

**BOARD OF COUNTY COMMISSIONERS  
SCOTT COUNTY, MINNESOTA**

<b>Date:</b>	June 19, 2018
<b>Resolution No.:</b>	2018-100
<b>Motion by Commissioner:</b>	Beard
<b>Seconded by Commissioner:</b>	Ulrich

**RESOLUTION NO. 2018-100; REPORTING PROGRESS ON THE STANDARD MEASURES PROGRAM DEVELOPED BY THE COUNCIL ON LOCAL RESULTS AND INNOVATION**

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

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

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

WHEREAS, in June 2011, by resolution, Scott County authorized participation in the Standard Measures Program, officially adopting the 10 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 publication in the County SCENE, postings on the County website, and through a public hearing at which budget and levy will be discussed and public input allowed; and

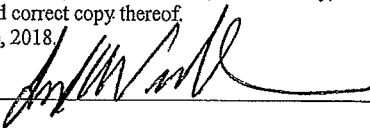
WHEREAS, Scott County will use the results from the Residential Survey administered by National Research Center to report on some of the adopted measures.

NOW THEREFORE BE IT RESOLVED that the Board of Commissioners in and for the County of Scott, Minnesota, hereby reports progress on the Standard Measures Program developed by the Council on Local Results and Innovation.

COMMISSIONERS	VOTE			
Weckman Brekke	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Absent	<input type="checkbox"/> Abstain
Wolf	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Absent	<input type="checkbox"/> Abstain
Beard	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Absent	<input type="checkbox"/> Abstain
Beer	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Absent	<input type="checkbox"/> Abstain
Ulrich	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Absent	<input type="checkbox"/> Abstain

State of Minnesota)  
County of Scott )

I, Gary L. Shelton, 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 the 19<sup>th</sup> day of June, 2018 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, this 19<sup>th</sup> day of June, 2018.

  
\_\_\_\_\_

County Administrator  
Administrator's Designee



# SCOTT COUNTY 2017 PERFORMANCE REPORT

Delivering What Matters

## Table of Contents

A Letter from the Deputy County Administrator .....	4
Vision, Mission, Goal .....	5
Role of the County .....	6
County Demographics.....	7
Strategic Plan .....	8
Citizen Input .....	12
Performance Management.....	13
Priority Based Budgeting.....	14
Outcomes/Key Indicators.....	16
SAFE.....	18
Prevent criminal behavior.....	20
Citizens can travel and move about safely.....	34
Citizens feel safe and all feel part of the larger community .....	42
Children and vulnerable adults are protected and their basic needs are met .....	54
Clean soil, water, and air.....	74
Enforce laws, be prepared, and respond to emergency situations .....	84
HEALTHY.....	94
Elderly can live at home with whatever support they need .....	96
Citizens have access to adequate food and healthy choices .....	106
Shelter and housing are available for all citizens.....	116
Active lifestyles for all ages through opportunities and education .....	128
Quality and affordable mental health services are available .....	134
Access to quality local health care services, facilities, and providers.....	152
LIVABLE .....	162
Good system of trails, parks, and open spaces.....	164
Reliable roads, trails, sidewalks and transit options are available to all citizens .....	172
Cultural understanding in friendly and diverse neighborhoods .....	184
Diverse local services, community education, arts, cultural and shopping options.....	190
Excellent schools and educational opportunities .....	198
Range of quality jobs and thriving local economy .....	210

RESPONSIBLE ..... 216

Community Indicators ..... 218

Provides understandable and accurate information..... 224

Accountable, innovative, and efficient government ..... 234

Reasonable taxes and transparency on how they are spent ..... 244

Creating a government that works for the people..... 252

Sustained fiscal health through a well-run organization..... 258

Provides a high quality workforce dedicated to good customer service ..... 266



# LETTER FROM THE DEPUTY COUNTY ADMINISTRATOR

Scott County Staff are proud to present our annual Performance Report to the Board of Commissioners. As we continue our drive toward a continuous quality improvement organization, it is critical that we measure outcomes and the results our programs have for the Community. This past year we took a big step forward in tying the Priority Based Program Profiles to our Key Performance Indicators in Scott County Delivers. The final step will be tying those to our Community Indicators which continue to evolve.

Last year we discussed Stewardship as one of the Board's values and our drive towards transparency and improved communication with our residents. This year several of the program updates highlight Partnership. Here the Board has established an expectation that this organization will "align existing resources and programs to achieved shared goals." In the area of Safety you will see improvement in our 911 Response Rates. This is due to an updated addressing process and process improvements between Scott County's addressing team, the cities, and the Sheriff's office. The other program highlighted in Safe is the Treatment Court. This program is now into its second year and looking forward to upcoming graduations. This program again highlights the importance of partnering through the coordination of the Community Corrections Department, Police and Sheriff Departments, Mental Health Center, Public Defender, County Attorney, and Judges.

The story in the healthy section highlights Mental Health with the Reflections Program demonstrating an important partnership between the County's Mental Health Center and the School Districts. Here coordination between the two is improving outcomes for youth struggling with mental health issues and helping to coordinate early intervention in the schools themselves. This program was discussed at Scott County Delivers during the year as well and the dialogue demonstrated the support between all agencies.

These are just a few of the partnerships the County is currently invested in. The annual Performance Report highlights the Partnership value by documenting key performance indicators and the value of the programs our residents are investing in.

Scott County has been working since 2011 on breaking our services into programs and cost (Priority Based Budgeting), gathering and understanding our data (Scott County Delivers), training staff to work with data, and utilizing the stories of residents impacted by our programs (Annual Residents' Report). We are continuing to bring these three pieces of information (priority, outcome, impact) together supporting a continuous quality improvement environment that is improving the outcomes of our programs for residents.

Scott County annually reports a specific set of outcomes to the State Auditor. This report is also utilized as our State Auditor annual submission which has helped to streamline our information into one report. We welcome your feedback and input as we continue to establish a framework for upcoming reports that meet your needs and help us demonstrate accountability to the community.

Sincerely,



Lezlie Vermillion

Deputy County Administrator



# Our Vision

Create a place where  
individuals, families, and  
businesses thrive.

# Our Mission

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

# Our Goal

Responsible governance  
enhancing safe, healthy, and  
livable communities

# ROLE OF THE COUNTY

# SCOTT COUNTY

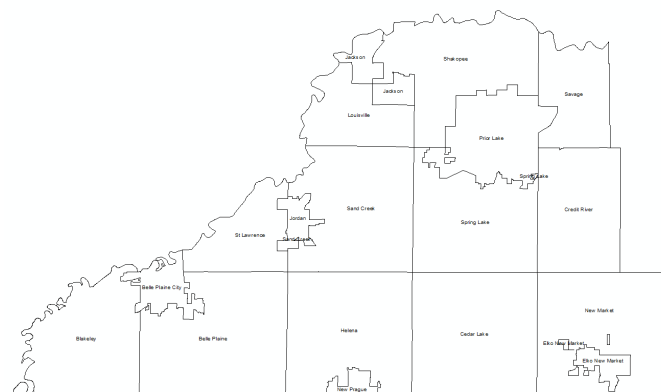
## Serving Our Citizens

Scott County operates as an “arm of the state,” with both the responsibilities and authority set by the legislature. Those expectations and associated costs can and often do change. The requirements of counties include administering safety net programs for vulnerable residents within guidelines set by the federal government and passed through the state. In conjunction with cities and townships, the County also has responsibility for highways, transportation and land planning. Community safety through law enforcement is another county responsibility along with the cities.

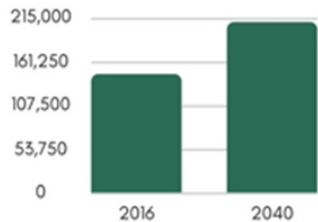
By law, counties are also limited in what we can do.\* Through elected officials (County Commissioners), citizens have a voice in county operations, services, and budgets, but many services citizens want are the responsibility of cities, townships or school districts. Scott County is actively working with these partners to support initiatives and services that citizens expect.

\*Local governments “possess only those powers that are conferred by statute or implied as necessary to carry out legislatively conferred powers.” *Breza v. City of Minnetrista*, 725 N.W.2d 106, 110 (Minn. 2006). This basic principle of what powers a local government has follows the principle first stated in 1872 in a

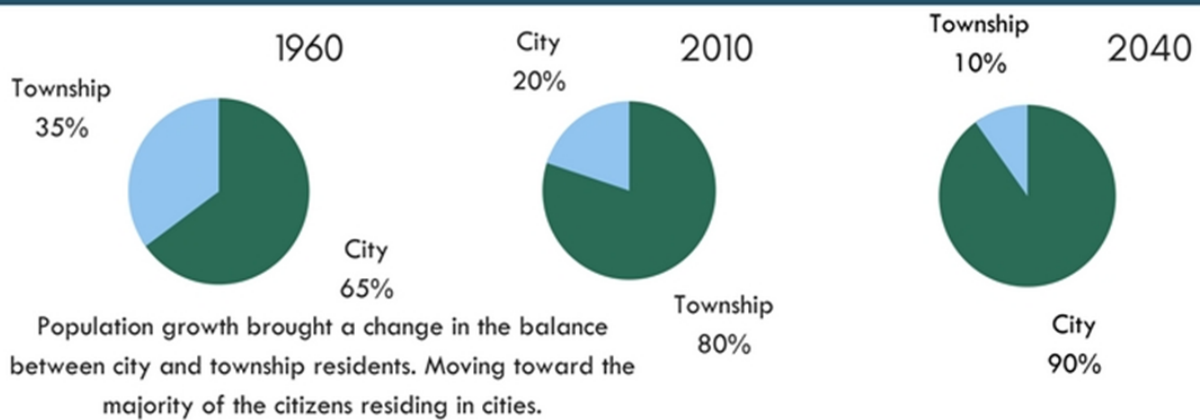
treatise on municipal corporations, written by Iowa Supreme Court Judge John F. Dillon; it is known as “Dillon’s Rule.”



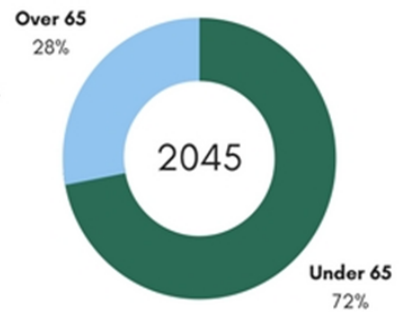
# County Demographics



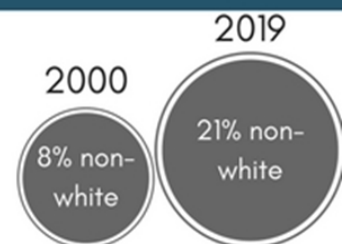
Long known as the fastest growing county in the state, the State Demographer's office projects that Scott County's population growth (69%) will continue to outpace all other counties in the state between now and 2040.



The aging Baby Boomer population will invariably have an impact on services and goods provided in Scott County. As people age, they become less mobile and more reliant on public transportation, family, friends, and public and private long-term care health systems.



Scott County's immigrant population is diverse and changing. People from Mexico, India, and Somalia have been three of Minnesota's fastest-growing immigrant groups over the past decade. The state demographer projects that Scott County's minority population will experience the largest percentage change of any other metro county from 2005 to 2035.



In order to meet the needs of our growing and diverse population, it is the County's mission to "Advance Safe, Healthy, and Livable Communities" – now and into the future. The County works hard every day to deliver the programs, policies, and services that help advance this mission.



# STRATEGIC PLAN

## SCOTT COUNTY

Commissioners and county staff are responsible for long-term planning as well as daily operations of County government. In exercising long term planning, the Board adopts a strategic plan every two to four years and reviews progress and updates annually. This plan reflects anticipated service demand changes, new or different requirements from federal or state sources, citizen input, and results from the Resident Survey. An updated Strategic Plan was approved by the Board in December 2016. Implementation strategies for each of the objectives will return to the Board if additional resources are required. The Board receives an annual report on progress and status.

### Scott County Objectives 2017-2022

#### **Caring for our Most Vulnerable: Protecting, supporting, and meeting their needs**

Program plans will be developed and implemented to assure vulnerable adults are supported so they can gain or maintain independence in the community.

In order to fully comply with the Olmstead Decision and both community integration and a range of employment options for all levels of ability the County chose to transition county operated services for the group of disabled adults served to a contracted program. This provides an expanded level of service tailored according to individual plans.

A community strategic plan will be developed and implemented to prevent the need for child protection services.

An assessment of current strengths and gaps within County child protection services has begun through an initial study process including other stakeholders in community conversations. After identifying strengths and gaps, a plan for early intervention and recommendations will be developed.



## Mental Health:

### **Citizens will have access to an array of services to meet the needs of our community.**

Initiatives will be advanced to reduce the likelihood that mental illness is criminalized and to expand resources that prevent incarceration due to the mental illness.

Recognizing a need for more locally available crisis services, grant funding was obtained to contract for expanded mobile crisis services within the County that will address immediate mental health needs avoiding emergency room visits or law enforcement intervention.

Housing options to serve individuals with a mental health crisis or transitioning from intensive treatment are being explored with neighboring counties for a local community resource.

Combined grant and County funding enabled the establishment of a Treatment Court, completing its first year in 2017. Additional program staff resources for this initiative are assigned to develop and implement a jail reentry program reducing repeat incarceration.

Program data study in 2015 identified poor outcomes for children receiving services in both child protection and juvenile corrections (crossover youth). A program is being developed to serve these vulnerable youth more effectively.



## **Early Childhood Development: All children have the opportunity for a healthy and successful life**

Develop and implement a community strategic plan through engagement in the 50 by 30: Live—Learn—Earn public/private partnership to prepare children for success in school.

A workgroup formed as part of the 50 by 30: Live—Learn—Earn coalition is exploring joint programs or integration of initiatives to increase reading proficiency by the end of third grade, assure screening by age three or four for all children, and address poverty in children under age six.

Develop and launch an early learning outreach program targeting children and their caregivers.

The County joining with the Shakopee Mdewakanton Sioux Community has deployed a Readmobile van to support early learning development for young children and their parents.

## **Community Design: Advancing livability through the 2040 Comprehensive Plan**

Through the development of the 2040 Comprehensive Plan, focus will be on key areas to support the desired Livable Community including:

- A reliable transportation system to support economic development

Joining with local employers, the County has helped develop expanded reverse commute bus options to serve the needs of employers in Scott County to access workers from the greater Metro area to meet their needs.

Recognizing the needs of County residents for evening and weekend public transportation options, a plan and funding has been approved to expand transit hours.

- A community strategic plan for life-cycle housing

A workgroup formed as part of the 50 by 30: Live—Learn—Earn coalition is exploring housing availability that meets both affordability and capacity demands current and 2040 projected needs.

- Efforts that encourage healthy and active lifestyles

The County, jointly with Three Rivers Park District, is initiating trail master plan signage in 2018 to increase trail usage.

- Complete asset management and maintenance plans

To assure efficient use of County resources through ongoing preservation, staff have completed an asset management plan and jointly with cities completed a global maintenance agreement for County highway trails.

- Support of development while protecting and managing the County's rural character, open space and natural environment

The County is exploring funding options for two planned acquisitions for parks expansion to meet the projected long term park and open space needs.

Preserving the natural environment for both current and future residents is being addressed by engaging land owners' cooperation in major erosion projects.

**Responsible Government:  
Providing accountable, innovative, and efficient programs and services**

Citizen concerns expressed in the Resident Survey about the value of services for taxes paid and government management of tax dollars will be addressed by:

- Increasing transparency and understanding using clear, reliable information to develop and communicate service priorities, budget decisions, and value for taxes paid

The County has implemented a program performance reporting system committed to quality improvement and matched with each program expenditure and revenue budgets. This process provides clarity in both cost and performance for all County programs. Reporting is done both annually and in monthly public Scott County Delivers discussions with the County Board.

- Investing in technology so everyone can perform County business anywhere at any time

Following an in-depth assessment of the County technology structure priority deficit systems are being replaced situating the County to improve efficiency for staff. Computers and other personal devices have been replaced through rotation following a plan that matches assigned device with job function to increase staff mobility.

- Using space and security study recommendations for budget and service decisions

A space study has been completed focusing on long term space needs and assessing growth expectations. Recommendations for campus modifications and financing have been presented to the Board with financing options included in the Capital Improvement Plan.

- Fulfilling the role of county government through recruiting and maintaining a quality professional workforce, enabling technology and fostering creative thinking

A schedule of professional development classes has been established to maintain and increase staff competencies. County policies have been reviewed, updated and organized for easy access by all employees. A second employee engagement survey has been completed and staff are engaged in change implementation.

**21st Century Workforce:  
Fostering a strong local economy through a  
variety of employment options and educational opportunities**

Public/private partnerships will be strengthened to implement a plan that supports the economic future of the County through workforce and economic development.

A workgroup formed as part of the 50 by 30: Live—Learn—Earn coalition is exploring future workforce readiness issues. This includes an employer survey to identify needs relating to housing, transportation and future workforce.

The County is applying for grants to provide intensive career counseling and job placement services for vulnerable sixteen to twenty-one year old youth who have employment challenges.

# CITIZEN INPUT

## SCOTT COUNTY

The 2016 Residents' Survey asked residents a series of questions to determine if residents agreed that these continue to be areas of concentration for the County and to find out their assessment of progress. This survey confirmed the continuing appropriateness of Results Maps.



81%  
SAFE

When asked about safety, 81% of respondents believe the County is making excellent or good progress towards advancing a **SAFE** community. All of the safe community definitions were ranked essential or important by 90 percent or more of the residents.

With respect to the goal of healthy, 74% of respondents believe the County is making excellent or good progress towards advancing a **HEALTHY** community. All of the healthy community definitions were ranked essential or important by between 76% and 89 percent of residents.

74%



HEALTHY

The County is credited with making excellent or good progress towards advancing a **LIVABLE** community by 79% of respondents.

All of the livable community definitions were ranked essential or important by between 62 to 91 percent of residents; the widest range of the three.

79%



LIVABLE

The greatest consistency of agreement was for the definitions of **RESPONSIBLE** governance with a range of 90% to 96% of residents ranking them as essential or important.



90%

RESPONSIBLE

# PERFORMANCE MANAGEMENT

SCOTT COUNTY

## SAFE, HEALTHY, LIVABLE COMMUNITIES AND RESPONSIBLE GOVERNANCE

With citizen and staff input, the Commissioners have adopted definitions (high-level outcomes) for each component of the goal “Safe, Healthy, Livable Communities and Responsible Governance.” These definitions -- called “**Results Maps**” -- tell us what is important. The next question: “How well we are doing?”



# PRIORITY BASED BUDGETING

SCOTT COUNTY



## 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.

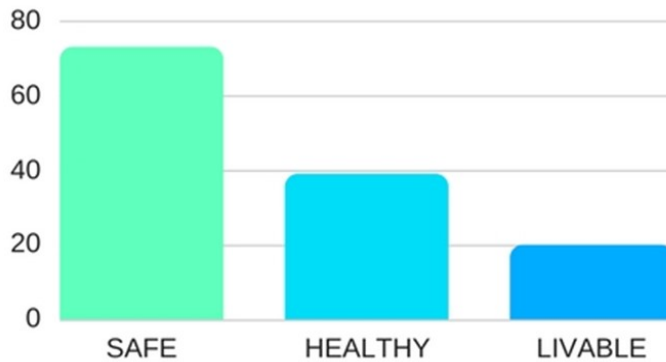
## HOW DOES IT WORK?

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

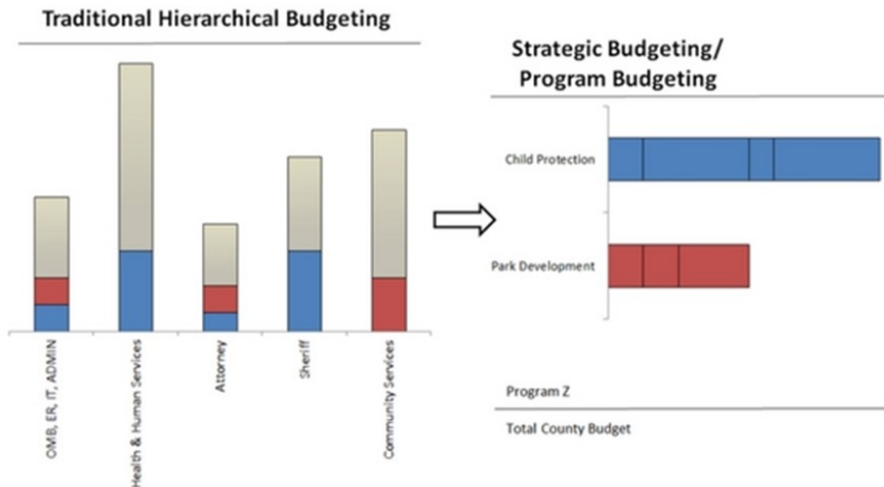
2017 Expenditures:

- 73% were allocated to programs that support a SAFE Community
- 39% were allocated to programs that support a HEALTHY Community
- 20% were allocated to programs that support a LIVABLE Community



## TURNING BUDGET ON IT'S SIDE

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



# COST EXPLANATION

The traditional county budget displays revenue and expense by divisions, departments and major program areas. In this new tool, each individual program has a table that shows total program cost, where the revenue comes from to support the program, and the cost to the property taxpayer for that program. This will allow a budget discussion focused on relevance of the program to priorities, performance of the program, and cost of the program.



Each program throughout this report will have a cost/revenue table.

Probation/Supervised Release (parole) - Adult			
	2017		2017
Program #	159	# of FTE's	12.52
Total Cost	\$1,434,771	Total Revenue	\$1,417,193
Direct Cost	\$1,417,193	Levy	\$887,039
Personnel Cost	\$1,214,474	Fees	\$100,742
Non Personnel Cost	\$202,719	Grants	\$429,412
Admin Cost	\$17,578	Other Revenue	\$0

- Total Cost - All costs listed below combined
- Direct Cost – Personnel and non personnel cost total
- Personnel Cost – Salary and benefits including training and supplies
- Non Personnel – Materials and purchased services specific to a program
- Admin. Cost – Allocated cost for support staff and management spread across multiple programs
- Total Revenue – Fees, Grants, Other Revenue total; excludes Levy
- Fees – Charges set out on the County Fee Schedule for a particular program or service
- Grants – Intergovernmental revenue from federal, state, or local governments including state aid
- Other Revenue – Miscellaneous revenue including quarterly contributions from the Shakopee Mdewakanton Sioux Community, special taxes (gravel tax), donations and tax forfeitures

Total Program Cost does not include support cost outside of the division (technology, finance, facilities, and personnel)



# OUTCOMES / KEY INDICATORS

Staff have defined the purpose of each County program, associated each program with a Result Map outcome, and assigned a key performance indicator in order to measure the success of the program.

By measuring performance, staff is able to use data to identify areas in need of improvement. Traditional budgeting is by divisions and departments. Priority Based Budgeting helps the County look at how resources are used across departments to support the County goal. Similar to this cross-departmental view, the performance data in this report are grouped by goal area rather than department. Multiple programs working together are critical to successful outcomes.

Scott County provides programs or services focused on “Advancing Safe, Healthy, Livable Communities” and continues to increase the capacity to measure and report the level of performance of those programs. To better reflect the interdependence of programs, each Result Map for “Safe,” “Healthy,” and “Livable” is divided into six expectations (definitions) with a countywide Community Indicator.

For each expectation or definition there are program Key Indicators that demonstrate how the County programs work together to impact the Community Indicator.



**Community Indicator: data points in time that tell something about conditions in Scott County**

**May be used in decision making about:**

**Choices/priorities for County investment**

**Choices about public or private investment**



**Key Performance Measure: multiple data points indicating progress toward a stated program goal and County performance measures**



# SAFE

## SAFE WHEN...

The County provides a safety net to vulnerable populations through access to services that support individuals who due to age, disability, or life conditions are unable to protect themselves. Meeting these needs is a role of government and rated as important by Scott County citizens.

The County supports a safe community by providing programs that reduce the threats to the general public though incidents, accidents, or the actions of others. Protection of the community is viewed by citizens as an important role of government.



# SAFE

## Treatment Court Celebrates One Full Year



It has been over a year since Scott County implemented Treatment Court. We now have two full court calendars, with 26 participants, who come to Judge Stacey or Judge Wilton's treatment court at least bi-weekly.

The Scott County Treatment Court requires participants complete five phases over an average of 18-24 months. The Treatment Court team provides ongoing support to foster behavior change: monitoring participant's progress

toward sobriety and recovery through ongoing treatment, frequent drug testing, curfew checks, regular mandatory check-in court appearances, and providing immediate sanctions and incentives. Successful participants will generally have their criminal court cases dismissed.

The Treatment Court team includes individuals from the First District Court, various Scott County offices, and several Law Enforcement agencies. The dedicated members of the Treatment Court team meet prior to every drug court hearing to discuss participant progress and any incentives or sanctions. This collaboration ensures participants have the structure, support, and accountability they need to be sober and successful.

During our first year of implementation, October 2016-October 2017, there were 62 chemical health assessments conducted. Of those assessments, there were 50 referrals made for inpatient or residential programs and 30 for outpatient programs. There are notably more referrals made than assessments done because multiple treatment referrals can occur with each assessment, based on the participant's changing needs.

In addition to chemical health assessments, some participants were directed to complete a diagnostic assessment. This additional assessment tool helps the Treatment Court team form an inclusive plan that addresses the participant's mental health needs. During the first year, 23 diagnostic assessments were completed.

During the first year, the Treatment Court team also focused a large amount of energy on participant compliance. Treatment Court expectations include abstinence from any chemical use and following a prescribed curfew. There were a total of 1,427 drug tests and 629 curfew checks completed. Of the 629 curfew checks, 564 participants were compliant, and only 65 in violation.

As our treatment court moves into our second year, we are looking forward to our first graduations as well as feedback and input we will receive from our program evaluation.

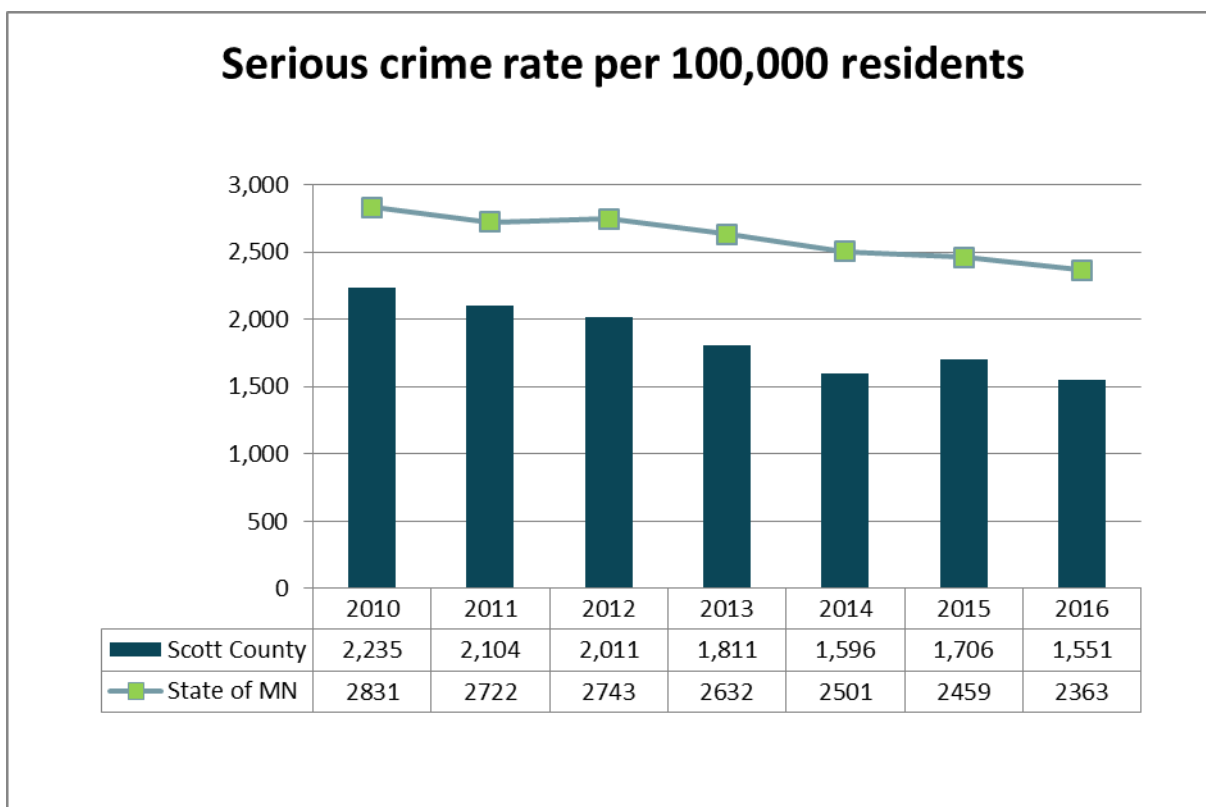


# SAFE

## Prevent Criminal Behavior

### Serious Crime Rate

The serious crime rate is a common measure of community safety. Public perception of safety as it relates to serious crime is highly influenced by publicity. A small number of high profile violent crimes can have a disproportionate impact on the feeling of safety for residents.



## Why is this important?

Crime rate is a way of measuring safety in the community for County residents and visitors. It may influence choices people make to be involved in community activities. Perceptions of personal safety can impact stability in communities and economic development.

## What is the County's role?

Scott County may influence the crime rate in a number of ways. Addressing poverty and employment opportunities are prevention efforts. Educating the public on ways to increase personal safety and safeguard their property as well as implementing programs to prevent chemical abuse or intervene in a mental health crisis can reduce the impact of criminal behavior. Response to criminal behavior through law enforcement and appropriate treatment and rehabilitation through probation supervision reduce the incidents of offenders continuing criminal behavior.



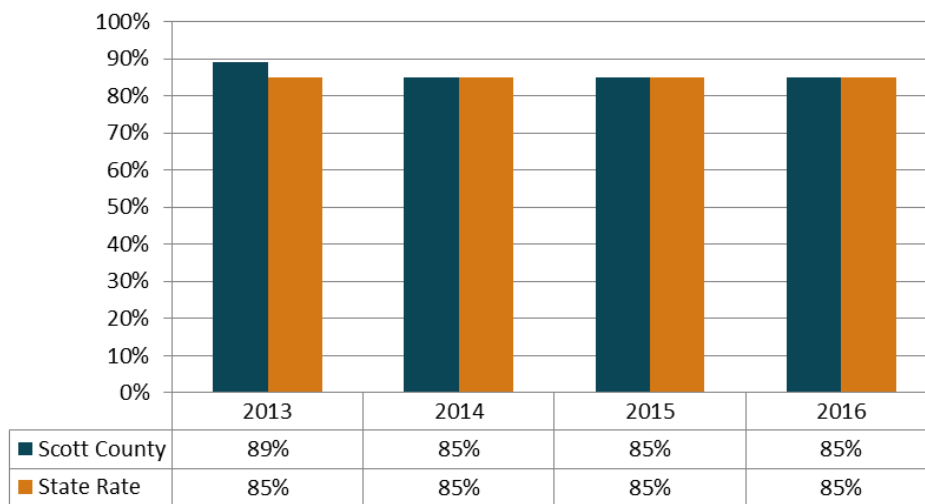
# SAFE

## Prevent Criminal Behavior

### Adult Recidivism—Program 159

One of the main objectives of Community Corrections is to ensure public safety by reducing recidivism (re-offense) of offenders placed on supervision to the department. Community Corrections continues to implement programs and strategies which research has shown to be effective in reducing offender recidivism. It is important to measure this outcome to determine the ongoing and lasting effects of our efforts once an offender has completed their supervision.

**Adult Recidivism Rate**



## How is the County doing?

After slightly exceeding the state target of 85 percent early in the five year period, the County is currently meeting the state target.

## What influences this?

In addition to appropriate supervision and services, a significant influence for longer term success involves family and community support, employment, and housing.

## What is the County's role?

One of the main objectives of Community Corrections is to ensure public safety by reducing recidivism (re-offense) of offenders placed on supervision to the department. Community Corrections continues to implement programs and strategies which research has shown to be effective in reducing offender recidivism. It is important to measure this outcome to determine the ongoing and lasting effects of our efforts once an offender has completed their supervision. Research shows a three-year period free of new felony convictions is an indicator of long-term success.



Probation/Supervised Release (parole) - Adult			
	2017		2017
Program #	159	# of FTE's	12.52
Total Cost	\$1,434,771	Total Revenue	\$1,417,193
Direct Cost	\$1,417,193	Levy	\$887,039
Personnel Cost	\$1,214,474	Fees	\$100,742
Non Personnel Cost	\$202,719	Grants	\$429,412
Admin Cost	\$17,578	Other Revenue	\$0

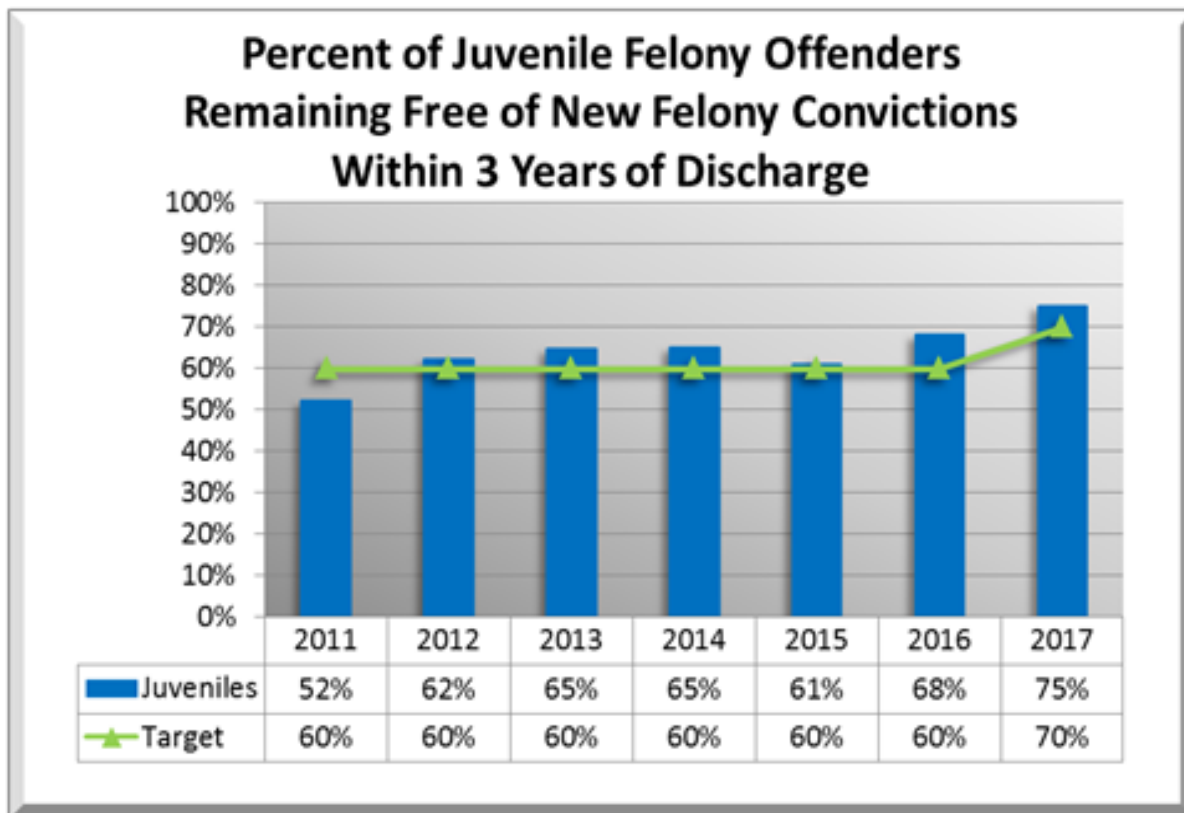


# SAFE

## Prevent Criminal Behavior

### Juvenile Recidivism—Program 157

This measure shows the percent of juvenile felony offenders who were discharged from probation and were successful in remaining free of a new felony conviction within three years of discharge. It is a longer term measure that shows the success rate for the most serious offenders in the community.



## How is the County doing?

The juvenile rate has been trending up and rose significantly above the target rate of 60 percent in 2017. This target has been adjusted up to 70 percent in recognition of the importance of early and successful intervention with juvenile offenders.

## What influences this?

In addition to appropriate supervision and services, a significant influence for longer term success involves family and community support, employment, and housing.

## What is the County's role?

The County provides supervision and investigative services for juvenile offenders (age 10-18) referred by the court. Through client assessment, case planning, and appropriate intervention, the juvenile is offered services to enable them to change their behavior, thus reducing their propensity to re-offend.



Probation—Juvenile			
	2017		2017
Program #	157	# of FTE's	5.93
Total Cost	1,382,870	Total Revenue	326,128
Direct Cost	1,365,845	Levy	1,022,692
Personnel Cost	563,426	Fees	89,792
Non Personnel Cost	802,419	Grants	227,336
Admin Cost	17,025	Other Revenue	9,000

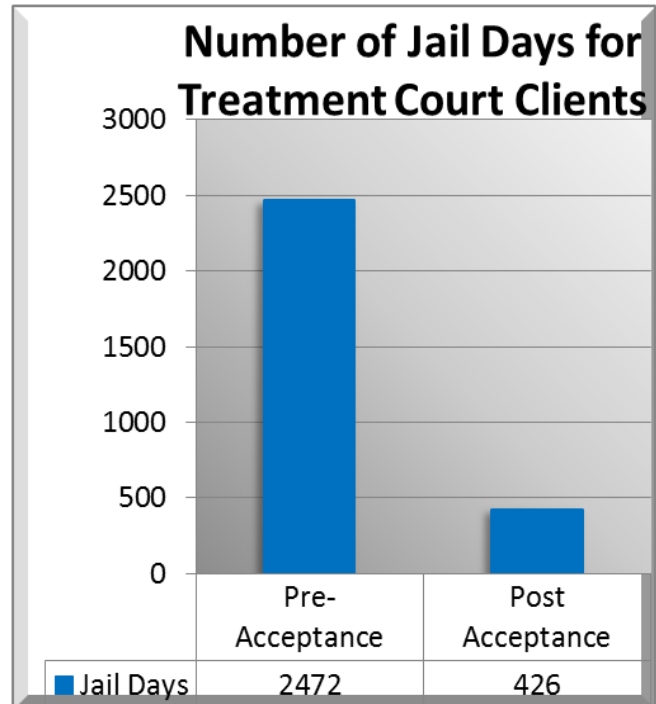
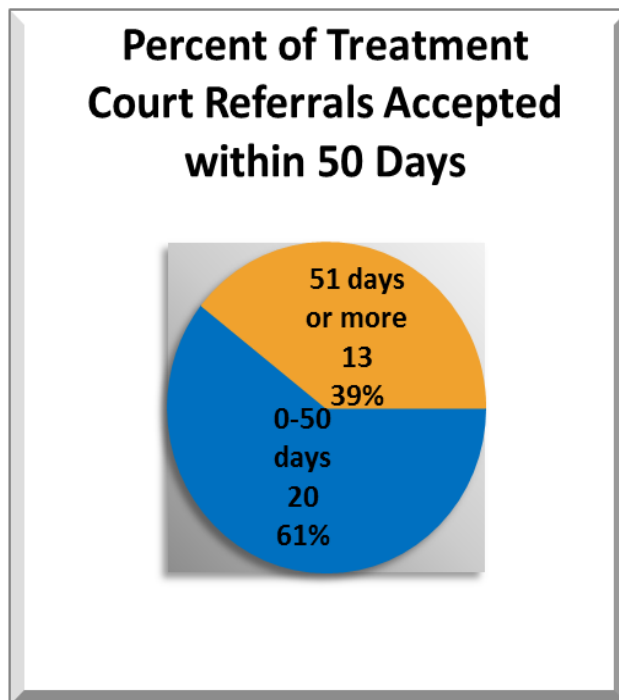
# SAFE

## Prevent Criminal Behavior

### Treatment Court

Adult treatment court is a new program initiated by Scott County in October 2016. The program serves felony level offenders with issues with both chemical dependency and mental illness. 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.

Reducing recidivism will make the community safer, reduce cost to the criminal justice system, and lead to productive individuals in healthy families.



## How is the County doing?

This is a new program with committed funding for three years. Performance will be demonstrated by a reduction in repeat criminal offences over a period of time.

## What influences this?

Factors that impact success in breaking the cycle of crime and addiction include convenient, appropriate chemical treatment options, mental health diagnosis and treatment, and relationships that are supportive and hold offenders accountable. Coordination between all programs is essential.

## What is the County's role?

County programs include investigating and prosecuting criminal behavior, adjudicating and assessing consequences, incarceration, supervising probation, and providing rehabilitation services.



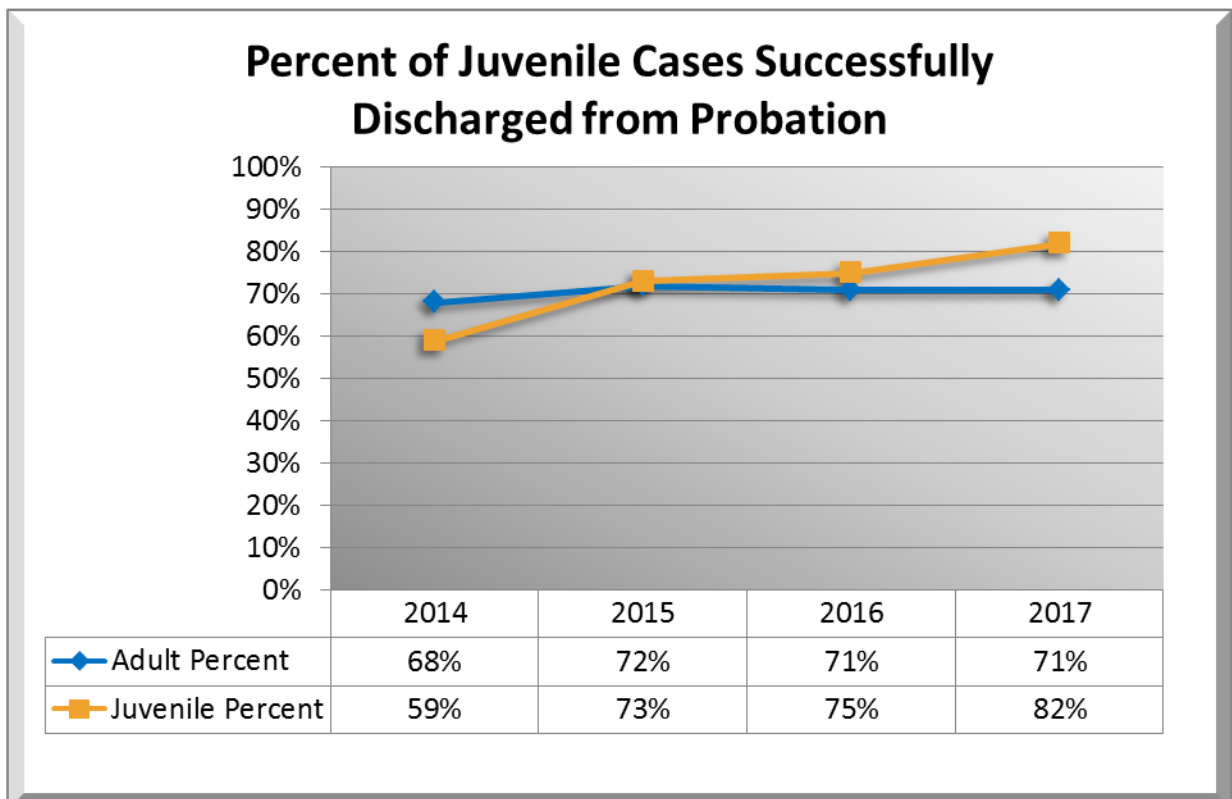
# SAFE

## Prevent Criminal Behavior

### Probation Success—Program 158

Offenders who are placed on probation and successfully complete court-ordered conditions (such as paying back restitution, completing treatment, and remaining law-abiding) are taking responsibility for their actions and demonstrating a change in their behavior. Offenders who remain law-abiding during supervision and reduce their risk factors are less likely to commit new offenses in the future, thus making the community safer.

This measure tells us what percentage of offenders who are placed on probation have their cases successfully discharged from probation. Those adult offenders who are not successful on probation are committed to prison or serve the remainder of their sentence in jail.



## How is the County doing?

The success rate for successful completion of probation has been stable at about seventy percent for the past four years. The juvenile success rate has been steadily increasing and reached eighty two percent in 2017.

## What influences this?

The County provides supervision to both juvenile and adult offenders who are placed on probation by the court. This includes assessment of risk, referral to services, as well as monitoring conditions of probations imposed by the court.

## What is the County's role?

The County provides supervision to both juvenile and adult offenders who are placed on probation by the court. This includes assessment of risk, referral to services as well as monitoring conditions of probations imposed by the court.



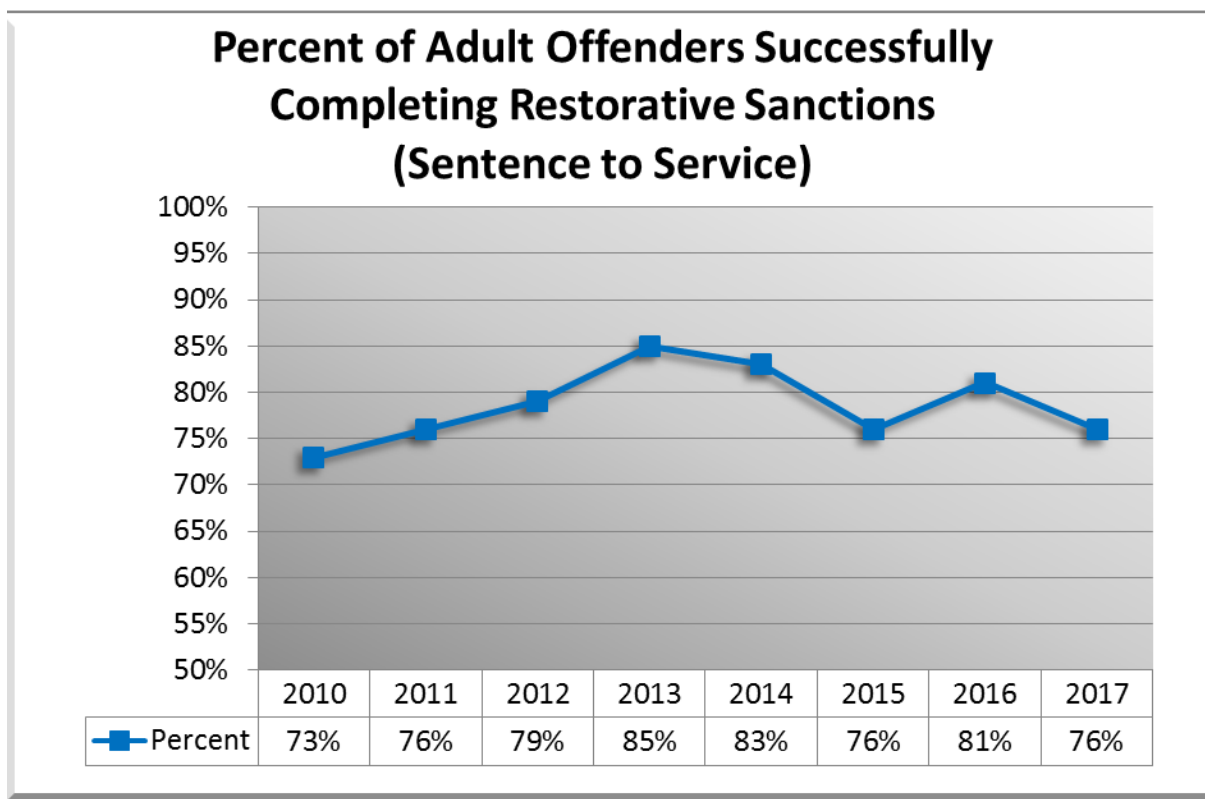
Probation Service Center - Administrative Supervision			
	2017		2017
Program #	158	# of FTE's	3.94
Total Cost	348,243	Total Revenue	459,481
Direct Cost	343,956	Levy	(119,812)
Personnel Cost	330,489	Fees	232,145
Non Personnel Cost	13,467	Grants	227,336
Admin Cost	4,287	Other Revenue	0

# SAFE

## Prevent Criminal Behavior

### Sentence to Service—Program 160

The Court orders sanctions when offenders are convicted of a crime. Sanctions may include probation with conditions, local jail or prison. Sentence to Service is a cost effective sentencing alternative for low risk offenders. By ordering offenders to complete Sentence to Service rather than jail time, the Court is holding them accountable for their behavior and allowing them to repair some of the harm they have caused in their community by giving back in the form of work service.



## How is the County doing?

After early improvement in results with this measure, performance has returned to the previous rate and resulted in a stable trend over the past eight years.

## What influences this?

Individual success in this program is dependent on the investment of the offender in completing the program and remaining law abiding. Support from the county attorney and the court is critical to efficient use of the program as a sentencing alternative. Community support can play a significant role in securing meaningful work options for offenders that also provides a public benefit.

## What is the County’s role?

County Attorney, Sheriff, and Community Corrections work jointly with the judicial system and city law enforcement to support the Sentence to Service program option. The county either provides directly or contracts for staff to coordinate and supervise the program.



Sentence to Serve			
	2017		2017
Program #	160	# of FTEs	0.01
Total Cost	63,210	Total Revenue	2,190
Direct Cost	62,432	Levy	59,464
Personnel Cost	1,220	Fees	2,190
Non Personnel Cost	61,212	Grants	0
Admin Cost	778	Other Revenue	0

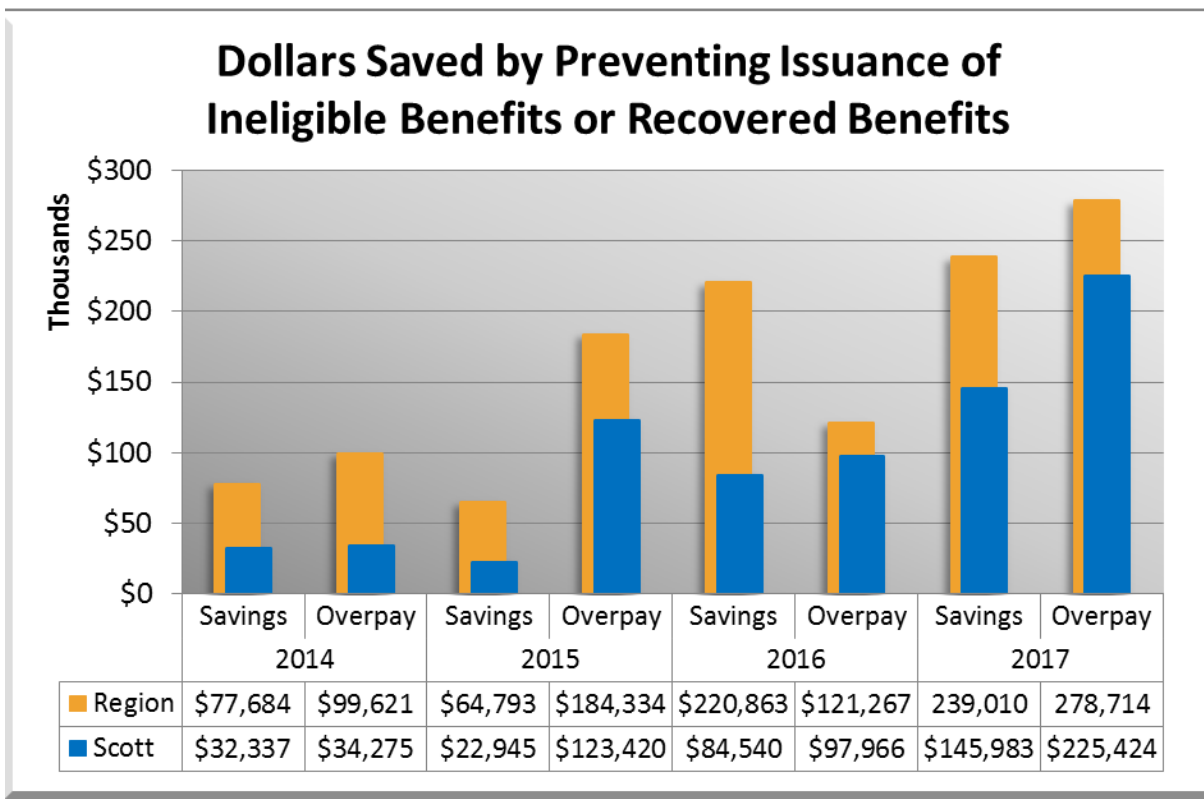


# SAFE

## Prevent Criminal Behavior

### Fraud Prevention—Program 165

State and federal funds are made available to vulnerable citizens without access to other resources to meet basic needs. The County has the responsibility to determine eligibility and administer benefits. The Fraud Prevention Investigation Program reviews, evaluates and investigates suspected violations of the public assistance programs to assure eligibility criteria are met.



## How is the County doing?

The purpose of the program is to prevent payments to ineligible applicants or identify fraud early preventing more costly law enforcement action. The County implements the program for both Scott County and regional counties. On the graph, Savings indicates the amount of benefits not issued to ineligible applicants and Overpay is the amount recovered after being paid out. The County has increased the total saved or recovered each of the past four years.

## What influences this?

While most recipients report their status accurately, any program is subject to potential fraud. Economic conditions can have an impact on the attempted fraud rate. When benefits go to persons who are not eligible, it deprives those in need of resources and costs the taxpayers. Early identification of ineligible applicants prevents misuse of funds and reduces future law enforcement costs.

## What is the County's role?

The Fraud Prevention Investigation Program is a state funded program implemented by counties. Counties that choose to implement the program assign staff to investigate questionable claims to prevent dispersing benefits to ineligible applicants or allow recovery of inappropriate benefits.



Fraud Prevention Investigation (FPI) Program			
	2017		2017
Program #	165	# of FTEs	1.30
Total Cost	145,435	Total Revenue	95,324
Direct Cost	136,138	Levy	31,517
Personnel Cost	127,457	Fees	0
Non Personnel Cost	8,681	Grants	95,324
Admin Cost	9,297	Other Revenue	0

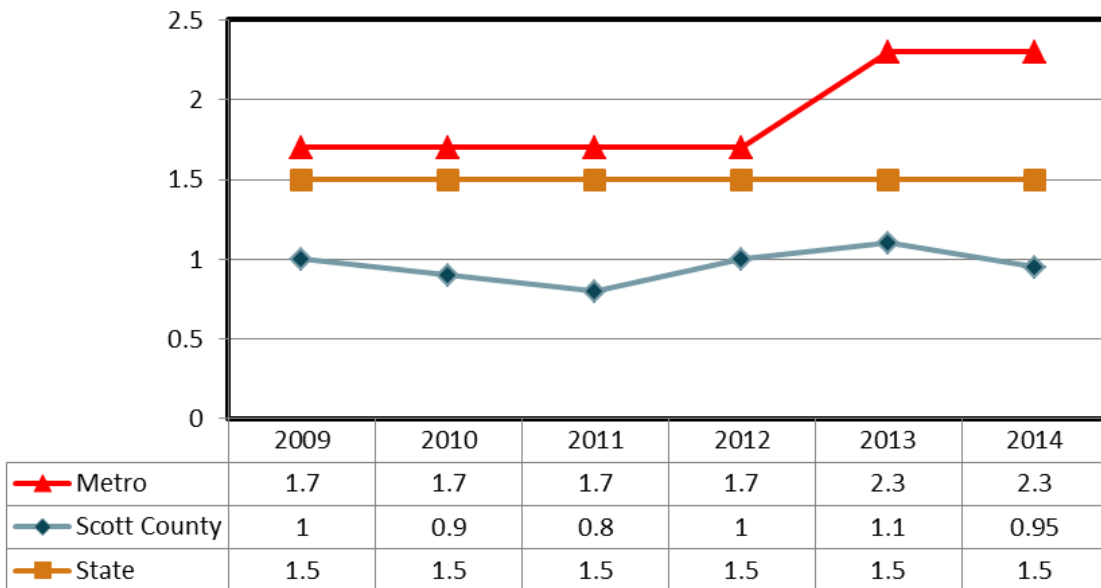
# SAFE

## Citizens Can Travel and Move About Safely

### Critical Crash Rate

A critical component of the County's mission is to maximize the safe and effective operation of the County's highway system. Motor vehicle accidents and fatalities are tracked statewide according to a number of variables, including seatbelt usage, vehicle type, road conditions, time of day, and driver impairment.

**Scott County Critical Crash Rate  
(Number of Crashes on System per Million Vehicle  
Miles Travelled)**



## Why is this important?

Traffic accidents are one of the leading causes of death in teens and young adults. Serious accidents with injuries have significant impact emotionally and economically on families.

Anticipated population and business growth in the County will put more drivers on the highways. Increased density of vehicles on existing roadways can lead to greater likelihood of serious crashes unless safety measures are introduced into the system.

## What is the County's role?

Vehicle crash rates are influenced by a number of factors where the County has some role. The County is involved in designing and maintaining county roads. When a fatal crash occurs on the County system, staff review the nature of the crash and develop necessary safety recommendations to reduce similar crashes in the future. Speed, driving under the influence of drugs or alcohol, and distracted driving are monitored and addressed by law enforcement. Treatment programs for alcohol and drug dependence are available through Health and Human Services. Outreach programs to parents and young drivers stressing safe driving practices can impact both number and severity of accidents.

Traffic Injuries and Fatalities  
Per 100,000 Residents in 2016

547

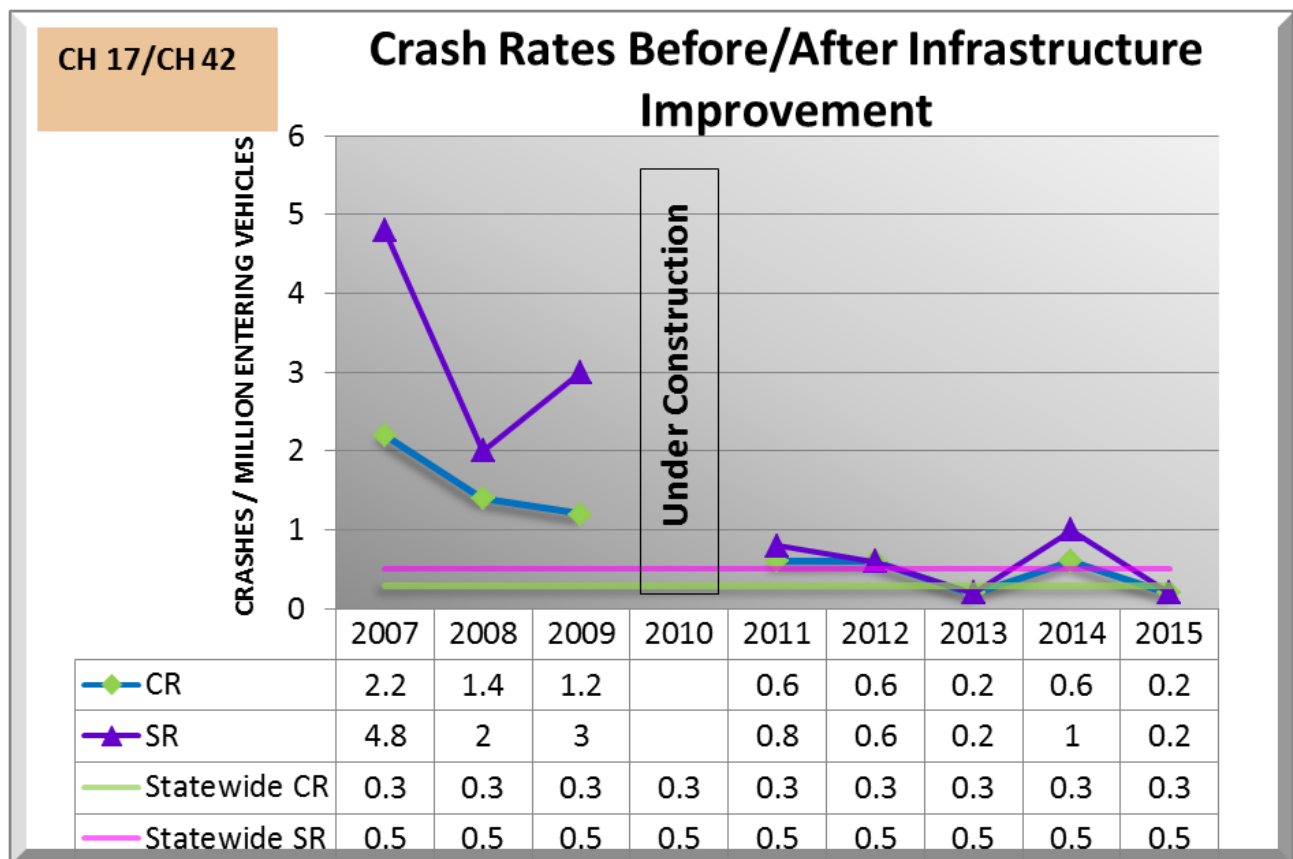


# SAFE

## Citizens Can Travel and Move About Safely

### Intersection Safety\Corridor Management— Program 95

Vehicle crash rate is a common measure to indicate the relative overall safety on the transportation system. It demonstrates the number of crashes that occur per million miles traveled and compares the county rate to both the metro and statewide rates. Crash severity rate is another useful measure that uses a weighted value of crash injury severity. Comparison of values can be further evaluated to consider type of roadway and number of lanes, posted speed, rural and urban settings, intersection type, and crash location. These are important measures to determine design and mitigation strategies to improve safety along our roadways.



## How is Scott County doing?

The goal of the Transportation Improvement Program is to address those segments and intersections with the highest crash rates, thus improving safety on the County Highway system. Tracking before and after crash rates provides valuable information about the cost effectiveness of the County’s investment and assists with planning and programming future system needs. This graph displays that the improvement in 2010 was effective in reducing the crash and severity rates.

## What influences this?

Factors that directly influence the crash rate include speed, distracted driving, and impaired driving. Factors the County impacts directly are design and road conditions.

## What is the County’s role?

Counties are responsible for developing, maintaining, and improving the County highway system. This includes long-term planning, construction, assessment, and operations to ensure safe and efficient traffic flow. The County identifies target corridors that are not performing well and through development/capital projects improves underperforming corridors.



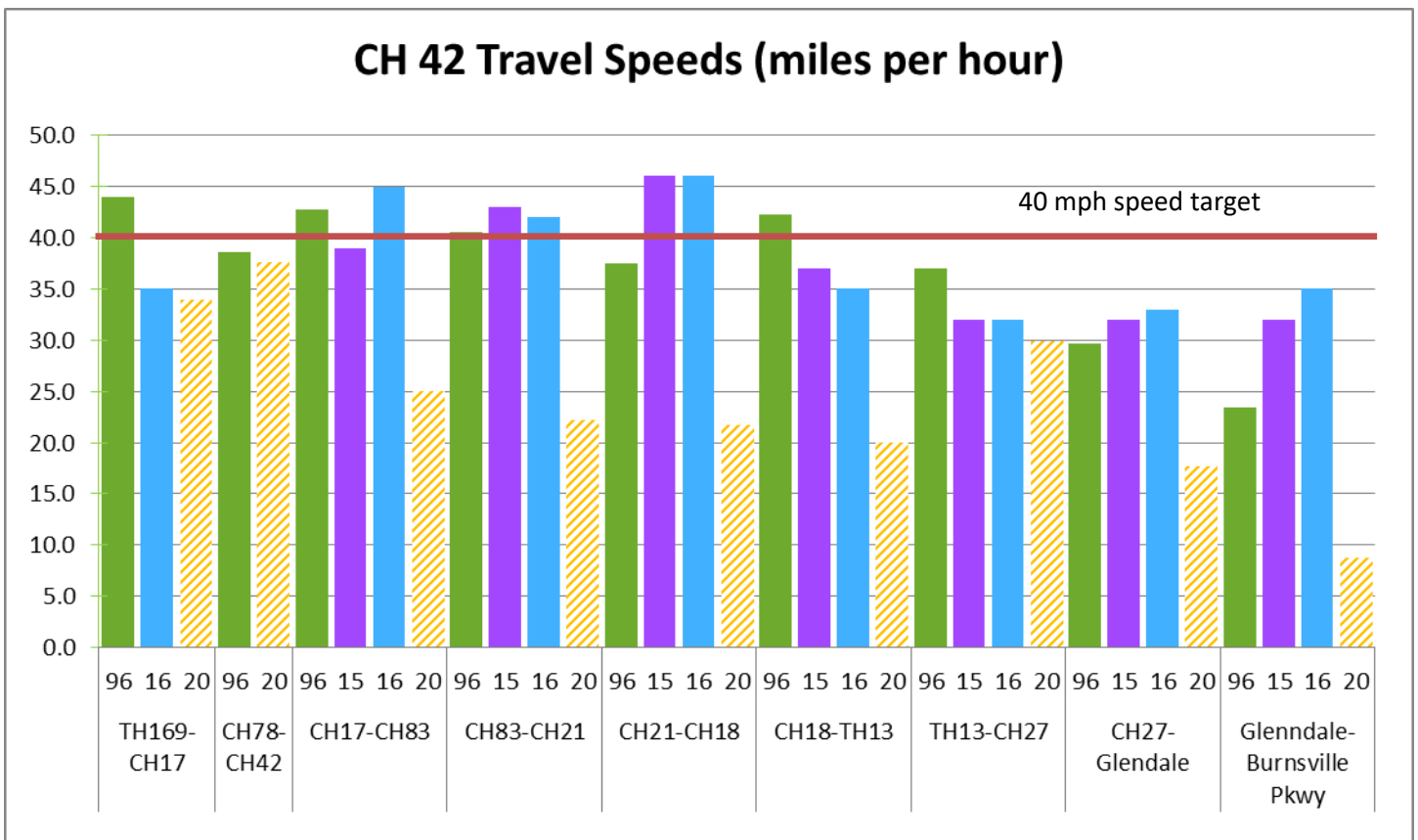
Intersection Safety and Management			
	2017		2017
Program #	95	# of FTEs	0.70
Total Cost	79,038	Total Revenue	0
Direct Cost	74,451	Levy	69,864
Personnel Cost	74,451	Fees	0
Non Personnel Cost	0	Grants	0
Admin Cost	4,587	Other Revenue	0

# SAFE

## Citizens Can Travel and Move About Safely

### Traffic Data Collection—Program 96

Citizens expect predictable travel times and smooth traffic flow on major roadways. The County plans for both current and future users by monitoring ongoing traffic, intersection traffic control evaluation, crashes, and signal timing plans. Planned modifications to the system can reduce travel time and establish consistent peak period travel speeds appropriate to the corridor.



## How is Scott County doing?

The chart displays travel speeds on multiple segments of one county highway. Interventions on most segments have resulted in increased or maintained speed and ease of commute between the base of 1996 and 2016. Additional reduction in speed is projected by 2020 due to forecasted increased travel demand. The goal of planned interventions is to mitigate this travel speed reduction. Forty miles per hour is the target travel speed on the principal arterial system during peak usage hour.

## What influences this?

Reduction in incidents is one factor that impacts travel speed and smooth traffic flow. System capacity, intersection design, signal timing, access points, intersection controls, and turn lanes are all issues that influence the travel speed during peak hour.

## What is the County's role?

A critical component of the County's mission is to maximize the safe and effective operation of the County's highways. In the definition of a Livable community, citizens expect a reliable system of roads that allows a smooth flow of traffic and predictable travel times. The County is responsible for planning and maintenance of the county highway system.



Traffic Data Collection			
	2017		2017
Program #	96	# of FTEs	0.45
Total Cost	53,744	Total Revenue	0
Direct Cost	50,625	Levy	47,506
Personnel Cost	44,445	Fees	0
Non Personnel Cost	6,180	Grants	0
Admin Cost	3,119	Other Revenue	0



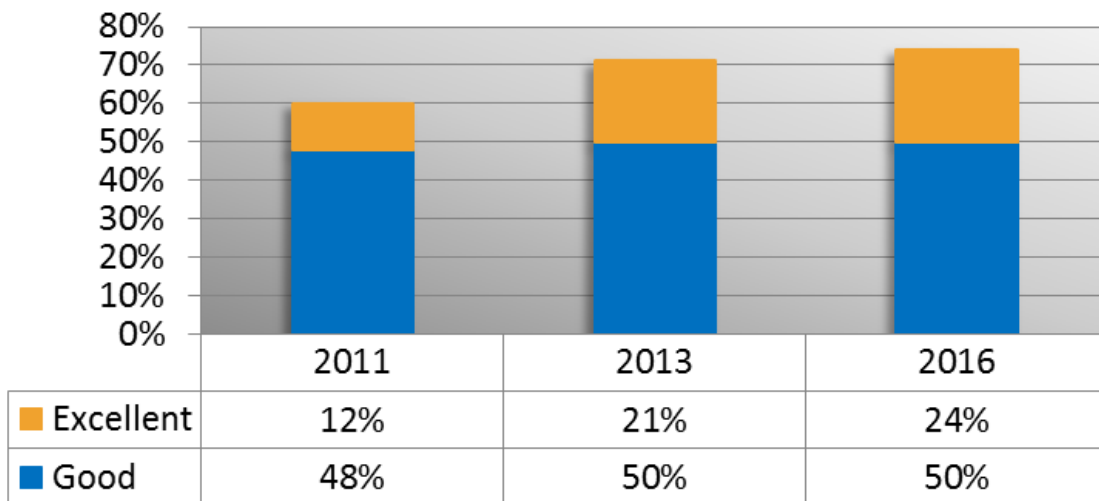
# SAFE

## Citizens Can Travel and Move About Safely

### Snow and Ice Control—Program 54

Residents expect to have roads cleared in the winter in a timely manner. Snow removal is critical to maintaining a safe roadway system. This measure indicates how well the County is meeting resident expectations of safe roads in winter based on survey results.

**Citizens' Rating of Snow and Ice Removal on County Roads**



## How is Scott County doing?

Over the past three survey periods, the input by citizens rated the County’s performance as “good” or “excellent” ranging from sixty percent in 2011 to seventy four percent in 2016, a steady improvement in meeting resident expectations and increasing winter travel safety.

## What influences this?

Some factors impacting performance include timing and duration of snow events, scheduling of staff, equipment capacity, as well as type and rate of precipitation. Additionally, it is important to have adequate supplies of chemicals needed to treat roads.

## What is the County’s role?

The county is responsible for the maintaining all county roads in good winter driving conditions. This includes pre-treating roads before snow events with chemical applications, plowing during and after snow events, cleaning bridges, and removing snow buildup along roadways to improve sight lines and intersection corners.



Snow and Ice Control			
	2017		2017
Program #	54	# of FTEs	5.81
Total Cost	1,697,202	Total Revenue	1,801,356
Direct Cost	1,690,263	Levy	(118,031)
Personnel Cost	518,066	Fees	179,756
Non Personnel Cost	1,172,197	Grants	1,576,000
Admin Cost	6,938	Other Revenue	45,600

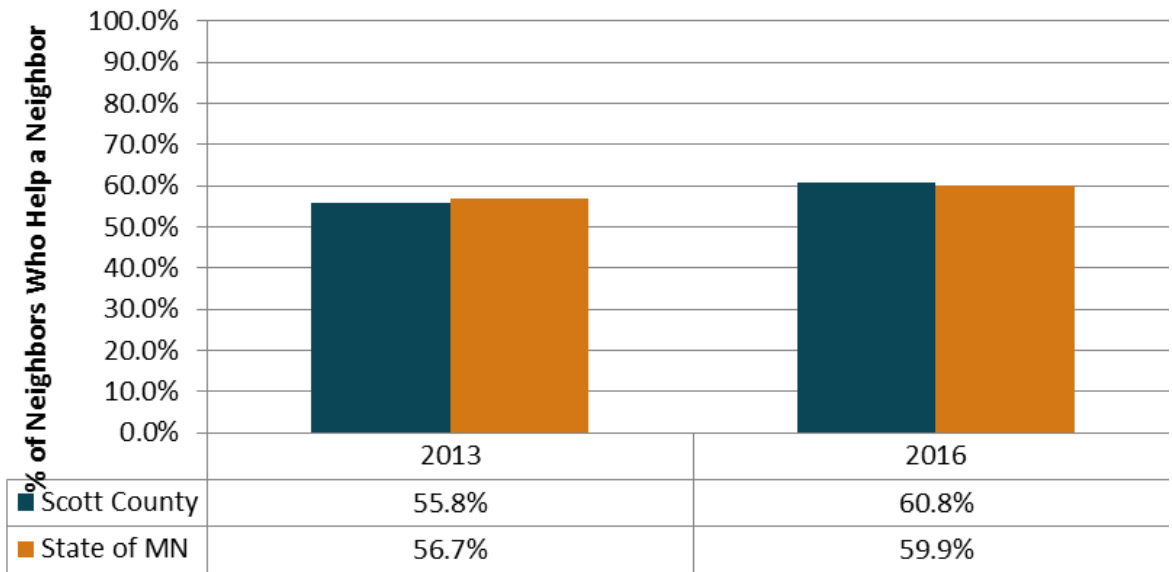
# SAFE

## Citizens Feel Safe, Know Their Neighbors, Children Play Outside, and All Feel Part of the Larger Community

### Connected Children

Children and youth require love, guidance, and resources as they travel the pathway to adulthood. While a child's first essential relationship is with a parent, as children grow and develop they need to expand their relationships beyond their parents. Connections with family members and other caring adults provide children with relationships that increase their sense of safety and confidence to explore and reach their full potential.

