD	103%	82%	80%	86%	43%	139%	208%	154%	139%	135%	100%	164%	86%	64%	163%	170%

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

It often takes years to see the impact of efforts to improve water quality, and trends in the data are more meaningful than a single year's data. With that perspective in mind, there are some early indications in the data that efforts to support water quality at Cedar Lake may be having the desired impact.

Community Design

I. Intersection Safety and Corridor Management: Program 95

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

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

CH 42 Travel Speeds (miles per hour)

40 mph speed target
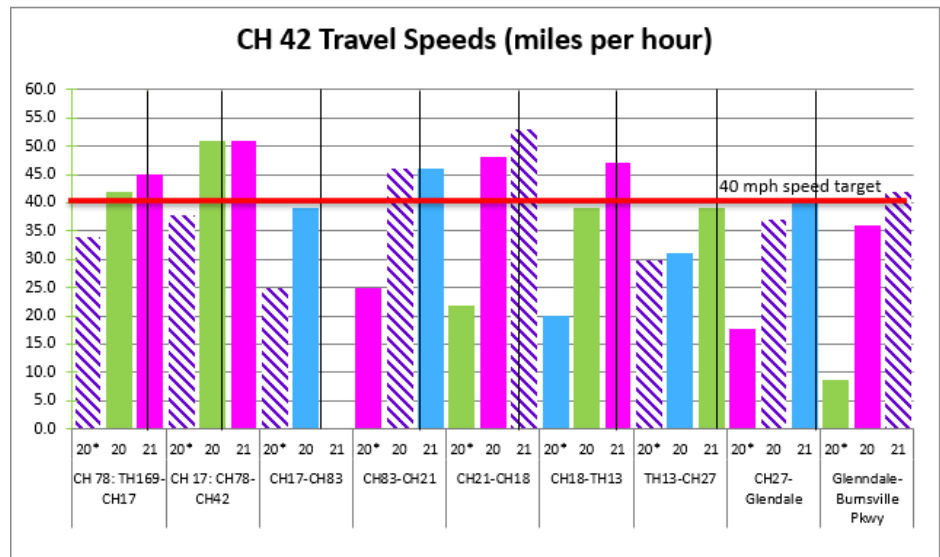
Source: CH 42 Corridor Study 1999, Scott County traffic model database, NPMRDS Data

2021 update: These data reflect travel speeds for 2021. Factors positively impacting performance include signal timing work done by Transportation Services and lower traffic rates due to the pandemic.

J. Fiber Program

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

These data were prepared by the Minnesota Department of Employment and Economic Development (DEED), and represent areas of broadband service availability (based on provider data submitted to and analyzed by Connected Nation and modified based on validation tools). This information reflects updates received as of October each year.

Percentage of Households Served by Wireline Broadband Scott County and Statewide

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Scott County	84.3	86.4	87.1	90.1	89.8	93.3	94.5	97.1	96.0	93.2
Statewide	61.6	71.0	86.5	86.5	87.5	88.1	90.8	92.2	92.5	71.0
SC Rural	67.0	66.0	66.0	55.0	55.0	55.0	70.0	70.0	70.0	91.8
Target	80.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
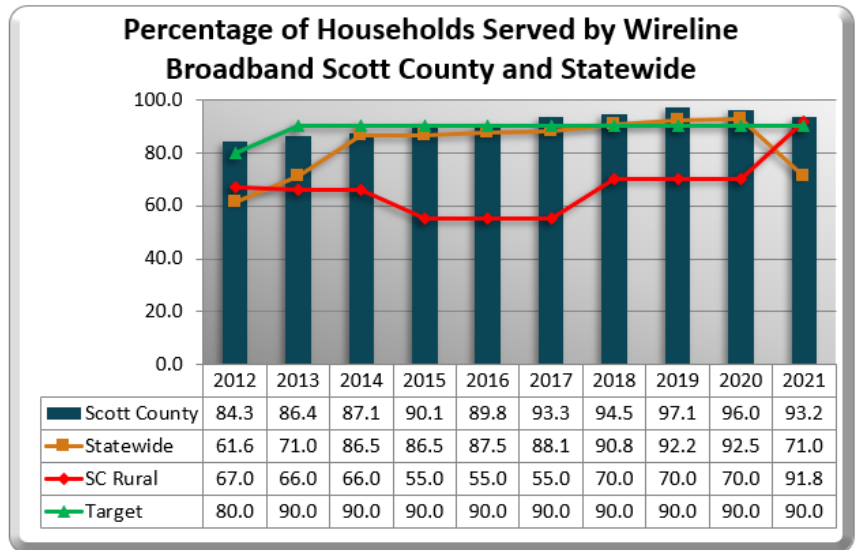
Source: Minnesota DEED Office Of Broadband Development

2021 update: Scott County invested over $2 million in CARES funding to bring broadband access to underserved parts of the County. Residential users saw the most impact as County leaders prioritized and expedited investments that would support people compelled by the pandemic to work from home or attend school remotely.

Promising approach: The "Hop Scott" Program is a new volunteer driver transit service that will increase access to transportation for senior citizens and people living with disabilities.

Summary of Progress on the County's Strategic Plan

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

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

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

Key areas of progress include:

- The County invested over $2 million in CARES funds into fiber to improve internet access to underserved areas. Reliable internet service was essential to providing remote access to work or school in 2020 and 2021 (as such, fiber expansions focused primarily on residential customers and less on commercial users). Currently, the fiber build out is nearly complete, and only a small percentage of households do not have reliable internet access. Geographic barriers near the bluffs interfere with connectivity and signal strength is a barrier for some households.
- In 2021, the County engaged with a wide range of community stakeholders in developing the Unified Transit Management Plan. This plan includes a range of mobility solutions and provides direction for meeting the need for transit services for the next 10 to 15 years.

- Several key highway projects have contributed to a sustainable and reliable system of regional infrastructure. Those projects included:
  - o Construction began on County Road 27 to expand the highway to four lanes, easing congestion and supporting mobility and economic development, particularly in the newly created city of Credit River. The project includes the creation of a pedestrian and bicycle link between the city of Savage and Cleary Lake Park. Completion of this project will also offer an alternate north/south route, alleviating some traffic on Trunk Highway (TH) 13.
  - o At the TH 169 and County Highway 41 interchange, access points were removed, frontage roads were built, and turnbacks were returned to Louisville and Jackson Townships.
  - o Scott County completed agreements with the Minnesota Department of Transportation in anticipation of bidding and project construction for the TH13/Dakota Avenue project in the city of Savage (scheduled for 2022).
  - o The County awarded a contract for the County Highway 82 project, which is important to the Shakopee industrial area and the Canterbury entertainment venue. This project will improve access management, add concrete pavement to improve the lifecycle of the pavement (thus reducing replacement and maintenance costs), and add pedestrian facilities.
- The County continues to coordinate community design plans from across the organization and move forward on managing planned growth and conditional use permits consistent with the 2040 Comprehensive Plan.

Going forward:

- The County will be seeking state and federal funding options while completing preliminary design and environmental work for the Merriam Junction Trail project along the Minnesota River, which would be the first "destination trail" in Scott County. The Minnesota River corridor is historically and culturally rich, and this plan includes cultural interpretation along the trail. This project will also provide riverbank stabilization that will reduce sediment and improve water quality in the Minnesota River.
- Efforts began to explore the potential for aligning plans and interventions from the multiple watershed districts within the County, leading to a "Unified Watershed Plan."
- Several important park improvement projects are planned to improve residents' access to parks and expand their opportunities to enjoy natural resources and time outdoors, including:
  - o Open trails in the Doyle Kennefick Park.
  - o Build camper cabins and group campsite improvements at Cedar Lake. This project would involve engagement with volunteers and/or interns to build the cabins.
  - o Use ARPA funding to make needed improvements to the water and sewer systems at Cleary Lake, bringing those systems into compliance with Health Department standards.
- Scott and Dakota Counties are exploring a joint project involving the development of a Household Hazardous Waste facility to serve residents of both areas. This new resource would create needed capacity, which will soon be exceeded at each county's existing sites.