### Percent of Students Connected to a Caring Adult in the Community



## Why is this important?

All children and youth want and need care and support from adults in their family and beyond. These relationships to adults beyond their parents are key developmental assets that research has shown help young people avoid risky behaviors, develop resilience, and thrive on their paths to adulthood. “Connected” children and their parents are more engaged and feel safer in their community.

## What is the County’s role?

Neighborhood safety is a focus of County services from law enforcement to community planning and development. Citizens help develop long term plans for the County as well as have access to information about local community development. Their input guides County decision making for land use, zoning and ordinances that impact quality of life in neighborhoods. Educational opportunities for parents increase their understanding of the importance of supportive connections to adults outside their family for their children. Programs for vulnerable residents help connect individuals to supporting adults.



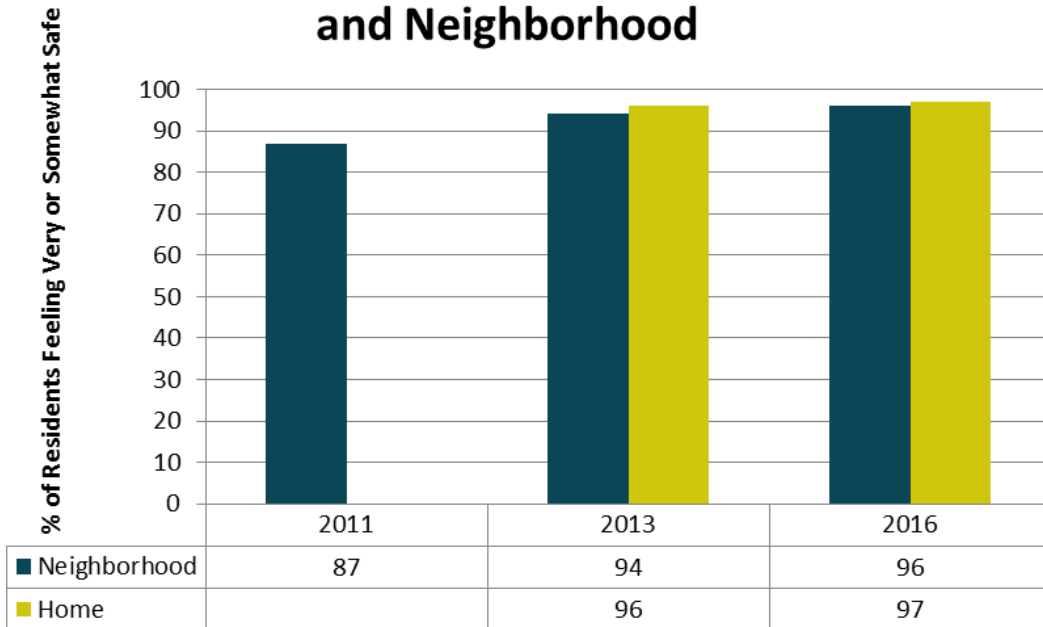
# SAFE

## Citizens Feel Safe, Know Their Neighbors, Children Play Outside, and All Feel Part of the Larger Community

### Resident Survey—Percentage Feeling Safe

While there are a number of measures of physical safety and actions that can be taken to increase safety, the perception of safety is equally, if not more important. Despite what data may show in terms of actual physical safety, the "feeling" of safety has a major impact on the behavior of individuals. When residents feel safe in their homes and neighborhoods they are more active and involved, participating in school, jobs and community events. This leads to healthy communities that encourage economic growth.

**Citizens' Rating on Feeling Safe in their Home and Neighborhood**



## How is Scott County doing?

Periodically, Scott County conducts a survey of residents' opinions. The survey is mailed to randomly selected households distributed equally across the five County Commissioner districts. In this particular question, survey respondents were asked to rate the degree to which they feel safe in their home and neighborhood. Responses show most feel safe in both home and neighborhood and the trend is more positive.

## What influences this?

A sense of safety in the community can be impacted by a number of factors including personal experience of crime and publicity of high impact criminal behavior. Less tangible factors may be family values/attitudes, community connections, and experiences or contact with law enforcement.

## What is the County's role?

The County impacts both individual and community safety. Programs like child protection, adult protection, or mental health treatment address individual needs. Law enforcement, or corrections affect both perception and reality of community safety.

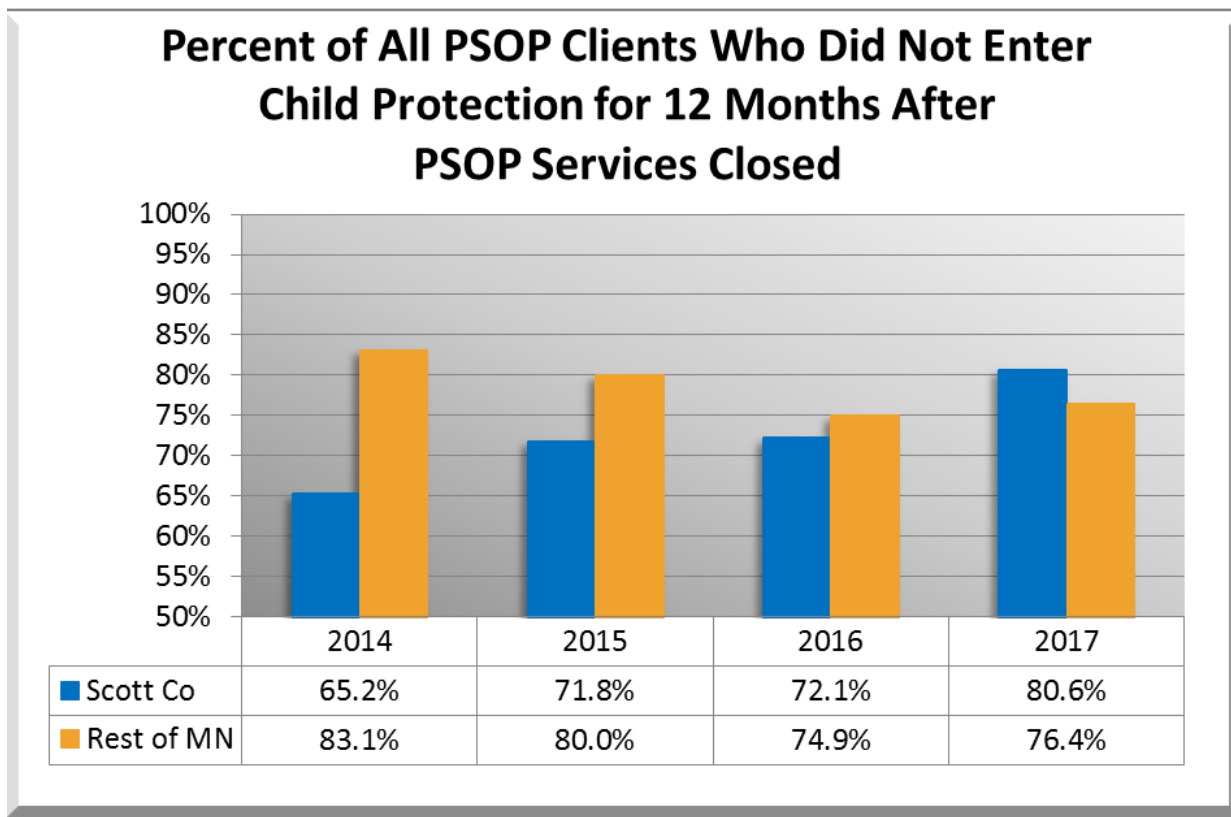


# SAFE

Citizens Feel Safe, Know Their Neighbors, Children Play Outside, and All Feel Part of the Larger Community

## Parent Support Outreach—Program 205

The goal of the Parent Support Outreach Program is to help strengthen parents' ability to safely parent and nurture their children and to minimize a childhood trauma. If families are provided services early on to help increase their capacity to care for and nurture their children and prevent involvement with the child protection system, outcomes are improved for children/youth and deeper-end more costly services are prevented. The Child Welfare program has the primary goal of child safety. Research shows that children connected to adults in addition to parents are more likely to be safe from maltreatment.



## How is Scott County doing?

This important preventative program has shown steady improvement in Scott County with a success rate of over eighty percent in 2017. Eight in ten children benefitted from this program and did not need child protection within a year after services closed. While Scott County performance has improved, statewide the average performance has declined.

## What influences this?

Parental motivation to engage is a primary factor impacting success. Other factors include strength of and access to their personal support system. Early identification of strength and needs as well as a robust array of community services is critical.

## What is the County's role?

The County provides short-term case management services to families who agree to participate in the program. The purpose of case management is to assess child and family risk factors and family strengths. Families are linked to community resources that help families reduce the risk of child abuse or neglect.



Parent Support Outreach			
	2017		2017
Program #	205	# of FTEs	1.14
Total Cost	114,904	Total Revenue	95,531
Direct Cost	105,123	Levy	(189)
Personnel Cost	99,557	Fees	0
Non Personnel Cost	5,566	Grants	95,531
Admin Cost	9,781	Other Revenue	0

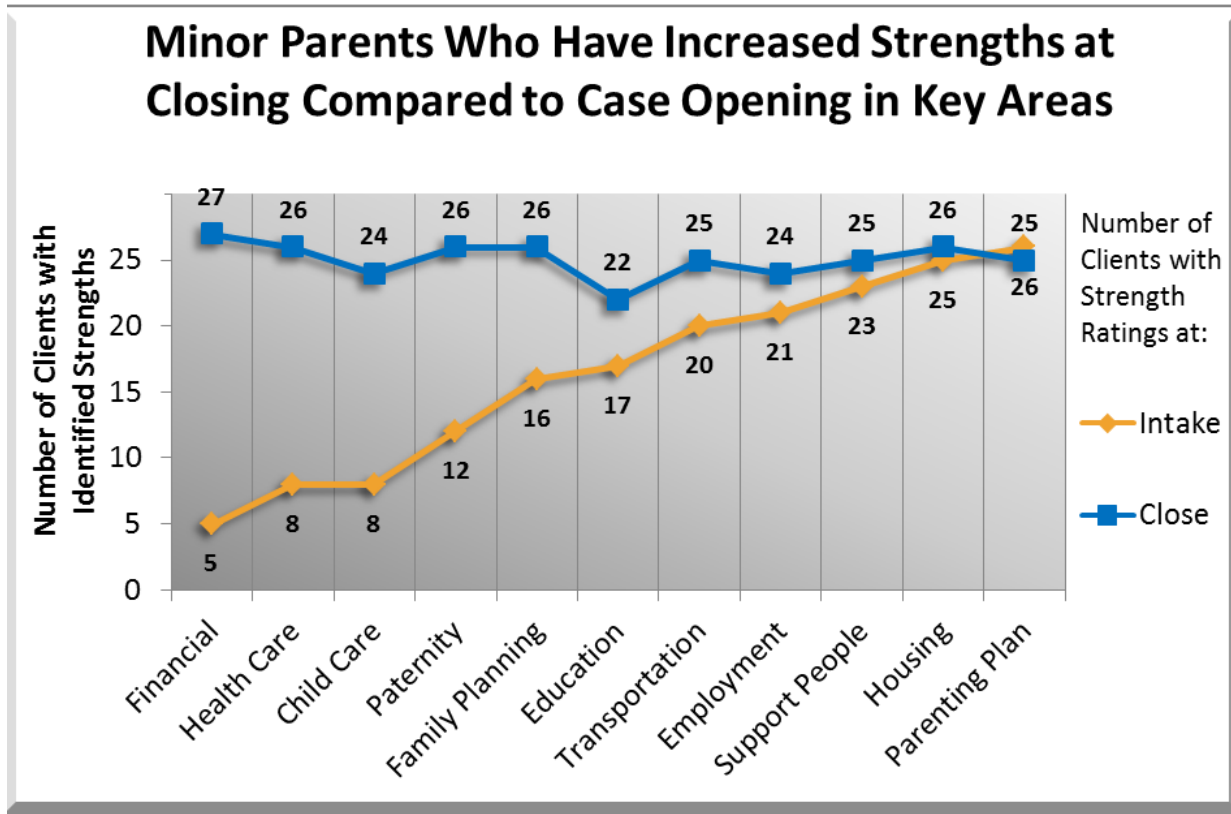


# SAFE

Citizens Feel Safe, Know Their Neighbors, Children Play Outside, and All Feel Part of the Larger Community

## Minor Parent—Program 201

Young parents are at greater risk for child protection involvement, truancy and high school dropout. As adults, these parents are more likely to experience unemployment and social services involvement perpetuating generational poverty. It is important that young parents have appropriate service and supports in place to meet the needs of the child and young parent. Young parents who are isolated struggle with the dual role of “growing up” while parenting. Community connections for them and their children provide a safety cushion when needed.



## How is Scott County doing?

Eleven success factors are assessed for teen parents in the program. The program addresses areas of need. Between 2014 and 2017 the greatest need areas were in financial, health care and child care with secondary needs in paternity, family planning and education. All of these areas showed significant improvement. Areas of relative strength at case opening such as support people, housing and parenting showed less improvement.

## What influences this?

A number of factors impact a teen parent’s ability to parent well and to progress to independent adulthood including a supportive family and social network, housing and income, and support from their child’s other parent. An educational program that recognizes and supports a dual student/parent role for the teen is important as well.

## What is the County’s role?

After receiving a report of a teen parent birth, the County conducts an assessment of the minor parent and their child to evaluate risk factors and family strengths and assure an appropriate educational plan are in place to promote high school graduation along with safe and nurturing parenting.



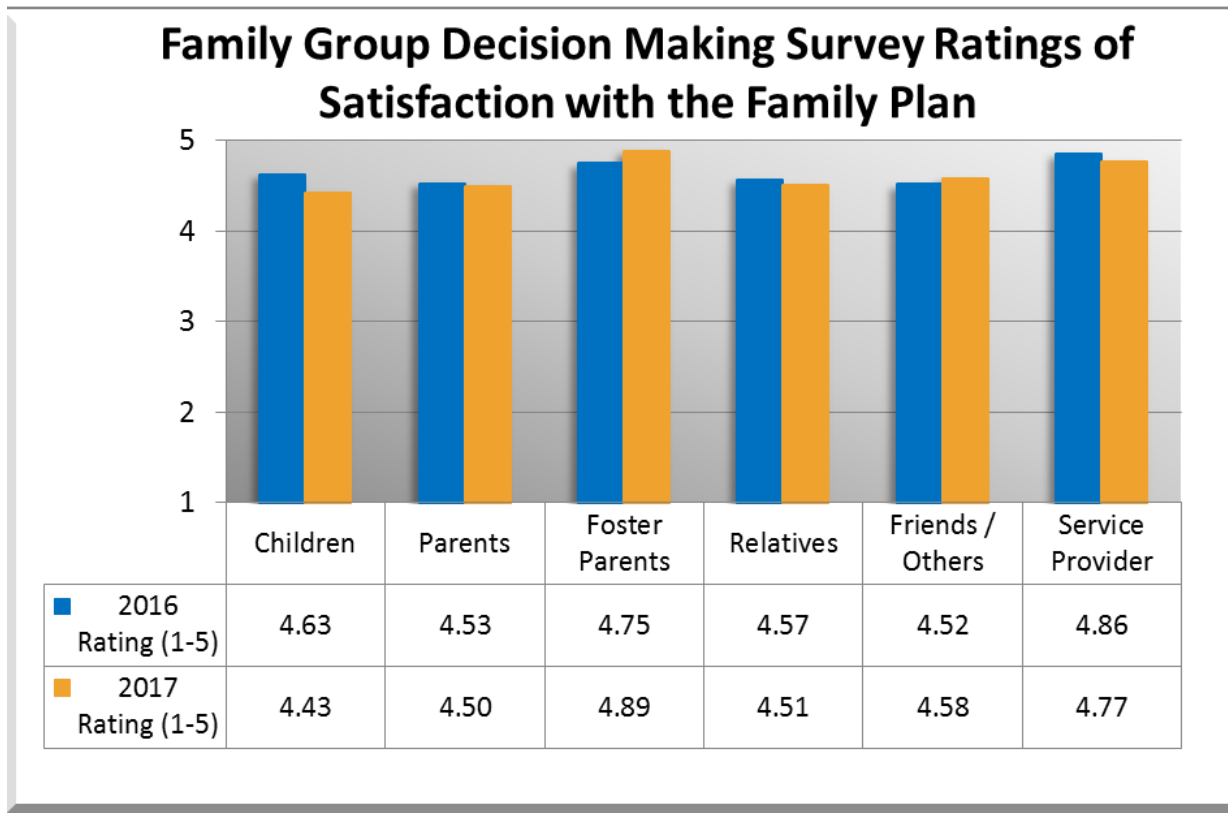
Minor Parent			
	2017		2017
Program #	201	# of FTEs	0.21
Total Cost	22,040	Total Revenue	15,470
Direct Cost	20,164	Levy	2,818
Personnel Cost	19,701	Fees	68
Non Personnel Cost	463	Grants	15,402
Admin Cost	1,876	Other Revenue	0

# SAFE

## Citizens Feel Safe, Know Their Neighbors, Children Play Outside, and All Feel Part of the Larger Community

### Family Group Decision Making—Program 195

Research has shown that a strong involved family and support system is an essential success element for parents and their children who have become involved in the child protection system as a result of abuse or neglect. County staff recognize the limited nature of their involvement and strive to help parents identify and strengthen their own family/community system to support them and their children.



## How is Scott County doing?

The overall success of this program in providing safe permanent families to children is dependent on how well the Family Plan they developed works for them. This requires investment by all participants in the Plan. This new measure in 2016 and 2017 shows strong measures of satisfaction by all parties increasing the likelihood of investment and success.

## What influences this?

Motivation of parents to reach out to friends or family for assistance is an important component of long term success in child rearing. Committed family and significant community members willing to invest in a supportive relationship that includes shared responsibility for children’s safety is another critical factor. The time, skills, and investment of trained staff is necessary to join together motivated parents and an invested support system.

## What is the County’s role?

The County, through staff or contract, provides a neutral facilitator to conduct meetings between parents, their children and support people along with their referring case managers to develop a plan to address a specific need or concern. This family engagement strategy encourages families to develop their own plan to address risks and to ensure ongoing child safety.



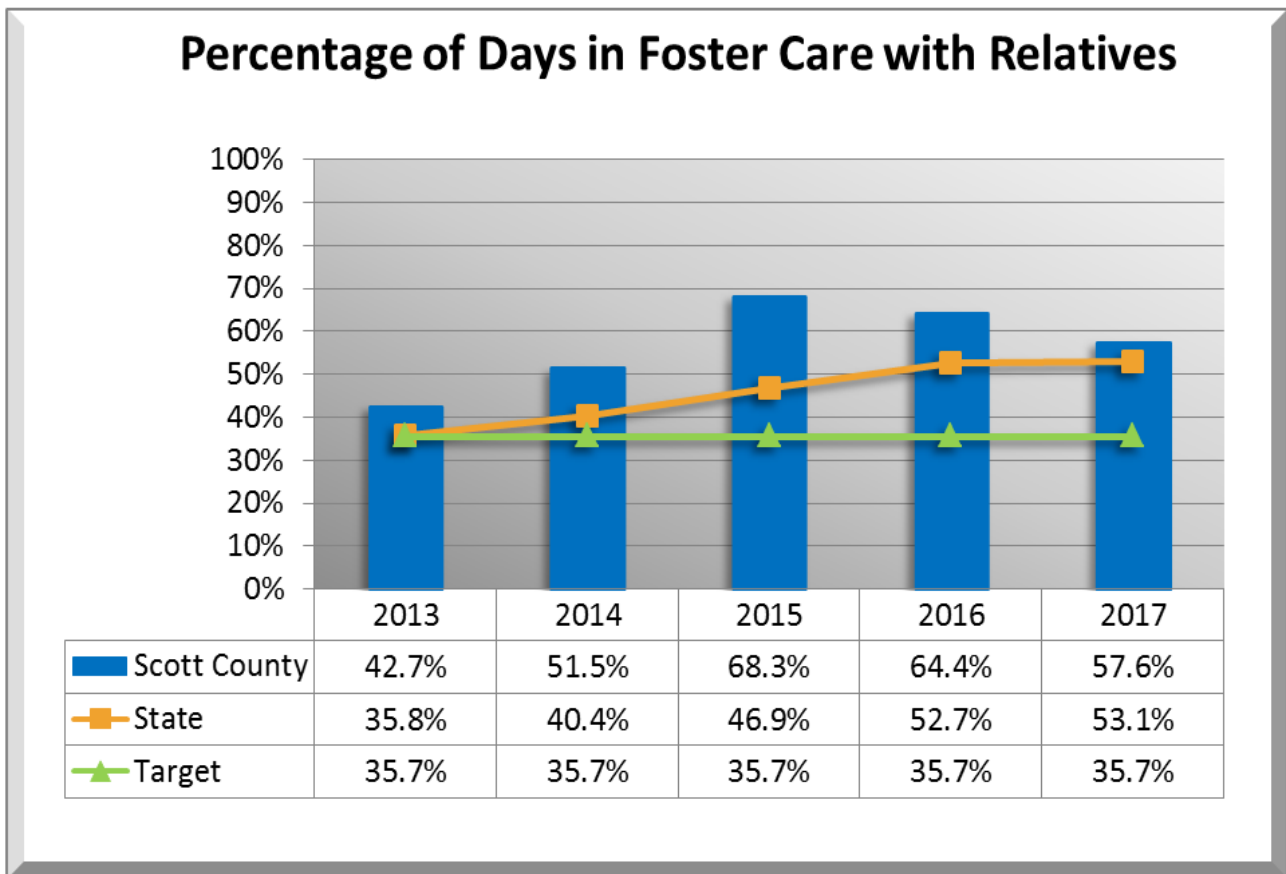
Family Group Decision Making			
	2017		2017
Program #	195	# of FTEs	1.14
Total Cost	184,296	Total Revenue	132,182
Direct Cost	168,607	Levy	20,736
Personnel Cost	124,319	Fees	68
Non Personnel Cost	44,288	Grants	132,114
Admin Cost	15,689	Other Revenue	0

# SAFE

## Citizens Feel Safe, Know Their Neighbors, Children Play Outside, and All Feel Part of the Larger Community

### Children in Foster Care Placed with Relatives

All children need to feel love and a sense of connectedness. Being placed away from their parents is traumatic. Placing children with extended family helps children continue their connection with their parents and siblings and to their larger extended family. Placement with relatives promotes greater contact between children and their parents and allows children to experience family traditions/rituals even when they cannot live with their parents.



## How is Scott County doing?

The County has consistently exceeded the state average on this measure and continues to focus on placement with relatives when that is in the child's best interest. The percent of children who are able to receive foster care with relatives has exceeded the target in each of the last four years. The target is a federal standard for all states. Changes made in 2017 from percent of children placed with relatives to percent of total days in placement that were with relatives makes comparison to past years difficult.

## What influences this?

Finding relatives who are able and willing to care for children at a time of family crisis is time intensive for staff. Staff needs to balance the wishes of children needing placement, their parents who need to be involved in placement decisions, the need to preserve friendships and school relationships, and the requirements of foster care licensing that may discourage relatives.

## What is the County's role?

The County is required to find a safe, nurturing temporary home for children who cannot safely remain with their parents. Law requires placement with relatives whenever possible and that relatives be licensed as foster parent providers. Law also requires placements that preserve stability in community and school for children. Additionally, counties are required to include children and their parents in decisions that meet the best interest of the child. These requirements may be in conflict, and the County must find the best situation to meet each child's needs.



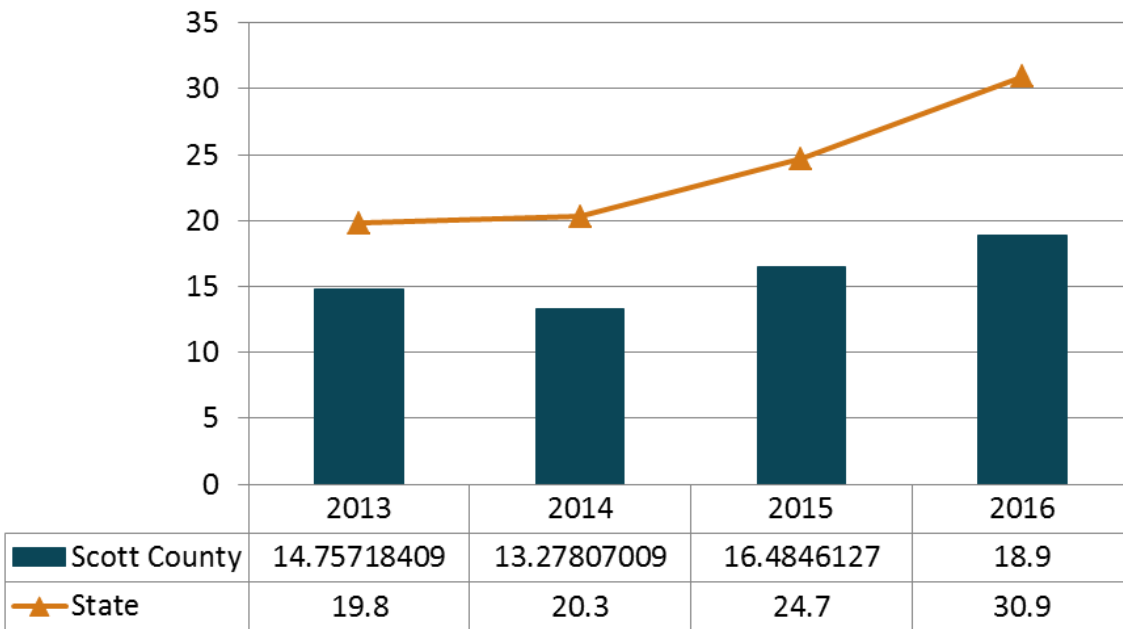
# SAFE

## Children and Vulnerable Adults are Protected and Their Basic Needs are Met

### Maltreatment Rate

In any given year, approximately one million children nationwide come to the attention of the US child welfare system. Many are victims of abuse or neglect, live with caregivers who are impaired, and/or deal with school and community violence as a fact of life. Identifying these traumas and providing early intervention are crucial to assisting children victimized by maltreatment and other severe life stressors that impair healthy development.

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



## Why is this important?

Abuse and neglect has an immediate tragic impact on children, but also has a long-term negative impact on the health of a community. Children who experience abuse and neglect face a higher risk of mental health concerns, including suicide. They are more likely to become involved in the criminal justice system, experience poor school performance and have challenges transitioning to adulthood.

## What is the County's role?

The primary County responsibility is to respond when reports of child abuse and neglect are received. Other roles address stresses on parents that place their children at higher risk through the provision of financial resources, child care, chemical health and mental health services, and training and support for young parents. Law enforcement and the County Attorney are partners in assuring a rapid response to children in unsafe situations.



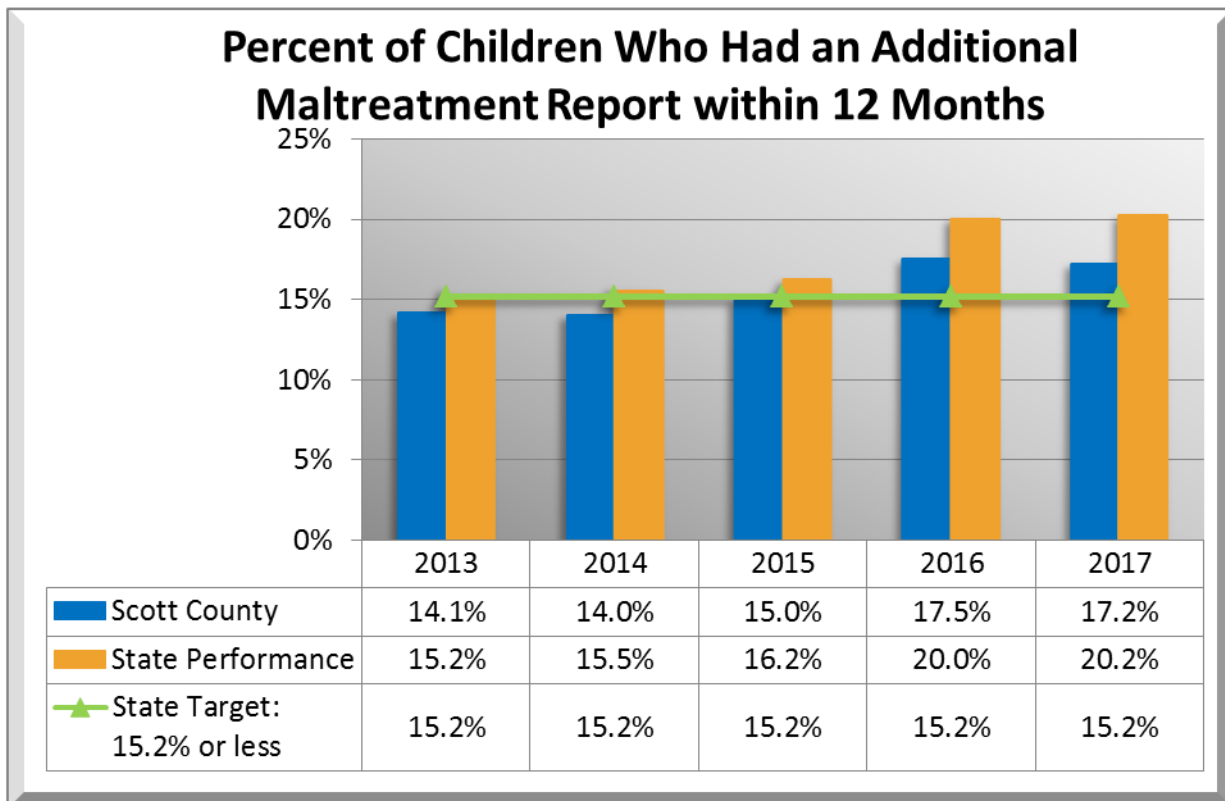


# SAFE

## Children and Vulnerable Adults are Protected and Their Basic Needs are Met

### Child Protection Services—Program 190

One of the critical quality measures for a county is how it cares for its children, especially those whose parents have failed to meet basic safety needs through abuse or neglect. Abuse and neglect has an immediate tragic impact on children, but also has a long-term negative impact on the health of a community.



## How is Scott County doing?

The percentage of children experiencing repeat maltreatment within 12 months has increased since 2013 and is currently above the federal target, mirroring the state performance. 2017 data shows a stabilization on both the County and state rates, but is only one year data. This negative trajectory of performance is happening alongside changes in reporting criteria and a substantial increase in reports of abuse or neglect requiring County intervention.

## What influences this?

When children are involved in more than one maltreatment report within a year, this may be an indicator of unaddressed risk and safety concerns. Sufficient trained staff to both assess risk and provide appropriate services is critical. Another important factor is access to a full array of support services in the community to assist parents and children.

## What is the County's role?

The County assesses reports of abuse or neglect and provides case management services to families where child safety concerns require further monitoring or intervention. Staff assures parents have supports and skills to provide safe, stable and nurturing homes for their children. When parents are not able to provide a safe home, the county attorney, courts and child protection staff are involved in finding an alternative permanent family.



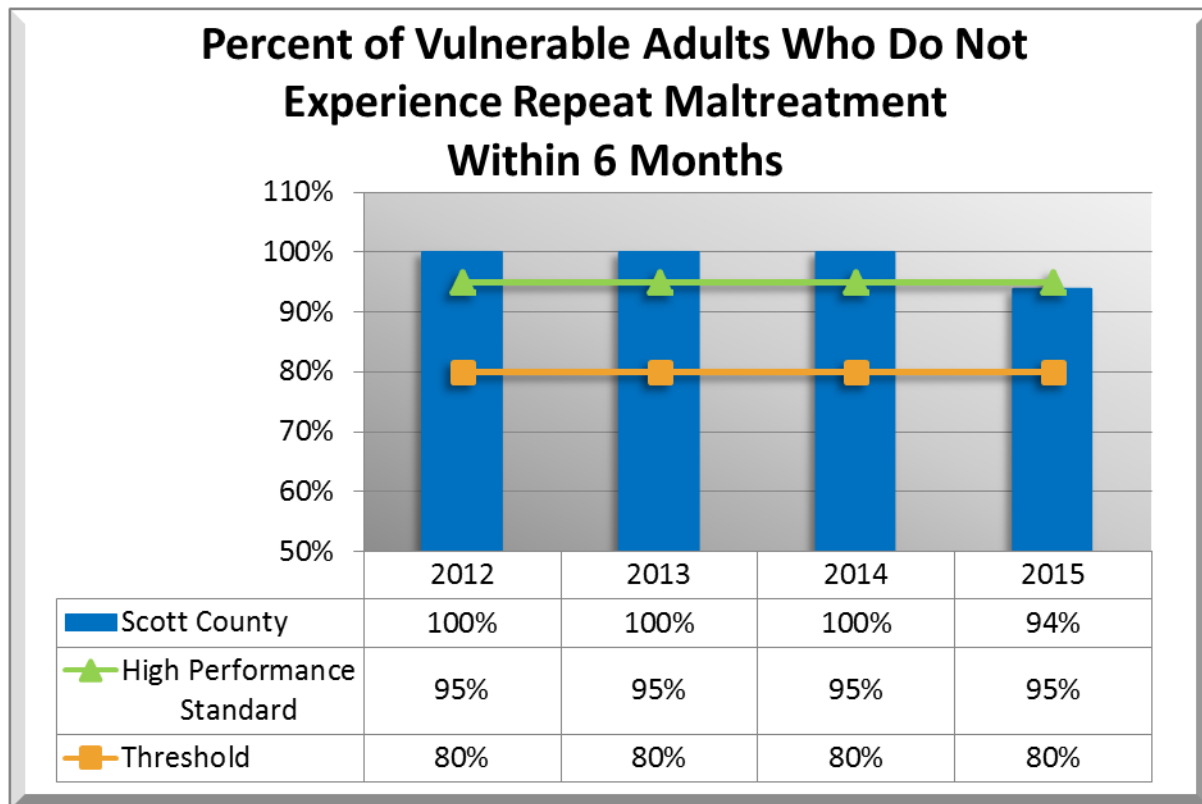
Child Protection/Child Welfare Case Management			
	2017		2017
Program #	190	# of FTEs	5.43
Total Cost	690,688	Total Revenue	731,953
Direct Cost	631,893	Levy	(158,855)
Personnel Cost	525,705	Fees	1,430
Non Personnel Cost	106,188	Grants	730,523
Admin Cost	58,795	Other Revenue	0

# SAFE

## Children and Vulnerable Adults are Protected and Their Basic Needs are Met

### Adult Protection Investigations—Program 182

Abuse, neglect, or financial exploitation of the elderly or disabled who do not have the resources to protect themselves is not acceptable. Individuals who are isolated in the community are more likely to be victims of neglect or abuse. Intervention to protect the health and welfare as well as the resources available will allow these citizens to continue living in the community at the highest level of independence and self-sufficiency. Vulnerable adults have the right to be safe and have the quality of life they choose.



## How is Scott County doing?

The County has been performing well in this area over the past few years. Changes to abuse reporting in 2015 significantly increased the public awareness of adult protection services and the number of reports to the county. Expansion and improvements to the program were made, which resulted in an increased number of maltreatment incidents being identified. The threshold and high performance standard are set by the state for all counties. Due to changes in the state system, current data is not available.

## What influences this?

Changing demographics are expected to impact both the need for and direction of this service in the future. Mobility of families and an aging population leaves more elderly living in isolation away from the support of family members. Financial exploitation is a rapidly expanding issue. Having sufficient appropriate services is an important factor in protection of vulnerable adults. An educated public that reports suspected abuse along with staff capacity to manage increase in volume and access to appropriate services to avoid further maltreatment is necessary.

## What is the County’s role?

The County has responsibility to assess reports of neglect, abuse and financial exploitation, and provide ongoing case planning and service referrals for elderly, disabled, and vulnerable adults. In addition, the County provides outreach and referrals to community resources. Through the establishment of a newly formed interdisciplinary team, Scott County works collaboratively with other stakeholders to protect the County’s vulnerable adults.



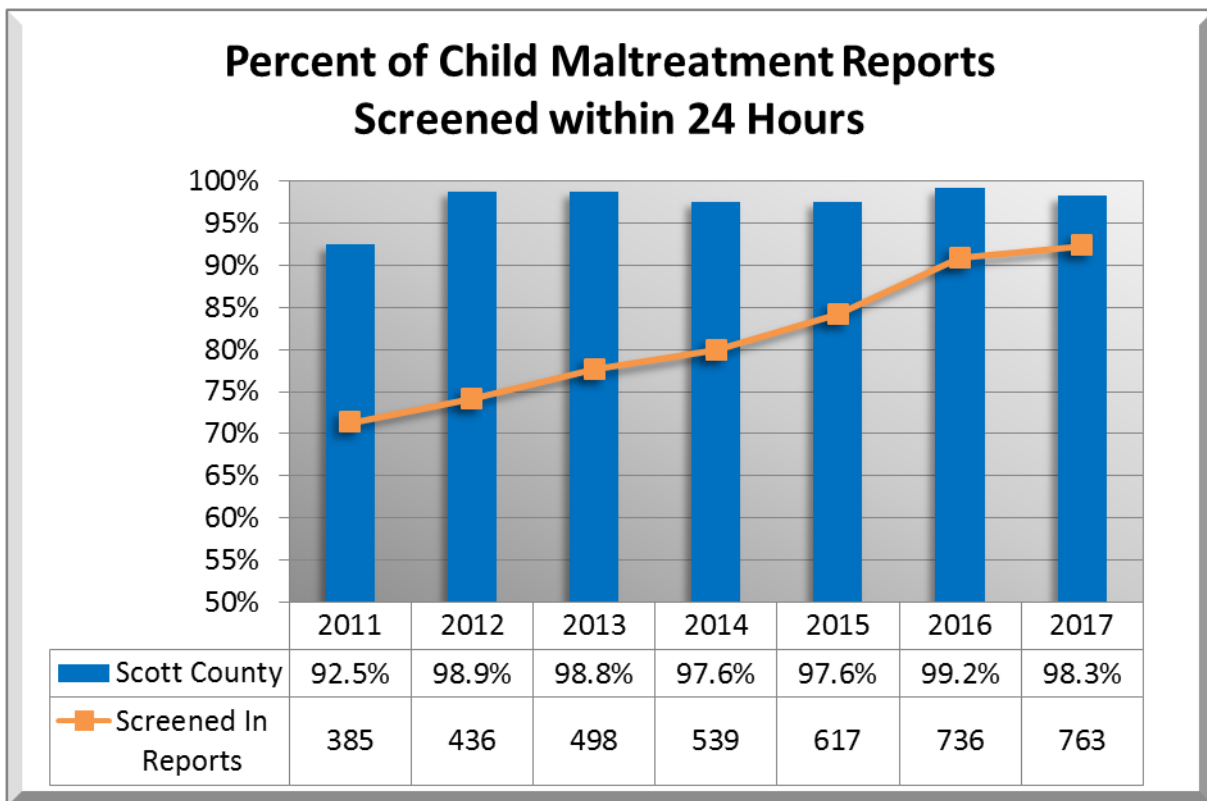
Adult Protection Investigations			
	2017		2017
Program #	182	# of FTEs	2.15
Total Cost	247,967	Total Revenue	118,528
Direct Cost	228,016	Levy	89,537
Personnel Cost	202,129	Fees	0
Non Personnel Cost	25,887	Grants	118,528
Admin Cost	19,951	Other Revenue	0

# SAFE

## Children and Vulnerable Adults are Protected and Their Basic Needs are Met

### Child Protection Screening—Program 184

It is important to quickly assess families who need help keeping their children safe. Reports of neglect or abuse may indicate children are in vulnerable life situations. Timely screening decisions make it possible for child protection workers to meet with children and families as soon as possible to assess safety and initiate services when needed.



## How is Scott County doing?

The County has improved performance consistently since 2011 and remains above the state average. Performance has remained high despite the number of reports needing response doubling between 2011 and 2017.

## What influences this?

A number of factors impact performance on this measure. Having enough staff to screen reports has been an issue. The addition of more child protection staff through state funding has resulted in continued high performance despite increased demand. Additional factors favoring strong performance are supervisors and staff who prioritize quick response to new reports to address potential harm to children.

## What is the County's role?

Counties receive and consider all reports of child abuse and neglect and assess those situations that meet standards set in law. Child Protection has the authority to investigate when children have been abused or neglected or are in substantial danger.



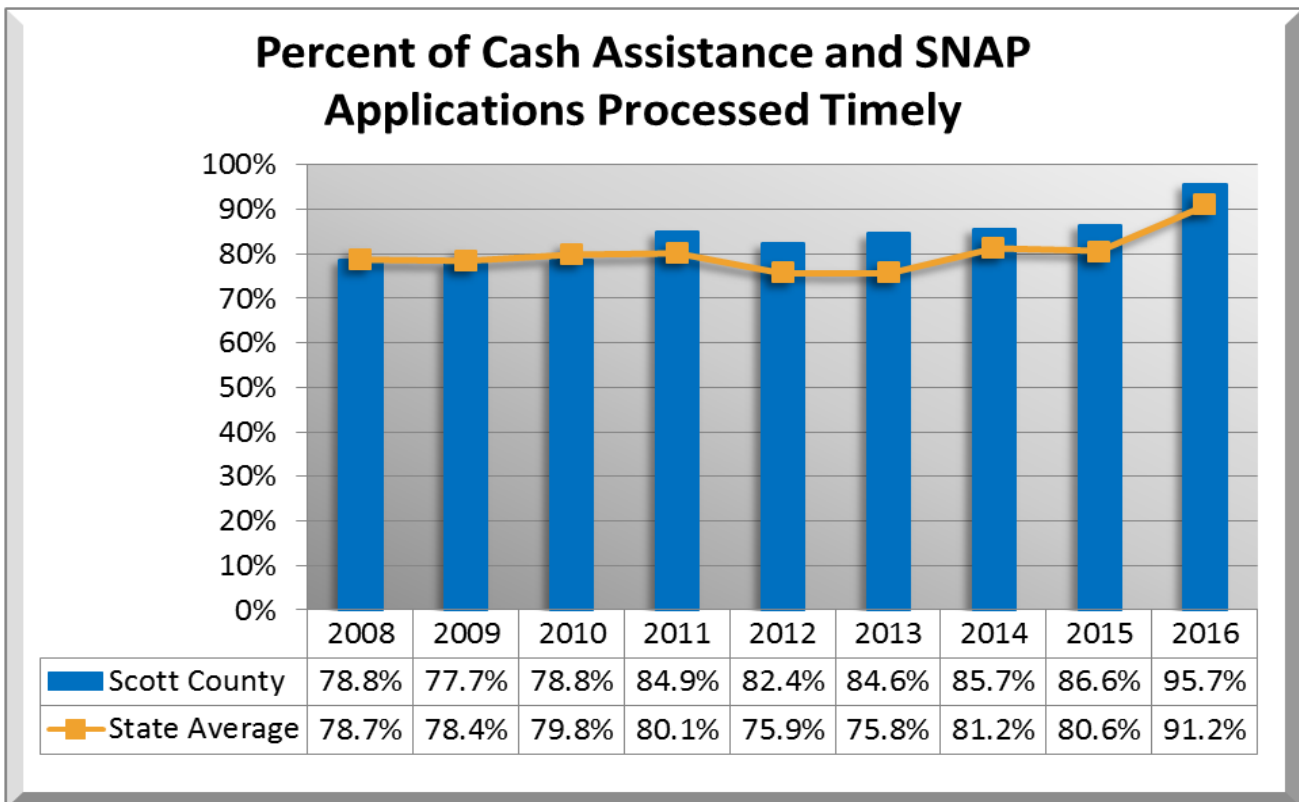
Central intake /Child and Adult Protection Screening			
	2017		2017
Program #	184	# of FTEs	3.40
Total Cost	427,284	Total Revenue	351,011
Direct Cost	390,911	Levy	3,527
Personnel Cost	363,519	Fees	816
Non Personnel Cost	27,392	Grants	350,195
Admin Cost	36,373	Other Revenue	0

# SAFE

## Children and Vulnerable Adults are Protected and Their Basic Needs are Met

### Cash Assistance — Program 167

Financial disaster may occur for individuals for reasons beyond their control. Some individuals may not have the intellectual or emotional capacity to support themselves. Citizens -- through federal, state, and county resources -- have assumed responsibility for assuring that all citizens have access to sufficient financial resources to survive.



## How is Scott County doing?

County performance is trending up, and is consistently at or above the statewide average. Currently, more than ninety five percent of applicants have their eligibility determined within thirty days. This is a critical basic need service to assist with housing and food for families without other options.

## What influences this?

Primary factors influencing County performance are staff capacity and application accuracy. Simplification of the program eligibility requirements has streamlined the application process and assisted in improved performance. Economic factors influence the need level for the programs and impact the response times based on volume.

## What is the County's role?

The financial assistance program determines eligibility and approves benefits for all mandated public assistance programs. The County administers the program, while benefits are issued by the state from state and federal funds.



Income Supports: Cash Assistance			
	2017		2017
Program #	167	# of FTEs	6.15
Total Cost	574,969	Total Revenue	137,662
Direct Cost	538,214	Levy	363,797
Personnel Cost	511,222	Fees	18,246
Non Personnel Cost	26,992	Grants	119,416
Admin Cost	36,755	Other Revenue	0

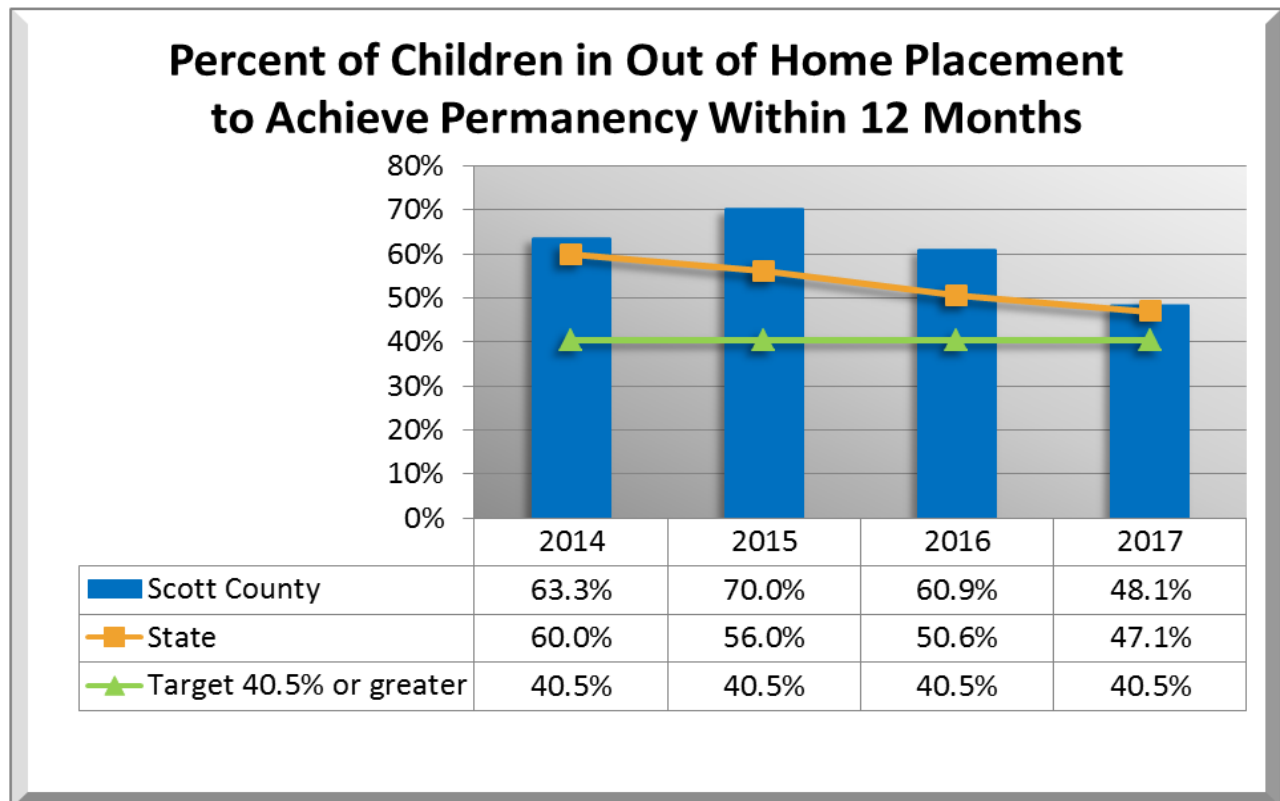


# SAFE

## Children and Vulnerable Adults are Protected and Their Basic Needs are Met

### Out-of-home placement—Program 204

Children have a basic need to feel loved and experience a sense of belonging. Children who remain in foster care for long periods of time often struggle with emotional, behavioral, and mental health issues. When a child enters foster care, targeted services and supports are provided to parents so a child can return home safely at the earliest point possible. Statutes require that if a child cannot safely return home within twelve months, another permanency resource must be identified. The federal target is that greater than 40.5 percent of children placed return home or achieve another permanent home within one year.



## How is Scott County doing?

Performance for this measure has declined for the past four years although the County has consistently exceeded the federal standard for this measure. The federal definition and the data used changed in 2017 making comparisons to past years inaccurate. Staff focus services on safety issues with families to help parents provide the nurturing home their children need. The target is a federal standard for all states.

## What influences this?

Placement away from parents is a traumatic event for children and their parents, which adds to the damage already experienced as a result of abuse or neglect. An important factor in early reunification is a comprehensive assessment of the family that engages both parents and children in identifying the areas of risk and the changes needed. Adequate, well-trained staff supported by supervisors is critical to successful reunification. Increased rates of parental substance abuse with young children along with federal changes extending the required length of foster care placements prior to transfer of custody that leaves children in care longer are factors that impact this measure.

## What is the County's role?

Children in foster care are under the supervision of the court as a result of the recommendations of child protection and the county attorney's office working together. Child Protection is required to prepare a plan that would allow children to return to a safe home. The County must make regular reports to the court, assist the parents with needed services, and make recommendations to the court about when or if reunification can occur.



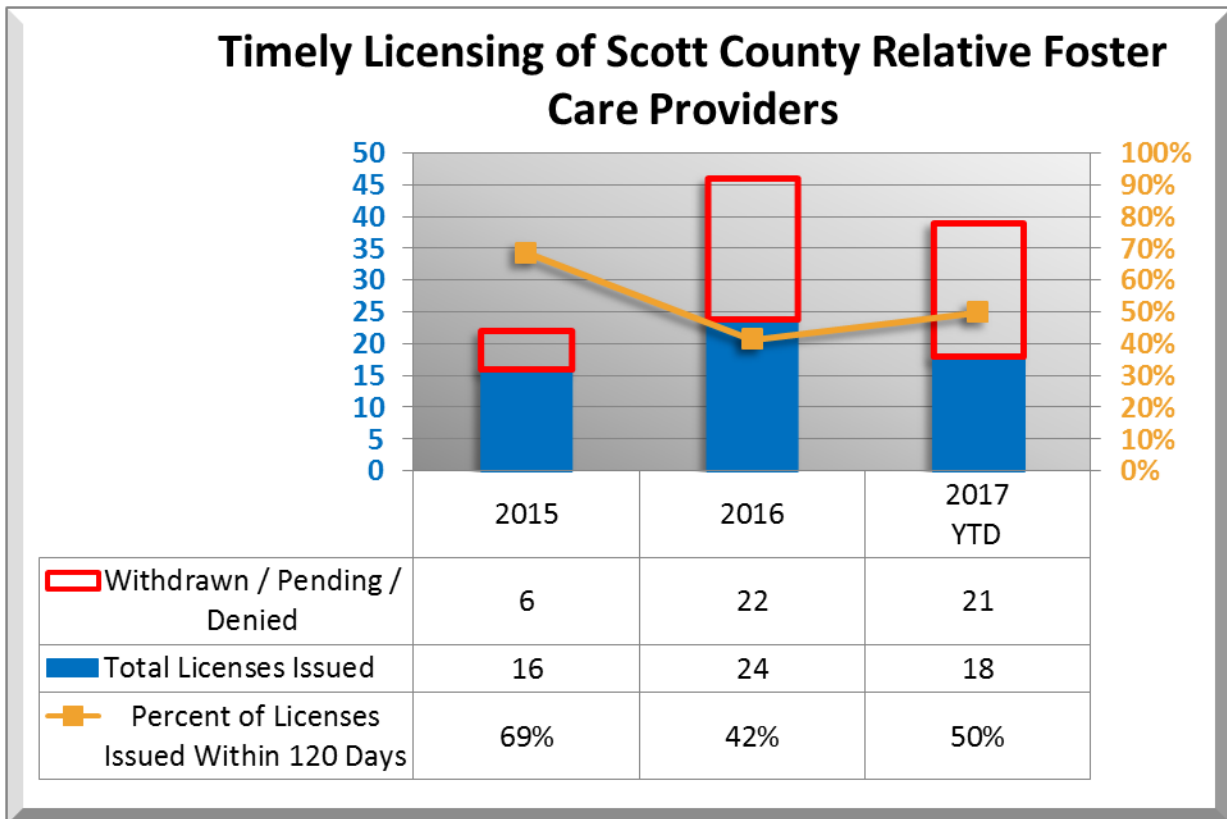
Out-of-Home Placement			
	2017		2017
Program #	204	# of FTEs	7.60
Total Cost	1,870,088	Total Revenue	276,721
Direct Cost	1,710,895	Levy	1,274,981
Personnel Cost	688,413	Fees	65,633
Non Personnel Cost	1,022,482	Grants	211,088
Admin Cost	159,193	Other Revenue	0

# SAFE

## Children and Vulnerable Adults are Protected and Their Basic Needs are Met

### Foster Care Licensing—Program 188

Children need safety and permanency in their life. The timely licensing of relative foster parents helps to ensure children can have their "forever family" at the earliest point possible through an adoption or transfer of custody. The licensing process also helps to ensure child safety by conducting rigorous background studies and home-studies on all foster parents to assure the safety, permanency and well-being needs of all children in foster care are met. Federal regulations require that a child must reside in a fully licensed home for six months before an adoption or transfer of legal custody can be ordered.



## How is Scott County doing?

The County believes 120 days is a reasonable timeline to complete the necessary interviews and paperwork to recommend a foster care license and has set that as a target. While 2017 data is incomplete, the County is currently meeting that target only fifty percent of the time. A number of factors can impact completion of licensing requirements such as the ability to complete background checks or mandated trainings. Completing a license quickly is important. Federal regulations require a child must be in a fully licensed home for six months in order to move to permanency through a transfer of legal custody.

## What influences this?

The overall increase in use of relative foster care has created a significant increase in workload. By history, the County would license traditional foster care homes and then relicense them on a regular cycle. With relative care there is a constant state of turnover which complicates an already high workload. Relative foster parents require increased assistance navigating the licensing requirements and often do not understand why they have to go through the process especially given they have typically already been providing care to children for a significant period of time. Relatives also need assistance in navigating the relationship dynamics that come with fostering a relative.

## What is the County's role?

The County is required to find a safe, nurturing temporary home for children who cannot safely remain with their parents. Law requires both placement with relatives whenever possible and that placements preserve stability in community and school by keeping children in the same district. Counties are required to include children and their parents in decisions that meet the best interest of each child. These requirements may be in conflict; the County must find the best situation to meet every child's needs.



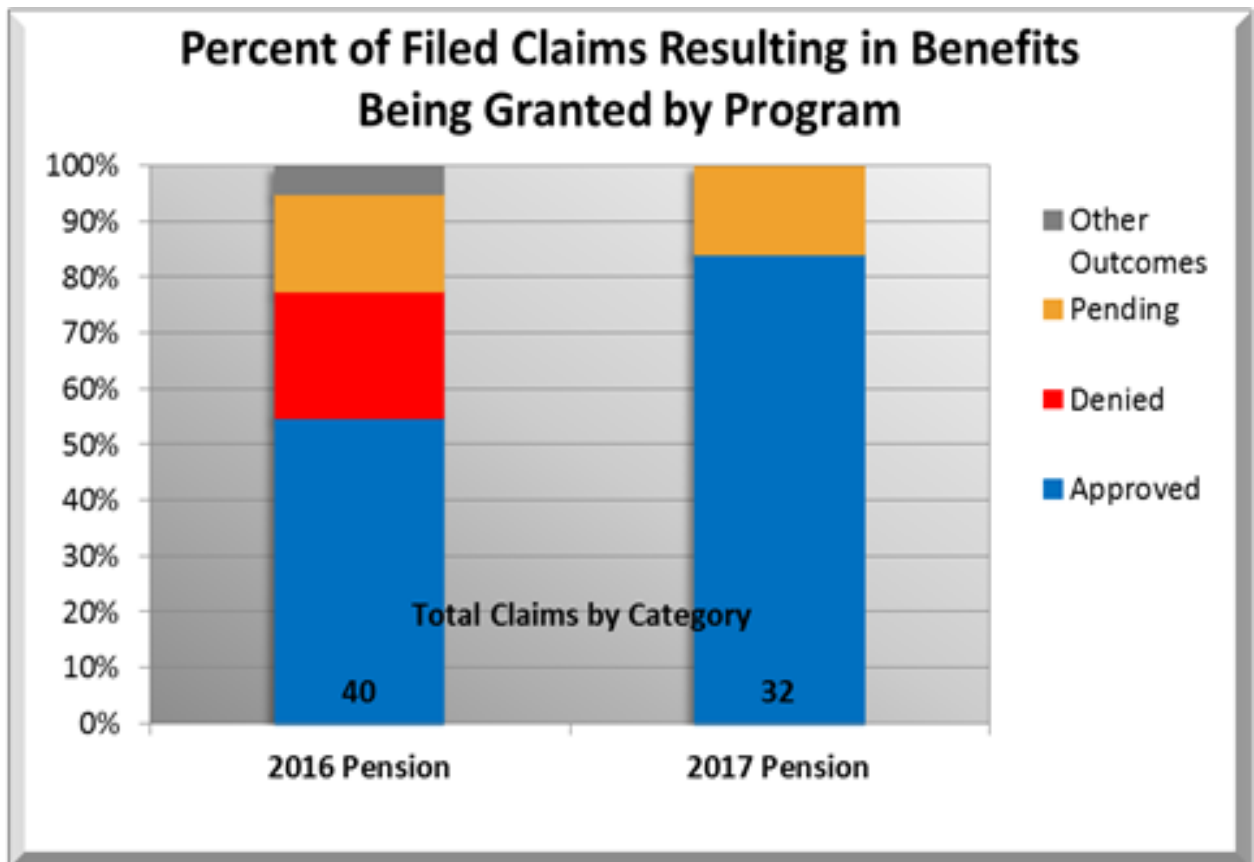
Foster Care Licensing			
	2017		2017
Program #	188	# of FTEs	2.45
Total Cost	258,694	Total Revenue	29,157
Direct Cost	236,672	Levy	185,493
Personnel Cost	224,331	Fees	13,974
Non Personnel Cost	12,341	Grants	15,183
Admin Cost	22,022	Other Revenue	0

# SAFE

## Children and Vulnerable Adults are Protected and Their Basic Needs are Met

### Veteran Benefit Assistance—Program 218

Citizens value the service contributions of veterans and have committed government resources to both assist their reintegration into civilian life and to provide support for service related disabilities.



## How is Scott County doing?

The County had a much higher percentage of approved claims in 2017 and no claims denied. A number of factors can impact approval/denial and longer term tracking will help to identify trends or issues to be addressed for maximum performance.

## What influences this?

Influences prior to the County’s involvement include both knowledge of available resources and interest in seeking government assistance. The increase in both the numbers of returning veterans and of aging veterans is a challenge to the capacity of the system. Multiple recent years of foreign conflict has produced an unprecedented number of returning veterans with both mental and physical injuries that have challenged the established health care system.

## What is the County’s role?

Each county has a veteran’s service officer with responsibility to reach out to veterans, provide information about available services to them and their families, and assist them in accessing needed care and benefits.



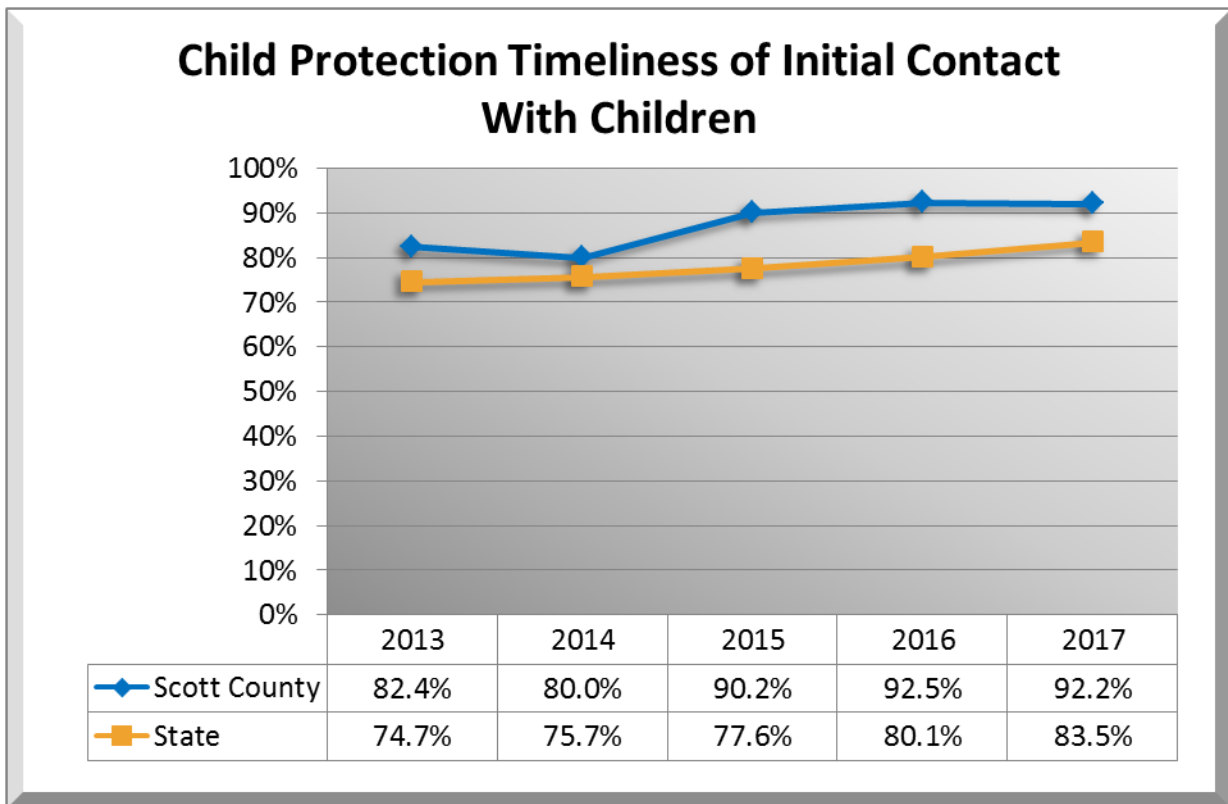
Veterans - Federal Benefits Assistance			
	2017		2017
Program #	218	# of FTEs	1.50
Total Cost	144,537	Total Revenue	9,750
Direct Cost	137,679	Levy	121,071
Personnel Cost	132,928	Fees	0
Non Personnel Cost	4,751	Grants	9,750
Admin Cost	6,858	Other Revenue	0

# SAFE

## Children and Vulnerable Adults are Protected and Their Basic Needs are Met

### Child Welfare Assessment—Program 189

It is important to quickly assess families who need help keeping their children safe. Making contact timely 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. The state has set timelines for initial staff contact with victims of reports of abuse based on the severity of the report.



## How is Scott County doing?

The County has improved performance and remains above the state average. In each year since 2015 Scott County has exceeded the funding withhold target of ninety percent and received incentive payments from the state. The state performance target is one hundred percent timely initial contact.

## What influences this?

A number of factors impact performance on this measure. All child protection programs have been impacted by a significant increase in the number of reports received that the County has needed to respond to. Having enough staff to both screen and assess reports has been an issue. The addition of more child protection staff through state funding did result in improved performance between 2014 and 2016. Additional factors favoring strong performance are supervisors and staff who prioritize quick response to new reports to address potential harm to children.

## What is the County’s role?

Counties receive and consider all reports of child abuse and neglect and assess those situations that meet standards set in law. County Child Protection has the authority to investigate when children have been abused or neglected or are in substantial danger.



Child Protection/ Child Welfare Assessment			
	2017		2017
Program #	189	# of FTEs	8.40
Total Cost	984,279	Total Revenue	936,269
Direct Cost	900,491	Levy	(119,566)
Personnel Cost	840,440	Fees	2,177
Non Personnel Cost	60,051	Grants	934,092
Admin Cost	83,788	Other Revenue	0

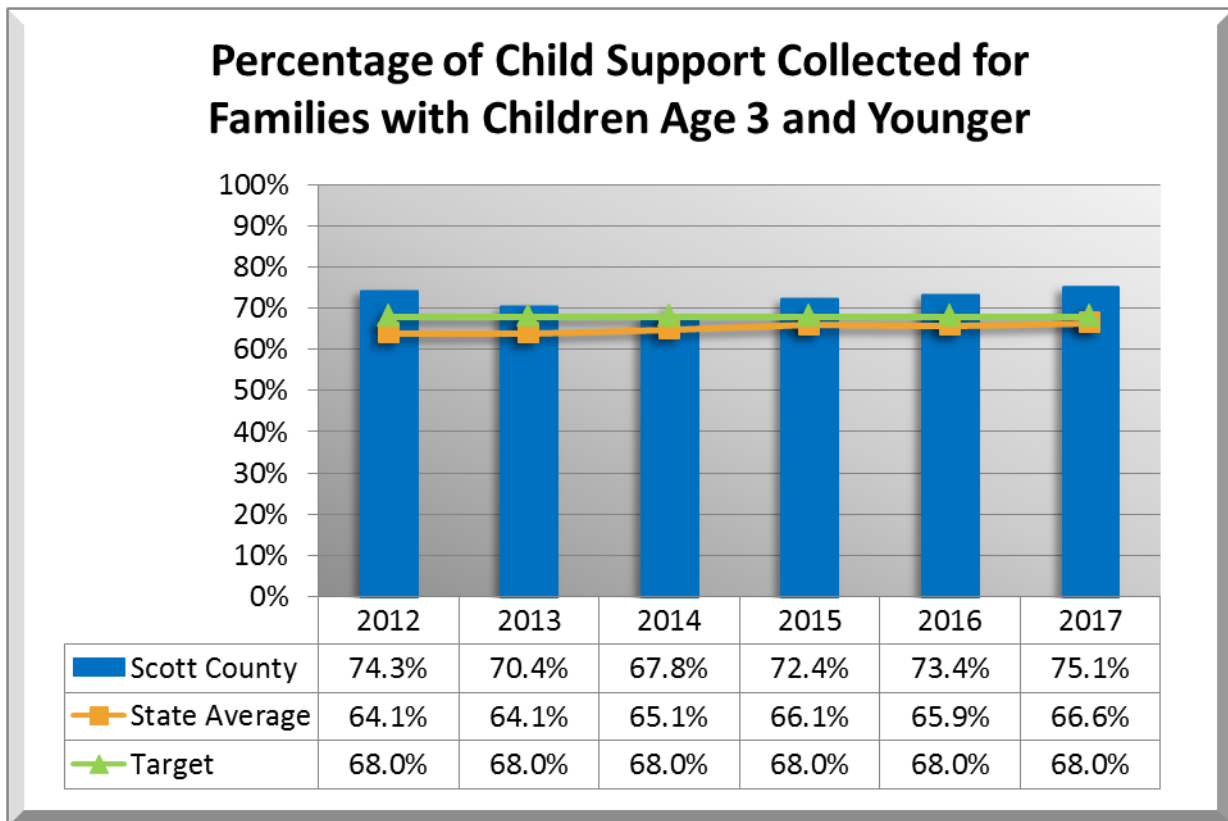


# SAFE

## Children and Vulnerable Adults are Protected and Their Basic Needs are Met

### Child Support—Program 164 (Under 3 only)

Parents who develop a relationship with their children from birth are more likely to stay involved throughout the child’s life. Early financial responsibility increases a parent’s investment in all aspects of their child’s development. Investment by both parents increases child safety long term by expanding a child’s family network. Early intervention and financial stabilization of families with young children is important to avoid a lasting, negative impact on these children. Lack of financial stability is a major contributor to stress within the household.



## How is Scott County doing?

The County rate of collections for this group of families is trending up reaching just over seventy five percent of the court-ordered child support. In consideration of the critical nature of early investment by absent parents, strategies are being evaluated that would further increase performance.

## What influences this?

A first step in the establishment of a child support order is a determination of parentage. Completing this process includes a number of partners and requires scheduling court time. In addition to the delay in establishing paternity, young parents who are completing education or just starting careers are more likely to be in a low-earner category, making payment of child support more challenging.

## What is the County’s role?

The County has been designated as the child support entity by the state and operates under state and federal guidelines. The County must take action to establish a child support court order and collect support for all families receiving public income assistance. In addition, the County must assist any custodial parent who requests help in this area regardless of income.



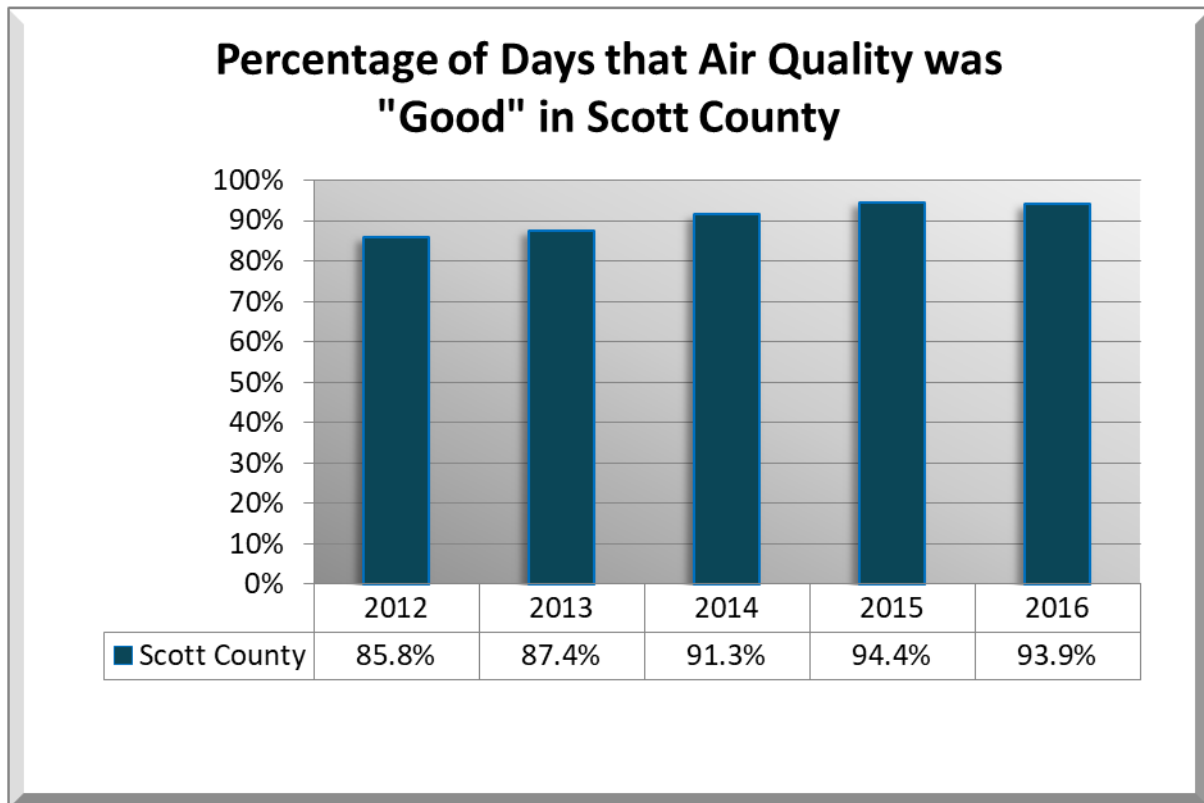
Child Support			
	2017		2017
Program #	164	# of FTEs	14.50
Total Cost	1,694,267	Total Revenue	1,447,794
Direct Cost	1,585,963	Levy	29,865
Personnel Cost	1,206,701	Fees	7,100
Non Personnel Cost	379,262	Grants	1,440,694
Admin Cost	108,304	Other Revenue	0

# SAFE

## Clean Soil, Water, And Air

### Air Quality Rating

A clean and healthy environment contributes to our state's well-being now and into the future. Caring for the environment, environmental preservation, an array of natural spaces, and keeping our air clean contributes to physical and economic health long term.