Government Services

Public Records

Public Records Outcomes

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

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

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

COMMUNITY INDICATORS

Most Community Indicators related to public records are associated with the cost of government and are included in the Budget and Levy Appendix of this report. The exception is voter turnout rates, which is documented below. No elections occurred in 2021, so the most recent data available reflect work during the 2020 election.

I. Community Indicator: Voter Turnout Rate

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

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

Rates of voter turnout in Scott County have been considerably higher than state rates during both presidential and midterm elections. (Voter turnout tends to be higher during presidential election years.)

Scott County Voter Turnout

	2008*	2010	2012*	2014	2016*	2018	2020
Scott County Turnout	94%	66%	96%	58%	91%	77%	94%
MN Turnout	78.1%	55.8%	76.4%	50.5%	74.7%	64.3%	79.9%

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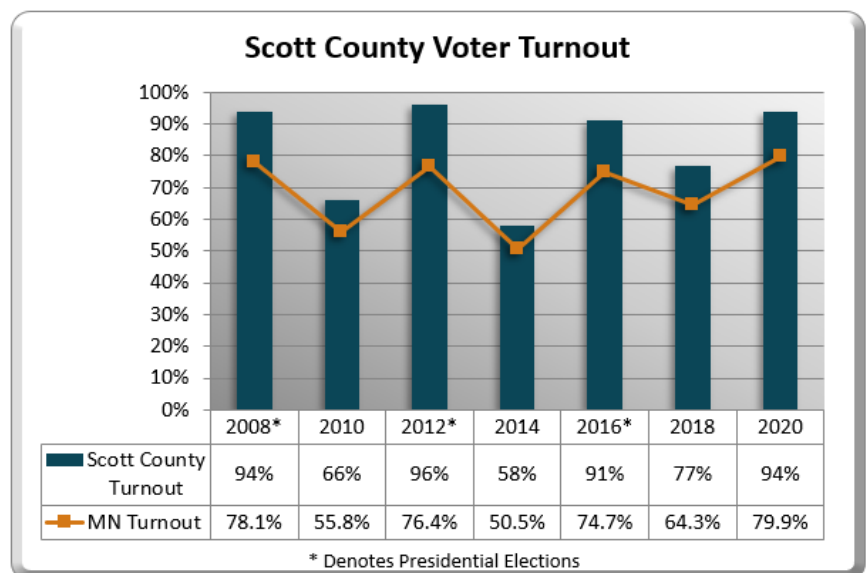
Source: Scott County data: Scott County Elections Report
Minnesota data: MN Secretary of State, Historical Voter Turnout Statistics

2022 Scott County Commissioner & Scott Soil and Water Conservation Districts
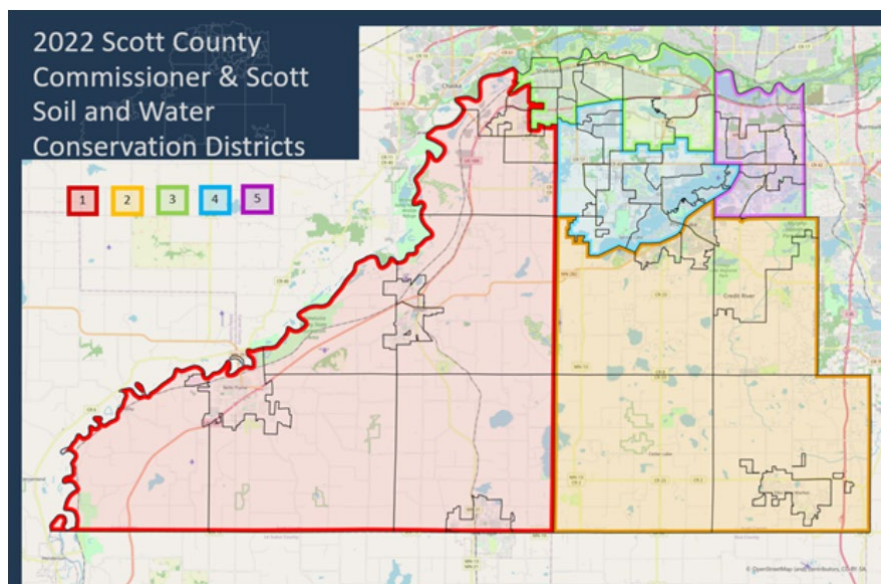
Public Records

A. Voter Administration: Program 42

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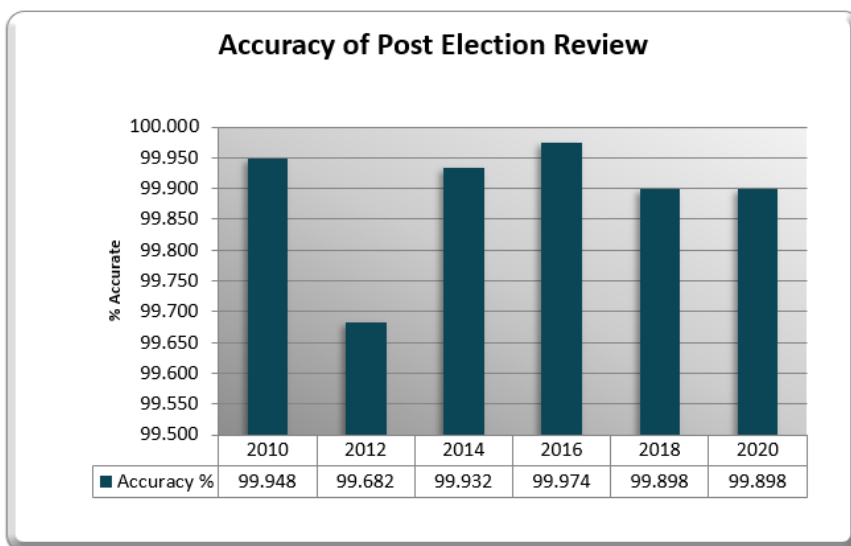
This measure provides information on the number of voter registrations that are current.

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

Percent of Accuracy

	2014	2015	*2016	2017	2018	2019	*2020
% of Accuracy	94.8%	94.5%	97.6%	96.4%	96.9%	99.0%	99.4%
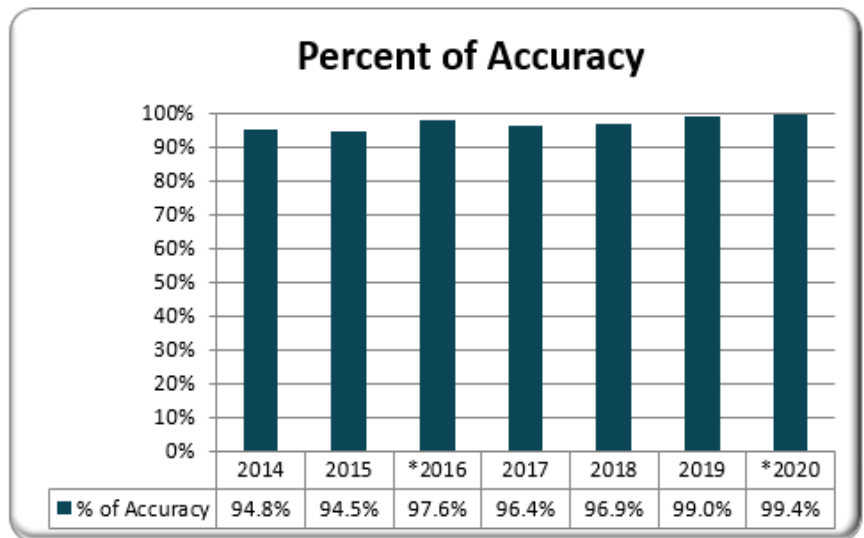
Source : *State Voter Registration System; PVC & NCOA Notices Sent Monthly*

B. Election Administration: Program 40

Accuracy of Post Election Review

	2010	2012	2014	2016	2018	2020
Accuracy %	99.948	99.682	99.932	99.974	99.898	99.898

Source: Ballots/Precinct Summary

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

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

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

C. Property Valuation and Assessment: Program 137

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

The overall median ratio for each jurisdiction is considered acceptable by the Minnesota Department of Revenue if it lands between 90 and 105 percent of market value.
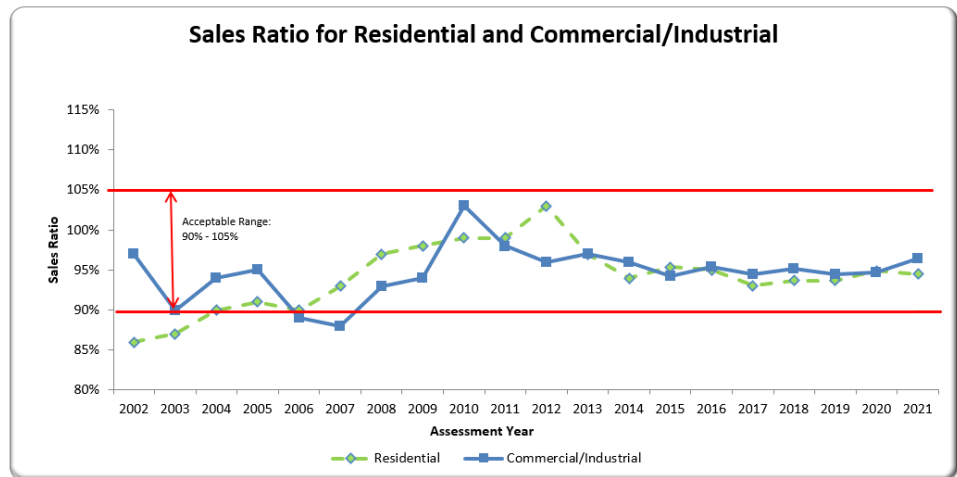
Source: *MN Department of Revenue Sales Ratio Reporting*

2021 update:

For over 10 years, Scott County tax assessors have consistently operated within the acceptable range on sales ratios. Factors that support consistently strong performance include:

- Staff are experienced, well-trained, and motivated to enhance their knowledge and skills.
- Scott County has the highest percentage of appraisers with assessor licensure than any of the metro counties.
- Program leaders use performance data to create plans for improving practice among members of their staff.
- Data measuring accuracy and strong customer service practices informs staff performance evaluations leading to more accuracy and more consistency in customer service.

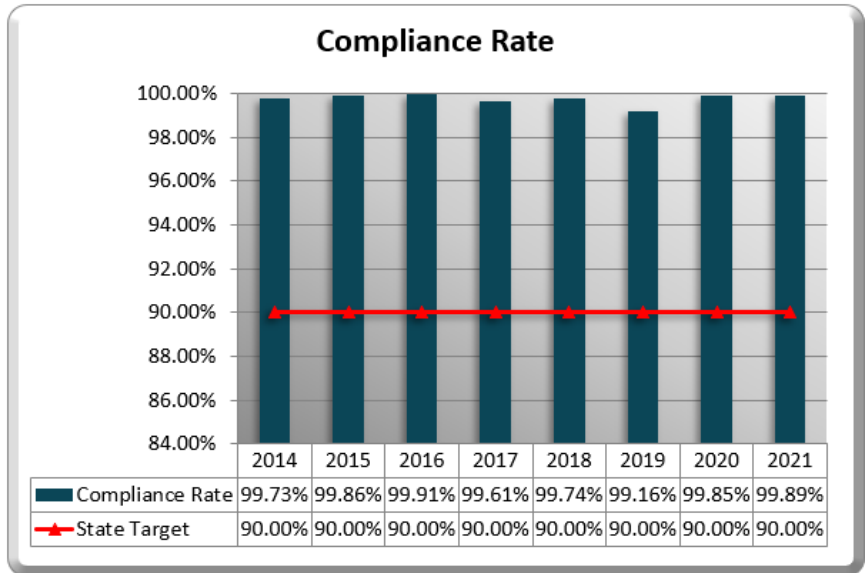**Timeline for Property Taxes Payable in 2021**
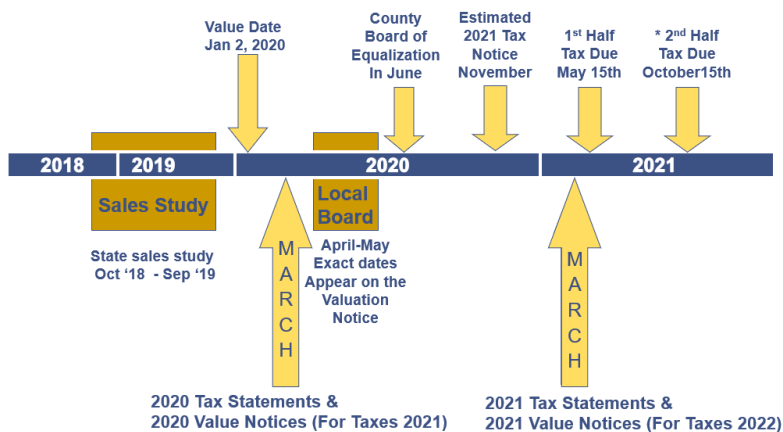
D. Property Document Recording: Program 110

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

By meeting these requirements, the public can have confidence their interests in the property are being preserved and protected, and that the information they need is current and accurate.
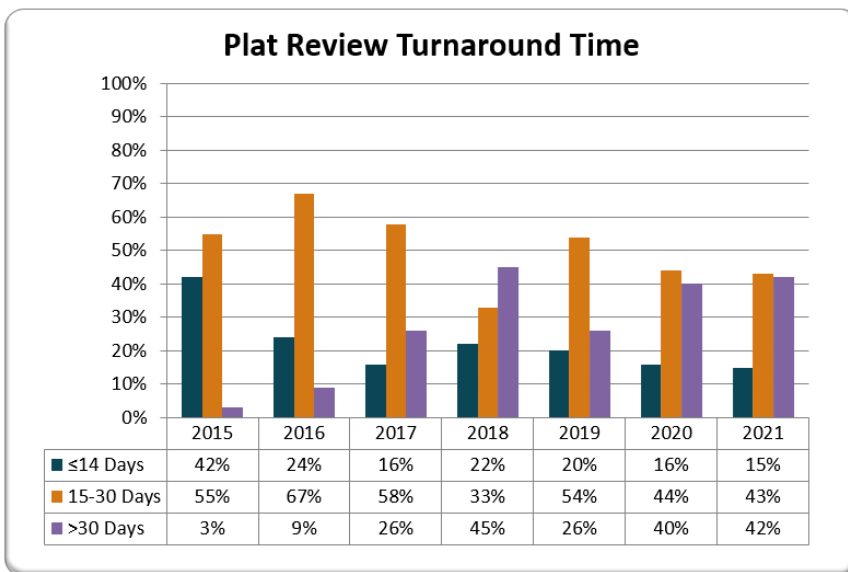
2021 update: Scott County has consistently exceeded the state targets for timely processing. In 2021, a total of 14,349 property documents were processed in Scott County. The average turnaround time is 0.6 working days. A key factor contributing to high performance is the growing number of electronic filings. Handling paper documents is more time-consuming; electronic filings and workflow processes make for a timelier and more efficient turnaround.