## Why is this important?

Poor air quality is associated with increased risk of asthma, lung disease, and heart disease. Ground-level ozone, commonly known as smog, and particle pollution pose the greatest known health risks to humans. Air pollutants can also cause damage to lake ecosystems, crops, and our climate.

## What is the County's role?

Efforts within the County that impact air quality are developed within the County Transportation Plan and Environmental Services. A focus of the Transportation Plan is to move traffic more efficiently to reduce emissions and to develop a more robust transit system to reduce the number of individuals driving. The County is also involved in encouraging proper disposal of hazardous wastes, inspections to assure safe septic systems as well as improving surface water quality.

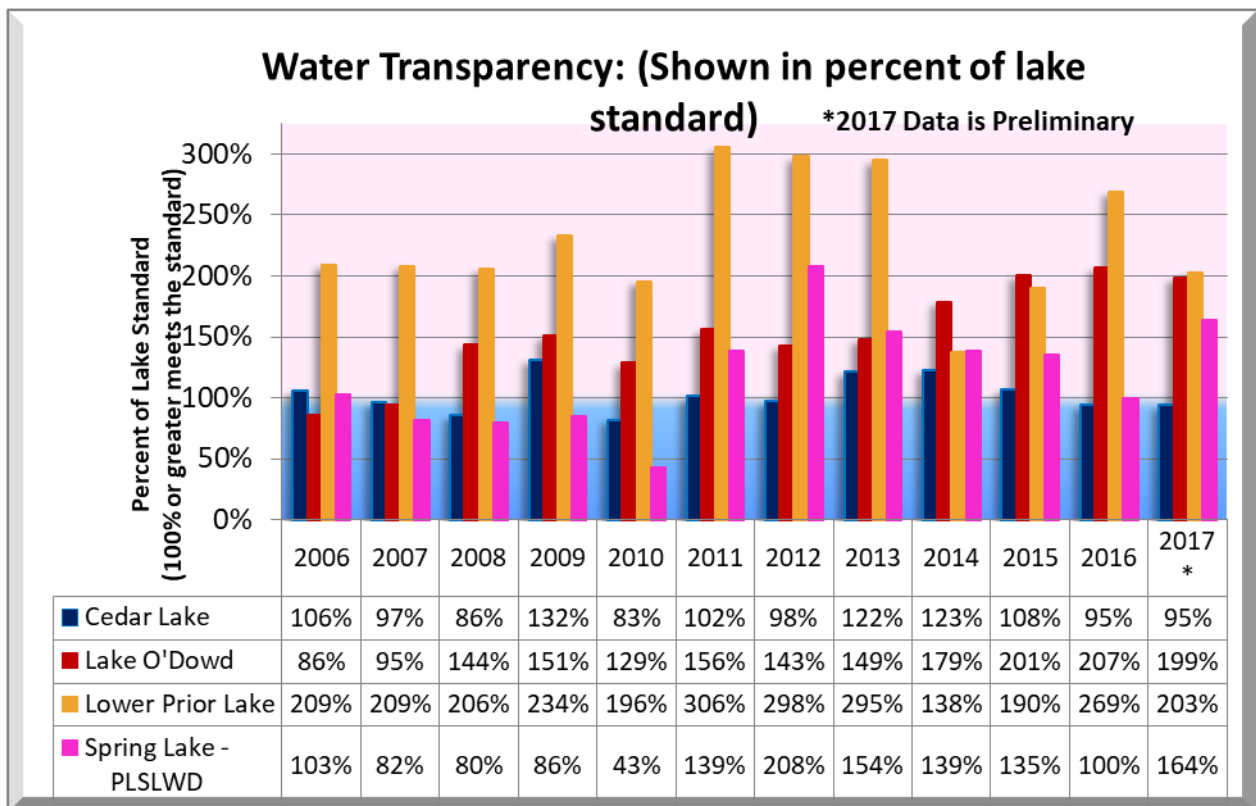


# SAFE

## Clean Soil, Water, And Air

### Impaired Lakes—Water Transparency—Program 121

Water quality is monitored in lakes and streams to track their condition and levels of pollution. Citizens are concerned about the condition of surface waters and whether management efforts are protecting and improving water quality. Water clarity is an indicator of lake health and used to determine if a lake is impaired for recreation due to excessive nutrients.



## How is Scott County doing?

For shallow lakes, O’Dowd and Cedar Lake, the clarity should be one meter or more. O’Dowd has improved while Cedar has remained the same. For deeper lakes, Lower Prior and Spring Lake, the clarity should be 1.4 meters or more. Lower Prior Lake is considered unimpaired. Spring Lake has been considered impaired but has shown some improvement in recent years. Change is tracked over time; annual change is less significant until a pattern occurs.

## What influences this?

A number of factors impact water quality, both natural, such as the depth of a lake, and human influences. Human influences include changing the land cover, improving drainage, increased chemical and fertilizer use, and the spread of invasive species.

## What is the County’s role?

The County has a role in water quality both as a local unit of government regulated under the Federal Clean Water Act and through its responsibilities under state statutes promoting watershed management.



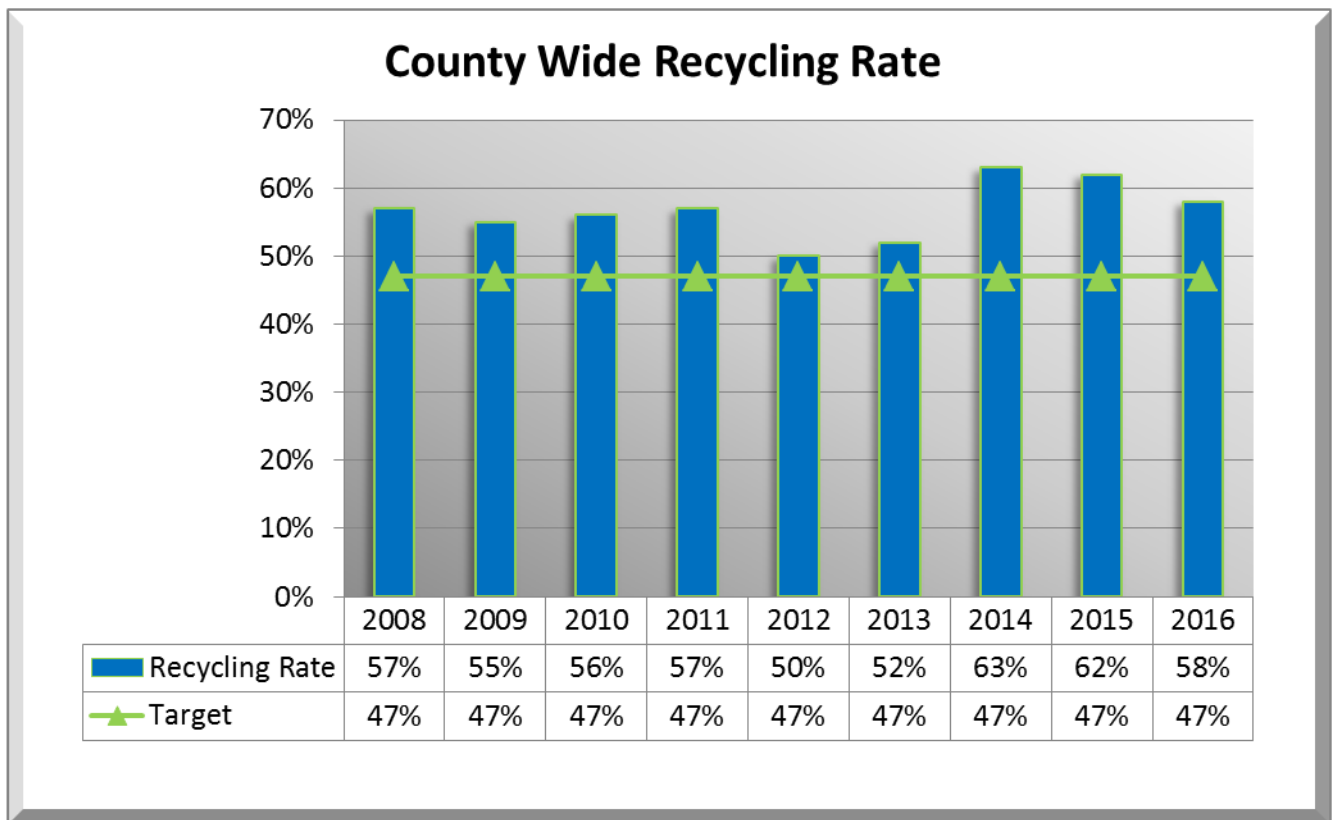
Land & Water Treatment - Technical Assistance and Cost Share			
	2017		2017
Program #	121	# of FTEs	0.30
Total Cost	895,285	Total Revenue	585,416
Direct Cost	891,625	Levy	302,548
Personnel Cost	30,642	Fees	0
Non Personnel Cost	860,983	Grants	585,416
Admin Cost	3,660	Other Revenue	0

# SAFE

## Clean Soil, Water, And Air

### Environmental Health Recycling—Program 64

Recycling reduces pollution, landfill growth, inhibits greenhouse gas generation, and improves both the County and state environment and economy. This measure estimates the percentage of solid waste by weight that is recycled. It is not an indicator of the percent of households that participate in recycling.



## How is Scott County doing?

County businesses and residents have consistently met the state’s target recycling rate and are gradually increasing the amount of waste recycled compared to total waste. The trend over the past nine years is positive.

## What influences this?

A major influence in the recycling rate is the public interest in participation. Convenience and ease of recycling are also important factors. Recognition by the public of the environmental importance is a major factor.

## What is the County’s role?

The County is responsible for the management of solid waste and has taken an active role in encouraging residents to recycle. Scott County also operates a Household Hazardous Waste Facility for the benefit of residents which results in higher recycling rates for problem materials and better management of hazardous products and chemicals.



Environmental Health Education and Public Outreach			
	2017		2017
Program #	64	# of FTE's	0.56
Total Cost	259,957	Total Revenue	(400)
Direct Cost	208,994	Levy	158,431
Personnel Cost	48,124	Fees	0
Non Personnel Cost	160,870	Grants	90,000
Admin Cost	50,963	Other Revenue	(90,400)

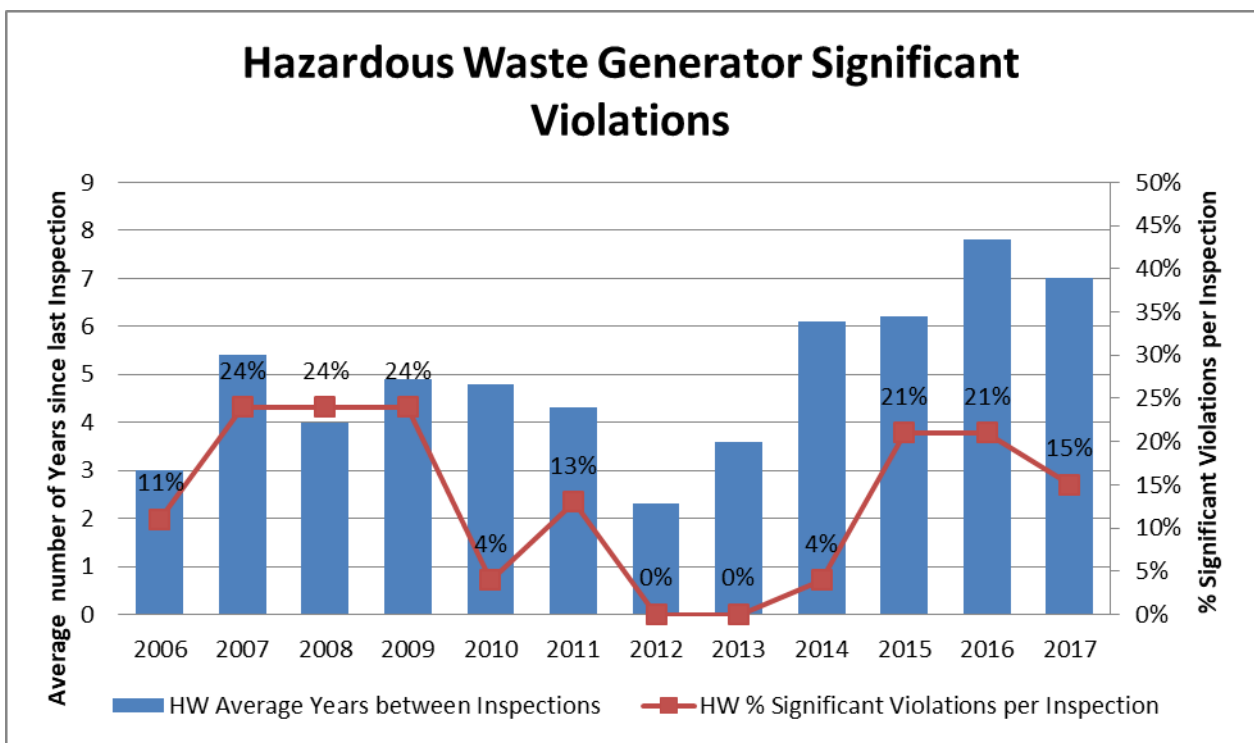


# SAFE

## Clean Soil, Water, And Air

### Environmental Health Hazardous Waste —Program 65

Improperly managed hazardous waste may pose a threat to human health and the environment by contaminating the groundwater, soil, and the air.



## How is Scott County doing?

There appears to be a correlation between the length of time between inspections and the rate of violations indicating that more frequent inspections may reduce the impact of improper management of hazardous waste on the environment. After improving between 2012 and 2014, the violation rate has increased again in 2015 thru 2017 while the length of time between inspections has expanded.

## What influences this?

Proper disposal of hazardous waste is more likely to occur when the public is educated about both harm potential and proper management. Access to cost effective disposal sites is important along with routine inspections.

## What is the County's role?

The County has the responsibility to license hazardous waste generators. In addition, the County conducts inspections to monitor proper management of hazardous waste.



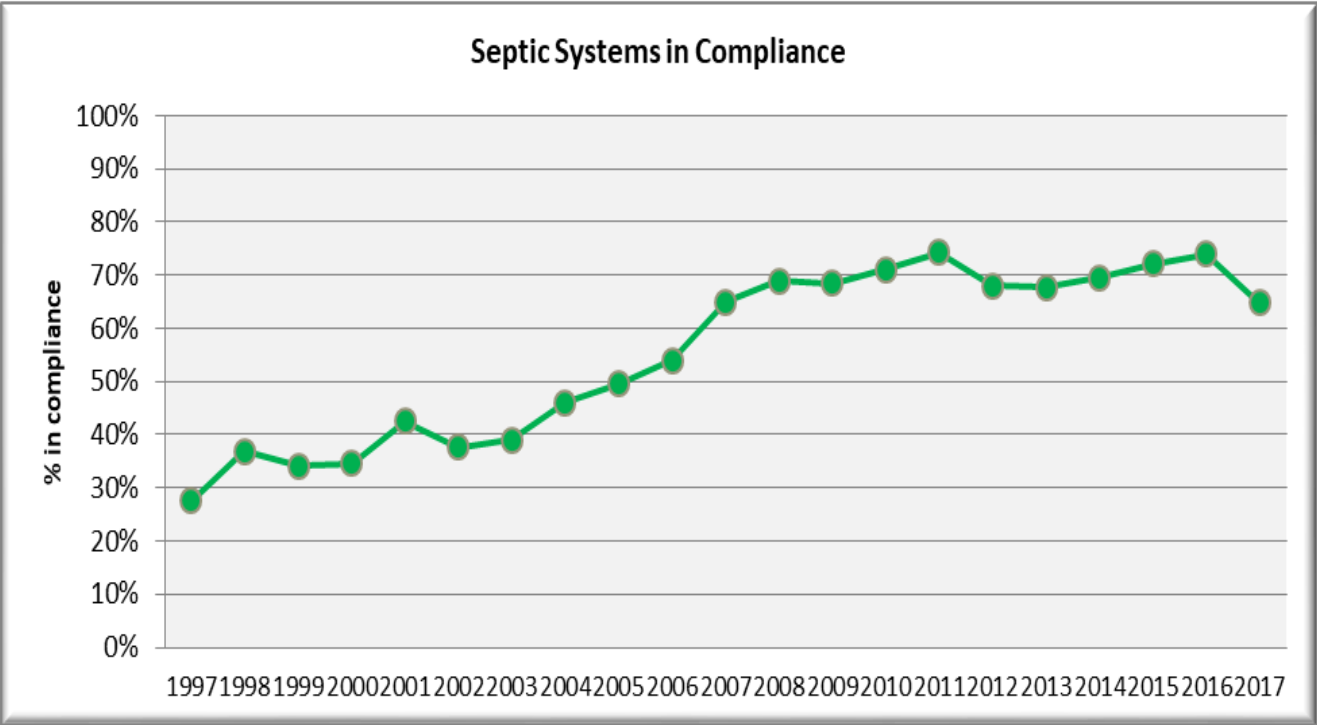
Hazardous Waste Generator, and Solid Waste Facility & Hauler Regulation			
	2017		2017
Program #	65	# of FTE's	0.72
Total Cost	88,382	Total Revenue	126,000
Direct Cost	71,056	Levy	(72,271)
Personnel Cost	65,341	Fees	126,000
Non Personnel Cost	5,715	Grants	0
Admin Cost	17,327	Other Revenue	0

# SAFE

## Clean Soil, Water, And Air

### Environmental Health Septic System —Program 68

A failing septic system which discharges sewage waste onto the ground surface, into surface water, or where it can contaminate groundwater can pose a serious public health threat. This measure tells how many septic systems of those evaluated annually by private companies are in compliance with state criteria.



## How is Scott County doing?

Over the past twenty years, the septic system compliance rate has increased from under thirty percent to over seventy percent and in 2016 equaled the high rate of seventy four percent. The compliance rate dropped to sixty five percent in 2017. While this is a concern overall, indications are that systems are being maintained, are lasting longer and over time are collectively a lower public health risk.

## What influences this?

Factors influencing compliance with state criteria include properly designed, installed, and operated septic systems. Replacement of aging septic systems has had a major role in improving the system countywide.

## What is the County's role?

The County is responsible for ensuring proper management of sewage from homes not serviced by a municipal system. This includes both oversight of inspections, reminders to homeowners to maintain systems, and sponsoring a grant and loan program that assists replacement of failing systems.



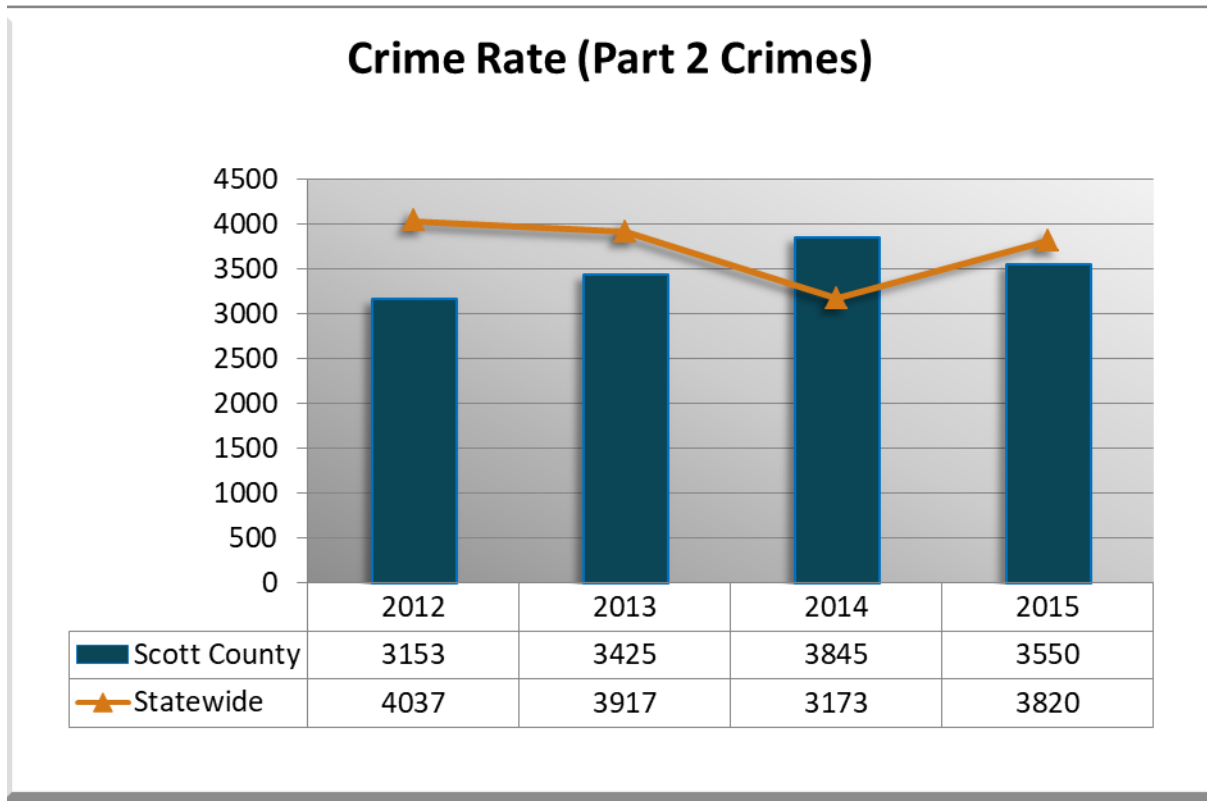
Septic System Permitting, Enforcement and Maintenance Program			
	2017		2017
Program #	68	# of FTE's	2.79
Total Cost	340,633	Total Revenue	177,600
Direct Cost	273,854	Levy	29,475
Personnel Cost	257,333	Fees	154,000
Non Personnel Cost	16,521	Grants	23,600
Admin Cost	66,779	Other Revenue	0

# SAFE

## Enforce Laws, Be Prepared, and Respond to Emergency Situations

### Victimization—Part II Crimes

Crimes that target property or are less serious in terms of legal penalties and may be considered nuisance crimes, but can have a major impact beyond the individual victim. These less serious crimes are more likely to negatively impact an individual's sense of safety in their own home and public feelings of safety within the community.



## Why is this important?

The health of a region is dependent on the safety of its residents and visitors. People must feel secure in their homes and neighborhoods, comfortable going to work, participating in recreational activities, and going out at night. Freedom from crime and the fear of crime promotes neighborhood connections, housing stability, an area's attractive business climate and its economic future.

## What is the County's role?

The County is usually the first point of contact for safety issues for residents. The dispatch center receives all 911 calls as well as non-emergency calls for assistance. In addition, the County has responsibility for responding to law enforcement issues in the townships, charging and prosecuting criminal behavior, providing services to victims and supporting the district court system within the county.

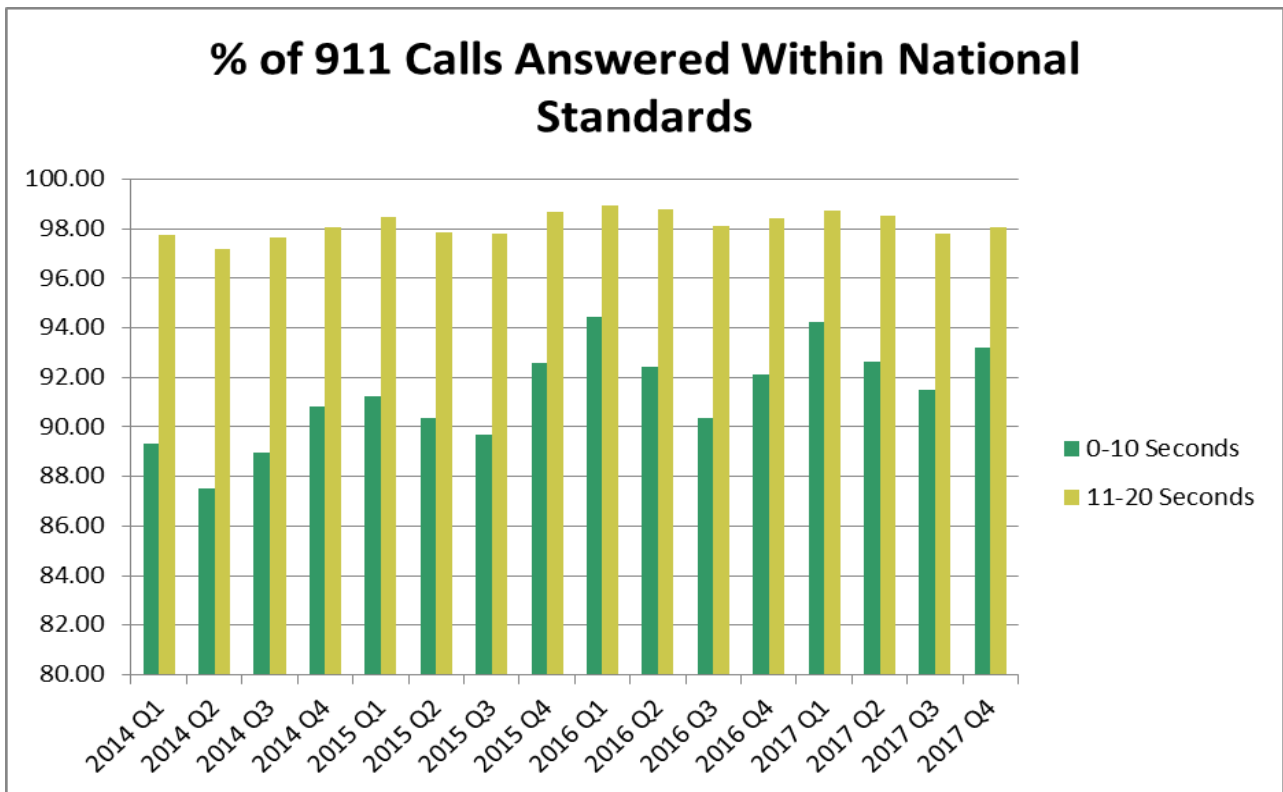


# SAFE

## Enforce Laws, Be Prepared, and Respond to Emergency Situations

### 911 Response Time—Program 226

In an emergency, a delay of seconds can lead to death. A national standard was established to identify maximum allowable wait times for 911 callers. It calls for ninety percent of 911 calls to be answered within ten seconds during the peak hour of the day and ninety-five percent of 911 calls answered within twenty seconds during that hour.



## How is Scott County doing?

This is a relatively new format for tracking this measure. Current data does not distinguish between call response times between peak and non-peak hours so comparison to national standards is not currently available. The trend for answering calls within zero to ten seconds has increased over the three-year period.

## What influences this?

Staff capacity is a significant factor in response times. Capacity is influenced by scheduling as well as technology. Other factors impacting capacity is staff turnover, vacancy rates and training time. Due to the high stress nature of these calls, both on the job stress and turnover are critical issues to consider.

## What is the County’s role?

Scott County's 911 Center receives and dispatches all emergency calls within the boundaries of the county. In an emergency, a delay of seconds can lead to death. A national standard was established to identify maximum allowable wait times for 911 callers. It calls for ninety percent of 911 calls to be answered within ten seconds during the peak hour of the day and ninety-five percent of 911 calls answered within twenty seconds during that hour.



Dispatch (Emergency)			
	2017		2017
Program #	226	# of FTE's	5.15
Total Cost	542,035	Total Revenue	(27,084)
Direct Cost	517,374	Levy	519,797
Personnel Cost	458,000	Fees	0
Non Personnel Cost	59,374	Grants	128,016
Admin Cost	24,661	Other Revenue	(155,100)

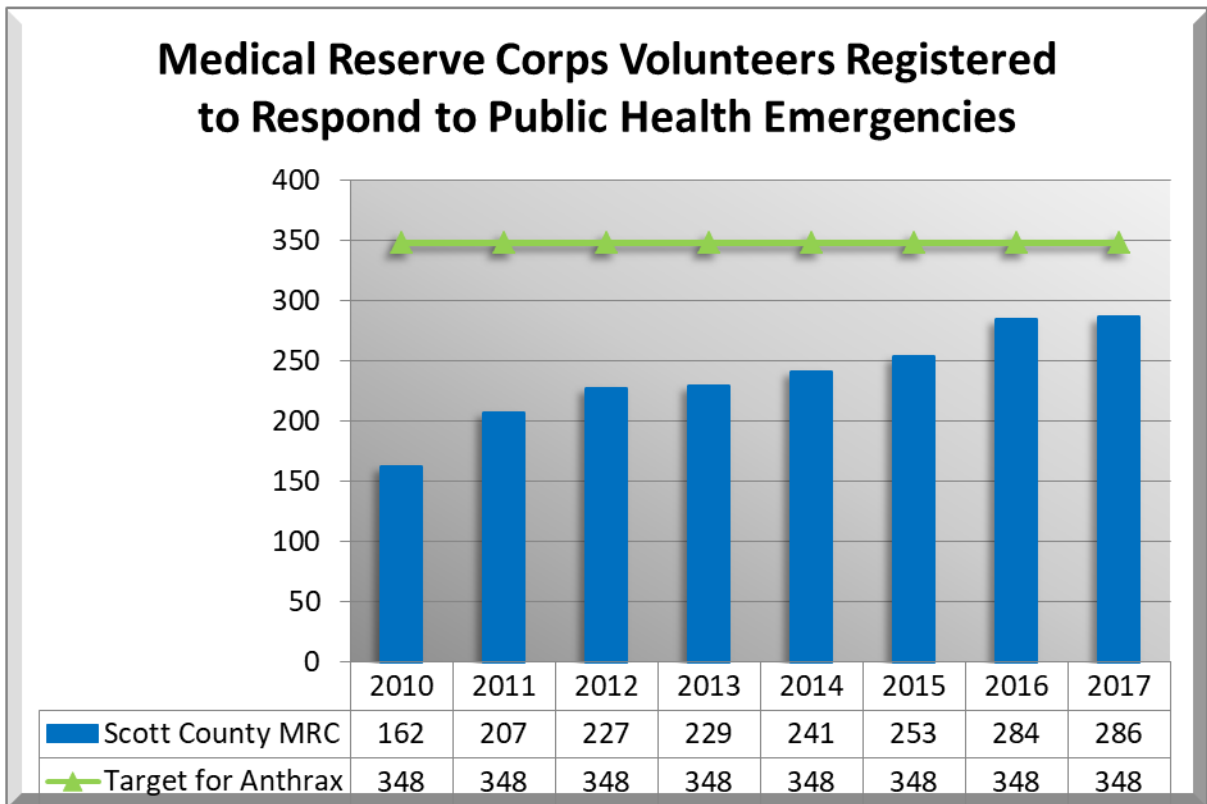


# SAFE

## Enforce Laws, Be Prepared, and Respond to Emergency Situations

### Emergency Preparedness—Program 208

Disasters occur sometimes without notice or with very little time to prepare. Whether natural disasters, human caused incidents, or disease outbreaks, communities need to be prepared to respond in order to mitigate damage. Planning and preparation assures that resources are immediately available.



## How is Scott County doing?

The number of registered volunteers has increased yearly but does not meet the target set for an identified sample emergency situation.

## What influences this?

The pool of registered volunteers is based on the success of recruitment efforts. Factors that impact that success include publicity and community attitude toward volunteer service. Increased interest in providing service often follows natural disasters, disease outbreaks or high profile crime incidents. At other times it may be more difficult to find and retain volunteers.

## What is the County's role?

The Medical Reserve Corps provides a way to recruit and train volunteers to respond to public health needs including disasters and other emergencies. The County recruits, screens, registers, and provides ongoing training to assure needed personnel are available for emergencies.



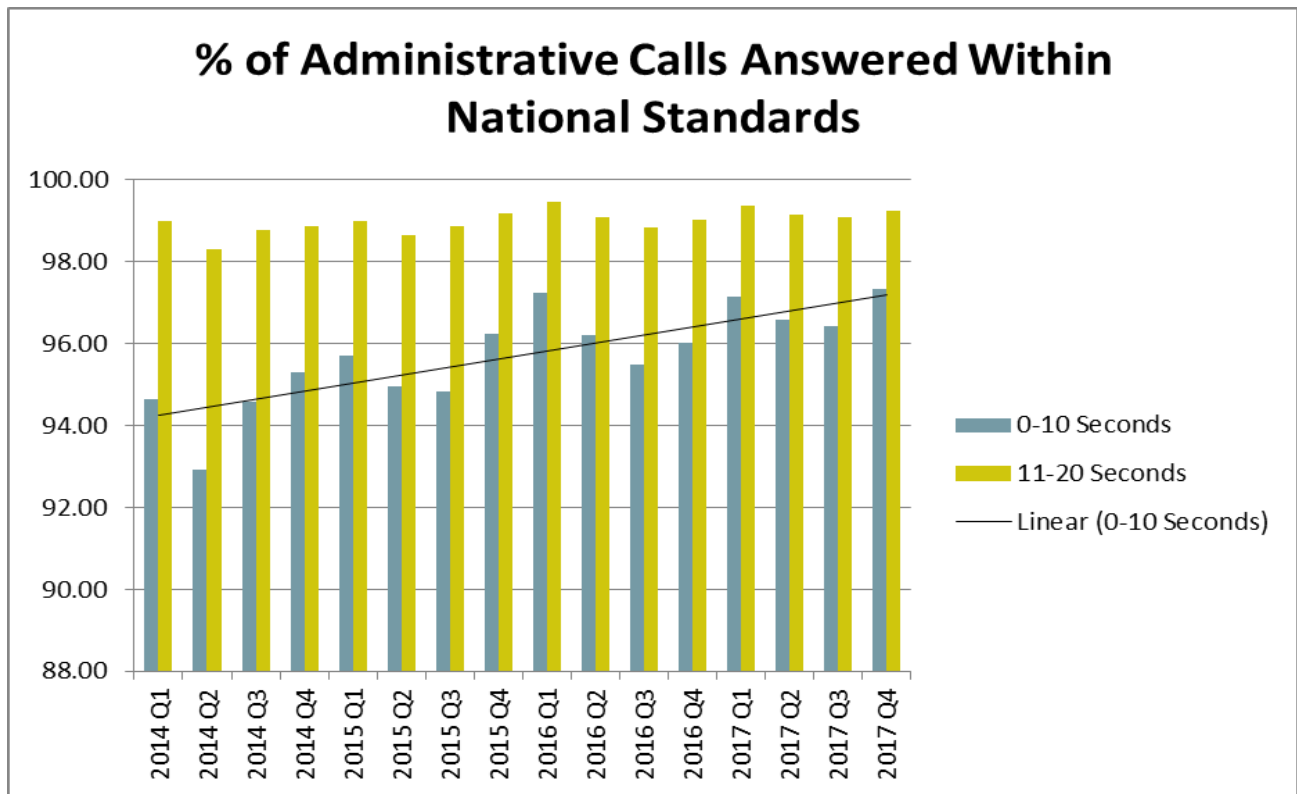
Public Health (PH)-Emergency Preparedness			
	2017		2017
Program #	208	# of FTE's	1.28
Total Cost	154,188	Total Revenue	80,410
Direct Cost	146,872	Levy	59,146
Personnel Cost	127,176	Fees	0
Non Personnel Cost	19,696	Grants	80,410
Admin Cost	7,316	Other Revenue	0

# SAFE

## Enforce Laws, Be Prepared, and Respond to Emergency Situations

### Non-emergency Dispatch —Program 227

Non-emergency (administrative) calls are received and public safety services dispatched. In many cases emergency calls are made to the non-emergency lines. During busy periods 911 calls roll over to non-emergency lines when all 911 lines are in use. Due to the volume of emergency calls received on non-emergency lines, it is vital to maintain a consistent call handling standard.



## How is Scott County doing?

This is a relatively new measure still being tracked quarterly. The data currently compares service averaged across all hours instead of during peak hour as recommended by standard. Currently over ninety eight percent of calls are answered within twenty seconds and over ninety two percent within ten seconds. The trend for calls answered between zero and ten seconds has increased over the past three years.

## What influences this?

Staff capacity is a significant factor in response times. Capacity is influenced by scheduling as well as technology. Other factors impacting capacity is staff turnover, vacancy rates and training time. These are highly stressful jobs making turnover a critical factor.

## What is the County's role?

Scott County's 911 Center receives and dispatches all emergency calls within the boundaries of the county. Non-emergency calls for public services are received by the county and directed appropriately.



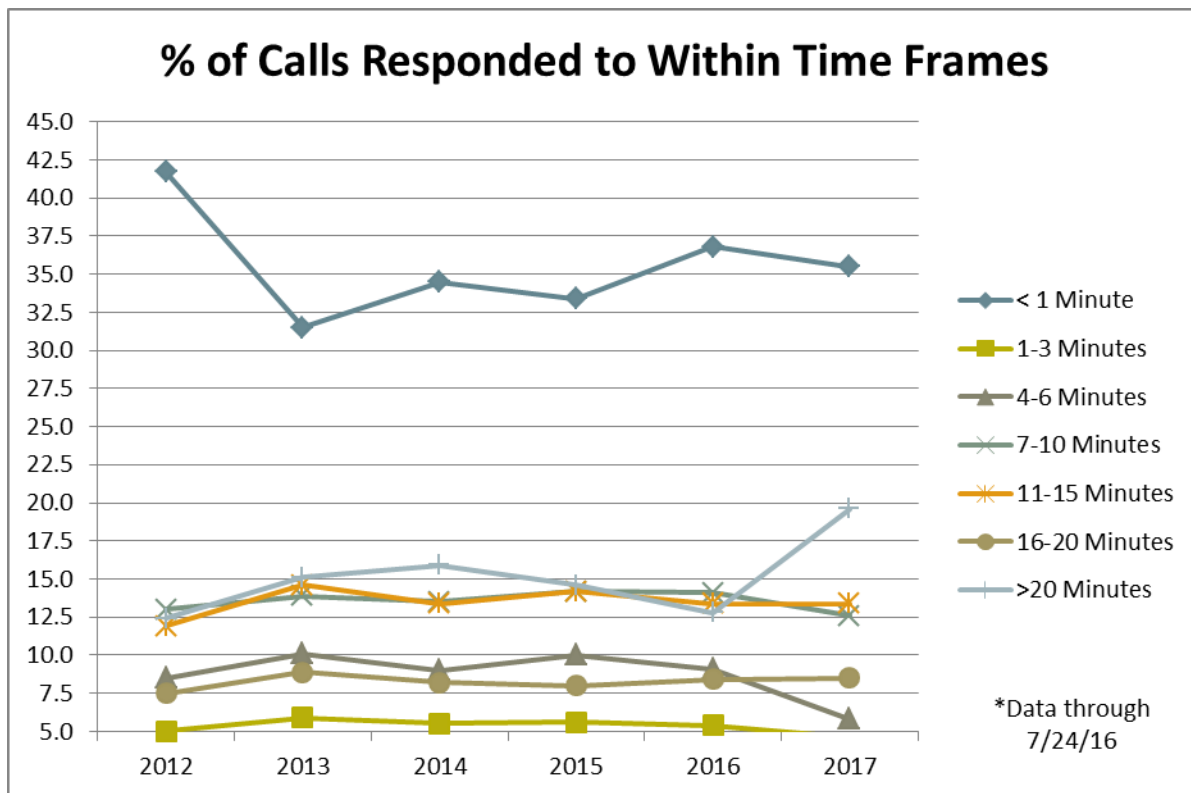
Dispatch (Non-Emergency)			
	2017		2017
Program #	227	# of FTE's	15.35
Total Cost	1,585,807	Total Revenue	(37,259)
Direct Cost	1,513,657	Levy	1,478,766
Personnel Cost	1,360,633	Fees	0
Non Personnel Cost	153,024	Grants	117,840
Admin Cost	72,150	Other Revenue	(155,099)

# SAFE

## Enforce Laws, Be Prepared, and Respond to Emergency Situations

### Patrol Calls for Service —Program 245

The Scott County Sheriff's Office responds to emergency and non-emergency calls for service for all of Scott County and are the primary responders for these calls for service in Scott County's eleven townships. In an emergency, we are typically the first on scene to provide emergency care for an injured or sick citizen and also to provide safety and protection from those involved in a violent or physical incident.



## How is Scott County doing?

Response rate compliance within time frames for those calls receiving a response in less than one minute decreased between 2012 and 2013. Since that time, the rate has stabilized with a trend toward increasing. Other response times have remained stable with the exception of an increase in response times of greater than twenty minutes.

## What influences this?

Staff capacity is a primary influencing factor. As a 24 hour service, scheduling is based on expected need. Variation from anticipated call volume can impact capacity. Other factors include type of call, location/travel distance, and time of day.

## What is the County's role?

Sworn deputies perform duties involving the protection of life and property, prevention of crime, apprehension of criminals, and the general enforcement of laws and ordinances in the County on an assigned shift or on special assignments. The work normally consists of routine patrol, investigation, and traffic regulation which may be performed in squads or on foot. (Minn. Stat. § 387)



Transportation Project Development and Design			
	2017		2017
Program #	245	# of FTE's	12.40
Total Cost	1,993,923	Total Revenue	89,575
Direct Cost	1,415,836	Levy	748,174
Personnel Cost	1,248,411	Fees	10,500
Non Personnel Cost	167,425	Grants	4,000
Admin Cost	578,087	Other Revenue	75,075

# HEALTHY

## HEALTHY WHEN...

A healthy community is one in which the health of each individual is supported through access to basic services necessary for their physical and mental health. This is an area where citizens see a government role in particular for vulnerable populations.

A healthy community is one in which individual choice is recognized and citizens have access to a number of options to meet their needs. Citizens expect government to support, not necessarily provide, the availability of an array of services.



# HEALTHY ACCESS TO QUALITY HEALTHCARE

Since the fall of 2014, Scott County Mental Health Center, in partnership with Scott County school districts, has been providing adolescent therapeutic day treatment services. The program, named Reflections, provides clinical services, such as diagnosis and therapy. The people who benefit from this program are youth with a higher probability of hospitalization due to severe mental health symptoms.

Attendance at Reflections means youth receive mental health services while remaining in the community with their families. With the program being present in the schools, it also means youth can receive intensive mental health services without disrupting their schoolwork. Reflections participants have a wide range of diagnosis, including depression, anxiety, trauma related symptoms or other significant mental health issues. To date, Reflections has served 158 youth ages 12-18 from all school districts in Scott County.

Early in 2017, a 16-year-old young man, “Mark” was referred by his mother and school counselors. “Mark” had recently experienced a physical assault by a group of same-aged peers. Since the incident, he was experiencing significant levels of anxiety. “Mark” had not been attending school and had been isolating himself at home. “Mark’s” mother added he was checking/locking doors due to fear, having anger outbursts, doing the opposite of what adults asked him to do, and talked about suicide.



“Mark” attended outpatient therapy but his symptoms continued to increase. He had also been seen at the Emergency Room two different times because suicidal behavior.

The Reflections therapist conducted a Diagnostic Assessment and “Mark” was diagnosed with Post-Traumatic Stress Disorder and depression. While at Reflections Day Treatment, he participated in group and individual therapy. “Mark” and his family also participated in family therapy. While in family therapy, “Mark’s” parents learned how the assault affected their son and the relationship between trauma and “Mark’s” anger about the assault.



“Mark” made significant improvement in emotional stability. He was able to gain insight to his emotions and change his destructive behaviors. With his ability to feel safe and trust others, he stopped his isolation and suicidal ideations. “Mark” also improved his communication skills and became more cooperative with school staff, and reconnected with peers while keeping healthy boundaries.

While at Reflections, “Mark” had no further suicide attempts or Emergency Room visits. After ten months of participation at Reflections, he was successfully discharged to an academic setting and continued with outpatient therapy.

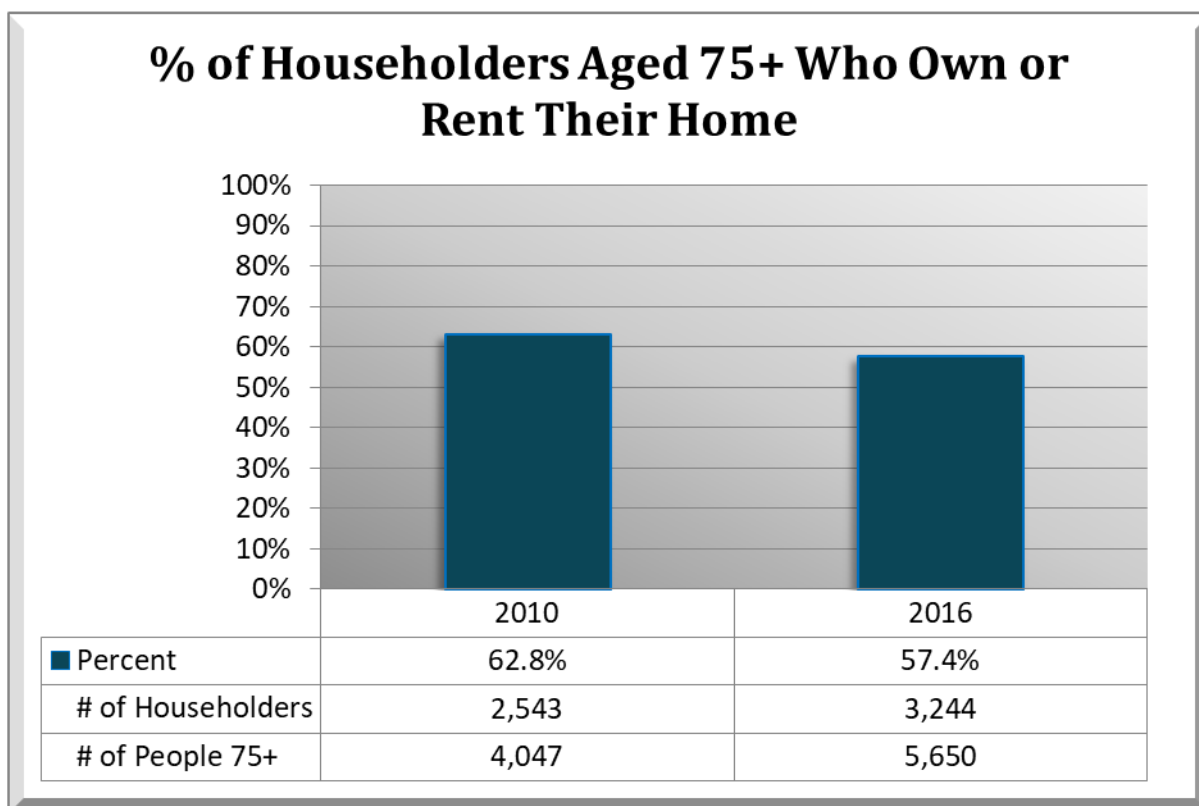


# HEALTHY

## Elderly Can Live At Home With Whatever Support The Need

### Householders Aged 75+ Who Own or Rent

Most seniors prefer to age in place, remaining in their own home living independently with the services they need. Considerations for communities include the adequacy of the service support system, accessible and affordable housing, and transportation systems.



## Why is this important

Between 2010 and 2030, the number of adults age 65+ is expected to nearly double, while the number of younger residents will increase only modestly. In addition, residents are living longer and more mobile families result in many elderly residing at a distance from family members. This major shift will have widespread impact on our economy, workforce, housing, health care and social services. Communities need to plan for and respond to needs to enable older adults to continue living well.

## What is the County's role?

Living at home with needed support is desired by most seniors and is far less costly than nursing home care. Major barriers to living at home are housing affordability and access to services. Through the Community Development Agency the County guides the provision of affordable housing opportunities to low and moderate income families. In addition, the County has a role in assisting seniors and their family members assess the need for services, type of services, and access to those services to enable the older adult to live as independently as possible.

Median Household Income age 65+  
\$45,102

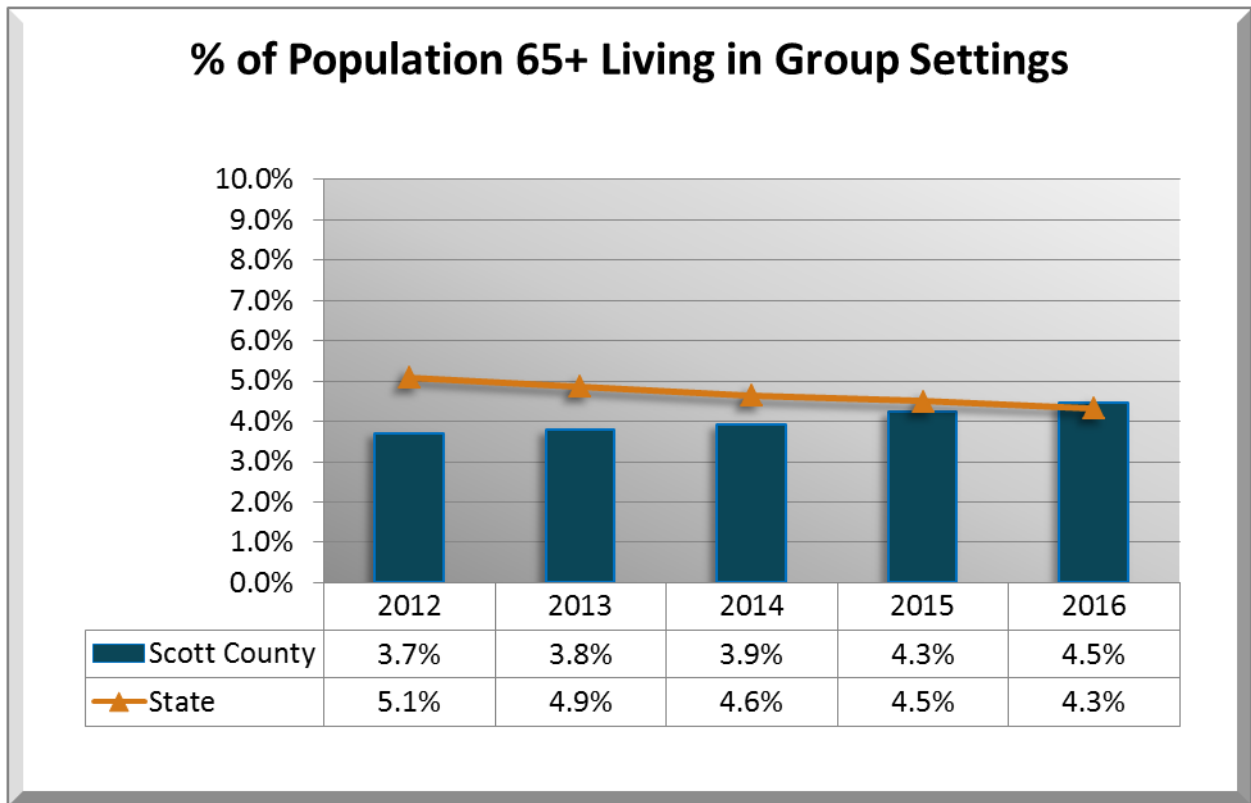


# HEALTHY

## Elderly Can Live At Home With Whatever Support The Need

### Population Aged 65+ Who Live in Group Settings

The percentage of County residents who are over age 65 is growing rapidly. Most seniors plan to live independently in their own homes and expect that support services will be available to assist them to maintain their independence.



## Why is this important

Between 2010 and 2030, the number of adults age 65+ is expected to nearly double, while the number of younger residents will increase only modestly. This major shift will have widespread impact on our economy, workforce, housing, health care and social services. Communities need to plan for and respond to needs to enable older adults to continue living well. While the statewide percentage of older adults living in group care is decreasing, the trend in Scott County is increasing. It is not clear whether this is a choice by residents to relocate to “retirement communities” with assisted living components or other factors including a lack of community services to support them in their homes.

## What is the County’s role?

Living at home with needed support is desired by most seniors and is far less costly than nursing home care. Major barriers to living at home are fixed and inadequate income, housing affordability and access to services. As seniors age, many face increasing physical and mental challenges to their independence. Through the Community Development Agency the County guides the provision of affordable housing opportunities to low and moderate income families. In addition, the County has a role in food/income support options and assisting seniors and their family members assess the need for services, type of services, and access to those services to enable the older adult to live as independently as possible.

Adults age 65+ with Disability

28.7%

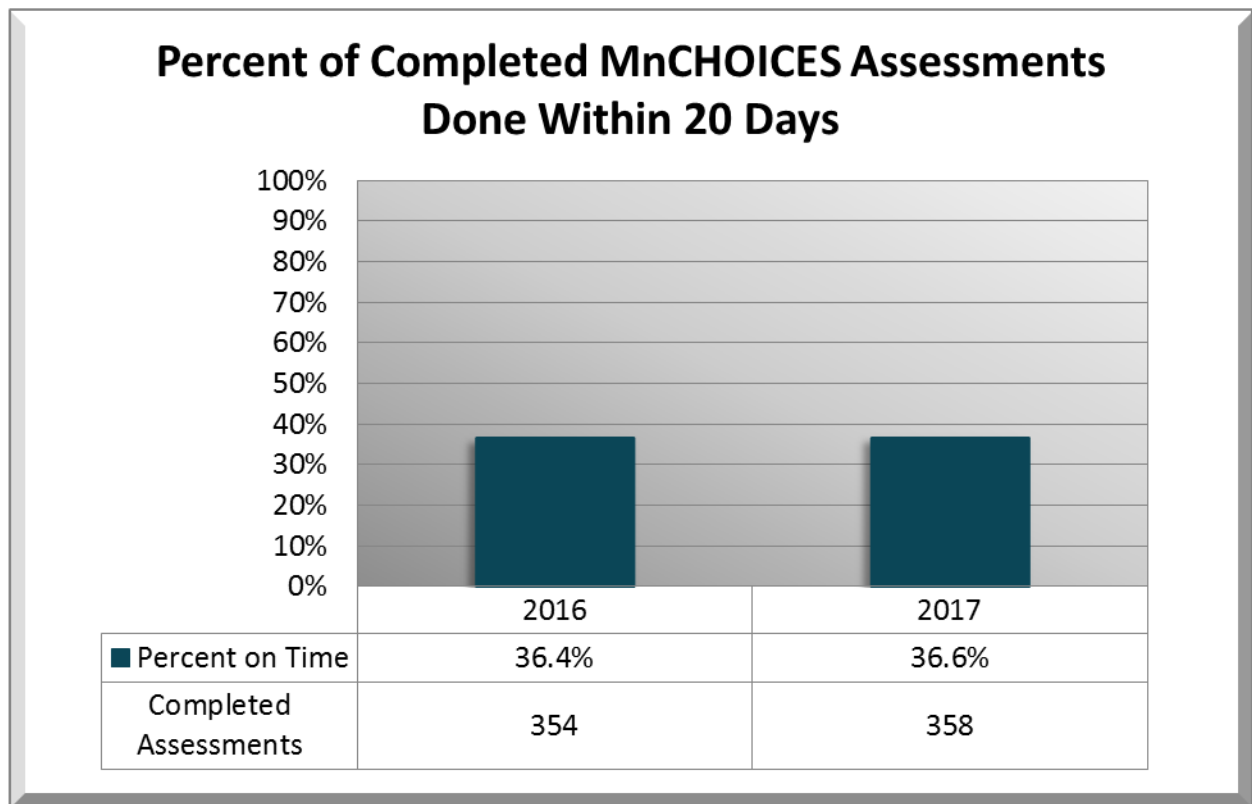


# HEALTHY

## Elderly Can Live At Home With Whatever Support The Need

### Assessments Completed Within 20 Days—Program 202

Minnesota strives to help people live as independently as possible so they can continue to be a part of their communities. Families expect the assurance that there are professionals available to help identify the services and programs to assist vulnerable family members to remain at home for as long as possible with a plan of care based on assessed needs, preferences, and values.



## How is the County doing?

Minnesota implemented a new assessment format in 2015. The current format is much more time intensive to complete and has been difficult for both staff and clients to process within twenty days, the state target. Since the launch Scott County has not met the state expectation for timely assessment completion.

## What influences this?

Changes in state requirements for both the type and frequency of assessments have impacted the ability of staff to complete assessments within the timeline. The length of the assessment tool and the physical condition of clients can require multiple visits and delay timely completion. Adequate staff capacity is a primary issue.

## What is the County's role?

Assessments are available upon request to help individuals and families determine what services and supports may be needed to enable an elderly or disabled individual live independently at home. As individuals wait for the assessment, they are often going without the services they need, causing strain on caregivers, and causing caregivers to redirect time which can result in loss of income or jobs. It is important individuals receive assessments timely so they can get the services they need in place.



MnChoices Assessment			
	2017		2017
Program #	202	# of FTEs	13.10
Total Cost	1,354,895	Total Revenue	1,590,423
Direct Cost	1,245,880	Levy	(453,558)
Personnel Cost	1,242,780	Fees	0
Non Personnel Cost	3,100	Grants	1,590,423
Admin Cost	109,015	Other Revenue	0

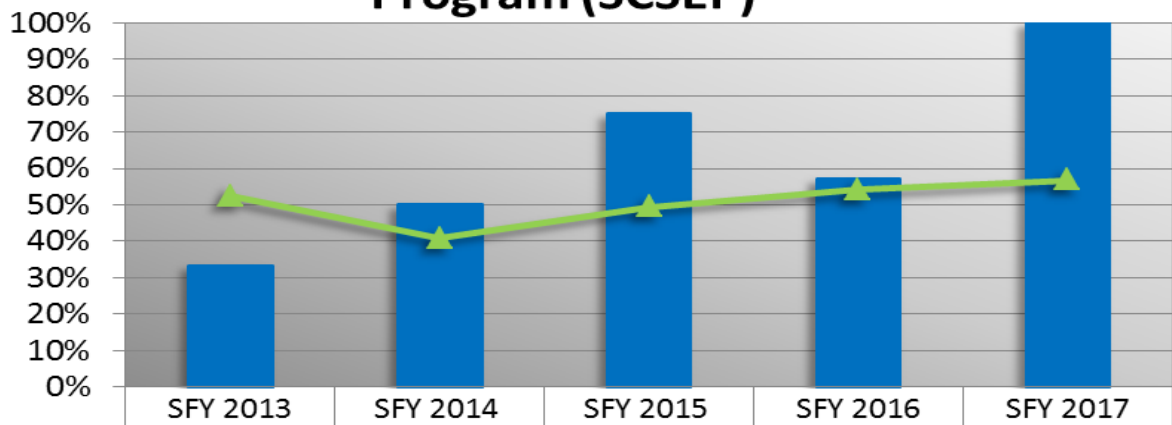
# HEALTHY

## Elderly Can Live At Home With Whatever Support The Need

### Senior Employment — Program 170

Individuals fifty five and older reentering the workforce after some time away or as a result of job loss often find significant challenges in obtaining employment. As they approach retirement age, well-paying jobs are especially important in securing their future. They are also a skilled workforce that the local economy cannot afford to lose.

**Percent of Individuals Who Secure Employment in Senior Community Service Employment Program (SCSEP)**



■ Scott County	33.3%	50.0%	75.0%	57.1%	100.0%
▲ Target	52.6%	41.0%	49.6%	54.3%	57.0%
# Exits to Employment	3	1	3	4	3



## How is the County doing?

Programs with small participant numbers can vary significantly in success rates year to year. This program has improved over the base year of 2013 each year and had a 100 percent success rate in state fiscal year 2017.

## What influences this?

The overall unemployment rate is a significant influence on both the need for and success of this rate. This is a non-levy program so the availability of grant funding impacts the number of participants who can be served. Other factors include the willingness of employers to participate, support services available, and appropriate job training experiences.

## What is the County's role?

County programs help low-income individuals 55 or older through training and work experience opportunities. Career assessments, career counseling and assistance with finding unsubsidized employment are available components. This program serves only a small number of participants but is important to those unable to reenter the workforce through other avenues.



Senior Community Service Employment Program (SCSEP)			
	2017		2017
Program #	170	# of FTEs	0.35
Total Cost	74,643	Total Revenue	55,916
Direct Cost	69,872	Levy	9,185
Personnel Cost	29,827	Fees	0
Non Personnel Cost	40,045	Grants	55,916
Admin Cost	4,771	Other Revenue	0

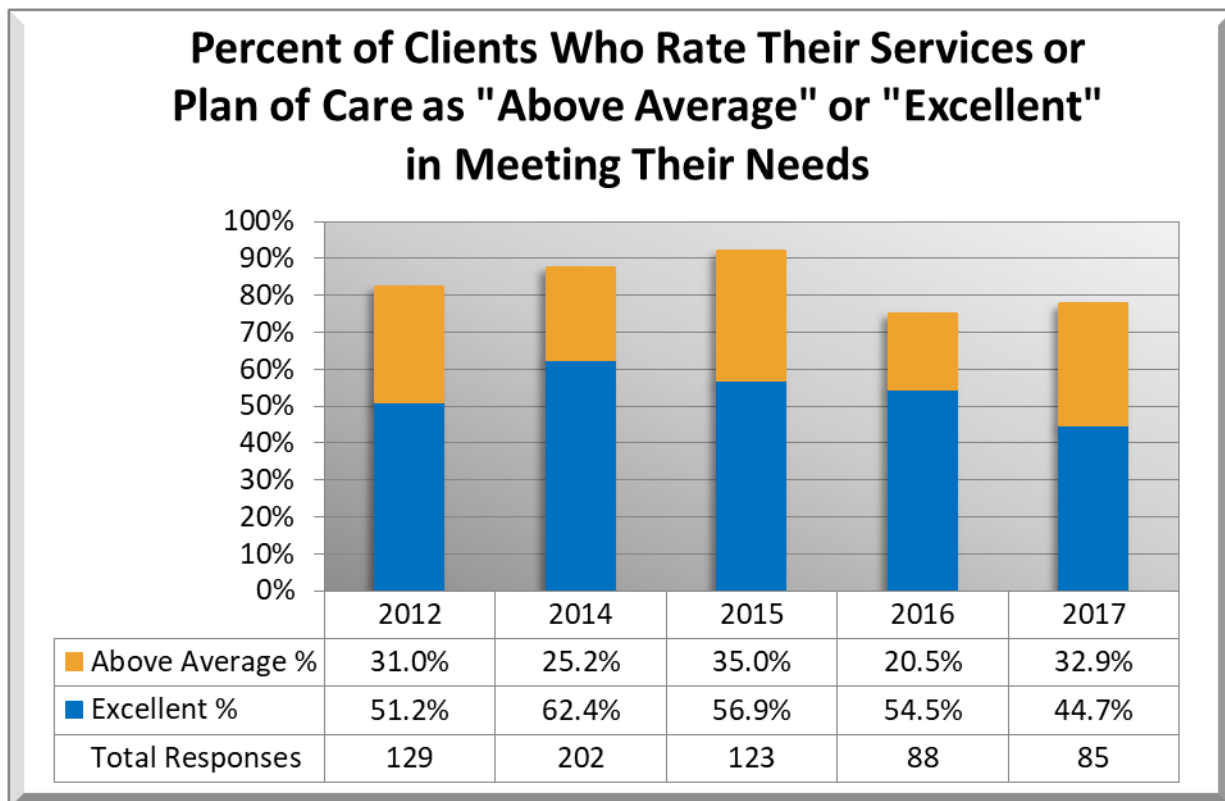


# HEALTHY

## Elderly Can Live At Home With Whatever Support The Need

### Home and Community Care — Program 196

Individuals who have a disability or are over the age of sixty five may require additional supports to remain independent. Research shows that most elderly or disabled residents prefer to remain in their own homes with the services needed to maintain the quality of life they choose. Available home and community care is not only desirable but is more cost effective than nursing home or other institutional care.



## How is the County doing?

When determining the “right plan” of care for vulnerable adults, a key measure is their assessment of how well the services meet their needs. In the last two years significantly fewer responses were received and the satisfaction rating has decreased, particularly the “excellent” rating. Overall in 2017 nearly seventy eight percent of individuals receiving services felt their plan of care was above average or excellent in meeting their needs.

## What influences this?

This is a participant assessment measure that requires further analysis of responses when developing a plan to impact results. Influences that could affect participant responses include staff performance as well as resource availability (funding) and appropriate service array. Staff capacity and provider satisfaction can also be a factor.

## What is the County’s role?

The County provides an individual needs assessments for elderly or disabled residents, assists in the development of a plan of care, refers to needed service providers, and monitors the plan to assure it meets the individual’s needs. The County has the responsibility to ensure case management services are available.



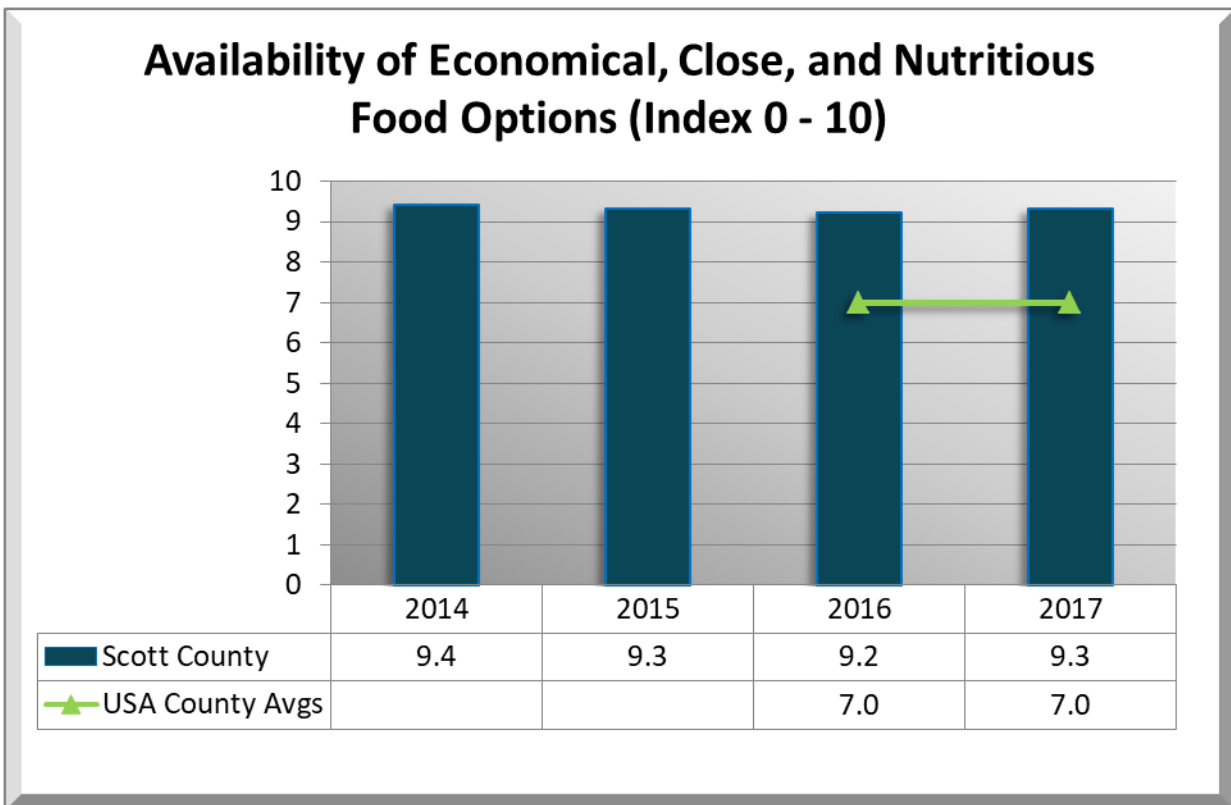
Home and Community Care/Case Management			
	2017		2017
Program #	196	# of FTEs	5.55
Total Cost	640,273	Total Revenue	1,296,798
Direct Cost	588,756	Levy	(759,559)
Personnel Cost	477,764	Fees	2,000
Non Personnel Cost	110,992	Grants	1,294,798
Admin Cost	51,517	Other Revenue	0

# HEALTHY

## Citizens Have Access To Adequate Food And Healthy Choices

### Availability of Nutritious Food Options

Affordable nutritious food enhances healthy growth for children, optimum health for adults and decreases long term costs for health care. Access to nutritious food options is especially important for residents with limited incomes and those with mobility challenges.



## Why is this important?

Availability is measured by the percent of the population who are low income and do not live close to a grocery store and the percent of the population who did not have access to a reliable source of food during the past year. Access to an adequate supply of healthy food is an important component to reducing negative health outcomes such as weight-gain (adult and childhood obesity), diabetes, and premature mortality. Research indicates that children who receive adequate nutrition are able to learn and perform better in school.

## What is the County's role?

The County impacts the food environment in a number of ways including transportation access to grocery stores and farmers markets, land use planning, financial resources for purchasing food, and education on healthy food choices and food preparation. Proper nutrition for growth and development training is provided to vulnerable young parents.

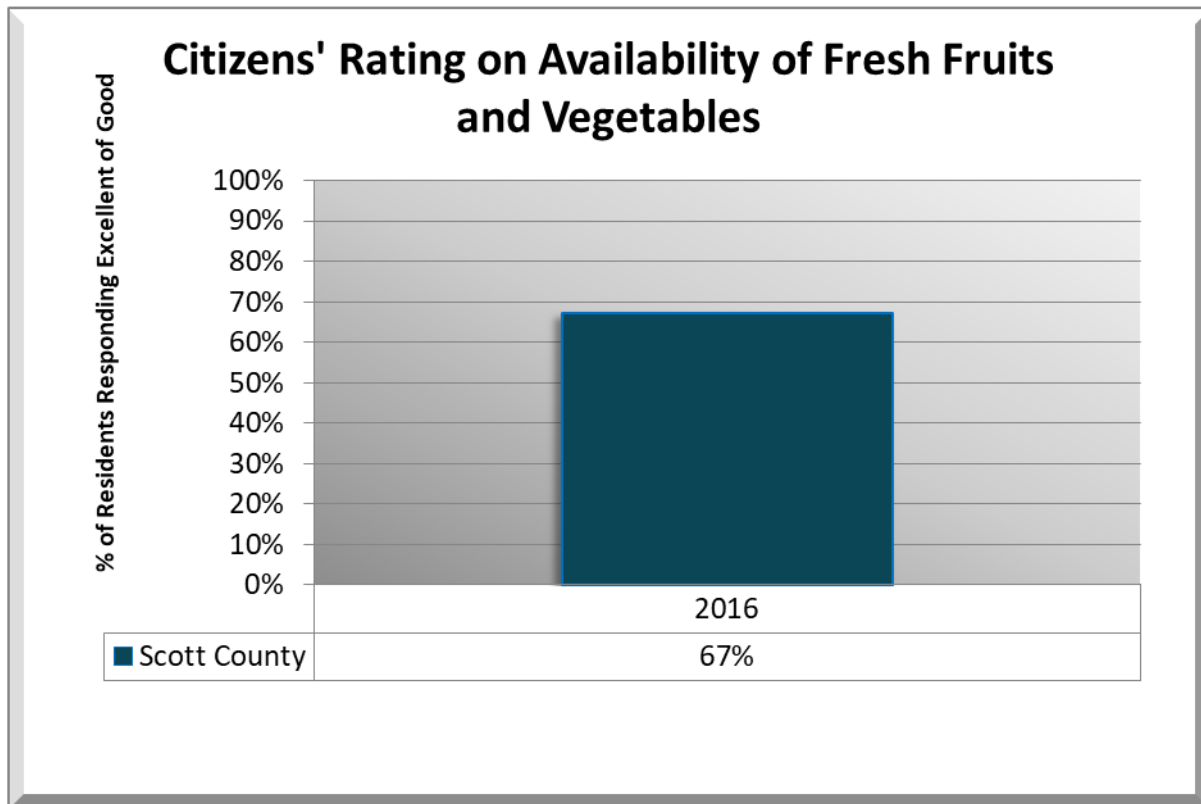


# HEALTHY

## Citizens Have Access To Adequate Food And Healthy Choices

### Resident Survey—Availability of Food

Adequate nutrition that includes fresh fruits and vegetables has an impact on physical and mental health as well as educational and employment success. Research has shown that convenient access and affordability have an influence on use of these foods in a regular diet. Access to local sources of fresh fruits and vegetables is an issue especially for low income families and those needing public transit services.



## How is the County doing?

This is the first year a question about fresh food availability was included on the resident survey. It can be used as an indicator of needed improvement and a baseline for future surveys. In 2016, sixty seven percent of residents believed they had good or excellent access to fresh fruits and vegetables. Using data regarding respondent location, the County can identify areas where access may be especially limited.

## What influences this?

Specific food availability can be influenced by factors of location and access as well as personal preference. Locations in the County with few or no full service groceries or farmers markets may have limited options for local residents. Residents who must rely on public transportation may not see themselves as having good availability. Seasonal fruits and vegetables may impact a point in time response based on food choices.

## What is the County's role?

Nutrition education is a service available to target populations. The County is a provider of public transportation making access to shopping available to residents without other transportation options.

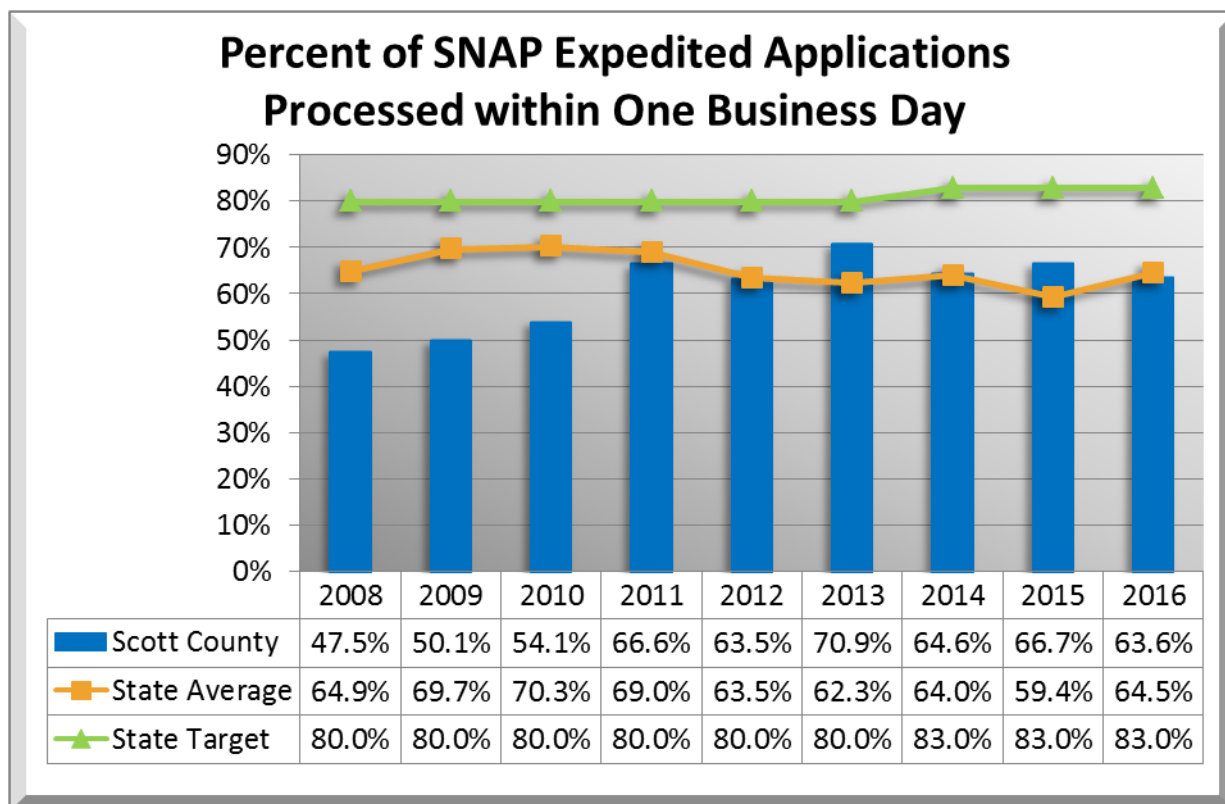


# HEALTHY

## Citizens Have Access To Adequate Food And Healthy Choices

### Supplemental Nutrition Assistance — Program 168

Applicants are given expedited service when they have little to no other resources available to pay for food to meet a crisis. Efficient and timely processing of these applications help ensure that people's basic need for food is met. The state has set timelines for responding to individuals or families who are in crisis situations. This measure shows how often the County is able to set up benefits within one business day and compares that rate to both the target and statewide average.



## How is the County doing?

The County performance is improving overall with a positive trend line but still remains well below the state performance expectation.

## What influences this?

The primary internal influence on County performance is staff resources to process applications. A significant contributing factor has become technology that provides access to online applications. While this provides convenience to the applicant, it does not include all program requirements and may delay staff ability to process without further contact with the applicant. Necessary follow-up calls for eligibility confirmation result in delayed issuance of benefits.

## What is the County's role?

Counties are designated by the state with the responsibility to determine eligibility and issue emergency benefits to purchase food in critical situations. This program supports those in immediate crisis food situations without other resources.



Income Supports: Supplemental Nutrition Assistance Program (SNAP)			
	2017		2017
Program #	168	# of FTE's	8.50
Total Cost	779,068	Total Revenue	400,240
Direct Cost	729,268	Levy	279,228
Personnel Cost	691,829	Fees	8,163
Non Personnel Cost	37,439	Grants	392,077
Admin Cost	49,800	Other Revenue	0

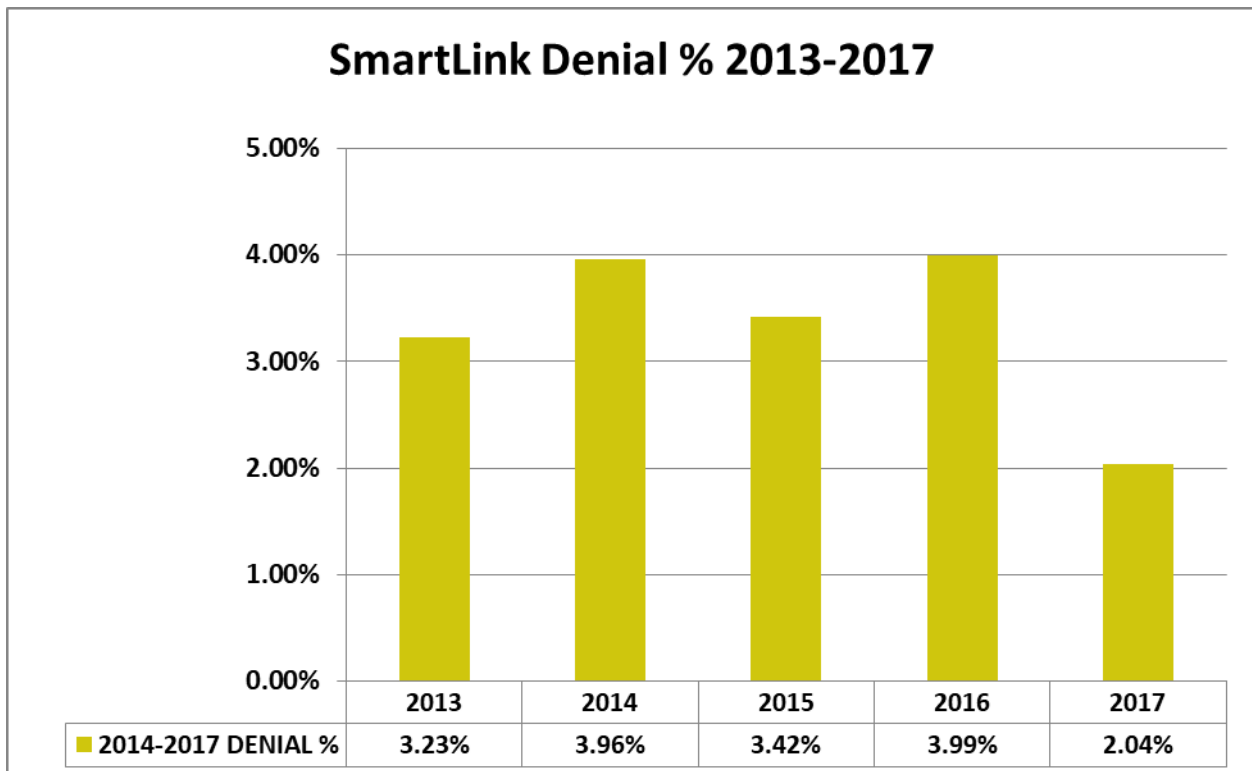


# HEALTHY

## Citizens Have Access To Adequate Food And Healthy Choices

### Dial a Ride Bus Service — Program 43

A major concern for citizens who must use or choose to use transit is reliability. Access to grocery shopping can be difficult for individuals without a car if public transportation is not available. Two critical components of a reliable transit system are whether the system can provide the rides needed and whether it delivers riders to their destinations on time.



## How is the County doing?

After a significant increase in the denial rate in 2016, the program made modifications and added capacity to better meet demand. The 2017 denial rate was the lowest in the past five years. SmartLink has maintained successful performance under the threshold of five percent as established by the Metropolitan Council.

## What influences this?

The number of denials is impacted by system capacity. By design, maximum capacity is provided during the morning and afternoon commute hours to serve employment transportation needs. Aside from weather, traffic, and road construction, the major influence to on-time performance is the emphasis on efficiency for the system. Multiple stops increases the ridership on each trip making them more cost effective, but increasing the opportunities for delays. Efficiency is a balance with both on-time performance and customer trip time.

## What is the County's role?

SmartLink is the transit system that provides general public demand response curb to curb service. Operation of SmartLink for Scott and Carver counties falls under the supervision of the Metropolitan Council which oversees transit services for the seven county metropolitan area. The County contracts and oversees transit providers who deliver direct service to customers. The County assumes the scheduler role and recruits, trains, and schedules volunteers who provide rides that contracted providers are not able to serve.



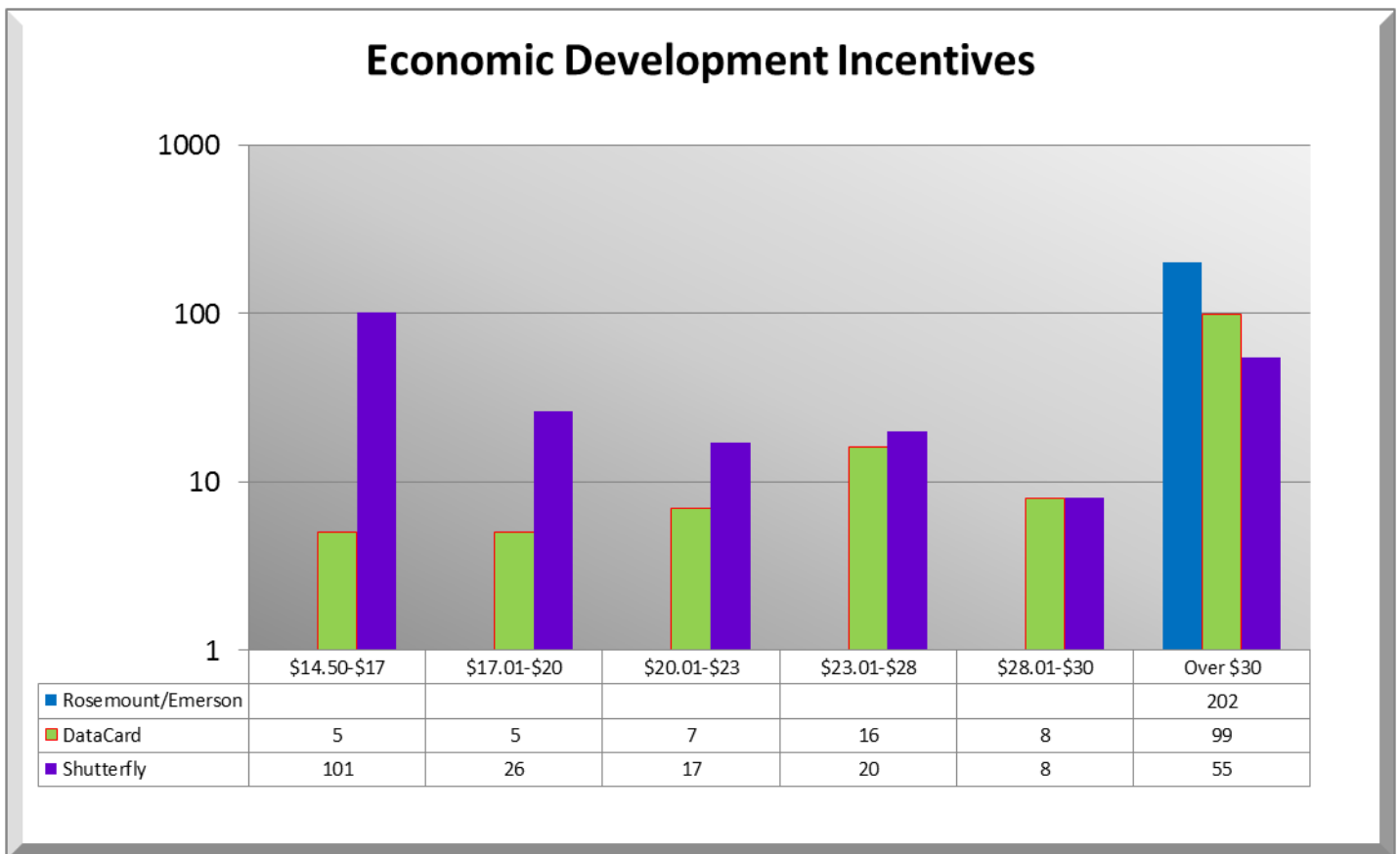
Smartlink Dial a Ride Bus Service			
	2017		2017
Program #	43	# of FTE's	1.11
Total Cost	1,345,260	Total Revenue	1,605,851
Direct Cost	1,339,760	Levy	(271,590)
Personnel Cost	102,179	Fees	405,851
Non Personnel Cost	1,237,581	Grants	1,200,000
Admin Cost	5,500	Other Revenue	0

# HEALTHY

## Citizens Have Access To Adequate Food And Healthy Choices

### Economic Development Incentives — Program 130

The County participates in economic development incentives as a way to help create a diverse and sustainable economic base. A sustainable economic base is achieved in part through the creation and retention of quality, higher paying jobs which offer opportunities for improved quality of life for residents.



## How is the County doing?

The County assessment is that organizations receiving economic development incentives are not currently meeting agreed upon goals for job creation. The definition of “livable wage” jobs is an inexact measure. The amount fluctuates based on family composition of employees as well as other economic conditions.

## What influences this?

Follow-through on contractual agreements by companies is one factor. Hourly wage meeting the criteria of “living wage” varies based on family size, influencing the number of compliant jobs created. Other factors include availability of workers, unemployment rate, and local workforce with required skills.

## What is the County’s role?

The County is a partner with cities in negotiating incentive packages with businesses wanting to locate in Scott County that would both increase and diversify the economic base and increase the amount of livable wage jobs available locally. The County has programs directed toward job training, affordable housing, transportation, and infrastructure improvement.



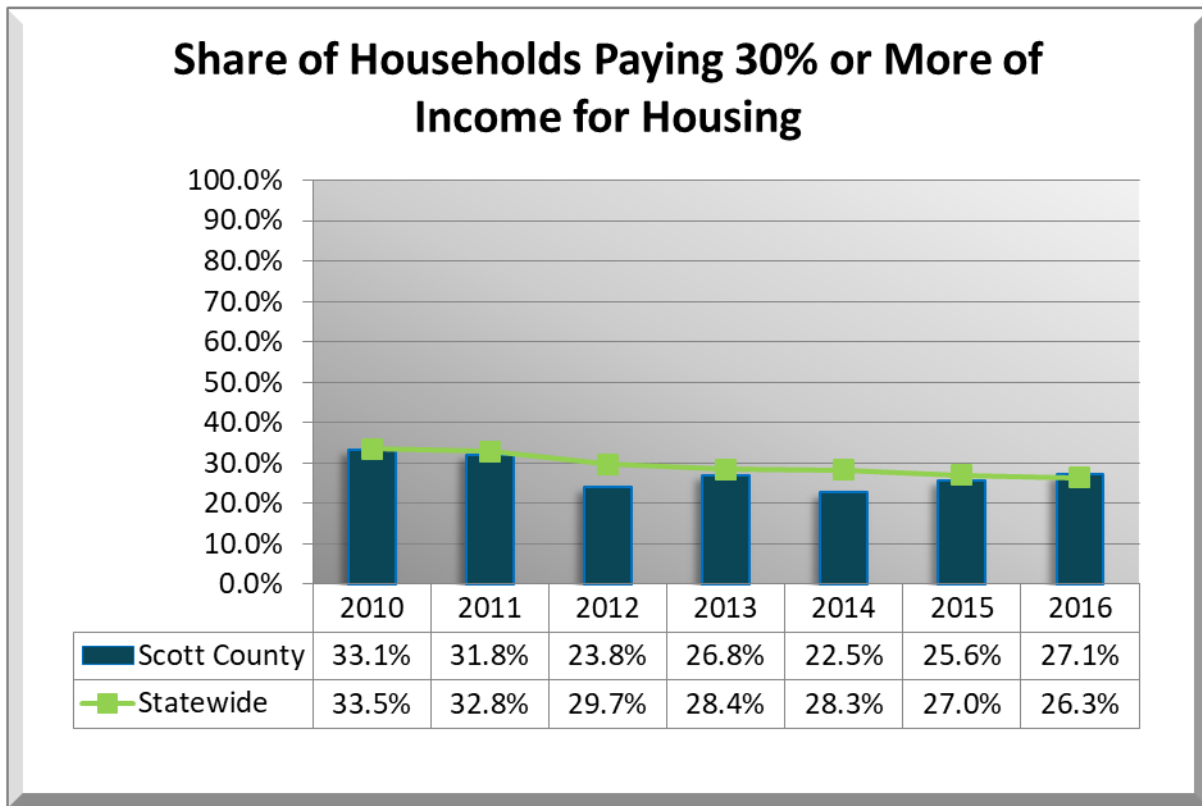
Economic Development Incentives			
	2017		2017
Program #	130	# of FTE's	0.07
Total Cost	13,142	Total Revenue	0
Direct Cost	12,249	Levy	11,357
Personnel Cost	8,974	Fees	0
Non Personnel Cost	3,275	Grants	0
Admin Cost	893	Other Revenue	0

# HEALTHY

## Shelter And Housing Are Available For All Citizens

### Cost Burdened Households

Housing is more than shelter. Communities need stable neighborhoods where families can put down roots. Children need safe, stable homes and neighborhoods to flourish. Having affordable housing available for residents at all income levels throughout the County is important to a strong economy. It reduces worker shortages for employers and transportation problems for workers.



## Why is this important?

A household may be housing cost burdened when thirty percent or more of its monthly gross income is dedicated to housing. People whose housing costs exceed this amount are more likely to struggle to pay for other basic needs. They may be forced to make choices to drop health care coverage, use less safe child care, or skip meals to save costs resulting in long term poor results for the family and community.

## What is the County's role?

Through the Community Development Agency, the County guides the provision of affordable housing opportunities to low and moderate income families. The County influences the cost of available housing stock through zoning and land use planning. In addition, the County is a resource to help access state and federal income and food support as well as quality child care. The county has a limited role in housing support for vulnerable individuals.

Home Ownership Rate

82.9%

Poverty Rate

5.1%

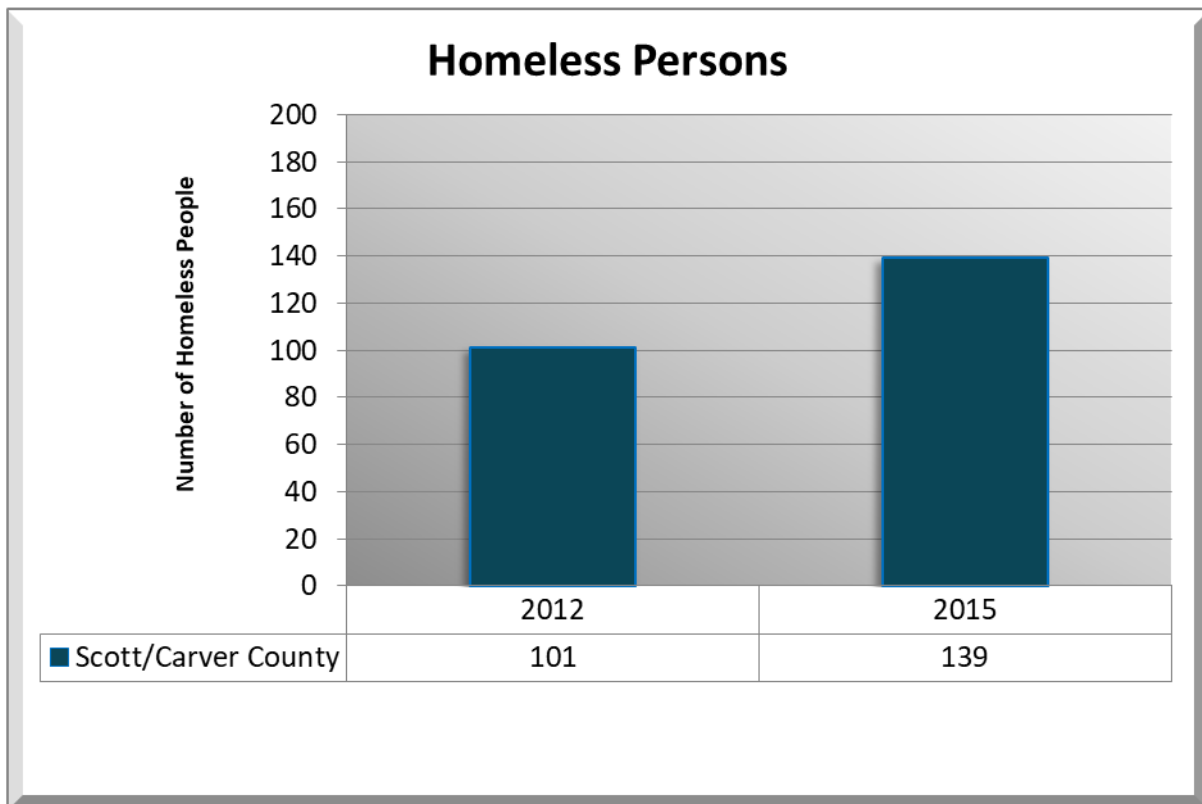


# HEALTHY

## Shelter And Housing Are Available For All Citizens

### Homeless Persons

People need safe, stable housing to effectively meet their own basic needs. Exact counts of people experiencing homelessness are difficult to obtain; some individuals remain uncounted because they do not come to the attention of researchers or service providers. Monitoring rates of homelessness helps public and private agencies plan for services to address the complex needs associated with homelessness, including housing development, economic assistance, social services, transportation, health care and law enforcement.



## How is the County doing?

The number of individuals self-identified as homeless is increasing in the County in a point in time survey. Difficulty identifying both homeless and housing challenged residents leads to the judgement that the number is significantly under reported and is an increasing issue.

## What influences this?

Affordable housing is a major influence on the rate of homelessness. Employment is a consideration in stable housing making the local job market a factor. Untreated mental illness, chemical dependency, and criminal histories are significant factors among the homeless population. Veterans are increasingly identified as at risk for homelessness.

## What is the County's role?

The County has some programs to increase affordable housing through the Community Development Agency. Economic development incentives, mental health and chemical dependency services, veterans' services as well as job training programs have a role in supporting stable housing options for residents.



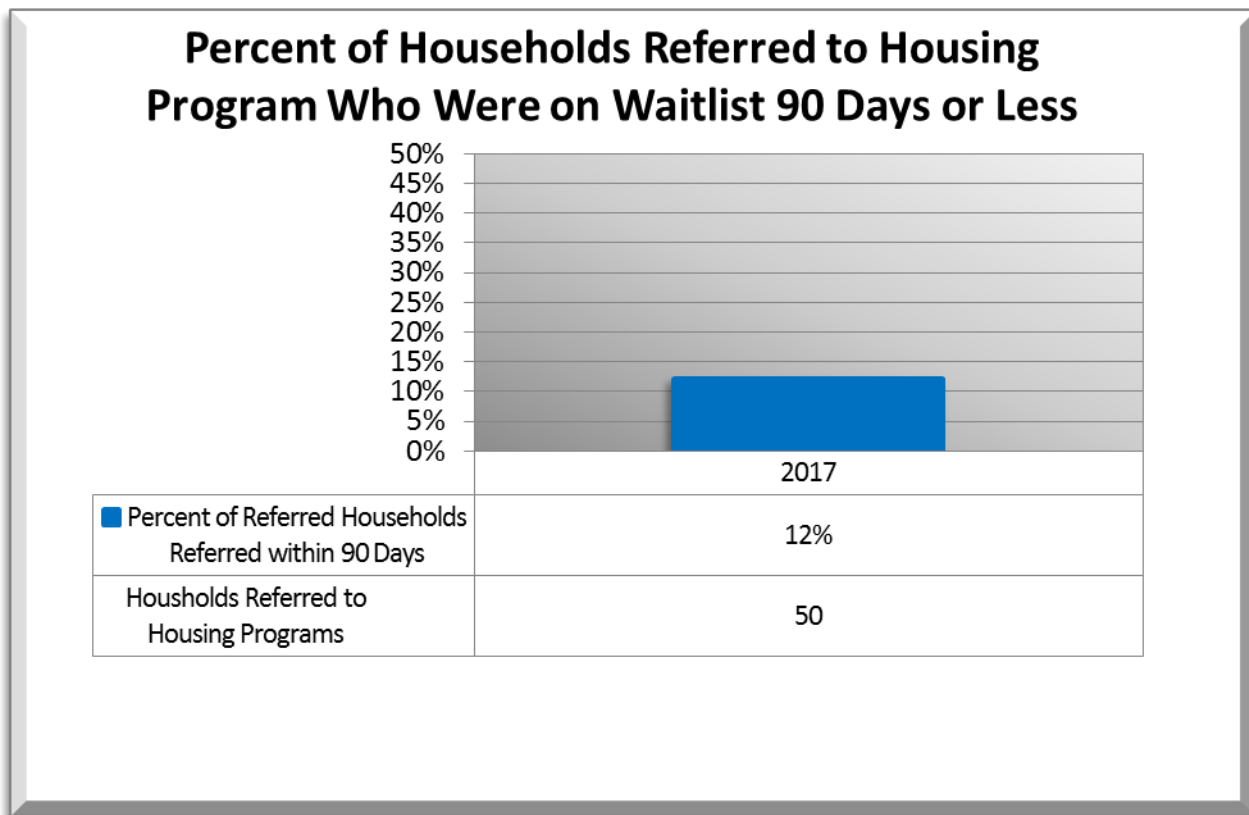


# HEALTHY

## Shelter And Housing Are Available For All Citizens

### Homeless Housing — Program 197

Safe, stable housing impacts the physical and mental health of individuals. The economic health of a region is factor that can impact the risk of homelessness both for the individual and as a systemic issue. In a poor economy, loss of a job can lead to loss of housing for individuals with a marginal safety net. In a thriving economy, housing costs can rise beyond the means of many individuals leading to housing insecurity and homelessness.



## How is the County doing?

This is a new program for the County that provides staff to coordinate with other agencies with a more direct role in serving homeless individuals and families. Only twelve percent of households on the waitlist were referred to housing programs within three months. This low percentage of applicants referred to a housing program quickly demonstrates the lack of resources for those in need in the community.

## What influences this?

The economic health of a region is factor that can impact the risk of homelessness both for the individual and as a systemic issue. Being jobless or subsisting on part time employment often results in non payment of rent and loss of housing. Individuals who are homeless may also have barriers including mental illness, poor physical health, or chemical dependency. Additional barriers include criminal history and poor credit or rental history.

## What is the County’s role?

While not a direct responsibility for the County, homeless housing services is an important preventative service for a number of required county programs. Affordable and available housing for seniors, individuals with mental illness, and offenders on probation or leaving jail can decrease the need for long term expensive services.



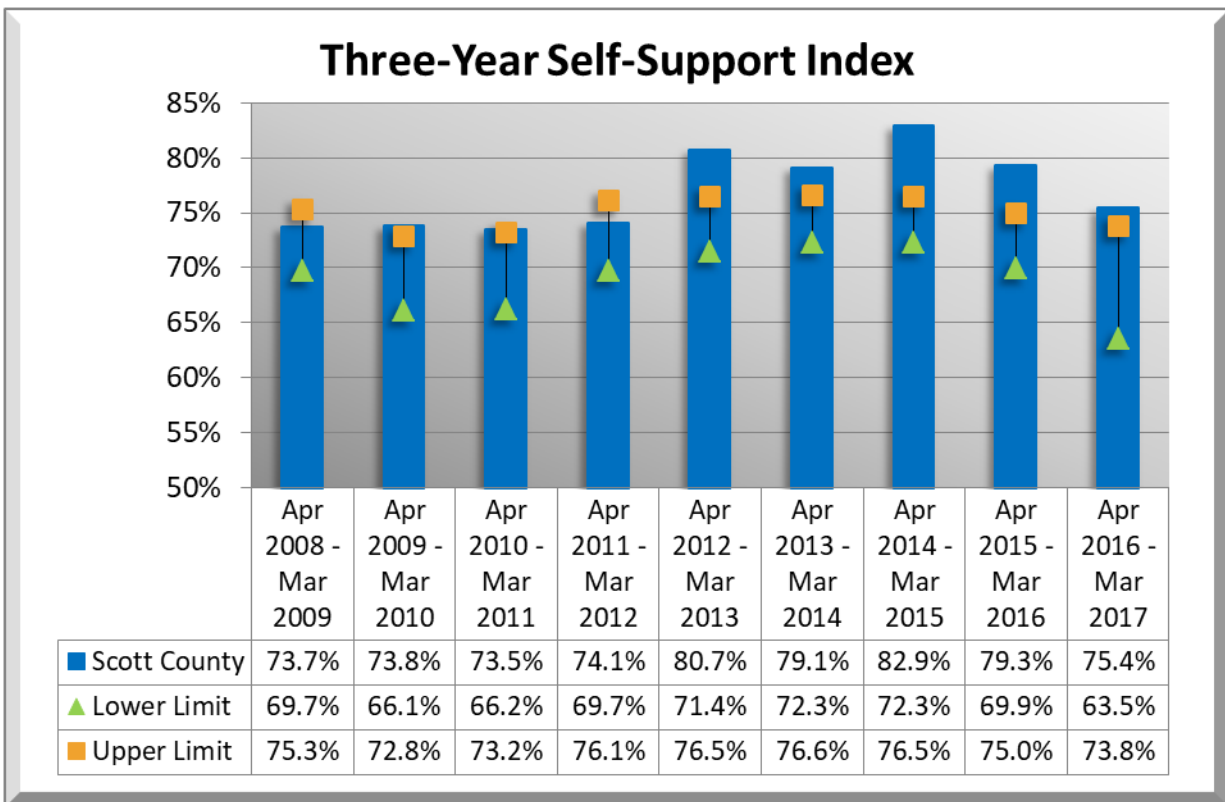
Homeless/Housing Coordination-Adult Mental Health			
	2017		2017
Program #	197	# of FTE's	1.05
Total Cost	308,830	Total Revenue	258,596
Direct Cost	283,982	Levy	538
Personnel Cost	93,965	Fees	0
Non Personnel Cost	190,017	Grants	258,596
Admin Cost	24,848	Other Revenue	0

# HEALTHY

## Shelter And Housing Are Available For All Citizens

### Minnesota Family Investment Program — Program 169

Financial disaster may occur for individuals for reasons beyond their control. Some individuals may not have the intellectual or emotional capacity to support themselves. Citizens -- through laws and regulations and using federal, state, and county resources -- have assumed responsibility for assuring that everyone has access to sufficient financial resources to survive.



## How is the County doing?

Performance ranges (upper and lower limits) are set specific for each county and account for demographic and economic conditions beyond the county’s control. Scott County’s performance has been within or above the expected performance range for the last nine reporting years. In addition, the County has exceeded expectations the last five years.

## What influences this?

A number of factors impact this program. Beyond training, an individual’s ability to achieve and maintain employment is strongly influenced by the job market, affordable housing, transportation, and available affordable child care.

## What is the County’s role?

Work participation is a requirement for work eligible recipients of public assistance. The County, through employees and contracts, provides training and job seeking assistance. Follow up services are offered and available as needed.



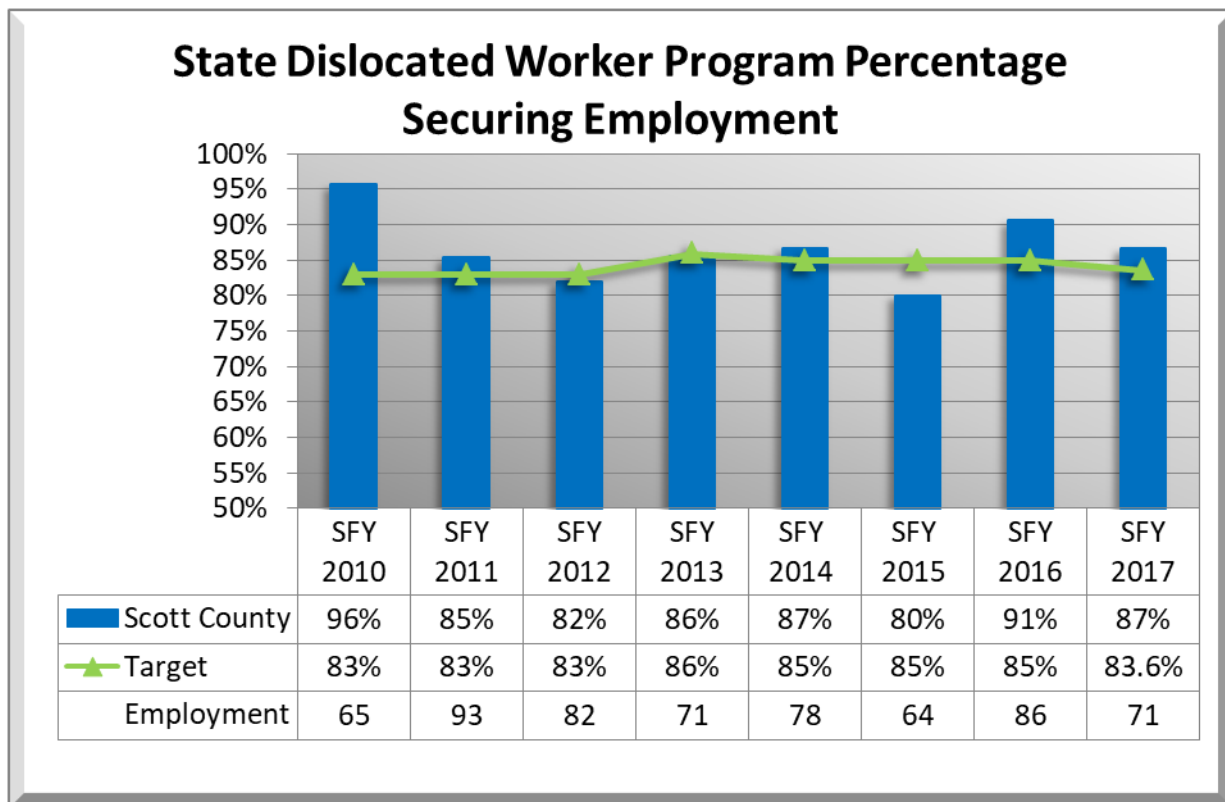
Diversionary Work Program and Minnesota Family Investment Program -Employment Service			
	2017		2017
Program #	169	# of FTE's	5.50
Total Cost	598,970	Total Revenue	44,402
Direct Cost	560,681	Levy	77,990
Personnel Cost	511,208	Fees	0
Non Personnel Cost	49,473	Grants	44,402
Admin Cost	38,289	Other Revenue	0

# HEALTHY

## Shelter And Housing Are Available For All Citizens

### Employment and Training — Program 171

Ending employment through layoff can be traumatic for individuals who may have significant challenges in finding new jobs. Addressing the need to upgrade job search and jobs skills serves both workers and employers. Employers benefit from a skilled and competitive workforce and citizens benefit from a stable economy.



## How is the County doing?

The County performance has been stable and at or above the state target each year except 2015 when a change in state policy impacted the program. The success rate of eighty seven percent in 2017 for this program has a positive impact on the local economy as well as the individuals served and their families. This program is fully funded by state and federal grants.

## What influences this?

Labor market factors influence the success of this program including unemployment rate and available job opportunities. Accurate assessments of skills employers are seeking as well as conveniently available skill training opportunities are components to program success.

## What is the County's role?

The County provides career planning and counseling, job search, placement services, and job training. Employers are surveyed for current and future job skill needs.



Employment & Training (Adult)			
	2017		2017
Program #	171	# of FTE's	3.15
Total Cost	522,911	Total Revenue	463,136
Direct Cost	489,485	Levy	(7,077)
Personnel Cost	244,052	Fees	0
Non Personnel Cost	245,433	Grants	463,136
Admin Cost	33,426	Other Revenue	0

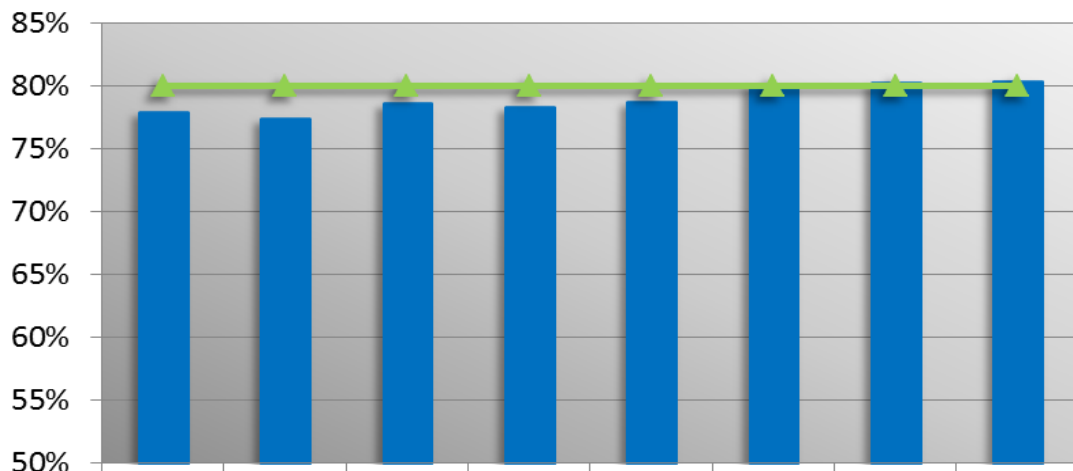
# HEALTHY

## Shelter And Housing Are Available For All Citizens

### Child Support — Program 164

To help children reach their full potential, it's important for families raising children in single family households to received the court ordered child support owed to them. Children who grow up with the emotional and financial support of both parents tend to get better grades in school, have fewer behavioral problems throughout their childhood and become more productive adults. Child support helps families stay self-sufficient so they don't have to rely on public assistance programs to meet basic shelter needs.

**Percentage of Current Child Support Dollars Distributed to Families (not including Arrears)**



■ Scott County	77.88%	77.34%	78.56%	78.30%	78.69%	80.04%	80.17%	80.29%
▲ Target	80%	80%	80%	80%	80%	80%	80%	80%



## How is the County doing?

The County performance has been trending up and above the federal threshold in each of the last three years. In 2017 the County distributed over \$12.5 million in support payments for children in a cost effective program. The County collected \$5.23 in support payments for every \$1 spent.

## What influences this?

Staff resources to work with parents as well as in the court process are success factors. Parents who are involved with their children are more likely to value economically supporting their children and comply with court orders. Healthy economic conditions including wages and employment are critical to having resources available to children through child support.

## What is the County's role?

The County has been designated as the child support entity by the state and operates under state and federal guidelines. The County must take action to establish a child support court order and collect support for all families receiving public income assistance. In addition, the County must assist any custodial parent who requests help in this area regardless of income.



Child Support			
	2017		2017
Program #	164	# of FTE's	14.50
Total Cost	1,694,267	Total Revenue	1,447,794
Direct Cost	1,585,963	Levy	29,865
Personnel Cost	1,206,701	Fees	7,100
Non Personnel Cost	379,262	Grants	1,440,694
Admin Cost	108,304	Other Revenue	0

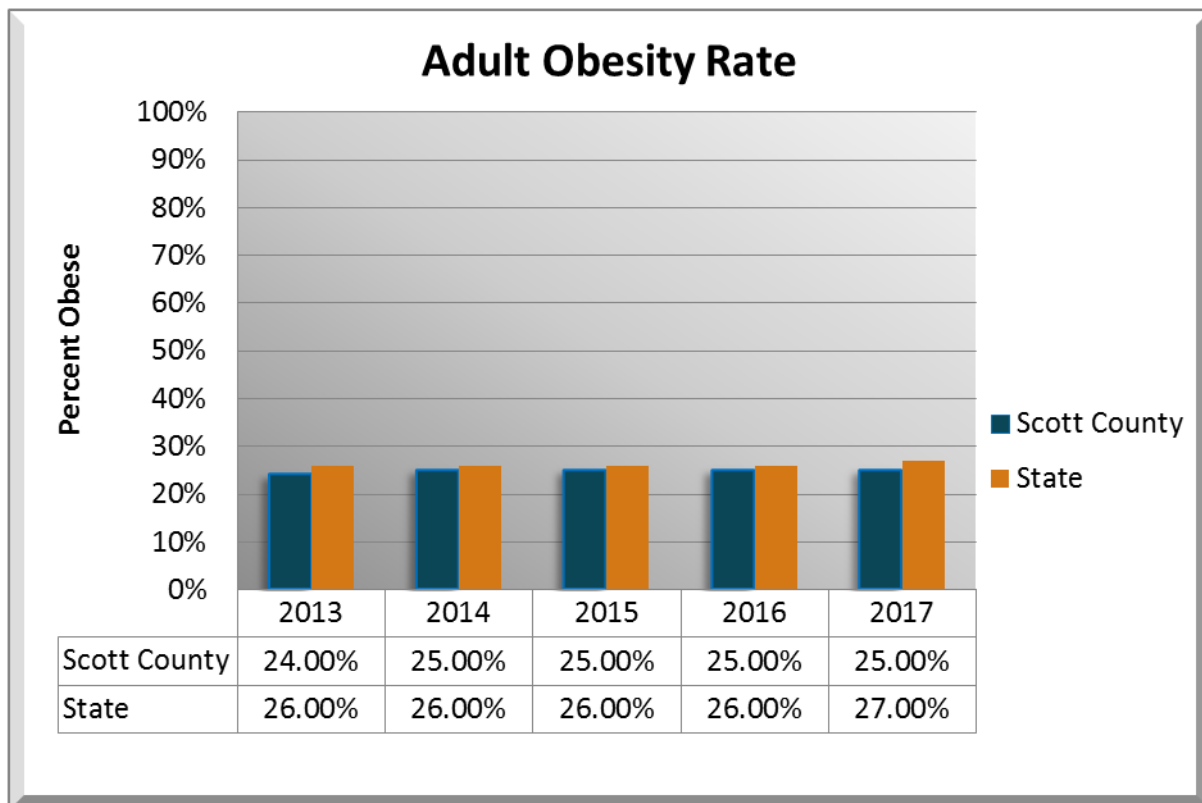


# HEALTHY

## Active Lifestyles For All Ages Through Opportunities And Education

### Adult Obesity Rate

Quality of life in any community is tied to the health of residents. Individually healthy people feel good physically and mentally and are more active participants in work and family life and contributors to economic prosperity.



## Why is this important?

One issue contributing to obesity is an overall energy imbalance due to poor diet and limited physical activity. Obesity increases the risk for health conditions such as coronary heart disease, type 2 diabetes, cancer, hypertension, stroke, liver and gallbladder disease, sleep apnea and respiratory problems, arthritis, and overall poor health. While the County obesity rate has been stable, it has a direct impact on one fourth of the residents and can result in increased costs for both health care and services.

## What is the County's role?

The County encourages physical activity through parks and trail planning. Grants fund special programs to encourage healthy eating and exercise as lifestyle choices at all ages. Programs teach healthy nutrition practices to young mothers and financial resources are available to encourage families to access adequate nutritional food.

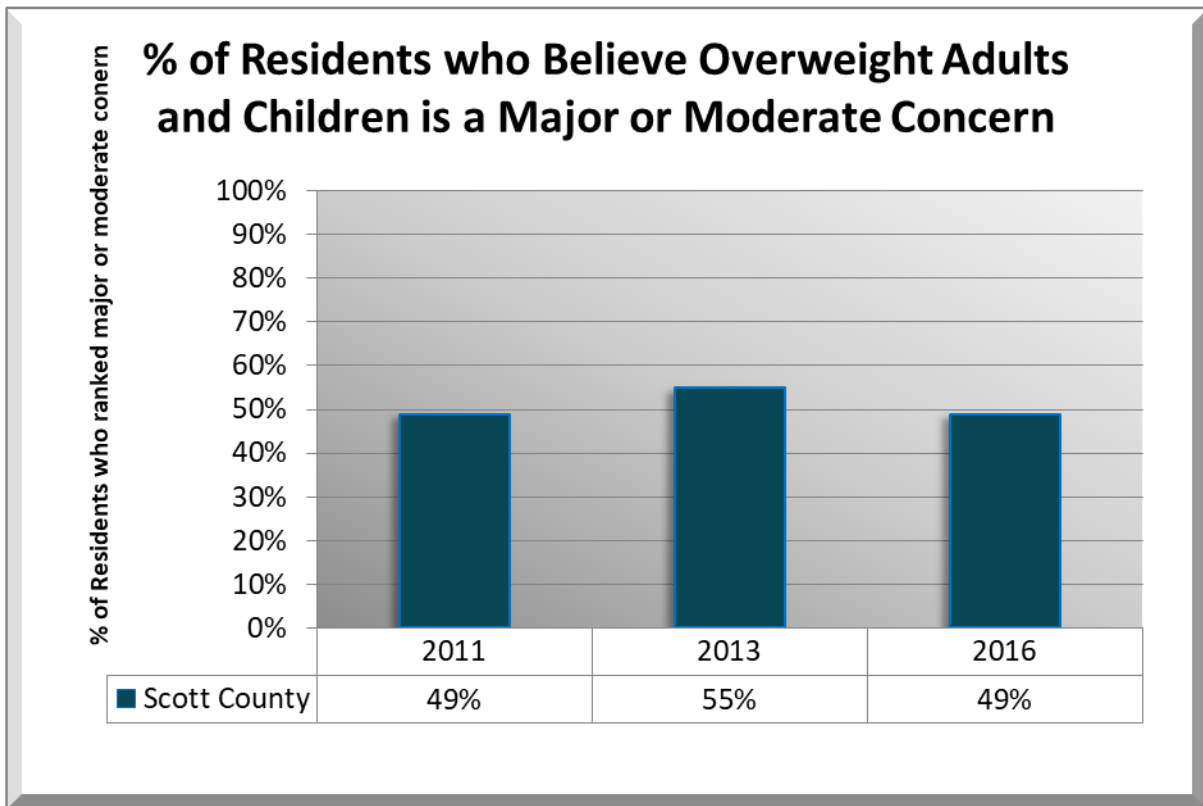


# HEALTHY

## Active Lifestyles For All Ages Through Opportunities And Education

### Resident Survey—Overweight Concern

Adults and children who are overweight are vulnerable to a number of health issues. Health providers, schools, and the County all have an interest in providing services and opportunities to address this issue. Responses to the Resident Survey helps gauge community support for those efforts.



## How is the County doing?

While the increasing rate of overweight and obese children and adults are a national concern for health care professionals, this survey indicates it is not a significant issue for residents of Scott County. In 2016 only forty nine percent of residents consider overweight adults or children to be a moderate or major concern. Public attitude is a significant factor in successful intervention.

## What influences this?

Factors impacting an individuals' weight include diet and exercise as well as other lifestyle choices. The availability of healthy food choices is also important. Attitude toward changes in lifestyle that control or reduce weight can be impacted by family patterns as well as health care professionals. Research is also being done on the impact of wellness programs sponsored by employers.

## What is the County's role?

Through support of the University Extension program, health nutrition education programs are available to residents. The County administers a food support economic assistance program to assure adequate income for healthy foods. In addition, transportation service to healthy food sources is provided. Public Health programs, parks programs and trails development encourage residents to be involved in exercise and outdoor activities.

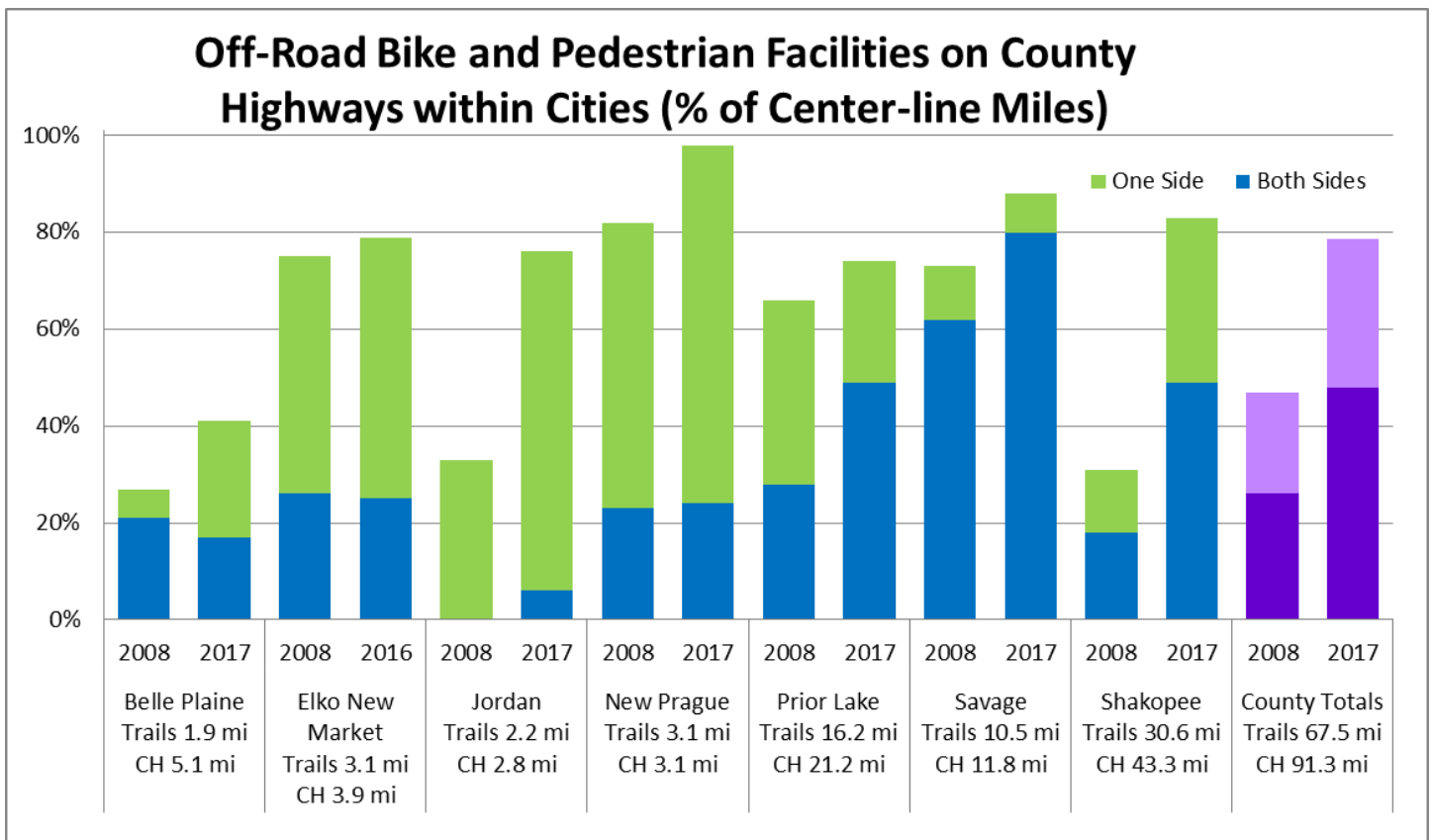


# HEALTHY

## Active Lifestyles For All Ages Through Opportunities And Education

### Bike and Walk Trails—Program 104

Regular exercise leads to better health in general along with a more healthy weight for participants. Within municipal boundaries, the Scott County Comprehensive Plan establishes the policy of constructing trails on both sides of county highways. The construction of trails and sidewalks along county highways provides a safe and healthy alternative for travel to school, work, and shopping in local communities. A robust trail system encourages outdoor activities for individuals and families.



## How is the County doing?

The County has significantly increased the percent of county highways with multipurpose trails to accommodate bike and pedestrians since 2008. This increase provides more potential for healthy activities and increases safety on the roadway.

## What influences this?

Planned and funded infrastructure improvements inclusion of trails is a factor in expansion. The County priority to include trail expansion is a consideration in new development approval. Public acceptance especially in residential areas is a consideration along with right of way expansion.

## What is the County's role?

The County creates, updates and reviews all system plans to ensure transportation investments are integrated with long term regional planning guidelines and community plans. In addition, the County develops master plans and policies such as the American with Disabilities Act (ADA) Transition Plan. These documents provide guidance to both the county highway maintenance priorities and project development considerations.



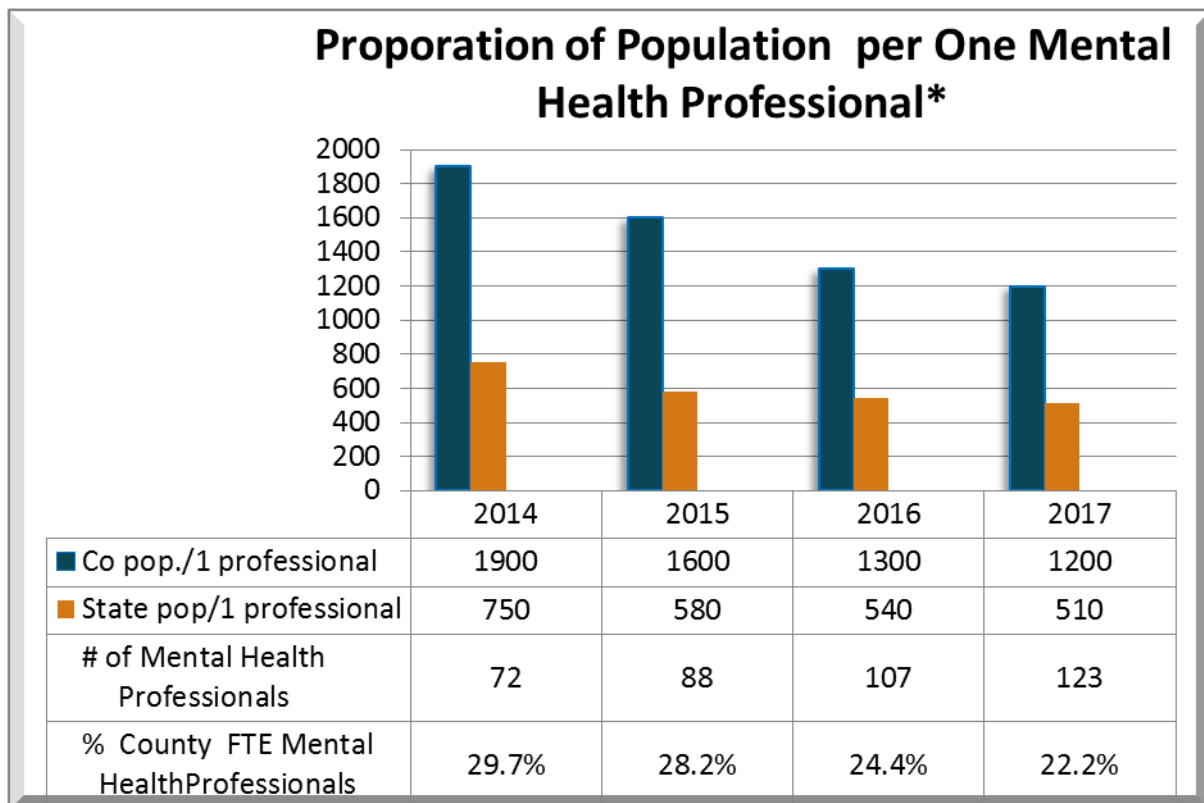
Bike and Walk Trails			
	2017		2017
Program #	104	# of FTE's	1.50
Total Cost	217,094	Total Revenue	0
Direct Cost	204,495	Levy	191,895
Personnel Cost	160,055	Fees	0
Non Personnel Cost	44,440	Grants	0
Admin Cost	12,599	Other Revenue	0

# HEALTHY

## Quality And Affordable Mental Health Services Are Available

### Mental Health Professional Ratio

Quality of life is tied to the physical and mental health of residents. Access to health care is important in assuring good overall health. Early treatment of mental illness can prevent more severe symptoms and long term negative outcomes. Having an adequate number of available mental health treatment professionals is a critical component of a complete health care system.



## Why is this important?

Good mental health is as important as good physical health. Mental illness can impair a person's ability to work, to raise their family, and to participate in civic life. In addition to affecting individuals and their families, mental illness imposes significant economic costs on employers, government, health care systems, and the general public. Untreated mental illness has an impact on both an increasing jail population and homeless individuals and families.

## What is the County's role?

The County has responsibility to assure a full array of community service for individuals with mental illness. In addition, the County provides direct services on a voluntary basis through providing therapists in both a mental health center and in schools. As the ratio of providers to residents has increased, the reliance on the County as a provider has decreased. The County has a role as the mental health authority to assure community support, housing assistance and coordination of services for individuals with mental illness.



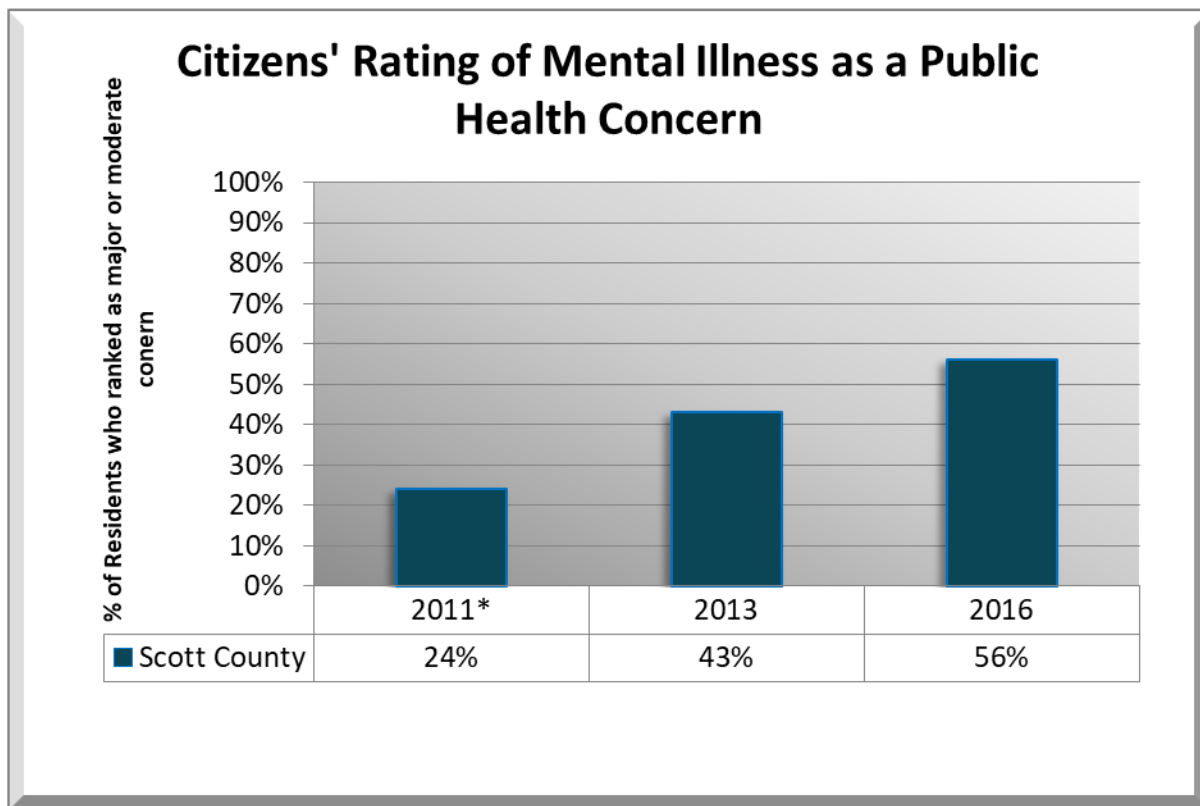


# HEALTHY

## Quality and Affordable Mental Health Services Are Available

### Resident Survey—Mental Illness Concern

Community awareness of mental health and public attitudes about mental illness have a significant impact on both the type and amount of services available. Families and advocacy organizations have engaged in a robust public awareness campaign to reduce the stigma associated with mental illness and increase treatment options and services available in communities.



## How is the County doing?

While this information gained from citizens through a periodic survey, does not indicate performance, it does give important information to the County about areas of particular interest to residents. It helps assess support for new initiatives to address the concern about mental illness. The percent of residents assessing mental illness as a major or moderate public health concern has increased from twenty four percent in 2011 to fifty six percent in 2016. While this is a substantial increase, it still represents an area of concern for just over half of the population.

## What influences this?

Two likely factors that influence public concern about mental illness are publicity and familiarity. Heightened awareness of the impact of mental illness due to incidents in news reports along with efforts to reduce the negative stigma of mental health diagnoses increases the likelihood that residents will voice it as a concern in survey responses. There is no evidence that the rate of mental illness has increased.

## What is the County's role?

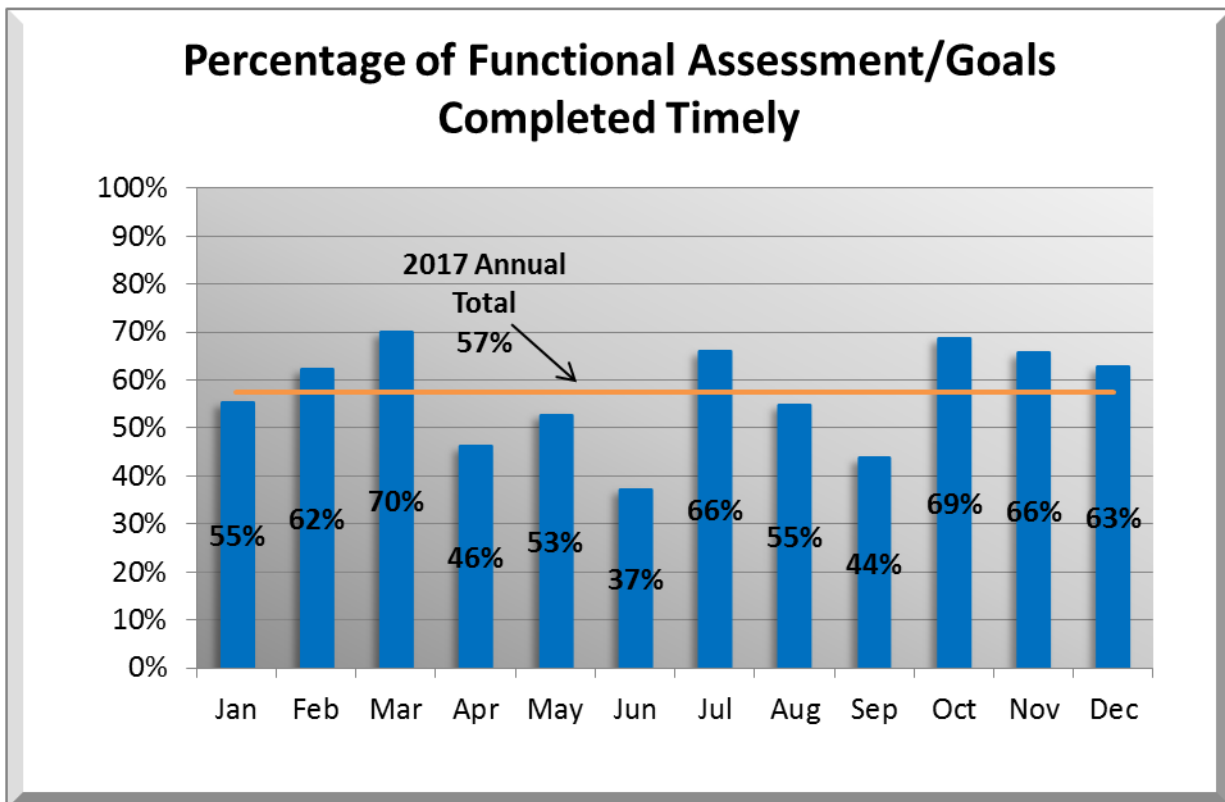
After years of misunderstanding, mental illness is being recognized as a health issue and treated equally with physical illness. The County is charged by state law with responsibility for access to treatment through a robust local system but without adequate state funding. The degree to which residents consider mental illness a concern impacts public support for local funding.

# HEALTHY

## Quality and Affordable Mental Health Services Are Available

### Adult Mental Health Assessment — Program 180

Quality mental health services and supports are essential to supporting individuals and their communities. Individuals with severe and persistent mental illness are at high risk of being vulnerable to abuse or neglect, have higher barriers around employment and housing options, and are more prone to experience homelessness.



## How is the County doing?

This is a new measure with 2017 data only. Monthly tracking shows significant variation in performance with an annual average of on time assessments of fifty seven percent. The overall annual average indicates this may need further process analysis. Timely assessments are an important component of assuring referral to appropriate services.

## What influences this?

Staff resources are a factor. Additional factors may be program processes and priorities as well as available community services. As a new measure, the factors that impact performance need further assessment to choose potential areas for intervention.

## What is the County's role?

The County is designated by state law as the local mental health authority. This includes the responsibility for developing a network of services for adults with mental illness. Counties are required to make case management services available to adults with serious and persistent mental illness who wish to use those services. Completing an assessment of both condition and need for service is the first step to receiving case management.



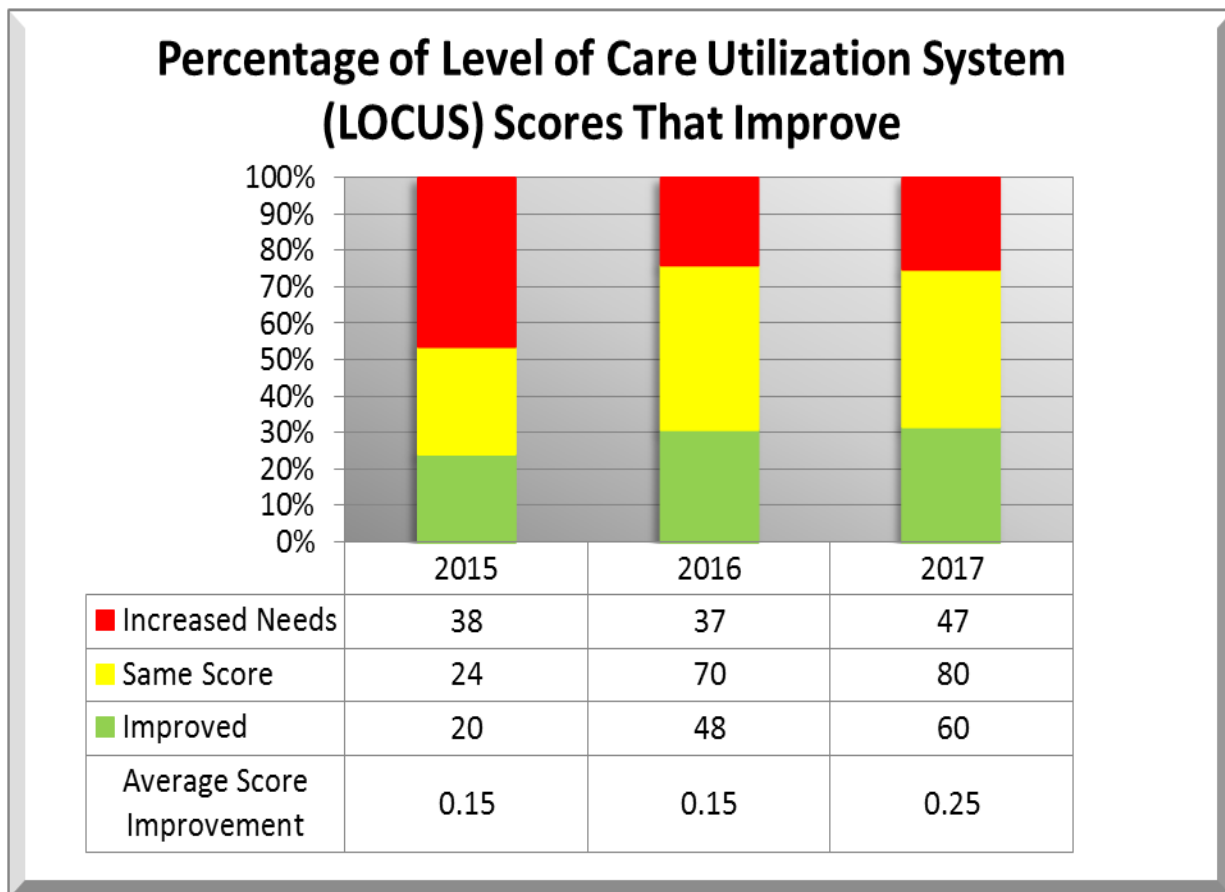
Adult Mental Health Assessment			
	2017		2017
Program #	180	# of FTE's	0.85
Total Cost	106,999	Total Revenue	27,134
Direct Cost	98,391	Levy	62,649
Personnel Cost	88,929	Fees	0
Non Personnel Cost	9,462	Grants	27,134
Admin Cost	8,608	Other Revenue	0

# HEALTHY

## Quality and Affordable Mental Health Services Are Available

### Adult Mental Health Case Management — Program 181

Individuals with serious mental illness may have difficulty managing their lives in the community. Case Management services support adults with serious mental illness to gain access to needed medical, social, educational, vocational, and other necessary services. These services support the person’s ability to live independently.



## How is the County doing?

Improvement over time is a measure of the effectiveness of case management and available community resources. Since mental illness is a chronic disease, stability may be the desired outcome. The percent of clients who either improved or remained stable increased significantly between 2015 and 2016 and remained stable in 2017. The decrease in the percentage needing an increased level of care is an indication of successful case management.

## What influences this?

Case management service is available on a voluntary basis. Individuals often seek services first when they are in a crisis situation, at which time their assessment may indicate increased needs. Other factors include available community support such as therapeutic services, family/friend networks, employment and housing.

## What is the County's role?

The County is designated by state law as the local mental health authority. This includes the responsibility for developing a network of services for adults with mental illness. Counties are required to make case management services available to adults with serious and persistent mental illness who wish to use those services. Case management includes assessing with the individual what services are needed and helping them find and use those services. Services may include vocational, medical, therapy, social, or housing assistance.



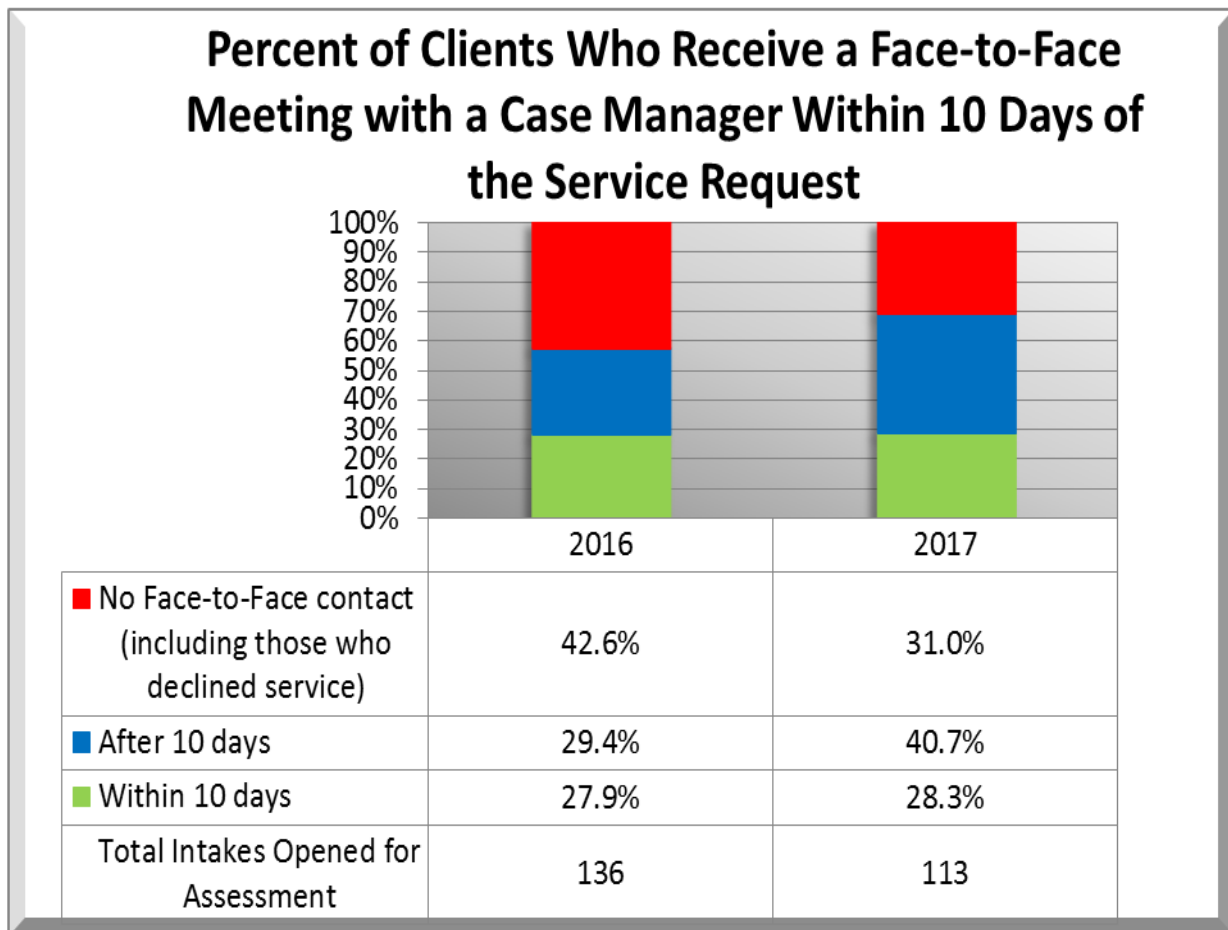
Adult Mental Health Case Management			
	2017		2017
Program #	181	# of FTE's	6.60
Total Cost	1,219,518	Total Revenue	657,232
Direct Cost	1,121,395	Levy	366,040
Personnel Cost	673,812	Fees	320,000
Non Personnel Cost	447,583	Grants	337,232
Admin Cost	98,123	Other Revenue	0

# HEALTHY

## Quality and Affordable Mental Health Services Are Available

### Children’s Mental Health Assessment — Program 191

When children suffer from severe emotional disturbances, their needs often overwhelm their families. Youth who do not receive appropriate services often experience a worsening of symptoms and behaviors; they are more likely to experience social isolation, school failure, and delinquent behavior.