Compliance Rate

	2014	2015	2016	2017	2018	2019	2020	2021
Compliance Rate	99.73%	99.86%	99.91%	99.61%	99.74%	99.16%	99.85%	99.89%
State Target	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%

Source: RecordEase software

E. Surveyor Administration: Program 111

Plat Review Turnaround Time

	2015	2016	2017	2018	2019	2020	2021
≤14 Days	42%	24%	16%	22%	20%	16%	15%
15-30 Days	55%	67%	58%	33%	54%	44%	43%
>30 Days	3%	9%	26%	45%	26%	40%	42%

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

About this measure: This measure provides information on the time it takes to review subdivision plats that are submitted to the Surveyor's Office. The measure shows the number of days from first submittal to completion of the review. This is the percentage of plats reviewed within 14 days or fewer 15 to 30 days, and greater than 30 days. The metro area best management practice target is fewer than 30 days.
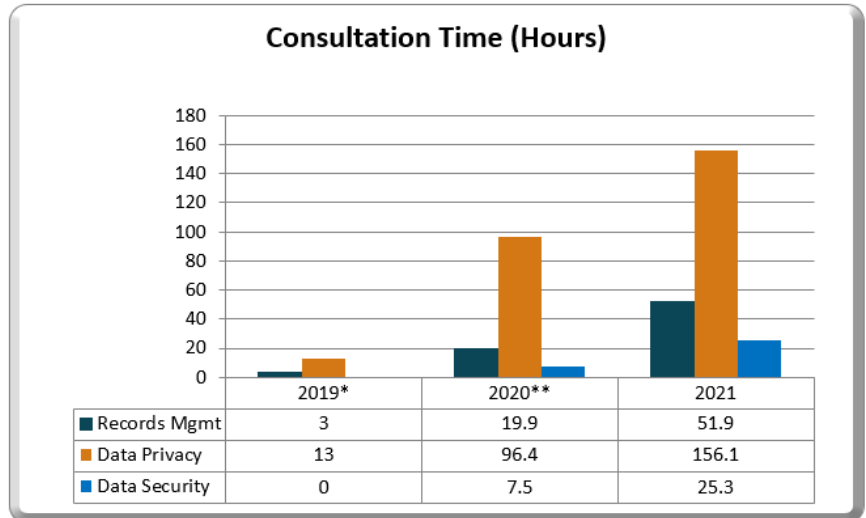
Property cannot be transferred to new owners until the plat is recorded, so delays can add additional costs to land sellers and buyers.

2021 update: Data trends reflect a lower percentage of plats processed within the 30-day performance target. Factors impacting performance include staffing shortages due to resignations, absenteeism related to the pandemic, and an increase in the number of plats submitted for review. The volume of submittals increased from 43 plats in 2020 to 67 in 2021. Staff from other areas were redirected to help in this area when possible, without creating negatively impacts to other work areas.

Public Records

F. Data Privacy Coordination

About this measure: In 2019, the County added a position specific to the administration of data privacy laws and processes for storing, reviewing, and releasing government records. These tasks were previously completed by each department or the County Attorney's Office. Responsibility for management of records releases that did not specifically require the services of a licensed attorney were redirected to the Data Privacy Coordinator, filling a resource gap for departments and allowing attorneys to focus time more specifically on tasks requiring their expertise.

Consultation Time (Hours)

	2019*	2020**	2021
Records Mgmt	3	19.9	51.9
Data Privacy	13	96.4	156.1
Data Security	0	7.5	25.3

Data Privacy Coordinator Consult Time Tracking Spreadsheet
Source: *2019 data is limited as DPC did not start until August
**DPC Spent March - April 2021 as acting Logistics Coordinator for County's COVID Response

This measure reflects the number of hours of consultation conducted by the Data Privacy Coordination Program since its inception. Time includes research, drafting responses to records requests, providing guidance on procedures, analysis of redaction, and various other functions related to records management and data security.

Public Records

Promising approach: "By appointment" services, initiated during the pandemic, were so successful they will continue to be offered as an option to customers.

Summary of Progress on the Strategic Plan Objectives

One of the strategies in the County's Strategic Plan is "design and implement business model changes that improve service delivery." The Public Records Service Area has embraced technology solutions and changed business models leading to better outcomes. Examples include:

- Most service areas moved to scheduled appointments as the only service option during the phases of the pandemic when infection rates were highest. Leaders identified and implemented technology solutions and changed processes in a way that supported safety for staff and customers through remote options. Based on the success of those changes, and the added convenience for customers, the County will continue to offer "by appointment" options for service along-side traditional drop-in service models.
- For remote services, a variety of technology solutions have been implemented to support the continuity of operations during the pandemic. Online portals are now available for building permits and to pay property taxes, and e-signature technology supported remote work across business areas.

Going forward:

The public expects County programs to manage records in a way that is convenient and cost-effective for them. Nearly all programs included in this service area meet that expectation based on performance data. These business areas push themselves towards new innovations and conduct ongoing assessments of their own work and opportunities to improve efficiencies. Going forward, continued efforts to improve efficiencies through the effective use of people, process, and technologies is expected to drive continued improvements to timely, accurate, and efficient service to the public.

Internal Services

Internal Services Outcomes

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

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

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

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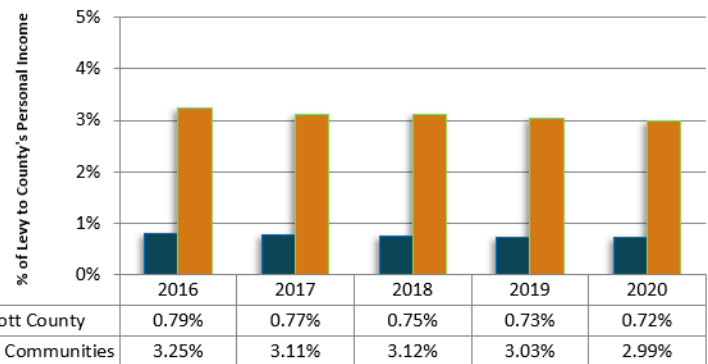
COMMUNITY INDICATORS

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

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

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

County Levy as a Percent of Total Personal Income

% of Levy to County's Personal Income

	2016	2017	2018	2019	2020
Scott County	0.79%	0.77%	0.75%	0.73%	0.72%
All Communities	3.25%	3.11%	3.12%	3.03%	2.99%