## How is the County doing?

Families are most motivated at the time of a mental health crisis. When services are delayed, families are less likely to follow through in getting connected to services. In this new measure, the County meets its goal of initial contact within ten days only twenty eight percent of the time, but has increased the overall percentage of families who receive a contact.

## What influences this?

Attitude about asking for and receiving help may influence willingness to follow through with a staff visit after an initial service request. Staff resources prioritized toward immediate response needs to be a focus. Limited service hours due to staff capacity may be a barrier to family engagement after the crisis passes when a supportive relationship hasn't been established.

## What is the County's role?

The County is designated by state law as the local mental health authority. This includes the responsibility for developing a network of services for children with mental health needs.



Children's Mental Health Assessment			
	2017		2017
Program #	191	# of FTE's	1.15
Total Cost	128,372	Total Revenue	10,298
Direct Cost	117,444	Levy	96,218
Personnel Cost	116,613	Fees	0
Non Personnel Cost	831	Grants	10,298
Admin Cost	10,928	Other Revenue	0

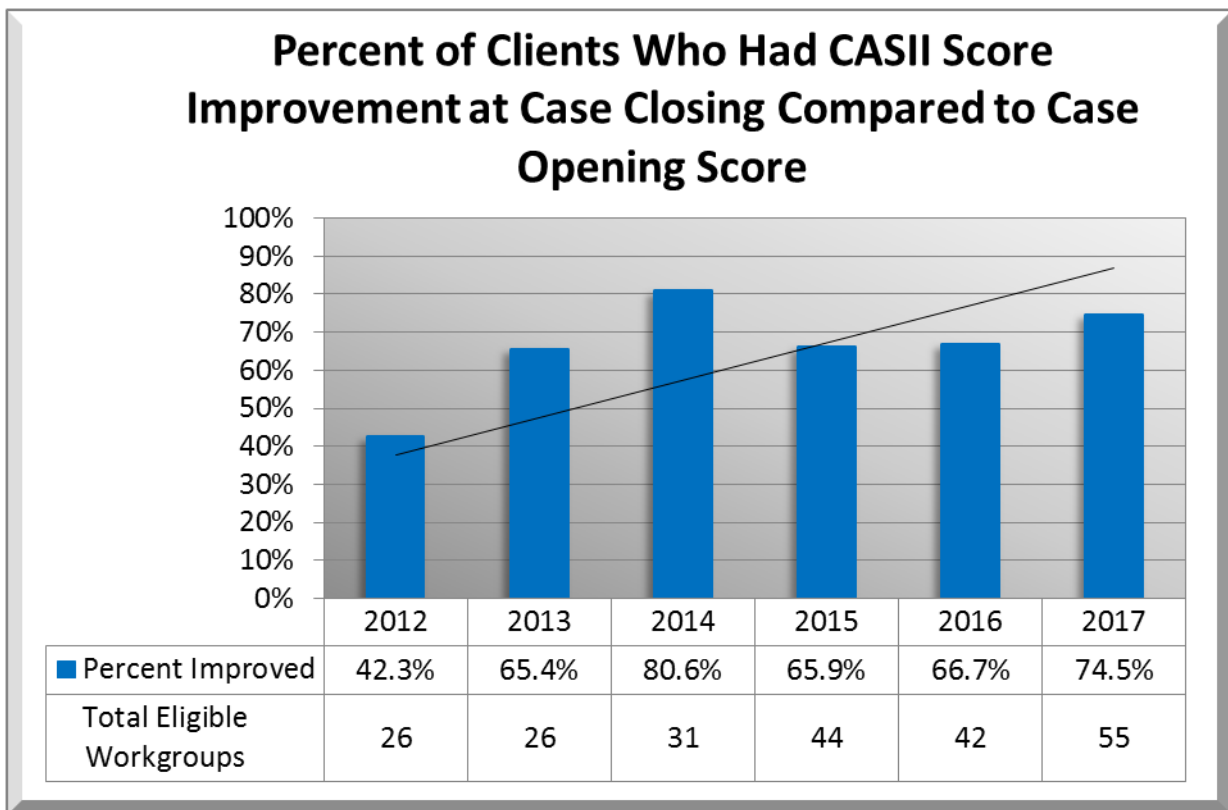


# HEALTHY

## Quality and Affordable Mental Health Services Are Available

### Children’s Mental Health Case Management — Program 192

When youth receive effective therapeutic services and supports, recovery allows them to become independent and productive adults. The Child and Adolescent Service Intensity Instrument (CASII) provides an indication of how well or poorly a youth is doing. By using the instrument at beginning and end of service, the youth’s response to services is measured.



## How is the County doing?

After improving scores over three years, there was a decline in 2015. The number of children served during the time period significantly increased. Performance increased indicating almost seventy five percent of participants improved in 2017, and the overall performance trend is positive.

## What influences this?

Early response to the identification of mental health issues in children is important. Another factor is accurate assessment of needs and the availability of appropriate services. Services by county staff are time-intensive, so staff capacity can be a factor. Children’s mental health services are voluntary, and the length and intensity of services is subject to parental judgement.

## What is the County’s role?

The County is designated by state law as the local mental health authority. This includes the responsibility for developing a network of services for children with mental health needs. In addition, the legislature has assigned a significant financial responsibility to counties for the cost of residential treatment not paid by insurance. County services are focused on three key areas: assessment, eligibility determination, and service access including the need for safety planning and out of home placement to assure safety.



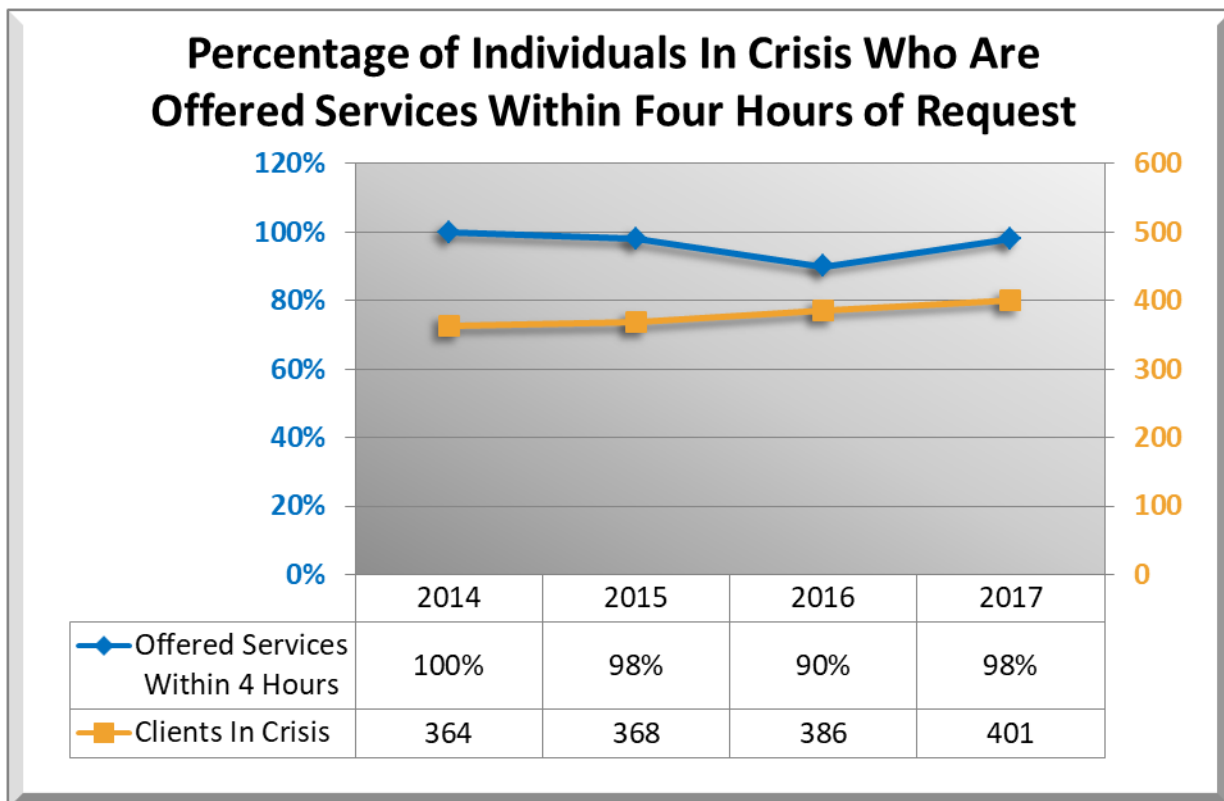
Children's Mental Health Case Management			
	2017		2017
Program #	192	# of FTE's	4.39
Total Cost	620,580	Total Revenue	308,780
Direct Cost	567,752	Levy	206,144
Personnel Cost	442,101	Fees	109,758
Non Personnel Cost	125,651	Grants	199,022
Admin Cost	52,828	Other Revenue	0

# HEALTHY

## Quality and Affordable Mental Health Services Are Available

### Mental Health Crisis Intervention — Program 198

Individuals with mental health crises including suicidal or homicidal thoughts or plans and mental health symptoms which prevent them from functioning and being safe, are in need of timely assistance. Having access to immediate services can prevent escalating symptoms, risk of harm to self or others, and reduce need for hospitalizations.



## How is the County doing?

While there was a slight drop in 2016, the County is operating at a high level of efficiency to offer immediate access to crisis services. The number of individuals referred to the clinic as in crisis increased between 2014 and 2017 and ninety eight percent were offered an appointment with a therapist within four hours of a request.

## What influences this?

The ability to offer services depends largely on staff resources and efficient scheduling. Other considerations for access to services include the availability of transportation and convenient service location. Knowledge of available resources in the community can be enhanced by public awareness.

## What is the County's role?

As the mental health authority, the County has the responsibility to assure a full array of mental health services including crisis services. In addition, the County is a provider of services through a county operated mental health center.



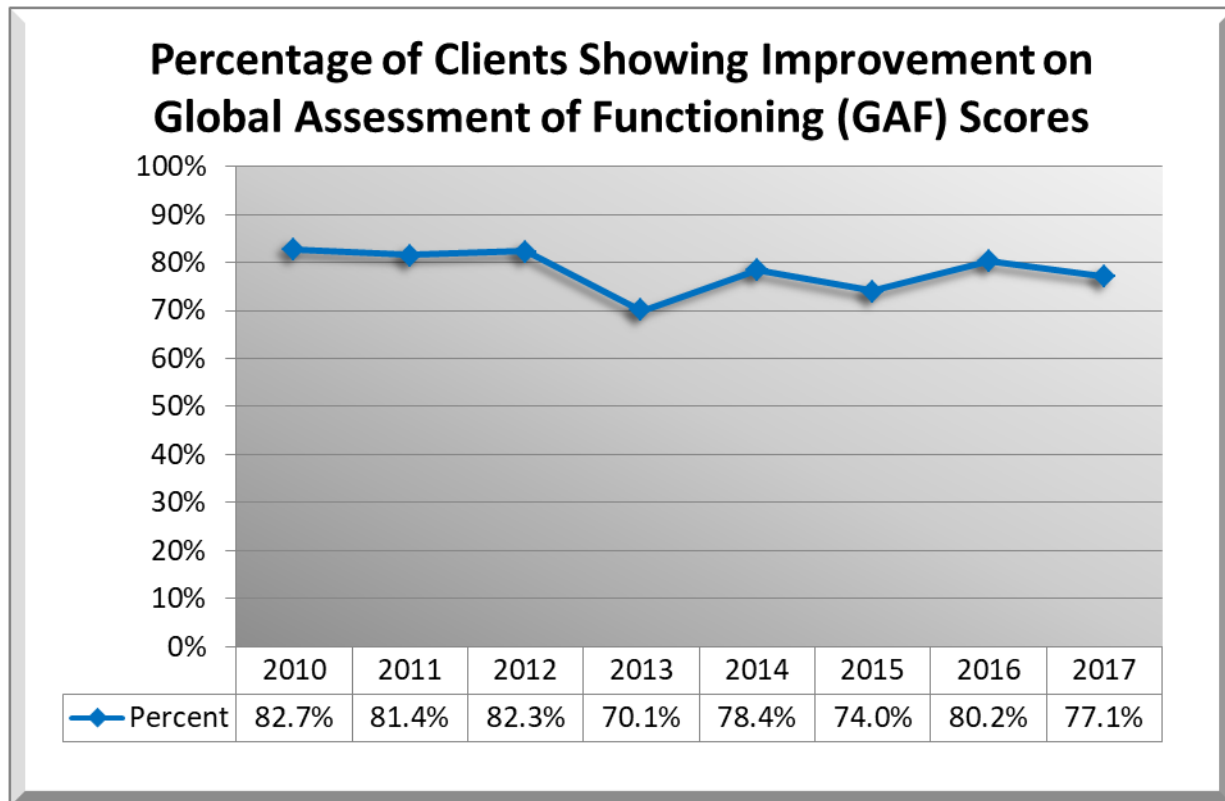
Mental Health Center (MHC)- Crisis Intervention			
	2017		2017
Program #	198	# of FTE's	5.85
Total Cost	671,067	Total Revenue	627,809
Direct Cost	627,809	Levy	359,309
Personnel Cost	577,132	Fees	240,420
Non Personnel Cost	50,677	Grants	28,080
Admin Cost	42,258	Other Revenue	0

# HEALTHY

## Quality and Affordable Mental Health Services Are Available

### Mental Health Therapy — Program 200

Whether chronic or episodic, all mental health issues can disrupt employment, families, and personal relationships. Appropriate treatment is important to relieve symptoms and restore functioning to optimal levels. Individuals receiving therapy are assessed at the beginning and end of treatment. This measure indicates whether there is a decrease in symptoms and improved overall functioning.



## How is the County doing?

Except for a drop in 2013, the rate of clients demonstrating improvement in functioning after receiving services remains at close to eighty percent although the trend line is showing an overall decrease in the percentage of individuals showing improved functioning over the period tracked. While not a major drop this trend should be monitored and addressed if it continues.

## What influences this?

Progress in therapy is heavily dependent on the relationship between client and therapist which is established through regular attendance at therapy appointments. Staff turnover and a client's ability to pay fees for services are two factors that influence relationship status.

## What is the County's role?

As the mental health authority, the County is required to assure the availability of mental health services in the community. Scott County has chosen to maintain a licensed community mental health center to meet this mandate and provide effective outpatient mental health services to residents.



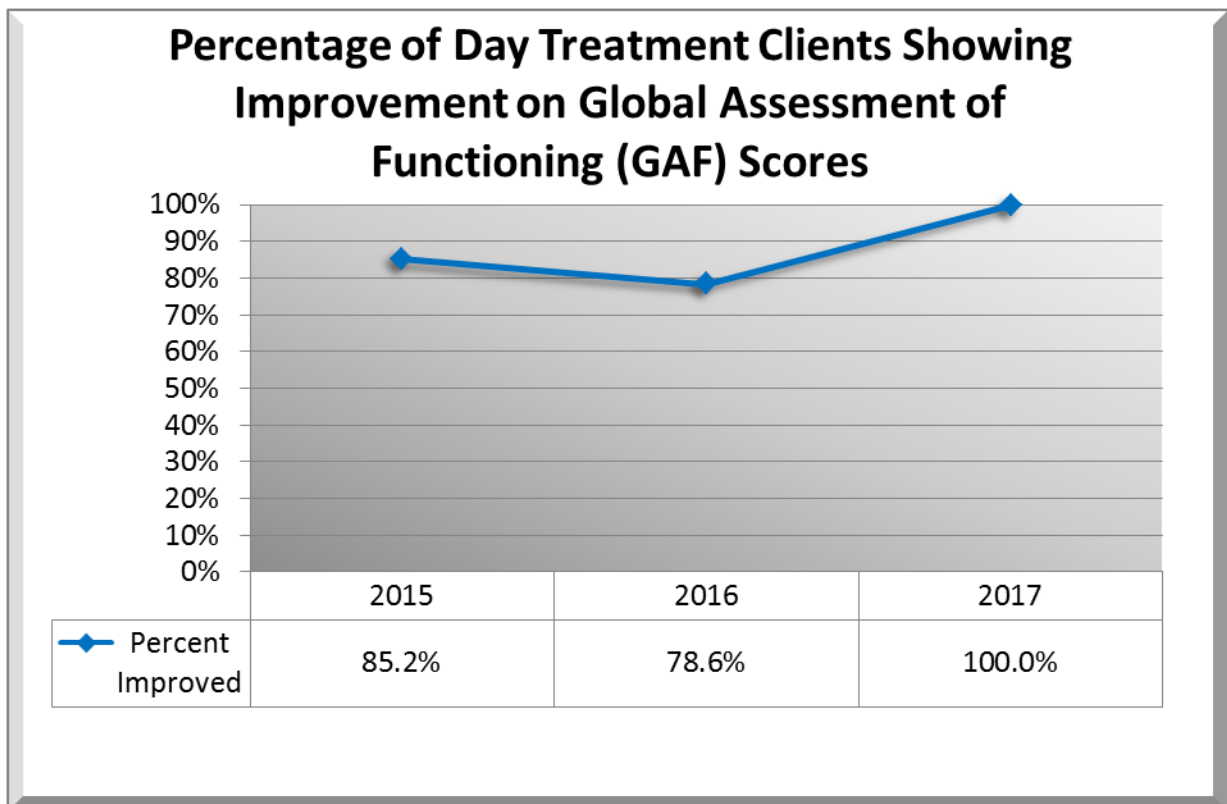
Mental Health Center (MHC)-Therapy			
	2017		2017
Program #	200	# of FTE's	8.43
Total Cost	927,609	Total Revenue	867,814
Direct Cost	867,814	Levy	346,095
Personnel Cost	841,784	Fees	482,719
Non Personnel Cost	26,030	Grants	39,000
Admin Cost	59,795	Other Revenue	0

# HEALTHY

## Quality and Affordable Mental Health Services Are Available

### Adolescent Day Treatment Services — Program 286

Individuals suffering from mental illness may experience difficulty in daily functioning in family, work, school, and community at a level of severity that requires more intensive treatment than outpatient therapy and medication management. It is important that a range of intensity level services be available to prevent expensive, traumatic, and unnecessary hospitalizations



## How is the County doing?

The performance of this new program has consistently been at a high level. Due to the small number of participants, a wide range of annual scores is to be expected. Improvement in functioning has ranged from seventy nine to one hundred percent for participants.

## What influences this?

Staff quality and their ability to connect with students to motivate participation has a major impact on the program. Other critical factors include the support of families and school personnel.

## What is the County's role?

Through a voluntary contract with the schools, the County mental health center provides therapists, manages the program, and recoups available insurance to support the program.



Mental Health Center (MHC) - Adolescent Day Treatment			
	2017		2017
Program #	286	# of FTE's	3.9
Total Cost	402,111	Total Revenue	379,191
Direct Cost	376,191	Levy	114,854
Personnel Cost	376,526	Fees	244,177
Non Personnel Cost	6,665	Grants	17,160
Admin Cost	25,921	Other Revenue	0

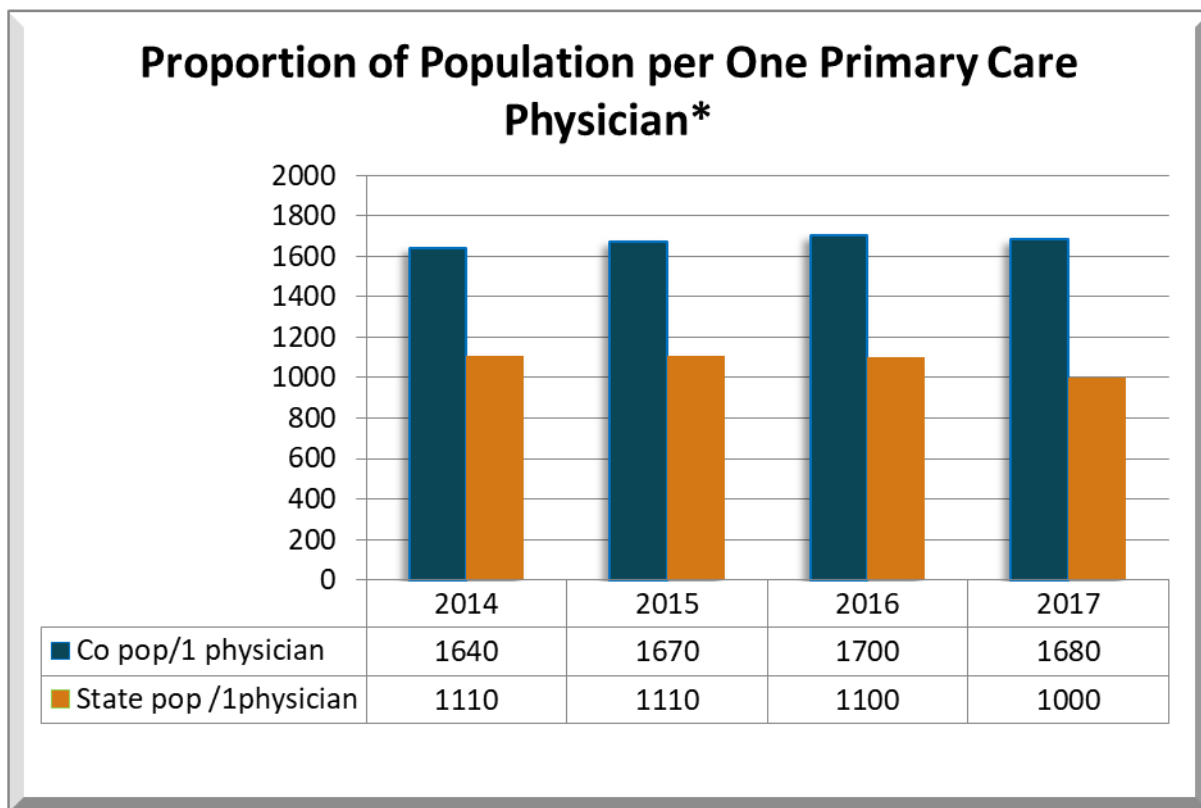


# HEALTHY

## Access Quality Local Health Care Services, Facilities, And Providers

### Primary Care Physician Ratio

Minnesota is considered a leader in quality health care and positive health outcomes. One important factor contributing to optimum health is access to physicians focused on preventative care as well as maintenance care for chronic conditions.



## Why is this important?

Access to doctors makes a difference in whether and when people get necessary medical care, where they get their care, and ultimately, how healthy people are. The lack of preventive and routine care can lead to more serious illness and health problems potentially resulting in increased medical costs including hospitalizations.

## What is the County's role?

Access to health care is impacted by both an individual's ability to get to a doctor and to afford services. Through transportation services, the county helps make trips to physicians possible. The County has responsibility to help residents gain eligibility for public health insurance making preventative medical care more likely. Public Health has a role in immunizations and monitoring treatment of some communicable diseases.

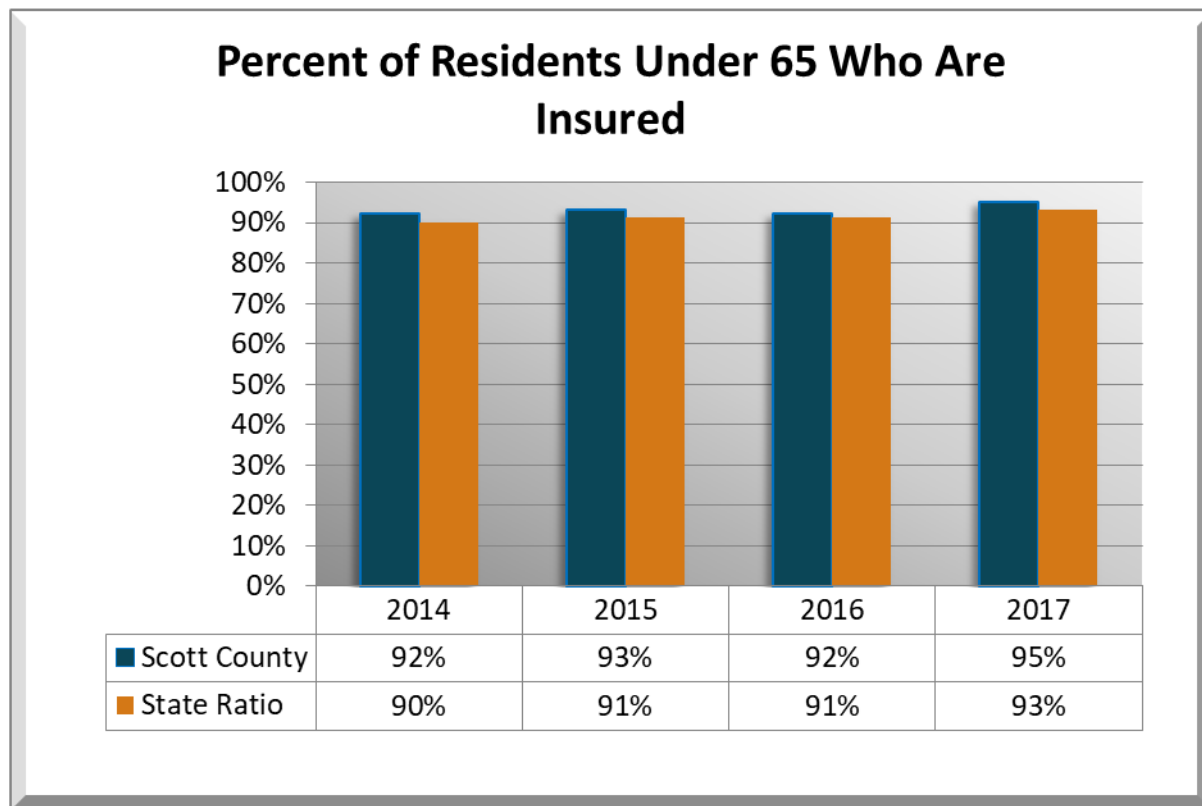


# HEALTHY

## Access Quality Local Health Care Services, Facilities, And Providers

### % of Residents Under 65 Insured

Data shows that individuals who lack adequate and comprehensive health insurance are less likely to seek preventative care or consistent treatment for chronic health conditions. Emergency room care or treatment for serious untreated health issues is far more expensive than preventative or routine care for illness. These expenses are not only for the individual but are costs to the community as well in uncompensated care, loss of income, and reduction in tax revenue due to unemployment.



## How is the County doing?

The rate of residents with health insurance has remained stable over the last four year period at over 90 percent.

## What influences this?

With both the expansion of public health care options and available health care subsidies, the rate of insured adults increased and has remained high. Additional factors that influence health care insurance include employers who provide group insurance as a benefit and affordable plans for individuals.

## What is the County's role?

The County is responsible for administering the public health care programs by determining eligibility.

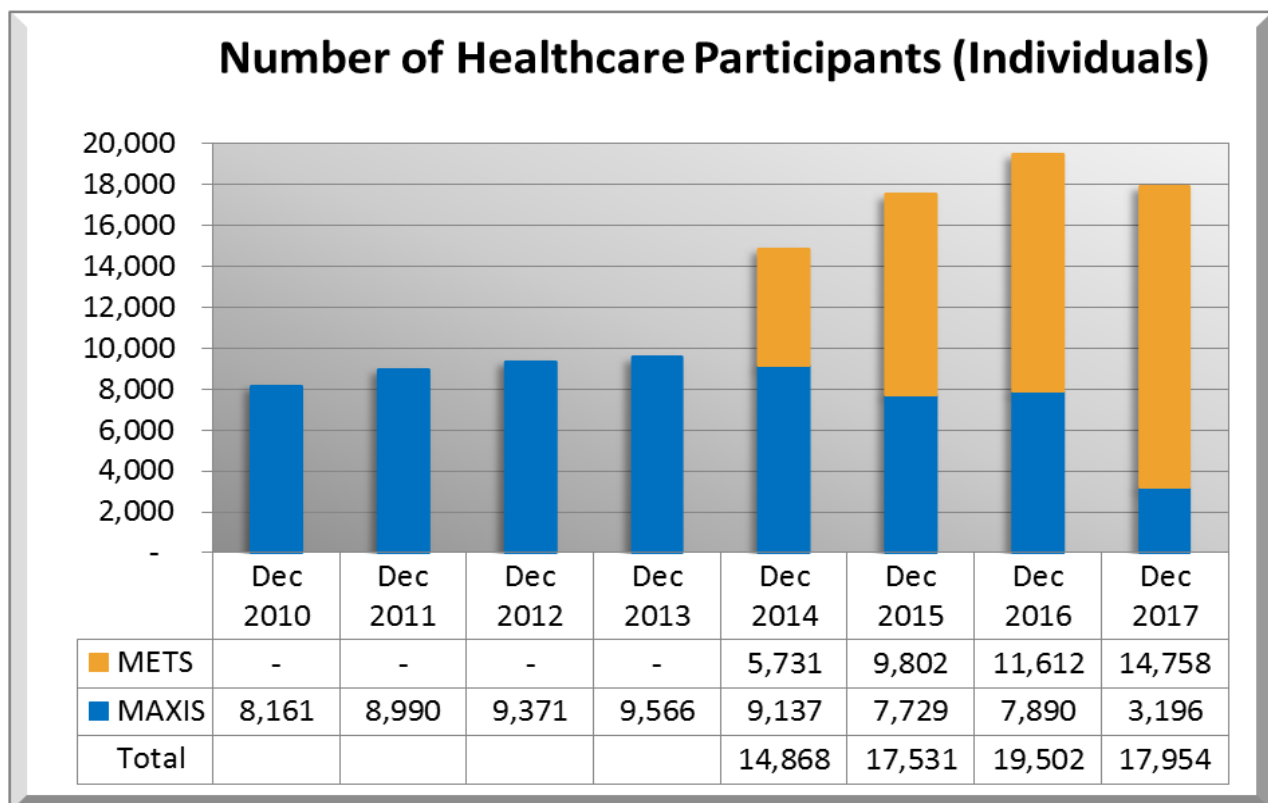


# HEALTHY

## Access Quality Local Health Care Services, Facilities, And Providers

### Health Care — Program 166

Health insurance is the best way to ensure access to health care. Individuals with low income are less likely to seek preventative medical care. Lack of treatment for medical conditions can lead to more serious illness resulting in preventable hospitalizations or even death. Enrollment in public health insurance programs is cost effective for both individuals and the public.



## How is the County doing?

This measure tracks the number of individuals in programs administered by the County and is not a performance measure. The number of participants impacts the ability of the County to assure both quality service and accountability in this program. Enrollment rapidly increased in 2014 and continues at a high level with a slight decrease in 2017.

## What influences this?

The state automated enrollment system is a factor. The number of eligible residents who seek enrollment is influenced by both public announcements of availability, enrollment dates, and ease of enrollment.

## What is the County's role?

The County is responsible for administering the public health care programs by determining eligibility and providing assistance with enrollment issues.



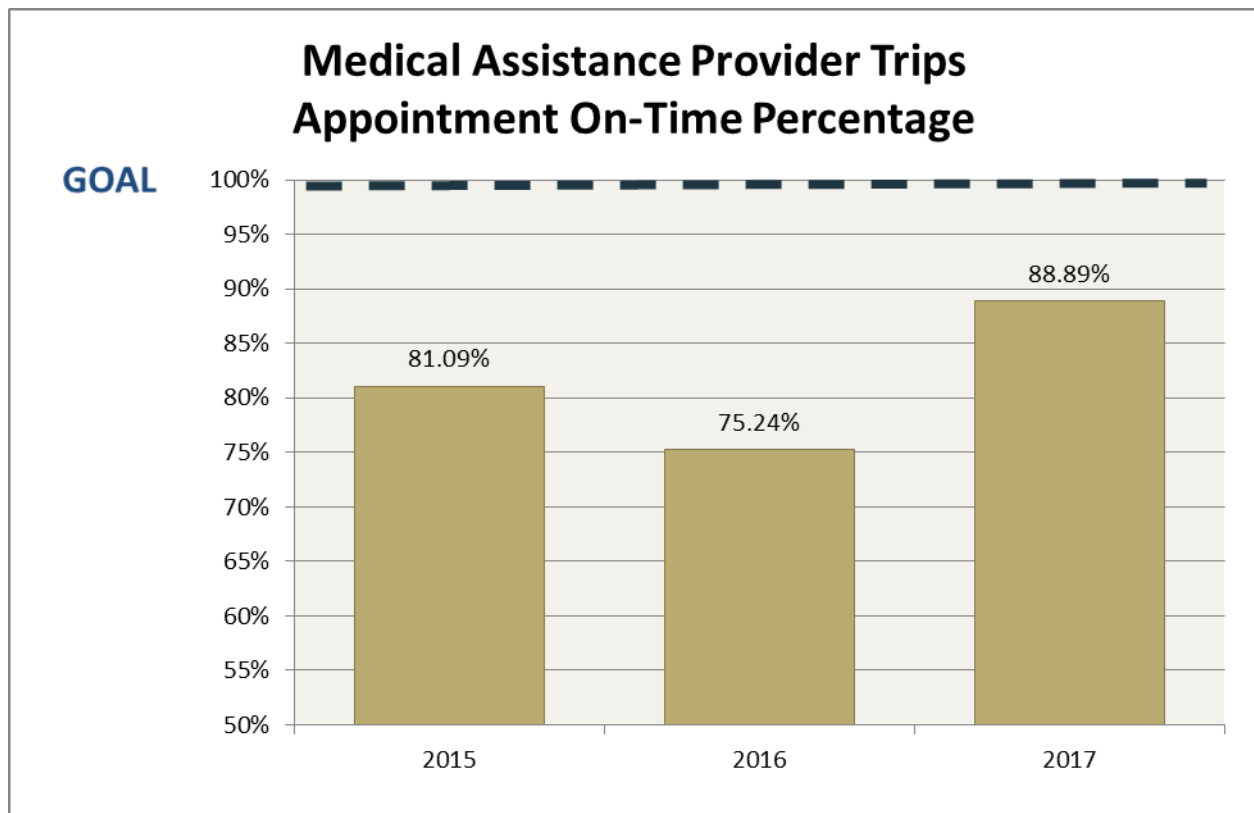
Income Supports: Health Care			
	2017		2017
Program #	166	# of FTE's	18.05
Total Cost	2,389,505	Total Revenue	1,750,887
Direct Cost	2,236,759	Levy	333,126
Personnel Cost	1,401,142	Fees	62,420
Non Personnel Cost	835,617	Grants	1,688,467
Admin Cost	152,746	Other Revenue	0

# HEALTHY

## Access Quality Local Health Care Services, Facilities, And Providers

### Medical Assistance Transportation — Program 44

A major concern for citizens who must use or choose to use transit is reliability. One critical component of a reliable transit system is whether the system delivers riders to their destinations on time. On-time performance is an increased challenge for both rider and scheduler in a transit system that does not feature fixed routes and scheduled stops. SmartLink manages rides for medical services for residents receiving public health care coverage.



## How is the County doing?

Passengers using SmartLink in Scott and Carver counties in 2017 arrived at their destination by their requested appointment time almost 89 percent of the time. After a decrease in 2016, this is a substantial improvement in performance.

## What influences this?

Weather, traffic, and road construction all impact on-time performance. In addition, effective communication between SmartLink, the transportation provider and the customer is important. There is some concern that data received from providers may not be accurate. As the managing authority, this is an issue for SmartLink to explore.

## What is the County's role?

SmartLink is the transit system that manages transportation to medical services for Scott and Carver County residents enrolled in public health care (Medical Assistance). Counties are required to administer and assure transportation for participants. The transportation costs are reimbursed by state and federal funds authorized by Human Services.



Smartlink Medical Assistance Transportation			
	2017		2017
Program #	44	# of FTE's	1.60
Total Cost	577,288	Total Revenue	657,000
Direct Cost	574,928	Levy	(84,432)
Personnel Cost	112,678	Fees	657,000
Non Personnel Cost	462,250	Grants	0
Admin Cost	2,360	Other Revenue	0

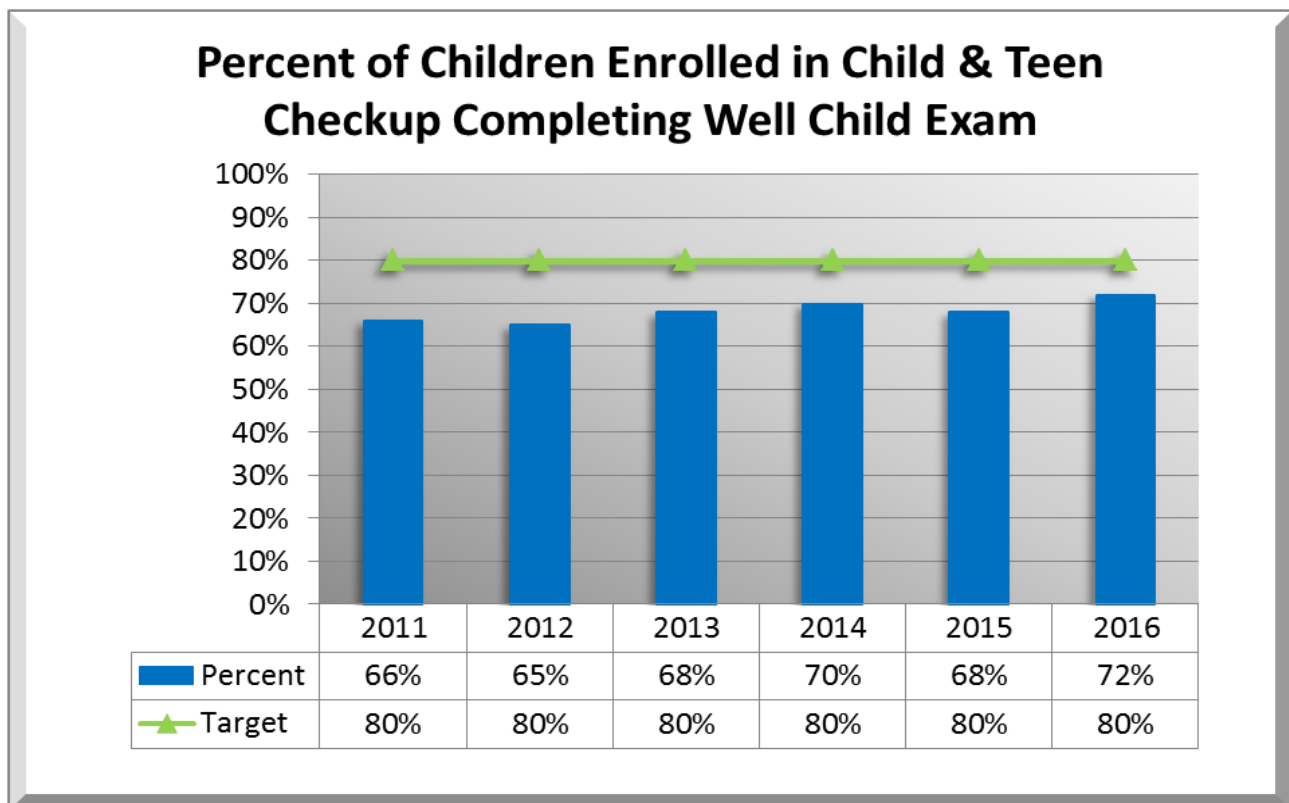


# HEALTHY

## Access Quality Local Health Care Services, Facilities, And Providers

### Family Health — Program 206

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



## How is the County doing?

The County continues to improve in the percentage of children completing well child exams, but remains below the target.

## What influences this?

Access to health care is strongly influenced by the availability of both health insurance and local providers. Transportation that is timely and convenient along with child care can be factors in access to health care for families. Poor reporting by providers may also impact data.

## What is the County's role?

The Public Health Family Health Program is charged with outreach to families with children to provide information and referrals to local clinics especially when there is identification of delayed growth and development.



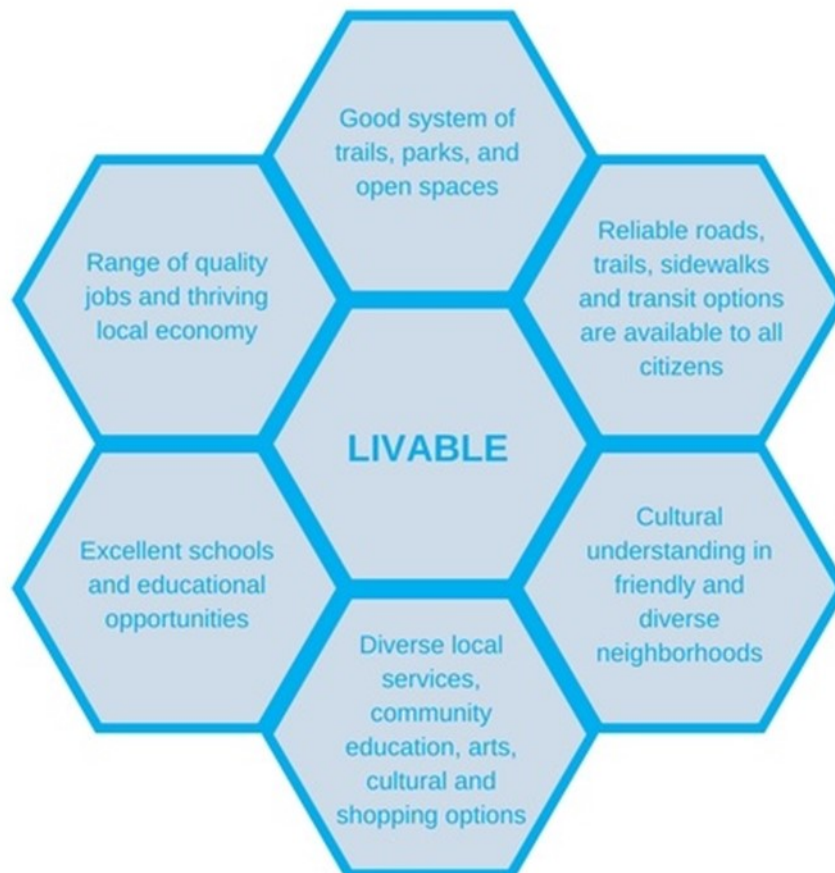
Public Health (PH)- Family Health			
	2017		2017
Program #	206	# of FTE's	4.86
Total Cost	535,950	Total Revenue	369,755
Direct Cost	510,521	Levy	115,337
Personnel Cost	460,375	Fees	0
Non Personnel Cost	50,146	Grants	369,755
Admin Cost	25,429	Other Revenue	0

# LIVABLE

## LIVABLE WHEN...

Mobility and recreation opportunities are key components that define a livable community for the citizens of Scott County. Outdoor recreation options and a way to get where they need to go have consistently rated high on resident surveys.

Citizens have quality of life expectations in their definition of the community they want to live in. These qualities may not be a direct role of county government, but residents expect the County to support the efforts of other agencies to the extent possible.



# LIVABLE

## Scott County Summer Youth Program Builds up Youth



The Youth Program in Scott County provides experience and academic enrichment activities. Participants have services available to assist them in areas such as developing work maturity skills, writing a resume, learning how to interview for a job, and improving problem solving skills

The Scott County Summer Youth Program focuses on low income 17 to 24 year old youth. During the summer, basic academic skills can be improved while earning school credit with the Youth Build Program. The Summer Program offers community service jobs in which the youth can get work-based knowledge while earning a paycheck.

Melvin was a participant in the 2017 Scott County Summer Youth Program. He was assigned to the Youth Build worksite where he gained valuable work experience and earned high school credits.

Melvin worked with a team comprised of youth from Scott and Carver counties. During the program, Melvin helped build and remodel classrooms in the Shakopee Town Square Mall. He put up sheetrock, did wall sidings, and painted throughout the summer. While working with a team to complete these various projects, Melvin stated that he “developed better communication skills.”

Gary Dohse, the supervisor of the Youth Build Program had the following to say “Melvin was a leader and brought energy to the crew each day. He got along well with the other participants and helped keep the group together as a unit. Melvin had consistent attendance and came every day ready to work”.

With the credits Melvin earned through the program, he is on pace to graduate with his class in Belle Plaine in the Spring of 2018. Along with school, Melvin is also working part-time for a local fast food restaurant to save money for college. He plans on attending Normandale or Mankato State University. Melvin learned this summer that “if you put your mind to it, you can do it.” It was a pleasure for Scott County to have Melvin as a participant in the summer youth program and we wish him the best in his future endeavors.



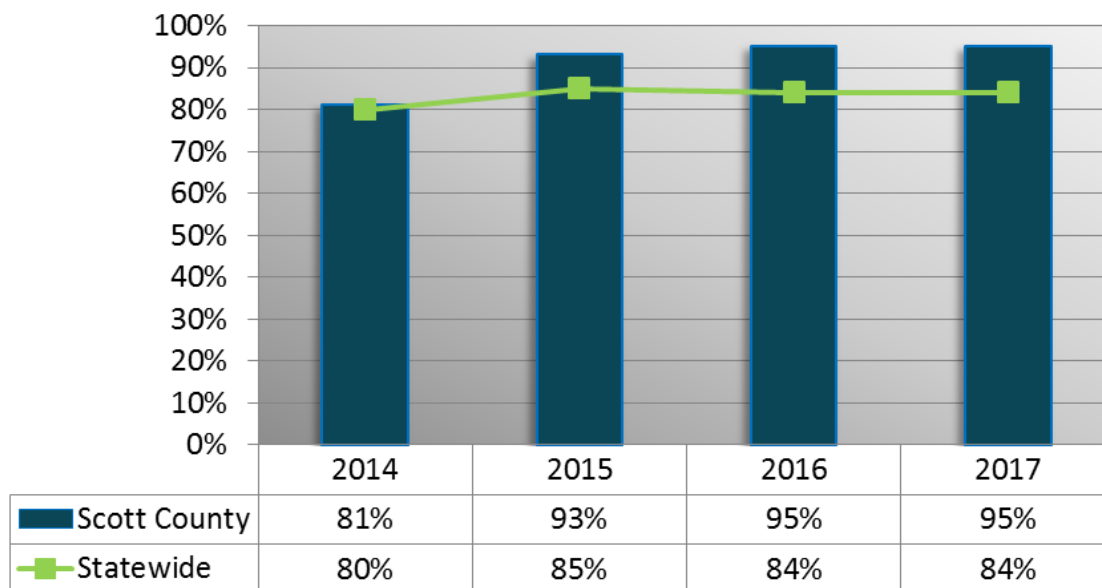
# LIVABLE

## Good System of Trails, Parks, and Open Spaces

### Access to Exercise Opportunities

The role of the recreational infrastructure is important for encouraging active lifestyles by assuring that individuals have the opportunity to participate in physical activity outside of their homes. Access to exercise opportunities is a balance between development, location, and transportation. Components to consider include types of opportunities and capacity, proximity to users, and transportation options for residents.

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



## Why is this important?

Increased physical activity is associated with lower risks of type 2 diabetes, cancer, stroke, hypertension, cardiovascular disease, and premature mortality independent of obesity. Adequate and inviting recreational infrastructure is important for encouraging physical activity. Individuals who live closer to sidewalks, parks, and gyms are more likely to exercise.

## What is the County's role?

The County impacts access to physical activity opportunities through public transportation availability, park and trail planning and development, and community design. In addition, service programs help residents create individual activity plans and access resources.

Adults 20+ that have Diabetes

5.7%

Adults 20+ that are Obese

24.6%

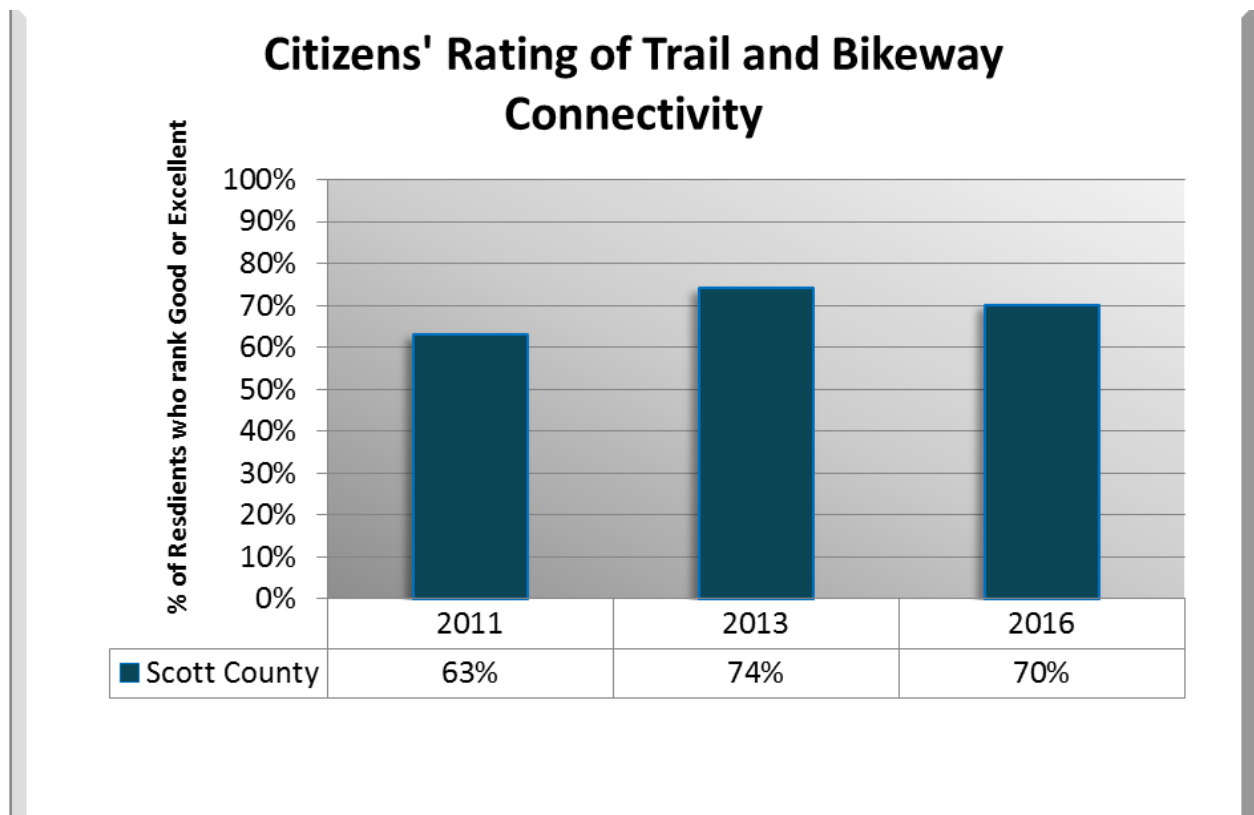


# LIVABLE

## Good System of Trails, Parks, and Open Spaces

### Resident Survey—Trail Connectivity

The construction of trails and sidewalks along county highways provides a safe and healthy alternative for travel to school, work, shopping, and play in Scott County communities. National safety studies have shown that highways without sidewalks/trails have 2.6 times more pedestrian collisions. A major issue to encourage use and safety is having a connected trail system.



## How is the County doing?

Periodically the County conducts a survey of residents' opinions of satisfaction with performance. The level of ratings improved over the three periods surveyed although there was a drop in the percentage that ranked connectivity as good or excellent between 2013 and 2016.

## What influences this?

Factors that may influence satisfaction include the amount of trails, where trails are located, and the ease of connection between trails. Another factor may be the increase in the number of users in comparison to the amount of available trails.

## What is the County's role?

County policy incorporated in the Comprehensive Plan in 2009 is to build sidewalks or trails on both sides of county highways in cities within the County. Connection of existing trails by





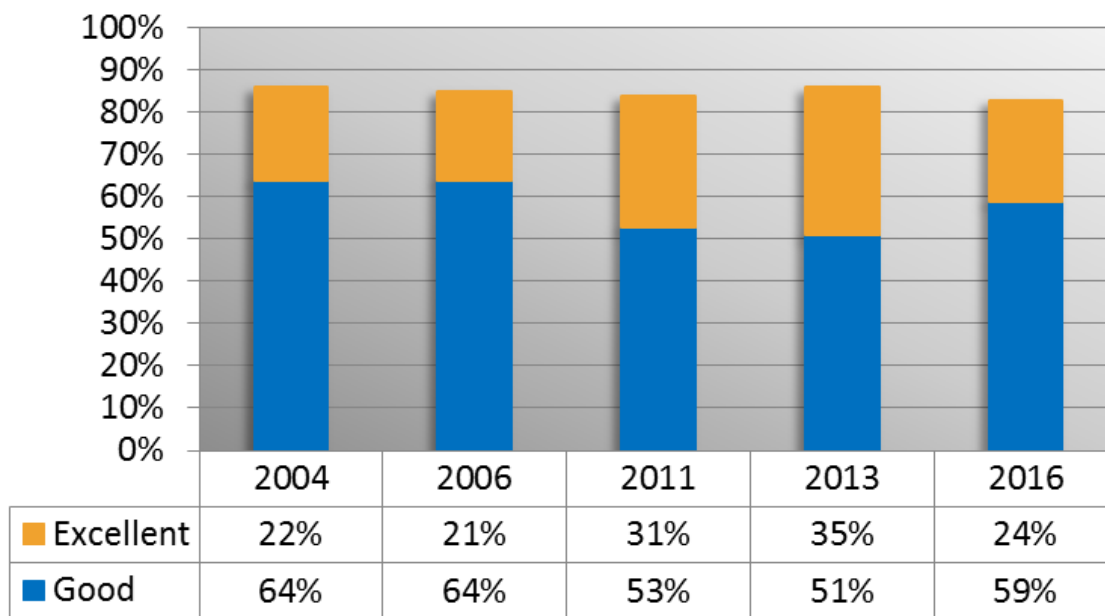
# LIVABLE

## Good System of Trails, Parks, and Open Spaces

### Regional Parks and Trails—Program 78

Residents' rating of how well County parks and trails meet citizen expectations is an important measure of a livable community. Periodically, Scott County residents are surveyed for their assessment of regional parks and trails. This survey data, collected from a representative sample of residents, is an indication of how well the County is doing in meeting the needs and expectations of citizens.

**Citizens' Rating of Regional Parks and Trails**



\*Question wording was different from 2004-2013 than 2016



## How is the County doing?

The survey rating dropped slightly from the previous results in 2016, but remains relatively consistent over time. A wording change in the 2016 survey makes comparison to previous years less accurate. Consistently over eighty percent of residents consider the park and trail system good or excellent.

## What influences this?

Changing demographics results in changing expectations of parks and trails over time. One of the challenges is the early stage of development of the County’s regional park and trail system. Initial investment into a new park or trail facility is substantial and may lead to slower expansion than residents wish. Citizen demand for a variety of nearby park facilities and connected trail system is outpacing available funding.

## What is the County’s role?

Scott County provides its regional park and trail operations through a policy-level joint powers agreement with Three Rivers Park District. The Scott County Park and Trail program plans and delivers a regional park and trail system by developing plans and funding resources, acquiring land, developing parks, and delivering recreation and education programs.



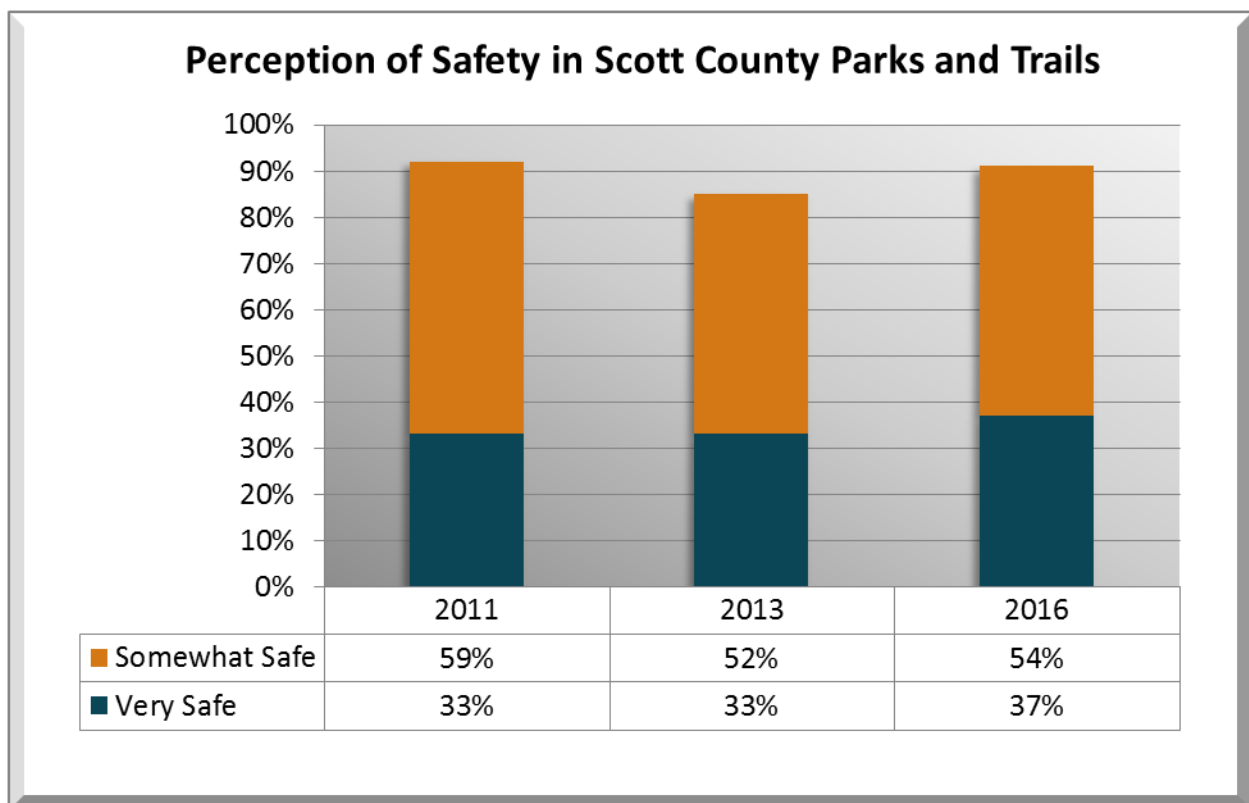
Park and Trail Planning			
	2017		2017
Program #	78	# of FTE's	0.00
Total Cost	165,276	Total Revenue	0
Direct Cost	164,600	Levy	163,924
Personnel Cost	0	Fees	0
Non Personnel Cost	164,600	Grants	0
Admin Cost	676	Other Revenue	0

# LIVABLE

## Good System of Trails, Parks, and Open Spaces

### Regional Park and Trail Safety—Program 83

Use of parks and trails by residents for physical activities increases both the health of the community and the quality of life. The perception of safety impacts both use and satisfaction with parks and trails. Residents will not visit or visit less often if they do not feel safe while using the system.



## How is the County doing?

Residents are periodically asked to assess county services through a survey. The assessment of safety reflects resident perception of safety in all parks and trails within the County and has been consistent over the last three survey periods. In 2016, over 90 percent of residents felt safe using parks and trails.

## What influences this?

A number of factors may influence the perception of safety including lighting and security personnel. Some users may feel safer if there is high use so they aren't isolated. Upkeep and condition of the facilities can also impact the assessment of safety. Gaps in trail connectivity can also impact the assessment of safety.

## What is the County's role?

The County jointly manages its park system with the Three Rivers Park District. A Three Rivers Parks Public Safety team patrols the County's regional park system, focusing on customer service, education, and ordinance enforcement. The Parks Public Safety team works in partnership with the County Sheriff Office. Regional trail maintenance is provided by Scott County in partnership with Three Rivers Park District. Non-regional trails are maintained by the cities and the County Highway Department.



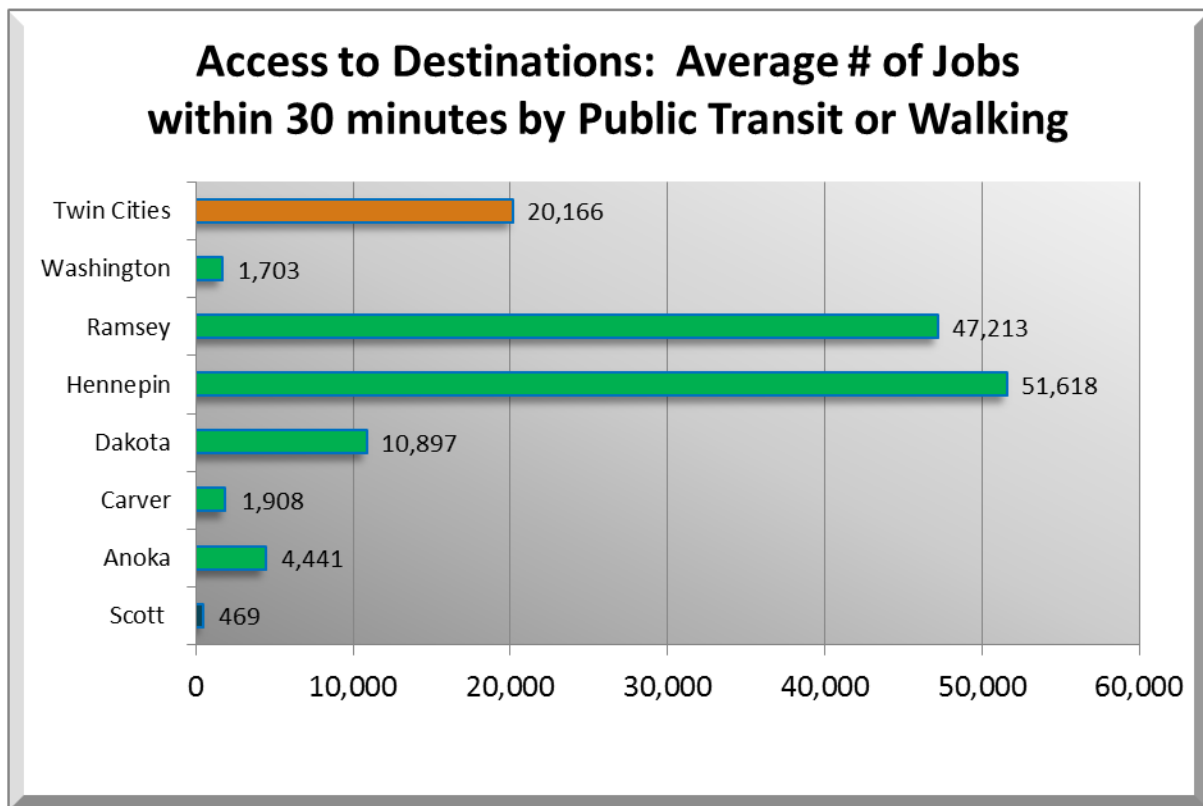
Park Service Program			
	2017		2017
Program #	83	# of FTE's	0.00
Total Cost	75,125	Total Revenue	0
Direct Cost	74,818	Levy	74,511
Personnel Cost	0	Fees	0
Non Personnel Cost	74,818	Grants	0
Admin Cost	307	Other Revenue	0

# LIVABLE

## Reliable Roads, Trails, Sidewalks and Transit Options are Available to all Citizens

### Access to Destinations: Jobs Within 30 Minutes by Transit or Walking

A healthy economy is dependent on an adequate available workforce. Individual and family economic health depends in part on access to employment opportunities. Access to jobs for those without private transportation is demonstrated by both distance from available employment and public transit options.



## Why is this important?

Drivers on the national highway system lead to 40,000 traffic-related deaths annually and expose us to air pollution linked to many health issues. Lengthy commutes also contribute to physical inactivity and obesity. A significant factor in individual drive time is distance to employment as well as access to safe walking or bike trails and to public transportation.

## What is the County's role?

The County plans and develops a trail system in coordination with the cities. In addition, the County has a shared role in the provision of local transit. A wide range of affordable housing options is a charge of the Community Development Agency. A location that can be easily accessed by a local workforce is one consideration in economic development planning.



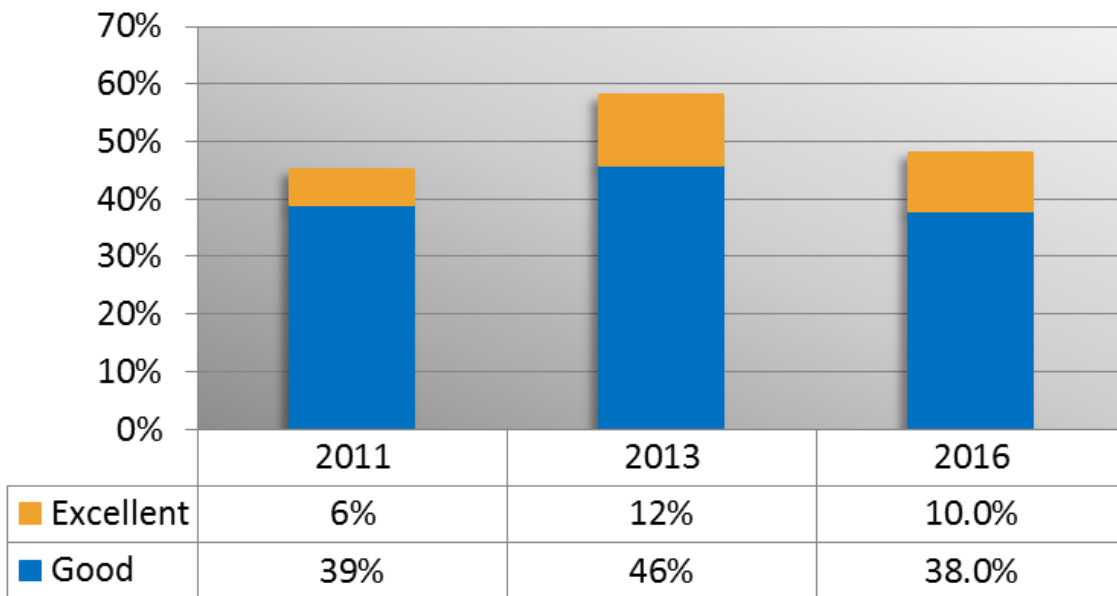
# LIVABLE

## Reliable Roads, Trails, Sidewalks and Transit Options are Available to all Citizens

### Citizen Rating of Pavement Conditions

Periodically, residents are asked in a survey for their assessment of the condition of county roads. Residents are asked to rate their assessment of road condition on a scale of poor to excellent. These ratings are compared over time to evaluate the County's performance and to plan infrastructure investments.

**Citizens' Rating of County Road Surface Conditions**



## How is Scott County doing?

Citizen ratings have dropped significantly since 2001, but have been relatively consistent for the last three survey periods. Scott County citizens rate road surface conditions much lower than similar jurisdictions. These rating trends are not consistent with the county's recorded findings of the Pavement Condition Index measure over time. Recorded conditions on the Pavement Condition Index have remained similar, despite the Resident Survey.

## What influences this?

Pavement conditions are impacted by a number of factors. These include the investment in routine maintenance, material and workmanship, traffic patterns and use, and weather conditions. A significant factor may be the month in which the survey was conducted, as surface conditions vary significantly depending on the time of year.

## What is the County's role?

Maintenance of the County road system is a county responsibility and a major investment of public funds. Responsibility for the overall roadway system is shared among federal, state, cities, and townships along with the County. On the Resident Survey, respondents may not distinguish between roads maintained by other government jurisdictions.



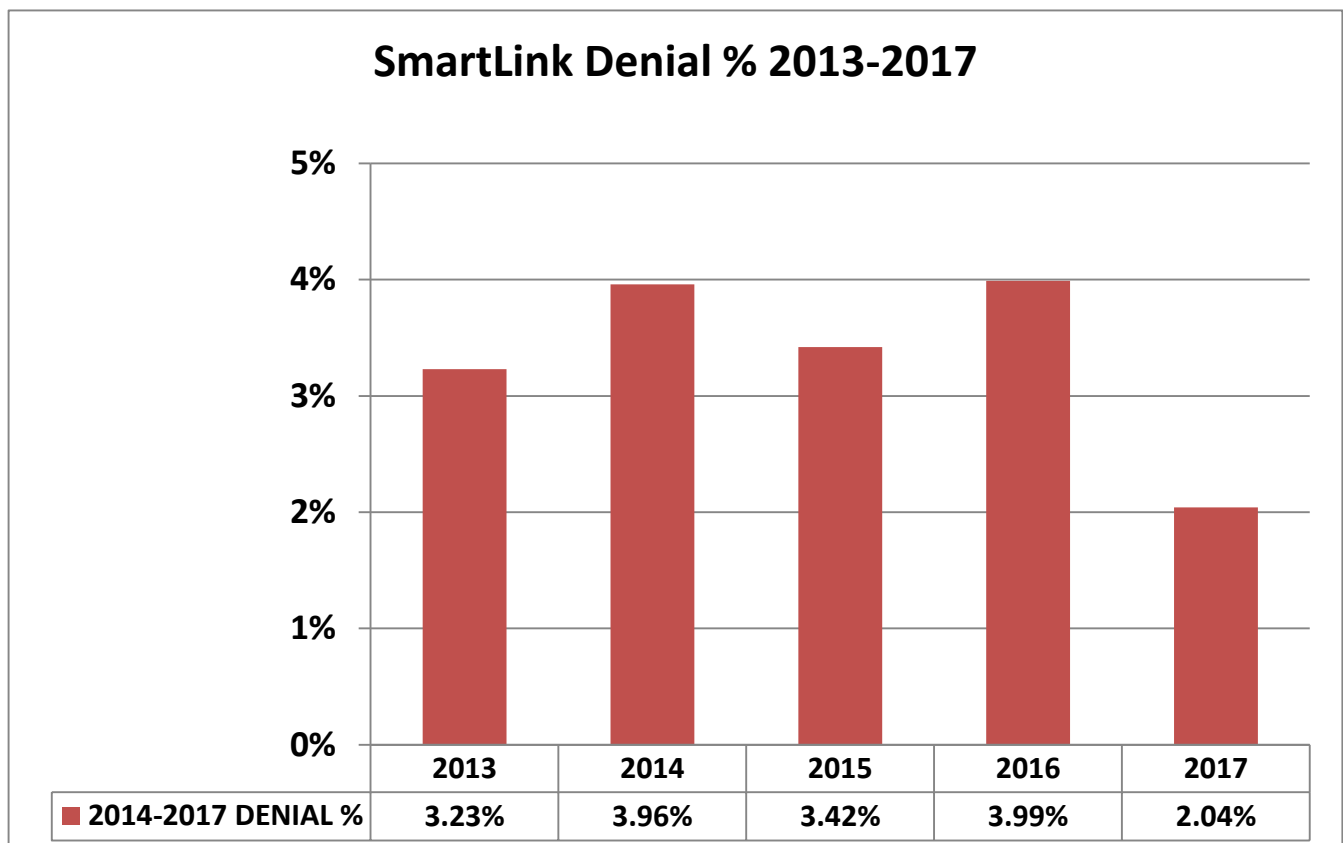


# LIVABLE

## Reliable Roads, Trails, Sidewalks and Transit Options are Available to all Citizens

### Percent of SmartLink Rides Denied Annually—Program 43

A major concern for citizens who must use or choose to use transit is reliability. Two critical components of a reliable transit system are whether the system can provide the rides needed by residents and whether it delivers riders to their destinations on time.



## How is Scott County doing?

For the last five years the County has been able to provide requested rides more than ninety six percent of the time. With adjustments in the program, 2017 results improved to almost ninety eight percent performance. The County has consistently been under the Metropolitan Council threshold of five percent denial rate.

## What influences this?

Factors that influence the number of rides include resources, variability of time, and location requests impact on schedules and available hours.

## What is the County's role?

When a person calls in for a trip and the system has no capacity to provide it, this is considered a "denial." This performance measure is an indicator of service reliability and availability. The Metropolitan Council uses this measure to add service to areas that are consistently above the five percent denial rate threshold. The goal is to have reliable transit options available to all citizens.



Smartlink Dial a Ride Bus Service			
	2017		2017
Program #	43	# of FTE's	1.11
Total Cost	1,345,260	Total Revenue	1,605,851
Direct Cost	1,339,760	Levy	(271,590)
Personnel Cost	102,179	Fees	405,851
Non Personnel Cost	1,237,581	Grants	1,200,000
Admin Cost	5,500	Other Revenue	0

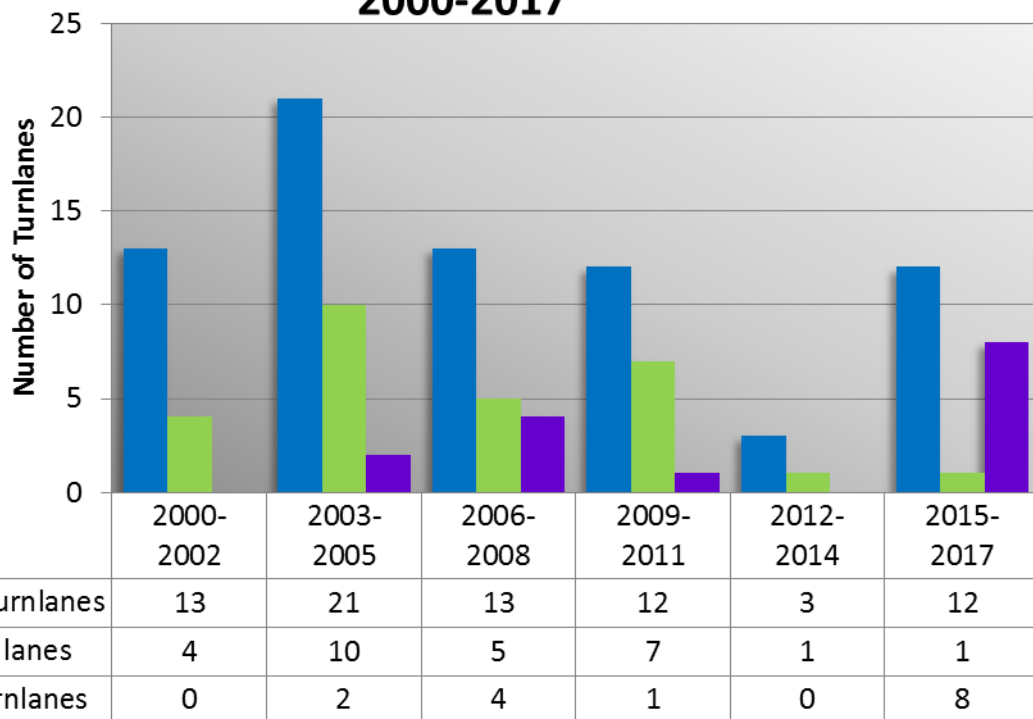
# LIVABLE

## Reliable Roads, Trails, Sidewalks and Transit Options are Available to all Citizens

### Right-of-Way Management—Program 98

The National Cooperative Highway Research Program considers providing left and right turn lanes a proven safety strategy for reducing the frequency and severity of conflicts at non-signalized intersections. The US Department of Transportation Crash Modification Factors Clearinghouse lists a crash reduction of between twenty to thirty percent for the installation of left or right turn lanes. A five percent crash reduction is listed for bypass lanes. These changes also increase peak hour speeds and improves traffic flow.

**Turnlanes Installed through Developments  
2000-2017**



## How is Scott County doing?

Data indicates the installation of turn lanes continues to be a priority in all new developments having a significant traffic impact to the County Highway System. The number of turn lanes in each period is directly related to the number of developments in the given year.

## What influences this?

Growth in population drives new development, adding users to County roadways. Directing new development through the current County Comprehensive Plan minimizes sprawl and assures efficiency of resources. Prioritizing County resources to work with developers ensures a development's impact is covered by the project.

## What is the County's role?

Through the Metropolitan Council process, the County prepares and approves a Comprehensive Plan to guide future development. The County approves development plans to assure public infrastructure safety and mobility needs are met.



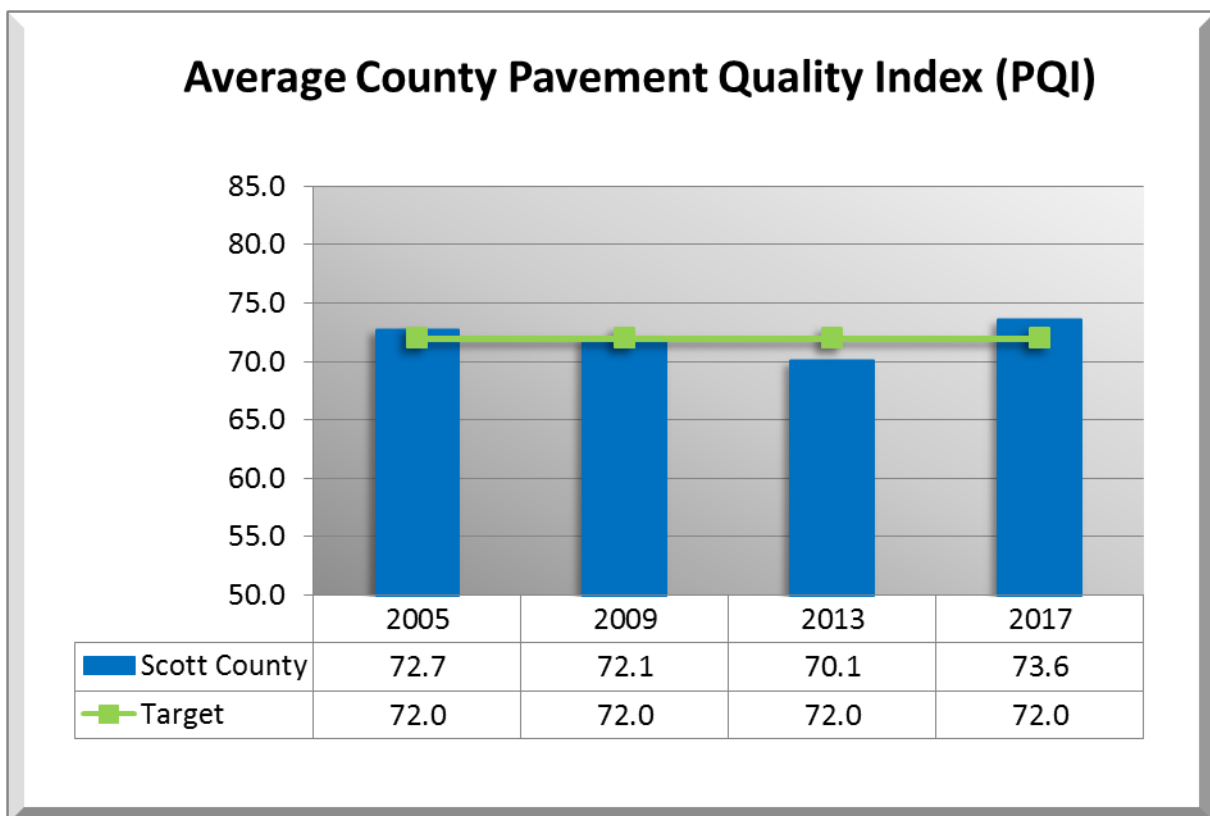
Right of Way Management			
	2017		2017
Program #	98	# of FTE's	0.80
Total Cost	105,024	Total Revenue	0
Direct Cost	98,929	Levy	92,834
Personnel Cost	98,929	Fees	0
Non Personnel Cost	0	Grants	0
Admin Cost	6,095	Other Revenue	0

# LIVABLE

## Reliable Roads, Trails, Sidewalks and Transit Options are Available to all Citizens

### Pavement Preventative Maintenance—Program 46

The County monitors the condition of every segment of the County Highway system and plans maintenance based on measures. Pavement Condition Index (PCI) was developed by the Minnesota Department of Transportation. The pavement condition rating is composed of both a review of the road's roughness of ride and general distresses like cracks and color fading. The result of the analysis is a numerical value between 0 and 100, with 100 representing the best possible condition and 0 representing the worst possible condition. The Scott County Board has approved a policy of maintaining a network weighted average of 72 on County highways.



## How is Scott County doing?

Between 2013 and 2017 the County made substantial improvement in the quality of pavement on the highway system. This included an investment of \$7million from the capital fund in 2016 to preserve and improve road surface conditions.

## What influences this?

Investment in routine maintenance, material and workmanship are factors that impact long term pavement conditions. Extreme weather, both summer and winter, add stress to pavement preservation. The amount of traffic as well as vehicle types impact wear on the road surface.

## What is the County's role?

Maintenance of the County road system is a county responsibility and a major investment of public funds. Responsibility for the overall roadway system is shared among federal, state, cities and townships along with the County. Funds for routine maintenance are included in the County budget annually.



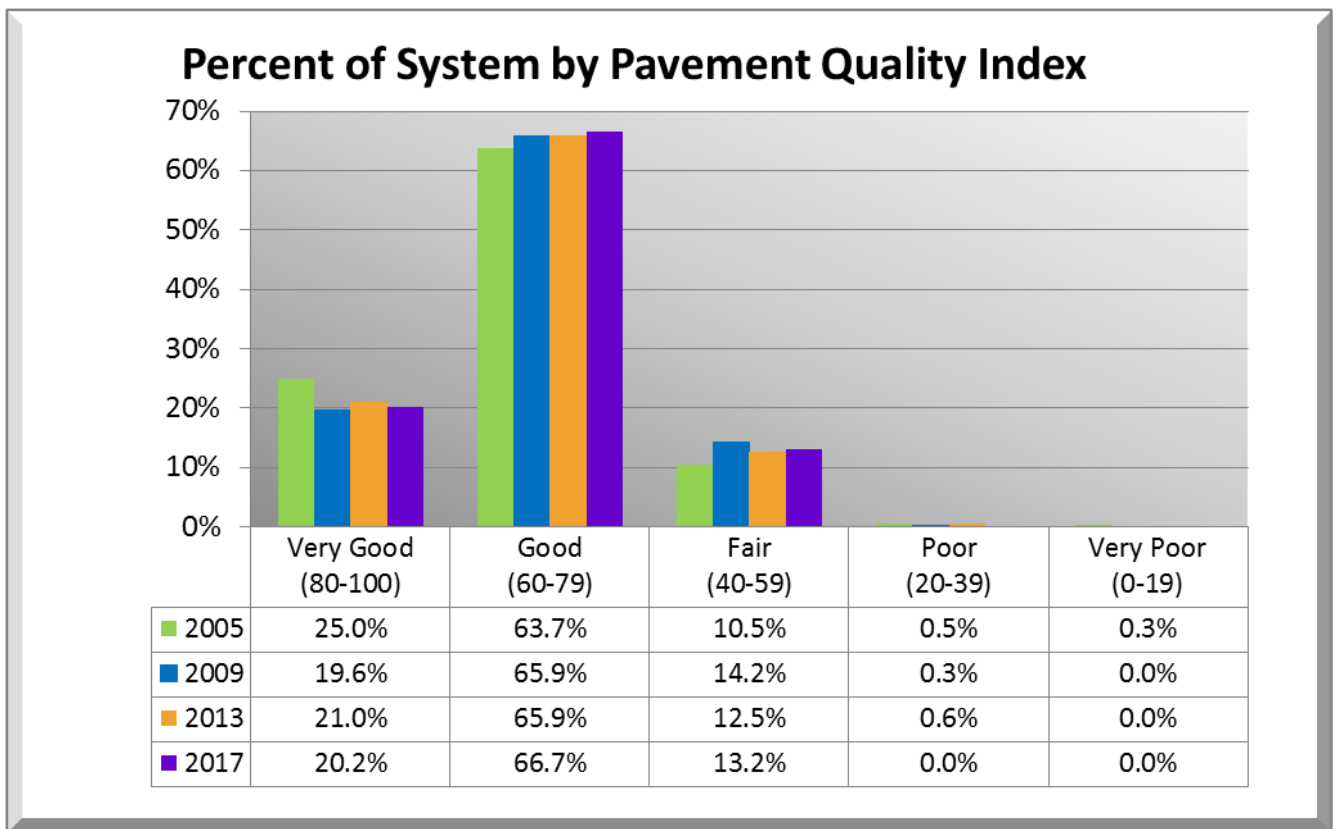
Roadway Preventative Maintenance			
	2017		2017
Program #	46	# of FTE's	2.36
Total Cost	1,369,933	Total Revenue	1,007,138
Direct Cost	1,364,332	Levy	351,594
Personnel Cost	211,847	Fees	119,838
Non Personnel Cost	1,152,485	Grants	788,000
Admin Cost	5,600	Other Revenue	99,300

# LIVABLE

## Reliable Roads, Trails, Sidewalks and Transit Options are Available to all Citizens

### Pavement Condition—Program 49

The County monitors the condition of every segment of the County Highway system and plans preventative maintenance and reconstruction based on the Pavement Quality Index (PQI). The PQI gives the County a snapshot in time of the pavement condition. As a critical asset and major County investment, maintaining The County highway system in good repair is important both for the convenience and safety of the traveling public and the efficient management of public funds.



## How is Scott County doing?

Over the period assessed, the balance within each category has been relatively stable. The purpose of maintenance programs is to keep assets at the desired performance level to avoid high future costs to rebuild. Data for this program indicates it is achieving its purpose.

## What influences this?

Investment in routine maintenance, material, and workmanship are factors that impact long term pavement conditions. Extreme weather, both summer and winter, add stress to pavement preservation. The amount of traffic, as well as vehicle types, impact wear on the road surface. Budget modifications that lead to deferred maintenance can have a long term negative impact.

## What is the County's role?

Maintenance of the County road system is a county responsibility and a major investment of public funds. Responsibility for the overall roadway system is shared among federal, state, cities and townships along with the County. Funds for routine maintenance are included in the County budget annually.



Roadway Preservation			
	2017		2017
Program #	49	# of FTE's	1.51
Total Cost	214,967	Total Revenue	211,200
Direct Cost	214,088	Levy	2,009
Personnel Cost	133,443	Fees	0
Non Personnel Cost	80,645	Grants	197,000
Admin Cost	879	Other Revenue	14,200

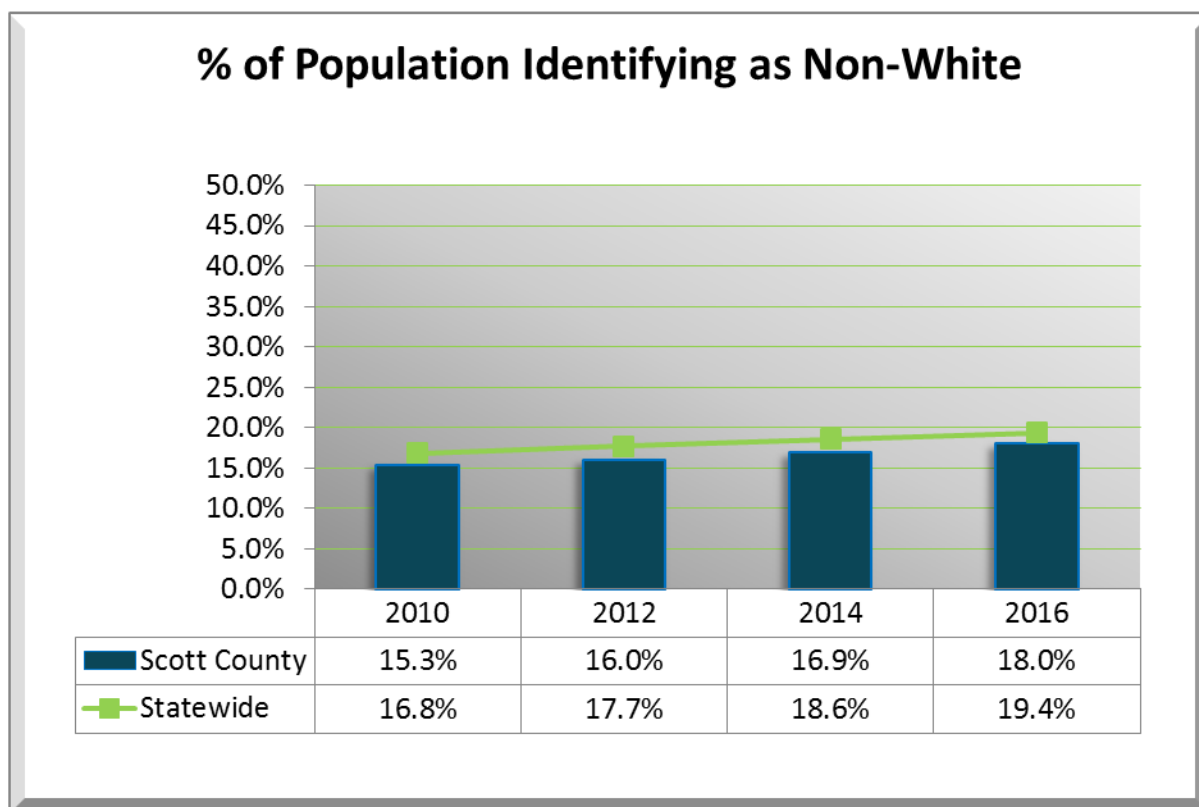


# LIVABLE

## Cultural Understanding in Friendly and Diverse Neighborhoods

### Percent of Population Identifying as Non-White

People of color (including a range of backgrounds, from indigenous to recent immigrants) make up the fastest-growing segment of our population. People of color are an increasingly large part of our workforce and our pool of future parents, caregivers, and leaders. Data also show that, overall, these members of our community are more likely to live in poverty, less likely to graduate from high school, less likely to own their own home, and more likely to suffer from chronic illness.



## Why is this important?

While Minnesota and the Twin Cities region has one of the lowest shares of people of color compared to other major metropolitan areas, the population of color is growing rapidly and expected to make up at least 40 percent of the population by 2040. Young people especially need to acquire skills to succeed in jobs essential to our economy. Reducing racial disparities in education is key to maintaining a strong workforce.

## What is the County's role?

The County can be a resource gateway for new residents, especially immigrant populations. Financial and food support assistance may be needed as well as referrals for job training or other employment services. Translation services for non-English speakers to access County services is a County responsibility. The County strives to assure a competent workforce able to address the needs and expectations of a more diverse population. A diverse population may make a region more attractive for economic development.

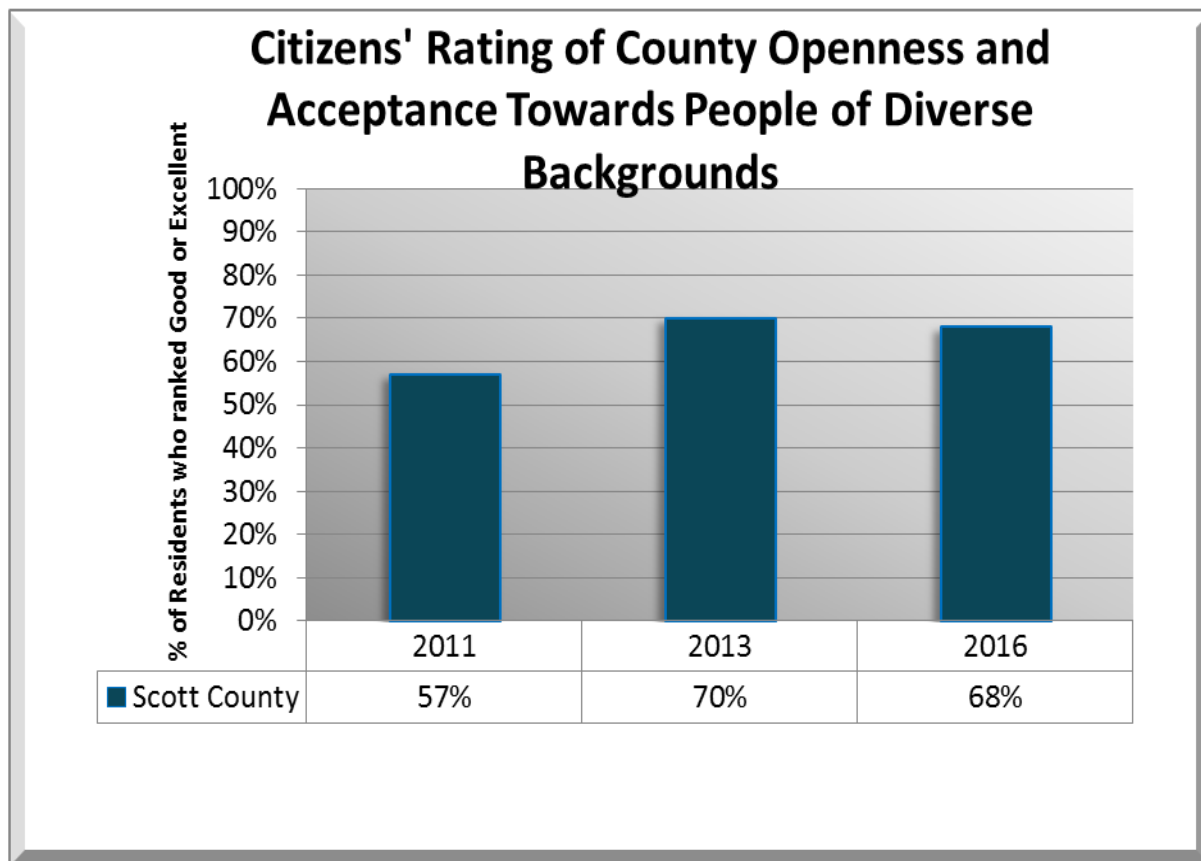


# LIVABLE

## Cultural Understanding in Friendly and Diverse Neighborhoods

### Resident Survey—Percent Rating County Open and Accepting of Diverse Backgrounds

Scott County continues to be one of the more rapidly growing counties in Minnesota. Qualities of the County make it an attractive residential location for a changing and more diverse population. A community that is open and accepting of diversity is a welcoming community that encourages full participation by new residents and strengthens neighborhoods.



## How is Scott County doing?

The County Resident Survey indicates just over a ten percent increase in an assessment that the County provides an open and accepting environment for individuals with diverse backgrounds between 2011 and 2016. This accompanies an estimated growth of just under 3 percent in the number of individuals that identify as non-white. This rating needs improvement to meet the citizen expectation that the County exhibits “cultural understanding in friendly and diverse neighborhoods.”

## What influences this?

Diversity is more than just ethnic origin or racial identity. Education and exposure can lead to an appreciation of cultural differences and a more open and welcoming community. Factors that may inhibit acceptance include language barriers and social isolation.

## What is the County’s role?

The County has programs and services that serve all residents. In order to meet the citizen expectation of “creating a government for the people” and “providing a high quality workforce dedicated to good customer service” County programs should be leaders in acceptance toward people of diverse backgrounds.



# LIVABLE

## Cultural Understanding in Friendly and Diverse Neighborhoods

### Demographic Changes by Race and Hispanic Origin 2000—2013

Scott County continues to be one of the more rapidly growing counties in Minnesota. Qualities of the County make it an attractive residential location for a changing and more diverse population. A community that is open and accepting of diversity is a welcoming community that encourages full participation by new residents and strengthens neighborhoods.

Race and Hispanic Origin, 2013	Scott Co.		
	Number	Percent	Change 2000-2013
<b>Total</b>	<b>139,490</b>	<b>100.0%</b>	<b>55.9%</b>
White	118,278	84.8%	41.1%
<b>Black or African American</b>	<b>4,202</b>	<b>3.0%</b>	<b>410.0%</b>
American Indian & Alaska Native	979	0.7%	41.3%
<b>Asian &amp; Other Pac. Islander</b>	<b>8,408</b>	<b>6.0%</b>	<b>326.2%</b>
<b>Some Other Race</b>	<b>3,209</b>	<b>2.3%</b>	<b>188.1%</b>
<b>Two or More Races</b>	<b>4,414</b>	<b>3.2%</b>	<b>308.3%</b>
Hispanic or Latino	6,617	4.7%	177.9%

*Source: U.S. Census Bureau, American Community Survey*



## How is Scott County doing?

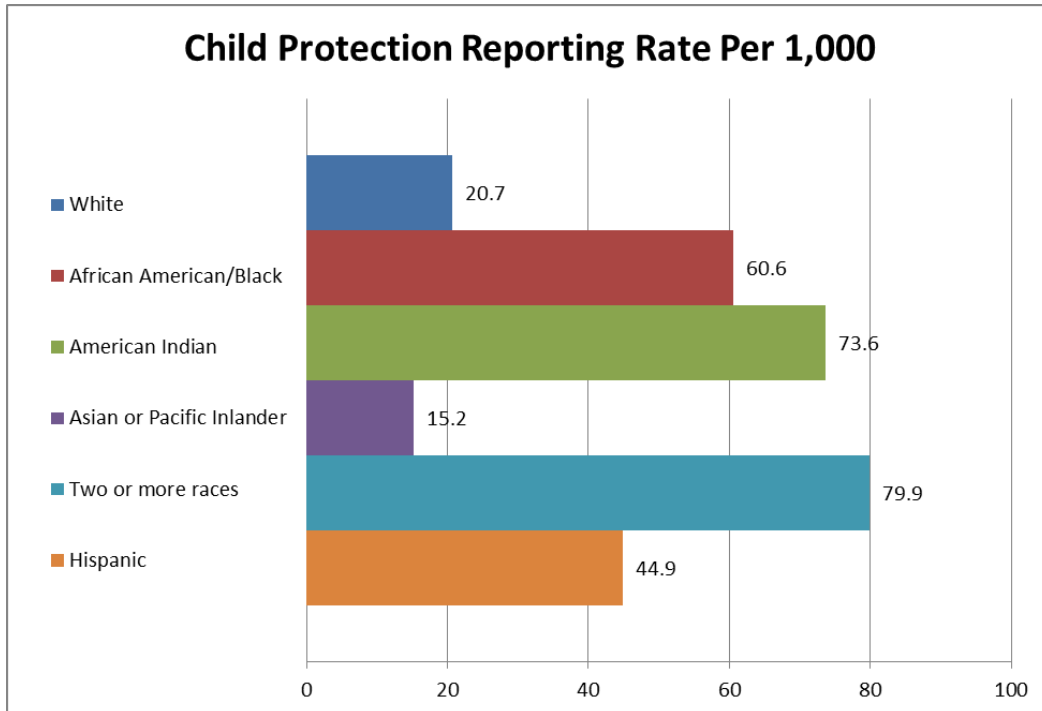
During the period where the White population increased by 41 percent, the Black or African American population increased by 410 percent and the Asian or other Pacific Islander population increased by 326 percent.

## What influences this?

Available jobs and housing are factors that influence choice of residence. Additional factors may be moving near family or friends. Welcome and acceptance by the larger community is a critical factor.

## What is the County's role?

The County serves visitors and residents with both countywide and person specific programs. Data indicates that the outcomes for residents identifying as non-white may be different. Factors leading to those disparate outcomes need further analysis.



African American/ Black: 3 times more likely than White children

American Indian: 3.5 times more likely than White children

Two or more races: almost 4 times more likely than White children

Hispanic 44.9 - (2 times more likely than White children)

### Child Protection Screening (Accepted Reports)

African American Children are 2 times more likely to be in an accepted child maltreatment assessment/investigation

American Indian Children are 3 times more likely

Hispanic children are 3 times more likely

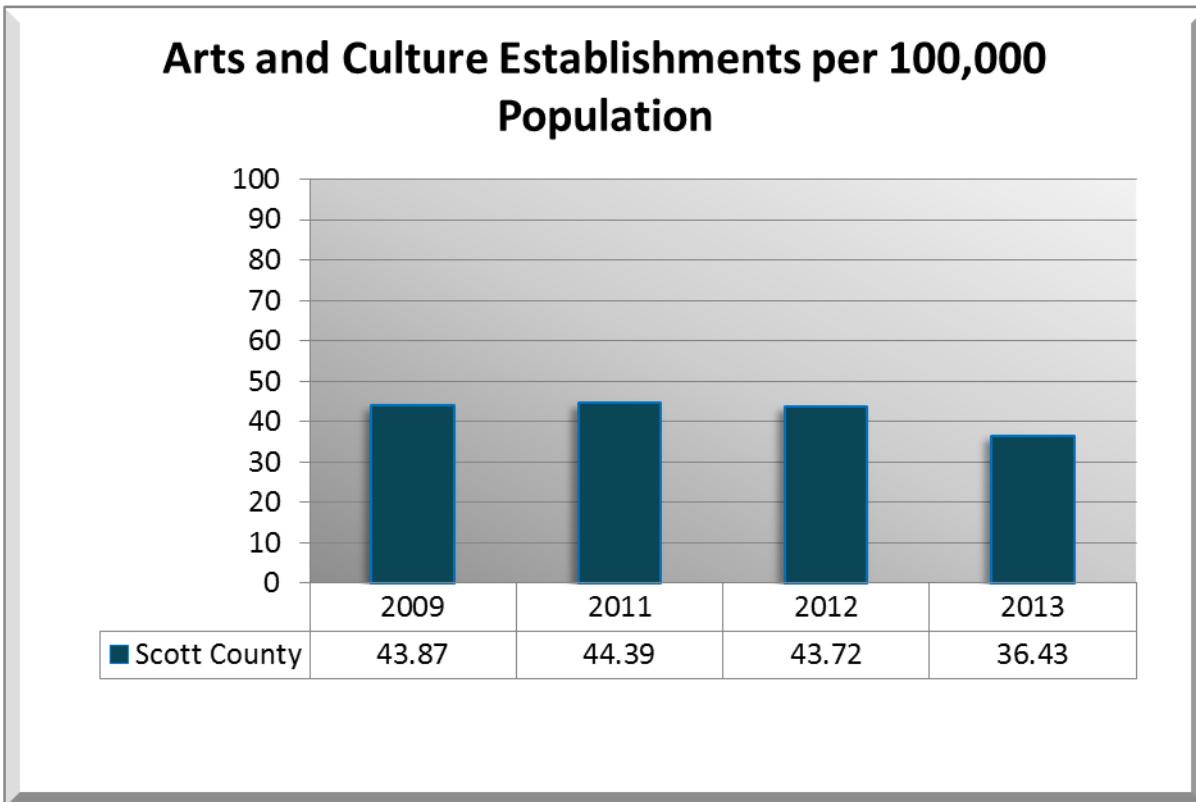
Two or more races are 3 times more likely

# LIVABLE

## Diverse Local Services, Community Education, Arts, Cultural and Shopping Options

### Arts and Culture Establishments Ratio

A strong arts and culture sector contributes to an enhanced understanding of our world, challenging us to view issues, opportunities, and knowledge from a new lens. Arts and culture make the County a more culturally vibrant, meaningful, and attractive place to live. Ensuring that residents have the opportunity to engage, create, and appreciate art strengthens communities, supports well-being, builds social capital, and deepens connections to ourselves and each other. A strong arts and culture sector contributes to an enhanced understanding of our world, challenging us to view issues, opportunities, and knowledge from a new lens.



## Why is this important?

Local options contribute to a more culturally vibrant, meaningful, and attractive place to live. Ensuring residents have the opportunity to engage in cultural experiences strengthens communities, supports well-being, builds social capital, and deepens community connections. Arts and culture are an important economic engine creating jobs and local spending. Residents have expressed their view that a desired Livable community is one that includes diverse local services, community education, arts, cultural, and shopping options.

## What is the County's role?

The County may influence cultural, recreation, or shopping options through zoning regulations. Libraries provide arts and cultural programs for residents of all ages. In addition to available options, a consideration for use is access especially for children, elderly and residents without a car. Public transit assists access in these circumstances.



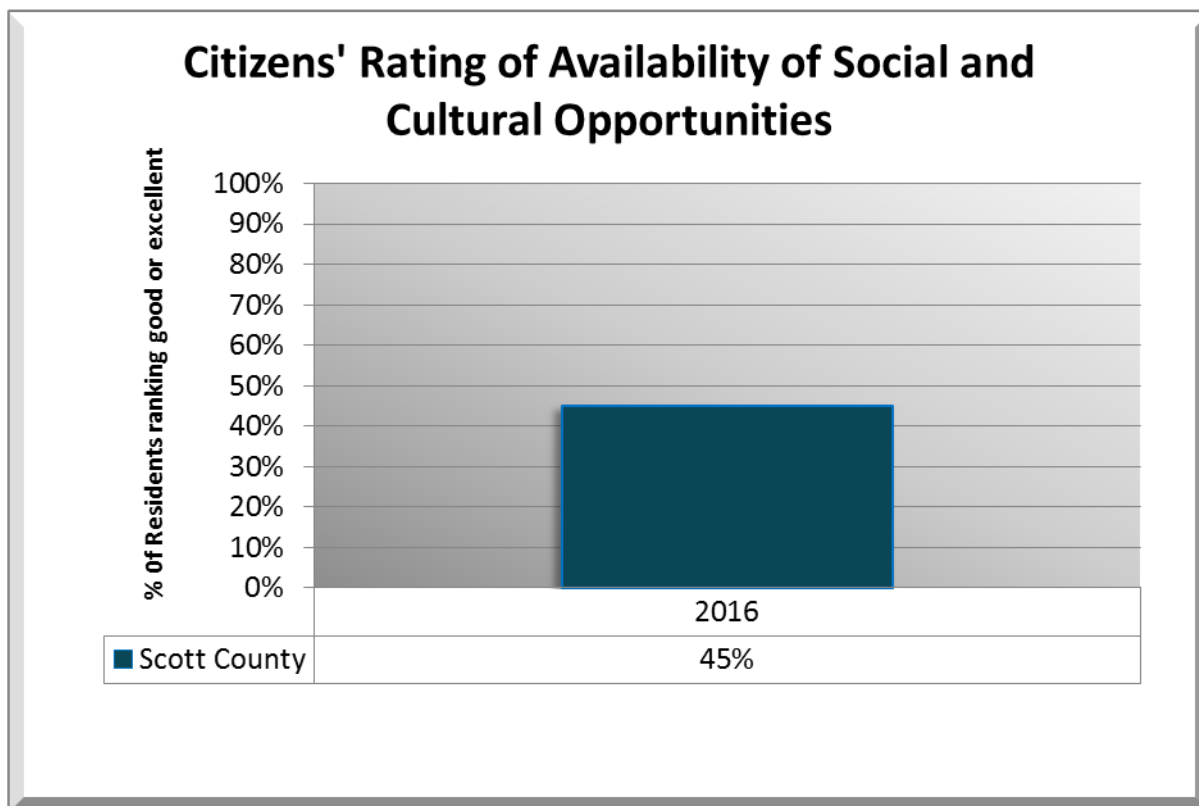


# LIVABLE

## Diverse Local Services, Community Education, Arts, Cultural and Shopping Options

### Resident Survey—Citizens Rating Availability of Social and Cultural Opportunities

One of the characteristics of a "livable" community in the view of Scott County residents is access to both social and cultural activities. Communities that meet a desirable standard of livability are more attractive to businesses seeking new locations since they have the amenities potential employees desire making recruiting easier. Livable communities encourage economic growth and a more prosperous long term option for families.



## How is Scott County doing?

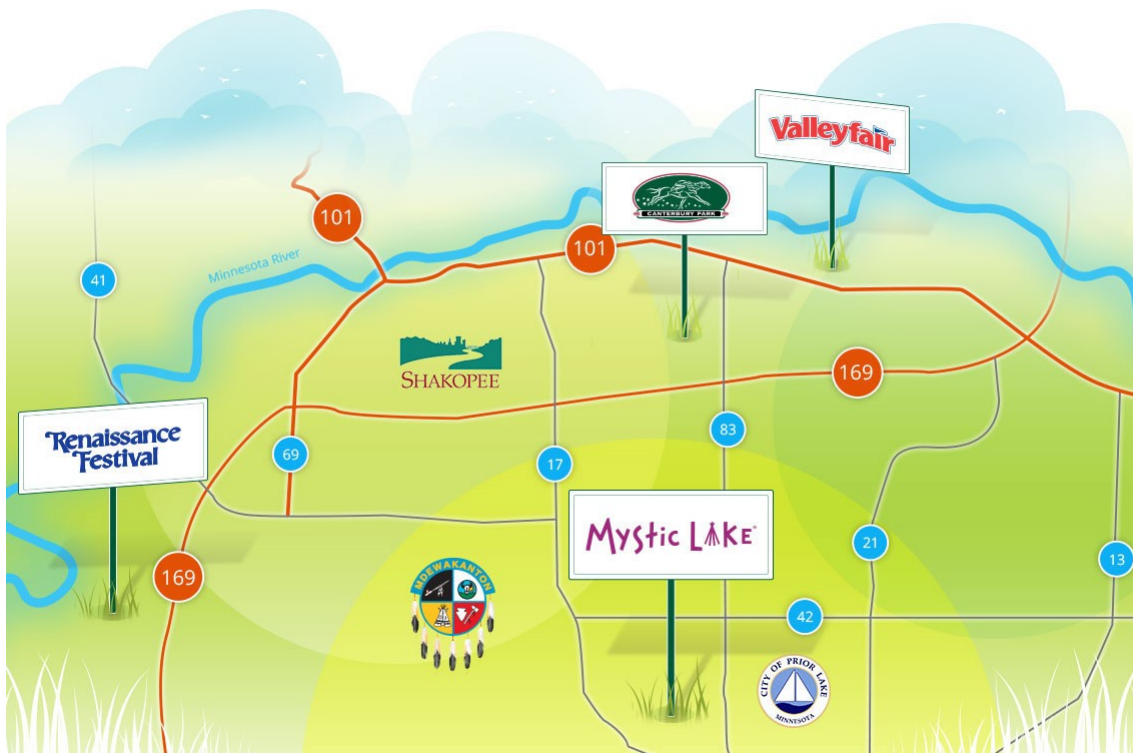
This is the first survey to explore this issue with residents. Responses indicate residents believe there are not enough social and cultural opportunities to meet their expectations.

## What influences this?

While type of opportunities as well as number are factors, the range of options as well as personal preference are also considerations that impact responses. An overabundance in one area can leave a large segment of the population without desired opportunities. A balance is important.

## What is the County's role?

The County does not have a required direct role in this area. It does provide voluntary financial support to some organizations. Transportation, transit, law enforcement and zoning all impact establishment and ongoing success of various venues. The Comprehensive Plan provides guidelines for future development.



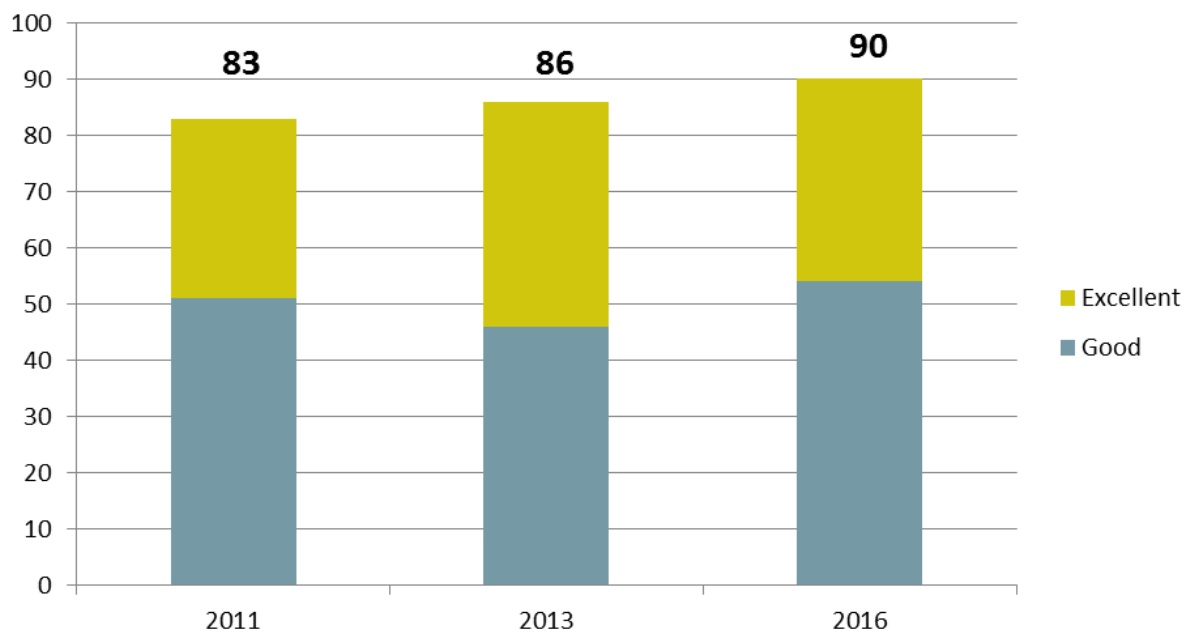
# LIVABLE

## Diverse Local Services, Community Education, Arts, Cultural and Shopping Options

### Library—Program 57

Libraries are an important educational, informational, and recreational resource for citizens. Libraries serve a number of purposes in the community and are an important element of life quality for residents. The library system provides residents of all ages with access to information that meets their life-long learning needs.

**% of County Residents Rating Library Service as Excellent or Good**



## How is Scott County doing?

Periodically, citizens are asked to rate the services of County libraries. Residents are asked to rate their assessment of libraries on a scale of poor to excellent. These ratings are compared over time as well as to citizen ratings in comparable jurisdictions. Library services have consistently been among the highest rated of County services, and are rated similarly with comparable jurisdictions.

## What influences this?

An important factor in maintaining favorable ratings and high use is anticipating need and updating materials to remain relevant in a rapidly changing environment.

## What is the County's role?

In partnership with cities and the regional library system, the County funds and operates the system of branch libraries. Libraries provide equitable access to materials, programs, and resources.



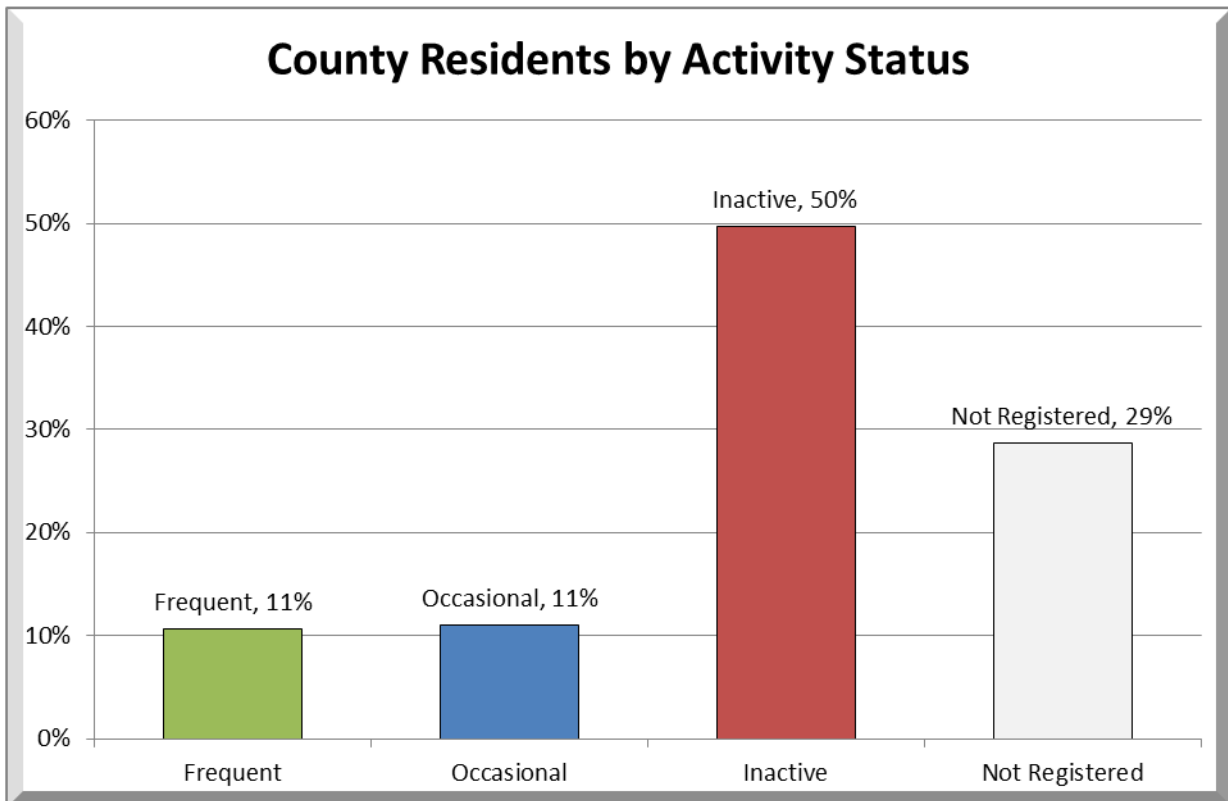
Libraries: Customer Service (Circulating Library Material)			
	2017		2017
Program #	57	# of FTE's	12.02
Total Cost	929,759	Total Revenue	33,563
Direct Cost	925,958	Levy	888,595
Personnel Cost	851,271	Fees	12,563
Non Personnel Cost	74,687	Grants	15,250
Admin Cost	3,801	Other Revenue	5,750

# LIVABLE

## Diverse Local Services, Community Education, Arts, Cultural and Shopping Options

### Library Users—Program 57

The Scott County Library is open and available to all county residents. By providing local and convenient access to a collection of physical and digital resources, the library supports life-long learning within the community.



## How is Scott County doing?

Data indicates that seventy percent of county residents are registered as library users, but only eleven percent of residents are frequent users meaning use in last 90 days and another eleven percent have used the library to check out books in the last year. Fifty percent of residents are registered with the library but haven't used their card in the last year. This is a new measure for 2017 and provides a new means of assessing performance. Many library services do not require a library card such as programs or classes, access to the internet or use of a public PC.

## What influences this?

Significant factors include the relevance of the library collection and the convenience and ease of access. It is important that the role of public libraries in both access and types of services responds to advances in technology and changes in resident needs and expectations.

## What is the County's role?

Libraries provide equitable access to materials, programs, and resources. The County library system provides free services including reading material in various formats, educational programs, meeting space and internet access.

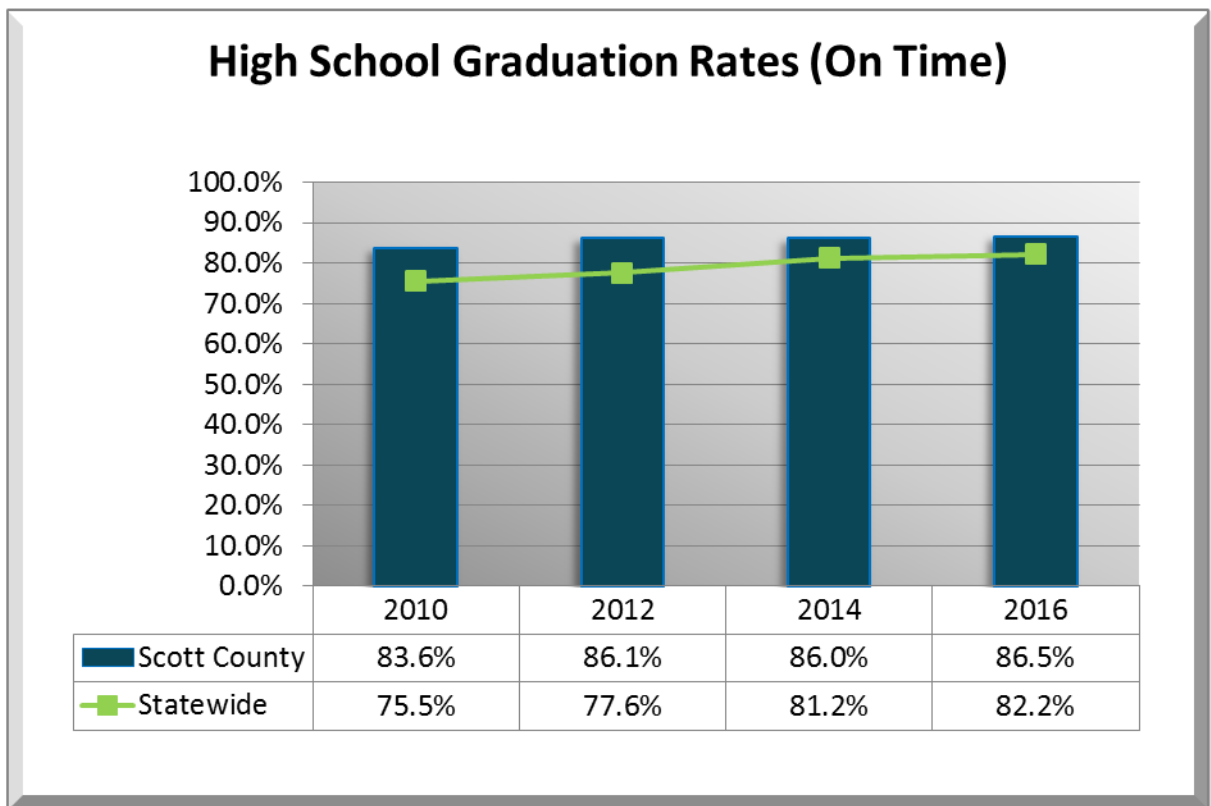


Libraries: Customer Service (Circulating Library Material)			
	2017		2017
Program #	57	# of FTE's	12.02
Total Cost	929,759	Total Revenue	33,563
Direct Cost	925,958	Levy	888,595
Personnel Cost	851,271	Fees	12,563
Non Personnel Cost	74,687	Grants	15,250
Admin Cost	3,801	Other Revenue	5,750

# LIVABLE Excellent Schools and Educational Opportunities

## Graduation Rates (On Time)

Minnesota has long enjoyed a reputation for its high-quality public education, placing at or near the top in many nation-wide rankings and measures. But these encouraging statistics mask growing concerns of a widening achievement gap that is leaving many students unprepared for a successful future. Education issues need to be addressed early in children’s lives to make sure academic progress continues through high school and beyond so that the future workforce is prepared for the challenges of a global economy.



## Why is this important?

All residents of Minnesota need, at minimum, a high school education. Very few jobs exist for people who do not graduate from high school. However, the loss is not just theirs; to compete economically, our state needs workers with skills beyond high school. Lack of a high school diploma puts an individual at greater risk for poor health, lower lifetime earnings, unemployment and welfare dependence, and prison.

## What is the County's role?

Education is not a primary role for the County but there is support for educational success in a number of areas. Library programs promote reading development and provide support to students after school and throughout the summer. The County is involved with early health and development screening and has some responsibility for children with school attendance and absentee issues.

Adults with Bachelor's Degree or Higher  
38.2%

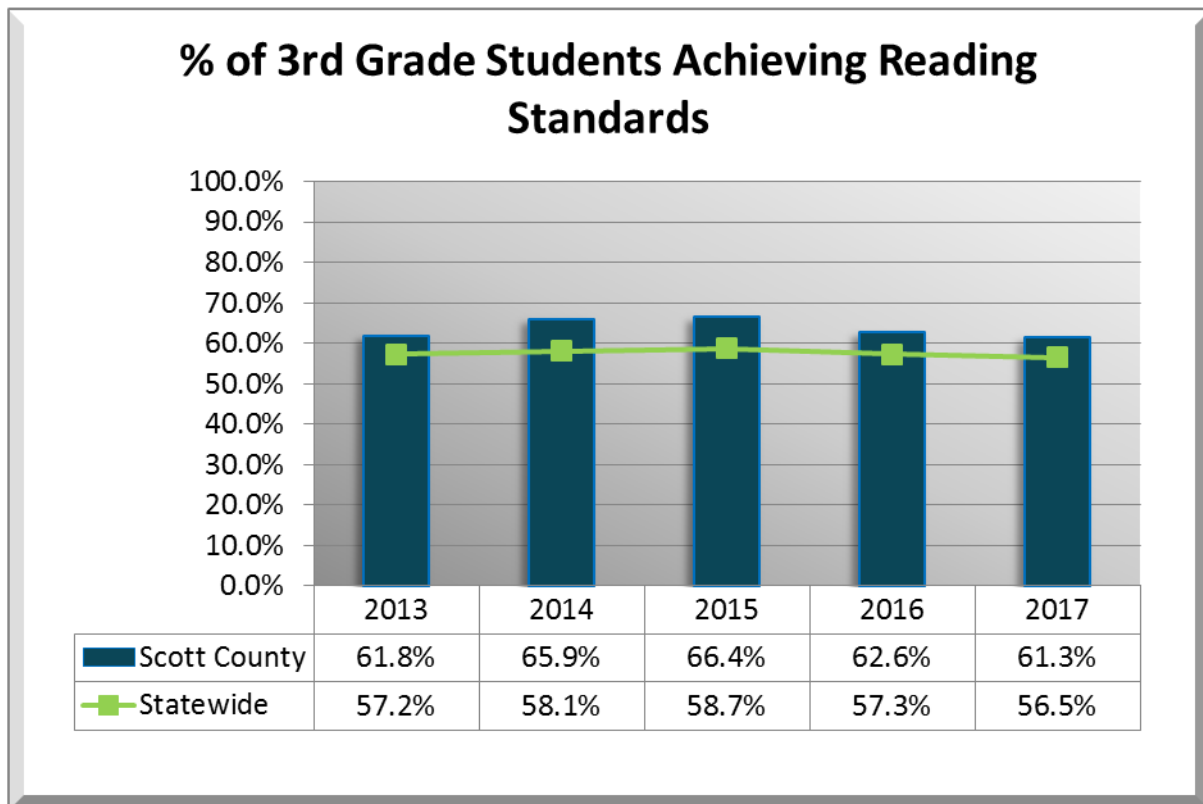




# LIVABLE Excellent Schools and Educational Opportunities

## Percent of 3rd Grade Achieving Reading Standards

Reading proficiency by the end of third grade is often a predictor for future academic and life success. Through third grade most students are learning to read, but in fourth grade they begin "reading to learn" -- to gain information and think critically in all other subject areas. About three-fourths of students who are poor readers in third grade will remain poor readers in high school. Students with limited reading skills are also more likely to exhibit behavioral problems, repeat a grade, and eventually drop out of school.



## How is Scott County doing?

All residents of Minnesota need, at minimum, a high school education. Very few jobs exist for people who do not graduate from high school. However, the loss is not just theirs; to compete economically, our state needs workers with skills beyond high school. Lack of a high school diploma puts an individual at greater risk for poor health, lower lifetime earnings, unemployment and welfare, and prison.

## What influences this?

Factors that impact educational achievement in the early grades start in infancy and include nutrition, intellectual stimulation and socialization. Additional challenges to educational success include housing insecurity, unaddressed health needs, and an inadequate diet.

## What is the County's role?

Education is not a primary role for the County but there is support for educational success in a number of areas. Library programs promote reading development and provide support to students after school and throughout the summer. The County is involved with early screening and has some responsibility for children with absentee issues. Public income support programs help address economic issues.

### Children Under Age 6 Living Below Poverty Level

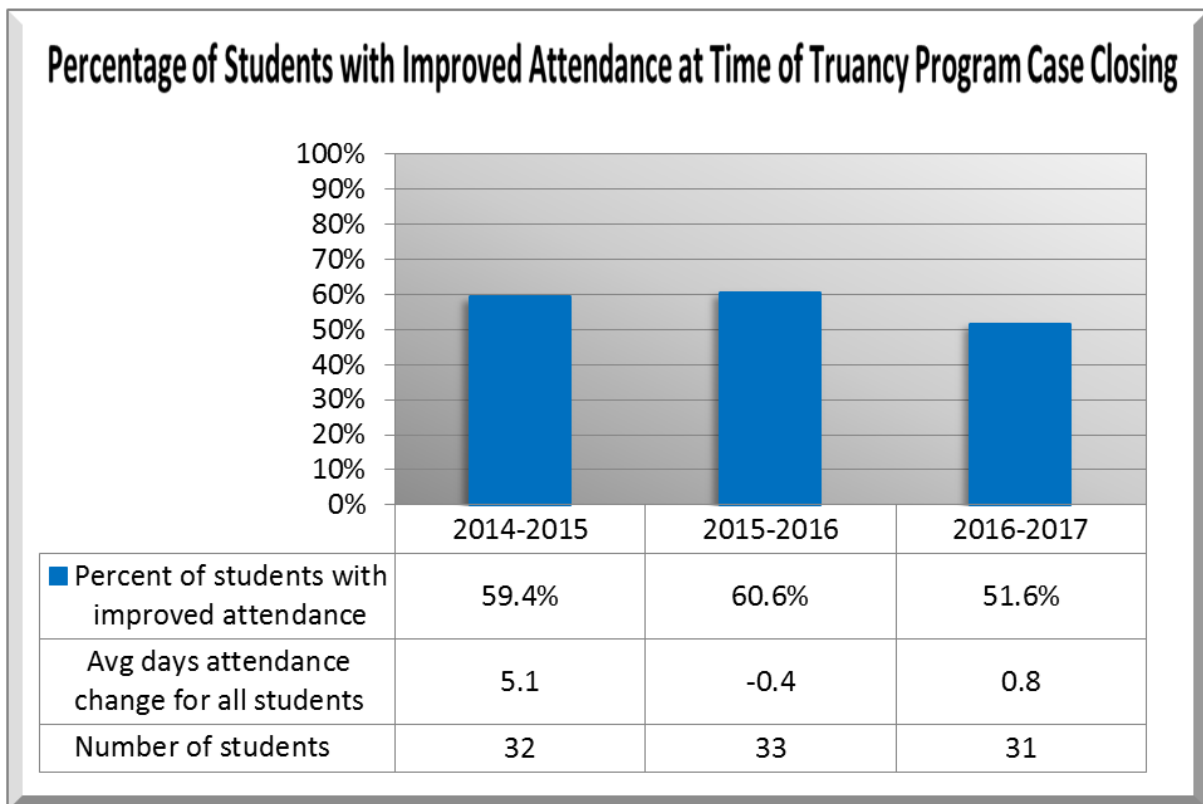
6%



# LIVABLE Excellent Schools and Educational Opportunities

## Truancy—Program 210

Children who have an excessive number of unexcused absences from school are not able to use the educational resources available to them and are at high risk of dropping out. Successful high school graduation is an important step toward becoming a self-supporting adult.



## How is Scott County doing?

The percent of children with improved attendance following the completion of truancy services has declined in the last three school years. In addition, the average positive change in attendance days for all students has also decreased. The average day attendance change for all students improved from -0.4 to 0.8 between school years 2015-2016 and 2016-2017.

## What influences this?

Both support services available to students and the staff capacity of case managers can impact the program success for individual students. The schools have a critical role in addressing attendance issues for many students. Other important factors include parent support and student motivation.

## What is the County's role?

The County provides a voluntary and court ordered case management service to students and their families as an alternative to court intervention. Staff monitors attendance and coordinate needed support services with school staff. If youth and families are not able to be engaged in services, they may be referred to juvenile court as Children in need of Protection or Services for court ordered interventions.

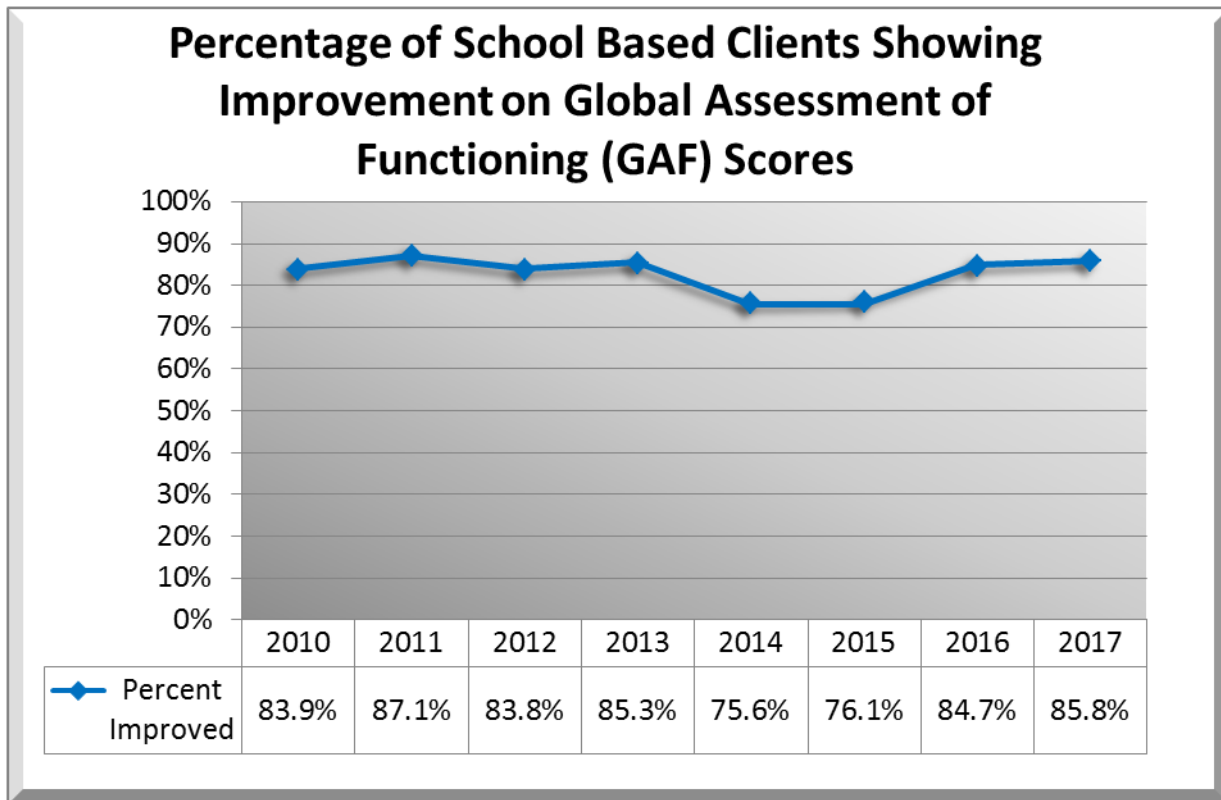


Truancy Diversion			
	2017		2017
Program #	210	# of FTE's	0.65
Total Cost	71,780	Total Revenue	44,930
Direct Cost	65,670	Levy	14,630
Personnel Cost	62,142	Fees	5,953
Non Personnel Cost	3,528	Grants	38,977
Admin Cost	6,110	Other Revenue	0

# LIVABLE Excellent Schools and Educational Opportunities

## School Linked Mental Health Services — Program 285

Children who are struggling with emotional issues in school are not able to take full advantage of educational opportunities. They may not develop age-appropriate social and emotional skills, and are at risk of school failure. Mental health treatment offered to students in the school setting is an early intervention service that prevents disruption in education programs for youth and can lead to better school performance, attendance, and reduction of symptoms. Using before and after testing of mental health status, this measure is an indicator of improvement over time in functioning as a result of treatment.



## How is Scott County doing?

After a slight dip in effectiveness, this program has returned to the success level of almost eighty six percent in 2017. Mental health services for students in schools is a priority for the state resulting in substantial funding and capacity growth over the reporting period. The number of students served has more than doubled since 2010. While adding new staff and training has provided challenges, program performance has been stable at a very high level.

## What influences this?

A number of factors impact the success of treatment. Early identification of children at risk is important. A supportive environment in the school by both teachers and students reduces stigma and encourages engagement by students in need of help. Family involvement in treatment is critical to sustaining improvement in functioning.

## What is the County's role?

Through a contract with both the state and individual schools, the County locates therapists in schools to provide diagnosis and treatment for students with their parents' permission. Mental health clinic staff also provides consultation to school staff to help them identify and respond to emerging mental health issues.

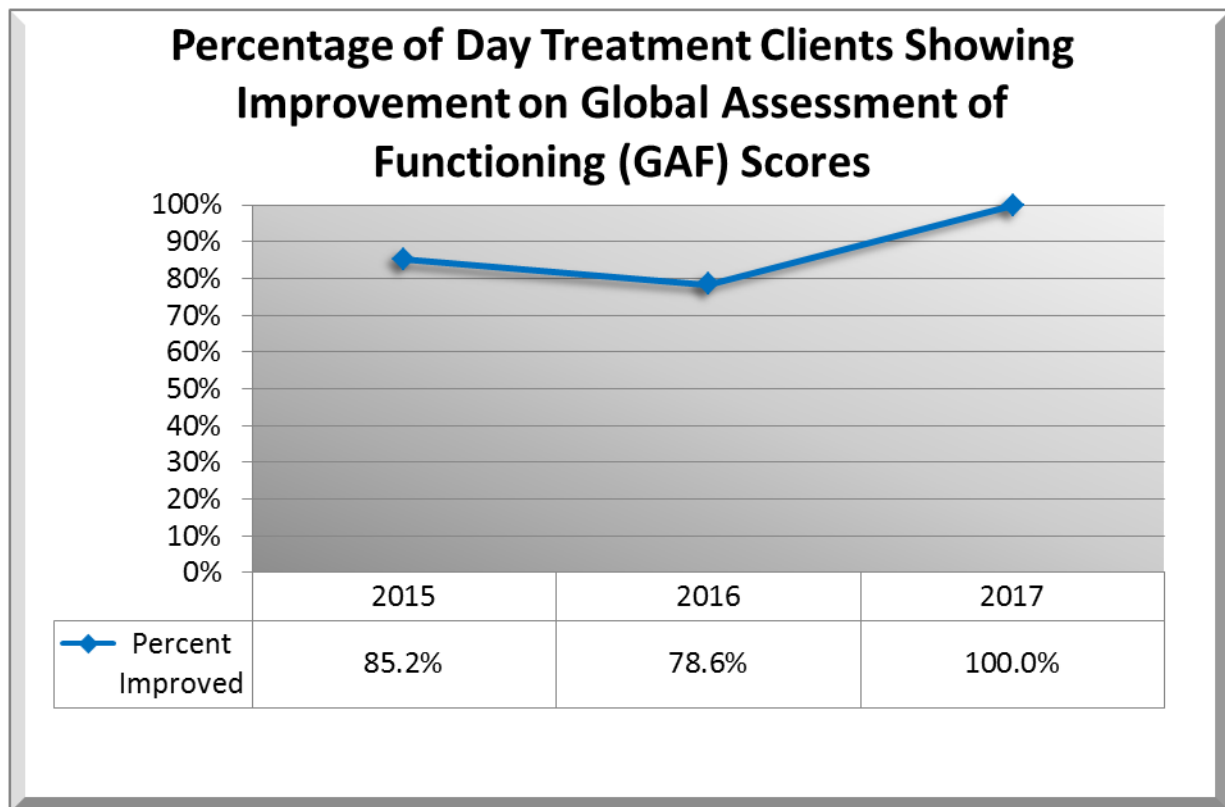


Mental Health Center (MHC) - School Linked Mental Health			
	2017		2017
Program #	285	# of FTE's	7.64
Total Cost	758,707	Total Revenue	709,799
Direct Cost	709,799	Levy	(186,476)
Personnel Cost	704,902	Fees	499,623
Non Personnel Cost	4,897	Grants	396,652
Admin Cost	48,907	Other Revenue	0

# LIVABLE Excellent Schools and Educational Opportunities

## Adolescent Day Treatment — Program 286

Children who are struggling with significant emotional issues in school are not able to take full advantage of educational opportunities and are often unable to attend school. They may not develop age-appropriate social and emotional skills or are at risk of school failure and are in need of a more intensive level of support. It is critical that students unable to participate in educational programs due to mental health symptoms have access to local intensive school-based services in their community that coordinate education and treatment.



## How is Scott County doing?

This is a new program completing its third full year. Performance has been at a high level throughout. The small number of participants will result in larger fluctuations year to year and are not necessarily a reflection of variable performance.

## What influences this?

A number of factors impact the success of treatment. Early identification of children at risk is important. Attendance is a factor as well as follow-through with treatment recommendations. Effective coordination between the program, family and school is critical. A supportive environment in the school assists transition back to educational programming. Substance abuse issues can impede the ability of students to participate. Family involvement in treatment is essential to sustaining improvement in functioning.

## What is the County's role?

Through a contract with the intermediate district and partner schools, the County provides therapists in a school based outpatient therapy program. The program includes daily therapy groups as well as individual therapy and family therapy.



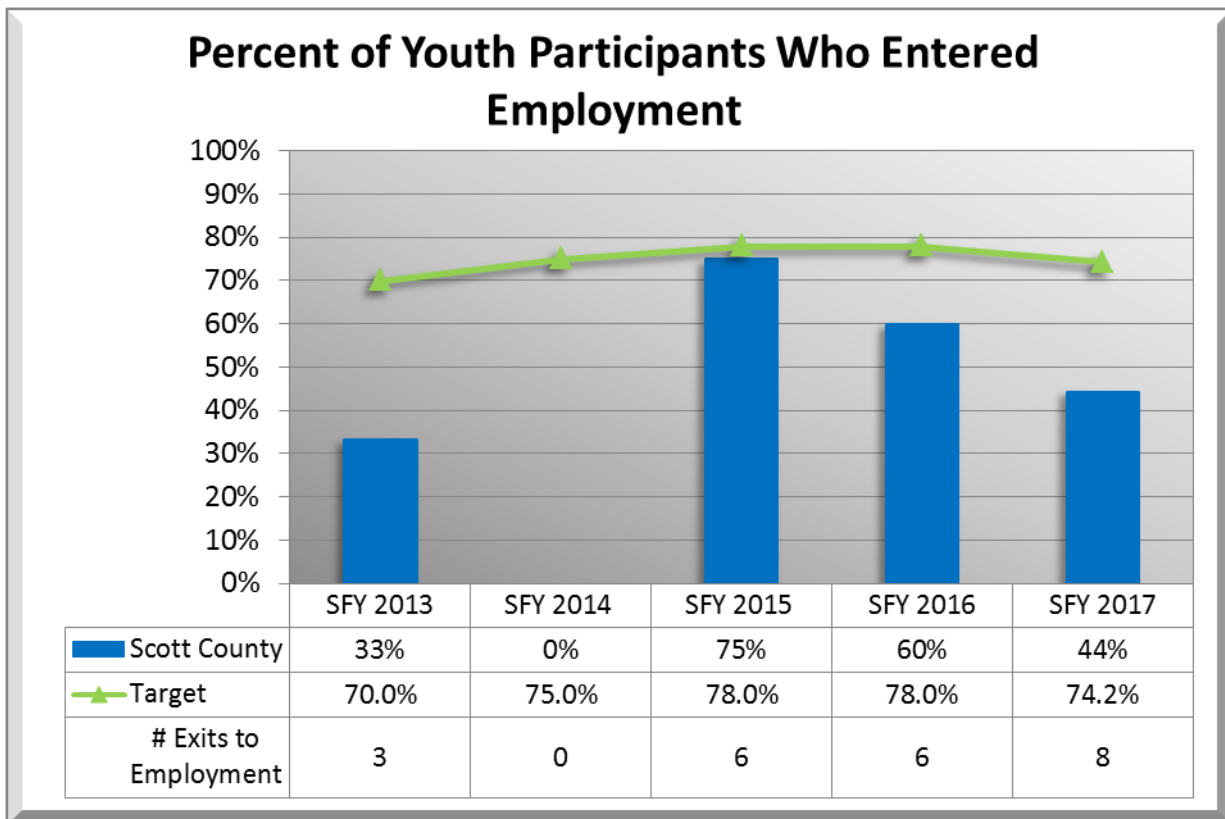
Mental Health Center (MHC) - Adolescent Day Treatment			
	2017		2017
Program #	286	# of FTE's	3.9
Total Cost	402,111	Total Revenue	379,191
Direct Cost	376,191	Levy	114,854
Personnel Cost	376,526	Fees	244,177
Non Personnel Cost	6,665	Grants	17,160
Admin Cost	25,921	Other Revenue	0



# LIVABLE Excellent Schools and Educational Opportunities

## Youth Employment Program —Program 172

Youth who have dropped out of high school or have other at-risk youth issues face barriers to employment and their future success. In order to move forward as contributing self-supporting adults, youth need an opportunity to complete their high school education, engage in career development, develop work experience on the job and develop occupational skills leading to employment.



## How is Scott County doing?

The emphasis of this program under federal guidelines changed in 2015 to focus on out of school youth who had not completed their high school degree. The program is small due to funding and has not reached the desired success target since 2015. While this measure shows the percentage who obtained employment, a number of participants do leave the program for post high school educational programs and are not reflected as successful program completion.

## What influences this?

Factors influencing successful employment include the job market and transportation options. Challenges to finding a job for participants include homelessness, family instability, addiction or mental health issues, and offender status.

## What is the County's role?

The County receives federal and state funding to provide programs to address barriers to employment for this youth group. Services include career exploration and guidance, support of educational attainment, paid and unpaid work experience, apprenticeship, job search, placement, and follow-up services.