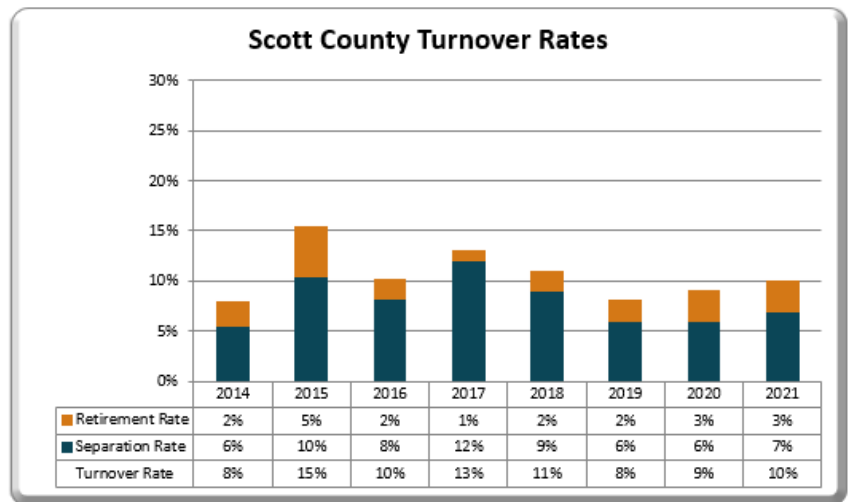*Source: Annual Scott County Budget and US Bureau of Economic Analysis*

KEY PERFORMANCE INDICATORS

A. Staff Turnover Rates: Program 9023

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

Scott County Turnover Rates

	2014	2015	2016	2017	2018	2019	2020	2021
Retirement Rate	2%	5%	2%	1%	2%	2%	3%	3%
Separation Rate	6%	10%	8%	12%	9%	6%	6%	7%
Turnover Rate	8%	15%	10%	13%	11%	8%	9%	10%

Source: Infor

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

2021 update: Nationally, workforce analytics data reflect increasing rates of separation as the impact of the pandemic subsides. That pattern is not evident in data for Scott County. The rate of turnover has been relatively flat for the last four years, although some individual departments have experienced challenges with higher rates of turnover (e.g., the Juvenile Alternative Facility, the Jail, Dispatch, and Child Protection). In the most recent employee survey (2021), 80.3 percent of respondents indicated some level of agreement to the statement "I would recommend Scott County as a great place to work."
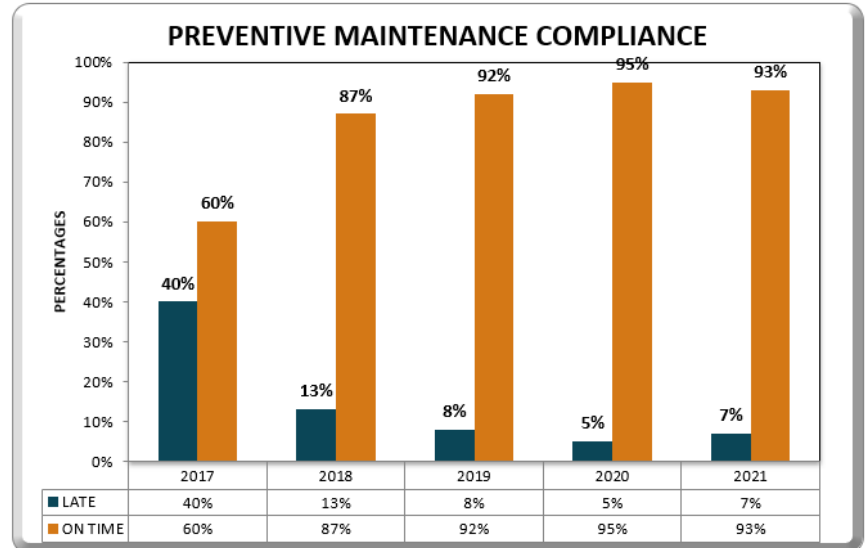
B. Fleet Maintenance: Program 9012

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

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

PREVENTIVE MAINTENANCE COMPLIANCE

	2017	2018	2019	2020	2021
LATE	40%	13%	8%	5%	7%
ON TIME	60%	87%	92%	95%	93%

Source: AssetWorks - Scott County Fleet Maintenance Sofware PM Compliance Report at 1 mile over

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

2021 update: The Fleet Maintenance program continues to demonstrate strong performance when measuring timely preventive maintenance of County vehicles. Software systems and scheduling flexibility for drivers have supported this performance.

C. Data Security: Program 9028

About this measure: The program outcome is to have appropriate technology and systems available to deliver timely services as related to the Data Security Program. This measure is to show the Risk Rating and Security Aggregate Scores for the County's enterprise technology posture. The higher the score, the greater the security risk. Penetration testing looks for weaknesses externally via the internet into our network. Internal testing for weaknesses is conducted by placing a machine on the inside to look for and attempt to exploit those weaknesses identified without the destruction of data.

2021 update: This is a new measure, created by the department as a more meaningful indicator of their work and a tool for monitoring and adjusting their own internal performance. Annual performance can be compared against past performance.

Year Over Year Security Risk Rating

	Critical	High	Meduim	Low
2020	2	2	5	2
2021	1	1	1	2
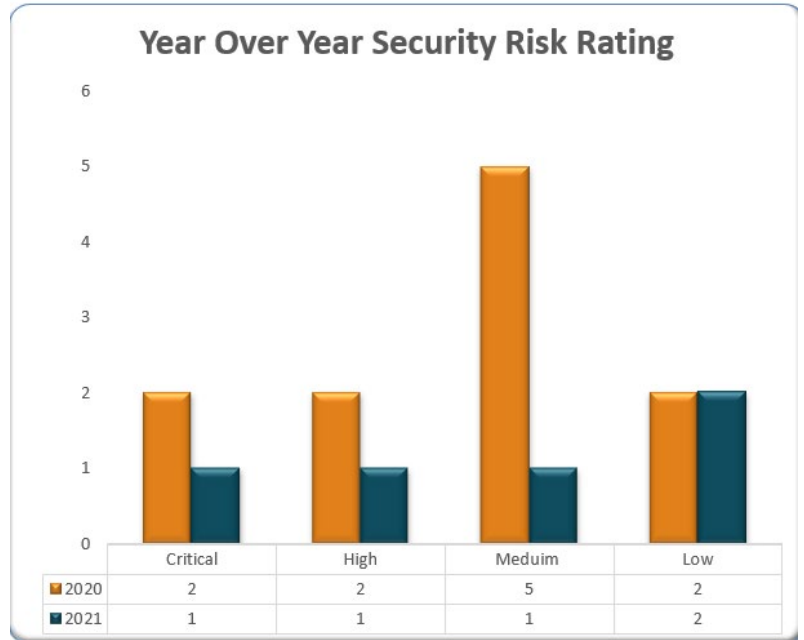
Source: Pen Test

C. Data User Experience: Program 9027

About this measure: The program outcome is to have technology and systems available to deliver services in a timely and effective manner. System availability percentages are the total number of hours available in a year (365 days, 24 hours a day, for a total of 8,760 hours) less the hours of downtime from unplanned outages, resulting in the number of hours a system was available for use. The percentage of "up time" is calculated from those numbers.

2021 update: This is a new performance measure developed by the IT Department to monitor the reliability of user access to information systems.