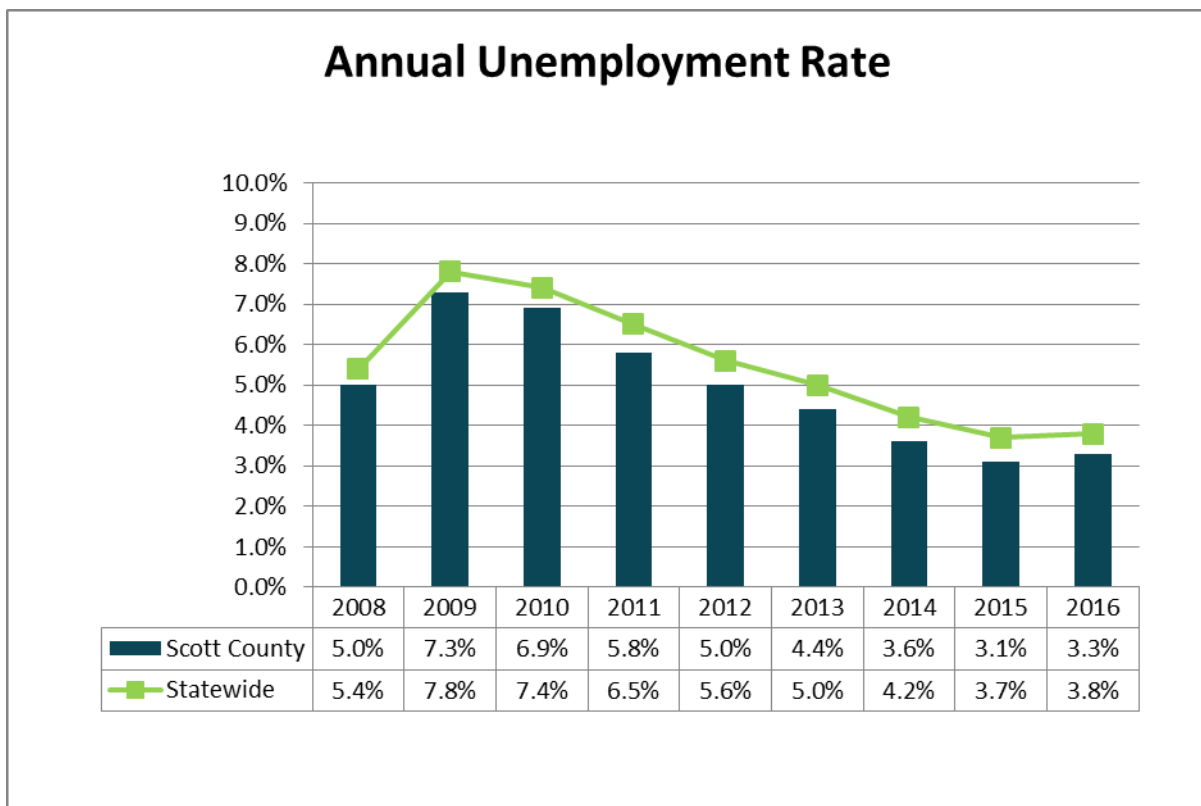
Employment & Training (Youth)			
	2017		2017
Program #	172	# of FTE's	1.65
Total Cost	216,939	Total Revenue	169,813
Direct Cost	203,071	Levy	19,390
Personnel Cost	146,909	Fees	0
Non Personnel Cost	56,162	Grants	169,813
Admin Cost	13,868	Other Revenue	0

# LIVABLE

## Range of Quality Jobs and Thriving Local Economy

### Unemployment Rate

Minnesota has historically enjoyed a robust economy, characterized by diverse industry, the attraction and retention of a skilled workforce, a tradition of entrepreneurial spirit and an eye toward innovation. Maintaining a high quality of life in any area—from housing to health to education—depends on a strong economy. In turn, the vitality of the economy hinges on continued success in those areas as well.



## Why is this important?

Unemployment rates can help determine the effect of the economy on local areas. By studying the labor market and unemployment rate, conclusions can be made about the availability of jobs, labor, and the general standard of living. Maintaining a high quality of life in any area—from housing to health to education—depends on a strong economy.

## What is the County's role?

Along with cities, the County can offer economic incentives to attract business investments that increase the availability of local jobs. County programs provide job training and interview skills that help individuals find and retain employment. Factors that encourage employment and job retention include available public transit and affordable day care.

Proportion of Working Adults

82%

Black /African American Unemployment Rate

11.5%

American Indian Unemployment Rate

14.3%



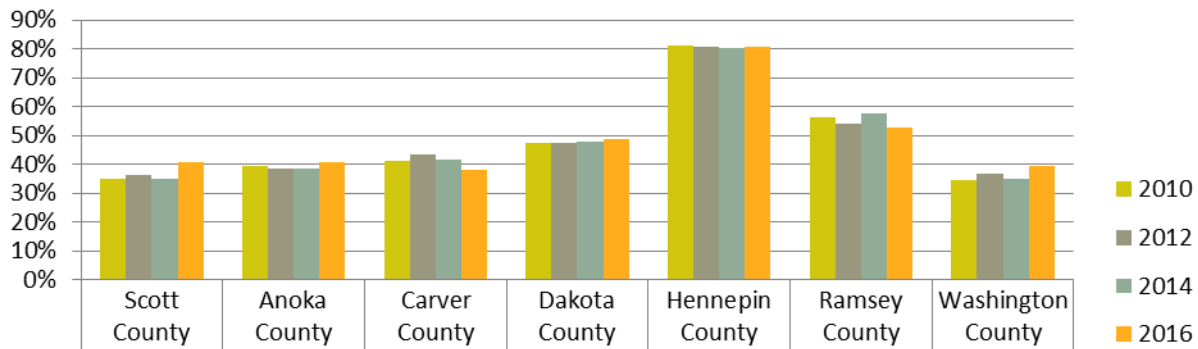
# LIVABLE

## Range of Quality Jobs and Thriving Local Economy

### Labor Force Live and Work in Scott County—Program 117

Scott County and its city, township, tribal and school district partners have set a vision that by 2030 we have 50 percent of our local labor force living and working in the county. Having more people live and work in the county would alleviate congestion on major river highway crossings, reduce average commute times for our residents, and free up more time for residents to connect with their homes, neighborhoods and communities.

**Percent of Local Labor Force Who Live and Work in Scott County - Compared to other Metro Counties**



	Scott County	Anoka County	Carver County	Dakota County	Hennepin County	Ramsey County	Washington County
2010	34.8%	39.3%	41.2%	47.3%	81.3%	56.1%	34.3%
2012	36.4%	38.6%	43.3%	47.4%	80.9%	54.1%	36.8%
2014	35.1%	38.5%	41.4%	47.9%	80.3%	57.6%	35.1%
2016	40.6%	40.8%	38.1%	48.9%	80.9%	52.7%	39.2%



## How is Scott County doing?

The County has continued to add jobs and the percentage of residents who both live and work in Scott County has reached 40 percent. This indicates steady progress since set as a goal in the Comprehensive Plan in 2010.

## What influences this?

Factors to consider include both the number and types of jobs available. To meet the needs of residents there needs to be a variety and full range of job options. Affordable housing for people to relocate to Scott County near their jobs is an issue. Other factors include transportation options for those needing public transportation and accessible, affordable child care.

## What is the County's role?

As a large employer the County strives to be an “employer of choice” providing challenging opportunities for staff. The County is also able to offer economic incentives, address transportation issues, and work as a partner with cities and townships on economic development to meet employer and resident needs. Affordable housing options are supported through the Community Development Agency.



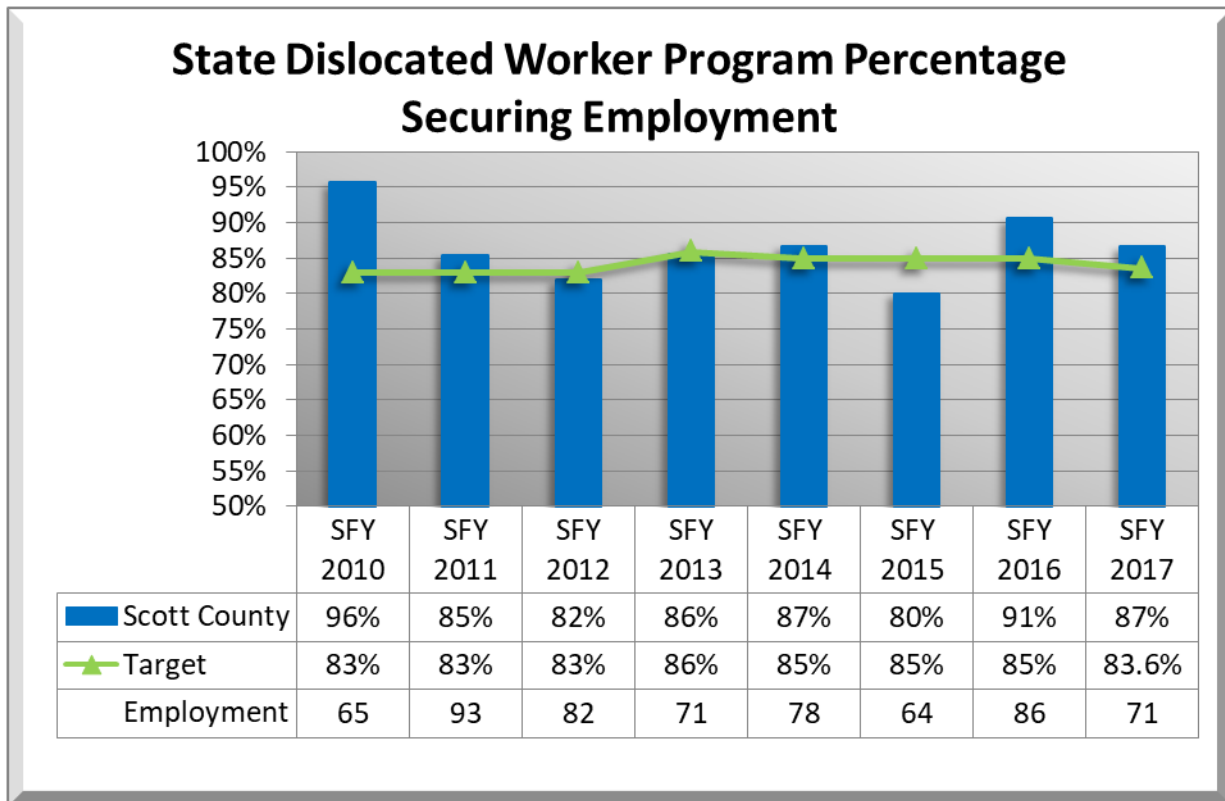
Economic Development Planning			
	2017		2017
Program #	117	# of FTE's	0.14
Total Cost	28,198	Total Revenue	0
Direct Cost	20,971	Levy	13,744
Personnel Cost	20,971	Fees	0
Non Personnel Cost	0	Grants	0
Admin Cost	7,227	Other Revenue	0

# LIVABLE

## Range of Quality Jobs and Thriving Local Economy

### Dislocated Worker—Program 171

Ending employment through layoff can be traumatic for individuals who may not be well placed for finding new jobs. Addressing the need to upgrade job search and jobs skills serves both workers and employers. Employers benefit from a skilled and competitive workforce and citizens benefit from a stable economy.



## How is Scott County doing?

The County performance has been stable and at or above the state target each year except 2015 when a change in state policy impacted the program. The success rate of this program has a positive impact on the local economy as well as the individuals and their families served.

## What influences this?

Labor market factors influence the success of this program including unemployment rate and available job opportunities. Accurate assessments of skills employers are seeking as well as conveniently available skill training opportunities are components to program success.

## What is the County's role?

The County provides career planning and counseling, job search, placement services, and job training. Employers are surveyed for job skill needs currently and future planning.



Employment & Training (Adult)			
	2017		2017
Program #	171	# of FTE's	3.15
Total Cost	522,911	Total Revenue	463,136
Direct Cost	489,485	Levy	(7,077)
Personnel Cost	244,052	Fees	0
Non Personnel Cost	245,433	Grants	463,136
Admin Cost	33,426	Other Revenue	0



# RESPONSIBLE

## RESPONSIBLE WHEN...

WHEN SCOTT COUNTY PROVIDES RESPONSIBLE GOVERNANCE, THEN IT...

Is accountable, dependable, and efficient.

“Delivers What Matters” through a workforce that cares about people and service.

Listens to and respects points of view, and creates a government that works for the people.

Provides meaningful, relevant, understandable, and accurate information.

WHEN SCOTT COUNTY PROVIDES RESPONSIBLE GOVERNANCE,  
THEN IT...

Maintains taxes at a level that meets the objectives  
outlined in short- and long-term plans.

Is transparent regarding budgets and spending.

Balances regulation with individual goals.



# RESPONSIBLE ACCURATE ADDRESS INFORMATION MEANS QUICKER 911 RESPONSE RATES



The timeliness of accurate address information is of particular importance to the County’s 911 dispatch system, which is integrated with the system of record. There are about 53,000 addresses (or address points) stored in the database.

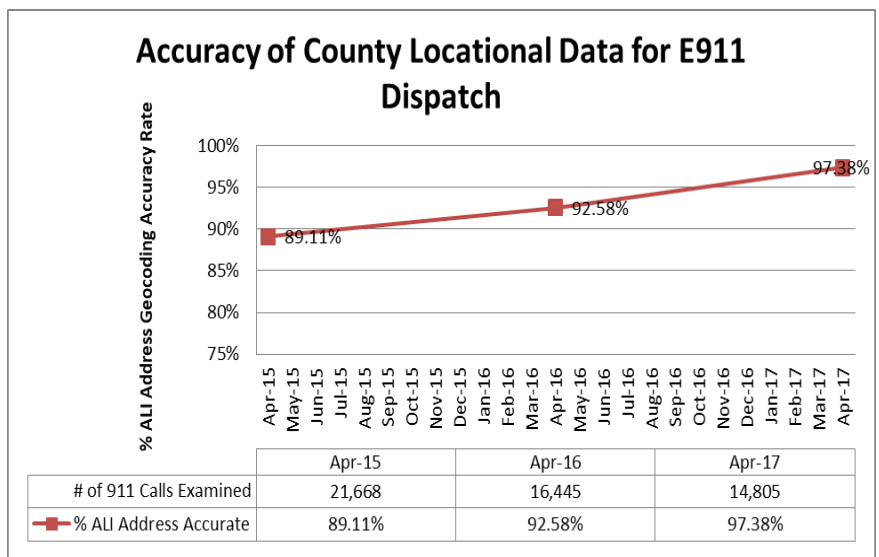
Every county and city have an addressing authority that is responsible for continued public education of the countywide 911 system, maintaining addresses of properties, maintaining road inventory, providing information for mapping updates, and processing information with the telephone, post office, emergency services and other government offices. Scott County is the addressing authority for the 11 townships. Each city is the addressing authority for its own jurisdiction.

Without the information generated from all these sources, the 911 dispatch system would not have the necessary data to operate efficiently and ensure the fastest response to residents and visitors in times of emergency.

“The accuracy of location data is one of the most critical factors in our response times. Our dispatch center serves multiple agencies, including the Sheriff’s Office, police, fire, and emergency medical providers; therefore, providing accurate location information and dispatching the appropriate personnel to incidents and emergencies throughout the county is vital,” said Sheriff Luke Hennen.

The Metropolitan Emergency Services Board (MESB) was formed by metro counties 30 years ago to manage the 911 system at the regional level. The MESB ensures that 911 calls get delivered to the correct dispatch center with accurate caller information. Automatic Location Identification (ALI) correlates the site address of the land line telephone from which the call was placed with the 911 center's displayed address. When a 9-1-1 call is received at an incorrect dispatch center or the caller location is in error, it is reported as an ALI error.

The industry standard is to have accurate location information for 99.5 percent of 911 calls. But even that small number of errors can be critical, especially in situations where someone can't speak due to a medical condition, being threatened or fear being heard on the phone. County GIS and addressing staff have worked diligently to reduce the number of ALI errors. Collectively, by correcting address irregularities and street range information in our GIS database, staff have reduced the number of errors from 10% down to 2.6%. They continue to strive toward 0%.

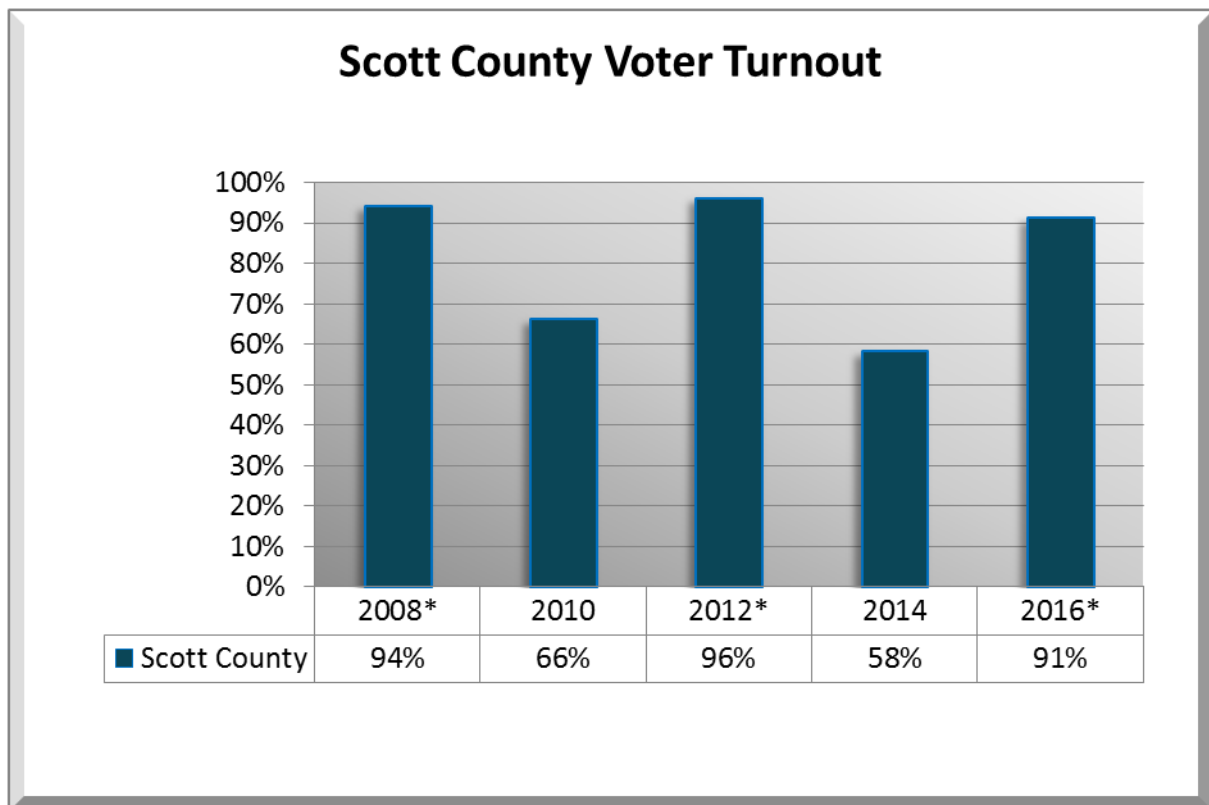


# RESPONSIBLE

## SCOTT COUNTY

### Voter Turnout

Citizens' ability to participate in governing decisions is measured through their exercise of the right to vote to select their representatives. High voter rates indicate engagement in the democratic process, while low voter rates indicate apathy and disengagement. Voter turnout tends to be higher during presidential election years.



## Why is this important?

The data depicts voter turnout in Scott County for the last five State General Elections. The ballots cast in each election include those voters that registered to vote on Election Day. Citizens who vote are also more likely to be involved with their elected officials and giving feedback that helps to direct County priorities in meeting resident expectations.

## What is the County's role?

The ultimate goal in elections is to achieve 100% voter turnout for all elections. This measure allows us to see the level of citizen engagement in the democratic process within Scott County. Knowledge of voter turnout and voter behaviors assists in preparation of future elections such as budget, equipment, location and staffing needs, as well as opportunities for voter outreach to encourage higher involvement.

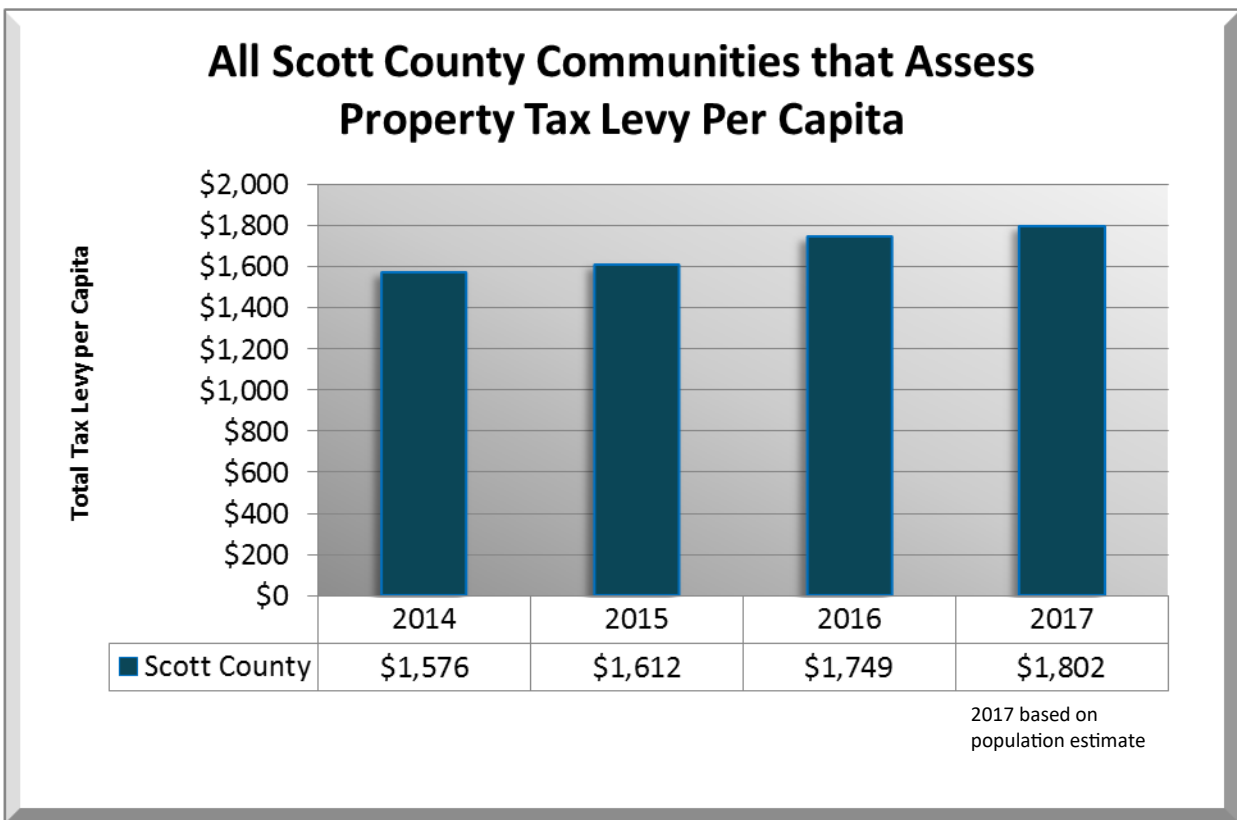


# RESPONSIBLE

## SCOTT COUNTY

### Tax Levy Per Capita

While property taxes are allocated to each parcel based on assessed value, one way to compare costs between counties is to divide total amount of taxes by the population. This gives an average per person cost paid in property taxes.



## Why is this important?

Residents expect government to provide services that are publically available such as a free public education, highways, road maintenance, snow plowing, and police and fire services. The cost of these services are assessed to residents through their property taxes. 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.

## What is the County's role?

As Responsible public servants, the County is expected to provide understandable, accurate information, be accountable, innovative, and efficient; levy reasonable taxes and be transparent in how funds are spent. In addition, the County tries to listen to and respect citizens' point of view; sustain the fiscal health through a well-run organization; and provide a high quality workforce dedicated to good customer service.

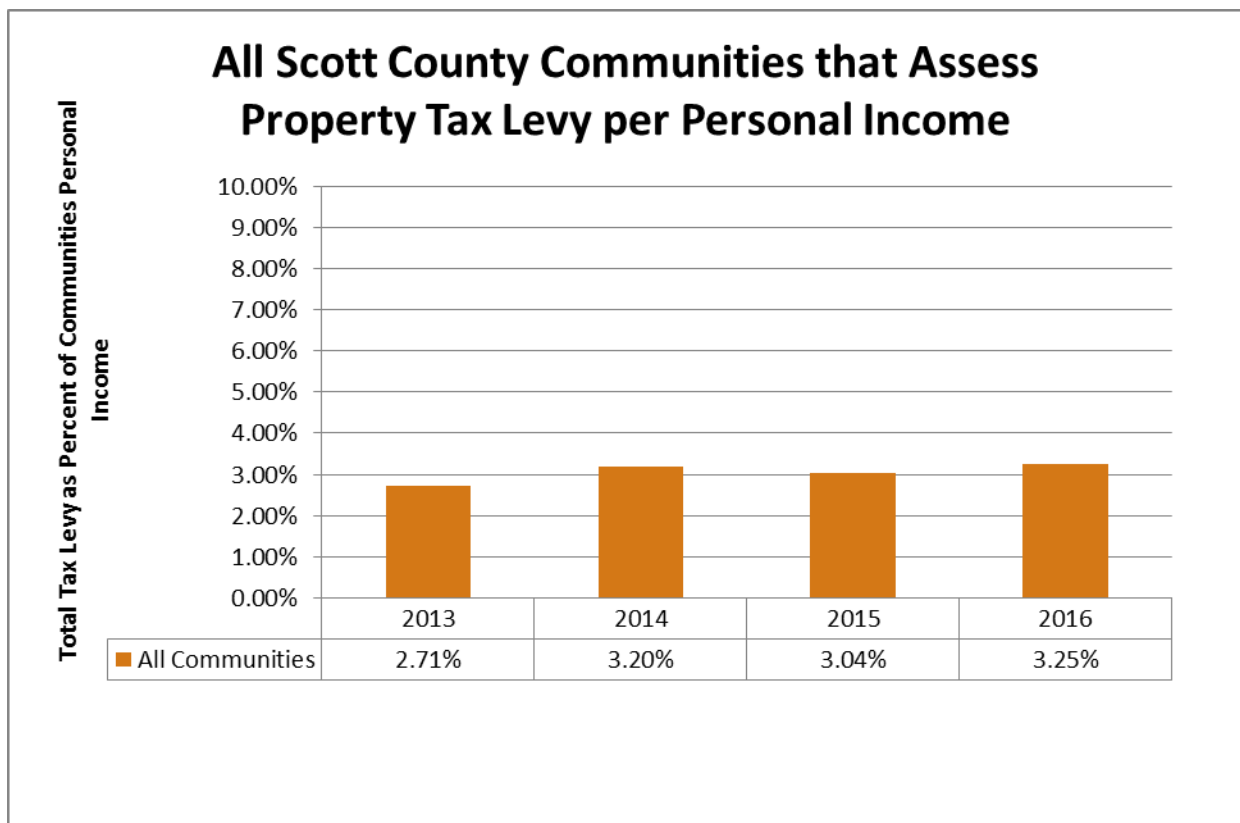


# RESPONSIBLE

## SCOTT COUNTY

### Tax Levy as Percent of Personal Income

When tax levy changes and personal income also changes, the actual tax burden can best be understood as a comparison between the two. The average cost of government to the taxpayer can be demonstrated by the percent of personal income paid in property taxes.



## Why is this important?

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.

## What is the County's role?

There are services residents expect the County to provide and services the County must provide as mandated by the state. The County sets the annual budget and the property tax levy to support that budget based on both legal responsibility for costs and citizen input. In addition, the County collects and disperses the property taxes set by schools, cities and other government entities in the county. The County retains only a portion of the total property taxes collected.

Median Household Income

\$92,898



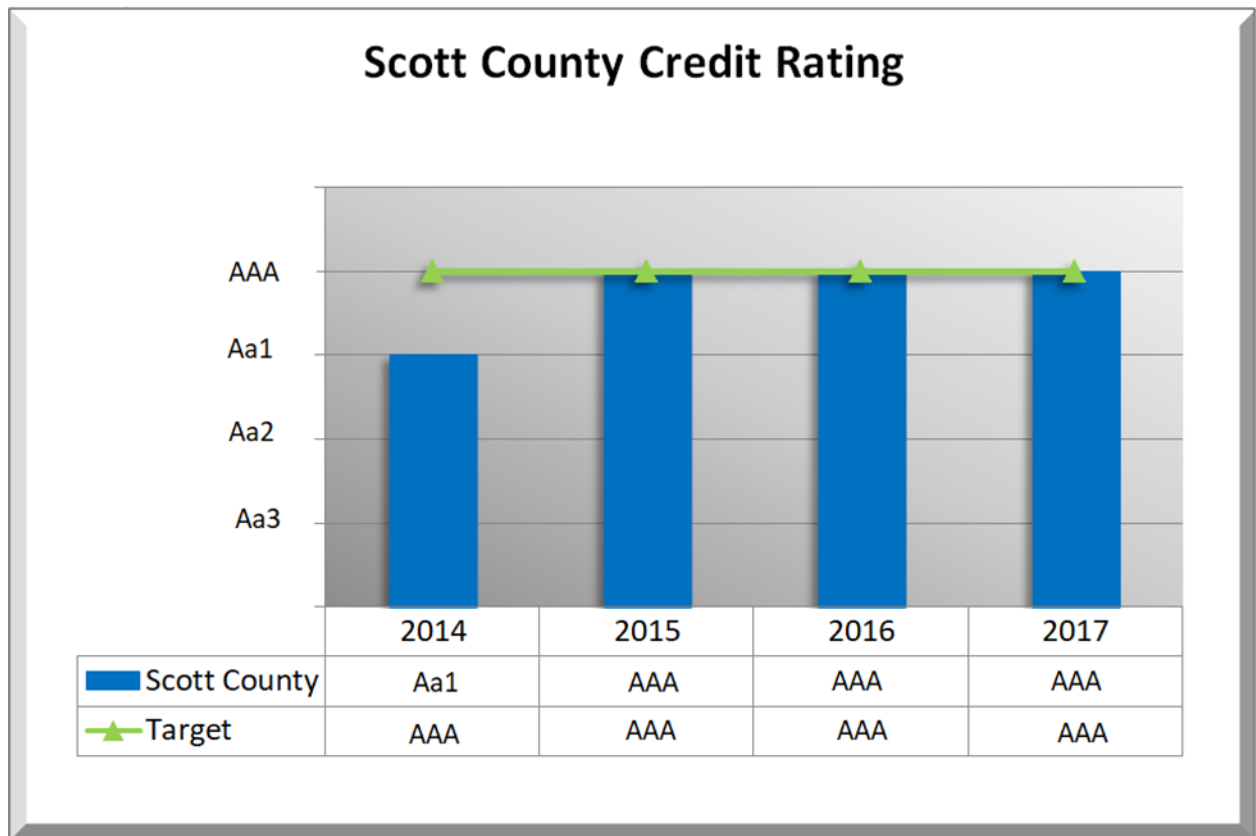


# RESPONSIBLE

## Provides Understandable and Accurate Information

### Finance Accounting Services—Program 9032

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 unlikely to default on its obligations. An obligator with a credit rating of 'AAA' has an extremely strong capacity to meet its financial commitments. 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.



## How is the County doing?

Scott County has achieved the highest rating possible and maintained that rating for the last three years. Only seven other Minnesota counties have a AAA rating. With this rating the County will have less cost when it issues a new bond.

## What influences this?

Credit ratings are opinions about credit risk that express an opinion about the ability and willingness of an issuer, such as a corporation or state or city government, to meet its financial obligations in full and on time. Local economic factors such as unemployment influence these ratings as well as internal and management controls within Scott County. Fund balances, fiscal policies, and budget variances also impact the ratings.

## What is the County's role?

With property taxes providing a significant portion of Scott County's funding, it is vital that the community can have faith the organization is stable and less likely to default on its obligations. An obligator with a credit rating of 'AAA' has an extremely strong capacity to meet its financial commitments. As an obligator declines in ranking below a 'Aa3' and into the 'A' range the obligator is considered to have a strong capacity to meet its financial commitments, but is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions.



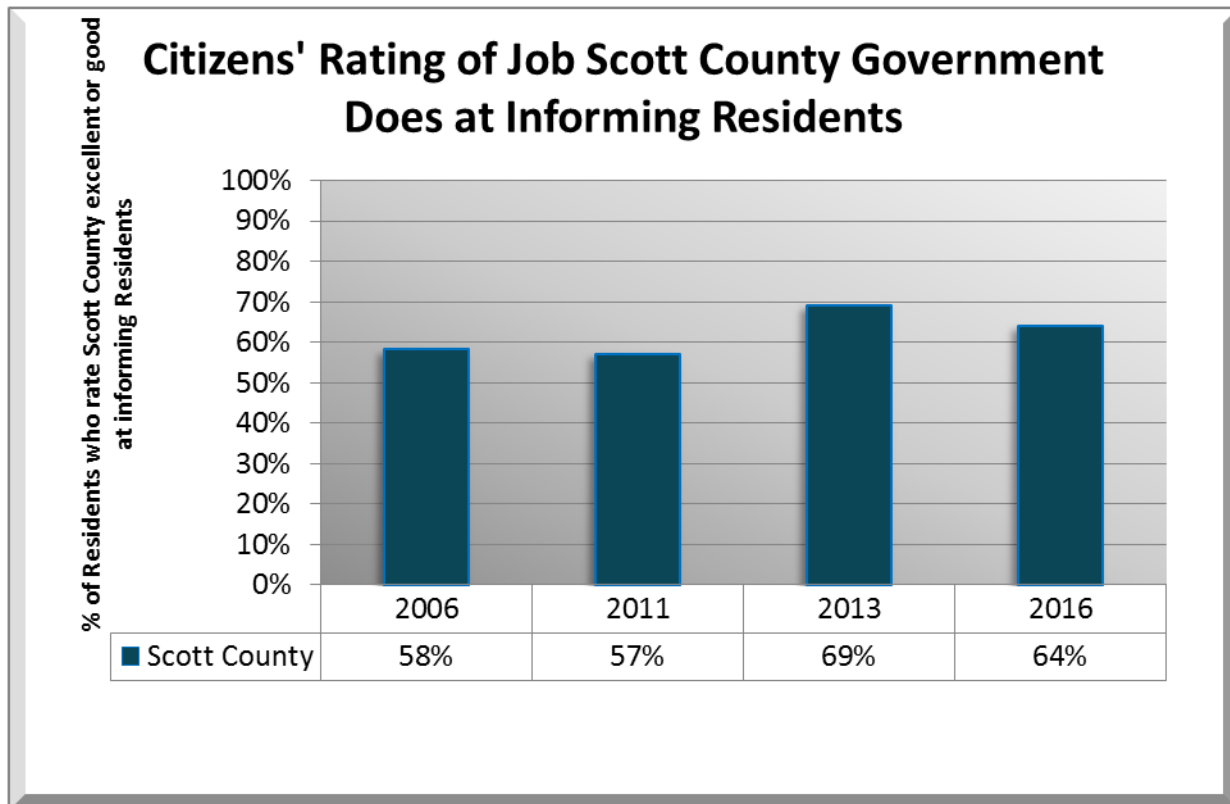
Finance Accounting Services			
	2017		2017
Program #	9032	# of FTE's	9.36
Total Cost	1,785,370	Total Revenue	0
Direct Cost	1,688,493	Levy	1,591,616
Personnel Cost	1,005,302	Fees	0
Non Personnel Cost	683,191	Grants	0
Admin Cost	96,877	Other Revenue	0

# RESPONSIBLE

## Provides Understandable and Accurate Information

### Resident Survey—Citizen Rating of Job 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. Attention to this measure encourages the County to explore new options for more effective communication.



## How is the County doing?

Over time, residents have been fairly consistent in responses to this question with a slight upward trend. In 2016 only sixty four percent of residents agreed that the County did a good or excellent job of informing residents. Overall the results indicate that the County is not as successful as it needs to be in effectively keeping residents informed at the level they expect.

## What influences this?

Factors that influence communication include both the amount of information made available, the means of communication, the ease of access and the clarity of information. Another factor is the interest of residents in obtaining available information.

## What is the County's role?

The County provides information about activities, decisions, and services in a number of ways. State law requires that some information be made available in certain formats and at specific times.

The screenshot shows the Scott County Minnesota website. At the top, there is a navigation menu with links for Government, Services, Community, Business, and How Do I... A search bar is located on the right side of the header. Below the header, there is a large featured image of children sitting on the grass, with a text overlay that reads "Have you seen the new Scott County Residents' Report? Click here!". To the right of the image is a grid of six service buttons: Notify Me, Pay Property Tax, Report a Concern, Delivering What Matters, Maps, and Get Involved. Below the featured image, there is a sidebar on the left with links for Property Information, Library, Job Postings, Public Safety, Courts, Parks, and Highway Department. In the center, there is a "County Calendar" section for March 2018, and on the right, there is a "News & Announcements" section with three items: Mon Mar. 12 Planning Advisory Commission Meeting, Tue Mar. 13 2040 Comprehensive Plan Open House, and Thu Mar. 15 Free Cover Crop Workshop. A "View All >" button is located at the bottom right of the news section.

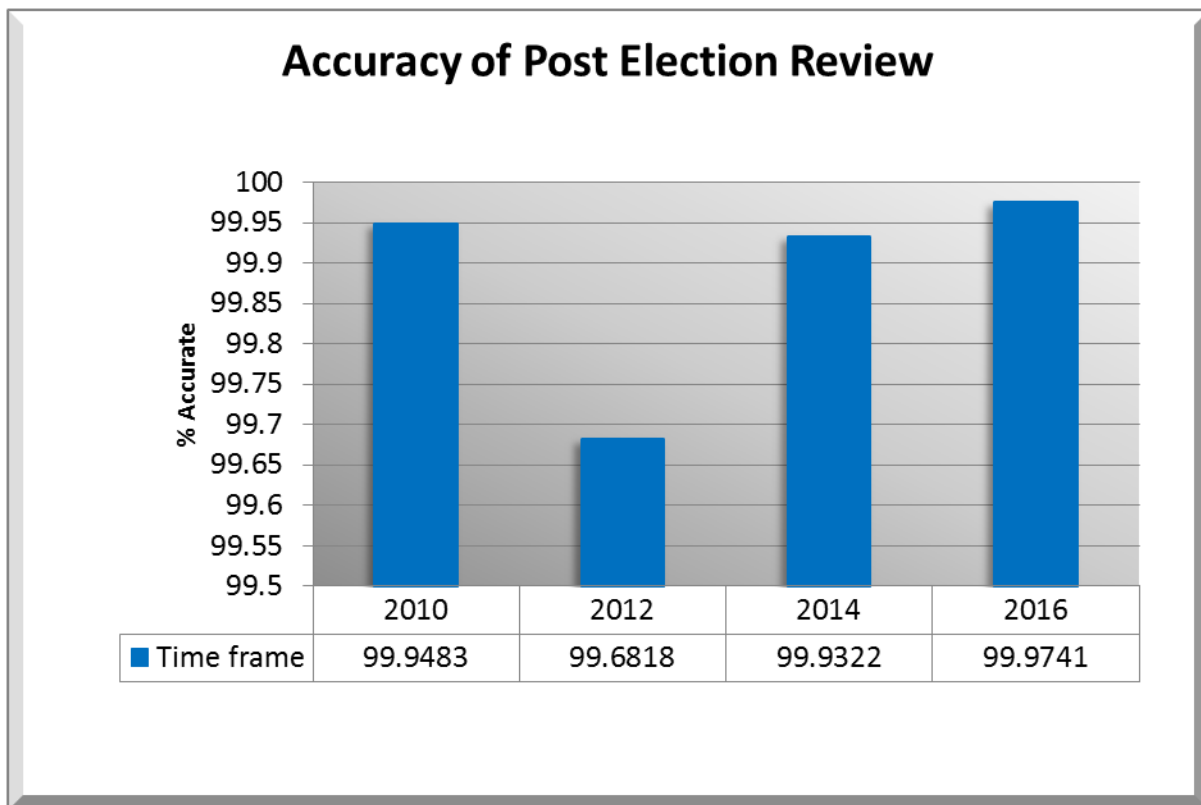
Sun	Mon	Tue	Wed	Thu	Fri	Sat
25	26	27	28	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

# RESPONSIBLE

## Provides Understandable and Accurate Information

### Election Review—Program 40

The County is responsible for assuring citizens they can be confident in the integrity of the election process that determines who represents them in federal, state, and local governing bodies. Measures are established to manually verify that the voters' intent is accurately read by the tabulator and results are accurate.



## How is the County doing?

Accuracy in a post-election review is achieved by a comparison rate difference of not more than one-half of one percent (.5%) between the voting machine tabulator and a hand count of ballots cast. The county has met or exceeded that accuracy rate each of the last four elections.

## What influences this?

Election equipment that operates to specifications is important. Another factor that can impact accuracy is the training of election judges to ensure ballots are administered correctly.

## What is the County's role?

The county is responsible for assessing the accuracy of the election results through a comparison of hand counted ballots in select precincts to those counted by the vote tabulator.



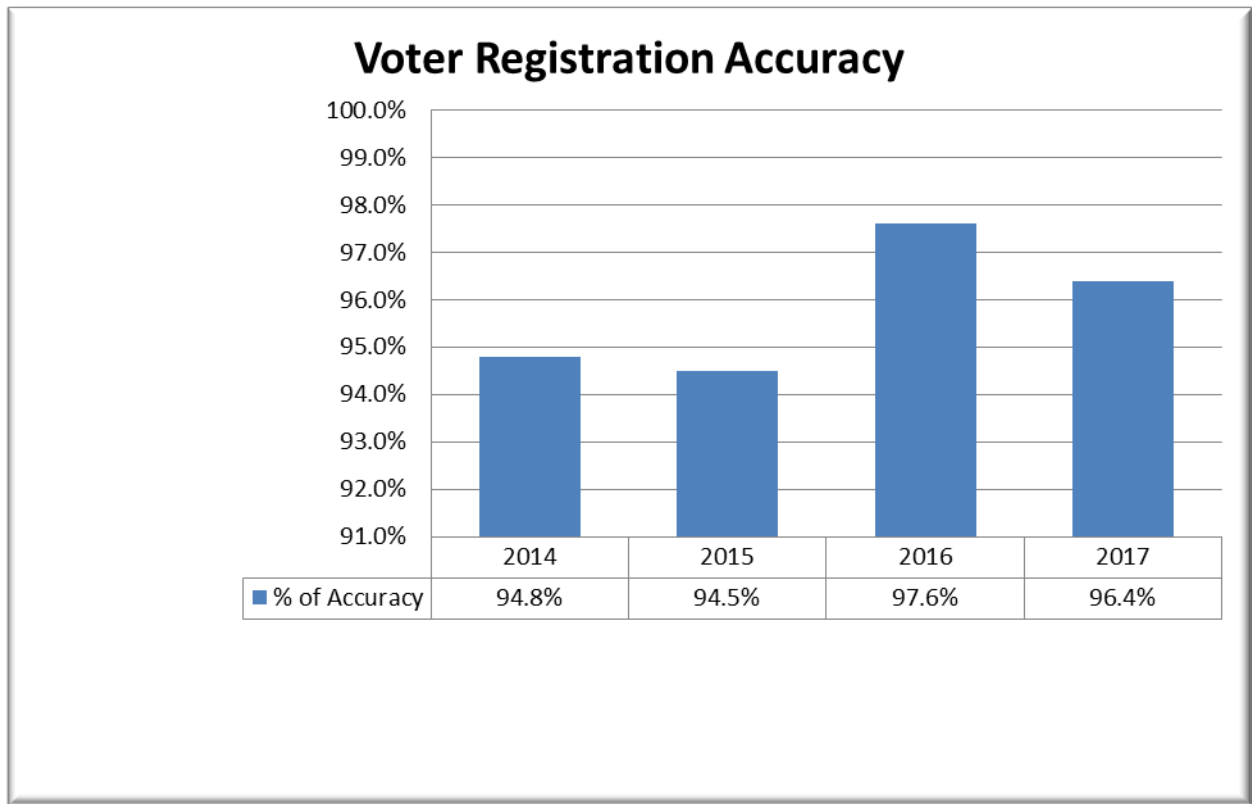
Elections Administration			
	2017		2017
Program #	40	# of FTE's	0.46
Total Cost	95,345	Total Revenue	(25,000)
Direct Cost	94,956	Levy	119,566
Personnel Cost	45,506	Fees	10,000
Non Personnel Cost	49,450	Grants	0
Admin Cost	390	Other Revenue	(35,000)

# RESPONSIBLE

## Provides Understandable and Accurate Information

### Voter Registration—Program 42

Voting is both a right and an obligation in a democracy. It offers people the means to elect representatives and to influence policy to best meet their needs and the needs of their families and communities. It is important to assure all eligible voters are able to cast ballots and those not eligible are not registered in error.



## How is the County doing?

Credibility of the election process is dependent on the accuracy of registered voter records. It is important that eligible voters registering to vote be entered correctly. The County accuracy rate is maintained at a rate over ninety six percent in 2017.

## What influences this?

Increased use of online registration and electronic data entry minimizes data entry errors from interpreting hand written applications. Use of E-poll books (automation) in polling locations will continue to enhance the voter registration process.

## What is the County's role?

The County is responsible for maintaining the roll of registered voters within the county. Staff maintains, validates, and updates all eligible voter registrations assuring the accuracy of the voter registrations information when changes occur.



Voter Administration			
	2017		2017
Program #	42	# of FTE's	0.29
Total Cost	29,750	Total Revenue	0
Direct Cost	29,628	Levy	29,507
Personnel Cost	28,928	Fees	0
Non Personnel Cost	700	Grants	0
Admin Cost	122	Other Revenue	0

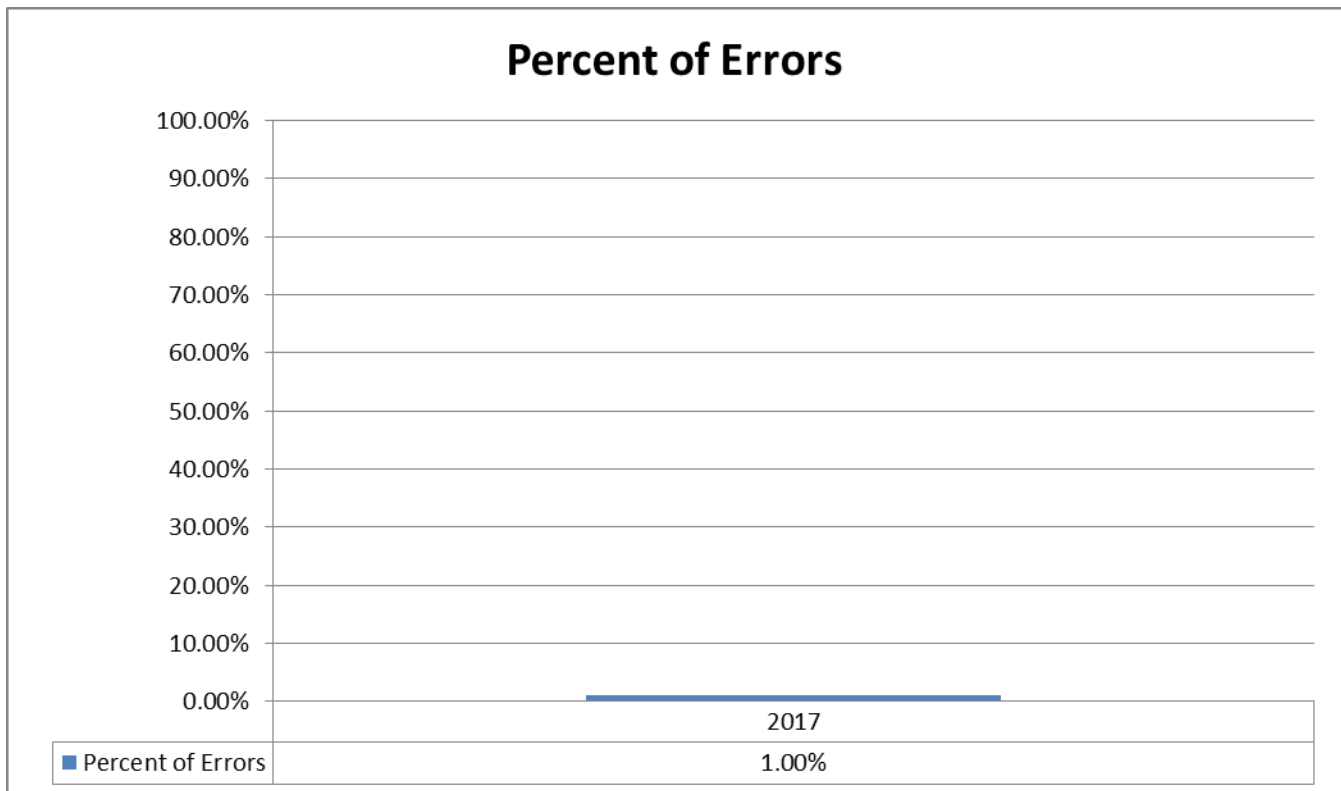


# RESPONSIBLE

## Provides Understandable and Accurate Information

### Cash Receipting—Program 36

Customer Service is a portal for a significant amount of cash coming into the County to pay various fees or for services. Accurate accounting of funds received is expected. Integration of systems for all cash receipt programs assures accuracy.



## How is the County doing?

A new system allows the County to track accuracy and errors easily. 2017 data shows excellent performance at ninety nine percent accuracy in receipting cash.

## What influences this?

Attention to detail is a major influence. Balancing staffing to volume that addresses peak work levels is an important factor. System integration and trained staff diminish error rates.

## What is the County's role?

The County receives payment for a number of fees and issues related licenses.

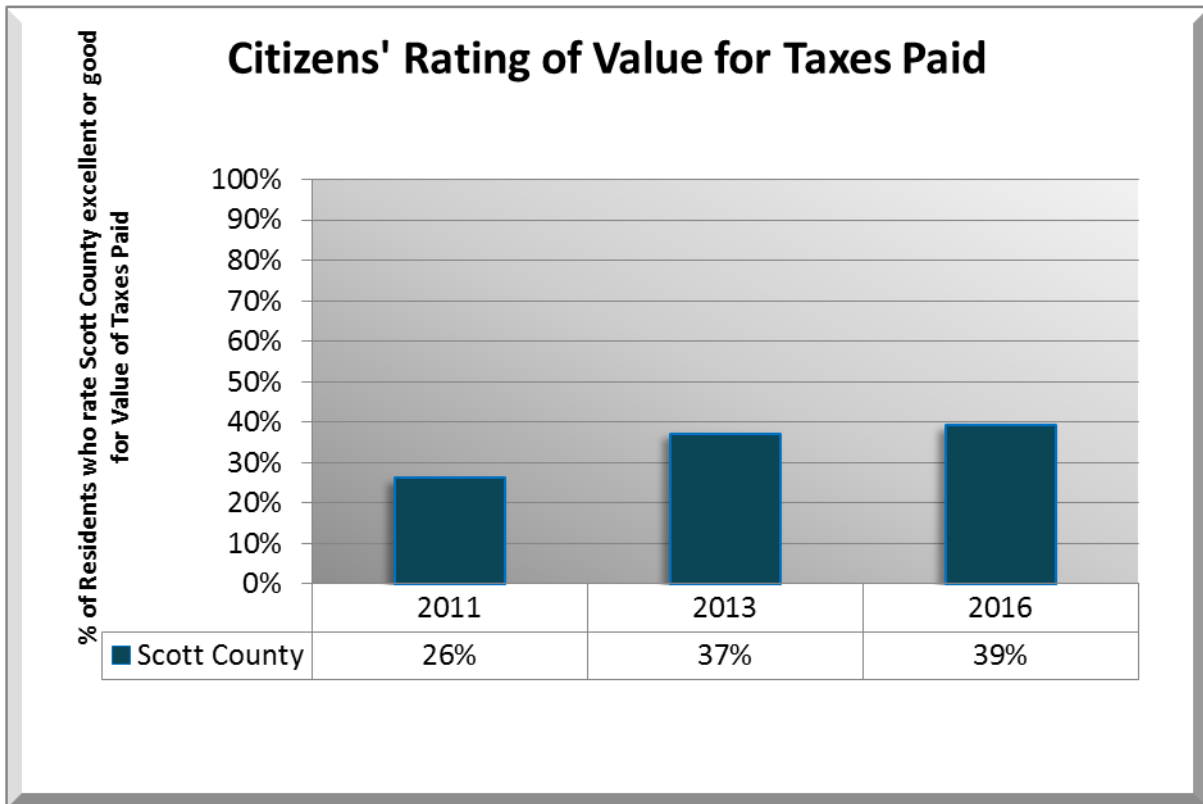


Cash Receipting			
	2017		2017
Program #	36	# of FTE's	3.60
Total Cost	295,486	Total Revenue	0
Direct Cost	294,278	Levy	293,070
Personnel Cost	293,328	Fees	0
Non Personnel Cost	950	Grants	0
Admin Cost	1,208	Other Revenue	0

# RESPONSIBLE Accountable, Innovative, and Efficient Government

## Resident Survey—Citizen 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. It is the responsibility of local government to monitor the satisfaction of its customers with services provided. To keep the support of its constituents, the County must show it is responsible with the tax monies collected and is providing valuable services to the community. Taxpayers confident that the County is being responsible with their taxpayer dollars are more likely to see value received.



## How is the County doing?

Resident ratings have been consistently poor over the past three survey periods. On the Resident Survey, Scott County residents reflect low satisfaction with the value of services for the taxes paid. The County ranks lower than other counties in Minnesota and much below similar government agencies nationally. In 2016 only thirty nine percent of residents rated the value for cost as good or excellent, slightly above the ratings in 2011 and 2013.

## What influences this?

Resident surveys indicate that Scott County citizens are highly tax sensitive and have high expectations for value. The ability of the County to communicate what it does and how it impacts citizen expectations of a Safe, Healthy, Livable Community through Responsible Governance could be critical to changing this rating.

## What is the County's role?

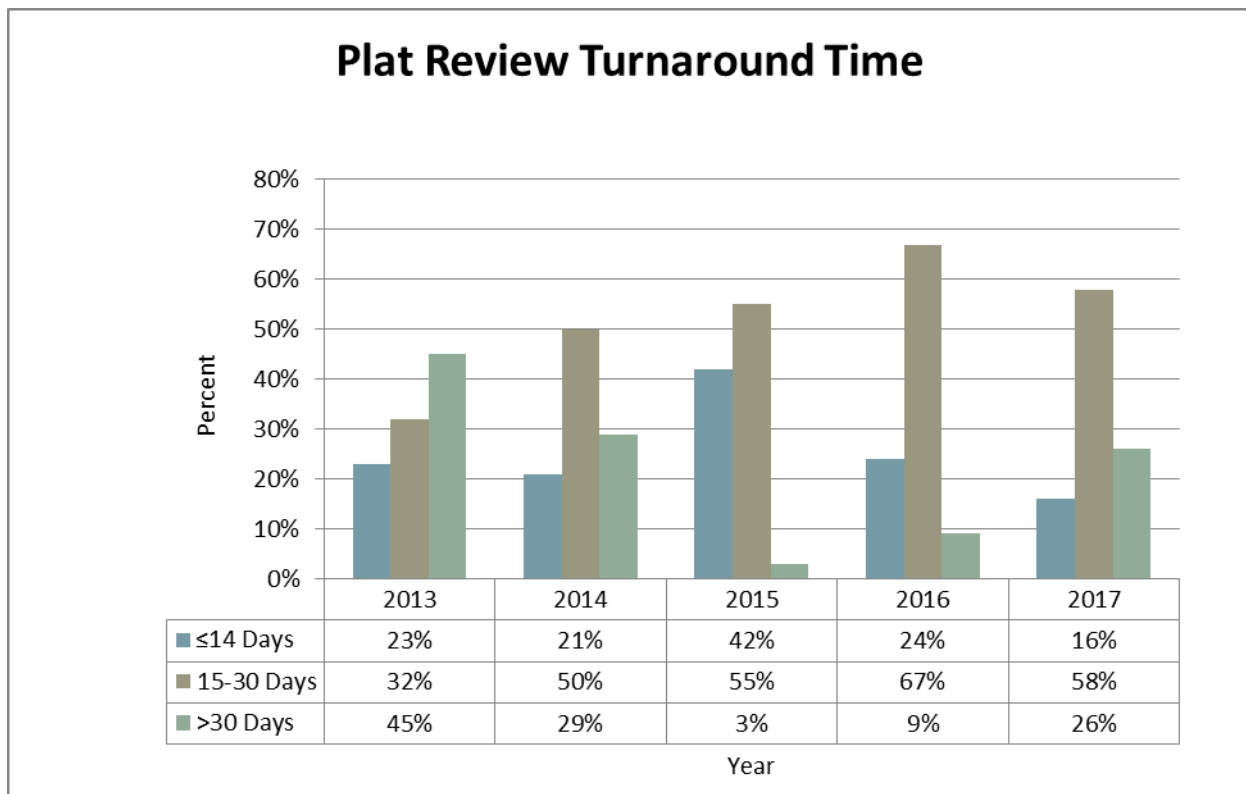
The County operates as an arm of the State providing programs that are required by both the state and federal government. Counties are authorized to levy certain local taxes and collect tax revenue for both the County and other local government entities. Budgets are set by elected officials (County Commissioners) who reflect citizen priorities, but many programs and expenditures are set by the legislature. Frequently state and federal mandates are not fully funded, which increases the local tax impact.



# RESPONSIBLE Accountable, Innovative, and Efficient Government

## Plat Review—Program 111

Property cannot be transferred to new owners until the plat is recorded. Staff review any parcel modifications and assure compliance with state regulations prior to authorizing its recording in the official land record system. It is important that liens, encumbrances and boundary lines are correct to ensure land titles are correct.



## How is the County doing?

The target for completing the plat review process is less than thirty days. After improved timely turnaround from fifty five percent in 2013 to ninety seven percent in 2015, the rate decreased to seventy four percent in 2017. This may be a reflection of increasing development as the economy has improved.

## What influences this?

Influences include receiving the appropriate material from the requestor, adequate staff resources, and accurate up to date boundary markers (section corners).

## What is the County's role?

The County is responsible to assure that property descriptions, easements, and titles are accurate based on survey findings and that change in boundaries are accurate and recorded in the official land records.

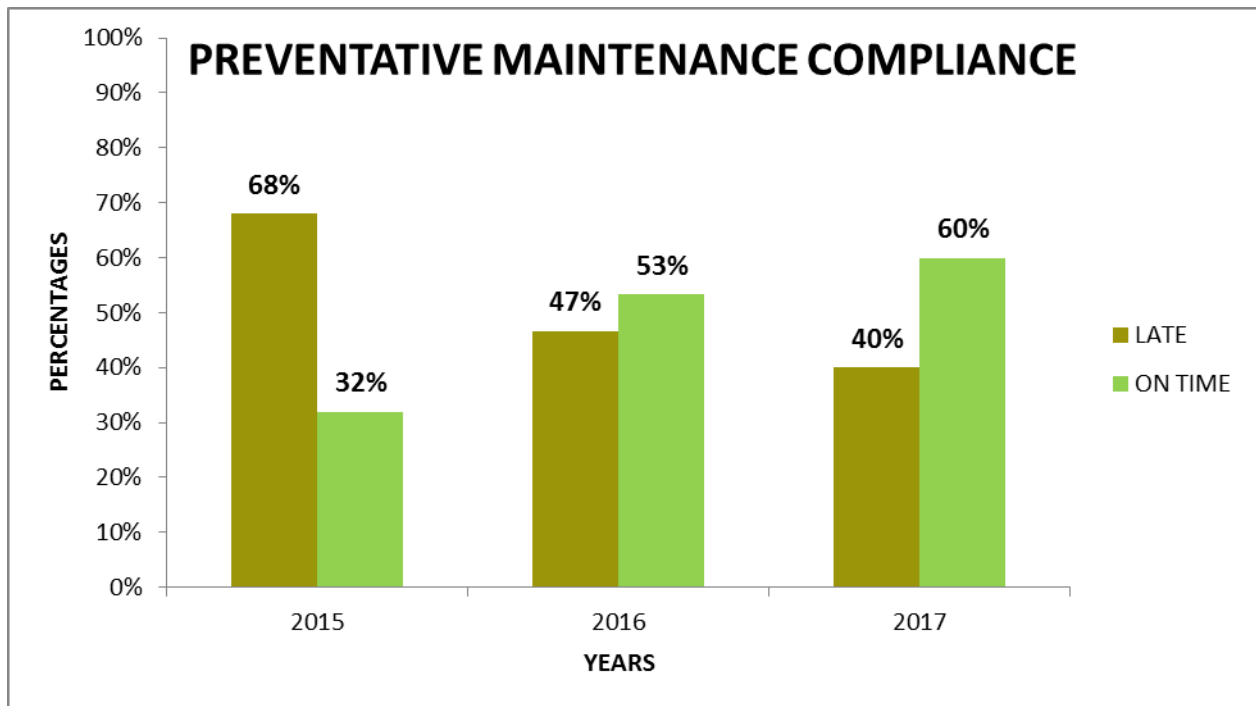


Property Boundary & Survey Administration			
	2017		2017
Program #	111	# of FTE's	3.06
Total Cost	345,067	Total Revenue	34,000
Direct Cost	343,656	Levy	308,245
Personnel Cost	326,577	Fees	0
Non Personnel Cost	17,079	Grants	0
Admin Cost	1,411	Other Revenue	34,000

# RESPONSIBLE Accountable, Innovative, and Efficient Government

## Fleet Maintenance—Program 9012

Fleet vehicles and other equipment are a major investment for the County. Replacing county owned vehicles from automobiles, squad cars or snowplows accounts for a significant portion of the Capital Improvement Plan each year. Extending the usable life of these assets is a citizen expectation of accountability. Preventative maintenance done on time prevents other repair costs or shortened vehicle life.



## How is the County doing?

On time maintenance is defined as no later than the manufacturers’ recommended schedule. Between 2015 and 2017 the County increased its “on time” preventative maintenance from thirty two percent to sixty percent. The target is ninety five percent compliance. There has been significant improvement toward that target.

## What influences this?

Factors that impact compliance with the preventative maintenance schedule are both internal to the department and external. Internal factors include data accuracy, appropriate staffing, space, and available parts. External users have to make the vehicles available for maintenance on time. Issues for users that prevent timely access include scheduling and loss of productivity due to vehicle down time.

## What is the County’s role?

The County needs to have available adequate vehicles and equipment to carry out its responsibilities. Responsible fleet ownership means maintaining fleet assets for maximum use and longevity.



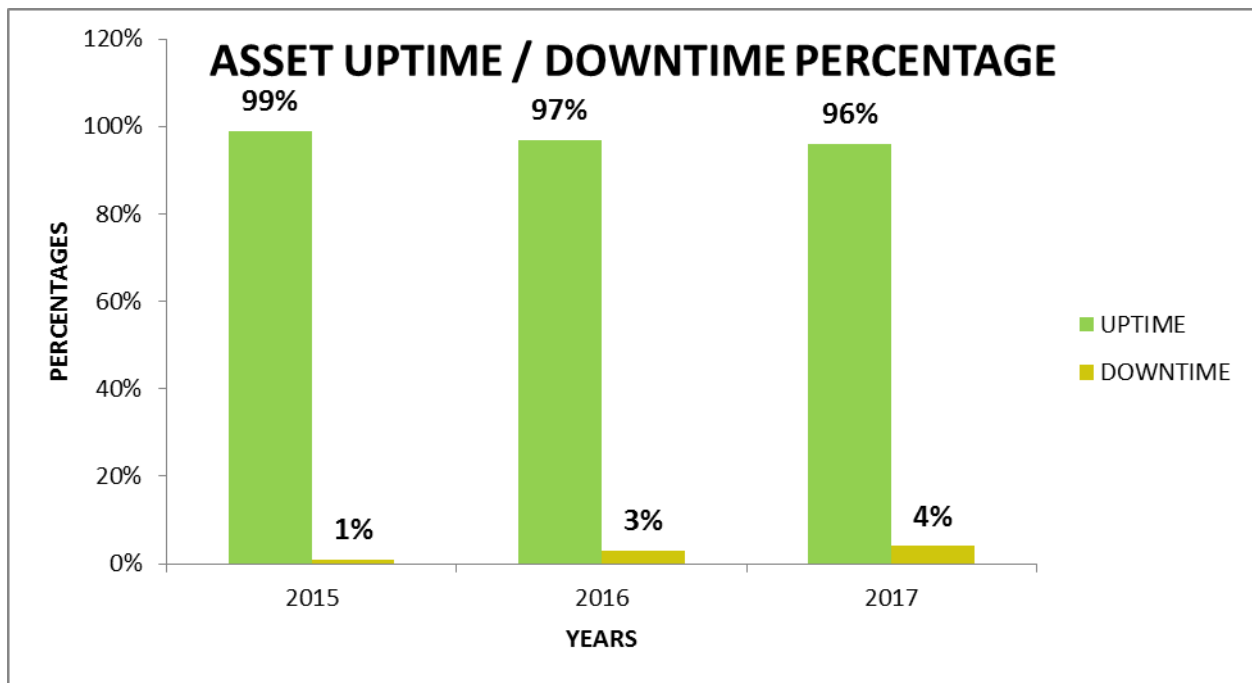
Fleet Vehicle and Equipment Preventative Maintenance			
	2017		2017
Program #	9012	# of FTE's	2.71
Total Cost	7,820	Total Revenue	0
Direct Cost	7,788	Levy	7,756
Personnel Cost	247,275	Fees	0
Non Personnel Cost	(239,487)	Grants	0
Admin Cost	32	Other Revenue	0



# RESPONSIBLE Accountable, Innovative, and Efficient Government

## Fleet Availability—Program 9013

Fleet assets are both vehicles and other fleet related tools departments need to do their jobs. It is critical that the tools are available when they need them. All departments work a variety of shifts and the assets need to be available during all shifts. Timely access to vehicles or tools has a major impact on departments ability to meet their individual goals.



## How is the County doing?

The fleet assets are available for use over ninety five percent of the time. This is a high performance efficient program for the County.

## What influences this?

Influences include having sufficient labor resources, available equipment as needed, and access to needed parts. The County has developed a process to assure an adequate supply of parts are on hand for priority assets.

## What is the County's role?

The County assumes responsibility for most fleet asset repairs in-house. There is a relationship between preventative maintenance and fleet availability. Completion of preventative maintenance as recommended by the manufacturer reduces the need for repairs by both preventing breakdowns and identifying issues early.

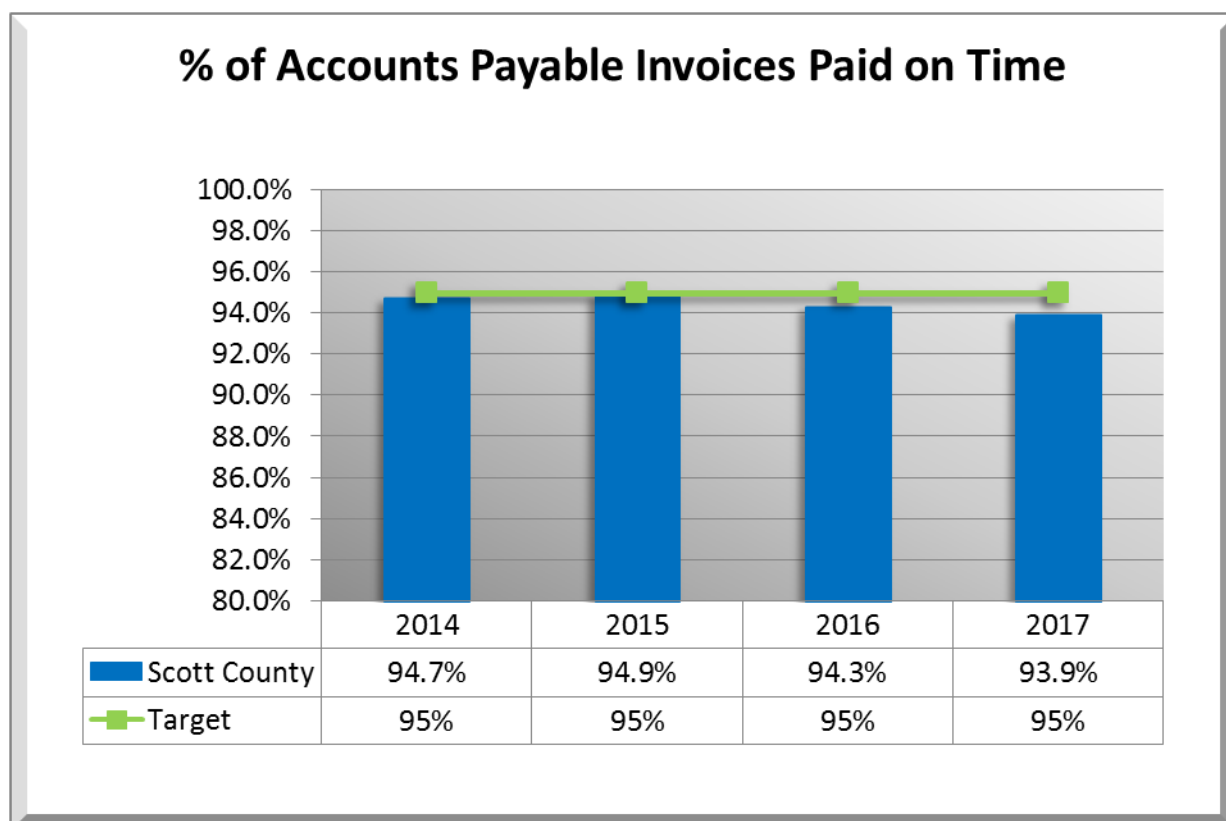


Fleet Vehicle and Equipment Repairs			
	2017		2017
Program #	9013	# of FTE's	2.65
Total Cost	169,549	Total Revenue	21,408
Direct Cost	168,856	Levy	146,755
Personnel Cost	239,279	Fees	21,408
Non Personnel Cost	(70,423)	Grants	0
Admin Cost	693	Other Revenue	0

# RESPONSIBLE Accountable, Innovative, and Efficient Government

## Accounting Transactions—9032

Managing cash flow and paying expenses is an important duty of accounting. Being late on payments can result in additional charges or interest. Paying vendors late could tarnish relationships with vendors. Industry experts indicate that customers who pay late may not get offered optimum pricing because vendor costs rise as a result of late payments. State auditors may comment on late payments as a weakness in management controls during annual audits.



## How is the County doing?

The rate of payments made within thirty five days has declined slightly since 2014 and remains below the target of ninety five percent paid on time. Payment timeliness is not included in the attached data for disputed invoices, adjustment needed invoices, or late delivery of invoices.

## What influences this?

The County is assessing this process to determine factors impacting performance. Considerations include technology, training, and process as well as staff capacity. Potential automation of workflow could positively impact performance.

## What is the County's role?

The County is responsible for processing all payments to vendors assuring both accuracy and timeliness.



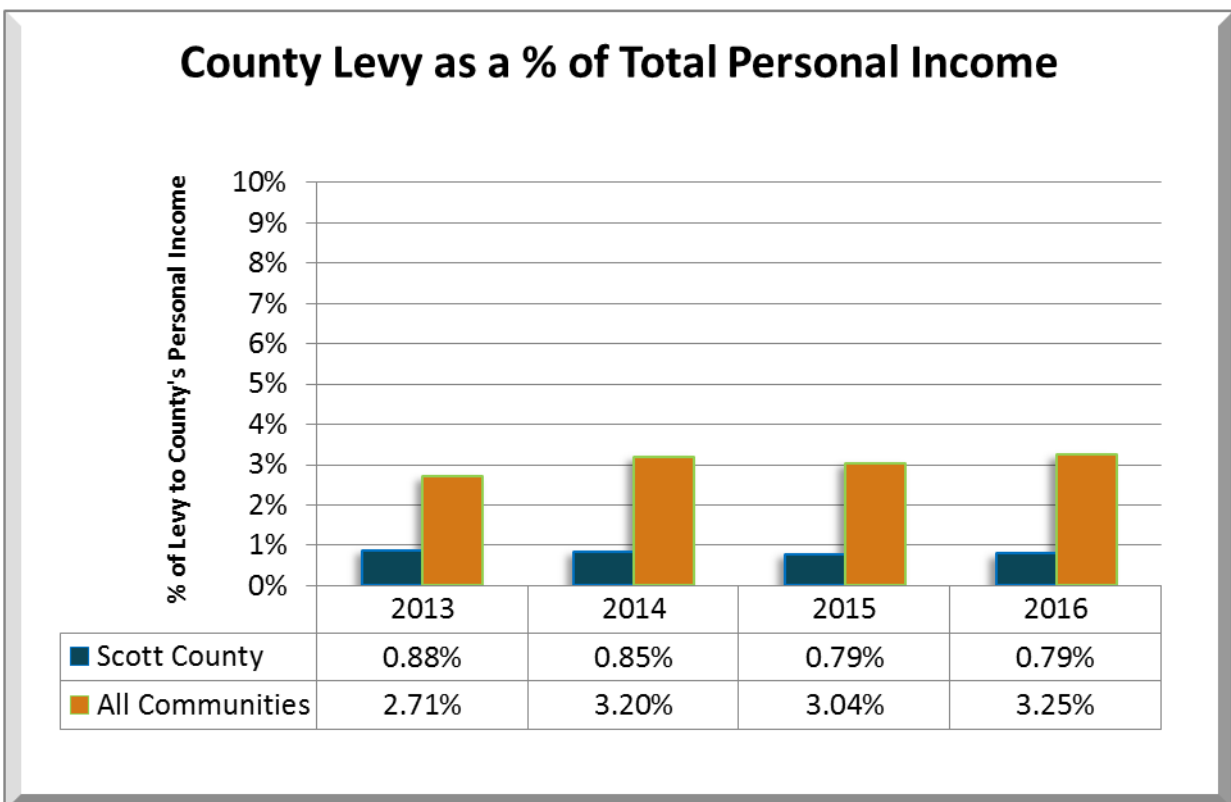
Finance - Accounting Services			
	2017		2017
Program #	9032	# of FTE's	9.36
Total Cost	1,785,370	Total Revenue	0
Direct Cost	1,688,493	Levy	1,591,616
Personnel Cost	1,005,302	Fees	0
Non Personnel Cost	683,191	Grants	0
Admin Cost	96,877	Other Revenue	0

# RESPONSIBLE

## Reasonable Taxes and Transparency on How Taxes Are Spent

### County Levy as a Percent of Total Personal Income

Residents have expectations that the County provides the services they want or need in a fiscally responsible manner. This includes setting property taxes at the minimum level necessary and at a stable rate so that increases can be anticipated. 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.