Year Over Year System Availability

	Internet	VPN
2020	99.72	99.98
2021	98.56	100

Source: IT EOC Metrics Data

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

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

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

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

Citizens' Overall Impression of Scott County Employees

	2011	2013	2016	2019
Excellent	42%	39%	40%	53%
Good	42%	48%	44%	34%
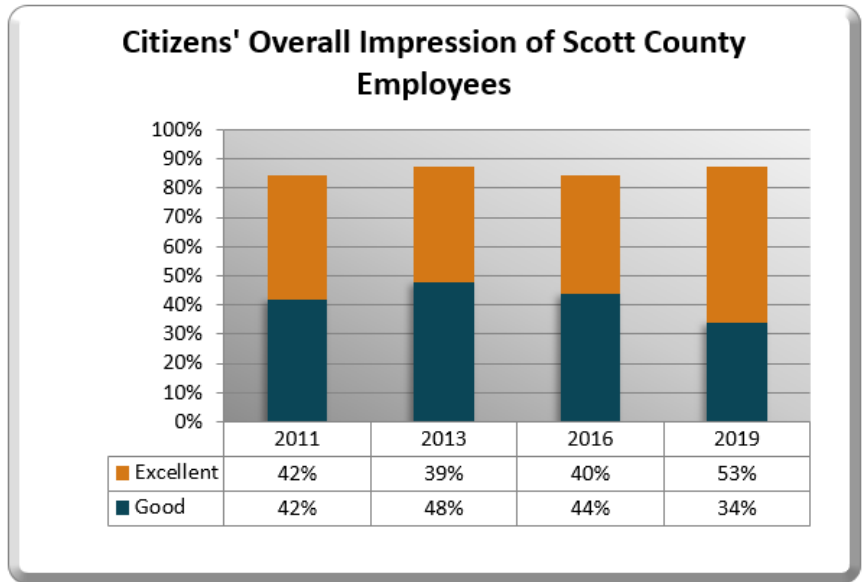
Source: *Scott County Resident Survey*

Internal Services

Summary of Progress on Strategic Plan

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

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

Key areas of progress over the last year include:
- In 2019, the County launched a building project intended to create new space, bringing all government departments back to a main campus in Shakopee and opening opportunities for more efficient ways to conduct business. The Government Center West building opened in June of 2021; the Government Center East building reopened in early 2022. The building project was delivered on time and under budget.

- The County has expanded community outreach and engagement work:
  - Senior leaders developed a charter, approved by the County Board, and then created a baseline of existing community engagement strategies across the organization. In August 2021, the County hired a community outreach officer to engage faith communities, non-profits, schools, and businesses in working together towards objectives identified in the strategic plan. A second community outreach officer was hired, using ARPA funds, to engage diverse communities where gaps or disparities existed in outcome data. Together, the Community Outreach staff engaged with 44 faith communities and 25 non-profit organizations in the first six months of their employment.
- County Commissioners and cabinet members participated in the Intercultural Development Inventory (IDI) to provide a foundation for future efforts in addressing disparate outcomes. Employee Relations has continued to work toward the recruitment, hiring, and retention of a more diverse staff, improving its data collection to measure progress towards this goal.

Going forward:

- The organization is developing an updated priority-based budget framework for examining priorities and matching resources to them. A draft framework was developed that more closely links investment decisions and outcome achievement from work across departments and divisions. In this model, Internal Services are allocated to programs and move the organization closer to a "true cost" of programming. This model also supports Internal Services staff in seeing themselves as part of contributing to and achieving the bigger goals of the organization.
- Proposed ARPA projects will support the innovations in service delivery envisioned by leadership. Those same projects will generate greater additional demands on Internal Services resources for accounting, contracting, and procurement, legal reviews, federal reporting, and technology needs.
- The County is beginning work on a new Enterprise Resource Planning (ERP) system to replace the existing INFOR system. It is challenging to identify systems and workflows that will meet anticipated need into the future. Opportunities to improve processes, automation, and reporting capabilities will support core functions as the population grows and the organization becomes more complex. This work will draw significant resources from across the organization, but with some impacts specific to Internal Services staff.

SCOTT COUNTY DELIVERS

Appendix

Appendix A

Appendix A: Budgets and Levy

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

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

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

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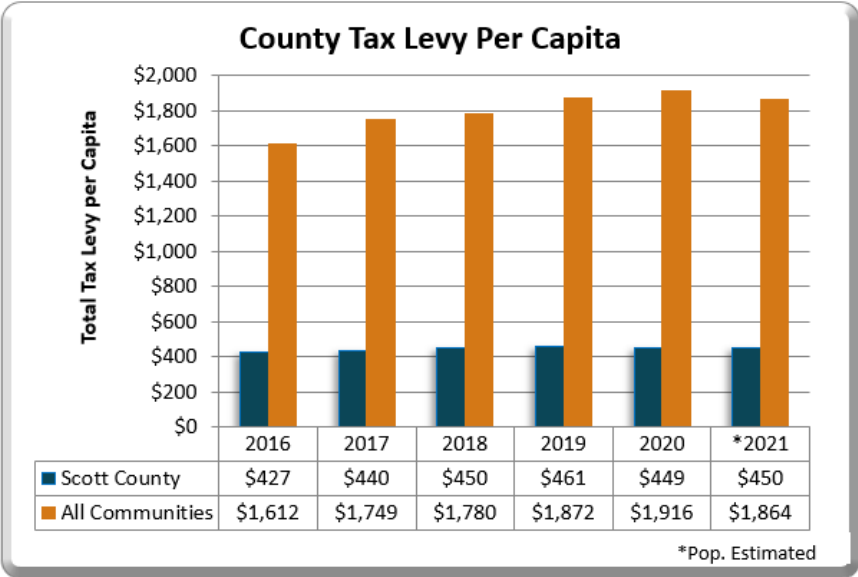
Budgets and Levy

I. Community Indicator: County Tax Levy Per Capita

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

County Tax Levy Per Capita

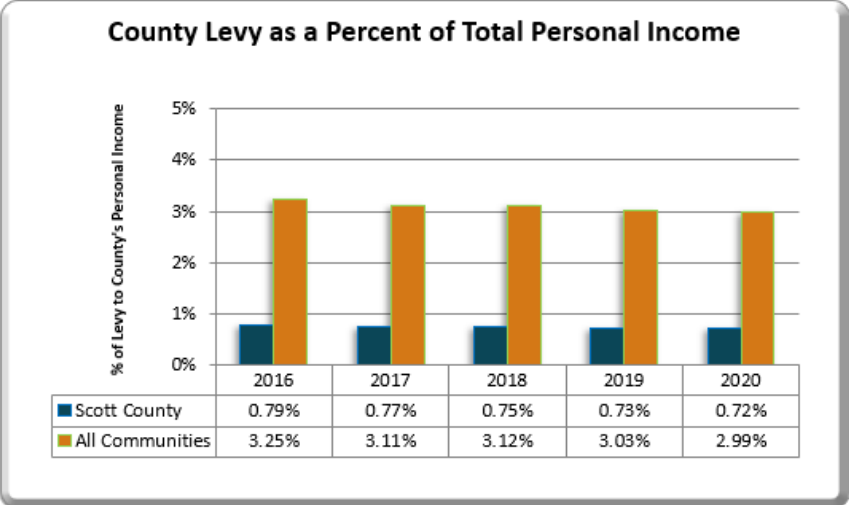|	2016	2017	2018	2019	2020	*2021
Scott County	$427	$440	$450	$461	$449	$450
All Communities	$1,612	$1,749	$1,780	$1,872	$1,916	$1,864

*Pop. Estimated

Source: Annual Scott County Budget

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

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

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

County Levy as a Percent of Total Personal Income

	2016	2017	2018	2019	2020
Scott County	0.79%	0.77%	0.75%	0.73%	0.72%
All Communities	3.25%	3.11%	3.12%	3.03%	2.99%