## How is the County doing?

While the overall average property tax cost to residents compared to personal income has increased since 2013, the County portion of the cost has decreased from .88 percent to .79 percent in 2016.

## What influences this?

This is a comparison between the total tax levy and the personal income of county residents. It changes as income averages increase or decrease and how much the County approves in property tax levy. The County emphasis on fiscal restraint and accountability is demonstrated in this comparison.

## What is the County's role?

The County is responsible for providing required and needed services for residents and to allocate cost to residents through the property tax levy. Annual budget approval is the responsibility of the County Board,



Property Taxes,  
\$0.52

Intergovernmental,  
\$0.33

Charges for  
Services, \$0.10

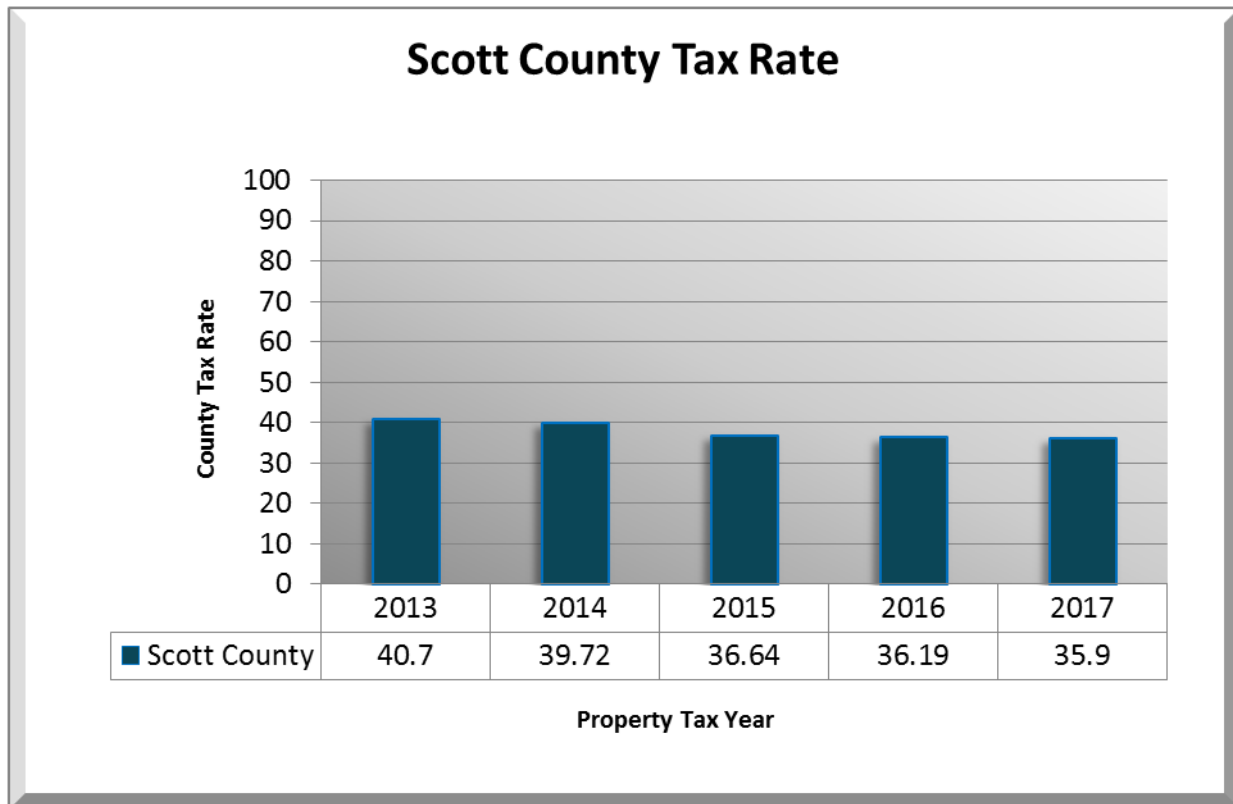
Other, \$0.05

# RESPONSIBLE

## Reasonable Taxes and Transparency on How Taxes Are Spent

### County Tax Rate

The Citizens of Scott County want to be assured their property taxes will not go up substantially in any given year. One of the ways 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 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 of the County.



## How is the County doing?

The County tax rate has decreased each year since 2013 dropping from 40.7 to a property tax rate of 35.9 in 2017.

## What influences this?

The tax rate is impacted by the cost of providing needed and required services to residents as well as the cost of preserving County assets and expanding those assets through a planning process to meet future needs.

## What is the County's role?

The County is responsible for funding and managing daily operations through the annual budget approved by the County Board. The County also assures long term maintenance of assets and planned growth through the Capital Improvement Plan annual budget.



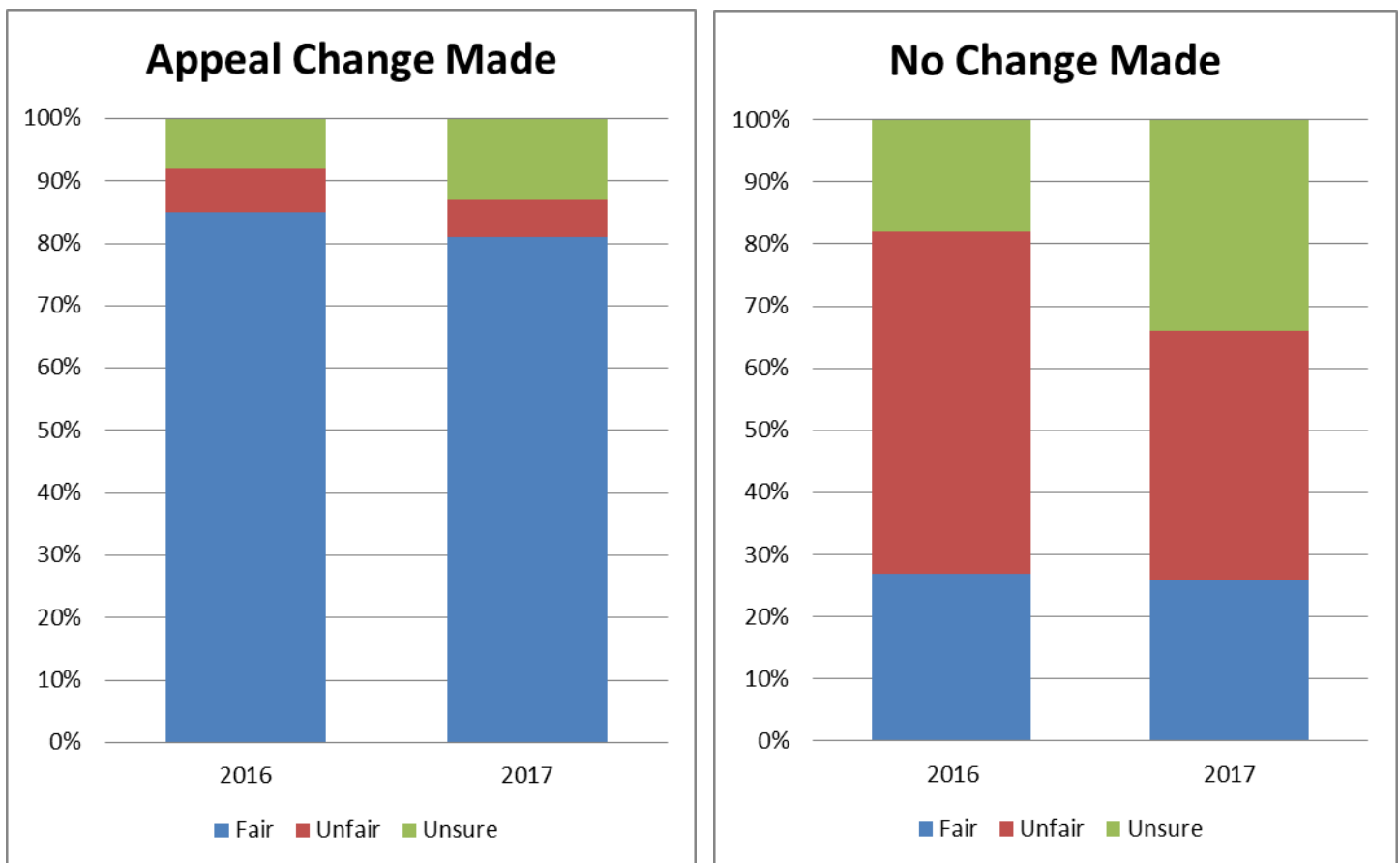


# RESPONSIBLE

## Reasonable Taxes and Transparency on How Taxes Are Spent

### Property Appeals—Program 136

Assessment of property values determines the share of levy each owner pays. It is a complicated process and it's important citizens are able to question and to trust their assessment is fair. The goal of staff is to provide clear, respectful interactions and information so citizens feel heard and consider it to be a fair process even if the outcome isn't the one they are seeking.



## How is the County doing?

In this new measure, the County is attempting to evaluate whether time spent explaining the process used in property appraisals leads to an increased perception of fairness in the system. Comparing 2016 and 2017 survey results indicate a reduction in the percentage of residents who rated the system as unfair and an increase in the number who were unsure when their appeal did not result in a change. This change is progress from unfair to unsure and may indicate increased staff skill in providing clear information in a supportive environment.

## What influences this?

More residents consider the process to be fair if their appeal results in at least some of their requested modification being granted. The degree of increase in assessment is a factor that may influence responses as well as comparisons with changes to other properties.

## What is the County's role?

The assessor values and classifies roughly 57,000 parcels each year utilizing "mass appraisal" techniques. There is no perfect method for reappraising this many properties each year, the informal appeal process allows the assessor to review individual value or classification determinations with the property owner on a one-on-one basis. This measure matters because it is important that the property owner believes the appeal process is fair if they are going to also believe their resultant property taxes are fair and equitable.



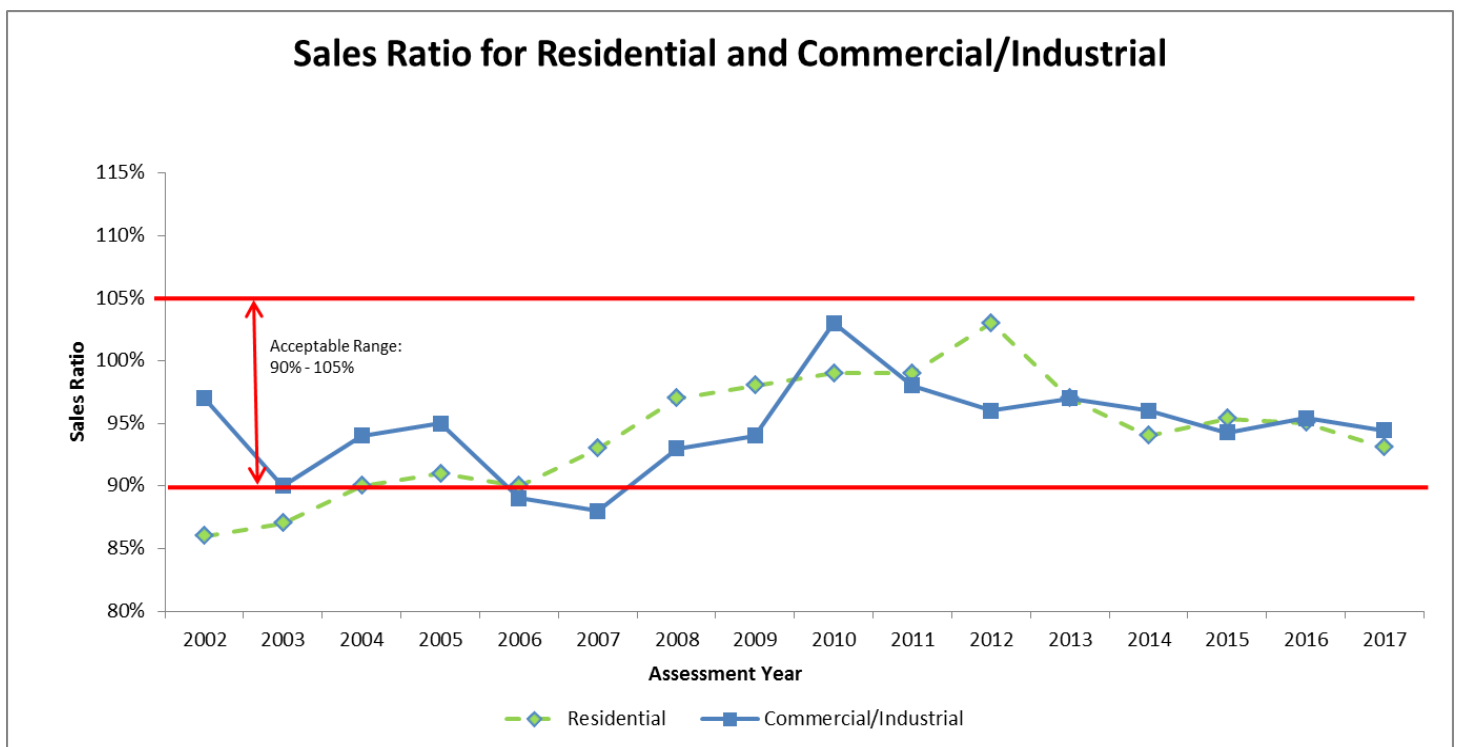
Property Appeals Processing			
	2017		2017
Program #	136	# of FTE's	4.56
Total Cost	522,409	Total Revenue	170,816
Direct Cost	486,926	Levy	280,627
Personnel Cost	475,673	Fees	170,816
Non Personnel Cost	11,253	Grants	0
Admin Cost	35,483	Other Revenue	0

# RESPONSIBLE

## Reasonable Taxes and Transparency on How Taxes Are Spent

### Property Valuation—Program 137

In order to determine if the assessor is setting accurate property values, staff look at the relationship between what the assessor says a property is worth, and what that property actually sold for. In order to ensure everyone is paying their fair share of taxes, the assessor needs to assign values that are close to what properties are actually selling for on a mass basis. The median ratio measurement serves this purpose by identifying an acceptable range and reviewing the overall assessment level each year. Ratios are calculated by property type and can vary dramatically from location to location.



## How is the County doing?

Since 2008, both residential and commercial/industrial assessments have fallen within the allowable range. An indicator of high performance is that Scott County has not had a state mandated change since 2008.

## What influences this?

Internal influences are staffing levels along with training and experience. An external factor is having a sufficient number of houses turnover to create a large pool for comparison.

## What is the County's role?

The County is responsible to ensure the valuation process is equitable, transparent, and fair for all owners and property types. The County assesses the value of property for taxing purposes and to assure property is classified appropriately.



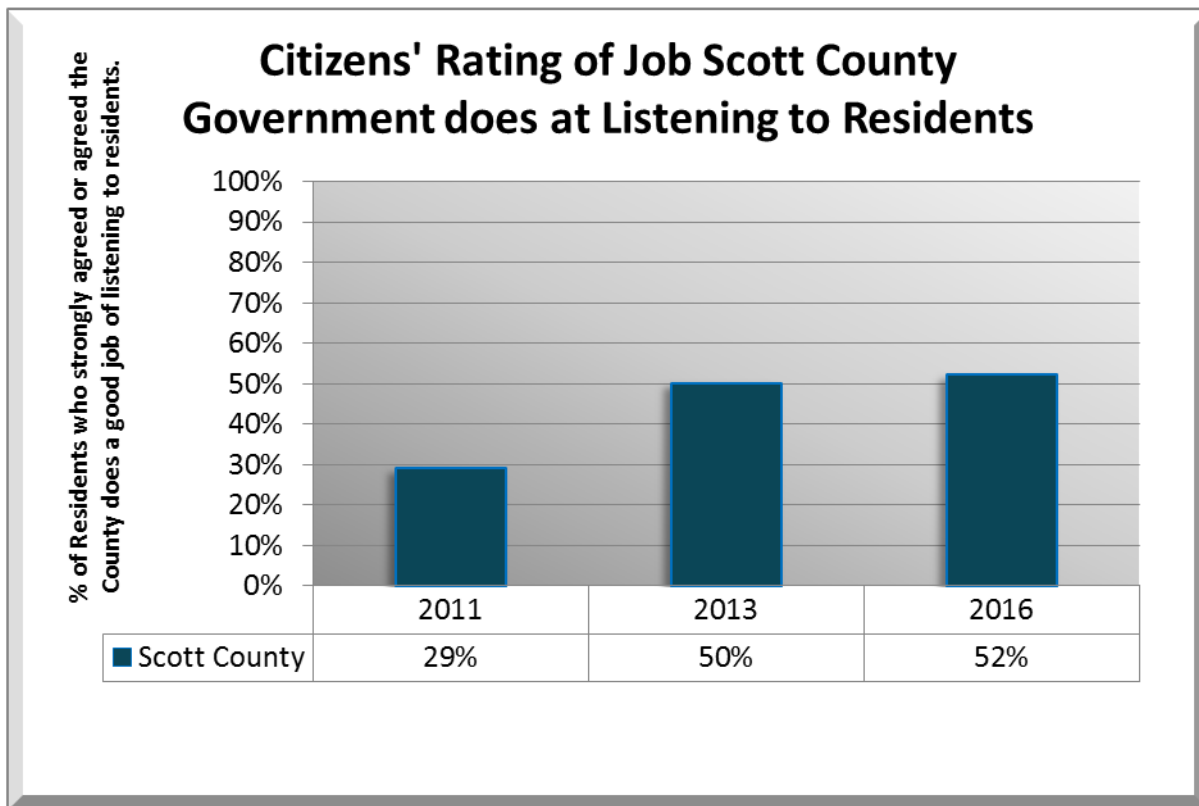
Property Valuation & Assessment Administration			
	2017		2017
Program #	137	# of FTE's	8.30
Total Cost	902,968	Total Revenue	819,914
Direct Cost	841,637	Levy	(39,609)
Personnel Cost	814,089	Fees	819,914
Non Personnel Cost	27,548	Grants	0
Admin Cost	61,331	Other Revenue	0

# RESPONSIBLE

## Policy Makers Listen and Respect Citizens' Points of View and Create a Government That Works for the People

### Resident Survey—Citizen Rating of Job Listening

Counties are an arm of the state that provides local services as required by the state. Property taxes are collected from residents to fund these services. The level and quality of these services are influenced by citizen expectations. In order to understand what citizens want or need it is critical 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.



## How is the County doing?

The County has moved from under thirty percent approval in 2011 to just over fifty percent of residents who agree or strongly agree that the County does a good job listening to residents in 2016. While this is a substantial improvement, it is still well below where the County would like to be rated.

## What influences this?

Resident assessment is influenced by a number of factors including how the County may have responded to issues of concern, individual staff interactions and access to forums that encourage expression of opinion on topics of interest.

## What is the County's role?

The County is the local government entity charged with providing services residents need and funding a portion of those services through tax levy. Successful stewardship requires understanding both needs and expectations for those residents.

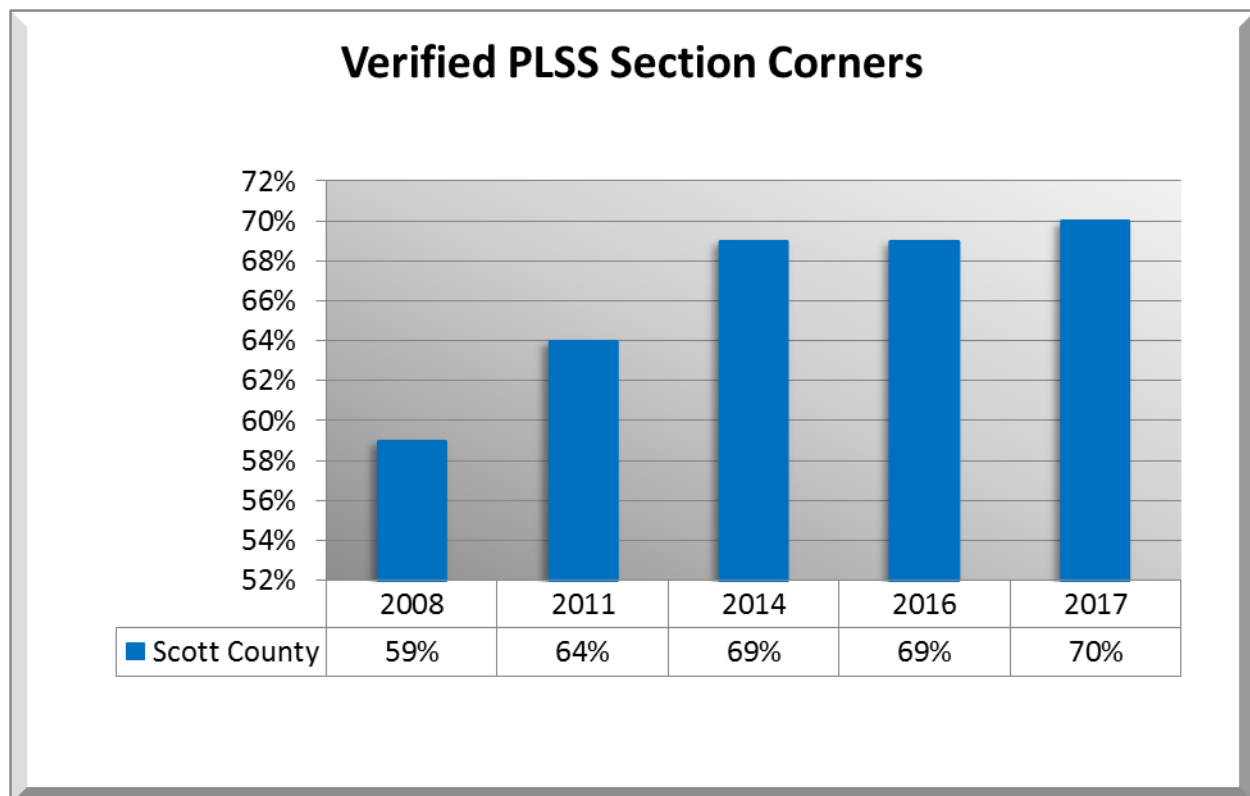


# RESPONSIBLE

## Policy Makers Listen and Respect Citizens' Points of View and Create a Government That Works for the People

### Survey: Section Corners—Program 111

For most people the purchase of their home and property is the most significant investment they will make in their lives. Section corners provide the framework for all land transactions in the County. The establishment and maintenance of these sections corners is critical to ensuring that owners property rights are preserved and protected. Section corners provide the framework and basis for the parcel database and all mapping done within the County.



## How is the County doing?

There are approximately 1250 section corners in the County. Since 2008, the County has steadily increased the number of verified section corners and currently has seventy percent of the section corners verified and documented.

## What influences this?

Rate of section corner verification is impacted by the number of requested plat reviews as well as changes in property ownership. Increase in section corner verification outside of plat review and change in ownership is dependent on staff capacity.

## What is the County's role?

The County is responsible to assure accurate property identification when recording deeds or approving plats and other parcel modifications. Verifying section corners and assuring property boundaries comply with survey results are statutory components of the County surveyor's job.



Property Boundary & Survey Administration			
	2017		2017
Program #	111	# of FTE's	3.06
Total Cost	345,067	Total Revenue	34,000
Direct Cost	343,656	Levy	308,245
Personnel Cost	326,577	Fees	0
Non Personnel Cost	17,079	Grants	0
Admin Cost	1,411	Other Revenue	34,000

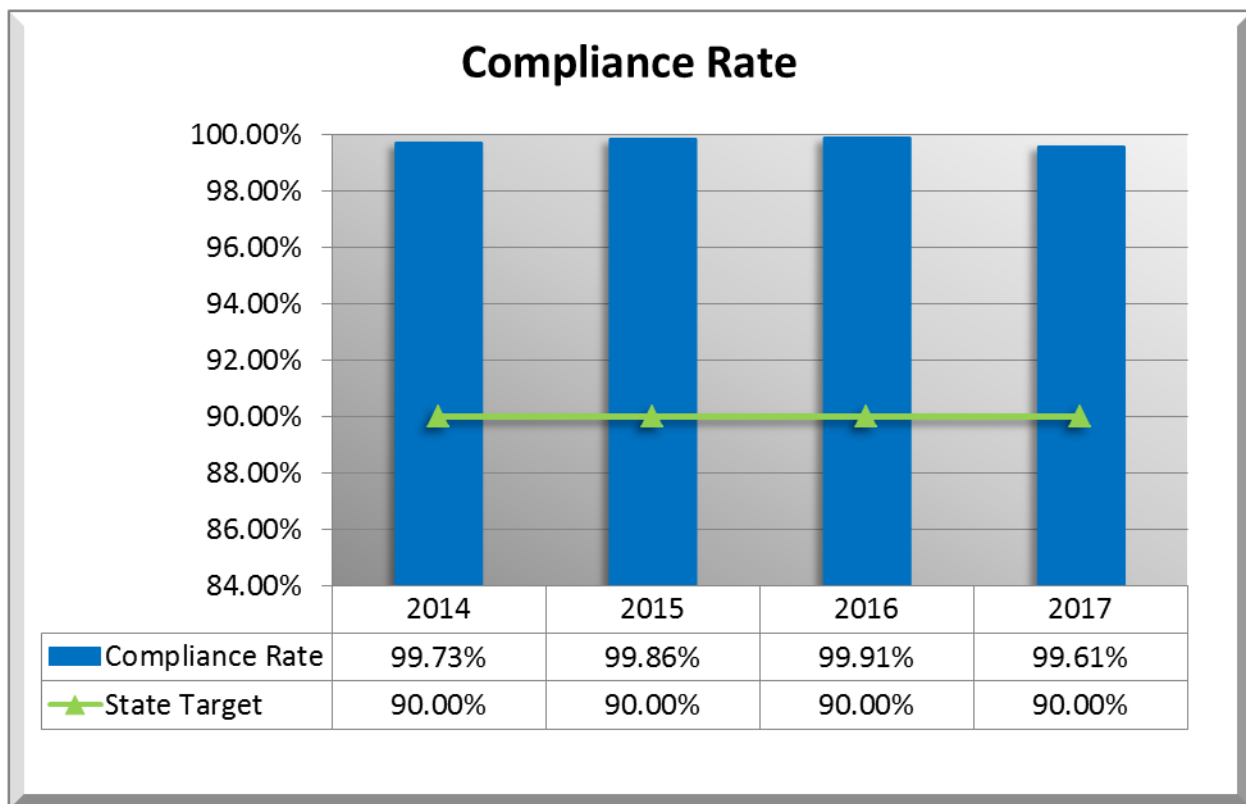


# RESPONSIBLE

## Policy Makers Listen and Respect Citizens' Points of View and Create a Government That Works for the People

### Document Recording—Program 110

Interest in property is preserved and protected when information is current and available. This measure provides information on the timeliness of the recording process. Statute requires that 90 percent of all documents submitted for recording be recorded and returned to the recording entity within 10 days. By meeting these requirements, the public has confidence that their interests in the property are being preserved and protected, and that the information they need is current and up to date.



## How is the County doing?

Since implementing a new recording system, the County is maintaining a near one hundred percent compliance rate using a reduced number of staff.

## What influences this?

Performance on these measures is influenced by technology that supports the staff process. Adequate, flexible staffing that can accommodate variable workflow is important.

## What is the County's role?

The County is responsible for receiving and maintaining a record of all land and other types of documents that deal with real and personal property. The County maintains the official record and makes document data available to the public.

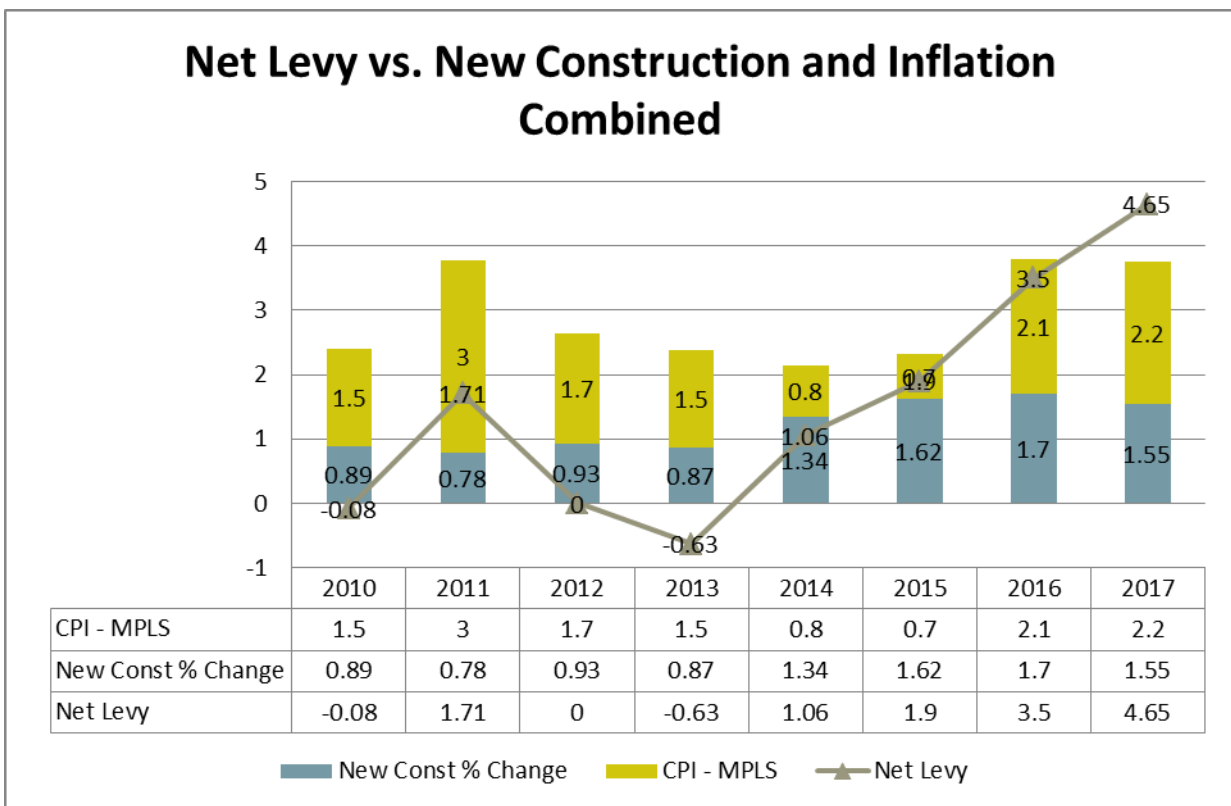


Official Property Document Recording Administration			
	2017		2017
Program #	110	# of FTE's	5.09
Total Cost	468,226	Total Revenue	882,000
Direct Cost	466,312	Levy	(417,603)
Personnel Cost	409,401	Fees	1,200,000
Non Personnel Cost	56,911	Grants	0
Admin Cost	1,914	Other Revenue	(318,000)

# RESPONSIBLE Sustained Fiscal Health Through a Well-Run Organization

## Net Levy vs. New Construction and Inflation

The cost of providing services residents expect or need increases just as family living expenses increase based on inflation. As new residents move into the County, there is an additional cost to expand services to meet their expectations. County levy is the way residents pay for those services. Residents expect their cost to 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.



## How is the County doing?

The County strives to set an annual levy rate that meets the budgetary needs and is balanced with economic growth for residents. If the levy is near and within the combined new construction and inflation rate, the impact on residents will be minimal. Due to decisions to reduce levy below that measure during several years of recession, added levy above the combined rate was required in 2017 to meet unmet needs and catch up with deferred maintenance from those years.

## What influences this?

Economic conditions impact both inflation and new construction. Both influence cost and demand for County services.

## What is the County's role?

The County is required to provide services to residents and approve an annual budget that sets property tax levy to fund costs. In developing and approving the budget the County Board considers the impact of the levy on residents.

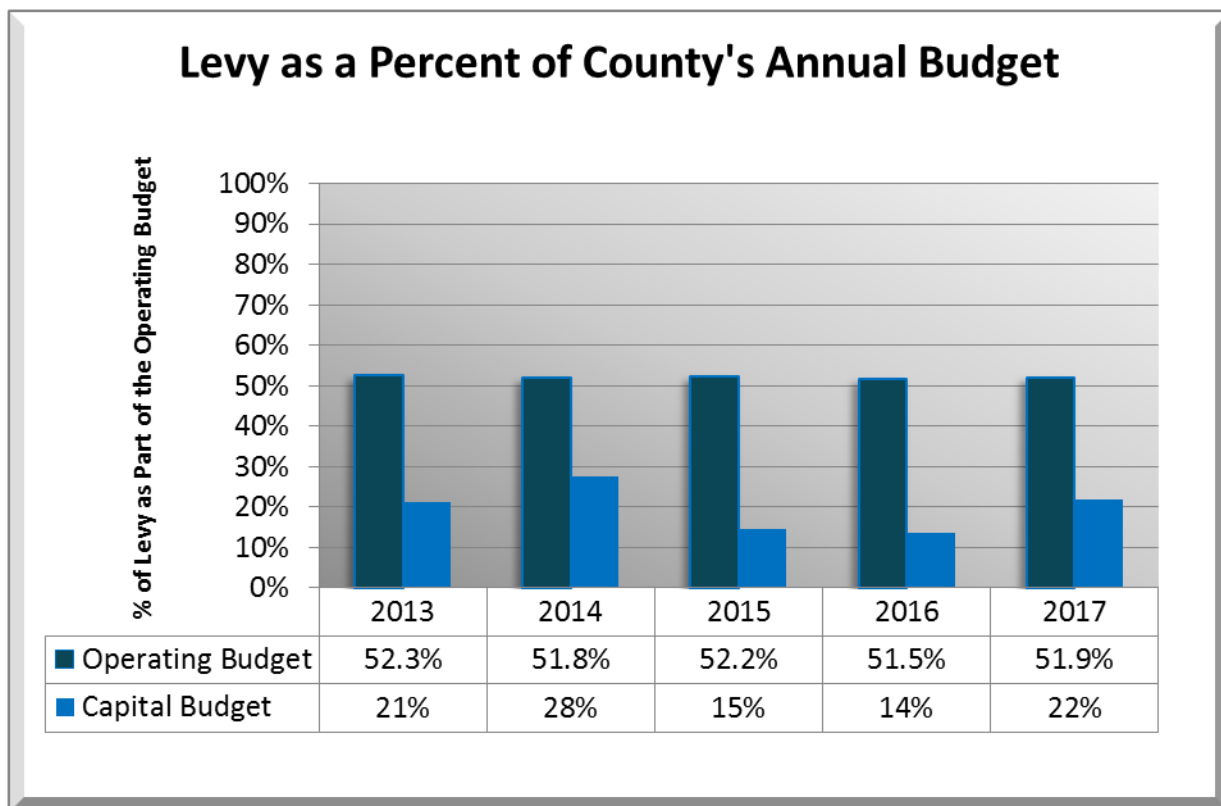


# RESPONSIBLE

## Sustained Fiscal Health Through a Well-Run Organization

### Levy as a Percent of Operating Budget

Property tax levy paid by the 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 are not fully funded by the state. Other services are expected by residents as something of value provided by the County. As a Responsible steward of public resources, the County seeks to maximize all other revenue sources and reduce dependency on property taxes.



## How is the County doing?

The annual operating budget funds services to residents that the County provides. The capital budget is approved as an annual budget and as a long-term plan to meet both preventative maintenance of County assets and long-term replacement or expansion of assets to meet future needs. The changes over the balance in funding reflects both recovery in delayed maintenance following the recession and preparation for future expansion needs.

## What influences this?

County budgets are impacted by state requirements for services, resident expectations for both services and cost/levy restraint, and planning for long term needs. Both population growth and economic growth impact future needs and the planned capital budget.

## What is the County's role?

The County is responsible for providing both mandated services and those desired by residents that are within the role of the County. To sustain the long-term fiscal health of the organization and balance the fiscal impact on residents over time, the County needs to develop and maintain a comprehensive Capital Plan and budget.

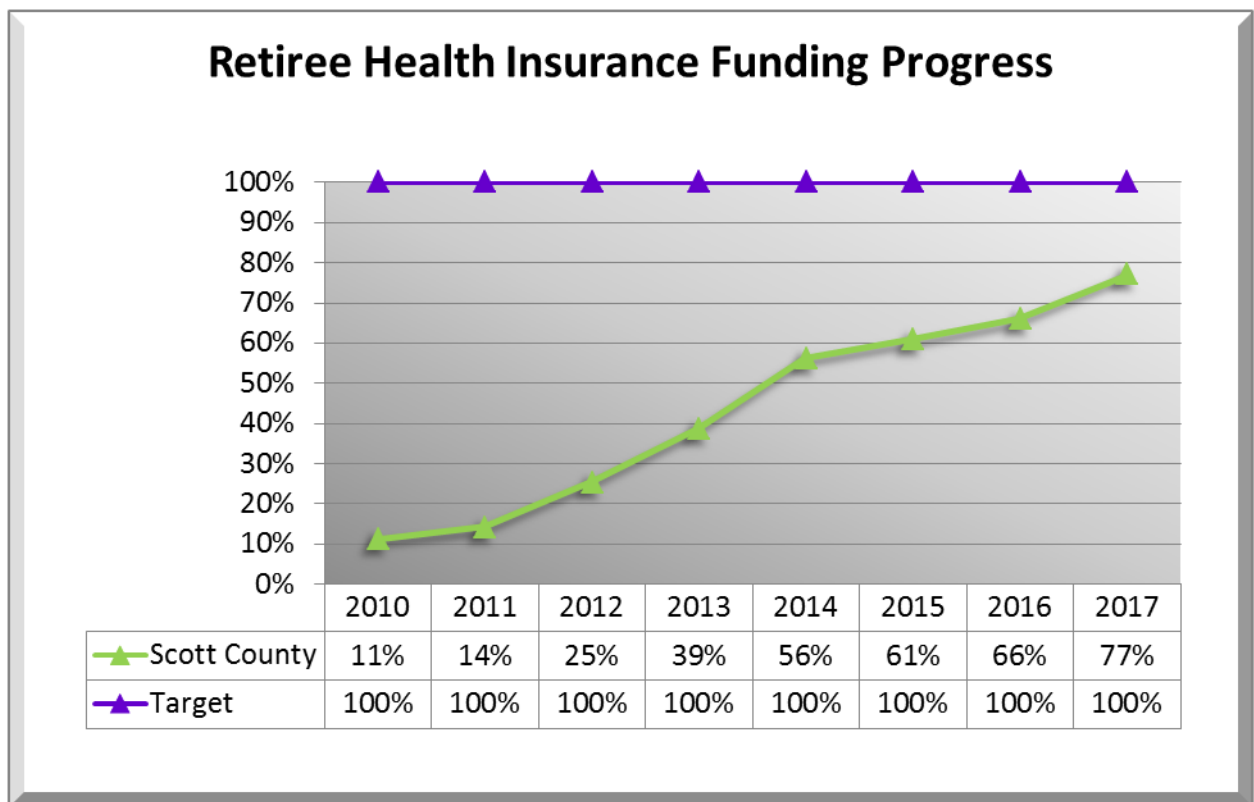


# RESPONSIBLE

## Sustained Fiscal Health Through a Well-Run Organization

### Retiree Health Funding—Program 9039

For bargained employees hired prior to July 1993 and Non-bargained employees hired prior to July 1992 with twenty or more years of service the County provides single health insurance coverage. Pre-funding conforms to the general principle that each generation of taxpayers should bear the cost of the services it receives. Allocating assets for these benefits ensures sufficient funding is available to provide the promised benefits in the future. Investing these assets will increase their value and reduce the County's out-of-pocket expenses in the long term.



## How is the County doing?

The Actuarial Present Value of Benefits is \$22.8 million as of December 31, 2017 and Scott County has a revocable trust with a value of \$17.6 million. This shows the funding progress over the past few years. The County is making steady and substantial progress reaching the expectation of fully funding this contractual liability.

## What influences this?

The pool of eligible employees for this program is a closed group. The actuarial value of the benefit is impacted by the number in the group, their age, and anticipated life span along with anticipated health care cost. Funding is a factor of both annual contributions and investment growth of trust funds.

## What is the County's role?

The County is required to demonstrate sufficient funds in the trust account to meet its legal obligation to provide promised benefits.



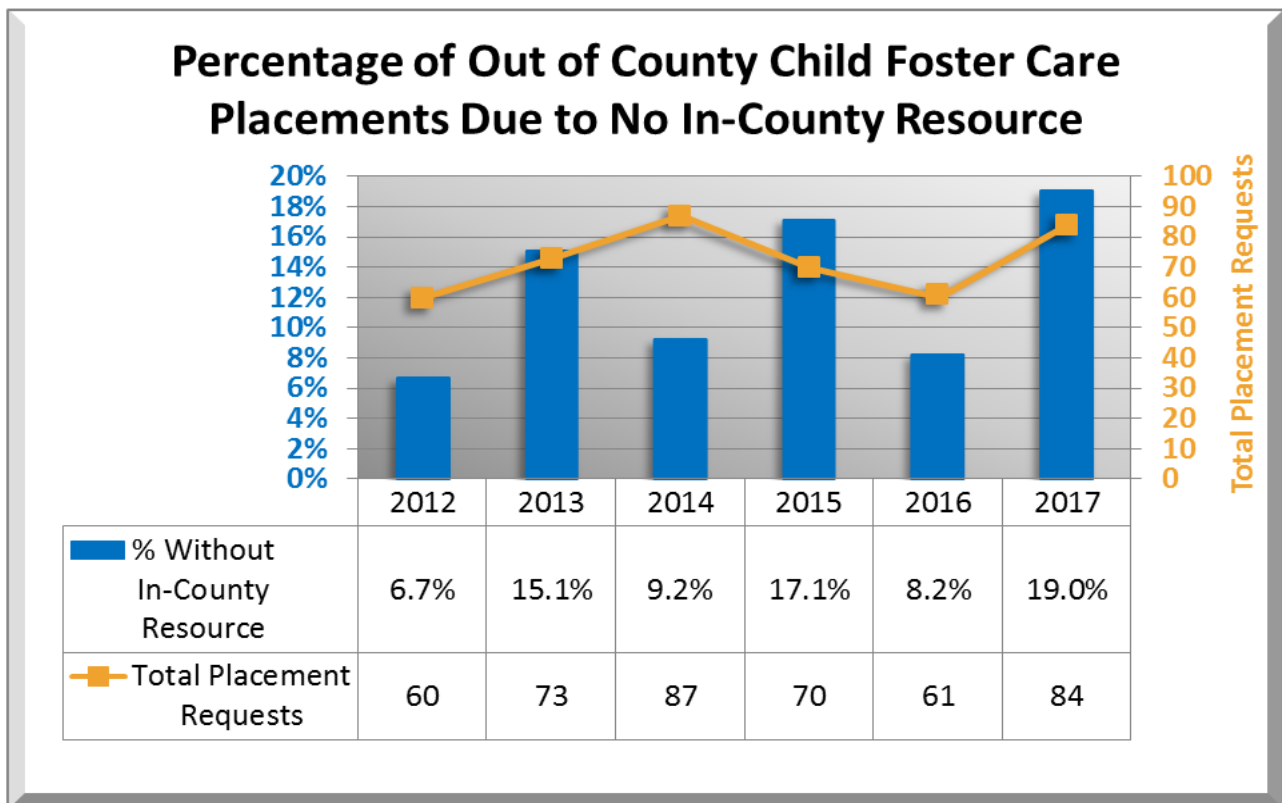
Retiree Health Insurance (Other Post Employment Benefits)			
	2017		2017
Program #	9039	# of FTE's	0.00
Total Cost	700,000	Total Revenue	0
Direct Cost	700,000	Levy	700,000
Personnel Cost	0	Fees	0
Non Personnel Cost	700,000	Grants	0
Admin Cost	0	Other Revenue	0



# RESPONSIBLE Sustained Fiscal Health Through a Well-Run Organization

## Out-of-County Child Foster Care

Separation from parents and other family is a traumatic experience for children. It is in a child's best interest to remain in and connected to their same community, school and support system when they need to be placed in foster care. When a child cannot safely live at home and a relative placement resource is not identified, it is important for parents and children to live near each other so they can visit frequently while they work on a plan for the child to be returned home. In addition to not being in a child's best interest, placements outside of Scott County result in increased costs in many areas.



## How is the County doing?

The total number of children in placement is increasing. Despite the increased emphasis on and use of relative foster care placements, the available number of traditional foster homes has not kept pace with the increased need for child foster care placements. As a result, the County is experiencing an overall increase in the percentage of children requiring an out-of-county placement and increasing cost for placements.

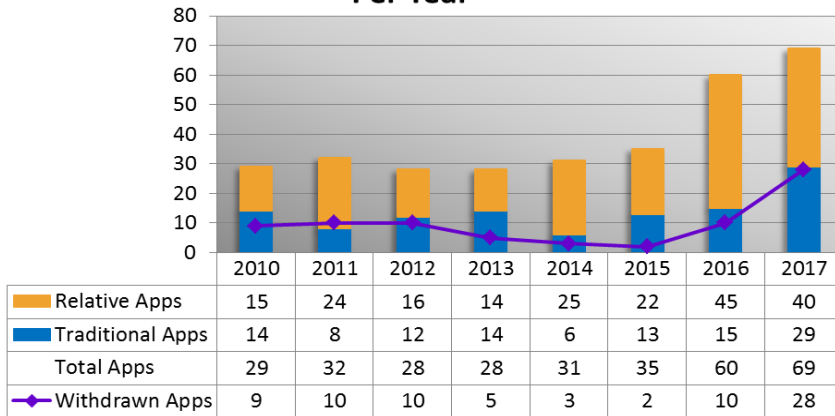
## What influences this?

Factors that make it difficult to place children within the county include sibling groups needing placement together, children with challenging behaviors, and shortage of homes willing to foster teens.

## What is the County's role?

While the primary role of the County in foster care placement is assuring the safety and best interest needs of children, the County also recognizes a fiscal responsibility role. Out-of-home placement is one of the largest child welfare expenditures dependent on county levy. Placements outside of the County have increased costs due to additional placement fees, transportation costs, staff time and longer placement times due to difficulty arranging frequent family visits.

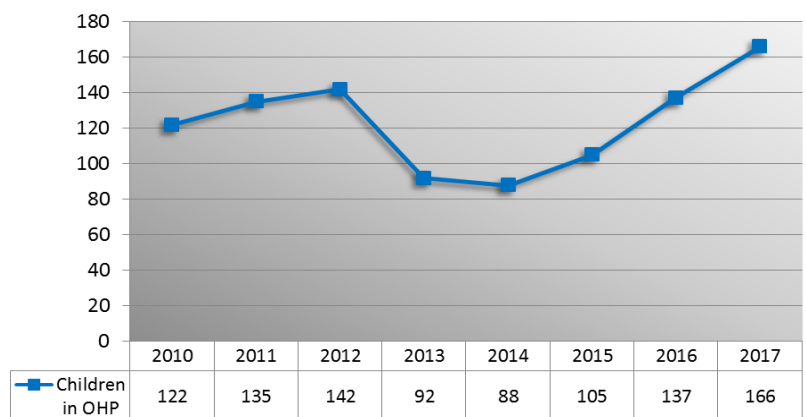
**Number of Child Foster Care Applications Per Year**



The number of relative foster care applications has increased significantly since 2010, at a greater rate than traditional applications. Licensing relative foster homes is more time intensive for staff. In addition these homes are not ongoing assets for child placements beyond the relative child's placement.

Legislative changes in 2014 increased the number of children referred to the County for abuse and neglect. The increase in children receiving child protection services has resulted in more children in placement. A shortage of foster homes has resulted in more out of county placements at increased cost to the County.

**Number of Children in Out of Home Placement**

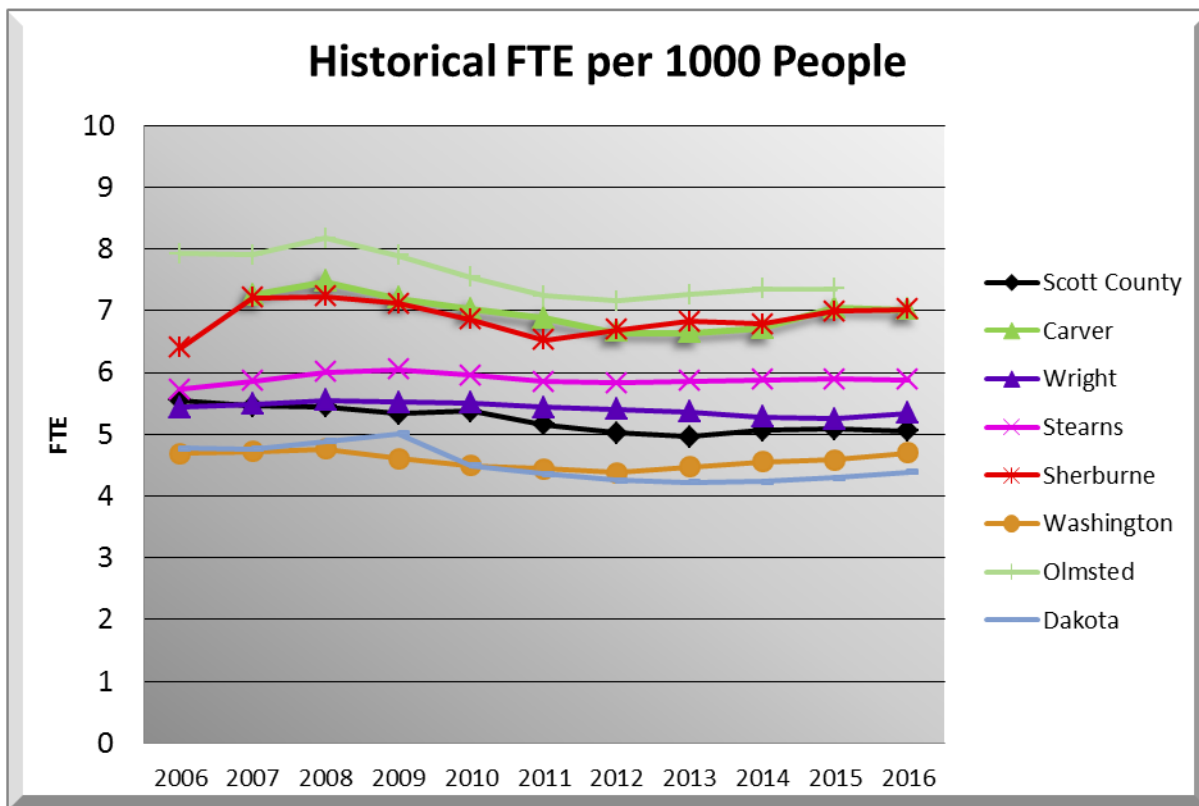


# RESPONSIBLE

## Provides a High Quality Workforce Dedicated to Good Customer Service

### Full Time Employees per 1,000 Residents

As County population increases, the demand for services has increased as well. Each new resident brings expectations as well as stress to county infrastructure. Approximately seventy two percent of the County operating budget is dedicated to staffing cost. The number of employees per 1,000 residents is an efficiency indicator for the County. Scott County has maintained or decreased its ratio of employees to residents while most similar counties have increased slightly. This decrease indicates improved efficiency while maintaining high ratings of employee interactions by citizens in the Resident Survey.



## How is the County doing?

The County expectation is to provide the highest quality service in the most cost-effective manner possible. Tracking the workforce/population ratio over time shows a decline in the ratio in the last ten years. Compared with other similar counties, Scott County has a lower ratio than all but Washington and Dakota counties and has decreased its ratio in the last two years while those counties have increased.

## What influences this?

The rate of growth in service needs impacts the number of staff. Use of technology or implementation of process efficiencies can help maintain lower staffing ratios while meeting service quality expectations.

## What is the County's role?

Over seventy percent of County budget expense is in staff cost. The County hires and manages employees to operate the service programs for residents.

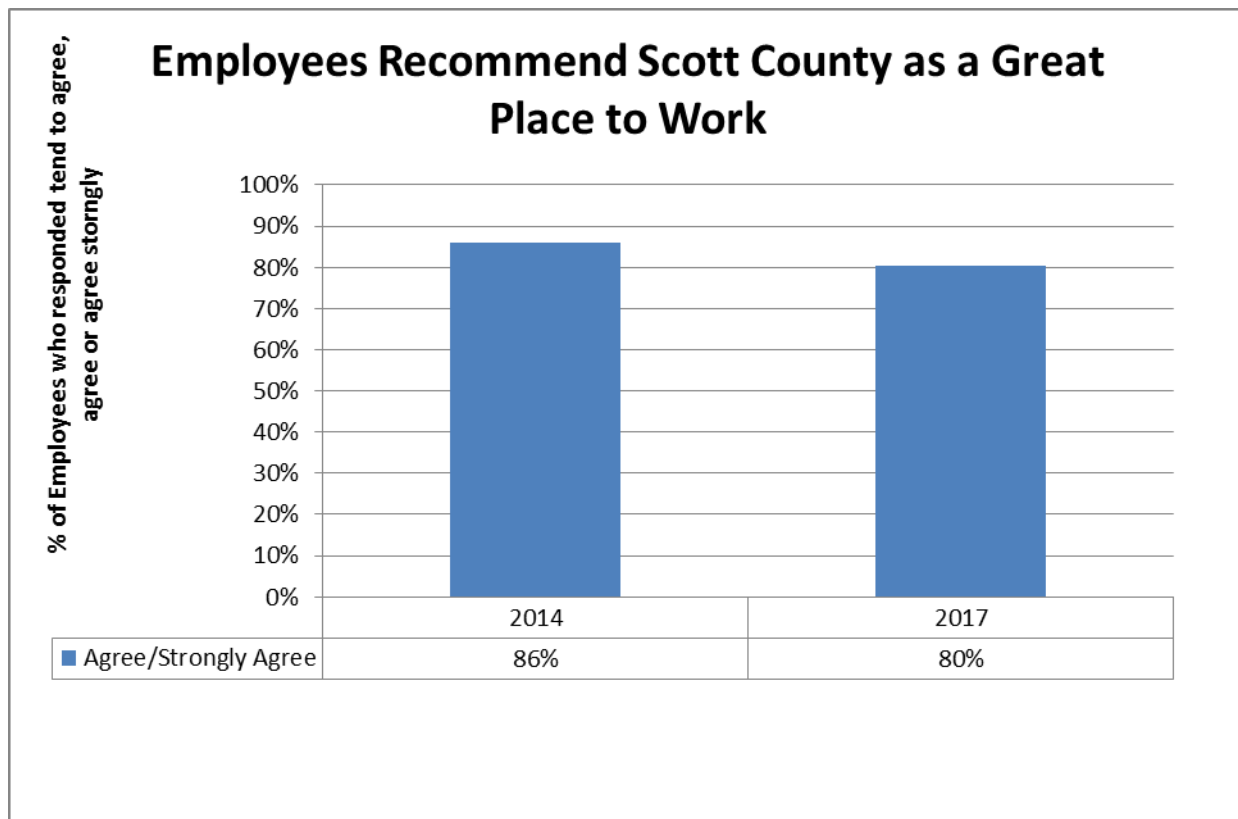


# RESPONSIBLE

## Provides a High Quality Workforce Dedicated to Good Customer Service

### Employer of Choice

The largest percentage of the County budget supports the cost of the workforce providing service to residents of Scott County. Research shows that employees who are satisfied with their employment will provide a higher quality of service. Employees who would recommend the County as an employer are an indicator of the high quality workforce dedicated to good customer service expected by Scott County.



## How is the County doing?

While there was a slight decrease in survey response between 2014 and 2017, employees continue to express a high regard for the County as a place to work. Continued periodic surveys of staff will assist in monitoring status of this measure and encourage correction as needed,

## What influences this?

A number of components including compensation, value of work, and inclusion in decision making impact staff satisfaction with their work environment and can be summarized in this measure.

## What is the County's role?

The County is responsible for mandated programs as well as services residents want that are within the County's authorized role. Meeting the residents' expectations for good customer service involves a dedicated workforce with high morale.

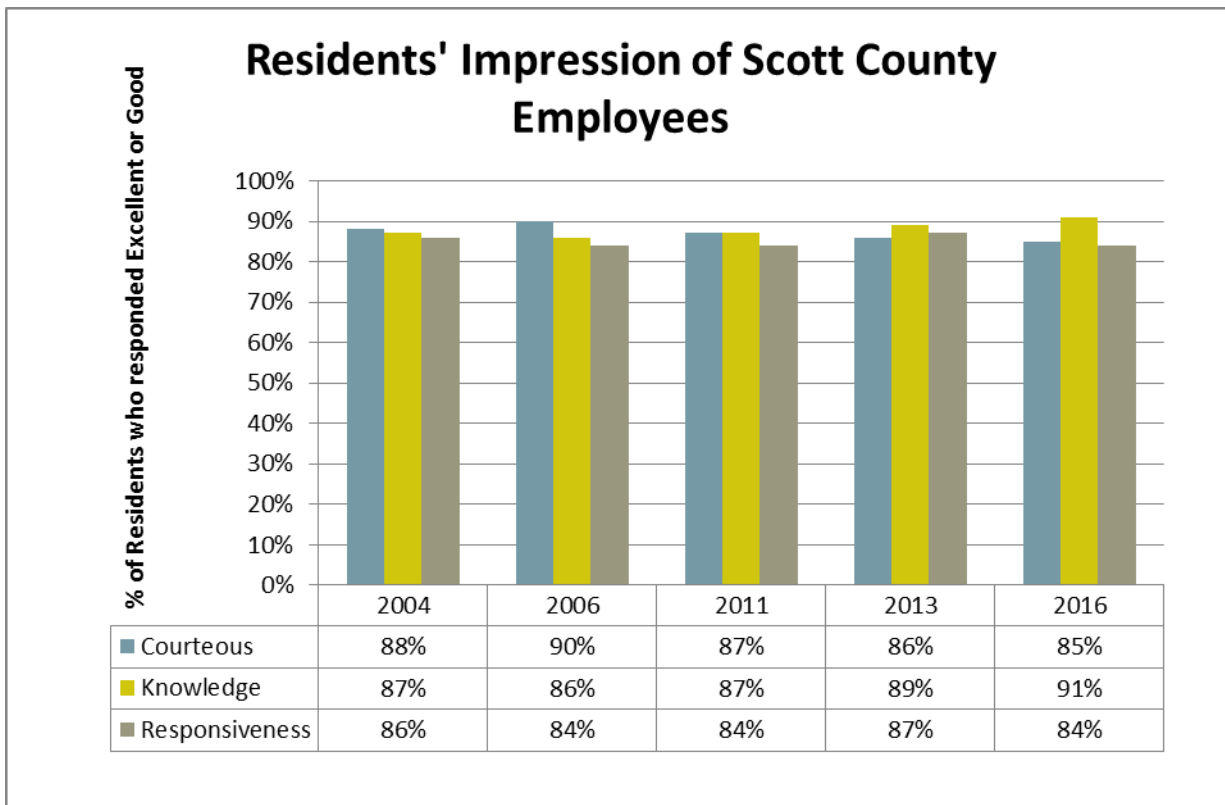


# RESPONSIBLE

## Provides a High Quality Workforce Dedicated to Good Customer Service

### Resident Survey - Approval Rating of County Employees— Program 9019

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 and their interactions with citizens are important in determining how County service is perceived.



## How is the County doing?

The 2016 Resident Survey response indicated that ninety one percent rated employee knowledge as good or excellent. Eighty four percent rated their responsiveness as good or excellent and eighty five percent rated their courtesy as good or excellent. These results have been consistent in each survey period since 2004. County staff maintain a high level of resident approval for their performance.

## What influences this?

This factor is influenced by whether staff meet the service need requested in a manner that meets resident standards. Residents expect responsiveness and that staff are well trained, accessible, courteous, and customer service oriented. Hiring the right individuals with the right skillsets for County jobs and providing support to develop staff impacts this rating.

## What is the County's role?

Counties are local government organizations that predominantly serve as administrative and service arms of the State. Many state programs and mandates are delivered to citizens through County employees. County government touches the lives of all residents through a wide array of services generating Safe, Healthy, and Livable communities. Approximately seventy two percent of the County operating budget is for staff cost. One measure of the quality of their work is the perception of residents in the areas of knowledge, courtesy, and responsiveness.



Employee Performance Management			
	2017		2017
Program #	9019	# of FTE's	0.93
Total Cost	165,532	Total Revenue	0
Direct Cost	165,532	Levy	165,532
Personnel Cost	146,043	Fees	0
Non Personnel Cost	19,489	Grants	0
Admin Cost	0	Other Revenue	0

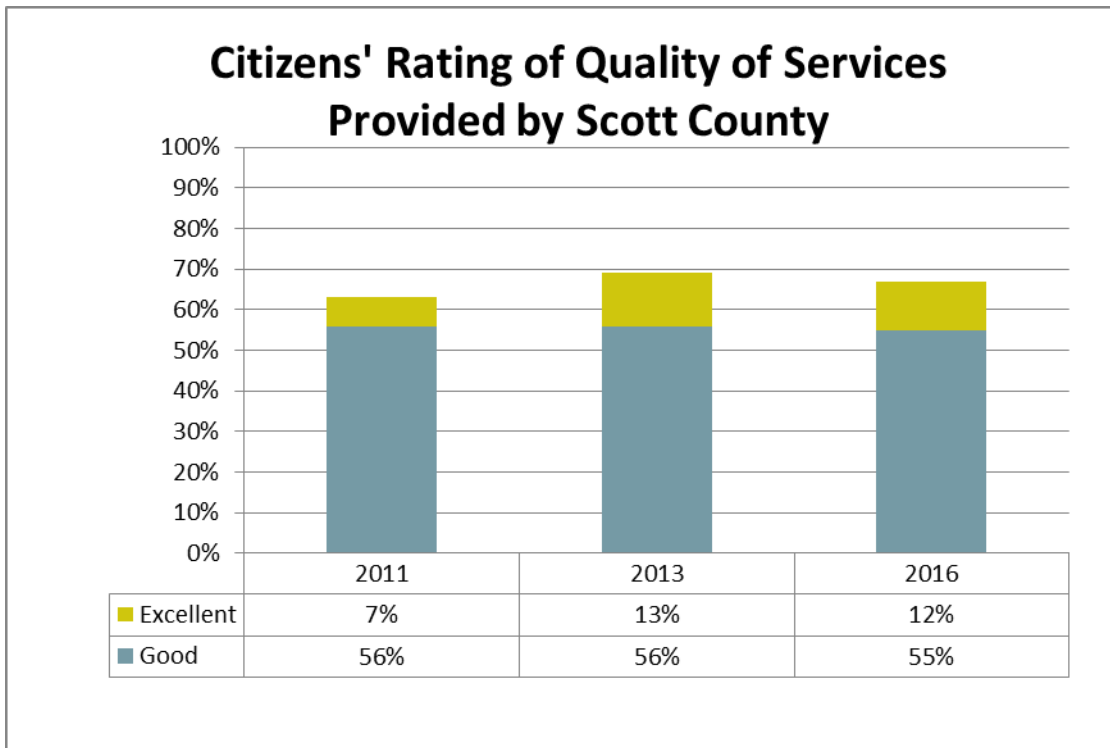


# RESPONSIBLE

## Provides a High Quality Workforce Dedicated to Good Customer Service

### Resident Survey—Service Quality Rating

Periodically, residents are asked their impression of the quality of services provided by Scott County employees. When citizens have contact with County employees in any capacity, they form an impression of how well their local government operates. Local property taxes support a large percent of County service costs. It is important to understand the citizen perspective of the quality of services they financially support.



## How is the County doing?

Overall impression of County employees has remained stable for the last three survey periods. Sixty seven percent of residents surveyed in 2016 rated service quality as good or excellent.

## What influences this?

This survey data is based on the perception of residents who have knowledge of programs. Their quality rating indicates whether they believe the program meets their needs or achieves their expected outcome. Well trained responsive staff are important components in resident satisfaction with service.

## What is the County's role?

The County operates as an arm of the State and provides programs and services mandated by the State. By law, the County is able to levy property taxes to fund those services. It is the County's responsibility to meet the citizens' expectations that public funds be spent wisely and quality services delivered.



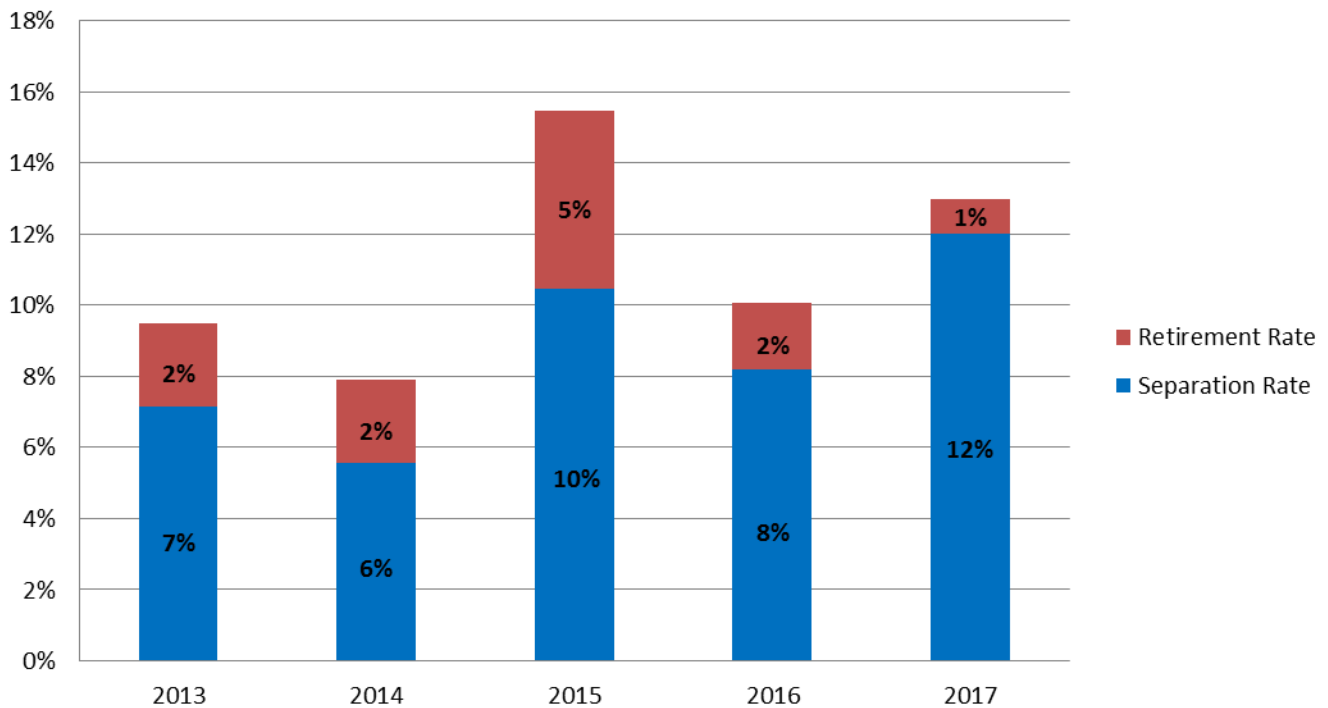
# RESPONSIBLE

## Provides a High Quality Workforce Dedicated to Good Customer Service

### Turnover Rates—Program 9023

The largest percentage of the County budget is dedicated to staffing cost. This investment of public resources is critical to meeting the mission of the County and the expectations of residents. Scott County seeks to be an employer of choice, a destination employer for qualified, competent, and motivated public servants. Tenure and turnover can be indicators of the organizational knowledge level. As individuals work somewhere for an extended period of time, they are exposed to processes, systems of work, and create networks with others, which lead to efficient and dependable service.

### Turnover Rates



## How is the County doing?

This measure is important because it can help us recognize trends or patterns that might need to be addressed. Turnover of a certain rate is natural for an organization. The rate has been relatively stable with an increase in the separation rate trend since 2014. The rate remains below the norm for other counties but may reflect a new trend of increased turnover.

## What influences this?

Staff tend to remain in organizations where they feel the jobs they perform are valued and where they receive the support they need. Pay structure and opportunity for growth are additional factors that impact retention and turnover. Increased retirements with an aging workforce as well as shortages in the available workforce may be a challenge in the next few years.

## What is the County’s role?

In order to meet citizen expectations of accountable, dependable, and efficient services delivered through a workforce that cares about people, it is essential that the County hire, train and retain staff who “Deliver What Matters.” As an employer, the County is responsible for meeting state and federal requirements, balancing relationships with multiple unions and employees not represented by unions, and attracting and retaining a competent, dedicated workforce.



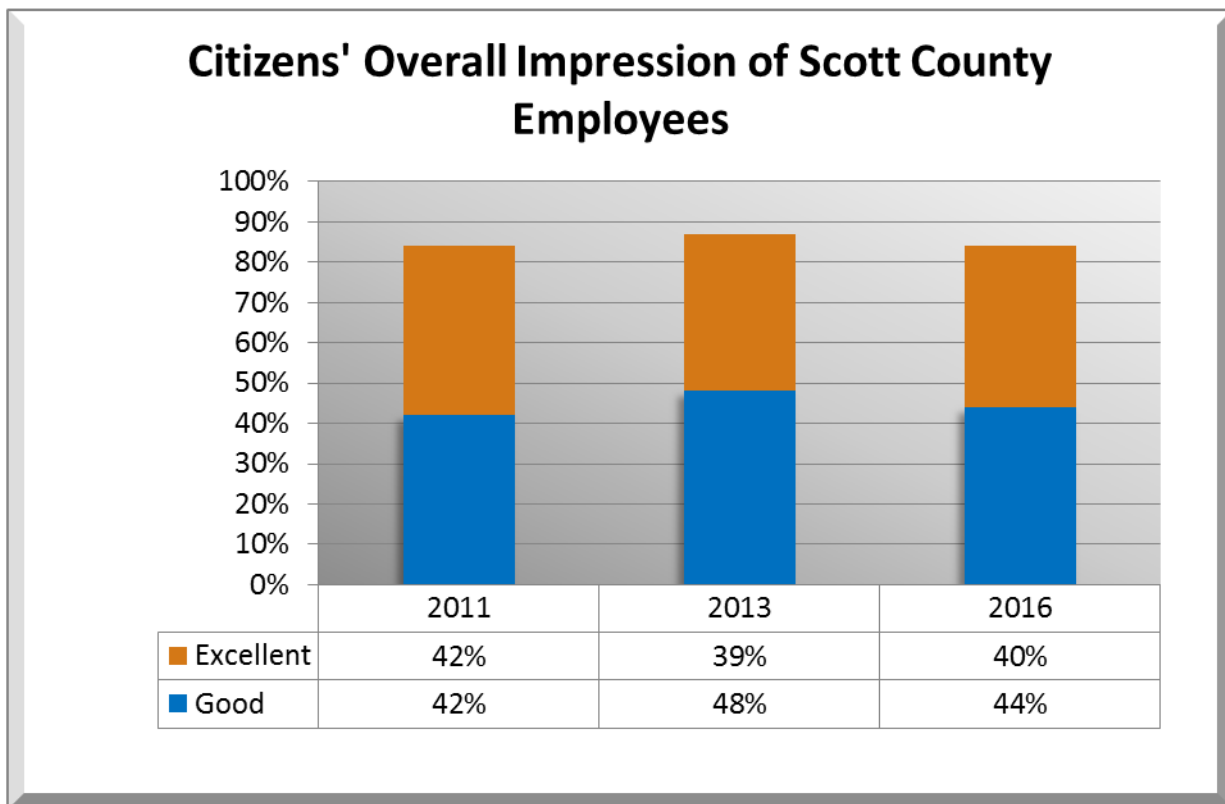
Workforce Planning & Talent Management			
	2017		2017
Program #	9023	# of FTE's	1.52
Total Cost	199,179	Total Revenue	0
Direct Cost	199,179	Levy	199,179
Personnel Cost	187,194	Fees	0
Non Personnel Cost	11,985	Grants	0
Admin Cost	0	Other Revenue	0

# RESPONSIBLE

## Provides a High Quality Workforce Dedicated to Good Customer Service

### Employee Performance—Program 9019

On a regular basis, residents are asked their impression of interactions they have with Scott County employees. When citizens have contact with County employees in any capacity, they form an impression of how well their local government operates. Employees are the face of the County, and their interactions with citizens are important in determining how the County service is perceived.



## How is the County doing?

The overall impression of County employees has remained stable for the last three survey periods. Using a scale of poor to excellent, eighty four percent of residents rated their overall impression of County employees as good or excellent.

## What influences this?

This factor is influenced by when, why and how citizens seek services from county staff. Residents expect responsiveness and that staff are well trained, accessible, courteous, and customer service oriented. Hiring the right individuals with the right skillsets for county jobs and providing support to develop staff impacts this rating.

## What is the County's role?

Counties are local government organizations that predominantly serve as administrative and service arms of the State. Many state programs and mandates are delivered to citizens through county employees. In many situations, residents may not want programs where they are required to participate or do not like regulations administered by the County. The manner in which staff carry out their duties is critical to successful operations.



Employee Performance Management			
	2017		2017
Program #	9019	# of FTE's	0.93
Total Cost	165,532	Total Revenue	0
Direct Cost	165,532	Levy	165,532
Personnel Cost	146,043	Fees	0
Non Personnel Cost	19,489	Grants	0
Admin Cost	0	Other Revenue	0