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

This measure is the total levy divided by the total personal income of residents showing the average percent of income spent for County services. This demonstrates the comparison of the cost of County government in contrast to all local governments that levy property tax allowing comparisons with other counties.
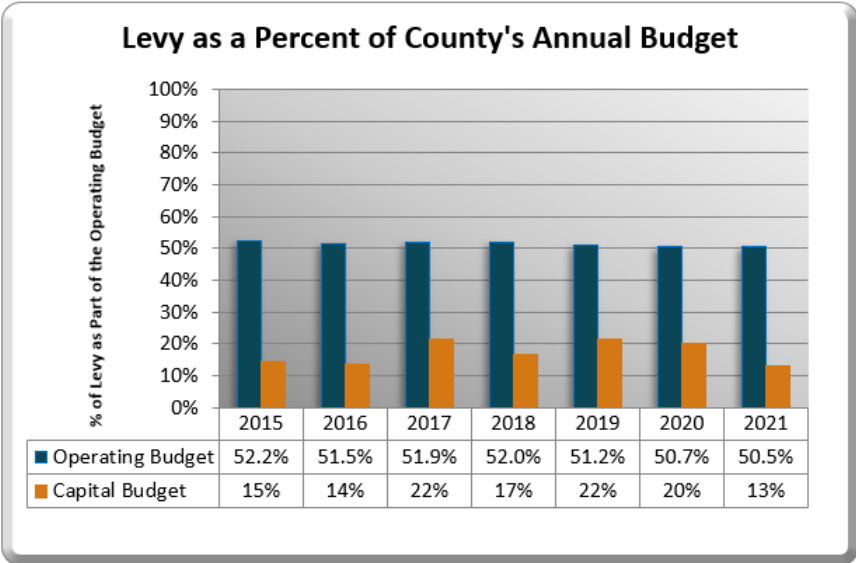
All local jurisdictions that levy property taxes are included in one annual statement. Residents need to be aware of the breakdown of their taxes to assure transparency and encourage participation in decision making at all levels of government.

Budgets and Levy

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

County tax levy is set annually by the Board after public input. Levy is an assessment of taxes for each parcel of property in the County based on the value of that property. The Board sets the levy after the budget is developed and all other revenue is accounted for. Levy is the difference between the cost of services and the revenue available from other sources.
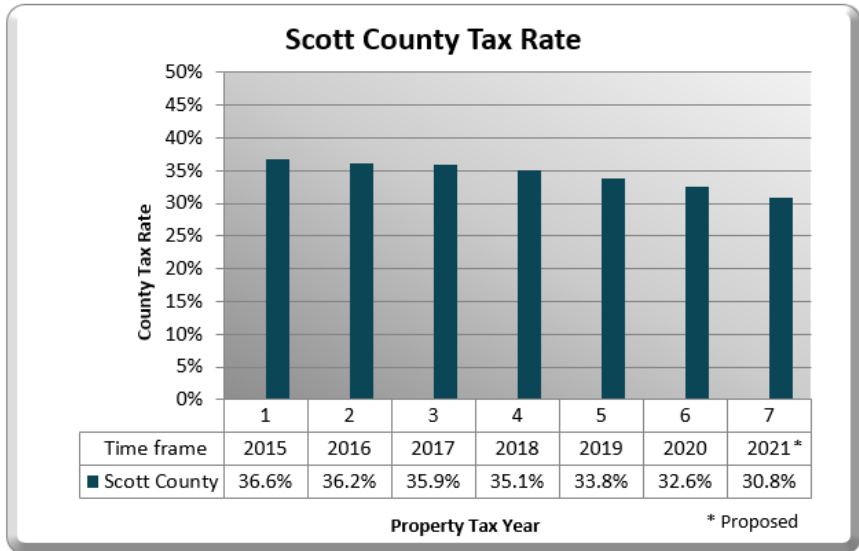
Property tax levy paid by residents of the County makes up the difference between the cost of services the County provides and the revenue available for those services from other sources. Many County services are mandated by the state but not fully funded by the state. Other services are expected by residents as something of value provided by the County.

Levy as a Percent of County's Annual Budget

	2015	2016	2017	2018	2019	2020	2021
Operating Budget	52.2%	51.5%	51.9%	52.0%	51.2%	50.7%	50.5%
Capital Budget	15%	14%	22%	17%	22%	20%	13%

Source: Annual Scott County Budget

IV. Community Indicator: Scott County Tax Rate

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

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

Scott County Tax Rate

	1	2	3	4	5	6	7
Time frame	2015	2016	2017	2018	2019	2020	2021 *
Scott County	36.6%	36.2%	35.9%	35.1%	33.8%	32.6%	30.8%

Property Tax Year   * Proposed
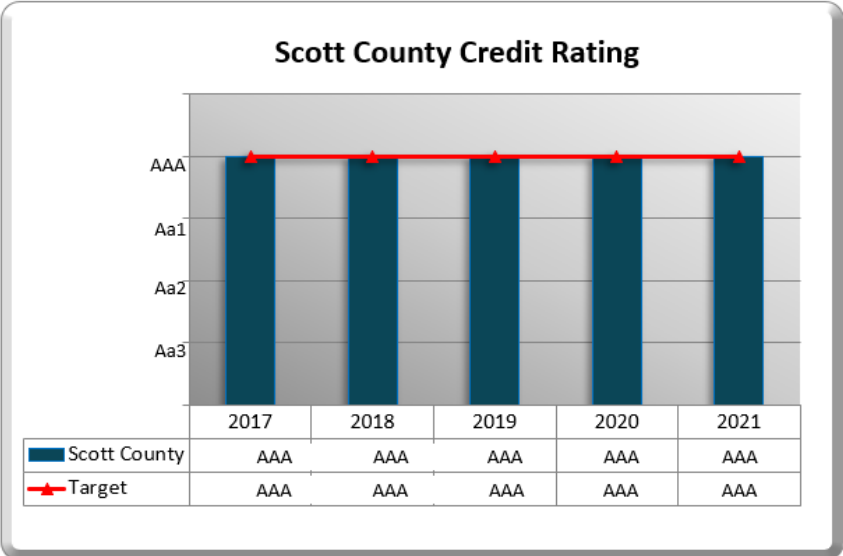
Source: Annual Scott County Budget

Budgets and Levy

V. Community Indicator: Scott County Bond Rating

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

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

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

Scott County Credit Rating

	2017	2018	2019	2020	2021
Scott County	AAA	AAA	AAA	AAA	AAA
Target	AAA	AAA	AAA	AAA	AAA

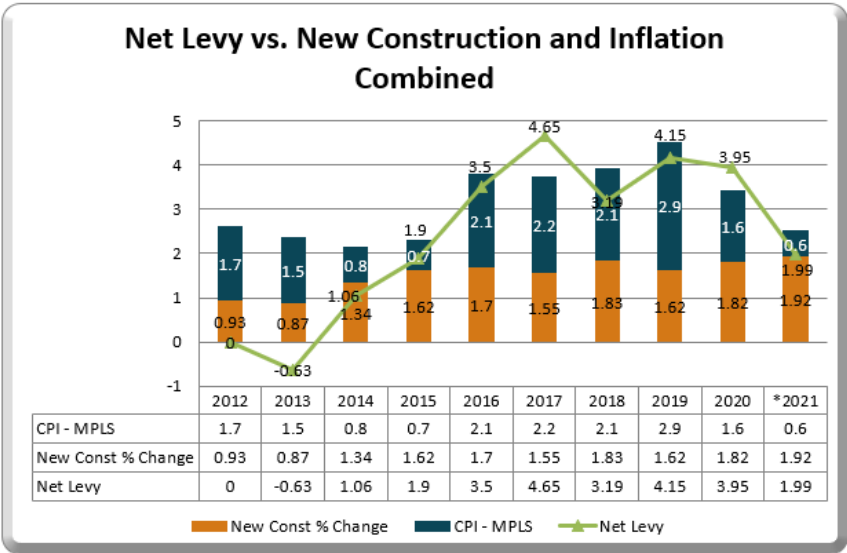*Source: Standard & Poor's Rating Agency*

Budgets and Levy

KEY PERFORMANCE INDICATORS

### I. Net Levy vs. New Construction + Inflation

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

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

Net Levy vs. New Construction and Inflation Combined

	2012	2013	2014	2015	2016	2017	2018	2019	2020	*2021
CPI - MPLS	1.7	1.5	0.8	0.7	2.1	2.2	2.1	2.9	1.6	0.6
New Const % Change	0.93	0.87	1.34	1.62	1.7	1.55	1.83	1.62	1.82	1.92
Net Levy	0	-0.63	1.06	1.9	3.5	4.65	3.19	4.15	3.95	1.99

Source: Annual Scott County Budget

II. Resident Survey: The Job Scott County Government Does at Informing Residents
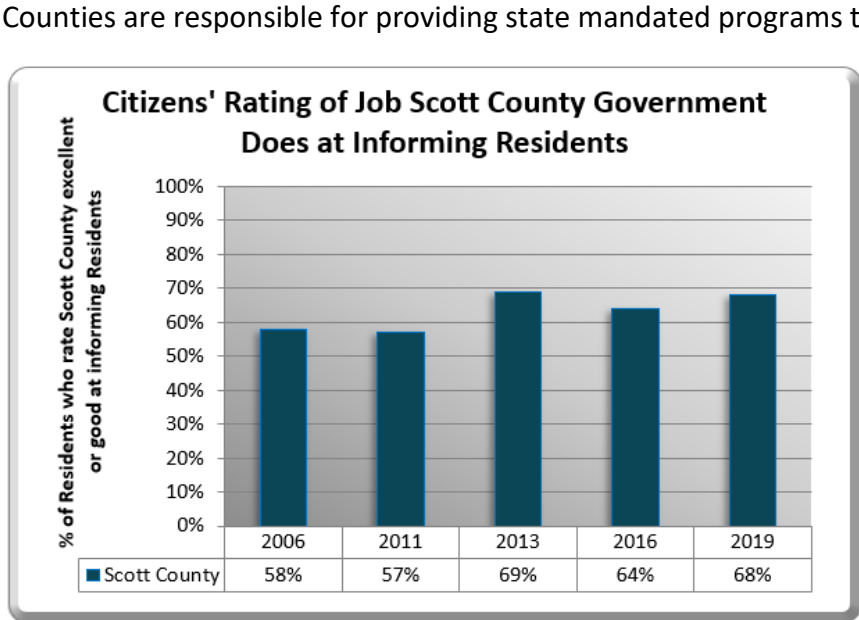
Counties are responsible for providing state mandated programs to residents. They are also empowered to levy property taxes to fund services and programs. Residents have a voice through their elected officials. When counties perform well in providing easily accessible and understandable information to residents, they are more likely to meet citizen expectations for cost and quality of services.

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

Citizens' Rating of Job Scott County Government Does at Informing Residents

	2006	2011	2013	2016	2019
Scott County	58%	57%	69%	64%	68%

Source: Scott County Resident Survey

Budgets and Levy

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

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

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

Residents' Rating of Job Scott County Government does at Listening to Residents

	2011	2013	2016	2019
Scott County	29%	50%	51%	56%
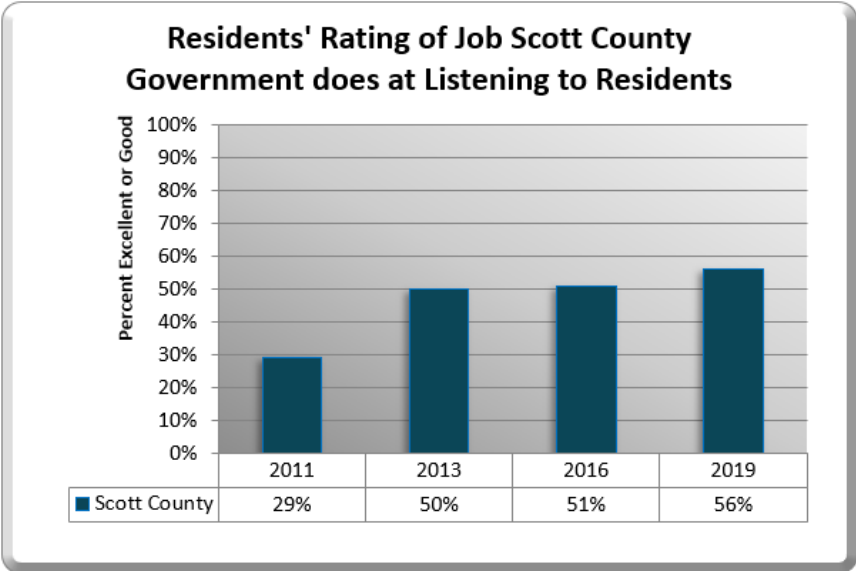
Source: Scott County Resident Survey

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

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

Citizens' Rating of Value for Taxes Paid

	2011	2013	2016	2019
Scott County	26%	37%	39%	43%
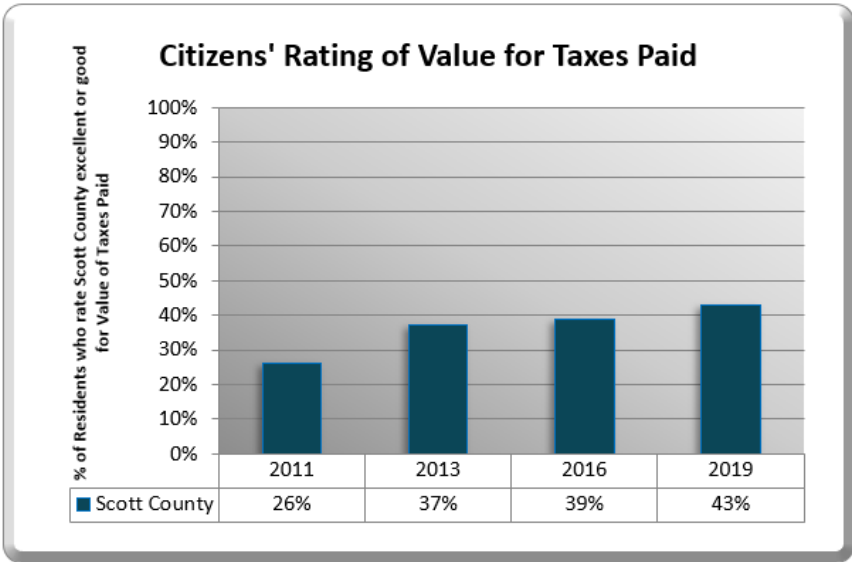
Source: Scott County Resident Survey

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

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

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

Appendix B

Scott County ***Goal***:

Safe, Healthy, and Livable Communities

Scott County ***Vision***:

Scott County: Where individuals, families, and businesses thrive

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

Scott County ***Mission***:

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

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

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

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

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

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

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

1. Strategy: Assess the need, availability, and access to services to meet the needs of our most vulnerable residents

2. Strategy: Promote & expand services that help residents lead healthy, active lives

3. Strategy: Reduce recidivism among youth and adults and make communities safer

4. Strategy: Enhance the safety of residents by ensuring efforts that prepare residents and communities for emergencies

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

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

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

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

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

1. Strategy: Work with community partners to conduct targeted expansion of broadband services to underserved residents and communities

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

3. Strategy: Create a more sustainable, resilient system of regional infrastructure

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

1. Strategy: Design and implement business model changes that improve service delivery

2. Strategy: Broaden community participation in all aspects of planning, decision-making, and plan implementation

3. Strategy: Evaluate and address Scott County Government operations based on the 2040 Comprehensive Plan

4. Strategy: Recruit, retain, and support a high-quality, culturally-informed workforce